

Calendar of Events

November 1

IAMMA First Friday Sunrise
Social
Virtual

SWICMA Luncheon Meeting
Location TBD

November 6

Legacy Project Webinar
Virtual

November 13

ILCMA Professional
Development
NIU Naperville/Hybrid

Metro Manager Luncheon
NIU Naperville/Hybrid

November 20

Legacy Project
Professional Development
Rosemont, IL

November 21

IAMMA Regional Friendsgiving Lunches
Locations to be announced

December 11

IAMMA/Metro Holiday Luncheon
NIU Naperville

January 16, 2025

Financial Forecast Forum
NIU Naperville/Hybrid

February 5 - 7, 2025

ILCMA Winter Conference
Normal, IL

**To view all
upcoming
events
click here**

In this issue

President's Column.....	1
Lifesaver Award	2
ILCMA Connect	3
Who's Who.....	3
Welcome New Members.....	3
Get Involved.....	4
AI in Local Government	5
Senior Advisor Column.....	7
ILCMA Strategic Plan.....	9
IML Column.....	12
IAMMA Update	14
Share Your Stories	16
ILGHN Become a Member.....	17
Mentor Match.....	18
Midwest Leadership Inst Seminar ...	20
ICMA Coaching Program.....	21
Midwest Leadership Institute.....	23
Career Compass	24
Legacy Project.....	34
Speed Coaching.....	38
Corporate Partner Spotlight.....	43

President's Column

by Paula Hewson, Chair, Communications Committee and Assistant Village Manager, Schaumburg

The ILCMA Communications Committee works annually to enhance and expand outreach efforts to effectively raise awareness and build appreciation for the value of professional local government management.

Over the years, the Committee has put significant effort into creating promotional materials to raise awareness about professional management. One notable addition to our toolkit is the LocalGov Podcast, which last year showcased the diverse career paths that many members follow into professional city or county management. Additionally, our Idea Exchange has been highly effective in bringing timely and relevant topics to the membership, fostering discussion and the sharing of ideas.

This year, the Committee is excited to deliver communication materials in the following focus areas, all aimed at fulfilling its mission:

- Strategic Plan Promotion (see details on pages 10 and 11)
- Promote the Profession - Communications Took Kit

continued on next page



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



continued from page one

- c. Newsletter and Spotlights
- d. LocalGov Podcast
- e. Idea Exchange

With these tools, the Communications Committee will emphasize the value of the profession to diverse audiences, including elected officials, residents, and the next generation of professional local government leaders.

We have a busy year ahead and we're all working hard to meet the needs of ILCMA and its membership.

I want to especially thank the following Committee members for their time and efforts:

Ben McCready, Assistant City Administrator, Geneva
 Sharon Peterson, Village Administrator, Lake Barrington
 Amanda Segreti, Management Analyst, Bensenville
 Nicole Wolski, Assistant to the Village Manager, Long Grove
 Heidi Voorhees, GovHR USA/MGT
 Paula Freeze, ILCMA
 Alaina Murphy, Administrative Analyst, New Lenox
 Adam Simon, Partner, Ancel Glink
 Matt Harline, Village Manager, Villa Park
 Emily Brier, Intern, Schiller Park
 Justyn Miller, Assistant Village Administrator, Berkeley
 Melanie Santostefano, Vicarious Multimedia
 Jim Moran, Assistant Village Administrator, Antioch
 John Barrett, Management Analyst, Tinley Park
 Andrew Buckwinkler, Management Analyst, Schaumburg
 Kathy Thake, Deputy Village Manager, Niles
 Erin Rauscher, Assistant to the Village Manager,
 Lake Zurich
 Molly Gillespie, Director of Communications and
 Engagement, Buffalo Grove



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

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:

Sobeida Sierra, Executive Assistant to the Mayor,
Village of Broadview

Ajike Sumpter, Community Outreach & Training Coordinator,
Cook County Department of Human Rights and Ethics

Members:

Tony Bohr, Senior Project Manager,
Cullen Construction Management

Nicholas Arquette, Senior Planner, Village of Huntley

Eric Cavender, Chief Deputy Coroner, Kankakee County
Coroner's Office



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

Michael Dropka has been appointed as the new South Barrington Village Administrator. He previously served as the Village Administrator in Forest View.



*Advancing Civic Leadership
Navigating the Future*

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).

Dec. 4, 2024 — Online Webinar

The State of Cybersecurity and How to be Proactive NEW

Presented by Marc Thorson, MBA, Executive Director for Regional Technology Services, Division of Information Technology, Northern Illinois University

Jan. 10, 2025 — Online Webinar

The Performance Measure Puzzle: Measurement Data as an Avenue of Insight NEW

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

Jan. 29, 2025 — Online Webinar

Better Zoning to Create Better Communities

Presented by Jacob Seid, AICP, Founding Principal, Sightline Planning and Zoning



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



GET INVOLVED

AND MAKE THE MOST OF YOUR ILCMA MEMBERSHIP

BENEFITS OF MEMBERSHIP

Whether you're entry-level, mid-career, non-traditional/second career professionals, or a seasoned local government leader, your membership to ILCMA has so much value.

Professional Development

Conferences • Webinars
ICMA Coaching Program
Senior Advisor Program

Growth Opportunities

Mentor Match Program
Career Opportunities

Networking

Collaboration • Peer best practices, policies, and more
Idea exchange • Resources

JOIN A COMMITTEE

Give as much or as little time as you can working on a committee. You'll connect with other local gov officials, work on meaningful Strategic Plan initiatives and help ILCMA achieve its mission to promote professional local government management and support its membership.



[Committee of Professional Conduct](#)



[Scholarship & Awards Committee](#)



[Membership Services Committee](#)



[Winter Conference Committee](#)



[Professional Development and Education Committee](#)



[Summer Conference Committee](#)



[Communications Committee](#)



[Diversity, Equity, and Inclusion Committee](#)

Learn more: ilcma.org | Questions? Email info@ilcma.org

Call for Interview Participants

Artificial Intelligence (AI) Adoption in Local Government



Eunju Rho, Ph.D.
Associate Professor
Northern Illinois Univ.



Jaehee Jong, Ph.D.
Associate Professor
Northern Illinois Univ.

We are conducting a research study to explore the use of Artificial Intelligence (AI) tools in local government operations (IRB Approved – #HS24-0436). This study aims to understand how local government officials perceive AI integration in public service delivery, focusing on opportunities, challenges, and public values.

Who Can Participate:

- Public managers and administrators in local government.
- Individuals with experience or interest in AI technologies in public service.

What to Expect:

- One-on-one interview (30-45 minutes) via Zoom.
- Share your insights on AI in government operations.
- Flexible scheduling from October to December.

Confidentiality:

- All information will be kept confidential. Audio/video recordings will be used for research purposes only, with no identifying information attached.
- For more information or to receive the Informed Consent Form, please email us.

Compensation:

- There will be no payment.



How to Sign Up: Contact us via Email or Scan the QR Code

- Dr. Eunju Rho | erho@niu.edu
- Dr. Jaehee Jong | jjong@niu.edu

<https://forms.gle/nzmU7SPTnPVoIrJi9>

► 2024 SKPA-IRPA Online Seminar

Artificial Intelligence in the Public Sector

Join us for an engaging discussion on the latest research and policy considerations surrounding Artificial Intelligence in the public sector!



Zoom

Meeting ID: 872 2502 2931

Passcode: SKPA

NOV 7 Thur. EST 7PM

NOV 8 Fri. KST 9 AM

SPEAKERS



Michael J. Ahn

UMASS BOSTON



Kaylyn J. Schiff

PURDUE UNIV



Joon Mo Ahn

KOREA UNIV

Moderator



Jun Koo

KOREA UNIV
IRPA Editor-in-Chief



Yu-Che Chen

UNIV of NEBRASKA OMAHA



Kayla Schwoerer

SUNY ALBANY



Byoung Joon Kim

KOOKMIN UNIV

Discussants

Sponsored by International Review of Public Administration
ASPA Section on Korean Public Administration



Senior Advisor Column

IMPORTANCE OF THE MAYOR-MANAGER RELATIONSHIP

by Steve Carter, ILCMA/ICMA Senior Advisor



The relationship between the mayor and manager or county board chair and administrator is a much-underappreciated team. It seems relegated to hallway discussions or drinks with a peer, with only occasional mention in professional publications. But it is a critical relationship that has a major impact on how local governments function.

Initially council-manager form included the at large election of a small number of council members, usually 5, and the mayor was elected by the council. Sometimes, the mayor designation simply rotated during their term of office. As communities changed and local governments with them, the direct election of mayors became the norm, reflecting the increasing importance of a highly visible elected leader.

Our members serve in a variety of organizations: council-manager, mayor-administrator, commission-administrator, counties and regional councils of government. The role of the mayor and manager in each of those systems varies, and authority and responsibility of managers in non-council-manager governments is often poorly defined and subject to change with new elected officials. But the chief elected official-manager relationship is critical in every case. For brevity in the remainder of this column, I shall just use the terms mayor and manager.

When discussing the effectiveness of a team, I find using Lyle Sumek's "Our Team is GREAT" concept helpful. GREAT breaks down as follows:

G-Goals. Identify an agreed upon set of priority goals.

R-Roles and Responsibilities. Have a clear understanding of respective roles.

E-Execution. Take action to accomplish the goals and honor your commitments.

A-Attitude. Demonstrate a positive attitude, creating energy in the organization.

T-Trust. Trust must be earned, so help build trust by being trustworthy.

How does your relationship with your mayor address these basic points? Are you performing as a team? Recognizing that team building is really a process, a periodic revisit or check is worthwhile. It is never too late to work on improving the mayor-manager team.

An important start to developing an effective mayor-manager team is having a clear understanding of roles and responsibilities. I have yet to see an official job description for a mayor and the enabling statutes are legal duties only. In addition to the statutory duties, mayors are often expected to be the spokesperson for the city, build consensus among the council members on goals and policy issues, be accessible to citizens, be the front person with local, state and federal legislators, provide guidance and counsel (sometimes tough love) to individual council members, advise the manager on timing and council concerns on issues, represent the city on intergovernmental organizations and more. Each of those duties takes time, challenges their skill set, exposes them to criticism and may chill their interest in seeking or maintaining the job.

