



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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Does it all come down to communication?

By Lynn Tipton, Executive Director

My staff often jokes with me about one of my favorite sayings, ‘it all comes down to communications.’ I’m usually saying this in the midst of frustration about being left out of a loop, or seeing an assumption of “I thought you knew” become “I should have made sure you knew.” I’ve even joked that this statement can be said someday at my memorial service as my motto. As I look over the evaluations from a few workshops we’ve recently held, I noticed that local government staff express the same concerns: “we need to talk about this with all staff” and “wish my supervisor would ask us about this issue.” Clearly, I’m not alone. As busy as everyone is, as over-communicated as we might feel with e-mail, text, voice mail, phone calls and in-person meetings, I don’t think just-the-right-amount, or over-communication really happens very often!

When I was taking communications classes in college some thirty years ago, before personal computers, the Internet, cell phones and instant communications had been invented, we often talked about the need for face-to-face time with colleagues and the importance of expectations, shared goals and evaluating where we are from time to time. Mind you, this was before I’d been in a professional office setting; we were just college students and faculty! In each professional position I’ve had since then I’ve never had a supervisor say that I over-communicated, either. I’m one to err on the side of “I’d better share this information” and a huge fan of starting working relationships with a frank discussion of “please tell me what you expect, and may I

share with you what I expect?" I hope that I remember to ask periodically, "are we communicating enough?"

Maybe it is a combination of etiquette training and communications classes that led me to want these discussions, but I also think it is from witnessing too many colleagues getting burned by the lack of said conversations. As managers, do you find that you have staff who over-communicate? Aren't we really more often faced with too-little communication? I want to carve enough time into my schedule for discussions, catch-up conversations and being able to ask my team, "is there anything else you'd like me to know?"

I can't resist closing with the famous line from *Cool Hand Luke*, "what we have here is a failure to communicate."

Managing your Internet Reputation

(For the full article, visit <http://www.oelwingo.org>)

By Oel Wingo

The goal of internet reputation management (IRM) is to take control of your personal and professional digital data on the web and build a positive internet image. Think of your internet image or profile as a product. The goal is to market or "brand" your profile—who you are as a professional, your accomplishments as well as your skills and abilities. Generating reliable positive web content about and by you allows you more control of your web profile. The IRM process helps to ensure that when you are "googled", the search engine information generated more accurately reflects your true persona. Three easy techniques can produce the desired result of a pro-actively controlled and positive web profile.

1) *Develop Websites/Blog Pages (with your name in the URL):*

Utilize Google tools, Blogger or WordPress to develop your own website pages or blogs i.e. <https://sites.google.com/site/oelwingo50/>; <http://oelwingo.blogspot.com>; <http://oelwingo.wordpress.com>. Always

Purchase your domain names and contract with a company like GoDaddy.com to host your websites. My five domains <http://www.oelwingo.com>, <http://www.oelwingo.net>, <http://www.oelwingo.org>, <http://www.oelwingo.biz>, <http://www.oelwingo.info> were created using off the shelf content management systems.

2) *Generate Social Profiles and join Social Networking Websites:*

There are numerous platforms that can be used to build social/personal or professional profiles as well as social networking sites to build your presence on the web. Remember use your full name when possible.

Focus on the "Big Three" initially, Linked-In (<http://www.linkedin.com/in/oelwingo>), Face Book (<http://www.facebook.com/Oel.Wingo>) and Twitter (<http://www.twitter.com/oelwingo>) for networking and linking purposes. These sights have some of the highest rankings with

Search Engine Sites and are a must to expand your presence and market yourself positively on the web.

Other highly ranked sites include: BigSight.org, Biznik.com, ProfessionalOnTheWeb.com, CVShare.net, AboutMe.Com, Multiply, Ziggs.com, Google+, Yahoo, Jigsaw, Orkut, and MySpace.

Use well-known sites because they are considered “stronger” by search engines and therefore have a better chance of rising in search results.

Keep these sites positive and updated regularly. Consider keeping personal and professional profiles separate, including pictures that you share on each site.

Don't ignore the need for personal profiles as well as professional profiles. Personal profiles can also add to the proliferation of positive information about you on the web. Control your sites and the content by controlling who you “friend” and who you allow to comment on your profile sites.

