

Calendar of Events

October 2

Legacy Project Professional Development
Virtual

October 4

IAMMA First Friday Sunrise Social
Virtual

October 4

SWICMA Luncheon Meeting
Virtual

October 4

IAMMA Fall Member Mixer
Naperville, IL

October 9

ILCMA Professional Development
NIU Naperville/Hybrid

October 9

Metro Manager Luncheon
NIU Naperville
Hybrid

October 24

IAMMA Special Event Planning Workshop
Schaumburg, IL

November 1

IAMMA First Friday Sunrise Social
Virtual

November 13

ILCMA Professional Development
NIU Naperville/Hybrid

November 13

Metro Manager Luncheon
NIU Naperville/Hybrid

To view all upcoming events click here

In this issue

- President’s Column..... 1
- Lifesaver Award2
- ILCMA Connect3
- Who’s Who.....3
- Welcome New Members.....3
- Local Leaders Speak.....4
- Pilot Internship Program7
- IAMMA Fall Mixer8
- Senior Advisor Column.....9
- ICMA Community Awards9
- Professional Development Event.....10
- IML Column..... 11
- Metro Managers Luncheon..... 13
- Share Your Stories 14
- Host a YSEALI Fellow..... 15
- ILGHN Become a Member..... 17
- Mentor Match..... 18
- Midwest Leadership Inst Seminar ...20
- ICMA Coaching Program.....21
- Midwest Leadership Institute.....23
- Corporate Partner Spotlight..... 24

President’s Column

by Brian Joanis, Chair, ILCMA Professional Development Committee and Assistant Village Administrator, Roselle

Each year, the ILCMA Professional Development Committee plans a series of monthly professional development seminars in conjunction with the Metro Manager Luncheons in a hybrid format at NIU Naperville. Our goal is to offer programming that is relevant, up-to-date, and impactful for local government and the services our members deliver to their communities. The Professional Development Committee is dedicated to learning from peers in similar roles, acquiring new skills, sharing experiences, and generating fresh ideas and perspectives. In addition, the primary responsibilities this 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 upcoming seminars accomplish these goals. The first event in October is available now for registration in this newsletter – you can attend in-person or virtually on the following topic:

October 9, 2024 - Beyond Service Excellence: This discussion focuses on leveraging attitude, communication, performance, and ownership to lead towards more rewarding actions that go above and beyond service to our communities, colleagues, and ourselves.

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tag us!!
 **#ILCMAproud**
info on page 15

Job Mart
Click here to see job listings



continued from page one

Other upcoming session topics will include a focus on executive leadership techniques, mid-career employee advancement, lessons learned from a city manager, and much more. In addition, ILCMA is once again partnering with NIU Center for Governmental Studies, and IGFOA to offer the IL Financial Forecast Forum as a hybrid event at NIU Naperville on January 16, 2025. Be on the lookout for the registration link in a few weeks.

I hope to see you at the many professional development seminars offered this year and next. These events are designed and planned by volunteer committee members who donate their time to help bring the most prevalent content to our peers. Thank you to all the committee members and additional volunteers who serve ILCMA, without you these events would not be possible!



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.



[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.

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
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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:

Charity Jones, Deputy Village Manager, Village of La Grange
Joseph Viso, Administrative Analyst, City of Geneva

Members:

Cecilia Anderson, Administrative Intern, SWANCC
Caroline Menzer, Student, Northern Illinois University
Frank Muzzalupo, Mindsight
Tim Neubert, Human Resources Manager,
DeKalb County Government
Madeleine Upham, Management Analyst, Village of Oswego
Alexander Wall, Administrative Intern, McHenry County



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.



Who's Who Directory Update

Melanie Marcordes is the new community services director for the city of Naperville. She was previously the assistant to the village manager in Barrington. Her new contact information is:
Melanie Marcordes
Director, Community Services Department
City of Naperville
400 S. Eagle Street
Naperville, Illinois 60540
Email: MarcordesM@naperville.il.us
Phone: 630-420-6717



Advancing Civic Leadership
Navigating the Future

Oct. 18, 2024 — Online Webinar A Primer on Succession Planning **NEW**

Presented by Greg Kuhn, Ph.D., Director, Center for Governmental Studies, Northern Illinois University

Oct. 23, 2024 — Online Webinar Demystifying Community Data: Where Does It Come From, and How Can We Use It? **NEW**

Presented by Andy Blanke, MPA, Research Specialist, Center for Governmental Studies, Northern Illinois University

Oct. 29, 2024 — NIU Naperville Effective Presentations and Public Speaking

Presented by Professor Judy Santacaterina, M.A., Director, Bachelor of General Studies Baccalaureate Degree Program and Director of Forensics NIU's Award Winning Speech & Debate Program, College of Liberal Arts and Sciences at Northern Illinois University

Nov. 14, 2024 — Online Webinar Data Visualization and Telling a Story with Data **NEW**

Presented by Mindy Schneiderman, Ph.D., Assistant Director, Center for Governmental Studies, Northern Illinois University

Nov. 20, 2024 — Online Webinar C3 De-escalation® Essentials*

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

*Registration deadline: Nov. 8 (to allow for shipping of course materials).



