
THE CITY OF ROCKFORD, ILLINOIS



FINANCE DIRECTOR

Voorhees Associates, LLC is pleased to announce the recruitment and selection process for Finance Director for the City of Rockford, Illinois. This brochure provides background information on the City of Rockford and on the Rockford City Hall organization, as well as the requirements and expected qualifications for the position. Candidates interested in applying for the position should submit their résumé and cover letter, along with contact information for five work-related references by **September 21, 2011 to Resume@VAresume.com**.

Heidi J. Voorhees, President



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Formal applications should be submitted to:

resume@varesume.com

PROFESSIONAL ANNOUNCEMENT

Rockford, IL (152,871) *The City of Rockford is seeking a progressive, creative public finance executive to serve as its next Finance Director. The third largest city in the state, Rockford is located in north central Illinois, 60 miles northwest of Chicago near the Illinois/Wisconsin state line. Rockford operates under a Mayor/Alderman form of government with a full-time City Administrator. The current Mayor is halfway through his second term and the City Administrator has been with the city for 13 years. The current Finance Director is retiring after serving 37 years with the city. The City has a \$241 million budget and 1,135 employees, of which two-thirds are police, fire and public works. The Finance Department has 32 authorized positions and a \$2.5 million budget. The next Finance Director will be an integral part of the executive management team participating in key decisions pertaining to economic development, strategic planning, long- and short-term revenue and expenditure strategies, budget development and administration, and all policies affecting the overall fiscal health of the city. Candidates must have a*

bachelor's degree in finance, public policy, public administration, business, or related field. A master's degree in public policy, public administration, finance or business administration is highly desired. CPA or CPFO a plus. Candidates must have 7-10 years increasingly responsible experience in executive-level financial administration in the public sector or in a field closely related to the public sector. The successful candidate will be a highly collaborative, experienced executive with a proven track record in progressive fiscal management, with the ability to work closely with elected and appointed officials as well as with other department heads on the City's financial strategies. Salary is \$115,000+/- DOQ. Residency in the City of Rockford is required. Candidates should apply by September 21 to Heidi Voorhees at Voorhees Associates at resume@varesume.com. Electronic submission preferred. Mail submissions to 500 Lake Cook Road #350, Deerfield, IL 60015. Tel: 847-580-4246. Additional information available at VoorheesAssociates.com.

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COMMUNITY BACKGROUND

The City of Rockford offers the best of big city and small town living. Serving as the commercial, employment, industrial and business hub for more than 375,000 residents who live in or near the city, Rockford is host to more than 15,000 businesses and 1,400 companies. Rockford is a world leader in the manufacture of machine tools and auto parts and is becoming known as a center for aerospace components and as a pharmaceutical packaging and distribution center for North America. In addition, the City is a regional hub for health care services for the 10-county area that comprises northern Illinois and southern Wisconsin.



Located in northern Illinois, Rockford is built along the Rock River, which offers a wide variety of recreational opportunities for residents and visitors. The Rockford park system is nationally recognized, with 185 parks on more than 7,000 acres of parkland. Residents and visitors are never far from sailing, swimming, picnicking, camping and hiking. In addition, Golf Digest has three times rated Rockford number "one" for mid-sized cities, recognizing the excellence of its many public courses. Rockford's proximity to southern Wisconsin, Chicago, Madison and Milwaukee provides its residents with a wide variety of vacation options just a short drive away.

Rockford's economic indicators show very positive trends. Residential building permits are up 35%, police and fire calls for service are each down between 5 and 6 percent, and unemployment is 3.4% less than a year ago. Rockford's strategic location, amenities and aggressive economic development strategy make it a wonderful place to live and work.

ROCKFORD'S ECONOMIC DEVELOPMENT STRATEGY

The city, in cooperation with its private partners, has aggressively pursued the expansion and diversification of the city's local economy. The city has created 30 tax increment financing districts, an enterprise zone, the River Edge Redevelopment Zone, small business loan programs, industrial parks, and developed direct and indirect business financing programs. Some key economic development accomplishments over the last several years include:

Swedish American Hospital invested more than \$100 million in its downtown location which houses more than 2,600 employees, including construction of a new cancer care addition, construction of a 60,000 square foot medical building for physicians as well as a 30,000 square foot professional building. In 2006, the hospital completed a \$58 million Cardiac Care Center. The city has partnered with Swedish American Hospital and Habitat for Humanity in a neighborhood planning process to revitalize the Mid Town North Neighborhood. Nineteen homes have been constructed since 2003.

The city's fifth TIF District, the South Rockford TIF, was created to support the supermarket-anchored shopping center and to spur industrial and commercial development. The city acquired the vacant Barber Coleman industrial complex adjacent to the grocery store and the three block cleared area around it. In 2009 construction was completed on a 10,000 square foot store and 4,000 square foot medical building.

