



City/County Management *in* ILLINOIS

Strengthening the quality of local governance through professional management

March 2011

In This Issue

President's Column	2
ILCMA Winter Conference Attendance...	2
Welcome New Members.....	3
Who's Who Directory Update	3
Corporate Partner Spotlight.....	4
IML Managers Monthly Column	7
Virtual Forums	8
Why Webinar?	9
Innovation Edge	10
ILCMA Award Nominations Sought	11
Managers in Transition	12
Professional Development Seminar	14
Job Mart.....	16

Calendar of Events

For complete details on events please visit the ILCMA calendar at www.ilcma.org/currentevents.aspx

March 9, 2011
IAMMA Professional Development
Northbrook, IL

March 10, 2011
Metro Luncheon
Tinley Park, IL

March 10, 2011
ILCMA Professional Development
Tinley Park, IL

March 17, 2011
ILCMA/WCMA/Alliance Webinar

March 30 - 31, 2011
2011 ICMA Young Professionals Leadership Institute
Novi, MI

March 31 – April 1, 2011
ICMA Midwest Regional Meeting
Novi, MI

April 15, 2011
IAMMA Annual Conference
NIU Naperville

April 28 & 29, 2011
Downstate City/County Management Association Spring Meeting
Decatur, IL

May 5, 2011
ILCMA/Alliance/WCMA Webinar

May 11, 2011
IAMMA Awards Luncheon
Lombard, IL

May 11, 2011
ILCMA Professional Development
Lombard, IL

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

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President's Column

The Membership Services Committee has had a busy year. The committee has worked diligently to retain, recruit and service ILCMA members. For example, the committee members reached out to many ILCMA members, ICMA members, and other government professionals to retain and/or recruit members throughout the entire state. The Committee members made a special effort to expand the ILCMA membership list to potential members in central and southern Illinois.

The Committee also worked on a few programs to better service the ILCMA members. For example, the Committee amended the format and contents of the salary survey. In addition, the Committee researched and has begun developing a mentor/protégé program to link experienced professionals with students, less experienced professionals and those new to the field. Details of the mentorship program are presently being further developed. Hopefully, in the near future, a program will be available to those seeking a mentor with access available via the ILCMA website.

The Committee also organized a Q&A for Aspiring Managers and Newly Appointed Managers for the winter conference. Four panelists were selected for the Q&A Session from various backgrounds: (1) a manager who was once an assistant manager at the city they are managing, (2) a manager who was an assistant manager and went to a new community to be a manager, (3) a manager who came from a suburban environment to a rural environment and (4) a manager who was new to the profession. The Committee sends their sincere appreciation to Michael Talbett (Kildeer), Sue Mc Laughlin (Mattoon), Cameron Davis (Cary), Eric Palm (River Forest) for agreeing to be the panelists for the Q&A Session at the winter conference.

The Committee is presently reviewing support services offered to ILCMA members who are Managers-In-Transition. A list is being created of mental health professionals who (i) understand the profession, and (ii) can give one free hour of consultation (after the one hour the fee would be by separate private arrangement). Furthermore, the attorneys' list presently available for Managers-In-Transition is also being reviewed and evaluated.

I would like to personally thank all of the members of the Membership Services Committee: Moses Amidei, David Lothspeich, Jessica Frances, Paula Schumacher, Alan Wilson, Dawn Tubbs, Kimberly Richardson, Jennifer McMahon, Jason Bielawski, Pam Arrigoni, David Niemeyer, and Executive Director of ILCMA Dawn Peters provided a lot of their time to accomplish the Committee's goals and further develop ILCMA membership services this past year.

It has been an honor and privilege to be Chairman of the Membership Services Committee.

Sincerely,
Maria Lasday
Village Manager
Village of Bannockburn

ILCMA Winter Conference has Record Attendance!

The ILCMA Winter Conference experienced record attendance for the second year in a row. There were 230 registrants for the conference, this was up from 225 the previous year and 187 in year 2009. ILCMA attributes this record attendance to the excellent educational sessions presented at the conference. An early analysis of the conference evaluation shows that 97% of conference attendees thought that the overall conference was excellent or good.

This suburb rating is a result of the wonderful members who volunteer their time to put together conference sessions that are timely and educational. This year's conference committee was no exception. ILCMA would like to thank the following committee members: David Nord, Conference Chair & Village Administrator, Cherry Valley, Brian Kronewitter, Mortensen Construction, Jim Petrakos, Tria Architecture, Dave Hulseberg, Village Manager, Lombard, Jerry Sagona, Village Administrator, Lake in the Hills, David Cook, Village Manager, Hinsdale, Greg Seefeldt, MIT, Becky Werra, Siemens, Cameron Davis, Village Administrator, Cary, Tim Ridder, Asst. to the Public Works Director, Rock Island, Geoff Fruin, Assistant City Manager, Normal, Steve Tilton, Assistant Village Manager, Tinley Park, and Tara Semenchuk, Assistant to the Village Administrator, Cary.

Over the past 5 few years, ILCMA has ramped up their keynote offerings. This has been made possible by the support of the "Friends of ILCMA" Corporate Partners. The success of the Corporate Partner Program has allowed ILCMA to keep conference registrations, and all professional development related events, affordable so that all members can attend.

This year ILCMA held a silent auction in conjunction with the winter conference. All proceeds from the auction went to the ICMA Life Well Run Campaign. ILCMA raised \$1000 through this effort! ILCMA would like to thank those who bid and contributed to this special event.

Silent Auction Winning Bidders:

Sarah Phillips
Ray Bockman
Moses Amidei
Rudy Espiritu
Mike Cassady
Denise Pieroni
David Niemeyer
Scott Shumard

Silent Auction Donors:

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Backflow Solutions, Inc.

