



# City/County Management in ILLINOIS

*Strengthening the quality of local governance through professional management*

**March 2013**

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## Calendar of Events

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

March 1, 2013  
**SWICMA Meeting**

March 13, 2013  
**IAMMA Luncheon**  
Elk Grove Village, IL

March 21, 2013  
**Metro Manager Luncheon**  
Lombard, IL

March 21, 2013  
**ILCMA Professional Development**  
Lombard, IL

April 5, 2013  
**SWICMA Meeting**

April 4-5, 2013  
**ICMA 2013 Young Professional Leadership Institute**  
Bloomington, MN

April 5-6, 2013  
**ICMA Midwest Regional Summit**  
Bloomington, MN

April 10, 2013  
**IAMMA Event**  
Location TBD

April 18, 2013  
**Alternative Service Delivery Seminar**  
NIU Naperville

May 3, 2013  
**Legacy Project Conference**  
NIU Naperville

May 9 – 10, 2013  
**Downstate Managers Meeting**  
Pekin, IL

May 17, 2013  
**IAMMA Annual Conference**  
NIU Naperville

June 12–14, 2013  
**ILCMA Summer Conference  
60th Anniversary Celebration**  
Eagle Ridge, Galena, IL

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# President's Column

By David Niemeyer, Village Manager, Village of Oak Brook

Your Membership Services Committee has been very active this year on membership retention and recruitment, assisting managers in transition, and creating new programs to better service ILCMA members.

The mentor program completed its first full year this year. This program was introduced as the result of the recent ILCMA strategic planning process that identified the need to mentor young professionals and aspiring managers as they prepare for the next step in their careers. To date, 17 mentors have signed up to provide mentorship opportunities to mentees. Interested managers just need to fill out the on-line application and attach your resume. The application and resume are then posted on the ILCMA "Mentors Gallery" page in the Members Only section of the ILCMA website. Interested mentees can contact a manager whose application and resume is on the website. The time commitment for the program is up to the mentor and mentee. The committee this year received a new charge from ILCMA which is to create a permanent Member in Transition (MIT) subcommittee. Steve Jones initially led the MIT Task Force which developed a number of ambitious goals, some of which have already been implemented. The committee has begun work on the other goals developed by the Task Force. The committee continues to provide support services for ILCMA members for MITs with a program that allows free MITs one hour free consultation with attorneys and mental health professionals.

The committee also completed an ombudsman program for new ILCMA Members. Eric Palm and Doug Petroschius developed a program where members of the committee would contact new managers and assistants who have started working in their area to offer them assistance and guidance. This program was approved by the ILCMA board at its February meeting.

The committee continues to work with former Membership Services Chair Maria Lasday on the popular Q and A for managers at the winter conference. This year's theme was "Why I stay in the Profession and Work/Life Balance" We want to thank this year's panel which include Barry Burton, County Administrator, Lake County, Brad Burke, Village Manager, Lincolnshire, Marian Gibson, Village Administrator, Manhattan, Mark Peterson, City Manager, Normal, and Walter Denton, City Administrator, O'Fallon.

Jeannine Smith completed a review of the 2011 membership survey and how the results align with the ILCMA goals. The committee will begin working on the next membership survey later this year.

I would personally like to thank all of the members of the Membership Service Committee. Jason Bielawski, Marian Gibson, Rich Chiapetta, Adam Lehman, Eric Palm, Doug Petroschius, Kimberly Richardson, Jeannine Smith, Brian Townsend, Peggy Halik, Art Osten and Dawn Peters provided a lot of their time to accomplish the committee's goals and further develop ILCMA membership services this past year.

Sincerely,

David Niemeyer

## Managers Serving Their Communities through Regional Cooperation

By Illinois City/County Management Association  
Promote the Profession Committee

Northwest Suburban Joint Water Action Agency  
(NSM-JAWA)

**Introduction:** Serving multiple municipal populations totaling approximately 315,000, plus hundreds of commercial and industrial interests, the Northwest Suburban Municipal Joint Action Water Agency ("NSM-JAWA" or the "Water Agency") has been providing potable water to seven (7) northwest suburban Chicago municipalities since 1986. While the Agency is small in staff size, and not as well known as many local governments, it has enormous responsibility in providing a vital public service, "behind the curtain".

**Structure:** (NSM-JAWA) was created according to the provisions of the Illinois Intergovernmental Cooperation Act, and currently purchases and distributes Lake Michigan water from the city of Chicago to its municipal partners/customers. The Water Agency is governed by a Board of Directors, consisting of member elected officials (mayors & village presidents), and managed by an Executive Committee, with daily supervision provided by an Executive Director. The Executive Committee is made up of the seven (7) city/village managers employed by the municipalities of Elk Grove Village, Hanover Park, Hoffman Estates, Mount Prospect, Rolling Meadows, Schaumburg and Streamwood.\* The city/village managers are all seasoned professionals with a minimum of twenty-five (25) years of varied municipal administrative experience.

**Managers as Local & Regional Leaders:** City/village managers are usually well known for the expertise and service they provide to their individual municipal governments and the community at large, but what is sometimes just as important is the talent and dedication they bring to regional intergovernmental efforts. Those efforts not only benefit their own communities, they benefit neighboring communities, and the region as a whole.

When asked about the benefits to his community in participating in the Water Agency, Ken Fritz, Schaumburg Village Manager, and Chair of the Engineering Committee, replied that "the only practical way for Schaumburg to provide a consistent, reliable and cost effective source of clean water is to get it from Lake Michigan. Being a part of an intergovernmental cooperative allowed the Village to do something it could not do for itself."

Ray Rummel, Village Manager of Elk Grove agreed with Ken and further stated that "JAWA brought a virtually unlimited supply of high quality Lake Michigan water to the northwest suburbs at a rate that was not affordable to individual towns. Lake water enabled the region to reach its peak potential for economic development, creating a high quality of life for the people who work and live in the region, at an affordable cost. As a basis for comparison, the area served by JAWA has the highest concentration of employment in the State of Illinois, outside the Loop."

(cont. on page 20)

## Welcome New Members!

Mark Bushouse, Williams Architects  
 Craig Carter, BKV Group  
 Alex Cease, Village of Wilmette, Assistant to the Village Manager  
 Bryan Hahlbeck, Civic Plus  
 Kevin Herman, The Horton Group  
 Mark Lynch, Village of Poplar Grove, Village Administrator  
 John Marquart, Village of Shiloh, Village Administrator  
 Benjamin Pohl  
 Alex Weiss, Alexander Weiss Consulting, LLC  
 Mike Wolfe, Civic Plus

## Who's Who Directory Update

**Andrew Lichterman** has been promoted from Management Analyst to Assistant to the Village Manager at the Village of Deerfield.

**Tim Schloneger's** new contact information is:

Tim Schloneger  
 Village Manager  
 Village of Algonquin  
 2200 Harnish Drive  
 Algonquin, IL 60102-5995  
 Phone: 847-658-2752  
 Fax: 847-658-4564  
 Email: timschloneger@algonquin.org



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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's Next?

Stephen B. Friedman and Geoffrey Dickinson  
SB Friedman Development Advisors

Case-Shiller finally reported a rise in property values in the Chicago metro market, albeit slight. Such data, as good as it is, masks the wide diversity within the region and is, in the aggregate, negatively impacted by the slow processing of foreclosures and the seemingly increased effort by owners and banks to do short sales. We interpret the data to suggest that the slide in values is ending and property value will begin to rise again. This will be good news for all, although the way we cap property tax levies in Illinois rather than rates helped moderate the impact on the way down and will mute it as well on the way up. The beneficiaries will include TIF districts that were using area-wide growth to help generate revenue. As and when new development picks up, others will benefit as well. This suggests that local fiscal conditions will stabilize. While in the fifth year of an economic recovery, one would normally become cautious that the next recession is just around the corner; this recovery has been so slow that, perhaps, we have a little more room to grow. Here are two key forces that might shape municipal actions for the next few years:

1. The Millennials Are Turning 30. Despite the hand-wringing about the difficulty of getting a job out of college, the vast majority of recent graduates are employed. As best as we can determine, college graduates between 22 and 29 have unemployment rates about 2 percentage points lower than the labor force as a whole. Right now, this age group, numerically larger than the "boomers," is attracted to downtown living and in any case, should mostly be in rental housing as they are not yet fully "settled." But as they marry, have children and crest over the big "3-0," priorities will likely change. While it is very possible to get your children into the "right" Chicago Public School, it requires a level of effort that many are reported to want to avoid.

