

City/County Management IN ILLINOIS

Volume 12 No. 2

Strengthening the quality
of local governance through
professional management

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Calendar of Events

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

September 1
SWICMA Luncheon
Swansea, IL

September 7
Legacy Brown Bag Luncheon
Naperville, IL

September 14
IAMMA Luncheon
Elk Grove Village, IL

September 22-24
IML Annual Conference
Chicago, IL

September 25-28
ICMA Conference
Kansas City, MO

October 5
Legacy Brown Bag
Geneva, IL

October 6
SWICMA Luncheon
Mascoutah, IL

October 12
IAMMA
Location TBA

October 13
Legacy Project Professional Development
Elk Grove Village, IL

October 13 – 14
Fall Downstate Meeting
Litchfield, IL

October 20
ILCMA Professional Development
Lombard, IL

Oct 20
Metro Manager Luncheon
Lombard, IL

October 21
ILCMA Leadership Institute for New Managers/Administrators
Normal, IL

November 2
Legacy Brown Bag
Arlington Heights, IL

November 3
SWICMA Luncheon
Columbia, IL

November 3
ILCMA Leadership Institute for New Managers/Administrators
Elk Grove Village, IL

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President's Column

Myths about the ICMA Code of Ethics

Martha Perego, Ethics Director, ICMA

Exist long enough and no doubt myths will develop. Who knows how they get started or why they catch on, but over time, they get repeated often enough and with such authority that they take on a life of their own. Myths spread through the community until they become an accepted part of the legend or practice. Not sinister, just not grounded by facts.

The ICMA Code of Ethics, in existence for more than 90 years, is not surprisingly the subject of many myths. It's time to set the record straight. Here are five common myths that need to be debunked.

Myth #1: The two-year tenure rule applies only to the manager. The two-year tenure rule is outlined in the guideline on length of service under Tenet 4 of the Code. It notes that "generally a minimum of two years is considered necessary in order to render a professional service to the local government."

That guideline actually applies to all professionals working in any capacity in a local government. And why wouldn't it? After all, every person regardless of their expertise or experience faces a learning curve when they join a new organization. Getting a thorough understanding of the organization's culture, priorities, and customer needs takes time. So does building the relationships that are crucial to success.

If you want to advance a project, make a difference in the organization, and demonstrate your talent. You need to be willing to commit to the effort and appreciate the fact that the organization has made an investment in selecting you.

Invest in the upfront research necessary to make sure the new position is the right place for you. Talk with current or former employees about the workplace culture and carefully review the finances. If you are relocating, spend time out in the community to make sure it's a good fit personally.

What to do when things are heading in the wrong direction? Remember that short tenures should be the exception rather than a recurring experience. Under special circumstances, it may be in the best interest of both parties to separate in less than two years.

Examples include refusal of the organization to honor commitments, significant reduction in responsibilities, a vote of no confidence in the member, or severe personal problems. Before you head down that road, carefully consider all the alternatives and seek advice from ICMA or a trusted colleague.

Myths #2 and #3: There are two prevalent, competing myths about political activity in retirement. First, there is a waiting period before a retired manager can run for a spot on the city council or county commission where they worked. Second, retired members can never run for elected office.

The commitment to political neutrality outlined in Tenet 7 of the Code of Ethics applies only to members who are working for a local government. Tenet 7 requires members to refrain from all political activities that undermine public confidence in professional administrators and to refrain from participating in the election of members of the employing legislative body.

Members who are retired from the profession are required to follow Tenets 1 and 3 of the Code. Tenet 1 requires that retired members be dedicated to democratic local government and to professional management.

Tenet 3 requires that they act with integrity in all personal and professional matters so that they merit the public's respect and confidence. As long as retired members commit to these two principles and respect the role of the incumbent manager, they are free to run for elected office.

Myth #4: You have to tell your boss (i.e., mayor, council, manager, assistant manager) when you apply for a new job. You have no ethical obligation to inform your employer when you've decided to look for the next professional challenge. That assumes, of course, that you plan to meet your stated commitments including tenure and notice.

When you inform your boss is primarily a matter of preserving a good professional relationship. The outcome will be far better if you, not the media, deliver the news that you will be moving on.

Myth #5: ICMA members aren't allowed to own any property in the community where they work other than their personal residence. This issue is addressed in the guideline on investments under Tenet 12, which cautions members not to invest or hold any investment, directly or otherwise, that creates a conflict with their official duties. With regard to real estate, the guideline notes that confidential information should not be used to further a member's personal interests. You should avoid purchases or sales that might be viewed as speculation for quick profit. In other words, avoid investments that create a conflict of interest in fact or appearance.

And before acquiring property beyond your personal residence, think carefully about the intersection between your personal investments and your official duties, especially if they are regulatory in nature. Take a moment to review the ICMA Code of Ethics and guidelines. It's best to be guided by solid not mythical advice.

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Who's Who Directory Update

Drew Awsumb, formerly with Houseal Lavigne, is the new Deputy Director of the Community Development Department in Highland Park. His new contact information is:

Drew Awsumb
Deputy Director
Department of Community Development
City of Highland Park
1150 Half Day Road
Highland Park, IL 60035
Phone: 847.926.1854
Email: dawsumb@cityhpil.com

Samantha Brunell has been appointed as the Assistant to the Village Manager/HR Director in the village of Carpentersville. She was formerly a management analyst in Palatine. Her new contact information is:

Samantha Brunell
Assistant to the Village Manager/HR Director
Village of Carpentersville
1200 L.W. Besinger Drive
Carpentersville, IL 60110
Phone: 224-293-1628
Email: sbrunell@cville.org

Welcome New Members!

Jonathan Arthur, Student
Christiana Cabrera, Planning Intern, Village of Glen Ellyn
Sharon Caddigan, Village Manager,
Village of Streamwood
Esperanza Castellanos, Management Intern,
Village of Algonquin
Qixin Chen, MPA Student
Don Cummings, Police Sergeant, Village of Carol Stream
Marc Facchini
Kathleen Fossier, Assistant Director of Administration,
Kane County Health Department
Michael Garrity, Labor Relations Supervisor,
City of Chicago
Jennifer Gray, Trane
David Hansen, Administrative Intern, Village of
North Aurora
Michael Hoover, Administrative Intern, Village of
Elk Grove
Ian Irizarry, Management Intern, Village of Algonquin
Monika Marko, Student
Neal Marshbank, Student, Southern Illinois
University-Edwardsville
Laura Newman, City Administrator, City of Batavia
Christopher Ranney, Administrative Intern,
City of Geneva
Cody Sheriff, Planning Intern, Village of Glen Ellyn
William Stefaniuk, Administrative Analyst, Village of
Mount Prospect
Sharon Tan, Chairman, The 21st Century Institute
Debbie Van Sickle, Retail Development Specialist,
Invest Aurora
Wes Walker, Siemens Industry, Inc.
Nicholas Westendorf, Community Development Intern,
City of Geneva



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Corporate Partner Spotlight

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

ComEd and the Next Generation Energy Plan

At ComEd, we are proud to be delivering on the promises of the Smart Grid Law – and to be building on the foundation of the smart grid to create new value for our customers.

This spring, ComEd and its sister company Exelon Generation announced the filing in Springfield of the Next Generation Energy Plan (NGEP), a comprehensive energy policy that will drive Illinois' clean energy future while saving and creating jobs and strengthening our economy.

The NGEP would jump start solar development in Illinois. In addition to creating \$140 million per year in stable, predictable funding for new solar development, the legislation provides for solar rebates to reduce up-front costs for customers installing solar. ComEd would provide a rebate of \$1,000 per KW of installed solar capacity to residential customers and \$500 per KW to commercial and industrial customers. The policy package would provide equitable pricing policies and support community solar or "shared" solar, which enables anyone to access solar power, whether they rent, own a condo, have a shaded house, or just can't afford to install a full solar array on their home.

In addition to jumpstarting solar in Illinois, ComEd's Next Generation Energy Plan includes provisions that would nearly double energy efficiency programs, create \$4 billion in energy savings and dedicate \$1 billion of funding for low-income assistance, mostly through energy efficiency. The plan would also introduce a Zero Emission Standard that would make Illinois one of the first states to recognize the zero-carbon benefits of nuclear power, and it would enhance grid reliability and security through microgrid technology. Through all of these provisions, the NGEP would create thousands of new clean energy jobs.

ComEd is committed to working with our many partners as we seek to fully leverage the power of the smart grid, bring new value to our customers while driving toward a clean energy future for Illinois.

To learn more about ComEd's Next Generation Energy Plan, visit <https://www.comed.com/energyplan>



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Corporate Partner Spotlight

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Don't Skimp on the HIPAA Security Risk Analysis

Arthur J. Gallagher & Co.

