



# City/County Management *in* ILLINOIS

*Strengthening the quality of local governance through professional management*

**December 2011**

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## Calendar of Events

For complete details on events please visit the ILCMA calendar at <http://www.ilcma.org/calendar.aspx>

December 13, 2011  
**ILCMA/Alliance Webinar**

December 14, 2011  
**IAMMA/Metro Holiday Luncheon**  
Lombard, IL

January 2012  
**IAMMA Regional Meetings**  
Locations TBA

January 12, 2012  
**ILCMA Professional Development Event**  
Lombard, IL

### Editor's Notice

The ILCMA Secretariat's Office will close from December 21, 2011 thru January 2, 2012. Therefore, there will be no January newsletter.

January 19, 2012  
**Metro Manager Luncheon**  
Lombard, IL

January 27, 2012  
**CGS/ILCMA Financial Forecast Forum**  
NIU Naperville

February 22-24, 2012  
**ILCMA Winter Conference**  
Champaign, IL

March 15, 2012  
**Metro Manager Luncheon**  
Location TBA

March 28, 2012  
**ICMA 2012 Young Professional Leadership Institute**  
Columbus, OH

March 29-30, 2012  
**ICMA Midwest Regional Summit**  
Columbus, OH

April 13, 2012  
**IAMMA Annual Conference**  
NIU Naperville

*We Wish You Happy Holidays  
And A Very Happy, Healthy  
New Year!*

**Dawn S. Peters  
Alex Galindo**



# President's Column

*"My interest is in the future because I'm going to spend the rest of my life there" – Charles F. Kettering, Inventor.*

*"For tomorrow belongs to the people who prepare for it today" – African Proverb*

*"The vast possibilities of our great future will become realities only if we make ourselves responsible for that future" – Gifford Pinchot*

## The Future is Now: Educate – Prepare – Lead

We hope this theme will make the 2012 ILCMA Winter Conference an interesting and exciting one. It will be held February 22-24, 2012 in downstate Champaign, Illinois at the Hilton Garden Inn.

While the focus may be on the future, there will be sessions and networking for everyone. The conference will kick off with a pre-conference session, Tools for Rebuilding Trust, moderated by the illustrious Heidi Voorhees of Voorhees and Associates. Wednesday evening, Downstate and SWICMA will hold their traditional reception serenaded by a University of Illinois jazz combo, one of whose members is the son of ILCMA member Steve Jones!

Wake up Thursday morning, have breakfast and join us for a keynote address by noted author and Illini Professor Dan Simon. Simon co-authored the book, *The Invisible Gorilla, And Other Ways Our Intuitions Deceive Us*. He will explain to us, with our participation, how we often don't see the world as it really is, so be sure you're awake!

After this energizing keynote, we have a great variety of breakout sessions throughout the day. In the late morning leading into lunch, we offer a choice of two sessions; Rethinking Service Delivery and Doing More with Less. In these tough economic times, it seems everyone is talking about ways to save. Find out what your colleagues are doing. Following these sessions, we get to eat again! We have chosen to keep the luncheon open for networking as this seems to be an extremely important aspect of conference offerings.

Once your belly is full, stay awake because you will have more choices in two sections. In early afternoon, we offer either a session on Navigating a Hostile Board or a session on the Women's Legacy Project. After a brief break, we hope to inform you on how to effectively lobby your legislators as well as get an update on what our state legislature is up to in the new year.

To finish the educational part of Thursday, you will have a choice of an exciting field trip to Champaign's award winning Public Library or the University of Illinois' Research Park recently named one of the "top 10 incubators that are changing the world" by Forbes magazine. If you'd like to stay closer to home, we will also be offering our very popular Q&A for New and Aspiring Manager's session. But be sure to be at the hotel at 6 pm for a great reception and dinner followed by a "Savor the Flavor" tour. This tour will allow you to enjoy the different tastes Champaign has to offer in its restaurants and taverns. We will provide a shuttle to allow you to indulge in an after-dinner treat or cocktail with friends.

Be sure to end the evening with IAMMA at The Esquire Lounge. Friday morning, we kick off with breakfast followed by a roundtable discussion with our Range Riders and your colleagues. We hope this roundtable session will facilitate discussions similar to the World Café model about the hottest topics in local government. You could also attend our other offering, Don't Get Caught in a Sinkhole, where the panel hopes to show you whether you're properly funding your infrastructure maintenance needs. After these interactive sessions and the business meeting, the conference will wrap up with an exciting keynote from Dr. Rich Luker regarding Your One Unfailing Asset (an engaged community). And don't forget, a representative from ICMA-RC will be available throughout the conference to discuss your financial future as well.

The winter conference committee has done an excellent job putting together a great conference for you with an eye on your education, your friends & colleagues, your pocketbook and your future.

Be sure to pencil us in now and watch for the official detailed brochure coming out soon! In the meantime, have a great holiday season and the Committee looks forward to seeing you in Champaign!!

– Sue McLaughlin, City Administrator, Mattoon  
and Chair of the Winter Conference Committee

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## Who's Who Directory Update

Brian Gregory has been appointed as the new city manager in Sycamore. He was serving as the interim manager and has been the assistant manager in Sycamore for many years.

Randy Bukas is the new city administrator in Flora. His new contact information is:

Randy J. Bukas  
City Administrator  
City of Flora  
131 E. Second Street  
P.O. Box 249  
Flora, IL. 62839  
Tel: 618-662-8313  
Fax: 618-662-3000  
Email: rbukas@florail.us  
Website: www.florail.us

Jeff Fiegenschuh is the new village administrator in Shorewood. His new contact information is:

Jeffrey A. Fiegenschuh  
Village Administrator  
Village of Shorewood  
One Towne Center Blvd.  
Shorewood, IL 60404  
Tel: 815-725-2150  
Fax: 815-741-7709  
Email: jfiegenschuh@vil.shorewood.il.us  
Website: www.vil.shorewood.il.us

Scott Hartman is the new city manager in Highwood. His new contact information is:

Scott Hartman  
City Manager  
City of Highwood  
17 Highwood Avenue  
Highwood, IL 60040  
Tel: 847-432-1931  
Fax: 847-432-0735  
Email: scott.hartman@cityofhighwood.org  
Website: www.cityofhighwood.org

Tim Ridder has been hired as the new assistant director of public works and engineering with the city of Des Plaines. He was the assistant to the public works director/environmental services coordinator in Rock Island.

*The Downstate City/County Management Association honored Steve Berley with a traditional Downstate Roast at their Fall Meeting in Mattoon. Steve has served as a Downstate Range Rider since 1992. He recently announced his retirement as a Range Rider as of December 31. Pictured from left to right are Les Allen, Mark Peterson, John Phillips, Steve Carter, Steve Berley, and Paul Nicholson.*

## Welcome New Members!

Andrea Enright-Muskopf, City of Highland,  
Business Recruitment and Retention Coordinator  
Sidney Holcomb, DePaul University, Student  
Adrian Marquez, City of Highwood, Administrative Assistant  
Jason Patrick, Sidwell, GIS Account Manager  
Aaron Stahly, City of Lake Forest, Intern

## ILCMA & CGS Host Fourth Annual 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 fourth annual Illinois Financial Forecast Forum: Private Sector Views that will Impact the Public Sector on January 27, 2012 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 Chris Huecksteadt, Metrostudy, automotive industry expert Carl Woodward, Woodward & Associates, David Boulay, Illinois Manufacturing Extension Center, and C. Kelly Cofer retail and commercial real estate expert. State Treasurer, Dan Rutherford, will also provide an update of the state's economy.