Each mayor-manager situation is dynamic and unique depending on the form of government, whether the mayor is working or retired, whether new to the position or experienced, whether has strong issue interest, what skills they bring to the job and their personality. Obviously, not every person elected to be the mayor has the time or the skill set to do all those duties mentioned above. The manager likewise brings his or her own background to the relationship. Does he/she have local government experience in this form of government, is new to the position or have a long tenure, is new to the community, has an existing working relationship with the mayor?

Managers are encouraged to be proactive in developing a strong working relationship with the mayor, especially if the mayor or manager are new. Here are some suggestions:

1. Do your homework. Learn as much as you can about the candidates for mayor. Try to determine if your job is threatened or not (might relieve some anxiety).
2. Build or strengthen the relationship. Find something in common, e.g. commitment to the community, community service, sports team, school, family, etc.

continued on the next page

continued from previous page

3. Talk about team, what does it mean, why it is important to success. Sometimes candidates or newly elected are concerned about time requirements, especially if they have high time demands from their job. I have told mayors that they can spend as much time or as little time as they are able or desire. The council and the staff can provide the necessary support for them and the city to be successful. Hopefully, that is correct.

4. Ask what city concerns or issues they have, and what would they like to accomplish as mayor.

Especially after the election, here are some additional suggestions:

1. Understand their time availability and interests.
2. Provide a thorough orientation, especially if the mayor is new to the position.
3. Develop a plan for how best to communicate the various types of information.
4. Schedule a recurring time to meet and talk about pending matters either in person or remotely.
5. Commit to "no surprises" (to the extent you have control).
6. Clarify "boundaries" of policy and administration, respecting the differing roles and each "staying in their lanes."
7. Plan how to cover all the duties of the mayor, including if some need to be delegated to a council member or the manager.
8. Have a mutual commitment to raise concerns right away. I always expected a 6-12 month learning curve for any newly elected official. Always assume a reminder will be helpful. But it is important that managers recognize that they will have to modify their approach to match the new mayor, but not sacrificing their values or commitment to the Code of Ethics.

Some mayors are outstanding, and some are not good. Most of our experiences with our mayors have been positive, and those effective mayor-manager teams can be very productive. But, even with the best of intentions, at some point an issue will develop. Some of the more common issues which may arise with the mayor:

-The mayor is only interested in his agenda. A regular reminder that a majority of council is required to do anything significant. And work with the mayor to develop a collaborative strategic planning process with an outside facilitator, which may help the mayor learn to work with others to achieve his and their agendas.

-The mayor is not an effective or comfortable communicator. Communication skills can generally improve with practice and as comfort increases. But it is often possible to have a board member or members take on that role depending on the topic and circumstances, e.g. explaining a board decision to the public or speaking to a grade school class.

-The mayor is not an effective consensus builder. This also can be done by a board member who has the interest and skills and hopefully with the blessing of the mayor. Sometimes the manager can see an option or middle ground and could offer that idea to board members.

-The mayor does not have regular support of council majority. When there is a power struggle between the mayor and the board, the manager can easily get caught in the middle. Diplomacy is required in trying to work with the mayor and board on major policy issues. Hopefully, many needed actions are more routine and noncontroversial.

-The mayor sometimes strays into the managers' responsibilities. When I have experienced this, I have offered "let me do this for you, that is really my job," plus a little re-education. If it is becoming a big problem, other board members or the city attorney can speak to the mayor.

-The mayor makes promises that cannot be fulfilled. Honest feedback is usually required perhaps with some options identified. But, if you are aware of an upcoming meeting and can discuss it in advance, it may be possible to avert the problem.

-The mayor is not interested in ribbon cutting and other PR duties. Usually, another board member is happy to represent the organization at these kinds of events. I always tried to stay in the background, even if attending.

-The mayor makes statements that are incorrect. When and how to correct the mayor is the challenge. If the statement was made outside a public meeting, a discussion in private usually is best. If made in a public meeting and the statement may impact an upcoming decision, then your most sensitive correction (not blame) is needed.

-Strong ego and interest in higher elected office. Of course, the manager needs to re-read the ICMA Code of Ethics (which hopefully is prominently displayed in the office). Perhaps the best election platform is a successful and effective local government.

continued on the next page

continued from previous page

-The mayor cannot be trusted. If the mayor shares confidential information or does not honor commitments, then the manager must be very careful about the information that is shared and may be required to do 'damage control' to protect the integrity of the organization.

Sometimes when the mayor-manager team is working well, the relations with the board can become an issue. Councils may dislike the mayor and manager having a close working relationship. In most cases the mayor is spending more time with the manager than board members, and the relationship with the manager is stronger. Some board members may take umbrage at that and may impact the governing process. It underscores the importance of the manager spending time and communicating with all the board members and not relying on the mayor to do that. Each board member and their work need to be respected and recognized by the manager.

In conclusion, the mayor-manager team is an important part of the success of your local government. Periodically checking to see if that team is working effectively is worth the time. The relationship can be complicated and sensitive in many ways. It is dynamic, always learning and changing, and often requiring the manager to adjust. It is always helpful to have a confidential conversation about any issues that arise to gain another, perhaps more objective, perspective. This can be safely done with your legal counsel, a trusted colleague or one of our senior advisors. We are only a phone call away.

ILCMA Strategic Plan

In February 2024, the ILCMA Board began a six-month process to develop the organization's next Strategic Plan. This process involved collaboration with current members and partners to identify the organization's key priorities, aiming to ensure both immediate and long-term success. ILCMA is excited to share the 2025-2027 Strategic Plan with its members.

As a result of this process, the plan outlines four strategic priorities for the next two years:

1. Executive Director Transition – Plan for and manage the ILCMA Executive Director transition.
2. Awareness of Career Opportunities – Create awareness of career opportunities in professional local government management.
3. Belonging and Inclusivity – Create an environment of belonging and inclusivity within ILCMA membership.
4. Promoting the Profession – Promote and build the reputation of the profession by highlighting ethical standards and Illinois local government achievements.

For each strategic initiative, there are specific goals, action plans, and identified stakeholders.

Now the real work begins! If any of these strategic initiatives resonate with you, please raise your hand, and get involved. From the membership survey, we know that many are struggling with recruitment and retention, maintaining neutral professional management amid political polarization, and managing high workloads. The deliverables for these initiatives are designed to help address these challenges. Please consider getting involved. Even if you're not on a committee, try contributing to one of the deliverables. Please reach out to Dawn Peters, Executive Director, to see where you can help.





ILCMA STRATEGIC PRIORITIES

Illinois City/County Management Association

In 2024, the Illinois City/County Management Association (ILCMA) identified four core priorities to ensure the success of our association both now and in the future. These priorities are the foundation of our efforts, guiding our actions over the next two years.



2025 - 2027 STRATEGIC PRIORITIES

EXECUTIVE DIRECTOR TRANSITION

**Plan for and manage the ILCMA
Executive Director transition**

AWARENESS OF CAREER OPPORTUNITIES

**Create awareness of career
opportunities in professional local
government management**

BELONGING AND INCLUSIVITY

**Create an environment of belonging
and inclusivity within ILCMA
membership**

PROMOTING THE PROFESSION

**Promote and build the reputation of
the profession by highlighting ethical
standards and Illinois local
government achievements**

continued on the next page



Strategic Initiative #1

EXECUTIVE DIRECTOR TRANSITION

Action Item:

Work collaboratively to recruit a new Executive Director.

Action Item:

Develop a six-month transition plan to aid the newly hired Executive Director.

Strategic Initiative #2

AWARENESS OF CAREER OPPORTUNITIES

Action Item:

Increase Partnerships with affiliate organizations by:

- Contacting universities promoting local government management as a profession.
- Develop a training series with affiliate organizations to prepare members for manager/administrator roles.

Strategic Initiative #3

BELONGING AND INCLUSIVITY

Action Item:

Create a plan to track and expand diversity within membership.

Action Item:

Connect new and existing members to committees.

Strategic Initiative #4

PROMOTING THE PROFESSION

Action Item:

Develop an outreach and communication plan to promote the value of the profession by highlighting ethical standards

- Elected Officials
- Civic Groups
- Residents



IML Managers Column

By Scott Coker, IML Managers Committee and City Administrator, Macomb

Being in a rural town like Macomb, I have come to realize how blessed we are to have such a well-developed public transportation system. The system we have has been grown over several years and has been a collaborative effort between many agencies in McDonough County. Our system started in the early 1980's with work by the Western Illinois Regional Council, McDonough County, and the Red Cross and was funded by a Section 5311 grant to provide demand response services.

In the 1990's, the City of Macomb became involved as the grantee and in 1997 Western Illinois University (WIU) helped to start a fixed route system in the City. The Macomb Public Transportation (MPT) system has now grown to have 10 large transit buses for the 18 fixed routes in the City and 15 vans and 4 medium duty buses for demand response throughout the County. The department has a yearly budget of \$3 million and 44 employees. The City department is fully funded by 5311, Downstate Operating Assistance Program (DOAP), and local match. WIU students provide the majority of the match through their transit fees to support the fixed routes around campus and across the City to local services. Currently, the City is working on \$4 million in Capital grants to purchase new buses, repair the facility, purchase new computers, install new bus stops, and install solar panels. The fixed route system provides around 400,000 fare-free rides a year and the demand response gives 15,000 rides a year for \$2 within the City and \$3 in the County.

With the information above, it is easy to see how important MPT is to the community, the University, and County residents and thus how important grant funding is to the system. Senior citizens directly benefit from the public transportation system to get to doctor's appointments, grocery shopping, or social activities. The 2020 U.S. Census showed that over 17% of McDonough County's population is 65 years or older, many of whom use MPT services to maintain their independence.



Recently, John Coultas, Legislative Affairs Director of IML testified at the Senate Transportation Committee about the importance of transit and how "funding transit is a statewide priority." John spoke about how public transit services foster economic development and are a catalyst for community growth. Many benefits range beyond transportation like infrastructure development and maintenance, cost savings, job creation, and a reduced impact on the environment.

I can fully support what John testified and speak to how important our transportation system is to Macomb. While we are a small town of 15,000 people, we do have 6,000 WIU students, with many relying on the fixed route system to get to the grocery store or to other shopping. We are a proud Amtrak community with a direct rail line south to Quincy or north to Chicago. We know many students come to Macomb via Amtrak and then use the bus to get to their residence hall or apartment.

We feel Macomb has a wonderful quality of life for our residents and visitors and our vision is that we are a "Vibrant welcoming community providing opportunities for all" and our Macomb Public Transportation is key to that vision.



www.tip2gov.com

Dissertation Research Survey



minutes



60 questions

What Keeps Local Government Leaders in Their Roles?

