



City/County Management in ILLINOIS

Strengthening the quality of local governance through professional management

June 2014

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Calendar of Events

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

June 4
Metro Golf Outing – Make-up date

White Pines Golf Course,
Bensenville

June 4
Legacy Project Luncheon
Woodridge Village Hall

June 11 -13
ILCMA Summer Conference
Eagle Ridge

September 14 – 17
ICMA Annual Conference/100th Anniversary Celebration
Charlotte/Mecklenburg
County, North Carolina

**Important Notice –
No Newsletter in July**

Due to the ILCMA Summer Conference, City/County Management in Illinois will not be published in July. August 1 is the next publication date. Articles for that newsletter will be due to the Secretariat by July 10, 2014. A job supplement will be forthcoming in July so continue to send in your job ads.

Membership Dues Due!

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.

Enjoy a Great Experience in a Leadership Role with ILCMA

by Mark Franz, President, ILCMA and Village Manager, Glen Ellyn

As I look back on the year as ILCMA President, I quickly realize that I got more out of ILCMA than the membership received from me this year. Maybe that is too blunt, but it is accurate. ILCMA continues to do a terrific job of promoting the profession, training its members, managing a budget efficiently, and in general serving the needs of the membership! I have thoroughly enjoyed learning more about the various committees and services that we provide as well as getting to know more village managers, assistant managers, interns, and other professionals throughout the state.

In addition, I attended the Midwest Summit in Iowa City this spring and was asked to sit in on the interview process for the new ICMA Midwest Vice President and was encouraged by the great candidates that were interested to serve in this capacity. For the record, the Nominating Committee recommended Darly Delabbio, from Kent County, Michigan for the Midwest Vice President and if elected, he will do a great job representing all of us. All this interaction has reaffirmed that we are extremely lucky to be working with colleagues that share a vision for professional management.

For these reasons, the ILCMA Board continues to encourage everyone to volunteer for various committees, or to sign up for the Mentor Program, or an ICMA Committee assignment. We encourage our fantastic Corporate Members to sign up for conference committees or other opportunities. As a retired member, consider being a future Range Rider or assist on a Committee. For more information on committees, please see page 13 If you are interested, please contact Dawn S. Peters by June 13, 2014 at dpeters@niu.edu.

Below is a brief update on other recent ILCMA projects:

- The Summer Conference Committee has done a great job of preparing a tremendous conference in Galena from June 11-13. Be Prepared! is set to be a terrific conference, so register today. See more information on page 10.
- Corporate Partnership Program: We are looking for new partnerships and ways to expand our very successful Corporate Partnership Program. Please reach out to consultants/vendors that may be interested in joining and encourage them to consider the value of ILCMA.
- The Promote the Profession Committee and ILCMA Board have recently completed a communications strategic plan that was facilitated by Serafin & Associates as part of our public relations contract. This report will be presented to the ILCMA Board in the near future and finalized to share with the membership over the weeks ahead. This strategic plan will assist us in communicating with our members, elected officials, and the general public.
- The new Website Re-Design Ad Hoc Committee has begun a comprehensive review of the ILCMA and IAMMA websites and will be making recommendations on how to improve the overall design and quality of both sites.

At the Summer Conference, Joe Breinig, Village Manager of Carol Stream, will likely be nominated as the next ILCMA President. Joe will be a great ILCMA President and easily fill my small shoes. I look forward continuing to work with him and the ILCMA Board, as ILCMA Past President. See you all in Galena!!

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Welcome New Members!

David Alarcon, Village of Lakemoor, Village Administrator
Pasquale DiDiana, DePaul University, Graduate Student
Jack Manahan, Retired
Christopher J. Nelson, Comcast
Becky Tobin, City of Belvidere, Budget/Finance Officer
Stan Urban, Village of Dolton, Village Administrator
Brian Wright, FGM Architects, Senior Associate



ICMA is celebrating its 100th Anniversary in 2014!

This is a great opportunity to raise awareness of the local government management profession. There are many ways for you and your local government to join the celebration. One way to get involved is to have your mayor, city council, county commissioners, or other elected officials issue a resolution recognizing ICMA's 100th anniversary and the contributions of the professional local government manager within your community. Visit <http://icma.org/en/icma/about/anniversary/resources> to download a sample resolution and to find other ways to get involved!

Who's Who Directory Update

Kelly Amidei, Libertyville Assistant Village Administrator, has been promoted to Deputy Village Administrator.

Justyn Miller has accepted the position of assistant to the county administrator in Boone County. He was formerly an intern with the city of DeKalb. His new contact information is:

Justyn Miller, Assistant to the County Administrator
Boone County, Illinois
1212 Logan Avenue, Suite 102
Belvidere, IL 61008
Phone: 815-547-6269
Fax: 815-547-3579
Email: jmiller@boonecountyil.org

Jason Wicha is the new assistant village manager in Skokie. He was formerly the village administrator in Thornton.

Adam Lehmann has been appointed as assistant to the county administrator in Lake County. He was formerly the assistant to the administrator in McHenry County. His new contact information is:

Adam Lehmann, Assistant to the County Administrator
Lake County
18 N. County Rd.
Waukegan, IL
Phone: 847-377-2238
Email: alehmann@lakecountyil.gov

Jack Linehan is now assistant to the city administrator at city of Lockport. He was formerly the administrative intern in Lockport.

Congratulations to **Bill Dixon**, village manager, Arlington Heights on his retirement from the profession effective end of June. He was in Arlington Heights for 21 years. He has served the profession for approximately 45 years!

Congratulations to **Joe Wuellner**, city manager, Pekin on his retirement effective June 30. He started as city manager in 2011 and had served as the public works director/city engineer in Pekin from 1999 – 2011.



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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.

Keeping Track of Sales Tax Revenues

By Jason Perry, Azavar Audit Solutions, Inc.

For the large majority of local governments in the state of Illinois, sales taxes and property taxes remain the lifeblood of their municipal revenue. The fallout from the Great Recession has made city managers even more acutely aware of their responsibility to maximize and enhance revenues whenever possible and ensure equitable assessment and collection of taxes across their communities.

But diligent financial stewardship comes in many forms, and goes far beyond simply the prudent spending of residents' tax dollars and vigilance in keeping municipal costs to a minimum. Recent court decisions have highlighted the prevalence of tax avoidance strategies that have deprived Illinois municipalities of many millions of dollars in much needed revenue and allowed some corporations to enjoy lower tax rates and not contribute to the communities where they reside and utilize services.