3) Utilize Publishing Platforms to Establish Your Professional Expertise:

Become a recognized authority and publish articles in your areas of expertise. The first place to publish is your own website or blog. Then consider re-publishing on sites such as local government or public administration authority sites that accept submissions from guest writers, online reference sites such as Wikipedia, and article submission sites or directories which will allow reprints such as EzineArticles, ArticlesBase, GoArticles, ArticleBiz and Squidoo.

Online and offline, Reputation Management is not only about adhering to the highest professional ethics and continuous learning and self-improvement, it is also about marketing yourself as a competent and accomplished professional. A successful online self-marketing program will enhance your professional efforts not only as you manage your communities during the good times but will provide a solid foundation to enable you and your professional reputation to weather the bad times.

(For more information, you may contact Oel Wingo, owingo50@gmail.com)

Strategic Plan 2012-2015

Below is the work product of the 2011-2012 Strategic Plan Committee. The Plan will be adopted by the membership at the June annual meeting.

MISSION STATEMENT

Advance excellence and encourage growth in the professional management of local government in the State of Florida and advocate for the profession.

VALUE STATEMENTS (GUIDING PRINCIPLES)

1. Promote the Council/Commission-Manager Plan as the premier plan for city and county management by supporting and defending this plan through education of the public, other governments, the media and other interested parties.
2. Provide for a strong organization that encourages professional development, exchange of experiences and cooperation among members.
3. Promote diversity within the Association and the profession providing opportunities for all individuals.
4. Provide quality programs to educate members, build awareness, foster professional development and ensure competency through Florida.
5. Provide services, support and information to assist members in their professional development and in the execution of their professional manager roles.
6. Provide support for individuals desiring to be a local government manager.
7. Provide support for students seeking degrees in public administration who desire to enter the profession.
8. Support colleagues who are in transition, through information, networking and all means possible.
9. Promote and model ethical behavior for city and county managers as expressed in the ICMA Code of Ethics.
10. Recognize elected officials and local governments that support the purposes of the FCCMA, support the Council/Commission-Manager Plan and develop innovative technologies.
11. Embrace and encourage the growth of the profession of local government managers.
12. Promote local government management as a profession and enhance the public awareness of the professionalism of FCCMA's members.
13. Serve as responsible financial stewards of the resources entrusted to the Association by its members and provide services in a cost effective and affordable manner to our constituents.
14. Be aware of and inform members of critical issues affecting local governments throughout Florida.

GOAL I. ADMINISTER THE ASSOCIATION SUSTAINABLY WITH FISCAL RESPONSIBILITY

Objective A: Review the fiscal policies of FCCMA to ensure long-term sustainability.

1. Review services offered by FCCMA to determine their long-term needs and sustainability.
2. Disseminate information contained in the audit.
3. Review annually results of ICMA and other member services surveys to determine the appropriate services to be offered by FCCMA.

Objective B: Review the FCCMA's dues structure and conference costs to ensure affordability and sustainability.

1. Review the financial impacts of changes in any proposed dues structure and membership to ensure that FCCMA remains financially viable.
2. Ensure that dues and conference costs remain affordable.
3. Consider the impact and feasibility of paying all or a portion of Board of Directors' travel costs for FCCMA board meetings.

Objective C: Make FCCMA relevant on a regular basis.

1. Ensure effective communication and outreach with members.
2. Examine successor to Ken Small's daily "CMs", should this service stop.
3. Review funding for communication tools.
4. Consider outreach to university public administration classes to introduce FCCMA.

Objective D: Provide leadership development for future Board members in a manner that ensures opportunities for diversity on the Board of Directors are maintained and enhanced.

1. Offer opportunities for new talent on the Board of Directors, to include both City and County members.
2. Produce and make available an informational guide that describes how to be an active, contributing member of FCCMA and what is involved to get on the Board of Directors.

Objective E: Analyze online resources to determine which are appropriate for FCCMA.

1. Create an online directory, similar to ICMA's "Who's Who."
2. Look at how online resources are maintained and which costs are involved.
3. Review and update information on the website to see if it is effective.
4. Develop a three-year strategic use of technology plan.

GOAL II: DEVELOP AND SUSTAIN A ROBUST, WELL-SERVED MEMBERSHIP

Objective A: Increase membership in the Association to sustain long-term viability of the Association.