Approximately fifty percent of the recent Resolution Agreements between HIPAA covered entities and the Department of Health and Human Services' Office for Civil Rights ("OCR") involve failures to conduct a thorough Risk Analysis as required by the HIPAA Security Rule. OCR's Phase 2 audit program is yet another reason to ensure that your organization has completed a current Risk Analysis because entities chosen either for a full audit or a HIPAA Security Audit will be asked to show evidence of a documented Security Risk Analysis.

A Security Risk Analysis is intended to be an accurate and thorough assessment of the potential risks and vulnerabilities to the confidentiality, integrity, and availability of electronic protected health information ("ePHI") held by a covered entity, such as an employer-sponsored health plan. Below, we briefly outline the major steps in conducting a HIPAA Security Risk Analysis using the framework from the National Institute of Standards and Technology's Special Publication 800-30 Rev. 1: "Guide for Conducting Risk Assessments." For full details please see the publication.

Risk Analysis Process

Step One: Identify the scope of the Risk Analysis by determining which of your benefits are subject to HIPAA and who can or does access ePHI on behalf of your health plan.

Step Two: Gather data about who accesses ePHI on behalf of your organization and where it is accessed, maintained, or transmitted, within and to and from individuals outside of your organization on behalf of your health plan.

Step Three: Identify and document potential threats (natural, human, structural, or environmental) and vulnerabilities (such as a failure to use strong passwords).

Step Four: Assess security measures or controls currently in place to protect ePHI such as the use of secure web portals to exchange ePHI with carriers or third-party administrators.

Step Five: Estimate the likelihood that a threat may actually become a security incident, such as a hacking incident, a misdirected email, or a loss of ePHI due to a natural disaster.

Step Six: Determine the level of impact from a threat; the level of impact is the degree of harm that can be expected to result from a particular unauthorized disclosure, modification, disruption, destruction, or loss of ePHI.

Step Seven: Determine the level of risk to confidentiality, integrity, and availability of ePHI by taking the likelihood that

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Account Executive
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a threat will occur and weighing that against the impact of the threat.

Step Eight: Document. Document. Document. The HIPAA Security Rule requires a Risk Analysis to be documented, but does not require a specific format.

Step Nine: Repeat every three years.

Action Steps for Employers

Many employers have already taken steps needed to comply with HIPAA's requirements such as creating written Privacy and Security policies and procedures and conducting workforce member training, but may have overlooked the need to conduct a periodic Risk Analysis. If you do not have a current Risk Analysis, below are some action items to consider for your health plan:

- Create a Risk Analysis team, including individuals from your Human Resources or Benefits team, your HIPAA Security Officer (an individual in IT), and, potentially, an outside consultant.
- Follow the process outlined above to generate a draft risk report.
- Review the draft risk report with your Risk Analysis team.
- Review your organization's compliance with the HIPAA Security Rules' required and addressable safeguards and document your compliance.
- Revise the risk report as necessary to identify and prioritize areas for new or improved safeguards.
- Incorporate the risk report into an overall Risk Management Report.
- Repeat as necessary.

The best time to conduct a Risk Analysis is before you receive an audit notice from the OCR or you learn that your health plan has had a Breach (i.e., unauthorized access or disclosure of PHI). So, if you haven't conducted a Risk Analysis yet, the time to get started is now.

Corporate Partner Spotlight

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Reviewing a Deal: Finding the Right Size and Structure

By Lance Dorn and Geoffrey Dickinson, AICP

SB Friedman Development Advisors

The current real estate cycle has brought an influx of development activity to municipalities throughout Illinois, particularly in downtowns, walkable environments and around major anchors uses, such as universities and hospitals. While much of the new development has secured sufficient conventional financing, the public sector has seen an uptick in requests for financial assistance in support of more complex projects.

Municipalities are motivated to participate in these projects for various reasons – from fiscal and economic motivations to advancing community goals, such as placemaking or development of unproven property types. Regardless of the reason, it is important to enter into public-private partnerships prudently, keeping in mind the municipality's fiduciary responsibility to its taxpayers. This is especially important given that assistance programs frequently constitute a redirection of tax receipts generated by a project. These revenues need to be invested in a thoughtful manner, with assistance right-sized to an amount that achieves financial feasibility, without over-incentivizing the project.

Conceptually, a municipality should provide assistance when "but for" the assistance, the project would not occur. The municipality should first become comfortable that the developer has the capacity and experience to finance and execute the project. In-depth due diligence is then needed to understand the market and financial conditions that are impacting project feasibility. This can be done through a "gap analysis" that ties the assistance package to specific extraordinary costs and/or a project's demonstrated need for assistance. Key aspects of the project to evaluate include:

- **Project Costs, Revenues, and Operating Expenses.** Project pro forms should be reviewed, with key assumptions benchmarked against industry sources, third-party reports and/or comparable projects, to determine whether the developer is including unrealistic assumptions that may be impacting project feasibility. It is also important to evaluate whether a developer is paying a reasonable price for land and charging an appropriate developer fee.
- **Financing.** A project's capital stack should be reviewed to evaluate the presence of a reasonable amount of equity, adherence to current market conditions, and maximization of conventional debt financing- a less costly source of capital than investor equity. One should also understand

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how sources of capital interact with one another, including the terms by which construction financing converts to permanent financing.

- **Developer and Equity Returns.** Projected return on investment should be evaluated to determine whether return expectations are in-line with the market and appropriately account for development type, project location, and level of risk associated with the project. Return calculations should consider the long-term or residual value of the property, as well as near-term "stabilized" returns.

Based on this benchmark research, sensitivity analyses can evaluate alternative levels of assistance and their impact on returns. Using risk-adjusted, market-supportable rates of return, one can then calculate the financing gap.

Once the level of assistance has been right-sized, it is important to structure a redevelopment agreement that minimizes public sector risk. The largest risks facing municipalities are the uncertainty of future revenues and timing, particularly the execution date of the agreement and when revenues become payable to the developer. These risks can often be mitigated through a pay-as-you-go structure that distributes revenues as they are generated. The agreement can also incorporate upside-sharing mechanisms, should the project out-perform its projections, and assistance recapture provisions, should the project fail to provide the agreed-upon public benefits. These protections become challenging if a project seeks

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up-front funding through a debt issuance, leaving limited recourse for the municipality.

Regardless of the structure, one must analyze the dedicated revenue streams to determine their ability to satisfy the developer obligation without impacting the municipality's general funds. It is also preferable to withhold assistance until building occupancy, which ensures project completion and allows for "true-ups" to verify the actual incurred costs.

The goal of this process is to arrive at a level of assistance that balances project feasibility, development risk, and public benefit. This careful review and structuring of developer requests is critical to provide limited, yet effective levels of assistance that advance community goals.



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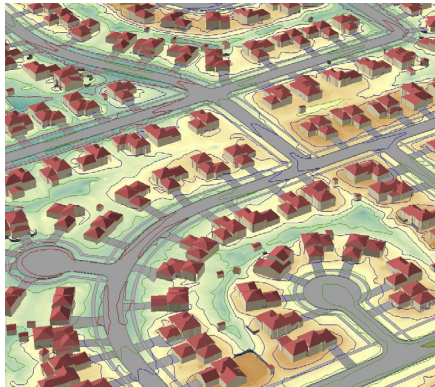
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SEPTEMBER IAMMA EVENT

SEPTEMBER 14, 2016

*INTERN MEETING
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*LUNCH IS FREE FOR
REGISTERED INTERNS
AND \$10 FOR
ASSISTANTS AND
MANAGERS*

WELCOME TO IAMMA!

LESSONS LEARNED IN MANAGEMENT

At 11:00, new Interns are invited to join the IAMMA Board in discussion of the organization and its many member benefits!

Afterwards, new interns will network and discuss with current interns, assistants, supervisors and managers as

they discuss their experiences working in and around government.

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

Please RSVP by September 9
by utilizing Eventbrite:

<https://iammaseptember2016.eventbrite.com>

Learn about IAMMA at
www.ilcma.org

Wednesday, September 14
11:45 a.m. Lunch
Elk Grove Village Hall
901 Wellington Ave
Elk Grove Village, IL 60007

IML Managers Monthly Column

IML, Yes Please!

My Brothers and Sisters in Arms, hear my plea. This September we have the opportunity to attend the Illinois Municipal League 103rd Annual Conference at the Hilton Chicago Hotel in downtown Chicago. From one manager to another I want to take this opportunity to strongly encourage you to attend and to bring members of your Council with you. I have been fortunate to attend each annual conference since 2010. The Conference offers our profession a worthwhile opportunity to bond with our elected officials in an informal setting that is away from the throng of local politics. Can you measure the value in that? I would say this opportunity is invaluable.

This year the Conference is being held September 22nd through September 24th. I know many of you are attending the ICMA Annual Conference in Kansas City this year, but I would encourage you to not miss the event. The IML provides a very important once a year opportunity for you to build or to nurture an informal relationship with your local elected officials. You can visit with your city's delegation throughout the day and night. The IML Conference also is a great place to continue your professional development right alongside your elected officials. For them this is more than likely their only training each year. This is an ideal time for you to help them grow as a local leader and to help them gain a better understanding of complex municipal issues.

