



*The*  
**MANAGER**  
FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION  
Post Office Box 1757 – Tallahassee, Florida 32302 – (850) 222-9684  
*Home Page: <http://www.fccma.org>*

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## **Do Civility Pledges Work?**

Some of you are familiar with The Village Square, a non-partisan organization that strives to bring divided communities together. Tallahassee's group has been active for nearly three years, and I occasionally get to attend the dinners and discussions. Last week I listened to two social psychologists from UVA discuss the negative aspects of polarization and demonization within social conversations. This was my first time listening to social psychologists and I'll admit that their vocabulary is challenging! I was also very aware that the young presenters were, by resume, very academic with little time spent off-campus.

One of the participants commented that she finds public meetings (and she didn't specify which level of government) to be rude, noisy and 'damaging' because of the death of manners – and she wondered if the presenters had any suggestions for helping the cause of public meetings. One of the social scientists quickly said, "I find that civility pledges do not work – never have and never will; we've done some research, and they don't work," and he sat back in his chair.

I was surprised by his comment because I have been recommending these for 20 years as a good place to begin the accountability needed by the public body (city council, county commission, school board or whatever it might be) and secondarily as a reminder for the public. In fact, I often recommend that the pledge be printed on the back of the meeting's agenda (and posted on the web site would be the paperless solution) so that the meeting's chair person and the audience member can quickly refer to it if tempers flare. I've seen improvement in public meetings by use of the pledge.

I waited for someone else at the dinner to come to the defense of the civility pledge – but no one did; in fact, the rest of the audience didn't really react to the scientist's comment. Maybe it was the lateness of the hour, the sugar content of the dessert or the somewhat disheartening theme of the evening's discussion; but the room was fairly silent on the point. I did speak up (roughly saying what I've written above) and didn't earn anything but a few head nods from the participants and no response from the presenter. So, this morning, I'm wondering whether you've had success with civility pledges with your councils/commissions and the public; or, if not, what else is out there? What tools are in your respective tool boxes for promoting courteous public discourse and for holding others accountable for civility in their conduct?

## **Conference Update**

The deadline for the hotel room blocks is April 29. This year you do not have to register for the conference before making your hotel reservations. The early registration rate for the 2011 FCCMA/TLG Conference has expired but you can still register for the conference. There are also day rates (\$175) if you are within commuting distance and can only attend for one day.

Information is updated continuously on the website at [www.tlgconference.org](http://www.tlgconference.org). There are many case studies and workshops planned—something that will be of interest to your organization, for sure. Remember, if you bring teams of 3 or more, the registration fee is even lower.

Don't miss the Faith Breakfast on Thursday, June 2. For only \$35 you can participate in a great discussion led by Dave Harden, Rex Taylor and Rich Reade. They will be discussing a great book called, *The Land Between, Finding God in Difficult Transitions.* This will be especially meaningful for anyone who is in transition, has been in transition or thinks they will be in transition in the future.

Appointments are still available for a financial consult or a resume review. Contact Lynn Lovallo for more information.

Hope to see you in Clearwater!

## **Notice of Revised By-Laws**

Any time there is a proposed change to the Association By-Laws, members must be noticed at least 30 days prior to the annual business meeting. Below are the proposed new By-Laws, which will be voted on during the business meeting on Friday, June 3 at the Sandpearl Hotel in Clearwater Beach. The meeting begins at 12:30 p.m. Thank you to the By-Laws Committee, chaired by Jim Hanson and Cindy Coto, for the hard work and effort put forth in revising this document. You will see explanatory comments in italics after each change.

### **FCCMA BY-LAWS**

Revised May 2011

#### **ARTICLE I**

The Board of Directors shall supervise and control the affairs of the Association, when the association is not in regular or special session. The Board of Directors shall have the power and

authority to enter into contractual agreements for association/secretariat services. The duties of the officers of this Association shall be such that, by general usage, are as the title indicates.

## ARTICLE II

Section 1. "The Profession of City and County Management" shall be construed to mean the exercise of the chief administrative power of the municipality or county under the policy-forming direction of a legislative body by a person appointed by the legislative body for this purpose, as well as the work of those persons appointed by the chief administrative officer to assist directly in the exercise of that administrative power and in the general administrative oversight and implementation of municipal or county operations. ***Language should be updated to reflect FCCMA's strategic plan to encourage a new generation of emerging professionals to become active members.***

Section 2. Membership classifications shall be in accordance with requirements of the International City/County Management Association unless otherwise provided by the Board of Directors.

Section 3. The annual dues for membership shall be payable in advance in such amounts and according to such classifications as shall be fixed and determined by the Board of Directors. Dues shall be considered delinquent thirty (30) days after billing; however, members shall remain in good standing until dues are delinquent for a period of three (3) months from time of billing. Members delinquent for more than three (3) months will not be considered in good standing and shall be purged from the membership roster. ***Delinquent members should be removed from membership after 3 months instead of 6.***

Section 4. The fiscal year for conduct of all business of the corporation shall be from October 1 to September 30 inclusive. The Program Year is defined as the period from the conclusion of the annual conference to the conclusion of the following annual conference. The Board of Directors shall designate a Certified Public Accountant to make an annual audit, with an opinion on the financial condition of the corporation. The Secretary-Treasurer shall oversee all the necessary financial business of the Association.

## ARTICLE III

Section 1. There shall be at least one Annual Meeting of the membership. The dates, program and registration fees shall be determined by the Board of Directors. At the annual meeting of the Association, the order of business shall be as follows, but may be suspended by a majority vote of the Voting members present:

1. Roll Call
2. Approval of the Minutes
3. Financial Report
4. Communications
5. Unfinished Business
6. Election of Officers and At-Large Directors
7. New Business

8. Adjournment

***In recent years, the State of the Association message and call for volunteers have been sent out before the Annual Meeting. Removing them from the required agenda for the Annual Meeting and putting them instead in new sections 2 & 3 below brings the By-Laws into line with actual practice.***

Section 2. Prior to or during the Annual Meeting, a Review of the State of the Association shall be provided to all members.

