



City/County Management in ILLINOIS

Strengthening the quality of local governance through professional management

February 2014

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Calendar of Events

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

February 5
Legacy Project Luncheon
Buffalo Grove, IL

February 7
IAMMA Night Out
Chicago, IL

February 7
SWICMA Meeting
Collinsville, IL

February 12
IAMMA Event
Lincolnshire, IL

February 26-28
ILCMA Winter Conference
Springfield, IL

March 5
Legacy Project Luncheon
Woodridge, IL

March 12
IAMMA Event
Location TBA

March 19
Cal-ICMA Coaching Webinar
Effective Ways to Increase Revenues

March 20
Metro Manager Luncheon
Lombard, IL

March 20
ILCMA Professional Development
Lombard, IL

March 19-20
ICMA 2014 Young Professional Leadership Institute
Iowa City, IA

March 20-21
ICMA Midwest Regional Summit
Iowa City, IA

April 9
Cal-ICMA Coaching Webinar
Taking Smart Risks

April 25
IAMMA Annual Conference
NIU Naperville

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President's Column

ICMA's Code of Ethics: At the Core of the Village Manager Profession

Promoting an ethical culture is a key leadership responsibility. Equity, transparency, honor, integrity, commitment, and stewardship are standards for excellence in democratic local governance. A key component of the Code of Ethics is that ICMA and ILCMA work together to hold members accountable for ethical violations.

Recently, the ICMA Executive Board upheld recommendations of the ICMA Committee on Professional Conduct to censure one Illinois member. The board's decision came after review of the facts presented to the committee in part by the ILCMA Committee on Professional Conduct that acted as a fact-finder in this situation. The ICMA Executive Board publicly censured Roy McCampbell, former village administrator, Bellwood, Illinois, and voted to permanently bar him from future membership in ICMA for conduct that violated the integrity and political neutrality standards of the profession.

The board concluded that McCampbell accepted excessive compensation and benefits while serving a community of 20,000 residents and McCampbell engaged in efforts to support candidates for elected office on at least 20 occasions. This public censure stands as a reminder that our profession requires adherence to ethical standards and if those standards are not met, both ICMA and ILCMA will be forced to review and take action as necessary. The ICMA sanction can be viewed at www.icma.org and search McCampbell. In other ILCMA news, your ILCMA Board has been engaged in a number of new initiatives and ongoing projects. Below is a brief update on those efforts:

- The Winter Conference Committee has done a great job of preparing a terrific conference in Springfield on February 26-28. Optimize your Optimism-Inspiration in the Land of Lincoln has something for everyone, so register today. For more information visit www.ilcma.org.
- The Member Services Committee has partnered with ICMA to enhance our membership strategy and cross promote ICMA and ILCMA to all potential members. Specifically, letters have been sent to ICMA members-only and ILCMA members-only with information on the value and benefits of both organizations. We have generated additional memberships from this effort.
- Through the extraordinary effort of the Promote the Profession Committee, the ILCMA Board recently signed a contract with Serafin & Associates to assist in developing a formal communication strategy and plan. This process will improve communication to our members and establish an overall public relations approach on a variety of subjects. To assist in this, we have requested our membership complete a survey and next month, the ILCMA Board will be conducting a strategic planning process focused on our communication efforts. Thank you to those of you who responded to the Communication Survey!

- The new Website Re-Design Ad Hoc Committee has begun a comprehensive review of the ILCMA and IAMMA websites and will be making recommendations on how to improve the overall design and quality of both sites.

- Range Rider recruitment efforts have begun to replace two long-serving members, David Anderson and Glenn Spachman, as well as our joint ILCMA/ICMA range rider, Frank Ollendorf. We thank Glenn, Dave, and Frank for their years of great service to ILCMA and the profession.

- The Mentoring Program continues to provide guidance and support to those just beginning their careers, please consider participating in this very worthwhile program. Sign up today to be a mentor or a mentee at www.ILCMA.org.

- Training opportunities through the Professional Development Committee efforts, Metro Managers, IAMMA, and the Cal-ICMA Coaching program are also available at www.ILCMA.org and www.IAMMA.org.

Ethics, communication, public relations, and ongoing service delivery; these have been and will continue to be the focus of ILCMA in support of its membership.



Who's Who Directory Update

Mike May has been appointed as the new village administrator in Volo. He was previously the assistant village manager in Grayslake.

Marc Huber is the new community development director in Carpentersville. His new contact information is:
Marc Huber, Village of Carpentersville
Community Development Director
1200 L. W. Besinger Drive
Carpentersville, IL 60110
Phone: 224-293-1641
Email: mhuber@vil.carpentersville.il.us

Derek Soderholm has been appointed to be the next village administrator in Fox River Grove. He previously served as deputy village manager in Grayslake.

Tim Ridder has accepted the Operations Director position at Apple Canyon Lake POA. Ridder will manage the organization's staff and facilities. ACLPOA was established in 1969 and has a membership of 2730 individual owners over 2742 lots and 930 homes. His new contact information is:
Tim Ridder
Apple Canyon Lake Property Owners Association
14A157 Canyon Club Drive
Apple River, IL 61001
Phone: 815-492-2238
Email: tim.ridder@applecanyonlake.org

Jim Wise, Morrison's former administrator, has been appointed as the village administrator in Cherry Valley.

John Lockerby has been appointed as the new village manager in Skokie. He was the assistant city manager in Skokie prior to the appointment.

Karl Warwick has been appointed as the first village administrator in Lake Villa. He was formerly the village administrator in Fox River Grove.

Anne Marie Gaura has been appointed as the new city manager in DeKalb. She was previously Schaumburg's interim director of engineering and public works. Her new contact information is:
Anne Marie Gaura
City Manager
City of DeKalb
200 S. 4th Street
DeKalb, IL 60115
Phone: 815-748-2391
Email: annemarie.gaura@cityofdekalb.com

Phil Kiraly's new contact information is:
Philip Kiraly, Village Manager
675 Village Court
Glencoe, Illinois 60022
Phone: 847-835-4114
Email: philipk@villageofglencoe.org

John Kalmar has been appointed as the new village manager in Vernon Hills. He was formerly the assistant village manager/director of community development in Vernon Hills.

Congratulations to **Mike Allison** who retired as village manager in Vernon Hills the end of January.

Erika Storlie has been named the deputy city manager in Evanston. She was formerly the community engagement manager in Evanston.

David Strohl has been appointed as the new village administrator in Forsyth. His new contact information is:
David A. Strohl
Village Administrator
Village of Forsyth, Illinois
301 South Route 51
Forsyth, Illinois 62535
Phone: 217-877-9445
Fax: 217-877-9863
Email: dstrohl@forsythvillage.us

Ilir Ademaj has recently joined the Village of Orland Park as a full-time management analyst. He was formerly an intern in Oak Brook. His new contact information is as follows:
Ilir Ademaj
Management Analyst
14700 S Ravinia Ave
Orland Park, IL 60462
Phone: 708-403-6218
Email: iademaj@orland-park.il.us

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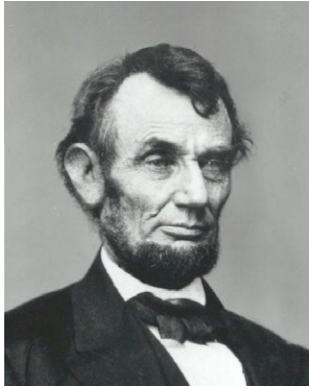
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Register Today For The ILCMA Winter Conference!

Optimize Your Optimism: Inspiration in the Land of Lincoln

This is the theme of our upcoming Winter Conference -Optimism and Inspiration in the Land of Lincoln to be held on February 26-28th in Springfield. The planned sessions aim to reaffirm your



optimism and inspiration as you take a few days away from the office for this exciting professional development opportunity. The location in our State capital isn't always the most positive place to be, however with the planned sessions and one of history's greatest leaders as our inspiration this year's Winter Conference will be a great experience. Some of the highlights include:

Keynote Speakers:

- John Krubski: Persuasion and Motivation 2.0-New Tools to Get People to Do What You Want

John will uncover a set of motivating factors that will equip us to do our job more effectively and explain how these insights can then be used across a wide spectrum of practical applications.

