



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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The Importance of Story

By Lynn Tipton

If you missed the FCCMA Winter Institute, you missed great fellowship and learning about conversational leadership! And, we missed you. I want to share a story that Dr. Ray Jorgensen shared from the class; but I first need to apologize to him for both paraphrasing and plagiarizing (just a bit).

As you can imagine, a great deal of the Winter Institute discussion centered on the fiscal situation of Florida’s counties, cities, towns and villages. As managers, the next few years will be very challenging – and it doesn’t appear that the Taxation and Budget Reform Commission, the Legislature, or the Governor are willing to promote new revenue sources for Florida’s local governments, or positive reforms to existing sources. As managers, we are so caught up in the issue and so familiar with its specifics, that we cannot truly make our point in 30 seconds. Dr. Jorgensen kept asking the Institute’s participants to “boil it down” – to state our concern, or problem in just a sentence or two. That sparked a great deal of discussion among the tabletop groups assembled in the room. I heard, “cities and counties need to do a better job of telling our stories;” and, “our effectiveness and efficiency doesn’t get told;” we are working within a broken system;”

and “we keep fixing the (city or county) budget despite the Legislature – so it looks like we’re not telling the truth about the impact of the cuts!” That resonated with Dr. Jorgensen, who replied, “are you, then, enabling the public because you keep fixing the budget to make it work every year?” Have we, as managers, become enablers? Dr. Jorgensen then told this story:

A city had served its public with excellence for many years. The employees were dedicated. The services cost the citizens \$20 simoleons each year. As the budget was being prepared, some citizens came and said, “We think that you do your services very well, but would you do them for \$19 simoleons this year?” The employees rolled up their sleeves and did their best work and delivered the same services for less money. The citizens came back the next year and said, “Will you do it for \$17 simoleons next year?” The employees did not want to disappoint the citizens, so they toiled and toiled, working extra long hours, and were able to deliver the services as requested. Again, the citizens returned the next year, and asked, “Will you do it for \$15?”

Dr. Jorgensen paused at this point and said, “At what point do you let the service go?”

I believe that Florida has not heard of the efficient, effective services provided by cities, towns, villages and counties. I also believe that Florida does not understand unfunded mandates. We also live in a Florida that is vastly different than 1940 – which is when most of the tax structure for the state was crafted. Sadly, the services that often get cut by a city or a county usually impact the portion of the population that can least likely afford the cut. So, our challenge is substantial: how do we tell our story so that it is heard, understood *and* believed? How do we talk to Legislators and policy-makers? Do we have services that will go undelivered – because they should go undelivered?

As always, I left the Winter Institute with my brain full – and have not stopped thinking about it since. Florida is at a crossroad. Her counties and cities are too.

South FGFOA Dinner Meeting—“The U.S. Economy and Monetary Policy”

The South Florida Government Finance Officers and City Clerks Association is sponsoring a dinner meeting on Thursday, February 28, 2008 at the Tropical Acres Steak House located at 2500 Griffin Road, just off of I-95. Networking starts at 5:45 p.m.. The guest speaker is Dr. Gerald P. Dwyer, Vice President of Research, of the Federal Reserve Bank of Atlanta. Dr. Dwyer will be speaking on “The U.S. Economy and Monetary Policy, and How Changes in Monetary Policy Ultimately Impact Local Government Finances”. He will be discussing his research on regional economic trends, and how this ultimately facilitates Fed decision-making. The cost is \$35 covering dinner and all activities. Please RSVP to diam@hollywoodfl.org by 2/25, or call at 954-921-3232.

2008 FCCMA Annual Conference Update

Look for these sessions and more at the annual conference!

So You Want to be a City/County Manager...

...then answer just one question: What’s Your Management Style? Okay, so you’ll probably be asked more than just that one question in your next interview, but how well do you really understand what type of manager you are or could be? How familiar are you with the types of management styles that you encounter in others, and do you know how to find success in your interactions with those who employ a style different from yours? At the 2008 free pre-conference session “So You Want to be a City/County

Manager: (a.k.a. “SYWTB) being held Wednesday, May 28, 2008 in Marco Island, Florida, you will learn the answers to all of these questions and more! The first 50 people who register for the 2008 SYWTB session will receive a **free** management style profile analysis.