Section 3. Prior to or during the Annual Meeting, a request for Committee Volunteers shall be made to all members. Committees and Committee members shall be appointed by the President pursuant to Article VI of these bylaws.

ARTICLE IV

Voting by proxy shall not be allowed by the Board of Directors, committees or membership.

ARTICLE V

Section 1. Elections: Honorary, Full, Range Riders and Retired members will have the right to vote on Association business.

Section 2. Officers: To be elected as an FCCMA Officer, the member must be a dues-paying, full member who is currently employed as a manager or an assistant/ deputy manager, or an assistant to the manager or equivalent, is serving in a municipal or county government recognized by ICMA; shall have served at least 24 months on the Board of Directors and be serving full-time in a municipal or county government at the time he/she takes office; shall have at least three (3) years experience in Florida and shall be elected by a majority of those voting. Persons serving in an interim or acting capacity are not eligible to serve. Officers shall consist of:

President

President-Elect

Secretary-Treasurer

***Amendments to clarify that members must have full time, non-interim jobs to take office as officers of FCCMA.***

Section 3: Board of Directors: The Board of Directors shall consist of the three (3) officers, the past president, one (1) Director from each of the eight (8) Districts and three (3) Directors-at-Large, totaling fifteen (15) voting members. In addition, the President may, in his/her discretion, appoint ex-officio, non-voting members to serve on the Board. The District Directors shall be elected by the Members in the District on an even-odd stagger based on District numbers, and the Directors-at-Large shall be elected on an even-odd stagger based on set numbers. Upon the absence, disability or resignation of the President, the President-Elect shall immediately become the President until his/her normal term commences as President. If both positions are vacant, the Board of Directors shall appoint persons to fill the vacancies. If the position of Secretary-Treasurer becomes vacant, the Board shall appoint a person to fill the vacancy to finish the term, and then the person may stand for a confirmation vote from the membership for the office of

President-Elect. If the Secretary-Treasurer does not wish to move up to President-Elect, a self-nominated President-Elect would be recommended for election by the nominating committee. District Directors and Directors-at-Large shall serve one (1) full two-year (2) -year term except that an additional one (1) year shall be allowed to provide for the even-odd stagger as needed. Any vacancy for District Directors shall be filled by the Board of Directors to complete the program year. Any vacancy for a Director-at-Large shall be filled by the Board of Directors for the remainder of the term. ***This amendment provides the discretion to the President to appoint ex-officio, non-voting members to serve on the Board. Discussions of this amendment have been about appointing members to represent MITs and students. However, this makes it clear that the President can appoint ex-officio, non-voting members for any purpose.***

#### Section 4: Elections:

(A) Officers of this corporation shall be elected for one (1) year or until their successors are duly elected and qualified. The President-Elect shall assume the office of President at the close of the Annual Meeting.

(B) Elections for Officers and At-Large Directors shall be held at the annual meeting, during the business session. The office of President-Elect shall be filled by the Secretary-Treasurer, with a confirming vote of those present. The elections shall be based upon a slate prepared by the Nominating Committee, which shall be circulated among the membership prior to the election.

(C) Nominating Committee: This committee shall consist of: the President, President-Elect, and eight (8) members representing each of the Districts. Each District member shall be recommended by the appropriate District Director, and may not be a current Board of Directors' member or a candidate for any executive officer or Director seat. The President will serve as chair of this Committee. In the event either the President or President-Elect cannot serve, the Secretary-Treasurer will serve. The Nominating Committee shall be confirmed by the Board of Directors no later than the second quarterly meeting of the program year. The Committee will canvass the membership no later than 120 days prior to the annual conference, to solicit candidates for the positions of Secretary-Treasurer and the open Director-at-Large seats from the membership. Self-nomination is required. Once nominations are received, the Committee shall meet, no less than 45 days prior to the annual conference, to prepare a slate of candidates and a confirming vote of the President and President-Elect. The Committee shall consider all qualified persons and shall conduct in-person or remote, live interviews of the candidates. In its review of candidates, the Committee shall consider the diversity and balance of the Board, including, without limitation, such factors as type of organization served, position, and geographic distribution. Questions regarding a person's qualifications or eligibility to serve shall be decided by the Board of Directors prior to confirmation of the slate of candidates. Nominations may be made from the floor during the election portion of the Business Meeting. A majority of the votes cast at the business meeting shall determine the winners. ***1) Nominating Committee members often do not know every candidate that they are considering. This change would require that each candidate be interviewed either in person or remotely over the phone or by other means. 2) Requiring the Nominating Committee to consider diversity and balance for Board memberships provides flexibility to deal with a variety of needs from gender or racial factors to managers vs. assistants, city vs. county representatives, and geographic balance***

*across the state. Flexibility is needed as conditions change yearly. 3) The Board should be clearly recognized as the final judge on any person's qualifications for office.*

Section 5: Qualifications for District Directors: To be elected as an FCCMA District Director, the member must be a dues-paying, full member with a minimum of three (3) years experience as a full member in Florida who is currently employed as a manager or an assistant/ deputy manager, or an assistant to the manager or equivalent serving in a municipal or county government recognized by ICMA and nominated by the Board of Directors' approved district election process. The nominee must be employed within the district's boundaries in a city or county government as a manager, an assistant/deputy manager, or assistant to the manager and be serving full-time in the municipal or county government at the time he/she takes office. Persons serving in an interim or acting capacity are not eligible to serve. Elections for District Director shall be completed no later than February 15 of the calendar year in which the District Director would take office. District Directors shall serve a term of two (2) years or until a successor is duly elected. ~~and qualified.~~—*1) Language in 3<sup>rd</sup> line added to correct an oversight in last By-Laws modification to require that District Directors to have been full members of FCCMA for three years to be eligible to run for District Director. 2) Same language is added as in a previous section to require full time, non-interim employment to run for District Director. 3) The new language requires that district elections be completed by February 15<sup>th</sup> of each year to give the Nominating Committee information about who will be the upcoming District Directors so they can consider diversity and balance in nominating Directors-at-Large.*

The state shall be divided into districts according to counties as follows:

District I: Bay, Calhoun, Escambia, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Okaloosa, Santa Rosa, Wakulla, Walton, Washington.

