



City/County Management *in* ILLINOIS

Strengthening the quality of local governance through professional management

June 2012

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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 27 – 29, 2012
ILCMA Summer Conference
Eagle Ridge

October 7 – 10, 2012
ICMA Conference
Phoenix/Maricopa County, Arizona

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Due to the ILCMA Summer Conference, *City/County Management in Illinois* will not be published in July.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, 2012. A job supplement will be forthcoming in July so continue to send in your job ads.



Have you paid your 2012-13 membership 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/>

YOU CAN ALSO DO ONLINE MEMBERSHIP RENEWAL! To renew online using a credit card visit <https://www.ilcma.org/forms.aspx?FID=60>

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JUNE 27-29
2012

ILCMA 2012 | *summer* CONFERENCE

DON'T MISS OUT ON THE ILCMA SUMMER CONFERENCE!
REGISTRATION IS OPEN THROUGH JUNE 15!

SESSIONS INCLUDE:

Wednesday Pre-conference ICMA University Workshop (additional cost)

by Michelle Poche Flaherty

Changed For Good: Leading Transformation In Your Organization And Your Community

Thursday Keynote Address by Peter Leyden

Our Age of Transformation: Major Trends in the 21st Century

Thursday Morning Breakout Sessions:

Session 1: *Which Direction is your Water Utility Heading?*

Session 2: *The ABC's of CBA's*

Luncheon Keynote by Bob O'Neill, ICMA Executive Director

Leadership Challenges and Opportunities: The Role of the Professional Manager in Light of Current Trends

Thursday Afternoon Breakout Sessions:

Session 1: *Illinois Ideas that Work-Rapid Fire Innovation*

Session 2: *Sustainability and your Return on Investment*

Friday Morning Breakout Sessions:

Session 1: *Dramatic Changes in Municipal Finance*

Session 2: *A DIY Guide to Drafting Ordinances & Resolutions...Minus the Hourly Rate*

Friday Morning Closing Keynote by David Hoffman

How to Get More Ethics and Less Corruption in Government

THERE ARE THREE EASY WAYS TO REGISTER:

ON-LINE:

http://registeruo.niu.edu/iebms/wbe/wbe_p1_main.aspx?oc=40&cc=WBE4012322

FAX registration form to 815-753-6900.

MAIL completed registration form and payment to:

Outreach Services Registration Office

Northern Illinois University, DeKalb, IL 60115

If you have questions about the registration process please call 800-345-9472.

Accommodations:

Eagle Ridge Inn & Resort, Galena, IL

Phone: 800-892-2269

Be sure to mention the ILCMA room block.

For alternative accommodations in the Galena area please visit www.galena.org.

Thank you to the Summer Conference Committee:

David Nord, Chair, Village Administrator, Cherry Valley

Eric Hanson, City Administrator, Monmouth

Ryan Waller, Assistant County Administrator, Lake County

Carl Goldsmith, Public Works Director, Lombard

David Van Camp, Senior Project Manager, HR Green

Bill Beith, Assistant to the Administrator, Gilberts

Chuck Johnson, Clark Dietz

Maria Lasday, Village Manager, Bannockburn

Tim Ridder, Assistant Director of Public Works and Engineering, Des Plaines

Jerry Sagona, Village Administrator, Lake in the Hills

Marty Lyons, Assistant City Manager/Treasurer, Evanston

Joe Hirsch, Nagle Hartray Architecture

Steve Tilton, Assistant Manager, Tinley Park

George Gray, Village Administrator, Peotone

Danielle Melone, Siemens

Greg Stopka, Central Regional Director, Alliance for Innovation

John Doria, Christopher B. Burke Engineering

Greg Crowe, MSA

Dawn S. Peters, Executive Director, ILCMA

Who's Who Directory Update

Lisa Scheiner has been promoted from assistant to the administrator to assistant village administrator for the village of Burr Ridge.

Zachery Creer, the administrative intern in Geneva, has accepted the position of assistant to the city manager with the city of Rolling Meadows. His new contact information is as follows:

Zachery Creer
City of Rolling Meadows
Assistant to the City Manager
3600 Kirchhoff Rd.
Rolling Meadows, IL 60008
Office: 630-346-0670
creerz@cityrm.org

Chris Clark is the new village administrator in Cary. His new contact information is as follows:

Christopher D. Clark
Village Administrator
Village of Cary
655 Village Hall Drive
Cary, IL 60013-2599
Office: 847-639-0003
Fax: 847-639-2761
Cell: 224-235-3925
cclark@caryillinois.com

Becky Suhajda is the new management analyst for the Glenview Fire Department. She was previously a management analyst for Hanover Township. Her new contact information is as follows:

Becky Suhajda
Management Analyst - Fire
1815 Glenview Road
Glenview, Illinois 60026
Office: 847-657-6785 x4102
Fax: 847-724-2174
bsuhajda@glenview.il.us

Andrew Letson has accepted the position of administrative analyst in the village of Northbrook's Public Works Department. He was previously the administrative intern for the village of Glen Ellyn. His new contact information is as follows:

Andrew Letson
Administrative Analyst
Public Works Department
Village of Northbrook
655 Huehl Road
Northbrook, IL 60062
Office: 847-664-4129
andrew.letson@northbrook.il.us

Welcome New Members!

Bethany Burns, Center for Governmental Studies,
Graduate Assistant

Jim Hoff

Benjamin McCready, City of Rock Island, Assistant to the
City Manager


Johner Wilson, Daley Mohan Groble, PC, Attorney

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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.

Authentic Leadership- The Time is Now

By Craig Rapp, Senior Associate
Center for Governmental Studies

"You can discover your Authentic Leadership right now. You do not have to be born with the characteristics or traits of a leader. You do not have to wait for a tap on the shoulder. You do not have to be at the top of your organization. You can discover your potential right now."

– Bill George "Discovering Your Authentic Leadership" Harvard Business Review, February, 2007

Authentic leadership is a hot topic. It's part of the curriculum in the MBA program at Harvard. At Wharton, it's a core component of the Advanced Management Program. In corporate America, top executive teams participate in multi-day programs designed to uncover each person's "authentic leader".

Perhaps it seems obvious that corporate America would rush to seek training and development on authenticity, given the many CEO's who have been removed for illegal or unethical behavior and the concerns about Wall Street. But what about local government CAO's? Who among us has uncovered our "authentic leader?" When was the last time that you honestly reflected on who you are, how you operate and what drives you as a leader?

