



City/County Management *in* ILLINOIS

Strengthening the quality of local governance through professional management

September 2011

In This Issue

President's Column 2

Welcome New Members..... 2

Leadership Training 3

Who's Who Directory Update 3

Corporate Partner Spotlight..... 4

ICMA Annual Conference 6

Alliance for Innovation..... 8

IML Managers Monthly Column 10

IML Conference Booth Sign-up 11

Managers in Transition 13

Downstate Ranger Rider Needed..... 14

Guideposts for Managers..... 16

Federal Benefit Checks..... 17

ICMA Career Compass..... 18

Job Mart..... 21

Calendar of Events

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

September 9, 2011
SWICMA Luncheon
O'Fallon, IL

September 18 – 21, 2011
ICMA Annual Conference
Milwaukee, WI

September 14, 2011
IAMMA Luncheon
Schaumburg, IL

September 19, 2011
ILCMA Reception
Milwaukee, WI

September 15 – 17, 2011
IML Annual Conference
Hilton, Chicago, IL

October 20, 2011
Metro Manager Meeting
Lombard, IL

October 27 & 28
Downstate Managers Fall Meeting
Mattoon & Charleston, IL



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

President's Column

Professional Conduct: Some Thoughts to Consider

By Thomas Mick, Village Manager, Village of Park Forest and Member, ILCMA Committee on Professional Conduct

If you are like me, every so often in our travels someone will ask the question "Hey, when are you going to become Mayor of that Village you work for?" Even more perplexing is when such a comment comes from extended family members who we would like to think had some semblance of an understanding of the career which we have taken up. As local government professionals, all of us are ethically bound to, and guided by, the ILCMA and ICMA Code of Ethics. The tenets within these documents are meant to provide counsel on how sound local government practitioners can go about their jobs as stewards of the public trust and local tax resources. While the potential pitfalls can be many, in most cases a local government professional's "moral compass" should lead him or her to doing the right thing in the vast majority of circumstances. Relative to the politics associated with our chosen profession, it is well understood by most that members of ILCMA should avoid all associations with the election process. This is a good practice for elections at any level but it is of paramount importance at the local level when it comes to such things as candidate endorsements, petition sheets, political signs on one's personal property and fundraising contributions.

Should all of this seem like common sense, your "moral compass" is likely working well as a local government professional. Unfortunately, common sense can sometimes be startlingly absent as seen in an unfortunate 2010 ILCMA Professional Conduct Committee investigation. An ILCMA member was reviewed for allegedly serving as a Village Manager when he contributed funds to political parties and candidates running for office in the community by which he was employed. Additionally, this ILCMA member also oversaw financial transactions for one of the local campaigns and even served as the Treasurer of a campaign committee. As a result of the fact finding carried out by the Professional Conduct Committee, the ICMA Executive Board issued a public censure of this member and expelled him from membership. When it comes to issues of ethics and conduct, ILCMA/ICMA Members are encouraged to read the Code of Ethics and guidelines which are readily accessible at the ILCMA and ICMA web sites. Other options for ethical insights or guidance include members of the Professional Conduct Committee or any of the ILCMA Range Riders.

Welcome New Members!

- Ilir Ademaj, Village of Glencoe, Administrative Intern
- Mitchell Bair, AICP, City of Collinsville, Assistant Director of Community Development
- Jim Furey, City of Palos Heights, Community Development & Zoning Coordinator
- Casen Griffiths, Village of Elm Grove, Administrative Assistant/Intern
- Kelly Hamill, Village of Northbrook, Director of Public Works
- Ray Lees, Dewberry
- Tracy Miracle, Village of Beach Park, Administrative Coordinator
- Mary Erin Mitros, Student
- Matthew Morrison, Village of Northbrook, Assistant to the Public Works Director
- Jim Wise, City of Morrison, City Administrator
- Joseph Wuellner, City of Pekin, City Manager

e-Government Online Certificate

Leverage Technology to Improve Performance

UIC UNIVERSITY OF ILLINOIS AT CHICAGO

www.egovernment.uic.edu/ilcmanews

Congrats to Russ Loebe
**ILCMA Robert B. Morris
Lifetime Achievement Award**
recipient for exemplified public service.



Phone 800.728.7805 HRGreen.com
Chicago | McHenry | Moline | New Lenox | Rockford | Yorkville

Who's Who Directory Update

Steve Gutierrez is the new community development director for the village of Northfield.

Cameron Davis has been appointed as the new village manager in Homer Glen. His new contact information is as follows:

Cameron Davis
Village Manager
14933 Founders Crossing
Homer Glen, IL 60491-6712
Phone: 708-301-0632
Fax: 708-301-8407
email: cdavis@homerglen.org
www.homerglenil.org

John Prejzner has been named assistant to the village manager in Wilmette. He was formerly a management analyst in Lincolnwood. His new contact info is below.

John Prejzner
Assistant to the Village Manager
Village of Wilmette
1200 Wilmette Ave
Wilmette, IL 60091
Phone: (847) 853-7502
Fax: (847) 853-7700
email: prejznerj@wilmette.com

Public Universities across the State of Illinois Offer Leadership Training

Northern Illinois University Center for Governmental Studies

Civic Leadership Academy (CLA) is a leadership skills development program for elected and appointed leaders and senior managers in government and not-for-profit agencies. The Academy's seminars allow for in-person interactions with fellow participants and instructors using experiential learning techniques. The Academy's workshops expose participants to a mix of leadership and problem solving techniques as well as technical skills focused on today's issues and complex agendas.

The Center for Governmental Studies offers a link to university expertise and resources through its interdisciplinary approach to public management, economic development, community development and public policy issues. It conducts a wide variety of studies and assessments of programs and policies, facilitates strategic planning efforts, coordinates technical assistance and provides professional development opportunities for elected and appointed officials. For information about CLA, visit:

http://www.niucgs.org/professional_development/index.html

University of Illinois at Springfield Center for State Policy and Leadership

The Certified Public Manager Program® of Illinois (CPMPI) is a professional development program for public and non-profit managers. CPMPI is a competency-based program designed to provide public manager professionals with the essential knowledge and skills to be successful leaders in the public sector. For information about CPMPI, visit:

<http://www.cspl.uis.edu/ILLAPS/CPMPI/index.htm>

University of Illinois at Urbana-Champaign Office of Public Leadership (OPL)

Office of Public Leadership is a specialized study center of the University of Illinois Institute of Government and Public Affairs (IGPA). OPL offers leadership programs for elected and appointed state and local leaders and staff.

<http://igpa.uillinois.edu/centers/leadership>

LEAD Illinois focuses on leadership principles and models, critical and strategic thinking, and current public policy decision-making. Participants explore and discuss topics on innovative leadership styles, principles and responsibilities, ethics and integrity, and policy decision making and implementation. For information about LEAD Illinois, visit:

<http://opl.igpa.uillinois.edu/content/lead-illinois>



FGM exists to enhance communities by creating quality environments.
Since 1945

Dak Brook 630.574.8300
Chicago 312.942.8461
O'Fallon 618.624.3361
fgmarchitects.com

FGM ARCHITECTS

Corporate Partner Spotlight

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

Improving Water Efficiency and Customer Service at the Madison Water Utility

By Jim Engelhardt, Wisconsin Business Development Director, Clark Dietz, Inc.

The Madison Wisconsin Water Utility (MWU) has approximately 65,000 accounts and each customer is billed twice a year (six month billing). The city is divided into six meter reading sections and a sixth of the customers is billed each month based on readings taken at six-month intervals. Three full-time meter readers utilize a hand-held electronic device to manually enter readings from a remote register located on the outside of each home or business. The remote register is connected by a wire to the water meter within the premises and the reading is pulsed from the meter to the outside register. The data contained within the handheld device is downloaded each day into the utility's billing system.

Because MWU has always been at the forefront of meter reading (remote devices, hand-held computers), meter testing and replacement, and because their customers have enjoyed low rates, the six month billing system has been adequate. However, because of changes in metering technology, mandates from the Public Service Commission, annual rate increases becoming more frequent, and an increasing awareness of the need to conserve water resources, the MWU wanted to better serve its customers and maximize available water resources.

When faced with changing their current meter reading equipment and technology, the Madison Water Utility took a unique approach to upgrading their system. The Utility hired a consultant team to work with their management team and design teams comprised of diverse members throughout the Utility. The teams worked together to develop the goals and objectives for a new meter reading system.