How Have Municipalities Been Losing Sales Tax Revenue?

Just as municipalities are constantly looking for ways to reduce their costs, businesses too seek ways to reduce their expenses in order to stay competitive. Until recently in the State of Illinois, one of the most lucrative methods for businesses to be competitive and reduce their costs has been through participation in sales tax rebate schemes whereby shell offices are setup for the purpose of processing orders in locales where the business does not actually develop or produce its product. However, recent decisions by the Illinois Supreme Court have called into question the legality of this practice, in which a few communities have provided a lower rate of sales tax to attract businesses to process orders in their municipality through significant tax rebate agreements and other financial incentives, but the business is actually based in and uses the services of another municipality.

The history of this arrangement stretches back to the 1980s, as cities recovering from a harsh economy sought to encourage business growth and economic development by offering tax rebates. At the same time, savvy businesses also started to realize that they could reduce their own financial burden by opening satellite offices in municipalities that would provide a significant sales tax rebate, because for the last 60 years Illinois state law has dictated that sales tax is assessed based on where a product is purchased rather than where it is delivered – a principle often referred to as the "order acceptance test."

Calling Into Question the "Order Acceptance Test"

In the wake of recent high-profile cases such as the suits filed by the Chicago Regional Transportation Authority against American Airlines, United Airlines, and the cities of Kankakee and Channahon, the Illinois Department of Revenue has implemented more stringent guidelines to establish the true source generation of sales taxes, thereby attempting to close the loophole that allowed companies to reduce their tax bills by establishing a token presence in lower-rate jurisdictions.

While this ruling will be welcomed by cash-strapped municipalities hitherto deprived of much needed income, it has also drawn attention to the lack of transparency in individual tax incentives and rebate agreements that previously were not required to be reported to the state. It also highlights the fragility of economic development in those communities that have until now relied on "ghost" income from such schemes to support their credit rating.



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Find Out More About Existing Local Tax Rebate Sharing Agreements

The Illinois Department of Revenue, in accordance with Public Act 097-0976 now requires local governments to report rebate sharing agreements in their municipality.

Visitors to the IDOR website can view this information via the Rebate Sharing Web Application, where users can:

- search by municipality or county name, business name, or agreement type
- download a spreadsheet listing all available agreements

For more information go to:

<http://www.revenue.state.il.us/LocalGovernment/RebateSharing.htm>

Strengthening Municipal Bonds and Credit Ratings

A city that previously operated as a sales tax haven may struggle in the short term to operate with reduced income as businesses choose to terminate rebate agreements, but it ultimately has the opportunity to re-establish fiscal security based on sound financial management and re-optimized revenues, leading in turn to stronger bond ratings. Until then, these communities will struggle to maintain quality bond ratings. Credit agencies such as Standard and Poor's allocate a significant number of points to evidence of this kind of stability: the Village of Harwood Heights is just one, positive example of a community that has managed to regain its A+ rating after weathering the Great Recession, thanks to an improvement in liquidity without the use of sales tax rebate sharing agreements that are being challenged in court.

City managers may be well aware of potential revenue leaks from consumption-based taxes, but there are many practical obstacles that prevent them from tracking the income that they are due. Address data may be constantly evolving as businesses change in the community, and while new business development is an encouraging sign, it only increases the burden on local government staff who have to monitor these continual changes. Many municipalities are therefore choosing to outsource their sales tax reviews to a specialist firm with the technical expertise and local knowledge necessary to uncover missing revenue that may have gone undetected for several years.

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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.

Keeping Residents Safe Through Code Enforcement and Rental Housing Programs

By Kyle Steitz, SAFEbuilt Inc.

Code enforcement among citizens often evokes the image of a grumpy, old officer unapologetically ticketing unsuspecting residents because their lawn was half an inch too tall. However, the reality is that while the department that owns the code enforcement function varies from community to community - code enforcement helps ensure code compliant neighborhoods that improve the safety and livability for residents.

Code enforcement is a unique department in that it acts as a form of mediation between complainants and alleged violators. Code enforcement officers are not invited onto a person's property to inspect for violations, rather they arrive after a resident files a formal complaint through the community. This can sometimes lead to unhappy residents because generally speaking, no one wants a code enforcement officer at their door informing them complaints have been reported about the appearance of their property. However, code enforcement is more than requiring citizens to clean up and maintain their properties - it is a very useful tool in terms of crime prevention.

Code Enforcement as Crime Prevention

While complaints are typically received in regards to junk vehicles, high grass, sign violations, dilapidated properties, and other issues, an increase in foreclosures has led to a higher number of code enforcement cases related to crime prevention. Abandoned properties often become overgrown with grass and weeds and turned into an unsightly dumping ground. While these properties initially stand as just a nuisance and an eye sore, over time they have a tendency to attract criminals. If unattended grass reaches heights tall enough to block the front door and windows, there is a strong likelihood the property is vacant. Left unsecured, abandoned properties become a convenient harbor for potential criminals and drug users. Code enforcement officers are rarely top of mind when dealing with these issues. However, working with the police department as well as with local banks and citizens to make sure these properties are secured and maintained, helps prevent them from turning into a significant and escalating problem.

Aside from an unkept landscape and deteriorating appearance, uncollected handbills, newspapers, and pamphlets that are left on empty driveways for an extended period of time, can often act as a signal that the property is empty either the resident is on vacation or the property is vacant. Both scenarios give the impression that no one is home, making it a possible target for an easy break-in. It is important that code enforcement departments frequently stress the importance of preventing undesired handbills and newspapers from piling up on driveways and porches. An action as simple as this, is a powerful yet often overlooked method of crime prevention with residential properties.

What About Rental Properties?

Code enforcement is not limited to just dealing with homeowners and houses, tenants and apartments can also be the beneficiaries of well executed code enforcement programs. Typically a branch



or individual from the local Police Department can work with a code enforcement officer to conduct "apartment sweeps." During these sweeps, code enforcement officers work with the Fire and Police Departments, as well as the Building Department, in an effort to make the apartments safer and more code compliant. If during the sweep, officers discover any red flags, they can move forward with distributing notices to make the appropriate corrections or repairs to keep the tenants and neighbors safe.

