



THE ELGIN COMMUNITY

Established in 1854, the City of Elgin, Illinois is a historic, culturally and economically diverse, rapidly-growing community located 35 miles from the City of Chicago in Kane and Cook counties. Over 112,000 people are proud to call Elgin their home because of the City's wonderful offerings: a great location, convenient transportation, superior quality of life, low crime rate, great variety of housing and dependable City services. A two-time winner of the Governor's Hometown Award (2001 and 2013), Elgin's civic-minded and volunteer-rich community continuously demonstrates the care, collaboration and dedication that makes Elgin an exceptional place to live and work.

Housing

Elgin's housing stock is as diverse as its community, offering urban, suburban and rural options throughout the City's 38 square miles. The City's four historic districts and trendy downtown living options complement its many connected neighborhoods with single-family homes and townhomes. Elgin also features active adult communities offering modern, state-of-the art amenity-

OUTSTANDING OPPORTUNITY TO SERVE THE CITIZENS OF ELGIN, ILLINOIS AS THEIR NEXT PUBLIC SERVICES DIRECTOR



Seeking exceptional leaders having a strong interest in public works with proven senior level public or private sector management experience. City and county managers, assistants or department heads are encouraged to apply. Private sector directors with operations and logistics leadership experience are similarly encouraged to express their interest.



filled homes. In 2015, Elgin had the second highest number of new housing starts in the state of Illinois. The City remains in the top five cities with housing starts. As Elgin continues to expand west, the Chicago Metropolitan Agency for Planning expects that the City's population will grow to over 168,000 by 2040, with the number of households totaling over 55,000 (CMAP Forecast Summary, January 2015).

Culture and Recreation

Elgin offers world-class arts and entertainment options for all ages as well as the nationally acclaimed Gail Borden Public Library that draws more than one million visitors to downtown Elgin each year. The Grand Victoria Casino, vibrant art galleries and performance spaces, high-quality public museums and many restaurants anchor Elgin's recently redeveloped downtown. Festival Park and Riverside Drive Promenade serve as destinations for many community events such as the Grand Victoria Casino's successful summer concert series. The City maintains more than 70 parks and 10 recreational facilities with amenities ranging from the Lords Park Zoo to The Centre of Elgin with programming options for people of all ages. The City operates Wing Park Golf Course, The Highlands of Elgin Golf Course and Bowes Creek Country Club, attracting golfers from all over the country to play on the City's award-winning courses. The Elgin Sports Complex, located just south of U.S. Route 20, offers ten softball fields, ten soccer fields, a BMX track, and two sand volleyball courts, regularly drawing thousands of visitors to Elgin.

Education

Elgin provides superior, comprehensive educational opportunities for all ages. The community is served by four public school districts, CUSD 300, CUSD 301, CUSD 303 and U-46 (the state's second largest school district), as well as many private schools and college-prep academies. Elgin's post-secondary educational offerings include Elgin Community College and Judson University as well as the satellite campuses for the Keller Graduate School of Management, University of Phoenix and National Louis University. Elgin's robust community

programming at the Gail Borden Public Library and other community institutions offer training, skills-based lessons and advanced educational opportunities for people of all ages and all needs.

Transportation

Elgin has exceptional transportation access to all points throughout the Chicago metropolitan area. Elgin is connected to O'Hare International Airport, Midway Airport, the City of Chicago and all western suburbs via the Interstate-90 and the Elgin-O'Hare Expressway. Metra's Milwaukee District West Line provides direct access between downtown Chicago and Elgin's three train stations. Elgin's high-quality public infrastructure, transportation connectors, close proximity to O'Hare International Airport, and the 4.6 million persons employed in the Chicago metropolitan area labor market collectively draw regional, national and multinational businesses to locate within the City (Bureau of Labor Statistics, August 2016). Elgin's 20 business parks are home to the City's more than 250 small and medium sized manufacturing businesses. Overall, Elgin has a well-balanced economy rooted in a diverse employment base in a variety of sectors.



