



City/County Management *in* ILLINOIS

Strengthening the quality of local governance through professional management



Diane Swonk entertained the ILCMA membership at the Winter Conference in Moline, IL in February. Her economic insight was enjoyed by all those that attended.



ILCMA Winter Conference Scholarship Winners

Left to Right: Adam Lehman, Jamie Belognia,
Christina Collison, and John Prejzner

For more ILCMA Winter Conference pictures see page 17

CALENDAR OF EVENTS

For complete details on events please visit the ILCMA calendar at www.ilcma.org/currentevents.aspx

April 1 - 2, 2009

IAMMA Conference
Location: Oak Brook, IL

April 2 - 3, 2009

ICMA Midwest Regional Meeting
Location: Oak Brook, IL

April 3, 2009

SWICMA Meeting
Fairview Heights

April 16, 2009

Professional Development Session
Topic: Motivating Self and Others in Difficult Times
Location: Oak Brook Bath & Tennis Club
(Prior to the Metro Manager Meeting)

April 16, 2009

Metro Managers Meeting
Topic: New Board Orientation
Location: Oak Brook Bath & Tennis Club

April 30 - May 1, 2009

Downstate City/County Management Association
Location: Rock Island, IL

May 6, 2009

ILCMA/NFBPA Professional Development
Topic: Health Public Policy Forum
Location: Roosevelt University

June 10 - 12, 2009

ILCMA Summer Conference
Location: Eagle Ridge Inn & Resort
Galena, IL

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Each month the President's Column will be used by ILCMA's affiliate organizations and committees to update the membership on what is happening.

ILCMA President & Peoria County Administrator

By Patrick Ulrich

For centuries, Europeans thought that all swans were white. Upon discovering black swans on the continent of Australia, this empirical fact was turned on its head. In his 2007 book titled "The Black Swan", Nassim Nicholas Taleb presents an argument that we as humans have a blindness for randomness, particularly large deviations. These random events, which Taleb calls Black Swans, lie outside the realm of regular expectation, have an extreme impact and are predictable only in retrospect.

As we continue to deal with the fallout of our economic crisis, where people were lulled into a belief that "property values will continue to rise" and excessive risk taking was encouraged in the financial sector, it seems that these times meet Taleb's definition of a Black Swan. For many of us, our revenue and expenditure assumptions have been based upon the predictive framework of the past. The challenge for managers in leading organizations today is that we need to anticipate and be prepared for scenarios that we may never have contemplated in the past.

Having just concluded a very successful Winter Conference in Moline, the Conference Planning Committee deserves recognition and thanks for presenting a professional development program that sought to provide some clarity to some of the issues we face today as managers. From managing complex change to protecting your community during hard times for developers to hearing from a top national economist on the woes of our current economic crisis, the sessions were informative and engaging. This professional development assists you in adhering to Tenet 8 of the ICMA Code of Ethics, which encourages managers to continually improve our professional ability.

ILCMA's commitment to the professional development of our members does not only entail the Summer and Winter Conferences. During the month of April there are numerous opportunities for continuing education - the IAMMA conference, the ICMA Midwest Regional Summit, the Metro Manager pre luncheon workshop, and the Downstate City/County Management Association meeting. Please consider attending one of these valuable opportunities for professional development.

Thanks to those of you that provided suggestions on how we can improve the ethics of state government in Illinois. The Committee on Professional Conduct is preparing a statement from ILCMA to be presented to Governor Quinn's Illinois Reform Commission. The focus of our statement will be the ICMA Code of Ethics, and how government can be managed ethically and transparently.

I was honored to be invited by the Vice President to an implementation conference on the American Reinvestment and Recovery Act at the White House March 18 along with Sam Traksas of Palatine and Larry Frang of the Illinois Municipal League. Administration officials and representatives of federal agencies presented briefings on how the dollars will roll out, and the transparency and reporting requirements expected of local governments. Earl Devaney, chair of the The Recovery Act Accountability and Transparency Board is trying to best figure out how to take steps on the front end to ensure no waste, fraud and abuse. Bob O'Neill offered ICMA's assistance in devising the appropriate metrics to determine if the funds are being spent wisely. The federal agencies are still working on guidance and the most we can hope for is that they roll it out quickly. Those agencies that have in the past given to locals are ahead of the game and working closely with the other agencies that have not, such as the Department of Energy. My biggest takeaway from the meeting was that with the lion's share of the funding being distributed to the states, it is critical that the State of Illinois begin to have a dialogue with local governments on issues such

as reporting, grant requirements, and timetables so we can be prepared to spend the money in a timely, targeted and transparent manner. ILCMA has requested a meeting with the Governor's staff to begin such a dialogue. With a state government preparing for major revenue increases (including holding back some of the revenue they distribute to us) and spending cuts to balance an \$11 billion deficit, we need to be ever vigilant in working to prepare for an uncertain future. This means communicating what we know- or more importantly what we don't know- to our department heads, employees and citizens about our ability to provide local government services in the upcoming years. This also is consistent with Tenets 2, 5, 9 and 10 of the ICMA Code of Ethics. Preparing for the next Black Swan is an important part of being a manager today.



JOHN PERRY TO RETIRE AFTER 37 YEARS IN LOCAL GOVERNMENT MANAGEMENT

John Perry of the Village of Woodridge will be retiring on April 10th, 2009 after 37 years of municipal service, 20 years of which he has spent in Woodridge. John's retirement party will be an open house and will

take place on April 21st. The event will be held at Bobak's Signature Events at

Seven Bridges (6440 Double Eagle Drive, Woodridge). The open house is from 5:00 PM to 8:00 PM. The cost of the event is \$15.00 per person towards the party. If paying by check, please make the check payable to the Village of Woodridge. To RSVP, please call Leslie Davies at (630) 719-4706. The deadline for rsvp's is Tuesday, April 14th.