- Luncheon Keynote: When in Springfield...Joe McCoy will update us on current issues and provide a Legislative update for us.
- Dale Spencer: Don't Fear It- Embracing Life's Journey- Dale has determined that there are four key areas where FEAR dwells- Professional, Social, Mental, and Physical. Dale will help you identify ways you can overcome fear and be more successful in all aspects of your life.

Sessions:

- Pre-Conference Session – ICMA University Workshop: Your Leadership Playbook
- ILCMA Range Riders-Tales from the Range
- Challenges of Infill Development-How do you redevelop when a big box leaves
- Citizens/Government: Access to One Another-How do you engage your community using technology
- Creating Positive Media Relations-NBC 5 Anchor Dick Johnson will explain how to establish positive relationships with the media
- The Wild, Wild Internet: Cyber Security-How do you improve security in your office
- Rapid Fire-Positive Community Interaction through Special Events
- Vacant Buildings, More than just a nuisance in the Neighborhood-a unique new challenge
- Q & A for Aspiring Managers
- Guns, Drugs & E-Cigs-Reality Today for Illinois
- Mission Based Collaboration: Public-Private Partnerships with Community Based Non-Profits

Social Events:

- Welcome Reception hosted by Downstate/SWICMA
- Welcome First Time Attendees, Scholarship Winners and New to the Profession
- Dinner at the Abraham Lincoln Library and Museum
- IAMMA Euchre/Bags Tournament
- Frozen Abe 5K Run/Walk and Yoga, too

Special thanks to the Winter Conference Committee members who have worked hard to get this program together. We look forward to seeing you in Springfield!

Committee Members:

Kelly Amidei, Chair, Assistant Village Administrator, Libertyville
 Moses Amidei, Village Administrator, Wadsworth
 Mike Cassidy, Village Manager, Bensenville
 Rick Boehm, Village Manager, Palos Park
 David Hulseberg, Village Manager, Lombard
 Greg Seefeldt, MIT
 Annie Tierney, Management Analyst, Hoffman Estates
 Scott Skrycki, Management Analyst, Bartlett
 Ben McCready, Assistant to the City Manager, Rock Island
 Paul LaLonde, Program Director, Kendall Area Transit
 Paula Schumacher, Assistant Village Administrator, Bartlett
 Michael Strong, Management Analyst, Northbrook
 Randy Bukas, City Administrator, Flora
 Jenny Maltas, Deputy Village Manager, Buffalo Grove
 David Van Camp, Senior Project Manager, HR Green
 Sean Widener, Department Manager Clark Dietz
 David Myers, Maywood
 David Cook, Executive Director, IPBC
 Robin Weaver, Public Works Director, Normal
 Dawn Peters, Executive Director, ILCMA

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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.

The Ever Changing World of Municipal Aggregation...What is Best for Your Residents?

By Mark Pruitt, Illinois Community Choice Aggregation Network (ICCAN) in partnership with CBBEL Energy, a division of Christopher B. Burke Engineering Ltd.

Between 2010 and 2012, voters in over 650 communities granted their local government with the authority to negotiate electricity supply contracts on behalf of their residential and small commercial accounts. Communities exercising this "municipal electric aggregation" authority in the ComEd and Ameren utility regions were able to realize 20-40% cost savings over the standard utility rates (the "Price to Compare") without adding staff or increasing operating budgets. Today, approximately 70% of ComEd and Ameren residential customers are served through municipal aggregation programs.

In recent months, the Price to Compare for Ameren and ComEd has dropped dramatically causing municipal aggregation program savings rates to shrink or disappear altogether. In a few cases, communities have decided to return their residents to standard utility service because their aggregation programs could not achieve cost savings.

Several hundred aggregation communities are scheduled to renegotiate their electricity supply contracts in early spring 2014. In addition to the poor optics of lower savings rates, these aggregation communities will face the new challenges as they re-enter the electricity supply markets:

- Rising electricity prices. The historically low electricity rates to which residents in the ComEd region have become accustomed will start to rise in June 2014. The increases are due to scheduled increases in payments to power plant operators to ensure that generation assets are available to meet the region's peak electricity demand. The increases will be passed on to all ratepayers, and could raise prices for some aggregation programs by over 20%.
- Changing rate structures. ComEd has proposed tariff changes that will increase rates for larger-than-average accounts, and reduce rates for smaller-than-average accounts. The changes will translate into aggregation program pricing - raising prices for some and reducing prices for others. Given the lower comparative Price to Compare, it is possible that the rate changes for aggregation programs will further reduce (or even negate) residents' savings.
- New Illinois Commerce Commission rules. The Commission has created a series of new reporting and notification requirements for electricity suppliers that serve aggregation programs. In order to ensure that suppliers provide service and comply with the rules, aggregation program management and cost structures may require substantive changes.

The combination of rising prices, tariff uncertainty, and regulatory requirements create a challenging environment for aggregation programs. Undoubtedly, several communities will consider abandoning their programs and returning ratepayers to standard utility service. However, local leaders should bear in mind that turning away from aggregation may be neither necessary nor in the best interests of residents. To maintain aggregation program viability, communities should first consider the following:

- Conduct a program review before pricing. A critical review of the program's policies will establish how well a community can adapt to new market realities. Engaging an outside party will

validate the recommended changes that should be completed prior to committing to any new pricing offers.

- Start talking about pricing. Begin preparing stakeholders and residents for price increases now to allow all parties more time to understand:
 - o the reason for the increases;
 - o that rates are rising for everyone (not just your program);
 - o that returning to the standard utility rate can lock residents into the variable Price to Compare for a full 12 months - even if the Price to Compare were to dramatically increase.
- Consider alternative pricing options. Most aggregation programs offer a simple fixed price, but residents may see more value from alternative rates. Communities with Smart Meters can offer one electricity price for weekdays and another (lower) price for evenings and weekends. Communities without Smart Meters can set a rate like the Price to Compare which establishes a maximum and minimum price range that adjusts according to consumption and market prices.
- Pursue energy demand management services. The aggregation statute allows programs to secure energy efficiency services as well as electricity supply. Aggregation programs can be used to secure energy efficiency funding for residents through the utilities and the Illinois Department of Commerce and Economic Opportunity.
- Factor non-pricing value. Cost savings are important, but aggregation communities should reference the non-price benefits that the programs provide residents, such as:
 - o Consumer Protection. Residents that have an aggregation program option are less vulnerable to predatory door-to-door and telemarketing sales campaigns.
 - o Preferred Contract Terms. Residents that have an aggregation program option are less likely to be subject to bothersome contract terms such as cancellation penalties, minimum credit requirements, and dual billing - terms that are prohibited by most aggregation programs.
 - o Sustainability. Aggregation programs have provided residents with more sustainable energy options when they have elected to surpass the minimum requirements of the Illinois renewable portfolio standard.

As electricity choices grow more complex, residents will continue to look to their local leaders for guidance and assistance. With thoughtful planning, aggregation programs can remain viable during this challenging period and continue to provide value for residents.

*Note: Mark Pruitt served as the first Director of the Illinois Power Agency prior to becoming a consultant. For more information, Please contact John Doria at CBBEL Energy, 847-823-0500.

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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.

What You Need To Know About Your Credit Rating

By Bradford J. Townsend (CIPFA) and Maureen Barry, Financial Advisors

New Criteria: Standard & Poor's (S&P) and Moody's Investors Service (Moody's) recently revamped their credit rating criteria for cities, counties and townships in Illinois. S&P implemented their update in 2013. Moody's started after announcing their update on 1/15/2014. There are limits to the influence you can exert on factors that a ratings analyst uses to assess your community. However, you do have some control over factors related to policy, operations, and finance.

Both Moody's and S&P have changed their analytical emphasis. In a nutshell, Moody's will weigh pension and other post-employment benefits (OPEB) more heavily. S&P is weighing economic factors less and financial planning more. Ehlers encourages all managers and administrators to learn what these changes may mean for your community and its credit rating.

