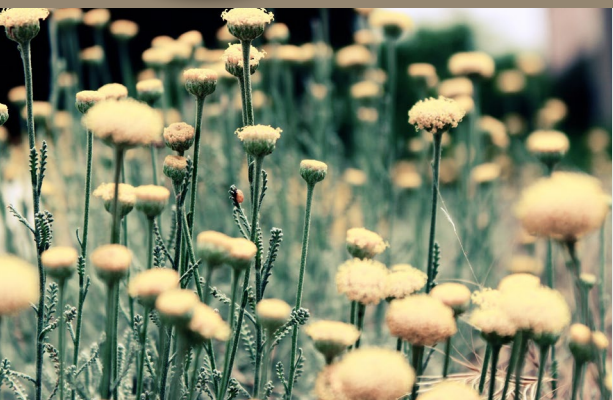


City/County Management IN ILLINOIS

Volume 12 No. 9

Strengthening the quality
of local governance through
professional management

MAY
2017



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Calendar of Events

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

May 3
Legacy Project Luncheon
Elk Grove Village, IL

May 4
SWICMA Luncheon
Glen Carbon, IL

May 11
ICMA Coaching Webinar

May 18
IAMMA Social Event – Top Golf
Wood Dale, IL

May 18
Metro Golf Outing
Glen Ellyn, IL

May 19
Legacy Conference
Naperville, IL

June 7
Legacy Project Luncheon
Naperville, IL

June 14 - 16
ILCMA Summer Conference
Eagle Ridge, Galena, IL



Membership dues notices will be arriving in your mailboxes in the near future. The Secretariat's office hopes to have new directories out to members by mid-September. Your timely response in returning your dues is much appreciated and will facilitate us meeting this goal. Thank you for your support and the opportunity to serve you!

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

President's Column

Professional Courtesy

We are so focused on our ethical obligation to the community, elected officials, and staff that most of us probably don't spend much time thinking about our ethical commitment to our colleagues.

Scenario No. 1: An advocate for recruiting new talent to the profession, the city manager didn't hesitate to take a call from a member of a U.S. senator's staff who wanted to pursue a career in local government. The staff member readily admitted that just a passion for public service combined with her federal experience alone wouldn't position her to secure the job of a city manager. She needed some serious coaching on how city management works.

During the next weeks, the city manager provided his input in response to questions she posed by e-mail. The staff member then telephoned with an urgent request to meet the next day. Her goal of moving into a city manager's position was in sight as she had an interview at week's end. When the city manager asked where, she disclosed the information, but on a confidential basis.

They agreed to a breakfast meeting the following day. Because the manager wasn't familiar with the candidate's prospective employer, he reached out to the state league staff for some background. He learned that the community currently had a city manager as well as a considerable amount of turmoil, with a new council publicly calling for the dismissal of the police chief.

Hearing all this, the manager thought twice about his mentoring role and wondered what obligation he had to his beleaguered colleague who was attempting to steer the community through its problems.

continued on page 22

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Who's Who Directory Update

Congratulations to **Jerry Bauer**, assistant city manager, city of Decatur, who is retiring after 38 years with the city of Decatur.

Peter Vadopalas has been appointed as the new assistant village administrator in Mundelein. He was previously the assistant to the village manager in Skokie.

Congratulations to **Mike Flynn** who announced his retirement as assistant village administrator in Mundelein as of May 31. Mike served the village in that role for 29 years.

Matt Formica has been appointed as the new village manager in Glenview. He was formerly the village administrator in Lindenhurst.

Welcome New Members

Rob Boyer, MPA Student, Eastern Illinois University
Patrick DiDiana, Management Analyst, City of DeKalb
Christopher King, Graduate Student,
University of Illinois at Chicago
Dan LeTourneau, Intergovernmental Risk
Management Agency
Cris Randall, Human Resources Director, City of DeKalb
Jennifer Swahlstedt, Intergovernmental Risk
Management Agency

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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.

Six Tips for Crafting an RFP for Professional Services

By Maureen Barry, CIPMA, Senior Municipal Advisor/Vice President, Ehlers

Throughout all our markets, Ehlers replies to dozens of Requests for Proposals ("RFPs") each year. We have seen how a good RFP can generate interest and provide valuable information our clients need to select a consultant that best suits their needs. Below are six key points that an RFP should include to maximize the number and quality of responses.

#1. Why do you need to hire a consultant?

Tell the consultants why you are seeking proposals for your project. This may be obvious if it relates to a specific project, such as refunding a particular bond issue. However, if you are hiring a consultant to set utility rates, for example, tell the consultant what is prompting the community to re-evaluate its rates. Has housing growth been less than projected, or does the community need to construct a new treatment plant? Explain why consulting services are needed.

#2. What should the consultant accomplish?

Be specific in describing the outcomes you are seeking to achieve. If you have a detailed scope of work, provide it. Sometimes, however, you are looking for the consultant to help define the scope of work. In that case, communicate important deliverables. For example, a deliverable might be managing a public participation process for a proposed project, and the RFP should ask the respondents to detail how they would solicit and incorporate public input.

#3. What is your timeframe?

Specify whether it is a long-term engagement, i.e., financial advisor for the next three years, or whether it is project specific. What are the milestones or target dates for completion?

#4. Technical Requirements

The technical requirements section may be one of the longest sections of your RFP, depending on the complexity, because there may be many variables that will impact the scope. The more details you can provide up front, the better the reply from the respondent.

Do you know what can make vendors question whether they even want to respond to your RFP? Required responses to questions that may not be relevant, or require the consultant to "do the project" to answer them. Make sure you are asking the right questions.



Be mindful of the time that will be required to draft a complete response. Every vendor you pull in is going to mobilize a team of people to put together a proposal. This likely includes time from the office manager, a vice president or two, and a sales or marketing person. It's not uncommon for the team to spend many hours combined in their response. For smaller companies that often means using resources that are billable, which could mean they are either billing less or working overtime.

#5. Ask the consultant to share their approach.

Ideally, you will receive multiple responses from qualified firms all capable of completing the scope of work. How will you distinguish them from each other? One way is to ask the consultant what distinguishes them from their competitors, but you are likely to get boilerplate language extolling their virtues. A more productive question is to ask the consultant to specify how they will approach your specific project. How have they been innovative or creative? Do they work collaboratively? Will they bring the authority and reputation needed to be respected by your Board or Council? Ask the consultant to demonstrate, through relevant examples of work done in other communities, the qualities that you are seeking.

#6. Cost

Be honest... isn't the proposed fee the first place you look when you receive a consultant's proposal? There's a good reason for this, of course. Price is an important component. Be sure to ask the consultant to provide an all-inclusive fee, or specify incidentals such as travel and copies. Ask what rates will be charged if services go beyond the contracted scope of work.

Best Practices for crafting RFP's specifically for municipal advisors can be found in the GFOA's best practices at <http://www.gfoa.org/selecting-and-managing-municipal-advisors>.

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.

How Can Your Community Benefit from Drone Technology?

By Scott Mattes, PE, CIH, Environmental Services Group Leader/Senior Project Manager

As defined by the Federal Aviation Administration (FAA), Small Unmanned Aerial Systems (sUAS), more commonly referred to as "drones", may not only be on your children's wish list, but they are also getting the attention of many local governments. Drones have been filling our news feeds with uses such as recreational, military, and drone deliveries, but how can a municipality determine how to leverage this rapidly evolving technology?

Many communities across the country are starting to research sUAS uses and invest in sUAS technology and applications. They can have many uses within the public sector besides the obvious for high resolution aerial photography. The following are some unique applications that can benefit your public agency.

Environmental

sUAS can be used for environmental monitoring for things such as wetland studies using infrared (IR) imagery to help index vegetation for native wetland species. The imagery could also be used to monitor erosion, deforestation, and areas after natural disasters. Looking to clean up blighted properties in your community? sUASs can now be used to supplement environmental Phase I Environmental Site Assessment (ESA) surveys in areas where access is difficult due to vegetation or terrain.

Asset Management & Inspections

There are also many uses for asset management for your community when the asset's precise location is unknown. Using sUAS can help a community determine the exact location and the condition of these assets and can then incorporate them into the community's Geographic Information System (GIS) database. For example, the use of a thermal sensor during cooler times of the year may be useful in locating sanitary sewer manholes in difficult terrain.

Some inspections made by municipalities can be somewhat dangerous (i.e., roofs, bridges, water towers, dams, etc.). sUAS data for inspections can help minimize liability and can help prevent accidental damage to property and improve Inspector safety. The imagery from most sUASs is extremely impressive. This high-quality imagery can assist with things such as corridor design and construction, pavements evaluations, and detailed before-and-after site photos.