It's no secret that rental units can oftentimes be subjected to neglect. As the blight and potential hazards build, and the concerns go uncorrected, the chance of a crime or accident occurring greatly increases. Rental Housing Programs, while a separate function or entity from code enforcement, operate in a similar fashion in that they address potential safety hazards using the International Property Maintenance Code, applicable local ordinances, and housing quality standards as a guide. They help to proactively ensure tenant safety and keep landlords accountable for the living environment they provide. Similar to code enforcement officers, rental housing inspectors are tasked with ensuring property protection and identifying livability issues to keep residents in their community safe.

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A dark blue rectangular box containing the SAFEbuilt logo at the top, which includes a checkmark icon. Below the logo, three lines of white text list services: "Building Department Services", "Community Planning & Zoning", and "Code Enforcement". At the bottom, contact information is provided: "Mike Post Midwest Business Development Manager (312) 339-0436 • www.SAFEbuilt.com".

IML Managers Monthly Column



Educate. Advocate. Empower.

Staying Positive Is Always Important

by Lew Steinbrecher, City of Moline, Member, IML Managers Committee

After coming off a way cold winter with a record number of water main breaks, including our first ever sewer line freeze-up at a dip in the line where wastewater collected, followed by so many potholes when the thaw arrived, coupled with declining revenues, increasing labor and pension costs, state legislative activity adversely affecting local government, and many more challenges facing cities, it's not always easy to maintain a positive outlook on a community's future. It's difficult to understand how township and county assessors continue to lower a city's aggregate equalized assessed value of property following three solid years of economic growth in the community. And how much longer can the Library and Park Funds survive the on-going trend of police and fire pensions consuming the use of the city's property tax revenues? There's so much outside the control of any city that impacts the delivery of public services and the undertaking of much needed public infrastructure improvements for a local community. It's easy to get caught up in all the hardships that confront local government managers/administrators from unhappy citizens with unrealistic expectations to unfounded perceptions about government officials by the general public.

After some 38 years of public service, I still enjoy my local government professional management career, and I still believe that I am making a meaningful contribution to improving the lives of the people that reside in the community for which I work. With all its problems and troubles, this country continues to offer its citizens with freedoms and opportunities not often available in other parts of the world. The state governmental system may struggle, but Illinois is still a good place to practice this profession. We also have the company of like-minded professional colleagues to enjoy.

These are interesting times to be a professional municipal administrator offering a wide variety of experiences and opportunities. I often remind myself that when I address issues and resolve problems or challenges for the city, I am also making the community a better place in which to live, and helping citizens improve the quality of their lives. One of the most satisfying aspects of this profession is building new, or replacing old, public infrastructure. Replacing old water mains and sewer lines may not be appreciated by many people, but we in the profession understand how important these public services are, especially when they're interrupted. Replacing streets or building a new library or improving a community park are all very satisfying moments and usually much appreciated by citizens. Also, working on public-private partnerships to advance economic development/redevelopment projects are equally rewarding. Where else do you have such opportunities except in local government?

As I look back over my career which started in economic development and quickly transitioned into municipal administration, I can say with confidence, that there was (and still is) more good than bad. We all have challenges and issues in our jobs. There's a lot that can make us discouraged at times, but we stay the course and strive to do right by what we believe. Remember, staying positive and focused on the cause is always important, and the right thing to do.

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ILCMA Offers Scholarship to ICMA Conference

In order to encourage attendance at the ICMA annual conference, ILCMA and ICMA are pleased to announce that they will provide financial assistance to ILCMA members, who are also members of ICMA, wishing to attend their first ICMA conference. ICMA will waive conference registration fees to the annual conference for two ILCMA members. ILCMA will in turn match the dollar amount of those fees to help defray transportation and housing fees. This is an excellent opportunity, particularly for members from communities that do not have the resources to allow their staff to travel to national conferences.

To qualify, applicants must be full members of ILCMA and ICMA and be attending their first ICMA conference. To apply send a brief letter explaining how you and your community would benefit from receiving this award. Along with the letter, please enclose an up-to-date resume. Applications are due in the Secretariat office no later than June 20. The ILCMA Awards and Scholarship Committee will make a final decision on award recipients around the first week of July. ILCMA will notify ICMA of the names of award recipients indicating that they are entitled to a waiver of the conference registration fee.


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DORIS KEARNS GOODWIN RETURNS AS ICMA CONFERENCE OPENING SESSION SPEAKER

Doris Kearns Goodwin, world-renowned presidential historian, Pulitzer Prize winner, and author of several best-selling books opens the conference on Sunday, September 14, 3:00-5:00 p.m., seven years after her highly acclaimed presentation at ICMA's 2007 Annual Conference in Pittsburgh.

Her latest book, *The Bully Pulpit: Theodore Roosevelt, William Howard Taft and the Golden Age of Journalism*, covers the first decade of the Progressive era when the nation was coming unseamed and reform was in the air – much like the nation is experiencing today in the political arena. Goodwin provides audiences an informed and enthralling commentary on current events by demonstrating how history has answered similar questions. With a deft wit and an uncanny ability to weave stories that put you "right in the room" as history occurs, Goodwin offers extraordinary insight into the lives of the leaders who have shaped the United States.

Her presentation, *The Bully Pulpit*, will focus on the dynamic story of the first decade of the Progressive era in American history, a tumultuous time of reform that ushered in the modern age and witnessed the development of professional local government management and the formation of ICMA.

History in Five: Doris Kearns Goodwin on Roosevelt, Taft, and the Progressive Era

Doris Kearns Goodwin presents the five essential things you should know about Theodore Roosevelt, William Howard Taft and the Progressive Era. (5:32)

Beginning on Monday, June 2 at 12 noon EDT, you will be able to register online and reserve a hotel room for ICMA's 100th Annual Conference in Charlotte, North Carolina.

IAMMA Awards Announced at IAMMA Annual Conference in April

The Outstanding Member Award – Intern went to Jack Linehan, intern with the city of Lockport.

Gregory F. Ford Outstanding Member Award – Assistant – went to Emily Rodman assistant village manager in La Grange Park.

The Outstanding Manager Award went to Bill Dixon, village manager, village of Arlington Heights, who is retiring in June.

