

Calendar of Events

September 12

Local Gov 2024: Out to Play Summer Series Woodridge, IL

September 18

Legacy Project Professional Development Virtual

September 19 - 21

IML Conference - ASSISTANCE NEEDED AT ILCMA TABLE Chicago, IL

September 22 - 25

ICMA Conference Pittsburgh, PA

September 23

ILCMA/WCMA Reception at ICMA Conference Pittsburgh, PA

October 2

Legacy Project Professional Development Virtual

October 3 & 4

Downstate/SWICMA Joint Meeting O'Fallon, IL

October 9

ILCMA Professional Development NIU Naperville/Hybrid

October 9

Metro Manager Luncheon NIU Naperville

October 16

Legacy Project Professional Development Rosemont, IL

To view all upcoming events click here

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President's Column

100 Years of the Code of Ethics

By Mark Franz, Chair, ILCMA Committee on Professional Conduct and Village Manager, Glen Ellyn

You may have heard that this year marks the 100th Anniversary of the adoption of the ICMA's Code of Ethics in Montreal back in 1924. This means that for a century, our profession has embraced a shared set of values through commonly held principles. We have held our fellow professionals accountable to these core standards. We have also continued to review and modify these principles to ensure their alignment with the issues and challenges of the day over these last 100 years. Some of those significant modifications through the years include:

- 1938 – Added a preamble that explains the council-manager structure and a commitment to merit-based hiring noting that political, religious, and racial considerations carry no weight in personnel decisions
- 1952 – Included an obligation for continuous professional development
- 1972 – Included formal rules of procedure to enforce the Code
- 1976 – Incorporated a clause to make the Code gender neutral

continued on next page

tag us!!

#ILCMAproud
 info on page 20

Job Mart
 Click here to see job listings



continued from page one

- 2002 – Modified Tenet 7 guideline to clarify that members “shall” not run for elected office or engage in other political activity
- 2004 – Added sexual orientation to the guideline on fairness and merit in personnel practices
- 2013 – Modified New Tenet 7 guideline to reinforce that members have a right and responsibility to voice their opinion on public issues

Over the last few years, ICMA has led an exhaustive effort to review and update all 12 tenants to better align our core principles for today. ICMA has also reviewed and updated the Rules of Procedure for Enforcement of the Code of Ethics formalizing the peer-review complaint process steps and timelines. The update of these procedures is a timely and important step. ILCMA Committee for Professional Conduct (CPC) will also update our procedures this year and share with all members. Please note that the rules are not confidential; rather the complaint process itself requires confidentiality.

In addition, the CPC will lead a few training sessions this year to educate all members on the updated Code of Ethics and the improved ICMA and ILCMA enforcement processes. Look for these ILCMA opportunities, but also participate in ICMA sessions at the Conference in Pittsburgh or throughout the year as they engage in initiatives to highlight the significance of ethical governance and its positive impact on communities over the century.

Acknowledging the importance of ethical local government is paramount in reinforcing the reason that day-to-day operation is better suited for professions, not politicians. In this highly charged, polarized political climate, our profession continues to lead. We find ourselves on the front lines with school superintendents, library directors, and college presidents that have been impacted by the calcification of the political process. We need to utilize our well-established neutrality to help guide the country back to our shared values by leaning on our ethical principles. Our colleagues in Montreal in 1924 certainly took full advantage of their opportunity by creating the Code of Ethics to counterbalance the old Tammany Hall political ways in New York and the

Pendergast Political Machine in Kansas City. Those were equally challenging times, but they persevered and so will we.

This past weekend, one of my favorite bands, Poi Dog Pondering, played a little-known cover song by the Waterboys called, The Whole of the Moon. Local government officials are responsible for the “Whole of the Moon” while others are often focused on more personal or trivial matters. So, remember to keep focusing on the big picture and allow the Code of Ethics to be your north star. Keep up the great work!

Ethics Resources:

<https://icma.org/ethics>

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

<https://icma.org/ethics100>

Potential Ethics Violation, Contact:

Jessica Cowles, Ethics Director jcowles@icma.org

Dawn Peters, Executive Director, ILCMA, dpeters@niu.edu

Mark Franz, ILCMA Committee on Professional Conduct Chair, mfranz@glenellyn.org



Apply Here

Lifesaver Award

Do you know someone who has provided assistance to a member in transition (MIT)? If so, consider nominating them for recognition through the MIT Lifesaver Award! Anybody who has been an MIT knows it is a very difficult time and any assistance provided by their fellow ILCMA members is greatly appreciated. The Membership Services Committee has been working to develop a simple, inexpensive, durable, and easily identifiable form of recognition, in a manner that encourages and promotes such assistance to ILCMA members who assist MITs. A lifesaver-ring lapel pin will be awarded to members who provide significant, tangible assistance to an ILCMA MIT. Significant, tangible assistance may include sharing a room at an ILCMA or ICMA conference, adding an MIT to an interview process, hiring an MIT part-time, full-time, or for a special project, or inviting an MIT to a regional managers' lunch. Applications are available on the ILCMA website and may be submitted to the Secretariat who will provide the info to the Membership Services Committee for review.

Welcome New Members

New applications for Full (voting) membership are listed below and will be effective 30 days from the date of this publication unless a written objection is received by ILCMA. Objections should be addressed to the executive director.

Full Members:

Pam Gallahue, Deputy City Manager, City of Naperville
Molly Gillespie, Director of Communications and Engagement,
Village of Buffalo Grove

Members:

Daniel Walenda, Operations Associate, Village of South Barrington
John Burner, Student
Haley Holtz, Administrative Intern, Village of Glen Ellyn

Who's Who Directory Update

Kathy Thake is the new village manager in Kenilworth. Her new contact information is:

Kathy Thake, Village Manager
Village of Kenilworth
419 Richmond Road
Kenilworth IL 60043
Email: kthake@vok.org
Phone: 847-853-8416

Madeline Farrell is the new Assistant Village Manager in Lincolnwood. She was previously the Deputy Village Manager in the village of Northbrook.

Melanie Marcordes has taken the position of Director of Community Services for the City of Naperville and will begin on September 16. She was previously the Assistant to the Village Manager in Barrington.

Sue McLaughlin is the new Deputy City Manager in Bloomington. She was previously the City manager in Farmer City. Her new contact information is

Sue McLaughlin, Deputy City Manager
City of Bloomington
115 E Washington St, Ste. 402
Bloomington IL 61701
Email: smclaughlin@cityblm.org
Phone: (309) 434-2212



[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.



An advertisement for the Civic Leadership Academy (CLA) at Northern Illinois University. It features the CLA logo at the top left, which includes the letters "CLA" in a stylized font and the text "CIVIC LEADERSHIP ACADEMY Northern Illinois University". To the right of the logo is the tagline "Advancing Civic Leadership Navigating the Future". The main text reads "The new lineup for 2024-25 will begin in October." Below this, it says "As the summer winds down, look for course announcements in September." A red "Or" is centered below. A red button contains the text "Reserve custom training now. Email CivicLeadershipAcademy@niu.edu." At the bottom, there is an image of a red chess piece standing in front of a row of white chess pieces. Below the image, it says "CLA Courses Qualify for ILCMA's Voluntary Credentialing Program" and "go.niu.edu/cla". The footer includes the Northern Illinois University logo and the text "Center for Governmental Studies Outreach, Engagement and Regional Development".

**Downstate & SWICMA
Fall Conference**

THURSDAY

5:00 PM NETWORKING AND HAPPY HOUR

at Dogwood Social, 1206 Central Park Dr. O'Fallon, IL 62269

6:30 PM DINNER AT DOGWOOD SOCIAL, 1206 Central Park Dr. O'Fallon, IL

Opened in September 2022, Dogwood Social House O'Fallon is a one-stop entertainment venue for the whole family. From classic bowling lanes and electrifying arcade games to axe throwing and private karaoke rooms, there's something for everyone. Catch the latest sports games or music videos on their massive TV walls while enjoying over 80 craft beers on self-serve taps. Their delicious menu caters to all tastes, making Dogwood Social House the perfect place for a fun-filled night out.

9:00 PM AFTER-HOURS NETWORKING

Looking for more fun and networking with the attendees? Across the street from the Hilton Garden Inn, the event's hotel and meeting rooms are Global Brew (200+ Brews, drinks, and food) or looking for something more quiet, walk next door to Bella Milano O'Fallon (455 Regency Park, O'Fallon, IL 62269).