WELCOME NEW MEMBERS

Tim Followell, City Administrator, city of Clinton

John A. Smith, Assistant City Manager for Public Services, city of Decatur

John Freitag, Indiana, Illinois, Iowa Foundation for Fair Contracting

Michael Lingl, Indiana, Illinois, Iowa Foundation for Fair Contracting

Paul Dismukes, Administrative Office of the Illinois Courts

Scott Skrycki, Administrative Intern, village of Bartlett

ILCMA NOMINATING COMMITTEE REPORT & RECOMMENDATION TO THE MEMBERSHIP

Dear ILCMA Members:

It is with great enthusiasm that the ILCMA Nominating Committee recommends the following slate of candidates for the 2009-10 Association Board:

Slate

President-Elect (1 year term)

Robert Irvin

Village Manager
Lincolnshire

Vice President (1 year term)

Juliana Maller

Deputy City Manager
Park Ridge

Secretary/Treasurer (1 year term)

David Nord

Village Administrator
Cherry Valley

At-Large Board of Director Position (3 year term)

Mark Franz

Village Manager
Village of Homewood

Jim Norris, village manager, Hoffman Estates will automatically move up from President-elect to President.

As outlined in the Association's Bylaws, any corporate member wishing to add their name in nomination may do so by submitting a petition bearing the genuine signatures of at least ten (10) corporate members of the Association who are in good standing. The petition must be submitted to me by May 16, 2009. Submittals can be sent to my attention at the Village of Buffalo Grove, 50 Raupp Blvd, Buffalo Grove, IL 60089.

Again, as outlined in the Association's bylaws, in the event of a contested election, the election of officers shall be by ballot, prior to the annual meeting. In the event of an uncontested election, the Nominating Committee's recommended slate shall be elected by unanimous consent of the membership at the annual meeting and no ballot will be required.

I appreciate the good work of the following ILCMA Nominating Committee Members: Scott Sorrel (IACA); Blaine Wing (IAMMA); Walter Denton (SWICMA); Rob Bahan (Metro Managers); Geoff Fruin (Downstate); and Peter Austin (Presidential Appointee).

Anyone with questions regarding this report and recommendation to the membership can call me at 847-459-2518.

Respectfully,

Ghida Neukirch

Deputy Village Manager, Village of Buffalo Grove &
ILCMA Immediate Past President

ILCMA Award Nominations Sought

It is once again time to think about the people you know who are deserving of recognition. This is your chance to make sure that someone you respect receives the kudos to which he/she is entitled.

The ILCMA Awards program was inaugurated in 1994. There are two awards, the Robert B. Morris Lifetime Achievement Award and the Special Service Award.

The Robert B. Morris Lifetime Achievement Award is presented to a retired individual who has served no less than 15 years in local government, at least eight of those in Illinois. We are looking for candidates who have made significant contributions beyond their own communities, e.g. through service to the associations and the profession.

The Special Service Award is presented to individuals who have

- notable association or affiliate activity;
- significant professional accomplishments;
- significant personal accomplishments including private interests, family interests, acts of heroism, charitable acts, or social accomplishments.

To see a list of past recipients please visit the ILCMA website at <http://www.ilcma.org/index.aspx?nid=207>

Nominations must be received by April 22, 2009. Send nominations to: ILCMA Award Nominations, Regional Development Institute, NIU, DeKalb, IL 60115 or via fax to 815.753-2305.

You know who among your peers has gone the extra mile. Nominate that individual for an award. Take this opportunity to spread some sunshine!

In an effort to promote the profession of local government management, ILCMA would like to recognize milestones and accomplishments of its members and communities. If you have a success story to share or an important milestone to celebrate such as 50 years as council/manager form or an upcoming retirement, please contact Dawn Peters at dpeters@niu.edu so that ILCMA can appropriately recognize this accomplishment.

ILCMA SUMMER CONFERENCE

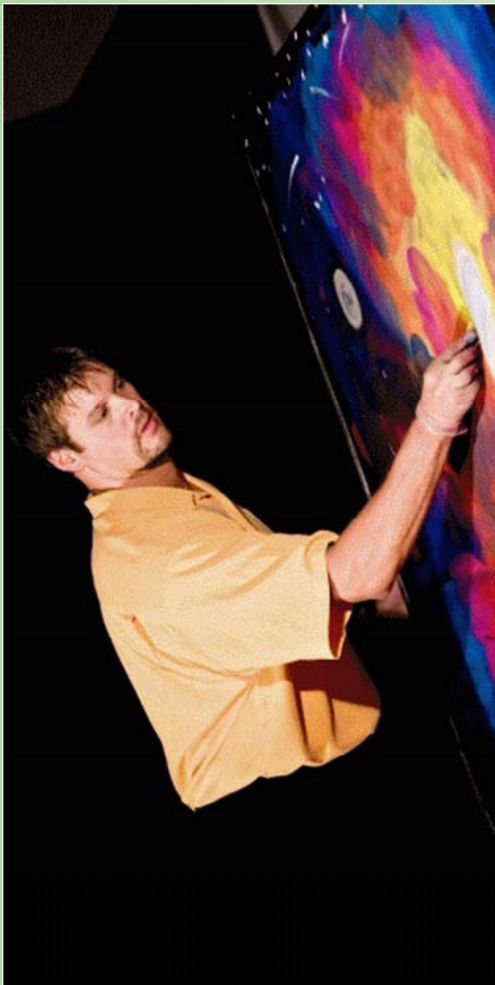
JUNE 10-12, 2009

THURSDAY KEYNOTE

**LEADERSHIP LESSONS: THE DIFFERENCE
THAT PREPARING PEOPLE MAKES***Presented by Chief Donald Grady, Ph.D.
Northern Illinois University*

NIU Police Chief Don Grady will present a program on Leadership Lessons: The Difference that Preparing People Makes. This program covers the art of "leadership," "followership," and "relationship". Chief Grady will pull from his experiences from the Feb 14 NIU tragedy as well as his experiences in the Balkans, where he rescued trapped peacekeepers during a riot in the late '90s, in Bosnia-Herzegovina, where he played a central role in creating a police force composed of civil war foes - Muslims, Croats and Serbs, and in Kosovo, the former Yugoslavia where he helped set up police schools. Most recently he spent time in Iraq advising that country on building a new police force as insurgents lobbed mortars almost daily into the compound where he worked. Chief Grady's dynamic presentation is sure to capture your attention and give you a better understanding of how preparing people makes all the difference!