A new meter reading system impacts all the functional areas of the MWU. Therefore, the management of the Utility was consulted to make sure the new system met the Utility goals and objectives. Based on information obtained, a Management Plan was developed to identify the following key components:

1. Operational Improvements
2. System Improvements
3. Customer Relationships
4. Project Phasing and Timeline
5. Project Budget

Once the high level Management Plan was approved, a Needs Assessment was performed to qualify, document and quantify current tasks to identify what their present process provided and what it was not providing. The Needs Assessment builds from the Management Plan to determine where gaps exist and identifies problems that the new meter reading system should solve. The following key objectives were identified by the project design teams:

- Upgrade of outdated and soon to be obsolete meter reading system
- Change to monthly billing

- Meet water conservation goals
- Improve customer service
- Improve water accountability

Additional benefits include:

- Better and more timely information for customers
- Early customer plumbing leak detection
- Improved system leak detection
- Improved cash flow from necessary rate increases
- Reduced emissions from meter reading vehicles
- Facilitate water conservation rate structures

As the Needs Assessment progressed, the Management Plan was revised, expanded and developed into the Business Case for the project. The Business Case identified alternative solutions with benefits achieved based on the identified goals and objectives. The result was the issuance of an RFP for a fixed network Advanced Metering Infrastructure (AMI) System.

Collection of water metering data has gone through several evolutions including manual, telephone based, radio walk-by, and radio drive-by systems. Now that a fixed network system (AMI) has been developed, the frequent data flow between the meter and the Water Utility allows delivery of a wide variety of services and applications to the Utility and their customers. Meter readings are transmitted several times a day and will be available to the billing system and staff to assist with customer inquiries. As a result of timely usage data being available, the AMI system can detect customer plumbing leaks and also allows the Utility to more accurately and regularly assess water loss throughout the system.

As a result of the Management Plan, Needs Assessment and Business Case, the MWU determined an AMI system offers many benefits for the environment, for customers and for the Utility. The benefits for the environment include customer conservation incentives, water loss reduction, early detection of leaks, and reduced vehicle emissions. The benefits for customers include ability to manage water usage, leak detection, accurate and timely bills, and improved services. To the Water Utility, the AMI system offers the ability to better serve its customers, improve cash flow, opportunity for Water Conservation, delayed capital expenditures, and to position itself as an Industry Leader.

A short list of vendors has been determined, interviews and on-site visits were conducted and the vendor selection will be made with installation beginning in January of 2012 and completion by December, 2012.

Municipal Engineering

- ✓ Transportation
- ✓ Water
- ✓ Wastewater
- ✓ Stormwater
- ✓ Structural
- ✓ Mechanical/Electrical



www.clark-dietz.com

Chicago - Champaign

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.

Why Government Entities Should Invest in Government Investment Pools

By Laura F. Allen; Illinois Metropolitan Investment Fund

Local government investment pools (LGIPs) are an important investment tool for local agencies. Local governments have pooled revenues for investment purposes for many years. In particular, smaller agencies, such as special purpose districts, have pooled investment funds with larger city and county governments at least since the early part of this century. Pooling has provided such agencies with investment benefits and opportunities similar to that of larger agencies without requiring the same level of administrative cost and oversight.

In such an investment pool, local agencies may commingle cash balances and collectively invest them as one large pool of funds. The gains or losses from the investments are distributed to pool participants in proportion to the size of their deposits. Likewise, administrative expenses are shared among participants, providing economies of scale. Local agency officials view pool investment as a relatively safe, liquid mechanism that provides benefits such as diversification and ease of administration.

Government investment pools (GIPs) offer an investment option that provides security, liquidity and efficiency for the management of public funds. Local government investment pool agencies have three basic investment options: individual investments such as U.S. Treasury and Agency obligations, investment agreements, and pooled investments similar to mutual funds. They offer cost-effective and professionally managed investment vehicles in which municipalities and public entities pool their idle cash and operating funds while earning a competitive rate of return and providing safety and liquidity.

There are local government investment pools (LGIPs) such as the Illinois Metropolitan Investment Fund (IMET), a non-profit pool sponsored by five Chicago metro councils of government. The IMET provides its investor members oversight by an eight member Board of Trustees consisting of community Finance Directors and Village Managers.

There are also state government investment pools (SGIPs) generally run by treasurers that are either elected or appointed officials of the state. Some state pools have been in existence for more than 25 years.

Many pools have established advisory boards to provide oversight to pool managers and to set basic investment guidelines and operating policies. However, some GIPs delegate control and investment decision-making responsibilities to the pool manager or fiduciary, with limited oversight and with no formal board. Proper controls begin with established investment policies and suitable oversight. GIP advisory boards add a much-needed level of oversight and help ensure that these policies are adhered to and are consistent with a pool's objectives.

Such oversight - whether performed by a board of pool participants (as is the case with IMET) or an outside, independent service - should be part of all GIP programs, regardless of the experience and track record of the pool's manager.

To provide an additional level of oversight, most GIPs have requested and received credit quality and volatility ratings from ratings services such as Moody's or Standard & Poor's. GIPs are generally not registered with the SEC under the Investment Company Act of 1940, but many pools do choose to follow the investment guidelines of SEC Rule 2a-7 of the Investment Company Act governing U.S. money market funds. These pools seek to provide a stable NAV to their participants and are run like money market funds.

In summary, the benefits of GIPs are many and bear close evaluation by managers of public funds. By pooling investment funds, local governments may be able to realize generally higher yields over time and obtain a mixture of investments, an important component of a diverse portfolio. When local governments combine their excess capital, economies of scale result which allow such pools to obtain the technical expertise and purchasing power needed to create a diverse portfolio that is usually not available to local governments as smaller individual accounts.

The LGIP provides an affordable, yet flexible, tool for cash management. It is invested primarily in short to intermediate term instruments that help provide liquidity for participants who need to use their money on short notice. For example, IMET offers a Convenience Fund operating like a money market fund but providing a guaranteed interest rate each year - currently at a minimum of Federal Funds rate to its members and a 1-3 year bond fund providing a longer-term rate with five-day liquidity.

Such investments are designed to contribute to the safety of the principal by attempting to minimize exposure to interest rate fluctuations over time. Administrative costs are minimized, thus making it unnecessary for cash managers to appropriate additional monies that could be invested. LGIP participation is voluntary. While investing in the pool may mean that local cash managers have no direct control over the actual investment instruments, the local cash managers may choose how much to invest and the length of time local funds are invested. This allows them the fiduciary responsibility they need to effectively and efficiently handle the funds under their control.

Additional information regarding the Illinois Metropolitan Investment Fund may be found at www.investIMET.com or by calling the Executive Director, Laura F. Allen, at (815) 735-3534.



**Illinois Metropolitan
Investment Fund**

Laura F. Allen
630-571-0480, ext. 229

Debra A. Zimmerman
618-662-6655

**Investing together for
our communities**

www.investIMET.com



ILCMA/ICMA Range Rider Greg Bielawski Recipient of ICMA Distinguished Service Award

The ICMA Distinguished Service Award is given to a manager who has retired from the profession and made an outstanding contribution to the management profession and local government. ICMA is proud to confer the 2011 Distinguished Service Award to the following individuals:

- Frank I. Benest; Palo Alto, California
- **Gregory J. Bielawski; Wheaton, Illinois**
- Sanford B. Wanner; Williamsburg, Virginia

Nomination Regulations:

The award is not given to recognize years of service in local government. Rather, it recognizes a manager whose service in his or her community or communities has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government. Specific career activities to be considered include:

- A consistent pattern of leadership in regional, state, and national management associations.
- A pattern of support to peers, colleagues, and young people entering the profession as a mentor, counselor, or "sage."
- A history of developing and implementing innovative programs and sharing and disseminating these through writing, participation on conference sessions, or direct assistance through a one-on-one peer assistance program.
- Teaching, lecturing, and/or supervising of interns through an undergraduate or graduate public administration program over an extended period of time.
- Development of a special area of expertise that has been exhibited and recognized, both within the community and by peers.

Greg Bielawski became a Range Rider in 2002. He has worked tirelessly in this capacity ever since. As nominator, John Perry, wrote, "Greg's vision and absolute commitment of his time and his wealth of experience for the Range Rider program has endeared him to members of our profession at all levels of the career ladder everywhere." Greg has made a long-lasting impact on the ILCMA community, ICMA community, and the profession of local government management.

In addition to Greg being honored, Highland Park will receive a Community Health and Safety Program Excellence Award for the Healthy Highland Park program.

Please join your ILCMA colleagues in honoring Greg and the city of Highland Park by attending the ICMA Award Recognition at the ICMA Conference on Wednesday, September 21 during the closing session.

