



City/County Management *in* ILLINOIS

Strengthening the quality of local governance through professional management

December 2010

In This Issue

President's Column	2
Welcome New Members.....	2
Financial Forecast Forum	3
Who's Who Directory Update	3
Corporate Partner Spotlight.....	4
IML Managers Monthly Column.....	5
Bob Kiely Nominated.....	6
IPSI	7
Angel Tree Program.....	8
Managers in Transition	9
GFOA Resources.....	10
Social Entrepreneurs.....	12
ILMCA/WCMA Virtual Forums.....	13
IAMMA/Metro Managers Holiday Luncheon	14
ICMA Midwest Regional Summit.....	15
ICMA Young Professionals Leadership Institute	16
Job Mart.....	17

Editor's Notice

The ILCMA Secretariat's Office will close from December 20, 2010 thru January 2, 2011. Therefore, there will be no January newsletter.

DISCLAIMER: Statements or expressions of opinions appearing herein are those of the authors and not necessarily those of the Association or its editor. The publication of any advertisement is not to be construed as an endorsement of the product or service offered.

Calendar of Events

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

December 8, 2010
IAMMA/Metro Holiday Luncheon
Lombard, IL

December 16, 2010
ILCMA/WCMA/Alliance for Innovation Webinar

January 20, 2011
Metro Luncheon
Lombard, IL

January 21, 2011
IAMMA Social Event
Chicago, IL

January 28, 2011
Financial Forecast Forum
NIU Naperville Campus

February 9, 2011
IAMMA Luncheon
Woodridge, IL

February 23 – 25, 2011
ILCMA Winter Conference
Rock Island, IL

March 10, 2011
Metro Luncheon
Tinley Park, IL

March 10, 2011
ILCMA Professional Development
Tinley Park, IL

March 31 – April 1, 2011
ICMA Midwest Regional Meeting
Novi, MI

**WE WISH YOU HAPPY
HOLIDAYS AND A VERY
HAPPY, HEALTHY NEW
YEAR!**

– Dawn S. Peters
Alex Galindo

President's Column

With the crush of holiday activities and work related challenges, be sure to save the date now for the ILCMA's Winter Conference which will be held February 23 – 25, 2011 at the Jumer's Hotel in Rock Island, Illinois. Hosted in a state of the art facility, the Winter Conference Committee has planned an extraordinary set of programs which will educate as well as better equip you to serve your community in these challenging times.

The conference begins with the pre-conference session at 1PM on Wednesday. This session will address The New Era of Union Negotiations. Wednesday night includes the traditional Downstate/SWICMA reception.

Thursday morning begins with breakfast and the keynote address which will offer "A View from Washington" by noted journalist and syndicated columnist Clarence Page. A variety of concurrent sessions, addressing a wide range of topics will be held during the conference. The sessions provide each attendee with the opportunity to best match one's interests or educational needs. Thursday morning offers a choice between learning how to cope with "Extreme Boards" or "Public/Private Partnerships and Alternative Department Financing".

Thursday's lunch program will feature Tim Clue's "C.L.U.E.S.: An Interactive Communication Reboot for 2010." Concurrent afternoon sessions will include "Legal Aspects of Municipal Social Networking", "Vacant and Distressed Properties and Abandoned Developments: Mitigating the Impacts and Maximizing Opportunities Foreclosures", or a tour of Rock Island's successful Upstairs/Downstairs redevelopment projects. Thursday late afternoon's session will address the State of Illinois Economy after the Great Recession. Also offered Thursday afternoon is a Q&A for new and aspiring managers.

Thursday night's group dinner will offer a first of its kind, unique dinner/musical entertainment experience at "Circa 21" in downtown Rock Island. Afterwards, the night's activities will continue with the annual IAMMA Euchre and Bags tournament at the beautiful Rock Island Botanical Center.

Friday begins with breakfast and the always popular Tales from the Range. The ILCMA Business meeting follows and the program concludes with a panel discussion concerning the current "State of the State: Where is Illinois Heading" offering a panel discussion from Springfield insiders.

In light of these trying times, the Winter Conference Committee has done an excellent job in making the Winter Conference educational, relevant and affordable. Complete information concerning the Winter Conference will be sent out soon. The Committee looks forward to seeing you in Rock Island!

Welcome New Members!

Richard A. Rossi

Robert A. Morris, City of Washington, City Administrator

Timothy Gillian, Village of Forest Park, Village Administrator

William P. Barlow III, Village of Pingree Grove, Interim Village Administrator

by David Nord, Village Administrator, Cherry Valley & ILCMA Winter Conference Chair

Financial Forecast Forum

The Northern Illinois University Center for Governmental Studies Civic Leadership Academy and Illinois City/County Management Association invite you to attend the third annual **Illinois Financial Forecast Forum: Private Sector Views that will Impact the Public Sector** on January 28, 2011 to discuss pertinent economic and financial issues affecting local governments in Illinois. Join us to explore economic conditions and the pressures each exerts on local government fiscal health and gather information to incorporate in your strategic planning, financial forecasts, budget development, and economic development plans. Speakers who have been confirmed are Rick Mattoon, Economist, Chicago Federal Reserve, residential real estate expert Tracy Cross, Tracy Cross & Associates, automotive industry expert Scott Watkins, Anderson Economic Group, LLC, and employment expert Rick Cobb, Challenger Gray & Christmas. We also plan to have perspectives from representatives in the retail industry, manufacturing industry, and commercial real estate industry.

Date: Friday, January 28, 2011
Time: 8:00 AM – 4:30 PM
Location: NIU Naperville, 1120 East Diehl Road,
Naperville, IL 60563
Cost: \$95 for first attendee
\$60 for 2nd attendee from same organization
\$45 for students

Watch for registration materials soon!



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Who's Who Directory Update

Chuck Meyer's new title is Human Resources Specialist, City of Highland Park. His new phone number is (847) 926-1044.

Sandy Finley, Chief of Staff, City of Aurora, has new phone and fax numbers:
Phone: 630-256-3020 Fax: 630-256-3059

Hope Garrett, formerly listed as an intern, is project manager with the Village of Westchester.

Congratulations to Don Rose for 30 years as city manager in the City of Wheaton! According to the Chicago Tribune article dated October 27, 2010, only the late Elmhurst City Manager Robert Palmer, who held his post from July 1953 until December 1983, served longer. In the article, previous mayors credited him with being a true professional who has helped Wheaton become the stable community that it is today.