One-Day Conference Pass

We have a special offer to employees working for governments in FCCMA Districts 5 and 6. Please join FCCMA on Thursday, May 29, 2008 at the Marco Island Marriott Beach Resort for only \$125. Sessions on Thursday include: Opening General Session—Ethics in Government, Legislative Update, First-Year Report on the Center for Florida Local Government Excellence, and Corporate/Government Partnership Presentations. If you are a government manager, department head or staff interested in a local government management career, you are eligible to attend. Contact Lynn Lovallo at llovallo@fkcities.com or (850) 222-9684 for more information.

Resume Review Appointments

Professional recruiters, Colin Baenziger, Robert Slavin and Tom Friejo, have been invited to meet one-one-one with attendees to discuss their individual resumes and the current job market. Don't miss this great opportunity! Appointments are available on Thursday and Friday from 8:00 a.m. – 5:00 p.m. To signup, contact Lynn Lovallo at (850) 222-9684 or llovallo@fkcities.com. Early reservations are recommended as there may be limited availability on-site.

Financial Planning Appointments

Consultants from ICMA-RC will be providing individual financial planning sessions on Thursday and Friday. Appointments are available on Thursday and Friday from 8:00 a.m. – 5:00 p.m. To signup for an appointment, contact Lynn Lovallo at (850) 222-9684 or llovallo@fkcities.com. Early reservations are recommended as there may be limited availability on-site.

ICMA Retirement Sessions

There will be two separate sessions this year—one for pre-retirees, and one for people in their early or mid-careers. The first session will be for the younger people on Wednesday, May 28 from 3:00 pm to 4:00 pm. The second session for pre-retirees will be on Wednesday, May 28 from 4:15 pm to 5:30 pm.

“Grip It and Rip It” at the FCCMA Golf Tournament!

Registration begins at 11:30 a.m. on Wednesday, May 28, 2008 at The Rookery at Marco. This is a challenging 18-hole track that winds through palm trees, pine forests, lagoons, and cypress wetlands. The cost is \$99 for FCCMA members and \$150 for corporate players--this fee covers cart and greens fees. We aren't providing lunch this year, but lunch is available at the Club House before play begins. You can choose your own team or we can pair you up with another team! Registration forms are located in the back of your Conference Registration Packet or online at www.fccma.org! Get your team together TODAY so you can “tee it high and watch it fly” on May 28!

The World Without Us by Alan Weisman

We are currently engaged in a significant worldwide discussion on sustainability. Local government is at the center of that discussion, exploring major issues such as climate change, dwindling water resources, overburdened infrastructure and a myriad of

plaguing problems that are diminishing the livability of our communities. The discussion has been centered upon us, the human race, but what would it be like if we were not the focus – if we were just not here? Come explore “The World Without Us” – a fascinating read by Alan Weisman.

Lee Feldman will kick off our new book club discussion group at the annual conference. This will be an informal discussion, hopefully outdoors by the pool on Friday afternoon. It may be found in the “thought provoking” section of the bookstore or on Amazon.com.

2008 FCCMA and ICMA Annual Awards

The brochure on the Annual Awards Program was mailed earlier this month to all FCCMA members. There are several categories of awards: Service Awards; Award for Career Excellence; the Michael J. Roberto Award for Career Development; Assistant for Excellence in Leadership; the Program Excellence Awards: Community Partnership and Community Sustainability; and the Innovation in Communications and Technology Awards. **The deadline for submittal is March 6, 2008, by 5:00 p.m.** If you have not received your copy of the brochure and are interested in nominating someone or a city or county for an award, please contact Carol Russell at crussell@flcities.com.

Nominations to the 2008 Annual Awards Program for ICMA are due March 14. To download nomination forms, learn more about the program, or read about previous nominees and their projects, visit <http://icma.org/awards> or contact Alison Miller directly at 202/962-3569 or at amiller@icma.org.

FCCMA Requesting Proposals for Tri-City/County Internships

At the May 2004 annual conference, then President Pam Brangaccio announced that three cities in Volusia County volunteered to partner the first tri-city/county internship. Port Orange City Manager Ken Parker, Assistant City Manager William Whitson, South Daytona City Manager Joe Yarbrough and Daytona Beach Shores City Manager Michael Booker worked together to develop a two-year internship program. The intern spent eight months in each city. This was invaluable experience for the intern and a cost-effective way for each city to have an intern. The second tri-city/county internship was partnered between Palm Bay, Titusville and Satellite Beach. Yvonne Kimball is completing her internship this year. You may have read an article in the newsletter telling of her experience.