2011 ICMA Annual Conference will feature educational sessions in five major theme tracks (working titles):

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

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

Destination: Milwaukee

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

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

2011 Annual Conference Fees

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

- ICMA member registration fee: \$625, includes a base registration of \$590 and the Sunday evening reception ticket of \$35.
- Members who register online will receive a \$25 discount and pay \$600.
- Partners registration fee: \$90 (also including the Sunday ticket).
- Nonmember registration fee: \$1,025.
- Student Members: complimentary.
- Affiliate members in local government who are in their first three years of ICMA membership: \$300 discount.
- First-time attendees in the conference region (Midwest): \$200 registration discount.

ICMA'S 97TH ANNUAL CONFERENCE

Milwaukee
WISCONSIN SEP 18-21 2011



Lakefront
Brewery
PALM
GARDEN



ILCMA Reception at the ICMA Annual Conference in Milwaukee

Once again, ICMA is setting aside an evening at the annual conference for affiliate receptions and alumni dinners. The ILCMA reception will take place after the NIU MPA alumni dinner and will feature *Brewhaus Polka Kings polka band, sponsored by the NIU MPA Board of Advisors*. ILCMA is planning an after dinner cocktail reception at Lakefront Brewery Palm Garden Restaurant, which is just blocks from the convention center.

Location: Lakefront Brewery Palm Garden Restaurant
1872 N Commerce St
Milwaukee, WI 53212

Date: Monday, September 19, 2011

Time: 8:30 p.m. – 11:00 p.m.

Please join ILCMA for an evening of networking and fun!

We hope to see you at the ICMA Annual Conference in Milwaukee, WI in September!

ILCMA would like to thank our reception sponsors:

USAgain, Christopher B. Burke Engineering, & Assurance Agency



Innovation Edge

The Value of Public Service

by Randy Reid, County Manager, Alachua County, FL

We find ourselves today as public sector leaders working in an era of dynamic global economics, stormy political discourse and facing yet another crisis in confidence in our public institutions. Memories of 9-11 sacrifices of public servants have faded as we debate the causes of our national afflictions and diminished financial security, and face the current rhetoric frequently condemning the public sector. That said, I continue to feel an undiminished pride in working as a professional in local government. I know my jurisdiction, like the ones many of you work for, has a brighter economic future and is a kinder and gentler place because of the personal investment and labor of public employees. My jurisdiction, perhaps like yours, is blessed with innovative, dedicated and creative public employees and our community is recognized by the innovation in our programs and excellence of our public academic and healthcare institutions. Thanks to the actions of our citizens thru public programs, the natural beauty of our countryside remains intact and protected and our economy is rebounding. The collaboration and work of many people make these community achievements possible: people in both the private and public sectors. It is folly to think that only the private sector strives for obtainment of excellence or causes our communities to achieve it. The role of public employees and the value of public service is vital to our republic and the success of our communities. Public sector employees are not the "non producers" of the currently popular Ayn Rand's "Atlas Shrugged" worldview. The public sector serves a three-fold vital role as the provider of public goods, guardians of the commons and promoters of a civic life essential to our communities. Private sector organizations while effective community partners, can be trusted to desire to do so only to the extent they can commercialize it for profit or create positive branding through their actions.

Early in my career as a manager I was influenced by the book, "Reinventing Government," not with just the examples of change oriented, transformational management I had learned under my first boss and coauthor, Ted Gaebler, but most of all by five principles outlined in the preface of the book. This book, critical of government bureaucracies, stated that first, as practitioners, we must strive to preserve in this era our fundamental belief in democratic government. Secondly, we must believe that a civilized society cannot function effectively without "effective" government and we make that effectiveness a reality each day to the degree we can attain it. Thirdly, we must believe that those dedicated employees around us working in government are not the problem as much as the bureaucratic systems (in which we are to this day forced to work) are the principle problem with government. Fourthly, we must believe that neither traditional liberalism nor conservatism has much relevance to the problems that our governments face today and there exists a need for pragmatic and non ideological

solutions. Finally, we must commit to provide equal opportunity for all of our citizens to prosper and reach their potential. These thoughts continue to serve me now in this time of public criticism of local government and continue to motivate me through periods of frustration in my public service.

Response to public sector critics must be viewed as a teachable moment and a time for civic education. In our comments and speeches, we need to recognize with humility our organizational shortcomings and explain those essential inefficiencies within public processes that represent the conflicting yet important values we adhere to as a democracy. Most importantly we must boldly and unabashedly defend the public sector's role in defending the "commons" and the competency and value of those individuals employed or called to public service. I suggest that public employees, whether as a Commissioner sitting at the dais or a member of a road construction crew, devote their lives to making local places better places for all citizens. They are not nameless, faceless bureaucrats living in faraway places. They are your neighbors and your friends. They sit next to you in your place of worship. They have families. They pay taxes. They are the customers in your businesses and the volunteers in your favorite organizations. They are fellow citizens of our community and it is their honor and passion to serve you. They do not grow rich in doing so, as a narrowing minority continues to do in the private sector, but they serve you well and deserve your respect.

In my experience, our public sector peers start off each morning with a totally different set of fundamental questions in their minds than our private sector counterparts in community life, who must measure their profit margins and commercial viability. Many of our public employees start every day with the well-being of the entire community in mind and specific issues essential to community prosperity and health they must grapple. Sometimes these seem like Don Quixote assaults on society's broken institutions. They ask important questions and develop strategies to solve increasingly complex community problems. Questions considered by the private sector are tangential or seek a nexus to community problems only if they can commercialize the opportunity, profit off the commons or assist their corporate branding by association to community building efforts. Corporate loyalty to a specific place is a dying value in today's global or absentee business ownership.

Public employees ask humane questions such as is anyone going hungry today? Are citizens in danger because of temperature extremes? How can we help keep citizens healthy? Is someone in despair because of illness but unable to afford treatment? Is a veteran feeling lost and isolated? Does a victim of violent crime need assistance? Can a non-profit organization help tend to those in need? Did a person's race prevent them from renting a home?

Public employees plan for a better future for their communities. They plan for the benefits of their citizens and the preservation of historical places while balancing the impact of new development. We ask what our communities will look like in fifty years. Are we building safe structures? Can we grow in a way that creates a sustainable future? What will transportation look like as gasoline costs increase? Can we use energy more wisely? Will there be farms here in the future or only houses? Will future generations have access to our beautiful wild spaces?

Public employees ask if precious natural systems and our environment that undergirds our communities are safe. Are our water supplies and air quality healthy? Are we safe from exposure to dangerous toxins? How do we dispose of dangerous chemicals? How can we assist parents in preventing childhood obesity?

Public employees ask questions out of concern for our citizens' quality of life and public safety. This quality of life focus is a clear responsibility of the public realm and makes for sustainable and resilient businesses and neighborhoods. How can we improve our transportation infrastructure? How can we pay for a park or fire station? How can we encourage business retention? Can we recycle more and limit non renewable resource use? How do we best respond to the devastation of a fire, a hurricane, a medical emergency? How do we make our neighborhoods safe? Are there safe alternatives to jail and long term incarceration?

Public employees ask if we have responsibly enhanced our democratic ideals and sufficiently gathered citizen concerns on important issues. Have we made our government more accessible to all people? Have we responded to citizen questions in a helpful and timely way? Are we providing civic education opportunities and forums for civic conversations, as well as formal public hearings and processes? Do we properly engage citizens in problem solving or have we made them only consumers of our services?

As ethical public managers and employees we need to listen to our critics closely and respectfully as citizens and concentrate on fiscal accountability, effective governance and outstanding performance at each of our public tasks and responsibilities. We must, however, never dismiss the fact that what we do as public employees is essential to the functioning of our communities and the welfare of our citizenry. If we work hard and treat our elected officials, peers and our citizens with respect and civility, we can answer any question and respond to any challenge our communities face. We can bring honor back to public service and attract a new generation to public service.

About

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

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

ARCHITECTURE • ENGINEERING • PLANNING



PROFESSIONAL SERVICES

More ideas. Better solutions.[®]
www.msa-ps.com

Champaign
877.352.0081

Galena
888.672.0003

Quad Cities
866.732.6321



Mortenson
construction

Erin Fiegel, ASLA
847.981.8600
www.mortenson.com

Building what's next.

MAXIMIZING REVENUES
for local governments

AZAVARAUDIT.COM
(312) 583-0100



AZAVAR
AUDIT SOLUTIONS, INC.

SERVING COMMUNITIES THROUGHOUT ILLINOIS.
Please contact Jason Perry or visit our website to learn more about how we can maximize your revenue.

PARAMEDIC SERVICES
of Illinois, Inc.