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The city has used housing tax increment districts to encourage the development of market rate housing. This has resulted in partnerships with local not for profit organizations to create a 26-home mixed-income subdivision, another 18-home subdivision adjacent to it, an 81-home subdivision and another 41-home subdivision.

The city also created the Rockford Global Trade Park TIF in 2004, incorporating 2,700 acres in and around the Chicago Rockford International Airport. The city developed a 40-acre Logistics Park now home to a solar panel manufacturing facility that created 60 jobs. In addition, a subsidiary of UPS has constructed a 70,000 square foot facility, UPS completed a \$32.5 million upgrade to their facility, and a local packaging company expanded their existing operations with construction of a 260,000 square foot facility, creating 250 new jobs in 2008.

KEY CITY FACTS		CITY'S LARGEST EMPLOYERS	
Population:	152,871	Rockford Public Schools:	4,800
Square miles:	61.9 miles	Swedish American Hospital:	2,600
County:	Winnebago	Chrysler:	2,600
Median income:	\$55,667	Rockford Health System:	2,500
Median home sale:	\$115,000	Hamilton Sundstrand:	2,200
Bond Rating:	Aa2 (Moody's)	Saint Anthony Medical Center:	2,000
Annual Budget:	\$241 million	United Parcel Service:	2,000
		Woodward, Inc:	1,200

THE CITY'S FISCAL HEALTH

The City of Rockford is facing the same fiscal challenges as nearly all other cities in the country. Unemployment, job loss, hesitant developers and residents weary of tax increases are familiar to most if not all public sector finance professionals. The city is non-home rule, which restricts its ability to levy certain taxes and charges. Of the city's total \$240 million budget, approximately \$120 million is general fund, of which 72% is dedicated to public safety expenditures. Seventy-four (74) percent of the general fund expenditures are dedicated to personnel expenses. In August 2009, Rockford's Mayor convened a committee of local business executives who worked with the city's staff to address immediate and long-term budgetary and financial requirements. The specific mission of the Budget and Finance Advisory Committee was to "focus on identifying changes to the way that the City conducts business which do not adversely impact the delivery of critical community services and do not put the city in a weaker position to foster future economic growth." The committee identified the following primary factors in addressing the city's current financial difficulties and long-term structural problems: the funding of pensions and employee medical benefits and the legacy impact of these costs, tax caps, the recession, the duplication of regional government services, and the continuation of inefficient non-core practices.



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The committee made a series of recommendations including addressing outsourcing of services, collaboration with other units of government, and the need for the Finance Director to work closely with the city departments to promote a greater understanding of the city's finances and ultimately greater accountability and government efficiency. The city staff has begun addressing the report's recommendations.

The City has received the GFOA Distinguished budget award for 27 years and the Certificate of Achievement for Excellence in Financial Reporting for 31 years. The city has an investment policy and a budget reserve policy. Currently, the city has a budget reserve of 20% and has been accessing a \$15 million line of credit with a local bank to manage the city's cash flow needs.

THE FINANCE DEPARTMENT

The Finance Department is comprised of 32 authorized positions divided into four areas: administration, central services, accounting and revenue. The department's mission statement is to "account for all municipal resources and to apply such resources in a manner that is most beneficial to the citizens of Rockford." Duties of each of the divisions are as follows:



Administration: The administration division is responsible for the management of the financial affairs of the city and the supervision of personnel operations within the Finance Department.

Central Services: The central services division is responsible for financial planning, risk management, centralized purchasing, and mail/printing services for the city.

Accounting: The accounting division provides financial reporting, payroll processing, accounts payable and receivable, fixed asset reporting, special tax collections, billing and auditing functions.

Revenue: The revenue division collects various revenues, manages the police and fire pension funds, ensures payments to retirees is processed, and invests the city's funds.

The City has been using the MUNIS Financial system since 2002. The budget is developed utilizing spreadsheets though there is a module for budget development. The department has two financial analysts who assist with the development of the annual budget.

CHALLENGES AND OPPORTUNITIES

The next Finance Director can expect to work with the elected officials, City Administrator, and other city departments on the following issues:

- Working closely with the Mayor, Aldermen, City Administrator and senior staff members, strategically direct the city's financial future embracing the recommendations of the Budget and Finance Advisory Committee as well as other creative, progressive approaches to financing and operating municipal service delivery.

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- Develop a collaborative partnership with other city departments, assisting them with budget challenges and working with them to provide a fiscal roadmap to effective and efficient municipal service delivery.
- Serve as a key member of the city's economic development team, assisting in the financial assessment of proposals, suggesting creative yet appropriate financing options that will advance the city's economic development goals.
- Develop a collaborative, progressive budget process utilizing available information technology and engaging city departments early and effectively in the budget process.
- Support, assist and encourage the continued expansion of an automated timekeeping system in city departments.