FCCMA’s responsibility with these interns has been to provide the educational enrichment opportunities by offering financial assistance to send the intern to the ICMA conference, FCCMA annual conference, any FCCMA symposiums and the Winter Institute. There is money budgeted in the FCCMA budget for this fiscal year for someone to start this spring, if possible.

If you are interested in submitting a proposal and would like more information, please contact Lynn Lovallo at 850.701.3535 or lovallo@flcities.com.

Coaching Phone Panel

The next coaching phone panel will be held on Thursday, March 13, 2008, from 3:00 p.m. - 4:00 p.m. Eastern Time. The topic will **Breaking Out of Your Comfort Zone**. The call-in number is (646) 519-5883 and the PIN number is 7592. The panelists are: *Dan Kleman*, Director of Fire and Rescue Dept, City of Jacksonville, and a former City Manager; *Mike Abels*, City Manager, City of Deland; *Colin Baenziger*,

Consultant/Recruiter; and Desiree Matthews, Assistant City Manager, City of Kissimmee. If your city/county is interested in this topic and this topic could benefit your employees, set up a phone in your conference room and participate. The only cost is a phone call!

Life as a Member-In-Transition.....

by Katrina Powell

Life as a Manager-In-Transition (MIT) can be described in two (2) words or less.... IT s@#&*!!! Instead of calling us MIT's, we should probably be called MID's. Managers-In-Denial or Managers- In-Depression.... Neither is it a picnic on Panama City Beach, trust me. It's like going through purgatory; you must go through one or both in order to get to the 'other side' and you pray to get through it most expeditiously.

Denial was the hardest for *me* to overcome. I mean, what were they THINKING firing me????!! I was the greatest thing to hit that town since watermelon Hubba-Bubba bubblegum, or at least *I* thought so. I asked myself daily just WHO they thought THEY were???? They couldn't do that to *me*! Oh yeah, that's *right*, they're THE boss; they can and they DID do that to me; with a five- oh vote (5-0).... Get over it already!

Once denial was dealt with, depression crept in or *tried* to creep in like Raid®; silently and could've been life changing, if not for my friends/colleagues yelling **R-A-I-D®** at the top of their voices and emails! Getting a heads up from other managers that have gone through a public thrashing or two that it's gonna be all right, makes it much easier to deal with.

There are *some* benefits to being a MIT as well. Instead of being at work BEFORE eight (8) o'clock, I can actually *sleep* 'til eight... well, I could if my dog Molly wasn't still on CMT - City Manager Time, and insists that six (6) o'clock is the appropriate time for us to terrorize the neighborhood. I'm still working on her and with my luck she will be on Katrina Powell/KP time just about the moment I start a new job.

The house and yard are enjoying my MIT status also. *Finally*, it looks like someone actually lives there instead of like a code enforcement nightmare waiting on an abatement order. I have calluses and sore muscles in places I never knew existed, but the place looks awesome. I hope the weeds and dust don't rise up and take over once I go back to work, because I don't think my hands and back could handle a broadleaf, dollar weed and dust bunny revolt.

The worst thing about being a MIT is that you're semi-broke... Well, you are if your severance runs out... I have definitely learned how to make a dollar out of fifteen cents. No more Girls' Night Out Cosmopolitan Martini's with Grey Goose; now I am known as the Water with Lemon Chick. No more shoe shopping either. Of course, it is not like I *need* another pair, one hundred and ninety-nine (199) pairs should be enough; but like most women, who says we should *need* another pair to buy them. Well as a MIT, UNEMPLOYMENT compensation of two seventy-five (\$275) a week says you can't AFFORD them. So you don't GET them.

Being a MIT has given me an opportunity to reflect on my time as a City Manager, make changes to my attitude, and apply lessons learned the hard way. I can't say that I regret decisions made in my previous position or that given the opportunity to do it all over again that the outcome would be different, but I can say that *I* have changed.

No longer do I believe that working hard and being ethical keeps you employed; but being out of a bad situation lets you sleep at night without ill will, and that is much more important than getting that 200th pair of shoes.

Thanks to all of the City Managers, Assistants, the MIT Committee and FCCMA for continued support and encouragement of all the Managers in Transition.

