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FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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Home Page: <http://www.fccma.org>

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New In This Issue

Networking – How to Build and Maintain Your Network
Center for Florida Local Government Excellence 2008-2009 FCCMA District Training
Innovative Strategies for Cost Savings and Efficiencies
UK Experience with Nationally Driven Local Government Performance Indicators

Great News!

All of the Coaching Program's Phone Panels and the regional district training count toward ICMA's credentialing hours.

What's Happening in Richmond

Don't forget to register for the Dutch Treat Dinner. The form is on the last page of the newsletter.

The FCCMA President's Suite will be open Sunday evening beginning at 7:00 p.m. after the welcome reception; it will close at 10:00 p.m. It will be open Tuesday evening from 5:00 to 10:00. The Suite will be in the Marriott near the convention center. Check for the room number on the message board.

Meeting Member Needs: An Association's Daily Challenge

By Lynn Tipton, Executive Director

In 2009, the FCCMA will adopt a new strategic plan; and in a departure from the past 15 years, it will be a three-year plan rather than a five-year plan. This change recognizes how quickly associations are trying to adapt to advances in technology and to changing needs within their respective memberships. For FCCMA, one of our greatest challenges continues to be that of meeting member needs at each phase of a member's career. As the Center for Florida Local Government Excellence came into being two years ago, one of the discussions in its creation centered around the stages of member careers, and identifying and meeting those needs. The Center's inaugural steering committee reflects four of those stages: (a) the new member of the profession; (b) the assistant or deputy manager; (c) the manager; (d) the vital retiree (or close to retiring) who wants to continue to give to the public administration and government field. The Center's new Certificate program speaks directly to the first, second and third phases – and for the third, especially to a manager who moves here from out-of-state and needs Florida-specific knowledge. I'm so proud of the Center's work in developing this initial

certificate. I know there are additional academic, practical and professional needs to be met; however, I know the Strategic Planning Committee is hard at work (and has been since the May conference) developing those needs into goals and objectives for the new plan. Many of you shared your thoughts in the FCCMA survey earlier this year – and we greatly appreciate your input!

Florida has gone through a great deal of change in the past three years, and our cities and counties have a tremendous opportunity to prove their creativity, efficiency and resiliency in meeting these challenges. I want to focus on the positive aspects of these opportunities, especially in talking with the public, because public commentary and press commentary have not been as positive in those same three years as it should have been. I have talked before in this column about the need for civic education for Floridians of every age – and I am convinced that ignorance is the root of much of the negative commentary and press. There is too little practical knowledge of county and city governmental structure, services and fiscal resources; and this lack of knowledge is seen in many public meetings and certainly at election time. One of my favorite department stores in the metro DC area had a great motto, “an educated consumer is our best customer.” I think the same is true for a city, county and state: without an educated consumer, we get a poorer voter and poorer citizen. I think the combination of the Center at FSU, the FCCMA’s commitment to its members, and partnerships with both FAC and FLC are going to be the best assets in turning the civics issue around in Florida. If we don’t help make our consumers educated, then Florida loses. As always, I welcome your comments.

Networking – How to Build and Maintain Your Network

“Networking – How to Build and Maintain Your Network” is the topic for the Coaching Phone Panel on September 10, 2008 from 2:00 pm – 3:00 pm, EST. More details will be sent in an email prior to the phone panel.

FCCMA Ethics Course Online

Test your knowledge of the ICMA Code of Ethics.

All new applicants with FCCMA are now required to take our online ethics course to become familiar with the ICMA Code of Ethics. A committee of your past presidents developed different case studies using one of the ICMA Tenets. A case study is presented with a question on what is the best way to proceed. You decide which answer best fits the situation. After you answer the question, the correct answer will be displayed and why it is the best choice. There is no pass/fail with this test. After the applicant finishes the test, an email is generated to FCCMA staff that the applicant has completed the course, and FCCMA staff will send a certificate of completion.

To take the test, log on to <http://www.fccma.org> and go to the item called Join FCCMA. There is a link to click that will start the test.

Time to Sign Up for Center for Florida Local Government Excellence Certificate Program

It’s time to sign up for the new Certificate in City and County Management that Florida State University is offering beginning this fall. This is a four-course curriculum devoted specifically to Florida Local Government. Enrollees include local government practitioners and students from around the state. You need not be a current student to enroll and there is still room in the class for anyone interested in this exciting new initiative. More information is available on the Center’s website at www.cflge.org.

