

RECRUITMENT BROCHURE

Voorhees Associates, LLC is pleased to announce the recruitment and selection process for the City of Effingham, Illinois' first chief administrative officer, the Director of Administrative Services. This brochure provides background information on the City of Effingham and the municipal organization. Candidates interested in applying for the position should submit their résumé, cover letter, and contact information for five work-related references by August 20th, to resume@VoorheesAssociates.com.



Additional information about the City can be found on the City's web site: www.effinghamil.com.

Karl Nollenberger, Ph.D., Vice President



500 Lake Cook Road, Suite 350
Deerfield, Illinois 60015
TEL: 847-580-4246
FAX: 866-401-3100

Formal applications should be submitted to:
resume@voorheesassociates.com

THE CITY OF
EFFINGHAM, ILLINOIS

DIRECTOR OF
ADMINISTRATIVE
SERVICES

PROFESSIONAL ANNOUNCEMENT

Effingham, IL (12,384) Historic, stand alone community located approximately 100 miles east of St. Louis, 120 west of Indianapolis and 200 miles south of Chicago, seeks experienced, progressive candidates to serve as the first chief administrative officer titled the Director of Administrative Services. The Director reports to a five-member City Council. City is seeking energetic candidates with successful background of service as a city administrator, assistant administrator, or in similar

public sector position. MPA in public administration preferred. Starting salary \$105,000+/- depending upon qualifications and experience with excellent benefits package. Send résumé, cover letter, and contact information with five professional references by August 20th to Karl Nollenberger, Vice President, Voorhees Associates, 500 Lake Cook Road, #350, Deerfield, IL 60015 or Email to: resume@voorheesassociates.com.

CITY OF EFFINGHAM

COMMUNITY BACKGROUND

The City of Effingham is an historic, charming community in the heart of the nation. The business, culture, and activity level in the community far exceeds the official population of 12,384 (2000 Census). Effingham is the county seat of Effingham County, which has a population of 34,264 with a median age of 37.5 years. The area is known nationwide as a great place to stop when traveling on Interstates 57 and 70. Effingham is known as “The Crossroads of Opportunity.” Facilities for both the motoring public and commercial truckers include a wide selection of motels and restaurants, major truck stops, a convention center, and numerous support facilities. Effingham was ranked number 5 out of the top 100 US small towns with new and expanded facilities for 2004 by *Site Selection Magazine*. Yet, the community has maintained its charm as a small town in mid-America. For instance, one can stroll through downtown Effingham and view the “Sculpture on the Avenues,” a revolving display of public art featuring the works of Midwestern artists. Permanent pieces, such as world-renowned artist Leonardo Nierman’s “Flame of Hope” and Springfield, Missouri’s accomplished artist Dana LaMair’s “Joy” and “Balancing Boy” are on display in front of Effingham City Hall. Effingham has a caring spirit, strong values and dozens of social and civic groups constantly thriving to enhance the area to make it a better place for each and every resident. For larger city experiences, it is only 100 miles to St. Louis, 200 miles to Chicago and 120 miles to Indianapolis, all accessible by Interstate.



“Joy”

Effingham traces its roots back to 1814, when the first pioneers settled along the Little Wabash River. For the next 40 years, the isolated agricultural village witnessed little growth, adding population only when a farm family journeying west along the old Cumberland Trail stopped to work a living from the rich prairie soil. The coming of the railroad in the 1850s, however, whistled the end of the sleepy farming town. Stores and hotels opened as the area’s first boom took place. In 1859, the village was made a county seat, and residents changed the name from Broughton (for an early Governor) to Effingham, in honor of a British lord who refused to fight against the colonists during the American Revolution.

Today, Effingham has evolved from those rural beginnings into a regional trade, employment, industrial, and transportation center, and plays a vital role in the economy of Central Illinois. One hundred years after the railroads brought about Effingham’s first “boom,” the advent of the Interstate Highway System sparked the second. Located at the intersection of I-57 (direct route from Chicago to New Orleans) and I-70 (direct route from Washington D.C. to Los Angeles), Effingham has become a hub for America’s motoring public. A direct result of the 36,000 vehicles that daily pass through Effingham on the Interstates has been the explosion of new businesses around the city’s three interchanges. Major truck stops and terminals, restaurants, motels, and shopping centers have generated many new jobs for area residents as well as the numerous manufacturing facilities located in the City Business Park. One of the community’s landmarks is the “Cross at the

CITY OF EFFINGHAM

Crossroads,” a 198-foot tall symbol of Christian values and qualities that is visible to 50,000 travelers per day.

The Effingham, Illinois area provides excellent educational opportunities for students of all ages. Effingham primary and secondary schools provide students extensive course offerings enhanced by the latest computer technology. There are five public elementary and three private/parochial elementary schools (including the new St. Anthony’s elementary school) in addition to the junior high school. The high school with expanded space and technology in every classroom was completed in 1998. A remodeling and realignment of all existing school buildings allows educators and students to participate in a quality educational environment. Personal attention at all grade levels is a hallmark of all Effingham area schools.



