

Volume 89, Number 3

October 2008



# City/County Management *in* ILLINOIS

*Strengthening the quality of local governance through professional management*

## Calendar of Events

Visit [www.ilcma.org](http://www.ilcma.org) for complete event information

### October 16, 2008

Metro Managers Luncheon  
Location: Elk Grove Village

### October 23 & 24, 2008

Downstate Fall Meeting  
Rock Falls, IL

### October 24, 2008

State of Illinois  
Green Governments Coordinating Council presents  
The 2008 Sustainable Cities Symposium  
Benedictine University Krasa Center  
Lisle, IL

### November 20, 2008

Metro Managers Meeting  
Oak Brook Bath & Tennis Club

### November 20, 2008

Professional Development Session  
Oak Brook Bath & Tennis Club

### February 25 - 27, 2008

ILCMA Winter Conference  
Moline, IL

### June 10 - 12, 2009

ILCMA Summer Conference  
Eagle Ridge Inn & Resort  
Galena, IL

## Welcome New Members

Michael Doty, county administrator, Carroll County

Rebecca Suhajda, administrative intern,  
village of Hoffman Estates

Jared Voto, management analyst, city of St. Charles

Jamie Belongia, management intern, village of Downers Grove

James R. Thompson, Associate Professor,  
Dept of Public Administration, University of Illinois-Chicago

John Marquart, city administrator, city of Oak Forest

## Who's Who Membership Directory Updates

Matthew Formica, Grayslake assistant village manager, has been appointed as the new Lindenhurst village administrator.

Michael Marzal accepted a position as assistant to the village administrator with the village of Lincolnwood, IL. His new contact information is:

Michael V. Marzal  
Assistant to the Village Administrator  
Village of Lincolnwood  
6900 North Lincoln Avenue  
Lincolnwood, Illinois 60712  
(Ph) 847-745-4715  
(Fx) 847-673-9382  
[mmarzal@lwd.org](mailto:mmarzal@lwd.org)

**visit ILCMA's new website @**  
**[www.ilcma.org](http://www.ilcma.org)**

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Each month the President's Column will be used by ILCMA's affiliate organizations and committees to update the membership on what is happening.

### Presidents Column

## TRAINING FOR TODAY'S MANAGER

*By Katy Rush, Village Manager, Riverside  
Professional Development Committee Chair*

The 2008-09 ILCMA Professional Development Committee will be offering you a wide variety of training opportunities this year. The Committee members began meeting in July to brainstorm ideas we thought you might find helpful in both maintaining your ICMA credentialing and honing your day-to-day skills as an assistant or city manager.

The Committee will be focusing on having statewide opportunities for training and we are hoping to have training that will serve the purpose of many individuals.

Our first program in November will be conducted in the morning of the METRO Managers November 20, 2008 luncheon meeting. Tools for Greening Your Agency will be a practical approach to how you can actually bring the 'green' movement to your facility in easy and affordable ways. A modest \$15 fee will allow you to attend the event. Kathy Katz (Oak Brook Terrace) has put together a program we certainly feel will be attractive to not only our membership but also elected and other appointed members of your community. Oak Brook Bath and Tennis Club is the site for the training.

The Committee will next offer to the membership, an ICMA program, just in time for the transitions that are sure to occur post the April election cycle. We will offer "Managing in a Difficult Political Environment" which will be held in conjunction with the Winter Conference which is in Moline this year. We will hold this program on Wednesday before the conference. It will be a great way to get you and maybe some of your staff members up to speed for this crazy election season.

In March, we hope to offer two different types of programs for the membership. For those of you wanting a quick bit of information, ILCMA will be working with the 2016 Olympic Committee to talk with the membership about how the GAMES may affect our communities and the region. Again, we will promote this session as a 'preconference' effort to coordinate with the METRO lunch in March.

In a very exciting venture, ILCMA is exploring an event coordinated with the University of Illinois-Chicago on E-Government. We are finalizing a full-day program with the University so that it is convenient for those local to the area, and be attractive to those in the greater region and state. We certainly want to make it affordable, as only one-night stay would be required for those coming in from out of town.

In another new venue, the Committee, through the efforts of Steve Jones (Glen Ellyn), has been exploring the opportunity to have a training program in Springfield closely associated with the dates of the IML Drive Down. Attempting to get more bang for our buck is a key goal for this group. Many members participate in the IML or drive down for their COG and it would be a great time to tack on an event to mobilize the membership. We have been working with the IML to coordinate the effort. Help us

evaluate this offering, particularly the timing of the activity, by talking with Steve Jones or Katy Rush during the upcoming IML conference. Our topic for the session is on the difficulties of recruiting for key positions within the organization.

Our last scheduled program of 2008-09 will occur as the pre-conference workshop held as part of the Summer Conference. Disaster Cedar Rapids: "The Lesson Learned" is our planned topic. Through the efforts of Sharon Peterson (LaGrange), preliminary discussions are underway with the City Manager, Jim Prosser. Some of you may remember Jim as he worked with Ehlers as a consultant a few years back and worked extensively in the south suburbs as well.

In a new direction, the Committee is interested in collaborating with the National Coalition Building Institute to offer their diversity training as a statewide program. This is an effort to engage more communities throughout the state and work with not only city managers and assistant managers but engage the lower line employees to attend this type of session. This effort may offer us an opportunity to engage the SWICMA group (St. Louis region) in our training efforts and will assist us in reaching our downstate members.

The Committee will provide high quality professional development opportunities to facilitate the performance of the professional local government manager. The opportunities shall be associated with the established affiliate groups and other professional association opportunities. Development sessions will occur throughout the state.

