



City/County Management *in* ILLINOIS

**February
2010**

Strengthening the quality of local governance through professional management




**ILCMA 2010
Winter Conference**

Conference At A Glance (tentative schedule)

Wednesday, February 24

- 11:00 a.m. Registration
- 1:00 - 5:00 p.m. ICMA RC Individual Counseling (1 hour appts.)
See back page for more information.
- 1:00 - 4:00 p.m. Pre-Conference Session
From Color-Blind to Color-Rich
Deborah Roberts, PhD, University of Virginia, Charlottesville, VA
- 4:00 - 6:00 p.m. ILCMA Board Meeting
Downstate/SWICMA Cocktail and Hors d'oeuvres Reception - Historic Normal Theater
Introduction to Opportunities with the Illinois Film Office
- 7:00 - 9:00 p.m. ICMA RC Individual Counseling (1 hour appts.)

Thursday, February 25

- 9:00 - 5:00 p.m. Breakfast
Managing Your Composure During Uncertain Economic Times
- 7:30 - 9:00 a.m. Keynote: Inside Washington: A Political Update
Howard Fineman
- 8:00 - 9:00 a.m. Break, Book Signing, & Exhibits
- 9:00 - 10:15 a.m. Trust Your Gut, Keep Your Cool, Stay Balanced
Success Stories From Your Peers
- 10:15 - 10:45 a.m. Lunch & IML Legislative Update
- 10:45 - 12:00 Wind is "Normal" - Wind Alternative Energy from Large to Small
Social Networking - Lead, Follow or Get Out of the Way
- 12:00 - 1:30 p.m. Break & Exhibits
- 1:45 - 3:00 p.m. The American Recovery and Reinvestment Act of 2009: How to Make the Most of the
New Debt Financing Options to Save Your Community Money
- 3:00 - 3:15 p.m. Moving from Crisis to Opportunity
- 3:15 - 4:30 p.m. Q & A for New and Aspiring Managers
Dinner/Wine Tasting Presentation - Marriott
IAMMA Pool, Bags, & Euchre Tournament
- 4:30 - 5:30 p.m. ICMA RC Individual Counseling (1 hour appts.)
- 6:00 - 8:00 p.m. Breakfast
- 8:00 - 11:00 p.m. Tales from the Range
ICMA Range Riders
ILCMA Business Meeting
Keynote: Fun is Good
Mike Veeck

Friday, February 26

- 9:00 - 12:00 Breakfast
- 7:30 - 9:00 a.m. Tales from the Range
ICMA Range Riders
ILCMA Business Meeting
Keynote: Fun is Good
Mike Veeck
- 9:00 - 9:30 a.m. ICMA RC Individual Counseling (1 hour appts.)
- 9:30 - 11:00 a.m. Breakfast

Rediscovering Normal
February 24-26, 2010

Accommodations
Marriott Hotel and Convention Center

Conference registration deadline is February 12, 2010
For a full-refund, cancellations must be made by February 18, 2010

*Don't
forget to
Register!
See you
at the
Conference!*

February 4, 2010

ILCMA/Alliance for Innovation Webinar

Topic: Employee Morale in the Face of Economic Turmoil

February 10, 2010

IAMMA Breakfast Meeting

Topic: Communicating Tough Economic Issues with the Public and Staff

Location: Libertyville, IL

February 19, 2010

IAMMA Social & College Night

Location: Chicago, IL

February 24- 26, 2010

ILCMA Winter Conference

Location: Normal, IL

March 10, 2010

IAMMA /ILCMA Professional Development

Topic: Public Works for Management Professionals

Location: Oak Brook Village Hall

March 18, 2010

Metro Manager Luncheon

Topic: Municipal Economic Development in the New Economy

Location: Harry Caray's, Lombard

April 1, 2010

ILCMA/Alliance for Innovation Webinar

Topic: TBA – please send your suggestions

April 7 & 8, 2010

ICMA Young Professional Leadership Institute

Location: Oak Brook, IL

April 8, 2010

IAMMA Annual Conference

Location: Oak Brook, IL

April 8 – 9, 2010

ICMA Midwest Regional Summit

Location: Oak Brook, IL

April 15, 2010

ILCMA Professional Development Workshop

Topic: Intergenerational Communication

Location: Harry Caray's, Lombard

April 15, 2010

Metro Manager Luncheon

Topic: External Use of Technology to Communicate with Residents

Location: Harry Caray's, Lombard

April 29 & 30, 2010

Downstate City/County Management

Association/SWICMA Joint Spring Meeting

Sessions include: Worker's Compensation

– Getting a Handle on Costs

Location: Olney, IL

May 12, 2010

ILCMA Professional Development

Topic: Worker's Compensation –

Getting a Handle on Costs

Location: Harry Caray's, Lombard

May 12, 2010

IAMMA Awards Luncheon

Location: Harry Caray's, Lombard

May 18, 2010

UIC/ILCMA Workshop

E-Government

Location: TBA

June 9 – 11, 2010

ILCMA Summer Conference

Location: Eagle Ridge, Galena, IL

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WELCOME NEW MEMBERS

Scott Moore, City Manager,
City of Peoria

Christina Park, Administrative Project
Analyst, Village of Mount Prospect

Nancy Hill, Ehlers & Associates, Inc.

David C. Kotwasinski, Intern,
Southwest Conference of Mayors

Scott Shamberg, Administrative
Intern, Village of Elk Grove Village

Ryan Wiesen, Administrative
Intern, Village of Mundelein

Inga Jacobson, Graduate
Intern, City of Milton

Daniel Laurali, Finance Intern,
Village of Lake Zurich

Erik Jensen, Management
Intern, Village of Gurnee

Ryan Lawler, Management
Intern, Bonner Springs

Dustin Bowie

Ashley Lucas

WHO'S WHO DIRECTORY UPDATE

Benjamin P. Wehmeier is the new Village
Administrator in the Village of Lemont.