For more information about the ICMA Life Well Run Campaign visit http://icma.org/en/icma/priorities/life_well_run

Mark your calendars now for the ILCMA Summer Conference June 15 – 17 in O'Fallon, IL. Watch for next month's newsletter as Juliana Maller, Summer Conference Committee Chair, will highlight the conference in the President's column.

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Who's Who Directory Update

Patrick Urich, has been appointed as the city manager in the city of Peoria. He was formerly the Peoria County Administrator. Patrick will start his new position in mid-April.

Randy Recklaus, assistant city administrator for Batavia, has been appointed as the new village manager in Clarendon Hills.

William H. Jones, formerly with the city of Highland Park, is the new Assistant Village Manager with the Village of Glencoe. His new contact info is as follows:

William H. Jones, Jr., Assistant Village Manager
Village of Glencoe
675 Village Court, Glencoe, Illinois 60022
Phone: (847) 461-1103
Fax: (847) 835-1785
E-Mail: williamj@villageofglencoe.org

Eric Dubrowski's new contact information is as follows:

Eric Dubrowski, Chief Financial Officer
Peoria County
Peoria County Courthouse, 324 Main Street, Room 502
Peoria, IL 61602-2305
Phone: 309-495-4859
Fax: 309-495-4608
E-Mail: edubrowski@peoriacounty.org

Welcome New Members!

John M. Carpino, City of Oakbrook Terrace

Beverly S. Carroll, District Manager,
Chicago Police Department

Marcia Clifford, General Code LLC

Michael C. Dacey, Projects Administrator,
Chicago Department of Aviation

Thomas Malone, Management Analyst, City of Evanston,

Brandon P. Manheim, Administrative Intern,
Rockford Fire Department

Jeff Pieta, President, All Information Services

Sophia Radlowski, M. Ed., University of Illinois Chicago

Lori Ann Shura, General Code LLC

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.

Have You Considered a Stormwater Utility?

By John J. Tierney, PE, CFM, Project Manager
Baxter & Woodman, Inc. Consulting Engineers

Why Consider a Stormwater Utility?

Property owners often don't give much thought to stormwater facilities until something catastrophic happens. Record rainfall events make big news in the community, but shortly after, any problems encountered are forgotten until the next heavy rain.

In addition, communities are faced with unfunded mandates requiring them to reduce pollutants in their stormwater runoff, particularly those who are tagged as Municipal Separate Storm Sewer Systems (MS4) by US EPA and the NPDES Phase 2 rules. The mandates of public education and outreach, stormwater infrastructure maintenance, and municipal facility "good housekeeping" add additional strain on community finances at a time when budgets are shrinking.

Continued wet weather events and increasing regulatory requirements have shown that it is imperative that communities identify a consistent revenue stream to support current stormwater needs and future storm infrastructure improvements. While any new fee or tax to property owners may be met with some resistance and hesitation, if the end product is a fair, equitable and measurable system, such as a Stormwater Utility, it will be more readily accepted.

Stormwater Utilities have been in use throughout the country for many years and the concept has survived court challenges and bureaucratic wrangling. The most recent challenge was at the federal level where the General Accounting Office ruled that Stormwater Utility fees in the Washington, D.C. area were taxes – not fees. This ruling could have had a domino effect across the country in communities with federal facilities, and trigger more tax-exempt property challenges. The ruling received much attention from Stormwater Utility advocates and a bill was introduced and unanimously passed by the US Congress which amended Section 313 of the Federal Water Pollution Control Act (33 U.S.C. 1323). The bill, which was signed by President Obama on January 4, 2011, requires federal facilities to pay "Reasonable Service Charges" that include "any reasonable nondiscriminatory fee, charge, or assessment that is...based on some fair approximation of the proportionate contribution of the property or facility to

stormwater pollution (in terms of quantities of pollutants, or volume or rate of stormwater discharge or runoff from the property or facility)."

How Does a Stormwater Utility Function?

Over the years, a number of methods have been evaluated and implemented to determine a quantifiable contribution for stormwater customers, and arrive at a reasonable and equitable fee schedule. The most widely used method to determine a property owner's impact on a community's stormwater infrastructure is measurement of the impervious area of a property. There is a direct relationship between the amount of runoff from a property and the amount of roof, pavement and other impervious areas that the property contains.

In terms of runoff, most single family properties within given communities have similar characteristics. Many Stormwater Utility fee structures are based on an Equivalent Runoff Unit (ERU) that is an average square footage of a sampling of a community's single family home impervious area. All other non-residential properties in the community, including multifamily, commercial/industrial and tax-exempt properties, have their impervious areas measured, usually from aerial photography, and the number of ERU's is established by dividing the measured area by the average single family square footage. The availability of digital property information and aerial photography, accessible by a Geographic Information System, greatly aids the evaluation of properties. The evaluation of property impacts commonly results in a reduction in cost for residential parcel when compared to tax-based funding.

The establishment of a Stormwater Utility typically requires the creation of new codes and standards. The new ordinances usually include provisions for appealing the fees or requesting credits to reduce the fees, based on a non-residential customer providing some reduction of runoff which is over and above normal regulatory requirements.

A feasibility study is needed to evaluate the costs and benefits of a Stormwater Utility, and to establish the ERU. Often times the feasibility study will include the creation of a stormwater capital improvement plan, since stormwater infrastructure is often lumped in with other general fund items.

What are Some of the Benefits of Implementing a Stormwater Utility?

A Stormwater Utility's focus can be tailored to the needs of the community. Some municipalities only utilize the utility funding mechanism for regulatory compliance. Others see the benefit of dedicated funding to go after long term flood control projects. Stormwater Utility funds can be used for day-to-day operations that often fall under street department budgets, including roadside ditch and curb and gutter maintenance, catch basin reconstruction and street sweeping. Equipment needed for these activities can be assigned to the Stormwater Utility the same way specialized equipment is assigned to water or sanitary sewer utilities.