Outstanding Member Award – Service went to Kimberly Richardson, assistant to the village manager in Flossmoor.



Jack Linehan



Kimberly Richardson



Bill Dixon

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Tentative Schedule

Thursday, June 12, 2014

8:30 – 10 a.m.

Keynote Address by Dr. Lowell Catlett

Understanding the World's Largest Economy and Tomorrow's New Future



10:30 – 11:45 a.m.

Breakout sessions:

Session 1: Winning Discipline Cases in Arbitration: A Case Study

Session 2: Roadmap for Construction Projects: What Do I Need to Ask?

11:45 a.m. – 1:15 p.m.

Lunch & Business Meeting

Bob O'Neill, ICMA Executive Director



1:30 – 2:45 p.m.

Breakout sessions:

Session 1: The Heroin Highway into Your Community – How Drugs are making their way into your community and the tools your community needs to navigate a drug crisis

Session 2: Updating a compensation plan to create a fair, cost-effective and market based program based on public and private sector data

3:00 – 4:15 p.m.

Breakout sessions:

Session 1: Understanding Pensions and the New Legal Requirements

Session 2: Washington, Illinois...The Devastation, Destruction and Rebuild

Friday, June 13, 2014

9:00 – 10:15 a.m.

Breakout Sessions:

Session 1: What we've got here is (a) failure to communicate

Session 2: The Enemy Within: How Rita Crundwell Defrauded the City of Dixon Out of \$53 Million

10:30 – 11:45 a.m.

Closing Keynote by Jill Morgenthaler

Essentials to Lead the Survival of Catastrophe



Legacy Project Holds 3rd Annual Conference

The Legacy Project held its 3rd Annual Conference "The Woman Effect" on May 16, 2016 at the NIU Naperville campus. There were approximately 160 attendees at this year's conference! The conference opened with Dana Theus, who spoke about "How Being Who you are can Advance Your Career." Dana is the founder of InPower Women and InPower Coaching. Attendees had a wide variety of sessions to choose from including "Career Path – What's Yours?" "Leadership Presence for Women," "Enhance Your Personal Brand with Thoughts Leadership," "Building Your Network," and "Women's Personal Safety." The closing keynote "Making a Difference in Your Life and the World: Balancing for the Best Results" was provided by Michele Weldon. Ms Weldon is an award-winning journalist and author and is an assistant professor emerita of journalism at the Medill School of Northwestern University. The day ended with a specialty exchange and networking event that centered on table discussions about the book Lean In by Sheryl Sandberg.

Legacy Project Announces Award Winner at Annual Conference in May

Last year, the Legacy Project announced its first award for Empowering Women in Local Government to Dr. Kimberly Nelson. Dr. Nelson left NIU last year to join the faculty of the School of Government at the University of North Carolina. The Legacy Board decided to make this an annual award and requested the development of general guidelines for the award. They are as follows:

- Individuals who have advanced the goals of the Legacy Project through their participation, innovation or contributions;
- Individuals who have mentored and engaged others in promoting women in local government;
- Individuals who have participated in standing or ad-hoc committees demonstrating leadership and innovation thereby advancing the goals of the Legacy Project.

The 2014 recipient of the Empowering Women in Local Government award was Megan Pierce, Assistant to the Village Manager, Winnetka. Megan has provided outstanding service and commitment to the Legacy Project from its inception. According to Heidi Voorhees who nominated Megan, "She lent her impressive facilitative skills to the group's first organizational meeting, creating a "map" and a plan for the development of the Legacy Project. In addition to her leadership in establishing the organization, she also developed our first website, managed our database, and was intimately involved in the development of the Legacy Project's by-laws and in the planning of the Second Annual conference. She has served on the Board and as Co-Chair of the Communications Committee which has finalized the Legacy brand, developed a new website and established a social media presence. Without her dedication, leadership skills and considerable technological skills, the Legacy Project would not be where it is today." Megan Pierce was an original member of the Legacy Project Steering Committee and is committed to advancing Women in Local Government.





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continued from page 4

Alternative Service Delivery Helps Local Government to Keep Track

Now that the "order acceptance test" will no longer be the sole criterion for the levy of sales tax, it is likely that fewer companies will offset their tax liability through rebate agreements and other incentive schemes. But as the economy recovers and online sales increase year by year, the new concepts and assessment factors introduced in the Department of Revenue's "Proposed Regulations Regarding Local Tax Sourcing" are likely to bring fresh confusion and uncertainty. An increasing number of municipalities are realizing that there is no effective substitute for an independent sales tax review based on a comprehensive address audit and business license program, enabling them to ensure the accurate computation and collection of sales and excise taxes on transactions conducted in their jurisdiction.

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Making Effective Presentations

by Nan Newlon, Public Works Director, Village of Downers Grove

Employees at all levels of our organizations make presentations. Whether standing in a resident's front yard explaining why their water was turned off, presenting information to a neighborhood about an upcoming construction project, or delivering a budget address, being able to effectively educate and persuade others is critical to our work.

One of the values of the Village of Downers Grove is that "communication makes us better," and we work to continually improve our system of communicating internally and externally. When it comes to making presentations, we have developed the following processes and tools that have served us well through challenging situations:

1. Establish the key message

No matter how polished a speaker you are, it is impossible to clearly communicate with an audience until you can articulate the key message. In our organization this begins with internal meetings where the issues are listed on a whiteboard and talked about in depth as we work toward consensus on the key message. After the key message is established, it is important to develop the story that needs to be told while considering the amount of presentation time available. This may be influenced by other topics that will be presented at a meeting, the attention span of the audience, and the amount of discussion needed after the presentation. If the presentation time exceeds the time allowed, the key message may need to be scaled back or presented in more than one meeting. Using the key message and the time limit, it is helpful to develop a meeting agenda. Once the presentation is underway it is important to stick to the schedule and be respectful of everyone's time.

2. Know your audience

To deliver an effective presentation it is important to know your audience, their role in the process, and what they need to know to move to the next step. The audience will likely include residents, customers, elected officials, and other jurisdictions or agencies. Some audience members will already know you or your organization, some will not. It is important to think of each audience member or group and understand where they are starting from and what is needed to create an effective presentation. If the issue is highly technical and you are not an expert on the topic, you might consider bringing in outside expertise. If your staff has technical expertise but the level of trust is low, you might consider bringing in a trusted third party or spending more time building relationships prior to the presentation.