Beth Jacobsen, formerly the assistant village manager in Elk Grove Village is the new assistant to the city manager in Beloit, WI.

Her new contact information is:
Beth Jacobsen, Assistant to the City Manager
City of Beloit
100 State Street
Beloit, WI 53511
Ph: 608-364-6726 Fax: 608-364-6756
jacobsenb@ci.beloit.wi.us

Mark Masciola has been appointed the new village administrator in South Barrington.

His contact information is:
Mark C. Masciola
Village Administrator
Village of South Barrington
30 South Barrington Road
South Barrington, IL 60010
Work: 847-381-7510
mmasciola@southbarrington.org

Marty Bourke has been appointed the new village manager in Bloomingdale. His contact information is:

Marty Bourke, Village Manager
Village of Bloomingdale
201 South Bloomingdale Road
Bloomingdale, IL 660108-1487
Work: 630-671-5610
Email: bourkem@vil.bloomingdale.il.us

Congratulations to Pam Arrigoni, city administrator, Prospect Heights, and Dan Wennerholm, village administrator, Bloomingdale who both announced their retirement as of October 2010!

Corporate Partner Spotlight

As part of the "Friends of ILCMA" Corporate Partnership Program, partners at the highest level get the opportunity to submit a one-page written educational piece in the ILCMA newsletter.

Protect Your Assets

by Carol Sente, SRBLArchitects

As 2010 comes to a close, we continue to struggle through severe economic issues including a \$13 billion state budget deficit, the state's inability to pay their current bills, questions about whether the local distributive fund will get cut, looming fire and police pension negotiations, 11% unemployment or worse depending on the industry, staff layoffs, a depressed housing market, financial institution shake up, uncertainty of the national health care plan impact, and more. Even seasoned veterans have not experienced a recession this significant and yet the obligation to provide citizen services and care for our communities does not go away.

When budgets need cutting, leaders' ingenuity and creativity gets challenged. What gets cut and how to cut is a question we all have faced and will continue to deal with. Since 2011 seems to offer more of the same, how will this budget cycle be different from last year's? Will we make different choices? When looking at budget options, do we cut strategically or across the board, do we look to generate new/additional revenues, do we reduce staff, do we consolidate, privatize or cut services and do we postpone capital expenditures to name a few options? What is most vital to your municipality's ongoing operation and what can be reduced, eliminated or postponed?

The choices are as individual as the community and one size never fits all. It would be easier to look to a respected peer in a neighboring community to see what he/she is doing but their situation is not the same. Some municipalities have stronger cash reserves, are in an optimum place in their bond repayment cycle, have run lean operations and staffing, have a different risk tolerance, varying citizen expectations, younger or older facilities, etc.

One of the budget questions each municipality must face, is "Can you postpone all your capital projects or have your facilities reached a critical point?" Eliminating planned capital projects as a budget cutting measure seems like a reasonable and safe choice but unfortunately the decision isn't that clear cut because waiting has its own consequences. Regardless of your decision, wait or proceed, leaders are faced with risks whichever direction they embrace.

For example, waiting could result in:

- Total deterioration of a building system (roof, HVAC, windows, tuckpointing, etc.) that will require a more costly replacement versus repair
- Safety issues for staff or patrons
- Wasted payroll dollars due to a non-functional building and operation
- Increased operations and maintenance costs

While proceeding could result in:

- Negative community perception
- Risk of personal reputation
- Negative relations with unions (building while laying off employees)

One of the silver linings of this bad economy is the ideal construction environment. There is a great deal of competition for construction projects, which results in great construction pricing. So should the stars be aligned and you find yourself in a situation where your building or maintenance project can no longer wait, you will be rewarded with the best construction pricing in years. We are experiencing double digit reductions that bring construction costs back to 2002 prices. Of note, this is only the third time in the last two decades that construction prices have fallen and the first time they have fallen in the double digits. So if your finance director says you can handle the bond financing and you have a building need that will not go away, now is a terrific time to proceed. The project will certainly take thoughtfully-explained and frequent communication with citizens as to why this project is in their best interest at this time. So evaluate your building needs and how urgent your capital projects have become.

Believe it or not, some of your peers are building and it is not because they started before the recession hit. A few communities are even planning or undergoing two to five simultaneous capital projects to take advantage of this construction climate and floating one larger bond to cover all the projects. Of course, their individual situation allows them to do so. Other communities are planning for future projects through space needs and/or design studies so when the economy does improve, they can be one of the first "out of the box" and beat any major construction inflation. The cost of consulting services can still be found in some annual budgets. The projects may be smaller and fewer in number but there remains an obligation to protect one of your most valuable assets – your facilities. And after a certain amount of deterioration, there is no turning back.

Visit SRBL's new website. We will be posting bi-monthly white papers in the coming months on Budgeting for Outcomes legislation, government and department consolidation, win/win consulting contract negotiation, Quality Based Selection, and project close-out measures including resolution of errors and omissions.

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Illinois Voters Urge General Assembly to Act on Public Safety Pension Reform to Relieve Local Taxpayers



Voters strongly support immediate legislative action to curb rising public safety pension costs.

Voters in communities across Illinois expressed overwhelming support for the immediate implementation of meaningful reforms to public safety pension systems in Tuesday's election. Legislative action is urgently needed to rein in escalating pension obligations for public safety employees, which are mandated by the state government and put significant strain on municipal and taxpayer budgets. The General Assembly enacted comprehensive pension reform for all public employees last March; however, police and fire pensions were excluded from the legislation. This means Illinois taxpayers continue to shoulder the brunt of those pension costs, which are escalating out of control in many communities across the state.

In nearly all of the communities in which the referendum appeared on election ballots, more than 80 percent of voters responded "Yes," to an advisory referendum asking constituents if the General Assembly and Governor should take immediate steps to protect taxpayers from the burden of police and fire pension costs through meaningful pension reform. The referendum appeared on election ballots in 45 communities across the state and follows the passage of similar pension reforms for all other public employees last spring. "This sends a clear signal to state legislators that there is strong demand for public safety pension reform. Right now, taxpayers are paying more to retired workers than they can afford to pay to current employees to keep their communities safe. This has to change," said Roger Huebner, Deputy Executive Director and General Counsel of the Illinois Municipal League. "The Pension Fairness for Illinois Communities Coalition is calling on lawmakers to address their constituents' concerns and make police and fire pension reform a top legislative priority in the November veto session," Huebner said.