### ILCMA Members Appointed to ICMA 2008 Committees

The following ILCMA members have been appointed to serve on ICMA Committees:

#### 2008 Conference Evaluation Committee

**Douglas Maxeiner**, McHenry  
**David Strohl**, Morton

#### 2009 Conference Planning Committee

**Patrick Burelle**, Aledo  
**Bob Kiely**, Lake Forest, Committee Chair  
**Diana Mikula**, Arlington Heights  
**David Niemeyer**, Oak Brook  
**Jim Norris**, Hoffman Estates  
**Katy Rush**, Riverside

#### Governmental Affairs & Policy Committee

**Erik Bush**, Peoria County  
**Gary Gibson**, Lake County  
**Patrick Urich**, Peoria County, Committee Chair  
**Ryan Waller**, Lake Bluff

#### International Committee

**Greg Bielawski**, Range Rider  
**Patrick Brennan**, Highland Park

## ILCMA Board Votes to Form Relationship with the Alliance for Innovation

The ILCMA Board recently approved forming a relationship with the Alliance for Innovation (the Alliance). The Alliance is an international network of progressive governments and partners committed to transforming local government by accelerating the development and sharing of innovation. The Alliance is a partnership between what was formerly known as The Innovation Group, ICMA and Arizona State University (ASU). The Alliance is predicated on a community of practice model with vibrant member interaction and synergy, open exchange of knowledge and ideas, creation of new partnerships and business relationships, and provision of products and services that support networking and innovation by members. They offer services and products to members which further their work in local government. Other organizations that have a relationship with the Alliance include the Arizona City/County Managers Association, Florida City/County Management Association, League of Arizona Cities and Towns, League of Kansas Municipalities, Maryland Municipal League, Michigan Municipal League, Nevada League of Cities, North Carolina City/County Managers Association, North Kentucky Area Development District, Oklahoma Municipal League, Virginia City/County Managers Association, and the Virginia Institute of Government.

Through this Agreement, the Alliance will be able to offer improved services and training in a cost-effective manner and at favorable pricing for ILCMA members.

As part of the agreement The Alliance agrees to:

1. Recognize this affiliate relationship on its website, on its Partners page.
2. Offer a 10% discount on the first year Alliance membership dues to ILCMA members. Following the first year of membership, organizations will be invoiced according to the Alliance regular due structure.
3. Provide one free complimentary registration to the Transforming Local Government Conference (not included travel or lodging expenses). This registration can be used by the Executive Board, staff or given to a city or county official.
4. Share Illinois local government success stories with Alliance membership across the United States and Canada.
5. The Alliance Regional Director will meet with the ILCMA Executive Board at least annually to provide an Alliance update, hear topics of interest to local governments and discuss opportunities to serve local governments in Illinois.
6. Upon request, recommend speakers for annual meetings, workshops, conferences, etc.

The ILCMA agrees to:

1. Promote the Alliance for Innovation to ILCMA, including the benefits of membership, AFI events and opportunities to participate.
2. Share successful innovation stories with the Alliance for Innovation.
3. Provide the Alliance Central Regional Director with an associate membership to ILCMA
4. Provide the Alliance Regional Director with a complimentary registration to the ILCMA Annual Meeting.

For additional information about the Alliance for Innovation please visit: <http://www.transformgov.org/>



## Ethics in the Trenches - Right, Wrong or Grey?

Craig Rapp from ICMA presented an ethics session at the ILCMA summer conference. Over the next few newsletters ILCMA is going to publish the scenarios that were presented and the advice from ICMA on how to handle the situations.

**Scenario:** One of your battalion chiefs attended a conference and dropped his business card in the exhibitor hall. He won the big drawing.....a 2007 Toyota Tundra truck. He wants to keep the truck. Can he?

**Advice:** What's our policy say? Many local governments probably don't have a policy to address this situation while many private corporations do. Absent the guidance from a policy let's drill down to values. A core principle of public service is seek no favor and take only the compensation and benefits officially provided to you. The employer provided the opportunity for the employee to obtain this gift by paying for the travel and registration. Any benefit received as a result of the official event belongs to the employer. Your staff will no doubt disagree! But think as well about public perception: extravagant travel, attendance at conference where it appears that little learning goes on and lavish gifts all contribute to cynicism about local government and more "feeding at the public trough".

Note that Oregon's Ethics laws actually address this and prohibit receiving anything of value over \$50 at conferences.

This scenario inevitably brings up the ICMA Conference and freebies in the exhibit hall so be prepared!

**Scenario:** Over drinks with your municipal attorney, he tells you that the council in a neighboring community that he also represents is thinking of terminating the manager. You feel badly because the manager is really competent and someone that you like. As you leave the venue, the solicitor asks you to keep the news confidential. Do you?

**Advice:** Confidential information falls into two categories: what you legally must keep confidential versus situations where you pledge your word to do so. This isn't a case where you are legally required to do so, especially since the attorney has breached the confidence of his employer to gossip. The case also raises issues of loyalty and allegiance. Professional respect and compassion should lead you to decline the attorney's request and let your colleague know that he or she may be in jeopardy.

## CORPORATE PARTNER SPOTLIGHT

*As part of the new "Friends of ILCMA" Corporate Partnership Program, partners at the highest level get the opportunity to submit a one page written promotional piece in the ILCMA newsletter. This article is the seventeenth in a series that will highlight ILCMA's newest corporate partners.*

### Use Your IT \$ Wisely –

#### Increase Performance While Increasing Security

*By Jerry Irvine, CIO & COO, Prescient Solutions*

Making decisions on IT purchases today are more important and more difficult than ever. It seems that every IT article lists more and more security risks, viruses and general vulnerability issues. Although the costs of security breaches can be substantial (systems down, loss of data, productivity loss, etc.), it's difficult to measure their real cost and equally difficult to justify taking extra steps to prevent them. As a result, the diligent Administrator needs to reduce security risks while, at the same time, increasing productivity of their users.

From a high level, maintaining security of a network deals with three types of access:

- Unauthorized access from outside the network to internal devices
- Unauthorized access between internal devices on the same network
- Unauthorized access from internal devices to external resources

The first category, unauthorized access from outside the network to internal devices, deals with threats coming from the Internet or private networks (i.e. vendor or partner networks). Devices designed to provide security for this category of risk include Firewalls, Gateways, and Routers, as well as other tools for detection and prevention. These are generally the first level of defense from external threats and are extremely important in developing a secure environment.