Katrina Powell is the former City Manager of Fort Meade, FL and can be reached via email: ktpowell68@aol.com or by phone: 407.492.0164.

2008 Florida ASPA Conference

The American Society for Public Administration will hold their 2008 conference--
“*The Challenge to Public Service in Times of Reduced Resources - Making Less Equal More*” on Friday, May 2, 2008, from 8:00 am – 5:00 pm at the Lake Mirror Complex, 121 South Lake Avenue, Lakeland, Florida. Join them in celebrating Public Service Recognition Week. For further information contact Claire Mostel at ctel@miamidade.gov.

Ask A Coach

For the next several months we will feature a letter addressed to our coaches in the coaching program and a few of their responses.

Leading on Growth Management Issues

As an aspiring Local Government Manager in Florida, I see that experience in Growth and Community Management is increasing in importance to elected officials. What suggestions can you give for an individual to acquire the experience and knowledge necessary to effectively direct that function in Local Government? What skill sets and management styles are beneficial? *Leading on Growth Management Issues*

Dear Leading on Growth Management Issues:

The growth management field is constantly changing. I would suggest you get connected to the professional organizations that deal with these issues in Florida such as the Florida Planning and Zoning Association and the Florida Redevelopment Association. You may also want to talk to your city/county attorney about getting connected to the legal aspects of these issues. The Florida Department of Community Affairs web site also has a wealth of information.

Growth management and community issues are very important to citizens and to elected officials. You will need skills that will help you effectively solicit and manage public involvement. You will need to be able to facilitate dialogue among diverse interest groups. You will need excellent public speaking and written communication skills. If you don't have these types of skills, find a mentor to help you. Attend public workshops/meetings on controversial issues. Watch the meeting and take notes on what goes well, what goes badly and why. Then, find some opportunities to practice your skills on less controversial issues at first. *Sue Hann*

Make an appointment with several Growth Management Directors near where you live and ask them. They will be able to give you both the technical requirements and the benefit of their experience. Alternatively, the American Planning Association has a branch called the American Institute of Certified Planners (AICP). Once you have a certification from them, you are ready to go, at least from the point of the theory. *Colin Baenziger*

A great place to start might be attaining a working knowledge of F.S. 186, becoming a part of a Smart Growth Network, maintaining membership in the American Planning Association, and finally, acquiring a mentor with expertise, interest, and zeal in this area. *Anna Lightfoot-Ward*

Gain an appreciation for the growth management function. Spend some time with your planning director or community development director. Ask them to give you the 101. Attend the technical review committee and planning board meetings and follow the decisions through to the Commission or Council. Most importantly, have conversations with those who are knowledgeable in the field. It is like learning a foreign language. So, my best advice is that you have to learn the language before you can begin to have meaningful policy discussions on the subject of growth management. As with anything in government, experience often trumps education. *Michael Pleus*

2009 FCCMA Winter Institute

Don't miss next year's FCCMA Winter Institute, February 4-6, 2009 at the Casa Monica Hotel in St. Augustine, FL. This year's institute was a great success. Ray Jorgensen for the second year led the institute with this theme: "Success is in the Conversation." See the following the article about an exciting opportunity for Ray Jorgensen and Brian McElyea of the The Jorgensen Learning Center.

Two North Florida Business Leaders Invited to Speak in Oman at International Leadership Conference

(Orange Park, FL, February 12, 2008) – Ray Jorgensen and Brian McElyea of The Jorgensen Learning Center of Orange Park have received the distinct honor of being invited to speak at the 3rd Annual Society for Organizational Learning (SoL) Global Forum in Muscat, Oman April 13-16, 2008. Titled, "Bridging the Gulf: Learning Across Organizations, Sectors, and Cultures," the event features renowned international leaders in the world of organizational change and management. Four hundred participants, representing more than 35 countries in the disciplines of global corporations, international NGOs, local enterprises, governments, universities, and consultants, are expected to attend and learn and teach while sharing current interpersonal and organizational issues.

Jorgensen and McElyea will speak on their widely researched and field tested program of Conversational Leadership, which enhances managers' ability to lead through relationship building and conducting more effective meetings.

Jorgensen and McElyea will join Peter Senge, founding chair of the Society for Organizational Learning, widely known as one of the most innovative thinkers about management and leadership in the world. He translates the abstract ideas of systems theory into tools that help individuals and organizations better understand economic and organizational change.