Ultimately, the decision to dig deep and examine our authentic selves and our purpose is a personal one that is not made easily or quickly. In fact, most people do so only after a crisis, failure or setback. Short of a crisis, it might be helpful to recall the number of governors, mayors and other officials across the country that have been removed/jailed for illegal and unethical behavior. And of course, there's the Bell, CA city manager.

If that isn't enough motivation, be aware that trust in government is at historically low levels. New York Times columnist David

Brooks, speaking at the National League of Cities Congressional Cities Conference said that only 11% of the population nationally believes that government will do the right thing most of the time. A similar survey in California by the Public Policy Institute found the number to be 30%. Whether this is lower or higher at the local level is secondary to the fact that cynicism is high.

So what can, or should a local government CAO do? Here is some advice – gleaned from the writings of two legendary thinkers in the field of authenticity and purpose- Bill George (cited above) and

Richard Leider. George is a former CEO, Harvard Professor, and author of *Authentic Leadership* and *True North*. He is perhaps the preeminent thinker today on the subject of authentic leadership. Leider is an internationally renowned author of eight best selling books on finding meaning and purpose in your life, including *The Power of Purpose*. Forbes ranks him as one of the Top 5 most respected executive coaches in the world.

1. Discover your Purpose. Nothing is more important to leading with authenticity than understanding your true purpose. Leider offers a formula for consideration: $G + P + V = C$. G stands for gifts, or your natural talents/what comes naturally to you, P stands for passions or what you have a hunger to do or create, V stands for values- what you believe in, what is most important to you, and C stands for calling- your true purpose in life. Aligning your gifts and passions in an environment that aligns with your values will yield a leadership purpose worth pursuing.

2. Gain self-awareness. Becoming self-aware is about EQ, not IQ. Understanding yourself is critical for leading with authenticity. This can be achieved in a variety of ways– through personal reflection, therapy, or self-help groups. The result is a leader who is comfortable in their own skin, with an ability to build strong relationships, and connect at a human level.

3. Find and follow your values. For city and county managers, the ethical boundaries of professional behavior are spelled out in the tenets of the ICMA Code of Ethics. But true authenticity is derived from following your own moral compass, not merely following the dictates of the Code. Spending time reflecting on your core values- then writing them down and living them is the path to authenticity.

4. Follow your motivations and capabilities. Most people have a general notion of what motivates them, and typically external motivations are cited: career advancement, money, and prestige. Some, particularly those in government will cite internal motivators like service or making a contribution to the world. Understanding what motivates you - externally and internally - and then correlating that with your strongest capabilities enables you to truly live out your authentic leadership. You will be directing your efforts toward the things you do best in service of your strongest motivations.

5. Build a support team around you. George and Leider, along with many other writers extoll the virtues of a support system - often referring to it as your "Personal Board of Directors" or "Sounding Board". No matter what you call them- having a group of people in your life who know and support you is vital. The group keeps you grounded, tells you the brutal truth, and supports you- no matter how bad things become. They enable you to remain authentic when the easier path would be to compromise.

6. Live an integrated life. Integrating your life doesn't mean balancing your life. Balance implies equal weight. Reality suggests that some aspects of life demand more time and attention. Living an integrated life means living a full life - not sacrificing any one area- self, family, work, and community. Integrating your life enables you to be fully present - and operate as the same person in each realm.



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**CGS is pleased to welcome
Craig Rapp to the Public
Management and Training Team!**

As a former City Manager and former Director of Consulting for ICMA, Craig brings a wealth of experience and knowledge to CGS. He will lead our efforts in:

- *Effective Governance/ Board Effectiveness*
- *Strategic Planning*
- *Team Building*
- *Government Collaboration & Shared Services Studies*

Craig Rapp
email: craig.rapp@niu.edu
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GIS Innovation in Local Government

By Kelsey Rydland, MGP Inc.

Introduction

In April 2010, MGP Inc. published an article in this newsletter outlining the benefits of Geographic Information Systems (GIS) to local government. The benefits cited included cost savings, improved communications, a more accessible enterprise environment, and increased flexibility. Since, evolving technologies like web services, authoritative sourcing, mobile, and the sharing of platforms have provided increased opportunities to extend these benefits. These benefits are realized through an increased focus on collaboration between organizations.

An Evolving Technology

A GIS is a system that stores, manipulates, manages, and presents geographically referenced data. For local government this commonly includes addresses, utilities, and regulatory boundaries. Use of GIS in local government began at the desktop level. Desktop-based systems consisted of stand-alone GIS applications that ran on an individual computer without the ability to easily share data with other staff or residents. The desktop was significantly more powerful and efficient than the manual creation of paper maps, however it required expensive software and a high training curve to operate successfully. These barriers limited its adoption.

In response to the limitations of the desktop-based system local governments began to offer Web-based systems. Web GIS was designed to reduce cost by locating it on one server and sharing it with everyone through a browser. The browser interface hides the technical details related to the display and presentation of the data increasing its accessibility. Accessibility and use can be further expanded when the browser interface is designed around local government business processes.

Shared Platforms

Web GIS opened up the opportunity to provide a shared resource to multiple users. The next step in this process is sharing web applications across organizations. Shared platforms offer the ability to locate web applications off site. These platforms are built in dynamic environments that deliver computing and storage as a service. Services can then be consumed and shared. The data and application is offered in an environment where the necessary hardware and software is managed collaboratively by either a private or public organization. This organization is responsible for the setup, creation, and maintenance cost associated with a GIS system. They occur in one location rather than many. This lowers costs while increasing efficiency and productivity.

Web Services

The concept of web services and authoritative sourcing of GIS data is another opportunity for web GIS. A web service is a method of communication between two systems over the internet. This provides the ability to consume information securely from a variety of sources. Services can be used, for example, to consume parcel data directly from the county or address and utility system data from the municipality or public utility.

Local governments can create web services and make them available to residents, private and public entities, or internally using enterprise solutions. Web services provide a standard for the sharing of information. They create efficiency through collaboration by limiting the amount of duplication. With authoritative sourcing the expectation is that the data will have the highest quality because it is created and maintained by organizations most familiar with the business process. A shared platform is increasingly more accurate and efficient when it relies on the consumption of authoritative web services.