FRIDAY KEYNOTE

A KICK IN THE ATTITUDE!*Presented by Sam Glenn*

Friday's closing session at the ILCMA Summer Conference will feature Sam Glenn. For the past 14 years, Sam Glenn, **The Authority on Attitude™** has captivated millions of people with side-splitting humor and inspirational insights, coupled with a dramatic on-stage chalk art performance, brought to life through a highly-unique multi-media show. Sam Glenn has turned his A.D.D. (attention deficit disorder) into a strength that every audience connects with. Sam understands, you cannot impact and move people, if you cannot captivate and connect. That's just what Sam's program is designed to do.

Why A Kick in the Attitude?

Sometimes life has a way of knocking the kick out of us, diminishing our enthusiasm, focus, sense of humor, resilience, etc... Sam's message will put the kick back into your attitude by opening your eyes to understand that greatness starts with attitude. Sam will help you: find the opportunities in your adversities; use humor as a stress buster, and more... Prepare to laugh out loud, feel refreshed and experience rekindled enthusiasm!

CORPORATE PARTNER SPOTLIGHT

As part of the new "Friends of ILCMA" Corporate Partnership Program, partners at the highest level get the opportunity to submit a one page written promotional piece in the ILCMA newsletter. This article is the seventeenth in a series that will highlight ILCMA's newest corporate partners.

LOOKING BACK AND FORWARD FOR MEANINGFUL ORGANIZATIONAL CHANGE

By Megan Pierce; Sikich

"History is a vast early warning system." Unfortunately, when it comes to the economy, we have not heeded Norman Cousins' advice—failing to deduce lessons from the false hopes and disastrous results surrounding the "Internet bubble burst" to prevent the current recession, in part caused by unsustainable levels of growth, fueled by unrealistic speculation. Housing soared and the market roared—causing some to become accustomed to large tax collections or even reliant on one-time revenue sources, like development fees, that masqueraded as recurring revenues and often encouraged funding traditional operations, higher levels of service, or new programs.

It is now clear that warning signs were ignored and that much of the growth that occurred was indeed, too good to be true. As a manager you likely hear the question, "What can we do without?" Solely focusing on immediate cost-cutting measures or strategies is short-sighted. But today's trials can become a positive learning experience if they lead you to begin asking the truly critical questions such as, "What do we want this organization to look like in the future?"

Tough decisions can and will be made, but the approach to the decision-making process is as important as the results themselves. This is an opportune time to initiate strategic planning, look into outsourcing, and evaluate processes. Strategic planning focuses the organization on its destination, while process improvement helps determine the most efficient route, one of which could be outsourcing.

Strategic planning helps focus a government on its most productive activities by determining the actions that will best address challenges or policy issues, and tools such as outsourcing and process improvement may aid one in reaching the desired results. Only by engaging in a rational planning-based process will you appropriately know what to keep, what to reduce, what to outsource, or what to eliminate while maintaining the critical services and community values of your stakeholders.

Most importantly, seek to craft a vision of the ideal organization by first assembling a group who both provide the diversity of opinion necessary to understand the issues confronting the organization as well as who have the authority and support to effectively convene the resources necessary to implement defined initiatives. These stakeholders should then explore history, observe current trends and issues, and brainstorm about the future. Once a word picture of that "ideal" has been captured, the task is to answer: "What elements of the organization are permanent and which are flexible?" This involves an appreciation of both what must be maintained as well as recognition of areas where change may be desirable or required.

Even with management gurus claiming 85% of organizational problems can be attributed to processes rather than people, outsourcing and process improvement seemed to be overlooked as viable solutions in some flexible areas. Like strategic planning, these tools can take many shapes and should always be approached with the unique needs and culture of the government unit in mind.

Analyzing an outsourcing approach necessitates a comparison of the cost and benefits of providing the same services in-house, but beyond the dollars, one must balance other management differences.

Outsourcing relieves you of the obligation to manage particular employees' pay, benefits, training, and/or performance, as the contracting firm becomes solely responsible for recruiting, motivating, and retaining the appropriate mix of employees. Also, a contractor may fill positions with staff who have specialized skills or expertise that has not been cost-effective for you to provide on a full-time basis. The flexibility in staffing, however, may mean higher turnover, less focus on an employee's fit to the organization, and lack of ability to build a consistent foundation of institutional knowledge. Additionally, consider that even while outsourcing, monitoring of services will need to be performed as well as continued planning for future needs and demands.

Regardless of particular employees, processes are the essence of how work gets accomplished. Just as demands for service change over time, processes must evolve or risk stagnation—resulting in increased costs, poor quality, or inefficient service delivery. Process improvement is a tool growing in popularity for the public sector, as a variety of methodologies (Six Sigma, TQM, and Business Process Reengineering) can assist in identifying quick fixes, brainstorming innovations, and implementing long-term, strategic change.