As you may already know, the greatest threats to internal computers with external access originate from, and are propagated through, email. SPAM/Antivirus Firewalls, Gateways and other solutions protect the organization from the crippling effects of viruses and other malicious applications, but they can also bring measureable improvements in network performance and employee productivity. For example, some SPAM/Antivirus Firewall devices can actually stop some Spam even before it is sent, which is a great breakthrough for Internet Bandwidth. Some statistics claim that as much as 96% of all email is spam, so stopping it before it is sent greatly increases your overall Internet speed and bandwidth availability. Additionally, blocking spam increases overall server availability and performance while decreasing storage requirements for thousands of unnecessary (and potentially malicious) emails. Finally, the most overlooked increase in performance is in user productivity: fewer SPAM- and virus-laden emails directly results in less time wasted by users.

As for the second category of risk, unauthorized access between internal devices on the same network, the most logical solutions for protection are anti-virus applications and systems updates. Although anti-virus solutions can sometimes hinder overall network performance, productivity can be brought to a halt without them. As a result, existing without them is unrealistic. As for systems updates, in many cases these updates provide corrections to the operating systems and applications and,

therefore, they often enhance performance. Because these updates are provided free by operating system and application vendors and, in most cases, can be installed automatically, it is important to implement them as soon as they become available. Still, directly-related increases in performance are hard to measure for these security methods.

An easy and cost effective way to increase performance while increasing security within this category is through network segmentation. Most, if not all, network devices (firewalls, gateways switches) allow for virtual segmentation of the network. This segmentation is called a VLAN (Virtual Local Area Network). VLANing allows facilities to group devices into smaller, more manageable workgroups which can then have separate security policies configured for them. This would allow segmenting resources like financial servers and data repositories away from users who do not require (and should not be allowed) access to them. At the same time this segmentation occurs, increased performance can be achieved due to the smaller amounts of traffic and requirements for individual VLANs. As a result, networks will see increased bandwidth availability, increased server performance and higher data availability, all while making the network easier to manage.

The final category, unauthorized access from internal devices to external resources, is largely disregarded. Many filtering applications and devices exist to reduce and/or block access to inappropriate websites, instant messaging, file sharing and downloading sites, etc. These applications provide significant security advantages because all of these types of activities have the potential to infect local devices with viruses and malicious applications. Additionally, these sites and applications may have the ability to gain access to local information or to actually gain control of the local machines.

Still, many facilities fail to implement filtering systems and simply try to control local users' access to the Internet via "Acceptable Use Policies" or other employee practices. Nevertheless, filtering applications provide great performance increases. Consider that a single user downloading large media files can slow down or even stop all Internet traffic completely. Reducing or blocking access to audio/video streaming sites keeps the Internet bandwidth available for its required functions (e.g., email, remote access, site-to-site connections and web services). These same applications can be used to block excessive traffic on the internal network as well increasing overall performance and availability of local server and data resources.

While it is my belief that the implementation and deployment of network security tools is essential, overall network performance does not have to suffer and, in many cases, can be enhanced. As a result, consideration should be given when implementing any new IT technologies in order to obtain the largest return on their feature sets. Increased Security, Performance and even Reliability can be achieved through advanced configuration methods and design of any IT device.

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Jerry Irvine is CIO/COO of Prescient Solutions, a virtual Information Technology services company that helps global business clients, local municipalities, schools and governmental agencies maximize technology resources and minimizes IT expenditures. He holds many technical designations, including MCSE, CNE, CCNA, CCNP, CCDA, CCDP.

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## 2008 Regional Summits Recap

An average of 75 individuals attended each of the four ICMA Regional Summit events in March and April 2008. These gatherings offered an intensive professional development session on the Manager's Role in Moving Communities from Good to Great, led by ICMA Executive Director Bob O'Neill; time to network with colleagues in the region; and informational updates on ICMA activities and benefits. Plan now to attend the next round of regional summits already scheduled for March and April 2009. Registration for all events described below will open on November 1, 2008.

## 2009 Regional Summit Dates and Locations

- **SOUTHEAST:** March 5-6, 2009 – Savannah, Georgia - The Doubletree Hotel
- **NORTHEAST:** March 19-20, 2009 – Jersey City, New Jersey; Jersey City Hyatt
- **MIDWEST:** April 2-3, 2009 – Oak Brook, Illinois; Renaissance Oak Brook Marriott
- **MOUNTAIN PLAINS/WEST COAST:** April 16-17, 2009 – Boulder, Colorado; St. Julien Hotel

## Think Pink: The Manager's Role in Moving from the Information Age to the Conceptual Age

Building on concepts from the conversation between Daniel Pink and Bob O'Neill, captured on DVD, this workshop will focus on the manager's role in a new world of work where the era of "left brain" dominance is giving way to a new world in which "right brain" qualities—inventiveness, empathy, and meaning—will govern. Pink's examples show how the forces of affluence, globalization, and automation are altering the competitive logic of organizations and putting a premium on abilities that have often been overlooked and undervalued. Bob O'Neill will illustrate how smart organizations are using the arts to pull ahead of the competition; and how Pink's six essential right-brain aptitudes now mark the fault line between success and failure.

## Young Professionals Leadership Institutes

Please note that in 2009, each Regional Summit event will be

preceded by a Young Professionals Leadership Institute. On Wednesday afternoon and Thursday morning, Felicia Logan, ICMA's Director of Leadership Development, and Bob O'Neill, ICMA Executive Director, will lead two highly interactive sessions:

## Building Your Leadership Skill Set through the Art and Practice of Leadership

These workshops are being presented as a special offering to Young Professionals, preceding the ICMA Regional Summits in the Southeast, Northeast, Midwest and Mountain Plains/West Coast Regions. Managers are encouraged to invite your young professionals to attend the leadership institute offered in your region.