As it currently stands, the pension payout structure for public safety employees is financially unsustainable for taxpayers. Public safety employees can retire as early as age 50 after 30 years of service, with a pension of 75 percent of their final pay rate despite only contributing one-third of the cost of their pension. For instance, a public safety employee who has contributed roughly \$300,000 to his or her pension over a 30-year career, can feasibly draw almost \$7.5 million in pension benefits over a 30-year retirement.

"Skyrocketing police and fire pension obligations passed down by the state are crippling our communities," said Burr Ridge Mayor Gary Grasso. "The current system is simply unsustainable and actually threatens public safety. It diverts precious dollars to pensions and drains the budgets for existing police and fire services. Taxpayers can no longer foot this bill, especially at a time when many don't have money to put into their own retirement funds as they struggle with unemployment, foreclosures, mortgages

and rising property taxes. The General Assembly needs to finish the job and reform pensions for public safety employees during the upcoming veto session," he said.

The Pension Fairness for Illinois Communities coalition, which represents more than 200 communities, was established as a statewide effort to develop a lasting solution to the pension crisis that protects Illinois taxpayers and communities, while ensuring sustainable retirement benefits for public safety employees. The Coalition is hopeful that the financial problems attendant upon the police and firefighter pension funds are expeditiously resolved through the adoption of the reforms proposed by the Coalition.

For more information, please visit: www.pensionfairness.org

Public Safety Pension Reform Ballot Referendum Results

Percentage of votes in favor of public safety pension reform in 45 Illinois communities:

Community	YES Vote	Community	YES Vote
Addison	83%	Round Lake	85%
Lombard	84%	Gurnee	83%
Bloomington	86%	Round Lake Beach	81%
Lyons	80%	Highland Park	89%
Brookfield	79%	St. Charles	79%
Montgomery	81%	Island Lake*	85%
Burr Ridge	89%	South Holland	88%
Naperville	83%	LaGrange	86%
Carpentersville	85%	Stickney	81%
Norridge	84%	LaGrange Park	83%
Cary	82%	Vernon Hills	85%
Oak Brook	88%	Lake Bluff	89%
Countryside	81%	Warrenville	83%
Orland Park	81%	Lake Zurich	82%
DeKalb		Wayne	85%
Oswego	80%	Lindenhurst	83%
Downers Grove	83%	West Dundee	83%
Palos Park	82%	Lisle	86%
Fox Lake		Westmont	84%
Prospect Heights	80%	Lockport	73%
Glendale Heights	84%	Willowbrook	85%
Roselle	84%	Woodridge	84%
Grayslake	84%		

**Island Lake, Lake County result shown above. Island Lake, McHenry County Yes Vote was 82%*

Bob Kiely Selected as Vice Presidential Candidate by 2010 ICMA Nominating Committee

Bob Kiely, former ILCMA president and current Lake Forest City Manager, has been nominated by the ICMA 2010 Nominating Committee as a vice presidential candidate for the Midwest Region. The proposed slate of vice presidential candidates is presented below. Committee members believe the persons nominated have outstanding qualifications to lead ICMA. Where the committee was presented with multiple candidates, it was faced with difficult choices between strong candidates. During the nomination process, careful consideration was given to representation of all segments of the membership and to the organization's commitment to diversity.

Members of the Nominating Committee are Barry Brenner, town manager, Seabrook, New Hampshire (Northeast); Angie Carrier, city administrator, White House, Tennessee (Southeast); Dave Childs, assistant county manager, Washoe County, Nevada (West Coast); James Jayne, county manager, Navajo County, Arizona (Mountain Plains); and past president David Limardi, chair, city manager, Highland Park, Illinois (Midwest).

The committee interviewed candidates on October 17, 2010, in San José, California. Five nominees were selected by the nominating committee.

Vice Presidential Nominees (Slated):

Midwest: Robert Kiely, Jr., city manager, Lake Forest, Illinois

Mountain Plains: Melissa Mundt, assistant city manager, Gardner, Kansas

Northeast: John P. Bohenko, city manager, Portsmouth, New Hampshire

Southeast: Kenneth L. Chandler, city manager, Portsmouth, Virginia

West Coast: Troy S. Brown, assistant city manager, Livermore, California

Vice Presidential Nominee (Petition):

In addition to the candidates slated by the Nominating Committee, the following member has decided to appear on the ballot, by petition:

Mountain Plains: L. Scott Wall, assistant city manager, Tyler, Texas

Nominees may choose to send out campaign e-mails. To opt out of these messages, click here and choose "Save Changes" by December 1, 2010.

Election ballots will be available online on January 14, 2011. Ballots will be mailed to Corporate Members without e-mail addresses on file at ICMA. The ballot will close and completed paper ballots must be received by February 16. Ballots will be canvassed at ICMA on February 18 and election results will be published online the same day and in the ICMA Newsletter on February 28. The new officers will be installed at the 2011 Annual Conference in Milwaukee, Wisconsin.

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Marc R. Poulos
Executive Director

Phone: 815.254.FFCC
Cell: 815.600.1682
Fax: 815.254.3525
Email: mpoulos@iiffc.org

6170 Joliet Road
Suite 200
Countryside, IL 60525
www.iiffc.org

ILCMA and IAMMA Sponsorship of IPSI

One of the most unique learning opportunities for municipal employees takes place in October each year in Effingham, Illinois. This past year I was able to experience this unique learning opportunity as a member of the Planning Committee and IAMMA sponsor to IPSI (Illinois Public Service Institute). Both IAMMA and ILCMA sponsor this opportunity by providing a member to the Committee (Jim Norris of Hoffman Estates from ILCMA). There is no direct cost to our groups, and I would say it is more of a partnership than actual sponsorship. I am pleased that as municipal managers we are able to be a part of this unique learning experience. Here is some information on how it works and why I believe you should send your staff to this effective and economical training.

What Is IPSI?

IPSI is a three-year training program which provides instruction expressly designed for public service professionals. The course is divided into three one-week sessions (one week each year) focusing on training in public service, personal growth and professional development.

Personal Supervisory Skills - October 3 - 8, 2010

Topics included: Supervisory Do's and Don'ts; Living with Your Union Contract; Strategic Planning and Group Decision Making; Communication Skills; Creating Performance Appraisals; Managing Problem Employees in the Workplace; Conflict Communications; Creative Problem Solving; Creating a Personal Action Plan.

Focus on Leadership - October 2 - 7, 2011

Topics included: Trends in Society and the Implications for Leadership in Public Service; Exploring the Challenges of Leadership in Public Works; Defining Team Roles; It's a Matter of Your Style!; Analytical Thinking and Decision Making; Managing Generational Differences; Bulletproof HR; Communicating Under Pressure; Eureka to Action.