Surveying and Terrain Mapping

If your community has areas with difficult terrain that need surveying, the use of specialized equipment can be utilized by sUASs to complete accurate terrain maps down to 1" in relative accuracy. This can lead to efficiency improvements over traditional survey methods in certain cases. However, this method of topographic mapping is limited by vegetation, such as typical mowed grass, gravel, shrubs/bushes and tree canopies. In addition to terrain mapping, this same technology can be used to provide estimated volumes for things such as spoil piles and excavations for design applications and contractor payment evaluations.

Although the use of sUAS technology is expanding rapidly, there are some implications that your public agency needs to consider. Whether you decide to purchase sUASs, or hire an experienced company, the use of sUASs has presented some challenges that can affect your decision. Issues that need to be taken into consideration are safety, trespassing and privacy issues, when operators fly them too close to airports, buildings, schools, and groups of people. The FAA also plays a role in whom, how, and where these can be used, especially for commercial purposes. The sUAS operators need to be licensed through the FAA and may also need to get FAA and Air Traffic Control clearance to fly in certain areas, especially near airports. sUAS missions are tough to do over crowds of people and tend to not work well in high winds and precipitation. These are all some of the considerations needed when deciding how to go about utilizing sUAS for your communities.

Although there are some barriers for leveraging sUASs, the advantages to your municipality and constituents can easily outweigh the initial research and costs. The time and money saved, and the outcome of the advanced imagery available, still make sense to consider for the long run.

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.

Keys to Achieving Transformative Development Projects

By Fran Lefor Rood, AICP, Senior Vice President, and Stephen B. Friedman, FAICP, CRE, President, SB Friedman Development Advisors

Led by a community-wide or area plan, citizen activism, or developer initiative, many municipalities have sought to bring about transformative development projects in support of community goals. Unfortunately, many have also shared the frustration of unsuccessful efforts. Perhaps your community wishes to activate a multi-use town center, spur redevelopment of a major industrial site, or attract a destination sports facility or event center. Maybe you have established a TIF or Business district as an "incentive in-waiting" and generally promote the area. You may have acquired some land and even undertaken an RFQ/P process to attract developers. What are the keys to achieving a successful project?

More than a Plan. Successful projects go beyond traditional planning to establish a realistic and economically-feasible vision shared and supported by the civic and governmental community. This requires detailed market and financial analysis, site analysis, test-fit/capacity-level site planning, and community engagement. The project should have demonstrable fiscal and/or community benefits. A "believable fiction" for the project, endorsed by the governing body after obtaining broad support, lays stronger groundwork for attracting the right developer.

Who Has Site Control? The public sector does not necessarily have to own or acquire the development site, but it must have a strategy for site control and making the site "development ready." If separately owned parcels are required to achieve the vision, the public sector may need to facilitate site assembly. If a developer controls part of a site, the municipality may need to help complete the site, even using eminent domain or the threat of it ("friendly condemnation"). It also may be required to undertake site cleanup or preparation.

With Whom Are You Dealing? One of the most significant challenges in transformative projects is ensuring a developer with the capacity and experience to complete the project. Even in proactive developer solicitations, many communities have been attracted to a team with creative graphics and force of personality. Whether seeking a developer through RFQ/P or being approached by a developer, careful review is required, including: experience with similar projects, financial capacity, relationships with key users (retailers or hotel chains), financial relationships,

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design and construction expertise, and leasing/management experience. Legal searches are needed to identify prior problems, bankruptcies and IRS liens that may make it difficult for an otherwise capable developer to obtain financing.

Sharing Financial Risk and Reward. Both the public and private sectors have responsibilities in financing projects. Public assistance should be based on the "but for..." principle, through analysis of the project's pro forma. Structuring of the assistance must be both realistic for the project and protect the public sector. Financially weak developers may ask for General Obligation (GO) bonds or backing of TIF bonds because they do not have the capacity to monetize developer notes. While GO bonds may be appropriate for public land acquisition or truly public infrastructure, they rarely are for a private project: it is simply too much risk. The developer should be able to raise debt and equity for the project, and monetize the pay-as-you-go or developer note assistance. In this case, developers are entitled to enjoy all or most of the upside of a project (perhaps after a true-up) as reward for the risk they have taken, unless the public sector has brought up-front sources or discounted land to the project.

Transformative projects are almost always intrinsically difficult; if they were not, the private sector would undertake them alone. For the public sector to increase its chances of success, it needs a realistic project. Site control and pre-development challenges must be addressed, and the utmost care must be taken to properly screen and evaluate the capabilities of the developer. Risk must also be shared with the private partner.

More information on these ideas can be found in the recent Urban Land Institute publication, *Successful Public Private Partnerships: From Principles to Practices*, which can be found on SB Friedman's website at www.sbfriedman.com or at <https://uli.org/centers-initiatives/successful-publicprivate-partnerships/>

IAMMA ANNOUNCES LOCAL GOVERNMENT AWARD WINNERS AT CONFERENCE

At the 21st annual conference held on April 21, 2017 by the Illinois Association of Municipal Management Assistants (IAMMA), President Christina Burns announced the 2016-2017 association award winners. Held at Northern Illinois University's campus in Naperville, the conference provided professional development through presentations made by expert speakers and peer-to-peer networking. Part of the day's events include recognizing individuals for their dedication to the profession and commitment to the organization. The individuals listed below were recognized by President Burns and the IAMMA Board of Directors with an award. A sincere congratulations to the winners!

Outstanding Manager Award Ghida Neukirch – City of Highland Park

Ghida has more than two years of local government experience and has shown leadership in promoting and advancing the local government profession. She created a career exploration program for local high school students, and developed a program that develops management skills in all city staff. Throughout her career, Ghida has demonstrated a commitment to ethics and exemplary public service.

Gregory F. Ford Outstanding Member Award Brain Southey – Elk Grove Village

Brian, a Public Works management analyst for Elk Grove Village, has worked to expand the Village's social media presence and make data more available to the public. Through his work at Elk Grove Village and his service to IAMMA and ILCMA, Brian brings both enthusiasm and creativity to the local government management profession.

Outstanding Member Award – Intern Nicole Kathman – United City of Yorkville

Nicole, who will soon receive her MPA from Northern Illinois University, has been an avid volunteer for IAMMA and advocate for interns. Nicole has held positions on both IAMMA's Board and on NIU's student association committee. Nicole has worked on a variety of projects in her internship with the United City of Yorkville, including union negotiations and creating a database of service measurements.



Pictured above from left to right: Brian Southey, Elk Grove Village and Nicole Kathman, United City of Yorkville.



Downstate City/County Management Association Meeting May 11 & 12, 2017 Belvidere, Illinois

Thursday, May 11, 2017

- 11 A.M. Lunch at Timber Pointe Golf Course, Poplar Grove, IL
- 12:30 p.m. Golf Tee Time at Timber Pointe Golf Course
5750 Woodstock Road, Poplar Grove, IL
- 3:00 p.m. Agritourism Tour of Boone County (Meet at Fairfield Inn and Suites)
- 6:30 p.m. Reception & Dinner Octane Restaurant
(Dinner not included with registration)
124 North Main Street, Rockford, IL 61101

Friday, May 12, 2017 - Hilton Garden Inn

7675 Walton Street, Rockford, Illinois

- 8:00 a.m. Breakfast at the Hotel
- 8:30 - 9:30 a.m. **Priority Based Budgeting and other Budgeting Techniques**
Understanding the Priority Based Budgeting model including how to implement it in your organization, how it works, experiences with it and an explanation of other budgetary techniques.
Speaker: Ken Terrinoni
County Administrator
Boone County
- 9:30-9:45 a.m. Break
- 9:45-10:45 a.m. **Current Trends in Workers Compensation**
The presentation will highlight the current trends, important case law and updates about the Illinois Workers Compensation system.
Speaker: Bill Elman
Law Offices of Elman and Ehardt, LTD
Harvard, Illinois
- 10:45-11:00 a.m. Break
- 11:00 - Noon **Case Studies in Collective Bargaining and Arbitration**
John will highlight recent developments and case studies in collective bargaining and arbitration.
Speaker: John Kelly
Ottosen and Britz LTD
Naperville, Illinois
- Noon Lunch and Business Meeting

ACCOMODATIONS:

Fairfield Inn and Suites, 7651 Walton Street, Rockford, Illinois 61108

The room rate is \$109 plus tax per night. Be sure to mention the Downstate Managers to get the discounted rate. *Note that the meeting on Friday will be at the Hilton Garden Inn, which is right next to the Fairfield Inn and Suites.* Please reserve your room by April 24, 2017.