S&P: Ratings analysts now use a scorecard with revised criteria. Some of our clients have received ratings upgrades using this format. S&P beta testing suggested that 60% of credits were expected to stay the same, 30% would move up and 10% would decline (generally in one notch adjustments). They have not yet commented on whether actual ratings meet those expectations. Ehlers has noticed, thus far, that smaller communities with solid financial operations are able to achieve higher ratings. Financial measurements such as budgetary performance in all governmental funds are much more important in the rating evaluation.

Moody's: Moody's scorecard is comprised of four rating factors further divided into 13 individual sub-factors to determine the rating. Each sub-factor is scored with "1" being the best rating and "6" being the worst. The rating analysts and committee will be able to adjust scores with both qualitative and quantitative "overriding" and minor adjustments. Moody's announced that 256 issuers will be reviewed using the new criteria; 19 are in Illinois. We suggest that you check their website at <http://www.moody.com>

Fitch: To date, this credit rating firm has not announced a criteria revision.

Factors Beyond and Within Your Control: As noted above, many external factors are beyond your control or that of your governing body. Prime examples for S&P are Institutional Framework (10% weighted) and the Economy (30%). Nevertheless, the majority of the rating is comprised of internal factors that may be within your control such as Management (20%), Budgetary Performance (10%), Budgetary Flexibility (10%), Liquidity (10%) and Debt/Contingent Liabilities (10%). This provides an opportunity to proactively address real or perceived deficiencies.

Moody's reduced the weight attached to the external Economic Factor from 40% to 30% in order to carve out an internal 10% Pension Liability Factor. Fund Balance and Cash Balance are weighted at 30%. A factor of 10% will be used to assess Total Tax-supported Debt to Revenue Position and Tax Base. Management is 20% (of which half relates to operational practices) and Debt/Pension is 20%. These changes indicate a shift from external to internal factors that may provide you with greater ability to influence

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the credit rating outcome. Be aware that Moody's is using a new Adjusted Net Pension Liability (ANPL) metric. The ANPL differs from a traditional actuarial study in that it seeks to provide a consistent measure of the obligations of one local government pension plan compared to others. A credit's pension plan assets and actuarial accrued liabilities are adjusted using uniform discount rates, and then compared to operating revenues and tax base of the last three years.

Short List of Ways to Improve a Credit Rating: Please consider including the following items in your financial management plan because they may help maintain a high rating or improve a lower rating:

- Fund Balance Policy
 - o Reserve to revenues calculated as a % and number of months
 - o Reserve to debt calculated as a %
- Debt Management Policy (designated revenue, limitations)
- Capital Improvement Plan (not just a wish list, include potential revenue and debt financing)
- Long Term Financial Plan (multi-year budget projection)
- Strategic Plan (shows proactive policy direction and management)

Rating Call Advice: Ehlers recommends that the Manager/Administrator and Finance Director be on the call with a Financial Advisor (FA). The team should thoroughly understand activity in all governmental funds and enterprise funds as reported in your latest financial statements. S&P is asking more questions about the liquidity of your investments. They more thoroughly vet assigned, unassigned, and designated fund balances to determine how much flexibility your governing board has to access these funds in the short-term. Moody's is expected to exert similar scrutiny. The criteria updates and related questions may increase the length of some rating calls.

Strategy and Follow-up: Your FA can help you understand how each rating criteria might affect your rating. You can talk with analysts informally a few weeks ahead of a rating call or, if you have general questions, your FA can contact Moody's or S&P on your behalf to discuss the expected changes. A "pre-call" with your FA to discuss your rating is also recommended as a best practice. These steps should help you prepare and secure the best credit rating possible.

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Riccardo F. Ginex
Keith R. Sbiral
James Morani

Credentialed Manager Candidates

Julia Cedillo
Eric Palm
Maria Lasday

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. Managers are recognized by ICMA through a peer review credentialing process, and this self-directed program offers an opportunity for interested ICMA members to quantify the unique expertise they bring to their communities. The program also assists ICMA members in focusing and reflecting upon their lifelong professional development experience. Members who participate in the program may earn the designation of ICMA Credentialed Manager granted by the ICMA Executive Board. ICMA Credentialed Managers are viewed with growing distinction by local governing bodies and progressive, civically engaged communities.

What Are the Benefits?

- Recognition as a professional local government manager
- Quantification of the unique expertise you offer
- Demonstration of adherence to high standards of integrity
- Demonstration of commitment to lifelong learning
- Structured and focused professional development plan
- Peer review of professional development activities and learning
- Eligibility for Legacy Leaders Program
- Access to special workshops and other training for ICMA Credentialed Managers and Candidates, such as the ICMA Gettysburg and ICMA SEI Leadership Institutes

All of us know the importance of continuous learning. ICMA's Credentialing Program gives us an easy way to focus and structure that learning, as well as become involved in coaching younger managers. As members of ICMA, we are already required by Tenet 8 of the Code of Ethics to commit to at least 40 hours of professional development every year. This program encourages you to reflect on your learning and receive feedback and recognition. Please consider beginning the process today and join your colleagues who are already credentialed.



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<i>Webinar Topic</i>	<i>Date, Time & Advance Registration Link</i>
Effective Ways to Increase Revenues	1:00 – 2:30 p.m. PT, Wednesday, March 19 https://www1.gotomeeting.com/register/138220064
Taking Smart Risks	1:00 – 2:30 p.m. PT, Wednesday, April 9 https://www1.gotomeeting.com/register/366115177
Strategies and Tools for Civic Engagement	1:00 – 2:30 p.m. PT, Thursday, May 22 https://www1.gotomeeting.com/register/859959416
Saying “No” When Saying “No” Doesn’t Seem Like an Option	1:00 – 2:30 p.m. PT, Thursday, September 11 https://www1.gotomeeting.com/register/720512633
Leading by Example—developing your leadership values and narrative	1:00 – 2:30 p.m. PT, Wednesday, October 15 https://www1.gotomeeting.com/register/314112744
Storytelling to Promote Positive Solutions	1:00 – 2:30 p.m. PT, Wednesday, October 29 https://www1.gotomeeting.com/register/793974784

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Financial Stability Policies Help When Revenues Drop

by Lew Steinbrecher, Moline City Administrator

Several years ago, I recommended, and the City Council adopted, a set of Long-Term Financial Stability Policy Statements that have helped guide the City through some difficult budgeting processes in recent years as revenues have been stagnant in growth or have actually declined. Perhaps one of the foundation policies that set the stage was to reverse the Council's previous practice of lowering the property tax rate when there was growth in the Equalized Assessed Valuation as a result of new economic growth and appreciation in property values. This enabled the property tax levy to grow over time and relieve pressure off other sources of revenues such as sales taxes, to carry the load with ever increasing labor costs (salaries and benefits) year after year. Another buttressing policy was to establish and maintain a 90-day undesignated fund balance in the General Fund to ensure an adequate cash flow cushion against the volatility of the amount of local sales tax revenues generated from retail sales and the delay in receiving such revenues from the State of Illinois. When the national economy went into recession and these revenues began to decline, having this reserve saved the City money by not having to borrow funds short-term to meet operating expenses. Now, as sales tax revenues are returning to pre-2008 levels, the City continues to maintain this 90-day fund balance not only for the General Fund, but for the Library and Park Funds as well.

Perhaps one of the most subtle and discerning policy statements adopted by the City Council, and one that is used repeatedly during the Council's review of the recommended budgets, is to use long-term incremental revenue sources to fund long-term increases in labor costs such as wages, health care benefits and pension plans. This policy has usually been administered in conjunction with another policy that user fees should be reviewed and increased on a regular basis to recover the full cost associated with providing a particular service without subsidy from the General Fund. As a direct result of these two policies, the City Council has approved fee increases to more fully cover the cost of ambulance service, garbage collection, building permits, water and sewer, storm water utility, and parking enforcement to name a few. While some funds have been diverted from capital budgets to help offset the loss of operating revenues, the Council established a utility tax on electricity and natural gas to supplant these diverted revenues and to maintain and increase allocation of financial resources for much needed infrastructure improvements, particularly local streets and alleys. Yet another policy that is regularly employed during the City

Council's review of the annual recommended budget is that adding costs and expenditures to the proposed budget by an alderman must be accompanied with a corresponding cost reduction elsewhere in the General Fund or a new revenue source of equal value to offset the proposed cost increase. Both the proposed new cost and the corresponding cost reduction or revenue increase must be presented and voted on together as one package. This has significantly reduced the number of wish list add-ons to the budget review process and most of what is proposed under this policy seldom receives a majority vote of the entire City Council to be incorporated into the budget. This has been a very effective practice in keeping the budget balanced.