A LEADING PROVIDER OF
CONTRACTURAL PARAMEDIC
&
AMBULANCE BILLING SERVICES



9815 W. LAWRENCE AVE.
SCHILLER PARK, IL 60176
PHONE: (847) 678-4900
FAX: (847) 678-2854

www.paramedicservices.com

IML Managers Monthly Column

Local Government Managers Are Needed— Now More Than Ever

By Mell Smigielski, Village Administrator, Village of Mahomet &
IML Manager Committee Member

Leading municipalities has never been easy. If it was, everyone would be doing it. In good economic times, leading seemed easy and deciding where to place resources was straightforward. Planning for growth with more anticipated income as a result made the process fun.

Things are different now. A lingering or slow economy often requires that programs need to be scaled back or eliminated. Management needs to decide how to do more with less or even ponder how to reduce or eliminate some of the things we helped create. These uncertain times create a lot of anxiety throughout our organizations. Employees worry about job changes, cuts in pay or even layoffs. Citizens worry about services they use being eliminated, reduced or taxes and fees being raised to pay for the status quo. As citizens have their jobs reduced or cut back, this current economy has allowed the Misery Index (economist Arthur Okun's brain child consisting of the inflation rate + unemployment rate) to go to 12.7, which is the highest in 28 years. FYI, the lowest year was 1953 at 3.74 and the highest was 1980 at 20.76. So it could be worse.

The ICMA has identified practices critical for success in leading your municipality. The Practices for Effective Local Government Management are:

1. Staff Effectiveness
2. Policy Facilitation
3. Functional and Operational Expertise and Planning
4. Citizen Service
5. Performance Measurement/Management and Quality Assurance
6. Initiative, Risk Taking, Vision, Creativity and Innovation
7. Technological Literacy
8. Democratic Advocacy and Citizen Participation
9. Diversity
10. Budgeting
11. Financial Analysis
12. Human Resources Management
13. Strategic Planning
14. Advocacy and Interpersonal Communication
15. Presentation Skills
16. Media Relations
17. Integrity
18. Personal Development



Educate. Advocate. Empower.

If you strive to become an ICMA Credentialed Manager, your professional development plan will consider each of the aforementioned items. In these times of trouble, it is incumbent upon all of us to become a better leader and get back to these root principles. We have to be a role model in the way we meet challenges. As Mark David mentioned in his article, "LEADERSHIP DURING CHALLENGING TIMES", "the bottom line to an organization's survival and success depends on leadership's ability to:

- create the correct business strategies to navigate to the correct destination
- ensure that everyone is on the same page working in harmony toward the same goals
- maximize the productivity of every employee each day, each hour, each minute and keep everyone in the organization energized and focused
- communicate gratitude for each team member's skills and contribution".

David's four strategies are:

1. Broadcast Your Vision to Your Organization
2. Tell Your Organization What You Expect
3. Focus on the Top 20% Responsibilities
4. Create a Culture of No Fear

We now live in a new economy. Promised revenue from other entities is being questioned and even threatened. We are lucky to have the Illinois Municipal League continue our fight against nefarious legislation. We as leaders must use all available tools to lead our municipalities into this new normal.

**Sign Up to Staff the ILCMA
Booth at the IML Conference!
See details on the next page**

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



Illinois City/County Management Association 815-753-5424 ■ Fax 815-753-7278

ILCMA will once again be participating as an exhibitor at the Illinois Municipal League Conference and is seeking volunteers to staff the booth. Please sign up for a time slot using the form below!

IML Conference Booth Sign-up

Count me in! I have indicated three (3) time slots that I can work

Name: _____

Title: _____

Address _____

Phone _____ Fax _____ e-mail _____

Please indicate your choices by putting a 1 by your first choice, a 2 by your second choice and a 3 by your third choice:

Thursday, September 15

Friday, September 16

_____ 2:00 pm – 3:30 pm

_____ 10:00 am - 11:30 am

_____ 3:30 pm - 5:00 pm*

_____ 11:30 am – 1:00 pm

_____ 5:00 pm - 6:30 pm

_____ 1:00 pm – 2:30 pm

_____ 2:30 pm – 4:00 pm

_____ 4:00 pm – 5:30 pm

*The Official Grand Opening is at 5 pm with the Get Acquainted Reception being held from 5:30 – 6:30 pm.

_____ YES, my mayor is willing to staff the booth with me!

Please respond by September 1st to:

Dawn S. Peters
ILCMA Executive Director
Center for Governmental Studies
NIU
DeKalb, IL 60115

You can also fax or e-mail your response to:

Fax: 815-753-7278
Email: dpeters@niu.edu

**Secretariat ■ Center for Governmental Studies ■ Northern Illinois University ■ DeKalb, Illinois
60115-2854**

www.ilcma.org

SIEMENS

Becky Werra, LEED® AP
 Energy and Environmental Solutions
 Becky.Werra@Siemens.com · (847) 493-7764

Siemens Industry, Inc. · Building Technologies Division
usa.siemens.com/buildingtechnologies

SRBL ARCHITECTS

www.srblarchitects.com

Do you want an architect that does more?
 Get to know SRBL. We'll partner with you.

Visit Our Town...On the corner of
 Promise & Ingenuity




GIS/IT Consulting

mgp inc

thomas a. thomey
 tthomey@mgpinc.com
 847-656-5698 Ext. 704
 mobile: 847-366-6235
www.mgpinc.com

Proud service provider for:



Sikich. Sikich Sets the Standard for Excellence in Government Services

- Audit & Accounting Services
- Financial Management Software Solutions
- Graphic Design & Marketing Services
- Human Resource Consulting
- Information Technology Services
- Local Government Management & Operations Consulting
- Outsourced Management, Finance, HR & Technology Functions
- Police & Fire Pension Plan Accounting & Consulting
- Strategic Planning & Performance Measurement

Locations throughout the Midwest
 Contact us at 877.279.1900 or visit us at www.sikich.com

GHA GEWALT HAMILTON ASSOCIATES, INC.

CONSULTING ENGINEERS

Providing Superior Client Service for 30 Years

Municipal Engineering	Water Resources	Traffic Engineering
Surveying	Construction Phase Services	Civil Design
Environmental Consulting	GIS	Transportation Planning

Corporate Headquarters
 850 Forest Edge Dr
 Vernon Hills, IL 60061
 847.478.9700

www.gha-engineers.com

Chicago Branch Office
 312.329.0577
 Gurnee Branch Office
 847.855.1100

Ancel Glink

DIAMOND BUSH
 DiCIANNI
 & KRAFTHEFER

Representing local governments and public officials.
 Contact Stewart Diamond or Adam Simon.

312-782-7606 | ANCELGLINK.COM

FOR LOCAL GOVERNMENT LAW, THINK ANCEL GLINK

Michael E. Wojcik, CLU, CFP®
 Senior Vice President
 Horton Benefit Solutions



THE HORTON GROUP INC.
 10320 Orland Parkway
 Orland Park, IL 60467
 Phone. 708.845.3126
 Fax. 708.845.4126
 Cell. 708.650.1557
mike.wojcik@thehortongroup.com

an Assurex Global Partner

Insurance • Risk Management • Employee Benefits

GENERAL CODE

www.generalcode.com

Contact your Illinois
 Regional Rep at
 (800) 836-8834 to see
 what we have to offer
 your municipality.



Marcia Clifford



LoriAnn Shura

- Codification and supplementation of your ordinances
- Electronic access to Codes and records
- Document Management Products and Services

Laserfiche
 Authorized Reseller

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

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

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

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

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

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

Managers in Transition who agreed to publicize their information:

(Visit the Members Only section of the ILCMA website to view resumes of those who have submitted them)

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

Doug Maxeiner
dkmaxeiner@comcast.net
Home: 815-363-5902
Cell: 815-742-1690

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

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

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

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

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

Ken Lopez
blopez@mc.net
Home: 815-385-1207
Cell: 847-875-0169

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

Jamie Bowden
jamiebowden806@gmail.com
Home: 815-467-2119
Cell: 815-955-9622

Richard Downey
rdowney1@yahoo.com
815-499-4650

Randy Bukas
rjbukas@yahoo.com
618-395-1506



TRIA
ARCHITECTURE

James A. Petrakos, AIA, LEED AP
President, Director of Marketing
1333 Burr Ridge Pkwy, Suite 175
Burr Ridge, Illinois 60527
630.455.4500
www.TriaArchitecture.com

NIU Center for Governmental Studies
Connecting Practitioners
to University Resources

Local Government Management & Community Development Services

- Demographics & Mapping
- Economic Development
- Governance & Strategic Planning
- Growth Management & Development
- Management Assistance
- Organizational Studies
- Policy Analysis

Connecting
Collaborating
Creating Solutions

Roger K. Dahlstrom
Diana L. Robinson
Dawn S. Peters
Norm Walzer

NIU Outreach
www.niucgs.org

AUTOMATED BACKFLOW PROGRAM



BSI Online 800-414-4990
www.backflowsolutions.com

NOT A SOFTWARE PROGRAM

- \$495 per year guaranteed
- Results entered by backflow testers (completely web-based)
- Sends out your annual notices
- Proven to increase backflow testing compliance
- All water customer calls are directed to BSI Online

CHRISTOPHER B. BURKE ENGINEERING, LTD.