1. Establish annual member growth and retention targets (e.g. 10% growth and 98% retention).
2. Develop annual recruitment plan for new members, including specific protocols for staff and Board members
3. Develop recruitment plan for non-traditional members (special districts and the like) and establish recruitment targets.
4. Develop recruitment strategies to increase membership by district and geographic areas.
 - a. Review geographic areas that have limited representation in FCCMA and develop strategies to encourage membership.
 - b. Review districts to determine if there are certain cities/counties within the district that have little or no participation in FCCMA and develop strategies to achieve certain penetration rates and membership levels by districts.
5. Continue to develop recruitment strategies for future managers (e.g. college students and department directors maybe as a tie to the Center for Florida Local Government Excellence).
6. Develop an FCCMA membership-mentor program and assign new members upon joining the Association. (Different from coaching mentor.)
7. Consider development of alternative membership fee levels. For example:
 - a. Review the implications of modifications to dues structure as it pertains to membership.
 - b. Consideration of a membership structure that provides for membership in FCCMA as well as a district or county chapter with FCCMA serving as a membership secretary.
8. Require district-wide membership meetings for networking ideas and fellowship at least once each year in each district.

Objective B: Recruit and retain quality local government professional managers and ensure that the Association is representative of Florida's diversity.

1. Continue CFLGE Coaching and Mentoring program(s) to enhance the professionalism of local government managers and to aid in the recruitment and retention of quality managers.
2. Develop new programs to recruit and retain quality professional managers. For example:
 - a. Resume bank
 - b. Manager Contract Bank
 - c. Internship Program
 - d. Job fair and other out-of-state outreach efforts
 - e. Salary and benefit comparability
 - f. Executive Development Fellowship
3. Continue outreach efforts to promote diversity within the membership and encourage participation on the Board, committees and other activities of the Association.
4. Encourage/require more personal interaction between the Board and Membership, particularly through Districts and with MITs.
 - a. Publish the annual Board meeting calendar in the electronic newsletter to encourage membership participation.
5. Continue to partner with ICMA and other associations (e.g. NACA) to expand state membership.

Objective C: Identify and implement services desired by members to ensure continued value of membership dollars and achieve desired participation levels.

1. Biennially compare operations to other professional manager associations to determine if there are new or different services to be offered.
2. Continue outreach efforts to new managers and assistants, ensuring awareness of the programs available through the Association.
3. Implement an online membership directory.
4. Conduct and review surveys to determine member services desired and viability of implementing those desired services. Some examples:
 - a. More training opportunities
 - b. Legislative impacts/updates
 - c. List-serves for asking questions
 - d. Performance measurement benchmarks/budget help sheet
 - e. Clearing house/Blog for topical items
 - f. Opportunities for research and pilot projects
 - g. Member-in-Transition benefits
 - h. Resource list of attorneys able and willing to provide legal services to Members
5. Encourage involvement by small municipalities and counties by:
 - a. Providing financial assistance, if needed, to promote participation in FCCMA events
 - b. Active Recruitment
 - c. Support additional tech-based FCCMA events
 - d. Regionalized events
6. Continue FCCMA Coaching and Mentoring programs.
7. Review Membership service options and see if they meet the diverse needs of the membership and implement programs to meet respective needs.

- a. Large governments versus small governments
- b. City versus county issues
- c. Geographic and/or district needs

GOAL III. PROVIDE MEANINGFUL PROFESSIONAL DEVELOPMENT AND TRAINING RELATING TO THE PRACTICE OF LOCAL GOVERNMENT MANAGEMENT

Objective A: Provide quality continuing education programming which is relevant and appealing throughout the life cycle of a manager's career.

1. Provide training through CFLGE and/or IOG to provide established CEU credits for Credentialed Managers regularly throughout the year.
2. Develop district training designed to address the issues of that particular region to allow for valuable networking opportunities, but to minimize travel costs associated with training.
3. Provide information as to training opportunities offered by ICMA and other organizations that meet the training needs of Credentialed Managers.
4. Explore partnerships with other professional organizations to develop training that meets CEU requirements for complementary professional certifications such as the American Institute of Certified Planners, Government Finance Officers Association, engineering licensure, Professional Transportation Planner, etc.
5. Work with CFLGE and IOGs to provide ethics training on a regional basis.
6. Develop mentoring program to support assigning a mentor to each assigned member of the Credentialed Manager program (may include requirement to take the ICMA Applied Knowledge Assessment).
7. Implement a progressive Emerging Leaders Development Program.
8. Continue to review, evolve and enhance the FCCMA Coaching program to include opportunities for development of district-level coaching events and program.
9. Focus on developing web-based training opportunities.
10. Actively promote district training events throughout the state.
11. Create a "Hot Topic" blog that will allow members to share ideas regarding "real time" issues.

