



# City/County Management *in* ILLINOIS

*Strengthening the quality of local governance through professional management*

**June 2011**

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## Calendar of Events

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

June 15 – 17, 2011  
**ILCMA Summer Conference**  
O'Fallon, IL

September 15 – 17, 2011  
**IML Conference**  
Chicago, IL

July 21, 2011  
**Topic: Wellness in the Workplace**  
Lombard, IL

September 18 – 21, 2011  
**ICMA Conference**  
Milwaukee City/County, WI



### Important Notice – No Newsletter in July

Due to the ILCMA Summer Conference, City/County Management in Illinois will not be published in July. August 1 is the next publication date. Articles for that newsletter will be due to the Secretariat by July 10, 2011. A job supplement will be forthcoming in July so continue to send in your job ads.

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

# President's Column

Another successful year for ILCMA is about to conclude and I am thankful for the opportunity to serve as President of our association. We have a dedicated group of professional managers and administrators who not only work to improve their communities every day, but take the time to devote their talents to building our well regarded professional management association. ILCMA is successful because of you.

Our Committees have once again produced an outstanding variety of products and services for our members. The Professional Development Committee produced a consistently strong program of learning and training opportunities that were well received and attended. The Winter Conference Committee's program garnered the highest attendance ever for this event and the outlook for the Summer Conference looks equally as impressive. The Member Services Committee completed projects to help Managers in Transition and is nearing completion of a mentoring program. The Promote the Profession Committee put together articles for the IML Review highlighting the benefits of the professional manager and completed a survey of managers and administrators to develop a "how to" manual to highlight ways to reinforce their roles in their community. The IML Managers Committee has once again been at the forefront of our legislative advocacy program and helped with the pension reform strides made last year. The Committee on Professional Conduct was not called upon to investigate any alleged ethics violations.

ILCMA continues to be well respected by our counterparts in other states. This comes as no surprise given the level of our involvement in many areas. Our "Friends" program now stands at 48 members and draws in excess of \$100,000 each year. Other state associations are now seeking to duplicate our success. Our Range Riders provide assistance to members and have helped communities in their consideration of hiring their first professional manager. We continue to enjoy a strong financial position which has allowed us to develop high quality conferences at reasonable costs. ILCMA is now financially supporting an ICMA Student Chapter at NIU to help further the goal of establishing a strong number of next generation managers and administrators. With retirements of long term managers rapidly increasing, the need for new individuals committed to local government management has become even more vital. Our five affiliate associations continue to provide regional, county administrator and assistant support and opportunities for additional professional development. Finally, we currently have the highest total membership in our history and more notably, the highest number of members who are managers or administrators.

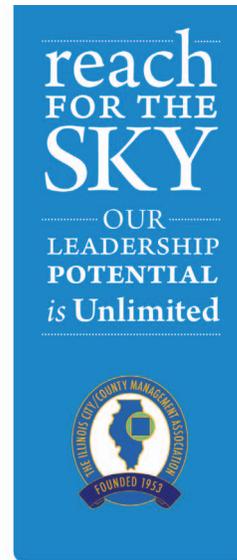
John Wooden, the highly successful basketball coach at UCLA, coined many repeated quotes, but one of my favorites is, "It is amazing how much can be accomplished if no one cares who gets the credit." We as professional local government managers and administrators can relate to this sentiment. However, I do want to point out and provide credit to some deserving individuals who made this a successful year for ILCMA. Our Committee Chairs, Phil Kiraly, Maria Lasday, Russ Loebe, Juliana Maller, David Nord, John Phillips and Ray Rummel provided leadership and direction in achieving the goals established for the year. Our Board of

Directors, Juliana Maller, David Nord, Sue McLaughlin, Jim Norris, Joe Breinig, Thomas Christie, Mark Franz, Tim Ridder, Kelly Amidei, Pete Austin, Jeff Fiegenschuh, Dave Lothspeich and Mark Latham thoughtfully carried out the business of the Association with excellent debate, consideration and decision making. Most of all, I want to thank our Executive Director, Dawn Peters, for her dedication to ILCMA and for her consistent excellence in performing her duties for our association. I am grateful for her support.

The last few years have tested our abilities and resolve as we faced economic hardships, staff and other resource reductions and pension envy, to name a few. However, there will always be obstacles to move and hurdles to leap in our efforts to improve the communities in which we serve. Professionally managed municipalities by dedicated professional managers and administrators will always be the best way to improve the quality of life in our communities.

Thanks again for allowing me to serve and for your support. I am looking forward to seeing you at the Summer Conference in O'Fallon.

– Bob Irvin



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06.09.2011

ILCMA  
2011  
SUMMER  
CONFERENCE

**Reminder!**  
Dues are  
due!

Have you paid your 2011-12 dues yet? If not, please send your dues form in today so that you can be included in the Who's Who Directory! Forms can be downloaded on the ILCMA website at <http://www.ilcma.org/membership.htm/>

NEW THIS YEAR – ONLINE MEMBERSHIP RENEWAL!

To renew online using a credit card visit

<https://www.ilcma.org/forms.aspx?FID=60>

## Welcome New Members!

Jeff Cook, Director of Community Development & Building/  
IT Manager, Village of Frankfort

Jeffery Eder, Director of Community Development,  
Village of Franklin Park

Cassie Meyer, Administrative Assistant, City of Collinsville

Jim Snider, City Administrator, City of Canton

David Myers, Chief Building Inspector, Village of Shorewood

Ryan Mentkowski, Associate Planner, Village of Gurnee

David Wallace, Village Administrator, Village of Monee

Shannon Sohl, Research Associate & Doctoral Student,  
Northern Illinois University-CGS

Jamie Belongia, Assistant to the Village Manager, Village of  
Montgomery

Brandon Dieter, Management Analyst, City of Evanston

## Who's Who Directory Update

**Kurt Carroll** has been appointed as the new village administrator in New Lenox. Kurt was formerly the village administrator in Shorewood.

The new contact information for **Patrick Urich** is as follows:

Patrick Urich

City Manager

419 Fulton, Suite 207, Peoria, Illinois 61602

Phone: 309/494-8524

Fax: 309/494-8556

Email: [Citymanager@ci.peoria.il.us](mailto:Citymanager@ci.peoria.il.us)

**Jason Bajor** has been hired as the new assistant city administrator in Batavia.

**Richard Downey** will become Washington's city administrator June 27. He is currently the city administrator in Rock Falls.

**Erik Jensen**, formerly the intern in Gurnee, has been hired full-time as a management analyst. His contact info is:

Erik Jensen

Management Analyst

Village of Gurnee

325 N. O'Plaine Road, Gurnee, IL 60031

Phone: 847-599-7514

Email: [EJensen@village.gurnee.il.us](mailto:EJensen@village.gurnee.il.us)

**Emily Palm** has been promoted to assistant to the city manager in Highland Park. She was formerly a management analyst. Her new phone number is (847) 926-1004.

**Patrick Muetz** has been promoted to Assistant Administrator in Gurnee. He was formerly the Assistant to the Administrator.

**Bill Wasson**, who has served as McLean County assistant county administrator for three years, has been appointed county administrator.

**Congratulations to the following ILCMA Members who have retired recently or are soon to retire:**

**Terry Lindberg**, County Administrator, McLean County, who is retiring May 31. The county board also recognized Lindberg for his 12 years of service.

**Russ Loebe**, Village Administrator, New Lenox, who served the community for approximately 40 years, all in the Village of New Lenox.

**Tom Borchert**, City Manager, Elmhurst, who has been in public service for 40 years.

# 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.

## Utility Taxes – Why Your Municipality May Be Losing Revenue

By Jason Perry, Azavar Audit Solutions, Inc.

In today's tough economic times, when budgets are constrained and city managers and administrators are under pressure to deliver funding for community development programs, infrastructure, and capital improvements, it's never been more important for local governments to ensure that they are receiving all the revenues to which they are entitled.

One source of revenue where errors can be easily overlooked – sometimes for many years – comes from utility, telecommunications, and cable fees and taxes. Crosschecking the accuracy of address data between local government records and provider databases is a complex and time-consuming job. But it's also a critical process that helps to ensure the recovery of past, present and future tax income that may make a significant contribution to municipal revenue.