9575 West Higgins Road, Suite 600 Rosemont, Illinois 60018
PH (847) 823-0500 FAX (847) 823-0520



*Environmental • Mechanical/Electrical
Stormwater Management • Water Resources
Transportation • Surveying • Structural*

Office Locations:

Rosemont, IL • St. Charles, IL • Peoria, IL • New Lenox, IL • Evansville, IN
Indianapolis, IN • South Bend, IN • Crown Point, IN • Ft. Wayne, IN • Columbus, IN

Architects Engineers Consultants

Jake Davis, AIA, LEED AP
Business Development Director
P: 847.841.0604
jrdavis@dewberry.com
www.dewberry.com



Downstate Region Range Rider Position Open

After 14 years of service to the ICMA Range Rider program, Steve Berley has announced that he is retiring as of January 1, 2012 as an ICMA Range Rider for ILCMA and the Downstate region. Steve provided in his resignation letter the following quote from Leo Rosten: "I cannot believe that the purpose of life is (just) to be happy. I think the purpose of life is to be useful, to be responsible, to be compassionate. It is, above all to matter, to count, to stand for something, to have made some difference that you lived at all." Steve has mattered as an ILCMA Range Rider! Steve talked with and provided support to countless members throughout his years as a Range Rider. He always took the time to write a personal letter to every new member and congratulation letters to members when they received a promotion or new position. Steve – YOU WILL BE MISSED! ILCMA cannot thank you enough for your years of service to ICMA and ILCMA!

The ILCMA Range Riders provide a valuable, volunteer service to our membership. It is interesting to note that in 2010 the five Range Riders combined clocked almost 700 hours and made over 1700 contacts. A contact can be a phone call, letter/fax/mail, meetings, or personal contacts. They traveled nearly 8900 miles to provide their services.

Because the demands on the Range Riders continue to increase, ILCMA is seeking a replacement for Steve. This Range Rider will join David Anderson in serving the Downstate region. Steve served the area west of the Chicago collar counties to the Mississippi River, north to the Wisconsin border, and south to Interstate 80. If you are a retired, or soon to be retired, manager and are interested in being considered for this position please send a letter of interest and resume to the Dawn Peters, ILCMA Secretariat by October 30, 2011. The current Range Riders will review the letters of interest and present a recommendation to the ILCMA Board. The Board will then act on their recommendation at the November board meeting. Interested parties can view information on the ICMA Range Rider program at:

http://icma.org/en/icma/members/range_rider_program/range_rider_guidelines

You can also contact Dawn Peters at dpeters@niu.edu or 815-753-0923 or any of the existing ILCMA Range Riders with any questions about the program.



WILLIAMS
CONSTRUCTION
MANAGEMENT

450 E. Gundersen Drive
Carol Stream, IL 60188
p 630 221 0671
f 630 221 0118
www.williamscm.com

CONSTRUCTION MANAGEMENT | ARCHITECTURE | DESIGN-BUILD



www.iamma.org

IAMMA September Luncheon Current Trends in Labor Relations

Thomas Melody from Klein, Thorpe and Jenkins, LTD will be present to discuss current trends in municipal labor relations and answer any questions regarding this topic.

**IAMMA September Luncheon
Wednesday, September 14, 2011
11:30 AM– 1:30 PM**

(Lunch to begin at noon and program at approximately 12:45 PM)

**Location: Westwood Tavern & Tap
1385 N. Meacham Road
Schaumburg, IL 60173**

Cost: \$25

(Payment must be made at the door. Checks should be made payable to "IAMMA")

To register for the program, please contact Becky Suhajda at 630-837-0301 or bsuhajda@hanover-township.org by September 9, 2011.

Food for Thought: Guideposts for City Managers

L. P. Cookingham, one of the deans in the local government management profession, set forth his philosophy of management for the guidance of younger administrators in a 1956 PM article. Mr. Cookingham served for three decades as a city manager and was president of ICMA in 1940. At last count, 29 of the 45 persons who served as his assistants and interns went on to become city managers.

Here are his guideposts, which are as relevant today as they were in 1956.

1. Never forget that the council, to the best of its ability, expresses the will of the people. There will be times when you will not understand why the council takes certain actions, but you will find that the council is generally right, and the members express public opinion as they see it and as they learn it from their constituents.
2. Formal acts of the council become public policy, and you as city manager must always do your best to translate these policies into action. You should do this in a manner to best realize the intent of the council. In some cases, you may not agree with the policy, but it is your duty as city manager to carry out the policy to the best of your ability unless it is illegal or fraudulent.
3. You have to “give and take” all along the way, but when you must give ground to the “left,” be sure that when you return toward the center you go to the “right” as far as possible. In “giving,” never do anything that may be illegal or that is contrary to the basic principles of the plan of government with which you are working.
4. Remember that the average fellow with whom you talk, whether he is a member of the council, one of the city’s staff, or a citizen, does not know as much about the job of municipal administration as you know now or will know in the years ahead; so don’t get too far beyond him, for he will not be able to follow you.
5. Be as humble as the humblest with whom you deal, and subdue by your patience those who are inclined to be arrogant. You must give as much time as is necessary to the person who is slow in understanding, and you must be patient with those who may be impatient with you.
6. Lead those whom you contact—members of the council, subordinate employees, and citizens—into the proper channel by tactful suggestion rather than by too persuasive argument. Make them feel that they have had a major part in making the decisions and in establishing the policies that you deem to be in the best interest of the individual and the government.
7. Don’t let any problems frighten you, for there is a logical solution to each one you have to face. If they seem too tough for today, let them go until tomorrow whenever possible, for then they will seem simpler. The problems that concern you today may be completely forgotten in a week or two.
8. Treat everyone in the city, friend or foe, as if your success depended on the manner in which you handled his problem. I have often told my employees to consider everyone with whom they talk to be a member of the city council, and by doing this, they will give their best to all.
9. Get acquainted with your employees as rapidly as possible, and take time to let them show you what they have in their departments and how they do their work. (If you do not approve, go slowly in making drastic changes. The results will be much better and the improvements more lasting.)
10. Give credit where credit belongs and always give the council all the credit you can. They have to be reelected.
11. Never forget that you are a servant of the people, and instill that philosophy in each of your employees. If you find one who cannot understand this philosophy, remove him for he will be no good to you or the city. If you ever get the idea that you are ruler, you, also, will be no good to the city or to the form of government.
12. Work hard to gain and keep the full confidence of the council and the respect of your department heads, and your job will be easier. The confidence of the council is of utmost importance in doing a successful job.
13. Don’t let the “cranks” worry you too much, for if you do they will outlive you.
14. Be sure to develop good press relations and give all the time necessary to help the press, radio, and other media to keep the public informed, because any one of these media can ruin your program with very little effort.
15. Keep your eyes and ears open and your mouth shut during council meetings. This is one of the most important principles in the field of council-manager relations. I have known more managers who have talked themselves out of jobs than into jobs. The members of the council are elected by the people and know something about the business of municipal government. When they want information from the manager, they will ask him for it, and it is well to have the information when requested.
16. Don’t pursue your program at a faster pace than the council, the employees, and the public can follow. You will always see plenty of things to do and have plenty of changes to make but be sure that everyone understands why you are doing this and how it will benefit the city or its government before you proceed.
17. Never put in writing anything you can’t prove. Someday someone might embarrass you with it.
18. Always take the chip off the complainant’s shoulder before you let him go. This will be a hard task in some cases, but use every resource at your command to make friends out of potential enemies.

continued on next page

19. Always remember that you will never get in trouble or be embarrassed by doing what is right. You may lose your job for standing up for what you think is right, but you'll always get another and better job. Besides, you will be able to sleep soundly every night.

20. Keep up your personal contacts with other city managers. The greatest compliment you can pay them is to ask how they handle a certain problem.

21. Always think of the city in which you work as your city. Participate in civic movements for its betterment and, above all, live in your city.

22. Keep a framed copy of "The City Manager's Code of Ethics" in your office. Read it once in awhile. Always abide by it.

Reprinted with permission from the September 2008 issue of Public Management (PM) magazine, published and copyrighted by ICMA, the International City/County Management Association, Washington, D.C.