To make reservations please call (815)-398-7400

AGRITOURISM TOUR

Start: 3:00 PM

Meet in the Fairfield Inn and Suites Lobby-Depart Via First Student Bus

End: 6:30 PM

The final stop will take us to Octane Restaurant in downtown Rockford for the reception and dinner. Around 9PM, the bus will get you back to the Fairfield Inn and Suites in Rockford.

Illinois Wool and Fiber Mill-Illinois Wool and Fiber is a full service mill for processing natural fibers. The mill takes locally sourced wool, fleece and other sheared fibers and transforms them into yarn for knitting and other uses. The business includes a full-service shop where consumers can buy a wide variety of products.

Angelic Organics-Angelic Organics is one of the oldest Community Supported Agriculture (CSA) farms in the United States. Angelic Organics is dedicated to creating and forwarding an economically viable, organic, Biodynamic farm that nurtures its soil, plants, animals, and community of workers, and enlivens the connection between people and the source of their food.

McEachran Homestead Winery- As the only winery in historic Boone County, McEachran Homestead is pleased to offer a unique wine tasting experience for all your senses. Guests will learn of the different types of wine varieties and how viticulture and production aspects influence the flavor of McEachran Homestead's wines. Guests will also learn about the rich history found at McEachran.

Octane Restaurant- Octane in downtown Rockford playfully celebrates that '50s-'60s vibe with a bar/restaurant that is billed as "fun, casual dining." The restaurant prides itself on sourcing much of its food from the Rockford Region.

Registration Form

Downstate City/County Management Association

May 11 & 12, 2017

Spring Meeting

Belvidere, IL

Name: _____

Title: _____

Jurisdiction: _____

Address: _____

Phone: _____

E-mail: _____

Registration Fee: \$50 – Includes buffet breakfast & lunch on Friday. Please have registrations in by Friday, May 5, 2017.

Dinner Reservations: Please indicate if you are planning to arrive in time for dinner and please choose your main course from the attached menu. Dinner is “on your own.”

Golf Reservations: Please indicate if you would like to sign up for the golf outing. The total cost for green fees and cart is \$26 – be sure to mention you are with the City Manager Group! Lunch is scheduled at 11:00 a.m. and tee times beginning at approximately 12:30 p.m. All golf fees should be paid at the course.

___ Yes, I will attend the Spring Meeting at in Rockford, IL on May 11 & 12.

___ Yes, I will attend the Agritourism Tour on Thursday, May 11.

___ Yes, I will attend the social hour & dinner on Thursday evening at Octane.

___ Yes, my spouse or partner will attend dinner on Thursday evening.

___ Yes, I will participate in the golf outing on Thursday, May 11 – please pay at the course.

Registration Deadline: Friday, May 5, 2017

Make check payable to: Downstate City/County Management Association
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Questions: 815-753-5424

Cancellations: To receive a full refund, cancellations must be received by Friday, May 5, 2017. Registrants, who do not attend the meeting but have not canceled, are responsible for the entire fee. Registrants who have not paid will be billed.

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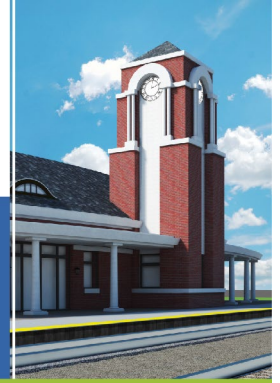
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IML Managers Monthly Column

INFRASTRUCTURE – The Current Chapter in the City of Decatur's History

By Tim Gleason, City Manager

It's work that is not as exciting as, say, a newly constructed retail outlet and it doesn't generate the buzz of new jobs coming to a community, but it is undoubtedly just as critical to the health of any city.

Of course we're talking infrastructure, the miles and miles of often-unseen underground pipes and connections, streets, public hardware, and facilities that provide both residents and industries with the resources we need to live and operate in a community. Most people outside of government don't think about how water gets from the lake to the tap - they just know that it does when they need it - or how waste gets out of our homes or factories to be treated. For government officials with budgets that are already stretched thin, this makes it easier to "kick the can" of maintenance or replacement down the road because the work can be costly but when the inevitable problems do come, it's often too late and can be catastrophic.

The last several years saw Decatur in a position not unlike many other Midwestern communities, facing plunging revenues and managing a crumbling infrastructure fast approaching a point of no return if not repaired or replaced. However, instead of being defined by our circumstance or attempting to, as the old adage goes, "cut our way to prosperity," staff recommended and our elected officials made a series of brave, sometimes unpopular but nevertheless necessary funding decisions to upgrade, repair, replace or build anew almost \$300 million in local infrastructure. The last two years have seen long-standing, previously unfunded plans implemented and shovels and heavy equipment put to ground to create a first class reliable water, sewer, roadway, public safety and transportation systems necessary to community growth.

Ongoing projects include:

- Community Street Improvement Program - In February 2016, the city implemented a Local Motor Fuel Tax of 5 cents per gallon on unleaded and 1 cent per gallon on diesel fuel to address the city's crumbling roadways. We were clear to the community in making the request that the funds would be kept in a special fund to be used mostly to repair neighborhood streets in the worst condition first with the tax to be eliminated in 10 years.
- Lake Decatur Dredging/Water System Improvements - Decatur's \$91 million multi-year dredging project has reached it's halfway point and once complete will add lake



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capacity to the city's primary water source equal to the size of 60 Willis Towers! Recent years of drought and limited supply have necessitated community water restrictions and actually deterred new industry from coming to Decatur. We have also started a water main replacement program and replaced the city's 31,399 water meters with automatic metering technology that has provided more accurate metering of water use and saved the city in operational costs.

- Fire Station Upgrades – Substantial but long-delayed fire station improvements on fire facilities with an average of almost 51 years are now underway, funded through the city's property tax levy in December 2015. Some buildings are so old that they are not able to accommodate newer equipment and plumbing deficiencies, leaky roofs, structural issues, and HVAC failures severely hamper operations.
- Sanitary and Stormwater Sewer Upgrades - Upwards of \$70 million in known sanitary sewer problems and deferred maintenance today are being funded to fix critical sanitary sewer-related issues that have led to basement back-ups and overflow problems for many residents. Much of the work is being mandated by the U.S. EPA and paid for through approved increases for the sanitary sewer rate portion of local utility bills in December 2016. More than \$60 million in critical storm water improvements have also been targeted on a system that would extend south to Cairo and North past the borders of Gurnee if extended end to end. Funded through a stormwater utility use fee based on usage, work started with a list of the "top 10" list of priority projects that over the years had caused the most flooding and back-up issues for residents.
- Multi-Jurisdiction Transportation Planning - The planned northeast connector for the Decatur Beltway project will provide an integral point of access into the northeast part of the city and to the Midwest Inland Port, a multi-modal transportation hub being positioned as the epicenter of future economic growth with market proximity to 95 million customers in a 500-mile radius. The Beltway northeast connector as designed will enhance freight mobility, improve connectivity and increase service reliability for customers of existing and new businesses. In January

continued on next page

continued from page 12

2016, the City of Decatur and Macon County entered into an inter-governmental agreement to work together to develop and secure funding for a project with an estimated cost of more than \$150 million. One vision – One voice – One priority...

- **Broadband Fiber as New Infrastructure** – Today, access to high-speed web access is as critical to a community's ability to recruit and retain business and support community development as having access to more "traditional" infrastructure. A city-owned high-speed broadband fiber network will become a reality this year, making Decatur one of the few communities in the nation to have such an asset. This network is expected to provide a critical network for future law enforcement needs and to save money for community government entities, local not-for-profits and healthcare providers, among others that rely on broadband services to operate. The project was made possible through a generous contribution from the Howard G. Buffett Foundation which agreed to pay what could amount to upwards of 75 percent of the project's cost.



As part of all of the work, a city commitment to diversity in hiring on public works projects began to bring about significant results in encouraging minority hiring on city public works projects. In March 2015 the city council amended city code to set minimum goals of ten (10) percent of the total dollar amount of the contract being performed by Minority Business Enterprises if subcontracting opportunities are available and eighteen (18) percent of the total hours worked being performed by minority workers. In February 2017, the city held the first of many forums to discuss the successes, ways to improve, and accountability for this very important community effort.

So how did Decatur get it done, especially with much of this work paid through fee or tax increases that, as we all know, are never popular? We targeted the funding and clearly explained that all revenues would go towards the very specific work for which the money was being requested, sequestering individual revenue streams into special line items and adding sunset dates for increases in some cases. Oftentimes, the public is reluctant to give more to government because they believe that the money will be wasted or "sucked in" to pay for general operations, never to be seen again with work never completed. We were also transparent on how the money was collected and being spent by providing updates via the web and through public meetings so that the public could see for themselves where the money was going. The city had to understand that government couldn't do this alone and built critical relationships with private and semi-private entities driven not by funding "asks" but in building the trust necessary for all parties to believe and understand that a successful Decatur is good for all of us. The conversations

have been brutally honest and not without significant starts and stops, but today we have reached a turning point where we are all, at the very least, headed towards the same page.