Center for Florida Local Government Excellence (CFLGE) 2008-2009 FCCMA District Training

One of the components for the 2007-2009 Program of Work for CFLGE is development of local government training in each FCCMA District. The training is being scheduled in half and full-day increments in city and county facilities in each district and the topics are selected by FCCMA members. The purpose is threefold: reduce travel training costs for local government participants, eliminate training facility overhead costs, and provide a forum for local government administrators and staff to obtain “hands on” training on current and pending local government issues.

Training Schedule

District 1: October 17, 2008, Fort Walton Beach Library, 1285 Miracle Strip Parkway, S.W., Fort Walton Beach. This is half-day (afternoon) session on “Dealing with Change and Employee Morale.”

District 2: October 31, 2008, Flagler County Emergency Services, 1769 East Moody Boulevard, Building #3, Bunnell. This is a full-day session with “Fire/EMS Coordination” in the morning session and “Dealing with Major Change” in the afternoon session.

District 3: November 7, 2008. The location will be in East Central Florida with a final topic to be determined.

District 4: January 9, 2009, Lakeside Facility, 10410 N. Military Trail, Palm Beach Gardens. This is a full-day session with “Employee Morale” in the morning session and “Managing in Changing Times” in the afternoon session.

District 5: September 18, 2009, Holiday Inn, University Drive and Oakland Park Boulevard, Sunrise. This is a half-day (afternoon) session on “How to Do More with Less.”

District 6: October 10, 2008, 1015 Cultural Park Boulevard, Cape Coral. This is a full-day session on “Lean Government.”

District 7: October 22, 2008, Ironwood Golf Course Clubhouse, 2100 N.E. 39th Avenue, Gainesville. This is a half-day (afternoon) session on “Dealing with Change and Employee Morale.”

District 8: January 23, 2009, Polk City Hall, 123 Broadway Boulevard, Polk City. This is a full-day session on “Performance-Based Management.”

CFLGE is subsidizing most of the training costs through its financial partners. There is expected to be some charge for lunch and some travel and set-up expenses. Sessions, whether half or full-day, are not expected to exceed \$50 per participant. If a special speaker is requested, that cost could be increased.

CFLGE continues to seek local government professionals who have been successful in any of the topics referenced in this document and who are willing to participate on a panel, make a presentation, or refer training facilitators who have valuable expertise in one or more of these areas. Interested participants can contact Bob Lee at blee@cflge.org or at relee2@fsu.edu.

FCCMA Website Undergoes an “Extreme Makeover”

By Suzanne Sherman

If you haven’t had a chance to visit the [FCCMA website](#) lately, you will definitely want to check it out! After months of planning and hard work by FCCMA staff, committee volunteers, and Tracy Miller with the Alliance for Innovation, a new and

improved website is now available that provides easy access to valuable information and services.

One of the exciting new additions to the site is the web-based [Ethics Course](#), an online questionnaire that tests a prospective member's knowledge as it relates to the ICMA Code of Ethics. In addition to potential members, current FCCMA members are encouraged to take the course, which, once completed, will result in an Ethics Course Certification.

While you're on the site, check out the Services section, which includes many great resources such as white papers developed by members on key topics impacting local government management in Florida, support and advice for Members in Transition (MIT's) and contact information for our Range Riders, along with current job postings from around the state. Be sure to also check out the Events section where a listing of upcoming conferences and other events is updated frequently.

Under the About FCCMA and Membership sections, you will find basics about FCCMA including the organizational Charter and Bylaws and a listing of the current Board of Directors, including their meeting agendas and minutes. Explanations regarding membership categories, committee assignments, and other great facts can also be found on the site.

Finally, the Coaching program, run through the Emerging Professionals Council, offers a section on the website to provide access to a variety of useful information. This includes questions from emerging professionals that have been answered by experienced managers (Ask A Coach); opportunities to listen to past phone panel discussions on a variety of topics; and details on a wealth of upcoming events offered through the Coaching program.

The changes you will find to the website were well worth the wait, so be sure to take some time to browse through the site and take advantage of all of the resources available to you. If you have any ideas or suggestions for further improvements, please contact the Technology and Information Committee Chair, Sarah Hannah, at SHannah@TownofPalmBeach.com.

Innovative Strategies for Cost Savings and Efficiencies

If you missed the session "How to Operate More Efficiently and Improve Service Delivery" at the Annual Conference in May, Michael Pleus, City Manager of DeLand has written a paper highlighting the strategies discussed in this session. If you would like an electronic copy of the paper, contact Carol Russell at crussel@flcities.com and she will email you a copy of the paper.