Survey of Local Government Executives

(City and County Managers, Assistant and Deputy Managers, Department Directors and Chiefs, & Special District Executive Directors)

Corri Spiegel, ICMA-CM, CEcD, Doctoral Candidate
corri.spiegel@outlook.com

Dr. Crystal Evans, Dissertation Chair & Research Supervisor
crystal.evans@columbiasouthern.edu

contact

Corrie Spiegel, former ICMA Midwest Vice President, is doing her doctoral dissertation research and needs help. She has had a great reception thus far, but like with many other things in life, more is better. The more survey respondents that participate, the better the data will become.

Dissertation Research Invitation (10 minutes, 60 questions):

When local government leaders consider staying in or leaving their job, is the motivation to serve or positive psychology more influential in making that decision and what role do age and gender play?

The research deadline is November 29th, and the survey is open to all CMs, A/DCMs, department heads, and special district directors in the U.S.

Survey Link: https://qualtricsxmt5pc3zls.qualtrics.com/jfe/form/SV_8HQMmgrVuAkX7N2K

Website: www.tip2gov.com

Contact: corri.spiegel@outlook.com

November 2024 IAMMA Update

Dear Friends,

I am grateful to write to you on behalf of IAMMA's executive board to share some information about our upcoming activities for 2024 & 2025.

For years, IAMMA's leadership has been reimagining our organization and how we can best serve the profession of local government in our state. Our current board is a diverse group that includes every suburban region and represents alumni from every MPA program in our state. The launch of our new brand earlier this year reflects our evolution and our promise to help "Find Your Path Forward," regardless of how long someone has been in our profession.

Although this board has just been seated, we are already seeing success. This summer's "OUT TO PLAY" social series brought together 88 professionals from seven different associations including APA-IL, APWA, IGFOA, IPELRA, the Legacy Project, and Women in Planning and Development. This reflects the heart of our approach and what you can expect from IAMMA this year: we aim to create new and innovative programs, connect the many disciplines and organizations in our profession, and have some fun along the way. We are excited to bring this same spirit to all of our upcoming events.

On the following page is a calendar of IAMMA's events for the 2024-2025 season. We have carefully assembled a plan that speaks to the needs we've heard from many organizations and that will support both newer professionals as well as seasoned staff. **Please, take a moment to review these upcoming events and to share them with others in your organization or network.** The value of these events increased significantly when we have participants who can share insights on the many best practices that exist throughout our region.

Aside from attending our events, I encourage anyone serving as an analyst or assistant to [volunteer with one of our committees](#). The time commitment is minimal—only a few hours each year—but it is rewarding and helps build valuable leadership skills and professional networks. If you are in the private sector, I hope you will consider becoming a corporate partner of IAMMA and help us produce top-flight events. We are about to release our sponsorship prospectus, but you can always e-mail me with interest at ColeG@cityrm.org.

Together, I know that we will make this a great year. Thank you for your continued engagement and support.

Sincerely,

Glen Cole
President, IAMMA
(847) 870-9035
ColeG@CityRM.org

iamma
Illinois Association of Municipal
Management Assistants

Find Your Path Forward.

continued on the next page

iamma UPCOMING EVENTS

 IAMMAINFO@GMAIL.COM

 IAMMA.ORG

NOV 1	November First Friday Sunrise Social (Remote)
NOV 21	Regional Friendsgiving Lunches (Bring canned donations)
DEC 6	December First Friday Sunrise Social (Remote)
DEC 11	Holiday Luncheon and Speed Coaching
JAN 3	January First Friday Sunrise Social (Remote)
JAN 24	IAMMA Night Out
FEB 6	ILCMA Winter Conference Social
FEB 20	Professional Development - Ethics (Remote)
MAR 7	March First Friday Sunrise Social (Remote)
MAR 20	Professional Development – Collective Bargaining
APR 4	April First Friday Sunrise Social (Remote)
APR 11	Annual Conference and After Conference Social

Find Your Path Forward.



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).



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.

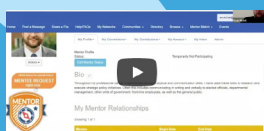
The ILCMA Mentor Match program reflects ILCMA's commitment to developing the next generation of local government management professionals. Mentor Match is the latest addition to an expanding line-up of our services to support members' professional development needs. It is an online tool – including a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

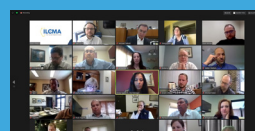
Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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**

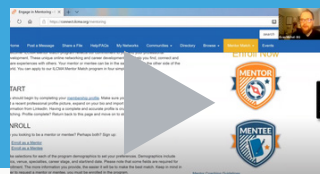
Find a Mentor with ILCMA's Mentor Match



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

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 Mentee?

Mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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

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

ICMA

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
- **Enhance** your career with talent development resources
- **Participate** in ICMA's coaching webinars and select from six new webinars every year
- **Browse** the CareerCompass, ICMA's monthly career advice columns
- **Discover** timeless professional learning with free access to the coaching webinar archives



"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.

Miss a webinar? Watch it anytime!

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

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

REGISTER TODAY!



Additional free coaching resources at ICMA Coaching:

- Access digital recordings on ICMA's Learning Lab
- 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: rrkiely@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



MORRISON ASSOCIATES

Management Services Provided By:



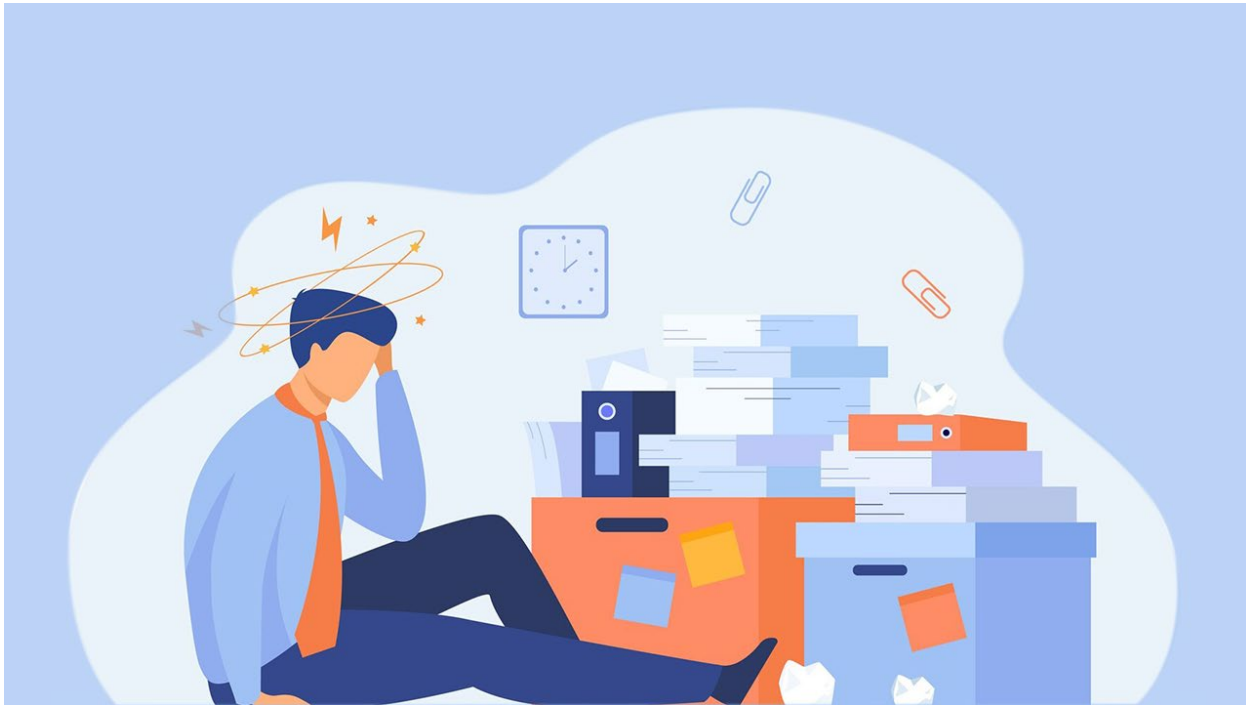
NORTHERN ILLINOIS UNIVERSITY
Center for Governmental Studies
Outreach, Engagement, and Regional Development

Career Compass No. 110

Accelerate Through Subtraction

Redundant regulations and processes hinder our ability to address immediate needs. Here are some strategies for 'subtraction.'

by [Dr. Frank Benest](#) | Sep 23, 2024 | Article



I'm a newly hired department head in a mid-sized urban city. In my new role, I'm amazed at how slow we are as an organization to do stuff. It takes ages to hire anyone, approve a contract, purchase equipment, issue a permit, or propose or implement a new program.

To do anything, we have to go through a lot of hoops. Process (with many steps along the way) rules the day. Budget analysts are assigned to the departments and control how we move budgeted monies around regardless of the demands on the department. To make matters worse, we talk and study things to death and we go to the city council for approval for everything.

This is a struggle in my department and across the organization.

Residents and business people complain how slow we are to respond. Top management and mid- to lower-level staff also complain about the slog but we seem to do nothing about it. Can you help suggest how we move things along?

Yes, outside stakeholders and constituents are demanding that local government agencies become more agile and move quicker in addressing the big challenges of the day (such as climate protection, affordable housing, homelessness, police and justice reform, 21st century infrastructure).

In stable times, local governments could be more deliberative and process- and rule-oriented, all in the name of order, control, and accountability. No longer can we afford to study and re-study

continued on the next page

issues and then take little action. To make matters worse, as we have gotten more scrutinized and criticized for the lack of responsiveness, we have become even more procedure-oriented, with less and less room for discretion and initiative.

Why So Many Rules?

In your organization, there may have been any number of historic reasons for an overwhelming use of rules to control all activity:

- A lot of disorder with different departments operating in different ways.
- Lawsuits, unethical behavior, or scandals.
- Federal and state regulations.
- An overly cautious city council, city manager, city attorney, and/or administrative services director.
- Hyper-critical business or neighborhood groups, other stakeholders or activists.

Many Rules Make Sense

Many procedures and rules create a standard and often more equitable way of doing things across departments. They also help establish a measure of accountability. Some processes and protocols also minimize reckless behavior by staff and other city officials or promote sufficient thinking and reflection before an organization makes an irreversible decision amid uncertainty.