District II: Baker, Bradford, Clay, Columbia, Dixie, Duval, Flagler, Gilchrist, Hamilton, Lafayette, Madison, Nassau, Putnam, St. Johns, Suwannee, Taylor, Union Volusia.  
*Sumter is also shown in District VIII.*

District III: Brevard, Orange, Osceola, Seminole.

District IV: Indian River, Martin, Palm Beach, St. Lucie.

District V: Broward, Dade.

District VI: Charlotte, Collier, De Soto, Glades, Hardee, Hendry, Highlands, Lee, Manatee, Monroe, Okeechobee, Sarasota.

District VII: Alachua, Citrus, Hernando, Hillsborough, Levy, Marion, Pasco, Pinellas.

District VIII: Lake, Polk, Sumter *This amendment removes outdated language.*

The Board of Directors will review the Districts as needed to achieve a balance among the number of members, community of interest, and geographical relationships. In any change of district, the Board of Directors shall determine the appropriate method of transition.

Section 6: To be elected as a Director-at-Large, the member must be a Full, dues-paying member, with a minimum of three (3) years' experience as a full member in Florida, who is currently employed as a manager or an assistant/deputy manager, or an assistant to the manager or equivalent. Directors-at-Large shall serve a two (2) year term or until successors are duly elected and qualified. ~~At least one of the Directors-at-Large shall be an assistant manager.~~ ***1) This is the same correction to require that Directors-at-Large to have been Full Members in FCCMA to qualify for election. 2) Eliminate "and qualified" because it is redundant. They must be qualified to be elected in the first place. 3) Because of the large number of assistants presently serving on the Board, it is no longer necessary to require that one of the At-Large Directors be an assistant. Allowing the Nominating Committee to consider this as well as other factors allows for more needed flexibility to address conditions each year.***

Section 7: The Board of Directors shall meet at least quarterly during the program year. Special meetings may be called by the President or a minimum of eight (8) of the members of Board of Directors. A quorum shall be required for official Board action and shall consist of a majority of the members of the Board of Directors. Officers and Directors shall make every effort to attend all meetings. Any Officer or Board member missing three (3) meetings in a program year (from end of May conference to beginning of May conference) or any three (3) consecutive meetings shall automatically be removed from the Board and the vacancy filled consistent with the By-laws procedure in Article V.

Section 8: Conditions for In-Transition and Vacancies: Officers and Directors-at-Large who become a member-in-transition, and who continue to meet eligibility requirements, will not be removed from office, but shall continue to serve until the Annual Meeting at which the Officers and Directors are elected ~~annual conference~~ immediately following the date upon which the Officer or Director-at-Large becomes a member-in-transition, thus completing the current, which completes a program year. A District Director who becomes a member-in-transition but is reemployed within the District in a municipality, county or council of government, and meets eligibility requirements, shall remain a District Director until the end of the term A District Director who becomes a member-in-transition but is not reemployed within the District yet otherwise continues to meet eligibility requirements will not be removed from office but shall continue to serve until the Annual Meeting at which the Officers and Directors are elected immediately following the date upon which the District Director becomes a member-in-transition, thus completing the current program year. ***All changes in this section are to clarify procedures for handling vacancies in office.***

## ARTICLE VI

The President shall annually appoint such committees as may be deemed necessary for the proper conduct of the work of the corporation.

No committee or individual shall be vested with power to enter into any agreement or contract to obligate this corporation, or create any financial liabilities for the corporation except upon the authority of the Board of Directors.

The Ethics Committee, as created in the Charter, shall be comprised of the chairperson and six (6) other members who will serve a four (4) year term that is staggered. To implement these terms, the two (2) additional members appointed in 2002 shall serve a one-time, five (5) year term to create a staggered schedule. Members of the Committee must have a minimum of five (5) years in the Association. The members will select their own chair from among themselves, and the chairperson must have served as an executive officer and should be a past president of the Association. Vacancies on the committee shall be filled by the current President. An appointment to fill an unexpired term will not count against a member serving a full term. Members may serve multiple terms; however, not consecutively. Any member of the committee may be removed from the committee by the President with the concurrence of the majority of the Board of Directors.

#### ARTICLE VII

The Board of Directors shall have the ultimate authority to decide whether to grant or deny any applications for membership. The Board of Directors shall have the authority to take appropriate disciplinary action against any current, former or pending member which, in its judgment, may be appropriate in order to maintain the professional standards of the Association. A complaint against a person who was an FCCMA member at the time of the alleged violation will still be processed even if the person is no longer an Association member. A pending member who has been convicted of any misdemeanor or felony in any location, may be admitted as a member of the Association, following a thorough investigation by a committee appointed by the President and approval by a majority of the Board of Directors. If the pending member does not consent to an investigation within thirty (30) calendar days of a request to do so, he/she is declared ineligible for admittance or re-admittance to the Association.

If, at some future date, the former member wishes to seek re-admittance to the Association, then he/she must appeal in writing to the full Board of Directors, consent to a completion of the investigation and give the committee a compelling justification as to why he/she chose not to have the original investigation completed. Re-admittance to the Association is subject to the approval of the majority of the Board of Directors.