UK Experience with Nationally-Driven Local Government Performance Indicators

Submitted by Mark Glover, Government Performance Network, Tampa, FL

It's the national policy of the UK that local authorities will provide the highest standard of service for the best possible value. To implement this policy, the UK has established a national Audit Commission that monitors local authority performance through the use of a comprehensive performance assessment. This assessment collects a range of performance information and gives each local authority an overall rating of zero to four stars based upon the quality of their services and their management. Highly-rated local authorities have extra freedom over what they can do. All performance assessments are published by the Audit Commission so citizens can see what progress their local authority is making. This is not a voluntary performance assessment, it is mandatory and

it even comes with a site visit by the Audit Commission. Currently there are 198 performance indicators in the assessment. A copy of these indicators can be downloaded for free at:

<http://www.communities.gov.uk/publications/localgovernment/finalnationalindicators>.

Details of all the Audit Commission's work on measuring the performance of local government are available on the Commission's website at www.audit-commission.gov.uk.

The 198 national indicators are organized around four broad themes, which are: Stronger and Safer Communities; Children and Young People; Adult Health & Well-being and Tackling Exclusion & Promoting Equality Local Economy; and Environmental Sustainability.

To provide an example of what these indicators look like, from the Stronger and Safer Communities theme, below are its 49 indicators which include citizen survey questions. These indicators are basically high-level outcome measures that are typically used within community strategic planning exercises, as typically practiced in America.

NI 1 Percent of people who believe people from different backgrounds get on well together in their local area (survey question); NI 2 Percent of people who feel that they belong to their neighborhood (survey question); NI 3 Civic participation in the local area; NI 4 Percent of people who feel they can influence decisions in their locality (survey question); NI 5 Overall/general satisfaction with local area (survey question); NI 6 Participation in regular volunteering; NI 7 Environment for a thriving third sector; NI 8 Adult participation in sport and active recreation; NI 9 Use of public libraries; NI 10 Visits to museums and galleries; NI 11 Engagement in the arts; NI 12 Refused and deferred Houses in Multiple Occupation (HMOs) license applications leading to immigration enforcement activity; NI 13 Migrant's English language skills and knowledge; NI 14 Reducing avoidable contact: minimizing the proportion of customer contact that is of low or no value to the customer; NI 15 Serious violent crime; NI 16 Serious acquisitive crime (burglary, robbery, theft, etc.); NI 17 Perceptions of anti-social behavior; NI 18 Adult re-offending rates for those under probation supervision; NI 19 Rate of proven re-offending by young offenders; NI 20 Assault with injury crime rate; NI 21 Dealing with local concerns about anti-social behavior and crime issues by the local council and police; NI 22 Perceptions of parents taking responsibility for the behavior of their children in the area; NI 23 Perceptions that people in the area treat one another with respect and consideration; NI 24 Satisfaction with the way the police and local council dealt with anti-social behavior; NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behavior; NI 26 Specialist support to victims of a serious sexual offense; NI 27 Understanding of local concerns about anti-social behavior and crime issues by the local council and police; NI 28 Serious knife crime rate; NI 29 Gun crime rate; NI 30 Re-offending rate of prolific and priority offenders; NI 31 This indicator has been deleted; NI 32 Repeat incidents of domestic violence; NI 33 Arson incidents; NI 34 Domestic violence – murder; NI 35 Building resilience to violent extremism; NI 36 Protection against terrorist attack; NI 37 Awareness of civil protection arrangements in the local area; NI 38 Drug-related (Class A) offending rate; NI 39 Rate of Hospital Admissions per 100,000 for Alcohol-Related Harm; NI 40 Number of drug users recorded as being in effective treatment; NI 41 Perceptions of drunk or rowdy behavior as a problem; NI 42 Perceptions of drug use or drug dealing as a problem; NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody; NI 44 Ethnic composition of offenders on Youth Justice System disposals; NI 45 Young offenders' engagement in suitable education, training and employment; NI 46 Young offenders' access to suitable

accommodation; NI 47 People killed or seriously injured in road traffic accidents; NI 48 Children killed or seriously injured in road traffic accidents; NI 49 Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks).

At the Florida Benchmarking Consortium's 2008 annual conference held in Orlando on May 6 and 7, attendees heard three excellent presentations from guests from the UK, on their experiences with national performance indicators. Those presentations were:

- Overview of United Kingdom Local Government Structure and the Performance Management Regime; Peter McHugh, CEO, Covalent Software. (Covalent is the leading supplier in the UK of performance measurement software for local governments;
- Experiences of a Large City-Doncaster Metropolitan Borough Council; Jim Drake, Performance Officer;
- Experiences of a Mid-size District Council-Rugby Borough Council, Doug Jones, Performance Officer.