Objective B: Develop programs that inspire and encourage growth in the profession

1. Collaborate with other professional organizations that typically attract department-specific members to offer joint meetings, training, education, etc.
2. Encourage managers to offer opportunities within their organizations to gain exposure to the profession.
3. Provide opportunities for local government staff within departments to participate in FCCMA programs, events, training.
4. Expand marketing of education, training, programs, events to other professional organizations and to a greater depth within local governments
5. Encourage non-credentialed managers to become credentialed and provide support through the process.
6. Continue "So You Want To Be" sessions at the annual conference and at other times if possible. Disseminate attendee lists to all members to encourage continuing dialogue.

GOAL IV. PROMOTE ETHICS WITHIN GOVERNMENT

Objective A: Increase public awareness of local government ethics

1. Continue public education and public relations efforts highlighting expectations and examples of ethics in government.
2. Educate members how to properly incorporate citizen input into public decision making (i.e. surveys, focus groups, etc.).

Objective B: Expand ethics education initiatives and programming for FCCMA members.

1. Continue to update and enhance the ethics session on the FCCMA website.
2. Provide education regarding the development and implementation of ethical assessments.
3. Work with the Florida Commission on Ethics to develop an ethics hotline.
4. Develop an ethical education partnership with the Florida League of Cities (FLC) and the Florida Association of Counties (FAC), including the development and distribution of educational materials.
5. Assist members with development of ethics education for their organizations' employees.

GOAL V. COLLABORATE WITH EDUCATIONAL INSTITUTIONS

Objective A: Maintain and improve the Association's relationships with the State's universities (public and private) and other educational institutions.

1. Work with universities to have at least one member on the Advisory/Alumni Board of each MPA program in the state.
2. Work with CFLGE to develop a standardized presentation for collegiate job fairs and classroom visits.
3. Provide a module through which a local government can work with an educational institution to develop and support an internship (CFLGE).
4. Develop a speakers' bureau organized by FCCMA District to respond to opportunities to participate in collegiate job fairs and for classroom visits at the high school and college level.
5. Strongly market FCCMA programs to educational institutions and students.
6. Develop performance targets for collaboration with educational institutions.
7. Work with CFLGE to enhance and strengthen relationships with IOGs at Florida universities.

GOAL VI. DEMONSTRATE THE VALUE OF PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT.

Objective A: Increase awareness of FCCMA and the local government management profession until both are widely known and accepted by the public.

1. Enhance communication tools to provide information to the public on initiatives, jobs well done, the council-manager form of government—telling FCCMA and managers' stories.
2. Develop a public relations plan for FCCMA.
3. Develop effective, easily implementable strategies for FCCMA and members routinely to prepare and circulate positive news regarding the profession and to link professional managers with media opportunities.
4. Develop "best practices" in local government public relations for members.
5. Provide media training to members and local government professionals.
6. Collaborate with those who are already highly respected by the public to promote professional local government management.

7. Establish a speakers' bureau, organized by FCCMA District, of professionals able to communicate with the public about the profession and its value.
8. Fully embrace and support the ICMA campaign to promote understanding of the value of professional management and integrate its strategies and objectives into FCCMA's efforts.

FCCMA Annual Conference

Send in your conference registration today! Conference registration must be paid before you will receive your housing information. Housing availability is on a first-come, first-served basis and the cut-off date is May 9. You won't want to miss this great conference that the committee has designed for you. The theme this year is "Local Government Matters" Our New Future." It will be held May 30 – June 2 at the Hyatt Regency Coconut Point in Bonita Springs.

Futurist Glen Hiemstra will open this year's conference exploring future trends as they impact our communities and governance. Friday morning Rob Walker will explore how a good story changes the perceived value of its subject matter, and at the closing breakfast on Saturday Scott Burrows will talk to you about how his life's experiences have taught him how to stand up to the challenges.

Dave Ivan, State Specialist with the Greening Michigan Institute at Michigan State University will teach a pre-conference workshop on Best Practice Approaches in the New Economy. This requires a separate registration fee of \$80 and registration is limited to the first 40 people.