## Workshop Descriptions

### The Art of Leadership

Presenter: Felicia Logan, Director of Leadership Development, ICMA

Leadership at all levels is key to the success of local government. As a young professional you have opportunities to contribute to the success of your community in many ways and at many levels. This highly interactive workshop will help you identify your current leadership style and identify skills that you need to develop to make you a more effective leader, manager, co worker and community member. It will help you identify the needs of those you work with while giving you the skills to manage and lead in diverse situations. We will also explore new styles of leadership and explore the "art of possibility".

### The Practice of Leadership

Presenter: Bob O'Neill, Executive Director of ICMA

Bob O'Neill will lead this discussion of leadership practices of the profession of local government manager. Prior to the class participants are urged to read the article in the March 2007 issue of PM magazine, How Professionals Can Add Value to Their Communities and Organizations which identifies the following practices:

1. Professionals add value to the quality of public policy and produce results that matter to their communities
2. Professionals take a long-term and community-wide perspective
3. Professionals commit themselves to ethical practices in the service of public values
4. Professionals help build community and support democratic and community values.
5. Professionals promote equitable, fair outcomes and processes
6. Professionals develop and sustain organizational excellence and promote innovation.

## Life Balance Forum: Family, Finances, and Fun

Presenter: ICMA-RC

During this forum, subject matter experts will address the really big issues of life balance for young professionals. Lunch on your own for extended networking.

For related news, information, and resources, visit Career Resources in ICMA's Resource Center.

Regional Summits Provide Networking and Professional Development Opportunities



# City/County Management in ILLINOIS

## CORPORATE PARTNER SPOTLIGHT

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### **Capital Building Project Strategies:**

### **Construction Changes Can be Managed, But Anticipating Them is Key**

*By Tom Tristano, Williams Construction Management*

The processes that municipalities have in place as they work through a major capital building project will determine how well they manage changes that arise during the project's life, by enabling agile decision-making that can have bearing on project schedule – and budget. The life of a project encompasses steps that are highly interconnected, and when carefully planned and executed allow smooth transition from one project phase to the next. Conversely, disconnect can stall the momentum of any project. Hence, the management of change is essential to project success.

Before, however, a methodology to contend with change is put in place, project leaders on both the owner and design/construction services provider sides should embrace the idea that change is inevitable. Even before preconstruction activity is embarked upon, every highly planned project requires conceptual design and budget forecasting with very little information. This scenario has all the ingredients for missed expectations, therefore a system for effecting communication and change management is required before project transitions can smoothly occur.

Any leader of any project should have a good change management platform in the form or organization in order to respond positively and constructively to change. In building this platform, the wise leader would be advised to recognize that during the course of the project there will not only be changes but also disagreements and disputes. Nothing is perfect in life – including contract documents – but owners do not have to accept that effective change management is not achievable.

Construction projects are generally complex and involve a diverse group of companies and individuals, each with their own visualization of the project and interpretation of the path to making it happen. Conflict can arise when different visions and their associated priorities misalign, adversely affecting project performance.

#### **A plan in place**

Even a highly planned project with thorough pre-construction steps executed in advance of breaking ground can't prevent the myriad alterations in the project plans that are brought about by board or council decisions, relocation of funds from budgets, reconsideration of design alternatives resulting from value engineering or other influences, or unforeseen circumstances, such as discovered conditions in the field. These potential events can provoke discussion at best, and – of greater consequence – potentially immobilize construction activity, with a negative effect on the project budget associated with material delivery, staging and storage complications.

A sound methodology to direct the change-management process,

then, should be implemented well before construction begins. Procedures to enable communication and reach resolution need to be established, with project stakeholders accepting the fact that change is part of the process of executing a dynamic project. Once this reality has been recognized – preferably while the project is still in design – the project team can set about the important business of validating clear-cut project goals, including those governing the project budget, schedule and scope.

Getting all of the architecture and engineering disciplines on board within the project scope will be critical, as when each of the specialty consultants applies its respective expertise, alterations to any specialty consultant scope can cause some drift in the overall project scope. If planning and design dynamics aren't properly reviewed and examined early on, changes down the road may come as a surprise to project team members – particularly construction professionals – who must then scramble to respond.

Helpful in organizing a change management plan is developing a clear understanding of a project's contract documents, and orchestrating a modus operandi for conducting communications during all project phases. Besides contract documents, formal communications mechanisms typically include letters, memoranda, purchase orders, schedules and requests for information, regular meetings supported by accurate minutes, change-order requests and log entries, and regular status reports. Depending on the nature of the project and the requirements of team members – chiefly the owner – a reporting cycle for status updates can be established to reflect appropriate intervals, whether daily, weekly, monthly, or a combination of points, associated with varying levels of detail in information reported.

#### **Project Point Person**

Establishing a "go-to" person from the owner complement can help to streamline the decision-making process in reaction to changes that arise during construction, saving time and money. Similarly, a hierarchy of authority can minimize confusion when the prospect of change looms and solutions must be reached or selections made to advance a project in accordance with schedule and budget parameters. This person may be vested with the authority to manage the contingency fund, with authority to decide what expenditures money from it will cover to meet project objectives and directives.

A well-thought-out project program with corresponding space allocations; realistic cost projections; and a definitive timeline for project development, with appropriate benchmarks identified will help in the effort to achieve fulfillment of project expectations. Accepting the fact that changes are likely to occur on any project will help municipal managers plan accordingly and cope with construction changes. By identifying a process for effecting change management in a timely manner through a collaborative process with a project's construction services provider, and establishing adequate contingencies for change orders that may occur, owners can build teamwork and be better prepared to respond to construction changes.

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Change during the course of a building project can arise through a number of situations. Here are some examples:

Incident	Example
Discovered conditions	Poor soil conditions found.
Post-contract scope change	Additional lighting requested for a council or board room to accommodate a mayor's or manager's new direction for public meetings.
Drawings not entirely complete	A roof access hatch was not noted, but makes sense and the team agrees it is needed.



