



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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Can Governments Over-communicate?

By Lynn Tipton, Executive Director

I spent this morning meeting with a community group that is considering municipal incorporation. One of their biggest concerns was getting information out to the rest of the community about their research — and that no one had yet formed an opinion one way or the other on the idea — just gathering data. We talked about newsletters, public meetings and web sites and I emphasized that I don't think most groups communicate enough. I got a few “I get spammed 24/7 and don't want to get anything else” types of responses, but I think that is a common reaction that isn't based upon actually *reading* what we get. When we had this topic at a roundtable session with elected officials last summer, one of the points that was made is what cities and counties *assume* is understood by the public: that the government exists with certain powers and responsibilities; that residents know what their governments do — and then the danger of these assumptions really hit me: our citizenry really doesn't know these things. I've used this column to talk before about the desperate need for civics education at all ages in Florida, but I have to say as we start a new year that I believe our cities and counties could communicate more of the fundamentals than we currently provide.

Every local government in Florida doesn't have a web site, and in this age, that is a hard situation. While it is expensive to establish, maintain and keep such sites up-to-date, such sites are the fastest way for most people to search for information. We all know that the Legislature has considered mandating a public web site for all local governments in the past two sessions.

If we posted the fundamentals on local government sites (the government's structure, purpose, goals and contact points for key services; the form of government and a simple organizational chart; annual budget message; helpful tips on services; public meeting information) as well as sections on how to volunteer, get involved and ask questions — it would be a great deal more information than is currently available. I'm not saying I know exactly how to make this happen, but I think it is an idea worth pursuing. One of FCCMA's sister associations is the FLGISA (Florida Local Government Information Services Association), and I believe it might be a great partnership to work on ensuring that we work together on making these fundamentals readily available. If we could harness some of the student power that is out there — students who are often looking for projects to earn class credits — maybe there are additional partners to add. I'm old enough to remember when receiving a fax was a big deal, and now I get more e-mails than phone calls on an average day. Maybe FCCMA can help Florida's cities, towns, villages and counties model the way toward maximizing communication and information. Whether we get citizens to really read it and understand, will be the next hurdle.

Using Social Media to Communicate with Your Colleagues

By Sarah E. Hannah, Assistant City Manager, Sunrise -- Chair of the FCCMA Technology and Public Information Committee

Are you a Twitter junkie? Do you sign on to Facebook before you pour your first cup of coffee in the morning? Or do you think LinkedIn is merely the subject of much of the junk email you receive and immediately delete before opening?

FCCMA recognizes that while some of us fall into these extreme categories, most of us are somewhere in between. Consequently, we are developing the basis for a virtual network among members that will satisfy the social media die-hards while not scaring off the faint at heart. Twitter provides a forum by which members can “follow” fellow members and read what they have to say (tweets) and respond if they wish. They can also type in what they have to say for others to read. If you are interested in communicating with your colleagues about local government issues in a social media setting, please email Lynn Lovallo at llovallo@flicities.com with your Twitter “username”. We will add your name and username to a list located under the “Services” tab on our website (www.fccma.org). If you wish to be connected to particular participating members, you simply go that section on the FCCMA website, see who is a member, sign in to Twitter, and request to “follow” whomever you choose. Some Twitter members, such as myself, have security settings on their accounts, thereby only granting access to their “tweets” to those they have approved. However, most Twitter members allow anyone to follow them.

Social media outlets such as Twitter provide a quick, easy and free method to communicate with others about issues important to you. The level of your commitment to the forum is completely up to you. You can be instantly notified when any of the 350 Twitter members you are following have posted an update (or mini blog – no more than 140 characters) or you can only read what the one person you are following has to say when you log in once-a-week. If you don't already have an account, you need to create one by going to www.Twitter.com. It's easy to sign up and it's free!

If we find this forum to be popular among our members, FCCMA will explore creating our own account for Twitter members to follow. We will send updates about FCCMA happenings for members to read. Because this requires a commitment and resources to

devote to such an account, FCCMA wants to make sure there is a significant interest in such a tool before they create an account. So if you would like to see this happen, if you would like to follow FCCMA on Twitter, take advantage of the forum described above and tweet away!

FCCMA Winter Institute

The Winter Institute is only a couple of weeks away, February 3-5. If you haven't already registered, you can still do so. We have a few spots left.