Yet another policy that has been used in recent years is to establish special service areas to fund streetscape improvements and to support maintenance costs for certain specific commercial districts. The City has established three SSA's since 2007 and has been able to shift maintenance costs out of the General Fund to help balance the budget and to support three downtown streetscape improvement projects during that same time period. Reminding the elected officials about these policies on a regular basis, especially during the budget review process, has been very effective in balancing the budget annually while keeping the property tax rate relatively the same and managing the decline in sales tax revenues over four consecutive fiscal years.

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thinking ahead

The “Tapestry Project” - Building a Strong Community One Thread at a Time in Mankato, MN

by City of Mankato, MN

Mankato’s diverse population growth

Mankato, Minnesota is a growing regional center in southern Minnesota. A city on the Minnesota River with a council-manager form of government, it has a population of 39,624 and a trade population of more than 300,000 people. Mankato is ranked by Forbes as 11th in the nation as one of the best small places for business and 15th as one of the best small cities to raise a family. Mankato has also been recognized multiple times as one of the nation’s top 100 best places for youth.

As Mankato continues to grow, so does its diverse population. During the late 1990s, the city experienced an influx of refugees. By the early 2000s, there was a notable increase in city service needs for the community, specifically within the diverse population. An informal gap analysis was done and new areas of diverse community needs were identified:

- communication;
- outreach;
- responsiveness;
- and inclusion of diverse groups within the existing community.

As part of the analysis, it was learned that many of these city service calls resulted from cultural differences. Tasks most citizens find to be basic, such as how to use a front load washer and stove, how to put out a grease fire, where to shop for food and clothing, proper house cleaning techniques, how to manage a school system, when to call 911 and even learning how to say “hello” to neighbors presented unique challenges for the immigrant and refugee population.

To better meet the needs of the diverse population, the city of Mankato engaged in a multiple jurisdiction collaborative partnership. Included in this partnership are private, medical, non-profit, local government, faith-based organizations, and Mankato resident volunteers, also known as “community connectors,” working together with the goal of simple acts of kindness across all cultures. Through these collaborative efforts, the “Tapestry Project” was created.

The “Tapestry Project”

The “Tapestry Project” launched as a pilot program, a six-week mentorship course focused on topics and development areas that would benefit diverse community members. A program goal is to get to know 35 new neighbors/residents (from three different refugee countries) per class and help them acclimate into their new homeland. First areas of focus included:

- tenant/landlord relations;
- basic public safety needs (such as when to call 911);
- and simplistic neighborhood relations.

After the first class graduated, the program was reviewed. The program was expanded to a seven-week course and additional development areas were added:

- integration into housing;
- political and social context of the whole community;
- city service highlights (featuring services aimed at improving quality of life—mass transit, park and recreation, and city volunteer opportunities).

Project partners expected to see a reduction in police and fire calls, reduced damage to apartments and better relationships between neighbors, and they did. This resulted in fewer community resources needed to respond to service calls, such as kitchen fires or damaged apartments. Public safety staff who responded to service calls gained a better understanding of cultural issues, which helped them work with the diverse community. Neighbors also got to know and understand each other. What’s more, when the seven-week course ended, learning and relationship building continued, showing a powerful ripple effect the “Tapestry Project” had for both participants and partners.

Ripple effect

Participants gained educational tools to be active in sustainability and self-sufficiency. They shared information with their communities over coffee, on the playground, and at gatherings. In addition, participants have taken lessons learned to their households. Parents have learned how to establish healthy boundaries with their teenage children and how to work on discipline challenges with their children. Now, parents want their children to be a part of the program. Relationships continue to grow through neighborhood gatherings, such as the “Women’s Craft Collective,” which meets once a week to help build community and reduce isolation and depression in women.

Not only have the participants’ experienced positive impacts from the “Tapestry Project,” so have others. For example, public safety staff acknowledged the program has helped them enhance work and engage the diverse community. Staff’s volunteer participation in “Tapestry Project” grew. Mankato resident volunteers, also known as “community connectors,” have made friends with new neighbors and learned they can make positive contributions and share with their faith-based and civic communities.

The “Tapestry Project’s” success has been seen by other communities and shared on an international level. Minnesota cities Eden Prairie and Faribault are interested in developing a similar program. Brazilian delegates traveled to Mankato to learn more about community governance and relationship building with schools, neighborhoods, and immigrant programs, such as the “Tapestry Project.”

Building a program

Throughout the process of building, developing, and growing the “Tapestry Project,” partners have discovered what works, what didn’t, and ways to improve.

Lessons learned

- Identify community needs—since each community, no matter its dynamics, has its own issues and needs, this type of program cannot be replicated with the exact same curriculum. While some opportunities and challenges may be similar, it’s key for a community to identify its own needs and issues. In addition, it’s important to connect with those who have a passion and interest in building this type of program.

continued on next page

The "Tapestry Project", continued

- Gain full support—for a successful program like the "Tapestry Project" to succeed, it must be fully supported by the entire government organization it serves. People involved must be empowered to make decisions to help strengthen involvement and commitment.
- Realize obstacles—as with any program or opportunity, there are some obstacles that need to be overcome. The city of Mankato and its partners learned that not enough interpreters were available, which impacts what participants are able to get out of each course session. Knowing the community's diverse population and how to connect interpreters to the program can help ensure participants are able to get the needed information.
 - o Another challenging area can be work schedules. For participants to be successful, it's important they attend each session. By engaging with employers, employee schedules were adjusted so participants could attend.

Program recommendations

How to develop a successful "Tapestry Project":

- Build strong partnerships with all community entities.
- Identify lease infractions if working with a property management company and then categorize topics based on infractions.
- Create a training curriculum and gather training materials to best fit community needs.
- Determine training date and location for the program (try to select a location within walking distance for participants).
- Personally invite residents by knocking on their doors with an interpreter or liaison to assist with communication.
- Invite volunteers, "community connectors," from faith-based or civic organizations to participate.
- Hire or find interpreters because training is not helpful unless people can understand content.
- Due to liability, if people are in a private setting conduct background checks.
- Use release forms for photos (due to liability). Some cultures may not want photos taken.
- Create consistent 'community tables,' which provides an opportunity for participants to share and talk about their week with neighbors. Each meeting builds relationship and trust.



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- Stay on time to help keep each meeting moving along. Offer prizes for those there before class starts.
 - Include group exercises at each meeting to encourage more conversation among participants at tables rather than just listening to the guest speaker.
 - Celebrate with a graduation potluck and have everyone bring their family and favorite dish. Food connects people positively.
- There are many similarities among cultures even though there are some differences. People have the same dreams—jobs to support families, a place to call home, the chance to send children to college so they can succeed. By welcoming members of diverse populations and providing opportunities to learn and understand how to live in their new communities, city staff and other community members can help build a solid foundation for immigrants and refugees to navigate and experience quality of life in their new home. The end result is a strong community...built one thread at a time.

For more information about the "Tapestry Project" and how to build a similar program, contact city of Mankato Deputy City Manager Tanya Ange at 507-387-8609 or tange@city.mankato.mn.us; or Commander Amy Vokal at 507-387-8780 or avokal@city.mankato.mn.us.

About

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

The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the joint Alliance and ICMA Knowledge Network at www.transformgov.org or contact our Regional Director, Greg Stopka at gstopka@transformgov.org.



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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:

Members in Transition Program (MIT) – ILCMA keeps a list of Illinois managers and assistants 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.

Members 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.)