George J. Schafer is the new Assistant
Village Administrator in the Village of
Lemont.

Jason Slowinski is the Acting City
Manager in the City of Des Plaines.

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

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 http://netqa.org/ILGNET/_cs/GNSplash.aspx or www.ILCMA.org and follow the instructions on the homepage.



ILLINOIS VIRTUAL FORUM DATES

Feb 4, 2010: Employee Morale in the Face of Economic Turmoil

Apr 1, 2010: We want to hear from you! Submit your ideas on learning topics to Dawn Peters, dpeters@niu.edu or 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.

CIVIC LEADERSHIP ACADEMY WORKSHOPS



How Can We Help You and Your Staff Prepare for Today's Challenges?

NIU's Civic Leadership Academy has more workshops in the lineup for this winter and spring!

Sign up for one of the topics below and begin earning credit for CLA's Leadership Certificate!

- ♦ Leadership Lessons—Feb. 9
- ♦ Budgeting for Non-profits and NGO's—Feb. 23
- ♦ Managing Personnel, Pt. I and Pt. II—Mar. 9 and Mar. 23
- ♦ New Civics/Changing Responsibilities—Apr. 8
- ♦ Managing Conflict—Apr. 29
- ♦ Reaching Out: Public Information—May 13
- ♦ Managing Technology—June 3
- ♦ Teamwork and Team Building—June 24

Workshops are held at NIU's Naperville campus from 9:00 a.m.—3:30 p.m. Directions can be found by going to <http://www.niu.edu/conferencecenters/directions.shtml>. **Register Today!**

Go to <http://tinyurl.com/claregistration> and if you are looking for ways to stretch your training dollars, checkout the special offer we have for you!

NIU Center for
Governmental Studies
NIU Outreach

PRESIDENT'S COLUMN

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

By James Norris, President, ILCMA & Village Manager, Village of Hoffman Estates

The "Great Recession," has required professional local government managers to retrench, innovate, communicate and educate like no other time in the past 80 years. Tumultuous labor relations, resident unrest, and unfortunately, managers in transition are just a few of the manifestations of this economic downturn. With that said, there has never been a time where municipal and county governments need strong, resourceful public professionals, more than today. Our residents, businesses and elected officials turn to us to help navigate through these uncharted issues. This is where we as a profession shine. Be strong and know that our communities, state and nation will come out of this crisis and that our profession and you as individuals will have played a very important role in our communities surviving the "Great Recession."

ILCMA provides many opportunities for professional managers to gain additional insight into how to become a more innovative municipal local government professional by learning from the best in our profession by attending conferences, professional development sessions and webinars. The 2010 Winter Conference is fast approaching, but there is still time to register! This Conference will be an invaluable in helping participants lead their communities. The keynote sessions include Howard Fineman, a national political speaker who will bring attendees up to speed on current national and political issues and Mike Veeck, author of "Fun is Good," will encourage professionals to bring fun back into their organizations. To help reduce the cost of this event, ILCMA will be providing a \$50 subsidy to those who attend. For more information and to register please visit www.ilcma.org.

The ICMA Midwest Regional Summit will be held April 8-9, 2010 at the Renaissance Oak Brook. This is a great opportunity for networking and professional development. ICMA Executive Director Bob O'Neill will lead an ICMA workshop "Community: The Structure of Belonging" together with Felicia Logan, Director of Leadership Development. Those participants early in their career might also consider attending the Young Professionals Leadership Institute, from April 7-8, 2010. This institute will help young professionals set their own desired career path and will provide insightful information on how to balance work, family, finances and fun. The Young Professionals Leadership Institute is followed by the IAMMA Annual Conference. The YPLI and IAMMA events will also take place at the Renaissance Oak Brook. Please consider attending; these are sure to be interesting events. Visit <http://icma.org/main/bc.asp?bcid=921> for more details.

Lastly, ILCMA has partnered with the Innovations Group to offer webinars to ILCMA members. Webinars provide a professional development opportunity without ever having to leave the office! At a price of \$29 per session, per organization, they are bargains that everyone in the office can enjoy. The next webinar will be held on February 4 and will focus on Employee Morale in the Face of Economic Turmoil. Please see <http://icma.org/main/bc.asp?bcid=921> <http://www.ilcma.org/CurrentEvents.aspx?EID=240> for more information.

Looking forward to seeing everyone at the Winter Conference!



ILCMA BOARD ELECTION PROCESS BEGINS

Do you have a colleague who could be a dedicated member of the ILCMA Board of Directors? Would you like to serve? Now is the time to nominate qualified candidates for positions on the Board of Directors. A letter detailing why the candidate is qualified to serve along with an up-to-date resume is due at the ILCMA Secretariat, Regional Development Institute, NIU, DeKalb, IL, 60115 by March 1. Offices for which nominations will be accepted are President Elect, Vice President, Secretary Treasurer, and two board members. Officers are elected for one-year terms. Newly elected board members will serve three-year terms.

After the nominating deadline, the Nominating Committee, chaired by Patrick Urich, ILCMA Past President, with a representative from each of the affiliate groups and one at-large member, will meet to determine a slate. The slate will be announced in the April newsletter. At that time, others wishing to have their name appear on the ballot will have an opportunity to submit a petition. If a contested election results, a ballot will be mailed June 2, 2010. If no contest develops, the election of the slate will take place at the Annual Meeting in Galena.

