



# *The* MANAGER

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

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### *In This Issue*

FCCMA Annual Conference  
The Benefits of Using an MIT – “the Oakland Park Experience”  
FCCMA District Trainings

## **Winter Institute Recap—*Becoming an Implementation Genius***

*By Joyce Shanahan, City Manager, Ormond Beach*

**Hans and Annemarie Bleiker** conducted a two-day seminar for FCCMA’s Winter Institute on the topic of *Systematic Development of Informed Consent/Citizen Participation by Objective: A Management Strategy*. This husband-and-wife team has dedicated their professional lives to making organizations with important missions—especially public agencies—better at accomplishing their missions.

Did you know there is a legitimate cure for political gridlock? Well, Hans and Annemarie shared with participants how to become implementation geniuses by providing steps to building informed consent (not consensus) when dealing with difficult issues that impact our citizenry. Over the course of a few days, they taught us how to get legitimate and important work implemented, regardless of how controversial the issues related to our projects may be. We didn’t learn how to do MORE public involvement, but rather how to do it DIFFERENTLY and EFFECTIVELY.

Of particular helpfulness were 1) Citizen Participation Techniques and Objectives that showed each CP technique’s strengths and weaknesses when dealing with specific types of issues and potentially affected parties and 2) Potentially Affected Interest/Issues Matrix. We utilized real life examples where these tools were effective in identifying the parties, the types of public participation that would be helpful and how to clearly identify all the issues involved.

As usual, the Winter Institute was considered a great success by those that attended. Everyone stated that they came away with something they can use at their city/county. Over 75% of survey respondents rated the overall quality of the Winter Institute as good to excellent; and 81% of survey respondents rated the value and usefulness of information received as good to excellent.

A big part of the Winter Institute was the Prayer Breakfast, originally started by Mike Roberto, Randy Reid, Ken Parker and Mike Abels. This year Randy Reid, Alachua County Manager, shared with us the fascinating topic of sustainability and its moral imperatives.

Not only was the Winter Institute a great learning experience, it was also a wonderful time to network with colleagues and share issues and problems in our communities and get real life advice on how to best handle them.

## **FCCMA Annual Conference — “Impossible Dreams? Innovative Realities”**

The conference announcement was mailed last week and is posted on-line. Highlights of some of the sessions:

- Pre-Con session “Mastering the Media”
- Financial Reviews and Resume Reviews
- Buffet lunch provided Thursday in the Exhibit Hall
- Session on TABOR: What Can We Learn from Colorado
- Amendment 4: Bad for Hometowns, Worse for Democracy
- Cirque USA to perform at Friday night social

When making your hotel reservation, please carefully consider how many nights you need at the hotel. History has shown us that room blocks fill quickly resulting in members having to go to overflow hotels. Then, a few days out, reservations have been changed and the room block is undersold. What most people do not understand is an unsold room block can result in thousands of dollars in attrition costs to the Association. If you do not need four nights in the hotel, please do not reserve four nights. If you are interested in sharing a room with someone, please let FCCMA staff know.

There will be more information on the conference in the next issue. If you did not receive your conference announcement, please email [crussell@flcities.com](mailto:crussell@flcities.com).

## **The Benefits of Using an MIT — “the Oakland Park Experience”**

*By Horace McHugh, Assistant City Manager, City of Oakland Park*

The City of Oakland Park’s finance director resigned in June of 2009 and gave us the 30-day notice required by contract. We were still going through the budget process, public hearings for special assessments and utility rate adjustments, orientation workshops for new Commissioners and the host of usual summer concerns, so it was about two weeks after her departure that the reality hit us. We looked at the strengths of our existing division leaders in the department, considered the vast needs of the position and the fact that it would possibly take at least four months to fill the position. Our HR Director was candid about also reminding us that there were two existing recruitments for that position in our tri-county area and that the position is usually difficult to fill.

In addition to the normal operation issues, we faced some unique challenges that needed some financial expertise and guidance. These included: the need to issue debt \$22M for the first time in five years; utility rate studies and rate implementation; pension plan

reforms; need to reduce utility arrears; revisiting commitments in our collective bargaining agreements and revision of our policies for debt, investments and utility collections.