Finally, while the politics of an issue shouldn't and haven't played into our staff project recommendations, we worked with the realization that the final decisions to fund the work had to be made by elected officials who are ultimately responsible to the voting public. Staff had a responsibility to recommend the work without political considerations but also a professional responsibility to place our elected body in a position to be able to clearly explain why the work was needed, giving them the information necessary to clearly explain their decisions. Simply put, over-informing is always better than not providing enough information.

Interestingly and in contrast to what many believe about the political futures of elected officials who support tax increases, no matter how necessary the increases may be, the council members that supported the increases to pay for this critical work were re-elected in the April 2017 elections. We see that as a testament to the public's confidence in where this city is headed despite a series of very tough decisions that had to be made to get us to this point.

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REGISTER NOW

Advance registration is required for each 90-minute webinar. Simply click on the session titles below, or go to **icma.org/coachingwebinars** to register or access the digital archives. If you can't make a session, you'll receive an automatic notice afterwards with details on how to access the materials and digital recordings.

- **ATTRACTING AND RETAINING A DYNAMIC WORKFORCE**
Wednesday, March 29
- **BEING A GREAT COACH AND A WINNING PLAYER IN YOUR ORGANIZATION**
Wednesday, April 19
- **BEST PRACTICES IN CITIZEN/CUSTOMER SERVICE**
Thursday, May 11
- **EFFECTIVE COMMUNICATION OF COMPLEX ISSUES TO THE PUBLIC**
Thursday, September 7
- **STRATEGIES FOR HAVING DIFFICULT CONVERSATIONS**
Wednesday, October 11
- **TOOLS TO RESOLVE TOUGH ISSUES IN YOUR COMMUNITY**
Thursday, November 9

icma.org/coaching

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ICMA holds a speed coaching event each year at our annual conference. Participants get career and resume tips in a lively and always popular workshop.

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NEW THIS YEAR

- **ICMA's CoachConnect:** Find the coach best suited for you faster. Members and non-members of ICMA at any stage of their career can find a coach to help them with their career, a community issue they want a second opinion on, or even the work-life balance challenges of the profession. Learn more at coachconnect.icma.org
- **ICMA Credentialed Manager Program Credit:** Coaching webinars now qualify for ICMA's Credentialed Manager credits. The six webinars address 12 of the 18 ICMA practice areas. Each webinar registration link notes the relevant practices.
- **New Talent Development Resources:** To assist you in creating a rewarding new chapter in your talent story, we are providing a **downloadable copy** of the "Take Charge of Your Talent Participant Guide" – ICMA special edition, that's complimentary for participants in the ICMA Coaching Program

Subscribe to the free email list for program updates at icma.org/coaching.

Note: requires an icma.org site login (complimentary).

For more information please contact

Don Maruska, ICMA Coaching Program, ICMACoaching@donmaruska.com or 805-772-4667,
or Rob Carty, Director of Career Services at ICMA, rcarty@icma.org

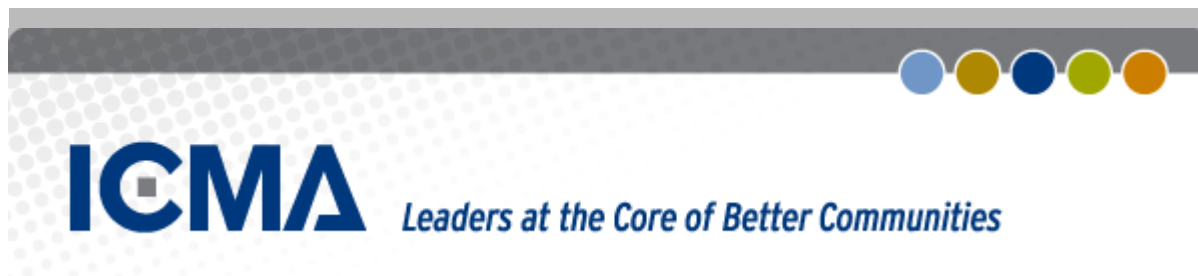
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Apply for a Conference Scholarship

Scholarships to help members attend Conference

ICMA's Conference scholarships are part of our commitment to attracting a wide and diverse group of people into the local government management profession, developing and mentoring early-to-mid-career professionals already in the field and helping members working in smaller communities, experience the value of the Annual Conference, Here is a list of the scholarship opportunities offered:



Scholarships:	
2017 ICMA Conference Assistance Scholarships	<ul style="list-style-type: none"> • Young Professional Scholarship • Work Place Diversity Scholarship • Small Community Employee Scholarship <p>Recipients receive a complimentary conference registration, and stipend to offset travel costs, in some cases</p>

2017 Stene Academic Scholarship	<p>Each year, ICMA selects a graduate school student as the recipient of its \$1,000 Edwin O. Stene Academic Scholarship, named in memory of Kansas University Professor Edwin O. Stene. Travel and housing expenses are not included.</p> <p>In addition to the \$1,000 stipend, the Stene scholarship recipient will receive a complimentary conference registration</p>
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How to Apply

Visit the [website](#) for details, eligibility requirements and applications.
Submission Deadline: Monday, June 5.

Eligible candidates may submit an application to multiple categories, if they meet the eligibility requirements.

Candidates for scholarships must be ICMA members at time of application.

To get a membership application, contact ICMA's Membership Services Department at 202/962-3680; membership@icma.org, or visit the [website](#) to join.

INNOVATION EDGE

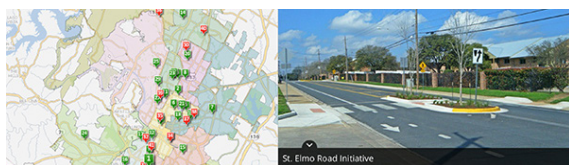


NEIGHBORHOOD PARTNERING PROGRAM: FROM CONSTRUCTION TO COMPLETION

Austin's Story of Building a Successful NPP and Other Examples from Around the World

by Torin Sadow, Management Intern, Alliance for Innovation and Marvin Andrews Fellow, Arizona State University

The City of Austin Public Works Department is recognized as one of the nation's top-performing municipal departments. How does Austin Public Works achieve such distinction? Through the inclusion of an innovative, project-oriented team called the Neighborhood Partnering Program (NPP) which makes municipal development services readily accessible to Austin residents. The NPP, "[...] allows citizens to partner with the City to propose small to medium scale projects on City-owned property to improve the places in which they live, work and play," (Austin Public Works Department). The program was brought into the Public Works Department in support of the Imagine Austin movement, whose slogan of making Austin "Vibrant. Visible. Connected." is exemplified by the NPP.



Justin Golbabai, the first director of the NPP took Austin's unique culture of community building to heart. The NPP is focused on bringing neighborhoods together to design and construct community projects created almost entirely by people living in partnering neighborhoods. The program assists and empowers communities to bring projects from concept to construction in

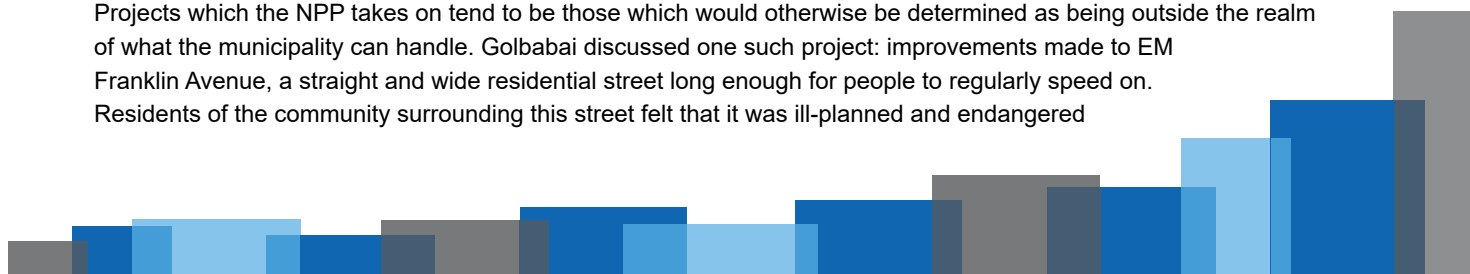
12 to 18 months with cost-sharing offered. Golbabai describes the NPP as being similar to Wikipedia, as the process is entirely collaborative and allows ideas from all members of given communities to help bring projects to fruition. He describes the program as being the bridge between expert knowledge and inspired community members, helping the concepts from all community members become part of what is created with the help of the program.