This creates opportunity for suburban communities to review how their housing stock and community amenities can help attract the next generation. Given the employment gains in Downtown Chicago, rail commute suburbs will have an advantage, but not exclusively. There are areas in the city that revived in part because people who wanted to live and play in the city could readily access the Kennedy or Eisenhower to get to suburban workplaces.

Of course, the suburbs have always excelled at providing schools, park districts and libraries. But this new cohort can be expected to request some changes. As emerged in the last generation, in most cases, both spouses will be working and it is now more likely that both will be in demanding careers. What might be some of the changes needed? Nanny suites within houses? In-law apartments? Coordinated 7 AM to 7 PM child services (before and after the school day)? How might these challenge current zoning and collaboration among districts?

2. The Boomers Will Continue to Be a Disruptive Force. Chastened perhaps by loss of wealth – particularly housing wealth and anticipated unending stock market gains – many boomers are not as ready to move to condominiums or adult communities as anticipated. As housing values recover, however, and if enough Millennials choose suburban living, interest in condominiums and adult communities will again recover. There is also likely to be increased interest in continuing care retirement communities both on "campuses" and in suburban downtowns. Expanded senior services may be demanded as some who cannot sell their homes for enough to make a move join the majority of empty nesters who want to stay in their homes and communities. Seniors may seek more services to help them age-in-place. An organization in Chicago is pioneering the kind of services and connections involved in the Lincoln Park neighborhood (Lincoln Park Village) and may be a model. As noted on their website, in addition to sponsoring and coordinating many activities, "carefully screened service providers are available to help with:

- Quality housekeeping and handyman services
- Computer training and troubleshooting
- Hands-on help with Medicare, long-term care and Medicare Part D
- Rides from volunteer drivers to medical appointments, grocery shopping and Village events and activities."

While some communities already provide such services, and other agencies are responsible in many locales, some municipalities will be called upon to expand support to seniors. Others are seeing requests for rezoning or other changes to accommodate continuing care retirement facilities.

These and other trends and conditions will lead to continued demands that local governments play active roles in development, including reviving downtown/TOD projects, addressing requests for different land uses such as senior complexes, ensuring that there is sufficient market demand that projects are community assets for the long haul, and evaluating project requests for financial assistance. Careful review and analysis can identify the public interest and shape assistance and involvement that is limited, but effective, in enhancing the community and its future.



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### Linking Cycles of Decision: Budgets, Elections and Strategic Planning

Greg Kuhn, Ph.D.

Cristi Musser, MPA

Government Management Advisory Services, Sikich LLP

Every two years, Illinois bears witness to a season of interconnected decision cycles where budgeting, elections and long-term agenda setting come together. These cycles are part of the natural rhythm of local government process and progress. The question that emerges for managers is how can these separate but interacting cycles of decisions be best knitted together. The answer is through a deliberate process, like strategic planning, that is designed to link these related, but often disconnected decision events. Spring 2013 represents another of these biennial cycles where all three decision events come together.

As the winter fades, candidates for local office begin in earnest to present themselves and their ideas to communities for consideration in the most democratic expression of decision-making local elections. Some communities will see uncontested positions or slates of candidates, while for others there will be multiple candidates vying for a limited number of available offices. No matter the extent of the competition, citizens and communities must weigh the ideas, alternatives, agendas and visions expressed by candidates before making their final decisions on leaders and casting their votes as an expression of preferences for the future of the community. Each vote, taken as single act, represents one decision. However, all votes, viewed collectively, represent hundreds if not thousands of decisions and an expression of "policy preferences." But elections are not an ending, they're a beginning; candidates bring with them a set of fresh perspectives or renewed views that will play themselves out through the policy-making process.

At the same time, most Illinois communities will find themselves at some stage of the winter-spring ritual of building an annual budget for their organization. The ritual of looking forward while looking back represents yet another cycle of decision-making that plays itself out in the context of competing needs, expressed wants, urgent priorities and finite resources. While approach and frameworks vary from traditional line-item documents to more complex program budgets, one fact cannot be escaped. In the end, like an election cycle, a typical budget document represents hundreds, if not thousands of micro and macro decisions. In the words of the late, former Manager of Skokie, Bob Eppley, a budget is much, much more than a collection of numbers or financial predictions, in the end, the annual budget "is the most important policy document the Village creates every year!"

In addition to elections and budgeting, every municipality is faced with the issue of future agendas and plans for resources, services, programs and aspirations. In order to address and maintain a municipality's future vitality, managers and elected officials alike recognize the critical importance of a future vision one that is supported in both the community and by elected officials. Each of these processes, elections, budgets and long-term agendas imply and involve two essential elements decisions and the projection of ideas, values and policy preferences for the future. But these

processes, while taking place on parallel paths, only truly intersect through the dialogue that emerges between installed elected officials and their professional staffs. This intersection is where the politics-administration dichotomy necessarily gives way to the essential discussion that aligns policy goals with administrative actions and priorities.

But what tools do policy-makers and administrators have on hand to bring this critical set of governance discussions to fruition? What's the most effective forum to bring together the strings of decisions that begin with citizens, businesses and the external environment, and end with elected officials and staff members? In short, strategic planning. At its core, strategic planning is a designed conversation among leaders that provides the forum to bring together for adjudication the multiple perspectives on the visions, agendas, resources, wishes and needs of the community. Unlike the tightly structured agendas of monthly council meetings or budget hearings, well-designed strategic planning processes allow for a more open exchange of ideas and assessments of not only the community and organization, but the dynamics of the external environment that unavoidably influence decisions, directions and priorities. Strategic planning processes build on participant dialogues that begin with one of the most essential questions inherent to elections, budgets and long-term plans: "Where we going and what is the future we are trying to create?" Without answering this fundamental question, the old adage "If you don't know where you're going, any place will do" will become the defacto roadmap for the organization. Rather than allowing decision cycles to orbit one another without integration, leaders should capitalize on the opportunity that accompanies the air of change during every election cycle.

Strategic planning is leadership's expression of the future. Employing a strategic planning process that can connect the biennial overlap of budgets, elections and long-term agendas will pay dividends at both the policy and operational levels for years to come. As Warren Buffet is credited with saying, "Someone's sitting in the shade today because someone planted a tree a long time ago." Linking cycles of decisions across your government through strategic planning may result in a few new shade trees in your own community.



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## IML Managers Monthly Column



Educate. Advocate. Empower.

### PSEBA Still Mighty Important to Cities

*By Lew Steinbrecher, City Administrator, City of Moline and Member, IML Managers Committee*

The Public Safety Employees Benefit Act (PSEBA) continues to remain a very important issue to most municipalities throughout Illinois. In addition to the need to reform the level of benefits to newly hired police officers and firefighters in an effort to reduce the long-term increase in pension costs to municipalities, there is a short-term issue in defining the term "catastrophic injury" as it pertains to eligibility of PSEBA eligibility. It is important to limit such benefits to only those individuals who are no longer able to perform gainful employment. Several situations exist now where individuals injured receive retiree health insurance benefits and have gone on to find work elsewhere. It is important for municipalities to pull together in 2013 and work collectively in reaching out to our respective legislators to support legislation to better define this term. Without our support, such reform will be difficult with legislators because of the influence of public safety unions in Illinois.

The other challenge still facing cities is the growing unfunded liability in our Police and Fire Pensions, despite increases in city contributions to those pension funds in recent years. A combination of poor market returns and increased benefits enacted by the legislature have fiscally strained many municipalities throughout the State.

For example, in Moline, the City's contributions to its Police and Fire Pensions have increased from about \$2.5 million in 2007 to over \$6 million in 2012 while at the same time, the percent funded for both pension funds have declined from about 60% to less than 50% each and the unfunded liability has grown dramatically, from around \$35 million to about \$64 million collectively for both pension funds. These pension funds have consumed so much property tax revenues that no property taxes are used to fund general government operations, or for the sanitary (garbage collection) fund, and it is beginning to eat into that portion of property taxes that has always been set aside to meet the City's social security contributions. Soon, the Library Fund and Park Fund will be threatened.