GOVERNMENT

Elgin is a home-rule municipality that operates under a council-manager form of government with a mayor and eight City council members elected at-large for four-year staggered terms. The City council appoints a City Manager, who is responsible for the administration of City services. Elgin's commitment to sound financial management and long-term planning is evidenced by its AAA bond rating. The City continues to balance the need for a conservative financial approach and diversified revenue streams while still maintaining high levels of service for the lowest possible cost. The City employs more than 800 FTEs.

THE PUBLIC SERVICES DEPARTMENT (PUBLIC WORKS AND UTILITIES)

Public Works

The Public Works Department provides planning, design, construction and maintenance of rights-of-way, maintenance of parks, City properties and parking structures. Public Works has several divisions including engineering, streets, land management, forestry, and traffic/electrical. This work is completed by City staff as well as consultants and contractors. Public Works has approximately 150 employees and a budget of \$17,762,480.

The Streets Division is responsible for the maintenance of over 350 lane miles of streets and rights-of-way within the City. The Streets Division is responsible for leaf removal in the fall and snow and ice control during the winter. Activity is also focused on a comprehensive preventative maintenance program that reduces long-term street maintenance costs including crack sealing, pavement marking, pothole patching, resurfacing, street sweeping and utility cut repairs.

The Traffic/Electrical Division is responsible for installation, repair, and maintenance of all City traffic, street name, and directional signage, and maintenance of the City's street and historical lighting. The lighting system is comprised of approximately 6,500 street lights including roadway, parking lot, and pedestrian lights.

The Forestry Division is responsible for maintaining the 65,000 trees located in treebanks as well as trees located in City parks and municipal facilities. The Forestry Division administers the tree planting program, planting 400 to 500 new trees a year.

The Land Management Division provides grounds maintenance services to all City-owned properties. There are currently 72

parks and 181 municipal properties for which the Division is responsible.

The Engineering Division provides plan review, permitting, and inspection services for a variety of projects in order to ensure conformance with City standards and specifications. The Engineering Department presently has \$10 million in ongoing capital projects and over \$40 million in bonded development related improvements.

Fleet Services provides maintenance and repair services to the approximate 400 pieces of equipment in the City's rolling stock including trucks, cars and specialty equipment. Fleet services provides services for all fleet users including Fire, Police, Public Works, Code, Recreation, Water and Building Maintenance. Fleet Services also provides for the maintenance and repair of small equipment such as mowers, pumps and generators.



Utilities

Department Description

The Utilities Department consists of the Water and Sewer Divisions. The Riverside Treatment Plant, a Class A water facility, treats and delivers water from the Fox River to all faucets in the community. Average daily water usage is 12.586 million gallons. The Slade Meter Shop oversees the installation, maintenance and repair of over 32,000 meters within the system, ensuring accurate readings for all customers. The Water Distribution Division maintains 454 miles of water main.