Some concurrent Sessions include: Building the City of 2032, New Rules for Economic Development, Ethics: Is There an App for That?, Reinforcing Confidence in Government, To Infinity... and Beyond in Economic Development, Do You Have to be Nuts to be a City Manager. Check the website for the full program schedule and updates as they become available.

Two professional recruiters will be onsite to do resume reviews and the ICMA-RC financial planning consultants will be providing individual financial planning sessions.

If you have any questions, contact Lynn Lovallo at (850) 222-9684 or llovallo@flcities.com.

FCCMA 2012 District Trainings

District III will feature "Bridging the Gap Between Council/Manager Relations" on March 23, 2012 from 12:00 p.m. – 3:30 p.m. This session will focus on how establishing and maintaining a working relationship between local government managers and their elected officials has always required special skills and attention to interpersonal relationships. Three seasoned managers, each with a long tenure in one city, will discuss how they have addressed this responsibility. Specific examples will be shared with attendees and an informal conversation/discussion will be held to address "real issues" facing managers today. This is a must session for all aspiring city managers and for those sitting City Managers who want to improve upon their own skills and be prepared for the unexpected. The panelists are Bruce Haddock, City Manager, Oldsmar; Frank Edmunds, City Manager, Seminole; and Mark Durbin, Range Rider, FCCMA.

District VI will hold its training on "Cities and Counties Working Together to Provide Services". The District VI Training will be held April 13, 2012 from 12:30 p.m. – 3:30 p.m. City and

County Managers and key staffers in Southwest Florida are coming together for the first time to discuss intergovernmental management and relations challenges and share success stories with attendees. This is a very timely session for all local government officials who are preparing for next year's budget and it's an incredible opportunity for attendees to spend some quality time with their colleagues to discuss/develop service solutions in an environment of reduced revenues and unrealistic citizen expectations. The program will feature experienced managers sharing their thoughts and provoking discussion among all attendees. Don't miss this "practical" session that will enable you to immediately implement ideas discussed and establish a foundation for future meetings in the region.

Registration forms will be posted online as soon as they are available. For any questions, contact Carol Russell at (850) 222-9684 or crussell@flcities.com.

2012 FCCMA Webinars

The Professional Training and Development Committee has set the webinar dates through the end of the program year. **All webinars are free.**

March 22, 2012—Budgeting Pension Changes for Local Governments: Basics and Alternatives. Join Paul Shamoun of the Florida League of Cities for an overview of pension issues in Florida. Mr. Shamoun will discuss recent and ongoing legislative actions, trends in local government pension plans, actions jurisdictions can take to improve their plans, and more.

May 18, 2012—Pension Changes for Local Government.

To access the webinars, go to <http://florida.acrobat.com/coaching>. Select the radio button next to the "Enter as a Guest." Dial-in: 1-877-685-5350 and the passcode is 461944.

FCCMA Lifesaver Award

Have you employed an MIT either on a part-time or full-time basis for up to 90 days in this program year? FCCMA would like to recognize your commitment to our MITs at the annual conference. Please email Carol Russell at crussell@flcities.com with the name of the MIT you employed and when you employed them by April 2, 2012.

ICMA University Full-Day Workshop

This workshop will be held on May 14 in Fort Lauderdale, Florida. The topic is:
Get the Right Measures to Cut Costs and Improve Public Safety Services: Asking Your Police and Fire Chief the Right Questions to Get the Right Answers.

The real key to great management is asking the right questions. Policy decisions involving your police and fire departments could have huge public safety implications, but these departments are the toughest from which to get accurate, measurable information. Join us for a full day ICMA University Workshop, **Asking Your Police and Fire Chief the Right Questions to Get the Right Answers**, to learn how to understand the needs of your jurisdiction's public safety agencies and employ methods to evaluate their performance; reduce costs and improve services. The workshop will include an expanded presentation about workload analysis and EMS sections

and include a discussion of mergers and consolidations including public safety departments. Go to www.icma.org for details and to register.

ICMA Annual Conference

This year's ICMA Annual Conference, October 7-10, in Phoenix/Maricopa County, Arizona, combines a cost-effective, high-quality professional development opportunity; networking; and information sharing—now when you need them most—with a unique and vibrant location in the heart of the Southwest, America's sixth-largest city, and the gateway to the Grand Canyon. Go to www.icma.org/conference2012 for more details.