**October 3 & 4, 2024
O'Fallon, IL**

FRIDAY

7:30AM BREAKFAST AT THE HOTEL

Hilton Garden Inn 360 Regency Park, O'Fallon, IL 62269

8:00AM - 10:15 AM BUS TOUR TO SCOTT AIR FORCE BASE

Note: Driver's License or State ID # and D.O.B. must be submitted by September 18th to attend the tour.

Employing over 13,000 people, 5,100 civilians with 5,500 active-duty Air Force, and additional 2,400 Air National Guard and Reserve personnel, Scott Air Force Base is located next door to O'Fallon. Including two, new cybersecurity commands, Scott AFB controls the logistics of every bolt, bullet, and soldier of the U.S. Department of Defense, as well as protecting the cyber security interest of the United States across the globe.

A bus will pick all participants up from the Hilton Garden Inn at 8 a.m. on Friday and travel to Scott AFB for a one-hour tour and mission brief of the base. At 9:30 a.m. we will stop and meet the community planner for 30 minutes to discuss military installation planning and community partnerships before returning to O'Fallon at 10:15 a.m.

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**Downstate & SWICMA
Fall Conference**

October 3 and 4, 2024,
O'Fallon, IL

10:30 - 11:00 AM CHANGING HOW WE HIRE POLICE OFFICERS

Hiring good police officers is hard. Especially when you must jump through hoops and wait months for testing cycles to find candidates. In 2023, O'Fallon, Illinois abolished their hiring practices for police officers by getting rid of the testing consortium and moving to a process that reflects how employees in every other profession are hired. Hear from O'Fallon Police Chief Kirk Brueggeman how the process was created, and how it is working.

11:15 - 12:00 PM ECONOMIC DEVELOPMENT FOR LARGE-SCALE PROJECTS

Economic Development is a long, slow, and expensive game. Hear how the City of O'Fallon crafted and economic development strategy and plan in partnership with HSHS-St. Elizabeth's Hospital to attract a \$300+ million hospital campus and set-up the region for future growth. Also hear from the President of HSHS-St. Elizabeth's on their operations and future plans.

12:00 PM LUNCH AND BUSINESS MEETING - AI IN LOCAL GOVERNMENT

Presentation on AI in Local Government Research Study by Dr. Eunju Rho, Associate Professor, NIU Department of Public Administration.

ACCOMMODATIONS:

Hilton Garden Inn – O'Fallon
360 Regency Park, O'Fallon, IL 62269

Reserve at our discounted rate \$110 by **SEPTEMBER 6th** by clicking the link below:

<https://www.hilton.com/en/book/reservation/deeplink/?ctyhocn=STLEAGI&groupCode=CITY24&arrivaldate=2024-10-03&departuredate=2024-10-04&cid=OM,WW,HILTONLINK,EN,DirectLink&fromId=HILTONLINKDIRECT>

Name: _____

Employer: _____ Title: _____

Email: _____ *Date of Birth _____

*Name as it appears on DL or State ID _____

*Driver's License or State ID #: _____ *State of Issue _____

Yes, I will attend the Meeting Thursday October 3 and Friday October 4

Yes, I will attend the Social Hour & Dinner On Thursday evening

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

Registration Fee: \$55 – Includes buffet breakfast & lunch on Friday

REGISTER by Wednesday, September 18.

*information required for Scott Air Force Base Tour

Click here to register

OR-Mail form with check payable to Downstate
to: Downstate NIU Center for Govt'l Studies
148 N 3rd St, DeKalb, IL 60115



OVERCOMING ANXIETY AND BUILDING RESILIENCE

WITH DRA. ALICIA LA HOZ AND BRIDGESXL



SEPT. 12



11:30 - 1 PM



ZOOM



RSVP

Legacy Project
ADVANCING WOMEN IN LOCAL GOVERNMENT

Leading the Way: NAVIGATING A CAREER AS A WOMAN IN LOCAL GOVERNMENT



Wednesday, October 2, 2024
11:30am to 1:00pm

Join us for an inspiring webinar with Alejandra "Alex" Lopez, Assistant City Manager for the City of San Antonio, as she shares her remarkable career journey and how she has navigated the challenges of being a woman in local government. With over fifteen years of service, Alex has played a pivotal role in shaping key initiatives in economic development, small business support, workforce development, and equity. This session will delve into her experiences, strategies for success, and her vision for the future, offering valuable insights for anyone passionate about leadership, public service, and equity in local government.

[Click here to RSVP](#)

SAVE THE DATE

IAMMA FALL MEMBER MIXER

Friday, October 04, 2024 at 6:30 PM
Bowlero
Naperville, IL

The Next
Generation
of Public
Leaders



SAVE THE DATE 2025 ILCMA Conferences

Winter Conference
February 5-7, 2025
Marriott Hotel
Normal, IL

Summer Conference
June 3-5, 2025
I-Hotel
Champaign, IL

BEYOND SERVICE EXCELLENCE

October ILCMA Professional Development Event



OBJECTIVES

It's been said that happy employees lead to happy communities- and in this dynamic workshop, participants will see the value of going beyond service excellence with their residents, business owners, visitors and one another. Using research and brain science, learn how to develop lasting connections by creating loyalty. With Heidi's warm and engaging style, participants will be motivated to learning that leads to action.

This workshop focuses around the following competencies:

- Better Attitudes
- Clearer Communication
- High Performance
- Ownership

PRESENTER

Heidi Petersen is the Director of Global Training for RDR Group who trains audiences all over the world on diversity and inclusion, developing resilience, customer service, and leadership development. She has worked at all levels—including the top executive teams at Ford Motor Company, State Farm, Cisco Systems and CNA. She has also worked in numerous healthcare facilities, universities, and government agencies.

Her strength as a facilitator includes her deep subject matter expertise and warm, engaging style. She creates space for conversation through storytelling and humor to engage participants in learning that leads to action - as learners are inspired to create new behaviors and approaches in the workplace.

Heidi resides with her dog in the U.S. just north of Chicago, Illinois. She is the proud mother of 4 incredible humans that she affectionately calls her Lost Boys. In her spare time you will find her outside, enjoying the amazing scenery and culture the Midwest has to offer every day. In addition to being a corporate trainer, Heidi is a vocalist, an avid reader, and a Disney fanatic.

ILCMA PROFESSIONAL DEVELOPMENT EVENT

**WEDNESDAY
OCTOBER 9**

IN PERSON

- NIU Naperville 1120 E. Diehl Rd, Naperville
- Check -in/Continental Breakfast 9AM

VIRTUAL

- Zoom presentation begins at 9:30 AM



CLICK HERE TO REGISTER

Attend in-person at NIU Naperville, 1120 E Diehl Rd 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 Session "Unlocking Success" as well for \$65. Student Rate \$20 or \$45 for both events. MICT's are free.

METRO LUNCHEON

UNLOCKING SUCCESS & THE POWER OF HIGH PERFORMANCE TEAMS

OCTOBER 9



Research in the last decade suggests there is no such thing as a born athlete, a born musician or a born politician. Success is cultivated through motivation, diligence and hard work. In this keynote, leaders are inspired to take ownership around how they can better influence their employees to go above and beyond.

Together we will strategize on utilizing the strengths that already exist in your employees to create even higher performing teams and explore tangible ways to optimize engagement and productivity.

Presenter: Heidi Peterson, Director of Global Training, RDR Group

In Person Event at NIU Naperville, 1120 E. Diehl Rd

Check-in and networking at 11:30 AM

Lunch begins at Noon

Presentation begins at 12:30 PM

Virtual Session via Zoom begins at 12:30 PM

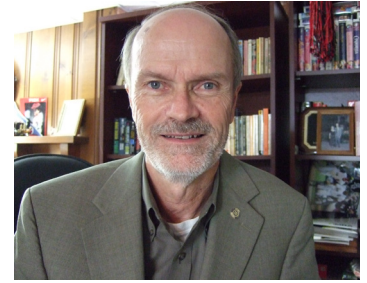
*Metro
Managers* 

Attend in-person at NIU Naperville or virtually through Zoom. Registration rate is the same for in-person and virtual attendance \$35. Register for ILCMA Prof. Dev. Event "Beyond Service Excellence" as well for \$65. Student Rate \$20 or \$45 for both events.