During this time of reduced budgets and fiscal challenges, it is important to evaluate all available avenues of infrastructure funding. Additional guidance on stormwater funding is available from the National Association of Flood and Stormwater Management Agencies in a document funded by the US EPA entitled "Guidance for Municipal Stormwater Funding", January 2006, available on-line at:

www.nafmsa.org/Guidance%20Manual%20Version%202X.pdf

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Backflow: Why City Management Should Be Concerned

Let's be honest – when it comes to backflow, most people know two things: a) it has something to do with water and b) running a backflow program is an unfunded mandate. Like most unfunded mandates, it is something pushed aside for more quantifiable or pressing matters. It's not as though you are unconcerned about the water your citizens are consuming, rather most people just figure, "The water department has always produced quality water - what could possibly go wrong?"

The truth is, backflow (in which water reverses flow, thereby introducing contaminants such as bacteria, pesticides, ethylene glycol, etc., into your potable water supply), occurs every day. Some well-known examples of backflow incidents include:

- Illinois: Ethylene glycol was introduced into a group of dialysis machines via backsiphonage from an air conditioning system, resulting in the death of several patients.
- Illinois: An unprotected cross-connection at a local dairy farm caused the contamination of milk, leading to 16,000 people becoming ill, along with 2 deaths.
- Arkansas: Backpressure generated from a propane tanker car forced propane into the local water supply resulting in the destruction of 2 houses from propane explosions. In addition, 3 people in separate buildings suffered severe injuries from explosions after flushing their toilets.
- North Carolina: A backflow incident occurred when a fire truck pushed fire-fighting foam through a fire hydrant and into 40,000 neighborhood taps.

Each and every time you suffer a water main break, fight a fire or have any other hydraulic anomaly, backflow will occur. A recent study by the American Backflow Prevention Association concluded that the average community experiences 159 pressure reduction incidents (which lead to backflow) each year. That means countless opportunities for fire protection systems, boilers, residential irrigation systems, air conditioners and other piping systems to introduce hazardous, and potentially harmful, contaminants into your drinking water.

An effective backflow program is a community's best tool in protecting the clean water it works so hard to provide. Aside from the simple moral responsibility, the Illinois Environmental Protection Agency mandates in Title 35 (IL EPA rules governing backflow) that all water purveyors maintain a viable backflow program. Neglecting to do so could result in expensive fines, and in some cases, has led to class action lawsuits when backflow incidents occur in areas not enforcing backflow regulations.

Backflow programs consist of a variety of facets. The most notable are:

- Ordinance development: This consists of putting a plan of action for your program on paper and establishing a set of regulations and authority for your community.
- Inspections / Surveys: Your backflow program will be as small today as it will ever be. It is the municipality's responsibility to

locate both the existing backflow assemblies in your community, as well as find the unprotected cross-connections where corrective actions need to take place.

- Annual Backflow Tracking: As you continue to identify existing backflow assemblies, it is also your responsibility to notify your water customers when each assembly's annual test is due, and to collect / verify each backflow assembly test report. This requires knowledge of backflow testing, and continuous monitoring of the contractors performing backflow related work in your community.

While administering a backflow program may seem daunting, it is also necessary. Some communities are staffed in such a way that they can operate their backflow program in-house, typically in the Public Works department. A study conducted recently by the American Water Works Association concluded that the average in-house backflow program costs approximately \$45,000 per year. Other communities choose to outsource their backflow program to qualified backflow management firms. In most cases, since a backflow management firm specializes specifically in that field, they are able to significantly reduce the annual cost of administering a backflow program. New technologies and internet based programs have also helped drastically reduce the annual cost of running a program when being outsourced to a qualified backflow management firm. Internet based programs are as cost effective as \$495 per year.

With in-house options, identify who in your staff will administer the program, or if your in-house program is currently in effect, take stock to ensure it is running successfully (an old file cabinet or three ring binders with outdated reports no longer passes muster). If you are considering outsourcing, take the time to research the available companies and services provided. Make sure to check references and ask about new technologies. Whichever direction your community chooses to go, whether it is running a program in-house or outsourcing to industry professionals, it is important that you implement an effective backflow program immediately. While backflow might not be a household word, it is certainly a factor in ensuring every household has safe water.

-Michael D. Eisenhower is a founding member of the American Backflow Prevention Association. Mr. Eisenhower is the co-author of the Illinois EPA Cross-Connection Control Handbook and currently provides Continuing Education Courses (CEU) for the American Water Works Association (AWWA). If you are interested in taking a course to learn more about backflow management please contact Mr. Eisenhower. meisenhauer@backflow.com 800.414.4990

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Corporate Partner Spotlight

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Maximizing the Potential of Grant Funding

By Christopher B. Burke Engineering, Ltd.

Grant programs can be a valuable source of funding for municipal projects especially during tough economic times and budget cutting. To ensure that your proposal stands out, keep the following in mind when applying for grants:

- **Meet All Threshold Criteria**

Make sure that your proposal is not disqualified on a technicality. Address all applicant and project eligibility criteria and minimum requirements. If you have to think of creative ways to fit a project within a grant program's guidelines, then the chances are that it is not a good match. The biggest mistake applicants make is wasting time and resources on proposals that do not meet the priorities and guidelines of the funding agency. Contact the funding agency to discuss the project if you are unsure.

- **Preliminary Work**

Before you start drafting a proposal, spend some time brainstorming project ideas. The strongest grant applications also reflect the strongest project plans. Invest staff time at the beginning of the grant writing process to think the project through in terms of the desired goals, scope of the project, timeline for achieving major milestones, and the estimated costs. Do you have the organizational capacity to manage and implement the project?

If several people are working together, clearly designate roles and responsibilities for various areas such as research, narrative, budget, and supporting documents. Take note of the deadline and start working on components with the longest turnaround time. Many grant programs require a local government resolution in support of the project. Others may require letters of collaboration or community support. Start early to ensure that these are completed in time for submission by the deadline. To make it easier for those who you are requesting support letters from, draft a template that they can personalize.