CLA Courses Qualify for ICMA's
Voluntary Credentialing Program

go.niu.edu/cla





NORTHERN ILLINOIS UNIVERSITY

Center for
Governmental Studies

Outreach, Engagement and Regional Development

Local Leaders Speak: Navigating AI Adoption in Municipalities

Author Information

<p>Eunju Rho, Ph.D. Associate Professor, Department of Public Administration, Northern Illinois University</p>	<p>Jaehee Jong, Ph.D. Associate Professor, Department of Public Administration, Northern Illinois University</p>
	

Introduction

As local governments explore innovative ways to enhance operational efficiency and service delivery, the integration of artificial intelligence (AI) technologies presents both significant opportunities and potential challenges. Insights gathered from interviews with 18 local government managers across 13 municipalities in Illinois between June and September 2024 reveal critical themes that can inform AI strategies for local governance. This report is designed to equip ILCMA members with knowledge and actionable insights as they navigate the evolving landscape of AI adoption.

Key Findings 1. Opportunities for AI Integration

Enhancing Efficiency and Service Delivery

- **Streamlining Processes:** AI applications such as chatbots, document automation, and predictive analytics can significantly reduce administrative burdens across all government sizes. By automating routine tasks, local governments can allocate resources more effectively and focus on higher-value activities.

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- **Improved Customer Service:** Tools like AI-driven chatbots can enhance citizen engagement by providing instant responses to inquiries, thereby improving overall user experience and satisfaction with government services. This opportunity is particularly beneficial for smaller municipalities, where resources may be limited.
- **Operational Efficiency:** By automating repetitive tasks and optimizing processes, local governments can potentially reduce operational costs. This efficiency can free up budgetary resources for other critical areas, enhancing service delivery without additional expenditure. Smaller governments may benefit significantly from these cost savings, allowing them to better serve their communities with limited budgets.

Data-Driven Decision Making

- **Predictive Analytics:** Local governments can leverage AI to analyze vast amounts of data, enabling proactive decision-making. For instance, predictive models can help allocate resources more efficiently during peak times or anticipate community needs based on historical data. Larger municipalities may have more complex data needs, making these tools crucial for effective governance.
- **Potential for Informed Policy Development:** AI can support data collection and analysis, offering insights that help shape policy decisions. This leads to more effective governance aligned with community needs.

Key Findings 2. Potential Challenges in AI Adoption

Data Privacy and Security Concerns

- **Risks of Data Mismanagement:** As local governments adopt AI technologies, concerns regarding data privacy and security become paramount. Mismanagement of sensitive information can lead to breaches of trust and potential legal ramifications. This challenge may be particularly acute in larger municipalities with extensive data collections.
- **Ethical Implications:** The ethical use of AI, including bias in algorithms and transparency in decision-making processes, poses significant challenges. Local governments must prioritize ethical standards to maintain public confidence in their operations.

Staffing and Workforce Implications

- **Fear of Job Displacement:** The introduction of AI can generate apprehension among staff regarding job security. If not managed properly, this fear can hinder AI adoption and create resistance within the workforce. Smaller governments may face

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more pronounced fears of job loss, as employees might perceive AI as a direct threat to their roles.

- **Need for Upskilling:** To effectively implement AI technologies, local government employees may require training and development. Addressing skill gaps is crucial to ensure that staff are equipped to leverage AI tools effectively, particularly in larger municipalities where specialized knowledge may be required.

Lack of Established Policies

- **Absence of Governance Frameworks:** Many local governments currently lack formal policies governing the use of AI. This absence can lead to inconsistent practices and unclear accountability, complicating the implementation process. Smaller municipalities may struggle more than larger ones in developing comprehensive policies due to limited resources and expertise.
- **Navigating Regulatory Compliance:** As local governments develop AI strategies, ensuring compliance with existing regulations and ethical guidelines is essential. This can require significant time and resources, especially for larger municipalities that face more complex regulatory environments.

Conclusion

The integration of AI technologies in local government presents compelling opportunities to enhance efficiency, improve service delivery, and support data-driven decision-making. However, addressing the associated challenges—particularly those related to data privacy, workforce implications, and policy development—is critical for successful implementation across different government sizes.

By fostering a culture of transparency, investing in staff training, and prioritizing ethical considerations, local governments can harness the potential of AI while mitigating risks. Tailored strategies that consider the unique contexts and needs of municipalities—whether small, medium, or large—will be essential for maximizing the benefits of AI adoption.