However, there are times when we over-emphasize control and as a result, stifle initiative and go-get-it-done attitude and behavior.

Rules Are Costly

Across all sectors (not just local government), bureaucratic rules carried out by administrators and analysts are costly in many ways.

According to Gary Hamel and Michele Zanini, the growth in bureaucracy resulted in a \$3 trillion loss in American economic output in 2016. That is 17% of GDP. In the U.S. economy (including government), we now have one administrator for every 4.7 employees. (See [David Brooks, “Death by a Thousand Paper Cuts,” New York Times, Jan 18, 2024.](#))

For example, in higher education, the number of managers and senior professional staff at the University of California grew by 60% between 2004 and 2014. The number of tenured-tract faculty grew by 8%.

In U.S. health care, 30% of all health care costs are related to administration, including health insurance costs. (See [Ani Turner et al, “High U.S. Health Care Spending: Where Is It All Going?” commonwealthfund.org, Oct 4, 2023.](#))

Most importantly, if well-thought-out action is stymied by too much process, your talent will tend to leave. Talented employees are “free-exiters”—they have the skills and confidence to freely exit and usually can get a better job elsewhere.

continued on the next page

In one of my city manager jobs where there was a lot of process and rules for everything, a younger and talented engineer/project manager told me she was thinking of leaving since she could only complete one major infrastructure project every 24 months, whereas in a typical local government agency she could complete three projects in the same time period. She told me that her resume of accomplishments was being damaged by staying with the organization. She was correct.

How Does an Organization Eliminate “Friction”?

In the [Jan-Feb 2024 Harvard Business Review article “Rid Your Organization of Obstacles That Infuriate Everyone,”](#) Sutton and Rao define organizational “friction” as the unnecessary rules, procedures, communications, tools, and roles that stifle productivity and creative problem-solving.

However, as Sutton and Rao point out, not everything should be quick, easy, and “frictionless.” Certain organizational activities require much effort and are complicated, such as developing deep and trusting relationships among internal and external stakeholders with often different interests. Another example is doing creative work that is messy, inefficient, and failure-ridden, yet in the end leads to great organizational or community outcomes. Compromise regarding critical policy decisions may also be messy and take a lot of time and energy.

To focus on those matters in organizational life that are slow, hard, and complicated, skilled leaders are devoted to removing unnecessary barriers that stymie the accomplishment of routine work. To remove unnecessary friction, Sutton and Rao suggest a two-prong approach:

1. Conduct a “good riddance review.”
2. Use subtraction tools.

Good Riddance Reviews

It is desirable to conduct an organization-wide assessment of procedures and rules. However, an audit can also be completed at a department level.

In either case, here are some ways to audit unnecessary or “bad” bureaucracy, rules, and procedures.

1. Ask colleagues and customers to identify obstacles.

When I became city manager of Palo Alto, California, in 2000, I asked all employees how I could become a great city manager for them. The #1 response was “free us from all this red tape that gets in our way of achieving good things.” Consequently, we established an “Office of Bureaucracy Busting” in the CMO staffed by volunteer employees. We first asked employees throughout the organization to identify unnecessary red tape by completing a “This Seems Stupid to Me” form. For instance, five or six written signatures (including the city manager’s) were often required to authorize a relatively simple and not overly costly purchase.

Some organizations also interview clients or customers to identify subtraction targets or “pain points,” especially in their hiring, contracting, or social welfare assistance or development application processes. Many times, there are delays and fumbling around when an application is handed off from one department or division silo to another.

While customers (such as developers) can identify unnecessary or cumbersome obstacles, an agency might also want to conduct a “fresh-eyes” audit of a targeted process. For example, non-development staff could examine hand-offs of building permit applications between the Planning and Building Department and the Utilities Department in order to assess how to streamline the process.

2. Calculate the burdens of employee evaluations.

Conducting annual performance evaluations for each employee in the agency adds up to thousands of wasted hours in completing forms, attending meetings, creating the ratings, and then higher-ups reviewing the evaluations. Not only is this annual ritual costly, but these performance evaluations rarely provide any significant boost in productivity. Moreover, managers and employees typically hate the experience.

San Mateo County, California, studied the costs and lack of value of employee evaluations and piloted a performance and development program (PDP) that substituted the annual evaluation for a continuous coaching model (without all the paperwork and angst). The PDP model is built around four key areas: regular 1-on1 conversations, ongoing goal and development discussions, increased recognition, and clear program and job expectations. Over the past seven years, the program has expanded from 400 employees to over 1,000 employees. If an average evaluation process takes 10 hours, then the county has saved over 40,000 hours through the program. Those hours are now used to improve working relationships through real-time coaching and have allowed managers and supervisors to become more supportive of their direct reports.

3. Assess the burdens of too many inconsequential meetings.

We tend to have too many regular standing meetings. Simply calculating the number of hours employees in any department spend in meetings will be an eye-opener.

Instead of using meetings to make critical decisions, we rely on meetings to provide information or updates, thus wasting everyone’s productive time. Using meetings to make a critical decision, providing information and updates via email or in other ways, shortening meetings (for example, institute 15 or 30 minutes as a default on Outlook or Zoom meeting invitations), or even cancelling meetings will free up productive time. Some organizations have instituted a meeting-free day of the week so employees can actually get something done.

To ameliorate the stress of back-to-back-to-back meetings without any breaks, you can cut a 60-minute to 50 minutes or a 30-minute meeting to 20 minutes, which allows time to reflect on the discussion before the next meeting, regroup, prepare for the next meeting, and actually move to the next meeting.

4. Evaluate email overload.

Drafting and reading non-essential emails do not add much value. To assess email misuse, you can review the number, length, recipients, and timing of emails that people send and receive.

A 2019 Adobe survey of email use by U.S. adults indicated that they spent an average of five hours per day reading and responding to work emails and another two hours per day responding to

personal emails. (See [Giselle Abramovich, “If You Thin Email Is Dead, Think Again”, Adobe Experience Cloud Blog, Sep 8 2019](#)).

5. **Audit internal processes.**

How long does it take to hire a new employee, or to develop and issue a request for proposal (RFP), purchase a significant piece of equipment, or issue a contract for services?

In Palo Alto’s Office of Bureaucracy Busting, we found that it took six months to get any significant contract through all our internal review processes and then on a city council agenda for approval. As a result of an employee’s suggestion, we organized a multi-department team to re-engineer and simplify the process, cutting the review and approval time by 50%.

In Long Beach, California, both the Civil Service Commission and the Human Resources Department are involved in recruiting and hiring city staff. It takes an average of seven months to fill any position. Twenty-two percent of all positions are now vacant. The mayor and city manager are now seeking a charter amendment to simplify the process and just have the HR Department recruit and hire employees. (See [Jason Ruiz, “Civil Service Commission Votes Unanimously to Oppose Changes to City Hiring Practices,” Long Beach Post News, March 7, 2024](#)).

Likewise, in the City and County of San Francisco, California, it takes an average of 255 days to recruit and hire a staff person. (See [Mallory Moench, “Reforms Intended to Accelerate City’s Hiring Tied Up in Red Tape,” San Francisco Chronicle, June 25, 2023](#)) This kind of organizational friction undercuts the agency’s competitiveness in attracting talent and frustrates departments trying to fill positions and get things done. The City and County of San Francisco is now reengineering its hiring process.

Subtraction Tools

Of course, once you conduct some kind of assessment of bureaucratic obstacles to action, you have to do something. (See [Career Compass #87 “Do Something”](#)) Some subtraction fixes require organization-wide action. Other solutions can be implemented at a department level without any permission required from the chief executive or legal counsel.

Here are a few tools to help you subtract unnecessary procedures and thus minimize organizational friction.

1. **Generate employee ideas on how to subtract.**

The easiest way to subtract steps in processes or reform meetings or old ways of doing things is to ask employees to suggest subtraction ideas.

When we initiated our time-limited Office of Bureaucracy Busting in Palo Alto, we asked for employee suggestions and committed in advance to evaluate every suggestion regardless of any initial negative reaction to the idea. We received hundreds of ideas over the three months of operation. Some ideas were simple (i.e., using electronic signatures or online applications for service). Other ideas were not so simple (i.e., suggestions on streamlining the contracting and purchasing processes).

Various volunteer staff teams evaluated each idea. The teams consisted of a department head, a subject matter expert, one or several emerging leaders, and a representative from the city attorney's office. No one person on the team could veto an idea. Recommendations from the team to initiate an idea would then go to the city manager for action. We implemented more than half of all the subtraction ideas in one fashion or another.

To brand this bureaucracy-busting (BB) effort, we developed a BB logo, provided a BB coffee mug to any employee offering a subtraction idea, and celebrated the conclusion of the three-month initiative with food and beverage for anyone involved.

2. Use the “rule of halves.”

Sutton and Rao encourage organizations to reduce work burdens by at least 50%, such as the number of standing meetings, the length of emails or city council reports, or the total time to recruit and hire or approve a contract. Cutting by half requires reimagining the total process, instead of trying to improve things at the margins. (See [Robert Sutton and Huggy Rao, “Rid Your Organization of Obstacles That Infuriate Everyone,” Harvard Business Review, Jan-Feb 2024.](#))

3. Have department directors complete application forms

According to Sutton and Rao, many top managers have “friction blindness.” They simply do not see how difficult it is for employees to carry out work or customers to apply for assistance or approvals. Therefore, to address friction blindness, city managers or county administrators as well as department directors could require themselves to go through the process of applying for social welfare assistance, filling out a job application, or submitting a development or permit application. Top management officials will typically be astounded by the time required to complete the forms and the complexity of the information required. This forced empathy on the part of top managers for users of the government forms can lead to their support of subtraction and simplification.

A Mini-Case Study from San Jose, California

San Jose is the twelve largest city in the United States.

Facing a homelessness crisis, the city had to make a tough choice in 2023 of either spending \$38 M in one-time voter-approved bond monies to construct new permanent affordable housing, or using the funds to build or secure interim units or other solutions (i.e., tiny homes, hotel rooms, or safe parking sites) in order to get some homeless people immediately off the streets.

While a number of councilmembers and some homeless activists supported the permanent affordable housing solution, the mayor led the effort with the support of other activists and many business and neighborhood representatives to build or otherwise secure the transitional units.

After a vigorous and contentious debate over several months, the mayor and city councilmembers found a reasonable compromise, and a majority of the council voted to approve the transfer of a significant portion of the bond funds from constructing permanent affordable units to interim units.