Mobile

The mobile environment is quickly evolving to provide an increased ability to view, collect, and update information in the field. A shared platform, using web services, that is consumed on a mobile device provides an accurate operational picture to both staff and residents. For example, public works crews replacing a water main in the field can update information in GIS as it happens instead of contracting separately. This update is then verified and replicated throughout the organization. While personnel may have limited skills to do this today, the next generation of workforce will be trained and ready to perform this type of update.

The Future of GIS in Local Government

As economic constraints on local government continue to necessitate the restructuring and reduction of expenses, technology will be looked at to fill this gap. Collaboration between organizations through the use of shared platforms, sharing of authoritative web services and use of mobile technology are just several examples of how this can occur. Through collaboration cost is managed and quality and efficiency is maximized.



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

What Do Buildings, Morals, and Character All Have in Common? Integrity

by Thomas M. Tristano, AIA

President, Williams Construction Management

Merriam-Webster's dictionary defines integrity – (1) firm adherence to a code; (2) an unimpaired condition: soundness; (3) the quality or state of being complete or undivided.

In architecture and construction, the term integrity is used to describe the quality or state of being of specific conditions. When a building structure or system loses its integrity, it is not in the state that it was originally intended. It is likely performing below its initial design.

Construction integrity is associated with everyday problems of getting a building built safely, on time and within budget. It includes a standard of quality: division of work between shop and the field; optimum use of various building trades; sequencing of construction operations for maximum productivity; worker access to construction operations; dealing with inclement weather; making components fit together; and quality assurance in construction materials and components through grading, testing, and inspection. The integrity and performance of a building will determine the ability of that structure to meet the demands of reality—demands encountered in the real world.

Architects, builders, and owners should also address ongoing performance concerns—the loss of integrity—in buildings: fire; building movement of every kind, including foundation settlement; structural deflection; expansion and contraction due to changes in temperature and humidity; heat flow through building assemblies; water-vapor migration and condensation; water leakage; acoustical privacy; deterioration; cleanliness; and building maintenance.

To the novice, all these matters may seem minor concerns when compared to the larger and often more interesting themes of building form and function. But the experienced professional who has seen buildings fail both aesthetically and physically due to integrity issues knows the importance of addressing them in the early planning stages of any building project.

As buildings require regular maintenance to preserve their integrity and character, so do we. Our bodies require periodic health assessments, regular exercise, and good food to minimize performance concerns. We also require self examination and re-assessment. Most of my life, I have heard that character counts. I have desired integrity in myself and in others with whom I work. I

have felt the effects: I've suffered when it has not been present and have benefited when it has. I know it is real.

But most of the time when people think of the word integrity or character, they think of morals or ethics, not optimum performance. They associate the topic with catastrophes like Enron, Arthur Andersen, the fall of an Illinois governor or a superstar. In each case, character had been impaired.

Let's expand the definition. Dr. Henry Cloud states that integrity is the courage to meet the demands of reality¹. The realities of deflection, maintenance, weather, temperature, gravity, etc., put demands on a building that should be met in order to perform and not fail. In the same way, reality puts demands on people, and they must meet their particular realities in order to perform and not fail.

In his book, Dr. Cloud identifies six areas of character development:

1. Creating and maintaining trust
2. Ability to see and face reality
3. Working in a way that brings results
4. Embracing negative realities and solving them
5. Causing growth and increase
6. Achieving transcendence and meaning in life


When people have the courage to deal with these areas, persistent problems that seem to have no answers can turn into growth and solutions. They may actually be more important than one's personal gifts, talents, and abilities. Think about it.

Integrity is character, ethics, and morals. But as the dictionary and Dr. Cloud state, integrity is also (1) the state of being whole and undivided; and (2) the condition of being unified, unimpaired, or sound in construction

Significant demands confront us, with many of us experiencing new challenges every year. The news reports continue to announce a world filled with overwhelming needs. But even in the face of these challenges, the pressure still exists to provide quality products and services and to keep improving them each year.

Whether a municipality, a construction company, or an individual, we all have demands on us. The question is, do we have the courage to meet them each day in our realities? May we all accept the responsibility to be transformed and then to train, inspire, and challenge others to grow and develop as we encounter today's challenges.

Remember: Everything rises and falls on leadership.²



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¹Dr. Henry Cloud. *Integrity*. New York: Harper Collins. 2006.

²John C. Maxwell

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

How to Reduce Your Municipality's Natural Gas Costs & Maximize Revenues

By Jason Perry, President, Azavar Audit Solutions, Inc.

With municipal finances under continued strain, local government managers are seeking innovative ways to maximize revenues and stabilize budgets. Several municipalities are discovering significant benefits through municipal consortiums that allow them to achieve competitive terms for a variety of supplies and services. One area that still offers advantage is the opportunity to negotiate lower natural gas prices by group purchasing as part of a consortium.

Current Practice in Natural Gas Procurement

Traditionally, most municipalities in Illinois have received their natural gas via a franchise agreement with a regulated utility that delivers natural gas such as Ameren, Nicor, or North Shore Gas. These franchises typically offer compensation for use of a municipality's rights-of-way in the form of "free" therms or an equivalent cash sum. However, this "free" gas service is not "free" and is charged back to the municipality's residents on their bills. At the same time, with the deregulation of natural gas that began in Illinois in the late 1980s, many businesses and residents have benefited from negotiating better rates for their natural gas supply on the open market.

Municipalities, on the other hand, because of the tradition of receiving "free" therms from a franchisee, have not been able to readily take advantage of the opportunity to save money by purchasing all of their natural gas as a group, thus leveraging greater volume for more favorable pricing. As natural gas franchises come up for renegotiation, a municipality may be tempted to renew old agreements for fear of jeopardizing an apparently beneficial arrangement that offers "free" gas as compensation for the utility company's use of municipal rights-of-way – even though their community may or may not use all of this allowance (sometimes by a wide margin) and without consideration of whether or not the "free" therms program is fair and equal compensation to the community for the fair market value of the franchise.

What Are the Benefits of Buying Natural Gas On The Open Market?

Just as many communities have discovered that they can create cost savings by working together in regional schemes to negotiate better contractor rates for capital projects, so too they are finding that they can go beyond taking advantage of a buyer's market for natural gas through the creation of a municipal partnership purchasing program for natural gas, benefiting from economies of scale to further drive down supplier margins and increase

municipal funds.