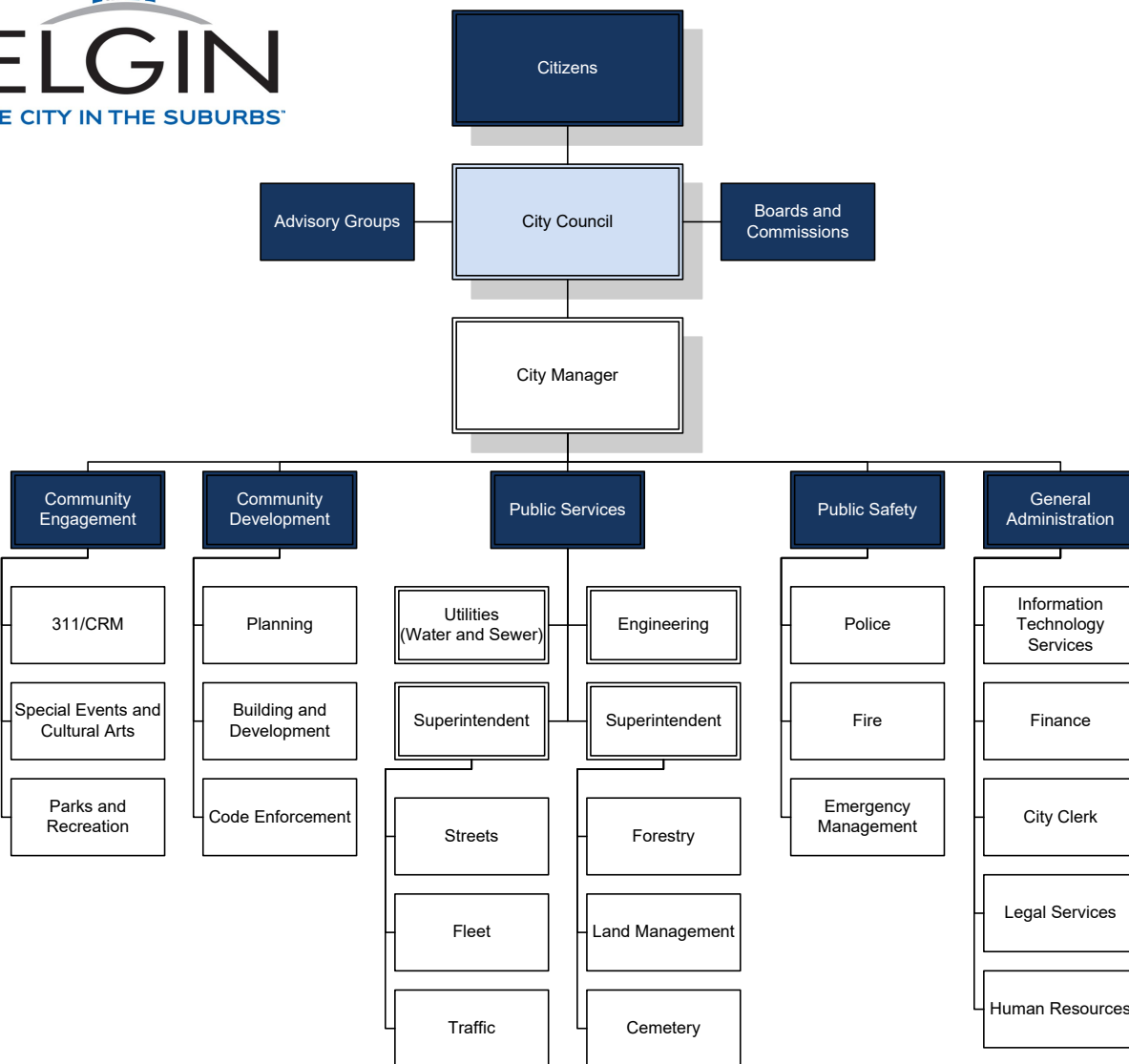
The Sewer Division operates in both a routine and emergency capacity. Day-to-day operations include cleaning and maintaining the City's wastewater and storm systems to ensure they are functioning properly in accordance with federal and state regulations such as the National Pollution Discharge Elimination System (NPDES) permitting system for both separate storm sewer system (MS4) and sanitary discharges.

Utilities employs approximately 70 employees and has a budget of \$33,843,930.

CITY OF ELGIN, ILLINOIS

DEPARTMENT OF PUBLIC SERVICES

Organizational Chart



ISSUES, CHALLENGES AND OPPORTUNITIES

The next Public Services Director will work with the following challenges and opportunities:

- Middle management positions were eliminated throughout the organization following the 2007 recession, creating the need for “working” department heads.
- The large majority of staff in both Public Works and Utilities are unionized. A successful working relationship with the union is essential for success.
- Public Services crew leaders are highly motivated and self directed. The next director will continue fostering cooperation and generating new efficiencies among crew leaders to enhance their operation as a cohesive unit.

THE PUBLIC SERVICES DIRECTOR

Elgin is seeking proven, creative and adaptable candidates committed to excellence in the field of public works. The following factors of education, experience, management style, and personal and professional traits have been identified as necessary and/or desirable for the Public Services Director to succeed in this position.