While it is an excellent tool for optimizing work effort, it does require commitment of time and resources. Therefore, at the beginning of a process improvement initiative, be sure to maximize the return on investment by employing tools like a decision matrix that help highlight those processes whose improvement could have the greatest potential impact. The matrix lists major candidates for improvement, especially in cross-functional services like development review and purchasing and then compares them against criteria, such as high number of complaints or amount of cost savings.

Despite the crisis environment, we encourage you to attempt to do more than survive this or the next budget cycle. Be cognizant of the past, but even more so, look forward for your vision and around you at your resources and options—strategic planning, outsourcing, and process improvement—to ensure government's success today and in the future.



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HOW MUNICIPALITIES CAN TAKE ADVANTAGE OF A DOWN MARKET

By Carol Sente, SRBL Architects, Deerfield, IL

A down economy is not a welcome occurrence but like other life challenges it is a time when we can choose to grow through the challenge and be ready to capitalize when the economy turns around. Although municipalities have traditionally been somewhat insulated from market conditions, the current economic impact is so vast and deep that even municipalities are feeling the sting in balancing their budgets. While there is some variation to the degree municipalities have to tighten their belt, the basic principles of weathering a down market apply.

When times are good, we are focused on providing services which leaves less opportunity for in-depth analysis regarding where we are, how we've performed and where we should be going. All good planning starts with an audit because you have to know where you are to know how to get where you want to be. When is the last time you critically evaluated your operations, staff, service offerings, facilities, current trends, or your brand? This is a great time to strategically evaluate and select high impact projects that can benefit your municipality during this economy and as it recovers.

With ever increasing demands on a tighter, leaner budget, the last activity you may think about undertaking is a new building project, especially when a sizeable percentage of residents have been laid off from their job and your municipality may be considering staff cuts. However, municipal bond interest rates are low and construction costs in the 2nd and 3rd quarter will be at their lowest since 2006, providing real value to municipalities that have been planning for and are in dire need of new or renovated facilities. Realizing that Village Managers are hired and Trustees elected to make tough decisions for the good of the community, you may want to diplomatically explain how you have the money to bond a new capital project while you are cutting items financed through your general funds. These are very individual decisions that need careful cost benefit analysis.

If starting a new building project sounds like something your community may want to defer, you can go a second route and plan for needs now with a future implementation date. Again, the same theme of capitalizing on this economy to come out stronger and ready to act after the economy recovers points to the wise use of dollars to hire a management, organizational, architectural and/or marketing

consultant to conduct a Space Needs Study, Existing Building Facility Analysis and Maintenance Plan, Green Facility Audit, Operational Analysis and Organizational Restructuring Program, or a Re-Branding Campaign. All of these types of analyses require vital time from the Village Manager and key department heads, that you might now actually have, for the best results. Note, the current economic stimulus package refers to "shovel ready" projects but this requires some initial planning in order to submit potential projects for funding.

With the growing interest in municipalities being environmentally sensitive, an architect can not only help you design a new LEED/green facility but also provide an audit of how to systematically "green" your existing facilities in a cost effective manner as finishes, equipment and systems need replacement. By conducting a Green Facility Audit including a multi-year action plan, these items can be budgeted as funds allow. Similarly now is an excellent time to consider the perception your current and future residents have of your municipality. How you are "branded" today may not be how you want to be thought of in the future. Rebranding your image is a sizeable project in terms of time and effort but can be divided into manageable expense pieces over a calculated time schedule. In today's economy, the brand image your municipality possesses can go a long way toward attracting or losing businesses, residents, partnership opportunities, qualified staff and more.

There are also many projects that municipalities can initiate on their own including review of services currently offered. Past records can point to which services are most highly requested and what new services the Village needs to think about providing. Now is also a good time to review your website's effectiveness in serving the public and communicating key information. Departments and Villages may want to capitalize on this time to pursue staff and municipality certifications that demonstrate excellence to your residents.

Borrowing a concept embraced by the private sector, municipalities may want to consider increasing their learning activities in opposite proportion to the economy. Two budget items that progressive corporations rarely cut are professional development and marketing. Your staff's knowledge has a direct impact on an organization's success. Having time to learn new software, improve communication and customer service skills, gain individual accreditations and licensures, etc. can have a noticeable impact on how effectively your staff serves the public. Reasonably priced professional development seminars as well as in-house mentoring can keep workers motivated at a time when salary increases are scant and layoffs abound. Not to mention, it is a good time to evaluate current staff and make appropriate changes, even the pursuit of new talent that is now available due to lay-offs in the private sector or a neighboring municipality.

The bottom line is if you can hang in there and weather these challenging times, you can choose to just survive or you can choose to make smart use of this time and thrive. Challenge yourself to step back, analyze, refocus and reposition yourself while you have the opportunity.

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Illinois' Financial Forecast Forum:

A Multi-perspective of the Road Ahead for Local Government Finance

On January 30th, 2009, NIU's Center for Governmental Studies (CGS), the Illinois Government Finance Officers Association (IGFOA) and the Illinois City/County Management Association (ILCMA) co-sponsored their inaugural Illinois Financial Forecast Forum at NIU Naperville where presenters with diverse backgrounds discussed industry specific perspectives of what may be in store for local governments' finances over the next year or two. The Forum's healthy attendance of more than 145 public and private sector professionals demonstrated the relevance of and the concern for local government finance in the midst of an unprecedented, global economic downturn.