Our legislators need to hear about the financial impact that PSEBA is having on your municipality. The IML City Managers Committee urges all municipalities to coordinate your efforts through Joe McCoy at the Illinois Municipal League and make a special effort to tell your State Senator and State Representative about the difficulties you've experienced with PSEBA and your Police and Fire Pension Funds.



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## Financial Forecast Forum has Record Attendance

By Bethany Burns, NIU MPA Student and Graduate Assistant, CGS

Even the morning snowfall and road conditions did not hinder the sold out attendance for the Fifth Annual Illinois Financial Forecast Forum put on jointly by Northern Illinois University's Center for Governmental Studies and the Illinois City/County Management Association (ILCMA). This year's forum covered an array of global and local trends and forecasts presented by economic and industry experts. Second time attendee Dan Di Santo, Assistant Village Manager-Village of Bensenville, described this year's forecast as "very applicable and pertinent to what [we] are facing in municipal government these days" and "the speakers chosen are well respected in their fields."

The first speaker out of the gate was Senior Economist and Economic Advisor of the Federal Reserve Bank of Chicago, Rick Mattoon. With the topic of Economic and Industry perspectives he appeared to captivate the audience and some found his time to be too short such as Jessica Frances, Finance Director of the Village of Riverside. Rick Mattoon talked about what we (the economists) got wrong such as too much faith in econometrics and not enough in behavioral economics and the belief that the housing market would never decline across the entire nation. Econometrics was seductive and elegant at the time. According to Mattoon, "we could model anything we wanted and almost all major macroeconomics did not possess a financial aspect" which in turn no one knew how to handle. Two of the NIU MPA students, Sean McGovern, administrative intern Village of Carpentersville, and Ed Cannon, administrative intern Village of Lake Zurich, found Rick's session to be informative and a nice holistic perspective to the financial situation facing both the United States and Illinois. "Rick gives an excellent idea of trends" said Cannon. Rick emphasized that it is time for cooperation and that the nation is still underperforming historical norms. Although Illinois is beginning to show some momentum as professional and business service jobs grow, the state's fiscal condition continues to present huge challenges as the possibility of the Illinois government becoming merely a retirement and pension provider and nothing else becomes more of a reality. The second session on municipal finance trends caused much discussion during the question and answer section. The hot topic was Public-Private partnerships which were talked about by Stephen B. Friedman of SB Friedman and Company. As the use of TIF districts, SSAs and sales tax sharing continue, it is important to develop an evolving tool kit. The idea of value capture was demonstrated through the Elgin-O'Hare expressway discussion. Mr. Friedman emphasized the importance of this metropolis strategy to help us compete globally. However it was noted that we would have to help pay for it, that in the best practices of public-private partnerships both sides must have "skin in the game."

The City of Geneva's Economic Development Director and first time attendee Ellen Divita found the forum to include a "strong panel of experts in each field. Speakers in each session provided just enough information to keep you current on a wide variety of high-end topics." The discussion of TIF districts really hit home with many municipalities attempting to find ways to bring in additional revenue without raising taxes on their residents. As the market begins to recover it is important to restructure and adapt to realities and assess the true needs of projects.

From Rooftops to Retail- Bulls or Bears in 2013 really touched base on the current housing market and the outlook for 2013. Chris Huecksteadt of Metrostudy and Jerry James of Edward R. James Partners, LLC discussed housing stock and the clustering which has caused the Chicago-land region to be built out forcing larger scale development further and further away from the job centers. This

expansion or push further out from the job centers is in large part due to the influence of the lake. A normal metropolitan area would look similar to the shape of a pie. Yet, when examining Chicago, nearly half of the pie is Lake Michigan forcing the remaining half to push out to compensate for loss of land.

The day concluded with an intense discussion of manufacturing and logistics as well as employment outlook for 2013. Offering a unique perspective on the Financial Forecast Forum was Village of Riverside Trustee Jean Sussman who enjoyed the topics but wanted further discussion of "how to set policy based upon the topics and look at the impacts into local revenues." While, the forecasts certainly left some folks longing for more discussion on "how to" proceed with the information presented, the reality is there are no "one-size" fits all set of policies. However, knowing what's on the horizon will go a long way to help finance and local government professionals begin asking the right questions and preparing for the future.

On behalf of the Center for Governmental Studies and ILCMA, we thank all of you who presented or attended and look forward to seeing you again next year.



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- March 26**  
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- April 11**  
*New Civics and the Impact of Globalization*
- April 30**  
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- May 18**  
*Leadership for Elected Officials*
- May 21**  
*Understanding Your Government's Finances and Financial Position*
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*Survival Tips for New Government Leaders (FOIA, Open Meetings Act, and more...)*

**We hope to see you at one, or more, of the sessions.**  
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## ILCMA Awards Program

### NOMINATE A COLLEAGUE TODAY!

NOMINATIONS DUE BY APRIL 19, 2013

ILCMA started the awards program in 1994 in order to honor those in the association who have exemplified excellent public service. There are two major award categories: The Robert B. Morris Lifetime Achievement Award and the Special Service Award. There are three categories within the Special Service Award: Service to the Profession, Service to the Association, and Service to the Community. The award criterion for each award is described in detail below.

#### Robert B. Morris Lifetime Achievement Award

The ILCMA Lifetime Achievement Award was renamed the Robert B. Morris Lifetime Achievement Award in 2004 in honor of Robert B. Morris. Mr. Morris was hired in 1951 as the Village Manager (VM) in Glencoe and was the first VM in Illinois not trained as an engineer. Bob went on to serve in the village of Glencoe for over 30 years. His distinguished career and ILCMA legacy is highlighted by many professional contributions and accomplishments including the following:

- In 1964 ILCMA hosted the ICMA 50th Anniversary Conference in Chicago, IL. Bob Morris served as the chair of the conference committee.
- Also in 1964 Bob Morris was elected ICMA Regional Vice-President.
- From 1982 – 1991 Bob served as Midwest Manager and Director of Training and Development, ICMA Retirement Corporation, Evanston, IL
- ILCMA joined the ICMA Range Rider program and Bob Morris became one of the first Illinois Range Riders. Les Allen, long time manager of Decatur, was his counterpart. Bob went on to serve as a Range Rider until 2006.

#### Qualifications

The Robert B. Morris Lifetime Achievement Award is presented to a retired individual who has served no less than 20 years in local government, at least eight of those in Illinois. Selection for the Robert B. Morris Lifetime Achievement award is based on the following criteria:

- 1) The nominee's professional contributions to the communities in which he/she has served;
- 2) The nominee's personal contributions to the communities in which he/she has served;
- 3) The nominee's contributions to the advancement of the local government management profession through leadership, advocacy, and the development of other professionals;
- 4) The nominee's exemplary service to the Illinois City/County Management Association;
- 5) A clear indication that the nominee has, throughout his/her career, dedicated himself/herself to public service above and beyond the organizations in which he/she served.

The award recognizes a manager whose service has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government (e.g., through service to the associations and the profession). An ILCMA Lifetime membership is awarded to the recipient.

#### Special Service Awards

Service to the Association  
Service to the Profession  
Service to the Community

#### Qualifications

The Special Service Award is presented to individuals who have notable association or affiliate activity and significant professional accomplishments, in the following areas:

- 1) Service to the Association: The nominee has actively served the Illinois City/County Management Association through exemplary service to an ILCMA committee, the executive board or has made other significant contributions to ILCMA.
- 2) Service to the Profession: The nominee has demonstrated concern for the support, well-being and growth of other professionals and those aspiring to a career in local government management or the nominee has actively promoted the profession to the community at large including but not limited to, university programs, Illinois Municipal League, and regional councils of government.
- 3) Service to the Community: The nominee has demonstrated exemplary service within one's organization by being an above average professional manager and having displayed the characteristics of integrity and leadership in order to provide exceptional service to one's community in order to get project(s) completed. This award can also honor a nominee who has served a cause that is beyond that of the municipality or county through volunteerism in national, state, regional and local organizations. This award can encompass private interests, family interests, acts of heroism, charitable acts, or social accomplishments.





## Year 2013 Awards Nomination Form



Name of Nominee \_\_\_\_\_

Current or Most Recent Position \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Please indicate the award for which you are nominating this individual.