S. B. Friedman & Company
Real Estate Advisors and Development Consultants

**Public-Private Partnerships
Development Advisory Services
Real Estate Economics
Impact Analysis
Subarea Plans & Implementation
Community & Economic
Development Strategies**

221 N LaSalle St
Suite 820
Chicago, IL 60601
T: 312 424 4250
friedmanco.com

Vision | Economics | Strategy | Finance | Implementation

Help Your Community Members Say Goodbye to Federal Benefit Checks

The U.S. Department of the Treasury recently announced that all federal benefits will be paid electronically. Anyone applying for federal benefits will need to choose an electronic payment method at the time they apply for their benefit, while anyone currently receiving paper checks must switch by March 1, 2013. People already receiving benefit payments electronically do not need to take further action. They will continue to receive their payment as usual on their payment date.

This change makes it more important than ever for you to encourage citizens in your community to sign up for electronic payments now.

- Have a bank or credit union account? Americans can sign up for direct deposit of their benefit payments directly into their checking or savings account by going to www.GoDirect.org, calling (800) 333-1795, or visiting their local bank or credit union.
- Prefer a prepaid debit card? The Direct Express® Debit MasterCard® card is a prepaid debit card that provides a safe, low-cost alternative to paper checks for federal benefits payments. Funds on the Direct Express® card are FDIC-insured (up to the legal limit). Cardholders can make retail purchases, pay bills and get cash back. No bank account or credit check is required. To sign up for the card, or to learn about its fees and features, people can go to www.GoDirect.org, call (800) 333-1795, or contact their federal agency.

People who do not choose an electronic payment option by March 1, 2013, or at the time they apply for federal benefits, will receive their payments via the Direct Express® card so they will not experience any interruption in payment.

The Treasury Department's Go Direct® campaign provides free materials to help you share this important information. For more details or to order free materials, visit www.GoDirect.org.

We help you get it done.

- Debt Issuance Services
- Economic Development and Redevelopment
- Financial Planning
- Management, Communication, and Public Participation

550 Warrenville Road, Suite 220 • Lisle, IL 60532 • Ph 630-271-3330

www.ehlers-inc.com



EHLERS
LEADERS IN PUBLIC FINANCE

Career Compass No. 18: Taking Smart Risks

by Dr. Frank Benest

3 June 2011

In this issue of Career Compass, Dr. Benest shares wisdom on risk taking, with recommendations on when to avoid a risk and when to take the leap.

I am a special projects coordinator in the County Manager's Office. While we have done a lot of budget-cutting in our organization (with some actual layoffs), the County Manager says we need to change the way we do business, take some risks and innovate if we are to overcome all our financial problems.

However, no one talks about the negative fall-out if the risk-taking does not produce a positive result. In fact, our local government operates in a very risk-averse political environment. Everyone is afraid of making a mistake because the governing board or a community group will criticize you. I want to help us innovate and grow my career at the same time. How do I take risks in this kind of environment?



Yes, we local government professionals face dual realities. We must take risks given our challenges, and we need to minimize the potential fall-out from risks given the zero-risk environments we often face. How do we deal with this duality?

WHY TAKE RISKS?

Local governments desperately need to adapt to change and innovate in times of financial meltdown. We need to design new service models, such as:

- “Shared” or collaborative services with other public agencies (e.g., sharing a police department or hazmat or other specialized service)
- Self-service (e.g., certain inspections)
- Multi-sector partnerships (e.g., partnering with a parents group to deliver an after-school program)
- Outsourcing (e.g., park maintenance)
- Off-loading (e.g., letting a private swim organization operate a municipal pool)
- Discontinuing a service (e.g., police traffic motors)

All these alternative service approaches, including the “no-service” option, pose a risk for local government staff (as well as elected officials) who may propose the new policy or attempt to

carry it out. However, not taking action is even a bigger risk. We cannot cut our way out of the fiscal crisis. We need to cut but also innovate. And there is no innovation without risk.

In addition to helping our local government agencies create new solutions, you must also take risks to advance your career. In terms of career advancement, you won't get noticed unless you are taking some risks in moving the agenda forward. If you take on a project involving a multi-sector partnership, there is a risk of failure. If you request an interim management assignment when your Division Manager retires, you may not do an exemplary job. It is a risk. If you make a lateral move to another unit to expand our portfolio of skills, it is another risk.

Finally, taking risks is essential if you are to learn. There is no learning without mistakes.

THE "SWEET SPOT"

It's pretty reckless to take wild gambles recognizing the risk-aversion of some elected officials or community interest groups. However, it is desirable to take calculated risks.

A good calculated risk is one that has a decent chance of success. In fact, the "sweet spot" for risk-taking and learning involves a project with a 50-70% chance of success. If the likelihood of success is over 70%, it is really not much of a risk and may not generate much learning. If the likelihood is less than 50%, it may be too much of a gamble.

TEN TIPS FOR TAKING SMART RISKS

I suggest the following tips or guidelines in taking calculated risks:

1. **Consider risks only if they are important:** Risks with potential downsides should be taken only if the potential pay-offs are significant for the organization or the community.
2. **Take the risk if the project or initiative is aligned with your passion:** You are more likely to make an extraordinary effort and thus succeed if the project is fueled by your passion or deeply-held values.
3. **"Ready, fire, aim":** Don't try to get it perfect or you'll never launch the innovation. Experiment, try out some ideas, and fix it up as you go along. Your goal is getting it "roughly right."
4. **Use a respected sponsor:** You can share your project idea with a respected Division Manager or Department Head. If a higher-up agrees to get involved, you need to engage the potential sponsor in developing the proposed work plan and then ask the person to serve as the "front" for the team when the project is proposed to the chief executive and/or the governing board.
5. **Spread the risk:** You minimize the risk if you broadly engage others internally and externally as full team members. By fully engaging colleagues from your agency and outside agency representatives and integrating their interests into the project, you can turn stakeholders into partners. Stakeholders can easily criticize you and your effort. True partners become committed and will support an initiative even if it needs fixing up as it goes along.
6. **Tie your innovation to another initiative or investment underway:** Your risk is minimized if your effort is an extension of something already accepted or initiated.
7. **Pilot everything:** Call any new project a "pilot." Why? Because, with a pilot, top management, other organizational members, elected officials, and community stakeholders will expect some "mis-steps" which will then help you fine-tune the

program. The right language helps you shape expectations and minimizes the risk. (Remember how long Gmail bore the beta label? Five years).

8. **Take incremental steps and ramp up over time:** If you take a few incremental steps in starting a project, it is easier to back-off a risky project if you get hit with a wave of significant opposition. Some initial steps typically do not require a heavy financial investment from the beginning. In other words, it is “reversible.” Conversely, if you take some positive incremental steps, you can develop momentum for the project and slowly build support, allowing you to move the initiative forward.
9. **Debrief the experience as you go along:** As you implement the creative program or take the next career move, you should de-brief what is happening as you go along as well as at the end. Debriefing with your partners helps you take corrective steps as you progress and consolidate your learning at the end. In debriefings with others, ask:
 1. What is happening?
 2. What is going well?
 3. What is not going well?
 4. How do we fix it up?
 5. What are we learning for future practice?
10. **Seek guidance from your “dream team” of advisors:** Everyone needs informal coaches and advisors (see [Career Compass No. 7](#)). When you perceive an opportunity to innovate or to move up professionally, you should go to a trusted peer or manager or professional contact. Get some feedback on the following:
 1. Is this an important risk with significant potential pay-offs, worthy of the possible failure or other downsides?
 2. What is the potential for learning (for me and others)?
 3. How do I minimize the risk?
 4. Who can support me?
 5. How do I “frame” the project?
 6. Given the organizational or community culture, is the risk acceptable?

NOTHING VENTURED. . .

In this disruptive world, taking no risks is a risk. If you want to help your agency adapt to accelerating change, gain visibility for yourself and advance your career, you need to take calculated risks. You may fail. However, there are practical ways to take the risk, minimize the downside and achieve the pay-off for your organization, the community and yourself.



Career Compass is a monthly column from ICMA focused on career issues for local government professional staff, and appears in ICMA's [JOB newsletter](#) and online. Dr. Frank Benest is ICMA's senior advisor for Next Generation Initiatives and resides in Palo Alto, California. If you have a career question you would like addressed in a future *Career Compass*, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com.