Dr. Hans Bleiker and Annemarie Bleiker of the Institute for Participatory Management and Planning (IPMP) will lead an intensive and interactive format. Participants will learn systematic processes for breaking the gridlock that can occur in project approval and implementation. By switching from a focus on techniques to a focus on objectives, the IPMP team believes public-sector managers can break the political stalemates that so often derail program implementation. Florida's local government managers and their senior management teams often tackle the issue of "political gridlock" – being an 'implementation genius' should help each participant and is a valuable skill set!

The IPMP team will also give class participants access to their e-book so that advance reading can be done for the Winter Institute and also have this material available once the course is over.

Former Congressman Lou Frey will be the luncheon speaker for the Thursday lunch.

If you need registration information, please contact Carol Russell at crussel@flcities.com.

FCCMA Member Profile – January 2010

By Karen Kolinski

Sarah E Hannah

Assistant City Manager, City of Sunrise
FCCMA Member Since 2003

Education: Bachelor's of Arts and a Masters of Public Administration from the University of Kansas (Rock Chalk!)

Hobbies and Interests: I'm an entertainment buff (television and movies, mostly). I also like to eat, play tennis, ballroom dance and scrapbook.

KMK: Yeah, well Go Gators (chomp, chomp, chomp)! How did you get started in local government, as in what roles have you had and where?

Sarah: Actually, I always wanted to work for the feds – as a spy. But as I got older and realized that I might, you know, die or get hurt, I thought a nice office gig as the Secretary of State or head of the CDC would be more my speed. The fate of my espionage aspirations were sealed when I was branded with my first tattoo. In my late twenties I went back to school to get my Masters in Public Administration at a school where I could get in-state tuition. Because Kansas' program is all about local government, I sort of fell into my current career. My first government job was with the

City of Abilene, Texas. Then I was in Palm Beach for six years and I've been with Sunrise for a little over three months.

KMK: Let me guess, your tattoo says, "I heart FCCMA?" Since my filters are working, I won't bother to ask where it is. Instead, why doesn't everybody ask Sarah to show them her tattoo at the Annual Conference in May. You just recently joined the City of Sunrise. Changing jobs can be full of uncertainties. What factors did you focus on as you made the decision to accept a position with Sunrise?

Sarah: I focused on my main career goal, which is to be a city manager in a town of around 100,000 people. I want to work for a full-service, diverse community with a gamut of issues and challenges. I knew that probably my best chance of reaching that goal would be to get a job as the assistant in such a town. Another important factor in searching for any job, I would think, is to work for a boss that is willing to also make an investment in my success. Sunrise fits the bill darn near perfectly on both fronts. I really lucked out.

KMK: The first days of a job are trying, sheez, knowing where the paper clips are can be a challenge much less learning about the idiosyncrasies of your new colleagues. Do you have any tips or techniques that help foster good working relations with your new staff during the initial phases of socialization?

Sarah: First of all, I got into management so that others could find the paperclips for me. But seriously, I was super nervous about being second in command in a city that was so very different than the one I came from. But in the 17 years of my professional life, because I have worked in many places in many different parts of the country – I've learned to adapt. And actually my position in Sunrise has been a real confidence booster. I've realized that I'm a pretty smart cookie and have actually learned a thing or two in my almost, gulp, 40 years. Also, the CM of Sunrise is a former Fire Chief, so heck if he can do it... So I guess my first tip would be to trust in your skills and talents.

Second, do not assume that your way is better than anyone else's. Sit back, soak it in, try it their way and then make your evaluation – chances are, you have a pretty good, committed staff that knows what they are doing. Third tip is to get involved and don't complain. Offer to take on not only community projects, but also the office holiday lunch. And do it with a big ole' smile on your face. Finally, while being appreciative and respectful to others all the time, also stand your ground and make sure your colleagues know that you mean business.

KMK: What is your favorite part of being a local government leader besides having others find paperclips for you?

Sarah: Frankly, I just love all the night meetings...

Former FCCMA Member William Hargett Dies

William Hargett, former city manager of Pompano Beach has died. He was city manager from September 1995 until his retirement May 2007. Before becoming city manager of Pompano Beach, he was the assistant county manager of Collier County.

While managing Pompano Beach Mr. Hargett steadily lowered the city's millage rate and helped to annex the unincorporated Highlands neighborhood within Pompano Beach's borders which helped to draw different federal and state sources of funding. Mayor Lamar Fisher said that "he served our city well."