For advanced degrees and ongoing adult education, Effingham is home to Kluthe Center for Higher Education. This branch of Lake Land College offers local classes in a modern computer networked facility. Through the Kluthe Center, residents of the Effingham area find an accessible and affordable way to update their skills, and industry leaders find a well-trained workforce is readily available. Nearby Eastern Illinois University and the University of Illinois, along with several other colleges and universities, complete the educational picture.

Recreational opportunities abound and round out community life in Effingham. There are three public golf courses, four parks, twelve tennis courts, a public swimming pool, a community recreation center, five health clubs, Effingham Country Club, and Lake Sara with 27 miles of wooded shoreline. The Effingham Performance Center offers a variety of music, theater and family entertainment. Effingham has a wide variety of religious denominations with a strong history of church and community activity.

St. Anthony’s Memorial Hospital serves Effingham with its 146 bed facility. In addition, there are numerous medical centers and treatment facilities, making Effingham a regional treatment center. Ambulance services provide 24-hour emergency medical service to the community. Housing in Effingham is considered moderate in costs, with typical housing prices ranging from \$70,000 to \$150,000. There is a wide range of housing available. The unemployment rate in April 2010 was 7.3% in Effingham County with a work force of 18,161. In a study of 60 Illinois cities, Effingham’s effective property tax rate for 1999 ranked 50th of the 60 cities for low rates.

THE MUNICIPAL ORGANIZATION

The City of Effingham is a non-home rule government which adopted the chief executive officer position titled the Director of Administrative Services in April, 2010. The City Council is comprised of the Mayor and four Council Members who are elected simultaneously for four-year terms. The next election is in April, 2011. The City Council meets formally on the first and third Tuesdays of each month at 6:30 p.m. The City Council is now authorized to employ the Director of Administrative Services, who is appointed by the Mayor with the advice and consent of the City Council. The Director of Administrative Services is the chief executive officer of the City except as provided by law or other City ordinance or resolution and is responsible for the proper administration of the affairs of the City and policies adopted by the City Council. Except as limited by applicable law, the Director of Administrative

CITY OF EFFINGHAM

Services is the supervisor of all City employees, including department heads who shall report directly to the Director. As provided in the City ordinance, "All employees, as are necessary to the proper functioning of the City, shall be appointed by the Director of Administrative Services, except that the Director of Public Works, Economic Development Director, Director of the Convention and Visitors Bureau, Chief of the Effingham Fire Department,



City Hall

Chief of the Effingham Police Department, City Clerk, City Treasurer, Emergency Management Coordinator, and the City Attorney shall be appointed by the Director of Administrative Services, with the advice and consent of the Mayor and City Council; provided, however, that the Director of Administrative Services may not appoint those City officers which are by applicable law required to be appointed by the Mayor and/or City Council or those employees which are by applicable law required to be appointed by the City of Effingham Board of Fire and Police Commission." The Director is responsible to "Direct, supervise, and coordinate the activities of all departments, offices and agencies of the City, except as otherwise provided by law, and to administer the affairs of the City to ensure that all City

business is accomplished efficiently and economically." Amongst other duties, the Director is to "Prepare and submit to the Mayor and City Council by the date set by the Council, a recommended annual budget for city operations and recommended capital programs and administer the approved budget after adoption." In addition, the Director serves as the human resources administrator for the City.

The organization chart shown in this profile was adopted as part of the new organization of the City in April, 2010. There are currently 110 full-time employees and 54 part-time and seasonal workers. The City has an operating budget of approximately \$32.2 million and a capital budget of \$35.0 million (FY 2009-2010). The General Fund operating budget was \$12.8 million, the Water Fund operating budget was \$2.1 million, the TIF operating budget was \$16.3 million, the sewer operating budget was \$1.6 million, with the remainder being a variety of other funds.

The mission statement of the City states that the mission of the City of Effingham is to enhance the life of its residents and the regional community it serves by providing essential and efficient public services, by leading through a professional and effective local government grounded by sound fiscal management, and by seizing opportunities for the community through aggressive economic development. Effingham's values include hard work, unity, vision, accountability and integrity which are at the heart of the City's goals for the future.

The challenges/opportunities for the Director of Administrative Services include the following:

- Establishing this new position in the organization as its first chief administrative officer
- Responding to financial pressures resulting from the current economic environment
- Establishing improved labor/management relations within the organization
- Creating economic development initiatives in the community
- Helping to develop a longer term strategic planning process for the community and organization.

CITY OF EFFINGHAM

CANDIDATE QUALIFICATION CRITERIA

The following education, experience, management and leadership criteria have been identified by the City of Effingham as important skills and abilities for candidates to possess and demonstrate. The starting salary for the position is \$105,000+/- . Residency in the City is required.