FINANCE DIRECTOR POSITION

The Finance Director is appointed by the Mayor with the advice and consent of the City Council. The Finance Director works closely with both the Mayor and the City Administrator. The city is seeking candidates with a proven track record in progressive financial management including a strong understanding of the challenges in public sector local government finance. In addition, successful candidates will embrace the city's desire to connect strategic planning with financial planning and move the Finance Department from a largely tactical function to a fully participating, integral component of the city's leadership team. The starting salary for the position is \$115,000+/- . Residency in the City of Rockford is required within a reasonable time frame.

Education and Experience

(Not in order of importance)

Possess a bachelor's degree in finance, public administration, business administration or closely related field. A Master's Degree in Public Administration, Business Administration, Finance or related field, CPA or CPFO is a plus.

Have a minimum of seven to ten years of progressively responsible experience in executive-level financial administration in the public sector or in a field closely related to the public sector.

Possess a strong financial management background involving long-range revenue and expenditure forecasting, municipal investments, municipal accounting and auditing, debt management, and capital improvement financing.

Be knowledgeable and current on methods for economic development financing, including but not limited to Tax Increment Financing. Be conversant in private sector economic development financing options, with the ability to review proposals in conjunction with outside experts.

Have experience integrating business processes into public sector service delivery; be able to maximize use of financial software modules available, ensuring full utilization of technology available where appropriate.

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Have experience working with elected and appointed officials and the public, with the ability to present complex financial information in an understandable manner. In addition, have experience in presenting detailed budgeting and financial information to elected officials with the ability to effectively respond to their questions.

Have a demonstrated record of success in employee supervision and management, consisting of treating employees in an open, fair, and supportive manner.

Have a record of continuing professional education and training to keep up to date with current practices, programs, and technologies of Finance Department operations.

Have sufficient experience in the preparation and administration of municipal budgets and possess the ability to work cooperatively and respectfully with all municipal departments in the development and administration of their budgets.

Have experience in preparing accurate revenue and expenditure estimates both for budget preparation and short- and long-range projections.

Have experience in preparing and implementing a long-term capital improvement program and be knowledgeable in alternatives for capital improvement financing.

Have experience in vendor management, privatization of city services and alternative approaches to municipal service delivery.

Have experience in a collective bargaining environment, including experience in cost projections and analysis for negotiation purposes.

Have experience in bond and lease financing.

Be knowledgeable on emerging trends in municipal service delivery and in alternative revenue sources.

Be familiar with state-of-the-art customer service technological applications including on-line bill payment processes and the acceptance of credit cards.

Have experience analyzing a Finance Department's policies and procedures, and taking the appropriate steps to make necessary changes.

Have a thorough knowledge of laws and regulations as they pertain to the administration of municipal finance including familiarity with current and emerging issues with respect to the Government Accounting Standards Board.

Management and Leadership Style

(Not listed in order of importance)

Possess absolute integrity and honesty in all professional interactions.

Have the maturity, self-confidence, and strength of professional conviction to provide administrative insights and administrative counsel to the Mayor, City Council, the City Administrator and staff; be able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.

Be diplomatic when dealing with the Mayor/City Council, citizens, community organizations, outside vendors, the City Administrator, and staff.

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Be an initiator, “self-starter,” and comfortable in working with limited direction and with latitude of action while keeping the Mayor and the City Administrator appropriately informed of Finance Department plans and operations.

Be an enthusiastic, positive, open, self-confident individual who is genuinely supportive of the goals and mission of the City.

Possess a style based on confidence and competence that will quickly earn respect, trust, and credibility.

Project strong professional, leadership, and management presence. In addition, provide timely and straightforward feedback to employees regarding personal performance and achievement of assigned goals and objectives.

Be a confident professional with the ability to develop and effectively present well thought out policy alternatives or programs for Mayor, City Council or City Administrator consideration, respectfully providing professional guidance to the elected and appointed officials.

Be comfortable in serving a community that expects a high level of services and responsiveness on the part of municipal staff and employees.

Be a good communicator both orally and in writing, who can translate complicated, technical financial and budgeting issues and terminology into “layman’s language.” In addition, be comfortable fielding detailed questions from elected officials, the City Administrator, department heads, citizens and the press.



Follow a management style that involves a “no surprises” approach in presenting all the facts and alternatives to the Mayor, City Council, and City Administrator.

Have the capability to provide strong, visible leadership by effectively articulating approved City plans, policies, programs, and activities with all governmental agencies, institutions, citizens, businesses, and press.

Be an effective listener, responsive to employee input and provide prompt and thorough feedback to employee comments and suggestions.

Be comfortable attending various City-sponsored events throughout the year, and participating with other department heads in City-related activities.

Be a creative yet fiscally prudent problem solver who assists the City Administrator and municipal departments with budget issues, questions and challenges. Be creative in seeking out alternative revenue sources for City programs and operations.

Possess strong interpersonal skills, with a demonstrated ability to work and interact openly and effectively with all.

Have a genuine interest in assisting other municipal departments to achieve their goals and objectives by providing financial and budgeting expertise.

**City of Rockford
Finance Department**