At that time the CM reviewed the MIT list and realized that one of the candidates was a finance director by profession, who had accepted the position of CM and was subsequently terminated. We considered his immediate availability; his 30 years of financial expertise; our unique needs, and the thought that we would benefit from hiring him as the Interim. We informed him that despite the temporary appointment, we would openly recruit for the position and allow him to compete.

We started the recruitment process, and had the candidates participate in the necessary testing and assessments. During that time the candidate was able to gain insight into our unique challenges and we were able to assess his performance and compatibility with the organization. Three months into the recruitment he rose as one of the leading candidates and was hired as the permanent director.

This process allowed us to use an MIT with the specific experience that we needed. Since he previously served as a CM, he provided a broad scope of policy and administrative considerations that additionally benefitted us. His tenure allowed us to immediately place an experienced person to temporarily fill the position, while we recruited for the permanent replacement.

From his perspective, the temporary assignment allowed him to use his professional skills and be compensated during a period of no income. During that period he assessed the organization to determine if he was truly interested and had the opportunity to make an impression on the City Manager.

“Using the MIT was a tremendous benefit to the city,” said City Manager John Stunson, “even if he were not hired for the permanent position”. In considering the array of benefits, Stunson continued, “We would certainly recommend that Managers look to the MIT list when considering temporary appointments for your professional positions”.

## **FCCMA District Trainings**

Don't miss the upcoming district trainings. District I Training will be held on February 26, 2010 at the Duval Hotel in Tallahassee from 12:00 p.m. – 3:00 p.m. The topic is *“Health Insurance: Understanding the rising costs and what to do about it.”* Kurt Gehring, President/CEO of the Gehring Group is the speaker. The cost is \$25 and lunch is included.

District II Training will be held April 23, 2010 at the Sica Hall Community Center in Holly Hill from 12:00 p.m. – 4:00 p.m. The topic is *“Pensions and Health Insurance: Understanding the rising costs and what to do about it.”* The speakers are Paul Shamoun, Pension Manager of the Florida League of Cities and Kurt Gehring, President/CEO of the Gehring Group. The cost is \$35 and lunch is included.

District VI Training will be held March 12, 2010 at the Atrium Executive Center in Fort Myers from 9:00 a.m. – 1:00 p.m. The topics *“Pensions and Health Insurance: Understanding the rising costs and what to do about it.”* The speakers are Paul Shamoun, Pension Manager of the Florida League of Cities and Kurt Gehring, President/CEO of the Gehring Group. The cost is \$35 and lunch is included.

If you would like to register for any of the district trainings, please contact Carol Russell at [crussell@flicities.com](mailto:crussell@flicities.com).

## MIT News and Update

Listed here are the current members-in-transition. We have added the members' district so please take a minute to show your support by emailing the MITs in your district.