[Click here to Register](#)

Senior Advisor Column

By John Phillips, Senior Advisor



We had lasagna for lunch at the ILCMA Downstate meeting in August. The lunch was quite good, but this day and a half session in Champaign was much more than a good lunch. I witnessed good conversations and an excellent training session on Cyber Security.

I recall from my time as a city manager how difficult it was to escape the clutches of the office. Even if it was for a lunch with area administrators or a day and a half meeting out of town, it was always difficult to get away. But I also remember the benefits I enjoyed by participating with my peers at these sessions.

I would categorize the benefits in three areas:

1. The training sessions provide important information that helps you think how this might apply in your city or county. Are we prepared for a cyber security event? Is the program one that could benefit your team or your community? These sessions allow you the freedom to step away from your work and contemplate how things that you learn or observe might apply to your organization. No one left our session as a cyber security expert, but we now knew more about the resources available to help.

2. The opportunities to meet other managers and administrators can be important and beneficial. If you're faced with the challenge of drafting a development agreement, a special ordinance or a financial policy, it is likely that someone else has already worked on it. Perhaps you are dealing with a pesky labor/management problem or a divided elected body. You are likely to find someone at one of these meetings who has already handled these issues. If you have a personal connection with someone who has faced a problem like yours, it is much more comfortable to make the contact if you know them.

3. The third area of benefit is more on the personal side. The positions of administrator and manager are becoming even more challenging. There are limited safe spaces to relax, tell stories and confide with colleagues. Your peers will more likely appreciate your experiences and your concerns. You can be more comfortable talking about a challenging board meeting, the upcoming election uncertainty, a contemplated career move or a retirement decision with a trusted colleague.

There are many formal and informal gatherings of administrators and managers around the state. I encourage you to take advantage of these opportunities whenever you can. I hope you also conclude that its much more than the lunch menu. But I did enjoy the lasagna.

Do You Have Special Projects for Which You Need Additional Help?

Has your Staff been Cut Back, but your Workload Increased or Stayed the Same?

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

1) Member in Transition Program (MIT) – ILCMA keeps a list of Illinois managers and assistants in transition. These members are willing and able to fill positions, do special projects, and provide expert service to you and your community (list of MIT's below).

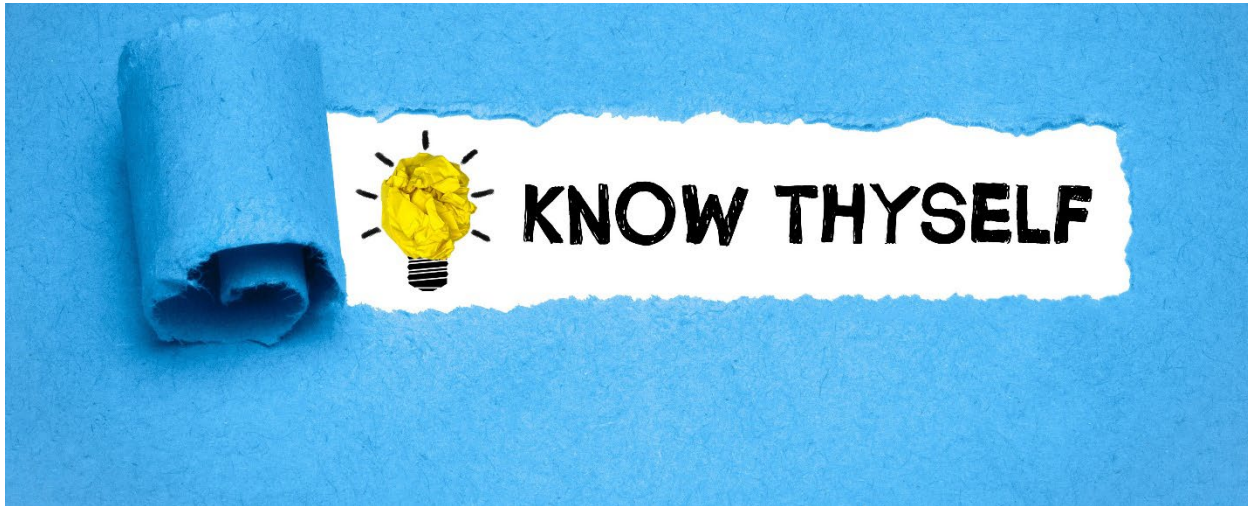
2) Professional Resource Program (PRS) – The PRS program consists of retired, semi-retired, and MIT's who are again able to do special projects, fill positions, and provide expert professional services to your local government. For information please visit the ILCMA website at <https://www.ilcma.org/programs-and-services/ilcma-professional-resource-service/>.

The ILCMA Senior Advisors have the most current list of Members in Transition and Professional Resource Program participants. Please do not hesitate to contact either Dawn Peters at ILCMA or one of the Senior Advisors.

Members in Transition Who Agreed to Publicize their Information:

Brian Bursiek bbursiek@comcast.net 847-755-0497

Career Compass No. 108: Leadership Starts with Self-Awareness



I'm a first-time development services director in a suburban city. I was hired from outside the organization. In this new role, I'm doing my best to be a positive influence. There are lots of projects and meetings and many urgent matters to which I must respond. It's hectic and I'm a bit overwhelmed.

With all of this activity, I wonder how I can have more of a positive impact. Sometimes my staff responds in a positive way to my leadership; sometimes not so much. As I further develop myself as I leader, I'd like to better stress who I am, what I value, and where I can best make a contribution.

How do I get started?

Response

There is no clear profile of a great leader. Leadership has many voices. There is no one best way to exert positive influence—there are many ways. (See [Bill George et al, "Discovering Your Authentic Leadership," Harvard Business Review, Feb 2007.](#))

In any leadership position in local government, it is easy to feel overwhelmed by many different projects, meetings, and ever-changing urgent demands. To exert positive leadership in your new role, the key is to step back, carve out some time to be self-reflective, and figure out productive ways to manage yourself and leverage your leadership strengths.

As Harry Kraemer stated: "If you are not self-reflective, how can you truly know yourself? If you do not know yourself, how can you lead yourself? And if you cannot lead yourself, how can you possibly lead others?" (See [Dan Rockwell, Leadership Freak blog, "4 Tools for Self-Reflection Every Leader Needs," April 19, 2023.](#))

Understand the Importance of Self-Awareness

There are many reasons why self-reflection is critical to effective leadership:

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- To make meaningful contributions as a leader, you must know yourself. As Dan Rockwell says, you must know yourself before you can fully give yourself to the world. (See [Dan Rockwell, Leadership Freak blog, “4 Tools for Self-Reflection Every Leader Needs,” April 19, 2023.](#))
- Self-awareness is key to self-management and helps you eliminate inconsistency between your self-image and any contrary behaviors you actually exhibit.
- To maximize your leadership capacity, you must know your strengths and the leadership “gifts” you are compelled to give away.
- Knowing your values is critical to good decision-making, especially where there are no right or wrong answers.
- Self-reflection helps you learn and adapt as circumstances and demands change. Learning by doing does not occur unless you reflect upon the action.

In fact, Bill George states that “leadership starts with self-awareness.” (See [Bill George, Discover Your True North, 2010](#))

“You can only connect the dots by looking backwards.” Steve Jobs

Explore Your Life Story

To know who you are and what you truly have to contribute, you must know your life story. Who are the people and the experiences that have shaped you as a person and as a leader? What adversity or challenges have transformed you? What are the leadership “gifts” that you are compelled to give away?

My mom Rosy was the most influential person in my life. Rosy taught me to take risks and be courageous in fighting for what was morally required.

In terms of experiences that were formative in my life, I’d like to share two:

1. As a young man, I took a year off from college and served as a community organizer in Mexico City, organizing urban cooperatives. When I arrived, I didn’t have any family or friends in Mexico; I didn’t speak the language; and I knew nothing about community organizing. It was very challenging. However, that year in Mexico City taught me the joy of building community, led to a career in local government, and shaped my life for the better.
2. At mid-life, my wife Pam died and I suddenly become the only parent of two small children. I had always focused on my career and all of a sudden I was a single dad. I knew how to manage a city but not my family. I was scared. However, with the support and guidance of family members and friends, I learned how to better listen to my kids, support them as they grew up, and most importantly focus on the relationships in my life. I became a better parent, friend, and leader.