Date: Friday, January 27, 2012

Time: 8:00 AM – 4:00 PM

Location: NIU Naperville, 1120 East Diehl Road, Naperville

Cost: \$95 for first attendee

\$65 for each additional attendee from same organization

\$45 for students

**WATCH FOR REGISTRATION  
MATERIALS SOON!**



# 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.

## Market Trends – Shaping Health Care Strategy

By Michael E. Wojcik, Senior Vice President, The Horton Group

As most employers conclude their January 2012 employee benefit open enrollments they might want to start laying the foundation for the next year, especially if collective bargaining contracts are up for discussion. Typically three year commitments, these contracts will take groups right into the middle of the impacts of the Health Care Reform provisions of 2014, and closer to the looming penalties of the Cadillac excise tax in 2018.

To help develop strategy you might consider viewing several recent studies focused specifically on the needs and challenges of public entities. They include studies by The Government Finance Officers Association (GFOA), The Manhattan Institute and Cobalt Community Research.

The following historical practices cited in the Manhattan Institute study make the challenge difficult:

- Public employees contribute less to their premiums - an average of about 15 percent of the overall premium compared with about 25 percent in the private sector
- Public employee plans offer more generous benefits, including lower deductibles and lower co-pays
- Governments require shorter enrollment waiting periods for new employees than in the private sector
- Public employees have higher opt-in rates for employer-provided coverage; 26 percent of private-sector workers choose not to participate in available employer health plans while just 16 percent of government workers choose not to participate

The most frequently used strategies cited by the Cobalt Study and the GFOA for controlling benefit costs:

- Increase employee share of premium costs
- Consider shifting secondary plans from core to voluntary offerings
- Increase deductibles and copays
- Reduce the need for health care through wellness programs
- Expand the use of generic drugs
- Reduce excess usage - offer Consumer Driven Health Plans - HSAs and HRAs
- Educate employees/retirees to make better health care decisions
- Plans offering retiree health care should consider a Medicare wraparound

"How does this compare to changes being made in the private sector and will this change the paradigm for attracting and retaining public entity employees?" It's a good question, but the private sector is usually a few steps ahead in implementing change due to lack of union involvement.

The private sector has gone deep into changing plan designs to include higher deductibles: \$500 is standard with many groups offering \$1,000 and \$1,500 or \$2,500 Consumer Driven options. Doctor and Rx copays are up and cost sharing is increasing. Worksite wellness is nearing 100% participation due to incentives (or penalties) and includes spouses. Eligibility audits are becoming common as are spousal surcharges or waivers if spouses are eligible for coverage through their employers. Most ancillary plans have shifted to voluntary purchasing through payroll deduction. There is still a large difference in benefit design and cost sharing between private and public sector business.

How will Health Care Reform help? Although some early advantages have been seen, there are still many unanswered questions. Will costs eventually slow? Can employers count on it?

According to the Cobalt Study of over 1,690 local governments across the country, about 42% of the nation's cities, counties and townships expect their revenue to fall again in 2012. They are looking at controlling benefit costs to play a major role in balancing their budgets. We hope this data provides a starting point in helping develop your intermediate and long term employee benefit strategy.

The Horton Group offers Insurance, Risk Management and Employee Benefits. They are a proud Corporate Sponsor of the ILCMA. For additional information contact Mike at Phone: 708-845-3126 or Email: [mike.wojcik@thehortongroup.com](mailto:mike.wojcik@thehortongroup.com)

**Michael E. Wojcik, CLU, CFP®**

*Senior Vice President  
Horton Benefit Solutions*

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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.

### Getting the Coconut: Get Current with the Natural Gas Energy Efficiency Incentives

by: Josh Greenfield, PE, LEED AP BD+C, BEMP, Primera

Three guys walk into a bar. The first guy is the project manager of a new construction public-school building in the Nicor Gas territory, the second guy is the facilities director for a city's Police and Fire Stations in the Peoples Gas territory needing Retro-Commissioning, and the third guy is on the city board for a municipality that has buildings in the North Shore Gas territory with old inefficient heating equipment in need of replacement. The bartender says to them nothing, because why are these three guys in a bar when they should be out applying to receive natural gas energy efficiency incentives!

Energy Cost Reducing Measures (ECRM's) such as lighting upgrades are well known as being "low-hanging fruit" and typically have a lower payback period, making them seem very attractive. Whereas ECRMs deal with major heating, ventilation and air-conditioning (HVAC) equipment replacement, overhauling building control systems or building envelope modifications are those upgrades that are more of the "coconut in the tree". They produce significant energy savings, but the projects can be more comprehensive and costly, resulting in an increased payback period, which might scare you off. This is where energy efficiency grants come to the rescue, in a way becoming the ladder to the coconut, and the recently released Natural Gas Energy Efficiency Incentives can be an important rung on the ladder.

#### DCEO/Illinois Energy Now: Public Sector Energy Efficiency Program

In Illinois, the Public-Sector is defined to encompass local governments, municipal corporations, public school districts, community college districts, public universities, and state/federal facilities. All public-sector customers, with natural gas provided by Ameren, Nicor, Peoples or North Shore Gas, are applicable for the Department of Commerce and Economic Opportunity (DCEO) Public Sector Energy Efficiency Program in order to obtain natural gas savings incentives (Customers in Illinois Public Energy Agency (IPEA) member districts have an electric energy incentive program but do not have a natural gas incentive program applicable to them at the current time).

Eligible customers with existing building retrofits can access the program for "prescriptive" rebates for qualifying high efficiency furnaces, boilers, water heaters, steam trap repair/replacement, programmable thermostats, commercial food service products

and other measures (boiler controls, boiler tune-ups, etc.). For gas-saving projects that are not covered by the program's prescriptive offerings, the program also offers a "custom" incentive program that requires measures to have a payback period of greater than one but less than seven years. The Custom Incentive Program offers a \$1.25 per annual therm-saved incentive rate. The Prescriptive and Custom Incentive Programs offer gas AND electric incentives combined of up to \$300,000 per project per facility per program year and cannot exceed 100% of the incremental measure cost and 75% of the total project cost.

Eligible customers with new construction projects can obtain incentives as well. Eligibility is limited to new construction or additions and renovations that exceed 15,000 square feet that produce natural gas and/or electrical savings through efficiency improvements in buildings, equipment, or process is. Natural gas savings incentives are determined from comparing a building energy model at a gas incentive rate of \$0.80 per therm-saved to a State Energy Code International Energy Conservation Code (IECC) compliant baseline building, up to \$300,000 or \$2.50 per square foot, whichever is less. Buildings seeking LEED Silver, Gold or Platinum are eligible for Design Bonus based on the percentage beyond code of energy cost savings, ranging from \$0.20 per square foot incentive to \$1.00 per square foot incentive, with a maximum bonus of \$50,000.