The chart compares the Natural Gas Intelligence (NGI) market price index against Nicor tariffs in 2011 and early 2012 and shows how an average savings of just over 18% could have been achieved during this period by under the scenario of a group of municipalities using their cumulative buying power to buy natural gas on the deregulated open market. Depending on consumption volume, this could translate into a significant cash advantage for a community.

	Market (NGI) Price	Nicor Price	Potential Municipal Savings
Jan-11	\$4.390	\$4.800	8.54%
Feb-11	\$4.610	\$5.300	13.02%
Mar-11	\$3.950	\$5.100	22.55%
Apr-11	\$4.420	\$4.800	7.92%
May-11	\$4.490	\$5.000	10.20%
Jun-11	\$4.390	\$5.000	12.20%
Jul-11	\$4.380	\$5.500	20.36%
Aug-11	\$4.490	\$5.800	22.59%
Sep-11	\$3.960	\$5.100	22.35%
Oct-11	\$3.920	\$5.100	23.14%
Nov-11	\$3.830	\$4.800	20.21%
Dec-11	\$3.720	\$4.800	22.50%
Jan-12	\$3.310	\$4.400	24.77%
Feb-12	\$2.770	\$3.300	16.06%
Mar-12	\$2.590	\$3.400	23.82%
Apr-12	\$2.160	\$2.800	22.86%
Avg.	\$3.836	\$4.688	18.16%

Mitigating the Risks of Independent Gas Purchasing

Some municipalities may shy away from the idea of independent natural gas purchasing because of the perceived benefits of bartering rights-of-way-compensation for free gas. They may also be put off by the supposed risks of moving away from what may be perceived to be a fixed-price agreement with a utility provider but is typically pegged to the market price offered at that time by the franchisee. The figures in the chart make it clear that communities may be paying a very high premium for that "safe" or "free" supply, and that working within a consortium can offer safety and strength in numbers as well as greater budget certainty.

By reviewing current natural gas bills and use with the assistance of an impartial energy advisor, municipal consortium members can purchase natural gas on a wholesale basis and sidestep some of the pitfalls that may lie in wait for a municipality that decides to "go it alone" when buying on the open market. Expert monitoring of prices and contracts can help avoid problems such as:

- Price gouging or unreasonably high margins built into supplier rates
- Lack of transparency in fixed-price transactions
- Price slippage caused by the high volatility of natural gas as a traded commodity
- One-sided contracts
- Biased information

Knowledge + Volume = Buying Power

As a consortium grows, its purchasing power allows its members to renegotiate better deals and lower margins in good faith with suppliers who recognize the value of working with high-volume buyers. With professional help from an independent expert, a municipal consortium can enjoy the freedom to make informed purchasing decisions including:

- Utilize unbiased market advice so the group can control its own destiny without speculating blindly on market trends.

Continued on page 9



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IML Managers Monthly Column



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Public Pension Reform... How Should Local Government Managers Respond?

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

Many of us have likely been conflicted by the recent firestorm of public debate over public pension system reform. Clearly, many Illinois pension systems are barely treading water under the weight of massive unfunded liabilities. It is certain that many of these systems will be unable to meet future pension obligations if no changes are made. At this point, attempting to lay blame for the financial condition of these public pension systems is unproductive. However, the Illinois General Assembly would most certainly be prominently referenced in any such conversation.

Local governments have all been hammered financially by exploding pension costs including IMRF and downstate police & fire pension programs. Regarding the latter, please note the recent and horrifying updated information on downstate Police and Fire Pension System funding levels that was recently released by the IML. (<http://saveourcities.iml.org/page.cfm?category=1953>)

The implications of these pension cost and funding level statistics on our local government budgets are staggering. However, elected officials on both the state and local level are receiving clear and consistent messages from their constituents that there is absolutely no appetite for any increased taxes to help fund these exploding pension obligations.

So, it is quite clear that these problems cannot be solved by dramatic increases in employer contributions. Increased employee contributions and benefit reductions for existing employees are clearly measures that need to be pursued in order to begin to fix these huge pension funding shortfalls.

As representatives of the taxpayers in our communities, we have an obligation to deliver that message to those in Springfield who will ultimately decide how to "fix" these pension system problems.

On the other hand, as local government managers, we are also looked upon by our employees to be their advocates... not only to our local elected bodies, but to the Illinois General Assembly.

Clearly, municipal employees have held up their end of the pension deal. They have never failed to make their required pension contribution payments. Yet, they are being asked to sacrifice. Even worse, they are being vilified by some who actually think public employees are largely to blame for the financial condition of their pension programs.

When our employees accepted their initial employment offers, they were informed that they would have to join a pension system and to contribute into that system. This was not an option. They were also told that, upon retirement, they would receive a pension based upon a guaranteed statutory formula. They accepted that deal and they continued to maintain their employment with the understanding that they would receive the promised pension upon retirement.

These employees have made important long term financial decisions based upon that pension deal. In some cases, municipal employees passed up other more lucrative opportunities because of their investment in their pension program and their desire to reap the future benefits of that investment.

They now may be told... Never mind! They now may be told that the pension benefit that they were promised is no longer available. They may also be told that, in addition to diluted benefits, their required contribution is going to increase. It is a classic example of changing the rules in the middle of the game. All of this is due to no fault of theirs

For many employees, it is too late to change their long term financial plans. They are faced with the prospect of working many more years than they had planned and/or scaling back their planned retirement lifestyle. Is this unfair? You bet it is!!

So, therein lies the conflict that we must navigate. Notwithstanding IMRF's relatively strong financial condition, public pension reform needs to occur and, in all likelihood, will occur. The details of that reform remain unclear, but it will likely have a profound impact on many of our employees.

So.... as local government managers, how do we respond? At the end of the day, our top priority must be with the communities and the taxpayers that we serve. Even though unfair, many of the pension reform proposals that are currently being debated in Springfield will need to be implemented. These hard and painful choices pertaining to public employee pensions represent just a starting point on the road to fiscal recovery for our state.

Fairness may no longer be a permitted consideration. Survival of our state must take priority.

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Call for ILCMA Committee Volunteers

Have you wanted to get more involved with ILCMA, but just haven't gotten around to it? Well, now's your chance as the following 2012-2013 Committees need members:

ILCMA Conference Committee

Chair – Pres Elect - Sue McLaughlin, Mattoon

Co-Chair – Vice President – Mark Franz, Glen Ellyn

The Conference Committee shall plan and organize the summer and winter conferences. The Conference Committee shall be divided into two sub-committees in order to divide the labor of planning the conferences. The Committee make-up shall be as follows: two representatives from each affiliate (one to serve on the Summer Conference Sub-committee and one to serve on the Winter Conference Sub-committee) and a representative from the host cities for the summer and winter conference when appropriate. There should also be geographic representation on each of the Sub-committees.