FCCMA Members-in-Transition

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

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

Also, please keep your FCCMA staff informed of any FCCMA members who may be eligible for MIT status. You can email Lynn Lovallo at lovallol@flicities.com or Carol Russell at crussell@flicities.com.

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Dale Sugerman

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Ann Toney-Deal

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Oel Wingo

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New Members

The following membership applications have been received. If no current member comes forth with a reason why this applicant should not be approved as a member, they will be invoiced for

dues. **Jeanee Clauss**, District II, Town Manager, Town of Ponce Inlet, Full Member; **Shane Crawford**, District VII, City Manager, City of Madeira Beach, Full Member; **Shawn Sherrouse**, District VIII, Assistant to the City Manager, City of Auburndale, Full Member; and **Taylor Brown**, District II, City Manager, City of Trenton, Full Member.

Positions

The Manager will no longer print the full ad. All ads are posted online at www.fccma.org under job postings. If you click on the job, it will take you to the full ad.

Systems Analyst — Alachua County Board of County Commissioners — \$51,502.46 - \$84,979.23 annually. **Closing Date: 3/23/12.** Please apply on-line at <http://www.alachuacounty.us/employment>. Please direct inquiries regarding this position to (352) 374-5219. Applicants with disabilities will be accommodated in the application process. Preference in initial appointment will be given to eligible veterans and spouses of disabled veterans. ALL OFFERS OF EMPLOYMENT WILL BE CONTINGENT UPON SUCCESSFUL COMPLETION OF A PRE-EMPLOYMENT DRUG TEST. TDD (352) 491-4431. AN EQUAL OPPORTUNITY EMPLOYER M.F.V.D.

City Attorney — City of Arcadia — (pop. 7,637). Send resume, include proposed legal services agreement describing base services and additional services along with suggested monthly retainer for base services and hourly rates for additional services to: Dr. Lawrence Miller, City Administrator, P.O. Box 351, Arcadia, Florida, 34265. lmiller@arcadia.fl.gov Closing date March 28, 2012.

Assistant City Manager for Operations — City of Coral Gables — Salary and benefits package includes: The annual salary range is \$102,356.80-\$140,545.60. Salary is negotiable depending on qualifications. Benefits include: vehicle allowance of \$450 per month, medical, dental and life insurance, retirement plan, leave allowances, and more. Deadline: Open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter and five references immediately, via e-mail, to HRD@coralgables.com or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

Building Director, Development Services Department — City of Coral Gables — Salary and benefits package includes: The annual salary range is \$92,851.20 - \$127,483.20. Salary is negotiable depending on qualifications. Medical, dental and life insurance, leave allowances, retirement plan and more. Deadline: The position shall remain open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter, current salary, and five references immediately, via e-mail, to HRD@coralgables.com or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

Building Service Coordinator — City of Coral Gables — The annual salary range is \$59,862.40- \$82,180.80. Salary is negotiable depending on qualifications. Benefits include: Medical, dental, and life insurance, retirement plan, leave allowances, and more. Open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter, current salary, and five references immediately, via email, to HRD@coralgables.com or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

Code Enforcement Director — City of Coral Gables — The annual salary range is \$65,977.60 to \$90,625.60. Salary is negotiable depending on qualifications. Medical, dental and life insurance, leave allowances, retirement plan and more. The position shall remain open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter, current salary, and five references immediately, via e-mail, to HRD@coralgables.com or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

Planning and Zoning Director — City of Coral Gables —The annual salary range is \$92,851.20 to \$127,483.20. Salary is negotiable depending on qualifications. Medical, dental and life insurance, leave allowances, retirement plan and more. The position shall remain open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter, current salary, and five references immediately, via e-mail, to HRD@coralgables.com or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

Director of Community Development — City of Dania Beach — Salary (Pay Grade 41) : \$78,500 to \$100,900 (minimum to mid-range). Job Closes: OPEN UNTIL FILLED. Applications should be submitted electronically and resumes uploaded at www.DaniaBeachFL.gov.

Chief Financial Officer — City of Daytona Beach — Salary commensurate with qualifications Pay Range: \$86,726 - \$154,347. Daytona Beach has a population of about 65,000. Resumes are public record and open for inspection. Send resume, current salary history, and names, addresses and phone numbers of five job references to: The City of Daytona Beach , Office of the City Manager, Attn: Bobbie Yarbrough, P.O. Box 2451, Daytona Beach, FL 32115-2451; YarbroughB@codb.us. EEO/AA/ADA/VET Employer.