Having the pleasure to serve you, the body of the ILCMA, as a representative on the Illinois Municipal League Managers Committee for the past two years, I see the ultimate value of the Illinois Municipal League. The IML strives to serve its membership from the smallest unit of government in the farthest southern city in the State to the largest city located in northeast Illinois. The IML gets it, and they strive to actively assist each village and city to become the best it can be for the citizens we are all sworn to serve.

I am very encouraged to see that the IML acknowledges a direct value for our profession and the role professional managers play in the delivery of local government services. The IML is committed to the success of our organization and they are present at our annual meetings and even



during some of our regional group meetings. Ask yourself, do you recall seeing the IML's Director at our summer and winter meetings on a regular occasion in the past? I am not for sure about you, but I have seen Brad Cole at our events for the past two years and Joe McCoy always serves our organization with legislative updates during our luncheon programs.

Some might question the value of the training dollar when it comes to attending the Illinois Municipal League Annual Conference. In speaking with many of our managerial brothers in arms, the session by Managers for Managers is one of the most valuable sessions in which they participate during the entire year (that includes the excellent sessions we have at both our winter and summer conferences). You may say that you are a Credentialed Manager and the conference may not be for you. I say so am I and the training sessions the IML provide will make us better managers for the cities we serve. Isn't that what it is all about?

In sum my Brothers and Sisters in Arms, are you going to the Illinois Municipal League Conference on September 22nd? I hope so, I know that I am and I hope to see you and your elected officials there learning and growing together in order to better serve the communities we are all sworn to serve.

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FOR IMMEDIATE RELEASE
August 12, 2016

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MARC A. OTT APPOINTED NEW EXECUTIVE DIRECTOR OF ICMA, THE INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

WASHINGTON, D.C.— **Marc A. Ott**, City Manager of Austin, Texas has been selected by the executive board of the International City/County Management Association (ICMA) as the organization's next executive director. Ott will assume his new position on October 31, 2016 and will oversee all aspects of ICMA, including membership, staff, and implementation of the Executive Board's strategic objectives.

ICMA is the world's leading local government association of professional city and county managers, appointed chief administrative officers, assistant and deputy administrators, and other employees who serve local governments and regional entities, with a membership numbering more than 10,000 from 23 countries around the world.

"On behalf of the ICMA Executive Board, I am very pleased to announce that we have selected Marc Ott, City Manager of Austin, Texas, to serve as the next Executive Director of ICMA," stated Patricia Martel, ICMA Executive Board President and City Manager of Daly City, California. "Marc brings to ICMA nearly 30 years of distinguished service in the local government management profession and has been a member of ICMA throughout his career. His broad local government experience includes service to a number of very diverse communities in Texas and Michigan."

"In making this appointment, following a year-long competitive search, the board selected a candidate who reflects the integrity, professionalism and commitment to service of our entire organization, which has been a hallmark of ICMA's leadership," Martel noted. "Marc is a reflection of our members' dedication to local government service and most importantly to the ethics of our profession. ICMA, our membership, and our staff will be well served by Marc Ott's leadership," said Martel.

Ott currently serves as the City Manager of Austin, Texas, a full-service city with 40+ departments, a workforce of 14,000 employees, an all-funds budget of \$3.7 billion, and a AAA bond rating that was maintained throughout his tenure. He has held this position since January 2008. During his nearly nine years as chief executive and chief administrative officer, Ott has championed employee empowerment, civic dialogue, innovation, and fiscal sustainability with the goal of having Austin recognized as the "Best Managed City in America."

Since his arrival in Austin, Ott has received numerous awards and honors. In 2011, he was one of only six senior public sector administrators worldwide—including Los Angeles, Chicago, Las Vegas, Vienna (Austria) and Melbourne (Australia)—that were highlighted for their exceptional local management practices in the CAO Chronicles of *Public Sector Digest*.

In 2013, Ott was recognized with ICMA's highest professional honor, the Award for Career Excellence in Memory of Mark E. Keane, for his creative approach to such challenging issues as budget deficits, homelessness, infrastructure management, and education. Ott's insistence that "a good idea is a good idea, regardless of where it comes from," was put in to practice early in his tenure with Austin, as the

continued on the next page

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city faced a \$30 million budget gap which, if left uncorrected, most likely would have persisted over time. Through a creative combination of employee-generated cost savings, thoughtful service reductions, strategic infrastructure investing, and unprecedented public involvement, Ott and his team navigated the fiscal challenge without laying off a single employee.

Also in 2013, Ott and the City of Austin received ICMA's Community Sustainability Award, which recognizes innovative local government programs that creatively balance a community's social, economic, environmental, and cultural needs. The City was cited for its Austin Energy Green Building program, a rating system initially designed for single-family homes that expanded to include multifamily and commercial buildings.

In Ott's tenure as City Manager, the City of Austin has consistently been recognized by the ETC Institute as one of the best cities in America for municipal service delivery, exceeding the national average in almost every public service category. In 2013, Austin was ranked number one among 13 cities with populations over 500,000, and continues to garner top marks in community satisfaction rates when compared to other large cities in the country.

Earlier this year, *Forbes* magazine ranked the City of Austin #22 in a list of "America's Best Employers," joining other Top-25 winners that included Google, Costco, Facebook, Southwest Airlines and Duke University. Additionally, Austin was the top-ranked employer in the government sector for organizations with 5,000 or more employees.

"I am excited about the opportunity to serve and lead America's premier local government organization, one that is supremely dedicated to excellence in local governance around the world," said Ott. "I am proud to say that I've been a member of ICMA for over 30 years. The mission, values and code of conduct espoused by ICMA serves its members, and the communities they serve, very well. This is a time of great change, and it is essential that ICMA be at the forefront in helping to shape the future of local government," he added.

Ott has had a long and distinguished career in municipal management. Before joining Austin, he served as assistant city manager for infrastructure services for the City of Fort Worth, Texas (2002-08), where he was responsible for the infrastructure operations carried out by the Water, Transportation and Public Works, Engineering, and Aviation departments. He was also responsible for implementing one of the city council's top strategic priorities: promoting orderly growth.

Prior to moving to Texas, Ott served as city administrator of Rochester Hills, Michigan (1998-2002), where he had administrative and managerial oversight over all municipal operations. He also served as city manager (1993-97), deputy city manager (1991-1993), and as an assistant city manager (1990-91) in Kalamazoo, Michigan. Ott served in leadership and support roles for the cities of Grand Rapids and Jackson, Michigan (1982-90), and as a staff assistant to the Michigan Municipal League (1981-82).

Ott earned his bachelor's degree in management with a concentration in economics from Michigan's Oakland University and a master's in public administration from the same university. He is also a graduate of the Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University and serves on the Board of Directors for the Alliance for Innovation. Ott received an ICMA Service Award in 2012 in honor of his 30 years of service to local government.

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Manatee Millennial Movement (M3) Brings County Government to the Next Generation

by Simone Peterson, Neighborhood Services Specialist, Manatee County, FL

“Stop talking about us and start talking to us!”

That’s the resounding message from Manatee County millennials. This group of 18-35 year olds are chomping at the bit to have their turn to influence Manatee County and have been in the local news for the past few months tackling issues of affordable workforce housing.

Who Are They?

Born between 1980 and 2000, this generation of young adults grew up with technology. 87% of online adults in the U.S. age 18 to 29 use Facebook, with 53% on Instagram, 37% on Twitter, and 34% on Pinterest. More than 85% of millennials in the U.S. own smartphones and touch their smartphone more than 45 times a day.

One-third of older millennials (ages 26 to 33) have earned at least a four year college degree, making them the best-educated group of young adults in U.S. history and consequently the ones saddled with more debt. They’re more diverse even within their own generational cohort. Millennials also go by Generation Y, Global generation, Echo Boomers, net generation, and baby boomlets to name a few.

There are about 79 million millennials in the U.S., versus the 48 million Generation Xers. This year, the millennial generation is projected to surpass the Baby Boomer generation as the nation’s largest living generation, according to the population projections released by the U.S. Census Bureau. This cohort has been slower to marry and move out on their own, and have shown different attitudes to ownership that have helped spawn what’s being called a “sharing economy.”

When it comes to being informed on news and public issues, a majority — 56% — of Americans considered that very important in 1984; now only 37% think so. Young adults are even less interested in keeping up. Despite unprecedented access to news and information, 28% feel no obligation to stay informed.

This generation is typically more civic-minded and not necessarily politically engaged. “We’re less interested in big government vs. small government than we are in better government—making our democratic systems

more inclusive and more responsive,” wrote the authors of Government By and For Millennials, a 2013 report from the Roosevelt Institute. “Young people still care about our country,” said Harvard Institute of Politics Polling Director John Della Volpe last year. “But we will likely see more volunteerism than voting...”