Eligible customers with existing buildings can receive incentives which pay approved consultants to retro-commission their buildings to reduce consumption of electricity and natural gas. In order to be accepted into the program, the applicant building must be over five years old, exceed 150,000 square feet and have the potential to produce substantial electrical savings. The facility owner must commit at least \$10,000 to funding the recommended conservation measures which must cumulatively result in an estimated simple payback of 18 months or less based upon electrical savings.

In conclusion, when completing Life Cycle Cost Assessment (LCCA) analysis on energy efficiency upgrades, numerous factors including first costs, possible existing equipment salvage costs, utility rate escalation and annual maintenance costs are assessed. In the end the final calculated metrics are what matter to people managing tax payer money, whether they be Simple Payback Periods, Internal Rate of Return, or other Present/Annual/Future Worth indicators. By applying energy efficiency grant savings to LCCA calculations, the first cost values are reduced significantly, therefore resulting in payback metrics that are much more favorable with the financial goals of the institution and allow the owner to see real and consistent savings. Use the energy efficiency grant ladder and go get those coconuts!

For additional information or assistance on acquiring Energy Efficient Grants for your facility, please contact Primera Engineers via [SaveEnergy@primerachicago.com](mailto:SaveEnergy@primerachicago.com).

As the Energy Services Manager at Primera Engineers, Josh Greenfield leads the Energy Management Services Group that acquires Energy Efficiency Grants for private and public sector clients. He conducts energy audits and assessments on existing facilities including life cycle cost assessment analysis, creates energy model simulations for new and existing buildings to maximize energy savings, and trains the design community, contractors, and municipalities on energy standards and state energy codes. He can be reached at [jgreenfield@primerachicago.com](mailto:jgreenfield@primerachicago.com).



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## 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.

### Is a Stormwater Utility Right for your Community?

By Leslie Blaize of MSA Professional Services

How does your community pay for stormwater-related projects? Many communities need to resolve areas of local flooding, provide secondary drainage relief options, or satisfy unfunded water quality standards, such as NPDES Phase II stormwater rules. A stormwater utility could provide the funding your community needs.

"Communities should clearly identify why formation of a stormwater utility is needed," said Eric Thompson, P.E., CFM. "You should create a stormwater utility to address stormwater issues, not just to shift the tax burden from one taxpayer group to another. The public needs to know why utilities are being formed and what benefit they will receive. Otherwise, you're not going to get public acceptance."

MSA's water resources team follows a successful step-by-step process to guide communities through issues related to possible formation of a stormwater utility. (See below.) "A feasibility study is the first step. You'll find out how much money you could raise and at what rates," Thompson said. "This study reveals what an average homeowner and non-residential property owner would pay."

Stormwater utilities create a fee structure proportional to the volume of stormwater generated by each parcel. Properties with more impervious surfaces—concrete, asphalt, or rooftop—pay more than those with mostly pervious surfaces, such as grass. Often, costs are shifted away from residential properties towards non-

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residential properties—including tax-exempt properties. Sharing information about the proposed fee structure with local businesses is critical to the process. Typically, a stormwater utility does not severely impact businesses, Thompson explained.

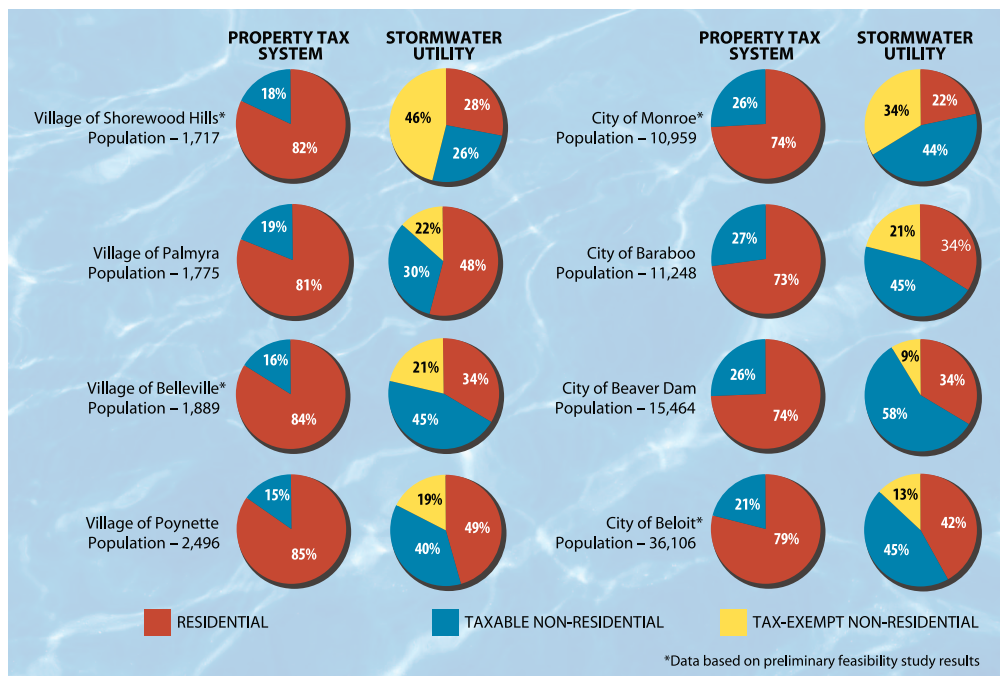
Many communities create a stakeholder's group, consisting of business representatives, land owners, and local leaders. They learn how a stormwater utility operates and recommend rates and a credit system to the City Council or Village Board.

"Property owners can reduce their stormwater charges by making improvements—increasing vegetated area or detaining runoff before it leaves the property—to reduce the flow rate or improve the water quality of runoff," Thompson said. Credit systems reward these efforts.

For more information about stormwater utilities, contact Eric Thompson at ethompson@msa-ps.com or Ann Hirekatur, P.H., CSM, at ahirekatur@msa-ps.com or at 800.446.0679.

### How to form a stormwater utility

- Conduct a feasibility study
- Organize stakeholders' group
- Create property database
- Adopt stormwater utility ordinance
- Create credit policies for users who improve properties
- Provide utility customer education and support before and after the first billing



## 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.

### How Hard Can it Be? A Look into Facility Hardening and Building Security

By SRBL Architects

The phrase "hardened facility" can mean many different things and there is often confusion between the terms "passive" and "active" security. Even amongst architects, there is some definition discrepancy with these terms. Some argue a hardened facility just has more concrete in the foundation, others feel that a building with a room inside that has concrete walls, ceiling and floor constitutes hardening.

Depending on the circumstances, hardening a facility can be life-saving and worth every penny, and considering the use of both active and passive security in a public safety or municipal building is always a good idea. It's impossible to completely eliminate threats, but smart building design can significantly minimize risks.

The below definitions briefly break-down each of these concepts in reference to municipal facilities (Village Halls, Police Stations, Fire Stations, Emergency Operations Centers, Dispatch Centers, etc.):

In simplest terms, a Hardened Facility is intentionally designed to protect occupants from severe weather, criminal acts and/or terrorism. There are various levels of building hardening that range from the ability to withstand a tornado to a facility that is blast and bullet resistant.

As an example, due to a history with severe weather conditions that left the Village of Mount Prospect vulnerable and unable to communicate with its residents or interdepartmentally, the Village decided to build a hardened emergency operations center for incidental preparedness. Their facility is structurally reinforced to withstand hurricane-force winds and pressure (158 mph winds). Concrete footings that the facility is built upon are much larger and deeper than traditional construction. Glass is thicker and heat strengthened to provide better protection from shattering while still providing a visual link to the outdoors and natural light.