\_\_\_\_ Robert B. Morris Lifetime Achievement Award

Special Service Award – **place an “x” in one area below**

\_\_\_\_ Service to the association

\_\_\_\_ Service to the profession

\_\_\_\_ Service to the community

In the space below, indicate the reasons the above individual is worthy of the award for which she/he is being nominated (may attach separate sheet if necessary). Please **DO NOT** submit multiple letters of support. Nominations must be **received by April 19, 2013**. Send a pdf form of the nomination to: Dawn Peters at [dpeters@niu.edu](mailto:dpeters@niu.edu). Please put ILCMA Award Nomination in the subject line.

Name of Nominator \_\_\_\_\_

Signature of Nominator \_\_\_\_\_

## IMPACT Delray – Individual Mentoring and Collaboration Team

by City of Delray Beach, FL

One of the challenges facing the City of Delray Beach is to effectively develop human resources into a high-performance workforce. The future of Delray Beach government is directly impacted by the skills, knowledge, abilities and education of its greatest asset – our employees. In order to successfully meet the challenges ahead, we must be able to answer the following:

- How will we equip emerging leaders to succeed in new roles when the current generation of key people retires?
- How will we enhance individual, team, and organizational performance, ensuring alignment with the mission of the City?
- How will we develop employee skill sets while offering challenges and the opportunity to grow into a high performance organization?

IMPACT Delray<sup>®</sup> answers these questions by providing an organizational development initiative designed to build and retain talent within the City.

IMPACT Delray<sup>®</sup> is a mentoring initiative designed to foster individual and organizational growth by encouraging people to challenge themselves both personally and professionally. The program's mission is to prepare employees to compete for future promotional opportunities while enhancing skills for their current position. Through instruction, practice, and individual mentoring, the goal is to develop leaders who will excel in business acumen, collaboration, organizational knowledge and emotional intelligence and to encourage organizational interdependence. IMPACT Delray<sup>®</sup> promotes experiential learning and sharing of institutional knowledge.

The mentoring program's strategy is designed to build skills directly related to the City of Delray Beach's core values and the competencies identified by ICMA's Management Practices. These characteristics have been identified as being critical to effective leadership in a high-performance organization. The program also provides an avenue for the Executive Committee, comprised of department heads, to participate in preparing the City's future leaders.

By keeping this primarily an "in-house" program, costs were kept to a minimum and gave the group the opportunity to work with each other on real problems. The city did hire an outside training provider to deliver the leadership curriculum. Rick Caldwell of RCultures, Inc. met with the group and used teaching, case studies, exercises and open discussions to build competencies in leadership, communication, teambuilding, public speaking, cultural competence and managerial skills.

The last half of each session was dedicated to exploring practical applications for what the group was learning. Led by Dot Bast, Training and Development Manager, the group completed a study of the book *Switch: How to Change Things When Change is Hard* by Chip Heath and Dan Heath, and attended a free simulcast by Dr. Henry Cloud about his book, *Necessary Endings*. A list of library books was made available for optional readings: *Emotional Intelligence* by Daniel Goleman; *Drive* by Daniel Pink; *360 Degree Leadership* by John Maxwell; *Seven Habits of Highly Effective People* by Stephen Covey. IMPACT Delray attended free seminars and webinars on management and leadership topics throughout the year.

One of the most innovative aspects of this project is the creative way in which it was funded. The City of Delray Beach hosted the Chick-fil-A Leadercast [[www.chickfilaleadercast.com](http://www.chickfilaleadercast.com)] on May 4, 2012. This is the third year that the City of Delray Beach has hosted this nationwide simulcast but the first time that we enlisted community sponsors and sold enough tickets to make a profit. We partnered with Office Depot and the Office Depot Foundation to host the event in the state-of-the-art auditorium in their corporate headquarters in nearby Boca Raton. Not only did we provide an excellent all-day leadership program for fifty of our managers and our local community, but we were able to reduce the total cost of IMPACT Delray to only \$3000 for the year.

As with most city governments, the City of Delray Beach has faced reduced revenues for the past four years and it would have been very easy to push a new mentoring program into the future "when things get better." But instead, the department heads embraced this initiative and worked together to make it successful. They approved and supported the mentees being away from their regular responsibilities for two half-days per month in order to invest in their future with the City.

The survey results from the first IMPACT Delray show significant improvement in three major areas of organization health: respect for the individual, collaboration, and trust. We have created an initiative that shows our employees that they are valued and it encourages them to stay with the City of Delray Beach. Retaining our talent will reduce the cost of replacing managers who are nearing retirement since the cost of recruiting, hiring and orienting a new department or division head from outside the organization costs thousands of dollars.

Another equally important outcome was the project that IMPACT Delray completed as their legacy to the City. They created "Team Delray," an annual process that brings all employee groups together in an annual brainstorming session. From these brainstorming sessions, a working committee volunteers to begin to solve the problems that were identified. The result of the first "Team Delray" was the beginning of an amazing grassroots effort where employees are taking responsibility to improve our workplace instead of just putting suggestions in a box or complaining to

(cont. on page 11)

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(cont. from page 11)

each other. Employees who do not necessarily have a leadership title are taking charge and working on ways to show staff appreciation by creating an outdoor "Zen garden/reading area" and a fitness room.

The commission meeting on June 19, 2012 was the forum we used for the graduation ceremony for IMPACT Delray. The mentees' presentation garnered support from the commissioners and improved the likelihood that this program will be funded for 2012-2013. Click here to see the brief video.

Most important, all of these outcomes will result in a more efficient and effective government to better serve our citizens, making us better stewards of the public trust.

The collaboration and synergy that have resulted from bringing nine "high potential" employees together for a year has already had a positive impact on our organization. New lines of communication between departments have been established, support systems are in place and a new generation of leadership has been launched. It is evident that this was not a passive learning situation but one in which real world issues were addressed and solved in a very practical manner. The model is one that would work well in any City that will invest time and talent in the development of its most important asset, its people.

To learn more about the city of Delray Beach, visit [mydelraybeach.com](http://mydelraybeach.com).

#### 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 joint Alliance and ICMA Knowledge Network at [www.transformgov.org](http://www.transformgov.org) or contact our Regional Director, Greg Stopka at [gstopka@transformgov.org](mailto:gstopka@transformgov.org).



NORTHERN ILLINOIS UNIVERSITY  
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*Outreach, Engagement, and Information Technologies*  
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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](mailto:craig.rapp@niu.edu)  
office: 312.242.1754  
mobile: 202.340.4114

[WWW.NIUCGS.ORG](http://WWW.NIUCGS.ORG)

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## Celebrate the Value of Professional Management: ICMA's Annual Awards Program

Have you or a colleague made a significant difference in the quality of life for your residents, your staff, or the local government management profession? If so, plan now to share the good news about those accomplishments by nominating a person or program to ICMA's Annual Awards Program. Applications are being accepted through March 8, 2013.

ICMA's Annual Awards program honors creative contributions to professional local government management and increases public awareness of the value of professional management to the quality of life in our communities. An independent [Awards Evaluation Panel](#) of 17 U.S. and international ICMA members selects each year's award recipients.

### Annual Awards Categories and Eligibility Requirements

ICMA's Annual Awards Program is divided into two categories: the Professional Awards, which recognize the individual achievements of chief administrative officers, assistant administrators, and others; and the Program Excellence Awards, which are presented to local governments and their chief administrators in recognition of their creative and successful programs. Nominations are accepted from both U.S. and International jurisdictions.

#### PROFESSIONAL AWARDS

ICMA Professional Awards recognize individual achievement that may have been accomplished through tenure with a number of local governments or organizations. **Professional Award Application forms are due to [awards@icma.org](mailto:awards@icma.org) on or before March 8, 2013.**

Nominators may nominate an individual to only one Professional Award category per year:

- **Award for Career Excellence in Honor of Mark E. Keane** recognizes an outstanding chief local government administrator who has fostered representative democracy by enhancing the effectiveness of local elected officials and by consistently initiating creative and successful programs. Eligibility: ICMA Full Membership, a minimum of 10 years of executive, senior-level service to the profession, and endorsement by a past or present elected official. This award is accompanied by a \$5,000 stipend to promote professional development of local government managers, through the generous support of [ICMA-RC](#).
- **Award for Career Development in Memory of L. P. Cookingham** recognizes an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management. Eligibility: ICMA Full Membership
- **Assistant Excellence in Leadership Award in Memory of Buford M. Watson, Jr.**, recognizes a local government management professional who has made significant

contributions toward excellence in leadership while serving as an assistant (regardless of title) to a chief local government administrator or department head. Eligibility: ICMA Membership and endorsement of the CAO of nominee's jurisdiction. Must be full-time assistant reporting to a chief local government administrator or department head who has been responsible for significant administrative duties for at least one year (not including internships in conjunction with an academic program).