Manatee County in the Eyes of Millennials

It’s no secret that Manatee County is losing its millennial population. In 2013, the millennial population in the city of Bradenton was 9,873. In Manatee County (including cities within) there are a little less than 24,000 millennials.

Many parents that send their kids off to college don’t throw a welcome back party because their children stay in the place where they graduated from or move to another city.

continued on the next page

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But why?

"There's more for a person my age to do." "Affordable living."
"More people my age." "Job opportunities and better pay."
"Easy to move about the city."

Bradenton is a great place to settle down, start a family, and to retire to. But as a young adult – without a spouse and kids – it can be kind of bland.

When you boil these statements down to the core, Manatee County is lacking in entertainment, nightlife, housing, well-paying jobs, and multi-modal transportation. Thankfully, Manatee County government has recognized this and has begun to make strides in addressing the issues.

Through employees within Manatee County Government completing research, delivering presentations, and offering recommendations, they have gotten the word out about how essential affordable workforce housing is to attracting and retaining the millennial population. The County is also looking to revamp their land use guides to provide options for mixed use property. This will blend residential and commercial zones together to bring density to areas which can mitigate traffic concerns and encourage other means of transportation.

With the revision in policy, it's imperative that millennials come out to public hearings, commissioner meetings, forums, and the like to provide their input. People are talking about building for the future, but they're not asking the ones who are set to inherit it- Millennials and Generation Z (individuals born after 2000).

Why is this Generation Important?

Two words: workforce shortage. Take for example, Manatee County government, one of the largest employers in Manatee County. In the next few years, Manatee County could be a millennial haven as far as jobs are concerned. Millennials and Generation Xers have to make up close to 50% of the workforce by 2021 since 75% of the county's workforce will be retiring in the next 5 years in addition to general turnover rates. This is just one organization.

Think of all the hundreds of businesses in the county that will be in the same predicament. It's important that we as a community begin to think about who will be the next ones to fill those jobs, especially when it concerns some of our top industries such as healthcare, tourism & hospitality, agriculture, and construction.

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Without the workforce in place to sustain the current businesses located in the county, it would be extremely hard to attract new business to the area without that established workforce. In addition to businesses in the area, where will our local community leaders come from? Who is going to continue the legacies and good work of our current community leaders and movers and shakers? It's important for all organizations – and neighborhoods – to begin to think about leadership succession and to begin training them now.

What's Being Done in Manatee County?

Manatee County government has created the Manatee Millennial Movement (M3). Birthed from the need to get young folks involved in county decisions, this group of county employees seeks to educate millennials and give them opportunities to put in their two cents on how the county should develop in the future. This group was the masterminds behind the #iSeeManatee event which brought together businesses and residences from the south county area along with local college students to brainstorm how to transform the area into a “go-to” place.

In the middle of planning for #iSeeManatee, M3 was actively researching the barriers to affordable workforce housing in Manatee County. Through a series of presentations, discussions, and forums with various groups and stakeholders, they delivered a summary on the housing problem in Manatee County and provided solutions to rectify the issues. Recommendations included forming a committee made up of interested stakeholders who would actively work on policy to encourage workforce housing and redevelopment in western Manatee County, adopt land use regulations that make it easier to redevelop rather than build new property out east, and offer redevelopment incentives. Realizing that jobs and housing are closely linked, M3 is now monitoring their housing recommendations and have started to work with local businesses. Specifically within Manatee County government, the group has been looking at best practices, internships, and revisiting job descriptions.

Transforming Local Government Conference

The Manatee Millennial Movement Design Team conducted a workshop on how to get Millennials engaged in government at the Transforming Local Government (TLG) conference in St. Paul, MN, June 15-17. Download their presentation to get a glimpse into their blueprint on how to involve your local millennial population.

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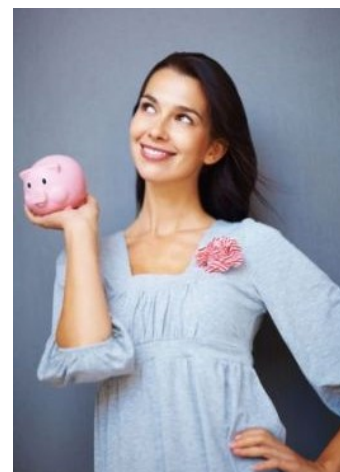
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ILCMA Reception at the ICMA Annual Conference in Kansas City

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. ILCMA is planning an after dinner cocktail reception at **Cleaver and Cork**, which is just blocks from the convention center.

Location: Cleaver and Cork
1333 Walnut Street
Kansas City, MO

Date: Monday, September 26, 2016

Time: 8:00 p.m. – 10:30 p.m.

Please join ILCMA for an evening of networking and fun!

We hope to see you at the ICMA 102nd Annual Conference in
Kansas City, MO in September!

ILCMA Membership Responsibilities For Members In Transition

ILCMA members are encouraged to contact fellow members that are in transition. ILCMA members can help members in transition in the following ways:

- Hire members in transition for interim work and special projects.
- Provide office space and equipment for members in transition.
- When going to ICMA or ILCMA conferences, invite a member in transition to share your room at no cost.
- Invite them to an ILCMA, Downstate, Metro, IACA, SWICMA, Legacy Project, or IAMMA meeting as your guest.
- Monitor the environment. As one hears about a member that may be in trouble, members are encouraged to contact either the ILCMA Executive Director or one of the Senior Advisors.

ILCMA members are asked to help identify ILCMA members as soon as it appears that they are leaving a management position and do not have a new position identified. In addition to monitoring local papers, members should also frequently advise their regional counterparts to notify them of members who may be in transition. Once a member in transition (MIT) is identified, the member should advise the ILCMA Secretariat so that ILCMA support can be offered. ILCMA members are encouraged to personally contact the MIT to provide support. A Board liaison will be assigned to maintain regular (weekly or bi-weekly) contact with the MIT, encourage others to contact the MIT, and will keep the ILCMA Secretariat aware of the MIT's status. The Board liaison will coordinate closely with the Senior Advisors and between the two entities should provide the MIT with the support services available through the ILCMA and the ICMA.

Do you have Special Projects for which you need Additional Help? 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:

Member in Transition Program (MIT) – ILCMA keeps a list of Illinois managers and assistants in transition. These members 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 MIT's 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 <https://www.ilcma.org/programs-and-services/ilcma-professional-resource-service/>

The ILCMA Senior Advisors have the most current list of Members in Transition and Professional Resource Program participants. Please do not hesitate to contact either Dawn Peters at ILCMA or one of the Senior Advisors.

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

Members in Transition Who Agreed to Publicize their Information: (Visit the Members Only section of the ILCMA website to view resumes of those who have submitted them.)

George Gray	write463@gmail.com	219-765-7014
David Nord	dave3441@yahoo.com	815-520-9757
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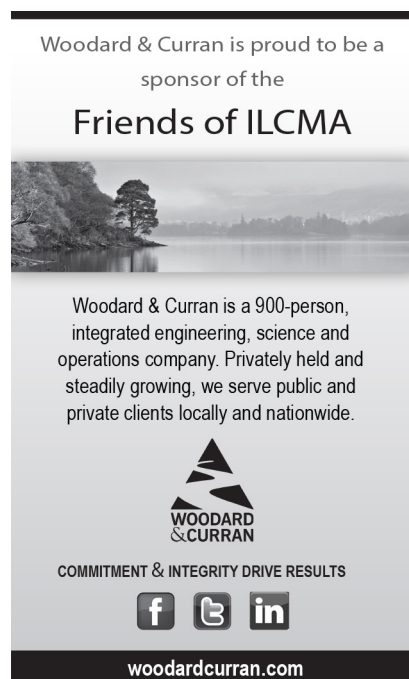
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Modernizing Illinois Governments And Improving Their Efficiency

The severe fiscal stress facing Illinois' local governments is made worse by the antiquated structure within which they must operate. A 28 member, bi-partisan Government Consolidation and Unfunded Mandates Task Force chaired by Illinois' Lieutenant Evelyn Sanguinetti has held 17 meetings across the state to gather information and suggestions from local groups about how Illinois' local governments can be made more efficient by removing obstacles to change.

The Task Force's basic premise was that successful changes must start with residents' desires to revise the system rather than relying on state-imposed changes relying on a one-size-fits-all approach. Especially important was the Task Force's effort to identify burdensome, unfunded state mandates and suggest ways to remove or change them.

A description of the Task Force's work is presented in *Modernizing Illinois' Governments and Improving Their*

Efficiency, a Policy Profiles just published by Northern Illinois University's Center for Governmental Studies. Authored by Task Force staff members Norman Walzer and Sri Chockalingam, the *Policy Profiles* summarizes the Task Force's 27 recommendations which are now awaiting action by the Illinois General Assembly.

The *Policy Profiles* also describes comparable state-wide efforts now under way in Indiana, Michigan, New York, Ohio, and Pennsylvania. The experiences of those states suggest strategies that Illinois might usefully employ to maximize the successes of its efforts to modernize Illinois local governments and improve the efficiency of their operations.