City managers understand the importance of carefully monitoring franchise fee payments as their communities expand and new developments are built. But even when local governments are vigilant, there can be practical and logistical obstacles that impede their efforts and make accurate tracking of key information a nightmarish task. Many municipalities lack the resources to supervise how utility taxes are being assessed, and end up relying on the utility providers themselves to submit information on how much they should be paid. That's why more and more local governments are turning to an outside company like Azavar Audit Solutions that can conduct an independent audit of utility taxpayers, using sophisticated electronic software.

### Why Do Municipalities Miss Out On Tax Revenue?

After conducting an analysis of population numbers and city boundary expansion, municipalities may find that what they are receiving in the form of utility taxes and franchise fees falls short of what they are due. Anomalies like these sometimes go back many years, and may be caused by taxpayer error and factors such as:

- Historical errors based on out-dated verbal commitments which stretch back several decades to the early days of a franchise
- Incorrectly processed information about annexation activity or municipal boundaries
- Poorly coded data – for example, mismatching of addresses in areas which are incorporated or unincorporated
- Reliance on data updates from the United States Postal Service, perpetuating inaccuracies about local boundaries
- A lack of cooperation on the part of the utility to verify the accuracy of their data

### Why Do Utilities Get Addresses Wrong?

Correcting the mistakes that result in loss of revenue for your municipality can be a complex task. But understanding how these errors occur is a key element in improving the accuracy of utility records – and thus, ensuring the reliability of your local government's revenues for the future.

Many utilities have large billing systems and complex software to manage them. These billing software systems frequently use third-

party databases that establish the location of an address and determine its taxability status, and this information may be updated on a quarterly, semi annual, or annual basis. But when the data provider itself is relying on information that is out of date or simply incorrect, those errors are perpetuated by the utility companies themselves, even when corrected in a one-time audit – meaning that your village or city is regularly losing revenue.

### What Can You Do To Maximize Your Revenues?

Tracking down the errors that are causing a municipality to lose money that it is owed from utility, telecommunications, and cable fees and taxes may seem a daunting task. Not only does a revenue audit require the analysis of millions of pieces of data, but it may also be necessary to confront a service provider company and challenge the accuracy of their databases. And if anomalies are found, correcting these errors for the future and collecting retroactive taxes may require extensive research and negotiation. As part of a utility audit, your options may include:

- Re-negotiating Franchises: some franchise agreements go back several decades, and may soon be up for renewal. This is the time when utility companies will start negotiating with a municipality for the use of its municipal rights of way for the delivery of their services, and it represents a perfect opportunity for local government to verify the accuracy of address data and associated records.
- Closing Tax Loopholes: municipalities may not be familiar with the all the ins and outs of how the deregulation of utilities changed the way that tax rates are often computed. The rates for each community have traditionally been based on a percentage (up to 5%) of the utility company's gross receipts. But now that deregulation has allowed for services such as gas to be supplied by someone other than the local utility, local governments may be able to charge a "gas use" tax based on the amount actually consumed, irrespective of where it originated. In a similar way, municipalities may be able to re-evaluate electricity tax rates, basing them on a modernized charge per kilowatt hour used, rather than the step tax that is now over a decade old.
- Inspecting the Accuracy of Geographic Information Systems (GIS) Databases: geographic coding errors may plague taxpayers' records, even when property tax or older GIS systems are employed. This can be particularly important in communities that are rapidly growing, and local government officials need to root out issues related to postal codes, annexations, or inaccurately maintained county information.

Not only can a utility audit help a municipality to capture revenues that should have been paid for several years, but it can also correct jurisdictional errors within utility databases, thus helping to ensure future revenues.



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## Cash Management Alternatives

By: Timothy Hammond, Hammond Investment Management, LLC

Managing all aspects of a municipality or city is difficult enough but the strain of the credit crisis has made the task even more difficult. The credit crisis and housing bubble has stretched budgets just about as far as they can go. Revenues are down across the board. What can be done to help offset revenue declines? Make sure your town's funds are invested properly. This article will examine some of the commonly used practices and the advantages and disadvantages of each. The most frequently used instruments are cash, money market funds, interest bearing bank accounts, and short-term commingled bond funds. Finally, there are separately managed accounts.

First there is cash. The simplest approach is to hold the town's funds in cash at the local bank in a non-interest bearing checking account. The advantage is that your cash is liquid and ready to be used immediately. The disadvantage is that you are not earning any interest on your deposits.

The second most commonly used cash management tool is money market funds. The advantages include earning interest on your funds and having liquidity. The disadvantage is that the rate is generally very low.

Third we have Interest bearing bank accounts. A town can usually negotiate with its local bank for some type of guaranteed rate in exchange for a certain level of deposits. For example, a bank could guarantee a specific money market fund or 30-day U.S. T-Bill plus 25 basis points (0.25%). Let's say the rate on your money market fund is 0.10%. Based on that rate the town's rate for would be 0.35% (0.10% + 0.25%). The advantage is that you are receiving a rate that is higher than the money market fund and you are able to keep the funds in town at the local bank. The disadvantage is that even with the added interest you probably won't be getting much of a return. With both of the first and third examples, when working with a bank it is critical to have a collateral agreement in place prior to investing any funds over the FDIC insurance limits.

Fourth are commingled investment pools that are similar to a mutual fund. This type of investment is usually for a town's funds that may not be needed within the next one to three years. The advantage here is the increase in the interest rate earned and a lower initial investment, generally in the range of \$10,000 to \$50,000. However, there are a few disadvantages. The biggest disadvantage is that this is a "one size fits all" approach. Investments are made irrespective of your town's cash flow needs. Other disadvantages include no set maturity date or interest (coupon) rate and withdrawals by other investors when the market is down thus adding to the downward pressure on prices.

Finally, let's examine an alternative cash management strategy and that is a separately managed account. This alternative requires the town to hire its own investment manager and trust company. There are a number of advantages with this strategy including set maturity dates, a known interest (coupon) rate, known cash flows. Also, if the town needs to raise cash the investment manager can pick and choose which investment(s) to sell that are most advantageous for the town.

The biggest advantage is that the investments can be structured around the town's anticipated cash flow needs. This is extremely important because you can have investments mature around the dates that you need the funds. If the funds are not needed upon maturity they can be reinvested at that time. This is unlike a commingled fund which does not have a set maturity date but instead a rolling maturity date. Another big advantage for separately managed accounts is a known interest rate. The interest rate that you will earn on an investment is known from the time of purchase until maturity. Commingled funds do not have this advantage as the fund will be constantly buying and selling as investors come and go from the fund. The interest earned from a separately managed account can be very beneficial for a town. For example, for the five years ended March 31, 2010, the Barcap 1-3 Government Bond Index returned 4.24% annually while the U.S. T-Bill returned 2.08% annually. That is a difference of 2.16% per year. If you had \$1 million invested, that is a difference of \$21,600 per year for a total of \$108,000 over five years. A good investment manager should be able to meet or beat the targeted index net of costs. The disadvantage with a separately managed account is the higher minimum initial investment generally starting at \$1 million.

The key to a successful separately managed account begins with the RFP process. You need to be thorough throughout the process looking at all the important elements consistently. During this process the biggest factors are fees, returns and if the manager will be willing to be a fiduciary. Fees are the number one predictor of returns: the lower your fees the more likely that you will have good returns. Returns need to be looked at two ways and be compared against the appropriate benchmark. First, what were the manager's returns over one, three, and five year periods? Second, what were the returns in each year? This is important because the five year number may be good but that could have all come from one year. What you are looking for here is consistency. Finally, in the RFP process ask if the potential manager will act as a Fiduciary for the town. A fiduciary is required to put the client's interest first and act in the best interest of the client. Not all investment professionals are required to be held by this standard so be careful who you decide to work with.

### Hammond Investment

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## Corporate Partner Spotlight

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### Local Government and Web 2.0: Are We Ready?