Acknowledgments

We extend our heartfelt thanks to all participants in this study for their valuable insights and contributions. Your input is vital in shaping the future of AI in local government.

If you are interested in participating in the ongoing interview study on AI adoption and use, please contact Dr. Eunju Rho, Principal Investigator, at erho@niu.edu. Your experiences and perspectives are invaluable to our understanding of this transformative technology.

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. 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>

IAMMA

Annual Fall Member Mixer

Friday, October 04, 2024**6:30 PM - Bowlero Naperville****1515 Aurora Avenue Naperville, IL 60540**

Join us on October 4th, 2024 at 6:30pm for an evening of networking and fun at the annual IAMMA Fall Member Mixer.

This event offers a great chance for both new and seasoned members to connect in a laid-back environment. Enjoy some bowling, free food, and the opportunity to meet fellow IAMMA members in a casual setting.

Contacts

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Andrew Buckwinkler

abuckwinkler@schaumburg.com**Find Your Path Forward.**

Congratulations to ICMA Community Award Recipients

COMMUNITY HEALTH AND SAFETY AWARD

Presented to local governments and their chief administrators in recognition of their innovative and successful programs.

Schaumburg, Illinois - For their program of Crisis Response & Intervention Program (population 50,000 and greater)

COMMUNITY PARTNERSHIP AWARD

Presented to local governments and their chief administrators in recognition of their innovative and successful programs.

Lake Forest, Illinois - For their program of Cultivating Community: The Private-Public Partnership Between the City of Lake Forest and Elawa Farm Foundation (population 10,000-49,999)

ILCMA Senior Advisor Article

ILCMA is pleased to announce that three new ICMA/ILCMA Senior Advisors have been approved to join current ICMA/ILCMA Senior Advisors, Robin Weaver, Brad Townsend, John Phillips, and Steve Carter. The three new advisors are Tim Frenzer, John DuRocher, and Scot Wrighton. Tim and John will join Robin and Brad in the Chicago Metro region. Scot will cover the southern IL/SWICMA region. Please note that all seven Senior Advisors are accessible to all ILCMA members including assistants, analysts, and interns. Additionally, they are available to talk to all ILCMA members regardless of where you reside. Each Senior Advisor brings a unique experience, and you are encouraged to reach out for various perspectives on any issues of concern. All conversations with Senior Advisors are confidential!



John DuRocher is a Life Member of ICMA and has been a member of ILCMA for over thirty-five years. Most recently he served as the Executive Director of the Northwest Water Commission where he retired after thirteen years of service. He was the first professional Village Administrator for the Village of Montgomery where he served for eleven years. He also served as Village Administrator for eight years in Indian Head Park. John has been involved with ILCMA in various capacities. He previously served as President of the Metro Managers Association and has been involved in many ILCMA conference planning committees over the years. Most recently, John has been involved in the creation of the Veterans Advisory Group that was recently approved as an ILCMA Ad Hoc Committee.



Tim Frenzer has over forty years of experience in various roles in municipal and county government. He served twenty-seven years at the village of Wilmette, twelve years as Village Manager and fifteen years prior to that as Corporation Counsel. Since his retirement, he has continued to participate in professional development which has helped him understand the behaviors and goals of public officials and staff members. His professional and legal experience will be invaluable to ILCMA members.



Scot Wrighton has been a member of ICMA for over thirty-five years. He has served as a city manager for over thirty years in the USA and India. He joined the University of Georgia's Carl Vinson Institute of Government faculty for over six years, serving as a consultant and trainer to local government officials in the USA and Internationally. He recently retired from the city manager position in the city of Decatur. He also held the city manager position in the city of Streator for over three years and served for over four years as city manager in Maharashtra, India. Throughout his career he has sought to enhance and improve local governments and their communities, and to enable professional public managers to be effective leaders and transformative public servants.

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 12:30 PM. Registration fee is the same for in-person and virtual attendance \$35. Register for ILCMA Professional Development Session "Unlocking Success" as well for \$65. Student Rate \$25 or \$45 for both events. MICT's are free.

IML Managers Column

Fall Veto Session Update

The 2024 Fall Veto Session of the Illinois General Assembly is scheduled to commence on November 12. Due to the limited number of days in session as well as the reduced volume of bills introduced, IML typically focuses their efforts on 3 to 4 key pieces of legislation to support each fall. A quick summary of the specific bills that IML is prioritizing this year is as follows:

NON-HOME RULE MFT (OUTSIDE OF COOK COUNTY) SB 159 (SEN. HUNTER, D-CHICAGO) SB 159 authorizes all non-home rule municipalities to impose a local Motor Fuel Tax (MFT) not to exceed \$0.03 per gallon by ordinance, without the need for referendum approval. Similar authority was achieved during the 2024 spring session for non-home rule municipalities to impose a general sales tax.