Colin A. Robertson, Senior Vice President and Managing Director of Fixed Income at Northern Trust, was responsible for paving the way for the Forum's sobering mood. The gloomy atmosphere was the nature of the beast (poor economy). The gravity of the economic situation mixed with the news that there was no clearly identified end in sight or quick fixes for the problem was disheartening but no surprise. Robertson provided a clear picture of where we've been and where we may be heading. There was no denying that the road ahead would be rough for local governments. Robertson primarily spoke of our nation's fiscal distress and its implications to both the private and public sectors from an economist's perspective. He emphasized the fact that U.S. economy is already two years into the recession and the instability is not just striking the U.S. economy but reaches across the world. Robertson identified the U.S. credit market, with its highly leveraged and illiquid balance sheets, as one of the originators of the economic downturn. The current mortgage crisis' finger prints are all over the economic downturn, with unprecedented levels of foreclosures. On the upside, those with cash on hand looking for good deals are in a great position to purchase recently devalued properties. The high unemployment rate was another issue discussed by Robertson. To demonstrate the severity of the unemployment conditions, Robertson compared 2008's unemployment rate which was twice the rate of 2006's unemployment rate. Robertson ended his presentation with the same serious tone by which he began...the downturn may be characterized as the longest recession in history that is affecting virtually all industries, globally with the exception of a few (e.g., energy & medical industry). Furthermore, it is difficult to speculate when the recession will end since we are in uncharted waters. Robertson claims President Obama's stimulus and recovery plan has received some mixed reviews among public administration professionals due to the necessary refinements to targets of assistance, along with greater clarification on how the stimulus provisions are to be communicated and carried out. Nevertheless, he believes, given the severity of the situation, the federal government is the only entity that can stimulate the recovery.

The next speaker of the forum, Jim Terrell, Vice President of Real Estate from Sears Holding Corporation, shared his perspective of upcoming retail sector trends that may have an impact on local governments. Not surprising, his prognosis for local governments' sales tax revenues was bleak and warned that other sources of revenues must be relied upon. A traditional offsetting source of revenue has been property taxes, but even property taxes are at risk of declining given the drop in property values. Furthermore, development and acquisitions will be dramatically reduced over the next 18 months, also reducing transfer taxes. In these conditions, Terrell recommends local governments, lenders and retailers work together to creatively position the landscape for revenues streams in the coming 2010 horizon. Terrell claims it is better to collaborate on real estate developments than to leave banks stuck with foreclosed properties and local governments ending up with shells of buildings that are no longer producing sales taxes.

Scott Watkins, third to present, discussed the automotive perspective in light of the current economic downturn. Watkins, a Senior Consultant with Anderson Economic Group, LLC, clearly illustrated the global decline in auto sales. He mentioned the auto jobs that are currently being cut along with those that are to come from the world's most well-known car companies such as General Motors, Ford, Chrysler, Mitsubishi, Toyota, Honda, and others. This crisis is estimated to be the worst in history. In addition to the lost income tax revenues resulting from increased joblessness in the auto industry, Watkins also discussed the trickle-down effect of the auto crisis. Slow sales equates to dealerships closing which result in lost corporate business tax revenues and lost sales tax revenues. Furthermore increased expenditures for Medicaid, welfare, and unemployment benefits are anticipated as a result of the increased joblessness related to the auto industry crisis. In the case of Illinois, large lay-offs and dealership closures are already a reality. The "bailout" stimulus program that commits financial support of \$13.4 billion for GM and \$14.0 billion for Chrysler may not be enough to allow for a full recovery.

The poor economy has certainly kept real estate professionals on edge over the past several months. Steven Wallace, a Managing Director of Cornerstone Real Estate, spoke about the commercial real estate perspective of the current economy. He also emphasized the global character of this crisis and, having heard the rest of the presenters, his depiction of the downturn cutting across all industries was nothing new. In the housing industry, the crisis impacted property values, with ultimate declines in property tax revenues for state and local governments. Only one small bit of good news - for some that is - housing prices are becoming more affordable for first-time homeowners or people with cash looking for investments. Since the beginning of the recession, the poor housing market has been reflective nationwide but some states have been hit much harder than others such as California, Florida and Washington DC. Interestingly enough, Chicago, Illinois and Texas have not been as adversely affected...yet, given their diversified revenue bases. Wallace claims the U.S. housing collapse is expected to bottom out in 2009 with job losses continuing through 2011.

Continued...Illinois' Financial Forecast Forum:

A Multi-perspective of the Road Ahead for Local Government Finance

Keeping with the spirit of gloom and doom, Rick Mattoon, a senior economist and economic advisor at the Federal Reserve Bank of Chicago and lecturer at Northwestern University's Kellogg School of Management, presented the last session of the Forum with no positive short-term outlooks for local governments' finances. According to Rick Mattoon, the current recession began in December 2007 and spread across the world, including the Eurozone (the 16 European Union states) and many other worldwide locations. The financial markets and operations are still under pressure, with spillovers to the "real" economy heavily impacting the labor market and retail sales. Although the mortgage rates have remained very low, standards for mortgage loans have tightened considerably. Over the past year employment decreased by approximately 2.6 million jobs, impacting virtually all sectors. In November and December, alone, combined job losses were over 1 million. The consumer response was to pull back on spending, dropping retail sales by 2.7% in December, and to push any extra cash into savings. Wallace reiterated the impact real estate devaluations and vacancies have had on state and local governments. Virtually all revenue sources are under pressure and risk – property taxes, sales taxes, income taxes and many others. Market problems such as investment losses impacting pension accounts make lending difficult. As a result, any help through the stimulus plan will take time and aid will be primarily focused on states first with less direct assistance for municipalities. Any assistance is likely to support the counter-cyclical efforts through provisions to Medicaid, unemployment compensation and possibly education. One ounce of good news allowed for a little sigh of relief - inflation appears to have been diverted, energy prices are declining and productivity rates have held up.