James R. Thompson, Department of Public Administration  
University of Illinois - Chicago

Our society is more interconnected than ever before. From Facebook to LinkedIn, there are a variety of tools available to facilitate a personal or professional online presence, with new ones popping up on what sometimes seems to be a daily basis. Though these applications (often referred to as 'Web 2.0' technologies, a term which also refers to blogs, wikis and many other tools) were initially used on a mostly individual basis, organizations, corporations and small businesses are increasingly joining up as a means of connecting with members and consumers. Recent research indicates that local governments are also venturing into the work of social networking and other web 2.0 technologies on their websites. However, it is unclear whether local government are prepared to effectively manage these technologies for communication between citizens and governments, or for the larger goal of encouraging civic engagement.

Dr. Karen Mossberger, professor of public administration at the University of Illinois at Chicago, conducted research examining the connection between civic engagement and e-government in cities within the state of Illinois and nationally. The report entitled "Can E-government promote civic engagement? A study of local government websites in Illinois and the U.S." (available on the Internet at <https://sites.google.com/site/karenmossberger/workingpapers/>) includes some surprising findings. Based on a scale measuring "Online Interactivity and Participation", Illinois falls short of the national average (55%) with a score of 46%. The authors explain that Web 2.0 is not being used to its full potential for interactive purposes as very few cities use social media (they give the example of Facebook). They attribute this underutilization to the newness of this technology, and note that over time, cities may learn whether these technologies are useful from an engagement or communication perspective. If cities find Web 2.0 interactive technologies to be useful, they will have to develop the knowledge necessary to effectively use these technologies.

When asked how she feels about the possibility of the integration of Web 2.0 technologies in government websites, Dr. Mossberger responded "Social media have the potential to foster more discussion about issues on local government websites, but it is not yet clear whether that potential is being realized. She went on to emphasize that, while one-way communication (such as e-mail and comment forms) are prevalent on local government websites, technologies fostering two-way discussion between citizens and government officials, or among citizens themselves, are still sparse.

Institutional capacity is a major concern. Cities are currently facing serious budget constraints, making it unlikely that many will be able to hire new personnel in order to gain the knowledge and skills necessary to manage Web 2.0 technologies efficiently. The Science and Technology and Environmental Policy lab at the University of Illinois at Chicago, with funding from the Institute for Policy and Civic Engagement, surveyed local government agencies looking specifically at the e-government technology use in local governments across the U.S. They found that 43.5% of respondents reported not having a designated IT person in their department, and 42.3% said they did not have a separate information technology department in their government.

UIC's certificate program in e-government is designed in part to help jurisdictions meet their IT requirements. Participants gain sufficient knowledge of IT technologies to adequately oversee the work of technical personnel and to help them identify opportunities for gains in operational efficiency and effectiveness. All courses are 100% online to accommodate the time constraints of working professionals. Topics covered include e-Government, project management, geographic information systems, and database management. For information, go to <http://www.uic.edu/cuppa/pa/egovernment/structure.html>

Web 2.0 clearly has a lot to offer local government, including the potential to foster increased civic engagement if deployed in a thoughtful, efficient way. However, local governments in Illinois and the country as a whole will have to invest in learning how to master these technologies before they and their citizens can really reap the benefits.

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### "Reinvention: To Make or Redo Completely" – The Story of Walt Disney

by Thomas M. Tristano, AIA  
President of Williams Construction Management

The talk among many architectural firms and businesses appears to be focused on reinvention and rediscovery as many firms attempt to embrace the current economic climate. Reinvention was the theme at the AIA Illinois 2010 annual conference. Has the notion of reinvention or rediscovery passed through your mind or across your desk in a memo or an article? Are you faced with leading your staff into a rediscovery mode: redefining roles, mission, or organizational structure in the midst of an ever-changing world?

Has your response been like many? "Improve collaboration," "more innovation," "do more with less," "increase the winning attitude," "add more leadership development," "adapt to your changing environment" or whatever the current best seller on leadership says! Many good leadership concepts are out there, but I urge you to remain focused on your core purpose in the midst of this fast-changing world.

How do you preserve the core and yet adapt to a changing world?

In his book *Good to Great*, Jim Collins believes that "enduring great companies" and organizations "preserve their core values and purpose while their business strategies and operating practices endlessly adapt to a changing world." He continues: "This is the magical combination of 'preserve the core and stimulate progress.'" He gives the Walt Disney Company as an example. They have preserved their core values and purpose for over eight decades. They went through seasons of change and came through. And they've gone through further seasons of change, all the while preserving their mission without compromising their purpose and values. Some would say they learned when to be in the season of sowing so that future reaping could come later. There is a time to reap and a time to sow; sometimes conditions are more favorable for planting seeds for tomorrow's harvest.

Walt Disney himself exemplified this. In 1923, the energetic 21-year-old animator moved from Kansas City to Los Angeles and tried to get a job in the movie business. No film company would hire him, so he used his meager savings to rent a camera, set up a studio in his uncle's garage, and begin making animated cartoons. In 1934, Mr. Disney took the bold step, never before taken, to create full-length animated feature films (including *Snow White*, *Pinocchio*, *Bambi*, and *Fantasia*). In the 1950s, Disney moved into television with the *Mickey Mouse Club*. Also in the 1950s Disney paid a visit to a number of amusement parks and came away disgusted, calling them "dirty, phony places, run by tough-looking people." He decided that his company could build something much better, perhaps even the best in the world, and the Walt Disney Company launched a whole new business in theme parks (*Disneyland*, *Disneyworld*, and *Epcot*). And a more recent venture, a cruise line. While the Walt Disney Company has seen changes

in culture, operating practices, and specific strategies, they did not forget their core values and purpose: a passion for creative imagination, fanatic attention to detail, abhorrence of cynicism, the "Disney Magic," and the desire to bring happiness to millions. This purpose—this mission—was instilled by Mr. Disney and cut across national borders, and it continues today.

The Walt Disney Company provides a classic case of preserve the core and stimulate progress, holding the core ideology fixed while changing strategies and practices over time. Adherence to this principle is the fundamental reason why it has endured as a great company.

Practical applications from published leadership experts have been used many times in my world. You may find, as I did, that one essential quality of a team player is adaptability. Individuals who succeed and flourish are masters of change; they can reorient themselves and others in untried directions to higher levels of accomplishments. Adaptable people are .....

- Teachable ....Adaptable people always place a high priority on breaking new ground. They are people who work hard, become highly skilled in one area, and transfer that skill to a new endeavor. How many of you, like me, were trained for one profession and today are in a different occupation?
- Emotionally secure....Another characteristic of adaptable people is emotional security. People who are not emotionally secure see change as a threat. I find that secure people aren't made nervous by change. They evaluate a new change in their responsibilities based on its merit.
- Creative.....Creativity is another quality you find in adaptable people. I am amazed when our team members say "Let's try it this new way." These people are creative and don't react with fear to change. They allow their creativity to foster adaptability.
- Service minded.... People who are focused on themselves are less likely to make changes for the team than people focused on serving others. College president Horace Mann stated, "Doing nothing for others is the undoing of one's self." If your goal is to serve the team, adapting isn't difficult. I think of the design and construction process which regularly requires change. A service mindset requires each member to look out for the other team members and the client / public.

Whether you're a municipality, a construction company, or the Walt Disney Company, you have certain core values that can endure in the midst of larger events – if you can hold to your core purpose by reinvention.



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## IML Managers Monthly Column

### Russ Loebe Leaves Lasting Legacy from Service on IML Municipal Managers Committee

by Mark Peterson, City Manager, Town of Normal & Member, IML Municipal Managers Committee

Russ Loebe was appointed to the IML Municipal Managers Committee in 2001 and was selected as the Chairman of that Committee in 2003. The appointment of Russ Loebe to lead this very important IML Committee continued an ILCMA tradition of dispatching its best and brightest members to this extremely important and influential leadership position. Russ joined a list of other stalwarts of the city management profession in Illinois, including Greg Bielawski, Paul Nicholson and John Phillips, to hold this very important committee chairmanship. I have little doubt that most of our members would agree that the chair of this committee may be the most important and consequential position within the ILCMA governance structure aside from the association president.

During his eight years as chair of the IML Managers Committee, Russ has broadened and enhanced the great work of his predecessors by further strengthening the partnership between the ILCMA and the IML. He has also enhanced the reputation of our profession among the IML Board Members as well as the members of the Illinois General Assembly.