Mr. Hargett is survived by his wife, daughter, son and their families. A service was held December 20 at the Jones Funeral Home in Jacksonville, NC.

"Going Green: Barriers and Best Practices for Local Governments"

The Florida City and County Management Association, the Center for Florida Local Government Excellence and the Center for Sustainable Energy Governance at Florida State University, the Florida League of Cities and the Florida Association of Counties have teamed up to offer a one-day symposium on January 29, 2010 in the "host city" of Pinecrest, Florida.

The symposium will focus on barriers to adopting and implementing climate protection initiatives at the local level, a discussion on whether there is a conflict between economic development and sustainability, and how effectively organize a local government program.

The program will be held at the Pinecrest Community Center, 5855 SW 111th Street, Pinecrest, FL 33156 and begins at 9:00 a.m. and concludes at 4:00 p.m. Lunch is included. Bridget Merrill from Enterprise Florida will be serving as the luncheon speaker. Cost for the day is only \$50.00 (including lunch).

For registration information, please contact crussel@flcities.com.

FCCMA 2010 Spring Symposium

FCCMA in partnership with the Center for Florida Local Government Excellence, the University of Central Florida Public Administration Department, the John Scott Dailey Florida Institute of Government, the Florida League of Cities and the Florida Association of Counties invites you to attend a one-day symposium on the sustainability of Florida's local governments. Confirmed speakers to date are: Larry Arrington and Herb Marlowe, authors of "Sustainable Governance: Renewing the Search;" Randy Reid, Alachua County Manager and Director of the ICMA Sustainability Committee; and Stephanie Waters, City of Largo. Other practitioners will participate on panels illustrating successful grant applications and talk about what is available. This full-day symposium will be informative and interactive—learn from each other!

The FCCMA 2010 Spring Symposium will be held at the Student Union on the main campus of the University of Central Florida. The theme is **Future of Florida's Local Governments: Sustainability**. The session begins at 9:00 a.m. Friday morning, February 19, 2010 and will conclude at 4:00 p.m. The cost is \$35 per person. Lunch is included. Parking instructions will be sent with confirmations.

If you are interested in reading the new book, [Sustainable Governance: Renewing the Search](#) by Lawrence W. Arrington and Herbert A. Marlowe, Jr. (Llumina Press: 2009) before the upcoming Symposium, it is available at Amazon and Barnes & Noble.

It is also available in Ebook format and print form at the following link:
http://www.arringtonmarlowe.com/research_writing.html.

Please contact Carol Russell at crussel@flicities.com or Lynn Lovallo at llovallo@flicities.com or call (850) 222-9684 with any questions about the Symposium.

FCCMA Annual Conference—”Impossible Dreams? Innovative Realities”

The conference announcement will be mailed in early February and 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.

FCCMA District Trainings

The following dates have been selected to have District Trainings. More information will be available in future newsletters on the topics and speakers.

District I East – February 26, 2010

District I West – April 2, 2010

District II – March 19, 2010

District V – January 29, 2010

Crisis Leadership for Local Officials

The National League of Cities (NLC), in cooperation with the International City/County Management Association (ICMA), will be conducting an emergency training program “Crisis Leadership for Local Officials” funded by the Department of Homeland Security. NLC will be providing two day training deliveries nationwide. This training program is intended to educate local leaders about their role in emergency management as well as support the National Preparedness Goal of meeting specific national priorities of expanded regional collaboration, as well as strengthening information sharing and interoperability communications. The course will help improve intra and intergovernmental coordination, communication and mutual/automatic aid during and after a disaster.

The workshop will be held January 25-26, 2010 at Indian River State College in Fort Pierce, FL. It will be a two day training program from 9:00 a.m. – 5:00 p.m. and you

must attend both days to receive credits. There is limited seating available. There is no registration fee and priority will be given to elected and appointed officials.

The prerequisite for the course is that you should be familiar with your local Emergency Operations Plan and have taken the IS100, IS700a and IS800. This course will effectively address the four missions of emergency management prevention, protection, response and recovery. To register or learn more about the training course, visit NLC's website at <http://www.nlc.org>.