Greg Seefeldt
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847-721-7602

Dawn Wucki-Rossbach
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Midwest Leadership Institute

Helping local government navigate a complex world in a time of disruptive change

Approach

A basic premise of the Midwest Leadership Institute is that successful outcomes in local government require a deep understanding of interpersonal leadership. The ability to understand individual and organizational behavior and the ability to diagnose why people act the way they do is crucial. The courage and discipline to admit when you do not know what you do not know, which requires you to know yourself and your emotions, is also a focus of the Institute.

Who Should Attend

Local government professionals including chief administrative officers, assistants, and department heads interested in advancing their career who would like to:

- Thrive in an increasingly complex world with multiple personalities, competing self-interests, questionable ethics and the prominence of the information age.
- Function in a complex world with challenges facing local government professionals that can make leaders feel like the healthiest person in the emergency room.
- Implement sound judgment, an important concept of the Institute, which will help guard against blind pathology and acting without the proper analysis.

The Institute customizes learning to the needs of the participants. Learning in teams focusing on real world local government scenarios is a critical component of the Institute.

Curriculum

The Institute is an intensive 4.5-day program with both an internal self-focus and an external organizational focus. The Institute consists of nine learning pods including lectures, exercises, team discussions and team presentations.

The nine learning pods are as follows:

1. Leadership in the New Order of Things and Fundamental Concept for Leading People
2. Judgment – The Foundation to Successful Leadership
3. Emotions – The Ultimate Motivator
4. Self-Awareness – Overlook at your Own Risk
5. Resistance, Motivation and Performance
6. The Unique Challenges of Public Sector Ethics
7. Groups Committing to Reality
8. Aligning Goals, Tasks and Relationships
9. Balancing the Competing Needs of Work, Family and Self

If you are an **ICMA Credentialed Manager**, the Institute includes practice areas 1,2,6,8,9,13,14,17,18

Instructors

A cross-disciplinary team of leading local government practitioners and experts in executive coaching and leadership development presents the program

- David E. Morrison, M.D.
- Daven Morrison, M.D.
- David M. Limardi, Midwest Regional Director, ICMA, MPA, ICMA-CM
- Robert Kiely, City Manager, Lake Forest, MPA, ICMA-CM

Logistics

Each program is limited to 50 participants to ensure time for one-on-one individualized coaching as well as small group and all-participant events. Tuition for the entire 4.5 day Institute is \$1800 for ICMA members or \$2000 for non-ICMA members and includes course materials, continental breakfast daily and lunch four days. Organizations that send multiple participants are eligible for tuition discounts. Please see below for contact information.

The Institute is held March 31 - April 4, 2014 at Northern Illinois University's Naperville campus, 1120 East Diehl Road, Naperville, IL.

Visit www.cgs.niu.edu/midwest_leadership_institute for more program details and area lodging options. Please contact Dawn Peters at dpeters@niu.edu or call her at 815-753-0923 with questions.

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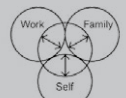


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Call for 2014 Award Nominations

Local Government Excellence Awards (formerly ICMA Annual Awards) celebrates the value of professional management and honor creative contributions to professional local government leadership. The awards highlight public awareness of the value of professional management and its impact to the quality of life in our communities.

The call for nominations for the 2014 cycle include:

- Professional Awards recognizing individual achievement.
- New Professional Award for 2014: Early Career Leadership Award in memory of William H. Hansell Jr. This new award is accompanied by a \$5,000 stipend to promote professional development of early career local government professionals and is made possible through the generous support of ICMA-RC.
- Program Awards presented to local governments and their chief administrators in recognition of creative and successful programs.

An independent Awards Evaluation Panel composed of 17 U.S. and international ICMA members select the award recipients each year. Complete information on all awards categories, as well as the nominations process, can be found on the awards page of the ICMA website. Nominations should be submitted by e-mail to awards@icma.org by March 3, 2014. Students are encouraged to nominate a professor for the Academic Award.

Award recipients will be notified in June 2014 and recognized during ICMA's 100th Annual Conference in Charlotte, North Carolina, September 14-17, 2014. Recipients will also be featured in a fall issue of *PM* magazine.

Individuals with questions can contact Felicia Littky, awards program coordinator at awards@icma.org or 202-962-3656.



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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, Center for Governmental Studies, NIU, 148 N. Third Street, DeKalb, IL, 60115 or by e-mail to dpeters@niu.edu by March 1. Offices for which nominations will be accepted are President Elect, Vice President, and Secretary/Treasurer. There is one director or officer position open this year. This depends on whether a current director steps up to be Secretary/Treasurer. If no one on the current board steps into the Secretary/Treasurer position, that officer position will be open. 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 David Nord, 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 1, 2014. If no contest develops, the election of the slate will take place at the Annual Meeting in Galena on June 12, 2014.

2014 ICMA Midwest Regional Summit

WHEN

March 20-21, 2014

WHERE

Sheraton, Iowa City

Iowa City



Announcements: Online Registration is Now Open. Click the "REGISTER" link below which will take you to the joint registration site for this collaboration between ICMA and the Iowa Municipal Management Institute.

NOTE: Iowa City will be hosting the NCAA Women's Basketball Championship beginning Thursday, March 20. Please be certain to book your room before our February 27 release date to assure a room. Reservations will be difficult anywhere in the Iowa City/Coralville area after that date.

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. We encourage members from all states in the region to take advantage of the expanded program offered this year through our collaboration with the Iowa Municipal Management Institute.

2014 Featured Workshop

THE CHALLENGE OF CULTURE CHANGE:

How do you create and sustain excellence?

continue on next page

In a new format, modeled after the popular TED Talks, Bob O'Neill, executive director, ICMA will host a conversation featuring local government managers who are involved in significant culture change. Each speaker will present a brief overview of the issues and processes they have engaged to effect change and Bob will lead a Q&A sessions that connects the presentations to the issues that are the future of the profession.

Regional presenters TBA

The [Young Professionals Leadership Institute](#) precedes each regional summit. **Managers are encouraged to invite young professionals to attend this leadership institute.**

Summit Registration Fees

Registration Fee: \$295.00

Click here to REGISTER - This link will take you to the University of Iowa Center for Conferences where you will be invited to set up a login to register. This year's Midwest Regional Summit offers a unique expanded program in collaboration with the Iowa Municipal Management Institute.

Room Reservations

Venue Details

Sheraton Iowa City Hotel

Online reservations: [Sheraton Iowa City Hotel](#)

Room Rate: \$83.00

Indicate that you are attending the IMMI/ICMA Midwest Regional Summit.

Hotel Cut-off: February 28, 2014

NOTE: Iowa City will be hosting the NCAA Women's Basketball Championship beginning Thursday, March 20. Please be certain to book your room before our February 27 release date to assure a room. Reservations will be difficult anywhere in the Iowa City/Coralville area after that date.

Questions about the Summit: Contact Donna-Renee Arrington via email darrington@icma.org or at 202-962-3691

SUMMIT TENTATIVE AGENDA

Thursday

Mid Career Managers Institute

REGIONAL SUMMIT BEGINS

- | | |
|-----------|---------------------------------------|
| 1:30-4:30 | ICMA University Workshop |
| 5:30-6:30 | Reception - sponsored by ICMA-RC |
| 6:30-8:30 | Dinner - "Celebrating the Profession" |

Friday

- | | |
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| 7:30-8:15 | Breakfast |
| 8:15-10:00 | Meet with your ICMA Executive Board |
| 10:15-12:00 | Regional Meeting of State Officers and Members |



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Thank You ILCMA Range Riders!

ILCMA is lucky to have the services of five former managers/administrators who serve the profession as ICMA Range Riders in the state of Illinois. The ILCMA/ICMA Range Riders are Greg Bielawski, John Phillips, Dave Anderson, Glenn Spachman, and Frank Ollendorf. Their contact information is located on the ILCMA website and on the back of every ILCMA newsletter. Collectively they clocked over 650 hours, traveled approximately 5600 miles, and made just over 1500 contacts in 2013! ILCMA thanks each of you for your service to the profession!