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WINTER CONFERENCE 2010

Are you ready to have things get back to normal? What is normal these days? Well, you are invited to join the ILCMA Winter Conference Committee and your peers in Normal, IL February 24-26, 2010 to REDISCOVER NORMAL! The Committee has planned a conference full of high quality educational sessions, fabulous networking opportunities and an opportunity to reenergize in the wonderful setting of the brand new Marriott Hotel and Conference Center, in Normal, IL.

The Professional Development Committee will start us off with a pre-conference session on Wednesday afternoon titled *"From Color Blind to Color Rich"* with Professor Deborah Roberts, University of Virginia's Weldon Cooper Center for Public Service. Given that localities today are far more culturally diverse than ever before, Ms. Roberts will lead us in a discussion on how local government managers have a new role – that of astute ambassador who can build relationships across cultural lines.

Two Keynote sessions with book signings will anchor Thursday and Friday's conference schedules:

- Howard Fineman, political speaker and Washington insider will kick off the conference on Thursday. Mr. Fineman will discuss current national and political affairs for ILCMA. He will break down the latest developments from Washington and address their impact. With humor and insight, he leads audiences through an animated discussion of the most pressing issues affecting our nation today, answers questions about current political concerns, and offers predictions for what's next on Capital Hill.
- Mike Veeck will bring the conference to a close on Friday with his *"Fun is Good"* philosophy. Mr. Veeck uses his experiences as part owner of six baseball teams, as a national speaker, and as an author to describe how the simple approach of putting "fun" back into the workplace brings out the best in your employees and keeps your customers coming back for more. This keynote session promises to be both inspirational and entertaining.

The Conference will feature a variety of educational sessions in three sets of breakout sessions over the course of Thursday. You will be brought up to speed on the "new normal" with sessions including a follow-up session with Deborah Roberts *"Trust Your Gut, Keep Your Cool, Stay Balanced"*; a panel discussion on local government success stories and how you can implement them; a session titled *"Wind is Normal: Wind Alternative Energy from Large to Small"*; and a session that will introduce us to Social Networking. John Wick from Clerestory Consulting LLC will present a session on *"Moving from Crisis to Opportunity"* and there will be a panel discussion of various bonding and financing opportunities available to communities today. Given these choices, you are sure to find a vast array of new information and educational opportunities.

The Conference Committee, with the support of Downstate/SWICMA and Ancel Glink, has planned a very special reception on Wednesday evening at the Historic Normal Theater. The Illinois Film Office will make a very brief presentation on the impact of film production on local communities and film clips at famous Illinois locations will be shown throughout the reception. Also, a new addition to this year's social agenda will be a wine tasting presentation during the Thursday evening dinner to be held on site at the Marriott. This will be followed by the annual IAMMA Pool, Bags, & Euchre tournament. This year IAMMA is also holding a bags tournament in conjunction with the pool and euchre tournament.

Back by popular demand will be an IML Legislative Update and *"Tales from the Range."* There will be an ILCMA Business Meeting on Friday morning to provide members with the latest news of the Association.

David Park from ICMA-RC will present a session on Thursday morning on *"Managing Your Composure During Uncertain Economic Times"*. David will also be available for one-on-one financial consultations by appointment throughout the conference. There will also be a session for new and aspiring managers on Thursday afternoon.

Looking forward to seeing you in Normal February 24-26, 2010.

Juliana Maller,
Winter Conference Committee Chair

Register
for ILCMA
Winter
Conference
now!

WINTER CONFERENCE 2010**FEBRUARY 24 – 26****NORMAL, IL****HOWARD FINEMAN THURSDAY KEYNOTE****Inside Washington: A Political Update**

Political analyst Howard Fineman breaks down the latest developments from Washington and addresses their impact on your industry. With humor and insight, he leads audiences through an animated discussion of the most pressing issues affecting our nation today, answers questions about current political concerns, and offers predictions for what's next on Capitol Hill.

A senior Washington correspondent and columnist for *Newsweek*, Fineman has reported from the nation's capital since 1980. His "Living Politics" column also appears weekly on Newsweek.com and MSNBC.com. He also serves as a political analyst for NBC News and is a frequent contributor to *Hardball with Chris Matthews* and *Countdown with Keith Olbermann*. Fineman's latest book, *The Thirteen American Arguments*, a national best-seller published by Random House, was released in paperback in March 2009.

FUN IS GOOD**MIKE VEECK TO SPEAK FRIDAY****MORNING AT WINTER CONFERENCE**

In his book, *Fun Is Good*, maverick marketer Mike Veeck presents his simple, no-fail formula for business success: Make work fun and you'll create a culture of creativity where the best people will want to work and customer will want spend their money. At the heart of the philosophy is the need to reexamine the way we do business, from employer-employee relationships to customer service. The Fun Is Good philosophy not only has worked to make enjoyable evenings for everyone at his ballparks—full of laughs, zany promotions, and free giveaways—but it has also transformed half-dozen money-losing or start-up teams into thriving \$25 million businesses.

DEBORAH ROBERTS IS PRE-CONFERENCE SPEAKER

Professor Deborah Roberts will present the pre-conference session "From Color Blind to Color Rich." This session will show how a positive "color-rich" multicultural approach will help you build shared community identity while improving performance and service delivery results. Laugh, share, and walk away with practical "diplomat tips" on how to handle those "hot-button" controversies that divide your community (and just might get you fired). Dr. Roberts is at the University of Virginia's Weldon Cooper Center for Public Service. She is core faculty for the University's **Senior Executive Institute** and LEAD programs for city managers, county executives and department directors from local governments nationwide.