3. Practice

Before large-scale or controversial presentations, we have found practicing in front of staff outside the project team invaluable. The feedback from people outside the project team provides insight into what you may hear from your future audience. They help you understand how much you take for granted related to understanding the topic and the diversity of viewpoints and opinions. During these sessions we encourage feedback that is "tough on issues, easy on people," another of our organization's values. Developing an atmosphere of honest and critical feedback has dramatically improved the effectiveness of our presentations. By starting these feedback sessions early in the planning process, we have time to make changes which improve the effectiveness of our presentations. A final "dress rehearsal" is often conducted where we run through the presentation with the same audience members. This allows us to fine-tune anything that was missed and show that staff's feedback

was important. We have found including time for practicing to be one of the more important steps in the process.

4. Own the room

The venue and the room set-up are important considerations when planning for an effective presentation. The first factor to consider is the venue. If you have a distrustful neighborhood, it may be advantageous to meet at their local grade school or community center. If you want to break down barriers among your stakeholders, you might change their normal meeting location or time. Consider the size of your audience and make sure you have enough seating and parking. The nature of your presentation might also influence the meeting location. You may also require access to technology to conduct or record the proceedings.

The second factor to consider is the room layout. A formality to the room set-up may help to encourage a more civil discussion. A more informal set-up helps break down barriers to brainstorming and dialogue. If you want to encourage an effective dialogue after the presentation, you might seat your participants around a table facing each other. If you want to encourage audience members to make formal comments, it is helpful to set up a microphone or a podium. Knowing your audience is key to understanding how the layout of the room may influence the dynamics of the presentation.

Last, it is important to pay attention to the details. Issues with accessibility, room temperature, lighting, sound, or even confusion about how to enter a building can take away from the goal of communicating effectively with an audience. If the venue is not one of your own facilities, it is helpful to schedule a visit prior to the presentation and review these systems. We have also found conducting a "dress rehearsal" at the meeting location helpful.

5. Pre-Wire

A "pre-wire" refers to the meeting or meetings before the meeting. If the goal is to reach understanding on a controversial or highly technical issue, it is beneficial to begin with an educated audience. Meeting one-one-one with stakeholders in advance of the meeting allows for better understanding, a more well-crafted presentation, and more meaningful discussion after the presentation. This approach also helps with policy makers who prefer more time to think about issues and prepare questions. Meeting individually with stakeholders avoids surprises and helps promote long-term trust.

6. Hot Wash

Performing a "hot-wash" after significant presentations, meetings and events is part of the system of a learning organization. After each of these events we schedule a brief meeting with our project team and department heads to provide a "tough on issues, easy on people" review of what went well (WWW) and take a look at (TALA). This discussion typically takes 10 to 15 minutes and includes all aspects of the presentation as well as any needed follow-up items. By incorporating these lessons learned we systematically improve our presentations and our effectiveness.

More information about these six tools can be found in free podcasts at www.manager-tools.com. Our staff has found the resources available from Manager Tools very helpful as we work to improve communication. Toastmasters International is also recommended for individuals and organizations that wish to improve presentation and meeting planning skills.

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Creating a Healthy Organization to Make Life Better in Las Vegas, NV

by Maggie Plaster, Assistant to the City Manager, Las Vegas, NV

The city of Las Vegas had some incredible years of growth and then the recession hit. Like many other cities, Las Vegas experienced some very difficult times. As a result of being so reliant on the building industry, Las Vegas made the top of undesirable lists like highest foreclosures and highest unemployment. Over 200 city employees lost their jobs and many more saw their wages stagnate or even decrease. At the same time, the employees who kept their jobs were being asked to do a lot with a lot less.

After five years of deficit budgeting, we finally entered a recovery period. Our city manager, Elizabeth (Betsy) Fretwell, decided that it was time we turn our attention to the health of our organization. We hired Patrick Lencioni's consulting firm, The Table Group, to work with the city manager's senior executive team. Lencioni's book *The Advantage* guided much of the work we did. (To learn more about *The Advantage*, visit www.tablegroup.com.)

Organizations succeed because they are both smart and healthy. Even with all of the turmoil from the recession, we were still a very "smart" organization. City employees were technically competent in a number of areas: budgeting, sustainability, redeveloping downtown, building parks, and maintaining streets. However, we couldn't claim that our organization was healthy, meaning that we had minimal office politics, minimal confusion and high morale. We needed to do more to make our organization healthier, so that we could leverage our "smart" side.

We made a conscious decision to focus on the four disciplines of a healthy organization.

The first discipline is building a cohesive leadership team. Our team spent two days with our Table Group consultant talking about how we could operate better as a team. We found that we needed to do a better job in the area of accountability by pointing out one another's unproductive behaviors and ensuring that poorer performers feel pressure and the expectation to improve. Over the past year, we have seen improvement in these areas. Our ultimate purpose is focusing our attention on the collective good of the organization. One of the most valuable things we learned was how to have more productive meetings where we commit to clear decisions and agree on next steps.

The second discipline is creating clarity. We created clarity by answering five critical questions and by keeping it simple. First, we had to answer, why do we exist? We decided that our core purpose is "building community to make life better," which is much more memorable than our 31-word mission statement or 22-word vision statement. "Building community to make life better" is the true reason for our existence. It is simple, idealistic, inspiring and aspirational. We come to work every day to make our residents' lives better. We want to build a stronger community, including all aspects of community. Finally, we want every department and every employee to know that they have an important role in building community to make life better. This is our core purpose.



The second question is "What do we do?" Since the city is involved in many lines of business, we had to make this clear and straightforward. Our business definition is "We run the city." Every employee at the city plays a role in "running the city," no matter the job.

The third question that must be answered to create clarity for the organization is "How do we behave?" These are our core values and spell ACTION – achievement, creativity, teamwork, integrity, ownership, now. These values define our personality and tell us what is true about our best employees and untrue about our worst employees. We aspire to be like one of our best downtown partners – Zappos.com where values define their culture. Our goal is for all employees to know our values and live them every day. Our ACTION values should be the basis for our organization's culture of building community to make life better.

The fourth question is "How do we succeed?" Any time we make a decision at the city of Las Vegas, we check to see that it aligns to our strategic anchors of sustainable, iconic, and service value. Our strategic anchors help us be consistent and intentional, ensuring that new programs will have a lasting impact on our community, will be perceived as iconic and world-class to match the city we live in and provide the best service at the greatest possible value.