Just as the NPP offers collaborative building, it also offers collaborative cost-share funding options. Financing from the community can be come as cash contributions, in-kind labor valued at \$24.66/hour, professional in-kind labor valued at the rate by which non-profits value volunteer hours, donations of materials and tools, and as maintenance credit. Grants may also be included in cash contributions for cost-share as long as the grant organization authorizes the grant for such a use. The general breakdown of cost-share funding comes to the City of Austin covering approximately 69% of all NPP projects, while communities cover a mere 31% of the cost of projects.

Check out the webinar the Alliance hosted last year on this cutting edge placemaking program at <http://ondemand.transformgov.org/store/seminar/seminar.php?seminar=86831>.

The NPP project lifecycle was described by Golbabai as a simple 6-step process. First, the neighborhood must rally around the desired project. Second, community leaders should contact NPP staff. Third, a project application showing devotion from the community towards the project must be submitted. Following submission, step four is receiving approval from the NPP as well as the project agreement. Step five begins and completes construction for the project in a 12 to 18 month period, and the sixth step is to celebrate the project and enjoy. Several NPP project completion events have even had the Austin mayor in attendance.

Projects which the NPP takes on tend to be those which would otherwise be determined as being outside the realm of what the municipality can handle. Golbabai discussed one such project: improvements made to EM Franklin Avenue, a straight and wide residential street long enough for people to regularly speed on. Residents of the community surrounding this street felt that it was ill-planned and endangered



community members, and initially requested that the city re-structure the street to help slow traffic by putting it on a road diet. This style of street is exemplified by [SEA street](#) in Seattle which was built by a program similar to Austin's NPP. SEA Street, completed in 2001, involved a complete reconstruction of a once-wide, straight neighborhood street which lacked proper drainage for stormwater as well as proper pedestrian access. Seattle Public Utilities re-constructed this street using the Street Edge Alternatives (SEA) project, including community members in the process through requiring adjacent property owners to contribute in the maintenance of the improved road. The program Seattle used to build this street is similar to Austin's NPP in that it allows for collaboration and cost-sharing from members of the associated community.

In Austin, EM Franklin Avenue was initially fitted for speed bumps by the municipal government, but residents were not satisfied with such a result. Yet, projects such as this which are out of the general realm of the municipality are rarely taken on by the city, especially without complete plans (which the general resident does not likely have the capacity to offer). Residents of the community surrounding EM Franklin Avenue learned this lesson and instead approached the NPP with their project, which recommended community members to take a summer school course at the University of Texas at Austin School of Architecture. Following the summer program, residents of the neighborhood came back to the NPP with a full-fledged Green Street-style design. While the design residents came up with was still too expensive for the NPP to complete, seeing the devotion to such a project the NPP was able to help the community install municipal art, bicycle lanes, rain gardens, trees, and a sidewalk to the street, putting EM Franklin Avenue on a cost-effective road diet. Community projects to which residents prove their devotion are those which are taken on by the NPP, as community involvement is the key to proving that projects will create lasting effects on neighborhoods.

Other cities scattered throughout the United States have programs which work towards similar goals to that of the NPP, although Austin's NPP program is the most comprehensive. One such program is the "[GrowSouth](#)" program in Dallas, Texas. This initiative works towards strengthening South Dallas neighborhoods through helping citizens volunteer and stay well-informed regarding issues which affect Southern Dallas, all while contributing towards keeping South Dallas safe and clean. The initiative builds partnerships throughout communities in which residents help in the painting of disabled people's homes, tree planting, mural painting, and through community garden cleanup and planting.

Austin, Texas is a unique city with a well-established culture of community building. The NPP helps to spread this culture into neighborhoods which previously would not have had the option to bring the resident's own culture into their communities. The main goal of the NPP is to empower Austin citizens through collaboration between public officials and community members. Incredibly, the NPP is run only by four people: the director, one engineer, and two Americorps VISTAs. This program exemplifies the devotion which the Austin city government has to building empowered communities and innovating through the use of positive inclusion of its residents.

[Watch the webinar](#) with NPP Director Justin Golbabai and learn more about the Austin Neighborhood Partnering Program by visiting the [Austin Public Works Webpage](#).

About the Alliance

The Alliance for Innovation is inspiring innovation to advance communities with the help of our partners Arizona State University (ASU) and the International City/County Management Association (ICMA). Guided by research and real-world experience, the Alliance impacts organizations and communities, changing the way local government performs. We are accessible and valuable to all levels of an organization.

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

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



Legacy Project

ADVANCING WOMEN IN LOCAL GOVERNMENT

2nd Quarter 2017 Luncheons

Brown Bag (bring your own)

Wednesday, May 3

11:30am-1:00pm

Elk Grove Village Hall

901 Wellington Ave

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Wednesday, June 7

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Please join us for interactive discussion on topics of particular interest to women working at all levels of local government.

Managing Change in Your Organization

Speakers: Craig Rapp and Katy Rush



Whether from internal needs or external pressures, change demands to be understood and managed in such a way that people can cope effectively. Change does not happen in isolation—it impacts

everyone surrounding it, and every person touched by it will react differently. To manage organizational change successfully and positively, you must address the effects of change with thoughtful planning and wise implementation and by involving individual voices. Regardless of what position you hold in local government, this series will provide you some insight on how to manage change effectively within your organization.

Craig Rapp will be joining us in April (Westchester) and May (Elk Grove Village). Craig is a recognized speaker, facilitator and consultant for the public and non-profit sectors and is dedicated to helping individuals gain clarity on their purpose, focus on what matters and achieve the results they desire.

Katy Rush will be leading the discussion in June (Naperville). Katy recently retired as Village Manager at the Village of Woodridge, where she worked for over 20 years.

To learn more about the Legacy Project, please visit our website:

www.legacyprojectnow.org

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Call for ILCMA Committee Volunteers

Have you wanted to get more involved with ILCMA, but just haven't gotten around to it? Well, now's your chance as the following 2017-2018 Committees need members:

ILCMA Conference Committee

Chair – Pres Elect – Mike Cassady, Mt. Prospect

Co-Chair – Vice President – Ray Rummel, Elk Grove Village

The Conference Committee shall plan and organize the summer and winter conferences. The Conference Committee shall be divided into two subcommittees in order to divide the labor of planning the conferences. The Committee make-up shall be as follows: two representatives from each affiliate (one to serve on the Summer Conference Subcommittee and one to serve on the Winter Conference Subcommittee) and a representative from the host cities for the summer and winter conference when appropriate. There should also be geographic representation on each of the Subcommittees.

Summer Conference Committee – Gateway Center/Doubletree Hotel, Collinsville, June 13 – 15, 2018

2017-18 Chair – Mike Cassady, Mt. Prospect

The Summer Conference Subcommittee shall plan and organize the principal annual Association conference held in June, which includes the Annual Business Meeting.

Winter Conference Committee – Hotel Pere Marquette, Peoria, IL Feb. 7 - 9, 2018

2017-18 Chair – Ray Rummel, Elk Grove Village

The Winter Conference Subcommittee shall plan and organize the Association conference held in February.

Professional Development Committee

2017-18 Chair – Randy Recklaus, Arlington Heights

The Professional Development and Education Committee shall provide information and guidelines to further the continuing education of its members. In addition, the committee assists ILCMA members in achieving continuing education goals for their respective organizations and in periodically reassessing the professional development and continuing education goals of the ILCMA membership. There shall be a commitment to the ICMA credentialing program so members are able to achieve professional development goals. The committee is in need of representation from all affiliates as well as the general membership.

Membership Services Committee

2017-18 Chair – Peggy Halik, Acting Village Administrator, Woodridge

The Membership Services Committee shall evaluate current services and provide recommendations on additional member services. The committee shall be

responsible for facilitating a survey of the membership every two years. Over the past few years the committee has also focused on diversity initiatives, membership development, and recruitment.

Promote the Profession Committee

2017-18 Chair – Kevin Barr

Co-chair – Ghida Neukirch, Highland Park

The Promote the Profession Committee shall coordinate activities to promote the local government management profession to cities, villages, counties, and townships throughout the state. The committee shall also coordinate activities and provide information about the profession to educational institutions.

Committee on Professional Conduct (based on vacancy per term requirements and regional representation)

2017-18 Chair – TBA

The Committee on Professional Conduct is responsible for serving as a fact-finding committee to review ICMA ethics complaints or questions involving Illinois members, developing and carrying out education and training activities to promote the highest ethical standards of conduct, and serving as the primary liaison with the ICMA Committee on Professional Conduct.