Individual Fiscal Impact Perspectives

Kevin Dahlstrand - City of Warrenville, Finance Director

Dahlstrand stated the City is currently not suffering too badly by the recent reductions in sales taxes. The city has a strong reliance on Target, a large retailer in the region, who has, thus far, not seen any dramatic downgrades. He also noted that the City is not yet feeling the pains of the region's increased unemployment rate. However, Dahlstrand did express concern about future decreases in property taxes in light of the nearly five percent property tax revenue decreases the City has experienced since the inception of the mortgage crisis. He also said that as a take away from the Forum, he will be paying much attention to the issues of reductions in property tax revenues along with these revenues' balance to the City's overall revenue structure.

Stan Roelker - Village of Lincolnshire, Director of Financial Services

According to Roelker, the Village has already experienced a 20% drop in sales taxes over the past three months and expects even more declines in sales taxes in the months to come. Along with reductions in sales taxes, Roelker states a dramatic drop in real estate transfer taxes is anticipated. In addition to reductions in sales and property taxes, Roelker added, the Village is incurring declines in revenues from excise taxes such as hotel/motel taxes and local restaurants.

Steve Sanderson - Village of Downers Grove, Budget Officer

Sales tax reductions have produced the bulk of Downers Grove's budget woes, says Sanderson. Furthermore, Sanderson anticipates the Village's property taxes, though not currently that negatively impacted, to decline as well. As a result, the Village plans to cut expenses funded primarily by the General Fund's sales tax revenues and will also freeze the hiring process.

Brian Caputo - City of Aurora, Director of Finance/Treasurer

Mr. Caputo expressed similar concerns of a declining economy and its impacts on the City of Aurora with the primary concern being the decline in sales taxes. Property taxes are also expected to decline should Aurora's administration need to make adjustments due to declining property values. However, Mr. Caputo is optimistic that little to no reductions in service levels will be made.

Ray Bockman - DeKalb County, County Administrator

In the case of DeKalb, 2009 was a stable year from a revenue perspective. However, Bockman explains things don't look as good going forward. Property tax revenues will decline over the next two to three years. For jurisdictions like DeKalb's who are limited by PTELL this is a natural consequence of three factors; declining home sale prices will work their way into the system, CPI for 2010 is set at .01% and new construction is going to be at a multi-year low. DeKalb will also have to "make up" for market losses suffered by IMRF and SLEP from those declining property taxes. Sales tax declines will be a bit more modest DeKalb as the base is in a large part non-traditional but weaknesses are projected here also. In general almost any review of the ingredients indicates that the soup will be bitter for some time. The seminar was blunt to the point of being brutal – but very helpful.

Lew Steinbrecher - City of Moline, City Administrator

Throughout his career, Steinbrecher has worked for older Midwest cities with deteriorated infrastructure and weakened tax bases and has developed proficient fiscal management skills. He has been able to implement successful attrition strategies, maintain adequate reserves and fund balances, and has been able to absorb unfunded state and federal mandates or shared revenue cutbacks with minimal impacts on municipal services but has never had to layoff city employees until the 2009 budget year. Seven positions have been eliminated at the beginning of the year along with a selective hiring freeze because revenues are projected to come in about \$1 million short of what was budgeted last fall. Declining sales tax revenues account for about 63% of this shortfall; state-shared income contributing to about 22% of the total lost revenues. The drop in retail sales, including the noticeable decline in new car sales, continues to impair Moline's ability to maintain quality urban services for the community and its residents. Moline has three shovel-ready projects ready to go if, and when, stimulus funds are received. Also, the city continues to work with developers who have an interest in new private development projects with prospective business tenants, though more financial incentives are being requested to make commercial projects economically viable. Moline is gearing itself to survive 2009 and balance the 2010 budget while hoping the economy recovers by 2011.

City/County Management in ILLINOIS



IML MANAGERS MONTHLY COLUMN

By John Phillips, City Manager, Rock Island & member, IML Managers Committee

Spring 2009 brings more than flowers and green grass in Illinois. April in Illinois also provides an opportunity for citizens to elect municipal officials. Some of the Mayors and City Council members elected this Spring will be new to their positions and anxious to begin the challenging job of representing the citizens in the cities and villages in Illinois.

One of the important roles for municipal staff is to provide support and assistance to newly elected officials. A well-structured orientation cannot only provide important information to the new member of the City Council or Village Board, but also provide an opportunity to establish a good relationship with staff.

The Illinois Municipal League offers another valuable resource that should be considered. During May and June, a one day conference for newly elected officials will be held in three separate locations throughout the State of Illinois. This session will provide fundamental information related to open meetings and conflict of interest, as well as fundamentals of municipal finance and governance. Many other important topics will be covered in this conference.

The Municipal Manager's Committee of the Illinois Municipal League (IML) has traditionally assisted IML in planning and conducting these sessions and once again this committee and ILCMA members will be asked to present at several of the sessions.

The sessions will be held at the locations and dates as noted below:

May 15, 2009 - Palos Hills
June 4, 2009 - Bloomington
June 11, 2009 - Rend Lake

The members of the Municipal Manager's Committee urge ILCMA members to urge the newly elected officials in their communities to attend one of these training sessions. Details on the sessions will be distributed in mid-April. Also, you can check the IML website for more information.

Spring will bring the growth of daffodils and green lawns; ILCMA members can help support the growth of newly elected officials in Illinois this Spring as well.

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Howard Gough, Health Solutions Director of Distribution, CIGNA

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DOWNSTATE CITY/COUNTY MANAGEMENT ASSOCIATION and the ILCMA PROFESSIONAL DEVELOPMENT COMMITTEE TO HOLD SPRING MEETING FEATURING THE NATIONAL COALITION BUILDING INSTITUTE

Members are encouraged to bring staff to participate in this dynamic session! The Downstate City/County Management Association will hold its annual spring meeting on April 30 & May 1 in Rock Island, IL. John Phillips & Tim Ridder have put together a great spring program. A golf outing at TPC Deere Run golf course will kick off the meeting on Thursday, April 30. Thursday evening we will gather for dinner at D.J.'s Steakhouse located at Jumer's Hotel & Casino.