**Duncan Ballantyne**, former administrator of Martin County, District IV, [dmcballant@aol.com](mailto:dmcballant@aol.com); **Barbara Barnes-Buchanan**, former assistant city manager of Bonita Springs, District VI, [b\\_barnesb@yahoo.com](mailto:b_barnesb@yahoo.com); **Kassandra Esposito Blissett**, former manager of Ponce Inlet, District II, [Kujowally1@yahoo.com](mailto:Kujowally1@yahoo.com); **Susan Boyer**, former manager of Crystal River, District VIII, [sboyerhwood@aol.com](mailto:sboyerhwood@aol.com); **Matt Brock**, former manager of Grant-Valkaria, District IV, [mattbrock42@hotmail.com](mailto:mattbrock42@hotmail.com); **Jim Coleman**, former manager of Williston, District VIII, [jfcoleman@embarqmail.com](mailto:jfcoleman@embarqmail.com); **Cynthia Coto**, former manager of Seminole County, District III, [cindyacoto@gmail.com](mailto:cindyacoto@gmail.com); **John Drago**, former administrator of Longwood, District III, [Jdragol@cfl.rr.com](mailto:Jdragol@cfl.rr.com); **Laura Hannah**, former assistant manager of Lake Worth, [thedualgirl@gmail.com](mailto:thedualgirl@gmail.com); **Lillie Latimore**, former manager of Pahokee, District 0, [llatimore@aol.com](mailto:llatimore@aol.com); **Jeff Naftal**, former manager of Juno Beach, District IV, [nifty888@bellsouth.net](mailto:nifty888@bellsouth.net); **D. Wayne O'Neal**, former administrator of Hendry County, District VI, [wayne.oneal@yahoo.com](mailto:wayne.oneal@yahoo.com); **Samuel R. Oppelaar Jr.**, former manager of Minneola, District VIII, [slash\\_99@msn.com](mailto:slash_99@msn.com); **Tony Otte**, former manager of Lake Wales, District VIII, [tony.otte@gmail.com](mailto:tony.otte@gmail.com); **Richard Reade**, former manager of Port Richey, District III, **Markae Rupp**, former administrator of Arcadia, District VIII, [recmngt@yahoo.com](mailto:recmngt@yahoo.com); **Charles Saddler**, former manager of Dundee, District VIII, [csaddler@tampabay.rr.com](mailto:csaddler@tampabay.rr.com); **Terry Stewart**, former manager of Cape Coral, District VI, [terry\\_stewart49@hotmail.com](mailto:terry_stewart49@hotmail.com); **Donald D. Stilwell**, former manager of Lee County, District VI, [DDStilwell@embarqmail.com](mailto:DDStilwell@embarqmail.com); and **Tom Willi**, former manager of Monroe County, District VI, [thomas-willi@hotmail.com](mailto:thomas-willi@hotmail.com) and **Robert (Sherman) Yehl**, former manager of Sanford, District III, [sherman1951@gmail.com](mailto:sherman1951@gmail.com).

## Positions

**City Administrator — Arcadia, Florida** — population 6,600. The City of Arcadia is seeking a City Administrator, the position of which is established by city ordinance and appointed by the Council. A 5-member Council is elected at large on non-partisan basis for staggered 4-year terms. The city has a \$14.7 M total budget, with 101 employees; and provides public works, sanitation, parks and recreation, water and sewer utilities, police, municipal airport, mobile home park and golf course. The police department operates under supervision of an elected city marshal; with building inspection, animal control, fire protection, & ambulance provided through an interlocal agreement with the County. Arcadia is the only incorporated area within DeSoto County. Qualified applicants must have a minimum bachelor's degree from an accredited college/university in public administration, business, or related field and 7 years progressive experience in municipal or county government. Prefer 2-year minimum experience as a manager or assistant manager. Desire strong generalist with consensus-building skills and ability to communicate effectively with the council, public and staff. Upon being hired, prefer relocation to the city. Salary range: \$70-75,000. Send resume and salary history to: Dana Williams, City Recorder, 23 N. Polk Avenue, Arcadia, FL 34266; 863-494-4114. All materials submitted become public record under Florida public records law/EOE/drug-free workplace. Open until filled.

**City Manager — Cape Canaveral, FL** — (population 10,200 year round, 14,200 in season). Cape Canaveral lies on a barrier island in the Atlantic Ocean approximately 50 miles east of Orlando. It is primarily residential and near the Kennedy Space Center. The City is governed by a five member council and is seeking a strong, pro-active and progressive City Manager who will focus on redevelopment and expense reduction. He/she will also be aware and supportive of utilizing advanced business practices. E-mail resume to [Recruit22@cb-asso.com](mailto:Recruit22@cb-asso.com) by February 26, 2010. Additional details can be found at [www.cb-asso.com](http://www.cb-asso.com) under “Active Recruitments.”