- **Follow Guidelines Exactly**

Most funders have very specific criteria for proposal formats and content to facilitate evaluation. Adhere to the specified font size, margin size, line spacing, and page number limits. Draft your narrative in the order of proposal questions and respond to every point that information is requested for with clear and direct language. In most cases, reviewers will have a score sheet or checklist that easily allows them to assign or deduct points for each section. If the program guidelines include ranking criteria, use this information to structure your proposal.

- **Provide a Clear and Realistic Budget**

Address all budget and budget narrative requirements according to the guidelines. The budget reflects the degree to which a project has been conceptualized. A more detailed budget represents a well thought out project that is worth investing in. Make sure that all of the numbers add up and correlate with costs laid out in other parts of the proposal package.

Crafting Competitive Proposals

Addressing all of the above areas will ensure that your proposal is considered seriously. However, in the competitive world of grant funding, the most successful applicants are those who deliver more than the required minimum. Funders have never been held more accountable for grant-making decisions than they are today. Priority considerations for most funding agencies are:

- **Demonstrated Community Need and Support for Project**

Present a strong case for the project's need in your community and use census data and other local statistics to support your argument. Comprehensive plans are a very useful resource. Research reports on a variety of local topics are also available from county health departments, local United Ways and regional foundations. Obtain letters of support from local nonprofits and chambers of commerce to show support for the project and its value. Be very specific about how your proposal improves community conditions. The strongest projects and applications also have a clear plan for evaluating the success of the project.

- **Leveraged resources**

Funding agencies prefer to target their funds toward projects that have a diverse resource base, and communities that tap into support from multiple sources have a competitive edge. Piece together funding assistance from different agencies. Partnering with other public or private groups is also a valuable way to leverage support. Incorporate the idea of partnerships into your planning process. For every project, determine if it makes sense to partner with any other agency to accomplish your goals. Who else is invested in the success of your project, and what role could they play in implementing the project?

- **Local investment**

For many local governments, one of the most difficult elements to address is the local match. Where possible, partnerships can help meet match requirements. If there are no other external funding streams for your project, be creative about how you can match the grant in-kind. Calculate the staff hours that will be used for project management and utilize this cost as an in-kind match. If the project that you are applying for is part of a larger initiative, then present the whole program in the proposal and use funding for other program components as part of the match.

The biggest mistake that applicants make is to apply for as many projects as possible under one grant opportunity. Invest time into creating one exceptional proposal for the strongest project instead of several mediocre applications. Submitting more applications does not increase your chances of at least one being funded. Finally, limited grant funds will mean that many good projects are declined. Make it standard practice to receive feedback from the funding agency about rejected applications. More often than not, funders will comment on the strengths and weaknesses of your proposal. Make the appropriate changes and reapply during the next grant cycle.

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State Leaders Must Embrace Further Reforms

By: Joe McCoy, Senior Legislative Advocate, Illinois Municipal League
and Mark Peterson, Town Manager, Town of Normal



State leaders enacted several substantive reforms during the 97th General Assembly with an eye toward resolving the state's fiscal woes.

And even though the state is far from achieving anything resembling a permanent condition of fiscal solvency, the General Assembly should be credited with pocketing some consequential legislative accomplishments during the 96th General Assembly. Included among these cost-saving achievements are two rounds of substantive pension reform in the face of strong union opposition, as well as Medicaid reform that will reduce state expenditures.

Legislators should also be given at least partial credit for holding substantive hearings during the fall and winter months on workers' compensation reform that resulted in legislation advancing out of the House Executive Committee in early January. While staunch opposition from labor unions, the medical lobby, and the trial lawyers prevented the passage of much-needed workers' compensation reform, the Legislative Leaders have signaled their intention to send a bill to the Governor during the 2011 spring session. The IML will join the Illinois business community in support of this effort.

In addition to the aforementioned reform efforts, the General Assembly and the Governor made an excruciatingly difficult and unpopular decision to increase the state income tax prior to the expiration of the 96th General Assembly. While the political ramifications of this action have yet to fully play out among a restless electorate, some state leaders believe that the additional revenue generated will shore up the state's finances enough to stabilize the short-term financial picture. Other voices passionately disagree. Time will be the best judge of this political and fiscal difference of opinion.

We are now left to wonder, having turned the page on the 96th General Assembly, where we go from here. The theme for 2011 should be "don't stop now!"

The heavy lifting begun by the 96th General could all be for naught if the reformist attitude runs out of steam. Changes must be made to the Illinois Workers' Compensation Act. Local governments and private vendors are still waiting to be paid by the state. Pension debt continues to grow despite the passage of pension reforms. Difficult decisions regarding spending priorities remain in order to keep the state under a self-imposed spending cap as well as to address the long-term structural deficit. Solutions are needed for these difficult problems.

But state government would not be alone in benefiting from key reforms. Additional reforms would also benefit local governments. The Illinois Municipal League is advancing several important legislative proposals to achieve critical change.

We must press state leaders to approve legislation to directly deposit state-shared income tax revenue into the Local Government Distributive Fund for timely allocation to municipalities and counties. Municipalities and counties can no longer allow the state to withhold their ten percent share of the state income tax for months at a time. The State is presently almost five months behind in disbursing money that belongs to municipalities and counties. We can no longer tolerate a state of affairs that results in local governing bodies making what are essentially interest-free loans to the State of Illinois.

Now is the time to amend the Public Safety Employee Benefits Act (PSEBA) to include a meaningful definition of "catastrophic injury." Including first responders in PSEBA was intended to ensure that they, along with their spouses and children, were provided health insurance coverage in the event of a death or devastating injury that ended the prospect of gainful employment and the health insurance that accompanies such employment. Unfortunately, the absence of a clear and reasonable definition of "catastrophic injury" has resulted in the provision of taxpayer-funded health insurance to former first responders who are otherwise capable of gainful employment. The problem only grows worse as appellate court decisions continue to expand eligibility for PSEBA benefits. The expansion of PSEBA is costing municipal governments millions of dollars. We need to fix it, not nix it.