City/County Management in ILLINOIS

OPPORTUNITIES WITHIN THE CURRENT BUDGET ENVIRONMENT

John Wick, Clerestory Consulting LLC

Municipalities across Illinois and the country are weathering an economic “perfect storm”; reductions in sales tax, income tax and property tax revenues, and increases in operating costs, especially pensions, have taken a heavy toll on budgets. There are very few municipalities that have not had to cut General Fund expenses. Since personnel costs are the majority of the General Fund budget, it is likely that during the most recent budget cycle, your community exercised one or more of the following staff reduction approaches:

- A hiring freeze where open positions were left dark
- Elimination of vacant positions in the most recent budget
- A reduction of interns and seasonal hiring
- An early retirement incentive offering
- Targeted layoffs

The desired result, a balanced budget is achieved, but staff levels have dropped, perhaps for the second or third year in a row. Since departments may not have been dealt staff reductions equally, the situation is complicated. A large department may not feel the pressure of headcount reductions while small departments may struggle to operate after losing a significant percentage of staff. Workloads within departments have also changed over time, layering on one more complication. While building permits and inspections are down commensurate with the stagnant housing market, ongoing increases are likely in public works, police, and fire protection. The end result is a frustrated and fragmented staff that is not well aligned with the work that needs to be done.

All of these burdensome changes could be managed if only the residents’ expectations declined at the same pace as the municipal staff. But, to the contrary, many residents’ expectations have increased. During the downturn, residents – also employees in their own right – have experienced staff reductions and have been asked to do more to compensate for the lower staffing levels. Residents are expecting no less from their municipal workers. Residents do not want to accept that their tax dollars will buy less each year. They are working harder to stay in their homes and pay their taxes. They are not sympathetic to cost increases and bristle at the prospect of higher taxes.

Rather than feeling like victims of an unprecedented series of events, municipal managers should seize the opportunity the current economy presents. Necessity has provided the chance to think broadly and make organization wide changes that will position their community operations for the future. This change in perspective should include:

- Making foundational improvements that will strengthen operations in the long-term
- Building a more responsive and more flexible organization structure
- Challenging the status quo to ensure that the emphasis is on providing services that are critical or differentiating
- Identifying alternatives that will lower the overall cost structure, both in the short and long-term

The more comprehensive the review, the stronger the resulting infrastructure will be. There are three related steps that are key to achieving results:

Define the Vision – Municipalities have different characteristics. Some provide a broad range of services and others focus on providing essential government services. The starting point for

any analysis should be reviewing the services that are provided and asking:

- How do the current services fit into the strategic vision and defined goals?
- Are the current services, service levels and delivery approaches appropriate or should they change?
- Given the current budget situation, can the organization continue to provide all of the current services? Is the current fee structure appropriate? Are there services that are offered infrequently and to only a few residents? Can they be purchased by residents as needed (e.g. pumping out flooded basements)? Or are they candidates for fee increases or elimination?

Define the Work – Improving the processes and tools used to deliver the services is the next step in the process. Each process should be looked at from an external customer viewpoint, rather than an internal, staff viewpoint, to identify if there are ways the process can be improved. With this new perspective processes should be interrogated to determine how they can be effectively delivered with the fewest resources. Ask the following questions while examining each process:

- Is the current approach the most efficient approach? Or just the way that it has always been done?
- How would the process look if current department boundaries were removed?
- Are handoffs and approvals adding to the quality of the process or just slowing it down?
- Are there technologies available that could be used to improve the process? Are we leveraging current technology investments by making sure that people are properly trained to use it?
- Are there other processes similar to this one that could be combined or centralized to add to efficiency (e.g. centralized purchasing or IT support)?
- Are there alternative sourcing arrangement possible that would lower costs while maintaining quality and control?

Align the People – While many different organization structures are possible, the most effective one is built to support the essential processes. The new structure should challenge whether the existing numbers of departments are appropriate. As part of aligning the people, the following questions will need to be answered:

- What skill would be needed to perform the newly defined processes?
- Are there gaps between the current staff skills and the needed skills?
- Do the current relationships support the processes or are they confined by departmental silos?
- Are the accountabilities and decision making levels appropriate or should they be modified?
- Will people be compensated properly in the new organization structure given the changes to their roles and responsibilities?

To be most effective, making these changes will require significant participation from all areas of the current organization. The support of key elected officials will be essential. Involving your staff throughout this process is a valuable technique in reinforcing the changes. Broad participation will build support for successful implementation. Sustained improvements will help municipalities to weather this storm.

CORPORATE PARTNER SPOTLIGHT

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

The Journey to Financial Recovery

By Brad Townsend, Ehlers Vice President, Financial Advisor

Contributors: John Repsholdt, Maureen Barry, Ehlers

Illinois municipalities and counties are entering the second year of financial turmoil with the end still out of sight for most. Just as explorers of past centuries needed to overcome many obstacles on their journeys, you must do the same in this situation. We offer specific advice on how to best use your resources plus the wisdom and resources of others on the Journey to Financial Recovery in your community.

The journey started with the mortgage lending melt-downs and other events that converged to create an economic recession. Communities heavily reliant on sales taxes and income taxes were hit hard and all faced the threat of declining property tax revenues. Overcoming these obstacles may require the use of tools already at your disposal, gathering additional provisions in the form of outside expert assistance, and collaborating with your team. You may need to use one or more of the following:

Cuts & Efficiencies: These can range from in-house purchases, outsourcing services, establishing service partnerships, and other efficiency efforts, to workforce reductions including hiring freezes, vacancies by attrition, and layoffs. Many municipalities have deferred capital improvement projects. The need for lean government will be ongoing because of funding gaps in subsequent years, so cuts and efficiencies should be made with a long-term strategy in mind.