#### ARTICLE VIII

Any person who has been an active member of this Association in good standing and who has resigned or been removed from his/her position as manager or deputy/assistant manager of a municipality or county, may retain his/her status as an active member for a period of three (3) fiscal years, beginning with the fiscal year following that in which the person last paid applicable membership dues, on a complimentary dues basis if authorized by a majority vote of the Board of Directors. A person in a position other than that described above will not be allowed to retain his/her active membership unless he/she expresses in writing to the Board that he/she desires to



return to municipal or county administration. *The new language clarifies what has been the past practice of handling dues for MITs.*

## Article IX

These By-laws may be amended or repealed as provided in the Article of Incorporation.

### **PY 2011-2012 Slate of Proposed Officers and Directors**

The election of officers will be held during the annual business meeting on Friday, June 3 at the Sandpearl Hotel in Clearwater Beach.

#### **Program Year 2011-2012 FCCMA Board of Directors Slate of Officers and Directors**

##### **President**

Jonathan Lewis, Deputy City Manager, Palm Bay

##### **President-Elect**

Joyce Shanahan, City Manager, Ormond Beach

##### **Secretary/Treasurer**

Russ Blackburn, City Manager, Gainesville

##### **Past President**

Carl Harness, Assistant County Administrator, Pinellas County

##### **District 1 Director**

Jeff Brown, Assistant City Manager, Panama City

##### **District 2 Director**

James Hanson, City Manager, Atlantic Beach

##### **District 3 Director**

Desiree Matthews, Assistant City Manager, Kissimmee

##### **District 4 Director**

George Brown, Deputy City Manager, Boca Raton

##### **District 5 Director**

Sarah Hannah, Assistant City Manager, Sunrise

##### **District 6 Director**

A William Moss, City Manager, Naples

### **District 7 Director**

Jill Silverboard, Assistant City Manager, Clearwater

### **District 8 Director**

Douglas Thomas, City Manager, Lakeland

### **At-Large Directors**

Joyce Shanahan\*, City Manager, Ormond Beach

Jill Silverboard+, Assistant City Manager, Clearwater

Horace McHugh, Assistant City Manager Oakland Park

\*If Joyce Shanahan is elected, her at large seat becomes vacant and will be filled by PY2011-2012 Board

+As of 6/3/2011 Jill Silverboard's at large position will be vacant and filled by the PY2011-2012 Board

## **2011 FCCMA Webinars**

There are three more webinars scheduled for the 2011 calendar year. The Professional Training and Development Committee has scheduled webinars for the following dates.

July 21, 2011—Navigating and Utilizing the ICMA Knowledge Network

September 22, 2011—Management in Transition OR I'm an Analyst NOW what do I do?

Please mark these dates on your calendar. These webinars are free through FCCMA's partnership with the Center for Florida Local Government Excellence. They offer an opportunity to train larger numbers of city/county employees at no cost or travel. More information in upcoming newsletters.

## **2010-2011 FCCMA District Trainings**

The following districts have confirmed dates and places for their district trainings. The cost for the district trainings is \$35 for half-day and \$50 for full-day. Please save these dates.

District VI—April 28, 2011, Fort Myers

District VIII—April 29, 2011, Lakeland

“Financial Forecasting for Florida Local Governments: A Template for the Next Five Years” is the topic of the District VIII Training April 29, 2011 from 12:00 p.m. – 4:00 p.m. at the Peggy Brown Building in Lakeland. Financial planning and forecasting may be the biggest challenge facing Florida local governments today. Even the most adept administrator is struggling with how best to prepare his/her agency for the future. Kim Adams, Director of Finance, Largo and Dennis Rogero, Budget Officer, Tampa will identify the key numbers in a CAFR that you must be considering and offer a template on what each city should be doing during these challenging times to successfully prepare a financial plan over the next five years.

“Dealing with Change in Florida's Local Governments” is the topic of the District VI Training, April 28, 2011 from 12:00 p.m. – 4:00 p.m. in Fort Myers. Dealing with change in today's local

government setting is a daily challenge. Training consultant Charlie Waters will try to explain this reality and offer valuable tips on how best to interact with elected officials, staff, citizens, and your own family. Managing your changing environment is a skill and Mr. Waters will lead an interactive discussion on doing so successfully.

For information on any of the district trainings, email Carol Russell at [crussell@flcities.com](mailto:crussell@flcities.com).

## **Local Governments Listening Session on Gulf Coast Ecosystem Restoration**

The Local Governments Listening Session on Gulf Coast Ecosystem Restoration will be held Tuesday, April 19, 2011 from 9:00 a.m. – 11:00 a.m. at the Southwest Florida Regional Planning Council office. This session is designed to be a forum for interested members from local governments to provide individual input that will inform the development of the restoration strategy. The focus will be on obtaining individual input on priority issues, existing impediments and key outcomes or actions for the restoration of the Gulf Coast ecosystem.

For more information, visit the website at [www.epa.gov/gulfcoasttaskforce](http://www.epa.gov/gulfcoasttaskforce).

## **FCCMA Members-in-Transition**

The following FCCMA members are currently in transition. Please take a minute to show your support by either emailing or phoning the MITs in your district. A phone call or an email can go a long way to help someone who is temporarily out of work.

You can also help if you have any job opportunities available in which one of our MITs may be qualified. With the current technology, the project could even be done from the MIT's home. FCCMA staff has many of their resumes. Please contact Carol Russell at [crussell@flcities.com](mailto:crussell@flcities.com) if you need a current resume for one of our MITs.

Also, please keep your FCCMA staff informed of any FCCMA members who may be eligible for MIT status. You can email Lynn Lovallo at [llovallo@flcities.com](mailto:llovallo@flcities.com) or Carol Russell at [crussell@flcities.com](mailto:crussell@flcities.com).