- **Academic Award in Memory of Stephen B. Sweeney** recognizes a classroom instructor who has made a significant contribution to the formal education of students pursuing careers in local government. Eligibility: Unrestricted

#### PROGRAM EXCELLENCE AWARDS

ICMA Program Excellence Awards are presented to local governments and their chief administrators in recognition of their innovative and successful programs. Each Program Excellence Award category may have multiple recipients.

Awards are presented to local governments for each of three population ranges: less than 10,000, 10,000-49,999, and 50,000 and greater. Multi-participant nominations will be classified in the population range that corresponds to the population of the largest participating organization.

Any local government whose chief administrator is an ICMA Full Member is eligible to receive a Program Excellence Award. Local governments must limit their nominations to one program per category--with a maximum of four Program Excellence Award nominations per year. Each nomination must be distinct from the others. Eligible programs must have been fully implemented by **January 31, 2012. Program Excellence Award Application forms are due to [awards@icma.org](mailto:awards@icma.org) on or before March 8, 2013.**

- **Community Health and Safety Awards** recognize the local government programs or processes that demonstrate innovation, excellence, and success in the community's safety, health, and/or wellness, including enhancement in the quality of life for the disadvantaged. This category is sponsored in part in memory of Carolyn Keane, first wife of former ICMA Executive Director Mark Keane, and in memory of Bill and Alice Hansell, parents of former ICMA Executive Director Bill Hansell.
- **Community Partnership Awards** recognize the programs or processes that demonstrate innovation, excellence, and success in multi-participant involvement between or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.
- **Community Sustainability Awards** recognize the innovative local government programs or processes that demonstrate innovation, excellence, and success in balancing that community's social, economic, environmental, and cultural needs.
- **Strategic Leadership and Governance Awards** recognize the innovative and successful local government programs or processes that have significantly affected a local government organization's culture or strategic direction.

*Applications for both the **Professional Awards** and the **Program Excellence Awards** are due by **March 8, 2013**. Applications should be emailed to [awards@icma.org](mailto:awards@icma.org). Applications should not be mailed or faxed. The Awards Evaluation Panel welcomes nominations from both our U.S. and International members.*

# 2013 ICMA Midwest Regional Summit

WHEN

4-5 April 2013

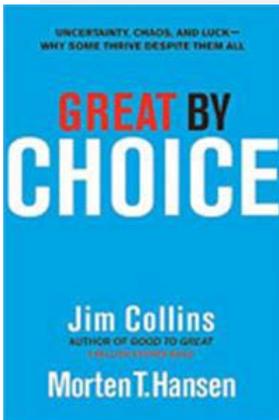
WHERE

Radisson Blu Mall of America 2100 Killebrew Dr, Bloomington, Minnesota 55425

**Announcements:** Reserve your room today. Registration is open. Don't miss this unique opportunity.

The ICMA Midwest Regional Summit is a networking and professional development opportunity for members and state officers in the Midwest. All ICMA members and state officers in Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, and Wisconsin are invited to attend the ICMA Midwest Regional Summit.

## ICMA University Workshop -- GREAT by CHOICE!



### The Decade of Local Government and the Twenty Mile March

Join Bob O'Neill, ICMA executive director, and colleagues for a discussion of Jim Collins' Twelve Questions for Leadership Teams as outlined at the 98th ICMA Annual Conference in Phoenix, Maricopa County/Arizona.

Among other issues we will ponder the concepts of:

- twenty mile march,
- bullets to cannonballs
- Productive paranoia
- increasing return on Luck
- the application of these concepts to local government.

Participants should review the 12 Questions, read *Great by Choice*, and come ready for a conversation that includes examples of how they apply the ideas in *Great by Choice* to effective local governments today and in the next decade.

At the Midwest Regional meeting Bob will be joined by Mike Baker, deputy village manager, Downers Grove, IL, Milton Dohoney, city manager, Cincinnati, OH, Simon Farbrother, city manager, Edmonton, Canada, and Felicia Logan, ICMA director of leadership development, for a thought provoking and capacity building ICMA University workshop based on the work of Jim Collins and his book, *Great by Choice*.

- Required Reading: *Great By Choice*
- 12 Questions for Leadership Teams

## Room Reservations

### Venue Details

**Hotel:** Radisson Blu Mall of America

**Reservations:** 800-333-3333 - **Reservations open!**

**Room Rate:** ICMA rate of \$99; *Indicate that you are attending the ICMA Midwest Regional Summit.*

**Hotel Cut-off:** March 13, 2013

Questions about the Summit: Contact Sallie Burnett via email [sburnett@icma.org](mailto:sburnett@icma.org) or at 864-541-8678.

**CONSIDER YOUR STAFF FOR THE YOUNG PROFESSIONALS LEADERSHIP INSTITUTE, APRIL 3-4, 2013.**

**SUMMIT TENTATIVE AGENDA**

**Thursday**

Mid Career Managers Institute

**REGIONAL SUMMIT BEGINS**

1:30-4:30 ICMA University Workshop: Great by Choice

5:30-6:30 Reception - sponsored by ICMA-RC

6:30-8:30 Dinner - "Celebrating the Profession"

**Friday**

7:30-8:15 Breakfast

8:15-10:00 Conversation with Bob O'Neill, Executive Director, ICMA

10:15-12:00 Regional Meeting of State Officers and Members

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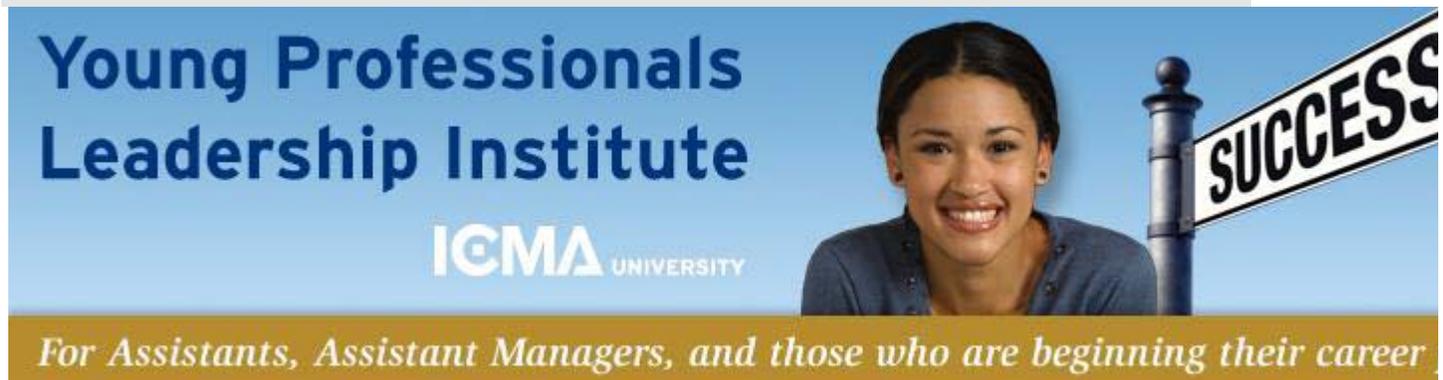


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## Young Professionals Leadership Institute

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



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

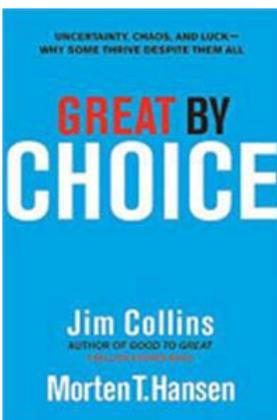
A special ICMA University leadership program that offers young professionals a way to build their leadership skill set through the art and practice of leadership. ICMA University workshops are being presented as a special offering to young professionals, preceding the ICMA Regional Summits that are scheduled for March, April and May in the Southeast, Northeast, Midwest, Mountain Plains and West Coast regions.