Friday morning's session includes a presentation by the National Coalition Building Institute in which attendees will learn how to recognize the reasons why people act and feel the way they do and use this information to foster organizational success. They will also learn how to embrace diverse perspectives and facilitate a culture where differences of opinions are valued. After the NCBI session attendees will travel to the Hydro Electric Plant Tour on the Rock River for a presentation and tour. Lunch on the 1st will be held at the Hydro Electric Plant.

For more information or registration material please visit the ILCMA website at <http://www.ilcma.org/CurrentEvents.aspx>

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The ILCMA Professional Development Committee Presents

Motivating Self and Others in Difficult Times

Presented by John Fontana

When: Thursday, April 16
Time: 9:00 AM to 11:30 AM
Where: Oak Brook Bath and Tennis Club, 800 Oak Brook Road, Oak Brook, IL
Cost: **\$75.00** if Professional Development event only **or \$95.00** if also attending the Metro Luncheon immediately following
RSVP: University Outreach Registration
NIU
DeKalb, IL 60115
800-345-9472; Fax: 815-753-6900
Online Registration:
http://registeruo.niu.edu/iebms/coe/coe_p2_details.aspx?eventid=10277&oc=40&cc=OTHER
Please RSVP by April 10, 2009

Seminar Description: In difficult times, anxiety and stress increase and the media amplifies the negative and brings it home to us on TV, internet, blackberries or phones. Good leaders become more introspective and reflective to improve their actions. This workshop will explore the motivation theory of Michael Apter, Ph.D. "Reversal Theory." The versatile theory "addresses fundamental values and motivational factors that drive and influence our approach to work, our emotions, behavior and personal style. It gives insights into the differences between people and addresses uniquely the notion of change, adaptation and personal development."

**** Participants will be expected to complete a 15-minute computer self-assessment of their motivation preferences on the Apter International Web site one week prior to the event. Upon registration, instructions will be provided.**

Session presented by:

John Fontana, President of Fontana Leadership Development, Inc. Recently on faculty of Georgetown University's Executive Master's in Leadership Program. He frequently works with organizations as an executive coach.

Please forward this information to your management staff as they will also benefit from this engaging and useful topic.

This event leads into the Metro Managers Luncheon with fellowship at 11:30 AM & lunch at noon. All attendees are invited to stay for the luncheon. The topic is "New Board Orientation Best Practices." **Please fill out the form & mail by April 10 along with your check to University Outreach, NIU, DeKalb, IL 60115 or register online at http://registeruo.niu.edu/iebms/coe/coe_p2_details.aspx?eventid=10277&oc=40&cc=OTHER**

Metro Managers who are only attending the Metro Luncheon should not use the Professional Development Registration form – please contact Tami Bombich to register for the luncheon!

Cancellation Policy: To receive a refund please cancel by April 10

JOB MART**VILLAGE OF LINCOLNWOOD, DEVELOPMENT MANAGER**

The Village of Lincolnwood (pop. 12,400), located in Chicago's North Shore immediately north of Chicago, is seeking a highly responsible individual to assist the Community Development Director manage the daily operations of the Department. Excellent oral/written communication skills and ability to exercise sound judgment is required.

The Development Manager may assume the duties of the Director of Community Development in his absence. The position manages the services of in-house permit, inspection and plan review staff as well as contractual services. Also serves as the staff liaison to the Zoning Board of Appeals and Sign Appearance Review Board. This position serves as the Village's Zoning Officer and Building Code Administrator. Knowledge of Economic Development desired.

The candidate's background and experience should include oversight of some of the internal functions of a municipal Community Development Department. The successful candidate will possess the following characteristics: global and strategic thinker; excellent policy, project, and contract manager experience; exceptional interpersonal skills that demonstrate personal integrity and respect; the ability to create and maintain positive, productive relationships within the organization, Village Boards and Commissions, the business community and the general public; is highly principled, self-confident, visionary and has a passion for public service; proven ability to effectively utilize technology in improving services, specifically, must be skilled in use of Microsoft Windows, Word, Excel, PowerPoint, Outlook, and have experience with Geographical Information Systems software.

Acceptable candidates must have a Bachelor's degree in public administration, engineering, urban planning, architecture or related field. Five years experience in a municipal Community Development setting or combination of related education, experience, and training. Two years in a supervisory capacity preferred. A valid Illinois State Drivers License and a strong working knowledge of building, property maintenance, zoning and sign codes is also required.

Salary range is \$72,074.76 to \$95,138.68. Excellent comprehensive benefit package including health and dental insurance, pension, sick and vacation leave.

Interested candidates should send or email a cover letter and resume to:

Michael Marzal
Assistant to the Village Administrator
6900 North Lincoln Avenue
Lincolnwood, Illinois 60712
mmarzal@lwd.org

Applications will be accepted until position filled. The Village of Lincolnwood is an E.O.E. www.lincolnwoodil.org

VILLAGE OF OAK BROOK, FINANCE DIRECTOR

The Village of Oak Brook, Illinois, (residential population of 8,700 and daytime population of 85,000), a suburban community located 15 miles west of downtown Chicago, 20 minutes from O'Hare International Airport, on the eastern edge of DuPage County, is seeking to fill the position of Finance Director. The Finance Director is appointed by the Village President, approved by the Village Board and reports to the Village Manager. This individual is responsible for the hiring of, evaluating, training and supervising a staff of six employees. Administers all financial activities including accounting, auditing, debt administration, fixed assets, payroll for 180+ employees, treasury operations, internal/external financial reporting, utility and ambulance billing, pension benefits, water utility rate analysis, TIF administration and investment management. Primary responsibility for the preparation of the annual budget of \$49.7 million and five-year financial plan. Assists with risk management, self-insured employee benefits, police and fire pension funds and labor relations.