Building code dictates that fire stations, police stations, emergency operation centers, and 911 dispatch centers be designed to a higher "importance factor" or safety standard than the average building due to the need for these essential facilities in an emergency. However, intentionally hardened facilities go beyond what's called for in the code and have additional safety measures.

Passive Security usually blends in naturally with the building or landscape. Items incorporated into a building and site used to control access, enhance visibility or dissuade crime qualify as passive security. Examples of passive security include structures designed to prevent vehicles or people from accessing an area. For example, if you've ever visited a Target store, you've probably seen the big red "balls" that are placed across the front entry of the store. These aren't just decorative, but are designed to keep a vehicle from driving into the store.

Well lit building entries and parking lots help to prevent criminal activities by reducing the ability for a person to hide. Police department lobbies often have bullet resistant glass separating the

public from the front desk officer. A village board room could have bullet resistant panels built into the dais where the board sits. All of these items are either invisible or just look like they belong. An example of more noticeable passive security measure would be speed bumps; these are used to slow a vehicle's velocity – thus minimizing potential damage.

Active Security requires trained human or electronic interaction to provide security control at all times, thus the term "active". Active security measures include the use of designated staff to control access or monitor a facility, such as a receptionist or security guard and specialized building systems such as access controls, closed circuit television cameras and alarms.

An example of active security could also be the security gates that move up and down at the parking lot entrance of a building. The only way to raise the "arm" to pass through is either by giving credentials to a security guard, or waving a key card or obtaining a ticket for leaving the facility. All of these options require active participation.

In terms of importance and cost, passive security is the most basic and easiest to incorporate into a building design and therefore is the least expensive. Active security and facility hardening will vary greatly in their cost depending on the material and systems selected and the level to which they are incorporated. Generally speaking, to design a hardened 14,000 SF fire station designed to withstand 168 mile per hour winds (an F3 tornado has a wind speed of 158-206 mph) can add 15-20% to the cost of the station. Note that hardening a facility and incorporating both passive and active security can be done during the design of a new building or 25 years after it's been built. However, there are plenty of options to increase your facility's strength to withstand nature or human threats.

SRBL Architects is one of the most experienced Illinois public architecture design and consulting firms. 100% of their work is for public entities including Village Halls, Police Stations, Fire Stations, Public Works Facilities, Libraries and Recreation Facilities. They've worked with over 50 Illinois municipalities on a variety of projects ranging from space needs studies to cost-analyses to the design of renovated, expanded and new buildings.



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## It's All About Delivering "Public Value"

John Downs

Member, IML Managers Committee &  
Mokena Village Administrator

While public management has always proven to be a demanding profession, the worst recession of our time has facilitated a new series of financial challenges for public leaders at all levels. Along with the poor economy is a continued string of unfortunate circumstances and events which in my opinion casts a shadow over all public institutions and officials. Although we might prefer to think our profession is somehow insulated from these negative undertones, the harsh reality finds public managers square in the middle of a "perception dilemma." I believe it is important for us to acknowledge this "perception dilemma" while rethinking how we communicate the value that professional public management brings to society as a whole.

As professional public managers, we collectively work hard at serving our "real customers"—the residents, citizens and businesses in our respective communities. In light of this, it appears that efforts intended to enhance the perception of our profession are focused more toward those currently affiliated with local government. Even though emphasizing the value of professional management within our own circles is important, I believe it facilitates an "echo chamber" environment and often does not reach the intended audience—our customers.

Getting the message to our customers without appearing to be self-serving is challenging and has always been a concern for our profession. This effort could actually work in reverse if our message is not framed properly and pointed in the right direction. While we walk a fine line when attempting to enhance the public's perception of our profession, I believe we could improve our collective efforts by developing a simple approach focused more directly on the customers. Below are some of my thoughts on this issue:

- Begin referring to residents and citizens more as customers of your services and programs.
- Publicly recognize that customers are the principle foundation of our existence as professional public managers.
- Acknowledge (with pride) a commitment to democracy by serving the policy makers who are duly elected to public office by our customers.
- Emphasize the anticipated impact on customer service and other deliverables when policy recommendations are being discussed. This approach will subtly shift the focus from the actions that are being contemplated to the value those actions will bring for the customer.
- When lucky enough to attain praise for a job well done, clarify that while you appreciate the kind words, your customers should expect nothing less!
- Before heaping praise on others, start first with how their actions are intended to improve customer service. This approach will continue to emphasize that the customer remains the primary focus of our efforts.
- If possible, avoid using terms like policy, ordinance or rules when dealing with customers. Try to change the tone of conversation by using phrases like program outline, service objectives, guidelines, goals, etc. This changes the context of the conversation from governance to a service oriented focus.



**Educate. Advocate. Empower.**

- Always accept criticism with grace and sincerity while acknowledging that improvements to customer satisfaction are a constant "work in progress."
- Acknowledge that any input or insight (either positive or negative) regarding customer service is helpful in the ongoing effort to improve service delivery.
- When discussing infrastructure, speak in terms of community assets which are owned by the customer and represent a considerable investment. Speak about the value of infrastructure and its importance to both current and future generations of customers and investors.
- If residing in the community in which you work, openly express pride in serving your customers and living in the community as well. This will emphasize that you have a personal and professional interest in the welfare of your customers and neighbors.

While the above suggestions might seem overly simplified, enhancing the public's view of our profession will be challenging given the "perception dilemma" we are facing. I believe focusing more on the real customer will emphasize a professional commitment to the citizens we serve. Like any other business, to maintain the trust of a valued customer, you first have to earn their confidence. Gaining and maintaining customer confidence might well be the first step to enhancing the public's perception of our profession. Professional public management is about solid customer service, building better communities and creating public value for the citizens we serve.

I'd like to thank my peers for supporting the IML Managers Committee and working hard on behalf of our customers each and every day. Let's keep up the good work and make tomorrow a better day for the communities in which we proudly serve.

This article represents the expressed opinions of the author.



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## *Metro Managers January Luncheon*

### **A Panel Session on Sales Tax Initiatives at the State and Federal Levels**

This session will include the following panelists:

**Jeff Rowitz, Finance Director, Northbrook**, who will discuss the CMAP sales tax distribution and service sales tax.

**Kevin Wolfberg, Attorney, Schain, Burney, Banks & Kenny LTD**, who will discuss the simplified RTA issue.

**Brad McConnell, Aid for Sen. Durbin**, who will discuss the Main Street Fairness Act.

**David Hulseberg, Village Manager, Lombard** will moderate.

*Date:* Thursday – January 19, 2012

*Time:* 11:30 a.m. Networking – 12:00 p.m. Luncheon

*Location:* Harry Caray's Restaurant  
70 Yorktown Center  
Lombard, Illinois

*Cost:* **\$25.00** check or cash payable at the door  
(Interns & MITs are Free).  
Additional \$5 charge for invoicing the cost of the luncheon.