MUNICIPAL AUDIT RELIEF SB 2875 (SEN. TURNER, D-SPRINGFIELD) SB 2875 increases the number of small municipalities (under 1,000 population) exempted from annual, onerous audit requirements by expanding the population threshold and reassessing other criteria that trigger such an audit, providing immediate financial relief.

AQUARIUM AND MUSEUM ACT CLEANUP HB 1075 (REP. LILLY, D-CHICAGO) Current state law erroneously excludes villages and towns from having the authority to levy a tax to help fund museums and aquariums if they are municipally operated. HB 1075 replaces references to "cities" in the existing Act with "municipalities," granting all municipalities the authority to levy the tax as intended.

PARITY FOR OFFICER-WORN BODY CAMERA REPORTING REQUIREMENTS SHB 4604 (REP. SLAUGHTER, D-CHICAGO) HB 4604 eliminates burdensome reporting requirements in the Law Enforcement Camera Grant Act equalizing them with those of the Law Enforcement Officer-Worn Body Camera Act.

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 can be found on the website at IML.org.

IML Managers Committee Update

Beginning in January of 2023, the IML Managers Committee began working on a new initiative to assist IML on a specific matter of municipal interest each year. The intent of this initiative was to allow managers/administrators to provide their technical expertise to help explain complex issues to local government officials and General Assembly members.



In 2023, the Managers Committee helped prepare a TIF presentation for use by IML 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 newly elected members 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>.

This year, members of the IML Managers Committee have been asked to participate in the Pension Fairness Coalition (PFC) which is focused on the sharing of education and information related to State required pensions. A specific focus of this group is to prepare factual information regarding the differences of Tier 1 and Tier 2 pensions based upon annual legislation that is introduced which could potentially roll back the benefits implemented with Tier 2 pension changes toward Tier 1 levels.

ILCMA Members Present Sessions at Annual IML Conference

ILCMA members were very active at the IML Conference held September 19 through 21 in Chicago. Members of the IML Managers Committee participated as moderators or panelists in the following sessions:

Configuring a Successful TIF District – Cody Moake, Chief of Staff of Marion

Environmental Regulation and Compliance – Don DiSanto, Village Administrator of Oswego

TIF Case Studies – Residential and Commercial – Cody Moake, Chief of Staff of Marion
Pat Urich, City Manager of Peoria

Optimizing the Joint Review Board – Ellen Baer, Village Manager of Western Springs

Steering True North: Making Value-Based Decisions in the Face of Community Pushback – Walter Denton, City Administrator of O'Fallon

What you Need to Know About One-Call Law Changes – Don DiSanto, Village Administrator of Oswego

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
Brian Townsend, City Manager, Schaumburg
Patrick Urich, City Manager, Peoria
Scott Niehaus, Village Manager, Lombard
John DuRocher, ILCMA/ICMA Senior Advisor
Julia Cedillo, Village Manager, La Grange Park

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:

- Opening and Closing a TIF District and Taking the Politics and myths out of TIF, Scott Niehaus, Village Manager, Lombard
- Configuring a Successful TIF District, Cody Moake, Chief of Staff, Marion
- Environmental Regulation and Compliance Update with the IL EPA, Dan DiSanto, Village Administrator, Oswego
- TIF Case Studies – Residential and Commercial, Cody Moake, chief of Staff, Marion and Patrick Urich, City Manager, Peoria
- Optimizing the Joint Review Board, Ellen Baer, Village Manager, Western Springs
- Steering True North: Making Value-based Decisions in the Face of Community Pushback, Walter Denton, City Administrator, O'Fallon
- What you Need to Know About One-Call (JULIE) Law Changes, Dan DiSanto, Village Administrator, Oswego

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.



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



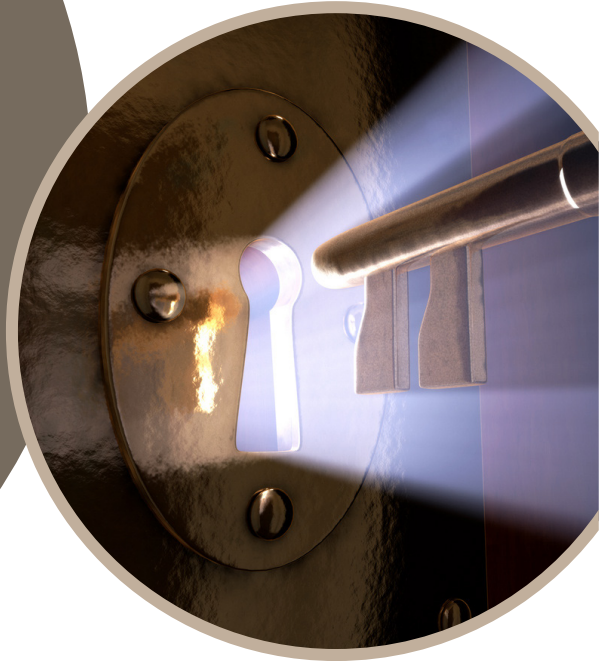
Wednesday, October 2, 2024
11:30am to 1:00pm

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.