**GREAT VALUE!** The cost of this special leadership skill building offering is \$99! This fee does not include lodging.

### **Who Should Attend**

- Assistants
- Assistant Managers
- Those who are beginning their career path in local government
- **Managers, you are encouraged to invite young professionals to attend this leadership institute.**

### **2013 PROGRAM**



Whether you are new to the profession or new in the profession of local government management, you are welcome to join us at the Young Professionals Leadership Institute held prior to each of the 2013 ICMA Regional Summits. The 2013 YPLI will focus on application tools to help individuals implement the ideas presented in Jim Collins' book "Great by Choice". Participants are strongly encouraged to reading the book before attending the Institute.

Our work will begin on Wednesday, with an ICMA University Workshop "Living Great by Choice" conducted by Felicia Logan, ICMA Director of Leadership Development.

## Living Great by Choice

Participants will work to identify practical applications of the core concepts from the Great by Choice book of

- **10X Leadership:** characteristics of companies, organizations and people that have shown exceptional performance
- **The 20 Mile March:** the fanatic discipline that allows you to reach your goals
- **Fire Bullets, Then Cannonballs:** innovation based on the combination of creativity, discipline and data
- **Leading above the Death Line or Productive Paranoia:** practices of preparation and creating reserves to enable you to achieve more
- **SMaC or principles that are Specific, Methodical and Consistent:** teaches the power of common vision, direction and culture
- **ROL or Return on Luck:** teaches us that it's not what happens but what we do with it that makes the difference

During the workshop participants will engage in a series of exercises and discussions designed to strengthen your ability to lead from wherever you are in your organization. You will build a personal plan of action based on the core concepts of Great by Choice that are outlined above.

**Wednesday Evening:** You are invited to build connections informally during an ICMA hosted conversation hour.

### Thursday

**8:30 - 10:30 a.m.: *Leading Local Government in Challenging Times.***

Thursday morning will begin with a conversation about how to lead local government in challenging times and in particular will explore the role of local government professionals. Come ready to discuss, dissect, challenge and contribute to the conversation.

Throughout ICMA's conversations with members and other stakeholders over the past two years the 6 practices (outlined below) keep rising to the surface. They reflect the actions required of professional managers to ensure great communities. To achieve successful communities, local government professionals need to...

1. Add value to the quality of public policy and produce results that matter to their communities.
2. Take a long-term and community-wide perspective.
3. Commit themselves to ethical practices in the service of public values.
4. Help build community and support democratic and community values.
5. Promote equitable, fair outcomes and processes.
6. Develop and sustain organizational excellence and promote innovation.

(Bob O'Neill, ICMA, executive director, will present this session in all regions except the Mountain Plains where Ron Carlee, ICMA, chief operating officer will present this segment).

**Pre-reading** of the article [Leadership and the Profession: Where to From Here?](#) in the March 2013 issue of *Public Management* magazine is strongly recommended.

## 10:45-11:45 a.m.: Are Your Finances Great by Choice?

The YPLI session will end with a conversation led by ICMA-RC specialist Kathryn Kurre who will help you better understand what it takes to make the decisions that will allow your future to be one of choice. Come ready with practical questions about how your present actions can create a bright financial future regardless of the economy. Kathryn will be joined by experienced managers in the conversation about how to keep your personal finances strong in the real world of local government.

## Room Reservations

**Hotel:** Radisson Blu Mall of America

**Reservations:** 800-333-3333 **Reservations open.**

**Room Rate:** ICMA rate of \$99; *Indicate that you are attending the ICMA Young Professionals Leadership Institute.*

**Hotel Cut-off:** March 13, 2013

Questions about the Summit: Contact Sallie Burnett via email [sburnett@icma.org](mailto:sburnett@icma.org) or at 864-541-8678.

### YPLI TENTATIVE AGENDA

#### Wednesday

1:00 -4:30 p.m. ICMA University Workshop

4:30-6:00 p.m. Social networking—classic style. Join your colleagues to continue networking complete with light refreshments

Dinner on your own

#### Thursday

8:30-10:00 Conversation with Bob O'Neill, Executive Director, ICMA

10:30 a.m.-11:30 a.m. Leading a Balanced Life

11:30 a.m. -12:00 p.m. Observations and Evaluation—Who are we now? What's our story? What's our style?

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(cont. from page 2)

As to the role of city/village managers in the Water Agency, and the benefit this involvement provides to the region as a whole, Jim Norris, Village Manager of Hoffman Estates, and the Chair of the Finance Committee, stated that "At the macro level, our community's participation in JAWA has enabled Hoffman Estates to have access to a reliable, high quality source of potable water, at the micro level, I think my involvement has enabled the Village to participate in high quality recommendations and decision-making regarding the provision of water, obviously a huge quality of life issue."

The quality of life, and how it is defined by different communities was also a theme mentioned by Joseph Fennell, Executive Director of NSM-JAWA, and a life-time public works professional. "Managers as Executive Committee members bring a varied and wide ranging set of experiences to the decision-making process. Assortments of issues, across a vast service area, are influenced by the perspective of different communities within the agency – each having different neighbors and different influences."

Gary O'Rourke, Village Manager of Streamwood, and a former police chief in that municipality, compared the benefits of Agency membership to other successful intergovernmental cooperatives which he has successfully worked with including joint 911 dispatch centers, emergency response cooperatives such as the Northern Illinois Police Alarm System (NIPAS), the Mutual Aid Box Alarm System (MABAS), Illinois Public Works Mutual Aid Network (IPWMAN), and regional planning and transportation projects. All of these cooperative efforts were formed to more efficiently and effectively serve the public, and city/village managers take active roles in their creation and management.

Elected Official Support: Any intergovernmental effort in which city/village managers become involved must have the support of local elected officials. In the democratic systems of our cities and villages, city/village managers serve at the pleasure of their elected boards. This structure has been duplicated for the Water Agency in that the elected officials, through their participation on the Board of Directors, set Water Agency policy. The Executive Committee Members provide oversight for the budgeting process and the overall strategic direction of the organization, while the Executive Director administrates the various functions of the agency; such as: maintenance and construction of water distribution systems including transmission mains and storage facilities, grant management, and the structuring and management of utility system debt from water revenue bond sales and IEPA loans.

Since city/village managers serve at the pleasure of their elected boards, they must always be primarily concerned with the needs of their own communities, and regional responsibilities can be very time consuming. Given this priority, how do mayors/village presidents and boards of trustees/city councils demonstrate their support of a city/village manager's participation in intergovernmental cooperative efforts, like being a member of the NSM-JAWA Executive Committee?

Ken Fritz reports that "typically the local governments appoint their Managers as representatives to the agency by resolution of the {governing} board. In addition, Village Boards provide the Manager with the time to spend attending to JAWA business."

Jim Norris thinks that he is "extraordinarily blessed in this regard", as his community's "Mayor and Village Board want {him} involved in as many of these intergovernmental cooperatives as {possible}, and they encourage {him} to become involved in leadership positions.

Ray Rummel states that since "elected officials serve on the Board of Directors of JAWA, they provide the freedom and flexibility to operate the organization in a professional, business-like manner."

Jim Norris believes that his participation ensures that Hoffman Estates always has a voice concerning regional issues. "Our Board has a published goal related to intergovernmental cooperation and obviously my involvement is an illustration of how the Village is working to achieve that goal."

Gary O'Rourke is pleased that "{his} President and Board of Trustees encourage intergovernmental cooperation and provide the time and resources for the village manager and staff to serve in various roles in the cooperatives to which we belong." Ken Fritz advises that Boards can be helpful {when participating in intergovernmental efforts} by understanding that working within the group may require compromise.

**Conclusion:** In Ray Rummel's opinion, "municipalities do not function as islands onto themselves, but do function as part of a regional community. The health and vitality of the region is of importance to each member. Intergovernmental cooperatives such as JAWA enhance the region by delivering higher quality services at far lower costs than can be attained by individual municipalities. In the end, every resident and business in the region benefits."