Revenue Enhancements: A potential increase in user fees, one-time fees, or taxes, can be more controversial than service cuts due to the number of people directly impacted. Many communities have found it helpful to enlist the aid of a financial advisor to conduct independent rate studies of permit fees and other service charges. This approach provides the outside expertise to test the need for an increase and, if warranted, provide an unbiased recommendation for the public to see and for the governing body to support.

Cash Flow & Investments: In a healthy economy, a savvy finance director, treasurer or administrator can carefully balance the need for liquidity and interest income. But in difficult and uncertain economic times, a professional

investment advisor can help evaluate your situation and recommend an investment policy and strategy. Communities have found an investment advisor's knowledge and experience with investment products a useful component of their financial strategy.

Debt Management: Interest rates were low and relatively stable the past six months of 2009. Early in 2010, rates are rising as inflationary pressures and the level of public debt are shaping expectations for our economy. The 30-year U.S. Treasury Bond rate – the driving force for what happens with municipal bond rates – has increased from 2.8 percent in January 2009 to 4.5 percent this January. A financial advisor can help identify old debt issued when rates were higher, prepare a plan to restructure that debt, and work with a municipality or county to issue new bonds while interest rates are relatively low. This can reduce debt service payments and free up cash for other purposes.

Capital Projects: The current compulsion is to save money by reducing expenditures. This is generally sound practice, but now is a good time to proceed with "shovel-ready" capital projects instead of deferring them. Interest rates are still relatively low and there is time during 2010 to take advantage of special federal bond programs. Contractors are still submitting low bids, but this could change with the adoption of a State of Illinois capital bill in 2009. Just as in previous years, the State capital bill will increase the number of projects and is expected to drive up bids. There is also still time for your financial advisor to explore the potential for issuing special bonds under the Federal American Recovery and Reinvestment Act (ARRA) that will expire on December 31, 2010.

Economic Development: Many economic development projects have come to a grinding halt due to a lack of lending activity and cash flow problems. Banks and other lenders are avoiding risk by not participating in projects. There are, however, ways for local governments to proactively pursue economic development. Under the ARRA, taxable Recovery Zone Economic Development Bonds can be issued for public projects. Tax-exempt Recovery Zone Facility Bonds can be issued to jump-start private business projects. Other options still available to municipalities include Tax Increment Finance Districts, Business Districts, and Special Service Areas.

In summary, each municipality and county should properly outfit their team, get help from outside resources as needed, and move forward to a successful journey's end.

If you are interested in marking a map with the right direction for your Journey to Financial Recovery, please contact Brad Townsend at Ehlers at 630-271-3335. Visit Ehlers Web site at www.ehlers-inc.com and look for upcoming information on related seminars.

We help you get it done.

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EHLERS
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SALARY SURVEY

All ILCMA Managers and Administrators-

Don't forget to complete the Salary Survey on Survey Monkey!

The survey closes on February 13th, 2010.

Results will only be sent to those Managers and Administrators who participate in the survey at this survey link

<http://www.surveymonkey.com/s/XJRLXJ3>

Managers and Administrators ONLY Please!

THANK YOU ILCMA RANGE RIDERS!

ILCMA is lucky to have the service of five former managers/administrators who serve the profession as ICMA Range Riders in the state of Illinois. The ILCMA Range Riders are Greg Bielawski, Steve Berley, Dave Anderson, Glenn Spachman, and Hank Sinda. Their contact information is located on the ILCMA website and on the back of every ILCMA newsletter. Collectively they have clocked over 900 hours, traveled over 8,500 miles, and made 1,595 contacts in 2009! ILCMA thanks each of you for your service to the profession!

Range Rider Program Celebrates 35th Anniversary!



ICMA's Range Rider Program is celebrating a huge milestone, its 35th anniversary! This successful membership program is one of the many ways in which ICMA provides professional and personal support to its members. The Range Rider program is a joint activity of ICMA and state sponsors. Range Riders offer confidential personal, career, and council relations advice. Range Riders assist governing bodies and charter commissions on the form of government and work with state sponsors and ICMA in membership development and retention, credentialing, and "next generation" activities.

The program got its start in January 1973 when Wes McClure, city manager of San Leandro, California, and ICMA Vice President wrote a letter to Mark Keane, Executive Director of ICMA. In the letter, McClure outlined his idea for a program of volunteers in public service. A key element of the program was to provide managers who were about to retire with an opportunity for continued public service to the profession. According to McClure, "The value of the system is that it would make use of the abilities of experienced administrators whose talents would otherwise be wasted." A year later, Wes' vision resulted in the creation of the ICMA Range Rider program. Wes was the very first Range Rider!

In 2005, ICMA Life Member and Illinois Range Rider Greg Bielawski signed on to serve as coordinator of the Range Rider program as a volunteer senior advisor. Greg credits the persuasiveness of Dave Childs, at that time the ICMA Western Director and now Assistant County Manager, Washoe County, Nevada, and ICMA President-Elect, with getting him to take on this challenging role. Additionally, Greg felt a "...need for one person, preferably an active Range Rider, to devote focused attention to the program."

The program continues to grow! In 2004 there were 72 Range Riders in 22 states compared to 86 in 23 states today. Since taking the helm, Greg has witnessed many changes to the program. He lists a stronger connection among the program partners--ICMA, state sponsors, and Range Riders--heightened awareness of the value of the Range Riders among ICMA members, more frequent communication with and among the Range Riders, clarity of expectations and responsibilities of the Range Riders, and the participation of Range Riders in the monthly member-in-transition phone calls as some of the program's numerous enhancements over the years.