Summer Conference Committee – Eagle Ridge Inn & Resort, June 12 – 14, 2013

Chair – Sue McLaughlin, Mattoon

The Summer Conference Sub-committee shall plan and organize the principal annual Association conference held in June, which includes the Annual Business Meeting.

Winter Conference Committee – Four Points Sheraton, Peoria, IL from February 20 – 22, 2013

Chair – Mark Franz, Glen Ellyn

The Winter Conference Sub-committee shall plan and organize the Association conference held in February.

Professional Development Committee

Chair –Kevin Barr, Schiller Park

The Professional Development and Education Committee shall provide information and guidelines to further the continuing education of its members. In addition, the committee assists ILCMA members in achieving continuing education goals for their respective organizations, and in periodically reassessing the professional development and continuing education goals of the ILCMA membership. There shall be a commitment to the ICMA credentialing program so members are able to achieve professional development goals. The committee is in need of representation from all affiliates as well as the general membership.

Membership Services Committee

Chair – David Niemeyer, Oak Brook

The Membership Services Committee shall evaluate current services and provide recommendations on additional member services. The committee shall be responsible for facilitating a survey of the membership every two years. Over the past few years the committee has also focused on diversity initiatives and membership development and recruitment.

Promote the Profession Committee

Chair – Julia Cedillo, La Grange Park

The Promote the Profession Committee shall coordinate activities to promote the local government management profession to cities, villages, counties and townships throughout the state. The committee shall also coordinate activities and provide information about the profession to educational institutions.

If you are interested in serving on any of the above committees please contact Dawn S. Peters by June 15, 2012 at dpeters@niu.edu or call her at 815-753-0923.



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Continued from page 7

- Reduce risk of fixing prices with a supplier when that's not in the group's best interests.
- Create greater transparency with the supplier, ensuring that all cost components are itemized, the correct tariffs are applied, and the most favorable contract terms are adhered to.

As an example of what can be achieved, an initiative was set up by public school districts in Indiana to buy natural gas on the open market. The consortium gradually evolved over the course of 10 years to include 72 members who realized savings of approximately \$8.1 million during that period, thanks to the buying power they were able to leverage jointly in their marketplace.

Developing a Municipal Partnership Purchasing Program

A consortium of as few as 15 municipalities working together can begin to realize the benefits of a cooperative purchasing program and move towards greater budget certainty with increased savings. Group members have the opportunity to learn from the experience of other municipalities and share best practices for procurement, management, and delivering services – and as membership grows, the consortium can further improve price and mitigate risk across all municipalities.

This arrangement offers municipalities collective self-control and the chance to realize a vision for energy pricing independence. By working as a group, communities have the opportunity to chip away at supplier margins and improve annual budgets – a vital strategy for maximizing revenues in a tough economic climate.

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Health and Government Markets Manager



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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, 2012 to June 30, 2013, ICMA will provide annual membership to the eligible participant at no cost to the participant.

For the second year of the program, July 1, 2013 to June 30, 2014, 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.



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 20,000 for city or 60,000 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.



May 14, 2012

For Immediate Release

19th Annual IAMMA Awards

On May 9, 2012, members of the Illinois Association of Municipal Management Assistants (IAMMA) attended the 19th annual IAMMA Awards Luncheon at Harry Caray's in Lombard to honor the contributions of their colleagues, promote the local government profession and build professional relationships, all while donating non-perishable canned food items to benefit the Lombard-Villa Park Food Pantry. At the event, the annual awards were announced for Outstanding Member – Intern, Outstanding Member – Service, Gregory F. Ford Outstanding Member – Assistant and Outstanding Manager.

This year's IAMMA award winners include:

- **Andrew Letson - Outstanding Member Award – Intern**
Andrew Letson was described as having demonstrated a strong commitment to the field of professional local government management through his work as Administrative Intern with the Village of Glen Ellyn. Andrew will be graduating in May from Northern Illinois University with the degree of Master of Public Administration. He will be joining the Village of Northbrook as an Administrative Analyst in the Public Works Department in mid-May.
- **Jennifer Maltas – Outstanding Member Award - Service**
Jennifer Maltas, Assistant to the Village Manager with the Village of Deerfield, was recognized for her numerous contributions to IAMMA and to the field of professional local government management and for her tireless work in her fundraising and advocacy efforts on behalf of the American Cancer Society as Co-Chair of her Relay For Life Team - Courtney's Crusaders, named after her mother who last year lost an 11-year battle with cancer. Over the last 9 years, Courtney's Crusaders has raised over \$100,000, and last year was honored as the largest fundraising team in the State of Illinois. Jenny has been the top team fundraiser for most of these years and actively motivates the rest of the team.

Continued on page 14

- **Christina Collison Burns - Gregory F. Outstanding Member Award – Assistant**
Christina Collison Burns, Assistant to the Village Manager with the Village of Clarendon Hills, has served for the past two years as the Co-Chair of the Membership Services Committee, forging relationships with colleges and universities in order to encourage college students to consider the field of public administration. Likewise, Christina is described as an invaluable member of the management team in Clarendon Hills, and an essential support to new Village Manager Randy Recklaus.
- **Todd Hileman – Outstanding Manager Award**
Todd Hileman, Village Manager, Village of Glenview was recognized for his efforts in creating the Municipal Partnering Initiative (MPI), a team of cities and villages formed to leverage their combined buying power to mutually bid out major public works-related projects, including crack-sealing, asphalt resurfacing, and concrete projects. This initiative involves 22 communities, and has saved collectively hundreds of thousands of dollars. The group continues to be lead by Todd Hileman and his staff.

The IAMMA Board of Directors also acknowledged the contributions of all Committee Chairs and committee members for the efforts in advancing the mission of IAMMA. Their efforts and recognition in the value of IAMMA is what continues to grow the organization and attract the next generation of local government professionals.

Founded in 1972, IAMMA is an organization for professionals working in municipal management throughout the State of Illinois. IAMMA's membership includes professionals serving as assistant administrators/managers, administrative interns, assistant department managers and directors in Illinois municipalities, counties, and councils of government.

