

2010 and 2011

KANE COUNTY DEPARTMENTAL ORGANIZATION AND MANAGEMENT STRUCTURE REPORT

PART 1 - CHAIR'S OVERVIEW

PART 2 - COMMITTEE'S OVERVIEW

Analysis and comparison of management salaries among Kane County departments with a history of department structure, changes, and review of comparable data, and current trends

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9/1/2010, 2/15/2011, and 5/2011



MANAGEMENT SALARY REVIEW OF KANE COUNTY DEPARTMENTS

written and compiled by Barbara Garza, September 2010
with updates provided through May 2011

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CHAPTER 1 - INTRODUCTION

This is a general analysis and comparison of Kane County departmental organizational structure and management salaries showing County organization in 2004 as compared to 2010.

Department structures vary greatly from one county to another, and it is not possible to make exact comparisons. However, this study looks at job descriptions and requirements, duties, staff, department size, department responsibilities and oversight, as well as other criteria in order to provide comparisons and decision-making tools. Populations, services and functions, and other factors that are both common and unique are taken into consideration.

Data for this study came from information provided by the Kane County Executive Directors and Directors, from information provided by other counties, the Kane County Strategic Plan, and from county budgets. In addition several independent sources were also reviewed.

CHAPTER 2 - COUNTY BOARD OFFICE ADMINISTRATION

A unique aspect of Kane County compared to neighboring and many other Illinois counties is that in Kane the County Board chair acts in the capacity of Chairman of the Board as an elected official but also as the County Administrator, placing all administrative oversight with the County Board Chairman. Kane County is unique in that out of the seven counties with populations of 300,000 or more, all but Kane have a county administrator who reports to the County Board chair and who is responsible for the day to day management of the county.

Table 1 as well as Charts 2 and 3 on the following pages provide an overview of County Chair and Administration salaries:

TABLE 1 - COUNTY CHAIR AND ADMINISTRATION SALARIES
(only includes similar functions)

2008/2009 Data <small>(Only includes similar functions)</small>	Chair's Salary	County Administrator Salary	#of Administrative Staff	Total County Administration Staff Salaries	# of Executive Directors	Total Executive Director Salaries
KANE	\$85,000	-0-	5 ¹	\$153,283	6 ²	\$849,852
LAKE	\$75,712	\$222,547	5 ³	\$632,904	10 ⁴	\$1,543,695
MCHENRY	\$74,406	\$151,000	10 ⁵	\$424,850	13 ⁶	\$1,256,320
DUPAGE	\$114,563	\$167,900	6 ⁷	\$564,651	7 ⁸	\$929,621
WILL	\$23,500 ⁹	\$108,212	4 ¹⁰	\$310,293	15 ¹¹	\$1,508,512

¹ Executive Assistant and 4 Support Staff

² Executive Director of Development/Transportation, Executive Director of Finance, Executive Director of Health, Executive Director of Human Resources, Executive Director of Information Technology, Supervisor of Assessments,

³ County Administrator, 2 Assistant County Administrators, Executive Assistant

⁴ Director of Planning and Development, Transportation Director, Public Works Director, Finance Director, Controller, Health Director, Human Resources Director, Information Technology Director, Chief County Assessor, Solid Waste Agency Director, Stormwater Management Director

⁵ County Administrator, Assistant County Administrator-Finance, Water Resource Manager, Finance Analyst, Office Supervisor, Support Staff

⁶ Planning and Development Director, Facilities Management Director, County Engineer, Auditor, Purchasing Director, Emergency Services Director, Health Director, Workforce Network Director, Investments Director, Human Resources Director, GIS Director, Information Technology Director, Supervisor of Assessments

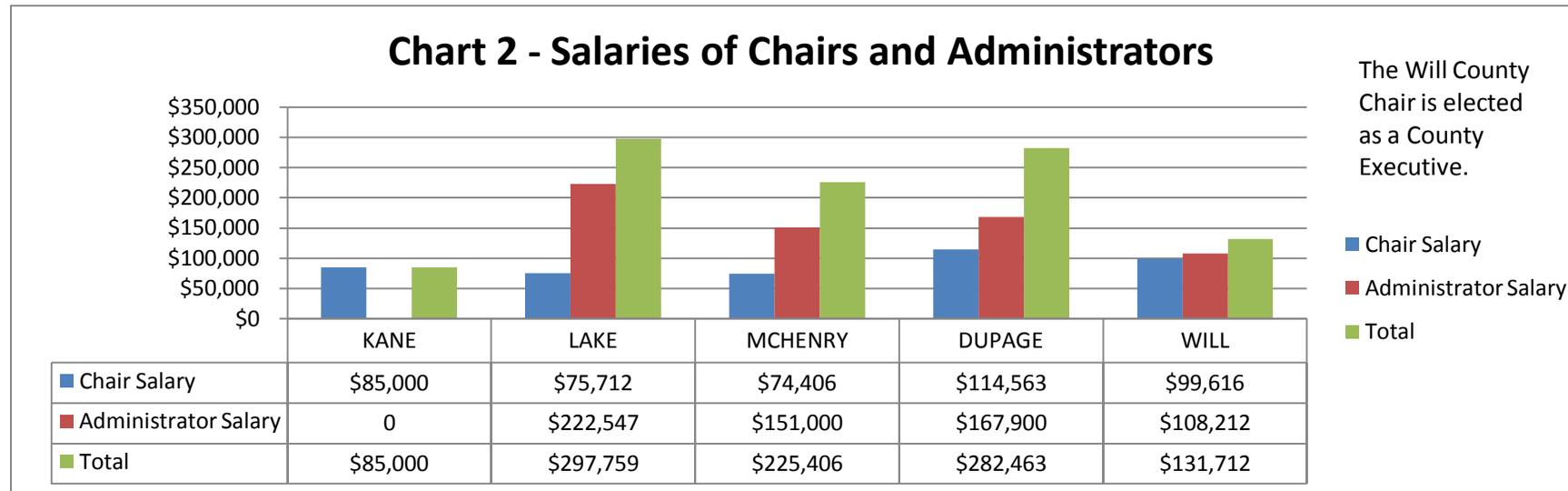
⁷ Chief of Staff, Administrative Support Manager, Communications Manager, Strategic Planning Manager, Government Affairs Manager, Policy Development Manager

⁸ Transportation Director, Chief Financial Officer, Emergency Management Director, Human Resources Director, Community Services Administrator, Health Director, Supervisor of Assessments

⁹ Will County has an elected County Executive responsible for the day-to-day operations of all county departments.

¹⁰ Chief of Staff, Deputy Chief of Staff, Manager of Operations, Communications Director

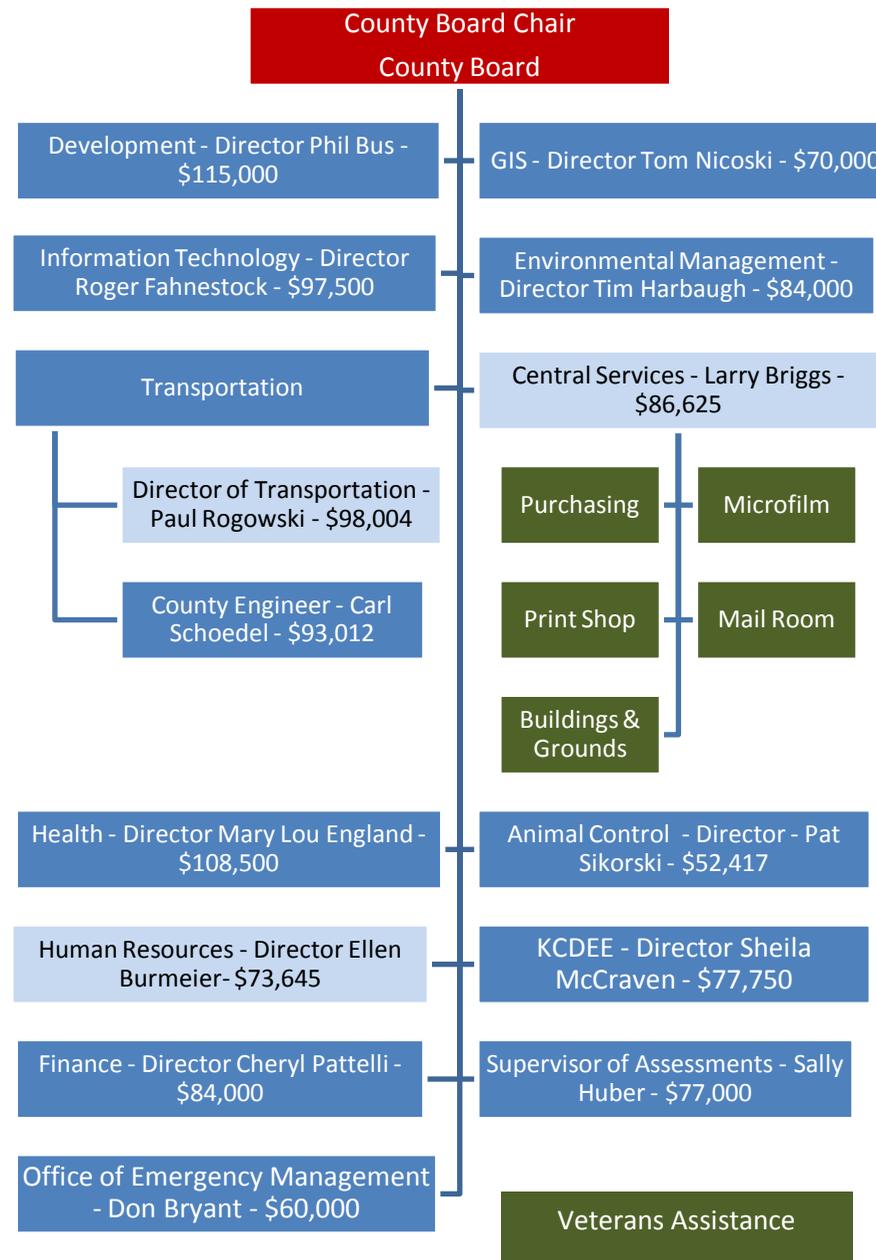
¹¹ Director of Zoning and Planning, Director of Waste Management, Director of Community Development, Maintenance Director, Highway Director, County Engineer, Finance Director, Purchasing Director, Emergency Management Director, Health Administrator, Workforce/Investments Manager, Human Resources Director, GIS Director, Information Technology Director, Supervisor of Assessments



- The elected Kane County Chair has responsibility for day-to-day administration fulfills the responsibilities of an elected Chair.
- Greater responsibility and oversight is required of the executive directors in Kane County than in counties with administrators. For example, the county budget is generally the primary responsibility of the county administrator who has oversight of all departments. In Kane County, the Executive Director of Finance works directly with the County Board Chair, all of the committees, and other executive directors to produce the budget.
- The administrative staff in Kane County consists of the Chair's Executive Assistant, a receptionist, and three other support staff who provide support to the County Board and Chair.
- By eliminating large number of directors and consolidating those functions cost savings and efficiency have been achieved. Organizational charts 4 and 5 show how efficiencies and savings have been achieved since 2004:

CHART 3 - 2004 KANE COUNTY ORGANIZATIONAL CHART

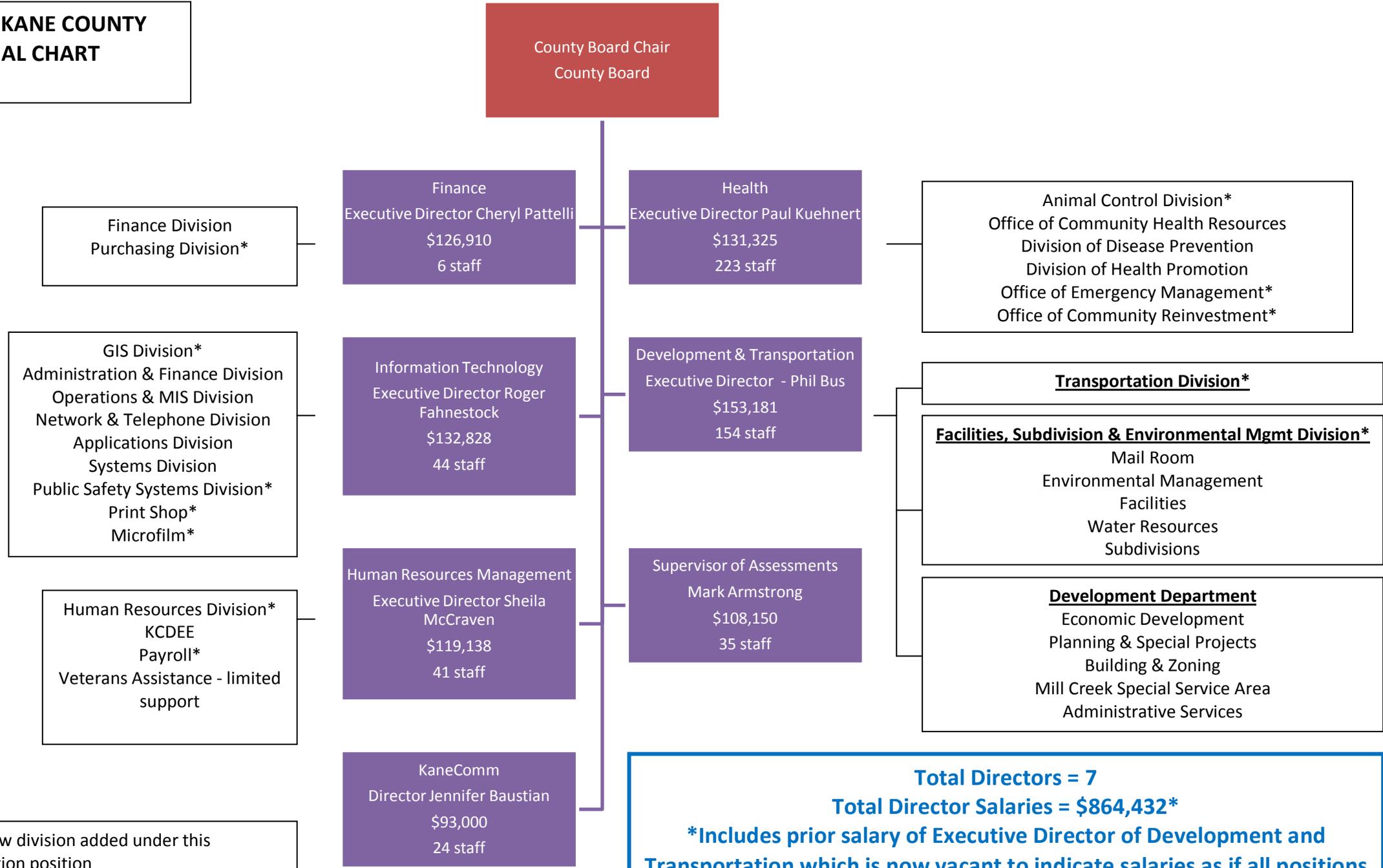
All departments reported directly to County Board Chair



Total Directors = 15
Total Salaries = \$1,257,953

light blue boxes indicate positions that were eliminated after 2004. Other staff in Central Services was reduced by approximately 8 positions.

CHART 4 - 2010 KANE COUNTY ORGANIZATIONAL CHART



* - indicates new division added under this executive direction position

Total Directors = 7
Total Director Salaries = \$864,432*
***Includes prior salary of Executive Director of Development and Transportation which is now vacant to indicate salaries as if all positions were filled. Without this salary, the total is \$711,351.**

From 2004 to 2010, fourteen main functions were consolidated under seven directors. The following changes were made:

- KaneComm 911 became a separate governing board previously under the Sheriff.
- Central Services which had oversight of purchasing, microfilm, the print shop and mail room was eliminated and those functions are now being provided as follows. Restructuring eliminated a management position and approximately 8 staff positions
 - Purchasing functions are now handled by the Finance Division
 - Microfilm and print shop services are now handled by the Information Technology Division
 - Mail room functions are now handled by Facilities
- The Executive Director of Development took over responsibility for Buildings and Grounds, Environmental Management, Development, Water Resources, and Transportation. Additional changes were made as follows:
 - The Facilities, Subdivision, and Environmental Management Department was created with oversight over Environmental Management, County Facilities, Water Resources and the Mailroom.
 - The Development Department now administers Economic Development, Planning & Projects, and Building & Zoning and has an administrative services staff.
 - The Division of Transportation previously had a Director of Transportation and a County Engineer. Two management positions were consolidated into one.
- The Information Technology Department took over functions for GIS and Microfilm. The IT Department added support responsibility for all County departments and offices including the Sheriff's Office (which includes the jail), County Clerk (and related election functions), partial support for the Circuit Court Clerk, KaneComm, and the State's Attorney. IT also provides additional support for new systems that didn't exist previously including key and security systems, election equipment, media equipment, etc.

- When an Executive Director of the Health Department was hired, new functions and oversight were added to existing services over time to include the following:
 - Animal Control
 - Office of Emergency Management
 - Office of Community Reinvestment

Most recently, the Health Department underwent a significant downsizing as a result of budget issues related to the State of Illinois being arrears in funding those services eliminating 60 positions with those responsibilities being taken over by other social service agencies resulting in a restructuring of the Health Department into three divisions as follows:

- Office of Community Health Resources
 - Division of Disease Prevention
 - Division of Health Promotion
- The Human Resources Department took over responsibility for the Kane County Department of Employment and Education, payroll, and some responsibility for Veterans Assistance resulting in consolidation of two management positions into one.
 - The Finance Department took over responsibility for Purchasing, as noted above

TABLE 5 - 2010 EXECUTIVE DIRECTORS, DEPARTMENTS, AND REPORTING COMMITTEE

DEPARTMENT	EXECUTIVE DIRECTOR	DEPARTMENT	COMMITTEE
Finance	Cheryl Pattelli	Finance	Finance
		Purchasing	Finance
Information Technology	Roger Fahnestock	Information Technology	Administration
		GIS	Administration
		Print Shop & Microfilm	Administration
Health	Paul Kuehnert	Health	Public Health
		Animal Control	Public Health
		Emergency Management	Public Health
		Office of Community Reinvestment	Development
Development and Transportation	Vacant	Transportation	Transportation
		Facilities	Administration
		Subdivision & Zoning, Development & Community Services, Planning & Special Projects, Administrative Services	Development
		Environmental Management	Energy & Environmental
		Water Resources	Development
Human Resources	Sheila McCraven	Human Resources	Human Services
		KCDEE	Human Services
		Payroll	Human Services

In addition, two other directors who do not form part of the executive director team because of their unique functions but who serve under the County Board department structure are noted as follows:

TABLE 6

DEPARTMENT	DIRECTOR	DEPARTMENT	COMMITTEE
Supervisor of Assessments	Mark Armstrong	Supervisor of Assessments	Public Service
		Board of Review	Board of Review
KaneComm	Jennifer Baustian	KaneComm	KaneComm Board Judicial & Public Safety

EMPLOYEES BY DEPARTMENT AND ELECTED OFFICES - 2009 DATA

■ Total Department Employees ■ Total Elected Office Employees

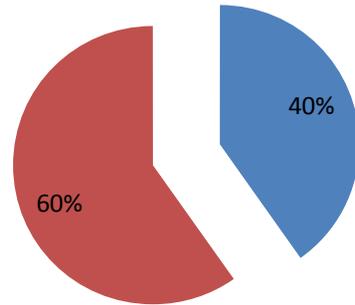


CHART 7

Department employees increased from 2004 to 2009 primarily due to departments taking over functions previously performed by elected offices . Note however, that department salaries decreased.

SALARIES BY DEPARTMENTS AND ELECTED OFFICES - 2009 DATA

■ County Department Salaries ■ Elected Offices Salaries

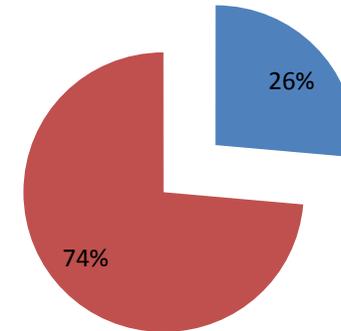


CHART 9

EMPLOYEES BY DEPARTMENT AND ELECTED OFFICES - 2004 DATA

■ Total Department Employees ■ Total Elected Office Employees

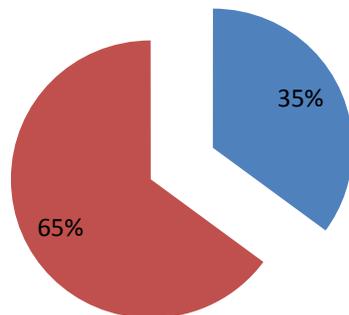


CHART 8

SALARIES BY DEPARTMENTS AND ELECTED OFFICES - 2004 DATA

■ County Department Salaries ■ Elected Offices Salaries

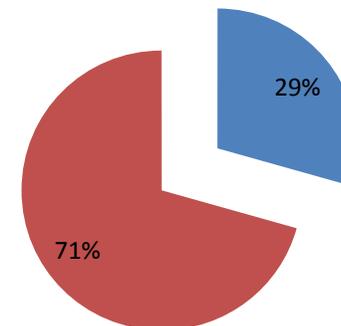


CHART 10

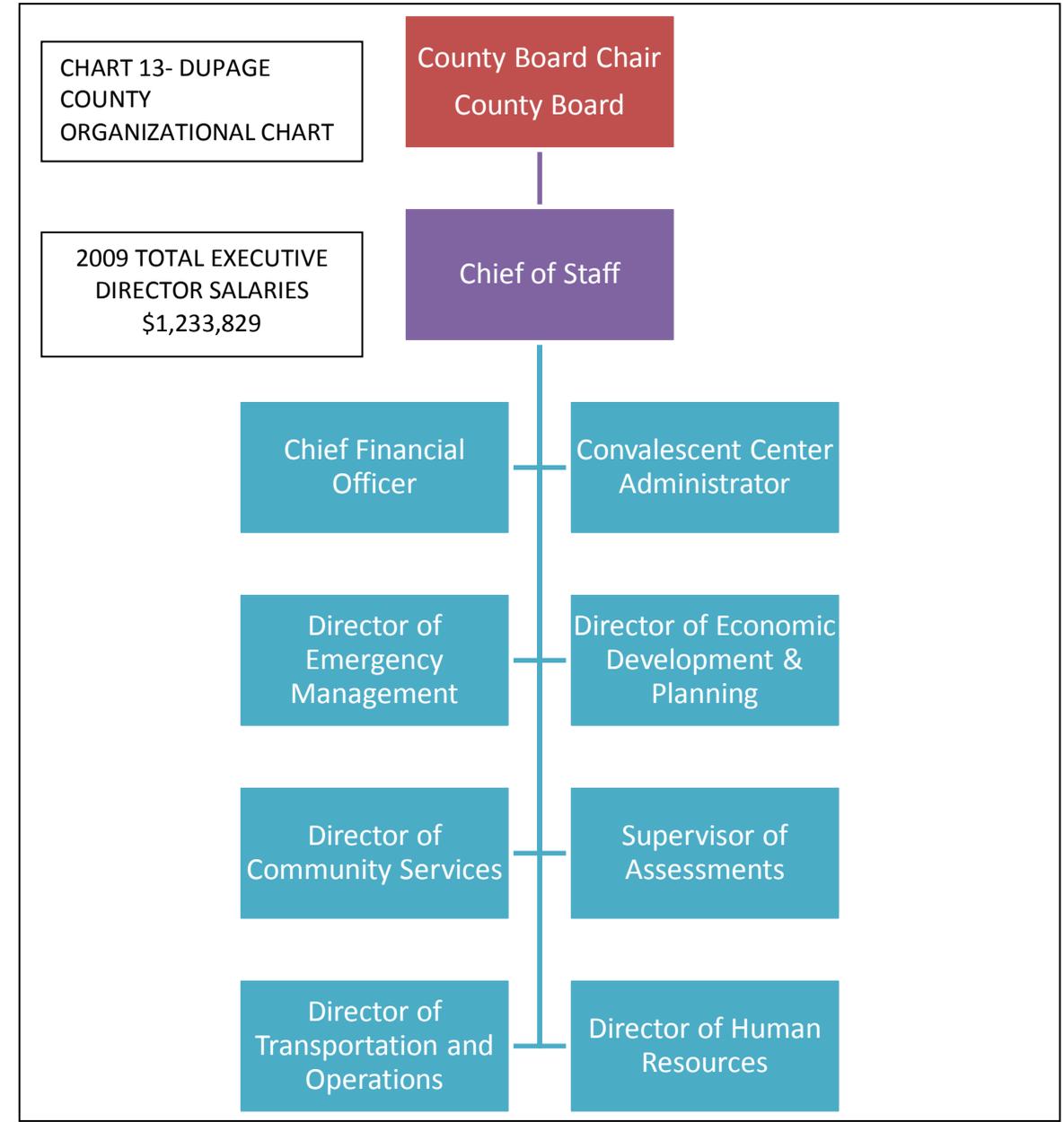
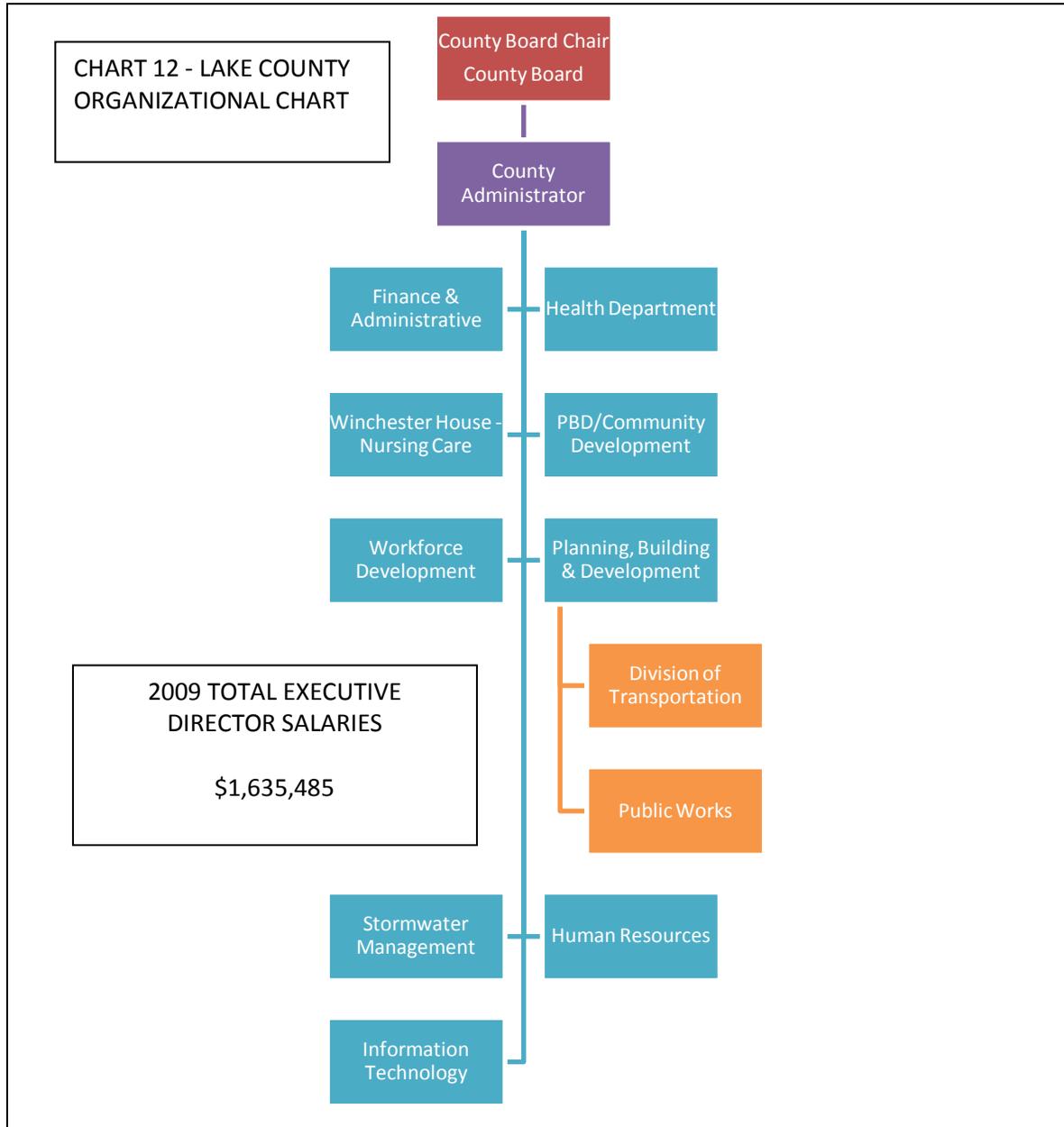
Other comparisons of County functions are noted as follows:

TABLE 11 - COUNTY FUNCTIONS PERFORMED BY DEPARTMENTS

(functions may be performed by other counties but are not separate departments with designated staff or are handled by other officials)

	County Administration	Water Resources Public Works	Emergency Management	GIS	Veterans Commission	Health Facility	911
KANE	0	X	X	X	X	0	X
LAKE	X	X	0	0	0	0	0
MCHENRY	X	0	X	X	0	X	0
WILL	X	0	X	X	X	X	X
DUPAGE	X	X	X	0	0	X	0
KENDALL	X	X	0	0	0	0	0

Organizational charts from neighboring counties are provided below. All have county administrators and a hierarchy with directors under those administrators.