City Manager — City of Fernandina Beach — (population 11,500 year round, 18,000 during seasonal periods). Salary will be dependent upon qualifications. Submit letter of application, detailed resume with salary history and five work-related references to the City Clerk, Mrs. Mary Mercer (mmercer@fbfl.org) to be received on or before March 30, 2012. Questions should be addressed to Mrs. Mercer at (904) 277-7305. Under the Florida Public Records Act, all applications are subject to public disclosure. The City of Fernandina Beach is an Equal Opportunity Employer / Drug Free Workplace. Veteran's preference will be awarded under applicable Florida law. *Residency in the City is required within 30 days of contract signing.* More information about this position, letter of application and the profile of the City can be found at the City's website at <http://www.fbfl.us/jobs.aspx>.

Finance Director — City of Greenacres, FL — Salary Range: \$81,846-\$122,769; Starting Salary up to midpoint of range D.O.Q. **Closing Date:** Open until filled. Qualified candidates should submit a completed application (which can be obtained online at www.ci.greenacres.fl.us) to: City of Greenacres, Human Resources, 5800 Melaleuca Lane, Greenacres, FL, 33463. For more information contact **Suzanne Skidmore** at 561.642.2001.

Assistant City Manager — City of Haines City — (pop. 20,565). Salary: \$67,859 - \$101,789. Open until filled. <http://ci.haines-city.fl.us>

Director Social Services Division — Hillsborough County — Salary \$80,496 - \$120,786 annually. Filing Deadline is April 13, 2012. Apply online at: <https://www.jobaps.com/HILL/newregpages/termsfuse.asp?RecruitNum1=U8058&RecruitNum2=00&RecruitNum3=o21156>

Accountant — Jacksonville Beach — Salary negotiable: \$37,897-\$61,464 annually with excellent benefits. For more information visit www.COJB.jobs. Email inquiries to Personnel@jaxbchfl.net or contact Amy Smith at 904-247-6263. EOE., VP.

Regional Vice President — Management Partners — Management Partners seeks an experienced local government professional to lead its east practice based in Cincinnati. This is an extraordinary opportunity to continue in the local government management profession from a new perspective. The successful person will have served as a city or county manager as well as exceptional ability to communicate verbally and in writing. S/he will preferably have experience in multiple jurisdictions including a large local government, in more than one state, with strong networking ability. Compensation competitive, DOQ. Email resume and letter of interest to Jerry Newfarmer, jnewfarmer@managementpartners.com or call 513-313-0503.

Assistant Public Works Director — Miami Beach, FL (90,000) — Salary: \$3,788.27 - \$6,118.42 bi-weekly (DOQ). For more information and to APPLY ONLINE, please visit our website: <http://web.miamibeachfl.gov/hr/jobs.aspx>.

Public Works/Utilities Director — City of Opa-locka, FL — Posted Date: 11/23/11. Closing Date: Until filled. Salary: Negotiable. The City offers a competitive salary, an excellent benefits packet, and participates in the Florida Retirement System. To apply please send Resume with cover letter & Official City Application Form to: City of Opa-locka, Human Resources Department, 780 Fisherman Street, Opa-locka, Florida 33054; Tel (305) 953-2815; Fax (305) 953-2919. www.opalockafl.gov. Applications/Resumes for this position will be accepted Monday – Friday 8:30 am – 4:30 pm.

Accounting/Fiscal Services Director — Pasco County, FL — Salary \$74,000 - \$120,301 annually. Closing date: Continuous. ADA/MF/EOE. Apply online at www.pascocountyfl.net.

Assistant County Administrator – Internal Services — Pasco County, FL — Salary – Negotiable. Closing date: Continuous. ADA/EOE/MF. Apply online at www.pascocountyfl.net.

Assistant County Administrator - Public Services — Pasco County, FL — Salary – Negotiable. Closing date: Continuous. ADA/EOE/MF. Apply online at www.pascocountyfl.net.

Budget Director — Pasco County, FL — Salary: \$74,000 - \$120,301 annually. Closing date: Continuous. ADA/MF/EOE. Apply online at www.pascocountyfl.net.