The fifth question is deciding on a thematic goal by answering "What is most important right now?" We decided that the most important goal for the city would be to increase revenues by \$25 million, or about five percent, which would allow us to be in full recovery from the recession. Identifying a revenue goal rather than an expense reduction goal was a big relief to the entire organization and was something that everyone could support. We were all ready to move away from budget cutting and towards being masters of our own destiny.

We created a cohesive leadership team and then created clarity. The third discipline is over-communicating clarity. Our hope was that the more we communicated to our employees, the less confusion there'd be. We'd all be focused on the same things. Our city management team communicated clarity by giving presentations to groups of employees throughout the city, and our city manager regularly wrote about organizational health on her blog, which even included videos. Since it was important that everyone know the answers to the five questions, we also gave "quizzes" and convened focus groups to see if our communication efforts were working. In January we communicated clarity by hosting a three-day employee conference where our speakers incorporated organizational health into their presentations.

The fourth discipline is reinforcing clarity through our systems from recruitment all the way to termination. Local governments are notorious for hiring people based on their technical competence while not placing as much emphasis on the "healthy" side of the

continued on next page

equation. When city departments are making hiring decisions and sense that the candidate doesn't believe in our core values, they've been told to consider other candidates. All of our new employees are educated on organizational health, and all current employees are expected to know our core purpose, business definition, values, strategic anchors and thematic goal. Some departments have come up with their own creative ways to create clarity, like the IT department's BEE Happy Committee or Administrative Services' director or deputy director one-on-one organizational health discussions with each department employee. We have created value-based recognition programs and aligned values to our performance evaluations and training programs.

Over the past year at the city of Las Vegas, we've really focused on building a cohesive leadership team, creating clarity for our entire organization, over-communicating that clarity and reinforcing it through various HR systems. And in the end, our hope is that our employees come to work each day thinking about what they can do individually and as part of their respective teams to build community to make life better.

Visit www.lasvegasnevada.gov for more information.

About

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

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Collaboration in Service to the Community

Traveling around from community to community, it is evident from the physical condition of several properties, even to the untrained eye, which communities do not have an active code enforcement department. As much as some citizens would rather not see code enforcement officers in their neighborhood, it's important that local government leaders realize the importance of their presence in a jurisdiction as an effective form of crime prevention. Oftentimes, the police and fire departments come to mind first when thinking about safety and protection for residents, and rightfully so; however, it is also important to work together and look outside the box for alternative ways to leverage code enforcement services and utilize rental housing programs to improve property values, enhance the quality of life, and protect residents.

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Village of Arlington Heights, Village Manager

Arlington Heights, IL (75,100) Arlington Heights is a thriving, established community that has successfully blended its rich history with progressive development. This highly regarded village provides its residents and visitors with an abundance of cultural, educational, recreational and entertainment opportunities. Located 25 miles northwest of downtown Chicago, Arlington Heights is home to the Arlington Park Race Track and has an energetic downtown where residents gather nightly to dine in a wide variety of restaurants and enjoy a number of cultural amenities. A family oriented community, residents enjoy high quality municipal services, beautiful parks and open spaces, a variety of recreational options and commercial areas that provide numerous retail opportunities. Arlington Heights is a fiscally strong community with a \$154 million total budget and 437 employees. The Village Manager is appointed by the Mayor and Board of Trustees and is responsible for the administration of the Village Board's goals, policies and programs as well as the management of the Village's services. There have been only 4 managers in the 60 years that Arlington Heights has utilized the council-manager form of government with the current manager retiring after serving the Village for 22 years. The Mayor and eight Village Board members are elected at large on a non-partisan basis and work closely with the Village Manager to ensure that all deliberations are civil, transparent and conducted with integrity. Candidates should have experience in the successful administration of municipal operations in a large, multifaceted suburban city/village; will have extremely well developed communication 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 a community or organization of comparable size and/or complexity. A bachelor's degree in public administration, business administration, public policy, planning or a related field is required. A Master's degree (MPA or MBA) or other advanced degree, strongly desired. Residency is required within a reasonable time frame. Starting salary range: \$175,000-\$185,000 +/- DOQ with excellent benefits. Submit resume, cover letter, and contact information for three professional references by June 30, 2014 to www.govhrusa.com/current-positions/recruitment to the attention of Heidi Voorhees, GovHR USA 650 Dundee Road, #270, Northbrook, IL 60062. Tel: 847-380-4243.

City of Bloomington, Grant Coordinator

Type: Full Time / Non- Exempt

Salary/Pay Rate: \$23.17 - \$31.34 per hour

Summary: The principal purpose of the Grants Coordinator is to manage, maintain and report data for the Code Enforcement Division grant programs. Its major objectives are to maintain State and Federal compliance in our grant programs, maintain expenditures within established budgets, projection of revenues and compliant and efficient records management. The Grants Coordinator will also seek out grant/funding opportunities to compliment current projects or meet public needs. This position reports to the Code Enforcement Division Manager.

Essential Functions include the following. Other duties may be assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of the job.

Sets up, maintains, tracks and monitors all accounting, financial records and information for any State or Federal Grant Programs, including but not limited to the Community Development Block Grant (CDBG) Program, the Supportive Housing (SHP) Grant, Continuum of Care (COC) Program and Illinois Housing Development Authority (IHDA) Programs.

Oversees provision of grant-funded services and programs by outside agencies and service providers; monitors activities of grant funded programs to assure the technical requirements of the participating entities are met; monitors programs to assure compliance with Federal regulations, contracts and agreements, and CDC standards.

Prepares detailed annual performance reports, budgets and maintain data tracking necessary for program activity including required State and Federal reports.

Oversees the service and maintenance for approximately 200 housing rehabilitation loans including calculating, maintaining and monitoring the principal, interest and balance of recipient accounts.

Researches and prepares grant applications for new or continued funding.

Collaborates with social service organizations and acts a liaison between local participants and federal investigators. Trains sub-recipient entities in meeting their data tracking and other grant responsibilities.

Assembles pertinent financial and housing information from individual and non-profit applicants and analyze same for debt serviceability and program eligibility.