Strategies for Safe and Sustainable Communities

Florida Attorney General Bill McCollum and **Senator Victor Crist** will be guest speakers on Tuesday, February 9, 2010 from 9:30 a.m. – 3:30 p.m. at the **Strategies for Safe and Sustainable Communities** symposium in Tallahassee. It will be held at the FSU Conference Center at 555 West Pensacola Street. The Symposium will detail a pilot program focused on a community building process that lays the foundation for transforming high crime communities into safe and sustainable neighborhoods. The FREE symposium educates attendees on the process of engaging the resources of residents, businesses, community organizations, government agencies and educational institutions to promote the development of a safer environment. Speakers will unveil a pilot program supported by the Office of the Attorney General designed to organize community leaders to address issues which are often precursors to criminal activity. Symposium attendees include elected and government officials, law enforcement, non-profit group leaders, social service providers and community development leaders from North Florida. Advance online registration is required at www.uacdconline.org/symposium. Seating is limited for this FREE event presented by the University Area Community Development Corporation, Inc.

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; **Barbara Barnes-Buchanan**, former assistant city manager of Bonita Springs, District VI, b_barnesb@yahoo.com; **Kassandra Esposito Blissett**, former manager of Ponce Inlet, District II, Kujowally1@yahoo.com; **Susan Boyer**, former manager of Crystal River, District VIII, sboyerhwood@aol.com; **Matt Brock**, former manager of Grant-Valkaria, District IV, mattbrock42@hotmail.com; **Jim Coleman**, former manager of Williston, District VIII, jfcoleman@embarqmail.com; **Cynthia Coto**, former manager of Seminole County, District III, cindyacoto@gmail.com; **Richard Diamond**, former manager of Bunnell, District II, richarddiamond@gmail.com; **John Drago**, former administrator of Longwood, District III, Jdragol@cfl.rr.com; **Doug Drymon**, former manager of Archer, District VII, jddrymon@cox.net; **Lillie Latimore**, former manager of Pahokee, District 0, llatimore@aol.com; **Jeff Naftal**, former manager of Juno Beach, District IV, nifty888@bellsouth.net; **D. Wayne O'Neal**, former administrator of Hendry County, District VI, wayne.oneal@yahoo.com; **Samuel R. Oppelaar Jr.**, former manager of Minneola, District VIII, slash_99@msn.com; **Tony Otte**, former manager of Lake Wales, District VIII, tony.otte@gmail.com; **Richard Reade**, former manager of Port Richey, District III, **Charles Saddler**, former manager of Dundee, District VIII, csaddler@tampabay.rr.com; **Terry Stewart**, former manager of Cape Coral, District VI, terry_stewart49@hotmail.com; **Donald D. Stilwell**, former manager of Lee County,

District VI, DDStilwell@embarqmail.com; and **Tom Willi**, former manager of Monroe County, District VI, thomas-willi@hotmail.com and **Robert (Sherman) Yehl**, former manager of Sanford, District III, sherman1951@gmail.com.

Positions

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.

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 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

Public Works Director — Okaloosa County — Overview: Situated along the Gulf of Mexico, Okaloosa County is comprised of a little more than 600,000 acres with the Eglin Air Force Base Reservation covering 240,000 of those acres. Okaloosa County's population is over 192,000 and around 60,000 of those are directly affiliated with the armed forces. **Job Description:** Directs public works activities and projects related to roads and bridges, engineering, land development review, surveying, parks, solid waste collection, disposal and long term care and remediation of closed landfills, mosquito control and artificial reefs. **Minimum Requirements:** Bachelor's degree in Civil Engineering, Public Administration or related field; supplemented by a minimum of eight (8) years progressively responsible experience in an engineering, technical or administrative capacity with a large scale public works or comparable organization, five (5) years of which shall be acquired in a supervisory/management capacity; or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities. Must be computer literate and possess a valid driver license. **Residency Requirement:** Required to maintain permanent resident status in Okaloosa County within three (3) months from the date of employment. **Compensation & Benefits:** Annual Salary Range: \$79,913.60 to \$135,824.00, 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 Ten Paid Holidays. **How to apply:** Apply for this position at www.co.okaloosa.fl.us or call (850) 689-5870 for more information. This position was first posted on August 6, 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 160th Avenue, Southwest Ranches, FL 33331 or clynn@southwestranches.org. Application process will remain open until the position is filled.

Dates to Remember:

January 29, 2010—District V Training, Pinecrest

February 4-5, 2010—Winter Institute, Lake Mary

February 19, 2010—Spring Symposium, University of Central Florida campus

February 26, 2010—District I Training, Tallahassee

May 13-15, 2010—Annual Conference, Orlando