In particular, the experiences in these states suggest that Illinois' effort at modernization should 1) focus on long-term perspectives, 2) emphasize local initiative and control, 3) remove obstacles and barriers, 4) share information on best practices, and 5) provide incentives for action.

Read the full profile here:

http://cgs.niu.edu/Policy_Profiles/july2016_profiles_web.pdf

To read past Policy Profiles reports, visit http://www.cgs.niu.edu/Policy_Profiles/index.shtml

Senior Advisor Column



Need To Have A Confidential Conversation?

By Steve Carter, Senior Advisor

Some issues we face as managers are clear cut. Look at the numbers and the decision almost makes itself. Or, we have done this before and can do it again. Others are not so clear.

It seems like over my 40+ year career the nature of the issues that managers deal with has changed and issues faced by managers today are more complex, involve competing values, include more perspectives, and benefit from more discussion.

Managers like to think of ourselves as "all-seeing and all-knowing," like late night television host Johnny Carson's Carnac the Magnificent. (Our younger members may need to GOOGLE that.) In reality, in spite of our best efforts, we are limited to varying degrees in our ability to see all sides of an issue. There is always more than one side to an issue.

Such issues include:

- ethical dilemmas
- racial, ethnic, or gender related issues
- political issues or issues with the mayor or a council member
- personnel issues
- issues in which you were a participant
- career opportunities
- personal or family issues

We all face some of these in the course of our career. Most are not of our own making, but which we have a responsibility to address. Of course we think through a process, gather all the information we can and develop and analyze our options. But then, how should we apply our judgment? Do we have all the information we need? How much weight do you give to the various positions? How will it impact the organization? How will it impact the community? What may be the unintended consequences? How will it impact me? What is fair? What is the right thing to do for all concerned?

In those situations, I often reached out to others to get their perspective and to test out my thinking. Depending on the type of issue, I reached out to my assistants or the city attorney or to another member of the executive management team. Depending on the relationship with the mayor or council members, I sometimes reached out to them to discuss a situation. Sometimes I reached out to

another public official, such as the CEO of the park district or school district or State's Attorney. Sometimes I would discuss an issue with my spouse, but usually I wanted to spare her the worry. I was fortunate to have people around me to whom I could turn, whose judgment I trusted, and who would maintain confidentiality.

Some of our members may not have those trusted confidants with whom to have these types of conversations, may not want to use one of their usual confidants for various reasons, or may want a fresh perspective. What options do they have? Think Senior Advisor. As Senior Advisors, we are here to serve ALL of our members. Our conversations are confidential. No leaks. No surprises. If you want to discuss your boss, the conversation is confidential. If we get a call from one of your elected officials, we will let you know. If you are considering a job change or career move, we can provide guidance. If you are sensing a fall out with your board or council, do not wait, contact one of us. And, if you are in transition, we are there for you.

We can listen. We can share our experiences. We can help identify other resources. We can support.

Do not hesitate to contact any of the five Senior Advisers serving Illinois, or Senior Advisors in other states if you know them and would feel more comfortable speaking with them. The nationwide roster can be found on the ICMA website under Membership/Benefits. We are here to help.



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- Legal aspects of the plan approval processes and requirements related to conflict of interest and ethics will be covered by two practicing municipal attorneys.
- Commissioners get a unique opportunity to network and share tips with peers from other communities.
- The day long session is only \$75 per commissioner.
- ILAPA has conducted sixty of these sessions to strong reviews:
 - o "I learned a lot and it was very much worth my time"
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Need more information about the conference? Go to: <http://www.ilapa.org/2016apa-ilstateconf>

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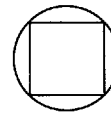
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October Luncheon

Illinois State Comptroller – Leslie Munger

In 1970, Illinois' latest constitution established the Comptroller as an elected officer in the Executive Branch of state government. Illinois citizens select the state's Comptroller in statewide elections. By law, the Comptroller is the state's Chief Fiscal Control Officer, responsible for the legal, efficient, and effective operations of state government.



Speaker: Leslie Geissler Munger – In January 2016, Leslie was appointed Illinois State Comptroller. Comptroller Munger is a native Illinoisan, earning her bachelor's degree at the University of Illinois and her master's degree from the Kellogg School of Management at Northwestern University. She is a former brand management business executive with Unilever Helene Curtis, where she led the \$800 million U.S. Hair Care business. She is an active community leader and volunteer, and was honored as Lincolnshire's Citizen of the Year in 2004. Comptroller Munger plans to update Metro Managers on the State of Illinois budget and financial situation and activities in Springfield.

-
- Date:** Thursday, October 20, 2016
- Time:** 11:30 a.m. networking – 12:00 p.m. luncheon
- Location:** Harry Caray's Restaurant
70 Yorktown Center
Lombard, Illinois
- Cost:** **\$25.00** check or cash payable at the door (Interns & MITs are Free). There will be an additional \$5 charge for invoicing the cost of the luncheon.
\$55.00 if also attending the ILCMA Professional Development Event: **"Choose Your Own Adventure: Navigating a Winding Career Path"**
Members in Transition – please e-mail or call Alex below to register ****ILCMA members – invite an MIT to lunch today!!**
- RSVP:** **By October 14, 2016** at <https://www.ilcma.org/?p=4491>
or to Alex Galindo at agalindo@niu.edu or (815) 753-5424.

*Cancellations must be made **by October 14.**
Any cancellations after that date will require full payment for the luncheon.*



CHOOSE YOUR OWN ADVENTURE

**The ILCMA and IAMMA
Professional Development
Committees Present**



**“Choose Your Own Adventure:
Navigating a Winding Career Path”**



Careers in local government are not always an upward climb. As organizations change, employees change as well, potentially bringing their career and organizational aspirations into question. What opportunities lay ahead for each of us, and how can we support others in transition, lay the groundwork for our career or charge full-steam into the future?

Please join us for a morning panel and interactive discussion of the following topics:

- Transitioning from a Manager to a Director or Assistant role
- Finding your chosen path via alternative routes
- When your current fit doesn't fit "right now"
- Realizing your true calling is not where you began your journey
- Supporting staffing transitions in your organizational "map"
- Becoming a trusty guide for other local government travelers

Date: Thursday, October 20, 2016

Time: 8:30 a.m. Registration and Continental Breakfast
9:00 – 11:30 a.m. Panel and interactive table discussions

Location: Harry Caray's - 70 Yorktown Center Lombard, IL

Cost: \$35 for Professional Development Only
\$55 if also attending the Metro Manager Luncheon (\$5 discount
Members in Transition please e-mail or call Alex below to register)

**Addresses ICMA Practice Areas 1 – Staff Effectiveness and 12 – Human Resources
Management**

RSVP: Online Registration (**no credit card required**): <https://www.ilcma.org/?p=4491>
By Oct. 14 Phone in Registration 815-753-5424
Email registration to Alex Galindo at agalindo@niu.edu

Cancellations must be made October 14 2016.

Any cancellations after that date will require full payment.

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<http://www.ilcma.org/index.aspx?NID=298>

Village of Libertyville, Village Administrator

Libertyville, IL (20,315) Libertyville is a charming, vibrant community with a thriving downtown and excellent schools strategically located in Lake County, just 7 miles west of Lake Michigan and 37 miles north of Chicago. This highly regarded village provides its residents and visitors with an abundance of recreational, dining, shopping and entertainment opportunities. A family oriented community, residents enjoy high quality municipal services, beautiful parks and open spaces and a variety of recreational options. Libertyville is a politically stable, fiscally strong community with a \$60 million total budget and 162 full time and 200 part time employees. The Village Administrator is appointed by the Mayor/Village President and approved by the Board of Trustees. The Administrator is responsible for the administration of the Village Board's goals, policies and programs as well as the management of the Village's services. Libertyville is a full service non home rule community providing, police, fire, public works (including wastewater treatment), community development, finance and recreation. The Sports Complex and Recreation Department includes the operation of the Sports Complex, a regional sports and recreational facility. There have been only 2 Village Administrators in the last 51 years. The current Administrator is retiring after 25 years of service as Administrator. The Mayor and six Village Board members are elected at large on a non-partisan basis and work closely with the Village Administrator to ensure that all deliberations are civil, transparent and conducted with integrity. Candidates must have experience in the successful administration of municipal operations in a multifaceted suburban city/village; will have extremely well developed communication skills; excellent budget and finance skills; and, will exhibit a collaborative, welcoming approach with elected officials, residents, the business community, and employees. The position requires a minimum of ten years of increasingly responsible management experience in municipal government and a Master's Degree in public administration; or an equivalent combination of education, training and experience. Residency is required within a reasonable time frame. Starting salary range: \$180,000 +/- DOQ with excellent benefits. Apply with resume, cover letter, and contact information for three professional references by September 30, 2016 to www.GovHRUSA.com/current-positions/recruitment to the attention of Heidi Voorhees, 630 Dundee Road, Suite 130, Northbrook, IL 60062 Tel: 847-380-4243.