ILCMA would like to make a special thank you to three of the five Range Riders who are "hanging up their spurs" in the near future. Dave Anderson served the Downstate region for over fifteen years. Glenn Spachman served the Chicago Metro region for seven years and Frank Ollendorf served both MCMA and ILCMA in the St. Louis area for two years.

ILCMA is in the process of reviewing letters of interest for these openings and an announcement will be forthcoming after the board meeting in February.

The International City/County Management Association (ICMA) Range Rider Program was established by the ICMA Executive Board in 1974 to make the counsel, experience, and support of respected, retired managers of the profession available to the local government management profession. Range riders are retired managers with extensive experience who volunteer their time to provide a unique source of outside counsel to their colleagues.

ICMA/ILCMA Range Riders are available to meet with ICMA and ILCMA members to discuss the profession and concerns of those in the profession. Discussion topics range from relations with mayors and councils, connections with their state association or ICMA, and responses to local controversies to career development counseling and overall management questions. Range Riders also help communities interested in adopting or retaining council-manager government and assist mayors and councils who may be seeking a manager/administrator on a full-time or interim basis.

All discussions are confidential. Range Riders are friends, colleagues, and counselors to the profession, not consultants. The Range Rider Program is designed to help with personal and professional issues, not to provide technical assistance or to solve problems in a local government. Range Riders may consult with local governments as individuals, on a part-time basis, as long as the consulting does not impair the effectiveness of the Range Rider.

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Young Professionals Leadership Institute March 19 – 20, 2014

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Iowa City

This Institute is made possible with generous support from our partner, ICMA-RC.

Young Professionals Leadership Institute

ICMA UNIVERSITY



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

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

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 in the Southeast, Northeast, Midwest, Mountain Plains, and West Coast regions.

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.

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ICMA's Newest Initiative

Origins of ICMA's Life, Well Run Campaign

In 2007, the members of ICMA, the International City/County Management Association, raised concerns that as they neared retirement, they did not see an adequate number of young people joining the profession to succeed them as professional local government managers.

One reason for this dearth of interest is that many young people are unaware that the local government management profession exists and what the work of the profession entails. A Harris Interactive poll conducted in 2009, for example, confirmed that while a third of citizens polled are aware that (city) managers oversee the day-to-day operations of a community, only five percent could describe what managers do or explain their important role in shaping a community.

You know your elected officials rely on you, professional local government managers, to partner with them and to realize their vision for your community. They rely on your management expertise to align the local government's administrative systems with the values, mission, and policy goals they and the community define. They rely upon the training and experience you bring to the table as you work with elected officials to develop sound approaches to community challenges. You are expected to nurture the public trust, to abide by the highest ethical standards, and to instill those standards in all who work for the community.

As federal and state governments continue to face a fiscal crisis and deep political divisions, our quality of life increasingly depends on effective local government and the skills and innovation of highly trained, experienced, and ethical local government managers. But what if the pipeline of professional local government managers dries up?

Enter the Life, Well Run Campaign

Life, Well Run is ICMA's answer to assuring that the pipeline of talent will be there in the future.

The Life, Well Run campaign was developed in 2011 to raise awareness of and appreciation for the value professional local government managers bring to building ethical, efficient, effective local government and communities we're proud to call home. Life, Well Run is designed to inspire a new generation of talented young people to become professional local government managers, particularly important as the profession enters its second 100 years. To do this, the campaign has targeted its messages to elected officials, business and civic leaders, and students.

In 2012, the campaign was tested in pilot communities in Texas and Illinois. In 2013, ICMA launched the Life, Well Run campaign nationwide through targeted digital and print media and the easy availability of free resources on the campaign website (LifeWellRun.org).



Life, Well Run Resources

The resources available for your use on the Life, Well Run website include brochures about the relationship between professional managers and elected officials and business and community leaders; and materials directed to high school and college teachers and students. The resources also include boilerplate language and other messaging materials; Local Government 101 – a presentation that can be used with a variety of audiences including students; and a plethora of videos that describe the profession and the nature of your relationship to elected officials, business and community leaders, and residents. If you would like the template for the Life, Well Run video so you can customize it with your own footage, contact Catherine Smith, campaign manager, at csmith@icma.org or 202-962-3632. A publication titled *Leading Your Community: A Guide for Local Elected Leaders*, which sells for \$29, is available free to elected officials who visit the Life, Well Run website.

www.LifeWellRun.org contains an interactive map that showcases community success stories from professional local government managers throughout the country. These real-life examples provide insight into the contribution ICMA's members make in communities everywhere. Don't see your community there? Ask yourself what you've done in your community that makes you the most proud, and tell Amy at AMayers@ICMA.org. She'll work with you to get your community's story on the map.

Join the Campaign

Join with ICMA and spread the word about how important and rewarding a career in local government is. Continue to advocate for the effective, efficient, ethical government that our professional local government managers provide to our communities, and share the Life, Well Run resources with your elected officials, staff, and community. Use the Life, Well Run resources. Help ICMA continue the work of promoting professional local government management and donate to the Life, Well Run campaign.

For more information, contact Catherine Smith, campaign manager, at csmith@icma.org or 202-962-3632.



*The ILCMA Professional
Development Committee
Metro Managers
& NIU MPA Program
Present*



Dr. H. George Frederickson

The MPA 50th Anniversary Committee at Northern Illinois University along with the ILCMA Professional Development Committee and Metro Managers are pleased to welcome Dr. H. George Fredrickson to the March ILCMA Professional Development program and Metro Manager Luncheon.

Dr. Frederickson, one of the field's most respected scholars, will describe an exciting future for local government management and place it in the context of changing politics, values, and ethics. He defines an ethic for the field that illustrates:

- The differences between public administration and government administration
- How to practice ethical and energetic public administration in the context of contemporary politics
- Why fairness and benevolence are as important as efficiency and economy
- What are the implications of transitioning from government to governance

Dr. Fredrickson's presentation will be followed by the Metro Managers luncheon which will include a panel responding to his comments. Featured on the panel are:

Randall Recklaus, Village Manager, Clarendon Hills
James Barr, Township Administrator, Hanover Township
Candace King, Executive Director, DuPage Federation on Human Services Reform
Patrick Urich, City Manager, Peoria

This program is sponsored by the NIU Graduate School.

Date:	Thursday, March 20, 2014		
Time:	10:45 a.m.	Registration	
	11:00 – Noon	Presentation by Dr. H. George Frederickson	
	Noon – 12:45 p.m.	Buffet Lunch	
	12:45 – 1:30 p.m.	Panel Presentation	
Location:	Harry Caray's		Addresses ICMA Practice Area 3:
	70 Yorktown Dr. Lombard, IL		Functional and Operational Expertise and Planning
Cost:	\$25 if staying for lunch (Frederickson presentation only is no cost)		
RSVP:	Phone-in Registration 815-753-5424		
By March 14	Email registration to Alex Galindo at agalindo@niu.edu		
	Online Registration with Credit Card: https://www.ilcma.org/forms.aspx?FID=79		

*Cancellations must be made **by March 14**. Any cancellations after that date will require full payment.*

Village of Palatine, Management Analyst – Village Manager's Office

The Village of Palatine, Illinois is seeking a professional to serve as the Management Analyst within the Village Manager's Office. This position's primary responsibilities include: project management (research, report writing, data analysis, and follow up); coordinating Village communications and public information; assisting with human resources and budget development/management; and coordinating special events. In addition, this position assists in responding to questions or suggestions from the Village's residents, businesses, and elected officials.

The ideal candidate will have the following attributes: effective oral and written communication skills; good judgment; time management skills; detail oriented; creative; and process driven. In addition, the ideal candidate will be skilled in using tact, discretion, initiative, and independent judgment within established procedures, processes and guidelines. The position's essential functions are generally performed within a normal office environment; however, job duties can result in work outside. Attendance at evening meetings is required. Applicants should have a Master's degree in Public Administration or related field and a minimum of one to three years of experience. The position's anticipated salary range is \$47,120 to \$65,700 depending on qualifications and experience. An excellent benefits package is also offered.