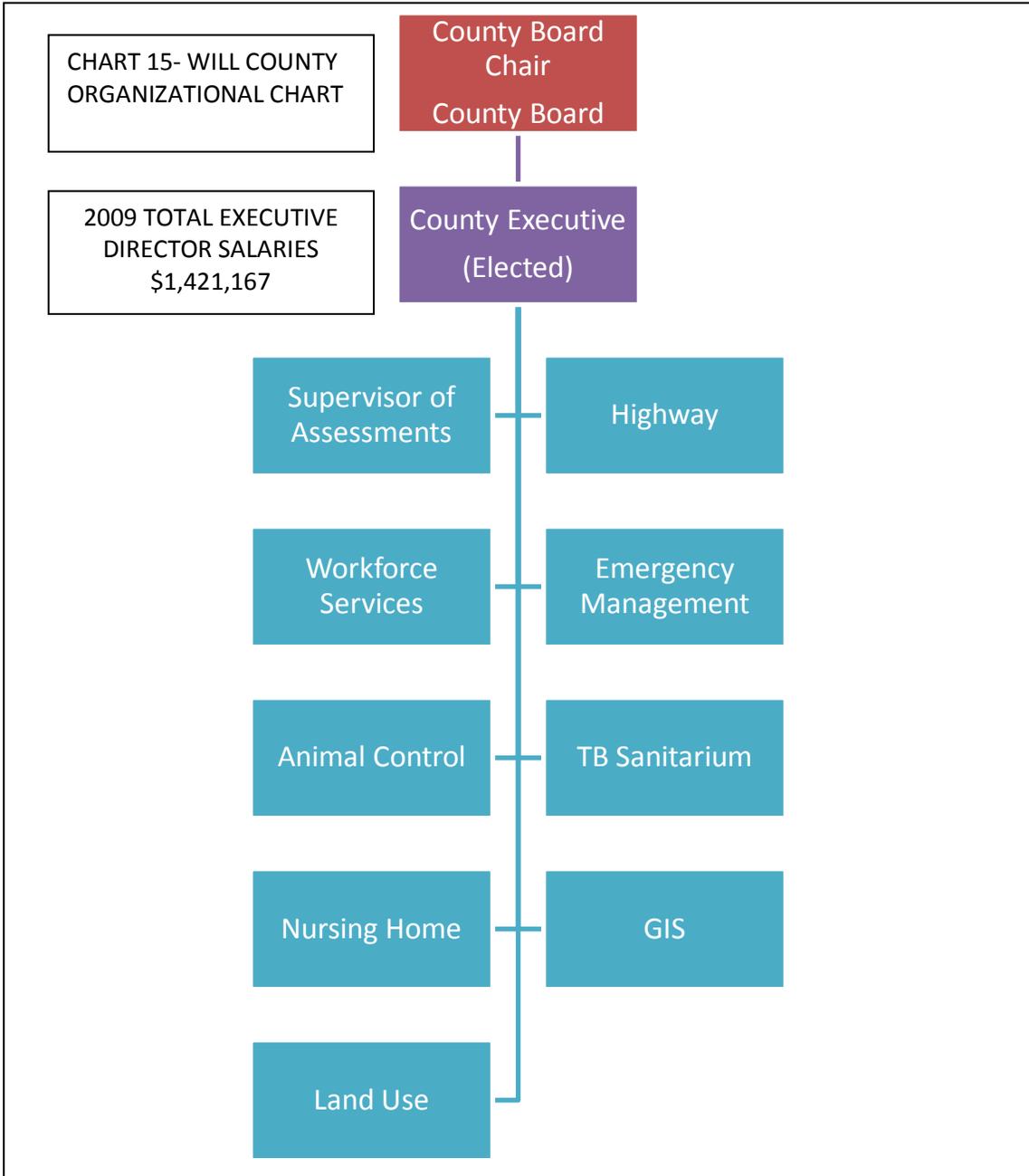
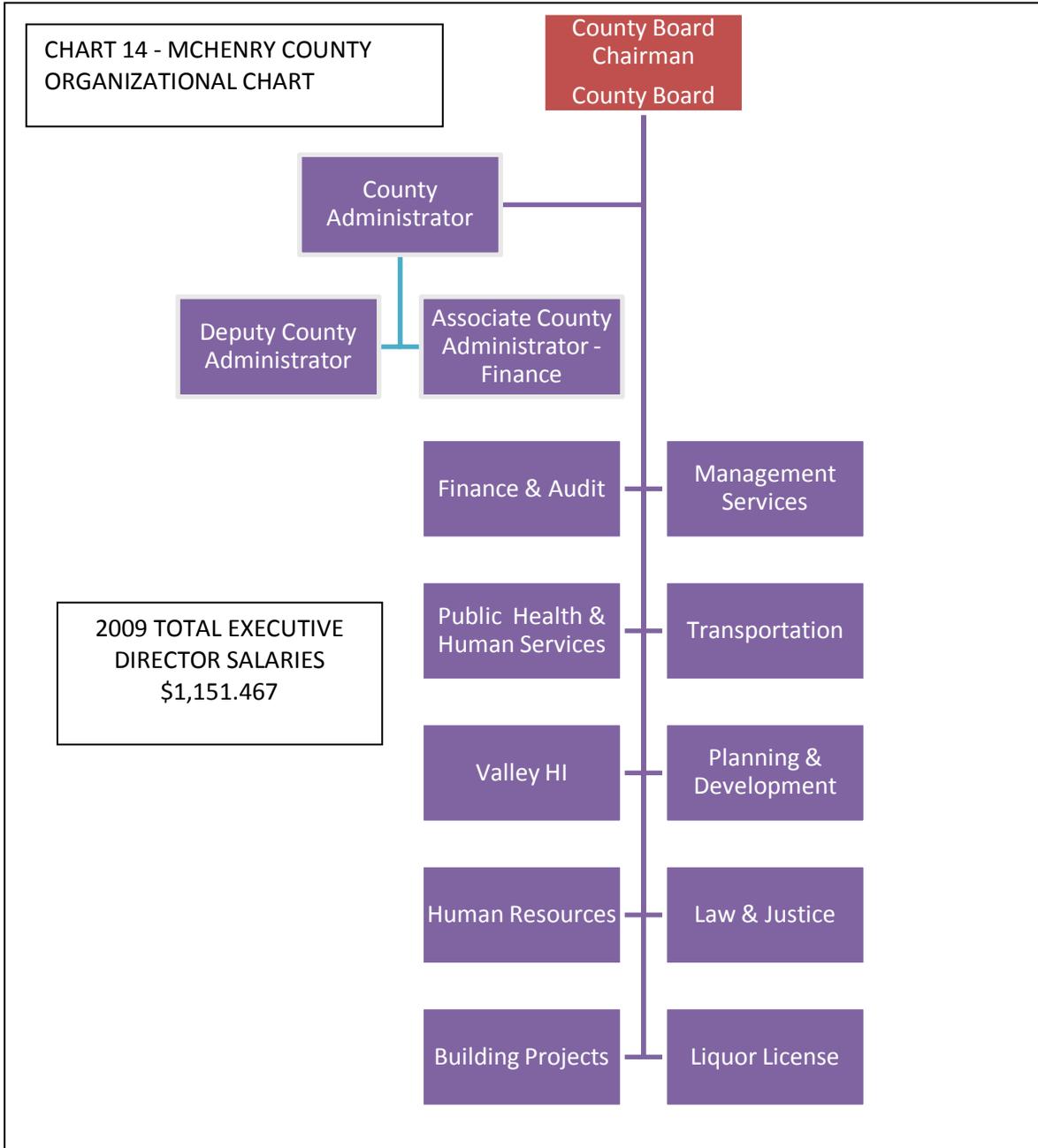
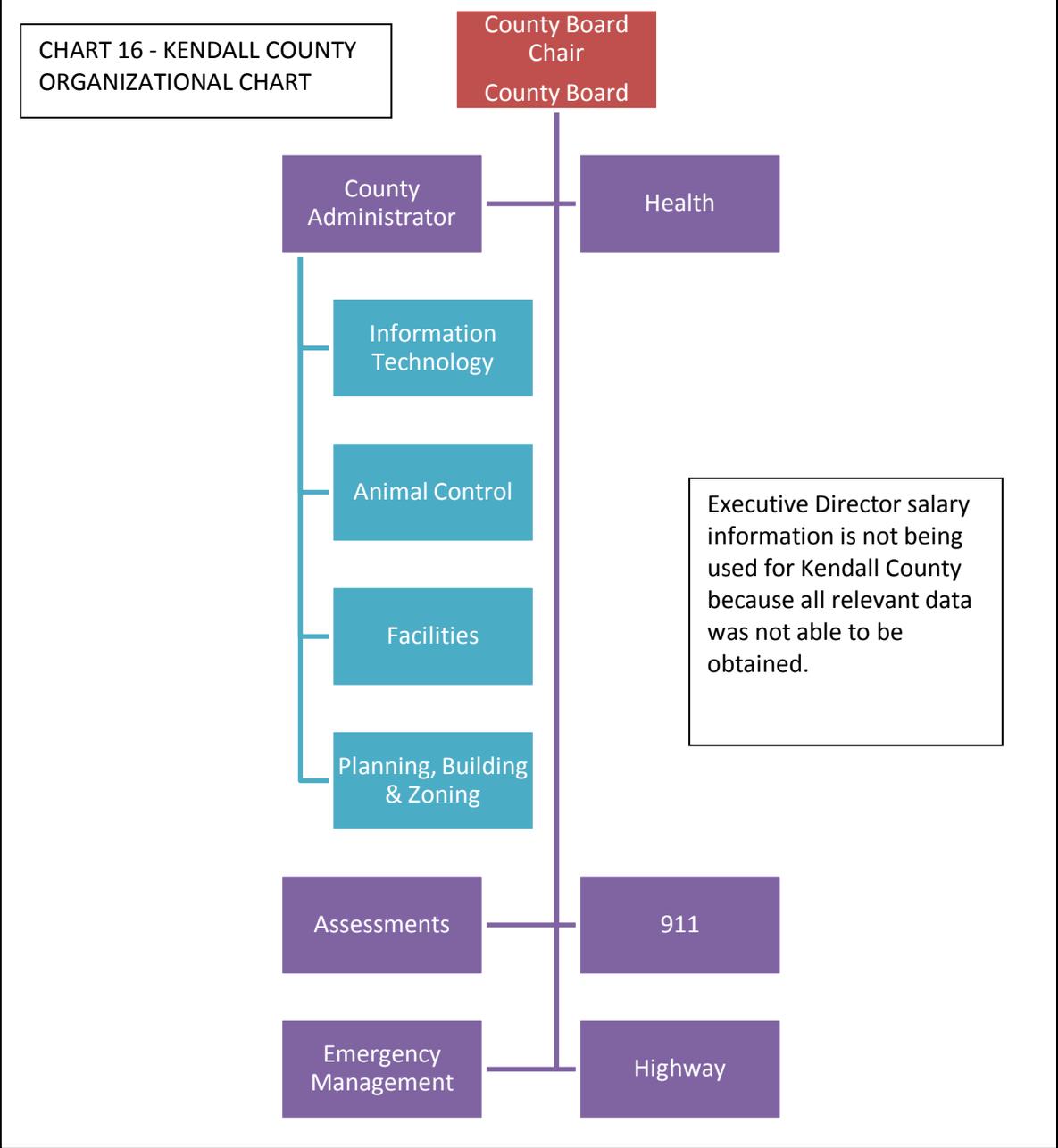


CHART 16 - KENDALL COUNTY ORGANIZATIONAL CHART



Comparison of data to other counties provides some the following information:

TABLE 17 - POPULATION

Ranking - High to Low	Population
DUPAGE	904,161
LAKE	712,453
WILL	668,217
KANE	511,892
MCHENRY	318,641
KENDALL	103,468

TABLE 18 - TOTAL EMPLOYEES

Ranking - High to Low	Employees	Additional County functions not provided in Kane County	Total
LAKE	2,404	Nursing Homes & Health Care Facilities (+238 employees)	2,642
DUPAGE	2,378	Nursing Homes & Health Care Facilities (+123 employees)	2,501
WILL	1,907	Nursing Homes & Health Care Facilities (+271 employees)	2,178
MCHENRY	1,460	Nursing Homes & Health Care Facilities (+106 employees)	1,566
KANE	1,242		1,242

Chart 19 - Employees Per 100 County Residents

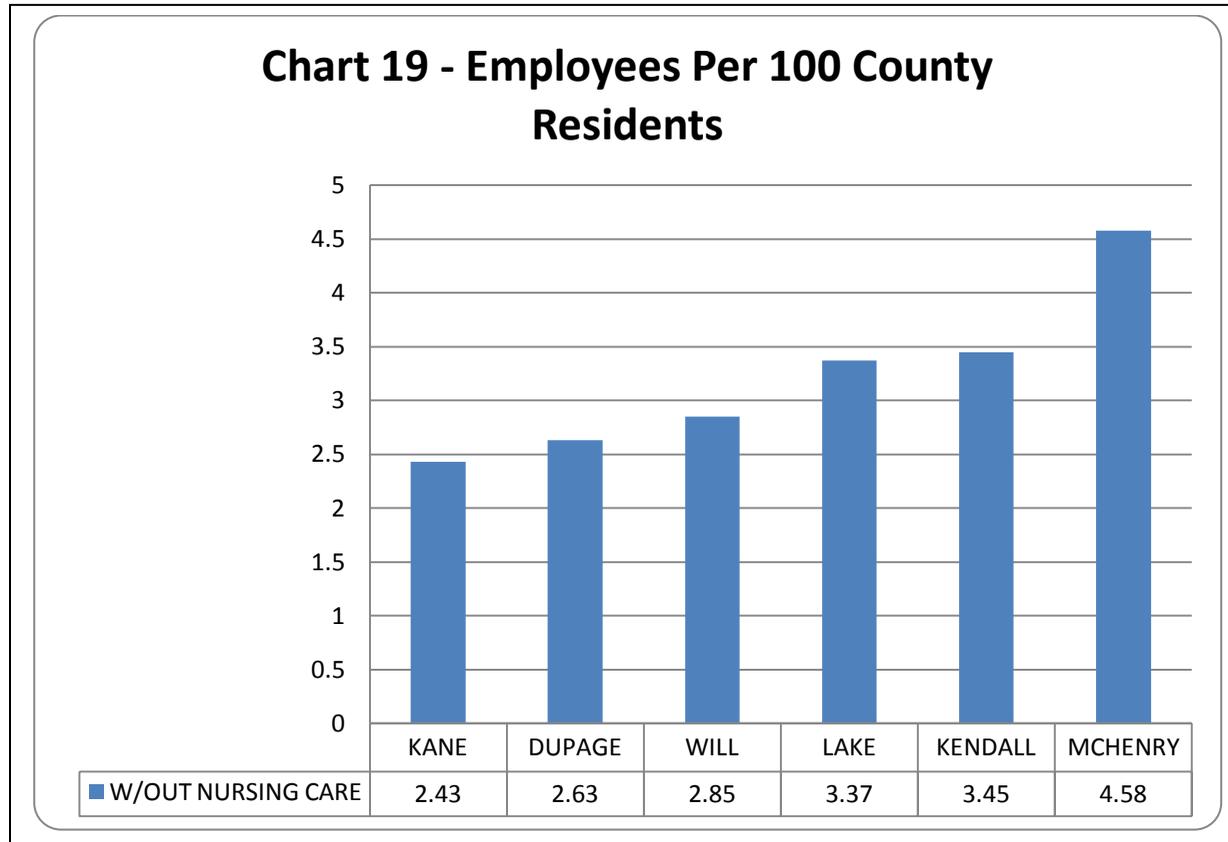


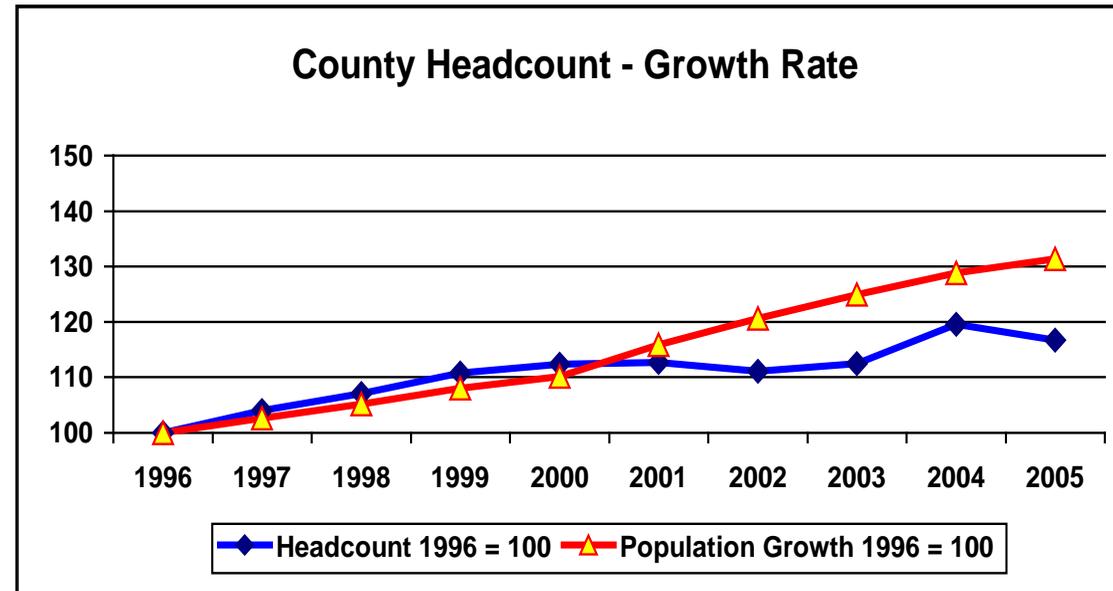
TABLE 20 - EMPLOYEE COUNT

Totals are approximate based on seasonal, temporary, and employees leaving and hired by the County. The decrease can be attributed to the hiring freeze initiated in 2007, the Health Department reduction in force and streamlining and consolidation of functions.

2004	2008	2010
1660	1572	1242

Note the following chart from the 2006 Kane County Strategic Plan:¹²

GRAPH 21 - KANE COUNTY 2006 STRATEGIC PLAN



¹² Kane County, Illinois, Strategic Plan, November 14, 2006, Executive Summary, Page 11.

TABLE 22 - BUDGET - KANE COUNTY

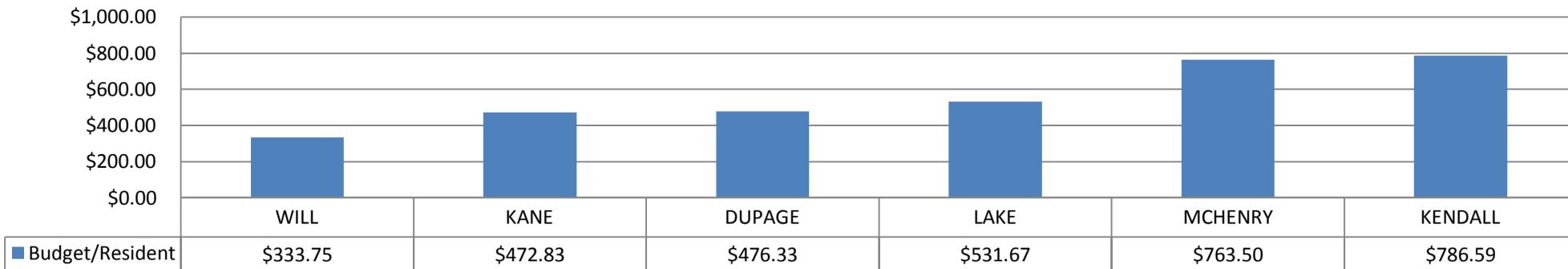
	2005	2008	2010
TOTAL	\$154,852,352	\$274,844,741	\$168,545,128
GENERAL FUND	\$70,594,683	\$81,107,590	\$72,046,690

BUDGET COMPARISONS

Comparing the Kane County budget to neighboring counties, each of the counties has some unique functions not shared by others including nursing and health care facilities and services. Budget comparisons include capital and all fund costs for comparable counties.

TABLE 23 - COUNTY BUDGETS Capital costs are included for each county so that budget comparisons were comparable	2009 Budget - General Fund	2009 Budget - Special Revenue Funds	Total 2009 Budget - All funds
KENDALL	\$22,936,016	\$58,450,759	\$81,386,775
WILL	\$172,159,422	\$50,856,659	\$223,016,081
KANE	\$74,583,040	\$167,456,196	\$242,039,236
MCHENRY	\$81,238,218	\$162,075,357	\$243,313,575
LAKE	\$315,805,577	\$62,984,806	\$378,790,383
DUPAGE	\$175,661,353	\$255,016,732	\$430,678,085

Chart 24 - Total Operating and Capital Cost Budget per County Resident - 2009



Due to significant changes in technology and demand for information coupled with the economic stresses government has been faced with in recent years, public agencies on all levels starting with the federal government have been reviewing their methods of administration. There has been a trend to look at how public service is delivered and an effort made to use that as the basis for government restructuring. Governments are downsizing, using contractors and consultants rather than employees to perform some tasks and to determine which method is most cost effective and better serves the public. The public still demands and requires services and there has been a trend toward performance-driven structures. This structure favors more cooperation among federal agencies, state and local government agencies, public service agencies, and the private sector. The IBM Center for The Business of Government has studied some of these changes and trends and notes that "the organization and its leaders must carefully select the best solution for the organization in terms of structure, systems, and processes."¹³ It is important that in order for government to control costs and provide the highest level of service to the public that government administrators and elected officials be familiar with best practices, trends, and are open to meeting local demands for services and making necessary changes. This can only happen if review of functions is done regularly and changes implemented as needed.

One of the largest issues facing Kane County administration in past years was an administrative hierarchy in need of review and updating to provide better public service and cost savings. Consolidation of departments under executive directors not only provided better efficiency and cost savings, but also provided better department efficiency. Consolidation of information technology functions into one department that serves all Kane County departments and other elected offices has provided for not only significant cost savings but also for better communication and efficiency. By consolidating capital costs in only two departments (Facilities Management and Information Technology) has also provided better financial oversight, management, and planning capability.

Kane County should continue to evaluate its administration services to ensure that the goals and mission of the County can be achieved through its organizational structure while maintaining good fiscal policies.

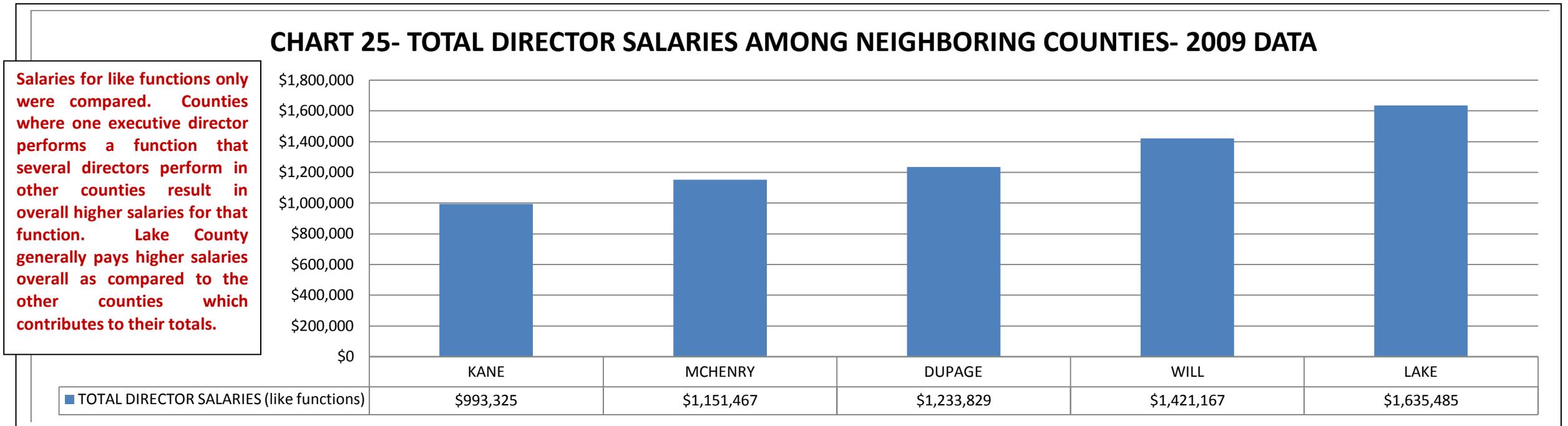
ADMINISTRATION COMPARISONS AMONG COUNTIES

It is impossible to directly compare administration costs, services, and personnel county to county. Recent news reports have provided information comparing Kane County to other counties in the area. It has to be emphasized that there are significant differences in functions, unique hierarchal structures (which is most noted by the lack of an administrator in Kane County, differences in budgeting (capital costs may sometimes be included in department budgets and not included in others), and different County demographics. To directly compare any director's salary or job description to what may appear to be a similar position in another

¹³ "Ten Challenges Facing Public Manager," The IBM Center for the Business of Government, Page 9.

county will produce erroneous conclusions. A simple example of this would be the information technology director position. If you compare the salary of the Kane County Executive Director of Information Technology to the same titled position in DuPage County you would discover very discrepant job descriptions and responsibilities.

Because it is not possible to compare each department director's salary due to the differences in responsibilities of those functions among the counties, we can look at overall totals since counties do perform similar functions. We have eliminated functions that Kane County does not perform (nursing and health care facilities for example) in order to determine how Kane County director salaries compare:

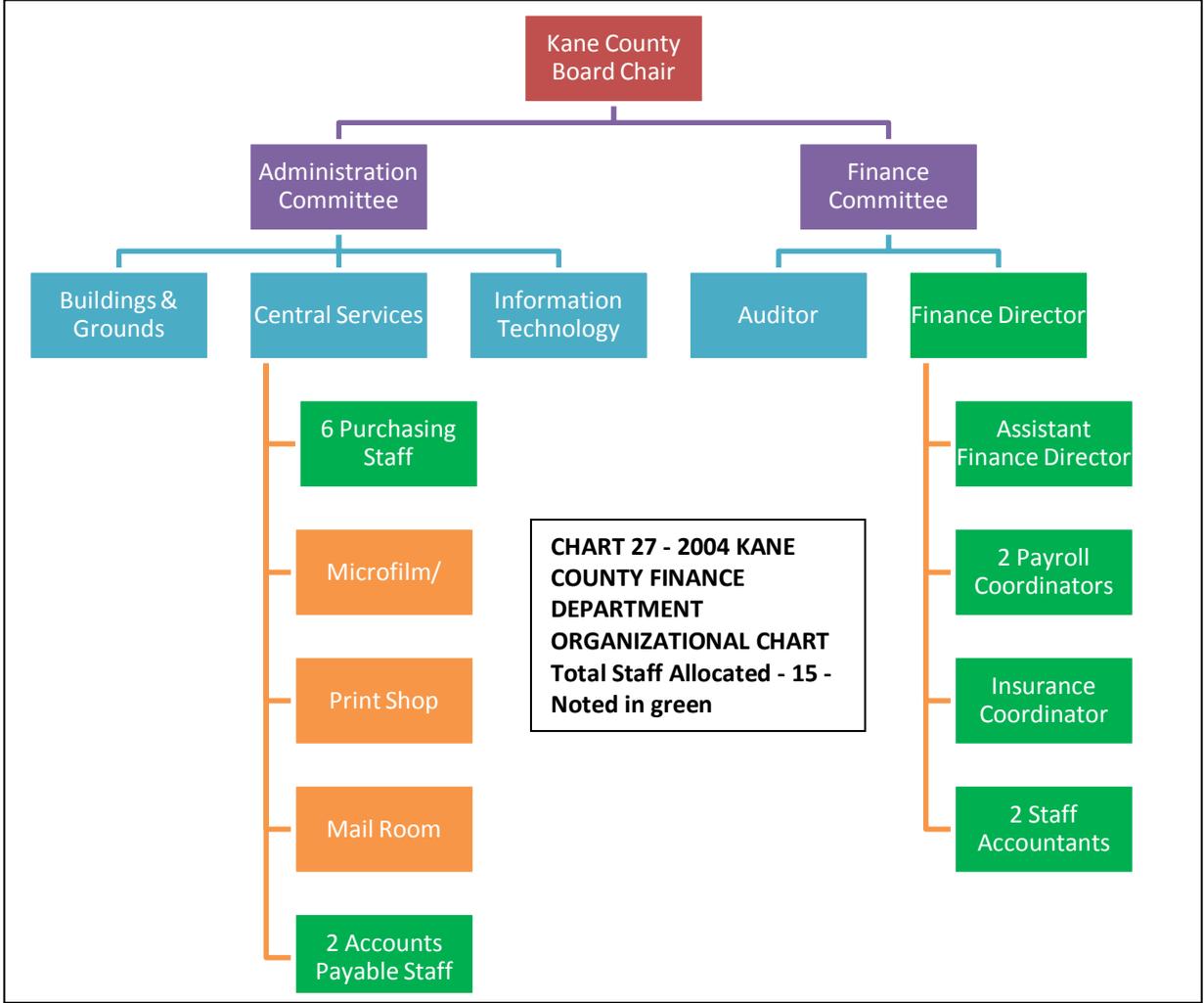
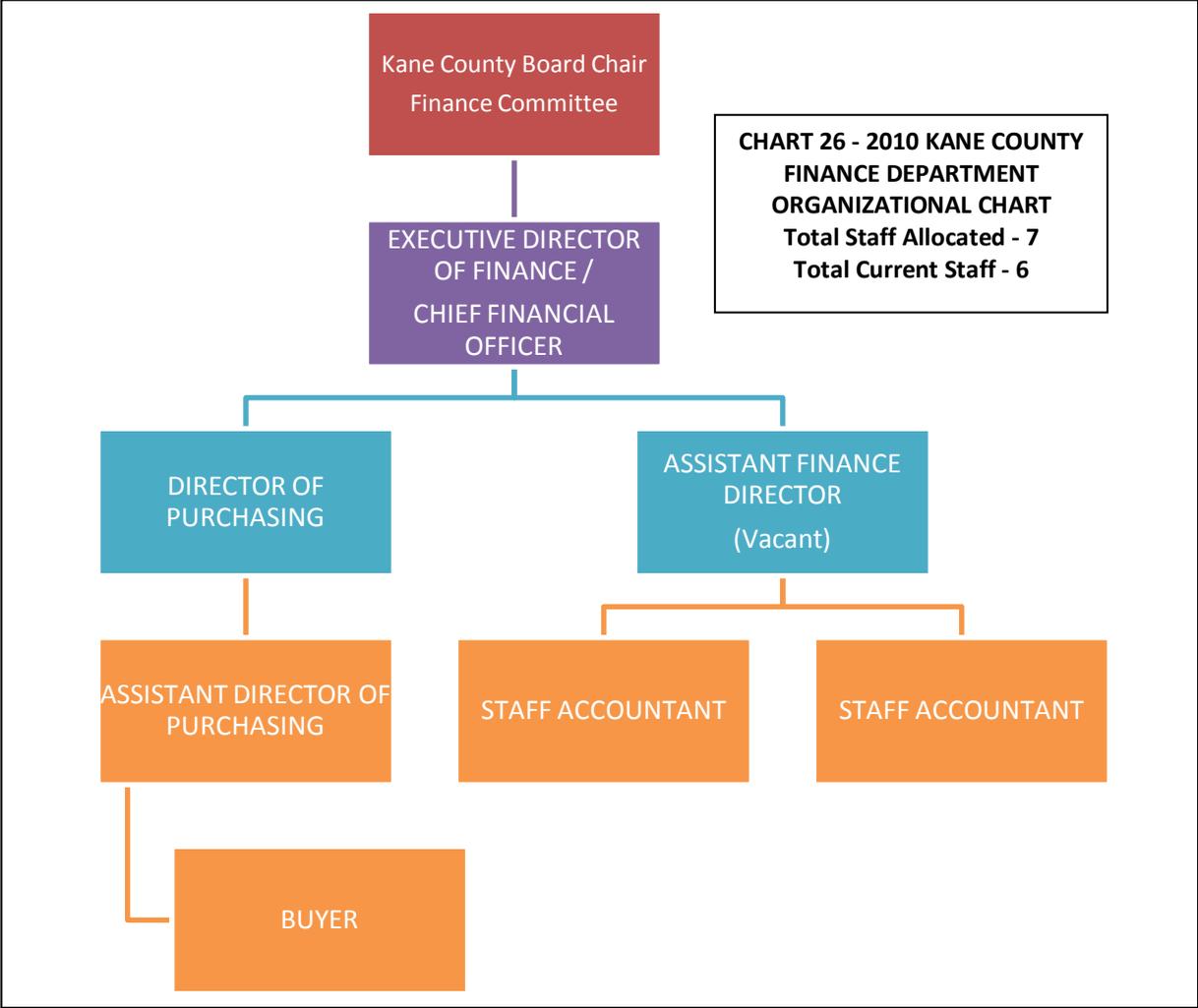


END OF PART 1

PART 2 - SECTION A

FINANCE DEPARTMENT - INTRODUCTION

The position of Executive Director of Finance - Chief Financial Officer was created in 2004 by Chairman McConnaughay. Cheryl Pattelli was hired to fill that role after previously working for the County as a Finance Director and returning as Executive Director in 2005. When Pattelli left the County, payroll functions were taken over by the Human Resources Department, and they are still being handled by Human Resources. The most significant change to occur in the Finance Department is responsibility over the Purchasing Department which was previously handled by a stand-alone department under Central Services. Accounts Payable and three positions were eliminated, and the Purchasing Department was downsized.



JOB DESCRIPTION - EXECUTIVE DIRECTOR OF FINANCE

- Develops, implements, and administers financial management components including financial reporting, accounting, bill payment, cost reporting and annual budgeting related to County resources as well as grants.
- Prepares tax levies and ordinances.
- Administers long-term debt financing and all related annual compliance.
- Works with outside auditors on the annual financial audit and the preparation of the County's Comprehensive Annual Financial Report (CAFR)
- Works with County Board, elected officials, and department heads in the preparation of the County budget.
- Develops reports and other informational documentation to explain and/or justify the annual budget.
- Prepares County budget document.
- Provides County Board with explanation of financial issues such as long term planning, decisions, and debt service.
- Monitors expenditures and revenue to identify trends or developments that will impact operations.
- Functions as a member of the County's management team to resolve issues and implement plans of action.
- Maintains current knowledge of legislation and financial trends that may impact the County.
- Maintains a working relationship with all elected officials and department heads.
- Oversees the operation of the Purchasing Department through subordinate staff (Director of Purchasing).
- Directs all aspects of purchasing with other County departments.
- Supervises the work of subordinate director and staff.
- Hires, directs, evaluates, promotes, disciplines and adjusts grievances, or effectively recommends such action for personnel assigned to staff.
- Implements and maintains financial accounting software system for the County's financial operations.
- Trains and retrains various departments and elected officials on the financial accounting software system, including any new software updates.
- Assists all elected officials and department heads with financial-related information and resolutions needed to take to the Board for vote.
- Assists during union negotiations, particularly in report preparation and financial analysis.
- Advises bond rating agencies on the financial condition and financial management of the County, especially during new bond issues when the agencies determine the County's bond rating.
- Responsible for creating and maintaining all necessary systems and procedures which may be required to control, through planning, evaluating and reporting, the financial affairs of the County.
- Supervises the financial/budgetary administration of all County departments for which the County Board is responsible.