In these troubling financial times, the support of the Range Riders is needed more than ever. The record high number of members-in-transition (162 in October) is an indication of the increased activity levels of Range Rider support to both members in trouble as well as to those who ultimately lose their jobs. Greg Bielawski says "Sadly, there are more ICMA members in transition than ever and the number is likely to increase partially due to the electorate's perception of who is at fault for their community's financial problems and the perceived remedy--new elected officials and thus new management frequently. Thus, Range Riders are needed more than ever to provide member support and preach the value of ICMA membership and professional local government management."

Greg has high hopes for Range Riders in the future, especially increasing visibility. As it stands he feels the program is "relevant, valued, and more vigorous than ever, but still somewhat out of mind, much like an insurance policy, until you need it."



ILLINOIS LIQUOR CONTROL COMMISSION NEEDS YOUR INPUT!

To gather feedback on local liquor laws and ordinances, the Illinois Liquor Control Commission (ILCC) mailed out their "2010 Questionnaire for Municipalities/Counties" earlier this year. While many communities did, in fact, complete the survey, there are many more who have not. If your community is among the latter, please take a few moments to fill out this important survey online by visiting www.DontBeSorry.org/Survey.htm. If you have any questions regarding the survey, please contact ILCC Education Manager Ted Penesis at 312-814-4802.

ICMA ANNUAL AWARDS PROGRAM: Now Accepting Nominations for 2010

Have you or a colleague made a difference in your community or to the local government management profession? Has an innovative program been implemented in your community which addressed a critical need, improved the quality of life for your residents, or saved your local government valuable resources?

ICMA's Annual Awards Program honors creative contributions to professional local government management and increases public awareness of the value of professional management to the quality of life in our communities. An independent Awards Evaluation Panel composed of 17 U.S. and international ICMA members selects the awards recipients each year.

Nominations are now being accepted for the 2010 Annual Awards Program. Professional Awards recognize individual achievement while Program Excellence Awards are presented to local governments and their chief administrators in recognition of creative and successful programs. U.S. and International members are encouraged to submit nominations to the Awards Evaluation Panel.

ICMA's Professional Awards recognize individual achievement that may have been accomplished through tenure with a number of local governments or organizations. An individual may be nominated to one of four Professional Award categories:

- Award for Career Excellence in Honor of Mark E. Keane
 - Eligibility: ICMA Full Membership, a minimum of ten years of executive, senior-level service to the profession, and endorsement by a past or present elected official.
- Award for Career Development in Memory of L. P. Cookingham
 - Eligibility: ICMA Full Membership
- Assistant Excellence in Leadership Award in Memory of Buford M. Watson Jr.
 - Eligibility: ICMA Membership and endorsement by CAO. Must be a full-time assistant reporting to a chief local government administrator or department head who has been responsible for significant administrative duties for at least one year (not including internships in conjunction with an academic program).
- Academic Award in Memory of Stephen B. Sweeney
 - Eligibility: Unrestricted.

ICMA's Program Excellence Awards are presented to local governments and their chief administrators in recognition of their innovative and successful programs. Awards are presented to local governments for each of three population ranges: under 10,000; 10,000-49,999; and 50,000 and greater. Each Program Excellence Award category may have multiple recipients. Multijurisdictional program submissions will be entered into competition using the population of the largest jurisdiction involved in the program. Any local government whose chief administrator is an ICMA Full Member is eligible to receive a Program Excellence Award. To be eligible, nominated programs must have been fully implemented by January 31, 2009. Local governments must limit their nominations to no more than one program in a single category. Categories include:

- Community Health and Safety Awards
- Community Partnerships Awards
- Community Sustainability Awards
- Strategic Leadership and Governance Awards.

Complete information on all awards categories, as well as on the nominations process, can be found at www.icma.org/awards. The deadline for nominations is March 12, 2010. Award recipients will be recognized during ICMA's 96th Annual Conference in San José, California, October 17-20, 2010, and highlighted in a fall issue of PM magazine.

*A Joint Professional
Development Session*



Public Works for Management Professionals

John Heinz, Director of Public Works for the Village of Libertyville and David Lawry, General Services Group Director for the City of Elgin, will be with us to tell us everything a manager or assistant should know about the Public Works Department.



Date: Wednesday, March 10, 2010

Time: 8:30 am - 11:30 am

A light breakfast will be served starting at 8:30 am. The presentation will begin at 9:00 am.

Location: Oak Brook Village Hall
1200 Oak Brook Rd.
Oak Brook, IL 60523

Cost: \$25 – Reduced Price!

Please bring payment with you when you attend the event. Checks should be made payable to ILCMA.

**Please RSVP to Tami Bombich
at 815-753-5424 or tbombich@niu.edu
by Friday, March 5, 2010.**

Payment and Attendance Policy: Individuals who RSVP are required to issue payment by the date of the event. If payment is not received by the date of 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 whom RSVP must cancel by the registration deadline.

We will attempt to make accommodations for individuals whom do not RSVP, however space is not guaranteed.



Illinois Virtual Forums: Employee Morale in the Face of Economic Turmoil



During these tough economic times, growing importance is being placed on how local government managers can help employees stay positive and focused. What steps can we take to improve employee morale? This webinar will look at sustaining performance in tough economic times and cover the challenges of managing an organization during this difficult period. The presentation will cover the challenges of managing an organization of people who are experiencing loss and how to understand and react to the emotions, responses, and behaviors that the manager observes. Understanding the importance of managing communications, effectively sustaining a positive frame of mind, and being realistic are target goals. In addition the presentation will address the manager's own needs and limits.