**County Administrator — Escambia County, Florida** — Recruitment Salary Range: \$120,065 - \$145,000. **Posting Period: 01/26/10 - 2/24/10.** Escambia County (Pensacola), Florida is located in north-western Florida and covers 661 square miles with a population of 300,000. This growing, full service County offers exceptional quality of life amenities at an attractive cost-of-living. The County's legislative and policymaking powers are vested in a five (5) member Board of County Commissioners. This position is at the will of the Board of County Commissioners and is under a one year contract with provisions for renewal. The candidate is subject to the Tobacco Free Hiring Policy, financial disclosure and public records request. The position offers a competitive salary, excellent comprehensive benefits, an automobile allowance and reasonable relocation expenses. This position provides executive leadership and overall direction to the County's six Bureaus (Public Works, Development Services, Management and Budget Services, Public Safety, Neighborhoods/Community Services and Corrections) the Public Information Office and the Transportation/Traffic Division. **QUALIFICATIONS:** Bachelor's Degree in Public Administration/Business Administration or closely related field and at least seven (7) years of responsible executive level experience in public (government) or private sector management with at least three years overseeing an organization of similar size. Executive level is defined as Director, President, Vice President, local government administration at the level of Bureau Chief, Department Head, Assistant City/County Administrator or City/County Administrator or Manager. Preferred Qualifications: Master's Degree in Public Administration, Business Administration or other closely related field. At least 3 years of executive level experience overseeing an organization of over 1,000 employees. Knowledge of and experience in administering governmental finances with an understanding of local government tax structures with a budget of similar size and complexity (County's total budget for FY 09-10 \$367 million of which \$175 million comprises the General Fund). Experience in Economic Development, Land Use and Long Range Planning. Experience with Unions. Experience with State and Federal Agencies and lobbyist. Executive level experience overseeing an urban/rural jurisdiction of similar size (a land area which covers approximately 661 square miles of land and an additional 64,000 acres of water area). The ideal candidate will possess the preferred criteria above with experience gained in a jurisdiction with a population and level of complexity comparable to Escambia County. The Commissioners are seeking a strong, results-oriented proven leader, with a "can do" attitude who is politically astute although not politically involved. The individual will be an extraordinary communicator, accessible, responsive and positive with strong public relations skills. Strong inter and intra governmental skills are also very important. He/She will also be experienced in strategic planning and performance standards and skilled in maximizing staff potential. The Commissioners are looking for an individual who is visible in the community on behalf of the BOCC and communicates with the public in a manner that generates respect and understanding for the BOCC, the government and its

projects. Compensation: The BOCC expects to pay a competitive salary within the advertised range to the selected candidate based on his/her qualifications. Reasonable relocation expenses will be paid by the County. Other Important Information: Applicants must complete the on line [application](#) with attached cover letter, resume and copy of diploma prior to the close date of 02/24/10. Escambia County is an Equal Opportunity Employer and encourages minorities to apply. Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. Veterans' Preference will be awarded under applicable Florida law. To apply, please visit:

<http://www.myescambia.com/Bureaus/ManagementServices/JobOpportunities.html> or call 850-595-3000 for more information.

**Energy and Water Manager — Fort Pierce — SALARY: \$44,883.71-\$68,759.90.**

Responsibility and accountability in developing and implementing energy and water conservation plan, including management of related projects, for County facilities. Tracking and assessing energy and water consumption in County facilities and training staff on energy and water conservation practices. Coordinating use of energy and water conservation tools and green technologies in County facilities. Ability to evaluate efficacy and feasibility of green technologies, including but not limited to Energy Management Systems, HVAC, lighting, solar and alternative energy technologies and water conservation. Ability to project, evaluate and verify cost savings and payback for proposed or implemented projects and technologies. Ability to manage and oversee energy and water conservation projects for proposed or implemented projects and technologies. Ability to make well-organized professional presentations. Bachelor's degree in engineering, architecture, building construction, utilities or related field. Three years experience in operation of an energy management program. A comparable amount of education, training or experience may be substituted for the minimum qualifications. Valid Florida driver's license is required; good driving record. Certification as a Professional Engineer or in LEED, USGB or similar programs preferred. For application go to <http://www.co.st-lucie.fl.us/and> mail to Human Resources Dept., 2300 Virginia Ave., Fort Pierce, FL 34982 or fax application to 772-462-2361.