## The New and Improved Communication Tool for ILCMA & IAMMA

ILCMA and IAMMA are proud to announce their new web portal for knowledge and information sharing. This new and improved system will allow ILCMA & IAMMA members to ask questions as you did in the past using the IAMMA listserv. It is our hope that you find this system more efficient as it provides the following features:

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

ILCMA and IAMMA hope that you enjoy this new web-based system. To join please go to [http://netqa.org/ILGNET/\\_cs/gnsplash.aspx](http://netqa.org/ILGNET/_cs/gnsplash.aspx) and follow the instructions on the homepage.

## Are You Planning to Take Part in One of the ICMA International Programs Sometime in the Future?

If so, the ILCMA may award a grant as a financial incentive for one or more of our eligible members annually to participate in the International City/County Management Association (ICMA) Management Study Tour Program or other eligible ICMA international program. The continuing purpose of the ILCMA International Scholarship Program is to encourage Illinois managers, administrators, and assistants to expand their horizons. Participants can gain knowledge and improve their skills by interacting with their counterparts in other nations. The ILCMA members at-large can gain professionally when participants share information related to their international program experience. The scholarship is primarily designed to help underwrite participation in the ICMA International Exchange Program. However, other viable programs can be eligible. The ICMA International Study Tour Program is a good example. The maximum award per applicant is the lesser of \$1,500 or 100% of travel expenses plus an additional \$500 grant for expenses incurred while abroad. In return, those awarded a grant must commit to sharing the results of their experience with the ILCMA membership. This is in the form of a workshop session during the next ILCMA Winter Conference, writing a brief article for publication in City/County Management in Illinois, and other appropriate methods of communication that the applicant may suggest. Participants may bring their international exchange partner to ILCMA functions to meet and greet members. A prospective participant must apply for funding before taking part in one of these programs. Please visit the ICMA website at [www.icma.org](http://www.icma.org) for more information on their different international exchange programs and the ILCMA website at [www.ilcma.org](http://www.ilcma.org) for information on the ILCMA program.

**IML MANAGERS MONTHLY COLUMN****Tourism in Your Town***By Mike Allison,**IML Manager Committee Member**Village Manager, Village of Vernon Hills*

So imagine yourself skiing in Vail or sitting in the warm ocean breezes of Martha's Vineyard or perhaps at Disney World in Florida. I must admit those are some of my visions of tourism. In fact, I don't often think of tourism in the context of conferences that I attend or an overnight trip to Chicago. However in my role as Treasurer of the Lake County Illinois Convention and Visitors Bureau, I found that tourism and the dollars generated are so much more than the classic destinations and as communities we can all benefit.

My experience on the Board has illustrated that "yes" there are those large tourism attractions like Six Flags Great America which bring not only the day trippers from the immediate Chicago area, but also people from Wisconsin, Illinois, Indiana, Iowa, and Minnesota. While this is a major tourist destination in Gurnee, there are also other benefits to not only Gurnee but other Lake County communities. Some of the points made in Destination Development by Roger Brooks, "Amazing Facts," point out the benefits that your community can enjoy through visitors both businesses and tourism. If you have a downtown or a major focal point in your community, it provides that very important first impression of the community. Is this a place I would want to live? A place for my employees? Just a place to enjoy myself?

Some of these activities which all of our communities have available include shopping. Shopping has been shown to be the number one activity throughout the world and include that with dining and entertainment and if you add a pedestrian friendly environment that adds even a more positive factor to the other activities. Another interesting point, if a conference or meeting is being held in your community or people are visiting for other reasons, such as relatives for a wedding, the average visitor is active 14 hours a day. However, they only spend four to six hours in their primary activity. There are eight to ten hours that they spend in whatever other activities you may have in your community whether it is eating at restaurants, shopping, visiting a park, etc. In addition to the shopping, entertainment, and the eating piece of visits, there are also the open spaces. In Lake County, we have as our brand "Natural Spaces, Fun Places." This sums up nicely several of the many activities in which individuals can be engaged. Again, it is not just the one identified reason that you are visiting a place, it can also be the open space, the forest preserves, a lake, and perhaps the rural areas that are adjacent or in your community.

Another interesting fact from Roger Brooks' piece is secondary activities are where 80% of all visitor spending takes place. Therefore, it is OK to be a diversionary activity. If you are near a site that is a major attraction or you have a hotel that can provide for different activities such as a wedding, there will be visitor dollars that you can capture. An example he provides is "Why did Disney build downtown Disney outside of Disney World?" The answer - to capture the other 80% of visitor spending. Another activity that is growing in the United States is family reunions. Again, my conceptualization of family reunions is an event that took place at a relative's home or possibly in a park setting. Actually, the hotel related family reunion business is

growing. These obviously can be centered in any place that has a hotel with meeting rooms and certainly besides catching up with relatives, there are also the other "diversionary" activities that can take place.

Team up with your merchants, retailers, hoteliers. Again from Roger Brooks, "curb appeal can account for 70% of visitor sales at restaurants, golf courses, wineries, retail shops, and lodging facilities." Therefore, those incentive programs you have for facades can pay off. How many times have you driven by a place that is one of a kind on vacation and said "That looks like a nice place, let's stop there." This is particularly true in our world of chains that continue to grow in the United States, while we can identify the level of quality for example a McDonald's or Starbucks that one off coffee place may have an interesting environment, good coffee, and great pastries.

Another important aspect in drawing visitor dollars in your community is a common theme or a branding as I mentioned before. A full 70% of all consumer spending, locals and visitors alike, takes place after 6PM. The question is: Are your businesses open after 6PM so that they are available to both visitors and locals? Also without the locals, visitors won't come to a location. It is important to make businesses attractive and have support of a business from both residents and other businesses.