Learning Objectives

Participants at the completion of the webinar will be better able to:

- Connect the loss process to normal emotional responses to reductions in force, limited budgets, increased workloads, larger difficult economic pressures (spouses), and "survivor guilt";
- Recognize the motivations of employees who get emotional as individuals and as groups;
- Describe the manager's balance between being employee centered and task focused;
- Recognize problematic behaviors in individual employees and groups;
- Define specific tactics for managing the concerns described above; and
- Define and develop support structures unique to the manager.

About the Presenters: David and Daven Morrison are organizational psychiatrists practicing outside Chicago in Palatine. In addition to experience with private industry, Daven and David have been working with managers for many years. David began work with managers in the early 1970s when the interest for managers was stress and balancing work and family needs. Daven currently writes a column for PM Magazine on Work and Family Balance.

Thursday, February 4, 2010 1:00 PM CT - 2:30 PM CT

Price \$29 per Registration/Organization

[Register Now for this Webinar!](#)

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- Katy Rush
Village Administrator
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- **Computer, Internet, and Phone** are All You Need. Watch the presentation and listen in on your phone; you also have the opportunity to participate, providing your thoughts and questions.
- **Group Participation.** One registration fee can pay for your staff to participate as a group. Project the screen in a conference room and listen in.
- **Encourage Organization Sharing and Learning.** Discuss, what idea can your organization take from this webinar?

ICMA REGIONAL SUMMIT

2010 ICMA Midwest Regional Summit Open to All Members in Illinois April 8-9, 2010

It's not too early to plan to join your colleagues at your ICMA Regional Summit. Plan now to attend the ICMA Regional Summit in your area to network with colleagues and to take advantage of a professional development opportunity. 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 together with Felicia Logan, Director of Leadership Development. This year's topic from ICMA's Leading Ideas Series: **Community: The Structure of Belonging.**

TENTATIVE SUMMIT AGENDA:

Thursday:

- 1:30-4:30 p.m.: ICMA University Workshop: Community: The Structure of Belonging
- 5:30-6:30 p.m.: Reception
- 6:30-8:30 p.m.: Dinner - "Celebrating the Profession"

Friday:

- 7:30-8:30 a.m.: Breakfast
- 8:30-10:15 a.m.: Conversation with Bob O'Neill, ICMA
- 10:30 a.m. -12:00 noon: Regional Meeting of State Officers and Members

Workshop Description:

Leading Ideas Series: **Community: The Structure of Belonging**

Building on concepts from the conversation between Peter Block and Bob O'Neill, captured on DVD, this workshop will focus on the special role of the manager in overcoming the deficiencies of our current approach to community involvement, including providing hands-on tools to involve your community in discovering the possibilities and helping the community to become owners of the outcome.

Workshop leaders: **Bob O'Neill, ICMA Executive Director, and Felicia Logan, ICMA Director of Leadership Development**

This workshop addresses Practice Groups 1: Staff Effectiveness; and 6: Innovation, Vision, and Creativity of the ICMA Practices for Effective Local Government Management.

2010 ICMA Midwest Regional Summit

Open to All Members in Illinois

April 8-9, 2010

Renaissance Oak Brook, Oak Brook, Illinois

Register online by April 1, 2010, for this 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.

Renaissance Oak Brook

2100 Spring Road
Oakbrook, IL 60529

To make a reservation, call: 630-573-2800

Room Rate: \$95

Hotel Registration Deadline: March 17, 2010

Registration Fee: \$275

Register Online at <http://icma.org/main/ns.asp?nsid=3357#MW>

ICMA REGIONAL SUMMIT**Related Events****Midwest Region Young Professionals Leadership Institute***Building Your Leadership Skill Set Through the Art and Practice of Leadership*

Three workshops are being presented as a special offering to young professionals, preceding the ICMA Regional Summits in the Southeast, Northeast, Midwest, and Mountain Plains/West Coast regions. Content includes identification of effective management and supervision styles with Felicia Logan, a discussion with Bob O'Neill and a session on life balance in a 24/7 work world. **Managers, you are encouraged to invite young professionals to attend this leadership institute.** Young Professionals Leadership Institutes are designed for emerging leaders who may have MPA degrees but who may not be ICMA members or who may be working in the organization in their first job but are not in the manager's office.

Date: April 7 & 8, 2010**Cost**

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

Who Should Attend

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

Agenda**Wednesday**

- 1:00 - 5:00 p.m. Workshop: Authentic Leadership: How to Find and Navigate by Your Own True North
- 5:00 p.m. - 6:00 p.m. Networking Social

Thursday

- 8:30 - 10:30 a.m. Workshop: The Practice of Leadership and a Conversation with Bob O'Neill and Franz Johansson
- 10:30 - 11:45 a.m. Workshop: Life Balance Forum: Family, Finances, and Fun
- Lunch on your own for extended networking.

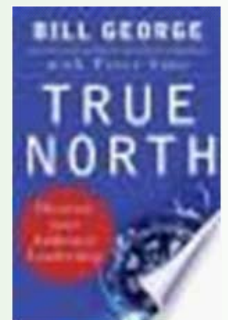
Workshop Descriptions**Authentic Leadership: How to Find and Navigate by Your Own True North****Presenter: Felicia Logan, Director of Leadership Development, ICMA**

Based on research and first-person interviews with 125 of today's top leaders, True North presents a concrete and comprehensive program for leadership success and shows how to create your personal leadership development plan centered on five key areas:

1. Knowing your authentic self
2. Defining your values and leadership principles
3. Understanding your motivations
4. Building your support team
5. Staying grounded by integrating all aspects of your life

During the workshop we will explore the five steps together and develop personal leadership development plans to ensure our continued development as authentic leaders.