City of Crystal Lake, Director of Public Works

This is an exceptional opportunity to provide future vision and guidance to the Public Works Department in the largest community of McHenry County.

Crystal Lake is a city with a rich history, rewarding quality of life and tremendous community spirit. With its high quality retail, residential and service sector development, Crystal Lake has been a major economic engine in Northeastern Illinois for the past decade.

Located 50 miles northwest of Chicago, with a population of 40,743, Crystal Lake residents enjoy the many employment, cultural, and recreational opportunities of a major metropolitan city, yet live in a pleasant, small-town atmosphere.

The Director of Public Works, who reports directly to the City Manager, leads a Department of 58 personnel with an annual operating budget of \$13 million.

Under the general direction of the City Manager, the Director of Public Works provides leadership, direction and oversight for the overall operation and activities of the Public Works Department. Department Directors work in an environment that is both politically and financially stable. This vacancy comes with the retirement of the current Director of Public Works.

Minimum Job Requirements Are:

- Bachelor's Degree in Civil Engineering, Public or Business Administration, or closely related field;
- State of Illinois P.E. registration preferred;
- At least 10 years of related work experience in Public Works Operations with considerable management experience;
- Strong understanding of water, wastewater and sewer systems combined with a comprehensive knowledge of capital infrastructure development; credible communicator with superior writing abilities;



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- Thorough understanding of municipal budgeting, alternative service delivery and strategic planning;
- Well-versed in community engagement; will exhibit a passion for providing excellent customer service while maintaining strong connections to the community and respecting the importance of two-way communication with internal and external stakeholders.
- Effective coaching/mentoring skills with relevant team building experience and conflict resolution skills in a union environment with a solid background in performance management; and
- Politically astute with the ability to build productive relationships with the community.

The Department's Divisions include:

- Administration
- Water & Sewer
 - o Eleven wells serve the City's five water treatment plants.
- Fleet & Facilities
 - o Responsible for the maintenance and repair of 350 pieces of equipment, including approximately 155 pieces of rolling stock, in addition to the upkeep of the Municipal Complex.
- Streets
 - o Maintains 175 centerline miles of City streets along with routine and special projects for the community.
- Wastewater
 - o Maintains two wastewater treatment plants, twenty-seven sanitary lift stations and three storm water lift stations.

The City is currently in the process of \$13.88 million in improvements to our wastewater treatment plants to address solids handling, digester capacity, sludge thickening, and other related piping improvements, which require significant upgrades and expansion of existing equipment and facilities.

Now in the preliminary stages of the APWA accreditation process, it is anticipated the Director will support this course of action as the department staff continues to develop and recommend processes for the maintenance and improvement of "best practices" procedures and the delivery of all services.

The Fiscal Year 2016-2017 salary range for this position is \$107,730 to \$160,488. Salary is commensurate with knowledge, skills and experience.

The City of Crystal Lake provides an excellent fringe benefit package to its full-time employees that includes medical, dental, vision and prescription benefits, life

insurance coverage, professional development programs, technology incentives and more.

Interested individuals should submit an application package, including a letter of interest, resume, salary history, three professional references, and a completed application to Julie Meyer, Director of Human Resources. The employment application and requested attachments can be completed online at <http://www.crystallake.org/departments/employment-opportunities>. The position will remain open until filled.

For additional information on this exceptional opportunity, please contact:

Julie Meyer, Director of Human Resources
City of Crystal Lake
100 W. Woodstock Street
Crystal Lake, IL 60014
Voice: 815-356-3653 / Fax: 815-356-3690
Email: jmeyer@crystallake.org

Village of Westmont, Civil Engineer, Community Development

The Village of Westmont, IL (pop. 24,685) Civil Engineer I Community Development is responsible for plan reviews; preparing sketches, plans, specifications, and related documentation; making field observations; assisting in basic surveying; and performing construction inspection work on public works projects. Applicant must be a dedicated individual with integrity & strength of character.

Requires working knowledge of general or civil engineering, stormwater management, procedures and techniques related to the construction and inspection of engineering and residential projects. Requires a Bachelor's degree with courses in civil engineering, and two to four years' experience in general or civil engineering work. Must possess valid IL Vehicle Operator's License.

Starting salary range is \$60,000 - \$68,000 (DOQ). Average weekly hours are 40

hours per week. Complete online employment application available at <http://westmont.illinois.gov/hr>.

Please attach your cover letter and resume to your online application. Applications due no later than September 23, 2016. EOE M/F/D

West Central Consolidated Communications Center, Executive Director

The Villages of Brookfield, North Riverside and Riverside are communities located in Cook County, Illinois, approximately 10 miles west of downtown Chicago. Through an Intergovernmental Agreement, the municipalities are developing a consolidated dispatch center, the West Central Consolidated Communications

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Center (WC3) to serve the public safety needs of the combined communities and are in search of an experienced communications leader to serve as its first Executive Director. The Executive Director will report to a Board of Directors (Village Managers of the member communities) and work closely with an Operations Committee (3 Police Chiefs and 3 Fire Chiefs of the member communities). The consolidated dispatch center, anticipated to be fully operational in 2017, will provide E911 Police, Fire and Emergency Medical Services dispatching to the member communities, which has a residential service population of approximately 35,000 and an area of approximately 6.9 square miles. Candidates should have a Bachelor's degree in public safety communications or a related field. A Master's degree in public administration or related field is a plus. Candidates should have several years of increasingly responsible experience in an operational public safety communications position with five of those years in a supervisory or administrative capacity, preferably in a multi-position, multi-jurisdictional environment; or have an equivalent combination of training and experience. Professional certification as an Emergency Number Professional through NENA, Registered Public Safety Leader through APCO, and Emergency Medical Dispatch certification is considered very desirable for this position.

The Executive Director's responsibilities will include managing and directing a staff of approximately 15 full-time employees and the operations of the 911 Center. The successful candidate must have requisite skills in the areas of: project and personnel management, budget development and administration, financial accounting, long range financial planning, training, 911 system design, maintenance and operations of equipment, including Computer Aided Dispatch (CAD) software, hardware and process. Candidates should have a comprehensive knowledge of the principles and regulations pertaining to 911 systems and 911 system design, equipment and practices.

The successful candidate will be a highly effective, experienced administrator with a proven track record in progressive communications systems management, with the ability to work closely with municipal public safety officials. WC3 offers a competitive benefits' package and is an Equal Opportunity Employer.

Starting annual salary: \$ 105,000 +/- DOQ. Candidates should apply no later than September 23, 2016 with a resume, cover letter and contact information for 5 references to www.GovHRUSA.com/current-positions/

recruitment to the attention of Lee C. McCann or Joseph A. De Lopez, GovHR USA, Tel: 847-380-3240. Electronic applications are required.

City of Collinsville, Economic Development Specialist

The City of Collinsville is currently accepting applications for the full-time, exempt position of Economic Development Specialist. This position reports directly to the City Manager.

Responsibilities of the position include administration, coordination, promotion, research, analysis, database management, and preparation of reports supporting the following economic development programs and projects: business incentive programs, enterprise zone, tax increment finance, business districts, business attraction and retention, commercial & industrial real estate marketing, annexation, and City-sponsored neighborhood business groups. This position also coordinates the activities of various Uptown programs and serves as liaison with committees connected with uptown program activities, as well as the administration of the Uptown programs.

This position is characterized by the responsibility for understanding and promoting all activities and programs within the Economic Development Division administration and to assist and support business growth, while establishing and utilizing positive, harmonious and effective working relationships. Duties include but are not limited to:

- Assists the City Manager in promoting private investment and coordinating development projects in the Uptown pursuant to the Uptown Master Plan component of the Comprehensive Plan.
- In conjunction with the Uptown program and under the supervision of the City Manager, evaluates potential policies for economic development in the Uptown area and market.
- Assists the City Manager with the administration of the City's Tax Increment Financing (TIF) Districts and Business Districts, including policy evaluation, preparation and implementation, coordination with other taxing bodies, preparation of annual and quarterly reports, and other duties as necessary.



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- Assists the City Manager with the coordination of Enterprise Zone programs, including coordination with other governmental agencies, preparation of annual and quarterly reports, and other duties as necessary.
- Manages administrative aspects of the Uptown TIF business assistance program, including application management, purchasing, and recordkeeping.
- Manages accurate grant procurement, processing, contract preparation and problem resolution.

QUALIFICATIONS

Bachelor's degree in urban planning, public administration, business administration, finance, economics, or political science or related field from an accredited city or university and Two years of experience working for a public or private agency with a primary focus on economic development, redevelopment, urban planning, commercial real estate, marketing, or public administration affecting the community. Substitution: A master's degree may substitute for one year of the required experience. Preferences given to candidates with advanced analytic abilities, experience conducting research and presenting findings/results, additional years of economic development experience and/or municipal government experience.