As noted in destination marketing, tourism and travel are one of the world's largest service exports and largest employers. In the United States for example, travel and tourism are the third biggest sales sector. The industry contributes more than \$599.2 billion annually to the nation's economy and generates \$99.4 billion in tax revenues (2004 figures from the Travel Industry Association). Indeed, travel and tourism are an economic engine. Coordinating these activities in a meaningful way, part of it being through your local community, is essential. In my community, we have a regional mall and the Cuneo Museum, the former estate built by Sam Insull, the founder of Commonwealth Edison. While these attractions do not have the draw of a Six Flags, they have the ability to provide a tie in to a number of activities we hold in our community, including festivals, car shows on the weekends, a Holiday Light Show, and we work with various events either through the regional mall, through the Museum, or sometimes both. Another example is an athletic complex in Vernon Hills. This complex is operated by two high schools and the Village of Vernon Hills. Many of you have similar types of facilities. The draw at these facilities for tournaments is significant. One 2008 baseball tournament had 65 baseball teams participating. Many of these teams came from outside the immediate area which represent hotel room stays in the community, as well as many restaurant and retail visits, both in Vernon Hills and neighboring communities.

The aforementioned are a few ideas and statistics regarding tourists and business persons visiting your community. Some coordination of these activities through an organization such as a Convention and Visitors Bureau can add focus that will provide a tremendous benefit to your community. It will add facilities that locals can use, as well as build a larger group of visitors for your community in the future. One of the expressions we keep hearing is "Visitors mean jobs." Certainly, the State of Illinois and many other states recognize the importance of tourism and attracting visitors to their states. Visits and resulting economic benefits represent more than the typical vacation destinations.

# City/County Management in ILLINOIS



## JOB MART

### Village of Homewood Fire Chief

The Village of Homewood, Illinois is seeking an experienced Fire Chief to lead the Homewood Fire Department. The Village is a mature, well-established community offering a high quality of life and services to its residents, located 25 miles south of Chicago and is predominantly composed of single-family residential areas with some commercial and light industrial development. The Fire Department protects approximately 5.5 square miles and operates out of one fire station responding to fire, emergency medical services (EMS) and specialized response team calls within the Village. The department is a combined department consisting of an assistant fire chief, 15 full-time employees (3 lieutenants and 12 firefighter/paramedics) 31 paid-on-call firefighters, and 2 full-time secretaries. The department operates three 24-hour shifts with one lieutenant and four full-time firefighter/paramedics per shift. Further information about the Village is available on their web site at [www.homesweethomewood.com](http://www.homesweethomewood.com).

With an operating budget of \$2.3 million in fiscal year 2008/09, the fire department provides fire and emergency medical services to the entire Village of Homewood, including approximately 20,000 residents, 5,500 homes and 700 businesses. In 2007, the department responded to 809 fire calls, 1,766 EMS calls, and conducted 1,740 fire inspections and 136 public education presentations.

Departmental equipment includes three pumpers, one heavy rescue squad truck, one dive/water rescue squad truck and rescue boat, one technical rescue team (C.A.R.T.) trailer, and one 105' aerial ladder truck. Additionally, Homewood provides emergency medical service to the community with two fully equipped paramedic ambulances. The department is an active member of the MABAS Division 24 (Third District Chiefs Association), which serves 22 local departments. This MABAS district averages over 50 extra alarm incidents each year. In addition, Homewood maintains automatic response agreements with the villages of Hazel Crest, Glenwood, East Hazel Crest and Flossmoor. Dispatching services are provided by E-COM and joint dispatch facility serving Homewood, Flossmoor, Glenwood, Hazel Crest, South Holland, and Riverdale. **MINIMUM QUALIFICATIONS:** The position requires 10 years of fire service experience including at least 5 years of progressively responsible management and supervisory experience. Graduation from an accredited college or university with major course work in fire science or a closely related field is desired. Additional specialized training such as the National Fire Academy and the State of Illinois Fire Officer II or III certification is highly desirable. Training and experience may be substituted for an academic degree. **DESIRED QUALIFICATIONS AND ABILITIES:** Applicants should have a background of creativity and effective problem solving. Strong leadership and administrative skills, the ability to foster and participate in a team environment, plus an appreciation of future issues facing suburban fire departments located in a large metropolitan area are very important. Exceptional interpersonal and communication skills, along with the ability to work with other jurisdictions and community organizations in an effective manner, are very important. **COMPENSATION AND BENEFITS:** Salary range is \$79,678 to \$106,776. Starting salary will depend upon qualifications and experience. The Village provides an excellent benefit package, including a retirement pension and the use of a Village vehicle. Residency is required within one year.



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**TO APPLY:** The application closing date is October 6, 2008. Interested and qualified candidates should apply at once, with resume and salary history, together with a letter summarizing your qualifications, education, professional accomplishments, and a description of the size of the departments and population where you have gained experience, in confidence to: Village Manager, Village of Homewood, 2020 Chestnut Road, Homewood, IL 60430  
**THE VILLAGE OF HOMEWOOD IS AN EQUAL OPPORTUNITY EMPLOYER**

### Village of Wheeling Assistant Director of Finance

Assistant Director of Finance, Village of Wheeling, IL. \$68,952-\$97,366. Requires degree in accounting, finance or related. Minimum three years governmental accounting experience, including some supervisory. Oversees all accounting functions, including financial reporting, accounts receivable and payable, payroll, utility billing and cash receipting. Administers investment of Village funds. Coordinates the preparation of the annual audit. Prepares journal entries and bank reconciliations. Supervises clerks and staff in Finance Department. Experience in Microsoft Word and Excel required; Sunguard Pentamotion preferred. Send letter of interest, application (www.wheelingil.gov/Ref.Desk) and resume by Friday, October 3, 2008, to: Director of Human Resources, Village of Wheeling, 255 W. Dundee Rd, Wheeling, IL 60090 via mail, fax (847) 459-7008 or email HR@wheelingil.gov.