If you would like to participate or learn more about IAMMA, please contact, Co-Chair of the Communications Committee, Andrew Lichterman at 847.719.7400 or visit www.iamma.org.

Board of Directors:

President – Steve Tilton, Village of Tinley Park

President Elect – Phil Kiraly, Village of Northbrook

Treasurer – Scott Sorrel, County of Peoria

Director of Membership – Jennifer Maltas, Village of Deerfield

Director of Events – Cathy Doczekalski, City of Park Ridge

Secretary – Tara Semenchuk, Village of Cary

Past President – Kelly Amidei, Village of Libertyville

Intern Representative – Mary Van Milligan, formerly with the Village of Downers Grove

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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.)

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

Deborah Nier
tnier847@frontier.com
815-895-8042

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

Doug Elder
delder54@comcast.net
Cell: 309-262-8654

Cathy-Ann Romero
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Art Osten
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Cell: 224-300-1122

Jeff Fiegenschuh
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All ILCMA Managers and Assistants are

Encouraged to Participate in the ILCMA Mentorship Program

The "ILCMA Mentorship Program" provides an opportunity for aspiring managers to gain advice and insights from senior local government executives who provide volunteer support.

What does "One-to-One Mentoring" cover?

It's open-ended and informal. The aspiring manager sets the agenda. As an aspiring manager, how would you like to benefit? Maybe you're looking for general career advice. Or, perhaps, you face some decisions and would value another perspective. Or, you may simply want to expand your network and receive better insight into the opportunities and challenges of local government executive leadership. Think about the various ways in which you'd like to benefit. A volunteer coach isn't expected to have all of the answers. Rather, he or she will help you find the answers that are right for you.

What commitment is involved?

It's up to the aspiring manager and the volunteer coach. We recommend that you have a clear understanding about your relationship so that it's mutually rewarding. The Statement of Mutual Understanding offers some items to discuss (confidentiality, topics of interest, availability, etc.) once you've found a match and decided that the chemistry is right to continue.

How do I find a match?

Search the "Mentors Gallery" in the Members Only section on the ILCMA website and learn about the volunteer mentors. Do you want someone in your area to meet with in person or are you interested in someone outside the area and plan to communicate by phone and email? Choose a prospective mentor. Call or send him or her an email to check on availability and to request a telephone appointment to explore the fit.

What are some guidelines to help the coaching discussions be productive?

You can have a very productive coaching session in an hour or less. The ILCMA Membership Committee has prepared Coaching Guidelines (available on the ILCMA website under "Mentorship Program").

What do we do when it's time to change the relationship?

The coaching arrangements are voluntary and either the volunteer coach or the mentee can change or end the relationship. We simply ask that you inform one another of the change in circumstances and give thanks for whatever you have gained together.

GET STARTED TODAY BY VISITING THE ILCMA MENTOR PROGRAM WEB PAGE AT
[http://www.ilcma.org/index.aspx?nid=388.](http://www.ilcma.org/index.aspx?nid=388)

Innovation Edge

The Value of Public Service: Cultivating Communities

by Darin Atteberry, City Manager, Fort Collins, CO and Alliance for Innovation Board Member

Public service is a privilege. Every day I have the opportunity to make my community a better place.

For those of us who have chosen public service as a profession, it is clear that the work we do matters. We directly impact people's lives in very tangible ways. We provide the necessities – clean drinking water, emergency response, drivable roads, electricity – and these are critical to a community. But beyond the list of important services, we have a larger role. Public employees help define and differentiate communities. We build and maintain parks, we support cultural facilities and recreation, we conserve and protect open space. In short, we help create quality of life.

For most of us in the public sector, our job is more than a paycheck. From parks crews to utility line workers, parking attendants to police officers, I know I speak for my colleagues across the nation when I say we take great pride in the quality of our work. We take great pride in our communities. And we take great pride in serving.

Increasingly, local governments are run with the same professionalism, efficiency, and high expectations of private business. To achieve that high standard, we must ardently commit to transparency and continuous improvement. Just as private shareholders expect dividends, our communities expect us to provide cost-effective, high quality services. We want to do the best work we can, and then find ways to do it even better.

This is where innovation comes into play. In my experience, some of the most innovative minds come from the public sector. They say necessity is the mother of invention. Well, decreasing resources, increasing pressures, and rising expectations of government have certainly spurred creativity. Public employees across the nation are finding new ways to provide services. We're redefining partnerships to include public, private, and not for profit collaboration, as well as shared services among public institutions. Innovation is moving beyond a concept to a concrete and necessary practice.

While I cannot understate the character and commitment of public employees, it is crucial that we understand that public service is not solely the responsibility of government. All of us – from individual residents to global organizations – have to share in the responsibility of caring for our communities.

Our perception of public service must evolve. Governments at all levels no longer have the resources and ability to play the traditional role of problem solver. And quite frankly, the assertion that government has all the answers is an outdated and paternalistic model. Instead, governments, residents, organizations, the private sector, and nonprofits need to redefine our relationships. We must cultivate a collaborative problem-solving culture where we all have the responsibility to address challenges and prepare for the future together.

This is the true value of public service; it's the ability to bring people together to accomplish a common goal. To help move beyond political beliefs, and beyond the hard lines we too often draw between your opinion and mine. I believe that people, at their core, care about their community, however that may be defined.



Some may want less government, some may want more, but most want to live in a place that's safe, welcoming, and where people genuinely care for one another.

If we can all agree that we play an important role as public servants, then we can elevate our conversations to address real issues. We can all take responsibility for our actions and speech. We can disagree while maintaining civility and an authentic commitment to find solutions that are best for our community. We can pledge to behave with integrity and candor with the intent to foster trust, because trust is imperative.

I believe public service reaches beyond a responsibility to our current community. We have a growing obligation to ensure that our current plans, investments, and actions do not harm future generations. We need to genuinely embrace a model of sustainability in which environmental stewardship, fiscal responsibility, and social awareness are equally important.

It's our job as public servants to contribute to quality of life, to demonstrate transparency, to pursue excellence, to innovate, to collaborate, and most importantly to lead by example. This is not a profession to choose without thoughtful consideration. There is certainly more fortune, free time, and privacy to be found in other careers. But I can think of no other occupation more rewarding.

Theodore Roosevelt said it best, "Far and away the best prize that life has to offer is the chance to work hard at work worth doing." By that definition, we've all earned the prize.