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](#)



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 multi-national 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)**



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.

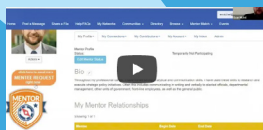
The ILCMA Mentor Match program reflects ILCMA’s commitment to developing the next generation of local government management professionals. Mentor Match is the latest addition to an expanding line-up of our services to support members’ professional development needs. It is an online tool – including a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

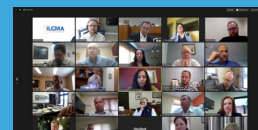
Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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**

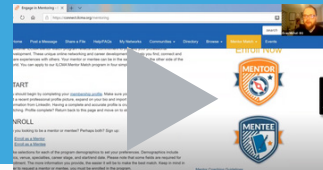
Find a
Mentor
with ILCMA's
Mentor Match



Finding and creating relationships with a mentor is easier than you think with ILCMA's Mentor Match. ILCMA invites new and aspiring managers/administrators, assistants, analysts, assistants to, and student/interns to become a Mentee on ILCMA's Mentor Match.



**ENROLLMENT
TUTORIAL VIDEO**



**FIND A MENTOR
TUTORIAL VIDEO**

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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



THRIVE IN LOCAL GOVERNMENT

2024 COACHING PROGRAM

Coaching has value at any stage of your career in local government. Everyone can benefit from sharing best practices and gaining perspectives from others who see their situation and opportunities from a fresh perspective.

- **Match** with CoachConnect and find a personal coach
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"ICMA's coaching program is a phenomenal, and FREE, way to incorporate professional development into your staff's monthly routine. I personally believe in the value of the coaching program and have seen the impact that it can have on an individual's local government career progression."

Peggy Merriss, Secretariat, Georgia City/County Management Association



Learn how ICMA's Coaching Program can benefit your career in local government at icma.org/coaching

ICMA | coaching program



THRIVE IN LOCAL GOVERNMENT 2024 COACHING PROGRAM

UPCOMING FREE WEBINARS – Register at icma.org/coachingwebinars

WEDNESDAY, MARCH 13

Career Development – Nurturing the Next Generation of City and County Leaders

WEDNESDAY, APRIL 17

Community Outreach – Elevating Excellence: Effective Community Engagement

WEDNESDAY, MAY 15

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

THURSDAY, NOVEMBER 21

Workplace Development – Talent Retention Toolbox – Strategies for Keeping Your Best Talent

All Webinars start at 1:30pm Eastern time.

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Register and watch digital recordings from your ICMA Learning Lab Dashboard.

Don't miss out on these FREE 2024 coaching webinars.

REGISTER TODAY!



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

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



Learn more at icma.org/coaching



Midwest Leadership Institute

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

Mission

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

Values

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

More Information

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

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

Robert Kiely
P: 847.703.3585
E: rркиely@comcast.net

Dawn S. Peters
P: 815.753.0923
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

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.

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.

Limardi Consulting, LLC



Management Services Provided By:



Spotlight on: IPBC

The Value of Offering a Robust Benefits Package to Today's Cross-generational Workforce

By Kaitie Tiede, IPBC Operations Manager

In the year 2024 most employers should be well versed in the challenges of today's cross-generational workforce. Today's workforce spans across five generations for the first time in history. This has led to different beliefs and life experiences resulting in different interests and needs. Engaging employees across these different generations is a key focus, so it's imperative not to lose sight of the importance of offering a robust benefits package that gives employees options. Not only can your benefits package be used as a recruitment and retention tool but having plan participants actively utilize the programs you offer is also an effective way to reduce claim costs.

So, let's explore some ways you can cater to your different employees with differing needs. It should come as no surprise that it is important to provide access to telephonic and video visits that include a variety of in-home testing and services. It has become a misconception in today's society that Generation Z "doesn't go to the doctor". While it is true that individuals with a designated primary care physician, or PCP, has decreased dramatically across the generations, plan utilization shows that Gen Z is going to the doctor, just in a different way. Providing access to telehealth became the "norm" during the pandemic, however, it remains highly utilized. Expanding the services beyond telehealth to include virtual care options including home testing, remote monitoring, electronic prescriptions and further digital health support is a way to not only increase accessibility but ensure utilization among the younger generations. New avenues to accomplish that traditional PCP relationship, including annual wellness screenings to catch and reduce potential downstream claims can be accomplished by expanding the access to virtual healthcare.