With internal leadership from the manager and other executive staff, the city bureaucracy got aligned with the goal of actually producing the transitional housing. City staff identified and delivered the sites; secured additional funding; selected providers to operate the housing programs; fast-tracked permits and other approvals; and helped begin construction. It has been a messy process but most of the typical obstacles (especially when issues are handed off from one department silo to another) have generally been overcome.

During the debate of this critical decision, there was plenty of good or healthy friction. Once the lengthy debate (including much community engagement) was concluded and a controversial decision was made, the organization got aligned to execute the decision. Even though differences of opinion remain, political and appointed leadership consciously worked to minimize organizational friction so that the organization was able to respond.

Once the decision was made, the organization could accelerate through subtraction.

Tips to Promote Subtraction

To subtract and reduce unwanted organizational friction, I am providing these leadership tips:

1. Lead the way.

Most of the rules, protocols, and other obstacles slowing down organizational responsiveness and action developed slowly over time and have become ingrained. To get the agency focused on subtraction and simplification, the chief executive must take a visible role in advocating for eliminating bad friction, providing direction and needed resources, and otherwise leading the way.

2. Make it a time-limited initiative.

Since organizational improvement efforts often run out of steam, the subtraction initiative should be time-limited, running four to nine months. The collection and evaluation of ideas should occur during this initial four to nine months of heavy promotion and activity. The actual implementation of the suggested solutions may often take place after the four to nine months.

3. Engage subtraction champs.

The subtraction effort must engage a cadre of champions throughout the organization. The role of the champs is to promote the initiative, encourage employees to submit subtraction and simplification ideas, evaluate the ideas, and implement the best solutions. Several teams are charged with evaluating each and every idea and work teams are assigned to implement the more complicated or demanding ideas. Champs must be high-energy and committed to bureaucracy-busting and learning along the way. They may be from all levels of the organization, including managers, emerging leaders, and various subject matter experts.

4. Brand it.

To focus attention and energy on this critical organizational improvement effort, it is wise to brand it. As mentioned above, Palo Alto branded its subtraction initiative “The Office of Bureaucracy Busting.” The marketing staff devised a BB logo (fashioned after the Superman logo). The logo was used with all the marketing materials and communications as well as the merchandise that we offered participating employees.

5. Look for small as well as big wins.

You want to generate all kinds of ideas, some simple and some not so simple. The simple ideas that prove effective (i.e., allow no more than three interview panels for any recruitment, or substitute an annual administrative report instead of quarterly reports) should be implemented as soon as possible.

The more complicated suggestions (i.e., reengineering the contracting and procurement process) will involve many players from different departments, require more debate, result in controversy, and thus take much longer to implement.

6. Show progress.

To demonstrate to the organization that you are serious about subtraction and simplification, you need to promote some quick wins.

Since some of the important efforts to reduce bad friction require much time, energy, and commitment, you need to constantly communicate progress along the way. Since reengineering the development approval process takes a lot of time, you must identify and achieve certain milestones along the way, thus maintaining momentum and energy. Teresa Amabile and Steven Kramer call this the “progress principle.” (See [The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work, 2011.](#))

7. Reward managers.

For top and mid-level managers to embrace subtraction and simplification or at least allow it to happen, you need to provide a strong rationale for less bad friction. You also need to reward managers who make it happen by providing annual performance rewards and/or non-cash recognition.

8. Celebrate!

We in local government do not sufficiently celebrate our successes. To maintain momentum as well as reward contributions, you should celebrate along the way as well as at the conclusion of the initiative. In Palo Alto, anyone providing an idea or evaluating a suggestion or involved in implementing a solution received a BB coffee mug and a thank you note from the city manager. At several celebration events, engaged employees also got a photo with a bigger-than-life-sized Superman figure with a BB logo on his chest.

9. Maintain vigilance.

Since leaders often become subject to “friction blindness,” they are not aware that they are constantly adding new policies, procedures, rules, and barriers and in the process creating bad friction.

Consequently, once the time-limited initiative is concluded, top management must continue subtraction efforts. For instance, you can incorporate subtraction and simplification as a guiding principle for the organization; continue to encourage use of “This Seems Stupid to Me” forms; or question any attempts to devise yet another across-the-board organizational policy in response to

any individual mistake. One transgression may not warrant limiting individual or department discretion across the organization.

For example, you may require that any new policy or rule must be scrutinized at an executive meeting by asking “Do we really need this new rule or policy? Is its value worth more friction to slow our responsiveness or action?”

Of course, to identify new creeping regulations and policies, you may need to conduct another “good riddance audit” after several years of the initial audit.

Accelerate Through Subtraction

Community members, organized stakeholder groups, and elected officials are all demanding that our local government agencies respond to the big adaptive challenges of the day, whether they be climate action, traffic congestion, or police and justice reform. Since there are no right or wrong answers to these adaptive challenges, and every group has its own preferred solution, local governments must take action, try out some initial efforts, pivot, fix things up, and learn along the way. People desperately want us in local government to do something and make things better.

In part, the problem is that we have so many rules, procedures, and operational silos that it is difficult to respond with urgency. People perceive that we are not responsive; we don’t care; and/or we can’t be trusted. We lose all credibility and legitimacy.

There are many ways that local government must become more responsive. However, one way to more readily respond to all the demands for action and become more adaptive is to simplify, streamline, and/or remove stultifying procedures and barriers. To accelerate, we must subtract.

Endless procedures and other hoop-jumping drain organizational energy and initiative. Rather than prescribing, limiting choices and controlling everything, leaders can

- Choose goals.
- Set boundaries.
- Promote learning from missteps and improvement.
- Enable growth and development.
- Get out of the way.

Do you as a leader prefer control, or action, learning and ongoing improvement and progress?



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 Career Compass, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com.

To get [ICMA Career Compass](#) delivered to your mailbox, be sure to subscribe to the ICMA Coaching Program emails at icma.org/profile. Under MyICMA at the top, select Communications, and select Coaching under E-Newsletters.

The ICMA Coaching Program offers free [one-to-one coaching](#) for any local government employee. [Register](#) on CoachConnect to choose a coach, and explore more [Coaching Resources](#).

RELATED CONTENT

[Career Compass #87 “Do Something!”](#)

[Career Compass #15 “Taking Smart Risks”](#)

[Career Compass #94 “Ten Principles for Leading in Turbulence”](#)

Legacy Project

ADVANCING WOMEN IN LOCAL GOVERNMENT

Elevating women in the workforce Nov. 20 in-person seminar in Rosemont

Join us for a half-day seminar featuring local leader and strategist Anne Kritzmire.

Explore strategies to:

- Own your career path
- Navigate leadership opportunities
- Demonstrate confidence and presence in your role

Nov. 20, 1 -4 p.m.
Clark Baird Smith,
Conference room
6133 N River Rd., Rosemont

Cost: \$75

Visit legacyprojectnow.org to register and make payment.

Join us for networking after the event - location TBD



Anne Kritzmire

ELEVATE YOUR LEADERSHIP: UNLOCKING GROWTH FOR LASTING IMPACT



ILCMA PROFESSIONAL DEVELOPMENT HYBRID EVENT

NOVEMBER 13, 2024

IN PERSON AT NIU NAPERVILLE OR VIRTUALLY VIA ZOOM

In this dynamic workshop, Elevate Your Leadership: Unlocking Growth for Lasting Impact, you'll explore key strategies to grow as a leader and elevate your influence. We'll focus on developing yourself first—laying the foundation for authentic leadership. Then, discover the power of developing others through mentorship and effective delegation, turning daily tasks into growth opportunities. You'll also learn to sharpen your communication skills, enabling you to inspire and influence those around you. Join us to gain practical tools for creating a lasting impact by empowering yourself and your team to thrive.

Learning Objectives

- ✓ Implement a structured process for personal leadership development.
- ✓ Recognize and harness the power of developing others to foster a high-performing team.
- ✓ Utilize effective delegation as a tool to cultivate growth and leadership within their organization.
- ✓ Apply key strategies to influence others, driving meaningful impact and results.
- ✓ Strengthen communication skills to enhance leadership effectiveness and inspire those around them.

Addresses ICMA Practice Areas: 5 Personal Resiliency and Development 6 Strategic Leadership

Presenter

Mike Patterson, President, On Track Leadership, Inc. As the President of On Track Leadership, Inc., Mike helps executives and aspiring leaders increase their productivity, create and execute strategic plans, negotiate more effectively and lead their organizations at a higher level. He uses a unique blend of coaching, training and consulting, enabling his clients to accomplish their goals faster and with less effort.

In-Person

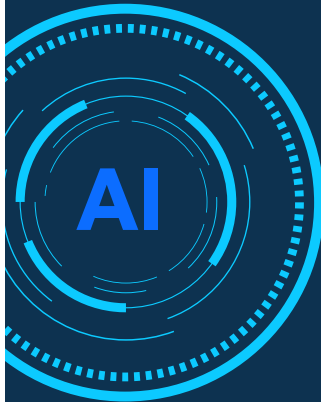
NIU Naperville 1120 E. Diehl Rd, Naperville
Check-in/Continental Breakfast 9 AM

Virtual

Zoom Presentation begins at 9:30 AM
Attend Live or register to access recording

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 "Artificial Intelligence: What Can Your Data Do for You?" as well for \$65. Student Rate \$20 or \$45 for both events. MICT's are free.

Register at: <https://www.ilcma.org/events/nov-2024/>



Artificial Intelligence: What Can Your Data Do for You?

Leveraging Big Data and AI for Enhanced Municipal Service Delivery

November Metro Luncheon, Annual Meeting, and Hybrid Presentation



Wednesday, November 13, 2024
In-person at NIU Naperville or Virtually via Zoom

In this session, we will explore how big data and artificial intelligence (AI) are transforming municipal service delivery, meeting rising public expectations, and addressing operational challenges. We'll highlight current trends in the public sector, focusing on how municipalities can enrich service delivery and the customer experience while managing expectations in an era where convenience and speed are paramount ("the Amazon effect"). We will examine how residents seek services and information today and related challenges faced in our current delivery models. The session will share resources to help you get started on your journey to enhance service delivery, identifying quick wins while working toward larger, long-term objectives.

The Metro Managers' Annual meeting will take place after lunch, but prior to the presentation.