Articulate, knowledgeable and insightful, Russ Loebe has become a valuable resource to the IML in furthering its legislative agenda. My own mayor, Chris Koos, who is a member of the IML Board, has shared with me on more than one occasion how much the IML Board respects and trusts Russ Loebe's opinions and insights. According to Mayor Koos, "When Russ Loebe speaks, the Board listens!" For those of us who have been involved in ILCMA many years, we know all too well that such respect and appreciation from the IML Board must be earned and has never been easy to achieve.

Clearly, the IML Managers Committee has faced some extraordinary challenges during Russ's tenure as chairman. But the group has faced those challenges squarely and achieved a remarkable record of success. Public pension reform has probably been a hallmark of Russ's tenure as the chair of the IML Managers Committee. For example, the committee drafted a first-of-its-kind study of the Downstate and Suburban Police and Firefighter Pension Funds a few years ago. This study shed light on the immense financial problems facing these pension funds and began a statewide discussion that culminated in sweeping public safety pension reform earlier this year.

Russ also played a pivotal role in bringing to light other needed changes in public safety pensions and helped to develop a package of reforms which addressed disclosure, ethics and transparency that were ultimately approved by the General Assembly in 2008.



**Educate. Advocate. Empower.**

During all of these sensitive and complex public pension reform negotiations, the IML Board of Directors turned to Russ and the managers committee to review any pending proposals and to provide technical advice and guidance.

Russ also led the committee's efforts to research the cost of health insurance to local governments. The first fruits of this project yielded a study of the cost impact of health insurance benefits awarded under the Public Safety Employee Benefits Act (PSEBA). The study was recently submitted as an essential component of an IMLA amicus brief for a case being litigated before the Illinois Supreme Court.

According to Joy McCoy of the IML staff, "Russ was always a regular participant at IML Board Meetings and his thoughts and his professional opinions were greatly valued and trusted by the mayors and other elected officials on the board."

With Russ's retirement this past month, Mike Allison, village manager of Vernon Hills, has been appointed to take the reins of the IML Managers Committee. Mike knows that he has some big shoes to fill. Mike gives great credit to Russ in expanding the role of ILCMA at the annual IML Conference and developing excellent topics for managers to present. "Our association really plays an important role in the IML Conference thanks to Russ." Mike reported. "Russ also has made tremendous contributions to the Newly Elected Officials Conference during his years as chairman of the Managers Committee."

All of us in the profession owe Russ Loebe a great debt of gratitude for his outstanding service to our profession, to our municipalities and to the state of Illinois as the chair of the IML Municipal Managers Committee.

**ILLINOIS MUNICIPAL LEAGUE  
98th ANNUAL CONFERENCE  
September 15-17, 2011 at the Hilton Chicago Hotel**

## Words from the Trenches

by Raymond P. Botch, Jr., Retired

### INTRODUCTION

During my 35 years as city manager of Mt. Vernon and Westmont, Illinois I picked up some very helpful hints that made a difficult job easier. These hints are geared to the professional just starting out. Some of these hints are very obvious but sometimes the obvious are the most difficult to remember. Not all city managers may agree with every hint. However they worked for me.

You young professionals are embarking on a career that does make a difference. **YOU WILL AFFECT THE EVERYDAY LIVES OF YOUR CITIZENS.**

**CITY MANAGEMENT** is the intuitive ability to use the knowledge and skills acquired from KU and life to inspire and motivate yourself and others to build and operate a responsive, efficient, well-run city government.

### BE A LEADER NOT A BOSS

The boss says "I". The leader says "WE".  
The boss inspires fear. The leader inspires enthusiasm.  
The boss commands. The leader asks.  
The boss drives people. The leader coaches people.  
The boss takes credit. The leader gives credit.  
The boss sees Today. The leader sees **TOMORROW AND BEYOND.**

Maintain an open door policy with the public. Limit the amount of time your office door is closed. You do not need an irate citizen showing up at a council meeting and announcing, "I went to see the city manager but the door was closed."

Civil media relations are essential. Try to establish mutually accepted ground rules. There will be negative stories. Do not attack the reporter. It shows you are upset. Reporters especially, young reporters, think they are doing their job if they make you **SWEAT.** Keep Your **COOL.** Disarm them with kindness.

You were hired to run the city not each individual department. Don't micro-manage. Coach the department heads to become better managers.

The most important principle for a smooth running organization is to **TREAT PEOPLE LIKE YOU WANT TO BE TREATED.** Yelling and swearing accomplishes nothing. People turn you off once you raise your voice. They do not hear you.

Know your employees and the department where they work. **GET OUT IN THE TRENCHES.** Visit and be seen. Calling them by name will make you a **HERO.**

Discipline employees privately. Stress their positive points as well as the negative. Together come up with a plan of action that will keep the incident from reoccurring. Employees try harder when they know you care.

Be a good listener. Hear what people are saying. When responding look directly at the person to whom you are talking.

Budget your time wisely.

Do not keep people waiting. Their time is valuable, too.

Return telephone calls promptly.

Follow up on citizen complaints immediately.

Reports to the city council should be concise, detailed and easily understandable. Put yourself in the city council's place and ask "How would I vote on the city manager's recommendation?" If you have done your homework their only unanswered question should be: "**WHEN DO WE START?**"

The annual budget scares most city councils even though the budget is only **DOLLARS IN / DOLLARS OUT.** The budget should be the city manager's best friend. The manager should prepare the major portion of the budget. This provides you with an excellent opportunity to know in detail the workings of each of the departments without micro-managing.

In essence the **BUDGET MESSAGE** is the city manager's State of the City Report. It should in financial terms cover **THREE AREAS:** 1. Where we are; 2. Where we need to go; and 3. How we are going to get there!

City government's purpose is to provide services not jobs. Eliminate or consolidate unnecessary jobs. The least painful way is to have the city council declare a hiring freeze. When an employee leaves, that position is not filled. Today fringe benefits cost 35 to 40% in addition to salary.

Make your city more efficient and frugal through the elimination of duplicate or unnecessary services. Look at mutual aid agreements, intergovernmental agreements, joint purchasing, mixed use facilities, consolidation or even public referendum.

Be active in your state municipal league. Many municipal leagues do not allow city managers to be on the board of directors. Try to get on a meaningful committee such as the legislative committee.

Get to know your state and federal legislators, school and county officials.

The best way to get the pulse of your city is to become actively involved in organizations such as the chamber of commerce, civic and social clubs, school groups and the religious community.

City councils look for **CONFLICT.** They do not feel they are doing their job if they are not solving some problem. Smooth running organizations **BORE** them and they tend to wander into areas that are not in their job description. However a City Manager who spends time with council members individually and listens to their concerns and goals reduces potential conflict. Keeping your mayor and city council well informed is **VERY** important to your professional well-being. Simply put, your job is to make the **MAYOR AND CITY COUNCIL LOOK GOOD!**

Thank your employees when they make you look good. It shows appreciation and you are not taking all the credit.

You can **DEMAND** respect but you will not get it. You **EARN** respect through your work ethic and fairness.

## IAMMA Announces Annual Awards

The 2010-2011 IAMMA Executive Board honors the following individuals for their commitment to IAMMA and their dedication to the profession. These individuals were recognized at the IAMMA Awards Luncheon, Wednesday, May 11, 2011. CONGRATULATIONS!!!!!!

### Outstanding Manager Award

John Phillips, City Manager, City of Rock Island

### Outstanding Member Award – Senior Professional

Julia Cedillo, Interim Village Manager, La Grange Park

### Outstanding Member Award – Intern

Andrew Lichterman, Intern, Village of Deerfield

### Outstanding Member Award – Service in Professional Organizations

Russ Loebe, Retired Village Administrator, New Lenox

### Outstanding New Community Service or Program

Schaumburg Residential Retrofit Program



Martha Dooley (left) and Melissa Steirer (right) accept the Outstanding New Community Service or Program for the Village of Schaumburg. The award was presented by Jenny Maltas of Deerfield (center).

### Reminder

**IAMMA Executive Board  
Nomination Ballots are due  
by June 10!**

**You can e-mail the ballot as  
an attachment to:  
agalindo@niu.edu**

**Fax your ballot to:  
815-753-7278**

**Mail it to the following  
address:  
IAMMA  
Center for Governmental  
Studies, NIU  
DeKalb, IL 60115**



Andrew Lichterman, Deerfield, was presented with the Outstanding Member Award - Intern. He is pictured with Cathy Doczekalski of Park Ridge.