These presentations were video-taped and both are available for viewing at www.covgov.com. Additional performance measurement related information is also available at this website.

It was clear after hearing these presentations that UK local governments are at a more advanced stage in the use of performance measurement than their counterparts in America. Additionally, it is clear that the use of dedicated software greatly facilitates advanced use of performance measurement, including meaningful performance comparisons between jurisdictions as well as the establishment of useful performance benchmarks, something that continues to be an important but unmet need of local governments in America. All in all, the UK story was an eye opener and provided encouragement for local governments in America who want to advance the state of performance measurement within our country as well.

Ask A Coach

Below is the question for this month:

Learning to Job Hunt

I will be graduating in the spring with my MPA but I have come to learn that one thing my graduate degree has not necessarily prepared me for is job hunting. I have to admit I am not sure what kinds of jobs I will be qualified for. What types of jobs should I pursue to help me begin to build a solid foundation for a career in local government management? At this point in the game is it more important to get my foot in the door or should I hold out for a position that can offer me more quality experiences? Are there resources specific to Florida that I can use to find local government jobs in the state?

Learning to Job Hunt

Dear "Learning to Job Hunt"

I am surprised that you do not have a Career Development Center or Office at your University to assist you with the initial elements of job recruitment. However, if those resources are not available to you, I think that our State organization FCCMA (Florida City and County Management Association) would be an excellent resource to assist you in getting started. If you are currently a member of FCCMA, you could utilize our new coaching program which would put you in direct contact with many seasoned professionals that could provide you with valuable advice.

If you are not a current member, I would recommend joining soon. Try to attend the upcoming symposium in October, participate on phone panels—get your name out there.

As it relates to actually “getting your foot in the door,” I would explore the various internship programs that are available, not only those here in Florida, but there are other prominent programs throughout the country. Usually these programs are set for a duration of 1 year. The participants have the opportunity to work in a rotation with 4 or 5 different departments which provides them with a variety of experiences in that organization. The pay rates for these programs are good, especially for those individuals coming directly out of school and the best part, with most of these programs you are hired on into a permanent position after the 1-year period if you have done good work during the internship period. *Carl Harness*

MIT News and Update

Listed here are the current members-in-transition. **Susan Boyer**, former manager of Crystal River, sboyerhwood@aol.com; **Pamela Brangaccio**, former administrator of Broward County, pbrangaccio@tampabay.rr.com; **Matt Brock**, former manager of Grant-Valkaria, mattbrock42@hotmail.com; **Jim Coleman**, former manager of Williston, jfcoleman@embarqmail.com; **Richard Diamond**, former manager of Bunnell, richarddiamond@cfl.rr.com; **Jim Gallagher**, former manager of Dundee, jgallagher27@tampabay.rr.com; **Stella Heath**, former assistant manager of Frostproof, 863.639.2178; **Patricia Jackson**, former manager of Eagle Lake, pjackson95@tampabay.rr.com; **Lillie Latimore**, former manager of Pahokee, llatimore@aol.com; **Bruce Loucks**, former manager of Charlotte County, bdloucks@comcast.net; **Tom Moffses, Sr.**, former manager of Madison, moffsesr@gmail.com; **D. Wayne O’Neal**, former administrator of Hendry County, wayne.oneal@yahoo.com; **Katrina Powell**, former manager of Fort Meade, ktpowell68@aol.com; **Issac Turner**, former manager of Ormond Beach, isaacdturner@bellsouth.net; **William Whitson**, former manager of Cairo, GA, wwwhitson@aol.com; and **Tom Willi**, former manager of Monroe County, thomas-willi@hotmail.com. Please take a minute to show your support of these MITs by making a phone call or sending an e-mail.

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. **James R. Dean**, City Manager, Marianna, associate member; **Roger Reinke**, Assistant City Manager, Naples, associate member; and **David Rivera**, City Manager, Coconut Creek, full member.