Presenters

- Dane Bragg, Village Manager, Village of Buffalo Grove
- Molly Gillespie, Director of Communications and Engagement, Village of Buffalo Grove
- Ralph Nikischer, Director, Spark by MGP

Objectives

- Focus on trends in public sector service delivery and customer expectations
- Discuss not only data integration models but also staffing architecture required to ensure continuity of data
- Discuss ways that coordinated data and analytics can pinpoint service deficiencies, improve public safety and customer service, automate processes and more

Addresses ICMA Practice Area: Technological Literacy

**11:30 AM in-person networking & registration | 12 PM Lunch | 12:15 Metro Annual Meeting
12:30 PM Presentation Virtual & In-person**

Attend in-person at NIU Naperville, 1120 E Diehl Rd., Naperville -OR- virtually via Zoom. Registration rate is the same for in-person and virtual attendance \$35. Register for ILCMA Prof. Dev. Event as well for \$65. Student Rate \$20 or \$45 for both events.

Register at <https://www.ilcma.org/events/nov-2024/>

Legacy Project

ADVANCING WOMEN IN LOCAL GOVERNMENT

ADVENTURES IN PUBLIC SERVICE

Free webinar - Nov. 6, noon

Join Legacy Project for this FREE webinar featuring Erin Reinders, Director of Infrastructure Development for the Alaska Municipal League.

Erin will share her adventures in public service that started in Illinois, took her to Washington D.C., Delaware, Tennessee and to the Aleutian Islands in Alaska.

NOV. 6, 2024, NOON

**Register at
legacyprojectnow.org**

About Erin

In her role, Erin assists AML's efforts with developing a strategic approach to responding to and maximizing federal infrastructure investment opportunities, coordinating collaboration with State and Federal agencies, and sustaining a comprehensive outreach, education, and technical assistance program -- all with a focus on strengthening Alaskan municipalities.

In her role, Erin assists AML's efforts with developing a strategic approach to responding to and maximizing federal infrastructure investment opportunities, coordinating collaboration with State and Federal agencies, and sustaining a comprehensive outreach, education, and technical assistance program -- all with a focus on strengthening Alaskan municipalities.

Erin holds a master's degree in Urban Affairs and Public Policy from the University of Delaware, and is a proud alumni of AmeriCorps*National Civilian Community Corps. She is an AICP Certified Planner and Certified Public Manager. Erin has Midwestern roots but has called Alaska home since 2011. Having lived in Unalaska/Dutch Harbor on the Aleutian Islands for over a decade, Erin currently lives in Anchorage with her husband, their teenage daughter, and their beloved rescue cat.



Erin Reinder

Director of Infrastructure
Development for the
Alaska Municipal League



Mentor the Future through Speed Coaching: A Professional Development Session for Aspiring Local Government Leaders *Honor the Future* at the IAMMA/Metro Holiday Luncheon



***Brought to you by:
ILCMA Professional
Development Committee***

BRING YOUR ASPIRING LEADERS

Who: Municipal and County Managers/
Administrators, Department Heads, Senior
Staff, Division Managers and Aspiring
Local Government Leaders

What: A chance for aspiring leaders to
connect one-on-one with Municipal and
County Managers/Administrators and
Department Directors

When: Wednesday, December 11, 2024
10:30 am to 11:30 am

This session will be immediately before
the IAMMA/Metro Holiday Luncheon

Where: NIU Naperville
1120 East Diehl Road
Naperville, IL

Why: In the spirit of building the leadership
bench, we know that networking
opportunities provide new ideas and ex-
citement to advance the careers of
emerging leaders

Cost: \$35 per person for the Speed Coaching
and Luncheon

RSVP: By Friday, Dec. 6th by going to:

[REGISTER HERE!](#)

Registration 10:15 am

Speed Coaching 10:30 to 11:30 am

*Participants will have the opportunity to
network with City/County Managers and
Administrators in a fun yet time-sensitive format!*

Bring Business Cards!

IAMMA/Metro Holiday Luncheon 11:30 am

**Attendance for both the Speed Coaching
and Luncheon will be \$35!**



How to Make the Most out of Speed Coaching....and have fun doing it!

Congratulations on your decision to join in the fun of the Speed Coaching and Networking Lunch for Aspiring Government Leaders.

You will be engaging with local government leaders from various disciplines across the Chicago Metropolitan area. Here are a few suggestions to help you get the most out of this lively, fast-paced opportunity to expand your network and develop professional connections:

1. Arrive on time for the event so you can receive instructions, pick up resources and informally mingle prior to the speed coaching.
2. You'll participate in 10-minute coaching sessions. Come with a playful spirit; this is intended to be a high-level, low-risk way to get acquainted.
3. Think about what you'd like to give and take from the 10-minute sessions. This is intended to be a high energy, low-risk way to get acquainted.
 - Pick one or two items from a particular session.
 - Make up your own ideas or questions.
 - Just be yourself.
 - If you don't click with someone, no worries; you'll move onto someone else soon.

***** FOR ASPIRING LOCAL GOVERNMENT LEADERS, YOU MIGHT THINK ABOUT...**

- Hopes you'd like to realize in your career.
- Some career issue you'd like to get different perspectives about.
- Feedback about options you're considering.
- Connections for volunteer coaches to help you make to advance your interests.
- Gratitude for the opportunity to personally meet and learn.
- Something that you found useful from the exchange.

***** FOR LEADERS/COACHES, YOU MIGHT THINK ABOUT...**

- Your understanding of what's important to the person you are speed coaching.
 - Some options that you think he or she may wish to consider.
 - A brief story or experience that may be relevant.
 - A vision or action that you invite them to embrace.
 - People, resources or education that you think might be useful to them.
4. ***BRING YOUR BUSINESS CARDS!!!*** There is no pressure for further discussion, just opportunities!
 5. At the end of the event, there will be a short feedback session to share the great connections made during the event. Feel free to share—we all want to learn!

Tips adapted from Cal-ICMA Coaching Program

IAMMA

**Thursday,
November 21**

Regional Friendsgiving Lunches

11:30 AM to 1:00 PM, Multiple Locations

Babcock's Grove House

101 St. Charles Road, Lombard

Rosebud

711 Deerfield Road, Deerfield

Chuck's Southern Comforts

8025 S Cass Ave, Darien

Virtual

Link will be sent the morning of the luncheon

Register on [Eventbrite](#)

Presented by

iamma

Find Your Path Forward.

The Next
Generation
of Public
Leaders



2024 Holiday Fundraiser

Dear Friends,

This December, Metro Managers and IAMMA are partnering to support families in need through our annual holiday luncheon program. This year, we are focusing on essential community service organizations that we collaborate with every day in our shared profession. **Funds raised will be evenly distributed among three providers of domestic violence programs and services throughout the Chicago suburbs:**



Our fundraising goal for this year is \$6,000. **We invite you to pledge your donation today** at <https://go.rallyup.com/iammametroholiday2024> or by scanning the QR Code at right.



The holiday luncheon will feature key updates on ILCMA's strategic plan, new services from NIU for local government practitioners, and recognition of award-winning programs by our peers. More information on our program follows on the next page. We encourage you to invite an emerging leader from your organization working in human services or social work to join us at this year's holiday luncheon to celebrate our charitable partners as well as the increasing role of social work in our communities and our profession.

Thank you for your support. We look forward to seeing you in December!

Sincerely,

Brian P. Murphy

Brian Murphy
President



Glen Cole

Glen Cole
President



The IAMMA logo consists of the letters 'i', 'a', 'm', 'm', 'a' in a lowercase, sans-serif font. Each letter is a different color: 'i' is purple, 'a' is blue, 'm' is green, 'm' is orange, and 'a' is yellow.The Metro Managers logo features the words 'Metro Managers' in a black, cursive script font. To the right of the text is a small, black-outlined square icon.

Holiday Luncheon

Celebrate the Holiday season with your IAMMA and Metro colleagues & celebrate ILCMA Members' recent award recognitions at the IAMMA/Metro Holiday Luncheon

with a presentation by Matt Deitch, Director, NO IL Center for Community Sustainability, and an update on the ILCMA Strategic Plan from ILCMA President, Phil Kiraly.

*City of Lake Forest, ICMA Community Partnership Award
Dawn S. Peters, ICMA Advocacy for the Profession Award
Village of Schaumburg, ICMA Community Health & Safety Award*

**Wednesday, December 11th
NIU Naperville at 11:30 AM**

Arrive at 10:30 AM to participate in
the Speed Coaching Event

Visit [ILCMA.org/calendar](https://www.ilcma.org/calendar) to register

Scan to learn about the Charitable Partners of the
2024 IAMMA/Metro Holiday Fundraiser



Spotlight on: CGS

Food for Thought: What if Communities Thought about Planning Differently?

Authored by Mim Evans, Senior Research Associate, Northern Illinois University Center for Governmental Studies. Edited by Mel Henriksen, Assistant Director, NIU-CGS
Contact Information: mevans@niu.edu

It is not unusual in community and organizational planning efforts to prepare and update plans in the same way, often generating similar documents with varying degrees of successful outcomes. What if there was a different way to look at strategic, comprehensive, and capital improvement planning, as well as other planning efforts, in a more coordinated, efficient, and equitable way? Injecting new ideas or ways of thinking into planning processes can result in more dynamic plans that help your community get closer to its goals. This article looks at three ideas to consider in your next planning project: systems thinking, equity and resilience.

Systems Thinking

Systems thinking acknowledges the complexity of communities by focusing on relationships between elements rather than just discrete parts. This focus on relationships and interactions can reveal new pathways to solving problems and reaching goals. For example, a comprehensive land use plan and public health may seem only tangentially related. However, public health elements such as access to food, exercise, and clean air and water relate closely to the location of retail uses, park space, preserving floodplains and the location of industry, all elements of comprehensive plans. By viewing public health and comprehensive planning as part of the same system, the goals of both can be more efficiently and effectively met.

Another example is the relationships between the different municipal plans themselves, such as between a comprehensive plan and strategic plan, or a housing plan and an economic growth plan. By preparing related plans at the same time, the community and organization benefit from two or more individual plans that are each stronger than they would have been if prepared on their own. In this sense, the municipality's plans are themselves a system.

Equity

Equity is often talked about, but rarely defined, resulting in the interchange of terms like equity, equality and justice. As local governments strive to provide a high quality of life for all residents, they may find themselves moving from reality to equity, then to equality and finally to justice. This passage from one step to another happens as the planning process progresses. For example, using a wide range of sources reflecting all sides of an issue can generate an unbiased understanding of existing reality. Giving all voices the opportunity to participate in the process creates equality. Making extra efforts to include those who might not be as well heard can achieve equity.