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Julia Cedillo, LaGrange Park, was awarded the Outstanding Member Award - Senior Professional. She was presented the award by Phil Kiraly of Northbrook.



Mike Baker served as referee during the ILCMA Speed Coach session that was held prior to the IAMMA Awards Luncheon. Twenty-four managers, assistants and interns participated in this fun yet informational event.



Phil Kiraly presented Russ Loebe, retired administrator, New Lenox, with the Outstanding Member Award - Service in Professional Organizations.



Managers coached assistants and interns on their future careers at the ILCMA Speed Coach session.



## AFI Membership And Adoption of Sustainability Actions

by James H. Svara, Director, Center for Urban Innovation, Arizona State University

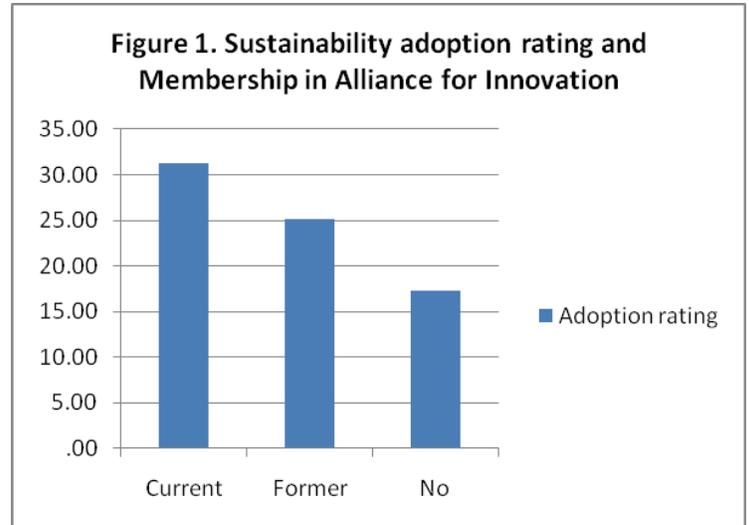
The 2010 Local Government Sustainability Policies and Programs survey, developed by the Alliance for Innovation (AFI) and the Center for Urban Innovation and Sustainable Cities Network at Arizona State University, was conducted by the International City/County Management Association. The survey had an overall response rate of 25%. Among the respondents, there are over 100 AFI members (a response rate of 39%) and 38 former members of AFI (a response rate of 30%). How do the responses compare based on current membership, former membership, or no membership in AFI?

The survey included 109 actions that local governments can take to promote sustainability. The level of sustainability practices is measured by an overall adoption rating that assesses both the number and range of activities the government is using. The rating varies from 0-100%.

The number of local governments in each category is as follows:

Member status	Adoption rating	Number
Current AFI	31.3	104
Former	25.2	38
Not a member	17.3	2034
Total	18.1	2176

This is a graphic display of the differences.

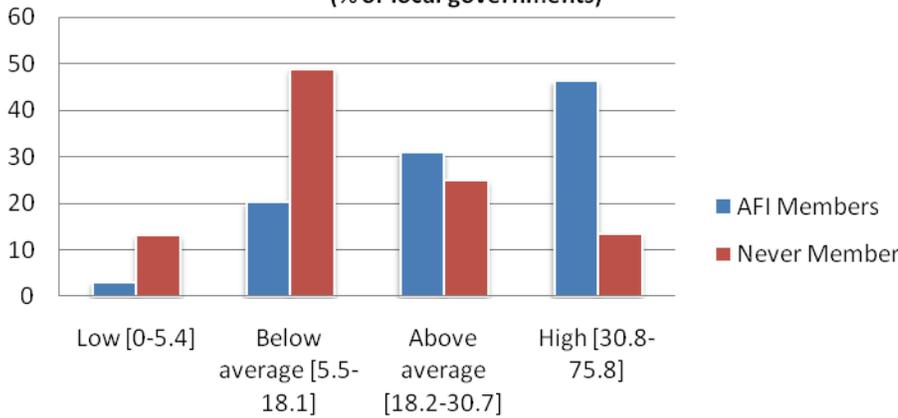


These results are consistent with previous analysis of adoption of other local government innovations. AFI members are above average compared to all local governments. In addition, former members don't perform as well as current members. Dropping membership could mean a weaker commitment to innovation, but the drop in scores on this and other measures suggests that active and current communication with AFI makes a difference. In comparison, governments that have not been members have a performance level that is slightly below average and well below that of AFI members.

Above average adoption for all AFI members does not mean that the performance of all member governments is identical. There is variation just as there is in local governments generally. Some do more than others. Still, when comparing the percent of AFI members and all responding governments that fall into four categories for the level of sustainability action, the differences in the distribution of governments are substantial. Figure 2 (on the next page) shows the percent of AFI members and of governments that have never been affiliated with AFI that fall into four categories from low to high adoption of sustainability practices.

*continued on next page*

**Figure 2. Comparison of AFI Members and Governments that Have Not Been Members**  
(% of local governments)



AFI members are above average and most of them—over 45%—are in the category of high adopters compared to just 15% of the responding local governments generally.

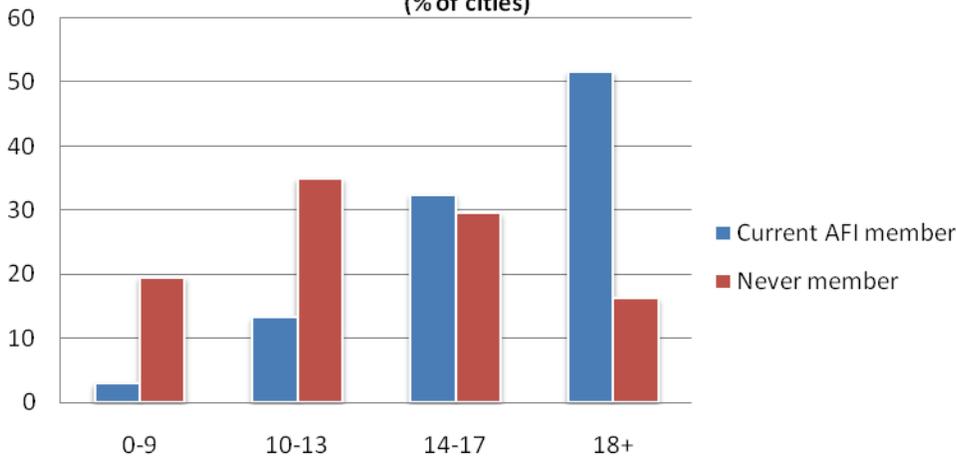
In addition, current AFI members are also more likely than other governments to have joined national sustainability campaigns. In addition, the councils in these cities are much more likely to have adopted sustainability policy goals.

Member status	Signed Climate Protection Plan	Member of ICLEI	Adoption of Goals by Council
Current AFI	28.8%	34.6%	51.0%
Former	23.7%	23.7%	34.2%
Not a member	11.9%	8.1%	27.5%
Total	12.9%	9.7%	28.7%

As noted, these findings regarding the higher likelihood that AFI members are in the above average group carries over to a number of other new practices in local government that have been examined in surveys by ICMA. When combining responses from surveys on reinventing government in 2003, e-Government in 2004, and the strategic planning practices in the State of the Profession survey in 2006, a 30-point index was created in a study by Kim Nelson and me. Over half of the AFI member’s city governments are in the high adoption category compared to 16% of cities that have not been members.

*continued on next page*

**Figure 3. Number of e-Government, Reinventing Government, and Strategic Planning Innovations Adopted (% of cities)**



What is different about these results compared to sustainability actions is that cities generally approximate a “normal” distribution in the adoption of innovations from a cluster of related activities. One in six is out front, about two thirds are clustered above and below the mean level of adoption, and one in six has a low level of adoption or lags behind. This is the distribution for the composite adoption measure in Figure 3. When it comes to sustainability, on the other hand, most governments are still tilted toward the low end of the scale as indicated in Figure 2. Consequently, the moderately high to high adoption rates of most AFI members stands out even more in comparison to other governments.