### **Barbara Barnes-Buchanan**

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### **Susan Boyer**

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### **Matthew D. Brock**

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### **Cory Carrier-Penton**

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## New Members

The following membership applications have been received. If no current member comes forth with a reason why these applicants should not be approved as members, they will be invoiced for dues. **AIT Environmental Technology**, District II, Tom Meyers, VP Sales and Marketing, Corporate Member; **James Bartlett**, District I, Doctorate of Public Administration, Florida State University, Student Member; **Catherine Cameron**, District VII, Assistant City Manager – Public Services, City of Ocala, Full Member; **John Lege**, District VII, Chief Financial Officer, City of Ocala, Affiliate Member; **Rosalyn R. Monroe**, District VII, Master’s in Public Affairs, University of Florida, Student Member; **Jean Morrow**, District VII, Master’s of Public Affairs, University of Florida, Student Member; **T Jennene Norman-Vacha**, District VII, City Manager, City of Brooksville, Full Member; **Larry Novak**, District VII, Assistant City Manager, City of Ocala, Full Member; and **Sandra R. Wilson**, District VII, Chief of Staff, City of Ocala, Affiliate Member.

## Positions

**Chief Information Officer — Broward County, Florida** — This executive level position oversees the Enterprise Technology Services Division (158 staff ) responsible for deploying, utilizing, and leveraging information technology to enhance productivity, broaden capabilities, and reduce the operating costs of Broward County government. Based in Fort Lauderdale, the CIO will be instrumental in implementing Broward’s vision for County-wide technology, setting a tone that embraces best practices, and serves as the catalyst for enhanced technology and establishing standards throughout the County-wide structure. Top candidates for consideration will have senior management experience and have a proven track record of moving an organization forward through effective change management. The ideal candidate will have six years of senior-level management experience (preferably with a large public or private organization). Bachelor’s degree is required; an advanced degree is considered a plus. Candidates are encouraged to apply **prior** to Friday, April 22, 2011. Submit resume, cover letter, five work related references and salary history to [apply@ralphandersen.com](mailto:apply@ralphandersen.com). “Sunshine” or public disclosure laws in Florida require that candidates be informed that information presented to Broward County for consideration **may** be made available to the public upon request by

interested parties. The first review of resumes will begin the week of April 25, 2011. Annual salary range is up to \$156,263 plus Florida Retirement System with ***no state income tax in Florida***. Broward County may assist on the reimbursement of relocation and moving expenses for the successful candidate. Direct questions to Heather Renschler or Robert Burg at Ralph Andersen & Associates at (916) 630-4900. Confidential inquiries welcomed.

**Development Services Director — City of Coral Gables** — The City of Coral Gables, Florida, *The City Beautiful*, a progressive, international, coastal and historic City is seeking a highly qualified professional who is inspired by interesting challenges of an established, but dynamic community for the position of Development Services Director. The City has a population of 45,500 residents, has a vibrant downtown district and is home to the University of Miami. It is proud to be ranked by Forbes.com ninth, out of America's Top 25 Towns to Live Well and America's sixth most successful walkable suburb by the Wall Street Journal. The City Manager appoints the Development Services Director to serve as the chief strategic advisor for the department's three divisions: Building, Planning and Zoning, and Code Enforcement. The candidate must possess the ability to navigate through complex issues and direct and manage a total departmental staff of over 60 employees and an annual budget of over 8 million dollars. Qualifications: Candidates interested in applying must have a Bachelor's degree with major course work in engineering, architecture, planning, construction management, business administration, public administration, or a related field. Advanced degree and professional certification(s) strongly preferred. A minimum of eight years responsible and relevant experience in local government with considerable senior management level experience. Salary and benefits package includes: The annual salary range is \$102,356.80-\$140,545.60. Salary is negotiable depending on qualifications. Benefits include: vehicle allowance of \$450 per month, medical, dental and life insurance, retirement plan, leave allowances, and more. Deadline: Open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter and five references immediately, via e-mail, to [HRD@coralgables.com](mailto:HRD@coralgables.com) or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

**Finance Director — City of Coral Gables** — The City of Coral Gables, Florida, *The City Beautiful*, a progressive, international, coastal and historic City is seeking a highly qualified professional who is inspired by interesting challenges of an established, but dynamic community for the position of Finance Director. The City has a population of 45,500 residents, has a vibrant downtown district and is home to the University of Miami. It is proud to be ranked by Forbes.com ninth, out of America's Top 25 Towns to Live Well and America's sixth most successful walkable suburb by the Wall Street Journal. The City Manager appoints the Finance Director to serve as the chief financial advisor. The candidate must possess the ability to navigate through complex issues, including but not limited to accounting functions, revenue and expenditure forecasting, operating and capital budgeting, pension and debt administration, procurement of goods and services, and providing the City with sound financial policy direction. The Department of Finance has over thirty employees, requiring the candidate to have a proven ability to supervise staff, and a budget of approximately 3.7 million dollars. Qualifications: Candidates interested in applying must have a bachelor's degree with major coursework in accounting or finance from an accredited school with a minimum of eight years progressively responsible experience in local government finance. Advanced degree desirable; CPA strongly preferred. Salary and benefits package includes: The annual salary range is \$97,489.60 to

\$133,868.80. Salary is negotiable depending on qualifications. Benefits include: vehicle allowance of \$450 per month, medical, dental and life insurance, retirement plan, leave allowances, and more. Deadline: Open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter, current salary, and five references immediately, via e-mail, to [HRD@coralgables.com](mailto:HRD@coralgables.com) or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