Servicing over 30 million citizens:

Citizen Support Centers

The Leader in all inbound and outbound information, request and FOIA servicing through phone, web, email and walk-in

Jennifer Synder: 630-985-1300 x213
jsnyder@govqa.com



www.govqa.com

The Bridge To Your Community



FULL-SERVICE CONSTRUCTION BY EXPERTS WHO CARE



Emily Portugal
 Director of Municipal Client Relations
847.783.3218
emportugal@leopardo.com



www.leopardo.com

Honeywell

Cameron Allen	Honeywell
Business Development Manager	1500 West Dundee Road
Honeywell Energy Services	Arlington Heights, IL 60004
Automation and Control Solutions	312-608-4048 Phone
	312-264-0096 Fax

www.Honeywell.com
Cameron.Allen@Honeywell.com

Job Mart

Village of West Dundee, Fire Chief

The Village of West Dundee Illinois, population 8,000, a full-service community located on the Fox River, approximately 40 miles west of Chicago Illinois seeks experienced fire professionals as candidates to lead its Fire Department as Fire Chief based upon the upcoming retirement of the existing Chief. The Fire Chief is appointed by the Village Manager and leads a two station department consisting of 11 full time Paramedic / Firefighters including the Chief, 3 Lieutenants and 35 part-time Paid on Premise personnel. West Dundee Fire Department is recognized as a being professional, well trained, with employees dedicated to the community's safety. West Dundee offers a friendly hometown atmosphere, with beautiful neighborhoods, excellent schools and wonderful recreational opportunities. The Village is seeking candidates with incident command experience, strong management and leadership skills as well as possessing excellent written and verbal communication skills. The Village is a member of a regional communication center (Quad Com) and has strong established automatic aid relationships with its neighboring communities. Candidates should be experienced in budgeting and fiscal management with a proven record of visibility and participation in the community as well as in taking a collaborative approach to local and regional issues. Candidates must be committed to training, professional development and community service. Candidates should have achieved the State of Illinois Personnel Standards and Education Commission requirements for Firefighter Level III and Fire Officer III is desirable. A bachelor's degree in Fire Science, business administration, public administration, communications, or other advanced degrees and certifications are highly desirable. Candidates should also have at least ten years increasing responsible leadership and management experience in the fire service. The Starting salary range is: \$83,500 - \$111,600 +/-, DOQ. Residency in West Dundee is not required, but residency within a reasonable proximity to the community is highly desirable. Submit resume and cover letter by September 20th, 2011 to Lee McCann, Mike Hosking or Norm Malcolm c/o Voorhees Associates, 500 Lake Cook Road, Suite 350, Deerfield Illinois 60015 telephone#1-847-580-4246 Fax#1-866-401-3100 or resume@varesume.com Electronic Submission Preferred.

Village of Glen Ellyn, Public Works Director

Glen Ellyn, IL (27,000) Dynamic and vibrant community seeks experienced, progressive, and collaborative candidates to apply for the position of Public Works Director. The Village of Glen Ellyn is located 23 miles west of Chicago in DuPage County and is recognized as one of the area's premier communities with an excellent library, park district and top-rated schools. The Village strikes a balance between beautiful neighborhoods, open space, and strong commercial activity including a historic downtown that offers an eclectic mix of restaurants and specialty boutiques.

The Public Works Department has 28 full-time employees and an annual budget of approximately \$24 million, including the capital projects fund. The Department is responsible for water distribution, sanitary sewage and storm water collection, street operations,

Job Mart

vehicle fleet maintenance, forestry, and parking lot maintenance. The Public Works Director also oversees the daily operations of the Glenbard Wastewater Authority, which is jointly owned and operated by the Villages of Glen Ellyn and Lombard.

The Public Works Director is appointed by and reports to the Village Manager. Qualified individuals will be expected to have a strong background in strategic planning, organizing and directing the administrative, management and operational functions of a public works department. Minimum of 7 years experience in public works operations and at least 3 years of supervisory experience in a public works agency preferred.

Position requires bachelor's degree in engineering, public administration or related field. Master's degree preferred. Candidates should possess strong skills and/or experience in effective service delivery, creative problem solving, and public presentations in a team-management orientation. Excellent interpersonal/communication skills are essential. Additional information available at www.voorheesassociates.com.

Starting salary range is \$115,000 +/-, DOQ. Excellent benefits package. E-mail resume, cover letter, and contact information for five professional references by September 12th to resume@VAresume.com to the attention of Doug Williams, Voorhees Associates, 500 Lake Cook Road #350, Deerfield, IL 60015, Tel: 847-580-4246; Fax: 866-401-3100.

City of Marengo, City Administrator

Marengo, IL (7,614) is located in fast growing McHenry County, approximately 60 miles northwest of Chicago. The community location offers a superior quality of life in which to live, work, and raise a family. The City offers the full range of traditional municipal services (Fire and EMS service via Districts). The City Administrator is appointed by the Mayor with the advice and consent of the City Council. Candidates will be expected to have a strong background in financial management, economic development, infrastructure development, and labor relations/negotiation. Candidates must have five plus years increasingly responsible executive experience in a community or organization of comparable size and complexity. Position requires Bachelor's degree in public administration, business administration, public policy or related field. Master's degree (MPA or MBA) or other advanced degree is a plus. Candidates must possess excellent interpersonal skills, an approachable, welcoming style with the community and staff, and a proven record in effective service delivery and creative problem solving. Residency is preferred. Starting salary: \$110,000 +/- DOQ with excellent benefits. Send résumé, cover letter, and contact information for five professional references by September 16, 2011 to Mark J. Morien, Voorhees Associates, 500 Lake Cook Road, #350, Deerfield, IL 60015 or email: resume@varesume.com. Electronic submission preferred. Tel: 847-580-4246; FAX: 866-401-3100.

Additional information available at www.voorheesassociates.com.

BAXTER & WOODMAN

Consulting Engineers

- Water
- Wastewater
- Transportation
- Stormwater
- Construction Services
- Municipal Services
- GIS



815.459.1260 www.baxterwoodman.com
Offices in Illinois & Wisconsin



Specializing in local government employment solutions:

- Temporary Placements
- Temp-to-Hire
- Outsourced Placements
- Specific Project Placements
- Process Improvement Studies

Visit our website – GovTempsUSA.com
or call 1.866.440.TEMP



Engineering & design excellence
for municipalities across Illinois.



Buildings • Energy • Sites • Transportation
www.PrimeraEng.com • 312.606.0910

Hammond Investment

Management, LLC

Timothy P. Hammond

Registered Investment Advisor

11632 Parkside Lane, Mokena, IL 60448

(708) 479-4448

www.HammondInvestment.com

Job Mart

City of Rockford, Director of Finance

Rockford, IL (150,000) The city of Rockford is seeking a progressive, creative public finance executive to serve as it's next Finance Director. The third largest city in the state, Rockford is located in north central Illinois, 60 miles northwest of Chicago near the Illinois/Wisconsin state line. Rockford operates under a Mayor/Alderman form of government with a full time City Administrator. The current mayor is halfway through his second term and the city administrator has been with the city for 11 years. The current Finance Director is retiring after serving 37 years with the city. The City has a \$241 million budget and 1135 employees of which two thirds are police, fire and public works. The Finance Department has 32 authorized positions and a \$2.5 million budget. The next Finance Director will be an integral part of the executive management team participating in key decisions pertaining to economic development, long and short term revenue and expenditure strategies, budget development and administration, and all policies affecting the overall fiscal health of the city. Candidates must have a bachelor's degree in finance, public policy, business or related field. A master's degree in public policy, finance or business administration is highly desired. CPA or CPFM a plus. Candidates must have 7-10 years increasingly responsible experience in executive level financial administration in the public sector or in a field closely related to the public sector. The successful candidate will be a highly collaborative, experienced executive with a proven track record in progressive fiscal management, with the ability to work closely with elected and appointed officials as well as with other department heads on the city's financial strategies. Salary is \$115,000 +/- DOQ. Residency in the City of Rockford is required. Candidates should apply by September 21 to Heidi Voorhees at Voorhees Associates at resume@varesume.com. Electronic submission preferred. Mail submissions to 500 Lake Cook Road, #350, Deerfield, IL, 60015. Tel: 847-580-4246. Additional information available at www.voorheesassociates.com.

Village of Round Lake, Director of Public Works

The Village of Round Lake, Illinois (population 18,289), seeks experienced candidates for the Director of Public Works to manage and supervise the engineering and public works functions for the Village as well as oversee the management, operation, maintenance, and capital improvement program for the public infrastructure consisting of the water distribution system, sanitary sewer collection system, streets, sidewalks and other related Village infrastructure.

Applicants must have a bachelor's degree from an accredited college or university in civil, environmental, or other related engineering field, a State of Illinois Professional Engineer registration, and progressively responsible work experience with similar responsibilities to those required in the Village of Round Lake. Additional information about the position is available upon request. Salary DOQ. Apply by September 16, 2011 with cover letter, resume, and five work related references to Village of Round Lake, ATTN: Village Administrator, 442 N. Cedar Lake Road, Round Lake, IL 60073 or email at admindept@roundlake.com.

PS We take care of IT



Is Your Network at Risk?