Municipal governments are collectively paying millions of dollars to publish various notifications in newspapers. Few people actually read these notifications, and newspaper circulation is on the decline. Local governments are asking the General Assembly to allow for the publication of these required notifications on local government websites. The information will therefore be available to the public without the need to expend scarce revenues. Modernizing how these notifications are provided to the public is a reform whose time has arrived.

In 2009, the General Assembly enacted sweeping changes to the Illinois Freedom of Information Act (FOIA). While local governments support transparency, many of these changes imposed undue burdens. There is a better way. Reforms are needed to tighten the definition of "commercial" requests while requiring that interested parties making commercial requests pay the full costs associated with the request. Furthermore, publication of information on a local government website should satisfy FOIA requirements. Finally, the General Assembly should either eliminate the "first 50-pages are free" requirement, or, alternatively, treat that threshold as cumulative for sequential or repeat requests.

With declining resources, local governments must make tax dollars stretch as far as possible. The General Assembly can help by exempting public works projects from the requirements of the Illinois Prevailing Wage Act when the projects are valued below a specified amount. Such an exemption will only help local governments adjust to the new economic reality in which they find themselves today.

These are just some of the reforms being pursued by the Illinois Municipal League and its member municipalities. Please visit the IML website at www.iml.org to learn more.

ILCMA / WCMA Virtual Forums

City and County of Eau Claire, WI: Strengthening Local Democracy through Civic Engagement



Among all the complexities and challenges in local governments, demands by citizens to be more involved in framing and determining public policy may be one of the most topical issues facing managers today. The City and County of Eau Claire utilized a unique approach to involve citizens in civic problem solving and strengthening democracy within the greater Eau Claire community. This session will provide you with background information and definitions regarding civic engagement and why local government should be involved in this endeavor. The session will also review the civic engagement model and process utilized by Eau Claire, along with share the results and lessons learned during implementation of the civic engagement model within the Eau Claire community.

Learning Objectives/Takeaways

- Explain the framework of the community based Public Achievement civic engagement model
- Discuss the merits of actively engaging citizens as a means to strengthen democracy in local communities
- Share the process and results of the implementing the civic engagement model in the Eau Claire Community
- Review the challenges and lessons learned from the Eau Claire experience

Register Now for this Webinar!

This is a **LIVE** Webinar event.

Thursday, March 17, 2011

Webinar Time: 1:30PM CT - 2:30PM CT

Price is \$29 and is open only to Alliance for Innovation members in Wisconsin and Illinois, and Wisconsin City/County Management Association (WCMA) and Illinois City/County Management Association (ILCMA) members.

Discover your regional and national local government innovations through one additional webinar jointly hosted by the Alliance for Innovation, ILCMA, and WCMA. These forums are an opportunity to expose your staff to emerging practices and help cultivate innovation in your organization! Submit your ideas on learning topics or any questions to Dawn Peters, dpeters@niu.edu or Tracy Miller, tmiller@transformgov.org.

For more information, visit the Alliance for Innovation at www.transformgov.org or visit the Illinois City/County Management Association at www.ilcma.org and Wisconsin City/County Management Association at www.wcma-wi.org.

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– Katy Rush, Village Administrator, Village of Woodridge

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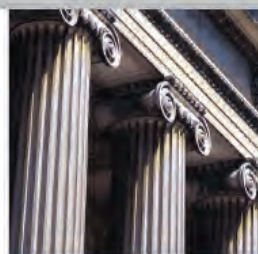
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Innovation Edge

Building a Platform of Social Efficacy and Pride

What do Hillsborough County, FL and the Cities of Philadelphia, PA and Wellington, FL have in common? They share inspiring stories of transformation and creativity in improving the quality of life and safety of neighborhoods in their communities. These governments have significantly impacted their neighborhoods using collaboration and partnerships that have led to rapid implementation and the achievement of rapid results.

Hillsborough County, FL

Using a Law Enforcement Liaison (LEL) Team, Hillsborough County formed a cohesive partnership between criminal justice and code enforcement in October 2009. Using a Federal Recovery Act Justice Assistance Grant, the county formed the Law Enforcement Team to save positions, strengthen anti-gang task force, assist law enforcement, and enhance the community's crime fighting toolbox at the same time. The LEL Team, consisting of five designated Code Enforcement investigators, is specially assigned to collaborate with authorities to eradicate conditions that contribute to neighborhood decline and proliferation of criminal activity. Their focus is on correcting code violations to create a safer environment in areas that have been determined by law enforcement to be at risk due to neglect and waning property conditions, with a focus on areas surrounding schools, playgrounds and other places where children congregate.

Through the grant, the program purchased much needed technology, including: high definition video cameras to document criminal activity, night vision goggles, Kevlar vests, binoculars, a projector for public education and digital cameras to document violations.

The reach of the LEL team has created programs including a foreclosure registry, pain management clinic, safer areas for education, fight to reduce crime, and gang activity programs. It is a win-win-win: code enforcement efforts and resources are reinforced, law enforcement results are heightened and citizens gain a safer environment.

Philadelphia, PA

Philadelphia's story is a tale of collaboration and partnership within the community. It is not a typical program whereby the city provides a service, but rather a different model of working in partnership that is changing the mindset of how to do this work. The Public Service Areas initiative is a pilot program that the City has launched to bring a citizen-centric, coordinated approach to improving public safety in Philadelphia's high-crime neighborhoods. The Police Department has re-focused its geographically-based method of service delivery. Each Police District is divided into

2-3 Police Service Areas, each of which has a command structure dedicated to resolving crime and disorder issues in that particular neighborhood. To complement this policing strategy and improve government efficiency, the Managing Director's Office (the chief operating office for the City) has taken charge of coordinating the delivery of City services in areas plagued by chronic crime and disorder. This model significantly alters the way the City delivers services to its residents, specifically in areas of chronic crime and disorder problems that require a coordinated multi-agency response.