**Division Director of Business & Revenue Development — City of Dunedin, Florida** — City of Dunedin (Pop. 37,500) is seeking individual to assist in creating strategies to revitalize identified commercial corridors; enhance industrial site locations & under-functioning commercial areas; and provide a variety of complex tasks to develop new businesses & revenue sources. Reports to the City Manager. Requires Bachelor's Degree in Economics, Public or Business Administration or related field and 5 years of professional experience in the field demonstrating broad knowledge of and exposure to revenue development, marketing and recruitment, economic development or related field. An equivalent combination of education, training and/or experience may be considered. Must possess valid Florida driver's license. Attractive benefits and education plan. Salary market competitive DOQ. Accepting applications until position is filled at 750 Milwaukee Ave., Dunedin, FL 34698. For application and job description, visit the City's website at <http://dunedingov.com/> EOE m/f/d/v DFWP

**City Manager — Keystone Heights, FL (Pop. 1385)** — Located in Northeast Florida, 50 miles Southwest of Jacksonville and 25 miles Northeast of Gainesville. \$800,000 General Fund budget. Five full-time, four part-time, & one seasonal employee. Stable government with small town character and friendly atmosphere. Keystone Heights residents elected a City Manager form of government March 2007. The City Council has a Mayor & 4 Council members elected at large in non-partisan elections for staggered terms of three years each. City services include street and road maintenance, buildings, grounds and right of way maintenance, parks and recreation, general administration and City water and commercial sewer service provided by Clay County Utility Authority. Police and fire services are provided by county. Applicants must possess a minimum of a Bachelor's degree from an accredited college in public administration, business administration, planning or a related area, minimum of five years of progressive administrative experience or two years at senior management level in Florida local government preferred, or any equivalent combination of education and experience. Membership in ICMA and ICMA Credentialed Manager status is preferred. Salary based on experience and not to exceed a maximum \$60,000.00 + benefits. Submit cover letter, resume, references and salary history by May 6, 2011. Send to "City Manager Applicant", City of Keystone Heights, and P. O. Box 420, Keystone Heights, FL. 32656 or email to [citymanager@keystoneheights.us](mailto:citymanager@keystoneheights.us). Job description available upon request. All applications subject to Florida's open record law. EOE/DFWP

**Economic Development & Tourism Director — Lake County Florida** — Lake County is seeking an experienced professional to fill the position of Economic Development & Tourism Director. The Economic Development & Tourism Director position is responsible for implementing the County's Economic Development Program of recruitment and retention of targeted business and industry. Also plans, directs and participates in the creation and implementation of tourism development and business relations strategies for the County. The position is also responsible for small business assistance and growth, providing assistance to the



business community and county government in dealing with regulations affecting the relocation or expansion of business and industry in Lake County, defining and promoting actions for community redevelopment areas to stimulate economic activity, tourism and business relations outreach, supervising staff, establishing long-range plans, developing policy and procedures, developing and overseeing budgets, evaluating financial functions, documenting activities and performing related administrative functions.. The salary range for this position is \$71,052.80 - \$113,672.00. The minimum required qualifications for the position include a Bachelor's degree in Business or Public Administration, Planning, Marketing, or other related field with eight (8) years of progressively responsible related experience; and a valid Florida driver's license. Applications are being accepted through the County's website [www.lakecountyfl.gov](http://www.lakecountyfl.gov) and will be accepted until the position is filled. Lake County is an Equal Opportunity Employer/Drug Free Workplace/Veterans Preference Applies. Please call the Lake County Department of Employee Services at (352) 343-9596 with any questions.

**Road Operations Director — Lake County Florida** — Lake County is seeking an experienced professional to fill the position of Road Operations Director. The Road Operations Director position is responsible for planning, directing and supervising the maintenance of County roads, right-of-ways and storm water systems. The position is also responsible for supervising division staff, identifying and resolving problems with and exploring growth opportunities for road and storm water systems, managing projects, ensuring compliance with all applicable laws and regulations, and performing other administrative and supervisory work as required. The salary range for this position is \$71,052.80 - \$113,672.00. The minimum required qualifications for the position include a Bachelor's degree in Civil Engineering, Transportation Engineering, Public Works Management, Construction Management or a closely related field with a minimum of eight (8) years of progressively responsible related experience; and a valid Florida driver's license. Applications are being accepted through the County's website [www.lakecountyfl.gov](http://www.lakecountyfl.gov) and will be accepted until the position is filled. Lake County is an Equal Opportunity Employer/Drug Free Workplace/Veterans Preference Applies. Please call the Lake County Department of Employee Services at (352) 343-9596 with any questions.

**Solid Waste Division Director —Lake County Florida** — Lake County is seeking an experienced professional to fill the position of Solid Waste Division Director. APPLICATIONS FOR THIS POSITION ARE CURRENTLY BEING ACCEPTED FOR A STARTING DATE OF JULY 5, 2011. The Solid Waste Division Director position is responsible for planning, coordinating, administering and directing Solid Waste Division operations for Lake County. The position is also responsible for managing staff engaged in solid waste collection, disposal, recycling and transportation; establishing long-range plans; developing policy and procedures; developing and overseeing budgets; documenting activities and performing related administrative functions, including reporting events and activities to senior management, elected or appointed officials and agencies. The salary range for this position is \$71,052.80 - \$113,672.00. The minimum required qualifications for the position include a Bachelor's degree in Engineering, Geology, Construction, Environmental Science or a closely related field with eight (8) years of progressively responsible related experience, a landfill operator certificate; and a valid Florida driver's license. Applications are being accepted through the County's website [www.lakecountyfl.gov](http://www.lakecountyfl.gov) and will be accepted until the position is filled. Lake County is an Equal



Opportunity Employer/Drug Free Workplace/Veterans Preference Applies. Please call the Lake County Department of Employee Services at (352) 343-9596 with any questions.