Service Excellence - October 7 - 12, 2012

Topics included: Defining Excellence in Public Works; Organizing for Success; Communication Skills; Best Practices in Public Works; Successful People; Performance Appraisals; Managing Change; Mastering Customer Service; Creating and Action Plan.

Who Typically Attends?

IPSI has been geared towards Public Works employees, however anyone can attend, and Assistants, Managers and others have already graduated from the program. The Institute provides accessible and premier training in all aspects of supervisory responsibilities. It is effective because employees attend for the whole week and remove themselves from their office and day-to-day responsibilities to focus on learning. They also work with other entities on similar issues and successes so it is a great way to share dos and don'ts. It also inspires you to do more, motivate your employees and make great decisions.

Who Runs The Sessions?

Lew Bender, Professor from SIU-Edwardsville, is the main facilitator and organizer of the Institute along with his wife Mary. Lew has a unique way of commanding a crowd and works well with this type of learning environment. I was amazed at how well he could hold the interest of the group during long days of learning and keep them laughing while fostering their ideas and forcing attendees to really think about what they were learning. Lew and the Committee work to bring in other speakers that provide expert knowledge on the topics planned for each year.

What Are The Benefits?

IPSI provides the opportunity to earn college credit and continuing education credit through Southern Illinois University and now Northern Illinois University. It will offer up to three hours of academic credit in an independent study format at either the undergraduate or graduate level for completion of each year of the Institute. Information about college credit and continuing education credit will be available at the beginning of the Institute.

How Can You Afford It When Training Keeps Getting Cut?

The cost to attend for the week was \$695 or just over \$100/day which includes many of the meals. The hotel is only about \$80/day and your staff can share a room to further save costs. Basically a week's worth of training can be had for about \$1200/week and could potentially save you a lawsuit that will cost much more the minute you are sued. Scholarships are offered through APWA and AWWA.

I would also like to challenge both ILCMA and IAMMA to offer an annual scholarship to IPSI. Although this may not directly serve our memberships, it shows support to providing great supervisors to our organizations and municipal government as a whole.

The importance of partnering with other organizations to enhance and share resources is vital during these economic times and I am glad both ILCMA and IAMMA have chosen to do just that.

More information about IPSI (Illinois Public Service Institute) can be found at www.ilpsi.org.

Kelly Amidei, IAMMA President
Assistant Village Administrator, Libertyville

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The background of the flyer features several wrapped gifts in various colors (red, pink, brown) with different patterns (stars, snowflakes, polka dots) and bows. The gifts are arranged in a vertical column on the left side of the page.

IAMMA and Metro Managers Are Pleased to Present the **2010 Angel Tree Program**



Angel Tree Tags are chosen by individual IAMMA, ILCMA and Metro Manager Members accepting the responsibility for purchasing some of the items indicated on the tag. It is not necessary to purchase every item on the tag; however, for many of these children, the Angel Tree gifts will be their only present this holiday season.

A minimum of \$25 is requested to be spent on each child. The Salvation Army requests that all gifts be unwrapped, clearly marked with the appropriate tag number and brought to the December 8th IAMMA/Metro Managers Luncheon at Harry Caray's in Lombard. If there are several items for one child, please place the unwrapped items in a clearly marked, appropriately sized box. This keeps the gifts together and ensures all gifts are given to the correct child.

Individuals interested in obtaining an Angel Tree Tag should contact Tara Erikson-Semenchuk at (847) 639-0003 or via email at tsemenchuk@caryillinois.com. Angel Tree Tags may also be obtained at the November 17th IAMMA Luncheon and at the November 18th Metro Managers Luncheon.

*Thank you for your continued support of this
important program! Our goal this year is
180 Angel Tree Tags!*

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

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

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

Professional Resource Program (PRS) – The PRS program consists of retired, semi-retired, and MITs who are again able to do special projects, fill positions and provide expert professional services to your local government. For information please visit the ILCMA website at <http://www.ilcma.org/index.aspx?nid=217>.

The ILCMA Range Riders have the most current list of managers in transition and professional resource program participants. Please do not hesitate to contact either Dawn Peters at ILCMA or one of the Range Riders.

Also, don't forget about recent MPA graduates. This is a tough job market and many of them are searching desperately for a position. They may be willing to provide services on contract for short-term projects. This will help them gain additional experience while searching for their first full-time position. Contact any of the graduate schools in your area to identify students who may be willing to do this type of work

Managers in Transition who agreed to publicize their information:
(Visit the Members Only section of the ILCMA website to view resumes of those who have submitted them)

Aimee Ingalls
ingalls345@comcast.net
815-592-6090

Gregory Seefelt
gseefeldt@hughes.net
309-467-2569

Jill Velan
jillvelan@yahoo.com
847-489-5854

Conrad Kiebles
c.kiebles@yahoo.com
708-557-0979

Wally Douthwaite
wdouthwaite@comcast.net
Home: 847-215-9791
Cell: 847-477-1344

Doug Maxeiner
dkmaxeiner@comcast.net
Home: 815-363-5902
Cell: 815-742-1690

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GFOA Releases New Resource for Recovering from Financial Distress

The Government Finance Officers Association (GFOA) has just released an online resource to help public officials cope with budgetary difficulties and ultimately improve the financial health of their governments. The new web site is available at www.gfoa.org/financialrecovery.

The site walks you through a 12-step process for dealing with financial distress. The process is categorized into three major stages. The first stage of the recovery process starts with establishing your jurisdiction's financial condition and communicating it to others in order to create a shared understanding of the situation and a common basis for taking action. No single public official can carry out recovery alone, so this stage – called the bridge stage – includes forming a leadership team to guide the recovery process. The bridge stage also covers stabilizing the jurisdiction's financial condition with short-term retrenchment or fiscal first aid tactics to give stakeholders confidence that something is being done and to buy time to develop more strategic, longer-term solutions. The bridge stage concludes with developing a short-term recovery plan.

The goal of the second stage – the reform stage – is to carry out the recovery plan and to further develop and implement long-term recovery strategies. In this stage, the organization should also start developing a long-term financial plan to guide a consistent, multi-year approach to improving financial health and to institutionalize good financial management practices.