Payment can be made by credit card when registering online or by cash or check at the event.  
*Additional \$5 charge for invoicing the cost of the luncheon.*

**RSVP by January 13 - online at <http://www.ilcma.org/forms.aspx?FID=76>**  
or to Alex Galindo at [agalindo@niu.edu](mailto:agalindo@niu.edu) or (815) 753-5424


*Cancellations must be made **by January 13**.  
Any cancellations after that date will require full payment for the event.*



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## 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)

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

Thomas Christie  
thomasbetty@ussonet.net2  
618-740-0547

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

Greg Seefeldt  
gseefeldt@hughes.net  
712-269-0700

Bo Proczko  
bproczko@gmail.com  
630-897-7585

Bob Knabel  
robertknabel@yahoo.com  
618-343-1374

Deborah Nier  
Tnier847@frontier.com  
815-895-8042

Richard Downey  
rdowney1@yahoo.com  
815-499-4650



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Managers Annual Holiday  
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**Come and celebrate the holiday season with  
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**Do not forget to bring your Angel Tree gift!**

**Date: 12/14/11**

**Time: 11:30 to 1:30**



**Where: Harry Caray's  
70 Yorktown Center  
Lombard, IL**



**Cost: \$25 at the door.**

**Checks payable to IAMMA.**

**RSVP: Becky Suhajda at  
[bsuhajda@hanover-township.org](mailto:bsuhajda@hanover-township.org)  
or (630)837-0301 by December 9.**



**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 individuals who RSVP, but do not attend. To avoid being charged for an event and the \$5.00 processing fee, individuals that RSVP must cancel by the registration deadline. We will attempt to make accommodations for individuals that do not RSVP, however space is not guaranteed.



## ILCMA Virtual Forum

### Healthy Highland Park: Collaborating to Promote Wellness

This program will discuss the 2011 ICMA Award Winning: Healthy Highland Park Task Force program, which consists of a grant-funded community weight loss challenge.

The Healthy Highland Park Task Force, a collaboration of the city of Highland Park, the Park District of Highland Park, the NorthShore University Health System, the Lake County Health Department, and Highland Park's residents, is aimed at increasing awareness, education, and participation in health and fitness opportunities throughout the community. Since 2004, the task force has received an annual grant of \$40,000 to \$50,000 from the Healthcare Foundation of Highland Park. With this funding, the task force has implemented:

- A community-wide weight loss challenge for Highland Park residents in 2009, 2010, and 2011
- A weekly broadcast on its government access channel and public-access channel, addressing such topics as cancer, healthy eating, and risks of smoking
- An antismoking campaign to support the state's smoking ban, making Highland Park the first smoke-free city in Lake County
- Programming for diabetes prevention, including community-wide glucose testing and panel discussions on diabetes.

Through the programs listed above, the Task Force has been able to promote and encourage healthier lifestyles for Highland Park residents. The Task Force demonstrates that the welfare of the community is best addressed through networks of committed stakeholders that are interested in providing quality education and services.

#### Learning Objectives

1. How to implement a similar program in your community – lessons learned.
2. How to successfully market the program.
3. How to collaborate effectively with community stakeholders

#### Register Now for this Webinar:

<http://www.regonline.com/healthyhighlandparkcollaboratingtopromotewellness>

Tuesday, December 13, 2011

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 Illinois, 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 and ILCMA. 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 Greg Stopka: [gstopka@transformgov.org](mailto:gstopka@transformgov.org).

For more information, visit the Alliance for Innovation at [www.transformgov.org](http://www.transformgov.org) or visit the Illinois City/County Management Association at [www.ilcma.org](http://www.ilcma.org).



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## Local Governments Taking Action To Manage Employee Benefit Costs

### A New GFOA Study Highlights Successful Strategies

The Government Finance Officers Association (GFOA), has issued *Containing Health Care Costs: Proven Strategies for Success in the Public Sector*, a report resulting from a GFOA research project funded by a grant from Colonial Life & Accident Insurance Company, for the purpose of identifying the most innovative and effective strategies local governments across the United States are using to meet the dual goals of containing costs and managing the quality of their employee health-care benefits.

Just as in the private sector, the public sector has faced relentless increases in the cost of employee health care benefits, contributing to the ongoing fiscal stress most local governments have experienced in recent years. The report found that public employers have worked hard to contain the costs of employee benefits while providing benefits at a level needed to maintain a healthy, productive workforce and attract qualified candidates to public service.

"While public employers are under pressure to contain employee benefit costs, they are also motivated to provide benefits that help them maintain a healthy and productive workforce and attract the best employees to public service. This requires access to a wide range of potential strategies," said Anne Spray Kinney, GFOA's Director of Research and Consulting. "It is GFOA's mission to provide this kind of information to state and local governments."

"We are happy to support the GFOA's mission of developing best practices in financial management and freely sharing those strategies to the benefit of local governments nationwide," said Patrick McCullough, Public Sector Practice Leader at Colonial Life. The report describes several cost-management strategies that have the highest potential for public employers, including:

**Onsite clinics.** Onsite clinics direct employees toward a low-cost provider while simultaneously increasing their satisfaction with the care they receive. Return on investment ranges from \$1.60 to \$4 saved for every dollar invested.

**Variable premium contributions.** Employee premium contributions can be structured to increase as premiums go up, so the employer doesn't bear full burden. This also gives employees a stake in other strategies that will reduce premium costs.

**High-deductible health plan (HDHP).** HDHPs introduce a consumer-driven approach to employee health care and can save between 12% and 30% of total premium costs, although such plans have the downside of adverse selection.

**Wellness programs.** Employers are enthusiastic about wellness initiatives, and for good reason: The return on investment for large employers averages \$3.27 for every dollar spent, over a three-year period.

**Self-insurance.** This strategy is generally for large employers, where it can reduce health costs by about 10%. Self-insurance appears to be underused by public employers relative to private employers.



### Government Finance Officers Association

**Cooperative purchasing.** Governments can consolidate their purchasing with other employers, potentially reducing costs by 5% to 20%.

**Value-based insurance design (VBID) disease management.** VBID uses cost differentials to get the best use out of limited medical resources. The City of Asheville, North Carolina, saved about \$4 for every dollar invested over a multi-year period.

A change to health benefits can be emotional and potentially controversial because it can directly affect the well-being of employees and their families. This research report also provides advice for considering which strategies to pursue and how to build support among elected and appointed officials as well as public employees.

For more information, contact:  
Anne Spray Kinney  
Government Finance Officers Association  
312-977-9700  
akinney@gfoa.org

Copies of the GFOA/Colonial Life report are available free of charge from the GFOA website ([www.gfoa.org](http://www.gfoa.org)).

The Government Finance Officers Association is the major professional association serving the needs of 17,000 appointed and elected local and state level government officials and other finance practitioners. It provides top-quality publications, training programs, services, and products designed to enhance the skills and performance of those responsible for government finance policy and management. The association is headquartered in Chicago, Illinois, with offices in Washington, D.C.

Colonial Life & Accident Insurance Company is a market leader in providing benefits solutions to public sector organizations in one neat package: excellence in communications, enrollments, service, and personal insurance products and services that make benefits count for employers and their employees alike. For employees whose insurance plans leave them feeling vulnerable, Colonial Life can help restore peace of mind through personal insurance products that complete their coverage. Headquartered in Columbia, S.C. and founded in 1939, Colonial Life offers a broad line of personal insurance products including disability, accident, life, cancer, critical illness, and hospital confinement.