**Solid Waste Superintendent — Lake County Florida** — Lake County is seeking an experienced professional to fill the position of Solid Waste Superintendent. APPLICATIONS FOR THIS POSITION ARE CURRENTLY BEING ACCEPTED FOR A STARTING DATE OF JULY 5, 2011. The Solid Waste Superintendent position is responsible for supervising the day to day operation of the County landfill and other solid waste collection sites, and solid waste operations including collection, disposal, recycling and transportation. Additional responsibilities include supervising subordinate supervisors, coordinating maintenance activities and ensuring compliance with policies, procedures, and performing related supervisory, technical and administrative duties as assigned. The salary range for this position is \$55,244.80 - \$88,379.20. The minimum required qualifications for the position include a high school diploma or GED and one year of college in construction management, environmental science or a closely related field with eight (8) years of progressively responsible related experience; a landfill operator certificate; and a valid Florida driver's license. Applications are being accepted through the County's website [www.lakecountyfl.gov](http://www.lakecountyfl.gov) and will be accepted until the position is filled. Lake County is an Equal Opportunity Employer/Drug Free Workplace/Veterans Preference Applies. Please call the Lake County Department of Employee Services at (352) 343-9596 with any questions.

**Accountant III — City of Lakeland-Lakeland Electric Department** — Salary Range is \$51,979-\$80,641 depending on qualifications. **Job Function:** This is an advanced professional accounting and administrative position assisting Lakeland Electric in planning, organizing and directing the operations for central fiscal control. Work requires considerable proficiency with, and the ability to learn and efficiently utilize sophisticated computer application software, including development of customized spreadsheet reporting using Essbase, and experience with the following database applications: Oracle, People Soft and Hyperion. **Example of Duties:** Monitor and prepare annual operating and capital budgets for an Electric utility. Monitor and prepare table of organization charts, including graphical presentations, utilizing Microsoft Visual dollar value budgeting and the Hyperion financial database tool. Prepares forecasts and projections of revenues and expenses using statistical techniques in order to prepare multi-year financial plans. Assists in the compilation and update of the City's accounting procedures and budget preparation manuals. Monitors general ledger accounts related to special project accounting, including establishment of budgets, posting of transactions, and progress reporting. Compiles regular monthly financial statements, statistical reports and analyses, annual reports and statements, special reports and analyses. Provide system administration functions for the City's Oracle and Hyperion financial systems. Advance computer skills in writing reports, trouble shooting to solve software problems logging service requests with Oracle/ Hyperion. Ability to work with software vendor to resolve problems using a test environment to properly test solution. This position is the backup to the system administrator of Hyperion which is the budget software for the City. Advance computer skills required. Self directed person who enjoys doing technical work verses supervising employees. **Qualifications:** 1. Graduation from an accredited four (4) year college or university with a degree in accounting. 2. Four (4) years of experience in accounting and fiscal operations. 3. Advanced knowledge of Excel using complex formulas and Essbase. 4. Excel visual basic skills, public utility accounting, and payroll experience preferred. 5. Public utility FERC

accounting experience preferred. All applicants must complete the City of Lakeland application and submit a resume and transcripts. Applications are available online @ [www.lakelandgov.net](http://www.lakelandgov.net) or at Civil Service 500 N. Lake Parker Avenue, Lakeland, FL 33801. The City of Lakeland offers a comprehensive benefits package including health and pension plans. **Open Until Filled. For More Information Contact: Jasmine Hicks (863) 834-8791.** EOE/DFW.

**Building Director — City of Miami Beach, FL (90,000)** — Salary Range: \$107,025.88 - \$172,857.88 plus benefits. This is highly responsible management and complex professional administrative work planning, organizing, staffing, directing, and controlling the activities of the City's Building Department. Emphasis of the work is on directing technical, administrative and clerical staff in the conducting of building inspections, the issuing of building permits, and the oversight of relevant codes. **Illustrative Examples of Duties:** Meets with Mayor and Commissioners, builders, engineers, architects, developers, attorneys, real estate agents, and the general public to hear code concerns to resolve complaints. Serves as Chair of the User's Group for the City Building Development Process information technology systems, serves as member of the Building Task Force and the City's Information Technology Steering Committee. Implements the City's Strategic Plan Initiatives that relate to the Building Department. Develops and presents policy recommendations to the City Manager and City Commission. Develops and implements initiatives within the department to improve customer service and enhance efficiency through improving processes, implementing technology, etc. Ensures compliance with the Florida Statutes, City Code etc. through reconciliation of building related revenues and expenditures. Assigns and reviews all non routine items to subordinates including budget preparation and monitoring, personnel actions, staff interviews, training, hardware and software needs, and office space planning. Reviews and approves memos, purchase orders, requests for time off, vacation, sick leave, and other administrative activities. Assigns staff to various special projects, as needed. Speaks at appropriate meetings on subjects such as building and zoning issues, clean streets, minimum housing, maintenance standards, noise abatement, and abandoned buildings and other appropriate issues. Develops ordinances, resolutions, and memos related to building codes for the City Commission. Performs related work as required. **Minimum Requirements:** Bachelor's degree in Public Administration, Business Administration, Engineering, or a related field. Progressive responsible governmental experience for at least 15 years, with five years in a senior management position. Extensive knowledge of governmental operations. Outstanding customer service skills and motivational skills. **Desires:** Masters degree in Public Administration, Business Administration, Engineering or related field. Excellent communication skills. Proven track of accomplishments. **APPLY ONLINE AT:** <http://web.miamibeachfl.gov/hr/jobs.aspx>.