Interested candidates should apply online at www.palatine.il.us. In addition, please send a cover letter and resume to: Michael Jacobs, Deputy Village Manager, Village of Palatine, 200 E. Wood St., Palatine, IL 60067 or via email to mjacobs@palatine.il.us. The applicant review process will commence on February 3, 2014 and the position will remain open until filled. The Village of Palatine is an equal opportunity employer.

Village of Morton Grove, Economic Development Coordinator

The Village of Morton Grove, IL (pop. 23,270), a near north, built-out, suburb of Chicago, is seeking an experienced Economic Development Coordinator to aggressively seek new businesses while retaining and strengthening local businesses. The ideal candidate for this position will combine experience in economic development, marketing or outside sales with creativity, persistence, and an ability to work with the many diverse stakeholders in an engaged community. The primary function of an employee in this class is to perform economic development, implementation, planning, marketing and research work to implement the Villages' goal of broadening its retail, commercial and manufacturing/

industrial base. Implementation includes attracting new businesses and aiding existing businesses in expansion. This employee also creates and maintains information resources, internal and on-line databases and prepares reports and analyses.

Requirements:

A Bachelor's degree from an accredited college or university in Business Administration, Real Estate, Urban Planning, or closely related field is required; a Master's degree is preferred. Certification with the International Economic Development Council is strongly desired but not required.

At least three (3) years of economic development related experience is required including, but not limited to: commercial district revitalization, business recruitment, demographic and market analysis, and experience with the administration and/or oversight of TIF Districts..

Excellent written, verbal, computer and customer service skills are required. Experience working in a similar built-out community or competitive market strongly desired.

Essential Functions of the job:

Essential functions are not intended to be an exhaustive list of all responsibilities, duties and skills. They are intended to be accurate summaries of what the job classification involves and what is required to perform it. Employees are responsible for all other duties as assigned.

Performs economic development and support work to implement the Village's goal of broadening its retail, commercial, and industrial base;

Initiates planning, research, and marketing efforts to attract new industries and businesses to the Village and assist existing ones to expand;

Prepares information packets including economic, statistical, financial, population, growth, demographic, and other information for dissemination to potential business clients developers, and real estate brokers;

Assists potential new businesses in site analysis, including demographic, tax, fee, development, and related information;

Assists existing businesses in preparing marketing and revitalization programs;

With the Director of Community and Economic Development, will act as a liaison in local and regional economic development, retail, business, marketing, Chamber of Commerce, and related associations and at meetings, conferences, and trade shows;

Maintains and regularly updates records and data bases of existing businesses and business prospects and contacts; regularly updates the on-line business directory information;

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Maintain and regularly update records and data bases for available properties and tenant spaces, internally and on-line; Presents oral and written reports to the Village President / Mayor and the Village Board of Trustees, economic development committee, other interested parties and groups, and the public; Manages and develops business calls (retention) plan and follow up activities;

Researches, through media, real estate brokers, etc., the retail and commercial business trends and "up-and-coming" business prospects;

Coordinates regular meetings with area brokers and commercial property owners

Assist with the administration and implementation of the Strategic Plan and Branding and Marketing campaign.

Salary: \$58,000 or DOQ. Position is open until filled. Interested and qualified candidates should apply at once with cover letter, resume, a minimum of three work related references and salary history to Nancy Radzevich, Director of Community and Economic Development, Village of Morton Grove, 6101 Capulina Ave, Morton Grove IL. 60053. nradzevich@mortongrovel.org.

Lake County, Sustainability Coordinator

Are you looking for an inspired opportunity to make a difference in furthering sustainability goals and initiatives? Lake County Government is looking for a motivated professional to join our team to work with a variety of stakeholders to further develop sustainability goals and lead programs designed to accomplish the County's sustainability goals.

As part of the County's overall strategic plan, Lake County is committed to making great strides in enhancing and promoting a sustainable environment. This position will work to further the cause and lead the charge on all current strategies, in addition to the development of a Lake County sustainability plan with cutting edge, innovative goals and strategies.

With this exciting position you will also have the opportunity to:

- Lead the development of a sustainability plan with strategies that apply green solutions, implements renewable energy technologies and incorporate best management environmental practices in the delivery of County programs and services.
- Work closely with county policy makers, departments, local agencies, and the public at large to research and strategize innovative ideas and solutions, collaborate on county wide projects, develop educational opportunities for employees, act as a resource to departments to research and develop new more sustainable practices, research and draft policies for consideration, provide training to departments, and promote sustainability-focused events.
- Research and prepare applications for grant funding and resources to implement sustainability initiatives and seek to maximize funds to achieve the County's Strategic Goals through partnerships, joint projects and donations.

- Track the progress of sustainability programs through the development of new metrics to measure success and progress in achieving the sustainability goals.

This is a great opportunity to make a difference in your community... apply today! The most successful applicants will have a minimum of 7 years of directly related experience and a proven track record of success in developing and leading sustainability programs. A bachelor's degree in a related field is required.

Lake County government offers a competitive salary and benefit package, and is committed to being an employer of choice.

Apply on-line at https://lakecountyil.silkroad.com/epostings/index.cfm?fuseaction=app.jobinfo&jobid=215430&company_id=15924&version=1&source=ONLINE&jobOwner=971937&aid=1

Lake County is located in northeast Illinois, between the Chicago and Milwaukee metropolitan areas. Lake County is home to about 736,000 residents. Lake County is committed to open government and transparency, and the County board's conservative fiscal policies have allowed the County to maintain fiscal stability and achieve AAA bond rating from Standard & Poor's and Moody's. Lake County government, one of the top ten employers in the County with approximately 2900 employees, provides the best possible services to its diverse residents. From addressing traffic congestion and balancing growth to promoting healthy and safe communities, every Lake County employee specializes in providing customer service to the residents of Lake County. The County's departments and elected officials, including 21 elected board members, work daily to increase the quality, timeliness, and cost effectiveness of the programs they provide. Lake County is also the recipient of One of the Healthiest Companies in America award.

Any offer of employment is conditioned on the successful completion of a pre-employment medical exam, which includes a drug and alcohol screen. Lake County is an Equal Opportunity Employer



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Glen Ellyn Park District, Executive Assistant

Title: Executive Assistant

Agency: Glen Ellyn Park District

Category: Administration

Salary: \$36,000 - \$48,000

The Glen Ellyn Park District is seeking a highly motivated, organized, multi-tasker, with ability to work well with others, responsible for all administrative services related to the Executive Director, and the Park Board of Commissioners. The diverse position of the Executive Assistant will perform other community and recreational duties including administrator of the Spring Avenue Dog Park and serving as the Park District Safety Co-coordinator.

Qualifications:

A minimum of an Associates Degree in Business, Communications, Recreation or other related field combined with five (5) years of successful experience supporting executive staff or similar experience is required. Candidates should possess the ability to work independently, solve problems comprehensively, and perform in a fast paced environment, detail oriented and the ability to maintain confidentiality. Knowledge of office procedures, Board meeting procedures and business management with experience in the use of computers and office machines is required. Excellent understanding of Microsoft Word, Excel, Publisher, PowerPoint etc. Proficiency in written communication including clear writing, grammar, punctuation spelling and vocabulary. Ability to provide excellent internal and external customer service, strong verbal skills, organizational skills, advanced planning and analytical ability. Capability to utilize initiative and sound, independent judgment within established guidelines; prioritize, organize and coordinate work activities.

Hours:

Typical hours are Monday through Friday 8:30a.m. - 4:30p.m. with some required weeknights (approximately 2 per month)


Interested candidates should apply online at: http://gepark.org/gen_employment.htm You are encouraged to attach a cover letter and resume. The Glen Ellyn Park District has a highly competitive benefits package including: health insurance, life insurance, paid time off (including holiday, vacation, personal, and sick), Illinois Municipal Retirement Fund. Glen Ellyn Park District is an Equal Opportunity Employer.

Closing Date: 02-07-2014

Contact Name: Dave Harris

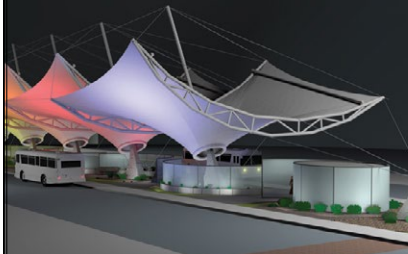
Contact E-Mail: dharris@gepark.org

Contact Phone: 630-942-7255



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Village of Wilmette, Engineering Assistant I

The Village of Wilmette is seeking to fill the Engineering Assistant I position in the Engineering Department. This position reports to the Director of Engineering.