Positions

Director, Information Technology Services - City of Boynton Beach - \$84,121-\$92,000/yr. The City of Boynton Beach is a culturally-diverse community with a population of 67,071. Boynton Beach has multiple gateways to rail, road and sea transport; is centrally located between Palm Beach and Fort Lauderdale and is directly connected to the Interstate and State highway systems as well as the Florida Turnpike. Our neighborhoods are the home to 29 different city-maintained parks with a wide range of featured activities. Boynton Beach is the third largest city in Palm Beach County and 32nd in the state of Florida and is perfectly located to experience all the cultural activities

offered in Palm Beach County. Minimum Bachelor's degree in Computer Science or Business Administration, with Master's level course work in the field; Master's degree strongly preferred; supplemented by six (6) years previous management experience that includes municipal government operations, administration, and budgeting; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Download applications at www.boynton-beach.org. Fax completed applications to 561-742-6274. Mail to: HR Dept., 100 E. Boynton Beach Blvd, Boynton Beach FL 33425. EOE/D/V/DFWP/. Open till filled.

Director of Planning and Development Services - City of Dunedin, FL - Salary Range: \$72,161 - \$104,634 (Negotiable). (Pop. 37,500) Plans, directs and supervises the various functions of the Community Services Department, including code enforcement, building permitting, occupational licensing, zoning, long-range planning, commercial landscaping and downtown redevelopment, ensuring compliance with all applicable policies, procedures, laws and regulations. Updates and maintains all planning, zoning and building codes. Represents the City at public hearings locally and regionally. Advises the City Manager on a variety of related topics. Develops and administers the department's annual budget. Performs related work as directed. Reports to the City Manager. Requires a Master's degree in urban planning or related field supplemented by a minimum of seven years of progressively responsible experience in planning, codes enforcement and zoning administration, five of which have been in a supervisory capacity. An equivalent combination of education, training and experience that provides the required knowledge, skills and abilities may be considered. Must possess a valid Florida driver's license within 30 days of employment. Accepting applications/resumes until position is filled. City of Dunedin 750 Milwaukee Ave., Dunedin, FL 34698. Phone (727)298-3040. Fax (727) 298-3052. For employment application go to http://www.dunedingov.com/docs/Employment_Application.pdf
EOE m/f/d/v Drug/Smoke Free Workplace.

Deputy Administrator - Flagler County, FL - 93,000+. Salary: \$90,000-114,000 + benefits. Flagler County borders the Atlantic Ocean and is approximately 30 minutes south of St. Augustine & Jacksonville, and 45 minutes north of Daytona Beach. The County seat is the City of Bunnell. The other four incorporated municipalities in the County are Palm Coast, Flagler Beach, Beverly Beach and Marineland. The County population is approximately 93,000, with the majority of those residents living within the City of Palm Coast. Flagler County has been named the fastest growing county in the United States (% wise) for 2 years out of the last four. The quality of life is unsurpassed with low crime, minimal traffic, quality shopping, affordable housing, pristine parks and abundant recreational amenities. The community is a blend of coastal living, mainland suburban living and rural/agricultural living. Government offices and facilities are only a two years old and are state of the art. Flagler is a general law county. In addition to a five-member Board of County Commissioners, Flagler County has five constitutional officers – Clerk of Court, Sheriff, Property Appraiser, Tax Collector, and Supervisor of Elections. The County Commissioners serve four-year staggered terms; three of the positions are up for election in November 2008. One of the Commissioners running for re-election in November is a Commissioner who has been in office for 16 years. There will be two new commissioners in the other two positions as the incumbents have chosen not to run. The remaining two of the five Commissioners were elected to office in 2006. The total number of County employees is over 650, with just over 300, under the jurisdiction of the Board of County Commissioners and County Administrator. The next