About

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

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

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PETER LEYDEN

THURSDAY MORNING OPENING KEYNOTE

Our Age of Transformation: Major Trends in the 21st Century

In a high-energy, multimedia presentation, Leyden gives audiences a big picture overview of the extraordinary transformation the world is going through right now. He explains the interconnectedness of technology, the economy, digital media and globalization in a way that is not only interesting, but easy to understand.

What you will learn from Peter Leyden:

- How megatrends like the economy, technology, energy, demographics, and politics will affect your organization, how they are connected, and what you can do to stay ahead of the curve.
- Up-to-the-minute insight straight from Silicon Valley on what's next in new media and technology, and what it means for business today and in the future.
- How to leverage the power of the Millennial Generation, as employees, and as consumers.

Addresses ICMA Practice Areas 1 – Staff Effectiveness, 7 – Technological Literacy, and 13 – Strategic Planning



DAVID HOFFMAN

FRIDAY MORNING CLOSING KEYNOTE

How to Get More Ethics and Less Corruption in Government

Mr. David Hoffman, who served as Inspector General of Chicago, was appointed to be a Commissioner on the Illinois Reform Commission and is a lecturer on public corruption and the law at University of Chicago, will provide an overview of recent legal ethical reform initiatives by the Illinois Reform Commission and others. This session will include a survey of recent corruption schemes in Illinois government. Mr. Hoffman will also talk about how to create a more ethical culture in your organization.

Session Objectives:

- Understand common corruption schemes and misconduct exposures in governmental settings
- Understand how to design effective ethics and enforcement structures for your local government
- Understand the role of community values, leadership and training in building and sustaining an ethical organization

Addresses ICMA Practice Area 17 - Integrity

**BOB O'NEILL, ICMA EXECUTIVE DIRECTOR, WILL BE THE
THURSDAY LUNCHEON KEYNOTE SPEAKER!**



Leaders at the Core of Better Communities

The Knowledge Network is an ICMA member benefit and is the premier professional networking and knowledge-sharing platform for local government.

WHAT IS THE KNOWLEDGE NETWORK?

Committed to fostering excellence and innovation in local government, the Knowledge Network is an online platform for local government professionals to:

Connect with colleagues

More than 20,000 local government professionals have created a profile on the Knowledge Network. Join this community to ask and answer questions among your peers, connect in a group around a shared interest, or get in touch with your colleagues in local government around the world.

Share and access information

The Knowledge Network's 200 topics cover local government issues from Accountability to Zoning. Browse these topics to find thousands of articles, case studies, policies, sample government documents, and more to help you serve your community. Or, share your own experience and expertise by answering a question or submitting a document.

WHO IS IT FOR?

Launched in 2010, the Knowledge Network is a partnership between ICMA and the Alliance for Innovation. Members of these organizations and other users with an interest in local government are welcome to participate in the Knowledge Network. Since the local government community is global, the Knowledge Network features users and content from countries around the world.

HOW DO I USE IT?

See the Overview of Features to learn more about how the Knowledge Network connects people and information.

Learn how to use the Knowledge Network:

- Use our Getting Started guide to quickly learn how to set up your profile and use popular features.
- The Knowledge Network User Guide offers more detailed information on all the site's features.

CONTACT

For technical assistance, contact ICMA's **Member and Customer Support** center:

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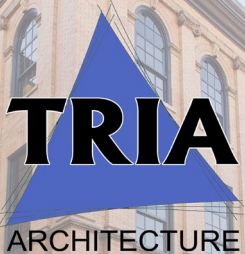
Highland Park, IL (29,763) Dynamic, progressive community with beautiful neighborhoods and vibrant commercial districts, seeks its next Director of Finance. Home to nationally recognized schools, beautiful parks and ravines, and Ravinia Festival, the world class summer venue of the performing arts, Highland Park is a highly desirable community in which to live and work. Highland Park is located 23 miles north of Chicago along the shore of Lake Michigan. The City of Highland Park is seeking a progressive, highly collaborative finance executive to serve as its next Finance Director. The position reports to the City Manager. The Mayor and City Council recently appointed a new City Manager who started on May 7, 2012. The Finance Department includes the Information Technology Division and responsibility for risk management. The department has 13 full time and one part time authorized positions and a \$1.5 million budget. The city's total budget is \$72 million. The Finance Department staff includes a Deputy Finance Director, Manager of Information Services and two additional IT staff, an accountant, six administrative finance clerks, an executive assistant, and a part time employee. The next Director must have high integrity, a positive track record in customer service, and a record of team building within the department and with other departments. Candidates must have a bachelor's degree in finance, accounting, public policy, business, or related field. A master's degree or higher level certification, such as a CPA or MBA a plus. Candidates must have 7-10 years increasingly responsible experience in executive level finance in the public or private sector. The successful candidate will have strong oral and written skills, strategic planning abilities, and a demonstrated enthusiasm for working closely with elected and appointed officials. Salary is \$145,000+/- DOQ. Residency in the City of Highland Park is not required. Candidates should apply at once but no later than June 20 with resume, cover letter and contact information for 5 references to www.VoorheesAssociates.com/current-positions to the attention of Heidi Voorhees, Voorhees Associates, 500 Lake Cook Road #350, Deerfield, IL 60015. Tel: 847-580-4246.

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The Village of Morton Grove (population 23,000, combined budget \$51.5 million) seeks municipal finance professional with exceptional financial management, interpersonal and organizational skills. Serves as financial advisor to the Board and Administrator in all fiscal policy and operational matters including participatory budget processes, financial forecasting and planning, accounting and financial reporting, payroll and pension administration, purchasing, accounts receivable and payable, investments and cash management, debt management and economic development incentives.

Strong managerial and teambuilding skills, customer service orientation and communication/ presentation skills necessary. Bachelors degree in accounting, finance, business or public administration plus a minimum of ten years of experience in public finance or related field is required; MPA/MBA and CPA desirable. Salary range is \$100,000-\$118,998 DOQ with excellent benefits. Position open until filled.