**Police Captain — Lake City —** Applications are now being accepted for the position of **POLICE CAPTAIN** in the Lake City Police Department. This is responsible administrative, managerial and supervisory work directing the functions of a specific division of the Lake City Police Department. Work is performed under general administrative direction with review through conferences, reports and results obtained. Applicant must have the ability to plan, supervise and administer the activities and functions of the day-to-day operations of a division of the department, supervise review and coordinate staffing plans, prepare annual budget and establish goals and objectives for the division. Candidate will be partially responsible for the training, development, safety and discipline of personnel, confers with lieutenants and Sergeants to resolve operational and administrative problems, organizes and manages complex events and large scale emergencies, conducts performance evaluations and serves as first responder during domestic security and weapons of mass destruction incidents. Individual will perform all other related work as required. Possession of a Bachelor's Degree and six (6) years of professional experience in law enforcement work in a sworn capacity; or three (3) years of college and seven (7) years of professional experience in law enforcement work in a sworn capacity; or must acquire an Associate of Arts/Associate of Science degree within three (3) years of appointment and eight (8) years of professional experience in law enforcement work in a sworn capacity. Three (3) years of the required

experience must have been supervisory or command. Candidate must possess a law enforcement certificate issued by the Florida Department of Law Enforcement Criminal Justice Standards and Training Commission within six (6) months of the date of employment and must reside in Columbia County, Florida at time of appointment.

Applicant must possess a valid Class E State driver's license at the time of appointment and successfully meet all medical and physical requirements and drug screen.

**Applications may be obtained from and returned to City Hall, 1<sup>st</sup> 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](http://www.lcfla.com). The City of Lake City is an EEO/AA/ADA/VP employer.**

**TDC Executive Director — Okaloosa County Board of County Commissioners —**

Situated along the Gulf of Mexico, Okaloosa County's population is over 192,000 and around 60,000 of those are directly affiliated with the armed forces. 4.5 million people visit the Emerald Coast annually; and who can blame them. This year Inc. Magazine ranked Crestview, Destin and Fort Walton Beach within the top 20 Boomtowns. As an added bonus, Southern Living readers consistently vote our area "Best Family Vacation." A myriad of attractions are guaranteed to keep the whole family entertained; and at the end of the day watch the sun set in one of the more than 16,000 rooms located on 24 miles of sugar-white sands and sparkling green waters. This position is responsible for planning, organizing and directing the activities and functions of the Tourist Development Department. Incumbent works collaboratively with the State of Florida Commission on Tourism/Visit Florida, and related tourist development agencies, councils and organizations toward providing a cohesive regional and statewide effort in promoting economic activity through tourism. Prepares implements and administers budgetary allocations under established county ordinance and guidelines and state law for the appropriate expenditures of the Tourist Development Trust Funds. Implements and provides administrative direction for improved tourism participation through special events and festivals. Plans and administers beach restoration, maintenance and improvement programs in collaboration with environmental officials to ensure the development of additional public access ways; accommodates preservation of natural dunes, beach areas and related natural resources, and beach restoration projects. Bachelor's degree in Marketing, Finance, Business Administration, or closely related; supplemented by a minimum of eight (8) years progressively responsible experience in the hospitality/tourism administration or marketing field, to include development and administration of complex programs and budgets, four (4) years of which shall be acquired in management capacity, preferably for a municipal or institutional organization; or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities. Certified Meeting Planner and Registered Meeting Planner certificates are preferred. Experience with construction project administration preferred. Must be computer literate. Requires a valid driver license. Annual Salary Range: \$79,913.60 to \$135,824.00. Benefits include: Health & Dental Insurance; Long Term Disability; Life Insurance; Flexible Spending Account; State Retirement; 457 Deferred Comp Plan; Employee Assistance Program (EAP); Annual/Sick Leave; and 10 Paid Holidays. **How to apply:** To apply for this position, visit our website at [www.co.okaloosa.fl.us](http://www.co.okaloosa.fl.us) or call (850) 689-5870 for more information. This position was first posted on November 25, 2009 and is open until filled. DFW/AA/EOE