QUALIFICATIONS

Exceptional leaders having a strong interest in public works with proven senior level public or private sector management experience. City and county managers, assistants or department heads are encouraged to apply. Private sector directors with operations and logistics leadership experience are similarly encouraged to express their interest.

Education and Experience

Bachelors' degree from an accredited college or university in public or business administration or a related field. An advanced degree is preferred.

Oversight level experience preferred that includes public works or a similar industry along with a general understanding of public works and utilities administration and operations.

- Must be able to administer a complex departmental budget.
- Must have superior communication, interpersonal, and human relations skills.
- Must be able to analyze and recommend solutions to complex problems.

- Must provide latitude to staff to carry out their responsibilities independently while remaining knowledgeable and accountable.
- Must work closely with other Elgin City departments, other governmental agencies and department employees in an effective, harmonious manner. Must be visible, accessible and approachable to his or her employees.
- Must be able to administer a departmental budget consisting of a wide variety of complex and diverse funds, funding sources and activities.
- Prefer working knowledge of construction plans and drawings, construction contract administration and estimating construction costs.
- Prefer a working knowledge of plan review of proposed development projects with the ability to assess their impact on the City and to ensure that all City requirements for compliance are met.
- Requires superior communication, interpersonal, and human relations skills. Must be adept at interacting with all people including those who possess a wide variety of attitudes and in a wide variety of situations.
- Adept at human resource management and general supervisory/managerial practices, principles, and techniques including the supervision of unionized employees and commitment to fostering a diverse and inclusive workforce.
- Able to analyze and recommend solutions to complex public works problems. Sensitive to citizen concerns and perceptions.
- Must have a proven record of leading and delegating in a manner which fosters an attitude of teamwork and creative problem solving while ultimately being accountable for the quality and effectiveness of overall departmental performance.





- Ability to manage key issues, initiatives and projects using a cross-functional approach. Understands the nature of cross-functional issues and initiatives in an organizational setting and the ramifications that department actions have on other departments within the organization.
- Able and willing to personally conduct studies, write in-depth reports and translate technical information into layman's terms.
- Data and outcome focused with a proven ability to develop and implement goals, objectives, policies and priorities in a team-oriented environment.
- Demonstrated ability to think strategically and develop creative, innovative solutions to issues and problems.
- Demonstrated commitment to recruitment of a diverse workforce that strives to reflect Elgin's demographics. Demonstrated commitment to fostering professional growth and development of staff.
- Demonstrated commitment to encouraging creativity, responsibility and accountability in an environment that values a collaborative approach and embraces a setting where employees feel valued.
- Be an effective delegator, allowing latitude to staff to carry out their responsibilities independently while remaining knowledgeable and accountable.
- Works closely with other Elgin City departments, other governmental agencies and department employees in an effective, harmonious manner.

Areas of Special Expertise

- Superior leadership and management skills that create an environment of trust, transparency, cooperation and confidence.
- Capital project identification, coordination and management including all municipal capital projects, utility projects, and Parks Department projects.
- High level of comfort with current and emerging technologies. Familiarity with the Salesforce Customer Relations Management Platform (CRM) system desirable.

Management Style/Personal Traits

- Must be a capable, effective, and straightforward communicator with all critical internal and external stakeholders.
- Must be able to articulate and translate into action a vision consistent with the City's strategic plan, operating budget and capital improvement plan.
- Skilled at team-oriented and participatory/collaborative style of leadership; communicates in a candid, direct, tactful, and diplomatic manner thus facilitating effective working partnerships, collaboration and consensus building.



- Visible, accessible and approachable to his or her employees.
- Has complete personal and professional integrity, inspiring the confidence of appointed and elected officials, subordinates and the general public.

COMPENSATION

The City will provide a competitive starting salary, negotiable based on experience and salary history. Benefits are excellent. Elgin offers a defined benefit retirement plan through the fully funded Illinois Municipal Retirement Fund (IMRF). The Director of Public Services is required to live within the City. The City will provide relocation assistance.

TO APPLY

The position will be open until filled. The first review of resumes is scheduled for Friday, December 8, 2017.

Please email your cover letter and resume with current salary to:



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