Three sources are used as a primary means of identifying and prioritizing problems: data, police officers familiar with public service areas, and engaging residents. The city engages residents in a conversation about what real issues their neighborhood is facing, and the community vision for where it should go. Residents, City agencies and other organizations develop action items that lead to a plan to achieve the community's vision. Residents are at the center of the process and must buy into the project to sustain the change.

Philadelphia piloted this initiative in a community plagued with high crime rates, vacant homes and a significant portion of its population living below the poverty line. Residents perceived themselves as abandoned by government. Since the program's inception in February 2010, 85 parcels in the three-by-four block area have been cleaned, 180 instances of graffiti have been cleaned, 14 imminently dangerous buildings were destroyed, 10 vacant buildings were cleaned and sealed, and four community cleanups have occurred on blocks and alleyways. Also noteworthy is the reopening of a community pool, which 1,450 people visited in July 2010. Compared to the same time in 2009, between February and July 2010, Part I crimes in the pilot area decreased by 17%.

Success is also being measured on number of dangerous vacant properties, number of after-school programs available to children, access to health programs for seniors, number of residents involved in job training programs, and the increase in the capacity of community organizations to sustain positive change.

Wellington, FL

Safe Neighborhoods was introduced as a new department in Wellington a little over a year ago. The program is aimed towards revitalization and stabilization of the community, neighborhood by neighborhood. The goal is to increase property values, reduce crime, improve property maintenance, sustain uniqueness and engage residents through recreation, beautification projects and civic efforts. The team, comprised of local government members, staff, community policing officers, code compliance officers and neighborhood advocates works together on a daily basis addressing challenges in the community. The ultimate goal is to improve infrastructure, reduce crime, create community cohesion, and provide families with solutions and better access to social services.

Advocates interact directly with residents by going door to door to assess the needs of the community. Programs are then created based on the information obtained. Collaboration comes in the form of work with local businesses, both Chambers of Commerce and faith based groups to engage the community as a whole. Since the program began, many programs and activities have been created including neighborhood cleanups, block parties, foreclosure prevention services, a homeownership center, workforce housing initiative, InterFaith and an active citizen volunteer organization. They have reduced the crime trend within one year and have seen increased community involvement including:

- 25% Decrease in Crime Target Areas
- Community Crime Watch Meetings Held Continuously
- 75+ New Partnerships Created
- 915 Volunteers Coordinated into Action
- 56 Events and Community Block Parties Organized
- Programming for 1,642+ Youths/Teens
- Educational Seminars for 750+ Residents
- Transformation of High Crime/Poorly Maintained Neighborhoods

Conclusion

These three stories demonstrate that collaboration between government, residents, businesses and non-profit agencies do create real solutions while reigniting residents' community spirit. To learn more, attend the 2011 Transforming Local Government Conference in Clearwater, Florida, June 1-3. Register Today!

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 interim Regional Director, Toni Shope at tshope@transformgov.org.

ILCMA Award Nominations Sought

It is once again time to think about the people you know who are deserving of recognition. This is your chance to make sure that someone you respect receives the kudos to which he/she is entitled.

The ILCMA Awards program was inaugurated in 1994. There are two awards, the Robert B. Morris Lifetime Achievement Award and the Special Service Award.

The Robert B. Morris Lifetime Achievement Award is presented to a retired individual who has served no less than 15 years in local government, at least eight of those in Illinois. We are looking for candidates who have made significant contributions beyond their own communities, e.g. through service to the associations and the profession.

The Special Service Award is presented to individuals who have

- notable association or affiliate activity;
- significant professional accomplishments;
- significant personal accomplishments including private interests, family interests, acts of heroism, charitable acts, or social accomplishments.

To see a list of past recipients please visit the ILCMA website at <http://www.ilcma.org/index.aspx?nid=207>

Nominations must be received by April 22, 2011.

Send nominations to: ILCMA Award Nominations, Regional Development Institute, NIU, DeKalb, IL 60115 or via fax to 815.753-7278.

You know who among your peers has gone the extra mile. Nominate that individual for an award. Take this opportunity to spread some sunshine!



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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

Gregory Seefelt
gseefeldt@hughes.net
309-467-2569

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
Home: 815-363-5902
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
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*The ILCMA Professional Development Committee
&
The South Suburban Chiefs of Police Association
Present:*

***Violence Against Public Officials - Lessons
Learned: Causes ~ Signs ~ Actions to Take***

Join our panel of professionals who have experienced firsthand the trauma of emotional acts against public officials and our legal expert's advice regarding the balance of public participation versus the safety of public officials. Our panel includes:

Georgia L. Ragland: Assistant Chief Administrative Officer, Kirkwood, Missouri

Ms. Ragland experienced the fatal shooting on February 7, 2008 at a Kirkwood, Missouri city council meeting. She explores what led up to the event, the circumstances of the event itself, and the complexities of operating a government in the aftermath. Ms. Ragland will review City Hall security improvements, changes in public perceptions, and a myriad of practical complexities that arose from that incident.

Timothy J. McCarthy: Police Chief, Orland Park & Former Presidential Body Guard

Timothy J. McCarthy, Chief of Police, Orland Park, Illinois and former Assistant Special Agent in Charge of the Presidential Protective Division of the United States Secret Service and Special Agent in Charge of the Chicago Division of the United States Secret Service

Chief McCarthy retired from the Secret Service in 1993 after 22 years as Special Agent in Charge of the Chicago Division. Chief McCarthy served almost ten years on the Presidential Protective Division coordinating the security for Presidents Carter, Reagan and Bush. He was seriously injured in the assassination attempt upon President Reagan in 1981. Chief McCarthy has served as Chief of Police in Orland Park for over sixteen years and is Chairman of the South Suburban Major Crimes Task Force for over five years charged with investigating homicides in the south and southwest suburbs including the Lane Bryant case in Tinley Park. Chief McCarthy's experience with presidential protection along with his local law enforcement experience will bring a unique perspective to the challenges in maintaining our open democracy while addressing the security needs of protectees and the public.