Endnotes:

Kimberly L. Nelson and James H. Svara, “Form of Government Still Matters: Fostering Innovation in U.S. Municipal Governments,” *American Review of Public Administration*, published online 15 March 2011 <http://arp.sagepub.com/content/early/2011/03/10/0275074011399898>. A total of 492 cities completed the three surveys or 15 percent of the 3257 cities over 10,000 in population.

James H. Svara, “The Early Stage of Local Government Action to Promote Sustainability,” *Municipal Year Book 2011* (Washington, DC: International City/County Management Association, 2011), pp. 43-60. James H. Svara, “The Early Stage of Local Government Action to Promote Sustainability,” *Municipal Year Book 2011* (Washington, DC: International City/County Management Association, 2011), pp. 43-60.



## 2011 ICMA Annual Conference

will feature educational sessions in five major theme tracks (working titles):

- Defining Excellence in the New Normal
- Challenges of Citizen Engagement
- Employee Relations and Changing Demographics
- Lessons in Leadership
- Personal Challenges Facing Managers and Their Families.

The planning committee also developed a series of career track sessions focused on the professional development needs of small-community managers and ICMA Credentialed Managers.

### Destination: Milwaukee

Just 15 minutes from General Mitchell International Airport, it is the 23rd most populous city in the United States and a major hub for commerce and manufacturing. A vibrant city, Milwaukee is home to diverse traditions, heritages, and cultures that have helped the city grow and prosper. Known as the "City of Festivals," Milwaukee hosts many ethnic festivals and religious celebrations throughout the year. Mansions, gardens, breweries, sporting events, world-renowned museums, picturesque ethnic neighborhoods, a thriving performing arts scene, and the popular Potawatomi Bingo Casino offer year-round excitement. And Milwaukee's dining choices are as diverse as its people.

And, of course, we cannot talk about Milwaukee without mentioning the brewpubs! As early as 1843, there were 138 taverns in Milwaukee—an average of one for every 40 residents. Beer halls and taverns are abundant in the city to this day, and the historic Milwaukee Brewery, located in "Miller Valley," is the oldest still-functioning major brewery in the United States.

### Registration and Housing Open June 1.

At that time you'll be able to make a hotel reservation and register online, or download forms to fax or mail. The preliminary program materials also will be available in the June issue of PM magazine.

### 2011 Annual Conference Fees

In recognition of the current economic conditions, member registration fees are held at the same price as the last three conferences.

- ICMA member registration fee: \$625, includes a base registration of \$590 and the Sunday evening reception ticket of \$35.
- Members who register online will receive a \$25 discount and pay \$600.
- Partners registration fee: \$90 (also including the Sunday ticket).
- Nonmember registration fee: \$1,025.
- Student Members: complimentary.
- Affiliate members in local government who are in their first three years of ICMA membership: \$300 discount.
- First-time attendees in the conference region (Midwest): \$200 registration discount.
- Economic Crisis E-Debit Card extended: Eligible members have until August 31, 2011, to use their Economic Crisis E-Debit Card. It's easy and simple to use this credit, no plastic card is involved! Just use the code "DEBITCARD." This unique benefit is part of ICMA's ongoing efforts to support members through these challenging economic times. The E-Debit Card provides ICMA Full members in service to local government in the United States with a \$200 credit and Affiliate members in service to local government a \$100 credit to use toward their membership renewal, ICMA Annual Conference registration, or ICMA University events or programs. For full details, visit [icma.org/debitcard](http://icma.org/debitcard).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Scott Hartman  
islandtime@hotmail.com  
Cell: 224-678-4590

Sarah Phillips  
gr8glfr@hotmail.com  
847-749-3858  
Cell: 847-867-5151

Steve Jones  
sajones400@gmail.com  
708-588-0461

Steve Gutierrez  
sgutierrez246@sbcglobal.net  
630-209-7688

Cameron Davis  
camerondavis100@gmail.com  
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## ILCMA and ICMA Membership Incentive Program

The ILCMA Board of Directors has approved a partnership with ICMA to offer a financial incentive to assist ILCMA members in becoming members of ICMA. The focus of the program will be on ILCMA members in smaller communities who are not members of ICMA.

The program is available to all ILCMA members in good standing who are currently not members of ICMA. Approved ILCMA members will be eligible to join ICMA at no cost for the first year membership in ICMA. ILCMA will reimburse the participant up to \$200 for the cost of the ICMA dues for the second year.

For the first year of the program, July 1, 2011 to June 30, 2012, ICMA will provide annual membership to the eligible participant at no cost to the participant.

For the second year of the program, July 1, 2012 to June 30, 2013, ILCMA will reimburse the participant 50% of the cost of participant's annual ICMA membership dues up to \$200 upon receipt of documentation that ICMA dues have been paid.

The program is limited to the first 25 applicants who are approved.

To participate in the program please fill out the enclosed application and send back to Dawn S. Peters, Executive Director, ILCMA, Center for Governmental Studies, NIU, DeKalb, IL 60115. If you have any question please contact Dawn at 815-753-0923 or [dpeters@niu.edu](mailto:dpeters@niu.edu).



## Application for ILCMA and ICMA Membership Incentive Program

### Application information:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone number: \_\_\_\_\_ Email address: \_\_\_\_\_

Are you a current member of ILCMA? Yes \_\_\_\_\_ No \_\_\_\_\_

Population of city, village, or county \_\_\_\_\_ (must be under 10,000 for city or 50,000 for county)

I have not been a full or affiliate member of ICMA in the past five years

True \_\_\_\_\_ False \_\_\_\_\_

I wish to become a full or affiliate member in ICMA. Yes \_\_\_\_\_ No \_\_\_\_\_

I agree to abide by the ICMA Code of Ethics. True \_\_\_\_\_ False \_\_\_\_\_

Please send the application to:

Dawn S. Peters  
Executive Director  
Illinois City/County Management Association  
Center for Governmental Studies  
Northern Illinois University  
De Kalb, IL 60115

Please direct any inquiries concerning this program to Dawn Peters at (815) 753-0923 or email [dpeters@niu.edu](mailto:dpeters@niu.edu).



Illinois City/County Management Association  
Professional Development Session  
**Wellness in the Workplace**

Harry Caray's – 70 Yorktown Center, Lombard, IL 60148  
July 21, 2011

**Health & Wellness Session Schedule:**

<b>Time:</b>	<b>Event:</b>	<b>Additional Information:</b>
<b>9:30a.m. – 10:30a.m.</b>	Complimentary Health & Wellness Screening	Pre-registration is preferred See registration instructions on pg 2
<b>9:30a.m. – 10:30a.m.</b>	Registration /Check-in	Pre-registration is preferred
<b>9:45a.m. – 10:30:a.m.</b>	Continental Breakfast	See registration instructions on pg 3
<b>10:30 a.m. – 12:00pm</b>	Health & Wellness Professional Development Session	<b>Cost:</b> \$25 – Continental Breakfast & Professional Development Session

**Session Presenters & Topics:**

**Topic: Improve Your Organization's Health and Wellness and Prepare For Health Care Reform**

Kevin Herman, MS, CADC,  
*Director of Worksite Wellness, Horton Health Initiatives, The Horton Group*

**Topic: Wellness Committee - Screenings, experiences and the annual plan**

Kevin Sing  
*Finance Director, Village of Manhattan*

**Topic: Village Board Buy in - How buy in helps costs and increases awareness**

Stephana Przybylski, SPHR,  
*Human Resources Director, Village of Orland Park*



# Complimentary Health & Wellness Screening

Wellness begins with awareness. Know your health by participating in the complimentary onsite health & wellness screening.



CHC Wellness is offering a complimentary confidential health risk screening valued at \$185. It is our way of saying “thank you” for attending this Best in Class workshop. A 12-hour fasting period is required.

## How do I sign up for the Health & Wellness Screening

**Over the Internet:** Go to [www.chcw.com](http://www.chcw.com). Click the ‘First time logging in?’ link under the Members Login on the homepage and use program code **1161iLL727**. Enter all required information.