- Cooperates with elected officials in order to facilitate effective budget planning and execution.
- Reviews monthly reports prior to distribution.
- Reconciles cash balances with the Treasurer's records for all finds and prepares required monthly journal entries.
- Prepares monthly cash and budget forecasts.
- Approves cash transfers between and within funds, and initiates the appropriate County resolutions.
- Sets up accounting system and procedures for newly-established funds and initiates the appropriate County resolutions.
- Performs such other special projects as may be assigned by the Executive Committee or the County Board Chair.

ACCOMPLISHMENTS:

- Kane County has consistently been awarded the Government Finance Office's "Achievement of Excellence in Financial Reporting" for the Consolidated Annual Financial Report for the twelve consecutive years.
- Recently secured Aa1 (Moody's) and AA+ (Standard & Poors) bond ratings. These ratings have been upgraded twice during Pattelli's tenure, and both agencies list the financial management of the County as one of the reasons for the upgrade which reflects directly on Pattelli's performance.
- As Executive Director Pattelli has redesigned her staff to right-size the Finance Department partly through software efficiency. Three full-time positions in Finance, three full-time positions in Accounts Payable, and one full-time position in Purchasing have been eliminated.
- Pattelli developed the County's first set of financial policies which has received commendation by both outside rating agencies and other counties.
- Pattelli was instrumental in the implementation of the County's new financial and human resource management system, New World, which was operational on time and under budget. No outside consultants were used during the process and all County departments and offices were involved in the selection and implementation process, which is no small feat considering the size of the Finance Department.
- During Pattelli's tenure, a justification based budget process has been implemented to obtain budgetary control resulting in control of spending and fiscal management. In addition, the County's General Fund balance has increased from an inadequate one-month reserve to an acceptable three to six month operating reserve.
- The County's budget document has become more comprehensive and professional during Pattelli's tenure and Pattelli continues to enhance that document to make it a useful tool by which to budget and measure performance.
- Pattelli has conducted several revenue studies to discover areas which current revenues could be increased and new sources of revenue created.
- \$128 million in General Obligation Bonds and debt certificates have been issued during Pattelli's tenure for County transportation, capital improvement, and building projects which her office oversees. In addition, she has been instrumental in refunding four bond issues that has saved the County over \$3.3 million in cash flow savings.

- Pattelli has taken on management of the County's Purchasing Department and has worked closely with Purchasing Director Chris Rossman. It should be noted that prior to 2008, the Purchasing Department only handled procurements over the \$15,000 bidding threshold. In addition needed changes relating to the bid process have been implemented. Preparing proper bid specifications has been one of the Purchasing Department's most measureable achievements. Furthermore, by implementing a better and more comprehensive competitive bid program, the County has saved \$865,328 since 2008. The Purchasing Department now assists all County departments and elected offices with small purchases and solicits countywide bids for items that are common to everyone and also for auto parts for KDOT and the Sheriff.

DIRECTOR QUALIFICATIONS AND COMPENSATION

In Kane County, the Executive Director of the Finance Department is expected to have an MBA with an emphasis in Financial Management, a Bachelor's degree in Accounting, Finance, or related field, have a CPA designation, and have ten years experience in financial management including seven in a management level position, preferably in government. Pattelli meets these qualifications.

TABLE 28 - SALARY HISTORY OF THE EXECUTIVE DIRECTOR POSITION - FINANCE

DATE	SALARY	NOTES
DECEMBER 2004		Chief Financial Officer Position Established*
DECEMBER 2005	\$108,000	
DECEMBER 2006	\$114,500	
DECEMBER 2007	\$126,190	
DECEMBER 2008	\$126,190	SALARY FREEZE IN EFFECT
DECEMBER 2009	\$126,190	SALARY FREEZE IN EFFECT
DECEMBER 2010	\$126,190	SALARY FREEZE IN EFFECT

3-STEP COMPENSATION PLAN

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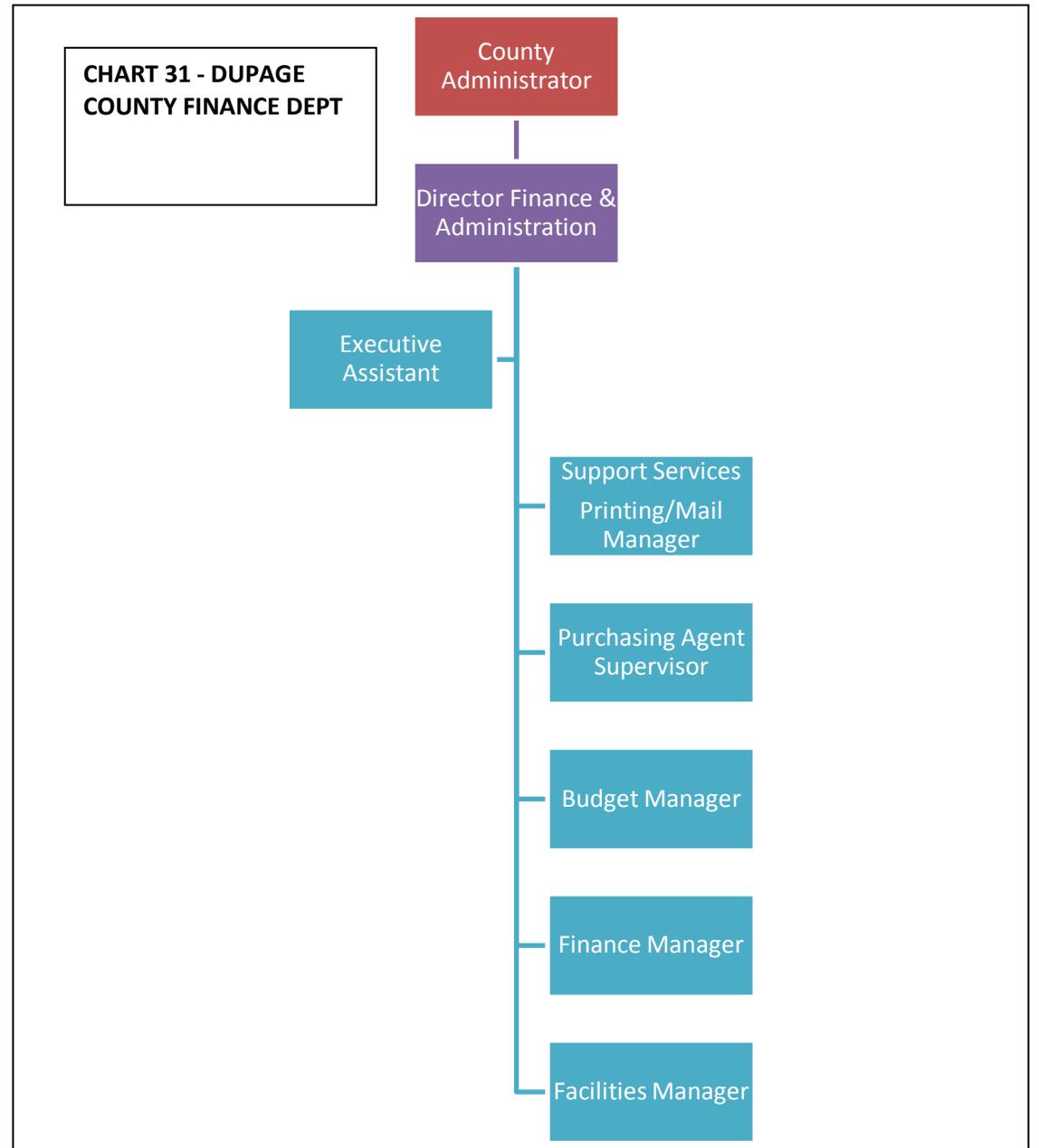
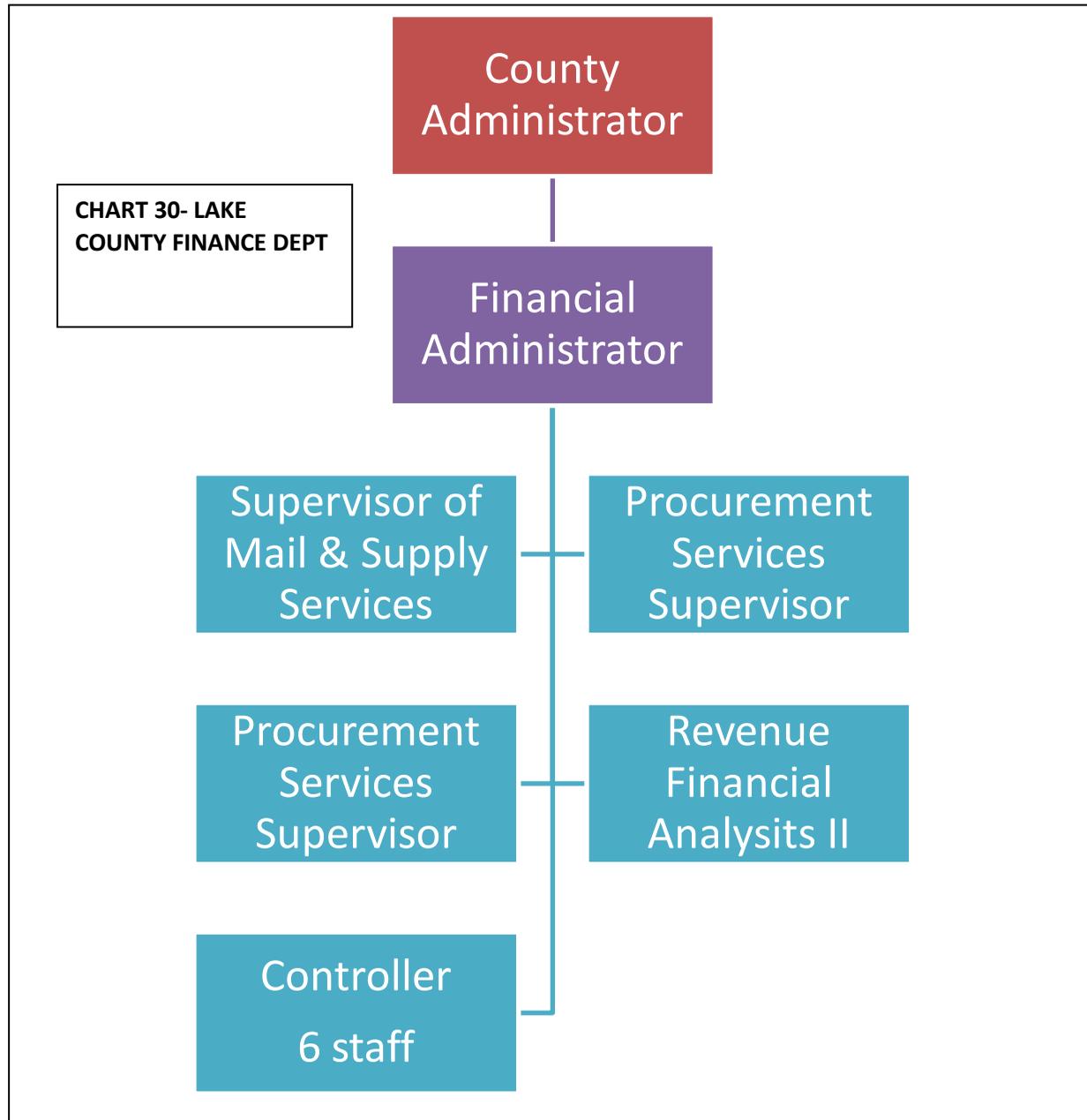
* Public posting and acceptance of applications for open position. Cheryl Pattelli hired in 2005. Pattelli left Kane County employment in 2004 and came back in 2005 at a salary of \$100,000 under a performance compensation plan as noted above.

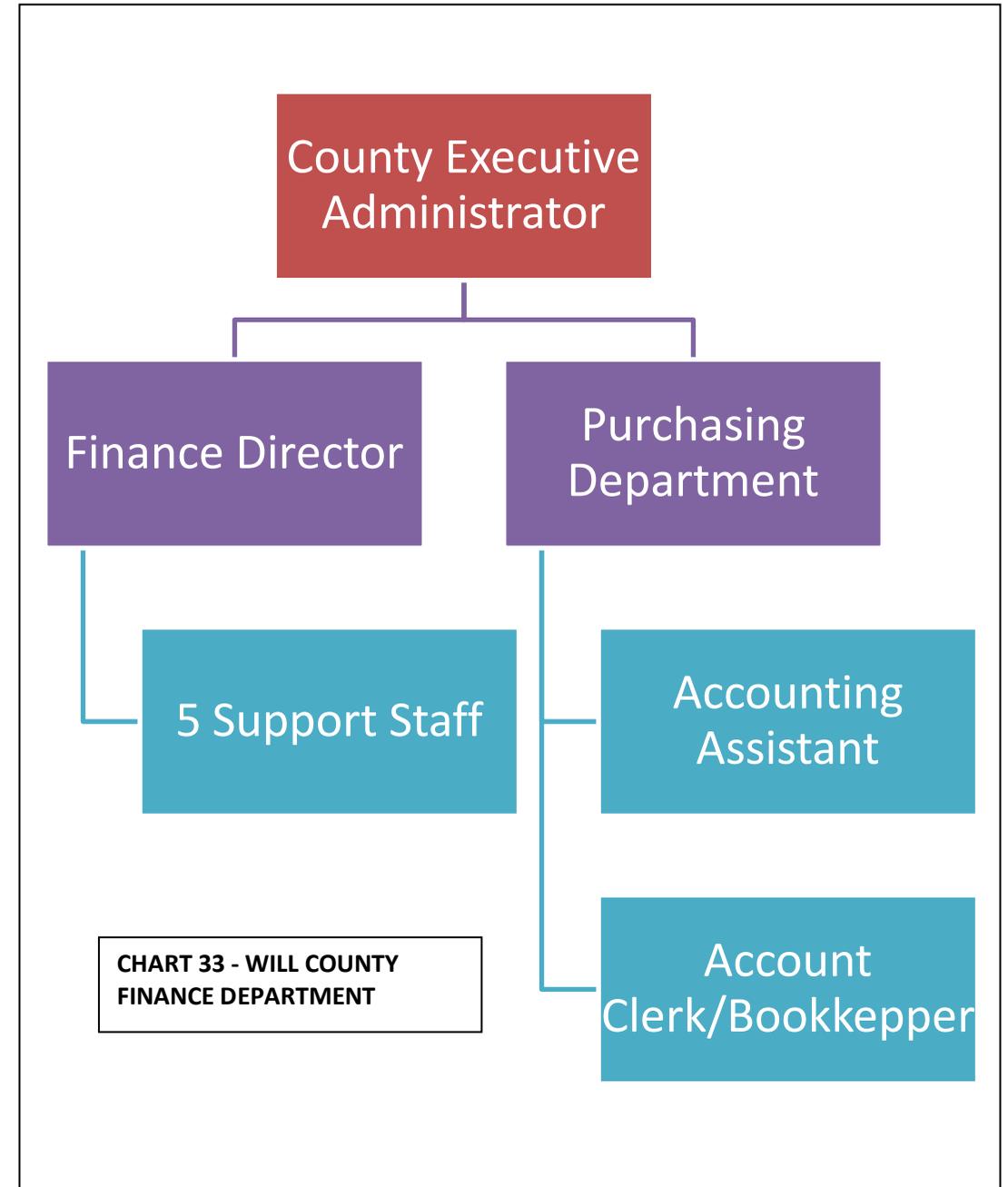
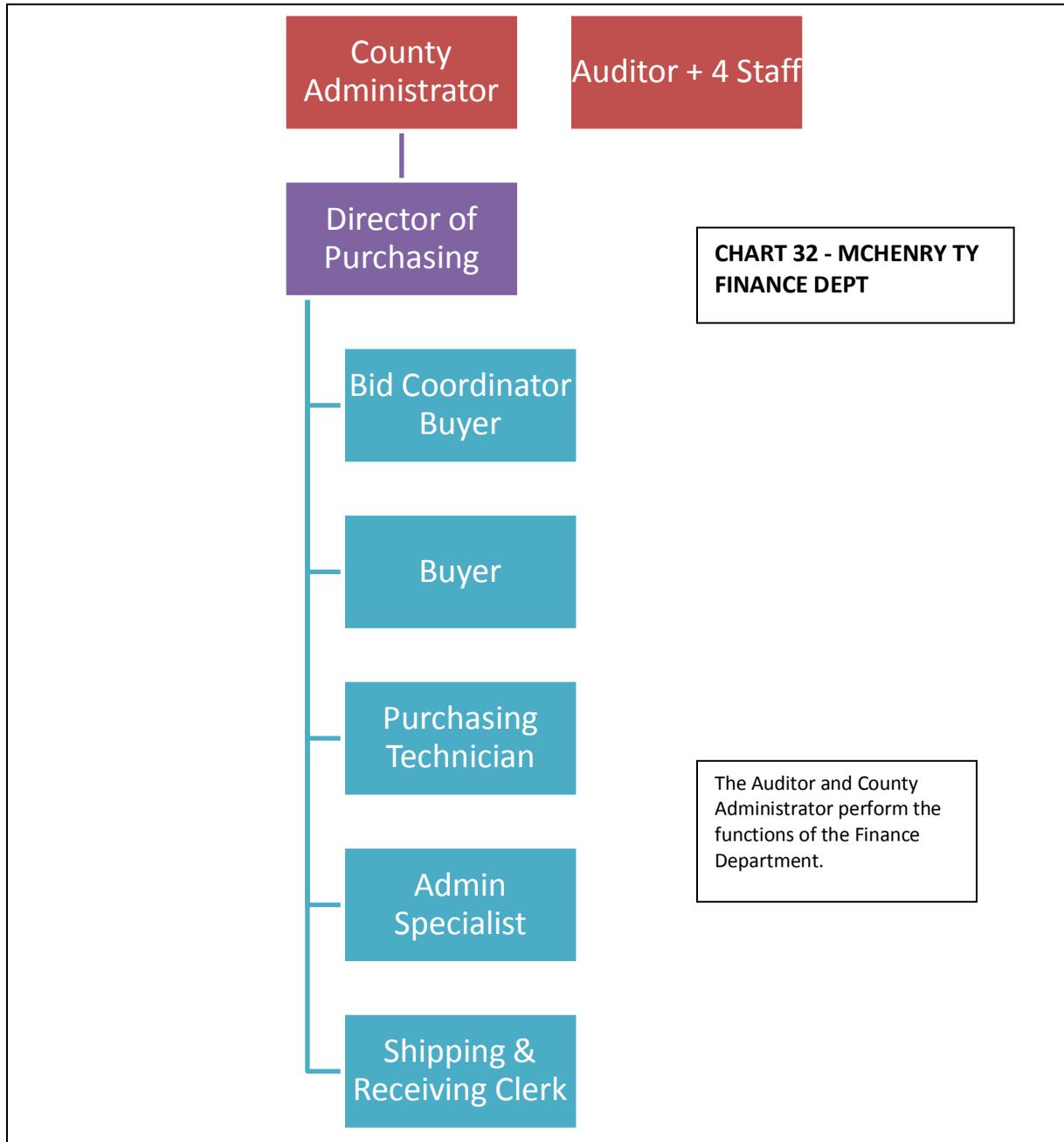
TABLE 29- COMPARISON OF OTHER COUNTY FINANCE DEPARTMENTS

	DUPAGE	KANE	LAKE (Finance & Administrative Services)	MCHENRY (County Administrator & County Auditor)	WILL
RESPONSIBILITIES	Revenue Expenses Accounts Payable - Centralized Purchasing Grant/Fiscal Reporting CAFR 1099 Processing	Financial Reporting Accounts Payable Purchasing Grant/Fiscal Reporting CAFR 1099 Processing Budget Fixed Assets Journal Entry Bond Issuance	Financial Reporting Accounts Payable- Decentralized CAFR 1099 Processing Budget Fixed Assets Journal Entry	Financial Reporting (AUD) CAFR (AUD) 1099 Processing (AUD) Budget (ADMIN) Fixed Assets (AUD) Journal Entry (AUD) State Statutes (AUD) Internal Audit (AUD) Risk Management (ADMIN) Grant Coordination (ADMIN) Payroll (ADMIN)	Accounts Payable- Decentralized CAFR Budget Fixed Assets Journal Entry

- ✓ Job qualifications are generally the same with minor differences for finance directors.
- ✓ McHenry County does not have a finance director. Those functions are performed by the county administrator and the auditor.
- ✓ Two of the five counties have purchasing departments that are not part of the finance department.
- ✓ Kane County does not have a county administrator who carries most of the responsibility for the budget
- ✓ The Kane County Finance Department has the responsibility for budget performance throughout the years for departments and offices and is responsible for monitoring and administering that throughout the year requires coordination with elected officials, department executive directors, County Board committees, and the County Board Chair

OTHER COUNTY FINANCE DEPARTMENT ORGANIZATIONAL CHARTS





SALARY COMPARISONS

An attempt was made to compare the Kane County Executive Director of Finance's salary and department salary costs to other counties. There are several variables that would produce false results because similar data cannot be compared. However, some of the differences can be reviewed.

1. Overall the Kane County Finance Department does have significantly lower personnel and personnel-related costs than in the other counties reviewed. This is reflected in the fact that if we use budget percentile as a comparison, the Kane County Finance Department is in the 7% percentile as compared to the budget/population range of 16%.

2. The Kane County Executive Director of Finance has a significant amount of responsibility and oversight compared to all of the other directors. This is primarily due to the lack of a county administrator who, in most cases, has a considerable amount of responsibility for the county budget, as well as the absence of an associate director of finance. In Will County, the Finance Director's has much less responsibility than the Kane County Executive Director of Finance. In McHenry County, primary responsibility for finance is handled by the county administrator, and the associate county administrator's salary is reflected in the chart below as having responsibility for the some of the finance functions of the county. The Kane County Executive Director of Finance also has more responsibility for financial functions than the DuPage and Lake County finance directors whose salaries are higher.

TABLE 34	EXECUTIVE DIRECTOR SALARY
KANE	\$126,190
DUPAGE	\$162,800
LAKE	\$153,200
WILL	\$100,000
MCHENRY	\$117,400

3. In private industry, salaries for CFO's and finance directors are most closely related to the amount of funds they manage. According to CFO Magazine, "company size is, of course, a major determinant in overall compensation."¹⁴ There is some correlation in government as well, and if that is the case, the executive director's

¹⁴ "Things are Looking Up," S.L. Mintz, CFO Magazine, November 1, 2008.

salaries should be in line with their budgets. We discover that in Kane County the Executive Director's Salary is not excessive in view of the amount of oversight required in Kane County.

4. Integration of a new financial software system has greatly improved the efficiency and reporting capability of the Finance Department. This new system has allowed for better monitoring of funds, allows reports to be produced on demand saving time and staff costs.

NOTES AND CONCLUSIONS

The Kane County Executive Director of Finance has more direct oversight and administrative responsibility than finance directors in neighboring counties, and probably in most counties in Illinois seeing that Kane has no county administrator, no associate director of finance and a very small staff. It does evidence the fact that this department runs extremely efficiently and in fact has been greatly aided by implementation of the new financial software system. However, this does not mean that an increase in personnel is not warranted. In the absence of an Assistant Director, there is no one who could directly step in to fill the Executive Director position. Due to the current financial constraints placed upon government agencies, the County is not currently in a position to add personnel. However, this issue should be reviewed annually. The Executive Director's salary is definitely within the low normal range for the level of responsibility and oversight required by the position.

SECTION B
INFORMATION TECHNOLOGY DEPARTMENT - INTRODUCTION

The Information Technology Department has taken on additional responsibility since 2004. Functions that have been integrated into the IT Department include GIS, print shop, and microfilm. In addition, the IT Department now supports almost all departments and elected offices in the County and performs several additional functions such as radio communication, 911, mobile computer support for the Sheriff, electronic security functions at the jail, and software support for various functions for the Circuit Clerk including JANO, and responsibility for electronic voting equipment. The Information Technology Department is also only one of two County departments that maintain a capital budget. Among the Kane County collar counties, Kane has the only IT department that maintains a significant number of systems.

Kane County has a reputation for having one of the best IT departments in northern Illinois. In today's environment technology is changing very quickly and functions that were once done by others are now being done by IT (such as security systems, entry systems, communication and public information). As one can observe by viewing the organizational chart below, IT functions have grown more complex throughout the years and continue to evolve.

Roger Fahnestock is the Executive Director of the IT Department and has been instrumental in consolidation and support efforts. The IT Department staff has not increased proportionately to the number of additional functions it has undertaken, and this reflects the notion that consolidation of services reduces costs. In 2004, the Kane County IT department budgeted for 23 personnel and in 2010 budgeted for 36 personnel which reflect additional department/office functions. Some IT personnel are not reflected this total because individual departments or other elected offices maintain additional IT staff who work directly with the County IT department most notably in the Sheriff's Office where there are an additional 12 personnel.

In addition to more department office support, the Executive Director of Information Technology also adapted hiring practices to employ more qualified staff with multiple areas of expertise the result being the need for fewer personnel to handle the tasks and workload.

CHART 35 - 2010 KANE COUNTY INFORMATION TECHNOLOGY DEPT ORGANIZATIONAL CHART

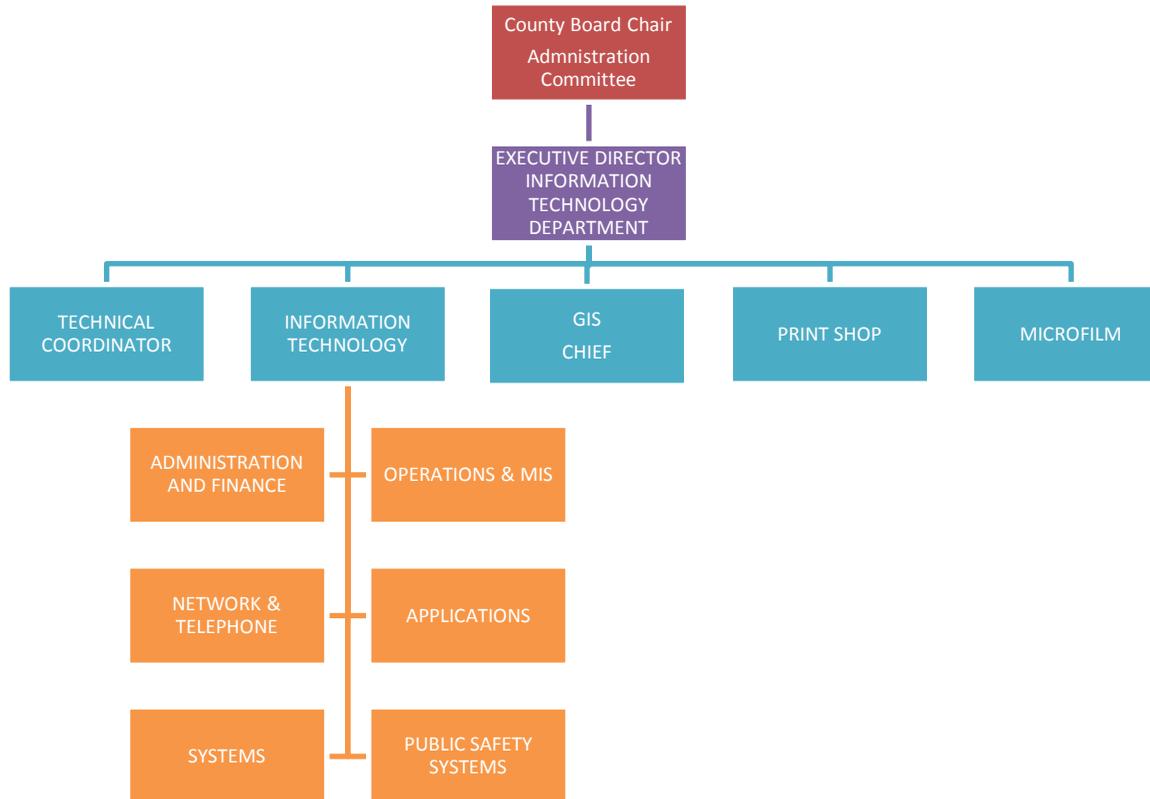
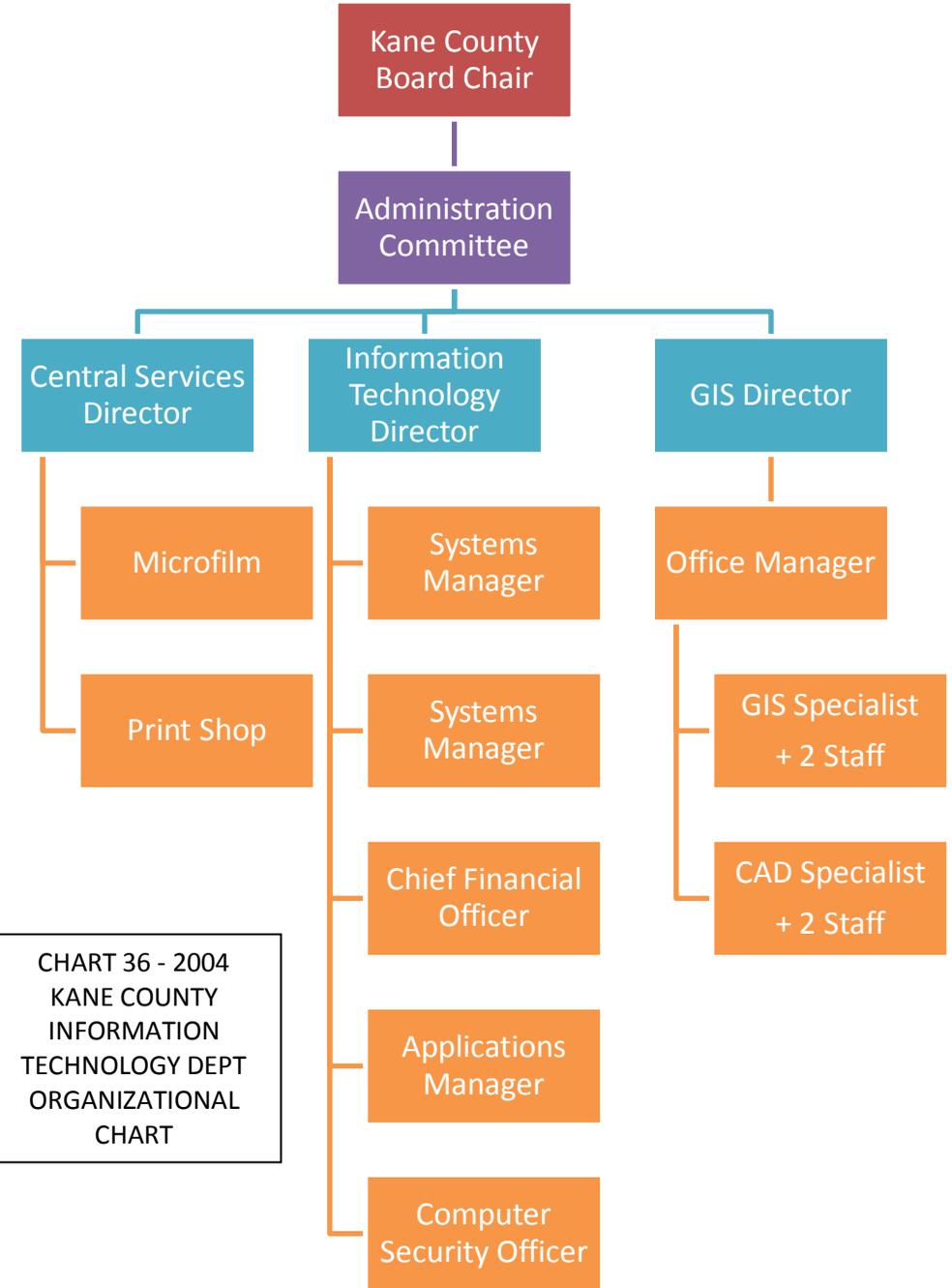


CHART 36 - 2004 KANE COUNTY INFORMATION TECHNOLOGY DEPT ORGANIZATIONAL CHART



JOB DESCRIPTION - EXECUTIVE DIRECTOR OF INFORMATION TECHNOLOGY

- Establishes department goals, objectives and operating procedures
- Oversees and develops department fiscal budget, monitors budget, and performs project accounting
- Provides overall planning, organization, management, leadership, and communication of IT-related strategic initiatives
- Identifies opportunities for the appropriate and cost effective investment of financial resources in technology
- Provides strategic and tactical planning, development, evaluation, and coordination of information and technology systems
- Approves, prioritizes, and controls IT projects and project portfolios
- Develops business case justifications and cost-benefit analysis of spending and initiatives for IT functions
- Facilitates communication between staff, management, vendors, and other technology resources within the organization
- Oversees negotiations with vendors, contractors, agencies, offices, and departments related to IT functions
- Responsible for the management of multiple countywide information and communication systems and projects, including voice, telephone systems, radio systems, wireless technology, message services, data network systems, application development, databases, server systems, storage systems, desktops, imaging, printing, multi-media, web services, video, mobile communications, cellular services, structured cabling, electrical systems, emergency power, fiber optics, security systems, firewalls, technical training, and office automation
- Designs, implements, and evaluates the systems that support end users in the productive use of computer hardware and software
- Oversees and evaluates system security and back procedures including disaster recovery plans
- Ensures system operation and adherence to applicable laws and regulations
- Supervises recruitment, development, retention, and organization of staff in accordance with objectives and policies
- Oversees the additional existing divisions: Printing, Copy Center, Microfilm, Imaging and Scanning, Geographical Information Systems, Technical training for County offices and departments, and Public Safety Systems for the Sheriff's Office.