Ellen K. Emery: Attorney with Ancel Glink, Chicago, Illinois

Ellen Emery is an attorney with Ancel Glink and has represented multiple municipal governments. She also serves as an elected Trustee with the Village of Westmont. She received her Bachelor's Degree in Criminal Sociology from Northern Illinois University in 1978, her Juris Doctor degree from The John Marshall Law School in 1982, and her Master of Laws degree in International Business and Trade Law, with high honors, from The John Marshall Law School in 2002.

During her experience as an elected official and attorney, she has witnessed firsthand the emotional behavior regarding public policy decisions at local council meetings. Ellen will discuss legal realities with our group: balancing the public right to participate at meetings versus the safety concerns of governmental officials. We will explore topics such as searches before entering, public speakers time limits, speech content, behaviors of audience members, audience member clothing, and similar items. We will also explore the crisis response necessary if an incident occurs in your community.

REGISTRATION INFORMATION

Date: Thursday, March 10, 2011

Time: 9:00 a.m. – Registration and Continental Breakfast
9:30 – 11:30a.m. - Presentation

Location: Tinley Park Convention Center
18451 Convention Center Drive
Tinley Park, IL

Cost: \$30 - Event only
\$50 - if also attending the Metro Manager's luncheon after the event
Topic for Metro Luncheon: *What Next? Alternative or Post Retirement Career Options*
Manager in Transition registration promo code: MIT

RSVP: NIU Outreach Registration, DeKalb, IL 60115
By March 4 Phone in Registration: 800-345-9472
Online Registration:
http://registeruo.niu.edu/iebms/wbe/wbe_p1_main.aspx?oc=40&cc=WBE4011496
Fax: 815-753-6900 (fill out information below)

*Cancellations must be made **by March 4**.
Any cancellations after that date will require full payment for the luncheon*

MAIL or FAX: send completed registration form and payment to
Outreach Services Registration Office
Northern Illinois University
DeKalb, IL 60115

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Northwest Suburban Municipal Joint Action Water Agency, Deputy Director

Multi-jurisdictional, wholesale water distribution system in northwest Chicago area seeks experienced professional to be Deputy Director. Position is appointed by and reports to the Executive Director. The agency has 14 FT employees serving a current customer base of seven wholesale customers. \$34 million budget. BA in public or business administration, accounting, or closely related field required; Master's degree is highly desirable. Thorough and progressive background in finance, public or business management, and contract administration required. Knowledge of and experience in financial management including governmental fund accounting, human resource administration, and working with a broad range of local government elected and appointed officials also important. Excellent communication and leadership skills required. Salary \$105,000 +/- dependent upon qualifications and experience. Candidates should submit their resume and cover letter along with contact information for five work-related references by April 1, 2011 to Gregory F. Ford, Voorhees Associates LLC, 500 Lake Cook Road, Suite 350, Deerfield, IL 60015. TEL: 847/580-4246; FAX: 866/401-3100; Email: resume@varesume.com. An Equal Opportunity Employer.

City of Mequon, WI, Assistant City Administrator

The City of Mequon, located just north of Milwaukee (Pop: 23,793) seeks an experienced professional to serve as Assistant City Administrator and lead the Human Resources function. This position is responsible for completing special projects, managing contracts, policy development, recruitment, compensation and labor relations. Requires Bachelor's degree in Public Administration, Human Resources or related field and a minimum of 7 years related experience. Master's degree preferred. Must be organized with proven management and interpersonal skills. 70K-80K with excellent benefits. Deadline is March 18, 2011. Refer to www.ci.mequon.wi.us/employment

City of Pekin, City Manager

Job Summary

Under the direction of the Mayor and City Council, the City Manager acts as the administrative head of the City. Among the Manager's duties and responsibilities are these: supervises all departments, prepares the annual budget, advises the City Council regarding city operations and policies, represents and advocates for the City in a variety of governmental and non-governmental settings, manages large-scale projects, and maintains knowledge of applicable municipal laws, regulations, procedures, and best practices.

General Experience and Education

Applicants should possess a Bachelors Degree in Public Administration, Public Policy, Business Administration, or a related field. Masters Degree preferred. The equivalent level of education and experience that would equate to an advanced degree may be considered.

Applicants should have a minimum of three to five years of increasingly responsible local government (municipal or county)

management experience. More than five years of such experience is preferred.

Specific Experience

Based on a survey completed by Pekin's City Council, the following are the most important specific experiences we seek in the next City Manager:

- Experience building and executing a city budget
- Experience in long-range planning for a broad range of complex municipal services and programs
- Experience in selecting, motivating, and evaluating staff
- Experience working with an elected Mayor and City Council in a city manager form of government
- Experience in leading labor contract negotiations and administration
- Experience in supervising the conduct of a municipal economic development program
- Experience in negotiating developer agreements
- Experience working effectively with state and federal legislators, regulators, and administrators

Abilities

Based on a survey completed by Pekin's City Council, the following are the most important abilities we seek in the next City Manager:

- o Ability to analyze, and interpret such information as legal briefs, economic analyses, organizational analyses, financial reports, budget documents, program/department reports, service proposals, contracts, policy recommendations, personnel policies, performance appraisals, City ordinances, State statutes, maps, and public improvement plans
- o Ability to communicate clearly and concisely, both orally and in writing, with City elected officials, City committees, City residents, City employees, attorneys, union representatives, news media, and interest groups
- o Ability to define problems, collect data, establish facts, and draw valid conclusions
- o Ability to exercise tact and diplomacy in dealing with highly sensitive political, public policy, community and employee issues and situations
- o Ability to interact effectively with other government officials, community and civic organizations, employee organizations, employees, the media and the public
- o Ability to use logic, reason, and judgment in making decisions