The citizens of our communities are well served by professional city/village management on a daily basis. This service is evidenced by safe streets upon which to drive, bike and walk, dedicated public safety officers on patrol, fire suppression and emergency medical services readily available, snow removal to keep commerce moving, and in the case of the Water Agency, a safe and plentiful supply of potable water; in the aggregate, an overall feeling of a satisfactory quality of life. Regional cooperation, accompanied by a high level of city/village manager participation, while sometimes "behind the curtain", is key to maintaining and improving that all important quality of life for all of the citizens and businesses in regions across the State.

\* The NSM-JAWA Executive Committee Members not quoted in this article include Michael Janonis, Village Manager of Mount Prospect, Chair, Barry Krumstok, City Manager of Rolling Meadows, and Juliana Maller, Village Manager of Hanover Park

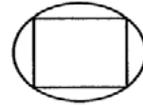
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# Metro Managers



Present  
March Luncheon Speaker  
**Professor Paul Green**

**Illinois Government: The Widening Gap Between Politics and Budgets**

A look at the disconnect between elections-regionalism and basic state budget issues. Why and how Illinois cannot or will not deal with major issues impacting sound governance due to the mismatched aims of politics and government.

*"The iceberg that sank the Titanic is an ice cube compared to the pension mess that could sink Illinois and its 12 million residents,"* said Paul Green in a recent WGN radio broadcast.

We are pleased to present our Guest Speaker, Paul Green, the Director of the Institute for Politics and Arthur Rubloff Professor of Policy Studies at Roosevelt University.



**Date:** Thursday, March 21, 2013

**Location:** Harry Caray's Restaurant  
70 Yorktown Center  
Lombard, Illinois

**Time:** 11:30 a.m. networking – 12:00 p.m. luncheon

**Cost:** **\$25.00** check or cash payable at the door (Interns & MITs are free).  
Additional \$5.00 charge for invoicing the cost of luncheon.  
**\$50.00** if also attending the ILCMA Professional Development Event:  
*"Beyond Big Data"*

**RSVP:** By **March 15** via online registration with credit card at:  
<http://www.ilcma.org/forms.aspx?FID=79> or to Alex Galindo at  
[agalindo@niu.edu](mailto:agalindo@niu.edu) or call 815-753-5424.

*Cancellations must be made by **March 15**. Any cancellations after that date will require full payment for the luncheon.*



# MARCH IAMMA EVENT

## SPEAKERS:

Valerie Salmons:

Village Administrator  
Village of Bartlett

Mike Cassady:

Village Manager  
Village of Bensenville

Bob Franz:

Former Village Manager  
Village of Deerfield

## ROUNDTABLE DISCUSSION:

### LESSONS LEARNED IN MANAGEMENT

Join IAMMA for this roundtable discussion with current and former Municipal Managers as they discuss their experiences working in and around government.

The topics covered will vary from personnel & organizational challenges, working with the private sector, working with elected officials, and the skills needed in a managerial role.

This is a free event!

Breakfast from Panera will be provided.

Please RSVP by March 11 to  
Joe Carey  
847-357-4006

[JCarey@elkgrove.org](mailto:JCarey@elkgrove.org)

March 13, 2013  
8:30 A.M.-10:30 A.M.  
Elk Grove Village Hall  
901 Wellington Ave  
Elk Grove Village, IL 60007



# *The ILCMA Professional Development Committee Presents "Beyond Big Data"*

**The problem:** Analytics and data-driven decision making have become focal areas in business. Leaders are asking for more data and better analytics. Despite this increased attention to big data, decisions don't always improve. It's not the data, it's the way leaders approach it. Many approach "big" data from a "small" data mindset. Dealing with big data requires overcoming three obstacles:

- **Our brains** – our brains have evolved to ignore, invent, and distort data\*. That's key for survival, but disastrous for making business decisions.
- **Our approach** – we have been conditioned to take an information-based approach to gathering, analyzing, and communicating data. This leads to having too much data and too little interpretation.
- **Our reports** – our reports are designed to convey information and facts rather than actions and decisions. This creates confusion, undermines our ability to find meaning in data, and ultimately slows down decision making and action.

**The Solution: Rethinking Data** is a two-hour presentation. The session is highly interactive challenging participants to engage with data and problems in new ways. The session also provides tools and templates to enable leaders to better structure their analysis and communication of data.

**Session outcomes:** Improve fact-based decision making and actions by compensating for the brain's limitations in processing information, drawing greater meaning and insight from data, and improving the clarity and efficiency of reports.

**Speaker: Brad Kolar, Kolar Associates**

\* Macknik, Stephen L., and Susana Martinez-Conde, "The Neuroscience of Magic" lecture at Fermilab, Batavia, Illinois, April, 2012

<b>Date:</b>	Thursday, March 21, 2013	
<b>Time:</b>	9:00 a.m.	Registration and Continental Breakfast
	9:30 – 11:30a.m.	Presentation
<b>Location:</b>	Harry Caray's 70 Yorktown Center Lombard, IL	<b>Addresses ICMA Practice Area:</b> 5 - PERFORMANCE MEASUREMENT/MANAGEMENT AND QUALITY ASSURANCE
<b>Cost:</b>	\$30 for Professional Development Only \$50 if also attending the Metro Manager Luncheon (\$5 discount) Members in Transition – please e-mail or call Alex below to register	
<b>RSVP:</b>	Phone in Registration 815-753-5424	
<b>By March 15</b>	Email registration to Alex Galindo at <a href="mailto:agalindo@niu.edu">agalindo@niu.edu</a> Online Registration with Credit Card: <a href="http://www.ilcma.org/forms.aspx?FID=79">http://www.ilcma.org/forms.aspx?FID=79</a>	
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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.)

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

Kathy Katz  
kselake@gmail.com  
847-721-7602

Cathy-Ann Romero  
cathyromero@comcast.net  
847-705-4942  
Cell: 847-732-4942

Sue McLaughlin  
imanagectz@yahoo.com  
217-254-2741

Greg Seefeldt  
gseefeldt@hughes.net  
712-269-0700

Dawn Wucki-Rossbach  
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847-934-1562

David Strohl  
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Cell: 309-253-3923

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## Village of Itasca, Community Development Director / Assistant Village Administrator

The Village of Itasca is seeking a full-time Community Development Director / Assistant Village Administrator. This position will be responsible for the direction of work relating to the Community Development department, economic development, marketing of the Village, and the creation of new programs to assist new and existing businesses. He/she will also assist the Village Administrator in the budget preparation, personnel administration, safety and risk management activities, department coordination as well as provide support and input to the Village Administration, Mayor and Village Board as well as various commission's such as the Plan Commission, Historical Commission and Community Development Committee.

The work requires exercise of independent judgment and initiative and the application of considerable knowledge of governmental structures and operations in meeting a wide variety of assignments involving continual public intergovernmental and inter-department relations.

The Village of Itasca, is looking for that exceptional candidate who possesses the strong background in management, development and marketing as well as experience in planning, zoning, redevelopment, while maintaining strong relationship within the outside professionals as well as the Village's management team. They will also act as the Village Administrator in his/her absence. Requires a Master's Degree with major coursework in urban and regional planning, public administration or closely related field. MA or MPA preferred. Requires seven (7) years progressive administration responsibility with at least 5 years' experience supervision personnel. Salary for this position is anticipated to be \$90,000 annually. Applications will be accepted until end of day, March 21, 2013. Applications, resumes must include salary history to be considered. Please send to:

Sally Carter  
Benefits / Human Resources  
550 W. Irving Park Rd.  
Itasca, IL 60143

## Village of Woodridge, Management Analyst, Police Department

The Village of Woodridge, a progressive community located in south Central DuPage County has an opening for a Management Analyst in the Police Department.

This full-time exempt-level position will work under the general direction of the Chief of Police and will be responsible for the management of special and high profile projects, public relations, budget preparation, risk management, community relations, personnel, grant management and intergovernmental coordination.

The Village is seeking candidates with strong administrative and analytical skills. The ability to communicate effectively verbally and in writing with employees, supervisors, vendors, agencies and the public is essential. The successful applicant will have a Bachelor's Degree in Public Administration or a related field. A Master's Degree is preferred with at least two years of practical



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experience in municipal management. This position demands general management skills be applied and developed in an operating department environment and therefore, experience in a Police Department is not necessary.