By reflecting on these transformative experiences, I became more aware of myself and my strengths and “gifts” as a leader. As Steve Jobs emphasized in his famous 2005 commencement

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address at Stanford University, “You can only connect the dots by looking backwards.” (See [YouTube video, Steve Jobs, Stanford 2005 Commencement Address.](#))

Acknowledge the Obstacles to Self-Understanding

What are the obstacles as we leaders attempt to better discover ourselves? There are many.

First of all, many of us seemingly have no time to reflect. We are action- and activity-oriented, running from one meeting to another. Our work and personal lives are very hectic.

Second, it is easy to deceive ourselves. We typically have a positive self-image and ignore any of our behaviors that are inconsistent with that self-image.

Third, we leaders may feel insecure—that we are not fully in charge; we do not really have the right answers; or we do not know how to proceed. And we deny these insecurities.

Fourth, insecure leaders often isolate themselves or simply do not make it “safe” for others to provide helpful feedback. Without feedback, we cannot get an accurate view of the impact of our behaviors, especially under stress.

Finally, as we move up in our management careers, we tend to become more arrogant. Dan Rockwell contrasts humility and arrogance in leaders:

- Humility listens; arrogance tells.
- Humility learns; arrogance knows.
- Humility opens hearts; arrogance builds walls.
- Humble leaders connect; arrogant leaders pull away.
- Humility trusts; arrogance doubts.
- Humility collaborates; arrogance isolates.
- Humility seeks feedback; arrogance rejects criticism.

(See [Leadership Freak blog, “Choose Humble Strength Over Arrogant Weakness,” Sept 21, 2023.](#))

Get a Glimpse of Our “Shadow Self”

You never fully know yourself. You get some measure of self-knowledge gradually over time.

The psychoanalyst Carl Jung believed that we all have positive and negative attributes that we don’t see. Jung called this our “shadow self.” Growth happens when we get a glimpse of this shadow self.

How do we get this glimpse into who we truly are and how we behave on a daily basis?

Ask These Questions to Foster Self-Awareness

The journey toward self-knowledge starts by carving out some quiet time and space to reflect and ask yourself some questions. I reflect when I now take a daily walk in the mid-afternoon as a break from work. When I worked as a city manager, I had a 9/80 schedule and used my alternative Fridays

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to go to a café, have breakfast, and reflect about the past week or two and think about challenges in the next several weeks. I have a colleague who gets up early on Saturdays before the rest of the family and reflects upon the past week over coffee. Since we lead hectic lives, it is helpful if we create a ritual to have a quiet time to reflect. (See Career [Compass #99 “Harness the Hidden Power of Rituals.”](#))

To promote self-reflection, ask yourself some of these powerful questions:

- How did I show up to lead this week?
- In the last week, what surprised me and what can I learn from it?
- What strengths did I leverage in the last week?
- With whom did I really connect?
- What was my useful contribution?
- How did I allow others to flourish?
- How did I give? How did I receive help?
- How did I appropriately reveal myself to others?
- What is one thing I did for which I am thankful?
- What person or situation triggered a poor reaction on my part?
- What is one thing I want to stop doing as a leader?
- What can I do better in the coming week?
- Based on new data or experience, what opinion or belief may I need to change?

One ritual that is of value to some colleagues is to keep a journal. In response to some of the self-reflection questions above, you write a few notes every day or once a week and then periodically go back and review your entries.

Identify Your Strengths and Leverage Them

As leaders, we spend too much time worrying about our weaknesses or deficiencies. Every leader has faults and flaws. We should always leverage our strengths. How do we do that? In addition to self-assessment, you can:

1. Ask your manager or coach. Your manager or coach or trusted colleague can provide some feedback on strengths (more on feedback below).
2. Review past performance evaluations. Your past performance reviews will identify your strengths as well as development opportunities.
3. Take a personality or leadership styles assessment. [Myers-Briggs](#) or [Enneagram](#) or [Strengths Finders](#) are good online assessments.

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4. Utilize a simple 360 degree feedback instrument. You can periodically use a simple 360 degree review instrument asking questions of team members to better identify your strengths as well as to generate suggestions for enhancing your leadership.

Flex Your Behavior

All leaders must learn over time to “flex” their preferred behaviors. We don’t want you to change who you truly are. Rather, we do want you to expand and enhance your portfolio of leadership behaviors that you can call upon given any situation. Therefore, based on your self-assessment and feedback from others, you must identify any behaviors you want to learn and put to better to use.

My strength as a leader is that I embrace big ideas to solve contentious problems and have the courage to pursue those ideas. When I was a city manager, I would run into a team meeting and immediately share my big idea (and of course great idea) and “suck all the air out of the room.” My passion for my idea was often too much for others so they shut down and acquiesced. Of course, since it was Frank’s idea there would be little enthusiasm and commitment. Finally, I recognized that my behavior was hurting my leadership capability. So, I began to experiment with different practices. Before a critical brainstorming session, I would ask two team members to share one idea each at the start of the meeting. I also tried asking the most junior or least influential team member to share one idea at the beginning of any meeting. I also experimented with asking each team member to complete an idea card to address the problem. Over time I got better at facilitating the team meetings, generating ideas from all, and of course incorporating my idea into the problem-solving discussions. The resulting solution was a better and more robust idea than my initial idea.

To flex your behavior, it is advisable to publicly announce to your team that you are trying to enhance or improve a behavior (such as listening first to understand) and then along the way ask for feedback at the end of a meeting or in private. Declaring your intent supports your commitment.

Of course, you won’t succeed at first. You must take a few small steps, learn from those small efforts, and practice some more. (See [Narayan Pant, “Leading Change May Need to Begin with Changing Yourself,” hbr.org, Sept 20, 2023.](#)) A formal or informal coach can also provide feedback, support, and encouragement.

Every leader needs to be as authentic as possible.

Know Your Triggers

We all have triggers—people or situations that trigger our poor response. (See [LaRae Quy, “How Self-Awareness Allows Leaders to Make a Greater Impact,” SmartBrief newsletter, Sept 20, 2023.](#)) For me, it is when I’m experiencing a lot of conflict or under persistent attack. It is exacerbated if I’ve had little sleep or exercise. In these situations, I attack back. Knowing this trigger and with the support of others, I have learned to moderate this negative behavior that undercuts how I want to lead. (See [Career Compass #102 “Responding to Public Criticism.”](#))

Partner with a Colleague

No one can have or learn all the important leadership skills and capabilities. Consequently, it is often a good idea to engage a partner to help lead an endeavor. (The Air Force call this a “wing-

continued on next page

person.”) For instance, if you feel uncomfortable facilitating a large community or stakeholder meeting, you can do the welcome, review the goals and agenda for the meeting attendees, and then turn over the meeting to a partner who is skilled at facilitating such an event. At the end, you can summarize some of the themes from the discussions and identify follow-up.

Build a Dream Team

To become the best version of ourselves, we all need a support team. These formal or more often informal advisors offer guidance, coaching, suggestions for course corrections, and most importantly emotional support. Typically, with these supporters, there is a high level of trust so you can be completely yourself and share your hopes, fears, concerns, and failings.

Your “dream team” may be composed of a spouse or partner, several close friends and colleagues, and a coach or two. Some local government managers join a formal peer support group (see for example [Compass Peer Groups](https://compasspeergroup.com/) at <https://compasspeergroup.com/>).

Different members of your dream team may offer different kinds of support. Some may provide advice regarding career development. Others may provide political guidance or suggestions on how to deal with a problematic works situation. Others may just offer a listening ear or social support.

“We discover who we are in connection. Isolation leads to self-deception. Sometimes others know who we are or who we can become before we do.” (See [Dan Rockwell, Leadership Freak blog, “4 Tools for Self-Reflection Every Leader Needs,” April 19, 2023.](#))

Becoming an Authentic Leader

Every leader needs to be as authentic as possible. We do not want to change you but we do want you to become the best version of yourself.

This leadership development journey includes becoming more aware of your strengths and the “gifts” that you are compelled to give away, generating feedback from others, asking for support, and flexing your behavior along the way.