In addition, there are several items of note that provide a good overview of what the Executive Director of Information Technology has accomplished. The County can be proud of its technology capability which functions at a very high level and which has been a resource to other government agencies in the county including the municipalities. The County's commitment to maintaining up-to-date technology within its budget can be commended specifically noting that over a period of 5 years, the department budget is down 13.3%. Following is a list of the most recent accomplishments of the Executive Director of the Information Technology Department:

- Sheriff's Public Safety System - 95% complete including records, mobile, field based reporting, computer aided dispatch, GIS map base, and data conversion

- Replacement of Wide Area Network routers in Elgin and Aurora
- Replacement of Core Fiber Network with 10 gigabit architecture
- Replacement of 600 desktop computers for the County Board, Coroner, Development Department, Information Technology Department, Health Department, Environmental Management Department, Treasurer, Division of Transportation, Veterans Administration, Animal Control, Court Services, and State's Attorney's Office
- Replacement of Virtual Server Environment including maintenance of virtual cluster servicing over 300 servers and desktops, replacement of Distribution Network Layer with 10 gigabit switches, and 6 virtual servers in a cluster managing over 90%+ of the County's server infrastructure
- Expansion of Storage Area Network Environment including NetApp 3170 with 28 terabytes of storage, NetApp Storage shelves for Judiciary 28 terabytes, Maintain 174 terabytes of existing storage, and upgrade SAN infrastructure from 1 gigabit to 10 gigabit infrastructure
- Relocation of KaneComm, Kane County's Emergency 911 Center including building design, power design and implementation, HVAC design, radio infrastructure design and relocation, network and telephone design and relocation, mobile message server implementation, supporting services design and implementation, move of services and equipment to new location
- Upgrade Internet Cooperative from 45 megabit to 500 megabit for inter-governmental cooperative with City of Geneva, Kane County offices and departments, Kane County Forest Preserve, Geneva School District, Batavia School District, St. Charles School District, Burlington School District, Geneva Township - all agencies connected via fiber or wireless
- Extension of network and telephone services to Ice Arena including relocation of Forest Preserve District Offices and Forest Preserve Police Department
- Extension of network and telephone services to new Aurora Branch Court including relocation of County offices to new branch court
- Implementation of new network and telephone services for old Forest Preserve offices
- Project services for Kane county website redesign including E-Newsletter, GovDelivery, document libraries, FOIA, and financial transparency
- Redesign of Kane County Forest Preserve website
- Redesign of KDOT website
- Implementation of RAMSAN memory based storage for tax system performance requirements and reduced tax extension and bank reconciliation time on tax system
- Project services for Judicial Center Technology Planning
- Kane County Fiber Project - Fiber Optic Network Design for Orchard Road, Randall Rd., Fabyan Parkway, and Kirk Road
- Imaging and scanning implementation for Xerox DocuShare
- Serviced over 13,000 HelpDesk Requests for support
- Developed Juvenile Court Services Application
- Upgraded anti-virus server and application for over 1,600 systems

- Implemented email archiving solution for County departments
- Maintained approximately 1,400 desktops/laptops and over 200 printers
- Maintained 1,400 plus phones and voicemail boxes
- Maintained phone and mobile contracts, re-bid services and secured contracts through Purchasing Department with savings of \$20,000
- Absorbed responsibility for main county information phone number from Circuit Court Clerk
- Studied and raised GIS fee for recorded documents to balance revenue with expenditures and equalize fees with surrounding counties
- Chairman of the Kane County Emergency Telephone Systems Board
- Panelist for Chief Information Officers regional conference - Cyber Security with State of Illinois

In Kane County, the Executive Director of the Information Technology Department is expected to have a Bachelor's Degree in Computer Science, Business or Public Administration and an MBA or MPA or equivalent experience with ten years experience in an Information Technology environment, five years experience as Director of Technology or Executive Director in state and/or local government, experience as a technical supervisor of middle management including organizing, prioritizing and scheduling work assignments, experience as a manager of multiple technology projects of varying degree of complexity, and demonstration of knowledge of general accounting practices and procurement and purchasing processes and have skill in developing and maintaining procedures, formulating policy, and developing and implementing new strategies.

TABLE 37 - SALARY HISTORY OF THE EXECUTIVE DIRECTOR POSITION - INFORMATION TECHNOLOGY

3 Step Compensation Plan

DATE	SALARY	NOTES
DECEMBER 2004	\$97,500	Department Head Salary - Executive Director Position Established
DECEMBER 2005	\$117,000	Fahnestock promoted to Executive Director
DECEMBER 2006	\$124,000	
DECEMBER 2007	\$132,828	
DECEMBER 2008	\$132,828	SALARY FREEZE IN EFFECT
DECEMBER 2009	\$132,828	SALARY FREEZE IN EFFECT
DECEMBER 2010	\$132,828	SALARY FREEZE IN EFFECT

**COMPARISON OF OTHER
COUNTY INFORMATION
TECHNOLOGY DEPARTMENTS**

**The functions that
information technology
departments perform and
the county departments and
offices they support vary
among counties. Table 41
provides a in depth
comparison of functions.**

TABLE 38 - INFORMATION TECHNOLOGY AREAS OF RESPONSIBILITY CHART
ALL = 2 POINTS; SOME = 1 POINT; NONE OR N/A = 0 POINTS

DEPARTMENT	KANE	LAKE	WILL	DUPAGE
County Board	ALL	ALL	ALL	SOME
Sheriff's Office	ALL	SOME	SOME	NONE
Sheriff's Adult Corrections	ALL	SOME	SOME	NONE
Emergency 911	ALL	SOME	SOME	NONE
State's Attorney's Office	SOME	SOME	SOME	SOME
County Executive	N/A	N/A	ALL	N/A
County Clerk	ALL	SOME	ALL	SOME
County Recorder	SOME	SOME	SOME	SOME
County Treasurer	ALL	SOME	ALL	SOME
County Coroner	ALL	SOME	ALL	SOME
Judicial Circuit	ALL	SOME	SOME	NONE
Court Services	ALL	SOME	ALL	NONE
Regional Office of Education	SOME	SOME	ALL	SOME
Circuit Court Clerk	SOME	SOME	SOME	NONE
County Auditor	ALL	ALL	ALL	SOME
Public Defender	ALL	ALL	ALL	SOME
Juvenile Corrections	ALL	SOME	SOME	SOME
Supervisor of Assessments	ALL	ALL	SOME	SOME
Finance Department	ALL	ALL	ALL	SOME
Purchasing Department	ALL	ALL	ALL	SOME
Human Resources Department	ALL	ALL	ALL	SOME
Payroll Department	ALL	ALL	ALL	SOME
Employment and Education	SOME	ALL	N/A	SOME
Development Department	ALL	ALL	ALL	SOME
Environmental Management	ALL	ALL	N/A	SOME
Water Resources	ALL	SOME	N/A	NONE
Facilities & Building Maintenance	ALL	ALL	ALL	SOME
Subdivisions	N/A	ALL	ALL	N/A
Transportation & Highway	ALL	ALL	ALL	SOME
Health Department	ALL	SOME	SOME	N/A
Animal Control	ALL	SOME	ALL	SOME
Emergency Management	ALL	SOME	ALL	SOME
Geographical Information Systems	ALL	ALL	SOME	ALL
County Forest Preserve	ALL	SOME	NONE	N/A
Areas of Responsibility Score	59	48	49	24

The Kane County Information Technology Department provides a much higher level of service performing many more functions with more areas of responsibility than neighboring counties. Kane County is the only county that has responsibility for the Sheriff's Office, 911, and mobile. It is important to note that Kane's Information Technology operating budget is low compared to neighboring counties which is especially significant considering the functions they support and in lieu of the fact that they maintain a capital budget.

Comparison of information technology department organizational charts among counties is difficult because IT is not always a separate functioning department in all counties.

DEPARTMENT NOTES AND COMPARISONS

An attempt was made to compare salaries to other counties, but due to variances, similar data could not be compared. However, the following should be noted:

1. Today, information technology is one of the most vital functions of government. Information technology departments have evolved significantly over the past ten years and with significant technology changes occurring annually, IT functions in government agencies need to be evaluated annually and capital planning addressed. Kane County has been fortunate in that they have consolidated and standardized functions within the County. This produces significant cost savings. The IBM Center for the Business of Government noted that in the case of the federal government, 20-30% of spending could be realized by reducing IT overhead by consolidating data centers, eliminating redundant networks, and standardizing applications. The current Executive Director of the Information Technology Department, Roger Fahnestock, has worked to that end for several years, and along with the County Board Chair and the County Board has been able to realize significant cost savings, take on additional emerging IT functions, and improve services not only in county administration but to the public and other agencies who work with Kane County.
2. The County has also consolidated capital budgets so that Facilities and Information Technology are the only departments with capital budgets. By doing so, standardization of IT systems has occurred and redundancy has been significantly reduced.
3. Technology will continue to change rapidly, and it will be important for the County to continue to stay current. Some systems that previously were carried out by department personnel have now become computerized and require IT support. A good example of this is key and security systems. Government and business alike are moving away from people carrying around key rings - ID badges and fingerprint scanners now provide access. Note also that Kane County is engaged in a large fiber optic network project that will allow for better communication to satellite offices and courthouses that will greatly benefit the court system. These systems did not exist 20 years ago. The Executive Director of Information Technology by bringing in highly qualified personnel has been able to meet these challenges.

4. Kane County is the only county among its neighbors who has planned and managed the telecommunications infrastructure for all new county buildings and remodeling projects. This alone has saved Kane County hundreds of thousands of dollars and speaks to the expertise of the IT staff as well as the investment in personnel made by the County Board and the Executive Director of Information Technology.

5. By having the Executive Director of the Information Technology Department as a key administrator interacting with all of the other executive directors has been essential to the County's ability to consolidate and reduce technology costs in the County, and it is recommended that the Executive Director of Information Technology be involved in high level administration in the future to ensure that this trend continues. This function is unique in county government.

6. Table 42 below presents a comparison of neighboring county information technology executive director salaries as a matter of information. Keep in mind that comparing salaries is not recommended due to the large discrepancy in job responsibilities and oversight among the counties noted.

2009 Table 39	INFORMATION TECHNOLOGY EXECUTIVE DIRECTOR SALARY
KANE	\$132,828
LAKE	\$154,515
DUPAGE	\$134,567
WILL	\$95,992
MCHENRY	\$122,570

7. In other industries and in government, IT functions can vary significantly depending on the type of company, size of the company or agency, and the technical nature of their work. In order for government to keep up and provide the services required by the public, IT functions have become critical. For comparison, following is some data on IT director salary averages in the United States:

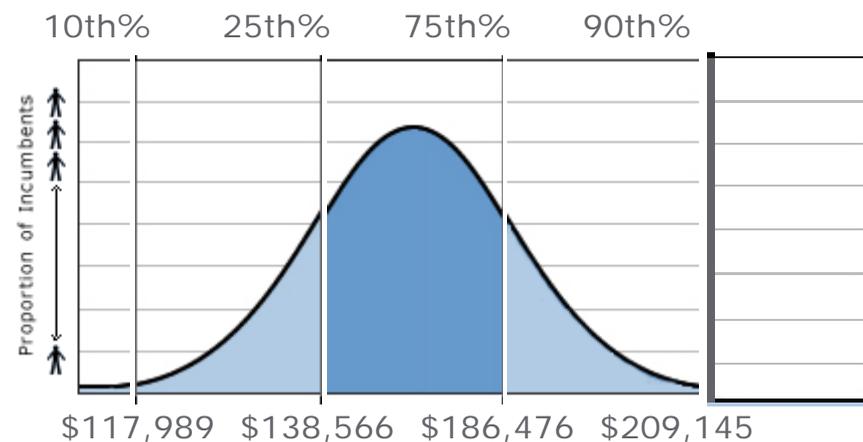


TABLE 40 - INFORMATION DIRECTOR SALARIES - U.S. NATIONAL AVERAGE - BASE PAY ONLY
 Information provided by Salary Wizard
<http://www1.salary.com/Information-Technology-Director-Salary.html>

NOTES AND CONCLUSIONS

The Kane County Executive Director of Information Technology has made significant strides to meet the demands of technology. In order to continue that effort, the County must continue to address technology needs. The County is currently engaged in a fiber optic network project that will enable greatly improved communication among satellite offices and courthouses. The current hiring freeze greatly impacts the IT department, and it is important to address ongoing personnel needs to make sure that vital systems are not interrupted and progress is not halted.

The IBM Center for the Business of Government noted that in the case of the federal government, 20%-30% of spending could be reduced by consolidating data centers, eliminating redundant networks, and standardizing applications. The Executive Director of IT in Kane County has worked to that end for several years, and along with the County Board has been able to save the County a significant amount of money.

The County also consolidated capital budgets so that Facilities and Information Technology are the only departments that have them. This not only allowed for better internal controls but has allowed the IT department to standardize IT systems and reduce redundancy.

The IT Executive Director's role as a member of the Executive Director team has played such an important role that it probably can't be emphasized enough. This allows the IT Director to look at business processes and find ways to continually improve them throughout the County. Roger Fahnestock noted that providing the various functions that the Kane County IT Department delivers is like running 45 distinct and unique businesses. This is another reason why comparisons are difficult and salaries so variable among counties, other government agencies and the private sector. Generally speaking, government IT directors manage IT functions for a significant number of critical larger systems compared to private sector IT managers. This is significant to note, and Kane County is viewed by other county IT directors in neighboring counties as well as counties around the country as being one of the best.

Technology, communication, and delivery of information will be crucial to government in the future, and the ability for government to be able to provide that service in light of the current economic conditions will be a challenge. However, through consolidation, standardization and elimination of redundant systems, there are great opportunities to reduce costs and provide even better services. Kane County has been fortunate to have engaged in that process in these most recent years.

SECTION C
HEALTH DEPARTMENT - INTRODUCTION

Like the other departments in the County, the Health Department has undergone significant change. In 2004, the County had a Health Director who acted as an executive director but was not officially designated as such. Animal Control was also put under the Health Department during this time. In 2007, the executive director position was created, Paul Kuehnert was hired to fill that role, and additional responsibilities were placed under the Health Department including the Office of Emergency Management. Later, the Office of Community Reinvestment was added. The Health Department was reorganized in the fall of 2010 and approximately 60 staff members were laid off due to budget constraints as a result of delinquent payments from the State of Illinois. Those functions are primarily now being handled by other agencies within Kane County. Kane County operates two facilities and it is important to note that the facility costs are not part of the Health Department budget.

The organizational charts for the Kane County Health Department for 2010 and 2004 are as follows:

CHART 41 - 2010 KANE COUNTY HEALTH DEPARTMENT ORGANIZATIONAL CHART

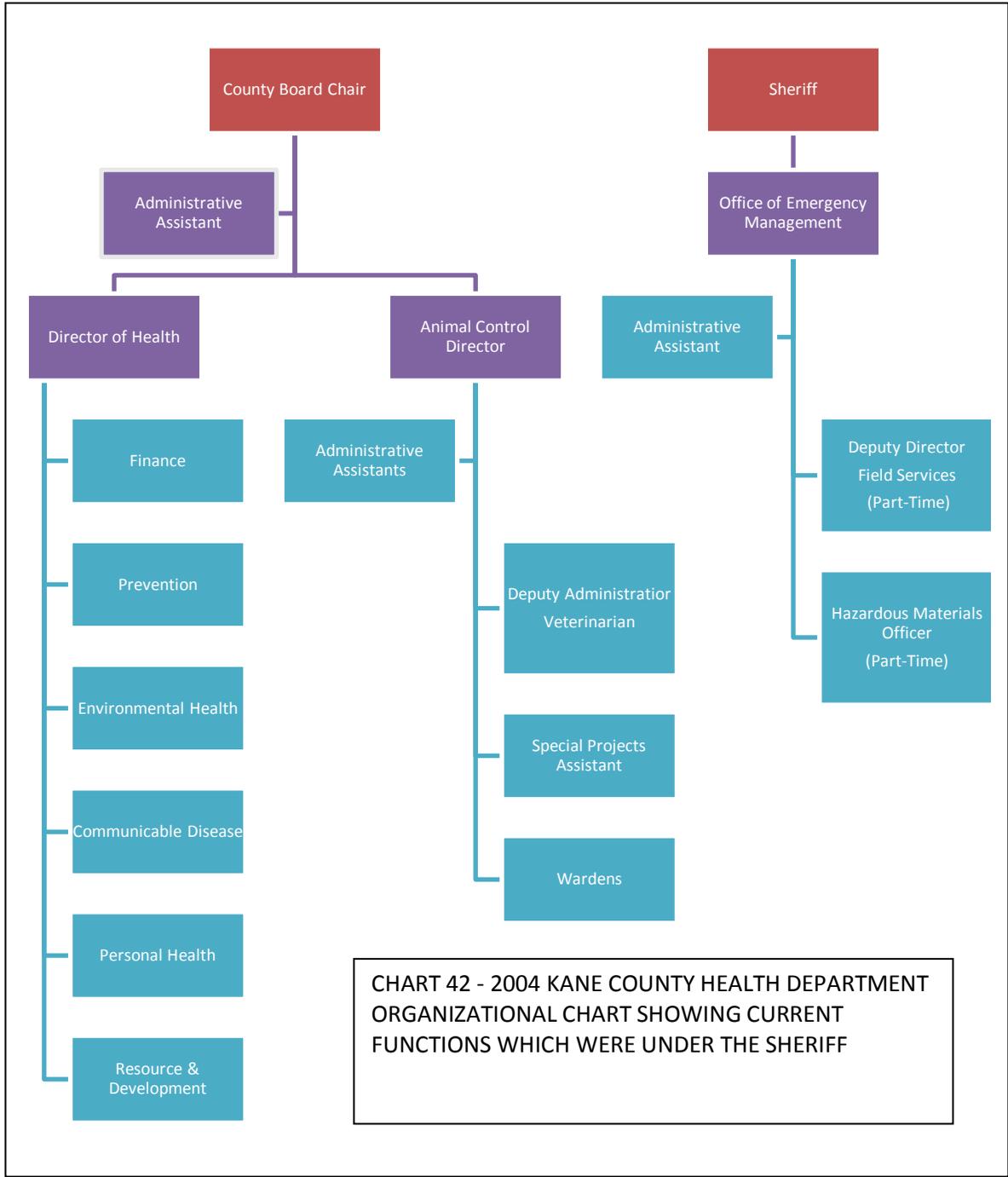
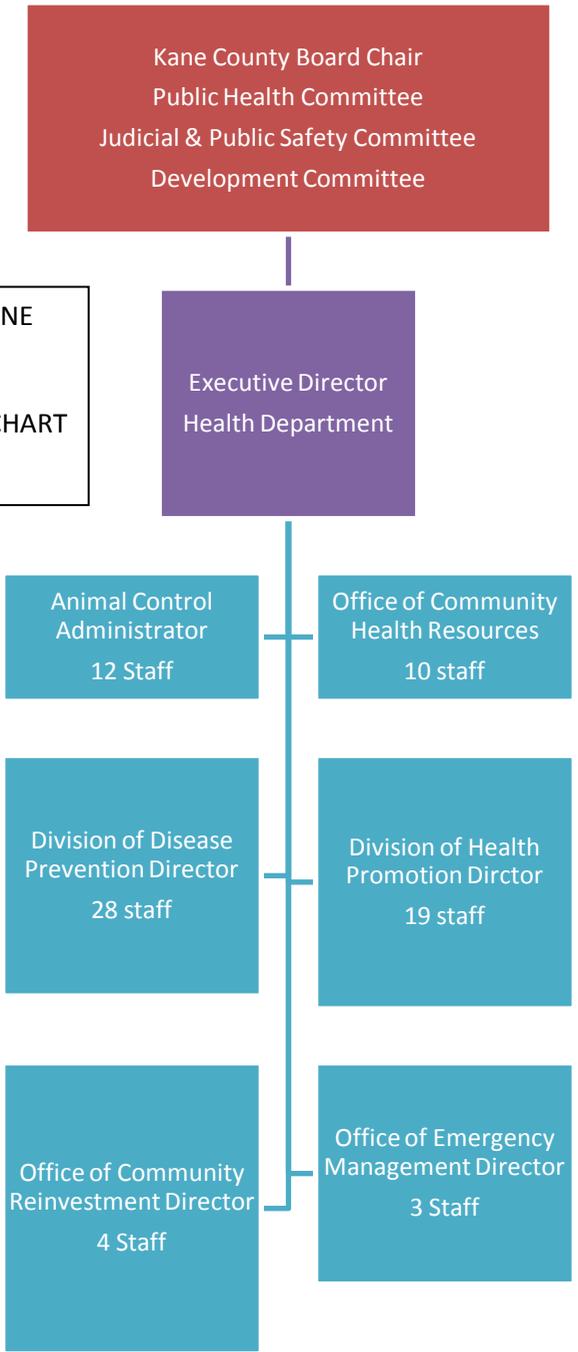


CHART 42 - 2004 KANE COUNTY HEALTH DEPARTMENT ORGANIZATIONAL CHART SHOWING CURRENT FUNCTIONS WHICH WERE UNDER THE SHERIFF

JOB DESCRIPTION - EXECUTIVE DIRECTOR OF HEALTH

Currently, the Executive Director of the Health Department performs the following functions:

- Provides executive leadership to and is responsible for the overall strategic, fiscal, and operational management of the Community Health and Resources Portfolio within Kane County Government, consisting of the following departments and offices: Animal Control, Health, Office of Community Reinvestment, and the Office of Emergency Management
- Assures compliance of assigned departments and offices with all federal, state and local governmental requirements in order to maintain needed and appropriate certifications and licenses
- Serves as the local Health Officer for Kane County, fulfilling all state and local statutory requirements for that role
- Serves as spokesperson for the County on all public health matters
- Provides comprehensive information regarding and analysis of community health-related public policy issues for the County Board and its committees
- Staffs the Public Health Committee and prepares resolutions and other documents needed for efficient and effective operations of the Committee and bringing its work forward to other Board committees and to the County Board
- Communicates effectively with County and municipal policymakers during emergency and/or disaster situations within the County, assuring timely, coordinated and effective emergency response operations
- Develops and sustains effective community partnerships with local and municipal policymakers and executive staff, health and social service agency leaders, business leaders, educational leaders and others in order to advance the strategic objectives of the County related to community and public health, housing, animal control, and emergency preparedness and response
- Works effectively with state and federal elected and appointed leaders to advance the strategic objectives of the County related to community and public health, housing, animal control, and emergency preparedness and response
- Secures federal, state and private funding to advance the strategic objectives of the County related to community and public health, housing, animal control, and emergency preparedness and response
- Represents Kane County at select national, state and regional meetings and within organizations relevant to community and public health, housing, animal control, and emergency preparedness and response
- Serves as a member of the County Board Chairman's executive management team and works to promote strategic alignment and effective and efficient operations across County government

The Kane County Executive Director of Health is expected to have a Master's Degree from an accredited college in the areas of Public Administration, Public Health, Health Administration, Nursing, Environmental Health, Community Health, Health Education, and/or Business Administration and have a minimum of eight years of full-time executive leadership and management experience, two of which must be full-time administrative experience in governmental public health. The Executive Director must also meet all statutory requirements for an Executive Officer for a certified health department in the State of Illinois under Title 77, Chapter 1, Subchapter h, Sections 600.300, 600.310 or 600.320. It is also recommended that the Executive Director be licensed in the State of Illinois to practice nursing, medicine, veterinary medicine, environmental health and/or dentistry.

ACCOMPLISHMENTS:

The Executive Director of the Kane County Health Department has also provided strong leadership during the past three years as noted below and oversees a staff of 75 plus 45 volunteers and a budget of approximately \$18 million:

- Led development of the Health Department's first strategic plan and strategic plan update, and re-organized the Health Department in alignment with that plan focusing on strategic priorities particularly the five community health priorities identified by the community and County Board in 2006
- Aligned expenditures with revenue in all departments under the direction of the Executive Director of the Health Department during a period of shrinking resources. Managed significant reduction in force in the Health Department in 2008 and 2009. Secured union agreement to no wage increase in CFY 2010
- Directed comprehensive response to four major public health incidents to date: (1) Tuberculosis outbreak in a homeless shelter currently still in progress, (2) H1N1 Pandemic Influenza in 2009-10, (3) Salmonella outbreak due to unlicensed manufacture of cheese in 2008, (4) Hepatitis A exposure of Houlihans' diners (2007)
- Launched a public-private partnership in April 2008 to combat childhood obesity with the County Board Chairman, "Making Kane County Fit for Kids," with focus on policy, systems and environmental changes to support health eating and active living. Established the Fit for Kids Funders' Consortium which currently includes: United Way of Elgin, Community Foundation of the Fox River Valley, Kane County Forest Preserve, Kane County Regional Office of Education, Kane County Development Department and the Kane County Health Department
- Secured \$360,000 for the four-year *Healthy Kids, Healthy Communities* grant from the Robert Wood Johnson Foundation to support the Fit for Kids initiative, one of only 50 projects selected from across the nation. Funding supports collaborative planning between Health, Development and Transportation and will result in a Fit Kids 2010 community health action plan for Kane County as well as incorporation of health into the 2040 update of the County's Comprehensive Plan
- Enhanced external communications on health issues: media presence and coverage, website, annual reporting and *Vital Signs* publications, and *Health Matters* electronic newsletter.

- Fostered staff alignment with mission and accountability: inclusive process to develop core values, pay-for-performance for both union and management staff
- Convened multiple community and health provider meetings to enhance the visibility of the Health Department's efforts to eliminate the disparity in infant mortality experienced by the African-American community in Kane County
- Secured national visibility and recognition for Kane Kares as a set of video features on the website of the Robert Wood Johnson Foundation
- Staffed County Board Task Force on Employee Health and Wellness, with resulting policy establishing first comprehensive employee wellness program for a county government in Illinois
- Enhanced operations, visibility and collaborative efforts of the Office of Emergency Management. Oversaw coordinated flood response efforts in 2007 and 2008 as well as H1N1 response in 2009 2010.
- Secured \$30,000 funding in 2007 from the Robert Wood Johnson Foundation as one of 30 *Common Ground* national pilot program sites to build public health information systems. Project supported collaborative planning across County departments and municipalities and resulted in redesign of the Countywide response to heat emergencies
- Oversaw implementation of services at new Animal Control facility including administrator transition
- Led negotiations in 2008 and 2008 with West Suburban COG to secure agreement with municipalities for Animal Control services - 22 municipalities currently under contract and actively engaged in long-term service needs assessment and planning with County
- Current directing the reorganization of the County's housing-related programs into the new Office of Community Reinvestment assuring a strategic focus on neighborhood stabilization, homelessness prevention and effective leveraging of County and municipal resources
- Elected to the Board of Directors of the National Association of City and County Health Officials in 2008 and the Board of Directors of the VNA-Chicago Foundation Board of Directors in 2009

TABLE 43 - SALARY HISTORY OF THE HEALTH DEPARTMENT EXECUTIVE DIRECTOR POSITION

DATE	SALARY	NOTES
DECEMBER 2005	\$118,000	Executive Director Position Established
DECEMBER 2006	\$118,000	
FEBRUARY 2007	\$125,000	MARY LOU ENGLAND RETIRED; PAUL KUEHNERT PROMOTED*
DECEMBER 2007	\$131,325	
DECEMBER 2008	\$131,325	SALARY FREEZE IN EFFECT
DECEMBER 2009	\$131,325	SALARY FREEZE IN EFFECT
DECEMBER 2010	\$131,325	SALARY FREEZE IN EFFECT

* Kuehnert salary as Deputy Director was \$97,850.