Deputy County Administrator will be expected to be a strong and visionary manager, who will help the County Administrator complete the common goals established by the Board of County Commissioners. He/She will be particularly mindful of the need for cooperation between the County and its five municipalities and should have exemplary negotiating and collaborative skills. Open and equal interaction with the elected officials will also be a priority, so developed communication skills are a necessity. The ideal individual will be an innovative problem solver that can creatively address the many challenges facing the County. Good communication/ interpersonal skills, a strong financial sense, computer literacy and quality writing skills are minimum requirements. The individual selected must be self starter and able to handle complex issues independently with minimal policy guidance/direction. The applicant must be ethical, trustworthy, loyal, and non-political. An individual who has specific subject knowledge in local government issues, that is not afraid to participate as needed and that will lead by professional example is desired. He/she must be able to manage multiple projects and thrive in a high-performance environment; yet maintain diverse personal relationships, with directors, commissioners, and the public. Community involvement from any applicant will also be a plus. The County has just over 300 employees after a recent downsizing of over 40 positions primarily due to the economy and tax reform. Major issues facing the County include the Comprehensive Plan and Development Code Rewrites, Economic Development, Budget, Annexations, Utilities, Large DRI's/Growth, Going Green, Environmental Issues and Passive Recreation development. The current Deputy Administrator is retiring after 8 years with the County. A transition with the retiring deputy is planned to expedite the transition. The current County Administrator has been on board for just over 8 months and is looking for a key member of his management team. Interested candidates should have at least a Bachelor's degree in Public Administration, Finance, Planning, or a closely related field. A Masters degree is preferred. He/She should have a minimum of four years experience as a City or County Manager or Administrator, or as an Assistant or Deputy in a jurisdiction of equal complexity is acceptable. Some experience in Florida and a thorough knowledge of state legislation impacting community development, growth management, environmental matters, and financial issues are very desirable. Recent property tax reform legislation has limited the amount of revenue Florida cities and counties can expect for the fiscal year 2008-09 and beyond, so exposure to managing in a restrictive financial environment would be a major advantage. Individual must reside in Flagler County within 6 months of employment. All finalists are subject to a background examination, including criminal & credit history & driving record. Please send Cover letter and Resume with salary history. Additional material will be requested of semi-finalists selected. Resumes should be emailed, faxed or mailed to Mr. Joe Mayer, Director of Human Resources. The position is open until filled. The successful candidate will be expected to start within 30 to 45 days thereafter. All questions should be addressed to Mr. Joe Mayer at 386/313-4007 or jmayer@flaglercounty.org. Under Florida law, all resumes become public records when received. Flagler County is an Equal Opportunity Employer, a drug-free workplace, and Veteran's preference will be granted, if applicable under Florida law.

Growth Management Director - Flagler County, FL - 93,000+. Salary: \$64,000-96,000 + benefits. Estimated starting is \$70,000-\$80,000. Flagler County borders the Atlantic Ocean and is approximately 30 minutes south of St. Augustine, 60 minutes south of Jacksonville, and 20 minutes north of Daytona Beach. The County seat is the City of Bunnell. The other four incorporated municipalities in the County are Palm Coast, Flagler Beach, Beverly Beach and Marineland. The County population is approximately 93,000,

with the majority of those residents living within the City of Palm Coast. Flagler County has been named the fastest growing county in the United States (% wise) for 2 years out of the last four. The quality of life is unsurpassed with low crime, minimal traffic, quality shopping, affordable housing, pristine parks and abundant recreational amenities. The community is a blend of coastal living, mainland suburban living and rural/agricultural living. Government offices and facilities are only two years old and are state of the art. Flagler is a general law county. In addition to a five-member Board of County Commissioners, Flagler County has five constitutional officers – Clerk of Court, Sheriff, Property Appraiser, Tax Collector, and Supervisor of Elections. The total number of County employees is over 650, with just over 300, under the jurisdiction of the Board of County Commissioners and County Administrator. The position will oversee Planning, Central Permitting, Building, and Code Enforcement Divisions. Development Engineering/Inspection and a Contractor Licensing Board process are also included in the department. There are over 21 employees in the department. The position is a direct report to the County Administrator with coordination thru the Deputy Administrator. The County Administrator has been on board for just over 8 months and is looking for a key member of his management team. The Administrator has a planning degree, is AICP certified, and has an extensive planning background. The Growth Management Director will be expected to be technically strong and will face a County in transition, as it prepares for its future. The Director will be a key player in helping the County Administrator complete the common goals established by the Board of County Commissioners and will be critical in guiding development activities. He/She will be particularly mindful of the need for cooperation between the County and its five municipalities and should have exemplary negotiating and collaborative skills. The ideal individual will be an innovative problem solver that can creatively address the many challenges facing the County. Good communication/ interpersonal skills, computer literacy and quality writing skills are minimum requirements. The individual selected must be a self starter and able to handle complex issues independently with minimal policy guidance/direction. The applicant must be ethical, trustworthy, loyal, and non-political. An individual who has specific subject planning knowledge in local government issues, that is not afraid to participate as needed and that will lead by professional example is desired. He/she must be able to manage multiple projects and thrive in a high-performance environment; yet maintain diverse personal relationships, with staff, developers, commissioners, and the public. Community involvement from any applicant will also be a plus. Major growth management issues facing the successful candidate are an EAR, writing a new Comprehensive Plan, Rewriting the Land Development Code, overseeing DRI's, economic development, and annexations by local municipalities. Flagler County is seeking to incorporate into the new Comprehensive Plan elements of: Smart Growth, Low Intensity Development, Rural Land Stewardship, TDR's, Green Building, Water Star and Energy Star into its comprehensive plan as sustainable models for the growth of the County. Interested candidates should have at least a Bachelor's degree in Planning Geography (?? Planning, Geography) or a closely related field. A Masters degree is preferred. He/She should have a minimum of four years experience as a Planning Supervisor/Manager and 8-10 years in the planning field overall. Experience in Florida and a thorough knowledge of state growth management legislation is important. Previous Comprehensive Plan writing and DCA experience a must. Preference will be given to individuals willing to reside in Flagler County within 6 months of employment. Director must be able to manage the various Growth Management Divisions, but the main focus will be writing and managing the major issues described above. This is a working management position. All finalists are subject to a