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[The ICMA Center for Performance Measurement™ \(CPM\)](#) can help you in those efforts. Join CPM 101 to enhance your ability to monitor performance, demonstrate results, make data-driven decisions, and compare with peers.

CPM 101 is intended for local governments new to performance measurement. The program features 101 performance measurement questions judged most useful by CPM leaders and staff in one power-packed, low-cost program that will help you capture critical performance indicators in 14 key service areas. That's just 5-10 questions per department or service area.

Services	CPM 101
<b>Training</b>	Online, live webinar format on limited predetermined dates
<b>Data Collection</b>	101 questions across 14 service areas
<b>Data Access</b>	Data from all CPM 101 participants only and norms for all CPM participants (Comprehensive and 101) for comparison to peers
<b>Data Analysis Tools</b>	Basic graphing tool built into Excel data file
<b>Annual Report</b>	PDF report featuring graphs and narrative for key indicators with data from CPM 101 participants only
<b>Price</b>	\$995**

**\*\*Enroll by December 31, 2011 to lock in the low, introductory rate of \$995. The training fee will be waived.**

Free informational webinars on CPM 101

- Tuesday, November 8, 2011, 1:00-2:00 p.m. (ET)
- Wednesday, November 30, 2011, 1:00-2:00 p.m. (ET)

#### Enroll in CPM 101 today

To enroll in CPM 101, register for a free webinar, or for more information, visit <http://icma.org/performance>, email [cpmmail@icma.org](mailto:cpmmail@icma.org) or call 202.962.3562.





Leaders at the Core of Better Communities

## Regional Summits and Leadership Institutes Provide Networking and Professional Development Opportunities

Join us this year at the regional summits for a timely and provocative professional development session about the future of the profession and the role of the manager -- *Leadership in the Next 100 Years: The Evolving Role of the Professional Manager* will be the workshop led by ICMA Executive Director Bob O'Neill. The Regional Summit agenda also includes time to network with colleagues in the region, and is your chance to get informational updates on ICMA activities and benefits.

Plan now to attend the next round of regional summits scheduled for March, April, and May 2012. Online registration is available for all the events described below.

### 2012 ICMA Midwest Regional Summit

**WHEN**

29-30 March 2012

**WHERE**

The Westin Columbus 310 S. High Street, Columbus, Ohio 43215

**COST**

\$275 Registration is open - click the 'Register' button, located at the top of the right hand column.



**Announcements:** Registration is Open for the 2012 Midwest Regional Summit! Book your hotel accommodations now.

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 Details**

##### **The Westin Columbus**

310 S. High Street  
Columbus, OH 43215

**Reservations:** 1-800-WESTIN or 614-228-3800

**Room Rate:** ICMA rate of \$109 single/double; *Indicate that you are attending the ICMA Midwest Regional Summit.*

**Hotel Cut-off:** February 27, 2012

## **SUMMIT WORKSHOP**

### **LEADERSHIP IN THE NEXT 100 YEARS: The Evolving Role of the Professional Manager**

Since 2008 much has changed in the world that has had great and lasting impact on local government. As leaders, we position our organizations and the community for events and circumstances that are anticipated in the future; as the premier association for professional local government management, we are charged with setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action. Join Executive Director, Bob O'Neill and others in an exploration of what the next 100 years will bring and how the role of Professional Manager must evolve. Discussion will include but not be limited to questions such as:

- What are the forces impacting Local Government today? What is different about them?
- Politics has always been a contact sport but it seems less civil and more contentious even in Local Governments. What do we do as professionals in the face of bad politics?
- How do we help build community in the environment that promotes positions on every extreme?
- To be effective today, does the manager have to be more political to be effective? Can we be political and non-partisan? If so, what advice would you give on how to walk that fine line?

Join us in an interactive and provocative dialogue that will shape the role of the manager, the professional staff and the profession and ensure effectiveness as the role evolves, now and in the future. [*Addresses Practice Groups 6: Initiative, Risk Taking, Vision, Creativity, and Innovation; and 13: Strategic Planning*]

#### **Prior to the dialogue, please consider these questions:**

1. We are in one of the most turbulent times in memory. What are the forces impacting Local Government today? What is different about them?
2. Do you see a very different role for Local Government evolving from the fiscal challenges of the Federal & State Governments?
3. Politics has always been a contact sport but it seems less civil and more contentious even in Local Governments. What do we do as professionals in the face of bad politics?
4. How do we help build community in the environment that promotes positions on every extreme?
5. To be effective today, does the manager have to be more political to be effective? Can we be political and non-partisan? If so, what advice would you give on how to walk that fine line?
6. Professional Management was born of the reform movement. What does the spirit of reform mean today? Are we the reformers or who needs to be reformed?
7. How do we refine the manager's leadership role in today's context? What about our focus on the twin concepts of ethics and efficiency?
8. What is the impact of all of this on the profession? Do we have a collective voice to help shape the future?

9. What is the impact for ICMA and the state associations? What is their role in shaping and supporting the profession?

## SUMMIT AGENDA

### Thursday

11:00 am-12:00 pm – Pre-registration is required: Mid Career Managers Institute\*

The Art and Practice of Leadership in the Public Sector: Join Bob O'Neill, ICMA Executive Director, for a conversation about the profession of local government and your role as a Mid Career Manager.

12:00 pm – 1:00 pm – Pre-registration is required: Mid Career Managers Institute (“No Host”) Lunch and Mid Career Managers Action Planning: Join Felicia Logan, ICMA Director of Leadership Development to build a mid career leadership development program to help you identify, manage, and achieve your goals. And, there will be an opportunity for a coaching conversation with Felicia Logan, certified executive coach.

### REGIONAL SUMMIT BEGINS

1:30 pm-4:30 pm ICMA University Workshop: Leadership in the Next 100 Years

The Evolving Role of the Professional Manager

5:30 pm-6:30 pm Reception - sponsored by ICMA-RC

6:30 pm-8:30 pm Dinner - “Celebrating the Profession”

### Friday

7:30 am-8:30 am Breakfast

8:30 am-10:15 am Conversation with Bob O'Neill, ICMA, Executive Director

10:30 am-12:00 pm Regional Meeting of State Officers and Members

### **\*Special ICMA University Offering: Mid Career Managers Institute**

As part of the Regional Summits, an ICMA Mid Career Managers Institute (MCM) focus group will convene during which you will get a taste of our Leadership Development Programs and participate in a focused conversation to create a program to meet the specific needs of mid career managers. If you hold a leadership position in your organization, military, public/private sector, academies; and are a manager/assistant not ready to be credentialed but looking for your next challenge; and are intrigued by the possibilities, feel a desire for a focused development program and identify yourself as a mid career professional come help ICMA build a program that you will be proud to be part of—and one that will take you and your organization to the next level. **This event requires pre-registration. [Click here to register for the MCM event in your region.](#)** The registration deadline is the same registration deadline as the Summit you are attending. Visit [icma.org/MCM](http://icma.org/MCM) for more information about the Mid Career Managers Institute.