Qualifications:

1) Education/Experience: Any combination of education and experience equivalent to graduation from a four-year college or university with a degree in Public Administration, Business, Finance or Accounting in addition to a minimum of two (2) years' grant writing and grant management/coordination experience required. In depth knowledge of Federal CDBG or HUD regulations, HUD course completion, CDBG Home, HUD Environmental Regulations and IDIS/Community 20/20 background preferred.

For more information and how to apply see www.cityblm.org. The City of Bloomington is an Equal Opportunity Employer.



Village of Schiller Park, Finance Assistant

Full-Time (Approximately 40 Hours per Week) Finance Assistant.

Duties: The Finance Assistant will perform a variety of administrative duties including:

- Administer the Bi-Weekly Payroll and All the Attendant Aspects
- Facilitate Annual Audit Process
- Monitor Cash Balances and Supervise the Monthly Bank Reconciliation Process
- Prepare Sundry Financial Reports – Both Monthly and Ad Hoc
- Monitor and Actively Participate in Various Accounting Daily Functions
- Assist Finance Director Position in Special Projects, etc.

Experience Preferred:

- Demonstrable Job Related Experience with Two (2) or More Years of Accounting Experience
- Exposure to and Experience in All Aspects of the Payroll Function

Knowledge and Skills Required:

- Excellent Communication Skills Both Verbal and Written
- BS/BA in Accounting or Equivalent Work Experience
- Strong Computer Skills – Microsoft Office & Accounting System Software
- Attention to Detail – Ability to Multi-Task & Prioritize
- Goal Oriented with the Ability to Produce Quality Results with Minimal Supervision

Pay Rate: Pay Range \$50,000 - \$60,000 DOQ. Generous Benefits including Pension, Paid Vacation, & Health Insurance are provided.

Other Information: Schedule weekdays – usually 8 hours per day 9 AM – 5 PM Monday-Friday. In addition one Saturday (9 AM to Noon) a month is required to be worked. Also additional hours may be necessary during busy times and for specific projects.

The Village of Schiller Park is a community of approximately 12,000 people located adjacent to O'Hare International Airport. The Village of Schiller Park is committed to providing the highest level of service to its residents and is an Equal Opportunity Employer (EOE).

Response: Position Open Until Filled. Please submit a resume and cover letter highlighting experience and skills pertinent to this position via mail or email to:

Ed Setlik
Finance Director
Village of Schiller Park
9526 W Irving Park Road
Schiller Park, IL 60176
Email: eds@villageofschillerpark.com

Kane County, Assistant Director of Purchasing

The Kane County Purchasing Department is seeking an Assistant Director of Purchasing to assist in the management and coordination of the purchase of material, services, supplies, equipment, construction, construction related services, and professional services

required by the County. The Assistant Director of Purchasing will create and maintain bid and proposal specifications; will maintain contact with vendors; will assist County departments and offices regarding procurement needs; and will represent the Director of Purchasing when absent.

Essential duties include: Preparing complex bid and RFP documents (i.e., bid advertisements, general terms and conditions, and addenda) for the procurement process; creating, reviewing and modifying specifications collaboratively with departments and offices for goods and services; strategically sourcing vendors for bids, RFPs and quotations for goods and services; maintaining a current bidder list; obtaining price quotations from vendors and analyzing seller's specifications and terms to the County's for deviations; processing requisitions and creating purchase orders in the New World System; ensuring goods and services are provided in a timely manner; following up on purchases or expediting them when required; receiving and tabulating sealed bids and requests for proposals; conducting pre-bid meetings and public bid openings; analyzing complex bids and proposals for the lowest responsive and responsible vendor, and ensuring that the vendors adhere to the County's bid and RFP terms; preparing and/or reviewing contract agreements, certificates of insurance, bonds, purchase orders, change orders, addenda and all related bid documents; interfacing with vendors to achieve conflict resolution; investigating claims where vendors fail to provide services or materials as specified and recommends action (i.e., penalty); maintaining department records that include price histories to provide information on price variances; obtaining up to date records on the State of Illinois contracts, and comparing department and office requests to the state's contracts; and providing training of new users of the financial system requisition, purchasing and related modules.

Requirements: Qualified applicants will have a Bachelor's degree or higher in Business Administration, Materials Management, Purchasing, or a field closely related to the type of work being performed, and at least six years of progressively responsible professional purchasing experience, with at least three years as a supervisor in a public entity. Applicants must also have a thorough working knowledge of purchasing procedures as established under Illinois statutes and regulations; considerable knowledge

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of the quantity and quality of the supplies and services required by a governmental agency; working knowledge of common business, industrial, and trade practices for regularly purchased items; working knowledge of supply sources; ability to effectively communicate, both orally and in writing, with users, suppliers, and the County Board; ability to organize work efficiently so as to foster productivity; and the ability to apply appropriate procedures and regulations to purchasing activities. Applicants must also be proficient in the use of a personal computer including the use of Microsoft Outlook, Word, Excel, and Power Point, along with financial system software. Applicants will be preferred who have certification as a Certified Public Purchasing Buyer or Certified Public Purchasing Officer by the National Institute of Governmental Purchasing or as a Certified Purchasing Manager by the Institute of Supply Management.

Salary: \$55,000 to \$65,000/YR depending on qualifications

Application deadline: Will be posted until the position is filled.

Submit cover letter/employment application/ current resume to:

County of Kane

Human Resource Management

719 S. Batavia Avenue, Building A

Geneva, IL 60134

Email: hmcresponse@co.kane.il.us

Download employment application at www.countyofkane.org

Applicants must submit to a criminal background check.

EEO Employer/Program. Auxiliary aids are available to individuals with disabilities upon request.

City of St. Charles, City Records Division Manager

This position is responsible for the management of all hard copy, scanned, and electronically generated records for the City. Responsibilities include organizing and maintaining cost-effective and efficient document storage and retrieval systems which include hard copy, scanned, and electronically generated documents; processing Freedom of Information Act (FOIA) and subpoena requests for all City departments (excluding Police); developing, implementing, and enforcing record retention and destruction policies for all City records (excluding Police); working with the Local Records Commission to dispose of City records; initiating and analyzing requests for scanning and shared content projects; ensuring the quality and accessibility of scanned documents; assisting in the implementation and administration of a system for managing unstructured content, such as folders and files on personal and shared drives on the City network; and managing records-related projects using standard project management techniques. This person is an appointed FOIA Officer of the City.