background examination, including criminal history & driving record. Please send Cover letter and Resume with salary history. Additional material will be requested of the semi-finalists selected. Resumes should be emailed, faxed or mailed to Mr. Joe Mayer, Director of Human Resources. The position is open until filled. The successful candidate will be expected to start within 30 days thereafter. All questions should be addressed to Mr. Joe Mayer at 386/313-4007 or jmayer@flaglercounty.org. Under Florida law, all resumes become public records when received. Flagler County is an Equal Opportunity Employer, a drug-free workplace, and Veteran's preference will be granted, if applicable under Florida law.

Director of Engineering – Lake City - The City of Lake City is accepting applications for the position of Director of Engineering in the Utility Administration. Applicant works with minimal supervision, performs professional engineering and supervisory work for public infrastructure projects. Work involves plans, design, supervisory and coordinating engineering projects, surveys, permitting, contract administration and construction management. Work is complex and may involve considerable public contact. Work also involves providing guidance to technical and administrative staff and providing engineering design expertise on project. Considerable tact and courtesy are required in frequent contacts with contractors, division heads, and the general public. Employee reports to the Executive Director of Utilities. Applicant must have a Bachelor's Degree in civil engineering field from an accredited college or university and 3 to 6 years of experience in public works engineering, planning design and construction, including experience of an administrative nature. Computer aided drafting/design knowledge and experience is desirable. Candidate must have passed Engineering Fundamentals Exam (Chapter 471) and be in normal progress to complete the Practice Exam. It is expected that the candidate complete all requirements for a P.E. License within 5 years. Must possess a valid Florida Driver's License, have and maintain an acceptable driving record and pass a pre-employment drug screen and physical. Applications can be obtained from and returned to City Hall, 1st floor, Receptionist, 205 N Marion Avenue, Lake City, FL 32055. For a complete listing of our current openings and electronic application, please visit our website at www.lcfla.com. OPEN UNTIL FILLED.

Finance Director – Miami Shores Village - The Village is seeking a qualified individual to direct all financial aspects and functions of the Finance Department, including Budgeting, Accounts Payable, Accounts Receivable, Cash Management, Payroll and Personnel Administration, Risk Management, and Pension Benefits. This position reports directly to the Village Manager and interacts with local elected officials, fellow department heads and staff, as well as residents. Requirements include: graduation from an accredited college or university with a degree in business administration, accounting or finance; at least five years of finance work experience and at least three years of governmental finance work experience. Good communication and interpersonal skills required. CPA and/or CGFO preferred. Excellent salary and benefit package offered. Submit resume with current salary information to: Village Clerk, 10050 N.E. 2nd Avenue, Miami Shores, FL 33138 or e-mail to: estepb@miamishoresvillage.com. EOE

City Manager - City of Quincy, FL - Salary: \$80,000 - \$110,000. The City of Quincy, FL seeks a City Manager who possesses considerable initiative and independent judgment and who has a broad knowledge of public administrative, business and financial management, local and state government and supervision skills beyond routine

duties, while serving under the direction of its City Commission. Work involves the supervision of activities related to the City in accordance with the policies determined by the City Commission, City Charter, and applicable laws and ordinances. Duties include exercising leadership with department heads and a workforce of 145 – 160. Incumbent will prepare, submit and oversee a fiscal year budget (including a capitol improvement program) ranging from \$30M – \$35M that includes the management of eight enterprise funds. Incumbent must have the ability to work under strict guidelines and timeframes. Experience and knowledge in local government utilities, finance, public works, parks and recreation and telecommunications operations. Master Degree in Public Administration, Business Administration, engineering or related field. A minimum of five years experience in municipal management positions with authority for program direction and budget administration, or coordination and supervision of such functions. Previous experience as a City Manager or Assistant City Manager a plus. Salary is negotiable and commensurate with experience. Incumbent is expected to reside in Gadsden County. Submit letter of application, detailed resume with salary history, work-related references and City of Quincy application to: Lauren S. Wright, Director, Human Resources, City of Quincy, 404 W. Jefferson Street, Quincy, FL 32351. E-mail lwright@myquincy.net. Fax 850/875-2943. Open to filled. For a complete position / community profile and job application visit www.myquincy.net. **EOE.**