"This is one of the highest honors of my career," said Ray Jorgensen, Director of the Jorgensen Learning Center. "Not only will be I sharing the stage with the likes of Senge, but it's especially poignant that the value of Conversational Leadership is really getting a foothold in the international management community; Conversational Leadership is truly a terrific vehicle for bridging the gap among individuals, nations and differing philosophies."

The Sultanate of Oman occupies the southeastern tip of the Arabian Peninsula and serves as a fitting backdrop for our Forum theme Bridging the Gulf. Known as a crossroads for the ancient silk and spice trade, Oman linked Asia, Africa, and Europe in a network of economic and cultural exchange. Modern Oman's unique story encompasses the amazing diversity of its heritage and the warm hospitality of its people. Moral strength, courage, heroism, maritime skills, scholarship, and hard work helped mold the Sultanate into its present form.

The Society for Organizational Learning, SoL, is a global network connecting organizations, researchers and consultants to create and implement knowledge for fundamental innovation and change. SoL was founded in 1997 as a successor to the MIT Center for Organizational Learning, led by Peter Senge and a group of innovative companies committed to advancing the state-of-the-art in building learning organizations. Today, communities in over 30 locations around the globe engage in an impressive diversity of organizational learning activities. www.solonline.org

Jorgensen Learning Center, Inc., headquartered in Orange Park, FL, is a professional services firm focusing exclusively on organizational change through strategic thinking and Conversational Leadership®, an insightful, theory-based method of conducting more effective meetings which taps into the collective wisdom of a group and leads to higher quality relationships for higher quality results. With practices in Arizona, California, Florida, Georgia, Pacific Northwest, Pennsylvania and New York, the firm provides clients with access to a diverse and experienced staff of leadership development experts, who teach and facilitate workshops to improve communication within an organization. Through workshops, seminars and one-on-one programs, JLC shows companies the link between results and effective meetings. Throughout its history, the practice has grown to support organizations in a wide range of industries including public school systems, technology, customer support, retail, healthcare, manufacturing, banking and financial services, insurance, telecommunications, state & local government, and education. www.gojlc.com

Florida's Certified Public Manager Program

The Certified Public Manager (CPM) program is a nationally-recognized, comprehensive training and development program for public sector managers at all levels of state and local government. The curriculum covers the full spectrum of management, beginning with individual performance and gradually expanding to broader organizational issues and public policy. To register contact Valencia Enterprises at 407-582-6688, or ve_info@valenciacc.edu. For information about the Florida Certified Public Manager program visit: <http://www.valenciaenterprises.org/cpm.htm>

MIT News and Update

Listed here are the current members-in-transition. **Mitchell Bobowski**, mbobowski@yahoo.com; **Pamela Brangaccio**, former administrator of Broward County, pbrangaccio@tampabay.rr.com; **Joe DeLegge**, former manager of Bartow, jdelegge@gmail.com; **Jim Gallagher**, former manager of Dundee, jgallagher27@tampabay.rr.com; **Charity Good**, former manager of North Bay Village, good2821@aol.com; **Stella Heath**, former assistant manager of Frostproof, 863.639.2178; **Lillie Lattimore**, former manager of Pahokee, llattimore@aol.com; **Tom Moffses, Sr.**, former manager of Madison, moffsesr@gmail.com; **Katrina Powell**, former manager of Fort Meade, ktpowell68@aol.com; and **Susan Ashley Stanton**, former manager of Largo, a19b59@yahoo.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. **Craig Coffey**, County Administrator, Flagler County, associate; **Mary Anne Connors**, Deputy County Manager, County of Volusia,

full; **Angela Crist**, Director, Florida Institute of Government, University of South Florida, affiliate; **Guerlin Escar-Mangos**, Community & Governmental Affairs Manager, North Bay Village, affiliate; **Dr. Mary Ann Feldheim**, Department Chair, Public Administration-University of Central Florida, affiliate; **Jorge Forte**, City Manager, North Bay Village, associate; **Charles Larry Hilton**, Deputy County Manager, Glades County, associate; **Lori LaVerriere**, Assistant City Manager, Boynton Beach, full; **Craig Radzak**, Interim Deputy City Manager, Sanford, affiliate; **Charles Weston**, City Manager, Port St. Joe, associate; and **Raymond Williams**, District Assistant, Florida House of Representatives, affiliate.