In the same vein, expanding plan participant access to care with ancillary services is a great way to provide resources for a variety of generations with differing needs. In most cases employers can provide access to services that include MSK treatment (which has seen a notable diagnosis increase in 2024 due in part to aging populations), diabetes and weight management services and other wellness and well-being programs direct through your medical carrier. Additional ancillary benefits that can be provided on a voluntary basis can also bring extreme value bridging the gap in care from traditional healthcare coverage. Middle generations with young children may find great value in accident coverage while the older generations may find value in expanded life insurance and long-term care coverage. All generations may be thankful for critical illness or additional hospital indemnity coverage, even though the hope is it won't need to be used.



David Cook
EXECUTIVE DIRECTOR

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The premier health benefit option for Illinois local governments

Another noteworthy generational change in healthcare is the access and utilization of mental health services. While some of the older generations view mental healthcare with a significant stigma, each generation has become a little more open in discussing the need for these services and utilization has continued to increase. For many years employers have offered access to Employee Assistance Programs (EAPs) ensuring those services are expanded to include more than just therapeutic services is another way to help meet your employees where they are. Many EAPs now offer access to work-life resources from legal and financial planning to assistance finding child or elder care services.

While we consider all these options, it's also important to understand that too much choice can sometimes have a negative impact. Providing a concierge or advocacy program is a way to make sure your employees have support in understanding what options are available to them. Navigating the variety of available care options provided to your employees ensures they get to the right place when needed can be provided by a telephonic health advocate. Often, health advocacy programs require an employer to have a significant number of covered lives to utilize the services. This is where participation in an intergovernmental pool, such as IPBC, can provide you with access to an advocacy tool even if you don't meet the minimum covered life threshold on your own.

Spotlight on: Core

Job Order Contracting

Steve Paul, Director of Special Projects & Job Order Contracting
 Maximizing resources is critical to a project's overall success when purchasing services and goods for public entities, especially in the eyes of key stakeholders. Identifying alternative methods for sourcing goods and services, such as through a Purchasing Cooperative, for both small—and large-scale projects can help state agencies and local governments achieve and even exceed their goal of delivering goods and services on time and within budget.

Purchasing-Cooperatives (Co-Ops) consist of businesses in the same industry that form a collective unit to buy supplies and services. Commonly used in counties, municipalities, schools, colleges, and universities, cooperative purchasing contracts secure affordable rates and establish delivery terms on goods and services required by many agencies and offices, including construction projects.

What is Job Order Contracting (JOC)? JOC is a state-approved delivery method for procuring construction services, reducing project costs, time, and inefficiencies. Developed by the U.S. Military Academy in the early 1980s, it was adopted by other sectors, including government, education, healthcare, and other organizations that manage an extensive portfolio of facilities requiring constant upkeep. This method has proven a successful alternative to traditional methods for procuring construction services such as emergency repairs, facility maintenance, and other high-priority construction needs.

How does JOC work? In JOC, a long-term, multi-project contract is established between an owner (such as a school district or government agency) and a contractor, or through utilization of existing purchasing cooperative awards for job order contracting services. The agreement typically covers a set period (often between one to five years) during which the contractor is assigned numerous projects. Instead of initiating separate bids for each project, the owner issues task orders or work orders under the umbrella of the original contract, streamlining the entire process.

At the heart of the JOC process is the unit price book (UPB), which contains pre-priced tasks based on standardized labor and material costs and is used in the contractor's proposal. Once the owner has reviewed and negotiated as needed, a task order is issued, and the contractor is paid the preset unit prices per task. This method expedites the process and reduces the lead time associated with traditional design-bid-build procurement methods.



What are the benefits of JOC? Benefits include shorter project delivery times because owners do not have to repeat the entire procurement cycle for each project. Multiple projects can be performed under a single contract, helping expedite the project start time and efficiently using construction funding.

What are the challenges of JOC? Initial setup can be complex and requires careful preparation. This includes developing the unit price book, a rigorous qualification process for contractor selection, and establishing clear communication protocols. Without proper oversight, there is a risk that either party can misuse JOC in terms of cost and quality.

How do I know if my project is suitable for JOC? The projects most performed through the JOC delivery method include repairs, alterations, rehabilitations, interior and exterior renovations and repairs, concrete and site improvements, sustainability upgrades, new buildings and structures, emergency response, and general maintenance. While JOC is ideal for small to mid-sized projects, it may not be suitable for more complex projects that require detailed designs and approaches.

Summary: Job Order Contracting offers a flexible, efficient, and cost-effective alternative to traditional construction procurement, particularly for ongoing needs like maintenance and repairs. Its simplicity and speed have helped JOC become a favored method among many public agencies and private organizations. However, careful planning, proper oversight, and diligent contractor selection are needed to maximize its benefits.

Spotlight on: InterDev

Cybersecurity Knows No Season: Protection is a Year-Round Necessity

By Jason D. Brookins, Chief Operating Officer, InterDev

As October begins and we settle into the familiar rhythms of fall—college football, Halloween, and pumpkin spice—there’s another season that demands our attention: Cybersecurity Awareness Month. While we celebrate the fun of fall, we must also recognize that hackers don’t take holidays. Cyber threats loom year-round, making continuous vigilance essential.