COMPARISON OF OTHER COUNTY HEALTH DEPARTMENTS

Health departments perform similar functions on varying levels. However, some counties have hospitals, clinics, nursing homes, and other health facilities that are not maintained in Kane County. Additionally, in Kane County, the Executive Director of the Health Department provides oversight of the Office of Emergency Management and the Office of Community Reinvestment. The following chart provides a comparison of Health Department salaries among Kane County collar counties:

TABLE 44 - SALARY SURVEY FOR DIRECTORS AND EXECUTIVE DIRECTORS FOR HEALTH DEPARTMENTS

County and Functions	Position	Minimum Salary	Mid-Point	Maximum
DUPAGE	Executive Director	\$130,624	\$156,000	\$195,936
	Director of Mental Health	\$95,211	\$120,536	\$142,816
	Director of Emergency Disease Control	\$82,588	\$96,823	\$123,881
	Director of Environmental Health	\$82,588	\$85,000	\$123,881
	Director of Community Health	\$95,211	\$96,172	\$142,816
	Assistant Director of Family Health	\$62,763	\$85,857	\$94,145
	Assistant Director of Business Administration	\$82,588	\$90,000	\$130,881
KANE	Executive Director	\$131,325	\$131,325	\$131,325
	Director of Community Health	\$73,400	\$95,400	\$117,400
	Director of Family Health	\$73,400	\$95,400	\$117,400
	Director of Health Protection	\$73,400	\$95,400	\$117,400
LAKE	Executive Director	\$154,380	\$195,542	\$236,703
	Director, Behavioral Health Services	\$109,506	\$137,354	\$165,201
	Associate Director, Behavioral Health Services	\$77,682	\$96,481	\$115,279
	Director, Population Health Services	\$109,506	\$137,354	\$165,201
	Associate Director of Population Health Services	\$77,682	\$96,481	\$115,279
	Director, Primary Care Services	\$109,506	\$137,354	\$165,201
	Associate Director, Primary Care Services	\$77,682	\$96,481	\$115,279
	Dental Director	Negotiable	Negotiable	Negotiable
Medical Director	Negotiable	Negotiable	Negotiable	
MCHENRY	Executive Director	\$109,138	\$142,667	\$176,197
	Director of Personal Health Services	\$71,157	\$90,646	\$110,136
	Director of Environmental Health	\$71,157	\$90,646	\$110,136
	Veterinary Public Health Manager	\$63,393	\$80,954	\$96,947

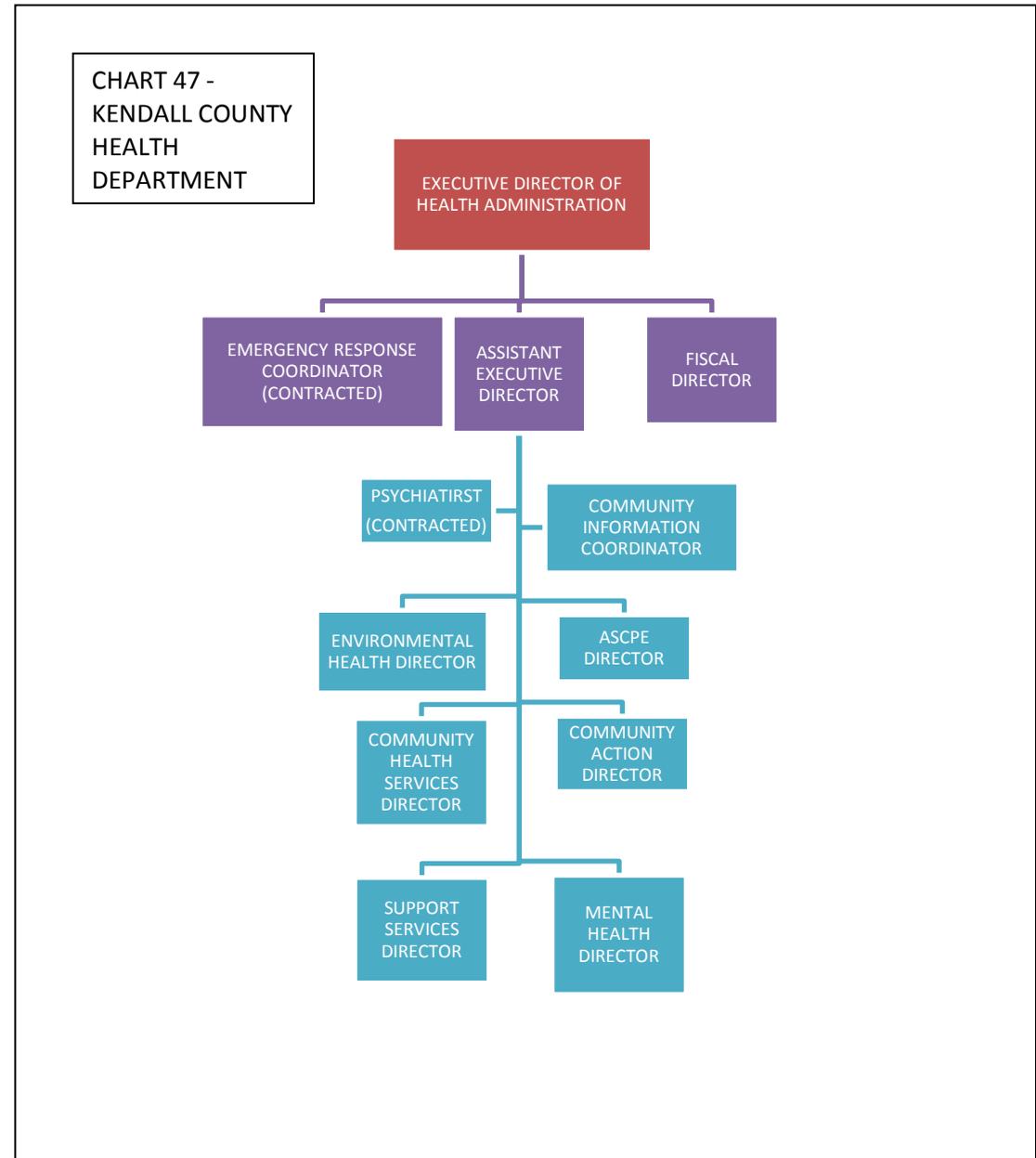
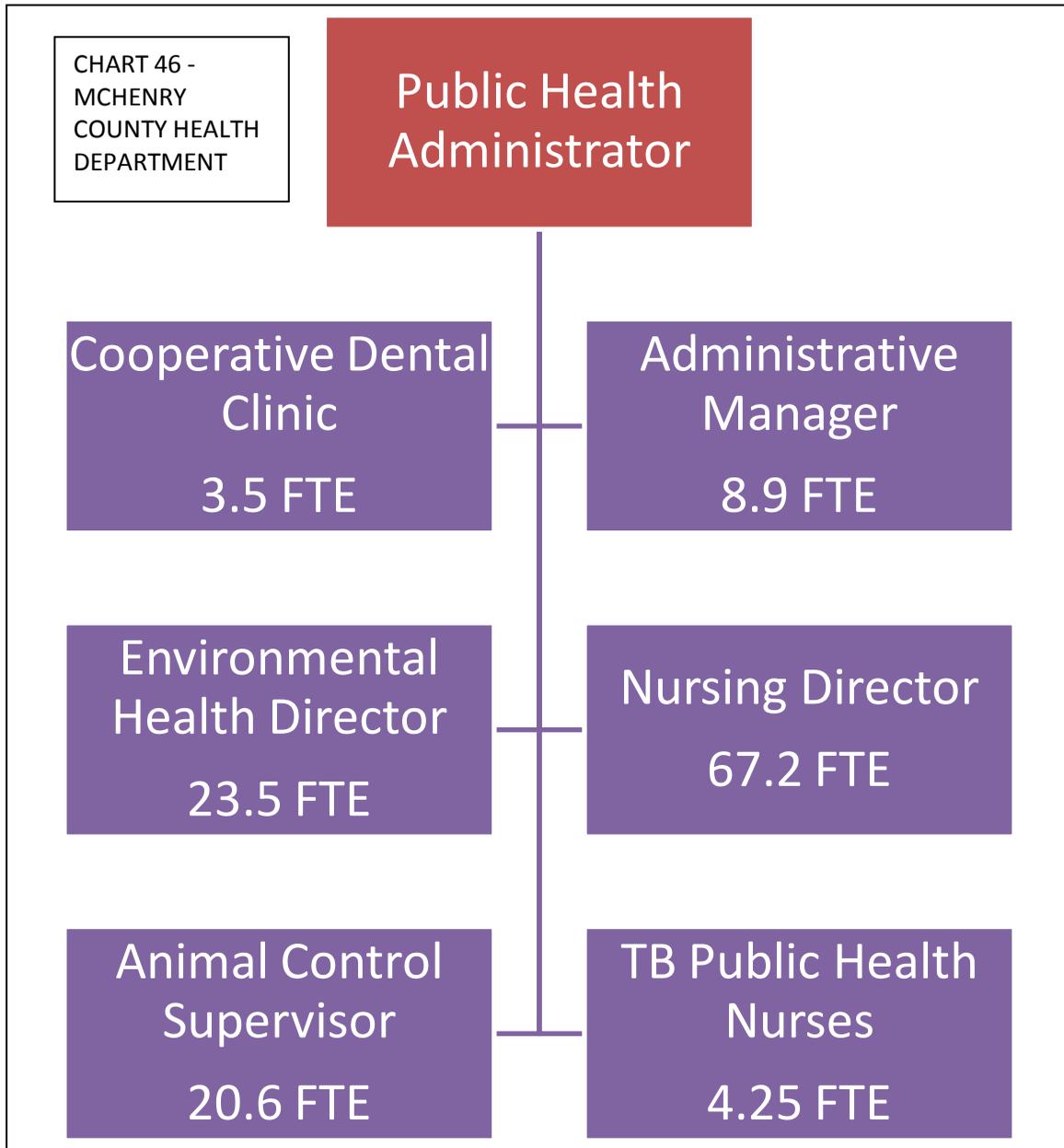
County and Functions	Position	Minimum Salary	Mid-Point	Maximum
	Administration Manager	\$63,393	\$80,954	\$96,947
DEKALB	Administrator	\$60,000	\$60,000	\$60,000
	Assistant Administrator	\$62,926	-	\$100,951
	Director of Fiscal Operations	\$34,671	-	\$53,820
	Director of Office Supplies	\$36,777	-	\$57,076
	Director of Environmental Health	\$44,343	-	\$68,835
	Director of Health Education	\$41,008	-	\$63,687
	Director of Personal Health	\$59,943	-	\$96,135
	Director of Home Care Division	\$59,943		\$96,135

One of the significant items to note is the number of facilities maintained by various counties and the unique services they provide taking into account how facility costs are budgeted. In Kane County the facility costs are not part of the Health Department budget while in some counties they are which makes comparison difficult. The following organizational charts show the services provided by each of the counties.

TABLE 45 - FACILITY COMPARISONS

	NUMBER OF FACILITIES	FACILITY COSTS - WHERE BUDGETED
KANE	3	Facilities Division
KENDALL	1	County Budget
LAKE	5	Health Department
MCHENRY	4	Facilities Division
DUPAGE	8	Board of Health

OTHER COUNTY HEALTH DEPARTMENT ORGANIZATIONAL CHARTS



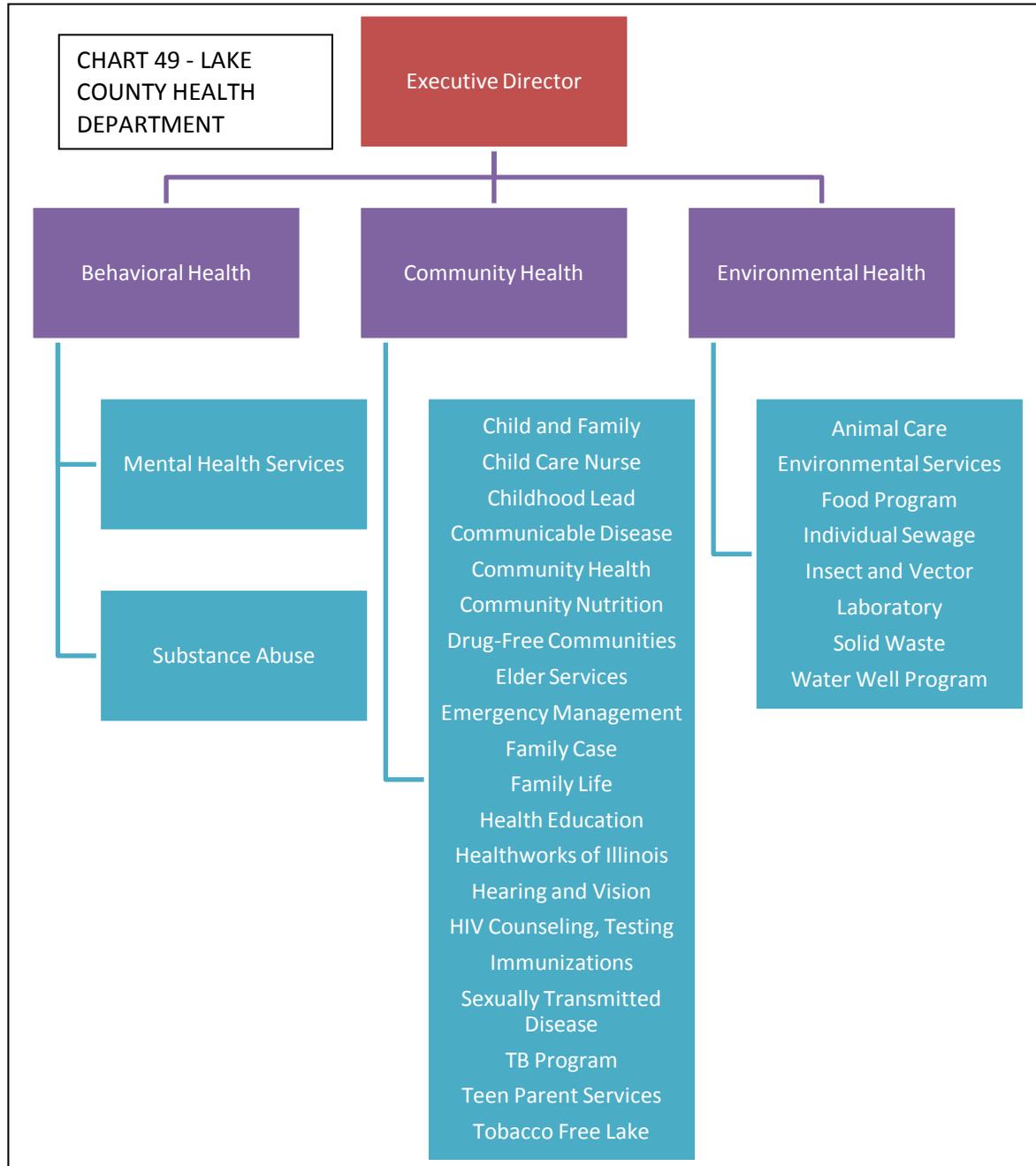
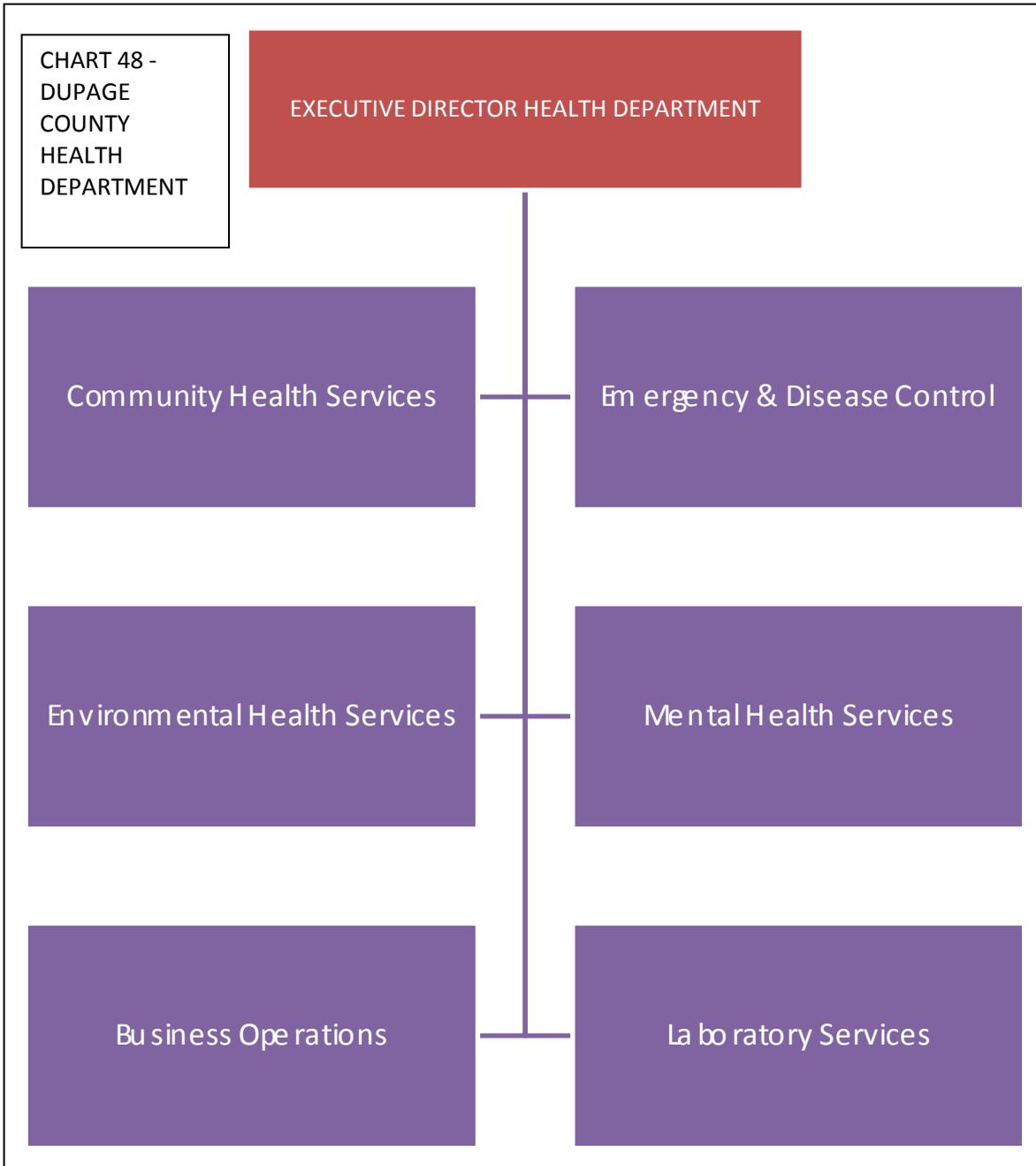
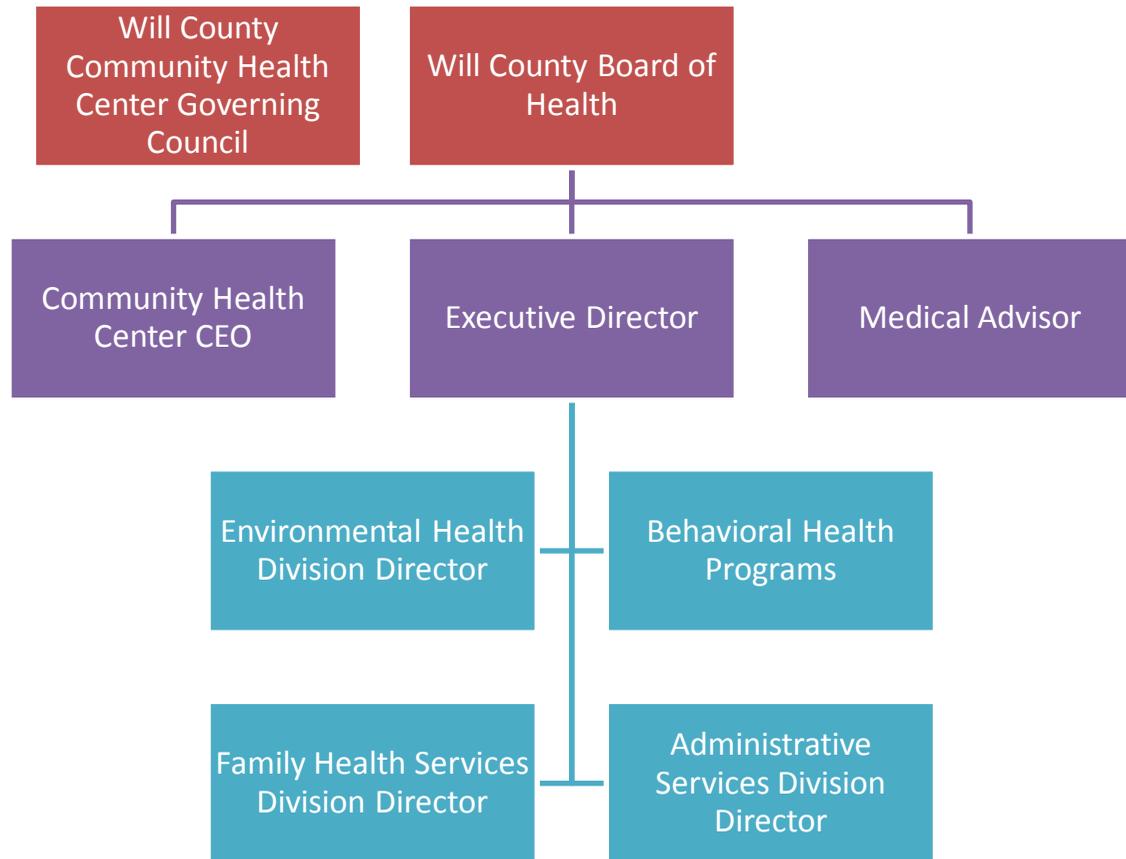


CHART 50 - WILL COUNTY
HEALTH DEPARTMENT



DEPARTMENT NOTES AND SALARY COMPARISONS

County health department funds are not always part of the county's general fund but may be part of special revenue funds, and again there are not always consistencies. A county's general fund may reflect some costs while special revenue funds support others. Facility costs are also not provided consistently. As a result, comparing individual department budgets and personnel would not provide good results. The salaries of neighboring health department directors are provided here purely as a matter of information:

TABLE 51 HEALTH DEPT	EXECUTIVE DIRECTOR SALARY
KANE	\$131,325
DUPAGE	\$156,000
LAKE	\$195,542
MCHENRY	\$142,667

Comparison of health departments is very complex for the reasons noted above. Many counties have nursing or health care facilities or clinics for various services while others do not or have limited services. Health departments are one government agency where a great deal of collaboration and interface is required with other governmental and private agencies. Health departments rely upon federal and state government for a part of their funding, and both federal and state governments have financial stress. As a result, on the local level where services are delivered directly to the public, local health departments are facing some of their biggest challenges. Good leadership is essential to provide services with very limited resources and to work with both public and private agencies on all levels in order to maintain good public health.

Again, the IBM Center for The Business of Government in their publication, "Ten Challenge Facing Public Managers," notes that "government is increasingly turning to non-hierarchical ways of doing business, often called "collaborative networks" and "boundary-less organizations."¹⁵ Kane County's Health Department has most recently worked to employ this technique as other social service agencies took over services previously provided by the Kane County Health Department.

¹⁵ "Ten Challenges Facing Public Managers, Improving Public Management through Research," The IBM Center for the Business of Government, page 6.

NOTES AND CONCLUSIONS

1. The recent reduction in force of the Kane County Health Department is indicative of the ability of government to fund services and remain fiscally sound. It also emphasizes the continued need for government at all levels to turn to rethink how best to provide services. Of significant note is the trend to structure an organization as program driven rather than through a hierarchal approach. When there is more emphasis on the program or service this allows for better interface among multiple levels of government, not-for-profit agencies, and private industry to work together and produce better results.

The debate will continue among political leaders about what services should be provided by government. The policies enacted by government legislatures in a time of very limited resources will require consistent monitoring. The recent change made by the Kane County Health Department to assist in maintaining a healthy county budget while partnering with local agencies to continue to maintain services is emerging as a viable solution to other government agencies as well, and it appears that this trend will continue. There can be a tendency to not want to relinquish "territory," but good leaders today have to exhibit the ability to work with multiple agencies and collaborate on projects and services and to do it in such a way as to improve service and have a negligible impact on economic development and personnel.

2. The Kane County Executive Director of Health is unique in that he oversees the Office of Emergency Management and the Office of Community Reinvestment in addition to serving as one of the key administrators in the county in the absence of a county administrator. No other health director serves in this capacity and is an additional reason why it is difficult to compare salaries and positions also taking into account that health services are a significant part of county services.

3. Health departments are also the recipient of federal and state funding and grants for a wide array of programs which is not indicative of other departments. Kane County has been very aggressive in seeking funding for programs and initiating incentives on many different levels to improve the overall health of Kane County residents and county employees. This pro-active approach to health has the effect of not only saving lives but also reducing costs including personnel health care costs, and it speaks well for the Kane County Health Department and the Executive Director.

SECTION D
DEVELOPMENT

The Kane County Development Department has probably undergone the most significant change. Prior to 2004 there were five directors in the Development Department. In 2005 the Executive Director of Development position was created and Phil Bus assumed that role. The following departments were consolidated under the leadership of the Executive Director of Development:

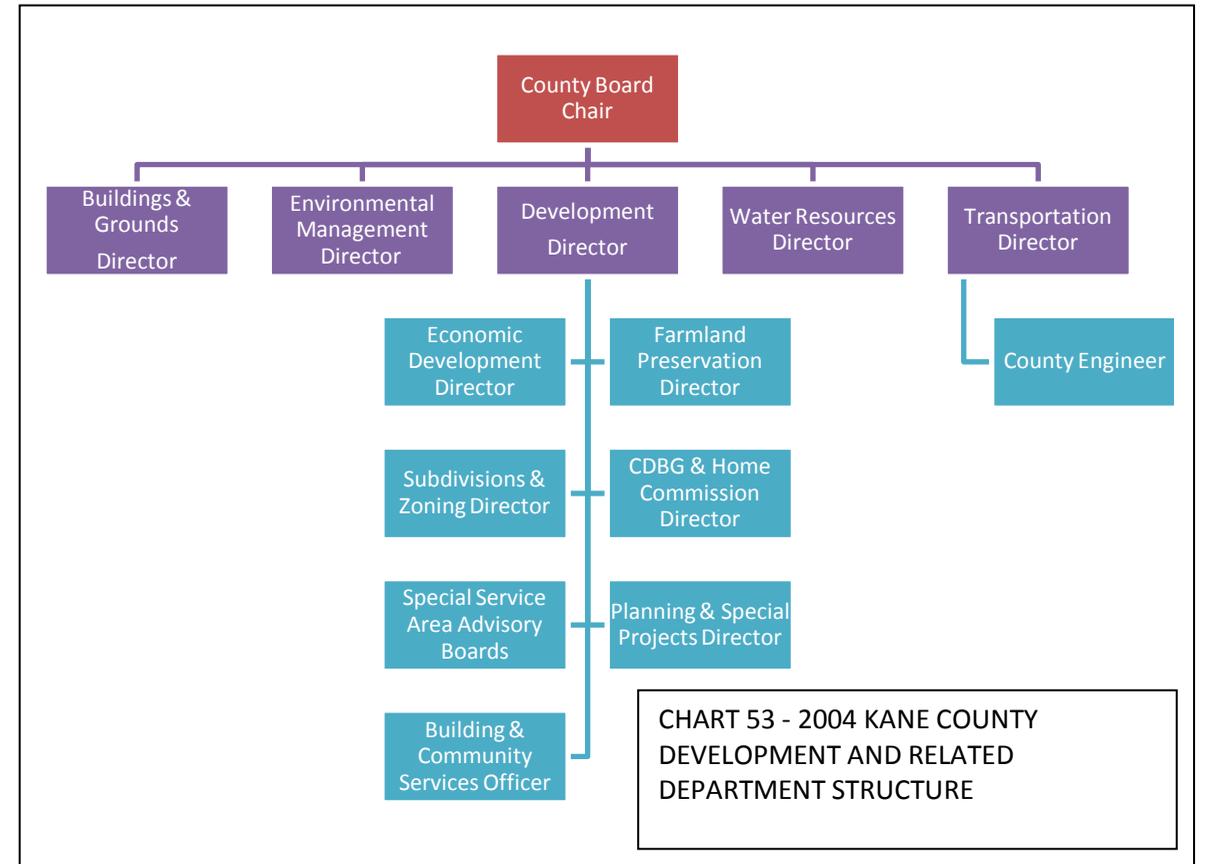
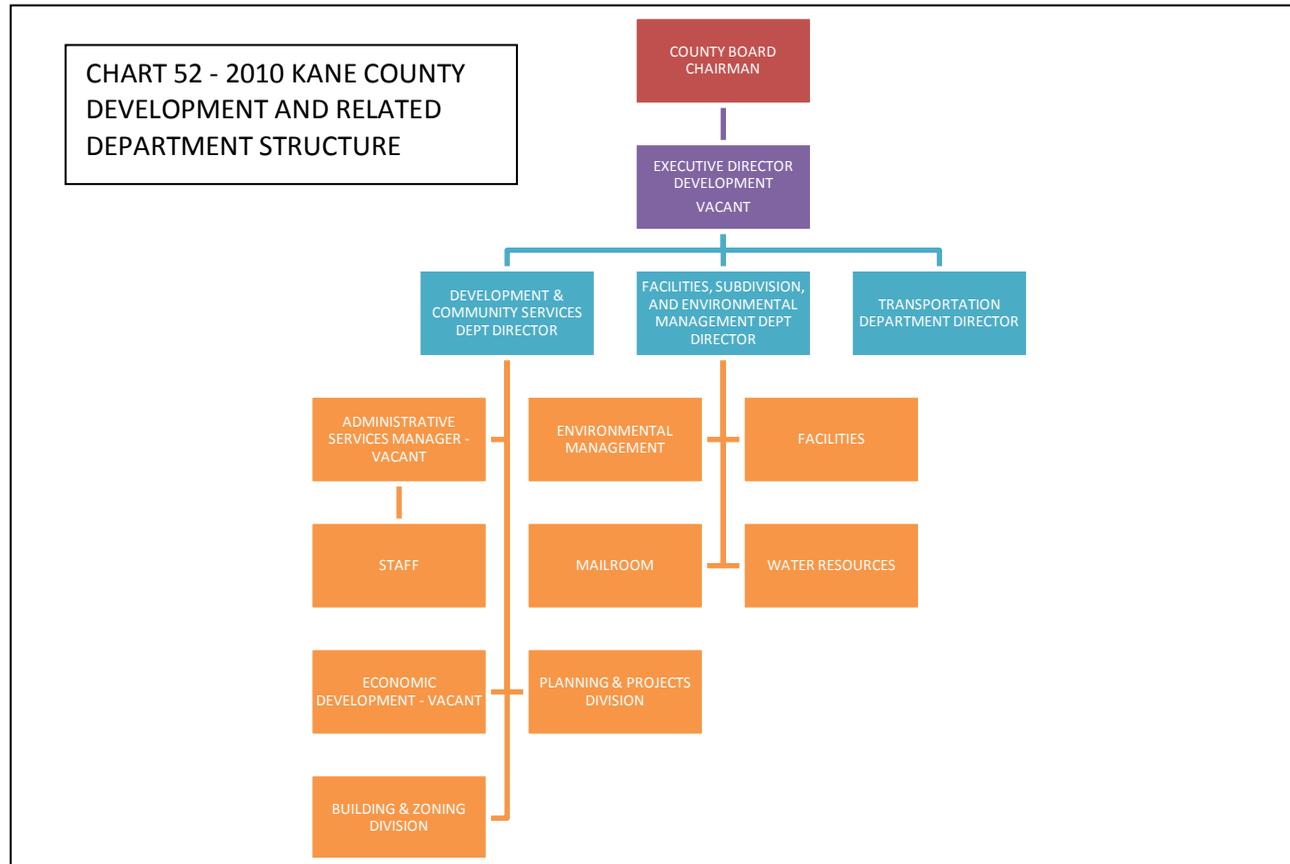
Buildings and Grounds
Environmental Management Division
Building and Community Services Division
Planning and Special Projects Division
Subdivision & Zoning division
Administrative Services & Mill Creek Special Service Area Administration
Water Resources Division
Transportation Division

Further department changes have been made over the years to include the following which resulted in the elimination of two management positions:

1. Buildings and Grounds was changed to Facilities and includes responsibility for all Kane County-owned facilities.
2. The Mailroom functions have been incorporated into Facilities.
3. Functions under the Development Division include:
 - a. Building & Zoning Division
 - b. Economic Development
 - c. Planning and Projects Division
4. The Facilities, Subdivision and Environmental Management Division handles the following:
 - a. Subdivisions
 - b. Environmental Management
 - c. Facilities
 - d. Water Resources
 - e. Mailroom
5. The Director of Transportation position and the Chief Engineer position were consolidated into one position.

Since Phil Bus retired in November of 2009, a vacancy has existed in the Executive Director of Development position. The Division of Transportation is managed by Carl Schoedel who continues in his role as Director of Transportation/County Engineer. Mark VanKerkhoff manages the Development & Community Services Department. The County Economic Development department is under the auspices of the Development Department, and the economic director position has been vacant for about a year. Tim Harbaugh manages the Facilities, Subdivision, and Environmental Management Department which includes the Mailroom and Water Resources divisions.

In the absence of a county administrator the executive director of Development and Transportation played a significant role in the County as he had responsibility for transportation, economic development, water resources, environmental management, zoning, and facilities. The current vacancy in this position places additional responsibilities on the Development & Community Services Division Director, the Director of Transportation/County Engineer as well as the Facilities, Subdivision & Environmental Management Division Director.



JOB DESCRIPTIONS AND SALARY INFORMATION

Due to changes in the job descriptions for the directors under the Executive Director position, the Executive Director description will need to be updated. Because there is currently a vacancy in the Executive Director position, and the County currently is under a hiring freeze, a review of the job descriptions for other directors is provided in each of the departments below.