Positions

Boynton Beach - Director, Information Technology Services - \$84,121.-\$105,152yr depending on qualifications. Leads, plans, and serves as the Director for Information Technology Services, setting the overall strategic vision and direction for information technology and all aspects of information technology needed to support the City of Boynton Beach; and performs related work as required. **MINIMUM QUALIFICATIONS:** 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. **Visit www.boynton-beach.org for detailed info /download applications.** **Mail to HR Dept., 100 E. Boynton Beach Blvd, Boynton Beach FL 33425. Fax 561-742-6274. Email: gibbsb@boynton-beach.fl.us. Visit www.boynton-beach.org.**
EOE/D/V/DFWP

City Manager – DeLand - The City of DeLand is accepting resumes for the position of City Manager. DeLand is the county seat of Volusia County and the home of Stetson University. The City is home to approximately 25,000 permanent residents and employs 370 full time employees. DeLand is a progressive, stable, full-service, independent city. The desired applicant will have a bachelor's degree in Business or Public Administration or a related field; master's degree is highly preferred. 10 years responsible municipal management experience is required. Seeking a candidate with strong administrative leadership, open & positive communication, financial & budget management, community, housing, & economic development experience. The successful candidate will be committed to and enjoy working with an engaged community. Strongly prefer experience in working with CRAs, historic preservation and intergovernmental relationships. Reports to and appointed by mayor & city council, elected to 4-year overlapping terms. Residency required subsequent to appointment. ICMA certification is desirable. Salary range up to \$125k plus benefits. Send resume by April 4, 2008 to Human Resources Director, City of DeLand, 120 S. Florida Ave., DeLand, FL 32720. Fax (386) 626-7138 or email to haywardm@deland.org. All applications will become public documents under Florida Law. Position expected to be filled in September 2008.
EOE.

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.

City Manager – Madeira Beach - The City of Madeira Beach is accepting resumes for the position of City Manager. This professional position is responsible for the administration of City policies, procedures, and ordinances. Madeira Beach is a barrier island community with approximately 4,500 permanent residents and stable employee base of 57 fulltime. This is a full-service community with public works, storm water, sanitation, recreation, fire, code compliance, and administrative services. Previous experience in redevelopment, waterfront and tourism is preferred. Minimum educational requirement is Bachelor's degree from an accredited college/university in Public Administration, Business, or related field. Master's degree is preferred. Excellent management skills and communication are essential. Florida experience is required. A minimum of seven years progressive experience in government, with two year minimum as Manager or Assistant Manager is preferred. ICMA certification is desirable. Salary range DOQ with benefits and ICMA Retirement. Send resume with salary history to Human Resource Manager, City of Madeira Beach, 300 Municipal Drive, Madeira Beach, FL 33708. Fax (727) 395-9361 or email to dcline@ci.madeira-beach.fl.us. Our employment application is available for print out at www.ci.madeira-beach.fl.us. All applications will become public documents under Florida Law. Position open until filled.
EOE/DFWP/V/M/F

City Manager – Marco Island – A sun-drenched jewel on the edge of the Gulf of Mexico, Marco Island (pop. 15,000) features six miles of beach and over 100 miles of waterways within its 24 square miles. Residents and visitors alike call this special Island...Paradise. Council-Manager form of government. Full-service city with staff of 200. Tax base is over \$11 billion. General Fund budget of \$15 million and Total Budget of \$85 million. MPA preferred. At least a Bachelor's degree, preferable in Public Administration or related area. Ideally, at least five year's experience in municipal or county government as the chief executive officer. Experience in an up-scale environment is highly desirable. Starting salary range is \$150,000 to \$180,000, DOQ. Fringe benefits are generous, including the possibility of housing assistance. Cover letter, resume, and salary history by March 1, 2008 to: Tom D. Freijo, Ph.D., Senior Vice President, The Mercer Group, Inc., Freijo@Mercerfl.com, P.O. Box 9328, Winter Haven, FL 33883. FAX: (863) 299-6737. EOE. Preference in initial employment shall be given to eligible veterans and spouses of veterans. Applications in Florida become a matter of public record upon receipt. Go to www.mercergroupinc.com for a complete Position Profile.