Sponsored by the ICMA Coaching Program, [ICMA Career Compass](#) is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA's liaison for Next Generation Initiatives and resides in Palo Alto, California. [Read past columns](#) at icma.org/careercompass.

If you have a career question you would like addressed in a future issue, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com.



IML Managers Column

IML Managers Committee Report

Public Camping Model Ordinance now available

Walter Denton, City Administrator, City of O'Fallon

Cities have long been challenged with how to handle the unhoused population. We receive calls to “do something” about unhoused individuals who hang out on the streets and camp on sidewalks and in parks, but laws have restricted cities’ ability to regulate camping on public property. However, a new tool is now available to address public camping as the result of a recent Supreme Court case.

On June 28, 2024, the U.S. Supreme Court issued an opinion in the matter of *City of Grants Pass, Oregon v. Johnson et al.* The underlying issue involved municipal authority in the regulation of camping on public property, specifically as it relates to unhoused individuals. In the 74-page opinion, the Court ruled in favor of preserving local control and upholding local ordinances regulating camping on public property.

The Grants Pass case centers around the city’s attempts to regulate public camping on municipal property. The city had enacted ordinances prohibiting camping in certain public areas, aiming to address concerns related to public safety, health, and the maintenance of public spaces. However, these ordinances faced legal challenges from individuals experiencing homelessness, arguing that such regulations violated their constitutional rights.

The Supreme Court held that the Eighth Amendment’s Cruel and Unusual Punishment Clause does not prohibit the enforcement of generally applicable laws regulating camping on public property. The Court upheld the city’s ability to enforce these ordinances, provided that the regulations do not criminalize homelessness per se. This decision balances the rights of individuals with the city’s duty to maintain order and safety within public spaces. While the facts in this case center around ordinances passed in Grants Pass, the legal question in this case was one of local authority. Here is an article from the National League of Cities that summarizes the case.

Key Takeaways for Illinois City Managers/Administrators

1. Clarification on Public Camping Regulations: The ruling reinforces that cities have the authority to implement regulations governing public camping. However, these regulations must be carefully crafted to avoid violating constitutional rights. This means that while cities can set

boundaries and conditions for public camping, they must ensure that their ordinances do not effectively criminalize homelessness or infringe upon individuals’ rights to basic necessities.

The Illinois Municipal League developed a Model Ordinance Regulating Public Camping that complies with both the Supreme Court’s opinion and Illinois laws. The model ordinance maintains a structure of progressive (“stepwise” is the term used in the Court’s opinion) enforcement and penalties.

2. Emphasis on Alternatives and Support Services: The decision underscores the importance of providing alternative solutions and support services for those experiencing homelessness. Cities must demonstrate that they offer adequate resources and shelter options before strictly enforcing camping bans. The resources do not have to be within the city limits, but there must be some effort to balance public safety concerns with compassion and support for vulnerable populations.

3. Community and Stakeholder Engagement: Cities should engage with community stakeholders, including local organizations that support homeless individuals, to developing policies that are both effective and empathetic. Collaboration can lead to more innovative solutions that address the root causes of homelessness and enhance the quality of life for all residents.

4. Legal and Practical Considerations: As with all model ordinances and other matters that could result in litigation, you should consult with your municipal attorney for legal advice specific to your community. As court decisions can impact local governance, regular consultation with legal experts and continuous training for city officials can help in navigating complex issues related to public policy and constitutional rights.

For many years, cities did not have adequate tools to deal with unhoused individuals camping on public property. The City of Grants Pass ruling highlights a significant shift in how municipalities can approach the regulation of public spaces and homelessness. Cities can now enforce public camping prohibitions but must also balance public order and respect individual rights. By adopting policies that are both fair and functional, cities can better manage public spaces while addressing the needs of all residents.

Future Leaders of Local Government: Illinois Communities Participate in ICMA Pilot Internship Program

Two Illinois communities are leading the charge in cultivating the next generation of local government leaders and have been selected for this year's ICMA Bob Turner Scholars Internship Program. Elk Grove Village and Moline have been selected as hosts, making Illinois the only state with two participants in this year's program.

This unique initiative connects high school students with experienced local government professionals, offering invaluable hands-on experience and mentorship.

For students like Jacob Maxwell, Claire Stonitsch (Elk Grove Village), and Sayid Sirojev (Moline), this internship is a chance to get a taste of a fulfilling career path they might not have considered before. Early exposure to local government can spark a lifelong passion for public service!

In Elk Grove Village Mr. Maxwell is excited to learn the business side of the operations of his hometown and Ms. Stonitsch is looking forward to seeing how a local government works in determining her future career path. They are working alongside ILCMA members Bolor Bat-Erdem, Caroline Gabiga, Logan Gattari, Paola Garcia, Maggie Jablonski, Matthew Roan, and Brian Southey. In Moline, Mr. Sirojev is working alongside ILCMA membership Bogdan Vitas, Jr. and Barry Dykhuizen in his hometown with a desire to be the most informed and proactive citizen he can be. **Click here for more information about the participants.** A special round of applause for those ILCMA members supporting the scholars this summer.

That early exposure to the profession cannot be discounted and that's what James Kean, an entrepreneur, whose own story began with close mentorship in local government from the program's namesake, Bob Turner, believes. Bob Turner, former city manager of Boulder, Colorado, touched the careers of many through his mentorship. Mr. Kean credits him with his career successes and the values he still holds close today.

The program was established specifically to engage high school students with ICMA members in their day-to-day duties as chief administrative officers. The program partners directly with local governments with member-CAOs and assistant CAOs with funding and programming to support and engage high school students for a summer internship. An important aspect of the program is connecting the interns across the country with each other and the profession through early networking and instilling the importance of professional associations.

Results from ILCMA's recent membership survey show that many of our members share concerns regarding the future of the profession. Internships and mentorship are a direct line to creating the next generation of managers. IMCA's focus on engaging high school students in the time before they are deciding their career path and providing funding and support to communities to do so is a great opportunity to forge those connections in your community.

Congratulations and thanks to the Village of Elk Grove Village and the City of Moline for participating in this program. ILCMA wishes you and your interns great success! Does this sound like a program that your community would be the right fit for and want to be considered next year? Applications for the 2025 Bob Turner Scholars Internship Program will be accepted from October 14-December 16, 2024 for hosting an intern June-August 2025. More information: <https://icma.org/page/host-bob-turner-intern>



Interested in Becoming a Credentialed Manager?

The Application Deadlines and Fees are:

- January 3
- July 7
- April 3
- October 2

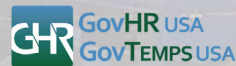
In addition to the \$75 cost of the Applied Knowledge Assessment, the online application fee is \$50.



ILCMA Reception at the ICMA Annual Conference

Join your ILCMA Colleagues for ILCMA's Reception on Monday September 23rd at the IL Tetto Rooftop Bar at Sienna Mercato, 942 Penn Avenue, Pittsburgh, PA 8 PM to 10 PM.

Sponsored by:



The NIU MPA Program invites all ILCMA conference attendees to the annual NIU MPA dinner prior to the reception at 6 PM at the same location. Click the link below for more information and to purchase tickets:

<https://www.myniu.com/article.html?aid=2558>



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

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

IML Conference Booth Sign-up for Booth # 516

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

Name:

Title:

Organization:

Phone:

E-mail:

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

Thursday, September 19

Friday, September 20

_____ 2:00 pm – 3:30 pm

_____ 10:00 am - 11:30 am

_____ 3:30 pm - 5:00 pm

_____ 11:30 am – 1:00 pm

_____ 5:00 p.m. – 7:00 p.m.*

_____ 1:00 pm – 3:00 pm*

*Get Acquainted Reception is 5:30 – 7:00 p.m. in Exhibit Expo Exhibit Hall closes at 7 p.m.

*Teardown begins at 3 p.m. on Friday

YES, my mayor is willing to staff the booth with

me! **Please respond by September 13th to:**

Dawn S. Peters
ILCMA Executive Director
Email: dpeters@niu.edu



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).



HOST A YSEALI PROFESSIONAL FELLOW

We are seeking U.S. organizations interested in hosting a young professional from South East Asia as part of the **Young Southeast Asian Leaders Initiative Professional Fellows Program (YSEALI PFP)**. YSEALI PFP is a program of the U.S. Department of State and is supported in its implementation by American Councils for International Education. ICMA partners with American Councils to implement the institutes for the Sustainable Development and the Environment Fellows.