The goal of the third stage – the transformation stage – is to institutionalize long-term financial planning and to become more adaptable to changing conditions, more resistant to financial distress, and better able to regenerate in the face of setbacks. This condition is known as financial resiliency. In this stage, the long-term strategies that were initialized in the reform stage are coming to fruition. Many of these strategies, like developing financial policies and more effective long-term forecasting, contribute directly to making an organization more financially resilient. In the transformation stage, the recovery leadership continues to develop and implement additional strategies to improve financial management and decision making.

The GFOA web site comprehensively reviews these three stages and the 12 steps associated with them. The site has more than 250 pages of information, yet it is easy to use, featuring interactive graphics, site maps, and highly navigable menus. Highlights include a catalog of short-term retrenchment tactics, a diagnostic model that can be used to pinpoint problem areas, and a guide to the most important long-term strategies for financial health.

Although the site has only been available for a short time, it has already gotten enthusiastic reactions from a number of users. Louis Boglioli, financial services assistant director for the city of Stewart, Florida, commented: "Finally, a concise, one-stop shopping resource for government finance. The GFOA Financial Recovery site puts the problems and the answers in language we can all understand. I would recommend this web site for any government, of any size."

It is the GFOA's sincerest hope that this proves a useful resource to public officials in these challenging economic times.

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Social Entrepreneurs: Are They a Threat or Opportunity? Good News – You Get to Decide!

Social entrepreneurs are potential threats to your bureaucracy. They are also potential opportunities for you to do more with less. Happily, you get to decide which they actually become.

Who are social entrepreneurs? They are the change agents who tackle a challenge faced by your local community—frequently a challenge that has historically been the province of local government. In character, social entrepreneurs are usually more concerned with results than politics, impatient for results, passionate about the work, and work outside of the political infrastructure. They usually don't ask for permission; they just get started and hope to gain your forgiveness later.

Why should you care? There are two kinds of communities: those who have social entrepreneurs and those who will. Even if you have not yet had to address the issue, as governments face greater budget constraints and inevitably reduce services as a result, it is likely that social entrepreneurs will attempt to provide those services themselves. They also sometimes perform work that local government is already performing, but which they feel is being done poorly.

The threat/opportunity dilemma leaves you with two questions to answer. First, how do you determine which they are—a threat or opportunity? Consider that your reaction may be different from the reaction of others, including elected officials and department heads. Indeed, reactions will vary not only based upon role or title, but also based on what the social entrepreneur is doing. For example, organized labor may not take issue with an entrepreneur who is distributing a newsletter to publicize information about council hearings, but may vehemently oppose one who is cutting grass at parks and playfields. Consider also that most social entrepreneurs are political outsiders, and that if front-line staff consider the social entrepreneur a threat, they are likely to keep information about that entrepreneur from ever reaching your desk!

All of those factors mean that if you are to even make an informed decision about a social entrepreneur and his/her activities, you'll have to do some digging yourself. For example, you may have to visit your front-line staff in the field and ask them about who is "getting in their way" from the community. But don't let the opinions of your colleagues dictate your conclusion. When you hear about social entrepreneurs, ask a trusted and neutral coworker to get more information about them, or contact them directly. Better yet, do it yourself! You may be surprised when you peel back a layer of the onion.

If you've done your homework and decided that the social entrepreneur should be supported, then the second question—how to take advantage of the opportunity presented—must be answered. Keep in mind that part of a social entrepreneur's effectiveness comes from the fact that he/she is working outside of your bureaucracy, and so isn't slowed down by the regulations, collective bargaining agreements, or political deals that may handcuff you at times. Specifics will vary on a case-by-case basis, but fundamentally, in order to support a social entrepreneur you should: 1) remove obstacles that keep them from working or slow them down; and 2) support their efforts to acquire more resources by introducing them to others and supporting their efforts to raise money independently. Of course, you need to ensure that the social entrepreneur's activities are also supporting your overall goal (i.e., the provision of world class services to your residents).

In conclusion, by doing some first-hand digging, and a little reflection afterwards, you can ensure that social entrepreneurs are opportunities for you to do more with less, instead of threats to be eliminated. Good luck!

Article was written by Daniel Varner, Program Officer at the W.K. Kellogg Foundation and 2010 Alliance BIG Ideas Meeting panelist. Learn more about social entrepreneurship at the W.K. Kellogg Foundation website, www.wkkf.org

About

ILCMA and the Alliance for Innovation are partnered in efforts to provide members of both organizations exposure to national innovations along with sharing the innovative initiatives and projects of Illinois local governments.

The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the new joint Alliance and ICMA Knowledge Network at www.transformgov.org

ILCMA / WCMA Virtual Forums: Managing Talent Amidst a Wave of Retirements at Village of Schaumburg, IL - An Award Winning Plan



Faced with 60% of its leaders eligible for retirement in the next five years, 82% in one department, and an estimated cost of \$94,570 for a bad hire, steps had to be taken to identify and develop high potentials. Learn how Village of Schaumburg partnered with SuccessFactors to implement their award winning Talent Management Plan to maintain business continuity and avoid devastating loss of organizational knowledge.

During this webinar, learn more about....

- How and why the Village of Schaumburg developed a Talent Management Plan as a solution to address a business crisis and need.
- The 5 key elements to any successful Talent Management Plan and how to incorporate your organization's vision, strategic themes and corporate goals.
- How the use of technology can expedite processes and provide visibility to executives to identify the competencies needed for critical positions and who inside or outside the organization has them.

Register Now for this Webinar!

<https://thriva.activenetwork.com/Reg4/Form.aspx?IDTD=3807763&RF=3909119>

Thursday, December 16, 2010

This is a LIVE Webinar event. Webinar Time: 1:30PM CT – 2:30PM CT

Price is \$29 and is open only to Alliance for Innovation members in Wisconsin and Illinois, and Wisconsin City/County Management Association (WCMA) and Illinois City/County Management Association (ILCMA) members.

Discover your regional and national local government innovations through 2 additional webinars jointly hosted by the Alliance for Innovation, ILCMA, and WCMA. These forums are an opportunity to expose your staff to emerging practices and help cultivate innovation in your organization! Submit your ideas on learning topics or any questions to Regan Gerlt, rgerlt@transformgov.org.

For more information, visit the Alliance for Innovation at www.transformgov.org or visit the Illinois City/County Management Association at www.ilcma.org and Wisconsin City/County Management Association at www.wcma-wi.org.