# Young Professionals Leadership Institute

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*For Assistants, Assistant Managers, and those who are beginning their career path*

*Building Your Leadership Skill Set Through the Art and Practice of Leadership*

## Midwest Region March 28-29, 2012 Columbus, Ohio

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. ICMA University workshops are being presented as a special offering to young professionals, preceding the ICMA Regional Summits that are scheduled for March, April and May 2012 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
- **Managers, you are encouraged to invite young professionals to attend this leadership institute.**

### LOCATION

#### The Westin Columbus

310 S. High Street  
Columbus, OH 43215

**Reservations:** 1-800-WESTIN or 614-228-3800

**Room Rate:** ICMA rate of \$109 single/double; *Indicate that you are attending the ICMA Midwest Regional Summit.*

**Hotel Cut-off:** February 27, 2012

Reserve Early! Rooms are limited. If you need help finding accommodations, contact Sallie Burnett at [sburnett@icma.org](mailto:sburnett@icma.org).

Registration is open, visit [icma.org/YPLI](http://icma.org/YPLI).





## *The ILCMA Professional Development Committee along with the Illinois Chiefs of Police Association Presents:*

### **How to Protect Yourself and Your Organization from Computer Crime**

This popular session focuses on recent trends of online fraud, internet scams, and ways that suspects steal identity. The presentation includes the details of how hackers commit their crimes and what any person or business can do to protect themselves. The audience will learn immediately how password hackers, debit card skimmers, key loggers, email scams, cellular telephones, security questions, meta data, and file sharing networks are an emerging threat against them. Live examples of 'hacking' into information will shock the audience, while detailed solutions will be displayed on how to stop the threat. Free software applications will be presented toward the end of the session.

**Speaker: Michael Bazzell, Computer Crime Specialist**

Michael Bazzell is the Computer Crime Detective for the Alton, Illinois Police Department. Since 1997, he has handled all cases involving any type of Computer Crime and Computer Forensic Analysis, including several State and Federal cases throughout the Metro-East St. Louis area. In 2005, Michael was assigned full time to the FBI's Cyber Crime Task Force, where he continues to investigate Federal cases being prosecuted by the United State's Attorney's Office. He is also a part time instructor for Lewis & Clark College teaching Ethical Hacking, Computer Forensics, and Computer Investigation.

**Date:** Thursday, January 12, 2012

**Time:** 9:00 a.m. – Registration and continental breakfast  
9:30 – 11:30a.m. - Presentation

**Location:** Harry Caray's  
70 Yorktown Center  
Lombard, IL

**Cost:** \$35

Manager in Transition registration promo code: MIT

**RSVP:** Phone in Registration 815-753-5424

**By Jan. 9** Email registration to Alex Galindo at [agalindo@niu.edu](mailto:agalindo@niu.edu)

Online Registration with Credit Card: <http://www.ilcma.org/forms.aspx?FID=79>

*Cancellations must be made **by January 9.***

*Any cancellations after that date will require full payment for the luncheon.*

## Innovation Edge

### The Value of Public Service and Why

By Terrence R. Moore, ICMA-CM, City Manager, Morgantown, West Virginia

The famous quote by America's thirty-fifth president, John F. Kennedy, "Ask not what your country can do for you, ask what you can do for your country" well embodies and supports inspiration for entering public service. The decisions for those of us who've decided to dedicate our lives to public service have made commitments to this effect for a number of reasons. For me, the inspiration to do so began as a child on Chicago's Southside – unfortunately, in a segregated, low income neighborhood that experienced minimal capital improvements and/or investments. Such was reflected in broken sidewalks traveled, prevalent graffiti and urban decay of both residential neighborhoods and commercial districts. To accompany this environment, many of us young people who were raised in these surroundings experienced a tremendous lack of encouragement to reach beyond the limits of our circumstances - supported by various tenets that we were not as worthy as other individuals from more affluent backgrounds and therefore would not amount to much more than existing conditions and resulting lack of opportunities would allow.

As an elementary school student at the time that I began to experience this realization, I wasn't exactly sure as to what I could do to help improve the situation. However, I knew instinctively that it wasn't fair to be asked to continue to support such a predicament. As a motivated individual, whose only confidence was secured by performing well in school academically as well as via extracurricular activities, I soon discovered one of the most valuable contributions made and offered by the public sector – the public library. I personally deemed public libraries as tremendous assets to communities because, for the first time in my life, I was able to truly transcend the structurally imposed limitations – by exposing myself to greater levels of reading and research, thereby exposing myself to the rest of America and the world – via encyclopedias, dictionaries, thesauruses, periodicals and other forms of literature. From these experiences, I was able to learn about the role many great Americans played in helping to advance public service contributions in cities. This engagement, coupled with the conditions of my surroundings (inspired by the need for a more equally responsive approach to help improve communities), eventually cultivated a desire to enter public service professionally. It was during my high school years that I began to embrace and learn heavily about the role and function of public service. This went beyond the basic knowledge of local, state and federal government organizational and political structure, which typically comprised the curriculum of civic and social studies courses offered by the Chicago Public School System at the time. I actually became inspired to learn more about the internal workings of day-to-day operations of well led communities after reading a late 1940's directive published by the International City Managers Association (ICMA – the predecessor name of the current International City/County Management Association) during my senior year that essentially defined the requisite educational requirements for a

future city manager. Prior to the 1950s, the primary function of small to medium sized cities appeared to be the development and expansion of infrastructure to accommodate both vehicular and pedestrian activity in neighborhoods. As such, city managers of these jurisdictions typically enjoyed backgrounds in civil engineering and other related fields. However, progressive movements on the part of both ICMA and universities nationwide correctly predicted that this role and function would be expanded to require municipal chief executives to have backgrounds in such areas as finance, economics, personnel management, organization leadership and development, and city planning. Graduate schools of public administration throughout the United States likewise began to revise curriculums to reflect this vision. "Wow, it is possible to secure a public sector leadership position without the benefit of political connections and/or a certain family pedigree," I thought after this research. By the time I entered undergraduate school, I was both motivated and anxious to proceed with the necessary career and graduate school education path – to yield a dream and vision to someday become a well-trained, capable and dedicated city manager to serve various localities across America.

The aforementioned vision and inspiration ultimately lead to positions with the City of Chicago, Illinois and the City of Peoria, Illinois, followed by an assistant city manager role with the City of Deerfield Beach, Florida – all throughout the 1990s during my twenties. Key achievements in these capacities served me very well for the solid city manager career I continue to enjoy today. Interestingly, however, many attempts were made by both media and residents to some degree, to offer less focus on my qualifications and training upon being hired as a city manager, and in exchange, to devote energy on what I consider to be less important matters such as age and ethnicity. For instance, upon joining the City of Sebastian, Florida in 1999 to serve as that community's city manager, much attention was directed concerning my age – having just celebrated my 29th birthday one week after the Sebastian City Council concluded its selection process. Additionally, upon appointment as Las Cruces, New Mexico City Manager (February 2005) and Morgantown, West Virginia (December 2010), various comments were offered publicly about my becoming the first African-American city manager in both states respectively. The adjectives "trailblazer" and "pioneer" were often communicated during speaking engagements and at other functions in which I participated. Although I appreciated the positive sentiments and acknowledgements to this effect, I worked rather diligently to discourage such – my interests in these regards had nothing to do with becoming "the first" at anything. I was simply pursuing my sincere professional interests – pursuant to the reasons as to why I was attracted to the profession. However, I've recently begun to better accept the idea of my being in this position for reasons other than what I've shared in this publication, as my ancillary experiences and interactions with diverse populations strongly suggest to me that many people still require inspiration and encouragement to pursue their dreams and ambitions. Based on my humble beginnings and the blessed ability to reach beyond the limits of my initial circumstances on Chicago's Southside, I believe that each of us as human beings, has an inherent obligation. I am likewise proud that my dedication and commitment to public service has enabled my ability in that regard.