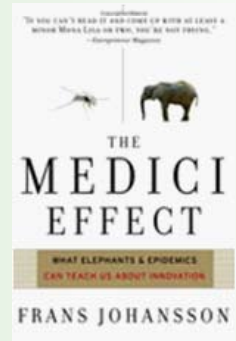
Participants must purchase and read "True North" by Bill George prior to attending this workshop.



The Practice of Leadership and A Conversation with Bob O'Neill and Franz Johansson

Presenter: Bob O'Neill, Executive Director, ICMA

Bob O'Neill will lead this discussion of leadership practices of the profession of local government management. The Conversation with Bob O'Neil and Franz Johansson will explore the core concepts of what makes innovation effective and what employees within an organization can do to become effective innovators. Prior to the class, participants are urged to read the article in the March 2007 issue of PM magazine, [How Professionals Can Add Value to Their Communities and Organizations](#), along with *The Medici Effect: What Elephants & Epidemics Can Teach Us About Innovation*.



The discussion with Bob on the Medici Effect will include the following objectives:

1. What is the Intersection and why we can expect to see a lot more of it in the future.
2. Why stepping into the Intersection creates the Medici Effect, and how we can use intersections to generate groundbreaking ideas.
3. Outline the unique challenges faced when executing intersectional ideas and how we can overcome those challenges.

The discussion with Bob on the Practice of Leadership will include the following practices:

1. Professionals add value to the quality of public policy and produce results that matter to their communities.
2. Professionals take a long-term and community-wide perspective.
3. Professionals commit themselves to ethical practices in the service of public values.
4. Professionals help build community and support democratic and community values.
5. Professionals promote equitable, fair outcomes and processes.
6. Professionals develop and sustain organizational excellence and promote innovation.

Life Balance Forum: Family, Finances, and Fun

Presenters: Felicia Logan and ICMA-RC regional financial experts.

During this forum, subject matter experts will address the really big issues of life balance for young professionals.

Lunch on your own for extended networking.

An added dimension in the Midwest Region this year: The Illinois Association of Municipal Management Assistants (IAMMA) is pleased to announce its 14th annual conference on Thursday, April 8, 2010. The conference planning committee is working to bring together exciting opportunities for managers, municipal assistants, department directors, students, interns, and other municipal professionals to take advantage of additional educational sessions during this half-day conference. The IAMMA conference will take place immediately following the Young Professionals Leadership Institute (YPLI).

Register Today at <http://www.icma.org/events/index.cfm?event=LI3/FEE>

Location and Accommodation Details:

Renaissance Oak Brook

Renaissance Oak Brook

2100 Spring Road

Oakbrook, IL 60529

To make a reservation, call: 630-573-2800

Room Rate: \$95

Hotel Registration Deadline: March 17, 2010



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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:

- 1. 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)
- 2. Profession 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:

Richard Saks	gandalforever@comcast.net	708-839-0076
Motiryo Keambiroiro	Njeri@speakeasy.net	708-720-2269
Craig Whitehead	dcwmgr22@aol.com	309-589-0385
Mark Masciola	Mcmmln@aol.com	630-837-6594
Sheryl Puracchio	spuracchio@gmail.com	815-931-8672
Aimee Ingalls	ingalls345@comcast.net	815-592-6090
Phil Modaff	modaff40@comcast.net	630-493-0359
Austin Edmondson	aedmondson4@adelphia.net	815-878-9845
Robin Weaver	rweaver33@hotmail.com	630-835-6417
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The successful candidate should have excellent oral and written communication skills as well as experience with budgeting and intergovernmental relations with proficiency in the application of state and federal laws as related to municipalities. Information technology skills are expected. A public administration degree will be a bonus for applicants and a four-year college degree is required. Residency within the Village is required within 9 months of employment with an employment agreement offered. Four Administrators have served in this position during the past 18 years. Salary is \$70K plus, DOQ, with a generous benefits package.

Send References and Resume:

Mayor Hap Gilbert
301 South Route 51
PO Box 80
Forsyth, IL 62535
Or at kmizer@forsythvillage.us
by February 12, 2010

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**Assistant Director of Public Works
Village of Cary**

The Village of Cary is seeking qualified applicants to fill the position of Assistant Director of Public Works. Major duties and responsibilities of this position include, but are not limited to, the following: 1) Direct supervision of 22 staff members in the Village's Public Works Department; 2) Responds to and resolves public inquiries; 3) Oversees various operational and maintenance duties including utility management (storm sewer, sanitary sewer, streetlights), street repairs, building and vehicle maintenance; 4) Oversees water and sanitation operations of the Village (pumping, treatment, distribution and storage); 5) Manages various service programs, both in-house and contractual, including tree trimming, brush chipping, thermoplastic marking, street sweeping, snow removal and right-of-way mowing; and 6) Performs any and all other duties as assigned.

The Assistant Director of Public Works is a non-union position requiring, at a minimum, a high school diploma or GED equivalent, six (6) years of prior public works experience and supervisory training, and a Class B (CDL) license within six months of hire. In addition, certification as a Class "A" Public Water Supply Operator and/or certification as a Class "1" Public Wastewater Treatment Plant Operator in the State of Illinois are preferred at the time of hire.

Current salary range for the position is \$79,990 - \$96,490, depending upon qualifications. Qualified individuals interested in being considered for this position should send a letter, resume and three references to:

Tara Semenchuk
Assistant to the Village Administrator
Village of Cary
655 Village Hall Drive
Cary, IL 60013
E-Mail: tsemenchuk@caryillinois.com
Fax: (847) 639-2761

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