General Responsibilities:

The individual in this position will be responsible for a variety of semi-skilled and skilled tasks related to the review, tracking, approval and inspection of construction permits. This position will assist the Engineering Department in the planning, design and inspection of public improvement programs to include streets, sidewalks, sewers, water services and landscape projects. This position is also responsible for providing administrative support such as responding to citizen inquiries and complaints, and various operations and activities of the Engineering Department as required.

Position Requirements:

The successful candidate will be a high school graduate, and have at least two years of college education in a pre-engineering curriculum or a high school graduate with four to six years of practical experience in related civil engineering or construction work.

Essential position requirements include excellent communication and organizational skills, be detail oriented, possess the ability to handle multiple and simultaneous projects and be able to develop positive working relationships with co-workers. Ideal candidate should be able to work in a fast paced environment, and be prepared to work significant amounts of time inside and outside. Ideal candidate must have a working knowledge of engineering principals, equipment utilization for surveying, map reading and data collection skills along with fluent computer skills. Knowledge of CAD is preferred. Also, possess a valid State of Illinois driver's license.

Starting Salary:

The salary range for this position is \$68,257 - \$89,923 with starting salary DOQ. The Village provides an excellent benefits package, including health insurance, dental and vision insurance, and participation in IMRF.

Selection Process:

Candidate should be prepared to take a written exam related to tasks that may be encountered on the job, physical evaluation, including a drug and alcohol screening, undergo a thorough background investigation and driver's license records check. Interested candidates should complete an employment application

which may be downloaded from the Village's website, www.wilmette.com and submit it along with a cover letter to the Village Manager's Office, Attn: Human Resources 1200 Wilmette Avenue, Wilmette, IL 60091 or sent via email to HumanResources@wilmette.com. The position will remain open until filled. The Village of Wilmette is an EOE employer

Naperville Park District, Human Resources, HR Assistant

Salary Range: \$17.50 - \$20.00 DOQ

Open Until Filled

Overview:

Under the general supervision of the Director of Human Resources, the Human Resources Assistant interacts with all levels of the District to provide support to and coordinate the various steps within the hiring and employment processes for part-time positions. The HR Assistant also executes a variety of administrative tasks.

Essential Duties and Responsibilities:

1. Develops minimum qualifications for all part time positions and conducts minimum qualification pre-screening.
2. Develops and maintains interview questions for part time positions.
3. Receives and maintains interview worksheets for all positions.
4. Presents group orientations during peak hiring months.
5. Coordinates the annual update of the part time employee orientation.
6. Coordinates the District's internship program. Works with directors and managers to identify internship opportunities, coordinates the recruiting process, completes university required paperwork and monitors intern performance.
7. Presents at departmental level orientations at the request of managers and directors.
8. Conducts an annual review of part time position job descriptions.
9. Oversees the creation of new part time position job descriptions.
10. Monitors orientation completion dates and reports information to supervisors and department directors.
11. Monitors part time employee performance appraisal due dates and completion. Communicates due date expectations to supervisors, managers and department directors.
12. Issues Family Medical Leave Act paperwork packets for employees on leave for on the job injuries/illnesses. For non-work related FMLA leaves, issues initial packet. Monitors paperwork submission due dates. Provides completed certification documents to Director of HR for approval.
13. Conducts reference checks for part time positions.
14. Verifies candidates have required licenses and certifications.
15. Ensures that each facility has and maintains the required State and Federal employment related posters.
16. Serves as the Human Resources Department records manager.
17. Provides customer-focused service to both internal and external customers.
18. Establishes and maintains a positive working relationship with residents, customers, contractual vendors, co-workers, and community partners.
19. Follows and models compliance with all District, State, Federal and departmental safety and risk management, personnel, administrative policies and procedures, ordinances and regulations.

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Other Duties and Responsibilities:

- Schedules and coordinates logistics of training presented/coordinated by the Human Resources Department.
- Personnel files filing.
- New hire and rehire data entry in absence of Benefits & HR Coordinator and during peak hiring periods.
- Posts job openings in absence of Benefits & HR Coordinator.
- Posts documents to the District's intranet.
- Projects, as assigned.
- Supports Director of HR, Safety Manager and Benefits & HR Coordinator, as assigned.

Knowledge, Skills, and Abilities:

- HR Assistant has regular access to confidential data. Must have the ability to maintain a high level of confidentiality.
- Strong public speaking skills.
- Ability to meet deadlines.
- Working knowledge and use of Word, Excel and PowerPoint.
- Ability to learn new software.
- Excellent verbal and written communication skills.
- Strong organizational skills with respect to administrative responsibilities, work distribution, attention to detail and thoroughness.

Education and Experience:

- Bachelor's Degree in human resources or closely related field.
- Minimum two (2) years of experience in the human resources field.
- Valid driver's license.

Special Considerations:

- Subject to both inside and outside environmental conditions.
- Exposure to chemicals, dust, fumes, dirt, dust loud noise and insect bites.
- Subject to modified, flexible and extended work schedule.
- Ability to move from site to site and ambulate around park grounds and facilities.
- Ability to lift, carry and move light-to-medium (20 – 50 lbs.) weight objects.
- Sustained posture in a seated or standing position for prolonged periods of time.
- Frequent manipulation of assigned office equipment.
- Continuous exposure to computer screens.

Village of Deerfield, Accounting Clerk-Payroll Specialist

The Village of Deerfield 25 miles north of Chicago near the I-94 corridor with a workforce of 134 full-time employees is seeking applicants for an Accounting Clerk-Payroll Specialist. Successful candidates should have an Associate's Degree in Accounting or Business Administration plus at least two years of experience or five plus years of experience with payroll processing in a public or private organization with a payroll of 50 + FTE employees. Experience in state and federal payroll withholding, health/life insurance premiums, pension annuities, and computing overtime and other leave pay are important. Other monthly accounting and reconciliation procedures are part of the duties. Strong math and accounting skills are essential.

The current pay range is from \$54,921 to \$71,074 and 110 percent of mid-point in the range may be reached in two years of hire. Attractive benefit package including municipal retirement and full health and dental coverage is provided. Please apply by



4:30 PM on Monday, February 3. To be considered for this job, e-mail (preferred), fax or mail a cover letter, complete resume, and copy of Village application form to Dan Elsass, Deerfield Village Hall, 850 Waukegan Road, Deerfield, IL. 60015 or fax to same at (847)945-0214. The e-mail address is: delsass@deerfield.il.us. Download the Village application form at: www.deerfield.il.us/ and click on "Departments," and then "Employment." The Village of Deerfield is an Equal Opportunity Employer.

City of Wood Dale

Assistant Director of Public Works – Public Services

The City of Wood Dale is seeking applicants for the position of Assistant Director of Public Works – Public Services. The purpose of this position is to assist the Director with supervising the departments operations related to streets, facilities maintenance, and fleet maintenance. This position may serve as interim Director in the Director's absence. The Assistant Director of Public Works – Public Services will assist in the preparation of departmental rules and policies, procedures, goals, record keeping, strategic planning, budgeting and accreditation activities. Bachelor's degree in Engineering, Construction, Public Administration, Management or a related field with a minimum of three to five years supervisory experience with increasing duties and responsibilities.

Position requires a valid Illinois driver's license. A CDL license is preferred but not required.

Please turn in a completed application along with your resume. Applications are available at the City of Wood Dale Municipal Building, 404 N Wood Dale Rd, Wood Dale, IL 60191 and online at www.wooddale.com. Résumés can be faxed to 630-766-3898, or sent via e mail to jporcic@wooddale.com. Applications accepted until February 21, 2014 or until the position is filled.

Salary Range: 5,000-99,000

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City/County Management in ILLINOIS

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Executive Director/Editor

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The Communication Tool for ILCMA & IAMMA

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

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



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