**Full-time, In-House Engineer — Town of Southwest Ranches —** The Town of Southwest Ranches ("Town") is seeking a full-time, in-house engineer. The Town is

located in Southwest Broward County (Greater Fort Lauderdale), Florida and is a rural community surrounded by an urbanized area. It was incorporated on June 6, 2000; and, it covers approximately 13 square miles, with a population of approximately 8,500. The Town operates under a Council-Administrator form of government, under the direction of five council members. The Town is primarily a contract town with major services contracted out to local vendors and an in-house Administration Team of 7 full-time employees. The Town is accepting resumes from qualified individuals to fill the full-time position of the in-house engineer. The position is selected by the Town Administrator. ***The salary range and benefits will depend on qualifications (DOQ) and related experience.*** The in-house engineer must have the following qualifications: *Preferably*, Florida P.E. with at least five (5) years of experience; *Preferred experience*, but not required, in Miami-Dade, Broward or Palm Beach Counties; *At a minimum*, a four year college degree is required in the field of Civil Engineering or Construction Management from an accredited college or university. *A comparable amount of training and experience may be substituted for the minimum qualifications.* The functions of the in-house engineer include, but are not limited to the following: Basic engineering responsibilities such as the preparation of design specifications / cost estimations, contract management, and other related work; Reviews plats, subdivisions, and site plans; Coordinates activities with external contractors; Supervises external contractors who are responsible for a variety of functions. Resumes must be submitted to Charles H. Lynn, AICP, Town Administrator, Southwest Ranches Town Hall, 6589 SW 160<sup>th</sup> Avenue, Southwest Ranches, FL 33331 or clynn@southwestranches.org. Application process will remain open until the position is filled.

**City Manager – Trenton – Background:** Trenton, Florida’s population is approximately 1,700 and it is the county seat and commercial hub of Gilchrist County, population 18,000. The City of Trenton provides police and fire protection services, right of way and park maintenance, water and sewer utility service, solid waste collection, development permitting, and code enforcement through cooperation with Gilchrist County. The City of Trenton’s total budget exceeds \$2.8 million in FY2009-2010. The five member governing body is the Board of City Commissioners, which is elected at-large. Three (3) City Managers have served the City since 1970. ICMA has recognized the City of Trenton since 2005 as a “local governments which by ordinance, charter or other legal document has established positions of professional authority. Recognition means the community is identified as one that provides a legal framework conducive to the practice of professional management.” ICMA recognizes the City as a council-manager local government. **Candidate:** The ideal candidate will possess a Bachelor’s degree or higher in a related field (planning, public administration, political science, business administration, etc.), however, a combination of education and experience will be considered. The candidate should have demonstrated leadership skills, including prior management experience, preferably local government management experience. In addition, the ideal candidate will have a proven track record with budgeting, grant administration, planning, utility service provision, and intergovernmental coordination. The ability to multi-task, with limited staff/financial resources, is a crucial component for successful job performance. **Apply:** Interested applicants please send a resume with cover letter, City of Trenton Employment Application, and five (5) professional references to: City of Trenton- Personnel Committee, Attn: Robin Heath, 114 N. Main Street, Trenton, FL 32693. For additional information, please contact Mrs. Heath at (352) 463-4000, ext. 301 or at robin@trentonflorida.org. Email submission of application materials is allowable. City of Trenton Employment Applications can be obtained on the City’s

website at [www.trentonflorida.org](http://www.trentonflorida.org) under the “City Jobs” tab. Applicants may submit application materials to [robin@trentonflorida.org](mailto:robin@trentonflorida.org). The filing deadline for applications is Friday, February 26, 2010. Interviews are scheduled for the evenings Monday and Tuesday, March 15-16, 2010. The salary range for this position may range from \$35,000 to \$52,500 DOQ. The City of Trenton is an EEO/ADA employer and a Drug Free Workplace.

***Dates to Remember:***

February 26, 2010—District I Training, Tallahassee

March 12, 2010—District VI Training, Fort Myers

April 23, 2010—District II Training, Holly Hill

May 13-15, 2010—Annual Conference, Orlando