**Over the phone:** Sign up over the phone with a CHC Wellness representative at **847.640.4440**.

**PLEASE NOTE:** Each participant will be required to fill out a Health Risk Assessment (HRA) along with their blood draw. This can be done online before your appointment or at the time of your screening. Each participant will receive a comprehensive Personal Health Profile that reviews your HRA and blood draw results together. The Wellness Screening is confidential and completely HIPAA compliant.

## What’s included in the basic screening?

The CHC Wellness screening is designed to help build awareness and to help identify early warning signs of disease. Additional tests are available at a cost to the participant. You can view and select these tests online or ask a CHC Representative when calling to register.

<p><b><u>Anemia, Infections &amp; Certain Cancers</u></b></p> <p>Iron</p> <p>WBC, RBC, MCV, MCH, MCHC, RDW</p> <p>Platelet Count , Hemoglobin, Hematocrit</p> <p>Globulin, Total; Albumin Serum</p> <p>A/G Ratio</p>	<p><b><u>Heart Disease &amp; Stroke</u></b></p> <p>Cholesterol</p> <p>Percentile Cholesterol</p> <p>Triglycerides</p> <p>HDL and LDL</p> <p>HDL/Cholesterol-Risk Ratio</p>	<p><b><u>Kidney Disease</u></b></p> <p>BUN/Creatinine Ratio</p> <p>Creatinine</p> <p>Phosphorus</p> <p>Sodium</p> <p>Potassium</p> <p>Chloride</p> <p>Urea Nitrogen</p> <p>Carbon Dioxide</p>
<p><b><u>Nutritional &amp; Gastrointestinal Disorders</u></b></p> <p>Total Protein</p> <p>Albumin</p> <p>Uric Acid</p> <p>Calcium</p>	<p><b><u>Liver &amp; Gallbladder Abnormalities</u></b></p> <p>Total and Direct Bilirubin</p> <p>Alkaline Phosphatase</p> <p>AST, ALT and GGT</p> <p>Albumin Total Protein</p>	<p><b><u>Diabetes</u></b></p> <p>Blood Glucose</p>
<p><b>Blood Pressure Reading:</b></p>	<p>A blood pressure reading will be taken before your blood is drawn.</p>	
<p><b>Health Risk Appraisal:</b></p>	<p>The CHC Wellness research-based Health Risk Appraisal (HRA) is a questionnaire that assesses lifestyle choices to help give a bigger picture of your overall health.</p>	

### THIS IS A FASTING TEST.

For most precise results, you should fast 10-12 hours before testing. You cannot eat, but may drink black coffee or tea (no cream or sugar). If you are diabetic or hypoglycemic consult your physician for fasting instructions.

# Health & Wellness Session Registration Form

Learn how to continually advance your health & wellness efforts!



**Date:** Thursday, July 21, 2011  
**Time:** 9:30am – 12:00pm  
**Location:** Harry Caray's  
**Cost:** \$25 – Continental Breakfast & Professional Development Session  
Managers in Transition – No cost - Please contact Alex Galindo to register:  
[agalindo@niu.edu](mailto:agalindo@niu.edu) or 815-753-5424

**NOTE – You may register for one or both events. If you want to attend the health screening and the wellness session afterwards please go through both registration processes.**

## RSVP By July 15

Register by phone, mail, fax, or online.

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

**Online Registration:** <http://www.ilcma.org/forms.aspx?FID=65>

**Mail or fax registration:** Complete form below

**MAIL:** Complete and mail this registration form and payment to:

ILCMA  
Center for Governmental Studies  
Northern Illinois University  
DeKalb, IL 60115

**Fax:** OR you can fax your completed registration form and credit card payment to 815-753-7278.

Name \_\_\_\_\_

Title \_\_\_\_\_

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Cancellations must be made by July 15. Any cancellations after that date will require full payment for the event.

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## Job Mart

### Village of Elk Grove, Financial Analyst

This position performs assigned tasks with special emphasis on financial management and reporting. Assists in the coordination of purchasing activities in accordance with established legal requirements and Village policy. Provides staff assistance and detailed research, identifying and analyzing data and other projects as required, in a professional and confidential manner.

The Financial Analyst is under the direction of the Director of Finance and also reports to the Deputy Director of Finance as needed or in the absence of the Director of Finance.

The Financial Analyst assists the Finance Department management in a variety of tasks. Assigned tasks include budget and audit preparation, policy analysis, procurement assistance, and financial management projects. Examples of typical assignments include, but not limited to:

- Prepare policy analysis and recommendations for consideration on financial matters and operations.
- Conduct a review and/or analysis of administrative matters which may be sensitive or confidential.
- Assist in coordination of annual operating and capital budgets.
- Review expense reports, invoices, and requisitions for accuracy, authorizations, and compliance with legal requirements and Village policy.
- Prepare financial reports and/or surveys as required by Federal and State Governmental agencies.
- Assist in coordination of month end, fiscal, and calendar year end processes.
- Assist in coordination of annual audit.
- Assist in coordination of procurement card program.
- Perform research requiring general knowledge of governmental accounting statistical methods, research methods and designs.
- Communicate and/or transmit information to municipal officials and other governmental agencies.
- Respond to citizen requests for service or information
- Assists in coordination of the procurement and bidding process.

**Education, Experience and Training:** Position requires a minimum of a Bachelors Degree in accounting, finance, public administration or a related field. Proficiency in software applications, databases, spreadsheets and word processing required. Governmental experience preferred.

**Knowledge, Skills and Abilities:** Considerable knowledge of municipal finance, public administration, public relations, procurement methods, research procedures and methodology, accounting principles and practices. Ability to develop and maintain effective working relationships with municipal officials, employees, and the general public. Ability to plan, organize, and



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## Job Mart

direct special projects or research. Ability to analyze problems, identify solutions, and project consequences of proposed actions. Ability to prepare, review, and analyze, various accounting, financial and ledger reports. Ability to communicate effectively both verbally and in written form. The position has contact with the Department Heads and various supervisory and non-supervisory personnel from all departments.

COMPENSATION: \$55,337 to \$74,236  
OPENING DATE: Monday, May 16, 2011  
CLOSING DATE: Friday, June 3, 2011

All inquiries should be directed to the Human Resources Office at (847) 357-4020. Candidates must complete the online employment application by 5:00 PM on the closing date of Friday, June 3, 2011.

### Village of Maywood, Village Manager

Village of Maywood, (Population: 24,090) Village Manager: Competitive Salary plus excellent benefits DOQ&E. Exciting and challenging opportunity in a thriving home rule community, located in the near west suburbs of Chicago, offering a very good quality of life and schools and a mix of residential housing options. Designated as an enterprise zone; three active tax increment financing districts; and home to a diverse mix of retail and industrial businesses. The Mayor and Board of Trustees are seeking a proven visionary leader to team with them as they plan for a dynamic future. \$43 million budget; approx. 200 full-time and part-time employees. Appointed by the Mayor and a six (6) member Board of Trustees who are elected at large to four (4) year, staggered terms. Article 5 statutory manager form of government. Residency required within the Village or within a 15-mile radius of the Village.

Education and work experience requirements: Bachelor of Arts or Science degree and either (A) a Masters in Public Administration or Masters in Business Administration and not less than five (5) years' experience in management in government, or (B) not less than seven (7) years' experience in management in government, required. Excellent communication and inter-personal skills. Proven ability to analyze issues, recommend actions and execute policy; able to build positive relationships with the community and other governing bodies; experience in budget/financial management, economic and residential development, and labor relations. Duties of the Village Manager position are found at Section 30.04 of the Maywood Village Code and available at <http://www.maywood-il.org/index.htm>.

Please send cover letter and resume to: Village of Maywood, 40 East Madison Street, Maywood, Illinois 60153, Attn: Village Clerk/Manager Search Committee. Deadline to submit cover letter and resume: June 15, 2011. Questions may be sent to Mayor Henderson Yarbrough, Sr. at: [hyarbro7@yahoo.com](mailto:hyarbro7@yahoo.com). EOE/AA/ADA.

## Job Mart

### City of Centralia, City Manager

Salary: Based Upon Qualifications with a Liberal Fringe Benefit Package

The City of Centralia (2000 Census pop. 14,136), seeks applicants for the position of City Manager. Centralia has a Council/Manager form of government with an annual budget of \$32 million and 130 full-time employees. The City Manager works closely with the Mayor and Council, administers day-to-day activities, appoints and directs all department heads and staff, and is responsible for carrying out all established/adopted policies of the Mayor and Council. The most recent City Manager left for a position in another community after 6 ½ years of service to the City.