**FREE Vulnerability Scan
for ILCMA members***

Schaumburg Corporate Center
1515 Woodfield Rd. \ Suite 880
Schaumburg, IL 60173

847-240-3900

www.pswetakecareofit.com

*Some restrictions apply

IT Services
Surveillance
Voice & Data


**Current
Technologies**

An eye on the future of technology

1423 Centre Circle • Downers Grove, IL 60515
630.388.0240 • fax: 630.388.0241 • currenttech.net

Allan R. Ambrose
Senior Vice President
Public Finance



Northern Trust

The Northern Trust Company
50 South La Salle Street
Chicago, Illinois 60603
(312) 557-2000

Direct (312) 557-0945
Facsimile (312) 444-5478
ara1@ntrs.com

Job Mart

City of Olney, City Treasurer

The City of Olney is accepting applications for a City Treasurer. Position works in conjunction with the City Manager. Excellent salary and benefit package.

City Treasurer responsibilities include financial reporting, preparing reports for the annual audit, cash management and all investment activities, general ledger maintenance, preparing and maintaining annual budget and capital improvement plans, tax levy preparation, payroll, accounts receivable and accounts payable and supervision of accounting staff.

Qualified applicants should possess a Bachelor's degree in accounting or finance, along with 3-5 years experience in municipal finance or public accounting.

Interested candidates should send resume along with cover letter, salary history, and three professional references to the Office of the City Manager, City of Olney, 300 S. Whittle Avenue, Olney, Illinois 62450. Deadline for submitting information is September 16, 2011.

City of Olney, City Manager

The City of Olney, "Home of the White Squirrels," is seeking an innovative leader who excels in helping to develop and implement solutions to problems both big and small. The successful candidate will be a master communicator in both oral and written communications and will be able to successfully orchestrate a staff of 62 full time employees in various departments from Police and Fire to Street, Sewer, Park and Water.

The successful candidate will have a personality that lends itself to problem solving, whether working with the Council or with the public in a creative and efficient manner.

Applicants should have at least five years experience in management, in or outside of government. A Bachelor's degree is preferred, except in the case of an extraordinary candidate with an extraordinary set of skills and experience. A background in municipal government is a plus, as is experience dealing with County, State and Federal government officials. Candidates should be comfortable assisting with and managing human resources, finances, budgets, infrastructure, community relations and negotiations.

Compensation will be negotiated based on previous experience and will include benefits over and above salary.

Applicants should submit a cover letter, resume, references and any other supportive material, which could include news clippings, videos, etc. to Mayor Mark Lambird, 300 South Whittle Avenue, Olney, IL 62450 and olneymayor@wabash.net. Resumes that are emailed should also be mailed. Additional questions may be directed to Mayor Lambird or Administrative Assistant Cindy Harlan at (618)395.7302 ext. 7.

Deadline for submitting information is September 16, 2011.

Village of Kronenwetter, Village Administrator

The Village of Kronenwetter (Pop. 7,210 and growing), located in Marathon County WI, seeks a highly-motivated and creative Village Administrator. Successful candidate will have demonstrated ability to build effective working relationships with the Village Board, staff, and constituencies.

The Village Administrator is responsible for overall administration of Village operations and leadership of 25 employees as well as management of the Village's annual \$4.8 million operating budget and the utility and capital budgets.

Requires two or more years of management experience, including personnel management, budgeting, strategic planning, with economic development and TIF experience strongly desired. Salary range \$65k - \$85k DOQ plus excellent benefit package. Bachelor's degree required; prefer master's degree in public administration/related field.

Visit www.kronenwetter.org/employment.html for application instructions and additional information. Send resume with professional references by September 23, 2011 to: Village Clerk, 1582 Kronenwetter Drive, Kronenwetter WI 54455. Applicant names are subject to public release unless confidentiality is requested. Confidentiality cannot be guaranteed for finalists. EOE/AA/ADA.



usagain
use it again
you drop it | we ship it | let's use it again

USAgain, LLC
Nationwide Clothes Collection System

1555 W. Hawthorne Ln, Ste 4W
West Chicago, IL 60185
Phone: 800.604.9533
info@usagain.com
www.usagain.com



NagleHartrayDankerKaganMcKayPenney
ARCHITECTS LTD

phone 312.425.1000
fax 312.425.1001
www.nhdcmp.com

30 West Monroe Street
Chicago, Illinois 60603

Your Design Partner

**Where we have tracks,
we have ties.**

Wes Lujan, Director of Public Affairs: **312-777-2002**
Response Management Communication Center: **888-877-7267**

www.up.com  **BUILDING AMERICA**



**Hitchcock
Design Group**
Creating Better Places®

Planning
Landscape Architecture

Naperville | Chicago

630.961.1787 www.hitchcockdesigngroup.com

With more than 65 municipal clients in the state, **Gallagher Benefit Services** will work with your entity on the following:

- Medical
- Vision
- Long-Term Care
- Flexible Spending Accounts
- Healthcare Reform Consultation
- Dental
- Life
- Workers Compensation
- Retirement
- Cooperative Purchasing

Gregg R. Aleman – Area Senior VP
Gallagher Benefit Services
630.285.3637
gregg_aleman@ajg.com



Gallagher Benefit Services, Inc.
t h i n k i n g a h e a d

Business Insurance
Employee Benefits
Private Insurance
Surety Bonds
Executive Benefits
Retirement Advisory Services
Safety Consulting
Claims Advocacy
Certificate Tracking
HR Consulting



Assurance
Inspiring trust and confidence®

**Expect more from your
insurance broker.**

Expect Assurance.

Bobby Dufkis, Senior Vice President
phone 847.463.7132 | mobile 312.403.1910
bdufkis@assuranceagency.com
www.assuranceagency.com



Chris Johnson
Senior Manager
Business Development

1000 Internationale Parkway
Woodridge, IL 60517

P 630.739.8824
C 847.508.9555
chris.johnson@amwater.com

www.amwater.com



Aqua America Midwest
1000 S. Schuyler Avenue
Kankakee, IL 60901

Jim Bilotta
Director, Corporate Development

T: 815.614.2042
C: 815.791.7133
jpbilotta@aquaamerica.com
www.aquaamerica.com

An Aqua America Company



SPEER FINANCIAL, INC.
PUBLIC FINANCE CONSULTANTS SINCE 1954
WWW.SPEERFINANCIAL.COM

KEVIN W. MCCANNA, CIPFA; CFA **DAVID F. PHILLIPS, CIPFA**
PRESIDENT SENIOR VICE PRESIDENT/
kmccanna@speerfinancial.com dphillips@speerfinancial.com
DIRECTOR OF MARKETING

ONE NORTH LASALLE STREET...SUITE 4100
CHICAGO, ILLINOIS 60602
PHONE (312) 346 - 3700
FAX (312) 346 - 8833

PGAVURBANCONSULTING

Urban Consulting • Destination Consulting • Architecture

1-888-231-7428 200 North Broadway, Suite 1000
314-231-7318 St. Louis, MO 63102
314-231-3158 (fax) www.pgav.com

Announcing our new team.

Please visit our Website to learn more about how we can assist you.

Heidi J. Voorhees, President
HVoorhees@VoorheesAssociates.com
847-580-4246



LEADERSHIP IN PUBLIC MANAGEMENT
www.VoorheesAssociates.com



BAKER TILLY

Connect with us: bakertilly.com
800 362 7301

An independent member of Baker Tilly International © 2009 Baker Tilly Virchow Krause, LLP

Public Finance
Tom Gavin, Managing Director
Stephan Roberts, Director

No. 1 national lead manager for competitive and negotiated issues.¹

300 East Fifth Avenue, Suite 200
Naperville, IL 60563
800-686-4346 rwbaird.com/publicfinance



Great outcomes. Done well.

¹Data sourced by Ipreo MuniAnalytics
©2011 Robert W. Baird & Co. Member SIPC. MC-31566.

A publication of: Illinois City/County Management Association, Illinois Association of Municipal Management Assistants, Metropolitan Managers Association, Downstate City/County Management Association, Southwest Illinois City Management Association



City/County Management in ILLINOIS

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

Phone: 815-753-0923

Fax: 815-753-7278

dpeters@niu.edu

www.ilcma.org

ICMA Range Riders in IL

Ready to serve you in times of need.
Contact information for Range Riders:

Dave Anderson
309-827-8010
dave.anderson24@frontier.com

Steve Berley
815-622-9836
s.berley@comcast.net

Greg Bielawski
630-462-1876
g_bielawski@hotmail.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
- 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



To join please go to www.netqa.org/ILGNET/_cs/GNSplash.aspx or www.ilcma.org and follow the instructions on the homepage.