City Manager – City of Williston, Florida - The City of Williston, a Mayor/Council municipality, population 2,557, located in Levy County, Florida, is seeking an experienced, professional to serve as City Manager. Reporting directly to the five member City Council, the City Manager is the chief administrative officer for the City. The City with an annual budget of \$13.8 million and 71 employees provides full municipal services to its citizens, including public works (electric, water, sewer, gas and solid waste), library, parks and recreation. The City also has an airport and industrial park. The City is poised for significant growth, with the completion of the four-laning of U.S. Highway 27 from I-75 to U.S. Highway 19. The City of Williston offers a relaxing small city atmosphere, while being nearby to larger City amenities, lying within 25 miles of both Gainesville and Ocala and within a two hour drive to Tampa, Orlando and Jacksonville, including fishing, hunting, golf and diving. Several gulf coast communities, including Cedar Key and Crystal River are within a short drive. The ideal candidate will possess a Bachelor's degree in Public Administration or Business Administration with 3-5 years of public employment in Florida in increasingly responsible administrative positions either at the City Manager level or one step below; strong interpersonal, public presentation and writing skills; an extensive knowledge of Florida public administration principles and practices in the areas of governmental budgeting and finance, grants, planning, economic development, fire, police and public works; a career path which demonstrates increasingly progressive responsibility in a similar public sector organization; and computer skills including word processing, spreadsheet and email. General benefits package, with salary dependent upon qualifications. The starting salary is \$59,500. Position available immediately. Open until filled. Interested applicants should reply with cover letter, resume and availability to City Clerk Barbara Henson, by mail to Post Office Drawer 160, Williston, FL 32696 or email hensonb@ci.williston.fl.us

Dates to Remember:

September 21-24, 2008 – ICMA 2008 Annual Conference, Richmond, VA
October 24, 2008—Emerging Professionals Symposium

ICMA Conference/FCCMA Events

Dutch Treat Dinner -For those of you traveling to Richmond for the ICMA Conference, reservations have been made at the Maggiano's Little Italy, 11800 West Broad Street for Monday, September 22. This is in the Short Pump Town Center Shopping Area, near the Hilton, Hyatt and Richmond Marriott West hotels. It is about a 20-minute ride from the Convention Center; but since the hotels for conference are so spread out, it will be close for some of FCCMA's members. The ICMA loop dining and shopping shuttles will run continuously on Monday between 4:00 p.m. and 11:00 p.m., so it will conveniently transport FCCMA members back and forth from the convention center or outlying hotels. Dinner is scheduled for 6:30 p.m. and is served family style. Please allow enough time to get there. The menu includes appetizers; freshly-baked bread; salads; Fettuccine Alfredo; Ziti with Pomodoro Sauce; Salmon (with Lemon and Herbs); Chicken Marsala; crispy red potatoes; Broccoli with lemon and garlic; Tiramisu; and Profiteroles, Vanilla Bean Ice Cream, Hot Fudge. Dinner comes with coffee, tea and iced tea. Each person will also receive two drink tickets, after which a cash bar is available. Tickets will be necessary, as FCCMA will be paying deposits and making the final payment on one bill. You will receive a confirmation e-mail that will serve as your ticket. The cost is \$44 per person, which includes taxes and gratuity. Please send your checks made payable to FCCMA with the order form below by September 5 to receive your ticket(s) by email. This dinner event is always very popular with the FCCMA members, and it is hoped there will be a good turnout. Due to budget cuts, it was necessary to take the dinner back to a restaurant rather than FCCMA hosting something in the hotel.

ICMA Conference/FCCMA Dutch Treat Dinner

Name: _____

E-mail (where you want ticket sent): _____

Number of tickets requested at \$44 each: _____

Amount enclosed: _____

Checks should be payable to FCCMA.

Visa/Mastercard: circle one

Name on the card: _____

Credit Card #: _____ Expiration Date: _____

Billing Address for the Cardholder: _____

Please mail to Carol Russell, FCCMA, PO Box 1757, Tallahassee, FL 32302 or Fax: 850.222.3806 or attach with an e-mail to crussell@flcities.com.