SALARY AND BENEFITS

Salary depends on qualifications. Entry level range is \$50,000 The City of Collinsville offers a comprehensive benefits package, which includes health, dental, vision and prescription 100% funded by the City for employee only coverage. Pension is with the Illinois Municipal Retirement system.

APPLICATION

To receive full consideration, please visit the City of Collinsville's employment web site at www.collinsvilleil.org. Successful candidates must pass a background, physical and drug screening after contingent job offer.

Village of Buffalo Grove, Public Works Management Analyst

Public Works Management Analyst – Buffalo Grove, IL (pop. 41,496). Progressive municipal government seeks a Management Analyst with exceptional analytical and interpersonal skills to provide administrative support to senior staff within the Public Works Department by performing routine administrative support functions (answering phones, entering work orders, customer contact, filing, etc.), conducting research and detailed program analysis, researching best practices and industry trends, and identifying process improvements.

Candidates must be self motivated and have the ability to work independently with minimal supervision. Ability to communicate effectively, orally and in writing; ability to translate and explain technical matters to interested parties strongly desired.

Knowledge of Public Works operations and practices preferred. Minimum of a Bachelor's Degree and Master's Degree preferred. An equivalent combination of education, training and/or experience is acceptable. Candidates for the position must be able to acquire a valid CDL Class "B" motor vehicle operator's license.

Duties include, but are not limited to: working in the asset management program, department web site management, Special projects (PW Management, Operations and Engineering), researching and data gathering for cost-benefit analysis and production efficiencies, capital planning/budgeting, work with Purchasing Manager on various bid projects, weekly management report production, personnel processing and file management, APWA accreditation management (2020 is next re-accreditation), and motor fuel tax program documentation and management. This position may participate in snow plowing or other snow & ice control activities as necessary. Salary range is \$56,661.28 - \$84,443.84 with excellent benefits. Qualified candidates should apply on line at the Village's application portal at vbg.org. Faxed, mailed or hand delivered applications and/or resumes will not be accepted. The position will remain open until filled, with the initial review of applicants expected to occur during the week of September 5, 2016. The Village of Buffalo Grove is an Equal Opportunity Employer.

Village of Berkeley, Village Administrator

The Village of Berkeley, Illinois, population 5,209, a full service community located west of Chicago, is seeking a dynamic, collaborative administrator to move the organization forward and build on the strong working relationships within the organization as well as with other units of local government. The Village of Berkeley is a charming, friendly and relaxed community. Visitors quickly find that the quality of life in Berkeley is one-of-a-kind. Those who live or work here benefit from the Village's small town atmosphere, low crime, quality education and recreation. Residents consistently cite the responsive Village services as being primary reason for staying in Berkeley.

Under policy guidance from the Village Board of Trustees, the Village Administrator will oversee day-to-day operations and ensure all laws and Village ordinances are enforced, and perform related duties as assigned by the Village Board. Other essential functions include the ability to direct, administer, review and evaluate the activities,

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operations, programs and services of the Village. Also critical is the development and execution of the Village's strategic objectives and annual budget that ensure the Village government operates and functions effectively to serve the needs of Berkeley residents and businesses.

The Village Administrator will be an effective public sector manager and administrator who creates and maintains an environment of mutual respect and transparency. A background in administration, budget/finance, zoning, and economic development is desired. Experience as a Village Administrator, Assistant or Deputy Village Administrator or as an Executive Director or department head of a complex public sector organization is required. A BS/BA in a related field is essential and an MPA/MBA is required. Please consult the Village's website for complete information regarding the position at www.berkeley.il.us.

The Village Administrator is appointed by the Village President with approval by the Village Board of Trustees. Submit resume, cover letter, salary history, and application (found at www.berkeley.il.us) by September 12, 2016 to:

Ms. Ellen Hurley, Deputy Village Clerk/HR Coordinator
Village of Berkeley

5819 Electric Avenue

Berkeley, IL 60163

or employment@berkeley.il.us

Village of Lake in the Hills, Village Administrator

The Village of Lake in the Hills, a community of just less than 29,000 residents with a diverse mix of business, recreation and retail resources occupying 10.3 square miles of northeastern Illinois, McHenry County, seeks an experienced professional to serve as our next Village Administrator. The Administrator can expect to work on maintaining and improving the Village's vitality and momentum, through business recruitment and retention, strong financial and budget acumen and a sense of pride in building a well maintained infrastructure with superior parks and recreation activities for all residents to enjoy.

A Bachelor's degree in Public or Business Administration and a minimum of seven (7) years of progressively responsible municipal community management experience required. Master's Degree in Public Administration strongly preferred. Proven effective communication, leadership, team building, and long range strategic planning skills are required. Any combination of education and experience that provides the equivalent knowledge, skills, and abilities will be considered.

The salary range for this position is \$140,000 +/- DOQ. A position profile and required application materials may be obtained from the Village of Lake in the Hills website at www.lith.org/jobs. Interested and qualified, should apply



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Director, Corporate Development

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at once, in confidence, with a completed job application, cover letter, résumé, five (5) professional references, and include salary history. Application materials will be accepted until Friday, September 16, 2016.

Village of Niles, Director of Finance

The Village of Niles is seeking a Finance Director who has the authority and responsibility to coordinate fiscal activities and systems for the Village of Niles; including administrative control and direction over budget and financial forecasting, accounting and financial reporting, auditing, treasury management, investments, purchasing, utility billing, debt administration, Police and Firefighter Pension Fund administration, liability insurance, revenue collection and vendor disbursements.

The Director of Finance is appointed by the Mayor and majority vote of the Village Board and reports to the Village Manager. This is a very challenging position that requires a high degree of interpersonal skills in addition to outstanding organization and administrative abilities.

Essential Job Functions:

- Plan, direct, organize, communicate and control Finance Department operations, including direction of the finance staff in department functions, such as the maintenance of accounts payables and accounts receivable, processing payroll, Village's water billing and the collection and recording of all Village fees and fines;
- Participate in inter-department meetings to provide input, advice, and technical assistance regarding accounting, funding and budgeting issues as they relate to the development of programs and projects;
- Plan, develop, and coordinate the preparation of the Village annual budget, including advising other department directors in formulating budgets, reviewing status of budgets and preparing required reports;
- Responsible for the completion of the Comprehensive Annual Financial Report (CAFR), which includes a significant amount of account analysis at year-end, including preparation and review of closing entries, audit schedules and final audit report;
- Responsible for preparation and filing of all Federal, State and County fiscal reports;
- Prepares and submits monthly financial reports to the Village Board;
- Responsible for investment of all Village funds, management of the Village's outstanding debt, coordination of the sales of new debt and direction of the Village's role in the annual audit;
- Advises Village Manager, staff, the Mayor and the Village Board of fiscal policies, interpretations, procedures and challenges;

- Develops new and innovative ways of managing departmental financial operations;
- Assist the Village's insurance brokers by collecting and organizing the necessary data and reports for the annual renewal of medical, life, workers compensation and liability insurance to obtain the best plans, options and rates;
- As Secretary for the Finance Committee, schedules meetings, prepares the agenda, minutes and necessary financial reports.

The ideal candidate must have a bachelor's degree in accounting, finance or related field. Knowledge of concepts, principals and practices of municipal fiscal administration including treasury management, accrual



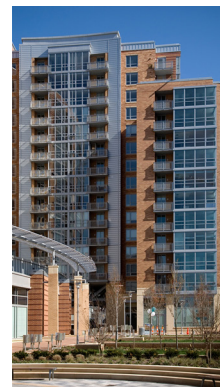
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accounting, budgeting and reporting is required. A CPA or advanced degree is preferred. Candidate must have five or more years of responsible accounting experience. Experience in a municipal environment with knowledge of accounting, internal control concepts and GASB standards is preferred. Proficiency with Microsoft Office Software including: Word, Excel, Outlook and Power Point required.

This is an exempt position. Salary range: \$115,000 to \$161,000 depending on qualifications. The Village offers an excellent benefits package. To apply, candidates can complete an application on the Village's website at www.vniles.com or submit an application or resume to the Human Resources Director, Village of Niles, 1000 Civic Center Drive, Niles, IL 60714, via E-mail personnel@vniles.com or Fax (847) 588-8051.

Equal Opportunity Employer, Male/Female

Adams County, WI, County Manager/ Administrative Coordinator

Adams Co, WI (pop. 20,148) County Seat: Friendship. Progressive county with an excellent quality of life located in central Wisconsin seeks experienced local government executive to lead its organization consisting of 288 employees and a \$52.7 million budget. Successful candidates will have well developed collaborative skills, a history of a team oriented management style, experience in budgeting and finance. Candidates required to have a Bachelor's degree (Master's degree preferred) in administration or related discipline along with at least 8 years of administrative management and/or financial experience preferably in government. Prior county experience is highly valued. Salary is \$100,000 plus/minus DOQ. Residency within the County within 6 months of hiring is highly preferred. The County provides an excellent benefit package. Candidates should apply by September 15 with resume, cover letter and contact information for 5 work related references to www.GovHRUSA.com/current-positions/recruitment to the attention of Karl Nollenberger, 630 Dundee Road #130, Northbrook, IL 60062. Tel: 847-380-3240; Fax: 866-401-3100.