Educational requirements include a relevant bachelor's degree, such as public administration, public policy, business administration, or related field. An advanced degree is preferred. Experience may substitute for education.

The successful applicant should possess a minimum of five years experience in a leadership position in city government, either as a Manager, Assistant Manager or Department Head and possess a demonstrated record of accomplishment. Strong leadership, communication, consensus building, and interpersonal and writing skills with an open-management style are qualities that are essential. Strategic planning with sensitivity to the balance of growth issues and maintenance of the community's quality of life are important. Experience with economic development including management of Tax Increment Finance Districts, Enterprise Zones, revolving loan programs and the negotiation of development agreements is desirable.

Centralia is located in south central Illinois, approximately sixty miles east of St. Louis.

All applications will be kept confidential. For consideration, please send your resume to:

Tanya Bundy, City Clerk  
City of Centralia  
222 South Poplar  
Centralia IL 62801  
618-533-7625 \* fax 618-533-9481  
tbundy@cityofcentralia.org  
www.cityofcentralia.org

Position will remain open until filled

- Equal Opportunity Employer
- Affirmative Action

Please visit our website for more information regarding the City of Centralia, Illinois [www.cityofcentralia.org](http://www.cityofcentralia.org)

Madison County, Director of Administrative Services

The Madison County Board Office is seeking resumes from qualified individuals for the position of Director of Administrative Services. The job description and additional information are presented below.

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## Job Mart

Confidential resumes and a completed Madison County Employment application should be submitted immediately in an envelope clearly marked Director of Administrative Services

Resume to:  
Madison County Board Office  
157 North Main Street, Suite 165  
Edwardsville, IL 62025

Resumes are requested by June 15, 2011. A Madison County Employment Application may be accessed at [www.co.madison.il.us](http://www.co.madison.il.us). The position will remain open for applications until filled.

### **Madison County, Director of Administrative Services (Department Head)**

#### GENERAL STATEMENT OF DUTIES:

Manages and oversees the Administrative Services Department which includes Support Services, Purchasing, and Human Resources; manages the County's purchasing function for all departments in accordance with adopted ordinances and policies; oversees support services as assigned by the County Board Chairman and the Finance and Government Operations Committee including the mailroom and switchboard operations; oversees the Human Resources functions including Personnel Services, Payroll Services, and benefits administration; assists County Administrator with budget preparation and analysis.

#### EXAMPLES OF DUTIES AND RESPONSIBILITIES:

- Receives requests from departments for purchase of goods and services; confirms with Auditor that sufficient funds are available; prepares bid packages where necessary; prepares legal ads; receives bids, analyzes and presents to appropriate committee; prepares resolution and contract or purchase order
- Assigns work in soliciting quotes, preparing required paperwork and processing invoices to clerical staff
- Oversees the work of the purchasing agent and monitors work assigned by purchasing agent to clerical staff
- Issues purchase orders and monitors purchases of goods and services made by purchasing agent for all departments
- Receives invoices for purchases of goods and services; prepares documentation for committee approval; completes necessary analysis for presentation to Auditor
- Oversees requests for proposals and informal purchases procedures for all departments in accordance with County ordinances and policies
- Manages Department budget and payment of invoices
- Oversees operation of the mailroom and mail clerks, including ordering payments for replenishing postage meter
- Oversees work of reception desk and switchboard operators
- Oversees payroll services operation and implements payroll procedures in coordination with county departments and county auditor's office
- Oversees Human Resources functions providing oversight to the Personnel Services Manager in implementing various Personnel Policies, Labor Contracts, and other Human Resources functions
- Assists with the development of personnel regulations

- Oversees benefits administration
- Assists with collective bargaining matters including the negotiation of labor contracts and the implementation of the provisions of the agreement.
- Makes policy recommendations to Personnel Committee and Finance and Administrative Services Committee concerning matters related to Administrative Services or Human Resources.
- Assists County Administrator with budget analysis, long-range financial forecasts, and annual budget preparation
- Performs other duties as required or assigned which are reasonably within the scope of the duties enumerated above

#### SUPERVISION RECEIVED:

This position reports to and is supervised by the County Administrator.

#### MINIMUM QUALIFICATIONS:

A Bachelor's degree in Public Administration, Business Administration, Accounting or a closely related field and five (5) years of experience

This description is intended to indicate the kinds of tasks and levels of difficulty that will be required of positions that will be given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of any supervisor to assign, direct and control the work of employees under his/her supervision. The use of a particular expression or illustration describing the duties shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.

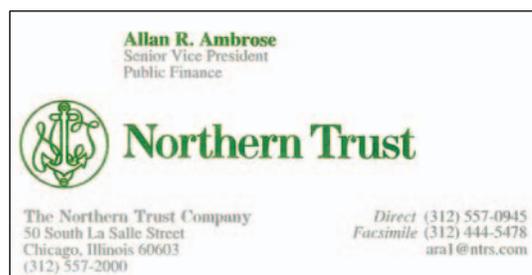
Residency: Must become a resident of Madison County within six (6) months of appointment and shall maintain residency during term of appointment.

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#### **Village of Northfield, Community Development Director**

Northfield, IL (5,400) Progressive and established North Shore community with beautiful tree-lined streets, high quality, owner-occupied homes, and a strong commercial base seeks well qualified applicants to lead its Community Development Department comprised of 3 full time and 5 part time employees and operating under a FY 11/12 \$764,000 budget. The Department includes planning, engineering, zoning, building, plan review, fire prevention, code enforcement, health, and inspectional services. Position is appointed by and reports to the Village Manager.

Qualified individuals will be expected to be highly competent planning and community development professionals who have downtown redevelopment, land use, zoning, building services,



## Job Mart

and economic development experience. Candidates must possess excellent interpersonal skills, an approachable, welcoming style with the community and staff, a proven record of effective service delivery and creative problem solving. Strong writing and oral presentation skills, a collaborative, team-oriented management style, and a very strong customer service/public relations orientation are essential.

Position requires a bachelor's degree in urban planning, engineering, architecture or related field, a minimum of 5 years municipal planning experience, and at least 3 years of supervisory experience. Master's degree, PE license, and/or AICP certification preferred. Additional information: [www.voorheesassociates.com](http://www.voorheesassociates.com). Salary is \$115,000 +/- DOQ. Residency not required.

By June 24, 2011, candidates should submit their resume and cover letter along with contact information for five work-related references to Doug Williams, Voorhees Associates, 500 Lake Cook Road, Suite 350, Deerfield, IL 60015 or Email: [resume@varesume.com](mailto:resume@varesume.com). TEL: 847/580-4246; FAX 866/401-3100.

### Village of Homewood, Village Manager

Homewood, IL (19,323) Village Manager. Dynamic and vibrant community seeks experienced, progressive, and collaborative candidates to serve as next Village Manager. Located in Cook County, just 22 miles south of downtown Chicago, Homewood is a charming community that strikes a balance between quiet neighborhoods, open space, and strong commercial activity. Downtown Homewood has earned recognition among the top 10 best suburban downtowns in the Chicagoland area. This historic commercial district boasts an eclectic mix of restaurants and boutiques and is the venue for over 60 annual open-air events. Homewood is recognized for excellent schools, park district, and municipal services and has earned honors for its high quality of life from such well-known resources as Forbes, Chicago Magazine, and the Chicago Tribune. Six member board & village president. \$16M general fund budget; 104 FT & 65 PT employees. Eight managers since ICMA recognized in 1953. Require bachelor's degree in public administration/related field with upper level management experience. Prefer MPA. Excellent leadership & communication skills; strong background in economic development, finance, labor relations. Residency required within 24 months of appointment. Starting salary 120k-130k DOQ + excellent benefits, including deferred comp. Resume to: Village President, Richard Hofeld, 2020 Chestnut Road, Homewood, IL 60430, by June 24, 2011. Position announcement available at [www.homesweethomewood.com](http://www.homesweethomewood.com). EOE.

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## City/County Management in ILLINOIS

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### Executive Director/Editor

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