DIVISION OF TRANSPORTATION

Kane County participates in the County Engineers Salary Program (CESP) as established by the Illinois Department of Transportation. This program is designed to ensure counties hire qualified individuals and has established a target salary of \$125,300 based on the complexity and responsibilities of the job compared to other counties and similar positions within IDOT.

The County Engineer position is required by the Illinois Highway Code for all counties in Illinois. County Engineers are required to have a Bachelor's degree in Engineering, two years of work experience, and be a registered Professional Engineer. Some counties also have a Director of Transportation either as an additional position or the County Engineer serves as the Director of Transportation. When a county reaches the population of 600,000, they must have a Director of Transportation. A summary of County Engineer salaries is provided below with other county characteristics:

TABLE 54 - COUNTY ENGINEER SALARIES	SALARY	CESP RECOMMENDED SALARY	POPULATION	REGISTERED MOTOR VEHICLES	LAND AREA (SQ MILES)	EAV \$	ROUTE MILES	BRIDGES
KANE	\$117,864	\$125,300	511,892	445,584	520	\$16.8 B	309	59
DEKALB	\$118,018	\$107,000	107,333	94,442	634	\$2.5 B	193	46
DUPAGE	\$148,365	N/A	904,161	932,944	334	\$35.5 B	227	60
KENDALL	\$99,000	\$104,500	103,468	138,912	321	\$3.6 B	125	27
LAKE	\$186,245	N/A	712,453	685,242	448	\$30.5 B	269	34
MCHENRY	\$130,686	\$119,100	318,641	334,764	604	\$11.2 B	221	125
WILL	\$147,680	\$124,500	668,217	613,938	837	\$23.9 B	269	80

The Kane County Engineer and Director of the Transportation Division, Carl Schoedel, is responsible for the executive level management and administrative functions including oversight of personnel, financial management, annual budgeting, capital programming, engineering, construction, land acquisition, long-range planning, highway maintenance, vehicle and equipment maintenance, building and facility management (the KDOT building is the only building maintained directly by that division and not the Facilities Department), information technology and GIS, and administrative support. Generally, the responsibilities of the County Engineer are established by the Illinois Highway Code and various Kane County ordinances.

The statutory duties of the County Engineer include:

- Supervises the construction and maintenance of county highways
- Prepares plans, specs and estimates for roads, bridges and culverts built by the county
- Acquires property for the construction and maintenance of highways
- Retains financial records of contracts and purchases used for construction
- Maintains traffic control devices and signs
- Assists with utility location coordination
- Administers motor fuel tax funds for the county and townships
- Develops and updates the 20-year long-range transportation plan
- Advises township road district highway commissioners as to the best methods of construction, repair, and maintenance of township roads.

The duties of the Kane County Engineer include:

- Issue permits to ensure safe and efficient use of County highway rights of way: access regulations, utility coordination, right-of-way alternations, detours, special events, unincorporated subdivision roadways
- Road improvement Impact Fee Ordinance administration
- Approves drainage design and issues for roadways and property within the rights-of-way for County highways and township roads under the Stormwater Ordinance
- Identifies and encourages the restoration of road corridors which represent the heritage of the County under the Historic Preservation Ordinance - Rustic Roads
- Reviews subdivision plats and improvement plans in regard to the design and specifications used for road and drainage construction under the Subdivision and Zoning Ordinance
- Administers the Adopt-A-Highway program adopted by the County to support anti-litter efforts

Additional duties of the Kane County Engineer include:

- Highway surface maintenance

- Snow and ice removal
- Mowing
- Storm sewer maintenance
- Proves staff and represents Kane County as part of the Kane/Kendall Council of Mayors and other regional planning agencies
- Services as Public Works and Transportation expert
- Leads transportation responsibilities of the Emergency Operations Plan

Some counties have both a County Engineer and Director of Transportation. In 2004 Kane County had both of these positions which were consolidated into one position and Carl Schoedel was designated as the County Engineer and Director of Transportation under the Executive Director of Development.

Note how neighboring counties are structured:

TABLE 55 - TRANSPORTATION STRUCTURE

COUNTY	COUNTY ENGINEER	DIRECTOR OF TRANSPORTATION	COMBINED POSITIONS
KANE			X
DUPAGE	X	X	
LAKE			X
KENDALL	X		
WILL	X	X	
MCHENRY			X

FACILITIES, SUBDIVISION, AND ENVIRONMENTAL RESOURCES

Tim Harbaugh is the Director of Facilities, Subdivision and the Environmental Resources Division. He is responsible for 36 personnel and has a professional staff of 12. He maintains an operating budget of about \$6,300,000 and is responsible for capital expenditures for facilities. (The Executive Director of Information Technology is the only other director who has a capital budget.) Since 2004, Harbaugh has handled \$74,000,000 in capital projects in the County including the new Adult Justice Center and Sheriff's Office, Animal Control Facility, and the move of KaneComm to Building C. Anticipated capital expenditures for fiscal year 2011 are anticipated to be about \$7,675,000. Currently, the functions performed by the Director are as follows:

- Establishes department goals, objectives and operating procedures
- Oversees and develops fiscal budgets, performs budget monitoring, and project accounting
- Provides overall planning, organization, management, leadership, and communication of strategic initiatives
- Identifies opportunities for the appropriate and cost-effective investment of financial resources within the Department.
- Provides strategic and tactical planning, development, valuation, and coordination of the Department.
- Approves, prioritizes, and controls projects and project portfolios
- Develops business case justifications and cost-benefit analysis of spending and initiatives
- Facilitates communication between staff, management, vendors, and other resources within the organization
- Oversees negotiations with vendors, contractors, agencies, offices, and departments

Descriptions of the various divisions the Director are responsible for include:

FACILITIES MANAGEMENT: The Kane County Facilities Management Division is responsible for the maintenance of the County's buildings and grounds, new construction, reconstruction, and remodeling of all offices and buildings, janitorial management, and the HVAC systems. Facilities Management plans and manages programs and acts as a liaison with department/office users, outside agencies and the public regarding building operations in accordance with all federal, state and local rules, regulations, statutes, and codes applicable to facilities. The division supports the County mission by maintaining facilities that meet the operational needs and program requirements of each elected office and department. The division assesses County needs, researching alternatives and coordinating the final project. This Division also oversees the County's mail distribution system.

SUBDIVISION DIVISION: The Subdivision Division is charged with the administration and enforcement of the Kane County Subdivision Ordinance. The Subdivision Division processes all plans through the subdivision process. Concept and preliminary plans and final plats for subdivisions are accepted and routed through the

County and local planning and regulatory agencies for review in conjunction with the County's and Subdivision Ordinance and 2030 Land Resource Management Plan.

ENVIRONMENTAL MANAGEMENT DIVISION: The Environmental Management Division is responsible for implementing the Kane County Stormwater Ordinance, the Kane County Stormwater Management Plan, and the Kane County Solid Waste Ordinances of the Kane County Code. In addition, the Department administers the Kane County Recycling Program including household hazardous waste, used motor oil, and electronics collection programs. The Division provides staff for the Kane County Stormwater Committee to address ordinance revisions and other issues pertaining to the Countywide Stormwater Ordinance. Staff also provides expertise and resources for the Kane County Development Committee and the Kane County Energy and Environmental Committee. The division works closely with other County committees and departments involving environmental concerns.

WATER RESOURCES DIVISION: The Water Resources Division administers the Kane County Stormwater Ordinance for unincorporated Kane County, and within the non-certified municipalities under the ordinance, to prevent flooding and other stormwater-related problems with new development via ordinance enforcement and the issuance of stormwater permits. This Division directs the Cost Share-Drainage Program to reduce flooding in developed areas of the unincorporated County through annual programming, budgeting, and construction of drainage improvement projects. This includes strategizing, coordinating and negotiating local stormwater improvement and drainage projects with municipalities, drainage districts, township road districts, wastewater reclamation districts, developers, private property owners, the Forest Preserve District and the Division of Transportation to be affordable, cost effective, and compliant with applicable ordinances and statutes to protect public health, safety and welfare. This division manages the Kane County Water Supply Planning Program to protect existing water resources and find additional water supplied for the County's growing population.

Programs administered and/or directed by this Division include:

- Capital Construction and Reconstruction
- Capital Planning
- Cost Share Drainage Program
- Ecological Planning and Restoration
- EECBG Grant Program
- Environmental Concerns
- Facilities Management
- Mail Room
- Recycling Program

- Settler's Hill and Midway Landfills
- Stormwater Management
- Subdivision
- Water Resources
- Water Supply Planning

Qualifications for the Director of Facilities, Subdivision, and Environmental Management are as follows:

- Knowledge of construction management, building maintenance, environmental regulations and standards, stormwater and floodplain management, geology and hydrogeology, wetland regulations, soil erosion and sediment control standards and practices, subdivision design and regulation, and public works funding
- Ability to apply appropriate county procedures and policies to department activities
- Ability to effectively communicate both orally and in writing with elected officials, the public, professionals, staff, and coworkers
- Ability to work closely with all County offices and departments and municipal leaders
- Required: Illinois Licensed Professional Engineer designation (P.E.)
- Desirable: Certified Floodplain Manager (CFM)
- Required: Bachelor of Science in Civil or Environmental Engineering or related field
- Experience: Ten or more years of progressively responsible professional civil engineering experience with at least five years experience in one of the following areas: site development engineering, public works management, water resources engineering, environmental engineering, or related field
- Indoor office and outdoor field work required

The Department of Facilities, Subdivision and Environmental Management have had several accomplishments over the past few years under the leadership of Mr. Harbaugh which are noteworthy:

- Overall headcount of the department has been reduced by seven to achieve budget requirements
- Overall department budget reduction of 18% over five years to achieve budget requirements
- Completion of the construction of Adult Justice Center and Sheriff's Department on time and under budget
- Completion of the construction of Animal Control facility under budget
- Completion of the construction and relocation of the 911 Center (KaneComm) and Office of Emergency Management under budget
- Responsible for building management in 2006
- Responsible for maintenance of Adult Justice Facility and Sheriff's Department from the Sheriff's Department in 2007

- Responsible for Water Resources and Subdivision divisions from the Development Department in December of 2009
- Implemented the first Capital Improvement Program in 2007
- directed the Judicial Center Master Plan
- Directed the Judiciary Space Needs study
- Completed the Judicial Center roof replacement and remediation project
- Completed \$6,477,000 in ecological planning and restoration projects
- Directed the staffing requirements for the Energy and Environment Committee
- Negotiated the Facilities labor agreement with assistance of counsel
- Implementing the Energy Efficiency & Conservation Block Grant
- Implemented \$50,000 in annual cost saving measures in the Mailroom

It should also be noted that Mr. Harbaugh holds the following licenses and designations:

- Licensed Professional Engineer, State of Illinois (2005)
- Certified Floodplain Manager, Association of State Floodplain Managers (2006)
- Diplomat of Environmental Engineering, American Academy of Environmental Engineers (2006)
- Fellow, American Society of Civil Engineers (2009)

KANE COUNTY DEVELOPMENT & COMMUNITY SERVICES DEPARTMENT

Mark VanKerkhoff is the Director of Development and Community Services and serves as the County's Building and Zoning Officer and is currently handling economic development functions. Under this department there are 4 divisions: Planning and Projects with 4-5 staff members, Building and Zoning with 8 staff members, Administration Services with 3 staff members and 1 vacancy, and Economic Development with no staff at the present time. This department coordinates with KDOT and the Facilities, Subdivision, and Environmental Resource Divisions on a regular basis.

The Director of Development and Community Services performs the following functions:

- Serves as the County Building Officer
- Serves as the County Zoning Enforcing Officer
- Serves as the Cable TV Franchise Administrator
- Responsible for planning, economic development and administration of special service areas.

(Mark VanKerkhoff indicates that there is a vacancy in the position of Planning Director, Economic Development Director, and Administrator of the Mill Creek Special Service Area which were covered by 5 staff members. The Director of Development and Community Services is currently filling those positions.)

- Member of Emergency Crisis Team for County emergencies
- Manages 18 staff members
- Provides staff support for the following County Board Committees and Commission: Development Committee, Cable TV Subcommittee, Historic Preservation Commission, Zoning Board of Review, Regional Planning Commission, Economic Development Advisory Board, and Farmland Protection Commission

The functions performed by the Development and Community Services Department include the following:

BUILDING & ZONING:

- Responsible for the Building Code and building permit processing, review and inspections to promote public health, safety and general welfare by adopting and enforcing building codes for minimum building design and construction standards, review proposed building plans and conduct periodic inspections prior to issuing a certificate of occupancy.
- Provide building permit services for Kane County Forest Preserve
- Conduct liquor license inspections for the Kane County Liquor Commission
- Responsible for dangerous and unsafe buildings
- Administers Property Maintenance Program

- Conducts Administrative Adjudication Hearings for the adjudication of violations of county ordinances regulating the abatement of public nuisances, the accumulation, disposal, and transportation of garbage and other forms of solid waste, construction and maintenance of buildings and structures, sanitation practices, and zoning
- Administers cable television franchise as granted by law to license, franchise, and tax the business of operating a community antenna television system
- Responsible for rural house numbering
- Administration of the licensing of Coin Operated Amusement Devices
- Administers the Historic Preservation Program to identify, designate, protect, preserve and encourage the restoration, rehabilitation and adaptation for continued use of those properties, structures and road corridors which represent or reflect the historical, cultural, artistic, social, economic, ethnic or political heritage of the nation, state or county or which may be representative of an architectural or engineering type inherently valuable for the study of style, period, craftsmanship, method of construction or use of indigenous materials; to safeguard the County's historic, aesthetic and cultural heritage as embodied and reflected in such structures, landscape features, and areas; to stabilize and improve the economic vitality and value of designated landmarks, preservation districts and road corridors in particular and of the County in general; to foster civic pride in the beauty and noble accomplishments of the past; to protect and enhance the County's attractions to tourists and visitors and to support and provide stimulus to business and industry; to strengthen the economy of the County; and to promote the use of preservation districts, landmarks, and road corridors for the education, pleasure and welfare of the citizens of Kane County.
- Responsible for the Zoning Ordinance to promote public health, safety, morals, comfort, and general welfare; conserve the value of individual properties throughout the County; and reduce or avoid congestion in the public streets and highways

PLANNING AND SPECIAL PROJECTS:

- Responsible for regional planning through the County Regional Planning Commission to cooperate in the preparation and recommendation to the County Board of a comprehensive plan for the County; to cooperate in the preparation and recommendation to the County Board from time to time of plans for specific improvements in pursuance of the official plan; to give aid to the municipal and county officials charged with the direction of projects for improvements embraced within the comprehensive plan; to further the making of these projects and generally promote the realization of the comprehensive plan; to report from time to time and at least once a year to the County Board on the status and effectiveness of the comprehensive plan, effectiveness and conformity of county ordinances and regulations as they relate to the comprehensive plan; to transmit directly to the County Board and the County Zoning Board reports on important problems, conditions and proposals pertinent to the future development of the County; protection of agricultural land and open space within the county through conservation easements and purchase of development rights from participating farms

- Responsible for the 2040 Land Use Plan as part of the Regional Planning Commission's duties to recommend improvements to the current plan which will integrate long-range land use planning with transportation planning to reduce future public infrastructure and public costs, and shape the way we build in the future to meet anticipated federally mandated performance targets for transportation and energy consumption and also to include the health department
- Responsible for coordination of the 2010 Census
- Responsible for implementation of the 2030 Plan and provide local planning assistance as well as provide training and education to the public, County Board, and other elected and appointed officials (Priority Places Workshops); coordination with county transportation division and health department
- Responsible for review of subdivision zoning and development proposals
- Responsible to protect quantity and quality of water supply, habitat, and aquatic life, open space, and improve the quality of life in the Tyler Creek Watershed
- Coordinate with CMAP integrated land use and transportation for seven northeastern Illinois counties
- Work with the Paratransit Coordinating Council to decrease road congestion and provide transportation for elderly and disabled population
- Assist the Bike/Pedstrian Committee to decrease congestion and provide increased opportunities for recreation, exercise and enjoyment of open space
- Work with the Conservation Foundation to protect water supply by preserving open space for ground water recharge, wildlife habitat and wetlands
- Work with the Fox River Ecosystem Partnership to protect water supply and rank grant applications for IEPA and IDNR
- Support the Energy and Environmental Committee by proactively addressing environmental concerns and recommending correction action for County owned properties and other areas of the County
- Update the Energy Plan created in 2005 in order to promote energy efficiency and cost savings
- Administer the Energy Efficiency and Conservation Block Grants to create and retain jobs, save energy, proactively engage municipalities in energy conservation, raise awareness of citizens regarding the importance of energy conservation, provide incentives to conserve energy
- Administer the Revolving Loan Fund to provide eligible local government and non-profit organizations with improved technology and financial assistance to implement energy efficiency upgrades to their buildings
- Encourage County vehicle replacement with hybrid vehicles to reduce greenhouse gas emissions
- Provide database layers for internal GIS mapping for the 2030 plan, zoning ordinance, municipalities, Mill Creek Special Service Area, industrial parks, development department maps, highway and bike maps as well as maps and graphics

ECONOMIC DEVELOPMENT:

- Administer the economic development program through the Kane County Riverboat fund to provide economic development expertise and support services to county departments, offices, and boards as well as to provide technical and advisory support to municipalities, local economic development not-for-profit organizations, and chambers of commerce.

- As part of the 2030 plan, administer the Small Cities Grant Program award to community projects that promote Smart Growth Principles and the coordination of Land Use and Transportation Planning
- Coordinates the Economic Development Advisory Board and its charge to prepare an overall economic development program, to review economic development projects, and to prepare recommendations to the County Board on viable projects.

MILL CREEK SPECIAL SERVICE AREA:

- Manages the maintenance and general aesthetics of the Mill Creek PUD located in Blackberry and Geneva Townships using revenues received through taxes levied on each property within the PUD

The qualifications of the Director of Development and Community Services VanKerkhoff are as follows:

- State of Illinois Licensed Architect - note that no other county has a licensed architect on staff
- Master of Architecture with Historic Preservation Emphasis
- Bachelor of Science in Architecture

In addition, Mr. VanKerkhoff participates in continuing education with the following organizations, as well as others:

- American Institute of Architects
- International Code Council
- Building Technology and Products
- Illinois Historic Preservation Agency
- HUD, CDBG and HOME programs

SALARY HISTORY OF EXECUTIVE DIRECTOR OF DEVELOPMENT AND DIRECTORS

TABLE 56 - EXECUTIVE DIRECTOR OF DEVELOPMENT

3 Part Compensation Plan

DATE	SALARY	NOTES
DECEMBER 2005	\$135,000	EXECUTIVE DIRECTOR POSITION ESTABLISHED - PHIL BUS PROMOTED*
DECEMBER 2006	\$143,000	
DECEMBER 2007	\$153,181	
DECEMBER 2008	\$153,181	SALARY FREEZE IN EFFECT
NOVEMBER 2009	\$153,181	SALARY FREEZE IN EFFECT - EXECUTIVE DIRECTOR RETIRED
DECEMBER 2010		VACANCY EXISTS

*Phil Bus prior salary as Development Department Manager was \$115,000

TABLE 57 - DIRECTOR - FACILITIES, SUBDIVISION & ENVIRONMENTAL MANAGEMENT

DATE	SALARY	NOTES
DECEMBER 2008	\$105,800	
DECEMBER 2009	\$105,800	SALARY AFTER NEW RESPONSIBILITIES
DECEMBER 2010	\$105,800	

TABLE 58 - DIRECTOR - DEVELOPMENT & COMMUNITY SERVICES

DATE	SALARY	NOTES
DECEMBER 2008	\$90,000	
DECEMBER 2009	\$106,999	SALARY AFTER NEW RESPONSIBILITIES
DECEMBER 2010	\$106,999	

TABLE 59 - DIRECTOR - TRANSPORTATION - COUNTY ENGINEER

DATE	SALARY	NOTES
DECEMBER 2008	\$117,564	SALARY SET BY RESOLUTION OF COB
DECEMBER 2009	\$117,864	SALARY SET BY RESOLUTION OF COB
DECEMBER 2010	\$117,864	SALARY SET BY RESOLUTION OF COB

COMPARISON OF OTHER COUNTY DEVELOPMENT DEPARTMENTS

The economy has had a significant impact on the functions of the Development Department in Kane County as well as those counties who had previously seen a boon in development. Counties such as DuPage who have very few rural areas have not been as impacted. Keep in mind that Kane County was one of the fastest growing counties in the nation and growth has slowed dramatically.

Comparing development departments among counties is just as difficult as comparing other departments. The functions and responsibilities vary greatly from one county to another. Again, in the absence of a county administrator the role of the executive director and directors become more important.

LAKE COUNTY

Lake County has a Planning, Building, and Development Department as well as a separate Stormwater Management Commission. Lake County notes that the main functions of the Planning, Building, and Development Department are as follows.

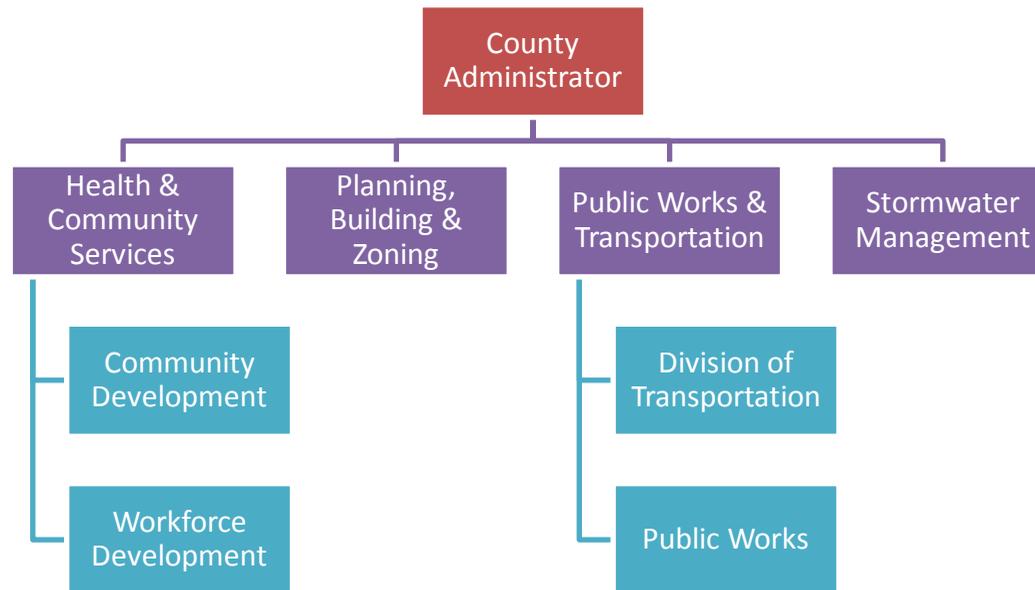
1. Preparing studies and implementing plans that support the goals of the Lake County Board
2. Reviewing building permits, conducting inspections for zoning and building code compliance, and responding to inquiries regarding building codes and nuisances.
3. Administering the County's zoning and subdivision regulations
4. Reviewing and implementing stormwater management and erosion control plans, overseeing the National Flood Insurance Program, and coordinating wetland delineation, protection and permitting activities
5. Planning for and administering funds from the HUD and from the Lake County Board to benefit low and moderate income residents
6. Comprehensive planning to set policies and goals for land use infrastructure, housing, employment, natural features, open space and community design.

Lake County also has a Public Works Department to manage their water and sewer treatment facilities, a separate transportation department, and a stormwater management commission. Solid waste is administered by SWALCO - the Solid Waste Agency of Lake County - with a staff of five and a budget of \$1,182,160. Comparisons of the salaries for the various directors that perform similar functions to those in Kane County are as follows.

TABLE 60 - LAKE COUNTY DEVELOPMENT DEPARTMENT POSITIONS

POSITION	SALARY	TOTAL STAFF
Director - Planning, Building & Development	\$155,759	13
Director - Transportation	\$186,245	122
Director - Stormwater Management	\$128,671	38
Director - SWALCO	\$160,000	8
Director - Public Works	\$153,966	94

CHART 61 - LAKE COUNTY DEVELOPMENT ORGANIZATIONAL CHART



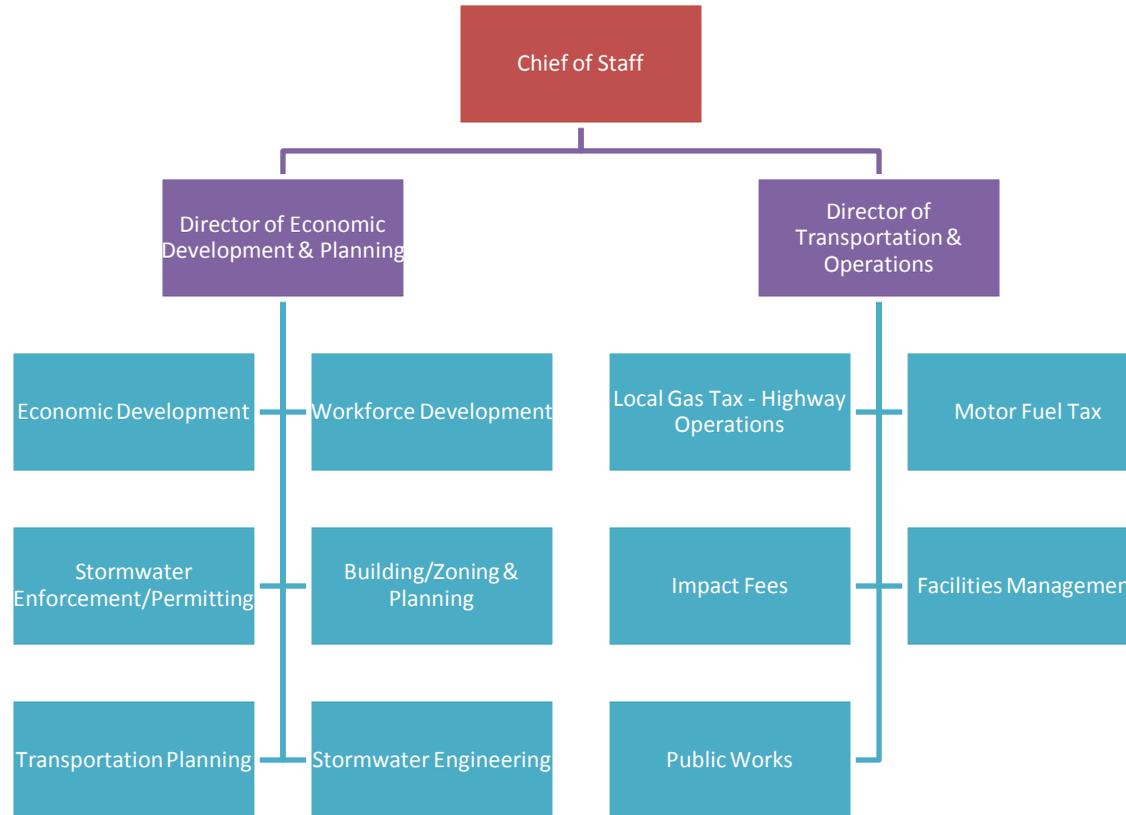
DUPAGE COUNTY

DuPage County has a Chief of Staff and with several department heads including a Director of Planning and Development with 70 personnel. The Facilities Management staff reports to the Director of Operations and Transportation as does the Public Works division. The Community Services Division is led by an administrator.

TABLE 62 - DUPAGE COUNTY DEVELOPMENT DEPARTMENT POSITIONS

POSITION	SALARY	TOTAL STAFF
Director - Economic Development & Planning	\$176,025	261
Director - Transportation	\$179,031	109

TABLE 63 - DUPAGE COUNTY DEVELOPMENT ORGANIZATIONAL CHART



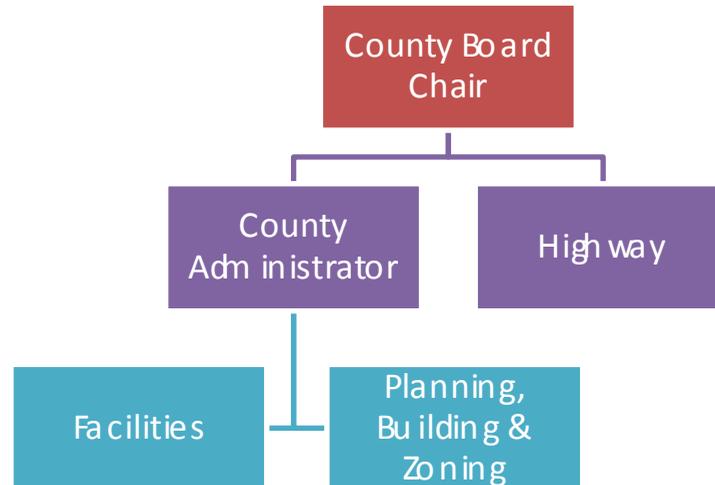
KENDALL COUNTY

In Kendall County, the Health Department oversees solid waste and water supply. Administration oversees Economic Development. The Planning, Building & Zoning Department oversees stormwater management, countywide development, subdivision review, building permits and inspections as well as planning and zoning. The Facilities Management Department is responsible for building management of all County property and buildings. The Highway Department oversees county highway activities including but not limited to transportation projects. Please note that in Kendall County personnel counts are low because some county services are contracted out.

TABLE 64 - KENDALL COUNTY DEVELOPMENT DEPARTMENT POSITIONS

POSITION	SALARY	NOTES	TOTAL STAFF
Director - Planning, Building & Zoning	\$89,576	PREVIOUS SALARY - CURRENTLY VACANT	8
Director - Facilities Management	\$85,849		8
Director - Highways	\$99,000		18

TABLE 65 - KENDALL COUNTY DEVELOPMENT ORGANIZATIONAL CHART



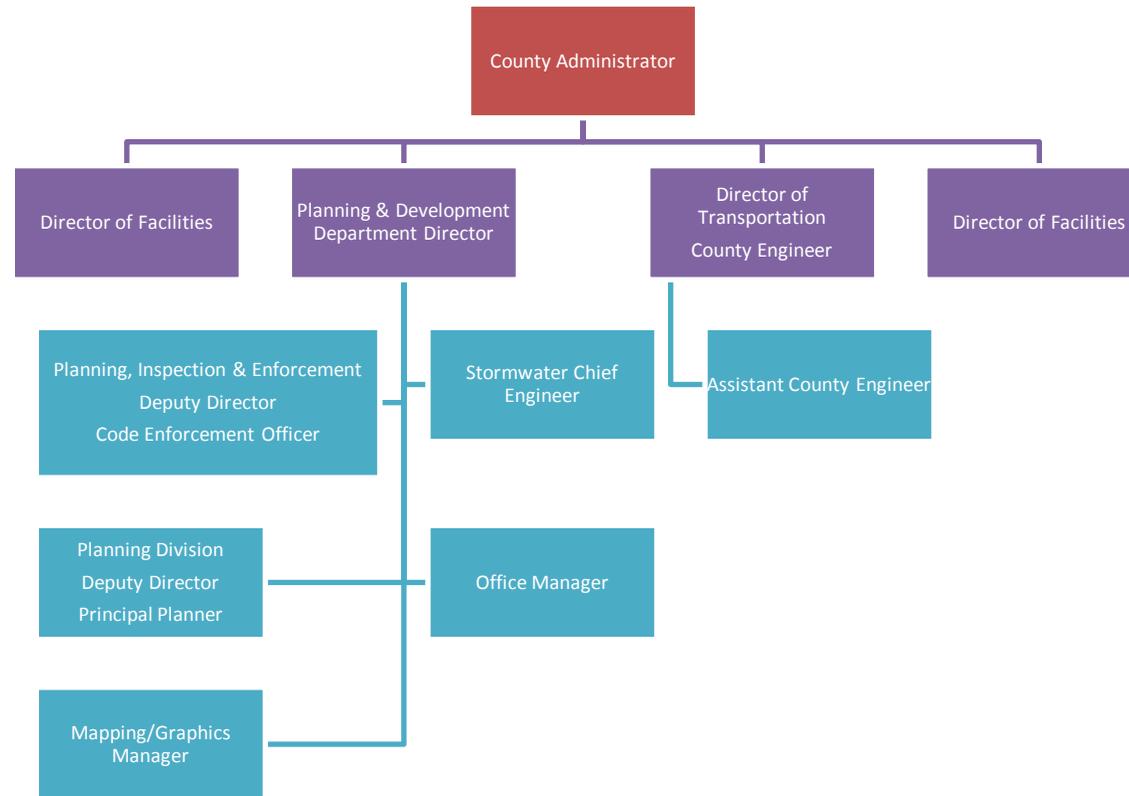
MCHENRY COUNTY

McHenry County has a County Administrator, a Director of Facilities responsible for all county property and buildings, a Planning and Development Department. Solid waste is administered within the Health Department. Water Resources is administered by the Associate County Administrator of Finance.