Village of Clarendon Hills, Part-time Maintenance Worker I

The Village of Clarendon Hills (8,427) is seeking to fill the part-time position of Maintenance Worker I. This position shares responsibility for semi-skilled maintenance and repair work of the Village's infrastructure, including maintenance and repair of Village streets, water mains, parkways, buildings, and similar facilities. Work includes the operation of motorized equipment and vehicles and

the expenditure of heavy physical labor. This is a part-time position scheduled for 28 hours a week, 8 a.m. to 3:30 p.m. Monday through Thursday. Position is on-call 24 hours a day, 365 days a year for snow plowing and emergency needs of the Village.

Requirements:

- Graduate from high school (or GED) with experience performing maintenance, restoration, or repair work.
- Knowledge of common hand tools, materials and standard equipment used in maintenance, repair and construction work.
- Some knowledge of the safety precautions and hazards of the work.
- Ability to perform manual labor for extended periods in all weather conditions.
- Possession of an Illinois Class B CDL, or the ability to attain one within one year of hire.

Benefits include IMRF, paid vacation, sick and holidays. Salary Range: \$22.37 - \$29.83/hour (expected starting salary at minimum, but dependent upon qualifications and experience). An Equal Opportunity Employer.

To Apply:

Position is open until filled. Resumes may be sent by email to: zcreer@clarendonhills.us or mailed to:

Village of Clarendon Hills

Zach Creer, Assistant to the Village Manager

1 N. Prospect Avenue

Clarendon Hills, IL 60514

Village of Winnetka, Plant Operator, Water and Electric Department

The Village of Winnetka is seeking a Plant Operator for the Water & Electric Department. The position requires the candidate to operate and maintain all aspects of diesel generators, turbines, boilers and circuit breakers for electric power generation; to operate and control equipment for the proper and safe filtration and purification of water; to perform water sample testing to maintain appropriate water quality; and to ensure that production and distribution of electricity and water are adequate to meet the needs of the Village's utility customers. Additional duties include monitoring equipment, maintaining records of operations, inspecting and testing equipment, and performing equipment repair and building maintenance.

Minimum qualifications:

- Applicants must be at least 18 years of age;
- High school diploma or GED equivalent;
- Valid and current driver's license;
- Good mathematical and record keeping skills; and
- Some knowledge and skill in the use of hand and power tools.

Desired skills and abilities:

- Experience with Microsoft Office programs, especially Word, Excel and Access;

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- Mechanical ability; and the ability to use and program Logic Controllers;
- Ability to obtain State of Illinois EPA Water Supply Operator and Approved Laboratory Analyst certifications within specified time frames; and
- Skill in reading and understanding various gauges.

Work shifts are regular and irregular to cover 24-hour operation and are normally 8 hours in duration, but may be extended in the event of emergency, personnel shortage, workload, work in progress or training, and include weekends and holidays. Position also requires that when working an operating shift, employees must work until relieved by other personnel. Work is sometimes required under adverse or unusual conditions in all weather conditions and at all hours of the day. The position requires effective audio-visual discrimination and perception, hearing sufficient to understand verbal direction and detect abnormal equipment operation and alarms, the performance of fine hand control procedures as well as lifting up to 100 pounds, climbing, stooping, walking and standing for long periods of time.

This is a non-exempt position. The salary range is \$84,467-\$104,539 (DOQ) plus excellent benefits. The successful candidate is not required to live within the Village.

The Village of Winnetka is an established North Shore suburban community, located approximately 20 miles north of Chicago. Its Water & Electric Department, with 32 employees, is responsible for the water and electric plants (located on Tower Road adjacent to Lake Michigan) as well as both distribution systems. The Water & Electric Department has a fiscal year 2016 operating expense budget of \$19.96 million and is also responsible for implementation of a significant Capital Improvements Program. The peak electrical demand for the Village is 40 MW. This department works closely with a separate Public Works Department that provides other public services.

Candidates must apply online at www.villageofwinnetka.org. The position will remain open until filled with the first review of candidates taking place September 9, 2016.

Inquiries should be directed to:
Megan Fulara
Human Resources
mfulara@winnetka.org
847-716-3545

Village Of Glencoe, Management Analyst

The Village Manager's Office ("VMO") is the central administrative department of the Village and works closely

with all operating departments and the Village Board. The VMO includes the Village's clerk, human resources and IT functions, and is the public communications hub of the Village, managing the Village's website content, social media presence, weekly news briefings and quarterly community newsletter. The management analyst will lead special projects to support the strategic work plan and the Village's business process improvement efforts, conduct research and analysis to make policy and program recommendations, own and elevate the Village's public communications function and provide outstanding customer service.

Job responsibilities include:

- Administering the strategic work plan and working with all departments to produce status reports
- Managing special projects
- Conducting research and analysis to assist the Village Board in evaluating policy decisions
- Developing VMO annual operating budget
- Researching emerging and best practices in local government operations and providing recommendations
- Writing and editing public communications
- Coordinating all public communications, including website, social media and newsletters
- Conducting business process analyses
- Providing superior customer service

Education and Experience

- Bachelor's degree in public or business administration, or closely related field; master's strongly preferred
 - 1 to 3 years of related experience; strong emphasis on project management and communication
- Functional Knowledge
- Strong knowledge of public communication
 - Strong computer skills
 - Familiarity with process improvement techniques
 - Strong analytical skills

Interpersonal and Communication

- Outstanding customer service skills
- Great communication skills and ability to summarize key pieces of information for the public
- Self-starter able to manage multiple projects and deadlines
- Emphasis on continuous improvement

Physical Requirements and Work Environment

- Occasional lifting/carrying up to 20 pounds (with or without reasonable accommodation)
- Frequent communication with customers
- Work time primarily performed in office environment
- Strong emphasis on workplace safety

Job Mart

SALARY: Salary range of \$59,687 to \$80,577 (ability to hire up to or above range midpoint, DOQ) plus great benefits, including Illinois Municipal Retirement Fund pension, health insurance, dental insurance, life insurance among others.

TO APPLY: Please e-mail cover letter, resume, and application to employment@villageofglencoe.org and reference Job ID 16-11 Management Analyst in the subject line of the e-mail. The position will remain open until filled, and first resume review will take place on or around September 16, 2016.

Persons requiring reasonable accommodations under the Americans with Disabilities Act are asked to contact the Village Manager's Office at (847) 835-4114. The Village of Glencoe is an Equal Opportunity Employer.

City of Bloomington, Management Analyst

The City of Bloomington is currently seeking a Management Analyst to work in our Fire Department. This position reports directly to the Fire Chief.

The management analyst position will be responsible for identifying trends, patterns, and inefficiencies within the department using internal and external data. This position will be responsible for gathering data and being able to interpret the data into meaningful information to drive changes within the department to accomplish city and departmental goals. This position will be responsible for developing plans, solutions, and strategies to address the identified concerns derived from data. This position will advise and consult with leadership on implementation of solutions and strategies.

Qualifications:

1) Education/Experience Required

Bachelor's degree in math, statistics, computer science, information management, finance, economics, public administration, business, data analytics or a related field.

Preferred: Master's degree in math, statistics, computer science, information management, finance, economics, public administration, business, data analytics or a related field.

2) Licenses: Required: Valid Illinois Drivers License

3) Physical Requirements/Working Conditions: Requires travel 5% of the time

To learn more and apply directly online, please visit our website at: www.cityblm.org/employment EOE

City of Bloomington, Programmer Analyst

The City of Bloomington is currently seeking a Programmer Analyst to work in our Information Services Department. This position reports directly to the Director of Information Services.

Under general direction, responsible for technical analysis, programming and operation of the City's data processing systems. This position is also responsible for overall analysis and programming for computer operations and support systems including maintenance, modification and implementation of programs and routines to make optimum use of the City's computer capabilities.

1) Education/Experience: Bachelor's degree required from an accredited college or university with major course work in Computer Information Science, Data Processing, or a related field.

Required 4+ years of computer science and data processing experience, familiarity with languages and systems being used by the City, or any combination of education, training and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job.

2) Certificate or Licenses: Illinois Driver's License required. Certificates preferred any of the following:

- Microsoft Certified Solutions Associate (MCSA)
- Microsoft Certified IT Professional (MCITP)
- Microsoft Certified Solutions Developer (MCSD)
- A+ Certification

3) Physical Requirements/Working Conditions: Work is performed primarily in a standard office environment; frequent interaction with City staff and the general public.

The essential functions of this job require sufficient physical ability and mobility to work in an office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull objects of light weight; to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; to travel to other locations using various modes of private and commercial transportation; and to hear and verbally communicate to exchange information.

To learn more and apply directly online, please visit our website at: www.cityblm.org/employment

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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 emailed question

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