Implementing plans effectively can lead to justice. Too often planning efforts achieve equality without taking the extra steps that achieve equity or result in justice.

Resilience

Recent events have shown that resilience is key to local government's ability to respond to the changing needs of its residents, businesses, and other stakeholders. The Covid-19 pandemic, unpredictable weather patterns, an aging population, new residents from different places, and evolving technology are some of the challenges communities have faced. Resiliency requires planning for these disruptions and others yet unknown. What does planning for disruption mean? It means acknowledging change that can be foreseen, such as an aging population, and incorporating meeting this challenge into all plans. It means allowing for greater flexibility in local regulations and processes so pivoting when faced with an unexpected challenge is quicker and easier. It means planning to plan more frequently so that plans reflect the current situation and new ideas. Finally, having a plan for how local officials and staff will manage disruption through communication channels, accessible funding, implementing immediate actions, and developing long term policies can enable the municipality to more effectively handle any disruption that occurs.

Effective local government planning, whether it is to better manage routine responsibilities, bring about positive change, or address a new challenge, can benefit from new ways of thinking. Systems thinking, equity and resilience are just three ideas for your municipality to consider in your next planning effort.

Spotlight on: SB Friedman

The Fiscal Fallout of Empty Office Space

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

With growth in hybrid work and the flight to higher-quality office space, building owners in many communities continue to encounter significant declines in office occupancy. Even as companies search for new space and urge employees to return to the office in person, this is not enough to offset space vacated in the wake of the pandemic. Property owners and investors are not the only folks concerned about the impact of declining office performance. The shift in work patterns that contributed to higher office vacancy rates is going to result in decreases in the assessed value of some office buildings, especially those with less desirable Class B and C office space. Lower building values will lead to a reduction in property taxes for municipalities across the state. These changes pose a fundamental threat to the tax base as they are leading to major shifts in land use and development patterns.

While many of the post-pandemic economic impacts are already being felt, communities could continue to experience the fiscal impact in the coming years. It is a common property assessment practice for property values to be estimated based on the income generated from the building based on the prior year. This backward-looking approach may not reflect the full reality of the office market depending on the timing of when leases expire. The significant rise in office vacancies could be worse than it appears because many leased offices are not occupied or are under-occupied as tenants wait out long-term leases. However, as these leases expire, the income generated will decline and property tax declines will follow. Additionally, if office occupancy rates do not significantly improve as loans mature and leases come up for renewal, a lower valuation of properties is likely to occur that puts additional financial pressures on building owners and local governments.

While many communities are concerned about the loss of local taxes with increasing office vacancies, they can potentially unlock significant fiscal benefits by planning for the transformation of the obsolete space. With lower demand for office space that is built on valuable land, communities may need to consider repurposing for alternative uses which would have positive fiscal impacts. Assessing the potential fiscal impacts of a proposed redevelopment requires careful estimation of municipal revenues and costs. Several key factors drive fiscal impacts of redevelopment—land-use mix, development density, and whether infrastructure is adequate or must be upgraded to serve the development, among others. Depending on a community's unique mix of revenue



sources, some land uses will be more fiscally productive than others. This is further influenced by the size and quality of the redevelopment. Higher density, high-quality development, regardless of the use, will typically be more fiscally productive than the alternative. Additionally, different types of development have varying service needs which influence service costs.

If no action is taken, declining assessed values of underperforming office buildings could mean shifting the property tax burden to fall more heavily on residential taxpayers. However, communities that evaluate opportunities to transition to alternative uses, identify market-feasible uses for the future, and utilize the various tools available (e.g., TIF, Business Districts, Special Service Areas, etc.) to reimagine and restructure land use can achieve improved fiscal balance. The next generation of community planning is central to this effort, but it is not to be left only to the planners: managers, finance directors and economic development officials must all be engaged to shape communities to adapt to these trends and fiscal challenges.



Let Us Help You Manage Your Fiduciary Duties!

We work directly with your 457 plan provider as a fiduciary on your behalf. As your consultant we fight for YOU! We can assist with:

- Plan Provider Oversight
- Fee Negotiations
- Fund Management
- RFP Guidance

Justin Pisellini
President
630-808-0761
justin.pisellini@lpl.com

www.457consulting.com

Securities and Retirement Plan Consulting Program advisory services offered through LPL Financial, a Registered Investment Advisor, member FINRA/SIPC.

a5 Branding & Digital

Strong brands. Healthy, sustainable communities.

a5inc.com



When you need support, call in the calvary! Arndt Municipal Support is here to support you!

James W. Arndt (ICMA-CM)
President/CEO
217-500-0770
www.arndtmunicipalsupport.com

Get Every Penny Your Community is Due


Maximize Your Revenues and Streamline Your Processes

AZAVARGOVERNMENT.COM
LOCALGOV.ORG



Discover the Baird Difference

Let us put our bond underwriting or municipal advisory expertise to work for your community.



Naperville Public Finance
630-778-9100
rwbaird.com/publicfinance

f in t i
©2022 Robert W. Baird & Co. Incorporated. Member SIPC. MC-927776.

Experience the Difference



Local Government ERP

Financial Management
Community Development
Public Works
Personnel Management

Kevin Schafer | kschafer@bsasoftware.com
(855) BSA-SOFT | www.bsasoftware.com





Northern Illinois University

Center for Governmental Studies

Experienced. Unbiased. Grounded Innovation.

Serving Illinois cities and counties for over 50 years.



To learn more about CGS visit cgs.niu.edu.



CHRISTOPHER B. BURKE ENGINEERING, LTD.
9575 W. HIGGINS ROAD | SUITE 600 | ROSEMONT, IL 60018
847.823.0500 | CBBEL.COM | FOLLOW US ON TWITTER @BURKEENGINEERING




cordoganclark.com

Jacqueline Neal, Director of Business Development
630.204.8846 | jneal@cordoganclark.com




601 SW Water St., #101 Peoria, IL 61602 | www.coreconstruction.com

ENHANCE YOUR VEHICLES. FREE UP YOUR BUDGET.

YOUR VEHICLES ARE A MESSAGE TO YOUR COMMUNITY
AND A PROMISE TO YOUR EMPLOYEES.

FREE Fleet Cost Analysis for ILCMA Members
Gabby Harding
Gabrail.Harding@efleets.com | 765-585-9258

EFLEETS.COM | **enterprise FLEET MANAGEMENT**




We Build Community



FGMARCHITECTS

Maggie Krieger, AIA | 630.368.8318
maggiekrieger@fgmarchitects.com

Gallagher has been providing insurance and risk management services to public entities in the state of IL for more than 40 years. That gives us a broad perspective when we focus on risks. With over 300 clients in the state, we help our clients consider risks across their entire enterprise as we advise them on:

Property & Casualty		Benefits	
Insurance Placements	Property	Health & Welfare	Pharmacy
Casualty	Workers Comp	HR Consulting	HR Technology
Risk Management	Liability	Retirement	Stop Loss

Tyler Feeney
Area Vice President
Gallagher Benefits Services
P: 630.696.8866
Tyler_Feeney@ajg.com

Ethan Salinger
Regional Director
Gallagher Brokerage
P: 630.285.3651
Ethan_Salinger@ajg.com

Gallagher
www.gallagher.com

CJ JOHNSON

Founding Partner

1900 S. Harbor City Blvd. Suite 211
Melbourne, FL 32901

321-501-9903
cjohnson@heraregistry.com
heraregistry.com




Building Communities. Improving Lives.

► Aurora | Evanston | McHenry | New Lenox
► **HRGREEN.COM**

**TRANSPORTATION + WATER + GOVERNMENTAL SERVICES
LAND DEVELOPMENT + ENVIRONMENTAL + CONSTRUCTION**

Illinois Municipal League
RMA Risk Management Association

YOUR SHIELD FOR PROPERTY AND CASUALTY INSURANCE

		
Local Service	Trusted Partnership	Competitive Rates

PROTECT YOUR MUNICIPALITY TODAY

Find Out More:
imlrma.org

Contact Us:
(217) 525-1220



ILCMApartners



INSURANCE PROGRAM MANAGERS GROUP
PUBLIC ENTITY PRACTICE

- Program Management
- Claims Management Services
- Employee Benefits Services
- Absence Management
- Advanced Technology Solutions
- Risk Management Services
- Nurse Case Management
- In-Sight 360, Integrated Services

IPMG
INSURANCE PROGRAM MANAGERS GROUP

A COMMITTED PARTNER AND GO-TO RESOURCE

www.ipmg.com

IPBC
Intergovernmental
Personnel Benefit
Cooperative

David Cook
EXECUTIVE DIRECTOR

630-878-2019
davec@ipbchealth.org
19482 W Grand Ave,
Lake Villa, IL 60046
www.ipbchealth.org

The premier health benefit option for Illinois local governments

IRMA Intergovernmental Risk
Management Agency

Municipal Risk Management Partners since 1979
For 40 years, IRMA has provided municipalities with:

- Comprehensive Insurance Coverage
- Professional Public-Entity Specialized Claims Administration
- Litigation Management
- Risk Management Consultation
- Loss Prevention and Training Programs

Member benefits:

- Broad customized coverage
- Stable, transparent contributions
- Grant Opportunities
- Financial Incentives

To learn more, visit chooseIRMA.org or contact us:
Margo Ely – Executive Director
(708) 236-6333
margo@irmarisk.org

Kluber
Architects + Engineers

Municipal Healthcare Education Private

www.kluberinc.com Aurora | Bloomington

Innovative IT outsourcing solutions
to achieve operational excellence

INTERDEV
IT | Security | GIS

info@interdev.com 770.643.4400

Chicagoland Cybersecurity Support

LeadingIT

815-788-6041

GoLeadingIT.com

Leopardo
leopardo.com



We proudly support ILCMA's mission to promote professional local government management through its commitment to inclusiveness, adherence to the ICMA Code of Ethics, and high-quality member support.



Mindsight IT
Enterprise Managed Services for the Mid-Market. gomindsight.com



mgp
Municipal GIS Partners
www.mgpinc.com (847) 656-5698

We partner with communities to make informed decisions by managing and visualizing their data.

MGT

Human Capital Solutions

- Executive Recruiting
- Temporary Staffing
- Consulting



Visit MGT.us or contact our team of experts at **847-380-3240**.