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Job Mart

Resumes and cover letter to:

Ryan J. Horne, Village Administrator
Village of Morton Grove
6101 Capulina Avenue
Morton Grove, Illinois 60053
rhorne@mortongroveil.org

Village of Northbrook, Administrative Analyst - Police Department

The Village of Northbrook seeks a qualified individual to provide management, financial, operational and project support to the Police Department. This is a new position that will be responsible for budget preparation and monitoring, financial reporting, purchasing, policy research and development, and general administrative projects and reports. Due to the nature of Police work, the selected individual will sometimes be availed of confidential information, requiring absolute confidentiality. The Police Department is a 24 hour operation and this position may require work outside of normal business hours. Applicants must possess, at a minimum, a bachelor's degree in public administration, financial administration or a related field (master's degree preferred) and a minimum of one year municipal government experience or an equivalent combination of education and experience. Apply with resume and cover letter to: Village of Northbrook, Human Resources Manager, 1225 Cedar Lane, Northbrook, IL 60062 or e-mail at hr@northbrook.il.us, with POLICE ANALYST in the subject field. Resume review will commence immediately. Position open until filled.

City of Highland Park, Deputy City Manager

The Community & Organization

With a population of 29,763 in 2010, the City of Highland Park is one of Chicago's premiere suburban communities, located 23 miles north of downtown Chicago, nestled along the shore of Lake Michigan. The City is known for its unparalleled quality of life for residents, high-quality public services, active citizen participation and progressive government.

The mission of the City of Highland Park municipal government is to provide excellent service delivery programs to the citizens of Highland Park. Overseeing the development and services of Highland Park is the City administration, which operates under the Council/Manager form of government. The City Manager supervises the nearly 300 municipal employees and oversees the approximate \$73 million operating budget.

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The City's professional staff, headed by the City Manager, includes department managers and employees across a full-service organization: Police, Fire, Finance, Administration, Community Development and Public Works. The present City Manager was appointed to the position as of May 7, 2012, following the retirement of the prior long-serving City Manager.

The Position: The Deputy City Manager provides high-level administrative, technical and professional assistance to the City Manager related to direction, supervision and administration of the City's government. Serving as a member of the Executive Management Team along with the Police Chief, Fire Chief, Finance Director, Community Development Director and Public Works Director, the Deputy City Manager is the Department Director for the City Manager's Office.

The Deputy City Manager exercises direct supervision over the City Clerk, Assistant to the City Manager, Manager of Youth and Senior Services, Human Resources Coordinator, Economic Development Clerk and Executive Assistant along with 7 full-time and 10 part-time indirect reports. The Deputy City Manager is responsible for the day-to-day administration of the City Clerk's Office, Communications Division, Human Resources Division, Youth and Senior Services, and Economic Development Division, along with assigned programs.

The City Manager's Office follows a team-centered management style that emphasizes ethics and integrity, high-quality staff work, timely service delivery, goal-driven results, staff development, dedication and innovation.

Qualifications: Graduation from an accredited college or university required, and a Master's Degree in Public Administration or related field is strongly preferred; candidates must have at least four years experience in local government administration.

Additionally, candidates must have a thorough knowledge of the following areas:

- Public administration theory, principles and practices, and their applications.
- Local, state and federal government organization and intergovernmental relations.
- Management techniques and ability to change them as conditions warrant.

Required knowledge, skills and proficiencies include the following:

- Ability to communicate effectively orally and in writing.
- Ability to establish and maintain effective working relationships with City officials, employees and the public.
- Ability to analyze a variety of administrative and operating problems and to develop sound recommendations for their improvement.
- Ability to produce reports of a varying nature on a timely basis.
- Ability to independently administer delegated areas of responsibility.
- Valid driver's license.

Starting compensation for the successful candidate is negotiable, depending upon experience, qualifications and professional achievement.

This position is open until filled, however first review of applicants will occur on June 20, 2012. To apply, send confidential cover letter, resume and five professional references to:

Emily K. Taub, Human Resources Coordinator

City Hall
1707 St. Johns Avenue
Highland Park, IL 60035
Telephone: (847) 926-1005
Fax: (847) 433-2940
etaub@cityhpil.com
www.cityhpil.com

Please refer to the City website for more information on the City and Deputy City Manager opportunity. The City of Highland Park is an Equal Opportunity Employer.

Hanover Township Management Analyst

Hanover Township located in Cook County, Illinois, is currently accepting applications to fill a full-time Management Analyst position. The Management Analyst is responsible for assisting the Department of Administrative Services in the day-to-day operations of the Township by providing professional, confidential, and strategic review, analysis and recommendations regarding administrative and special projects, grants, budgeting, technology, Human Resources, and other related projects.

This position works closely with Township department heads by providing a similar level of professional assistance in grant research and preparation as needed, and is responsible for assisting and participating as a member of the Administrative Services team in the oversight of applicable Township functions. This position is responsible for overseeing the day-to-day activities of the graduate management intern, and may also act as liaison to various boards and committees.

The Management Analyst position requires graduation from a four-year college or university with major course work in public or business administration, political science, or a related field (Master's degree preferred) and two years of administrative or professional experience in local government.

Candidates must possess strong analytical and technical skills and have the ability to communicate effectively both orally and in writing. Candidates must also possess general knowledge of public administration, grant research and writing, and management principals and possess the ability to work effectively with the public, Town Board, and staff. The successful candidate will possess strong leadership skills and a willingness to take on additional responsibilities. Starting salary \$42,000 plus an excellent benefits package.

Submit cover letter and resume by July 1, 2012 to Katie Starkey, Assistant to the Administrator, at kstarkey@hanover-township.org. A copy of the complete job description can be found at www.hanover-township.org. EOE.

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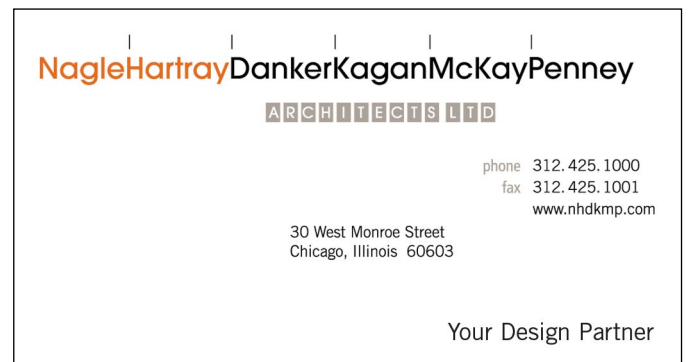
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Have you joined the ILCMA and IAMMA web portal for knowledge and information sharing? This system will allow ILCMA & IAMMA members to ask questions as you did in the past using the IAMMA listserv. ILGNET provides the following features:

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- Ability to respond to a posted question as well as an e-mailed question



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