One of the primary reasons that government agencies are prime targets is because they safeguard information like Social Security numbers, healthcare data, and classified information – all of which is highly valuable to cybercriminals. Even a single breach can lead to significant harm, such as identity theft, espionage, or disruption of essential services. Public sector organizations cannot afford lapses in security, making constant vigilance a necessity.

Moreover, public sector organizations must comply with strict regulations regarding data protection and privacy. Many of these mandates, such as the Federal Information Security Management Act (FISMA) require constant monitoring and reporting of cybersecurity efforts. Non-compliance can lead to legal repercussions and financial penalties, making it imperative to keep security measures up to date year-round.

Public trust is another key factor. Government organizations are custodians of public data and essential services. A cyberattack that compromises critical infrastructure—such as power grids, transportation systems, or healthcare services—could erode public confidence. Continuous attention to cybersecurity helps to protect these vital systems and ensures that government operations remain resilient in the face of threats.

The nature of cyber threats is continuously evolving. Attack methods like ransomware, phishing, and denial-of-service attacks are becoming more sophisticated, often targeting government networks. Year-round cybersecurity efforts ensure that public sector organizations stay ahead of emerging threats and patch vulnerabilities as they arise. This includes regularly updating security protocols, conducting routine risk assessments, and adopting the latest defensive technologies. Lastly, as many public sector organizations adopt remote working arrangements and cloud-based solutions, their exposure to cyber risks increases. Regular cybersecurity training for staff, coupled with robust year-round policies, helps reduce the risk of human error, one of the leading causes of security breaches.



As leaders of public sector organizations, you know that your municipality plays a critical role in protecting sensitive data and maintaining essential services for citizens. A year-round commitment to cybersecurity is essential to safeguard these responsibilities, protect public trust, and defend against the ever-evolving landscape of cyber threats. As President Biden said in 2022, “You have the power, the capacity, and the responsibility to strengthen the cybersecurity and resilience of the critical services and technologies on which Americans rely...” If your municipality has an IT department, ensure they have the resources and support to defend your digital assets. If not, partnering with a trusted IT service provider is crucial. The stakes are too high to wait—start taking proactive measures today to safeguard your community ensuring that everyone, from city leaders to IT staff, can enjoy the season with peace of mind—knowing their digital assets are secure.

About the author:

Jason Brookins is a former County CIO who has transitioned to the role of Chief Operating Officer (COO) for InterDev. In his previous role as County CIO, Jason led significant IT modernization efforts, enhancing public service delivery through innovative technology solutions and robust cybersecurity measures. His deep understanding of public sector IT needs, combined with strategic leadership and operational expertise, now drives his work as COO, where he oversees InterDev’s operations, ensuring efficient service delivery and continued growth. Jason’s unique blend of government IT leadership and private sector operational management makes them a pivotal force in aligning the InterDev’s services with the evolving needs of clients across various industries.

Spotlight on: Performance Services

Design-Build: A Proven Path to Superior Project Outcomes

Written By: Performance Services



The design-build model has been a cornerstone of construction, from ancient structures like the Parthenon to modern projects like the Pentagon renovation. This integrated approach, which combines design and construction under one contract, fosters collaboration and efficiency. Over time, design-build has re-emerged as the most effective construction method, outperforming alternatives like construction management at-risk (CMAR).

The Origins of Design-Build

The design-build model dates back over 5,000 years to the concept of the master builder. This individual was responsible for designing and constructing monumental structures like the pyramids and the colosseum. This holistic method enabled seamless transitions from design to construction, with the master builder managing every aspect, including materials and labor.

However, by the 18th and 19th centuries, the design and construction functions began to split due to specialization. The Industrial Revolution further separated these roles, leading to the rise of the design-bid-build method. This change often created inefficiencies, as architects would design projects, then contractors would bid for the construction, resulting in disjointed processes.

The Differences Between Design-Bid-Build vs. Design-Build

In the traditional design-bid-build model, owners first hire an architect to design the project, then put the construction phase out for bid. This method frequently leads to delays, cost overruns, and disputes, with architects and contractors blaming each other for problems. Owners are left to manage multiple contracts and resolve conflicts, increasing time and costs.

In contrast, design-build consolidates design and construction into one contract, providing a single point of accountability. This approach improves collaboration and communication, minimizing mistakes, reducing risks, and accelerating project delivery. All parties work as a cohesive team to resolve potential conflicts faster, and the project stays aligned with the owner's goals.