### Village of Hinsdale Village Engineer

The Village of Hinsdale is currently accepting applications for the position of Village Engineer. Position Purpose: This position manages and directs all municipal engineering activities for the Village of Hinsdale. The Village Engineer reports directly to the Community Development Director and supervises the Assistant Village Engineer and the Construction Inspector.

#### Essential Functions

- Serves as the Stormwater Administrator as required by the DuPage County Countywide Stormwater and Floodplain Ordinance. Serves as the County contact for all countywide engineering issues and programs.
- Direct and coordinate the preparation of engineering plans and specifications, and direct and manage the review of construction activities for municipal capital improvement projects.
- Direct and manage the review of private development projects in accordance with Village policies and practices and local, state and federal codes and specifications. Duties may include, but are not limited to plan review, construction site management, stormwater management and construction inspection. Projects may include, but are not limited to commercial development, subdivisions, single-family redevelopment, additions or garage construction, and landscape work.
- Direct and coordinate the preparation of engineering plans and specifications for municipal capital improvement projects.
- Direct and manage the review of private development projects in accordance with Village policies and practices and local, state and federal codes and specifications.
- Serves as the primary engineering contact for the City's

# City/County Management in ILLINOIS

## JOB MART

- engineering issues, being able to explain engineering solutions at public meetings, or in consultation with private developers, elected officials and residents.
- Direct and manage the preparation of traffic engineering studies.
  - Effectively manage contractors that provide engineering related services for the Village.
  - Oversees the maintenance of engineering records and the preparation of engineering reports.
  - Assists with the preparation and management of the engineering division budget.
  - Works with other departments on engineering related issues.
  - Provides professional advice regarding engineering activities to the Village Board, Committees, Commissions, other Village staff and other organizations. Prepares staff reports and other correspondence on engineering topics for Village Board, Committees, Commissions consideration, information and/or action.
  - Attends Village Board and Committee meetings as assigned. Makes presentations on engineering issues.

**Position Requirements:** The position requires a minimum of five years increasingly responsible experience. A Bachelor's degree in civil engineering and State of Illinois Professional Engineer certification also required. Previous supervisory experience is preferred. Additionally, the successful candidate will have strong communication, customer service and management skills. The successful candidate will be able to provide effective supervision to subordinate personnel and will be able to communicate effectively with co-workers, supervisors, elected officials and the public. Excellent verbal, written, presentation and interpersonal skills are required including the ability to deal with adverse situations occasionally.

**Public Contact:** The incumbent has regular and consistent contact with other Village employees, elected and appointed officials, other government entities and the public. Presentations to the Village Board are developed and delivered regularly by the incumbent.

**To Apply:** A position profile is available at [www.villageofhinsdale.org/jobs](http://www.villageofhinsdale.org/jobs). The hiring range for the position is \$88,000 to \$97,000 with a salary range up to \$112,857 plus an excellent benefit package. Cover letters and resumes are due by October 15, 2008 to: Sandy Mikel, Administration Manager, Village of Hinsdale, 19 E. Chicago Ave, Hinsdale, IL 60521, E-mail: [smikel@villageofhinsdale.org](mailto:smikel@villageofhinsdale.org) Fax: 630-789-7015

### Village of Winnetka Assistant Director of Public Works

The Village of Winnetka is seeking applicants for an Assistant Director for its Public Works Department. The position provides direct administrative and operational support to the Public Works Director relative to public works services with an emphasis on relieving the Director of various administrative duties and the research and development of special projects. The successful candidate must meet the following minimum requirements: Bachelor's degree from an accredited college or university in business or public administration, civil engineering, or other related field; five years' experience in the administration and management of a municipal public works department or other closely related field; at least three years' supervisory experience. Primary responsibilities include assisting with planning, organizing, coordinating, supervising and evaluating programs,



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plans, staffing and services that include refuse collection, street improvements, sewer construction and repair, storm drainage, engineering, forestry, environmental concerns, traffic control, and vehicle maintenance. The position requires the ability to develop, implement and administer department policies and procedures, record-keeping, and reporting requirements. The Assistant Director will assist in the development and control of the department budget and participate in budget hearings, develop and administer comprehensive and skill-enhancing safety and training programs, ensure compliance with the requirements of OSHA, the ADA and other state and federal regulations. The position requires the ability to monitor intergovernmental actions affecting public works; research special topics, compile findings and report to Director; prepare and make presentations before the Village Board of Trustees and general public, and attend, participate in and promote cooperation in meetings with federal, state and other local government bodies, the public, and other groups. The position also requires the ability to interview, select and train new employees, appraise productivity for promotion or other status changes, review performance evaluations, offer assistance to employees, investigate and resolve employee grievances and recommend disciplinary actions. The Assistant Director resolves complaints about department activities and serves as staff liaison to the Winnetka Environmental and Forestry Commission and must be prepared to assume the duties of the Director of Public Works in the Director's absence. The weekly work schedule is normally Monday through Friday, 8:30 a.m. – 5:00 p.m., but may be altered or extended in the event of emergency, disaster, workload, administrative obligations, or work in progress. Work is sometimes required outdoors to inspect land use developments, construction sites and facilities and in adverse weather conditions. The position requires attendance at evening meetings of Village boards, commissions, and other public and/or private groups and may require work on Saturdays, Sundays and holidays. Starting salary range is \$66,520 - \$81,811, depending on qualifications. The Village offers excellent pension and health insurance benefits. The position will remain open until filled. To apply, submit a resume and cover letter to: Mary Ivins, Village of Winnetka, 510 Green Bay Road, Winnetka, IL 60093; Fax: 847-501-3180; E-mail mivins@winnetka.org; Phone: 847-716-3545. The Village of Winnetka is an Equal Opportunity Employer.

### City of Elmhurst IT Project Coordinator

**Position Summary:** This professional full time position manages IT projects and conducts research and evaluation of network technology. Serves as a liaison between the IT Department and other City departments to determine appropriate computer-related solutions to operations. Provides analysis, definition and direction to computer-related development and maintenance activities including technical support. Salary: DOQ with excellent benefit package.