ABOUT THE FELLOWS

- Mid-level professionals, aged 25-35 years old
- Chosen through a highly competitive merit-based selection process
- Citizens of: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, or Vietnam
- From a variety of professional backgrounds including government, NGOs, private businesses, social innovation and entrepreneurship, and universities
- Demonstrated proficiency in written and oral English



ABOUT U.S. PLACEMENT HOSTS

- Each finalist of the program will be placed in a U.S. office relevant to their professional experience and interest.
- Fellowship placements are individually tailored and take place over the course of four business weeks.
- The fellowship placement is intended to be a mutually beneficial substantive professional experience for both the U.S. fellowship host and the YSEALI Fellow.
- The fellowship placement should provide the YSEALI Fellows direct experience with the day-to-day workings of a U.S. organization and the opportunity to network and form professional relationships with American colleagues.

ABOUT THE PROGRAM

YSEALI PFP is a two-way exchange program designed to promote mutual understanding, enhance leadership and professional skills, and build lasting and sustainable partnerships between emerging leaders in Southeast Asia and the United States.

YSEALI PFP will bring professional Fellows from Southeast Asia to the United States to participate in leadership and professional development activities under four themes:

- **Civic Engagement**
- **Economic Empowerment**
- **Governance and Society**
- **Sustainable Development and the Environment**

The 2024 Fellowship portion of the U.S. based program will take place on:

- **Cycle 1: April 29 - May 24, 2024**
- **Cycle 2: September 16 - October 11, 2024**

U.S. placement hosts will also be eligible to apply for a U.S. Department of State funded **Reciprocal Exchange** where they have the opportunity to travel to their YSEALI Fellow's home country and support the design and implementation of a local project.



For more information, visit www.ysealipfp.org

continued on the next page



Frequently Asked Questions

What is expected from a host organization? There is no cost to host a YSEALI PFP Fellow. Host organizations will be asked to appoint a dedicated “U.S. placement host” from among their team who is a) willing to supervise their Fellow and liaise with program implementers, and b) interested in working with their Fellow to develop their professional goals both in the United States and their home country. American Councils and Institute Partners will work with host organizations to develop meaningful and mutually beneficial fellowship experiences.

What organizations have hosted fellows in the past? Past Fellows have been placed with large multinational companies, fast-paced start-ups, grassroots NGOs, government offices, and other dynamic organizations within their sector or a complimentary sector. Placement organizations have included MassChallenge, UC San Diego Rady School of Management, Heifer International, Deloitte, Chicago Mayor’s Office of People with Disabilities, Boston Youth Service Network, PeaceTech Lab, Starbucks, and many more.

How are Fellows selected? Fellows are selected through a competitive nationwide search that involves an extensive written application and in-person interviews with American Councils and U.S. Embassy staff.

Will Fellows speak English well enough to perform tasks such as writing memos or answering phone calls? Yes. While a Fellow’s English may not be perfect, it will meet strict standards that ensure success in a professional English speaking environment.

How much will Fellows know about U.S. systems and our office? American Councils prepares pre-departure orientations and reading materials on various topics related to U.S. offices and expectations for the fellowship. In addition, we require Fellows and hosts to be in contact prior to their arrival to the United States, so that hosts can disseminate additional information and assign readings or tasks to make the most of their time on program.

What kinds of tasks can a Fellow perform? Fellows can perform a wide variety of tasks, ranging from administrative support to project development to independent research. Program implementers will work with hosts to design a meaningful and mutually beneficial program based on the Fellow’s background and the host’s needs.

How will Fellows be monitored? American Councils and Institute Partners use online surveys, email, and phone calls to monitor each Fellow’s progress on program and resolve any issues, if needed. We are always available to support both U.S. placement hosts and Fellows during the program.

What are the obligations of a host? We’d love to have a Fellow, but cannot commit to doing a lot of extra work in order to do so. Hosting should not be seen as an obligation but rather a unique opportunity. Past hosts have enjoyed the international perspective Fellows brought to their workplace and commented that Fellows were able to successfully perform “real” work. American Councils will prepare Fellows so that they can “hit the ground running” and will help guide hosts in their preparation for the Fellow’s arrival.

What types of Reciprocal Exchanges will Fellows and Americans create? This is entirely up to the Fellow and U.S. placement host and based on their professional areas of focus and interest. Potential ideas can range from an entrepreneurship bootcamp, a civic participation workshop, meetings with government officials, a financial literacy education programs, a workshop on women’s business participation, or a capacity building workshop for young business leaders, among others.

For inquiries on hosting, please contact **Laura Hagg (lhagg@icma.org)** or **Alaina Mendoza (amendoza@icma.org)**



It's time for some summer fun! **Connect, collaborate, and create a buzz** (pun intended) with Chicagoland local government professionals. All are welcome.

- Jun 6 - Temperance Beer, Evanston - FREE
- Jun 20 - Revolution Brewing & Taproom, Chicago - From \$14
- July 11 - Mini Golf & Drinks, Niles & Park Ridge - FREE
- July 25 - Vogt House by Banging Gavel Brews, Tinley Park - FREE
- Aug 1 - Chicago Dogs @ Kane County Cougars, Geneva - From \$32
- Aug 15 - Midwest Coast Brewing Company, Chicago - FREE
- Aug 29 - Galloping Ghost Arcade, Brookfield - FREE
- Sept 12 - Board Games @ Skeleton Key, Woodridge - FREE

Don't just hear about the buzz this summer, be part of it!

REGISTER

This event is brought to you by a partnership of seven Chicagoland associations serving local government...

- [The Illinois Association of Municipal Management Assistants \(IAMMA\)](#)
- [Chicago Metro Chapter of the American Public Works Association \(APWA\)](#)
- [Illinois Chapter of the American Planning Association \(APA-IL\)](#)
- [Illinois Government Finance Officers Association \(IGFOA\)](#)
- [Illinois Public Employer Labor Relations Association \(IPELRA\)](#)
- [The Legacy Project](#)
- [Women in Planning and Development \(WP+D\)](#)



**Secure and Responsible
ELECTRONIC WASTE
RECYCLING**



PCs for People is a 501(c)(3) nonprofit and national leader in IT Asset Disposition (ITAD) offering certified data destruction and recycling services.



SOCIALLY RESPONSIBLE

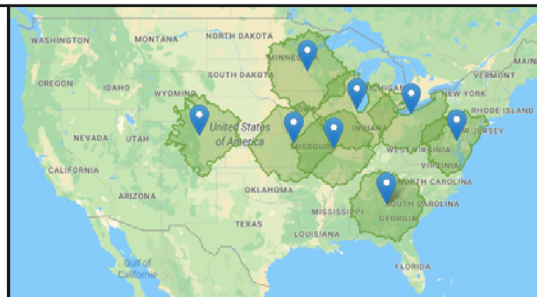
CONVENIENT PICKUP

ZERO LANDFILL

Schedule a Pickup Today!

Convenient white-glove pickup services are available in Illinois, Minnesota, Ohio, Colorado, Missouri, Maryland, Georgia, and neighboring states with nationwide shipping logistics support available.

We generally schedule 1-2 weeks out and can set up recurring pickups to meet your needs.



Online: www.pcsforpeople.com/schedule-a-pickup
Email: recycle@pcsforpeople.org

Your Account Manager:
Loren Williams
Account Executive, ITAD Services
(773) 988-6908
lwilliams@pcsforpeople.org

continued on the next page

Service Overview



**Asset Pickup
and Removal**



**Asset Label/Tag
Removal**



**Certified Drive
Removal and
Data Sanitization**



**Environmentally
Responsible
Recycling or
Refurbishing**



**Detailed
Reporting w/
Certificates of
Destruction**

Accepted Electronic Waste

We typically accept all functioning and non-functioning IT-related electronics. Recycling is free unless noted.