If you are interested in serving on any of the above committees, please contact Dawn S. Peters by June 16, 2017 at dpeters@niu.edu or call her at 815-753-0923.

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continued from page 2

Advice: The manager's promise to keep the interview confidential is trumped by his obligation to his colleague and to the profession. The guideline in the ICMA Code of Ethics is clear: no one should seek a position when the administrator has not resigned or been officially informed that his or her services are to be terminated.

A stealth recruitment that lacks both transparency and fairness in dealing with the incumbent manager should not be supported by colleagues. The city manager should share all available information with the colleague to avoid what could be an awful surprise. Next, he should enlighten the candidate about the importance of fair play and the damage to public trust when processes lack transparency.

Scenario No. 2: New to the county but with many years of experience under his belt, the county manager is working hard to resolve the current budget crisis while moving the county forward on critical fronts. As in a game of chess, almost every significant proposal he puts forth for discussion with the commission is met by opposition from one county commissioner.

Always open to opposing viewpoints, the manager is getting frustrated because the commissioner is advocating for failed strategies supported by the prior administration and is presenting detailed yet incorrect information to support his position. Where is this commissioner getting all this information?

The county manager finally realizes and confirms that the former assistant county manager, who was unsuccessful in getting promoted to county manager and is now serving as a manager elsewhere, is in regular communication with this county commissioner.

Advice: It is unethical for the former assistant to discuss county business with his former commissioners without the knowledge of the incumbent manager. When contacted by a colleague's governing body members, ICMA members have an obligation to let their colleague know about the contact and to bring it to an end.

How should the county manager deal with this situation? The best option is the direct one: call the colleague to ask that he cease and desist because his backdoor communications are disruptive and unfair. Surely this individual, who is also new to a manager's position, will understand how critical it is for the manager to quickly build credibility and trust with the governing body.

If this approach doesn't work, the county manager should report the matter to ICMA. The Code of Ethics encourages members to report possible violations so that they may be vetted in the formal peer review process.



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IMRF response to PFIC White Paper

The Pension Fairness for Illinois Communities (PFIC) coalition issued a white paper in March 2017 titled “Public Safety Pension Fund Consolidation: The Benefits to Illinois Taxpayers.”

In the document, the PFIC recommends consolidating public safety pension funds into IMRF. IMRF opposes such a proposal. Should a consolidation of public safety pension funds and IMRF be contemplated, IMRF believes it is crucial that an internal administrative and governing separation of these different pension plans be maintained within IMRF.

For more details on IMRF’s position, see a response to a draft version of the paper submitted by IMRF Executive Director Louis W. Kosiba.

Scholarships Now Available to Attend the Summer Conference

The following scholarship opportunities are available for students to attend the ILCMA Summer Conference, June 14 – 16, 2017, at Eagle Ridge Inn and Resort in Galena, IL

ILCMA Summer Conference Scholarship

ILCMA is pleased to offer three (3) scholarships to its summer conference to MPA students. The scholarship provides for conference registration, which includes all meals, and room accommodations. Winners of the same gender may be asked to share a hotel room. You must be currently enrolled as a full-time student and be planning on a career in local government management (municipal or county). To apply, send a pdf file that includes a letter indicating why attending this conference would be beneficial to you and include a statement of career goals. Also include a letter of recommendation from either your intern supervisor or faculty advisor. The application should be sent by May 10, 2017 to Dawn Peters at dpeters@niu.edu

The Sommer Foundation Scholarship

The Sommer Foundation is offering two (2) student scholarships to attend the summer conference. The Sommer Foundation scholarship is available to MPA students whose focus is on municipal government. The scholarship provides for conference registration, which includes all meals and room accommodations. Housing expenses will be capped at the single occupancy hotel rate and awardees of the same gender may be asked to share a hotel room in order to provide an additional scholarship. The Foundation will be accepting applications until May 10, 2017. To apply, send a pdf file with a letter of introduction and how the conference will help you meet your professional goals, resume, and an academic or professional reference letter to:

Bob Irvin, Vice Chair

The Sommer Foundation

bob.irvin.716@gmail.com

If you have further questions, please contact Bob at 847-494-0308.

For more information on both scholarships, please visit the ILCMA website at www.ilcma.org.



MIT Lifesaver Award

Do you know someone who has provided assistance to a member in transition (MIT)? If so, consider nominating them for recognition through the new MIT Lifesaver Award!

Anybody who has been an MIT knows it is a very difficult time and any assistance provided by their fellow ILCMA members is greatly appreciated. The Membership Services Committee has been working to develop a simple, inexpensive, durable, and easily identifiable form of recognition, in a manner that encourages and promotes such assistance to ILCMA members who assist MITs. A lifesaver-ring lapel pin will be awarded to members who provide significant, tangible assistance to an ILCMA MIT. Significant, tangible assistance may include sharing a room at an ILCMA or ICMA conference, adding an MIT to an interview process, hiring an MIT part-time, full-time, or for a special project, or inviting an MIT to a regional managers’ lunch. Applications are available on the ILCMA website and may be submitted to the Secretariat who will provide the information to the Membership Services Committee for review.

METRO MANAGERS ASSOCIATION

Board of Directors

2017-2018

President	Jim Grabowski City Manager, Elmhurst 209 N. York Rd. Elmhurst, IL 60126 630-530-3010 fax: 630-467-3599 James.grabowski@elmhurst.org
First Vice-President	Kevin Barr Village Manager, Clarendon Hills 1 N. Prospect Ave Clarendon Hills, IL 60514 630-286-5400 fax: 630-286-5429 kbarr@clarendonhills.us
Second Vice-President	Brad Burke Village Manager, Lincolnshire One Olde Half Day Road Lincolnshire, IL 60069 847-913-2335 fax: 847-883-8608 bburke@lincolnshireil.gov
Secretary/Treasurer	Julia Cedillo Village Manager, LaGrange Park 447 N. Catherine Ave. LaGrange Park, IL 60526 708-354-0225 fax: 708-354-0241 jcedillo@lagrangepark.org
Past President	Mike Cassady Village Manager, Mount Prospect 50 South Emerson Mount Prospect, IL 60056 847-818-5401 fax: 847-392-6022 mcassady@mountprospect.org
Board Member Expires: 6-30-2020	Thomas K. Mick Village Manager, Park Forest 350 Victory Drive Park Forest, IL 60466 708-748-1129 fax: 708-503-8560 tmick@vopf.com

Board Member Expires: 6-30-2018	Juliana Maller Village Manager, Hanover Park 2121 West Lake Street Hanover Park, IL 60133 630-823-5610 fax: 630-823-5607 jmaller@hpil.org
Board Member Expires: 6-30-2020	Dane C. Bragg Village Manager, Buffalo Grove 50 Raupp Blvd Buffalo Grove, IL 60089 847-459-2525 fax: 847-459-7906 DBragg@vbg.org
Board Member Expires: 6-30-2020	Bridget Wachtel Village Manager, Flossmoor 2800 Flossmoor Road Flossmoor, IL 60422 708-798-2300 fax: 708-798-4016
Board Member Expires: 6-30-2019	Mark Rooney Village Manager, Carpentersville 1200 L.W. Besinger Drive Carpentersville, IL 60110 847-426-3439 fax: (847) 551-9278 mrooney@vil.carpentersville.il.us
Board Member Expires: 6-30-2019	Kurt Carroll Village Administrator, New Lenox 1 Veterans Parkway New Lenox IL 60451 815-462-6410 fax: 815-462-6449 kcarroll@newlenox.net
Board Member Expires: 6-30-2020	Scott Niehaus Village Manager, Lombard 255 East Wilson Avenue Lombard, IL 60148 630-620-5705 fax: 630-620-8222 niehauss@villageoflombard.org
Executive Director/ILCMA Secretariat	Dawn S. Peters Executive Director, ILCMA Center for Governmental Studies Northern Illinois University DeKalb, IL 60115 815-753-0923 fax: 815-753-2305 dpeters@niu.edu

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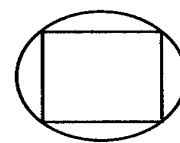


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Metro Managers



METRO MANAGERS 2017 GOLF REGISTRATION FORM
VILLAGE LINKS – 485 WINCHELL WAY – GLEN ELLYN – 18 HOLES \$67
THURSDAY, MAY 18, 2017 – 11:00 AM
MODIFIED SHOTGUN START

Please print

NAME: _____

VILLAGE/COMPANY: _____

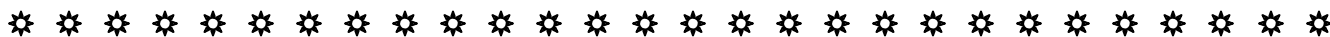
PHONE: _____ EMAIL: _____

Others in Foursome:

_____	_____	_____	_____	_____
Name	Company	Phone	Email	

_____	_____	_____	_____	_____
Name	Company	Phone	Email	

_____	_____	_____	_____	_____
Name	Company	Phone	Email	



→ **Your options for payment are as follows:**

(1) Register online and pay through the ILCMA website at

<https://www.ilcma.org/events/metro-golf-outing2017/> ;or

(2) Mail in your Registration form along with your \$67 payment for golf payable to METRO to Scott Niehaus, Village of Lombard, 255 E. Wilson Avenue, Lombard, IL 601480

→ **Either way, you need to send this completed Golf Registration form to Scott Niehaus via email: niehauss@villageoflombard.org or fax: (630) 620-8222.**

→ **Deadline for golf reservations is May 5, 2017.**

For questions about Metro Managers golf contact Scott Niehaus at 630-620-5705 or niehauss@villageoflombard.org.