Salary and Benefits

Commensurate with experience

Initial salary range \$110,000-135,000

Benefits typical of the position include IMRF pension contribution, health and life insurance, and vehicle allowance

Send Applications by March 15, 2011 to

City Manager Screening Committee

City of Pekin

111 South Capitol Street, Room 241

Pekin, IL 61554

sjnewcomb@ci.pekin.il.us

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City of Batavia, Assistant City Administrator

Batavia, Illinois, (pop. 25,000), seeks qualified candidates for the position of Assistant City Administrator (ACA). Batavia is a full-service home rule municipality located 40 miles west of Chicago on the Fox River. Calendar year budget. Annual General Activities budget of \$23,000,000. 156 FTE. The City owns and operates its own electric utility. Member of multijurisdictional groups for both ambulance and dispatch emergency services. Stable, City Council, long-termed Mayor. The Assistant City Administrator is primarily responsible for the City's Human Resources Department. ACA is a key advisor to the City Administrator and all other management staff regarding human resources and labor, policy development, benefit and compensation programs, collective bargaining strategies and maintenance of the organization's valued relationship with all employees. Leader of the City's collective bargaining team. The position assists the City Administrator in the development, administration, and coordination of various other governmental functions and programs, particularly economic development. Two active TIFs. Redevelopment of historic downtown a priority. Work includes communicating goals, objectives, and programs to City departments, various specially formed citizen advisory groups and the general public, and assisting the City Administrator in the development and implementation of special programs and projects. Position is responsible for supervising 1 FT and 1PT Human Resources employees and 1 PT Economic Development employee. Minimum of 5 years experience in local government, Masters degree in public administration desired, experience in collective and interest-based bargaining required, process analysis and communications is valued. Salary range: \$90,000-\$124,000 based upon skills, aptitude and experience. Good benefit package. EOE. Interested candidates should forward a cover letter, resume and a completed City employment application (available through the City's website) to City of Batavia (ACA Recruitment), 100. N. Island Ave. Batavia, IL 60510. Applications are due no later than end of business March 4, 2011. Please visit our website at www.cityofbatavia.net.

Village of Glen Ellyn, Village Manager

Glen Ellyn, IL (27,000) Vibrant, historic community seeks experienced, progressive candidates to apply for the position of Village Manager. The Village of Glen Ellyn is located 23 miles west of Chicago in DuPage County and is one of the area's premier suburbs with excellent schools, beautiful neighborhoods, and an appealing commercial mix of specialty boutiques and national retail outlets. The Village is a full-service community with 103 full-time employees and an annual budget of approximately \$40 million. The Village is served by a highly regarded volunteer Fire Department that is governed by a separate not for profit corporation. Wastewater treatment services are provided by the Glenbard Wastewater Authority which was created through an innovative Intergovernmental Agreement with Lombard, and Glen Ellyn serves as the "lead" agency by providing overall supervision, accounting, and other management services for the Authority. The Village Manager is appointed by and reports to the Village President and a six-member Board of Trustees, elected at large to four-year staggered terms. The Village has had 3 Village Managers since 1990. Candidates will be expected to have a strong background in



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leading municipal operations, particularly economic development, redevelopment, and financial management. Candidates must have seven to ten years increasingly responsible experience in a community or organization of comparable size and/or complexity. The position requires a bachelor's degree in a related field. A master's degree is strongly preferred. Candidates must possess excellent interpersonal skills, an approachable, welcoming style with the community and staff, and a proven record in effective service delivery and creative problem solving. Strong writing skills, oral presentation skills, and a collaborative, team-oriented management style are essential. Starting salary range is \$140,000 +/-, depending on qualifications and experience with potential for a performance bonus. Excellent benefits package. Residency required by third year of tenure. Reasonable relocation package is negotiable. Send resume, cover letter, and contact information for five professional references by March 4th to Heidi Voorhees and Doug Williams, Voorhees Associates, 500 Lake Cook Road #350, Deerfield, IL 60015 or email: resume@VoorheesAssociates.com. Tel: 847-580-4246; Fax: 866-401-3100

Village of New Lenox, Village Administrator


New Lenox, IL (25,000) Vibrant, financially and political stable Home Rule community located 35 miles southwest of Chicago in Will County seeks experienced, progressive candidates to serve as its next Village Administrator. Located at the cross roads of Interstate I-80 and I-355 the Village is a charming community with excellent municipal services, schools, transportation access with a blend of neighborhoods, thriving local businesses and several commercial areas including a business/light industrial park. The Village is home to a new million plus square foot Medical campus currently under construction. The Village experienced 260 % growth over the past 2 decades with the potential for similar growth in the future. The Village's operating budget is \$24 million and the Village has 98 full time employees. The Village Administrator is appointed by the Mayor with the consent of the Board of Trustees. The Village has had one administrator since 1990 with the current Village Administrator retiring after serving 26 years in the position. Candidates will be expected to have a strong background in municipal operations, commercial and industrial economic development, residential development, and financial management. Candidates must have ten years increasingly responsible executive experience in a community or organization of comparable size and complexity. Position requires bachelor's degree in public administration, business administration, public policy or related field. Master's degree (MPA) or other advanced degree, credential manager strongly desired. Candidates must possess excellent interpersonal skills, an approachable, welcoming style with the community and staff and a proven record in effective service delivery and creative problem solving. Residency desirable but not required. Salary: \$150K+/-DOQ/E + excellent benefits. Send resume, cover letter, and contact information for five professional references by March 15th, 2011 to Heidi Voorhees, Voorhees Associates, 500 Lake Cook Road #350, Deerfield, IL 60015 or email: resume@VAresume.com. Tel: 847-580-4246; Fax: 866-401-3100.

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Northwest Suburban Municipal Joint Action Water Agency, Deputy Director

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