Requirements

This position requires a Bachelor's Degree in business administration, public administration, or related subject, a minimum of five (5) years of records management experience, preferably in a legal or governmental organization, and three (3) years of supervisory experience. Working knowledge of current document imaging procedures and practices used in establishing, maintaining, and controlling an extensive computerized records system, along with

strong computer skills including e-mail, database activity, word processing, spreadsheets, and scanners is required. The ideal candidate should have excellent organizational and effective interpersonal skills to provide professional customer service and interact with elected and appointed officials, employees, agencies, other governmental units, and the public. Strong written communication skills are also required. Possession of a certificate in Records Management is desirable.

This position requires the ability to lift up to 50 lbs. and to work standing and bending from the waist on a daily basis (see job description for specific physical ability required). Employment is contingent upon passing a post offer background investigation, drug screen, medical exam, and functional capacity evaluation.

Salary

Starting pay will be commensurate with experience. Excellent benefit package provided.

Application Instructions

External applicants - Apply on line at www.stcharlesil.gov by June 8, 2014. Complete the on-line employment application – must include salary history. Resumes should be attached in the on-line application. Any additional documents can be sent to hr@stcharlesil.gov. If you are unable to apply online, or for other assistance, please contact 630-377-4415.

Internal applicants - Complete the Internal Employment Application and submit it to Human Resources by 4:30 PM on June 6, 2014. The Internal Employment Application is available on the iNet or from the Human Resources office.

The City of St. Charles is an Equal Opportunity Employer.

City of Elgin, Communications Director

Elgin, IL (108,000) Triple A rated, rapidly growing Chicago area community is seeking a highly qualified, creative and innovative communications professional to work closely with the City Manager and city staff on the city's external and internal communications. Elgin is located near the Elgin-O'Hare Expressway and the Northwest Tollway, along the "Golden Corridor of Technology and Commerce" in Cook and Kane Counties. Elgin is a demographically and economically diverse community with a mix of industrial, single-family, multi-family and commercial establishments. Ideal candidates will have a minimum of seven years experience in complex, fast paced communications and media relations environment. Experience working with municipal government is helpful but not required. Requires a bachelor's degree in communications, journalism, marketing, public relations or related field. Candidates must possess outstanding interpersonal skills, high comfort level with social media, the ability to quickly develop working relationships with media representatives, city staff, community leaders and elected officials, and a professional, innovative approach to crafting the city's message. Residency is required within 18 months of appointment; extensions granted at discretion of City Manager. Starting Salary is \$110,000 +/- depending on qualifications and experience. Additional

information regarding the position can be found at the Consultant's website: www.govhrusa.com. Submit résumé, cover letter with salary history and five references by June 20, 2014 to Gregory F. Ford at GovHR USA, www.govhrusa.com/current-positions/recruitment, 650 Dundee Road, Suite 270 Northbrook, IL 60062 TEL: 847-380-3240 FAX: 866-401-3100. An Equal Opportunity Employer

Village of Skokie, Personnel Specialist

\$45,591 - \$58,149/yr.

Responsibilities include administering benefit programs, coordinating recruitment efforts, responding to personnel inquiries, facilitating new hire benefit orientations, conducts wage & benefit surveys and special projects. Performs variety of administrative, professional & operational tasks. Frequent interaction with employees and general public. Maintains files, generates various correspondence & performs other duties as assigned. H.S. Diploma or equivalent req. Min 4 yrs human resource generalist exp. Knowledge of fed/state employment/labor laws req. Solid organizational, attention to detail & multi-tasking capabilities. Working knowledge of Word, Excel & Access. Exceptional verbal/written/interpersonal communication skills & ability to handle multiple priorities. Submit completed application by June 6, 2014 to Village of Skokie, Personnel Office, 5127 Oakton St., Skokie, IL 60077 or to personnel@skokie.org. Additional information & to download application, visit www.skokie.org. Faxes not accepted. EOE/MF

Village of Lake Villa, Community Service Officer

Salary Range : \$16.50 Per Hour

The Village of Lake Villa, Illinois is seeking a responsible individual to apply for the position of Community Service Officer. Duties include preparation of reports, assist stranded motorists, handle general service calls, enforce parking and ordinance violations, provide traffic control for special events and in emergency situations, fingerprint civilians, animal control duties, provide relief to Records staff, and miscellaneous assignments as directed. A copy of the job description is available upon request.

Candidate must possess a high school education/GED, possess a valid driver's license and able to operate a motor vehicle, no serious misdemeanor or felony criminal history. Must be available to work various shifts, as well as weekends and possibly called into work in emergency situations. The candidate must be able to walk, stand and sit for extended periods of time and must successfully pass a medical exam.

Interested candidates should obtain an application from the Village of Lake Villa Police Department, 65 Cedar Ave., Lake Villa, Illinois 60046. Application deadline is June 15th, 2014. The Village of Lake Villa is an equal opportunity employer.

McHenry County, Director of Human Resources

McHenry Co, IL (pop. 310,000) County Seat: Woodstock. McHenry County is a progressive, growing county located 45 miles northwest of Chicago. Long known for its recreation and quality of life, McHenry County spans more than 600 square miles and has experienced considerable growth in the last ten years. The County is seeking candidates with a passion for public service and experience in local government human resources to serve as its next Director of Human Resources. The County is a full-service county with 1,350 employees in 27 different departments and offices and a total budget of \$250 million. The County currently has 10 collective bargaining units. The next Director needs to be a strategic thinker and leader that can chart a course for human resources across the organization. Candidates will be required to have a Bachelor's degree in public, business administration, human resources or related discipline along with at least 6 years of progressively responsible experience. Master's Degree supplemented by SHRM certification preferred. Exceptional interpersonal skills, labor relations, strong organizational leadership, independent judgment, strategic planning, budget and management skills, and motivational skills essential. Starting salary is \$100,000+/- DOQ. The County provides an excellent benefit package. Candidates should apply by June 27, 2014 with résumé, cover letter and contact information for 5 work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Gregory F. Ford, GovHR USA, 650 Dundee Road #270, Northbrook, IL60062. Tel: 847-380-3240; Fax: 866-401-3100

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The Communication Tool for ILCMA & IAMMA

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- 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
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