The Reasons Design-Build Outperforms CMAR

Construction management at-risk (CMAR) attempts to improve upon design-bid-build by allowing the construction manager to provide input during the design phase. However, CMAR still falls short compared to design-build. Its most significant flaw is the lack of a direct contractual relationship between the designer and contractor, leaving the owner to mediate between the two

when conflicts arise. This often leads to increased costs and delays, with the owner bearing the brunt of the consequences. Design-build eliminates this issue by ensuring the designer and builder are contractually obligated to work together from the start. This creates a collaborative environment where innovation and communication thrive, allowing problems to be solved quickly and efficiently, all with the owner's best interests in mind.

The Modern Rise of Design-Build

The resurgence of design-build in the post-World War II era addressed the inefficiencies of the design-bid-build model. Today, design-build is experiencing significant growth across various sectors and is projected to account for nearly 47% of non-residential construction spending by 2026 (Design-Build Institute of America).

One notable example of modern design-build success is the Pentagon Renovation. This project required maintaining full operational capacity while undergoing extensive renovations. Thanks to the design-build model, the project was completed on time and within budget despite its complexity.

The Future of Design-Build

As construction projects grow more complex, design-build is poised for continued expansion. Emerging technologies like augmented reality (AR) and artificial intelligence (AI) will further enhance collaboration, while off-site prefabrication and modular construction will improve speed and quality. Additionally, sustainability and resilience will be integral as design-build teams incorporate green materials and energy-efficient practices to address environmental challenges.

With increasing demand for innovative and resilient infrastructure, design-build will play a vital role in the future of construction. Owners can expect higher-quality results, faster project timelines, and a streamlined process that minimizes risks and maximizes value.

The Clear Choice

While methods like CMAR attempt to bridge the gap between design and construction, none offer the same level of cohesion and efficiency as design-build. Design-build is a clear choice for owners seeking a seamless, cost-effective, and high-quality project delivery method.

Spotlight on: Tyler Technologies

Village of Glen Carbon, Illinois: Improving Service Across Generations

By Tyler Technologies

Home to a population of about 13,000, people of all generations are drawn to the charm of Glen Carbon, Illinois. With a healthy commercial industry, easy access to St. Louis, and a Division I college campus just down the road, it is consistently named one of the “Best Places to Live in the St. Louis Area.”

Village leaders are committed to living up to that honor — starting with the service they provide to their citizens and the technology that helps support their operations.

Importance of Efficiency

“We have a very centralized government,” former Finance Director Scott Borrer said. “Outside of our internal operations, this is where we accept utility payments, provide building and zoning services, and process permit applications. It’s one-stop shopping for the public as well.”

According to the U.S. Census Survey of Public Employment and Payroll, the average number of government employees per 10,000 residents in Illinois is 205. Sitting well below that average at fewer than 80 employees, productivity is key to Glen Carbon’s success. To support its centralized operations, the village relies on a suite of integrated software solutions from Tyler Technologies designed to bridge local government silos and enhance efficiency.

“In a small municipality, the ability to add staff is almost non-existent,” Borrer said. “One of the biggest gains that comes from the software is it frees staff time and allows them to work in other areas.”

Service Across Generations

To respond to changing demands, Glen Carbon has consistently adopted technology as it becomes available, such as Tyler’s Utility Access to enable citizens to pay their bills wherever they are 24/7/365, and Notify to keep residents informed of past-due payments, shutoff notifications, and other important information.

Today, whether it’s a citizen that’s more technologically savvy or someone that prefers an in-person interaction at village hall, there’s something for everyone that calls Glen Carbon home — thanks, in part, to their ERP Pro software.

“Citizen demands have always been a focal point of local government,” Borrer said. “It’s important to look for a product that you’re confident will help you interact with the public and your customers both at the current moment and in the future.”



After all, Borrer said, needs are always shifting. It’s important to be prepared for the unexpected. Something the village of Glen Carbon became all too familiar with in March 2020.

Navigating Crisis

When COVID-19 forced closures across Illinois and the world, residents had to find new ways to interact with their local government.

“We have a healthy portion of customers who like to come into village hall to make payments for the social aspect if nothing else,” Borrer said. “With facilities closing, we had to push them toward other platforms. Luckily, with our software, we had the tools in place to keep collection efforts going.”

To encourage use of electronic payment and customer service options, village officials made the decision to absorb the fees for online payments and make online forms available for service requests, permit applications, and more. Despite past resistance, Borrer said he was pleasantly surprised at citizens’ adoption of alternative payment options.

“I’m really encouraged by the willingness of older generations to communicate electronically,” he said. “That may have been a big leap in the past, but I have no doubt that, after going through this experience, it’s going to be a successful endeavor in the future.”

Going forward, Borrer said there’s more the village of Glen Carbon can do to improve efficiency. And, in Tyler, they have a software vendor that’s able to continuously evolve to meet the needs of their staff and citizens no matter what lies ahead.

For more information, visit www.tylertech.com/improving-service-across-generations or reach out to info@tylertech.com.



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