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
Tim Ridder	timothyridder@hotmail.com	309-236-0929
Chris Martin	chrisadammartin@gmail.com	
Bob Mahrt	RGMahrt@hotmail.com	309- 252-8941
John Kolata	jdkolata@hotmail.com	309-525-2359
Evan Teich	eteich1@aol.com	224-325-6529
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JUN
14-16
2017

REGISTER BY JUNE 7

TENTATIVE SCHEDULE

WEDNESDAY, JUNE 14

9:00 A.M. – 5:00 P.M.

Registration Open

9:15 A.M.

Nine Hole Golf at Eagle Ridge East Course

10:00 A.M.

Golf

18 Hole Scramble & Conventional Golf:
Eagle Ridge North Course

1:00 P.M. – 4:00 P.M.

ICMA RC Appointments

(see page 2 for details)

1:00 P.M. – 3:30 P.M.

Pre-conference Workshop

So You Want to Be Smart: Harnessing,
Leading, and Managing Risk Around
Digital Disruptions

1:00 P.M. – 5:00 P.M.

Exhibitor Set-up

6:00 P.M.

Western BBQ

THURSDAY, JUNE 15

7:00 A.M. – 7:45 A.M.

Legacy Walk

7:30 A.M. – 8:30 A.M.

Registration and Breakfast

8:30 A.M. – 10:00 A.M.

Keynote Address by James Kane

The Loyalty Switch

9:00 A.M. – 4:00 P.M.

ICMA RC Appointments

10:00 A.M. – 10:30 A.M.

Break in Exhibit Hall

10:30 A.M. – 5:00 P.M.

Mock Interviews and Resume Reviews

10:30 A.M. – 11:45 A.M.

Concurrent Sessions:

Session 1: Tools for the Balancing Act –
Exploring Local Government Success
Criteria and Understanding the Critical Psychologi-
cal Strengths that Define Leaders

Session 2: The Municipal Workplace
Reimagined: Bringing Innovation and
Employee Wellness to a Competitive
Environment

11:45 A.M. – 12:15 P.M.

Break in Exhibit Hall

12:15 A.M. – 1:15 P.M.

Lunch & Business Meeting

1:15 P.M. – 1:45 P.M.

Dessert in Exhibit Hall

1:45 P.M. – 3:00 P.M.

Concurrent Sessions:

Session 1: Building Back Trust in Policing:
How to Create an Effective Community
Relations Plan

Session 2: I Know the ICMA Code of Ethics
is Important. But is it THAT Important, and
Should I Be Promoting it in My Organization?

3:00 P.M. – 3:15 P.M.

Break in Exhibit Hall

3:15 P.M. – 4:30 P.M.

Concurrent Sessions:

Session 1: The State of Housing Supply in Illinois

Session 2: Is it Time to Move on? Yikes! I've Been
Fired – What's It Like Out There? What If I Don't
Want to be a Manager Again?

6:30 P.M. – 8:30 P.M.

Reception, Dinner & Awards

7:00 P.M. – 10:00 P.M.

Kids Night Out

8:30 P.M. – 10:30 P.M.

ILCMA Social Event – Taste of Galena

FRIDAY, JUNE 16

8:00 A.M. – 9:00 A.M.

Breakfast

9:00 A.M. – 11:00 A.M.

ICMA RC Appointments

9:00 A.M. – 10:15 A.M.

Concurrent Sessions:

Session 1: Improv and Improve! The

Leadership and Life Lessons of "Yes, And"

Session 2: If Only We Had More Staff!

Practical Fraud Prevention on a Limited Budget

10:15 A.M. – 10:30 A.M.

Break

10:30 A.M. – 11:45 A.M.

Closing Keynote by Jim "The Rookie" Morris

Never Give Up on a Dream

11:45 A.M.

Raffle

Proceeds from the raffle will go to the ILCMA Win-
ter Conference Undergraduate Student Scholarship
Fund

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THURSDAY OPENING KEYNOTE SPEAKER: James Kane



The Loyalty Switch

In this fascinating and highly entertaining presentation, James Kane takes his audiences on a journey into the human brain, explaining the science behind true loyalty and human relationships. Building on more than 40 years of research, Kane makes the case that human beings have a fundamental need to be loyal and actively seek out specific clues from others that tell them when they can and should be. When organizations or individuals are able to understand and demonstrate those loyalty-building behaviors, they can develop relationships that will last a lifetime and result in unwavering and unlimited support.

FRIDAY CLOSING KEYNOTE: Jim “The Rookie” Morris

Subject of the Hit Movie, *The Rookie*



Never Give Up on a Dream

More than a Cinderella story, Jim Morris' journey is testimony to the power of dreams and their ability to inspire and transform human life. A fast-track minor league player, Morris' dreams were derailed by serious arm injuries. Eleven years later, he was a high school baseball coach, who unexpectedly learned a life-changing lesson from his team. Now a role model to millions, Morris' memoir, *The Rookie*, was made into a major motion picture in which Dennis Quaid portrayed him. A schoolteacher by trade, Morris is a loveable storyteller whose miracle story captivates and inspires audiences to never give up on a dream.



SOCIAL EVENT

Join us as IAMMA hits the Topgolf range! Enjoy some networking and healthy competition with your colleagues.

The event is \$15 per person and includes three hours of golf, all-you-can eat fajita bar, and non-alcoholic drinks. Cash bar available.

Thursday, May 18th from 5:30-8:30 PM
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Manager

Local Government Health Plan

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May 23, 2017 – NIU-Naperville

Collective Bargaining: Labor and Management Relations

June 1, 2017 – DeKalb County Community Foundation

Grant Writing - Part 2: Grant Writing 200

June 2, 2017 – NIU-Naperville

Improving Intergovernmental Relations—Partnerships with Local, State and Federal Agencies

June 7, 2017 – Giving DuPage/DuPage County Administration Building

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Village of East Dundee, Assistant Village Administrator

The Village of East Dundee, Illinois is seeking a full-time Assistant Village Administrator. Under the supervision of the Village Administrator, the Assistant Village Administrator position works closely with all Village staff, department heads, and the Village Board to assist the Village Administrator in the day-to-day operations of the Village and the management of special projects. The Assistant Village Administrator roles and responsibilities span nearly all Administrative functions of the Village including policy development and implementation, research and analysis, budgeting, economic development, labor negotiations, and intergovernmental relations. The Assistant Village Administrator supervises the planning and zoning, marketing, special events, and risk management functions of the Village. The Assistant Village Administrator will be asked to attend some Village Board, committee, and association meetings as well as special events which will require some night and weekend hours.

The Assistant Village Administrator position requires graduation from a four-year college or university with major course work in public or business administration, political science, or a related field (Master's preferred) and four years of administrative or professional experience in local government.

Candidates must possess strong analytical and technical skills and have the ability to communicate effectively both orally and in writing. Candidates must also possess general knowledge of public administration, management principals, and municipal law and possess the ability to work effectively with the public, Village Board, and staff. The successful candidate will possess strong leadership skills, a desire for advancement, and a willingness to take on additional responsibilities.

The starting salary for this position is \$75,000 +/- DOQ plus excellent benefits including participation in IMRF. The Assistant Village Administrator is an exempt position. Submit cover letter and resume by email to:

Attn: Human Resources
Village of East Dundee
120 Barrington Avenue
East Dundee, IL 60118
HR@eastdundee.net

The position is open until May 19, 2017. EOE

City of Naperville, Budget Analyst

\$47,414.37- \$61,139.53 commensurate with relevant experience

The City of Naperville is looking for a Financial Professional to provide high-level data analysis and reporting, and provide departmental and citywide project support. The Budget Analyst will collaborate with departments to develop and analyze the organization's annual operating budget and Capital Improvement Program (CIP) and prepare budget documents and supporting data for the submittal of the annual operating budget and the CIP while also developing recommendations for funding requests to others in the organization, City Council and the public. It is also responsible for analyzing historical spending trends and future program requirements, determining methodology to show total cost of City services and making recommendations on service delivery based upon the city-wide strategic plan. The Budget Analyst will monitor, track, and report organizational spending to ensure that it is within budget as well as analyze financial and other data, including revenue, expenditure, and employment report. The position requires Bachelor's degree in Public Administration, Business Administration, Economics, Accounting, Political Science, Finance or a related field and one to two years of experience in a related field while we would prefer a Master's degree and prior experience with Grant management.