#### Qualifications

- Bachelor's degree in Computer Science or MIS preferred.
- A minimum of 5 years current experience in Computer Science or Business Information Systems.
- Municipal experience preferred.

# City/County Management in ILLINOIS

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## JOB MART

- Must have developed project management skills and working knowledge of Microsoft Project or equivalent, required.
- Must be able to understand and translate project management requirements utilizing Project Management Body of Knowledge (PMBOK) or equivalent methodology.
- Knowledge of Client Access and Microsoft desktop/server operating system and Novell 5.X to 6.X network operating system.
- Working knowledge of Content Management Systems (CMS), Microsoft Office and GroupWise e-mail system.
- Experience with Internet, web enabled, Java technologies.
- High level of computer literacy with spreadsheets, word processing, and database software and/or business systems (Word, Access, Excel, PowerPoint, MS Project or equivalent, VISIO, MS Visual Studio). Ability to understand concepts governing relational database structures, use reporting/query tools, and construct SQL statements.
- Demonstrated skill in problem solving and troubleshooting computer hardware, software and network connectivity.
- Experience in analysis, design and/or development of client/server or Internet applications.
- Must have developed organizational skills to coordinate resources and schedules between departments.
- Excellent communications skills: oral, written and listening.
- Valid driver's license.

Complete and send City of Elmhurst application and resume to: City of Elmhurst, Human Resources, 209 N. York, Elmhurst, IL 60126. Fax: (630) 530-3311. Applications can be obtained at [www.elmhurst.org](http://www.elmhurst.org) or Elmhurst City Hall. Offers of employment are subject to successful completion of a background check, drug screen and physical. Closing date: Position open until filled. EOE

### Village of Winneconne, WI Village Administrator

The Village of Winneconne (pop. 2520) is an historic Wolf River Community offering excellent parks & recreational amenities, excellent school system & industrial parks. Seven Village Board Members elected on a non-partisan basis. \$3.2M total budget; 20 FT, 22 PT employees. Salary \$55K to \$70K plus benefits, DOQ.

Bachelor's degree, prefer master's in public administration/related and three years municipal administration experience. Desire a strong background in TIF, finance & budgeting, housing, economic development, union negotiations, intergovernmental development, park planning & development & grant writing; strong interpersonal and consensus building skills and a commitment to citizen service. Administrator position also includes the responsibilities as zoning administrator and economic development coordinator. Visit community website at [www.winneconnewi.gov](http://www.winneconnewi.gov). Send cover letter, resume, salary history and references to Public Administration Associates, LLC, P. O. Box 282, Oshkosh, WI 54903; e-mail [paassoc@northnet.net](mailto:paassoc@northnet.net); phone 920-235-0279; by October 17, 2008. Confidentiality must be requested by applicant and cannot be guaranteed for finalists.

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**Community Development Director  
City of DeKalb, Illinois**

The City of DeKalb, Illinois is accepting resumes for the position of Community Development Director. DeKalb is located in a university community and serves a population of approximately 45,749. The Community Development Director is responsible for the administration, operation, and supervision of the Community Development Department. The Director is responsible for the overall development and implementation of long and short term goals and objectives for the future planning, community, and economic development programs for the City of DeKalb. The Director is also responsible for the enforcement of all locally-adopted building codes, inclusive of new construction, property maintenance, nuisance and zoning ordinances, providing staff support to the organization and the general public, and coordinating departmental emergency response activities, and oversees the DeKalb-Sycamore Area Transportation Study (DSATS), and serves as the Metropolitan Planning Organization (MPO) Director for the DeKalb Urbanized Area. Extensive supervisory duties are required. Minimum requirements: Bachelors degree, preferably in urban planning, public administration, or related field. Five to seven years of full-time professional planning, management, and supervisory experience in a comparable environment. Additional qualifications preferred: A Masters degree is preferred. Continuing education and professional development with particular emphasis in land use law, land use planning, community and economic development, management practices, and/or development regulations and management preferred. Local government and/or university community experience also preferred. The current salary range for the Community Development Director position is \$77,135 - \$109,777. Applicants meeting minimum qualifications are invited to send a cover letter and resume to swilley@cityofdekalb.com or to the Human Resources Division, 200 S. Fourth St., DeKalb, IL 60115. Preliminary consideration will be given to resumes/applications received by October 17, 2008. This position will remain open until successfully filled. A complete job description is available at www.cityofdekalb.com ( <http://www.cityofdekalb.com/> ). For more information, please contact the Human Resources Division at (815) 748-2094.

**Ephraim, WI  
Village Administrator/Clerk**

Ephraim, WI (Population 353, summer population 2500) is a progressive community in beautiful Door County. Village President and four trustees elected on a non-partisan basis. \$1.1 M total budget; 9 FT, 3 PT employees. Salary \$50K to \$70K plus benefits, DOQ. Bachelor's degree, prefer master's in public administration/related and two years municipal administration experience. Desire skills in budgeting, public finance, accounting, capital projects, grant-writing, election procedures, records management, adherence to open meetings and records laws. Must be a multi-tasker & possess excellent communications, consensus building and computer skills, and a commitment to citizen service. Certified Municipal or Professional Clerk designation preferred. Visit community web site a [www.ephraim-wisconsin.com](http://www.ephraim-wisconsin.com). Send cover letter, resume, salary history and references to Public Administration Associates, LLC, P. O. Box 282, Oshkosh, WI 54903; e-mail [paassoc@northnet.net](mailto:paassoc@northnet.net); phone 920-235-0279; by October 31, 2008. Confidentiality must be requested by applicant and cannot be guaranteed for finalists.



# City/County Management in ILLINOIS

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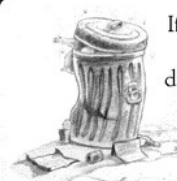


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