COMPUTERS AND ACCESSORIES

Laptops | Tablets | Desktop PCs | Monitors | Cables & Accessories | Circuit Boards/Cards | Computer Mice | Computer Power Supplies | Gaming Devices | Hard Drives | Keyboards | Media Speakers | Network Devices | CRT/Tube Monitors and Televisions (\$.55/lb)

HOME ENTERTAINMENT

Cable Set Top Box (analog, digital, satellite) | Accessories & Cables | Plasma & LCD TVs | Stereo Equipment | Hi-Fi Speakers | Video Players | Digital Cameras | DVD Players | Video Cameras | Game Consoles | Large Screen TVs (\$.55/lb)

SERVERS & DATA CENTER

Servers | Storage Arrays | Network Related Equipment | Power Distribution Units | Routers and Switches | Cabling | Switchgear | Panelboard | Mainframe Equipment | Server Racks

MOBILE DEVICES

Cell Phones/Smart Phones | Personal Digital Assistants | MP3 Players

OFFICE ITEMS

Phones and Communication Devices | Ink & Toner Cartridges | Fax Machines | Video & Audio Equipment | PBX Systems | Projection Equipment | Security Equipment | Receivers and Transmitters | Desktop Printers | Large Format Printers and Copiers (\$.25/lb) | Smart Boards (\$.25/lb)

If you have items that are not on this list and would like to inquire about recycling, please contact your account manager or recycle@pcsforpeople.org.

Community Impact

PCs for People does more than securely recycle your electronic waste; we are a nonprofit social enterprise with a mission to end the digital divide.



520,000
people supported



267,000
devices distributed



9 million
pounds of e-waste recycled



77,000
homes connected to internet



Our Work Supports:

Digital Equity: Recycled computers are refurbished and distributed back into the community to support equal access to technology for low-income families.

Workforce Development: Our recycling warehouses employ adults from diverse backgrounds and with disabilities.

The Environment: If items are not reusable, we recycle every component, keeping millions of pounds of e-waste out of landfills.

2024 APA-IL STATE CONFERENCE

September 25-27, 2024
iHotel & Conference Center
Champaign, IL
ilapa.org/apail24
#APAIL24



Plan Commissioner Training



WHO WE ARE

The American Planning Association - Illinois Chapter (APA-IL) is the professional association for urban planners in Illinois.

Each year, the APA-IL hosts a statewide planning conference which includes a unique, day-long plan commissioner training workshop.

From 2011 to date, the APA-IL in partnership with DePaul's Chaddick Institute has held over 173 workshops in Illinois!

TRAINING SUMMARY

Plan commissioners work hard reading packets, reviewing cases, conducting public hearings, and considering policy matters; but they rarely get the chance to sit back and look at the big picture of what they do and the significance it has to the communities in which they live. This is the focus of the all-day track, especially crafted for planning officials, boards, and commissions from the newly appointed to veteran officials.

AGENDA

9:00 AM - 11:15 AM
Session 1: Panel Discussion and Mock Hearing with Planners and Attorneys

11:15 AM - 1:00 PM
Networking Lunch

1:00 PM - 3:00 PM
Session 2: Site Visit and Plan Review

TRAINERS

Tom Farace, AICP
Planning & Economic Development Manager
Village of Carol Stream

Greg Jones, AICP
Attorney
Ancel Glink

Kat Trotter
Zoning Administrator
City of Champaign



TRAINING DATES & TIME

Thursday, Sept. 26, 2024
9:00 AM - 3:00 PM



COST

Just \$75 for this day of training!
Includes lunch.



TRAINING LOCATION

City of Champaign, City Hall
102 N. Neil St.
Champaign, IL 61820

FOR MORE INFO



admin@ilapa.org



ilapa.org/apail24



BECOME AN ILGHN MEMBER TODAY!

ILGHN MISSION

The Illinois Local Government Hispanic Network is a professional, diverse, inclusive and ethical association that connects, inspires, mentors and encourages communities, organizations and individuals through innovative and enriching professional development, resources, services and dynamic networking opportunities.

What are the benefits of being a ILGHN member?

Professional Development

ILGHN provides opportunities for professional growth and development. Members can access resources, training, and educational programs designed to enhance their skills and knowledge in the field of local government.

Networking

Membership in ILGHN connects individuals with a diverse and supportive community of fellow Hispanic/Latino public service professionals. Networking within LGHN allows members to build relationships, share experiences, and collaborate on various projects and initiatives.

Mentorship

ILGHN has access to the national LGHN 'Madrinas y Padrinos' mentorship programs that pair experienced members with those who are newer to local government. This mentorship can provide valuable guidance, career advice, and support for career advancement.

Professional Recognition

ILGHN provides opportunities for members to be recognized for their contributions to local government and their commitment to advancing the network's mission. This recognition can enhance one's professional reputation.

Personal Growth

In addition to professional benefits, ILGHN can contribute to personal growth and a sense of belonging. It provides a platform for individuals to celebrate their heritage, share their experiences, and be part of a supportive community.

Community Engagement

ILGHN focuses on community engagement and outreach. Members can participate in initiatives that address the unique needs and concerns of Hispanic and Latino communities, fostering a sense of civic responsibility and impact.

GET IN TOUCH & FOLLOW ON SOCIAL MEDIA

Email: Illinois@lghn.org

Email: Illinois.lghn.org





Preparing the Next Generation and we need YOU!



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

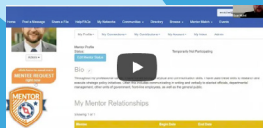
The ILCMA Mentor Match program reflects ILCMA’s commitment to developing the next generation of local government management professionals. Mentor Match is the latest addition to an expanding line-up of our services to support members’ professional development needs. It is an online tool – including a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

Why be a Mentor?

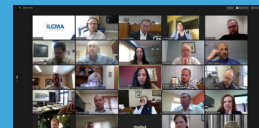
Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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

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



**VIEW ENROLLMENT
INSTRUCTION VIDEO**



**VIEW MENTOR
DISCUSSION VIDEO**

Navigating Innovation through Effective Leadership



Midwest Leadership Institute



Whether your organization promotes a culture of innovation or finds itself operating in a sea of change, one thing is certain – strong leadership is essential to a successful outcome. As leaders work with their teams to manage emotions and achieve alignment, the application of these MLI foundational concepts are critical to achieving the desired outcomes.

This fall, join MLI faculty for a seminar designed to give government leaders an opportunity to apply MLI concepts to potentially unsettling or disruptive conditions brought on by innovative efforts or demands for change.

Presenters:
Bob Kiely
David Limardi
Daven Morrison, MD
Mike Skibbe

\$650 for people who have attended a Spring MLI
\$750 for all other registrants

Register at MidwestLeadershipInstitute.com

Seminar Objectives:

Understanding what innovation is and the optimal response, timing, and configuration of any requisite change.

Recognizing and overcoming employees' resistance to change and the attached emotions.

Getting and keeping teams aligned and committed to a common purpose and goal throughout the process.

Case studies to explore the concepts presented.

General plenary sessions to engage all attendees in current leadership issues.

NOVEMBER 6-7, 2024
NIU NAPERVILLE



NEWS RELEASE

Illinois Environmental Protection Agency

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Phone: 217/782-3397

FOR IMMEDIATE RELEASE

August 27, 2024

Contact: Kim Biggs

217-558-1536

Kim.Biggs@illinois.gov

Illinois EPA Announces New Funding Opportunity for Green Infrastructure Projects to Improve Water Quality *\$5 Million Available for Green Infrastructure Grant Opportunities Program*

SPRINGFIELD — Illinois Environmental Protection Agency Interim Director James Jennings today announced a grant opportunity with \$5 million in funding for projects that will improve water quality in Illinois. The Green Infrastructure Grant Opportunities (GIGO) Program has been made possible by Governor Pritzker’s bipartisan Rebuild Illinois capital plan. The Notice of Funding Opportunity (NOFO) is posted at <https://il.amplifund.com/Public/Opportunities/Details/45aeb4c5-055a-4441-aeb8-d49eae66772b>.

“The green infrastructure projects funded through the GIGO program will protect Illinois rivers, streams, and lakes by reducing stormwater runoff,” **said Interim Director Jennings**. “The dedicated funding for this program will reduce the frequency and duration of localized and riverine flooding which improves water quality in Illinois waterways.”

The GIGO Program seeks proposals for projects containing green infrastructure best management practices (BMPs) that prevent, eliminate, or reduce stormwater runoff, reducing localized or riverine flooding in Illinois’ rivers, streams, and lakes. Projects that implement treatment trains (multiple BMPs in series) and/or multiple BMPs within the same watershed are encouraged as they may be more effective and efficient than a single large green infrastructure BMP. BMPs may be located on public or private land.