The starting salary for this position is \$27.91 per hour. The Village offers a full complement of benefits including paid holidays and personal days, vacation and sick time as well as health and life insurance.

Interested candidates should submit a cover letter, resume, salary history and a completed Application for Employment to: Human Resources, Village of Woodridge, 5 Plaza Drive, Woodridge, IL 60517. Employment applications and accompanying documents may be submitted on-line on the Village's website, [www.vil.woodridge.il.us](http://www.vil.woodridge.il.us). Employment Applications and accompanying documents will be accepted through March 22, 2013.

Applicants with disabilities who will need accommodations in order to complete any portion(s) of the application should contact the Administration Department.

### **City of Geneva, City Engineer/Assistant Director of Public Works**

The City of Geneva, Illinois is accepting applications for the City Engineer/Assistant Director of Public Works. The Engineering Division currently has 5 employees. The position is appointed by the Mayor with the consent of the City Council and reports to the Director of Public Works. The City Engineer/ADPW is responsible for providing leadership in management, planning, and staffing of engineering within the City.

The position requires a minimum of a B.S. degree in civil engineering and PE license. A minimum of five to seven years of progressively more supervisory experience is also required. The starting salary range for this position is \$81,576 - \$98,294 annually with a top salary range of \$114,991.

Interested candidates should submit a resume, including salary history, and a completed City of Geneva job application to Lisa Jepson, HR Manager, 22 South First Street, Geneva, IL 60134 or by e-mail to [ljepson@geneva.il.us](mailto:ljepson@geneva.il.us) no later than March 15, 2013. Job applications can be found at [www.geneva.il.us](http://www.geneva.il.us) under "Jobs." Applications will not be accepted via facsimile.

The City of Geneva is an Equal Opportunity Employer



### **Village of Lake Zurich, Management Analyst**

The Village of Lake Zurich has an immediate need for qualified candidates for the position of Management Analyst. Under limited direction, performs independent administrative work researching, planning, organizing, and coordinating activities of the Village Manager. Individual will be primarily responsible for bi-monthly agenda preparation and distribution, managing and tracking FOIA requests, comprehensive Village record keeping and retention, public relations; including press releases and coordination of media, and research and analysis.

The starting salary for this position is \$58,132 annually, plus a comprehensive benefits package. The Village of Lake Zurich is an equal employment opportunity employer.

#### **Qualifications**

The successful applicant must possess a bachelor's degree from an accredited four-year college or university in public administration or related field; and two or more years progressively responsible related experience in governmental, or any combination of education, training, and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the position. Ideal candidate would be a recent graduate of an accredited MPA program.

#### **Process**

Candidates should apply with resume, cover letter, and contact information for three professional references to: Division of Human Resources, Village of Lake Zurich, 70 E. Main St., Lake Zurich, IL 60047, or e-mail [hr@volz.org](mailto:hr@volz.org). Position open until filled, first review to be done early March.

### **City of Flora, City Treasurer**

The City of Flora is accepting applications for a City Treasurer. The position works in conjunction with the City Administrator. The City has an excellent salary and benefit package.

The City Treasurer's responsibilities include financial reporting, preparing reports for the annual audit, cash management and all investment activities, general ledger maintenance, preparing with the City Administrator and maintaining the annual budget and capital improvement plans, tax levy preparation, payroll, accounts receivable and accounts payable, preparation of State reports and supervision of accounting staff. Total city budgets exceed \$23 million.

Qualified applicants should possess a Bachelor's degree in accounting or finance.

Interested candidates should send their resume along with a cover letter, salary history and salary requirements and three professional references to the Office of the City Administrator, City of Flora, 131 East Second Street, P.O. Box 249, Flora, Illinois 62839. Deadline for submitting information is April 15, 2013.

### City of Peoria, Public Works Director

Public Works Director - Peoria, Illinois (pop. 115,234) seeks progressive administrator to lead the Department of Public Works (79 FTE) providing service to an established, diverse, full service city, located in the heart of the Midwest. Bachelor's degree from an accredited four-year college or university in Business Administration, Public Administration, Civil Engineering, construction management or a related field; a related advanced degree and Professional Engineer (P.E.) certification are desirable. A minimum of 10 years of management level experience in public works administration is required. Strong interpersonal leadership, long-range planning, motivational and administrative skills required. Open, accessible, participatory management style with excellent communication skills essential. Appointed by City Manager. Salary is \$130,000 +/- DOQ, with excellent benefits. City residency is required within one year of appointment. Additional information regarding the position can be found at the Consultant's website: [www.voorheesassociates.com](http://www.voorheesassociates.com). Candidates should apply by March 8, 2013 with résumé, cover letter, and contact information for five professional references to Greg F. Ford, at [www.VoorheesAssociates.com/current-positions](http://www.VoorheesAssociates.com/current-positions). Tel: 847-580-4246.

### City of Peoria, Corporation Counsel

Corporation Counsel - Peoria, Illinois (pop. 115,234) seeks dynamic legal counsel to lead the Legal Department (7 FTE) providing legal services for the municipal organization in an established, diverse, full service city located in the heart of the Midwest. Serves as legal counsel for the City of Peoria. Bachelor's degree from an accredited four-year college or university in a related field, supplemented by a Juris Doctorate and state license to practice law. A minimum of 10 years of progressively responsible related experience is required. Strong interpersonal leadership and administrative skills required. Open, accessible, participatory management style with excellent communication skills essential. Appointed by City Manager. Salary is \$130,000 +/- DOQ, with excellent benefits. City residency is required within one year of appointment. Additional information regarding the position can be found at the Consultant's website: [www.voorheesassociates.com](http://www.voorheesassociates.com). Candidates should apply by March 8, 2013 with résumé, cover letter, and contact information for five professional references to Gregory F. Ford, at [www.VoorheesAssociates.com/current-positions](http://www.VoorheesAssociates.com/current-positions). Tel: 847-580-4246.

### Village of Glencoe, Assistant to the Director of Public Works

The Village of Glencoe (pop. 8,723) is seeking qualified candidates for the full-time position of Assistant to the Director of Public Works. Position assists the Director of Public Works with daily administrative functions and performs management analyses of various departmental functions and divisions.

Desired candidates will possess: (1) a bachelor's degree in engineering, business/public administration or closely related field (master's degree preferred); (2) 4 years of related technical or supervisory experience; (3) knowledge of the principles & practices of public administration and the practices of public works operations, including utility systems construction, maintenance & repair; (4) thorough knowledge and experience in budget preparation; (5) strong analytical and communications skills; (6) writing and grammar skills necessary to prepare office correspondence and detailed written reports; (7) general proficiency with Microsoft Office (Word, Excel, PowerPoint) and GIS software applications; and (8) a valid Illinois driver's license.

Position Salary Range: \$55,198 - \$88,934  
Position Hiring Range: \$55,198 - \$63,478

Submit cover letter, resume and completed employment application to Village of Glencoe, 675 Village Court, Glencoe, IL 60022, Attn: Village Manager's Office by 4:00 p.m. on Monday, April 1, 2013. Applications available online at: [www.villageofglencoe.org](http://www.villageofglencoe.org). EOE.

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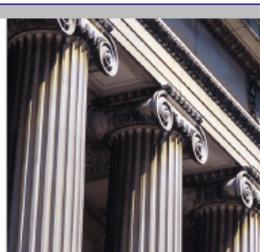
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is published ten times a year by the Secretariat. The deadline for ads or article submission in the newsletter is the 10th of the month prior to each month's issue.

### Executive Director/Editor

**Dawn S. Peters**

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Fax: 815-753-7278

dpeters@niu.edu

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### ICMA Range Riders in IL

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Contact information for Range Riders:

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jane.franko@charter.net

John Phillips  
309-428-5495  
phillipsjohn99@gmail.com

Glenn Spachman  
630-529-6228  
g.spachman@sbcglobal.net

### The Communication Tool for ILCMA & IAMMA

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

- Displays the most current 10 questions asked
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- Allows you to build your own profile so that it is personalized to your interests
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- Ability to capture, store, sort and view all current and archived information
- See the latest questions from both associations – as well as your topics of interest
- Ability to respond to a posted question as well as an e-mailed question



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