Candidates must possess five to ten years experience in a senior financial management position(s). Bachelor's Degree in Accounting, Finance, Business or Public Administration is desired. Strong interpersonal, written and oral communication skills necessary, with problem-solving, public presentation skills and a solid understanding of fiscal operations of a government entity essential.

Salary range is \$95,000 to \$125,000, depending on qualifications and experience. Residency not required.

Please submit cover letter and resume by April 15, 2009 to:

Assistant Village Manager
Village of Oak Brook
1200 Oak Brook Road
Oak Brook, Illinois 60523
EOE

LANCASTER, WI, CITY ADMINISTRATOR

Lancaster, WI (population 4,018) is a progressive, picturesque, close-knit, county seat community with excellent quality of life. Mayor & 8 Council Members elected on a non-partisan basis. \$6.3M total budget; 30FT employees. Salary \$60k to \$80k plus benefits, DOQ.

Bachelor's degree, prefer master's in public administration/related and three years of municipal management experience. Desire strong background in community & economic development, finance & budgeting, public relations, personnel management, and grant writing. Strong interpersonal and consensus building skills and a commitment to citizen service. Visit community web site at www.lancasterwisconsin.com.

Send cover, resume, salary history and references to Public Administration Associates, LLC, P.O. 282, Oshkosh, WI 54903; e-mail paassoc@northnet.net; phone 920-235-0279; by April 10, 2009. Confidentiality must be requested by applicant and cannot be guaranteed for finalists.



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JOB MART

CITY OF EVANSTON, DIRECTOR OF PUBLIC WORKS

Evanston, IL (75,000) Dynamic lakefront community immediately north of Chicago seeks experienced, proven, progressive candidates to lead its Public Works Department comprised of 196 FTEs and responsible for a budget in excess of \$100 million which includes: operating, capital and enterprise funds. Evanston is home to Northwestern University and is an ethnically, racially and economically diverse community located along Chicago's north shore of Lake Michigan. A City with a diversified tax base, a vibrant downtown, strong neighborhoods, thriving commercial districts, and beautiful tree lined streets. Position is appointed by the City Manager. Qualified individuals will be expected to have a strong background in strategic planning, organizing and directing the administrative, management and operational functions of an urban public works department comprised of the following divisions: Transportation (including a large public parking operation), Water and Sewer, Streets and Sanitation, Facilities Management and Fleet Services. Candidates must have five to ten years increasingly responsible experience in an upper management position in a community of comparable size and complexity. Requires bachelor's degree in engineering, public administration or related field. Master's Degree or P.E. strongly desired. Candidates should possess strong skills and/or experience in effective service delivery, creative problem solving, and public presentations in a team-management orientation. Excellent interpersonal/communication skills essential. Additional information regarding the position can be found at the Consultant's website: www.pargroupltd.com. Starting salary \$130,000 +/-, depending on qualifications and experience. Residency not required. Open until filled. Inquire/apply in confidence, to the City's Executive Search Consultants: Heidi Voorhees, President, or William Lichter, Vice-President, The PAR Group, 100 N. Waukegan Road, Suite 211, Lake Bluff, IL 60044. TEL: 847/234-0005; FAX: 847/234-8309; Email: resume@pargroupltd.com.



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JOB MART

PETOSKEY, MI, CITY MANAGER

Petoskey is situated beautifully on the South shore of the Little Traverse Bay of Lake Michigan, astride Bear River and surrounded by the natural beauty of Northern Michigan lakes and forests with year-round recreation. Thriving City of over 6,000 is seat and service center of Emmett County with a growing population of 35,000. Petoskey values its natural setting, home town spirit, parks, trails and open space, professional regional services and a resilient economy that includes four-season resorts and tourism. Nationally recognized as a "best small town" and a "best place to retire". City Council members seek a professional, resourceful City Manager committed to highest quality services, open government and sustained economic vitality. Stable City government first chartered in 1895; Council-Manager form adopted in 1916, one of the earliest in the nation. Former City Manager retired after successful 25 years. Total budget is \$25.2M including all operating funds, water, sewer and electric utilities. Total 71 FT employees, excellent staff. City Manager appointed by 5-member City Council, including Mayor. Salary very competitive, DOQ, plus excellent benefits. See www.ci.petoskey.mi.us. Degree in public or business administration or related field, graduate degree preferred, plus 7- 10 years chief administrative experience, or equivalent combination of education and experience. An active communicator with vision for a sustainable community. Collaborative skills with the Council for goals and priorities, and alignment of staff work for measurable, continued accomplishment. Business acumen to manage regional utilities, service delivery, new technologies, financial planning, infrastructure and downtown improvements. Regional leadership with excellent School District, Northern Michigan Hospital, downtown Board, North Central Michigan College, County, adjoining Townships and active community groups. Send resume, cover letter and salary history to Tom Dority, The Mercer Group, Inc., P.O. Box 2870, Estes Park, CO 80517, tdority@mercergroupinc.com, by April 24, 2009. EOE. Applicants must request confidentiality to assure all materials will remain confidential until finalists are named for interviews.



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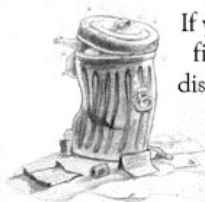
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The John Deere Pavilion was exciting and everyone enjoyed the opportunity to sit in the large tractors.



Presenters at the conference were exceptional. The education received at the conference can be taken back to each municipality and applied to daily activity.



IAMMA POOL & EUCHRE TOURNAMENT



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