Emergency Services Director — Pasco County, FL — Salary: \$74,000 - \$120,301 annually. Closing Date: Continuous. ADA/MF/EOE. Apply online at www.pascocountyfl.net.

Business Developer — Severn Trent Services, St. Augustine — To apply for the position go to www.severntrentservices.com. If you have any additional questions, contact Helen Martinez-Mitcham at (281) 578-4274 or hmartinez-mitcham@stes.com.

Town Financial Administrator — Town of Southwest Ranches, Florida — Salary DOQ. Qualified candidates should submit their resume and salary history to: Cheryl Williams, Town of Southwest Ranches, 13400 Griffin Road, FL 33330. For more information contact **Cheryl Williams** at (954) 434-0008.

Human Resources Director — St. Lucie County Board of County Commissioners, Fort Pierce, Florida — Top-level management position reporting directly to the County Administrator. Administers and directs a comprehensive full service Human Resources Department. See job description and application instructions at www.stlucieco.org/employment.

Parks, Recreation and Facilities Director — St. Lucie County Board of County Commissioners, Fort Pierce, Florida — Top position for planning, budgeting, directing and coordinating the Parks, Recreation and Facilities Department. Includes 12 community parks, three regional parks, athletic fields and stadium, golf course, numerous special facilities, grounds and facilities maintenance for 141 County Buildings. The specific divisions currently reporting to this position include Facilities, Tourism & Venues, Regional Parks and Stadiums, and Parks & Special Facilities. Reports directly to the Assistant County Administrator. See job description and application instructions at www.stlucieco.org/employment.

Auditor — City of Tampa — Salary range: \$50,003.20 - \$74,963.20 a year. Closing date for applications: This position is open for recruitment until further notice. **HELPFUL HINTS FOR COMPLETING YOUR APPLICATION:** Please [register as a MyTampaGov member](#) before you begin the application process. This will enable you to view and re-use information from previously submitted applications to complete and submit any future applications. Please make certain your application is complete and the information you provide clearly demonstrates that you possess the minimum job qualifications as stated in the job announcement. Resumes can be submitted in support of an application, but not in lieu of an application. Resumes and copies of certifications or other required documents may be attached to your online application or e-mailed to careers@tampagov.net. Apply at: Old City Hall Employment Office, 315 East Kennedy Boulevard or mail it to 306 E. Jackson Street, Tampa, FL 33602. To apply online, go to: www.tampagov.net.

Director of Finance — City of West Palm Beach, Florida — Salary Range: \$114,194 - \$171,547. **HOW TO APPLY:** If you are interested in applying for this position visit website at www.wpb.org and apply online. OPEN UNTIL FILLED. EOE/DRUG FREE WORKPLACE

City Clerk — City of Williston (Levy County) Florida — Position is open until filled. Salary depends on qualifications. Interested parties are to submit resumes and cover letter to the City of Williston c/o Patrick Miller, City Manager, by mail to P.O. Drawer 160, or 50 NW. Main Street. Williston, Fl. 334696 or by email to Pat.Miller@ci.williston.fl.us.

Assistant City Manager — City of Fayetteville, North Carolina — (pop. 208,000) Starting salary range is \$100,000 to \$130,000 annually depending on qualifications, with an excellent fringe benefit package. Interested candidates should apply by March 23 to Heidi Voorhees at VoorheesAssociates.com/current-positions. For additional information contact Heidi Voorhees at HVoorhees@VAResume.com or at 847-580-4246.

City Manager — City of Greensboro, North Carolina — (pop. 270,000). This position is open until filled; however, the first review will take place on April 23, 2012. This recruitment is considered open until filled. Electronic submittals are strongly preferred via email to Ralph Andersen & Associates at apply@ralphandersen.com, and should include the following: Compelling cover letter; Comprehensive resume; Salary history; and Six (6) professional references. Detailed brochure available at www.ralphandersen.com. Confidential inquires welcomed to Robert Burg at (916) 630-4900.

Dates to Remember:

March 23, 2012—FCCMA District III Training, Kissimmee
April 13, 2012—FCCMA District VI Training, Punta Gorda
May 31 – June 2, 2012—FCCMA Annual Conference, Bonita Springs
June 19-22, 2012—FAC Annual Conference, Orlando
October 7-10, 2012—ICMA Annual Conference, Phoenix, AZ