TABLE 66 - MCHENRY COUNTY DEVELOPMENT DEPARTMENT POSITIONS

POSITION	SALARY	TOTAL STAFF
Director - Facilities	\$105,061	33
Director - Planning and Development	\$112,000	43
County Engineer	\$130,686	64

TABLE 67 - MCHENRY COUNTY DEVELOPMENT ORGANIZATIONAL CHART



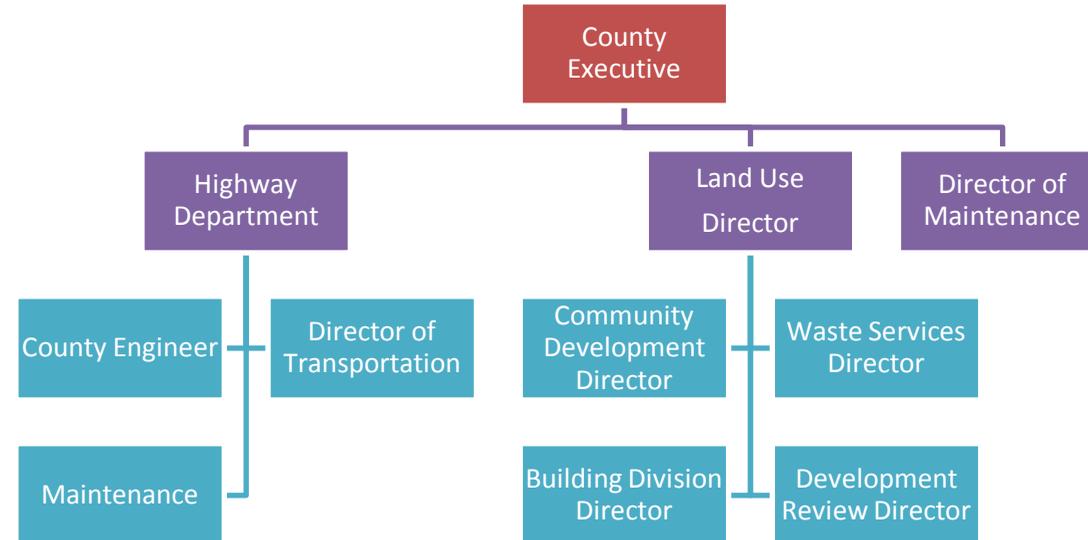
WILL COUNTY

Will County has a Chief of Staff, and a Deputy Chief of Staff with a Manager of Operations. Each of the separate development-related functions has separate directors, and the transportation department has a director and a separate engineer.

TABLE 68 - WILL COUNTY DEVELOPMENT DEPARTMENT SALARIES

POSITION	SALARY	TOTAL STAFF
Director - Land Use	\$105,268	76
Director - Development Review	\$80,988	-
Director - Waste Services	\$87,412	-
Director - Building Division	\$77,875	-
Director - Highway	\$78,840	75
County Engineer	\$142,000	-
Director of Maintenance	\$83,163	17

CHART 69 - WILL COUNTY DEVELOPMENT ORGANIZATIONAL CHART



NOTES AND CONCLUSION

1. Due to the economy and significant slowdown in construction, Development Department staff have been refocused into other areas, some cutbacks made, and vacant positions not filled.
2. Out of the five counties noted, Kane and Kendall are the only one who pay their County Engineer less than the recommended CESP salary. Will, McHenry, and DeKalb Counties pay their county engineers more. This is something that should be noted for review in the future especially in light of the fact that in the absence of a county administrator and an executive director, the County Engineer/Director of Transportation has significant responsibility.
3. The Director of Development & Community Services has two vacancies in that division in the Administrative Services Manager and the Economic Development Director. It is probable that some further changes could be anticipated for this division in light of those vacancies dependent on how much emphasis the County wishes to place on economic development. It will be difficult to determine in the short term just when the economy will begin any growth spurt, but this is an opportunity for the Development Department to continue to engage in planning and focus on ways to deal with the development issues created by the current economy.
4. The Director of Facilities, Subdivision, and Environmental Management oversees several County functions and has taken on several new functions over the past few years. This department also has a capital budget and is responsible for long-range facility and capital planning. The County has been proactive in developing a strategic plan that addresses this issue and during this time of economic slowdown should be commended for continuing to plan. Recent federal stimulus and building incentives have been able to be utilized, and continued planning puts the County in a position to be able to take advantage of those opportunities.
5. The IBM Center has noted in their Strategies to Cut Costs and Improve Performance¹⁶ that reducing energy use in government facilities can reduce costs by 10%-20% and generate substantial savings over a 20-year period. The Director of Facilities has been very proactive in this initiative.
6. The County Development Department will undoubtedly continue to evolve with the times, and it is important to review the structure of the development department in terms of the County demographics. Kane County has on its east a more urban environment, a suburban environment centered along the Fox River, and primarily east of Route 47 a definite rural environment. The demands of meeting the needs of this environment are somewhat unique, and the County has to be able to continue to serve the needs associated with that demographic. Related to that issue are water resources and stormwater management - both very important issues that require investment. Demand for highway infrastructure will continue to be a high priority and planning is essential for future economic

¹⁶ Strategies to Cut Costs and Improve Performance, Charles L. Prow, Debra Cammer Hines, Daniel B. Prieto, IBM Center for the Business of Government, page 5.

development and growth. There are still large areas of unincorporated areas of the County that the County is responsible for, and with growth comes the need for good planning for development and infrastructure. These issues will need to continue to be addressed, and it is essential that the County Board continue to provide quality and knowledgeable administrative leadership in these departments as well as to legislate to meet these needs.

SECTION E

HUMAN RESOURCE MANAGEMENT DEPARTMENT

The Human Resources Management Department has also undergone change during the past six years. Prior to 2004, Ellen Burmeier was the Director of Human Resources and the Human Resources Department handled traditional personnel-related functions with a staff of four. Ellen's salary was \$69,950. Sheila McCraven was the Executive Director of KCDEE with a salary of \$77,750 and a staff of approximately 45. In 2004, Sheila McCraven was made Executive Director of Human Resource Management with Ellen Burmeier acting as Director of Human Resources. Sheila maintained her role over KCDEE. Chairman McConnaughay also gave additional responsibilities to Human Resource Management which included overseeing the WC/Liability Insurance Coordinator and the payroll office (which had previously been under the Finance Department). In addition, although the staff of the Veterans Assistance Commission is not by law County employees, Human Resource Management was given nominal oversight of that department.

Excluding the Veterans Assistance Commission, the Executive Director of Human Resource Management, Sheila McCraven, had the responsibility to oversee the activities of 45 KCDEE staff, 4 Human Resource staff, the Insurance Coordinator, and 2 employees of the Payroll Office for a total of 52 employees.

It should also be mentioned that Human Resource Management has undertaken other tasks and responsibilities that are somewhat unique including reform and management of the County's tuition reimbursement program, overseeing vending machines, assisting the Ethics Advisor with employee ethics training, implementation of the new payroll module in the County's accounting system, AED/CPR training, drug-free workplace training, sexual harassment training, the expansion of employee assistance service, and the annual holiday food drive. In addition, more employee benefits through Human Resource Management are now offered to employees including: flexible spending accounts, Veterans GI benefits, and college savings plans.

Executive Director McCraven has noted that "too often employers, including Kane County, tend to overlook or minimize the efforts of the Human Resources staff. A good human resources department is vital to the efficient operation of any business. Considering that the budget of the Human Resources Department is one of the smallest in [Kane] County government, the staff does an excellent job of taking care of County employees. Those efforts should be recognized and applauded."

CHART 70 - 2010 KANE COUNTY HUMAN RESOURCE MANAGEMENT ORGANIZATIONAL CHART

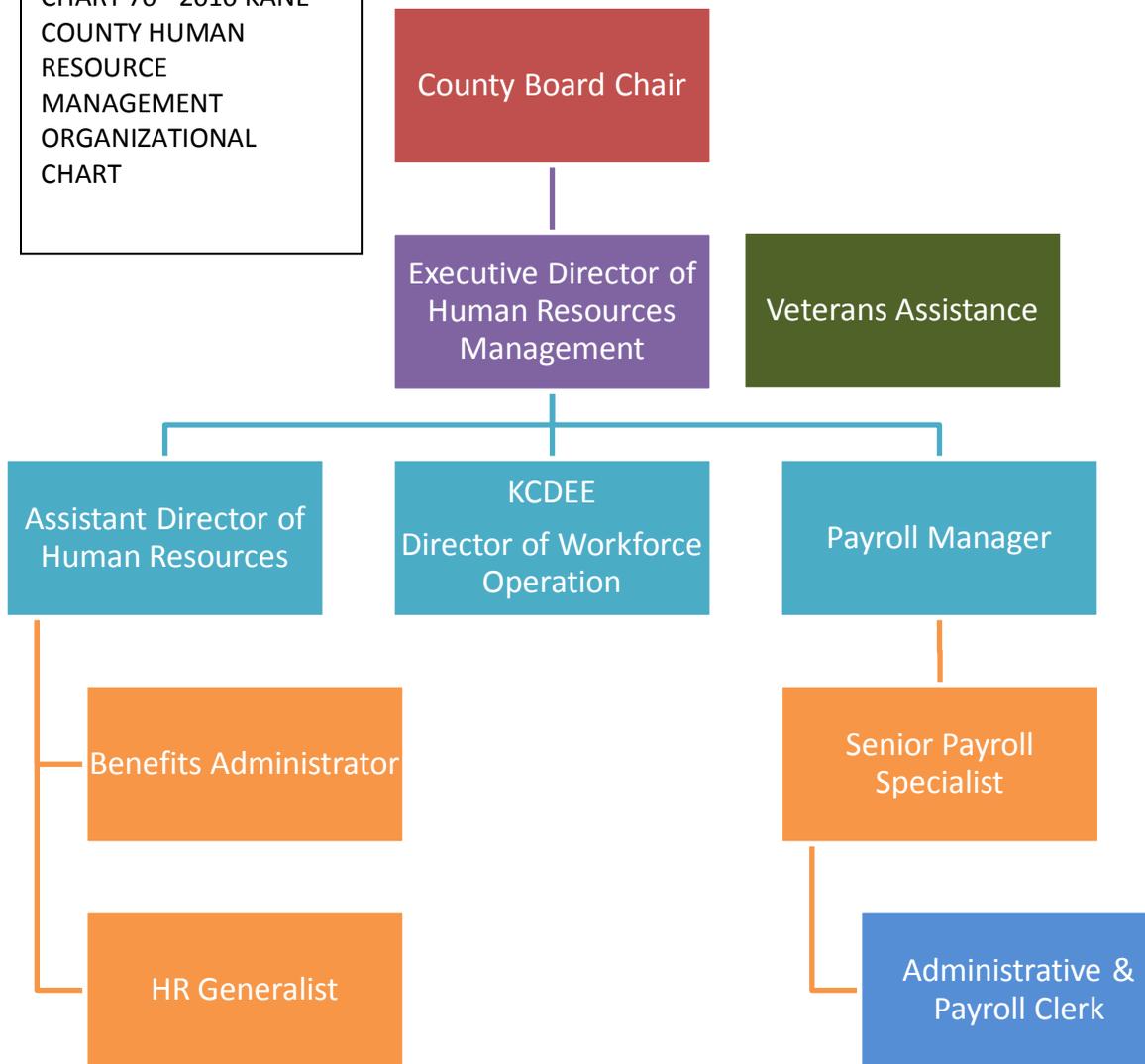
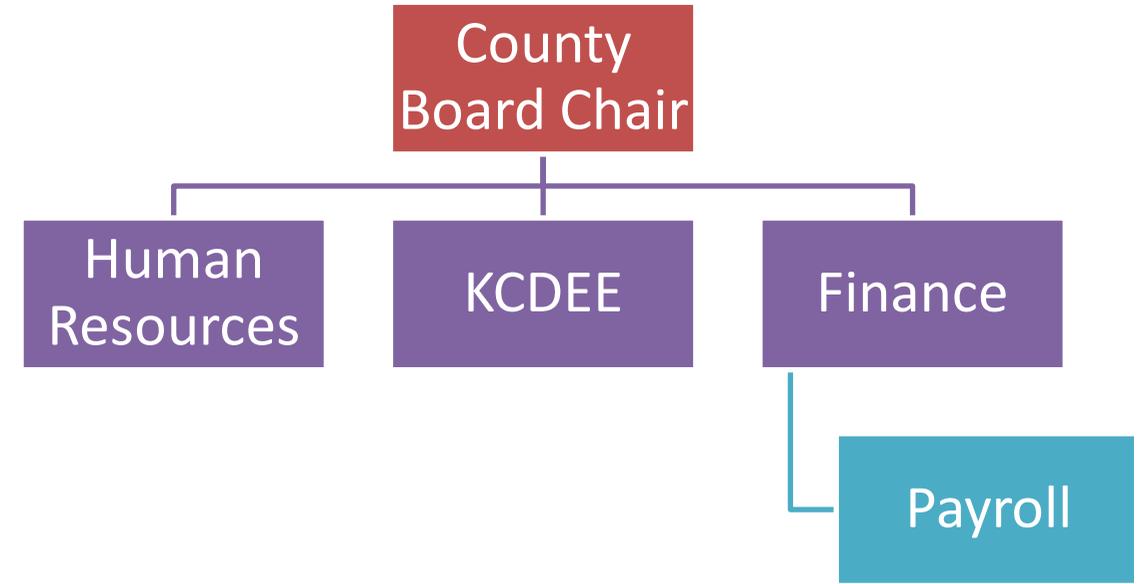


CHART 71 - 2004 KANE COUNTY HUMAN RESOURCE MANAGEMENT ORGANIZATIONAL CHART



JOB DESCRIPTION - EXECUTIVE DIRECTOR OF HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEPARTMENT:

- Directs and manages human resources staff to effectively administer Kane County human resource programs and policies, monitor adherence to County and recognized human resources standards
- consults with and advises department heads, elected officials, employees, contractors and external contacts on human resource issues; serves as an organizational resource with historical knowledge of County policies and practices; provides guidance on problems that are not being adequately addressed at the department level
- Recommends and drafts new policies, procedures and rules that assure County compliance with applicable provisions of federal and state statutes and regulations while simultaneously improving operational efficiency and employee cooperation
- Advises County Board Chairman on significant problems that affect or influence County personnel and jeopardize the achievement of Kane County strategic objectives
- Creates and directs the implementation of training activities for County Board members, elected officials and employees. Provides necessary education and materials to management and staff through workshops, manuals, handbooks, reports, etc.
- Prepares annual department operating budget; approves, monitors and controls departmental expenses
- Provides legal advice to County Board members, elected officials and department heads regarding employment and labor issues
- Serves on management team negotiating collective bargaining agreements covering various departments and offices. Provides information for staff involved in labor relations and assists in the resolution of labor grievances
- Serves as primary liaison with external labor counsel, insurance consultants and ethics advisor
- Administers the employee tuition reimbursement program
- In conjunction with the Kane County State's Attorney and County Ethics Advisor, administers the Kane County Ethics Ordinance and creates procedures to train employees and maintain records of attendance

DEPARTMENT OF EMPLOYMENT & EDUCATION:

- Directs and manages staff to effectively administer Workforce Investment Act Title 1 policies, programs and funding by interpreting policies and regulations regarding workforce programs and developing responsive activities
- Create, prepare and review sub-award agreements presented to external training providers
- Negotiate labor agreements for unionized employees

- Serves as liaison between DCEO Bureau of Workforce Development and Kane County Board Chairman on workforce activities
- Serve as WIA Title 1 representative on River Valley Workforce Investment Board and engage in coalition building that advocates for training programs that effectively address the workforce needs of local employers
- Introduces WIA Title 1 to other County departments and offices with workforce needs or considering reductions in force
- Develops procedures that foster the achievement of equal employment opportunity and access to participants of the local workforce systems and centers
- Maintains the integrity of fiscal management system to ensure accurate reporting of revenues and expenditures that adhere to proscribed accounting standards

PAYROLL:

- Directs and manages the activities of the payroll staff to effectively administer payroll and compensation to County employees
- Creates and directs the testing and implementation of new payroll modules that assigns position numbers, tracks retiree insurance cost, and initiates COBRA documents and recordkeeping
- Integrates impact of payroll practices into personnel policies
- Ensures payroll practices contain checks and balances that allow for accuracy in the disbursement of wages and compensation to employees

INSURANCE LIABILITY/WORKERS COMPENSATION:

- Directs and manages staff responsible for reporting employee incidents that could lead to the filing of workers compensation claims
- Reports liability claims and approves payment of claims through the County's accounts payable system to control costs associated with the setup of claim files
- Creates and directs the implementation of safety programs, policies and procedures for County Board members, elected officials and employees
- Primary liaison with external administrator to review county risk management practices and implement improvements that will reduce the likelihood of employee injury.

Job qualifications for the Kane County Executive Director of Human Resource Management include the following:

- Bachelor's degree in Public Administration, Business Administration, or Human Resource Management or a related field from an accredited institution of higher education
- Master's or Law degree with relatable experience in employment consultation, litigation and labor relations. Knowledge of public sector negotiations is extremely beneficial
- Professional human resources certifications and credentials (i.e., PHR, SPHR, CPP)

- Five to eight years upper-level human resource management experience, including at least three years as Human Resources Director overseeing a full-service department with direct experience in planning, managing and supervising staff responsible for core human resources functions such as recruitment and selection, employee relations, labor relations, compensation and benefits, training, and organizational development
- Supervisory experience in a human resources or employment practices environment with substantial management responsibility for policy development, affirmative action, equal employment opportunity practices
- Ability to establish and maintain effective working relationships with County officials and employees and deal tactfully with the public
- Superior interpersonal, writing and oral communication skills that demonstrate the ability to communicate with diverse personalities in a clear, concise and logical manner and in extremely sensitive and delicate situations
- Models professional and ethical standards that promote equality in the treatment of all
- Self-motivated and organized with high energy level to perform multiple tasks while simultaneously overseeing multiple projects and people
- Ability to develop long-term plans and programs and to evaluate work accomplishments and instill accountability for employee work product

General functions of the Human Resource Department include the following:

- Composes job summary/qualifications for posting
- Accepts applications for employment and keeps on file for one year
- Tracks all job applicant demographic data for reporting purposes
- Prepares and verifies I-9's, social security verification, W-4's, EEO data, etc. and answers questions
- Facilitates all background checks and driver's license/insurance verification
- Maintains personnel files
- Handles enrollment in IMRP or SLEP
- Handles enrollment in flexible benefit plans (health or dependent)
- Conducts monthly employee orientation covering required training in blood borne pathogens, sexual harassment, violence in the workplace and in-depth presentations on medical, vision, and dental insurance
- Ensures all benefit applications are processed correctly and submitted in a timely manner
- Takes pictures and provides ID cards
- Conducts open enrollment every year for all benefits and addresses numerous questions on benefit plans, types of coverage, dependent issues for all employees
- Addresses FMLA absences and ensures employee insurance premiums are paid during absence as well as protecting IMRF coverage
- Audits monthly insurance premiums/bills for accuracy

- Tracks all retirees, COBRA and leaves of absence insurance plans/premiums
- Processes all employee paperwork and conducts pre-retirement and exit interviews for employees
- Updates all employee records
- Handles payroll for all employees every two weeks
- Complies with provisions of many collective bargaining agreements and numerous office/department situations
- Makes all changes affecting payroll for employees including direct deposit, tax withholding, child support, court orders, garnishments, etc.
- Makes all required reporting such as social security, taxes, etc.
- Processes all Personnel Action forms for raises, leaves of absence, terminations, transfers, etc
- Distributes W-2's annually
- Audits offices/departments for compliance/accuracy
- Oversees implementation of modules for New World Finance System
- Facilitates and oversees workers compensation claims, including recordkeeping and reporting for OSHA. Trained on software to enable electronic submission of data
- Complies with federal requirements for EEO Plan and reporting
- FOIA Officer for questions regarding salaries, positions, etc
- Oversees, plans, and administers employee events throughout the year including Employee Recognition and holiday parties
- Plans and oversees annual Holiday Food Drive
- Addresses questions regarding employment verification and references
- Updates and files all paperwork for all employees
- Maintains various modules within the New World financial system
- Handles property and general liability insurance and claims
- Is trained and prepared for emergencies as member of the Incident Management Team under OEM.
- Assists and advises offices/departments with numerous questions regarding discipline, personnel issues, training, compliance with policies, etc
- Prepares and provides data as requested regarding salaries and salary history
- Assists and advises with health insurance decisions, prepares RFP's and interviews brokers for selection
- Schedules and keeps records of employee training such as CPR, First Aid, AED and other training as required (EAP, etc.)
- Monitors and provides up to date labor posters to be in compliance with federal and state law
- Develops and maintains list of employees with special skills for Disaster Mobilization Plan

- Schedules and facilitates Bank Days, College Days, etc
- Administers tuition reimbursement program
- Maintains parking sticker lists
- Maintains and assists with updating job descriptions as requested
- Advises and answers questions on FMLA
- Serves as resource and support for all County offices/departments

Some of the accomplishments of the Executive Director of the Human Resource Management Department Sheila McCraven include the following

TRAINING:

- Established annual training program for CPR, First Aid and AED
- Provided ongoing training of employees on preventing sexual harassment in the workplace
- Provided ongoing training of employees on drug-free workplace standards
- Provided ongoing training on revision of FMLA forms to comply with amended statute
- Provided ongoing training for blood borne pathogens
- Provided ongoing training in OSHA standards for maintenance staff
- Implemented OJT training program for certain categories of GI bill-qualified veterans

TECHNOLOGY:

- Conversion of semi-monthly payroll cycle to bi-weekly pay cycle
- Setup of position control module and creation of position numbering system
- Assigned position number to every County employee
- Setup COBRA module to track all termed COBRA participants
- Used software to input and track new workers compensation claims and instituted quarterly case reviews of all workers comp and liability claims
- Automated preparation of wage reports
- Automated preparation of mandatory reports for federal and state agencies
- Created comprehensive statistical reports to Human Services Committee
- Updated Human Resources Management webpage
- Created comprehensive spreadsheet to track details of collective bargaining agreements
- Created and implemented new employee identification badge program for County employees

- Assigned employee numbers based upon year of hire
- Archived termed employee files through 2008 and prepared files for document management scanning and storage

BENEFITS:

- Competitive bidding of employee assistance services
- Interviewed and assisted in selection of new health insurance brokers
- Streamlined administration of tuition reimbursement program and continued control of expenses to stay within budget
- Implemented notice provisions required for Medicare Part D - drug coverage
- Audited all employees for accuracy on insurance coverage (plans, dependents, etc)
- Annual revision and posting of EEO Plan to County internet and intranet sites
- Distributed W-2's and benefit statements for over 1,400 employees
- Complied with filing of OSHA logs

OTHER:

- Provided ongoing revision and distribution of Personnel Policy Handbook
- Transitioned annual Employee Food Drive to the HR Department
- Handled collective bargaining grievances
- Revised and conducted a streamlined, cost-efficient Employee Recognition program
- Negotiated reduced rate for handling of seasonal pothole auto claims
- Created procedure for reporting and resolving ADA grievances

The salary history of the Executive Director of Human Resources Management is as follows:

TABLE 72 - SALARY HISTORY OF EXECUTIVE DIRECTOR OF HUMAN RESOURCE MANAGEMENT

DATE	SALARY	NOTES
DECEMBER 2005	\$107,000	Executive Director Position Established - McCraven promoted to position*
DECEMBER 2006	\$113,400	
DECEMBER 2007	\$119,138	
DECEMBER 2008	\$119,138	SALARY FREEZE IN EFFECT
DECEMBER 2009	\$119,138	SALARY FREEZE IN EFFECT
DECEMBER 2010	\$119,138	SALARY FREEZE IN EFFECT

3 Step Compensation Plan



* McCraven previous salary as KCDEE director was \$77,500.

COUNTY COMPARISONS - HUMAN RESOURCES DEPARTMENT

There are some differences in functions among Human Resource Departments. In Kane County, the Executive Director has responsibility for the Kane County Department of Employment and Education and serves as its Executive Director. Part of the salary attributed to the Executive Director's oversight of KCDEE is paid with federal funding. In Lake County the Human Resources Department is administered through the Finance Department. In Kendall County, human resources is under the County Administrator with a human resources associate. Kane is the only county with an Executive Director of Human Resources who has an additional responsibility over KCDEE while the other counties have directors over that specific function without additional responsibilities.

TABLE 73 - COUNTY COMPARISONS

COUNTY	POSITION	SALARY	COUNTY EMPLOYEES	DEPARTMENT BUDGET	AREAS OF RESPONSIBILITY
KANE	Executive Director	\$119,138	1,242	\$331,764	HR Department KCDEE Payroll
DUPAGE	Director	\$109,141	2,501	\$1,477,906	HR Department
KENDALL	Human Resource Associate	N/A	357	N/A	HR functions
MCHENRY	Human Resource Director Workforce Director, Network Workforce Director, Investments	\$97,706 \$78,544 \$93,833	1,566	\$521,857	HR Department } Workforce Network
WILL	Human Resource Director Workforce Services Director	\$108,202 \$97,427	2,178	\$968,778	HR Department Workforce Network
LAKE	Director	\$125,040	2,642	\$1,330,983	Human Resources

COUNTY HUMAN RESOURCE MANAGEMENT ORGANIZATIONAL CHARTS

CHART 74 - DUPAGE COUNTY HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART

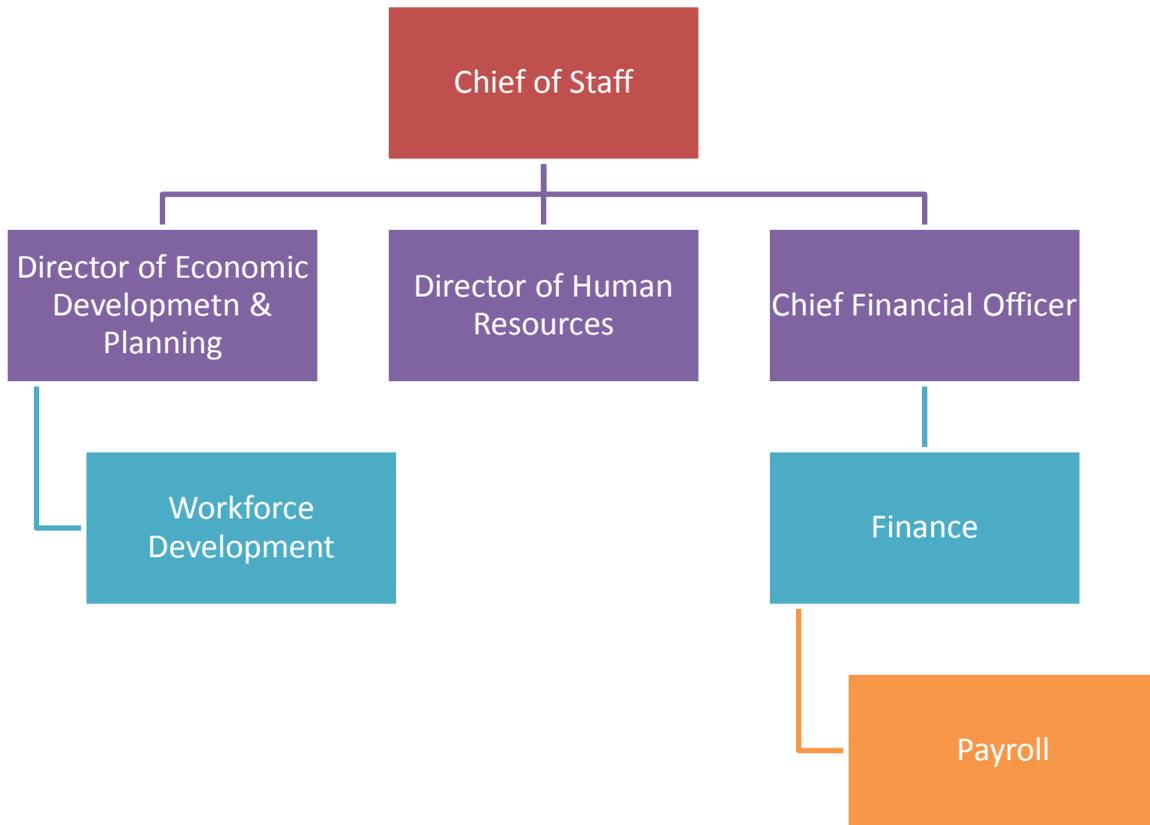


CHART 75 - LAKE COUNTY HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART

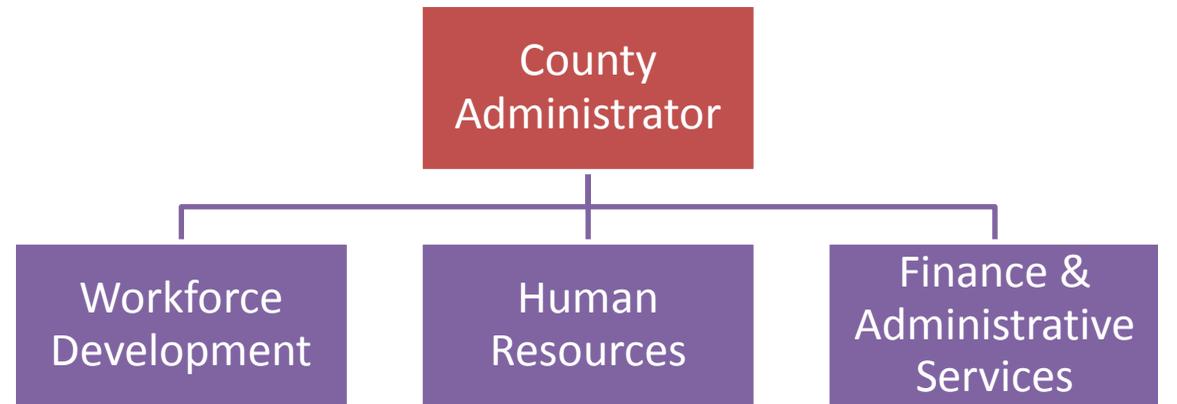


CHART 76 - WILL COUNTY HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART

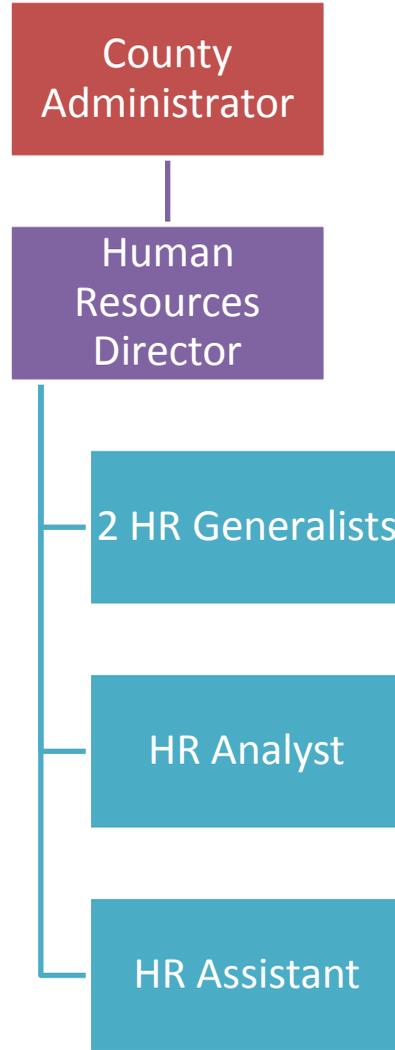
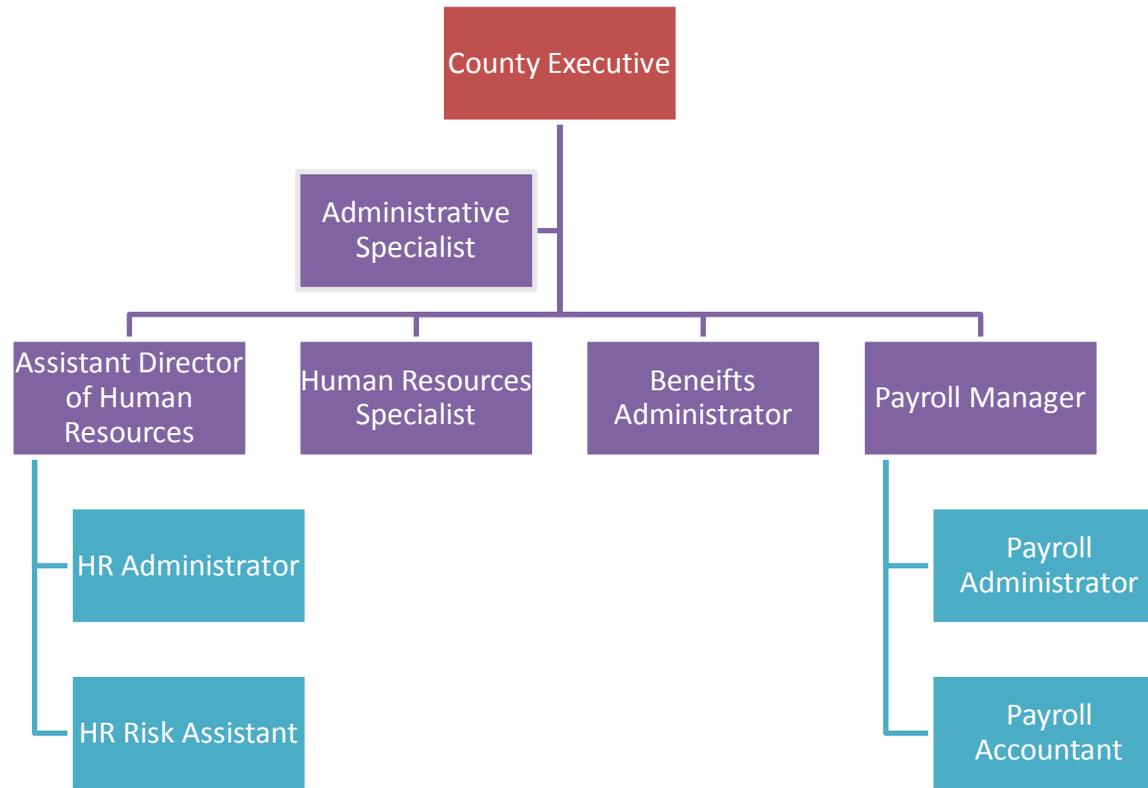


CHART 77 - MCHENRY COUNTY HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART

NOTES AND CONCLUSIONS

The current structure of the Kane County Human Resource Department functions well and salaries are not excessive. In the current economy, human resource management plays a critical role. Government is downsizing and cutting costs, and personnel costs are often the largest or at least a large part of department/office expenses. Cutting programs and services is one factor that government agencies are using to save money in addition to hiring and wage freezes. In addition, personnel management is also being reviewed as a mean to cut costs. Human resource directors and departments are playing a significant role in recent years and have had greater demands and responsibilities placed upon them due to the current economic situation. This is not expected to change and may even increase as labor issues become more prevalent.