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Tazewell County, seated in Pekin, is located in central Illinois on the Illinois River adjacent to Peoria County and about 2 ½ hours from both Chicago and St. Louis. The County was formed in 1827 out of Peoria County. It is part of the Peoria-Pekin Metropolitan Statistical Area which has an estimated 2010 population of 352,164. Tazewell County's 2010 approximated population was 135,394. Tazewell County covers 658 square miles and is among the largest counties in Illinois. Tazewell County is an attractive blend of urban and rural. Agriculture remains a vital component of the County's economy. County schools are excellent -- many are tops in the state. There is a strong commitment to maintaining a high quality of life within friendly and welcoming communities. Tazewell County and the region also provide great cultural, sporting and recreational amenities. Tazewell County offers something for everyone.

Tazewell County operates under the Board/Administrator form of government. The legislative powers are vested in a twenty-two member County Board. Board members are elected by district, on a partisan basis, to four-year overlapping terms. The Chair of the Board is elected at-large. The Board functions under a committee system. The Board Chair appoints members to six standing committees: Executive and Risk Management; Health; Human Resources and Finance; Land Use; Property; and Transportation. The full Board meets monthly. Committee meetings take place throughout the month. The County Board appoints the County Administrator who serves at the Board's pleasure. With County Board approval, the Administrator appoints and removes and has full administrative authority over all personnel in positions under the jurisdiction of the Board except as otherwise prescribed by state law. Functions under the County Board include Animal Control, Assessments, Community Development, Emergency Management, Human Resources, Buildings and Grounds, Highway and Information Technology. In addition, the County Administrator serves as the Board's representative to all departments, including those administered by elected officials, for budget and labor matters. Tazewell County has no debt and has the fourth lowest property tax rate in Illinois. The 2012 County Budget is \$56,200,000. There are 520 full and part-time County employees and seven (7) recognized employee bargaining units.

The County Administrator is required to have extensive administrative and management ability and thorough knowledge and expertise in local government management, public finance, operations and capital budgeting, project management, financial management, long-range strategic planning, public personnel management, labor relations, and community and intergovernmental relations. Must be skilled in the coordination and leadership of diverse departments and functions, have extensive experience in service to elected and/or appointed boards of directors, and possess excellent written and oral communication skills and interpersonal skills.

This level of knowledge and ability is typically demonstrated by a Master's degree in Public Administration from an accredited

college or university combined with extensive experience in increasingly responsible positions requiring the planning and execution of administrative operations in complex public or private organizations similar in size and scope as Tazewell County.

Please mail, fax or e-mail your cover letter and confidential resume, with current salary, by December 23, 2011 to:

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### **Village of La Grange Park, Public Works Director**

The Village of La Grange Park (population 13,579) is seeking a qualified, innovative and energetic individual to join the management team as Public Works Director. The Public Works Department has nine (9) full-time employees, one part-time secretary and five (5) seasonal employees.

The Director of Public Works reports to the Village Manager, and is responsible for the planning, directing, administering, and supervising of all programs and activities of the department, including street maintenance, snow removal operations, grounds and tree maintenance, storm and sanitary sewer maintenance, water operations, automotive maintenance and related activities. This position is also responsible for budget preparation, CIP development, and the coordination of engineering services.

The successful candidate will be committed to providing outstanding customer service, possess strong leadership characteristics, have high ethical standards, and be able to communicate effectively. This position requires graduation from a college or university with a bachelor's degree in civil engineering, public administration, or related field; Master's degree preferred; thorough experience in municipal public works operations including considerable experience in a supervisory or managerial capacity.

The salary range for this position is \$72,199 - \$110,067. Excellent benefits package. Qualified candidates should send cover letter, resume, salary history, and three (3) work related references by December 14, 2011 to:

Village of La Grange Park  
Attn: Julia Cedillo, Village Manager  
447 N. Catherine Avenue  
La Grange Park, IL 60526  
Applications may be submitted electronically to [DPWsearch@lagrangepark.org](mailto:DPWsearch@lagrangepark.org)

The Village of La Grange Park is an equal opportunity employer.



### City of Highland Park, City Manager

HIGHLAND PARK, IL (31,365) Dynamic, progressive community with beautiful neighborhoods and vibrant commercial districts, seeks its next City Manager. Home to nationally recognized schools, beautiful parks and ravines, and Ravinia Festival, the world class summer venue of the performing arts, Highland Park is a highly desirable community in which to live and work. Highland Park is located 23 miles north of Chicago along the shore of Lake Michigan. The City has a \$73 million operating budget and 276 employees. The City Manager is appointed by the Mayor and City Council. Since 1990, Highland Park has had two Managers, with the most recent Manager retiring after serving 18 years in the position. Candidates will be expected to be highly collaborative and creative in their approach to municipal services. Successful candidates will have experience in developing positive working relationships with elected officials, staff, other units of government, the business community and not for profit organizations. Candidates must exhibit a high level of professionalism, diplomacy and a commitment to excellence in service delivery. Position requires seven to ten years of increasingly responsible management experience in a community or organization of comparable size and complexity. A bachelor's degree is required. A focus in public administration, business administration, public policy or a related field would be advantageous. Master's degree (MPA or MBA) or other advanced degree, strongly desired. Candidates must possess excellent interpersonal skills and an approachable, welcoming style with the community, elected officials and staff. Residency is negotiable. Salary: \$170,000 +/- DOQ with excellent benefits. Candidates should apply by December 23 with resume, cover letter, and contact information for three professional references to Heidi Voorhees at [www.VoorheesAssociates.com/current-positions](http://www.VoorheesAssociates.com/current-positions). Tel: 847-580-4246.

### Village of Riverside, Director of Finance

Riverside, IL (pop. 8,875). Mature and historic community, the Village of Riverside is located 11 miles west of Chicago in Western Cook County. Riverside is primarily a residential community originally conceived and planned in 1868 as a model suburb by Frederick Law Olmsted. The Village operates under the President-Trustee form of government with an appointed Village Manager. The Director of Finance is appointed by and reports to the Village Manager. The Villages FY 2011 combined budget is \$14 million. The Director of Finance also acts as Treasurer and is responsible for all financial matters including accounting, auditing, treasury management, accounts payable/receivable, budget preparation, MIS coordination and fiscal analysis/projections. This position requires experience in financial administration, accounting and budgeting. A bachelor's degree in accounting, finance, public administration or business administration plus five years of professional experience in finance is required; CPA preferred. Thorough knowledge of laws and policies governing municipalities important; ability to prepare complex financial reports, supervise work of others, perform fiscal planning, provide financial advice and communicate effectively is essential. Salary \$85,000 +/- DOQ. Send resume, salary history and five work related references to Peter Scalera, Village Manager, 27 Riverside Road, Riverside, IL 60546 by December 2 or e-mail credentials to [pscalera@riverside.il.us](mailto:pscalera@riverside.il.us) Please visit [www.riverside.il.us](http://www.riverside.il.us) for a community and position profile



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