The City of Naperville only accepts online applications. Apply by visiting the City's main web page (www.naperville.il.us), and simply click "Careers." Then scroll down and select the job title of interest for information and to apply.

Village of Lake Bluff, Finance Director

Lake Bluff, IL (pop. 5,722) Beautiful, progressive, home rule lake front community with a Aaa bond rating seeks public finance professionals with exceptional interpersonal skills and experience in public finance to serve as the Village's next Finance Director. The current Director is retiring after 24 years of service to the Village.



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The Village of Lake Bluff over looks Lake Michigan as the northern-most point of Chicago's North Shore. Weaving together small-town, New England charm with easy access to Sunrise Beach, parks, recreation trails, and a host of family-centered experiences. Its culture is buoyed by lively, forward-thinking residents, a sensible and broad-minded government, a thriving commercial historic district (ca. 1895) with a burgeoning commercial corridor and great schools. It's North Shore Life, Lake Bluff Style. Lake Bluff's unique character, Americana charm, amenities, and lakeside location have been recognized nationally as well as locally by Chicago Magazine as one of the Top 20 Great Towns and Neighborhoods.

An efficient team of 35 full-time staff (15 law enforcement professionals) provides high-quality, in-house services (Administration, Community Development, Fire (volunteer), Finance, Public Works and Police); and oversees both shared and privatized (Engineering, Legal, IT Support, certain Public Works Functions) local government services as well. Please note the following additional information:

- The Village of Lake Bluff is on a May 1 to April 30 fiscal year. The Village undertakes a biennial budget process with an annual budget of \$14 million. The Village regularly receives GFOA recognition for its budget and Comprehensive Annual Financial Report.
- The Village's Finance Department is comprised of four employees: the Director, an assistant finance director and two clerks. The department is responsible for all traditional finance duties including budget preparation, annual audit, monthly financial reports, accounts payable/accounts receivable, payroll, benefits administration, water billing and oversight of the information technology function (IT is provided through a consortium). The Village has nearly completed the installation of an Enterprise Resource Planning system.
- The Director participates in the collective bargaining process with the Village's three unions and is expected to work closely with the other departments on budget and finance issues as well as develop revenue and expense forecasts. The Director is a key staff person for the Village's Board of Trustees and Finance Committee, and provides a financial report to the Board monthly.

Candidates must have a bachelor's degree in finance, accounting, public policy, business, or a related field. A CPA and/or master's degree in public policy, public



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administration, finance or business administration is a plus. Candidates must have at least seven years of increasingly responsible experience in municipal accounting/finance or closely related field.

Starting salary range is \$135,000 - \$150,000 +/- DOQ. Send cover letter and résumé with contact information for five professional references at once but not later than May 26, 2017 to Heidi Voorhees and Kathleen Rush, GovHRUSA, at <http://www.govhrusa.com/current-positions/recruitment>. Tel: 847-380-3240.

Grundy County, County Administrator

The County Administrator shall advise, assist and act as agent for and be responsible to the Grundy County Board for the proper and efficient administration of such affairs of the County as are assigned to the position by the County Board.

- The County Administrator oversees and directs day to day operations of the County functions and activities which under the jurisdiction of the County Board.
- The County Administrator assists and cooperates with County Departments, offices, or agencies under the County Board's jurisdiction in regard to policy decisions in all such departments, offices or agencies. The County Administrator provides long range planning for the community in regard to the County policy and affairs as directed by the County Board.
- Cooperatively works and collaborates with all departments, offices and agencies not under the County Board's jurisdiction or policy control to promote a high level of interdepartmental cooperation and consistency of administrative procedures and operations.

MINIMUM REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and abilities required.

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

- Execution, in conjunction with boards and Committees, in the development of long range goals, plans, and strategies including long term revenue, expenditure plans, and capital improvement programs.

- Preparation of annual budgets in accordance with state law and policy guidelines approved by Boards as well as review of departmental and agency budget requests, including all funds, departments, and agencies which the County Board is required to review and approve; monitors budget implementation and provides periodic reports to the County Board.

- Grant development and intergovernmental agreements.

- Previous leadership and supervisory experience.

EDUCATION AND EXPERIENCE:

- Bachelor's degree in the field of Public Relations is preferred, plus 5 years of related experience as detailed in the Essential Duties/ Responsibilities and Qualifications sections, and previous supervisory experience.

- Associate's degree or equivalent degree from a two-year accredited school, plus 8 years of experience as detailed in the Essential Duties/Responsibilities and Qualifications sections,

- Or any combination of education, experience, and training which provides the required knowledge and experience.

The Administrator must be a resident of Grundy County, or become one within six (6) months of beginning the position and shall so remain during their tenure of office as Administrator.

Employee Status: Full-Time, 40 hours/wk, Exempt

Pay range: \$80,000- \$110,000

Applications Accepted Until: May 13, 2017



TO APPLY: Candidates must meet the minimum requirements of the position in order to be considered.

Send resume and salary requirements to HR@grundyco.org with "County Administrator" in the subject line or mail to Grundy County Administration, Attn: HR 1320 Union Street, Morris, IL 60450. No phone calls please. EOE

Village of Skokie, Finance Director

As a trusted advisor to the Village Manager, serves as the Chief Financial Officer of the Village and is responsible for planning, directing, managing and overseeing the activities and operations of the Village's complex and comprehensive financial affairs including, but not limited to: accounting, financial planning & reporting, tax administration, investments, cash flow management and public safety pensions. Bachelor's degree required, Master's preferred. Hiring salary range: \$113,437 - \$144,778. To learn more about the Village of Skokie and this exciting career opportunity, including job responsibilities and requirements, you can view the Finance Director recruitment brochure on the Employment Opportunities page at www.skokie.org by clicking on the Finance Director position link. Interested candidates should submit a Letter of Interest, Resumé, and five professional references by May 12, 2017 to: Village of Skokie, Personnel Dept., 5127 Oakton Street, Skokie, IL 60077 or by email to: human.resources@skokie.org. Questions should be addressed to human.resources@skokie.org. The Village of Skokie is an Equal Opportunity Employer.

Adams County, WI, County Administrator

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.
- History of a team oriented management style.
- Experience in budgeting and finance.
- Bachelor's degree (Master's degree preferred)
- 8 years of administrative management and/or financial experience.
- 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 online with resume, cover letter and contact information for 5 work related references by May 20th to the attention of Karl Nollenberger, 630 Dundee Road #130, Northbrook, IL 60062. Tel: 847-380-3240; Fax: 866-401-3100. The position is open until filled.

Job Mart

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

Village of Bradley, Director of Public Works

The Village of Bradley is seeking interested applicants for the position of the Director of Public Works. The Director of Public Works Department will report directly to the Village Administrator and be responsible for overseeing Street and Park Maintenance, Utilities, and Building Maintenance. The Director will be responsible for providing leadership, direction and oversight for the overall operation and activities of the Public Works Department. The candidate should have a working background in public works operations, preferably in a director, or assistant director role. The director will be expected to have experience in planning and zoning, engineering, transportation, water and wastewater, drainage and floodplain, management capital funding, have working knowledge of solid waste, parks maintenance, and planning. Experience in providing presentations to Village Board, as well as the general public, is a must.

The Village of Bradley is seeking a candidate with the following qualifications: Bachelor's Degree in Civil Engineering, Public Administration, or a combination of equal education and experience in the field of public works and public utilities; Masters of Public Administration, or Business Administration preferred; at least 4 – 10 years of related work experience in Public Works operations and municipal government with considerable management experience. All qualified candidates should submit a completed job application (blank application located on the Village of Bradley's website at il-bradley.civicplus.com), cover letter, resume, and a list of five (5) professional references to: Impowers@bradleyil.org and indicate Public Works Director in the subject line.





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

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

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ILGNet is now ILCMA Community Resource Network



The communication tool for ILCMA and IAMMA has been updated. If you already subscribe to ILGNet you don't need to do anything to continue utilizing this tool. If you haven't joined you should know that this system is the web portal for knowledge and communication sharing for ILCMA and IAMMA members. ILCMA Community Resource Network 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.