**Budget Officer — City of Miami Beach, FL** — Salary Range: \$90,645.10 - \$146,396.90, plus benefits. This is advanced professional, financial work with considerable challenge in the preparation and maintenance of the City's operating and capital budget, and in the providing of budgetary analysis to the City Commission, City Manager, the Office of Budget and Performance Improvement (OBPI) Director and various City Department heads. An employee in this classification is responsible for the preparation and implementation of programmatically and fiscally sound operating and capital budgets for the City. Duties also include the analysis of departmental spending, budgetary control, automated position control, and making recommendations concerning the redistribution of funds. The incumbent exercises considerable

initiative, judgment, and professional knowledge and expertise in fiscal, budgetary, and general management analysis. **Illustrative Examples of Duties:** Assimilates budget manual, calendar, and budget estimates for subsequent distribution to all departments during city-wide workshop which begins the annual process. Reviews proposed departmental work plans and budget requests upon receipt and recommends funding necessary to maintain current service level and address proposed enhancements based on preliminary certification of taxable value received from the Property Appraiser. Compiles city-wide proposed budget document for subsequent release and transmittal to the Commission upon direction of the Administration; advertises proposed budget; and sets public hearings in compliance with State of Florida Truth in Millage (TRIM) legislation. Attends budget hearings held in Commission chambers to adopt millages and budgets and ensures adopted budget is printed and released subsequent to its adoption by the Commission; Monitors General, Enterprise, Special Revenue, Internal Service, and Capital Project Fund revenues and expenses through an automated financial management system. Ensures proper code designation for purchase requisitions, and direct payments; Approves budget transfers; Authorizes requests to fill vacant positions through an automated position control system. Prepares agenda items for transmittal to City Commission. Submits quarterly reports as required by City Charter and recommends budget amendments as necessary to maintain fiscally sound and balanced budget as required by State Statutes and local laws. Facilitates deployment of the City strategic management model (“excellence model”) across all departments, including performance monitoring. Confers with external auditors at year-end closing and responds to inquiries regarding budget to actual fluctuations. Conducts operational audits/productivity reviews of agencies and/or work processes to improve productivity and refine departmental objectives. Performs related work as required. **Minimum Requirements:** Graduation from an accredited college or university with a degree in Finance, Accounting, Public Administration, Business Administration or equivalent, with masters degree preferred; bachelor’s degree with considerable experience in local government budgeting may substitute for a degree in Finance, Accounting, Public Administration, Business Administration or equivalent. A minimum of three (3) years experience in the preparation and implementation of local government budgets, experience with Florida Truth in Millage and budgeting requirements preferred. Experience in productivity analysis, performance management, and budgeting processes; experience with strategic planning and strategic management preferred. Familiarity with automated financial management systems, and performance based budgeting. **APPLY ONLINE AT:** <http://web.miamibeachfl.gov/hr/jobs.aspx>

**Planning Director — City of Miami Beach, FL (90,000)** — Salary Range: \$107,025.88 - \$172,857.88 plus benefits. This is a responsible management position overseeing the operations of the Planning Department, involving complex professional administrative work organizing, staffing, directing and controlling all activities of the department. Serves as chief of staff to the Planning Board, Board of Adjustment, Design Review Board and Historic Preservation Board. Responsible for preparation and interpretation of the City's Comprehensive Plan and Zoning Ordinance. **Illustrative Examples of Duties:** Manages the operations of the Department and supervises all staff. Serves as chief of staff to all development review boards. Makes presentations to the City Commission and community groups on planning and related issues. Interprets the Zoning Code and issues official interpretations. Develops goals and objectives for the City's long-range development and the Comprehensive Plan. Manages and participates in specific projects and studies. Drafts, coordinates the review, and recommends all text

amendments to the Zoning Ordinance. Provides policy, direction and guidance on all current planning projects/studies. Reviews all public and private development projects for compliance with the Comprehensive Plans, Neighborhood Plans, and Zoning Ordinance. Reviews all staff reports for the Board of Adjustment, Planning Board, Design Review Board, Historic Preservation Board and City Commission (as applicable). Coordinates planning issues with other City Departments. Represents Department in meetings with developers and applicants regarding proposed projects. Responds to citizens and Commission inquiries and complaints regarding planning and development issues. Serves as mediator regarding disputes on zoning compliance. Develops Department budget and ensures that expenditures are kept within budget. Implements policies and procedures to improve efficiency of Department. Provides vision as to the future development of the City. Monitors and evaluates the performance of staff. Performs related tasks, as required. **Minimum Requirements:** Any combination of education and experience equivalent to graduation from an accredited college or university supplemented by a Master's degree in urban planning and considerable experience of fourteen (14) years in professional planning work, including eight (8) years experience in a supervisory capacity. Experience can substitute for education on a year for year basis. **APPLY ONLINE AT:** <http://web.miamibeachfl.gov/hr/jobs.aspx>.

**Budget Manager — Plantation** — Posting Expiration Date: Open until filled. Salary: \$55,655 - \$91,394 plus benefits. Description: This is an exempt position that directs the development and oversight of the City's annual budget and 5-year Capital Improvements Plan (CIP). This is highly responsible, creative policy development and resource allocation work in planning, organizing and reviewing all activities of the City's budget development. This position is responsible for researching, analyzing and presenting numerous options for financial management and planning. Work involves the daily operations of budget management, analyses of fiscal conditions, year-end projections, review and monitoring of department budgets and evaluations of financial alternatives consistent with City goals and objectives. **EDUCATION:** Graduation from an accredited four-year (4) college or university with a major in Accounting, Finance or Public Finance. **EXPERIENCE:** Three (3) years progressively expanded experience following graduation. CPA and Masters Degree desirable. Possess experience in government accounting, budgeting, internal and external auditing work. Any equivalent combination of education, experience/training may be considered. **HOW TO APPLY:** Go to [www.plantation.org](http://www.plantation.org) and download an application. Submit a completed City of Plantation Employment Application to: City of Plantation, Attn: Human Resources Department, 400 NW 73<sup>rd</sup> Avenue, Plantation, FL 33317.

### ***Dates to Remember:***

April 28, 2011—District VI Training, Fort Myers  
April 29, 2011—District VIII Training, Lakeland  
June 1-3, 2011—FCCMA/TLG Conference, Clearwater