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 – Pahokee - The City of Pahokee, a small, unique agricultural and recreational community of approximately 6,000 residents, is seeking an experienced leader to serve as City Manager. Pahokee is located on the southeastern rim of Lake Okeechobee in Palm Beach County, Florida, and has a Commission-Manager form of government. The City is in the process of rebuilding its economic base, as well as recovering from hurricanes, and needs a strong leader to take the City to the next level. Pahokee has a \$7.9M operating budget with 54 full-time and 22 part-time employees. The City provides water, sanitary sewage, refuse collection services, and a marina with a 121 site campground. Fire services are maintained by Palm Beach County and law enforcement services are provided by Palm Beach County Sheriff's department. Candidates must have a proven record of accomplishment in management, communication and political skills. Minimum qualifications include a Bachelor's degree in public administration, urban planning, business administration or related field; a minimum of seven years progressively responsible experience in municipal or other government administration, with at least five years as a city manager and/or assistant city manager. Previous successful experience in redevelopment, waterfront and revitalization is essential. Salary is negotiable dependent on qualifications. Submit resume to: City of Pahokee, c/o Walton Lantaff Schroeder & Carson, 1700 Palm Beach Lakes Blvd., 7th Floor, West Palm Beach, FL, 33401. All applications will become public documents under Florida law. Interviews are expected to begin after March 15, 2008.

Human Resource Director - Port Orange - The City of Port Orange, Florida, is seeking a highly motivated and innovative Human Resource Director. This position, under the administrative direction of the City Manager, is responsible for administering the planning, organization and direction of all human resource functions for the department, including the direct supervision of employees assigned to the Human Resources Department. Performs highly complex managerial and strategic work in the areas of employee/labor relations and negotiations, recruitment and selection, classification and compensation, employee assistance, benefits, background investigations, training, and organizational development. Incumbent is expected to exercise independent judgment in decision-making. Minimum qualifications: Graduation from an accredited four-year college with a Bachelor's Degree in Human Resources, Public or Business Administration or a related field; at least seven years experience of a progressively responsible nature in human resources management or labor relations (preferably in the public sector)—the majority of which must be in a managerial/supervisory capacity. An equivalent combination of education, training and experience which provides the required knowledge, skills and abilities will be considered. Salary negotiable depending on

qualifications. Applicants should submit a cover letter and resume **in person or by mail** to the Human Resource Department, 1000 City Center Circle, Port Orange, Florida 32129; **or by fax** to (386) 756-5290; **or apply on-line** at <http://www.port-orange.org>. Open until filled. EOE/Vets. Pref./DFWP.

Human Resources Director – The Villages Community Development District - The Villages Community Development District is seeking a Human Resources Director for their Human Resources and Risk Management Department. Responsibilities include Recruitment/Selection, Compensation/Benefits, Labor/Employee Relations, HRIS/Records Management, HRD and Workers Compensation/Property & General Liability Insurances. Supervises one exempt and one non-exempt level staff member. Organization consists of 160 full time and 40 part time employees serving the unique community of The Villages. Requires Bachelor's Degree (BA) in Human Resources or related field and no less than five years of public sector Human Resource management experience to include collective bargaining. Masters and Human Resource Management certification preferred. Pay range \$50,000 - \$75,000 EOE, DFWP

City Manager – City of Elizabethton, TN (14,000) – Salary DOQ plus excellent benefits. Current salary mid-\$90's. Manager responsible for 240 full-time employees and \$14 million general fund budget. Position answers to seven-member council. Mayor chosen by Council. Full-service community in beautiful Northeast Tennessee. Must be a proven manager with top-notch communication and team-building skills. At least five (5) years' experience as City Manager/Assistant City Manager or equivalent. Bachelors degree required, Master's or equivalent experience preferred. Application is a public record. Send resume by February 8, 2008 to Department of Human Resources, Attn: City Manager Position, 136 South Sycamore Street, Elizabethton, TN 37643. Fax: (423) 547-6249. Phone: (423) 547-6248. Email: alyons@cityofelizabethton.org.

Dates to Remember:

May 28-31, 2008 – FCCMA Annual Conference, Marco Island

June 4-6 - 2008 - Transforming Local Government (TLG) Conference, Greenville, SC

June 25-27, 2008 – Florida Association of Counties Annual Conference, Miami

August 14-16, 2008 – Florida League of Cities Annual Conference, Tampa