Performance Services

25
YEARS OF
EXCELLENCE



Polco

Accurate and Reliable
Community Engagement

polco.us/contact



polimorphic
polimorphic.ai

Empowering Local Government
to better serve their communities

 AI Search & Chat	 AI Powered Phone	 Processes & CRM
---	--	---

Nav Ramineni | 201.338.0518 | nav@polimorphic.com



**RUSIN &
MACIOROWSKI**

ALWAYS MOVING FORWARD

Rusin & Maciorowski, Ltd. is a specialty firm focusing on representing employers and their insurance carriers in all of the varied legal aspects of a workplace injury, including Workers Compensation, OSHA, personal injury, contribution liability and lien recovery, wrongful discharge and employment discrimination.

Jigar S. Desai – 312-454-5132, jdesai@rusinlaw.com
 Jeffrey T. Rusin – 312-454-5131, jrusin@rusinlaw.com



SBFRIEDMAN

MARKET ANALYSIS AND
REAL ESTATE ECONOMICS

DEVELOPMENT STRATEGY
AND PLANNING

PUBLIC-PRIVATE PARTNERSHIPS
AND IMPLEMENTATION

SBFRIEDMAN.COM

STIFEL | Public Finance

MUNICIPAL BOND FINANCING EXPERTISE

TOM REEDY
Managing Director
reedyt@stifel.com
(312) 423-8245

KEVIN HEID
Managing Director
heidk@stifel.com
(309) 661-0004

Stifel, Nicolaus & Company, Incorporated
www.stifel.com/publicfinance



HUB



TCG
TRUSTED CAPITAL GROUP

**Financial Solutions
for City Managers**

Investments | Retirement | Wellness

www.tcgservices.com/ilcma





**THRIVING
COMMUNITIES**

START WITH CONNECTED OPERATIONS

Integrated ERP solutions drive informed decision-making for your community and positively impact the people you serve.

tylertech.com/erp





VEREGY

Energy Optimizations,
Delivered.

veregy.com

Veregy is an industry leader in energy efficiency solutions, solar and smart building technology.

We believe innovation — together with unparalleled service — creates the most long-term value for our clients.



**WILLIAMS
ARCHITECTS**

www.williams-architects.com | 630.221.1212

ARCHITECTURE | PLANNING | INTERIORS



ILCMA sponsors



FOR LOCAL GOVERNMENT LAW, THINK ANCEL GLINK

Ancel Glink

Representing local governments and public officials.
Contact Adam Simon or Kurt Asprooth.

312.782.7606 | ANCELGLINK.COM

Guiding your Projects to Success

Public Sector Solutions
Baecore Group

Mary Smith, *Managing Partner*

office: 847 585 1486
cell: 847 909 8636
smith@baecore.com
baecore.com

- Project Management
- Software Selection (RFP)
- Organizational Strategy
- Process Improvement
- Business Intelligence
- System Integrations
- Automated Workflow
- ERP Implementation

BAXTER & WOODMAN
Consulting Engineers

Specializing in the Planning, Design & Construction of Public Infrastructure

- Water
- Wastewater
- Construction
- Transportation
- Water Resources
- Spatial Technology
- SCADA & Automation

baxterwoodman.com

PERSONAL SERVICE.
QUALITY ENGINEERING.



EQUITABLE

Committed to helping public sector employees

You spend your time making our communities better every day. We want to help you make your retirement better, too, with a strategy tailor-made for public service professionals.

For more information about how to supplement your pension with a 457(b), schedule an appointment today.

Roger Nulton, Financial Consultant, Equitable Advisors, LLC
(630) 990-3091 | roger.nulton@equitable.com

Securities offered through Equitable Advisors, LLC (NY, NY (212) 314-4000), member FINRA, SIPC (Equitable Financial Advisors in MI & TN). Annuity and insurance products offered through Equitable Network, LLC. Equitable Network conducts business in CA as Equitable Network Insurance Agency of California, LLC; in UT as Equitable Network Insurance Agency of Utah, LLC; in PR as Equitable Network of Puerto Rico, Inc. Equitable is the brand name of the retirement and protection subsidiaries of Equitable Holdings, Inc., including Equitable Financial Life Insurance Company (NY, NY); Equitable Financial Life Insurance Company of America, an AZ stock company with main administrative headquarters in Jersey City, NJ; and Equitable Distributors, LLC. Equitable Advisors is the brand name of Equitable Advisors, LLC (member FINRA, SIPC) (Equitable Financial Advisors in MI & TN). © 2020 Equitable Holdings, Inc. All rights reserved. GE-3238914 (9/20) (Exp. 9/22) | G1065162

Leading clients to a **higher level of performance.**

Mike Wojcik MBA, CLU, CFP®
Senior Vice President / Employee Benefits
mike.wojcik@thehortongroup.com
(708) 845-3126

Les Peach
Vice President / Business Insurance
les.peach@thehortongroup.com
(708) 845-3656

Insurance / Risk Advisory / Employee Benefits
HORTON

IPRF
ILLINOIS PUBLIC RISK FUND
Cost Control Through Cooperation Since 1985

IPRF is the premier and preferred provider of Workers' Compensation Insurance in Illinois. We lead by example and set our standards high for others to follow.

For more information, please visit www.iprf.com



Online Master of Public Administration
Advance your career in local government

 **Northern Illinois University** [Start Now >](#)



Poettker Construction

**Your Trusted
Construction Partner**

Construction Management | Design Build | Facility Master Planning

www.reltd.com




Robinson
ENGINEERING


Beyond Engineering

South Holland - Frankfort - Volo - Itasca - Bourbonnais - Merrillville

Where we have tracks, we have ties.

Union Pacific is proud to sponsor the Illinois City/County Management Association.

 **BUILDING AMERICA®**



TRIA
ARCHITECTURE

**BUILDING A
FOUNDATION
FOR LOCAL
GOVERNMENT
SUCCESS**

**TAILORED
SERVICES
CREATIVE
SOLUTIONS
PERSONAL
ATTENTION**

James A. Petrakos
Principal Architect

Ronald E. McGrath
Principal Architect

630.455.4500
TriaArchitecture.com



**Marketing Communications
& Public Relations**
Serving Chicagoland Area
Local Government

Melanie Santostefano, President
224-633-3120
Melanie@VicariousMM.com
VicariousMM.com



Public Relations/Crisis Communications- Newsletters - Graphic Design
Video - Websites - Social Media - Communication Audits & Consulting

ILCMA benefactors

Illinois communities trust Aqua for safe, reliable water and wastewater service.

- Provides water and wastewater service to 280,000 people.
- Owns and operates 30 public water systems.
- Owns and operates 13 wastewater treatment facilities.
- Invests in and maintains infrastructure in the communities we serve.

AQUA

An Essential Utilities Company

Contact:
Jim Bilotta, Aqua Illinois
Director of Corporate Development
JPBilotta@AquaAmerica.com
815.614.2042

 AquaAmerica.com



Henry Pittner, AIA

p: 312.525.3367
e: ILGov@bkgvgroup.com

Architecture
Engineering
Interior Design
Landscape Architecture



**CIVIL/ENVIRONMENTAL
MECHANICAL & ELECTRICAL
STRUCTURAL
TRANSPORTATION**

ClarkDietz
Engineering Quality of Life®

CHAMPAIGN / CHICAGO / OAKBROOK TERRACE / CLARKDIETZ.COM



Engineering Enterprises, Inc.
(630) 466-6700 | www.eeiweb.com
Sugar Grove | Rockford | Itasca

FRIENDS OF ILCMA

Water • Wastewater • Stormwater • Transportation
Municipal Consulting • Construction Management
Surveying • GIS / Mapping

Outstanding Service ~ Every Client ~ Every Day

Exemplary Project Outcomes with Unmatched Experience and Insight

GHA GEWALT HAMILTON ASSOCIATES, INC.
CONSULTING ENGINEERS

847.478.9700 GHA-Engineers.com

- Capital Improvement Projects
- Construction Engineering
- GIS and Asset Management
- Land Surveying
- Municipal Engineering
- Public Works
- Roadway/Highway Engineering
- Signal Coordination and Timing
- Site Civil Engineering
- Traffic Data Collection
- Traffic/Parking Impact Studies
- Traffic Signals
- Water Resources
- Water Operations

K|T|J KLEIN, THORPE & JENKINS

Attorneys at Law

Finding creative solutions for the needs of units of local government for over 80 years.

Chicago Office
120 S. LaSalle Street, Suite 1710
Chicago, Illinois 60603
T 312.984.6400

Westmont Office
900 Oakmont Lane, Suite 301
Westmont, Illinois 60559
T 312.984.6400

www.ktjlaw.com



**HELPING CREATE THRIVING,
VIBRANT COMMUNITIES**

- ✓ Planning and Zoning
- ✓ Plan Review and Inspections
- ✓ Code Enforcement
- ✓ Automated Solutions

CONNECT WITH US:

Steve Nero
Regional Business Development Manager
snero@safebuilt.com
312.339.0436

SAFEbuilt®

Learn more at SAFEbuilt.com



ACCOUNTING TECHNOLOGY ADVISORY

630.566.8400

SIKICH.COM



- Proudly Serving Illinois Communities Since 1954
- Debt Advisory and Related Financial Planning Services
- Committed to serve our Clients' long-term interests with Honesty, Integrity and Distinctive Expertise

speerfinancial.com

(312) 346-3700



A publication of: Illinois City/County Management Association, Illinois Association of Municipal Management Assistants, Metropolitan Managers Association, Downstate City/County Management Association, Southwest Illinois City Management Association, The Legacy Project

This newsletter is published ten times a year by the Secretariat. The deadline for ads or article submission in the newsletter is the 10th of the month prior to each month's issue.

Executive Director/Editor
Dawn S. Peters
Phone: 815-753-0923
Fax: 815-753-7278
dpeters@niu.edu

www.ilcma.org

ICMA Senior Advisors in Illinois

Ready to serve you in times of need.
Contact information for Senior Advisors:

Steven Carter
217-359-1338
stevenccarter@sbcglobal.net

Brad Townsend
Phone: 630-390-8800
btownsend196@gmail.com

John DuRocher
847-652-2787
durocherjohnj@gmail.com

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

Tim Frenzer
847-951-5795
tjfrenzer@gmail.com

Scot Wrighton
815-830-2059
wrighton@ggoverning.com

John Phillips
309-428-5495
phillipsjohn99@gmail.com