IAMMA and Metro Managers Annual Holiday Luncheon



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2nd**



Payment Policy: Individuals who RSVP are required to issue payment upon check-in at the event. If payment is not received at the event, a \$5.00 invoicing fee will be added to the cost of the event. The \$5.00 invoicing fee will also be applied to those individuals who RSVP, but do not attend. To avoid being charged for an event and the \$5.00 processing fee, individuals who RSVP must cancel by the registration deadline. We will attempt to make accommodations for individuals who do not RSVP, however space is not guaranteed.

2011 ICMA Midwest Regional Summit

WHEN

March 31 - April 1

WHERE

The Baronette Renaissance Hotel

Novi, Michigan

[Overview](#)



Mark Your Calendars and Book Your Hotel Accommodations! Network with colleagues, discuss ICMA issues and programs, and provide feedback to the ICMA Executive Board and staff. ICMA Executive Director Bob O'Neill will lead a workshop (TBD) with Felicia Logan, Director of Leadership Development.

The ICMA Midwest Regional Summit is a networking and professional development opportunity for members and state officers in the Midwest. All ICMA members and state officers in Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, and Wisconsin are invited to attend the ICMA Midwest Regional Summit.

VENUE	SUMMIT REGISTRATION INFORMATION
<p>The Baronette Renaissance Hotel Room Rate: \$105 27790 Novi Road Novi, Michigan 48377 To make a reservation, call: 505-843-2664 Online Reservations: Use this link. Hotel Registration Deadline: March 16, 2011 Indicate that you are attending the ICMA Midwest Regional Summit.</p>	<p>Summit Registration Fee: TBD</p> <p>IMPORTANT DATES AND DEADLINES</p> <p><i>Hotel Registration Deadline: March 16, 2011</i> <i>Summit Online Registration Deadline: TBD</i></p>

Consider your staff for the [Young Professionals Leadership Institute, March 30-31, 2011](#).





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2011 ICMA

Young Professionals Leadership Institute

This is a special ICMA University leadership program that offers young professionals a way to build their leadership skill set through the art and practice of leadership. Managers, you are encouraged to invite young professionals to attend this leadership institute.

BUILDING YOUR LEADERSHIP SKILL SET THROUGH THE ART AND PRACTICE OF LEADERSHIP

ICMA University workshops are being presented as a special offering to young professionals, preceding the ICMA Regional Summits that are scheduled for March and April 2011 in the Southeast, Northeast, Midwest, and Mountain Plains/West Coast regions. **Managers, you are encouraged to invite young professionals to attend this leadership institute.**

Cost

Great Value! The cost of this special leadership skill building offering is \$99! **This fee does not include lodging.**

Who Should Attend

- Assistants
- Assistant Managers
- Those who are beginning their career path in local government

Reserve Early! Rooms are limited. If you need help finding accommodations, contact Sallie Burnett at sburnett@icma.org.

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Online Reservations: [The Baronette Renaissance Detroit-Novu Hotel](#)

Room Rate: \$105

Institute Registration Deadline: TBD

Hotel Registration Deadline: March 16, 2011

Indicate that you are attending the ICMA Young Professionals Leadership Institute.

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Village of Mahomet, Public Works Director

The Village of Mahomet (pop. 6,664) is accepting applications for the position of Public Works Director. The successful candidate will direct, plan, organize and monitor the overall activities of the Public Works Department. Areas of responsibility include the water system, sanitary sewer system, Village Streets and sidewalks, stormwater drainage system, landscape waste collection program, maintenance of grounds and facilities, municipal engineering activities and the Village geographic information system.

Qualified applicants should have previous municipal public works management experience, Bachelor's degree in Civil Engineering, P.E. license or ability to obtain one within one year and thorough knowledge of principles, practices and techniques of public works maintenance and construction projects. Residency is preferred but not required. Salary range from \$60,000 to \$70,000 plus comprehensive benefit package.

Interested candidates should apply by December 14, 2010. Submit resume with cover letter and job application which is available at <http://mahomet.govoffice.com>. Job description can be requested through: Jeanne Schacht, PO Box 259, Mahomet, IL 61853 or by e-mail to jschacht@mahomet-il.gov. EOE.

Village of Round Lake Beach, Finance Director

The Village of Round Lake Beach, Illinois (population 25,859), located in western Lake County is seeking qualified applicants for the position of Finance Director.

The Finance Director is a senior management level position that reports to the Village Administrator and is responsible for planning and managing all aspects of the Village's Finance Department. Responsibilities of this position include: development and implementation of village wide financial policies; oversight of accounting and financial management of the Village's funds; coordinate the preparation of the comprehensive annual financial report; and financial forecasting, debt management and analysis. Department responsibilities also include payroll, assistance in preparation of annual budget, supervising Finance Department personnel and serving as liaison to Police Pension Board, TIF Joint Review Board and other miscellaneous bodies.

Requirements for the position include a Bachelor's Degree in accounting, finance, business or public administration; CPA or Master's Degree preferred. Candidates must have five or more years of progressively responsible municipal finance work. Salary range \$85,000 - \$90,000 with excellent benefit package.

Please send resume, letter of interest, salary history and five references that can attest to skills and abilities to the address shown below or send as an attachment to HR@rlbeach.org.

Nancy Steen, Human Resources Manager

Village of Round Lake Beach
1937 North Municipal Way
Round Lake Beach, IL 60073

Position open until filled. The Village of Round Lake Beach is an Equal Opportunity Employer.



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McLean County, County Administrator

McLean County, IL (168,000) Agricultural heartland between Chicago and St. Louis. Largest Illinois county by area; 14th most populous. Excellent K-12, community college, several universities. Headquarters for State Farm Insurance, Country Financial, Mitsubishi Motors, two large hospitals, Beer Nuts, Steak n Shake and Biaggi's. Numerous cultural, sports and recreational venues; excellent shopping and dining. Three interstate highway systems, busy regional airport and Amtrak station. Listed among 100 Best Places to Live in America, No. 20 on the Best Small Places for Business and Careers, on the list of America's Smartest Cities list, and recognized as one of the Best Small College Towns.

The County Administrator reports to a 20 member County Board elected to staggered four-year terms. The Board conducts its business through five standing committees. Over 800 employees. \$76 million operating budget. Aa1 bond rating; GFOA Certificate of Excellence 21 consecutive years. Eight County-wide elected officials; 16 other departments. Three County Administrators since position was created in 1977. Ordinance. Employment Agreement.

Four-year degree, MPA preferred. Minimum five years high level management experience at department head or organization-wide level. Familiarity with county government structure and laws, or similar system with independent elected officials.