Education and Experience

Have attained a bachelor's degree in political science, public administration, business administration, or related field with achievement of a graduate degree in public administration desirable.

Have at least five years of experience and a record of achievement as a City Administrator/Manager or Assistant City Administrator/Manager in a community of similar complexity.

Have demonstrated financial management and budgeting skills with a record of developing fiscally conservative and forward-thinking programs dealing with long-range capital improvement programming, operational reviews and revenue forecasting; be committed to the efficiency and effectiveness of local government programs.

Have a successful record in human resource management—recruitment, development, and retention of key staff.

Have the experience and ability to work cooperatively with staff stressing teamwork, importance and responsibility of departments.

Have successful experience in collective bargaining/labor relations and contract administration, working in an active union environment; possess the ability, temperament, and commitment to be fair, reasonable, and equitable in such matters, establishing positive relationships between management and labor representatives.

Have sufficient experience and ability to accurately evaluate operational performance, adequacy of staffing and appropriateness of organizational structure toward superior performance.

Have the experience and ability to interact successfully and positively in a participatory climate, working in a cooperative, effective and friendly manner with diverse interests and opinions represented by the business community, educational community, various citizen groups and other interested parties; show genuine interest in the suggestions and input of all members of the community.



CITY OF EFFINGHAM

Have demonstrated experience in intergovernmental relations with state government agencies and surrounding special district and county governments; be willing to work regionally on efforts to benefit all residents of the area and provide government services and programs that enhance the region's quality of life and most effectively utilize the public's funds.



Have the experience to effectively translate City Council direction promptly, accurately, and supportively to staff, ensuring timely implementation of policy direction and staff accountability for project assignments.

Have an appreciation for the value the community places on its human relations and community culture; be supportive of the community's enthusiasm and genuine commitment to volunteerism and civic involvement.

Be familiar with strategic planning practices that further a vision for the community's efforts in economic development, community building and financial planning, anticipating future opportunities, issues and concerns.

Have knowledge of economic development programs and business promotion with a record of positive relationships and proactive partnerships with business and community development interests.

Have experience in information technology and its application to municipal government.

Leadership and Management Skills

Have particularly strong interpersonal skills with the ability to bring people together, develop trusting relationships between and among the Director of Administrative Services, Mayor/Council, commissions, employees, citizenry and business community, encouraging broad input and participation in municipal and community problem solving.

Be a people person, enthusiastic, energetic, genuine and engaging with people, sincerely personable, approachable, patient, and accessible, relating effectively to all persons in the community.

Be able to work in an open and transparent government and be able to effectively work with a very involved public with high expectations.

Be flexible and take an open-minded problem-solving approach to resolving differences between opposing viewpoints but be decisive and set standards after discussions are completed.

When presenting recommendations to the City Council, provide clear, comprehensive, concise communication that provides an array of policy options and potential solutions to municipal opportunities and challenges.

Interact positively with City Officials and citizenry who have high expectations with regard to municipal organizational performance, responsiveness and efficiency; ensure that municipal programs operate as cost effectively as possible, setting standards high for others.

CITY OF EFFINGHAM

Work honestly, cooperatively and effectively with the Mayor and City Council to help them identify, analyze, and thoroughly deliberate and address public policy questions, then carry out the policy direction in a timely and responsive manner.

Be honest and straight forward with department heads and the public. Be respectful of others' opinions.

Promote a strong, service-oriented, "customer relations" approach by all municipal employees in dealing with residents, visitors, the business community, and all individuals who access municipal services.

Have demonstrated and effective collaborative management skills, be comfortable in delegating responsibility and authority to professional staff as a team player (not a micro-manager) while holding the management staff accountable for actions and policy direction.

Be an innovative, forward thinking leader and manager, and able to encourage elected officials, staff and community leaders to develop new initiatives and ways of looking at problems and arriving at effective solutions.

Be articulate and an effective communicator, "easy to talk with," as well as one who has good listening skills; be comfortable and skilled in making public presentations with an even temperament.

Project a professional presence in appearance, actions and personal demeanor, and be a person who can inspire confidence with regard to municipal government activities, programs and services. Be confident but not arrogant.

Keep the Mayor and City Council informed of major activities and operations of the City organization through meetings, email and conversations, with particular sensitivity given toward avoiding "surprises."

Be readily accessible to municipal officials, employees, community leadership and citizenry initiating appropriate contacts throughout the community; have an "open door" policy at City Hall, responding to citizen inquiries and concerns in a timely manner—personally when appropriate.

Understand different generational perspectives with an ability to resolve differences and create successes.

Have an appreciation of small town America, its attributes and life style.

Provide ethical leadership with high level of integrity that is communicated to the organization.

Be apolitical but be politically astute.

Be an effective listener, be responsive to employee input, make decisions and provide prompt feedback.

Have a desire to live in Effingham and participate in community affairs and be part of the community for a period of time!