The debate of contractors v. employees is another consideration, and it should not be assumed that one is better than the other. When there are limits on hiring and immediate problems need to be solved, government agencies have a tendency to outsource or hire contractors, which may or may not be a good decision. It has been noted on the federal level that experienced workers are leaving faster than new ones are being employed and the jobs are becoming more complex with the result being under-resourced, under-supported, and under-trained staff. Contracting must be addressed from a strategic perspective with appropriate roles for staff and contractors so that there is effective government. Again, this issue involves an increased demand for human resource management.

Personnel management issues including benefits and union negotiations are also important in the current economic climate and contribute to the overall department function. The Executive Director of Human Resources Management has had to undertake significant challenges in recent years, and in addition to oversight of the Kane County Human Resource Management Division and KCDEE, the Executive Director also assists the Ethics Advisor and conducts ethics training to elected officials and employees and has other responsibilities under the Count's new ethics ordinance.

SECTION F
DIRECTOR OF KANECOMM

Although the Director of KaneComm is not an executive director, this is a new director position. The function of 911 was previously administered under the Sheriff's Office. After an outside study, KaneComm was created as a separate Kane County Department. A study conducted by Winbourne & Costas, the firm utilized by the County to conduct a review and analysis of the 911 center noted as follows: "Based on the duties and responsibilities of this position and the salary ranges for executives in the region, we project the Director's estimated annual salary to range from \$90,000 to \$125,000 depending on qualifications."¹⁷

The job description for the Director of KaneComm is as follows with a list of accomplishments and qualifications:

TABLE 78 – SALARY HISTORY FOR KANECOMM DIRECTOR

DATE	SALARY	NOTES
JUNE 2010	\$93,000	SALARY FOR KANECOMM DIRECTOR SET BY COUNTY BOARD

OTHER 911 CENTERS

The functions of 911 centers are very similar across the State of Illinois. The differences lie in who they dispatch for. Some cities have their own 911 centers and dispatch only for their own public safety agencies. Some are under the jurisdiction of the county and still others are regionally based. In Kane County, for example, we have seven 911 centers. TriComm and Quadcomm dispatch for multiple agencies in the area. KaneComm is county-based and dispatches for several agencies. Aurora, Montgomery, South Elgin, and Elgin dispatch primarily for their own entities.

REGIONAL 911 CENTERS TABLE 79	DIRECTOR SALARY AVERAGE
DU-COMM	\$121,000
KenCom	\$85,574
North Suburban	\$109,429
Northwest Central	\$118,162
Oak Lawn Central	\$87,792
QuadCom	\$73,698
Red Center	\$96,606
SouthCom	\$84,515
SE Emergency Comm	\$96,662
West Suburban CDC	\$105,000
Cook County	\$78,103
Lake County	\$91,572
TOTAL AVERAGE	\$95,676

¹⁷ "Review and Analysis of the Kane County, Illinois Sheriff's Office Public Safety Answering Point," Winbourne & Costas, Inc., September 29, 2007, Page 55.

SECTION G
SUPERVISOR OF ASSESSMENTS

The duties of supervisors of assessments are set by state statute and the primary function of the position is to oversee the administration of the county's property tax assessment process pursuant to the Illinois Property Tax Code and relevant judicial decisions. State statute designates the term of office which is four years from the date of appointment and until a successor is appointed and qualified. Secondary functions are to serve as the Clerk of the County Board of Review and to chair the County Farmland Assessment Review Committee. The job description for the Kane County Supervisor of Assessments is as follows:

- Supervise the Chief Deputy Supervisor of Assessments and Production Manager, Network Administrator, Purchasing/Payroll Assistant, and Administrative Assistant in the Supervisor of Assessment office
- This position does not directly report to any other position as "the General Assembly intended that the office of supervisor of assessments operate free from interference in the important and highly unpopular function of assessing property for purposes of taxation." (*Heller v. County Board of Jackson County, 1978, 81 Ill.App.3d 31,37*)
- Works with all phases of the tax cycle from township assessors to collection as well as the Department of Revenue
- Assemble township assessors for instruction on the assessment process (35 ILCS 200/9-15)
- Prepare and maintain tax maps and parcel ownership information (35 ILCS 200/9-35)
- Receive and analyze township assessment rolls (35 ILCS 200/9-230, et seq.)
- Equalize assessments within the county or any area therein (35 ILCS 200/9-210)
- Apply various exemptions to homestead properties (35 ILCS 200/15-165, et seq.)
- Publish the assessment roll for each township (35 ILCS 200/12-10)
- Provide mailed notice to owners of property with revised assessments (35 ILCS 200/12-30)
- Certify assessment rolls to the Board of Review (35 ILCS 200/9-245)
- Report statistical abstracts to the Illinois Department of Revenue (35 ILCS 200/17-15)
- Serve as Clerk of the Board of Review (35 ILCS 200/3-30)

Qualifications for the position of supervisor of assessments as set by the Illinois Property Tax Code state that a person must possess one of the following qualifications as certified by the individual to the county clerk:

- Certified Illinois Assessing Official Certificate from the Illinois Property Assessment Institute plus the additional training required for additional compensation under Section 4-10 of the Property Tax Code
- Certified Assessment Evaluator Certificate from the International Association of Assessing Officers

- Member of the Appraisal Institute (MAI), Residential Member (RM), Senior Real Estate Analyst (SREA), Senior Real Property Analyst (SRPA), or Senior Residential Analyst (SRA) Certificate from the Appraisal Institute or its predecessor organizations
- If the person has served as a supervisor of assessments for twelve years or more, a Certified Illinois Assessing Official Certificate from the Illinois Property Assessment Institute with a minimum of 360 additional hours of successfully completed courses approved by the Department if at least 180 of the course hours required a written examination

A person must also have:

- At least 2 years experience in the field of property sales, assessments, finance or appraisals
- Passed an examination conducted by the Illinois Department of Revenue to determine his/her competence to hold the office.

Supervisor Armstrong has noted that his work entails three areas:

- Administration: Administering the Illinois Property Tax Code including acting as the Clerk of the Kane County Board of Review
- Intergovernmental Cooperation: Develops a working relationship with other governmental units inside and outside the County beyond the scope of the Property Tax Code
- Taxpayer Outreach: Taxpayer interaction beyond the scope provided by the Property Tax Cycle

Supervisor Armstrong notes the following accomplishments of his office:

- Growth in Kane County over the past four years has provided challenges in administering the property tax code, particularly in the current economic climate which have placed more demands on the County assessment office while providing limited tax dollars with which to provide services to meet those demands. Since 2006, the County has seen a 4.38% increase in parcels. While growth has now slowed, there has been an increase in assessment complaints. In 2006, complaints were filed on 812 parcels. In 2010, complaints were filed on 4,963 parcels, an increase exceeding 500%.
- The number of full-time positions in the County Assessment Office has been reduced from 20 to 16 since 2005 and down from 29 in late 2001. The increased workload combined with a 20% reduction in staff since 2006 has presented administrative challenges that were met in the following ways:
 1. Increased information available on the internet increasing the number of visitors 158% and number of page views 241% over the past 3 years.
 2. Cross-trained all staff so that during peak periods all staff members can function where the need is greatest
 3. Eliminated non-mandated functions such as eliminating the requirement that senior citizens annually reapply for the Senior Citizen Homestead Exemption
 4. Maintained professional certifications for 14 out of 16 staff members so that they can complete tasks with speed and accuracy

5. Reorganized the County Assessment Office to reflect the most current functions and workloads.

TABLE 80 – SALARY HISTORY OF KANE COUNTY SUPERVISOR OF ASSESSMENTS
Salary set by Kane County Board

DATE	SALARY	NOTES
DECEMBER 2006	\$105,000	MARK ARMSTRONG APPOINTED SUPERVISOR OF ASSESSMENTS OCTOBER 2006
DECEMBER 2007	\$105,000	
DECEMBER 2008	\$108,150	
DECEMBER 2009	\$108,150	
DECEMBER 2010	\$108,150	

TABLE 81 - CURRENT KANE COUNTY ASSESSMENT OFFICE ORGANIZATIONAL CHART

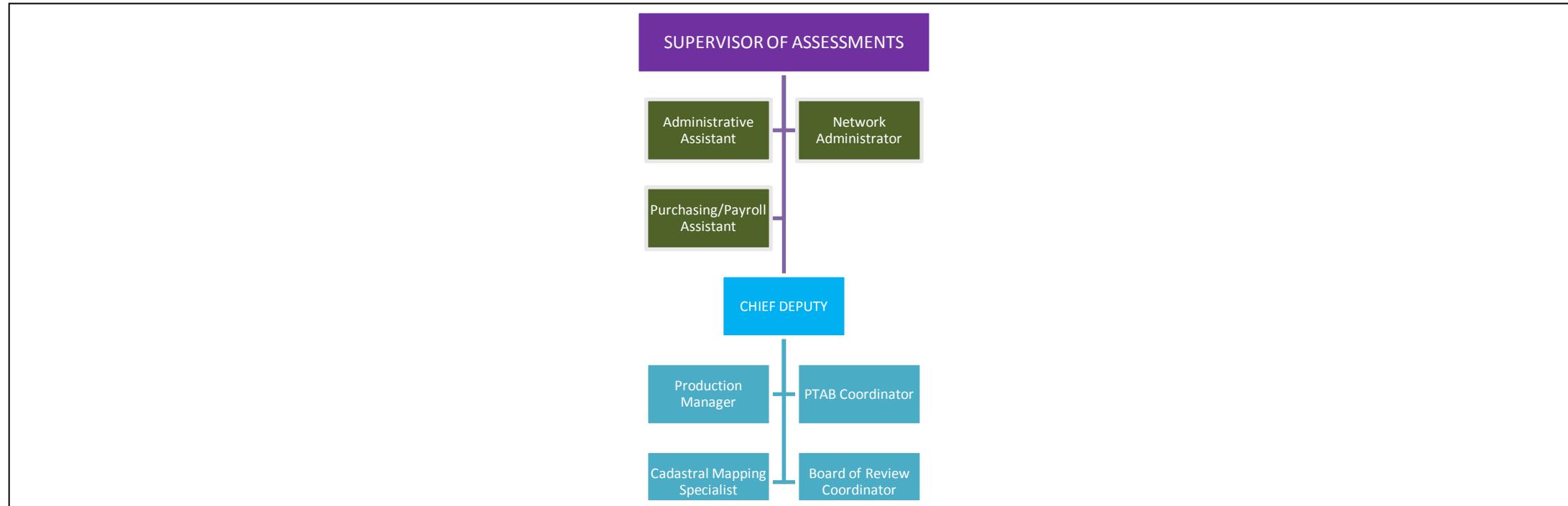


TABLE 82 - OTHER COUNTY SUPERVISOR OF ASSESSMENT OFFICES - 2009

	KANE	LAKE	WILL	MCHENRY	WINNEBAGO
2008 Population	511,892	712,567	685,251	320,961	299,702
2009 EAV	\$16,820,247,500	\$32,046,031,435	\$23,913,924,267	\$11,210,739,442	\$5,546,395,880
2009 Parcels	191,693	283,050	271,314	149,226	125,831
Current Salary	\$108,150	\$138,027	\$101,238	\$100,000	\$85,000
Salary per Resident	\$0.21	\$0.19	\$0.15	\$0.31	\$0.28
Salary per \$100,000 EAV	\$0.66	\$0.43	\$0.42	\$0.89	\$1.53
Salary per Parcel	\$0.56	\$0.49	\$0.37	\$0.67	\$0.68

TABLE 83 - OTHER COUNTY SUPERVISOR OF ASSESSMENT OFFICES 2010

	KANE	LAKE	WILL	MCHENRY	WINNEBAGO
2010 Population	515,269	703,462	677,560	308,760	295,266
2010 EAV	\$15,816,775,891	\$30,161,056,404	\$23,035,963,769	\$10,132,926,407	\$5,386,822,440
2010 Parcels	191,840	283,336	266,260	145,136	122,063
Current Salary	\$108,150	\$137,027	\$113,800	\$103,000	\$86,700
Salary per Resident	\$0.21	\$0.19	\$0.17	\$0.33	\$0.29
Salary per \$100,000 EAV	\$0.68	\$0.45	\$0.49	\$1.02	\$1.61
Salary per Parcel	\$0.56	\$0.48	\$0.43	\$0.71	\$0.71

CHAPTER 4

REVIEW OF GOVERNMENT SALARIES IN GENERAL

A great deal of information has been published about high salaries and excessive benefits of government workers as opposed to the private sector. It was once assumed that government employees were paid less but had better benefits and job security. That scenario is probably not true today. There are several factors to take into consideration when drawing conclusions.

USA Today did a study on federal government compensation and reported that federal employees earn higher average salaries than private-sector workers in more than 8 out of 10 occupations.¹⁸ Their study was based on federal data only. They noted that federal workers earned an average salary of \$67,691 in 2008 for occupations that exist in both government and private sectors while the average salary was \$60,046 for private sector workers. They also noted that the value of pension, health, and other benefits averaged \$40,785 for federal employees and \$9,882 for private workers. This data was compiled for 2008. Many people assume that this is true for state, county, municipal, and other government workers as well. We will discuss this issue later in more detail.

The National Treasury Employees Union disagrees with this comparison because they believe that it is a comparison of apples and oranges. They site, for example, that federal accountants perform more complex work than accountants in the private sector and note that federal government jobs do not align well with private sector jobs. The federal Office of Personnel Management also notes that longevity and older age of federal workers accounts for some of the differences. The USA Today study also notes that federal jobs have more limited salary ranges than private-sector jobs, some of which have million dollar payouts for high level executives.

Interestingly enough, the USA Today study noted that state government employees had an average salary about 5% less than in the private sector, and city and county workers earned an average of 2% more than private workers. PayScale estimates that federal workers' median salary to be \$61,705 and state and local employees' median salary to be \$49,847.

But there are a number of factors affecting all of this data:

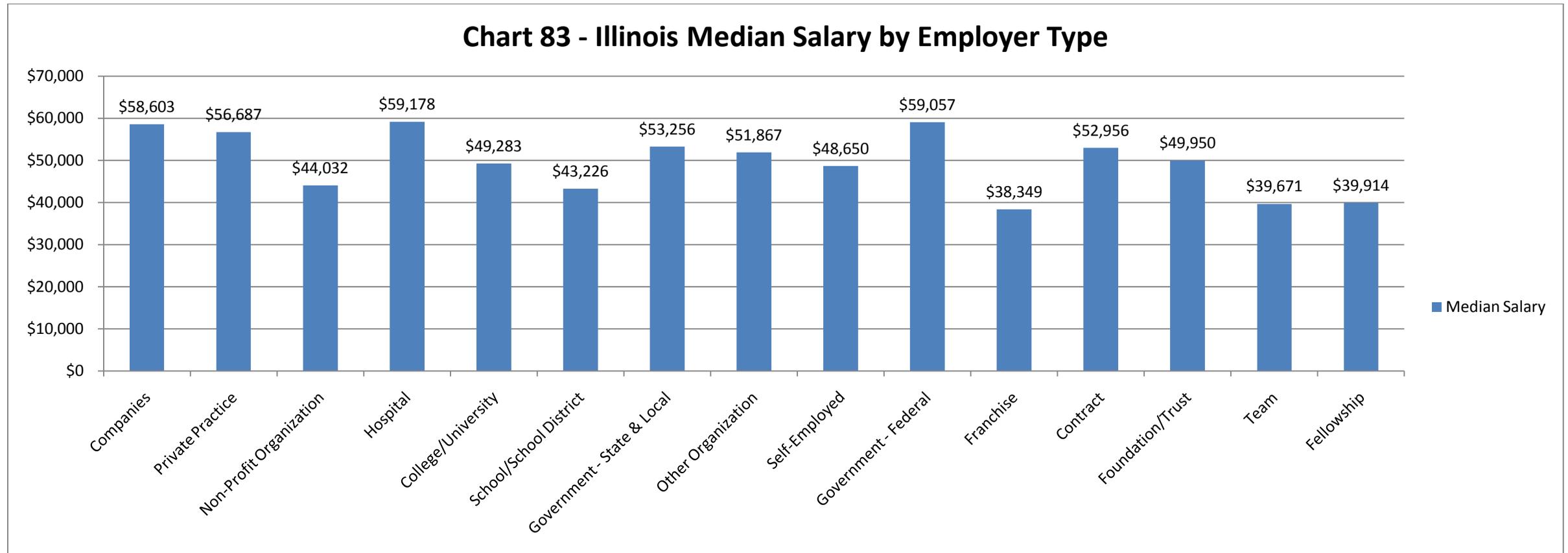
1. Job tenure is higher for public sector employees
2. Public sector employees have higher levels of education (23% of private-sector employees have college degrees - 48% of public employees have college degrees)

¹⁸ "Federal Pay Ahead of Private Industry," Dennis Cauchon, USA Today, March 8, 2010.

3. Public sector job qualifications often demand higher levels of expertise in many cases
4. Teachers account for about 2/3 of the state and local government work force which affect the statistics for all job classifications
5. High rates of union membership generally drive public sector advantage

In the State of Illinois, according to 2008 census data, the state and local government employed 790,539 people. Of those employees 566,872 were full-time employees and 233,667 were part-time employees. 60% of those employees were in education.

A general comparison of median salaries in Illinois provides the following information as provided by PayScale:



With the downturn in the economy, public sector compensation has come under scrutiny. Since personnel are such a large part of state and local government budgets, there will undoubtedly be a trend to find solutions. One of the major concerns has been the excesses in public sector pension plan and rising health care costs. This study does not attempt to address these issues, but it is important to note that changes are certainly imminent. Decision makers should be cautious, however, in using generalizations to make decisions. As noted above, public sector and private industry jobs are not equivalent. A good example of this in Kane County would be to evaluate IT personnel salaries against private industry. On the surface, one may assume that IT tasks are identical, but in actuality, government IT workers perform tasks for several government agencies which operate like completely separate businesses. In addition, how many corporate IT departments deal with public safety systems such as mobile computing in police cars, 911 systems (which include everything from data to radio), security systems, etc. Even extremely large companies do not have this level of diversity. Couple that with the fact that public sector employment often involves the general welfare of the public which may not exist in private industry.

Lastly, I would quote from a recent article by John O'Leary entitled: "Fair Pay for Public Employees: A Question of Efficiency."

"Finally, something everyone can agree on: Public employees should be compensated fairly. While excessive pay for public employees is unfair to taxpayers, inadequate pay is not only unfair to public workers, it's inefficient. Agreed? Good.

"So, what's fair? Ahh. Let the arguments commence.

"Right now, a debate is raging over whether public employees are overcompensated.

"A *USA Today* article notes that in 2009, federal employees earned \$123,000 per year on average in pay plus benefits, compared to just \$61,000 in the private sector. Even state and local employees averaged \$70,000. At first blush, it sounds like public pay is way out of whack.

"No so, argues former Secretary of Labor Robert Reich. In his article, *The Shameful Attack on Public Employees*, Reich disputes the idea that public employees are overcompensated. According to Reich, 'Even if you include health and retirement benefits, government employees still earn less than their private sector counterparts with similar educations.' That last phrase covers a lot of territory. Reich contends that 48% of federal workers hold college degrees, compared to just 23% of their private-sector counterparts, and that on average the degree of difficulty of public work more than justifies any salary differential.

"Indeed, the debate over public pay usually centers on averages. But here is the Goldilocks truth: Among any group of public employees, some are underpaid, others are overpaid, and still others are paid just right.

"Even among cohorts earning off the same pay scale, such as union teachers, janitors or firefighters, inequity prevails. The best employees are paid the same as the worst. How is that fair? Often, union contracts prohibit basing pay on performance. Seniority - and the byzantine steps and lanes that go with it - means that governments reward endurance rather than productivity. Does that make sense?

"Fair pay is often in the eye of the beholder. Anti-government types will loudly complain about the New Jersey turnpike worker who made \$321,985 or the Boston police lieutenant who made \$271,882. On the other hand, public-sector managers know how hard it is to attract capable lawyers, accountants and IT professionals who are being offered more money in the private sector. Does government overpay or underpay? Yes, it overpays and underpays.

"Then there is the whole question of pensions. While most of the world has moved to defined-contribution plans, or 401(k)s, the public sector is mostly still immersed in the defined-benefits world, a world where the public-sector employer - and hence the taxpayer - bears all the risk. During the recent stock market downturn, the typical taxpayer saw the value of their own retirement account decline. At the same time, they discovered they were on the hook to make up public pension shortfalls - a double whammy that doesn't seem fair.

"The structure of retirement benefits can have a huge impact on organizational effectiveness. Today, most public pensions are based on years of service and age at retirement. As a rule, these systems follow a 'hockey stick' curve, meaning the value of retirement benefits increase dramatically over the last few years of service. This creates a circumstance where employees in their late 40s and 50s can become financially trapped in their jobs. It often becomes economically prohibitive for these public employees to look elsewhere. The result is disgruntled yet immovable workers, frustrated managers and underserved taxpayers.

"Some communities have taken steps to alter the playing field. Back in 1998, the City of Orlando, Florida, mandated that all new hires (except public safety employees) would be covered by a defined-contribution plan. Orlando's plan enhances the portability of retirement benefits, which is important in an era when individuals often change jobs multiple times during their career. The Orlando plan isn't ungenerous - the city contributes between 7 and 10 percent of pay - but it gives Orlando predictability and insulates it from the shocks of market downturns. Orlando wisely chose to 'grandfather' in all existing employees, which avoided some messy politics.

"Similarly, Utah closed entrance to its legacy defined-benefit pension system in 2010, offering new hires either a 401(k)-type defined-contribution plan or a hybrid plan. Though unions resisted the change, polls found that Utah voters supported the reform. The state contribution is capped at 10%, except for public safety.

"Unlike defined-benefit plans, capped contribution systems are harder to game. The political temptation to sweeten retirement benefits for current workers has contributed to the massive underfunding of post-employment pension and health-care benefits - hence the 'trillion dollar gap' currently facing state governments.

"Overpaid? Underpaid? Go ahead and knock yourself out with that screaming match.

"But while you're at it, tackle this question: With the exact same pot of money we are spending today, couldn't we design a better compensation system? Some questions to consider: How can our compensation approach promote more efficient operations? Should seniority always bring higher pay? How can we attract and retain good employees yet make sure underperformers aren't rewarded?

"Designing a compensation system that is both fair and promotes efficiency is a real challenge. Too many people, however, obsess over the size of the compensation package while ignoring the detrimental impact that the structure of both the pay and pension systems can have on operating efficiency."¹⁹

¹⁹ "Fair Pay for Public Employees: A Question of Efficiency," John O'Leary, Governing.com, February 2, 2011; http://www.governing.com/templates/gov_print?id=115052594.

CHAPTER 5 CONCLUSIONS

If there is one pervasive factor that has to be taken into account in this study, it is that salary comparisons of all types produce erroneous information that can be misleading to decision makers and the general public. One cannot compare jobs with like titles when there are large differences in job functions and hierarchy. One cannot also compare private sector jobs with public-sector jobs with any level of equality. There are just too many variances to produce accurate information. This study has attempted to provide as much information about Kane County management history and up-to-date information while showing how some other neighboring counties function with some general comparisons.

The author spent a great deal of time trying to produce data that could be used for comparison but always came back to the premise that there were problems with disparate data. The author also reviewed raw salary statistics provided by government and private agencies as well as reviewed data analysis provided by government watchdog groups, the media, government unions, and others on both sides of the argument. The data analysis all carried some bias and again there was disparate data. Generally, it is easy to use numbers provided by census and labor to make general conclusions, but one has to be careful about reaching erroneous conclusions from that data.

Sooner or later Kane County will have to address how to handle overall county administration in the absence of a county administrator. The institution of a Key 5 - which includes all of the Executive Directors and the County Board Chair has been effective during the past few years, and actually has helped to allow for better coordination of services. This coordination has saved the County hundreds of thousands of dollars over the past few years.

In addition, due to the changes in the hierarchal structure in recent years, the County has actually saved management personnel costs. If changes in hierarchal structures are to be considered in the future the County should consider that this tiered system saves money and as mentioned previously provides for better coordination of resources. However, the County should review on a continual basis how services and programs are delivered. Trends are for government to look at how they provide services to the public and some agencies now structure their agency by program and service rather than by personnel hierarchy in order to better accomplish that mission.

Kane County now employs 418 less employees in 2010 than they did in 2004, management salaries are down \$494,421, and there are now 5 executive directors with 2 additional directors as compared to 15 directors in 2004. The County has been very successful at managing resources.

Some mention should be made about using contractors or consultants to perform some functions as opposed to employees. Generally speaking, contractors and consultants have equivalent or higher salary levels than employees although there are no benefits. There are additional costs that contractors and consultants often add to their contracts such as travel and housing expenses, however. When decisions need to be made about outsourcing, it is generally good to take into consideration if the services needed are for a project or for ongoing services. Even long-term 3-4 year projects may be better suited to a contractor not only due to cost but because there is a tendency for agencies to keep people on when they are no longer needed, and there are costs associated with laying people off. However, it may not be cost effective to use a contractor for regular ongoing functions because in the long-run those costs will exceed what you would pay an employee. Sometimes there is a hesitancy to use consultants and contractors, and in times when there are hiring freezes, consultants and contractors are a way out of taking care of business. Neither of these philosophies aids the agency in making good personnel decisions. Rather, the overall mission or goal of the need should be assessed.

There will also be more of a trend for government to share services and resources with other government agencies and with the private sector. This already has started to happen with some of the more proactive government agencies in the country. It not only saves a very large amount of money but also in the end provides better service to the public. Government has always had a tendency to be territorial, but in these days of limited resources and a need to provide public service, government agencies are beginning to be more receptive to this concept. Public safety agencies looking to save money are consolidating or forming purchasing pools, etc. This trend is only expected to grow and continue in the coming years.

Kane County executive directors and directors are not receiving salaries that are excessive or out of line. In fact, the knowledge and experience that are expected of personnel to fill these positions does not reflect the salaries they receive. County benefits are generally good and are comparable to other government agencies, but they are not excessive. Generally, salaries are in the low to middle range for job responsibilities and job descriptions.

Despite the economic downturn, the County will still need to address public services. There is more demand for information, technology is changing rapidly, public safety is a concern in this time of terrorism and mass shootings in schools and other public places, and government is having to do more with less. This is no longer a debate between parties as to whether there should be more government or less government, rather the debate has become how there can be better government - providing high quality services with limited resources.

Kane County has taken steps over the past few years to better manage these resources, but it cannot stand on its laurels. Efforts must continue in this area. For example, one Facilities Department is responsible for most Kane County buildings. Only the IT department and the Facilities division have capital budgets. This allows for better planning and better consolidation. Kane County has consolidated information systems and up-to-date equipment as a result of good planning and consolidation and is continuing to improve that annually. The Health Department has been able to reduce staff by outsourcing to not-for-profit agencies, but it still will be faced with serious public health issues. With the Office of Emergency Management also being under the Health Department, the fact that public

emergencies are increasing also has to be taken into consideration. Aggressive efforts to seek federal and state funding should continue and have been an asset to the County Health Department. The Development Department's responsibilities have shifted from building and construction and they have downsized and reassigned personnel, and they should continue to focus on programs and services. In addition, this has provided the County the opportunity to better address planning and other issues that can't be completed when staff are exceptionally busy.

The Kane County Board, its Chair, and Executive Directors have done a better than average job over the past few years in managing these issues and there is no evidence that excesses in salaries or personnel exist in Kane County. The County is in a better position financially than many other governmental agencies which will allow them to move forward in a constructive manner. County leaders will need to address some important issues in the years to come. There is no light at the end of the tunnel regarding the economy. Home foreclosures are expected to be higher in 2011 than in previous years. High gas prices will affect costs and expenses, and funding mechanisms that were guaranteed in the past may not be forthcoming.

Overall, Kane County has responded well to a changing environment most notably in the technological and economic environment. Kane County leaders can feel comfortable with salary and personnel levels but should realize that compared to the responsibilities and oversight required of the Kane County Executive Directors these salaries are in the low to middle range. Sooner or later County leaders will need to address a county administrator. Currently, the goal should be to retain the highly-qualified and experienced administrative staff.

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