Base salary to the low \$140's, depending upon qualifications and experience of the selected candidate. Comprehensive benefit package. Reasonable relocation assistance. Submit resume, at least three professional references and salary history before January 31, 2011 to: County Administrator Search Committee, P.O. Box 2400, Bloomington, IL 61701. Finalist selection in March, May start date to be negotiated. EOE/AA. Go to www.mcleancountyil.gov for more details.

City of Elgin, Communications Director

Elgin, IL (105,000) Rapidly growing Chicago area community is seeking a highly qualified, creative and innovative communications professional to work closely with the City Manager and city staff on the city's external and internal communications. Elgin is located near the Elgin-O'Hare Expressway and the Northwest Tollway, along the "Golden Corridor of Technology and Commerce" in Cook and Kane Counties. Elgin is a demographically and economically diverse community with a mix of industrial, single-family, multi-family and commercial establishments. Qualified individuals will be expected to have a minimum of five years experience in complex, fast paced communications and media relations efforts. Experience working with municipal government helpful but not required. Requires bachelor's degree in communications, journalism, marketing, public relations or related field. Candidates must possess outstanding interpersonal skills, high comfort level with social media, the ability to quickly develop working relationships with media representatives, city staff, community leaders and elected officials, and a professional, innovative approach to crafting the city's message. Additional information regarding the position can be found at the Consultant's website: www.voorheesassociates.com. Starting Salary is \$100,000 +/- depending on qualifications and experience. Residency is not required. Candidates should

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submit their resume and cover letter along with contact information for five work-related references by December 3, 2010 to Heidi J. Voorhees or Gregory F. Ford, Voorhees Associates LLC, 500 Lake Cook Road, Suite 350, Deerfield, IL 60015. TEL: 847/580-4246; FAX: 866/401-3100; Email: resume@voorheesassociates.com.

City of Prospect Heights, Deputy City Clerk/Administrative Assistant

DEFINITION & PURPOSE:

This is a highly responsible position providing support services to the elected officials, staff and citizens of the Community.

The Deputy Clerk is appointed by the City Clerk. The Deputy Clerk provides assistance to the Mayor, City Clerk, City Administrator, staff and department heads.

Work involves maintaining and operating an accurate record system function; validation and verification of records and documents as well as prioritization of work assignments; preparation of reports required for internal management and interaction with the public.

CHARACTERISTIC FUNCTIONS & DUTIES:

The Deputy Clerk is the official custodian of the City Seal and as such, reviews and attests all official documents in the absence of the City Clerk; acts as recording secretary in the absence of the City Clerk at regular City Council meetings; receives and distributes all petitions and other communications addressed to the City Council; administers the oaths of office to appointed officials, police patrol officers, other appointed police department heads, Plan/Zoning Board members, and PWK Airport Commissioners.

The Deputy Clerk complies with the Ethics Legislation requirements, prepares a list of City personnel required to file Statement of Economic Interest Statements and certifies this list to the Secretary of State and Cook County Clerk; receives and distributes all law suits filed with the City Clerk; obtains necessary signatures on approved documents; files documents with the Cook County Clerk and State Agencies as required; sends out forms to all appointed officials as designated under the City's Ethics Ordinance to update information during odd calendar years; and is responsible for the updating of the City of Prospect Heights City Code.

Conducts the records management program for the City; maintains all City official records; oversees the maintenance, retention and destruction of City records in the Clerk's Office and in all departments; petitions the State for permission to destroy documents as required; creates and maintains City indexes.

Responsibilities also include the budget development for the City Clerks' office; the preparation and publication of annual calendar of meetings, posting of agendas and notification to the press of all meetings of the City Council, ZBA/Plan Commission, Convention Bureau, and CEA Airport Commission.

Performs general secretarial duties; staffs the Reception Desk in the absence of the Receptionist/Cashier; prepares correspondence and answers telephone calls.



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Further responsibilities include the maintenance of all business license files, monthly health related inspection reports and collecting the necessary fees for said licenses; maintenance of monthly Illinois Business Tax Listing; maintains an index card file system of all matters before the City Council; provides files for all ordinances, resolutions, special uses, text amendments, map amendments and variations.

As designated by the City Clerk, the Deputy Clerk shall serve as the local election authority and perform the duties as required by law, including absentee voting at City Hall.

Maintain/update City website (post meeting agendas/cancellations, events, etc.)

Coordinate the posting of events on the Community sign

Payroll – data enter employee hours using ADP system, transmit payroll, complete payroll reports, maintain vacation/sick time data, fax payroll bank transfers, report Pebeco and ICMA contributions, process IMRF monthly contributions, create monthly employee Hallmarks calendar

Process flex spending requests and maintain database

Assist with deposits

Code Administration payables

Vehicle stickers/animal licenses – create/design and coordinate the purchase of annual vehicle stickers/animal licenses, coordinate the distribution of renewal letters, assist with sales, data enter resident information and maintain database

Attend and record monthly Red Speed Hearings

Senior Celebration Committee member – attend monthly meetings and assist with the coordination/promotion of the annual event

Assist with Telephone/Computer set-up/issues

FOIA Officer

Order office supplies

Compile unpaid P-tickets data and forward to collection agency

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is occasionally required to stand, walk, sit; use hands to write, type or feel objects or controls; reach with hands and arms; and talk or hear. Specific vision abilities required by this job include close vision with the ability to adjust focus. Work includes the use of a computer, adding machine, fax machine and copier.

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

The noise level in the work environment is usually moderate.

ESSENTIAL KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of general clerical and administrative practices and procedures, office practices, organization structures and functions of municipal government.



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Knowledge of modern office machines and equipment (including personal computers, copiers, typewriters, etc.) as well as the computer software applications necessary to complete assigned tasks.

MINIMUM EXPERIENCE & TRAINING REQUIREMENTS:

The knowledge equivalent of a high school diploma, (concentrating in a business curriculum) including or supplemented by post high school course work in secretarial science or office management; or an equivalent combination of training and/or experience. Experience in Municipal Office Operations, preferably in a Clerk's Office most desirable. Must be able to successfully pass a pre-employment physical/drug screen examination following a conditional employment offer.

The City of Prospect Heights, Illinois is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

SALARY:

This position is an exempt position with a salary of \$40,000/yr (\$35,384/yr with the furloughs).

APPLICATION:

This class specification is intended to merely identify and illustrate the kinds of duties that may be assigned to positions allocated to the class. It should not be interpreted to describe all the duties that may be required of an employee holding a position in this class or to limit the nature and extent of assignments such an employee may be given.