For the GIGO program, green infrastructure is defined as any stormwater management technique or practice employed with the primary goal to preserve, restore, mimic, or enhance natural hydrology. Green infrastructure includes, but is not limited to, methods of using soil and vegetation to promote soil percolation, evapotranspiration, and filtering or the harvesting and reuse of precipitation. Examples of project types/BMPs that may be funded through GIGO are provided in the NOFO. Illinois EPA anticipates project awards between \$75,000 and \$2.5 million.

Applications for the GIGO Program are due by noon on November 20, 2024, at 12:00 PM (CST). Additional information is available at: <https://epa.illinois.gov/topics/grants-loans/water-financial-assistance/gigo.html>. Applicants must apply for GIGO through the [GATA Grantee Portal](#).



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Leadership Development – Build Success by Creating and Communicating a Powerful Vision

THURSDAY, SEPTEMBER 12

Ethics – Ethics at the Helm – Staying the Course Despite Unethical Elected Officials

THURSDAY, OCTOBER 17

Skill Building – Navigating Workplace Challenges: Strategies to Maximize the Performance of Difficult Employees

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Midwest Leadership Institute

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

Mission

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

Values

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

More Information

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

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Dawn S. Peters
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E: dpeters@niu.edu

Midwest Leadership Institute

Approach

The Midwest Leadership Institute is the premier 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 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

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MLI Presentation Team

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 \$3000 which includes course materials, daily continental breakfast and lunch for four days. Organizations that send 4-8 participants are eligible for tuition discounts (\$2850/participant). We ask that no more than 8 people per organization attend the same Institute.

The Institute will be held **April 28 – May 2, 2025** at Northern Illinois University’s Naperville campus, 1120 East Diehl Road, Naperville, IL.

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FEMALE LEADERSHIP IN PUBLIC WORKS:

Featuring Lorraine Basalo,
Public Works Director of
Overland Park, Kansas City



Join us as we hear from Lorraine Basalo, the Public Works Director for Overland Park, Kansas City. Lorraine Basalo has been Public Works Director for Overland Park since October 2022. The Public Works Department serves over 206,000 residents across nearly 76 square miles, ensuring safe and efficient street, traffic, and stormwater services.

Lorraine joined the Public Works Department in 2007 where she started as a project manager for the City's stormwater management program. She later led the Stormwater Engineering group, became Assistant City Engineer, and most recently served as City Engineer, overseeing the Engineering Division.

Her 17 years in the public sector have focused on public infrastructure planning and administration, including developing and overseeing the City's 5-year Capital Improvement Program and Annual Maintenance Program for streets, traffic, and stormwater infrastructure.

Lorraine has a Bachelor of Science in Civil Engineering from the University of Maryland in College Park, MD. She is a licensed Professional Engineer in the state of Kansas; a member of the American Public Works Association, a Certified Public Manager with the University of Kansas Public Management Center; and a graduate of Leadership Overland Park with the Overland Park Chamber of Commerce.

Wednesday, September 18, 2024, 12:00pm - 1:30pm
[CLICK HERE TO REGISTER](#). Virtual Networking to Follow.

Spotlight on: Gallagher

Annual Enrollment Considerations

From fostering a workplace culture centered on supporting the physical, emotional, career and financial wellbeing of employees, to ensuring that benefit programs are compliant with local, state and federal requirements, effectively protecting the wellbeing of your employees connects directly to protecting the wellbeing of your organization overall. Below are some considerations that should be taken into account when preparing for annual enrollment season.

1. New Indexed Dollar Values

Each year, specific dollar values related to employee benefits are updated. Employers must ensure their plans comply with these changes and communicate them effectively to employees. Key values to monitor include out-of-pocket (OOP) maximums under the Patient Protection and Affordable Care Act (ACA), health and dependent care flexible spending account (FSA) contribution limits, and high deductible health plan (HDHP) limits. Note that annual OOP limits for HDHPs are lower than those set by the ACA. Employers who want their participants to be eligible for health savings accounts (HSAs) must comply with these lower limits.

Question to Consider:

- Have you confirmed and updated all relevant dollar values for the new year?

2. ACA Compliance

Applicable large employers (ALEs), defined as those with 50 or more full-time employees or full-time equivalents, must offer minimum essential coverage (MEC) to at least 95% of their full-time employees and their dependent children to avoid penalties. Coverage offers must be effective every day of the month, with exceptions only for the month of hire or termination. Additionally, offers must be made at least once during the plan year, and employees should have the option to waive coverage if it meets affordability and minimum value standards.

Question to Consider:

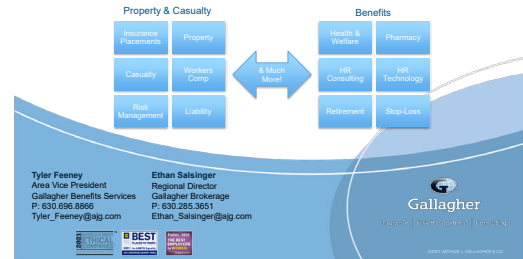
- Are your coverage offers ACA-compliant to avoid penalties?

3. Affordability of Coverage

ALEs must also ensure that the coverage they offer is affordable. For 2024, the employee's contribution toward the lowest-cost, self-only, minimum value coverage cannot exceed 8.39% of their household income. Although the affordability percentage for 2025 is pending, employers should prepare for potential updates and ensure their coverage remains affordable.



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Question to Consider:

- Are you prepared to offer affordable coverage in line with the 2024 percentage, and are you monitoring updates for 2025?

4. Medicare Coverage Changes

Employers must inform Medicare-eligible participants about whether their prescription drug plan is creditable for Medicare Part D. The Inflation Reduction Act introduces significant changes, including a \$2,000 cap on OOP spending for Part D, which may affect the creditability of employer plans. Employers need to communicate any changes in creditable coverage status to participants to help them make informed decisions about Medicare enrollment.

Question to Consider:

- Are you prepared for potential changes in your plan's creditable coverage status and ready to communicate these changes?

5. Electronic Enrollment Requirements

Electronic enrollment streamlines the process but requires compliance with specific rules. Employers must ensure that electronic delivery of enrollment materials and required notices is accessible to employees who regularly use the electronic system. For those without regular access, employers must obtain affirmative consent and provide confirmation of elections.

Question to Consider:

- Is your electronic enrollment process compliant with accessibility and security requirements?

6. Correcting Election Mistakes

Mistaken elections, such as clerical or data-entry errors, can often be corrected if there is clear evidence of the mistake. Employers should establish and consistently apply policies for correcting these mistakes and document all decisions to meet IRS requirements.

continued on the next page

Spotlight on: Gallagher

Question to Consider:

- Do you have clear policies for correcting mistaken elections, and are these policies consistently applied and documented?

7. Documentation Updates

Updating employee benefits documentation is essential to meet legal requirements. This includes HIPAA Privacy and Security policies, ERISA disclosures, payroll records for ACA compliance, and plan documents. Employers should review and update their documentation annually to ensure compliance.

Question to Consider:

- What documentation needs updating to ensure compliance with current requirements?

8. Nondiscrimination Testing

Benefit plans must comply with nondiscrimination rules to avoid favoring key employees or highly compensated individuals. Post-enrollment testing helps ensure compliance and allows time to make necessary corrections. The timing of testing varies by plan type, so employers should plan accordingly.

Question to Consider:

- Do you have a plan for conducting and addressing nondiscrimination testing and making necessary corrections?

9. Telemedicine Flexibility

The CARES Act allowed for first-dollar coverage of telemedicine services under HDHPs without affecting HSA eligibility. This relief has been extended but may end after December 31, 2024. Employers should prepare for potential changes and communicate these to participants.

Question to Consider:

- How are you preparing to inform participants about the potential end of telemedicine relief?

10. Evaluating the Enrollment Process

Annual enrollment involves complex legal and communication aspects. Evaluating the process and gathering employee feedback can provide valuable insights for improvement. Engaging with advisors to stay updated on new requirements is also beneficial.

Question to Consider:

- How will you assess and improve your annual enrollment process?

By addressing these areas, employers can ensure a smooth and compliant enrollment season, benefiting both their employees and the organization overall.

If you have further questions about this topic, please feel free to reach out to: Casey Kemerling (casey_kemerling@ajg.com)



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