(9/01, 6/04, Rev. 11.10)

Clinton, WI, Village Administrator/Clerk

Clinton, WI (pop. 2300) is a beautiful southeast Wisconsin community near the Madison, Milwaukee & Chicago metro areas. Seven board members elected on a non-partisan basis. \$2.8M total budget; 13 FT employees. Salary \$60K to \$80K plus benefits, DOQ.

Bachelor's degree, prefer master's in public administration/related and three years municipal administration experience. Desire experience and/or knowledge of TIF, finance & budgeting, personnel management, economic development, union negotiations, intergovernmental development, park planning & development & grant writing; strong interpersonal and consensus building skills and a commitment to citizen service. Visit community web site at www.clintonwi.us.

Send cover, resume, salary history and references to Public Administration Associates, LLC, P. O. Box 282, Oshkosh, WI 54903; e-mail paassoc@northnet.net; phone 920-235-0279; by January 10, 2011. Confidentiality must be requested by applicant and cannot be guaranteed for finalists.

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Village of Montgomery Assistant to the Village Manager

The Village of Montgomery is seeking a highly qualified and enthusiastic professional to support the Village in performing complex administrative and professional work in planning, organizing and supervising. The position is responsible for management of special and high-profile projects, budget preparation, long-term planning, strategic review, human resources coordination, collective bargaining, legislative initiatives, contract management, community events and implementing policies, standards and processes. Prepares and presents reports to the Village Manager and to the Village Board.

This position works closely with the Department Heads, providing management support as needed, and is responsible for assisting and participating as a member of the Senior Management Team. Serves as Acting Village Manager as required. This position is responsible for supervising and managing the daily activities of the Management Intern, and also acts as liaison to various boards, committees and organizations.

A Master's degree in Public Administration or a closely related field is required. A minimum of four to five years of broad and progressive experience in management or local government is required. A demonstrated record of positive employee and public relations skills is required. A passion for public service and the ability to lead and be effective in a dynamic environment is vital. The ability to communicate effectively verbally and in writing with employees, supervisors, contractors, vendors and the public is essential. Attendance will be required at evening meetings. The salary range is \$50,025 to \$68,085.

Montgomery is a growing community of 17,062 residents quietly nestled along the Fox River in Kane and Kendall Counties, just south of Aurora and about 40 miles southwest of Chicago. The community experienced rapid growth this past decade, tripling in population and significantly expanding its commercial and industrial base. To address the growth, the Village dramatically expanded its capital investments by constructing an award-winning Village Hall and state-of-the-art Police Department facility along with significant water system improvements.

Candidates should submit their resume and cover letter along with contact information and five work-related references by Monday, January 3, 2011 to Village of Montgomery, Human Resources, 200 North River Street, Montgomery, IL 60538. All inquiries should be directed to Executive Assistant Debbie Buchanan at 630/896-8080, ext. 1114 or at buchanan@ci.montgomery.il.us. A detailed job description is available upon request. The Village of Montgomery is an Equal Opportunity Employer and advances a culture of inclusive excellence.

City Manager City of Rochelle, Illinois

The City of Rochelle, Illinois is seeking a qualified City Manager to lead our progressive, growing community. Rochelle is the Midwestern home to approximately 10,000 residents where quality of life is a primary concern. Major development opportunities exist within the City of Rochelle with the recent construction of the Rochelle Business & Technology Park and our "world class" Technology Center, the retail/commercial development in progress in the Northeast quadrant, and the significant industrial development and associated infrastructure in the Southwest quadrant of our community.

Proudly offering Advanced Communication Services (including city-owned broadband), water and wastewater services with significant growth capacity, and locally provided electricity, giving business and industry a strategic advantage, Rochelle Municipal Utilities gives Rochelle its self-sustaining competitive advantage. In addition to offering full utilities services, Rochelle provides full public safety and public works services as well as a strong history of innovative economic and community development activities. Interested candidates are encouraged to learn more about the City of Rochelle at www.cityofrochelle.net.

Under the direction of the City Council, our City Manager is accountable for all City functions and activities; provides policy guidance and coordinates the activities of department heads and staff support; fosters cooperative working relationships with civic groups, inter-governmental agencies and City staff. Effectively leads 120 full-time employees and manages an annual budget of \$ 58 million for FY 10-11. Compensation is \$120k+ DOQ.

Candidates must possess:

- Bachelor's degree in business, finance, accounting, or public administration. Master's degree preferred.
- Minimum 10 years of executive level management experience.
- A strong understanding of the issues facing governmental entities and the vision to propel a municipal utility to its apex through comprehensive strategic planning (short, mid, and long-range).
- Demonstrated leadership/management skills and integrity.
- Must be able to build and maintain relationships with business/industrial/civic entities.
- Excellent oral and written communication skills to relate effectively to employees, Council members, customers, and citizens.

Preference will be given to candidates with:

- Work experience in governmental relations.
- Extensive (10+ years) high-level experience in management, finance, contract negotiations.
- An entrepreneurial work history.

Please submit a resume, complete with salary history and professional references, in care of Human Resources, City of Rochelle, 420 N. 6th St., Rochelle, IL 61068 or via e-mail to lfischer@rochelle.net.

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citi smith barney

Mary L. Tomanek, CFP®, CIMA®
Senior Vice President - Wealth Management
Senior Institutional Consultant

111 S. Pfingsten Road
Suite 200
Deerfield, IL 60015

Tel 847 480 3605/847 480 3600
Tel 800 543 3623/Fax 847 498 1546
mary.l.tomanek@smithbarney.com
www.fa.smithbarney.com/tomanek

Consulting Group is a division of Citigroup Global Markets Inc.

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



City/County Management in ILLINOIS

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

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Greg Bielawski
630-462-1876
g_bielawski@hotmail.com

Glenn Spachman
630-529-6228
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The Communication Tool for ILCMA & IAMMA

Have you joined the ILCMA and IAMMA web portal for knowledge and information sharing? This system will allow ILCMA & IAMMA members to ask questions as you did in the past using the IAMMA listserv. ILGNET provides the following features:

- Displays the most current 10 questions asked
- Enables you to search question and answer history
- Allows you to build your own profile so that it is personalized to your interests
- Ability to opt in/out of categories and tailor options for receiving information
- Ability to capture, store, sort and view all current and archived information
- See the latest questions from both associations – as well as your topics of interest
- Ability to respond to a posted question as well as an e-mailed question



To join please go to www.netqa.org/ILGNET/_cs/GNSplash.aspx or www.ilcma.org and follow the instructions on the homepage.