



Th MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
Post Office Box 1757 – Tallahassee, Florida 32302 – (850) 222-9684
Home Page: <http://www.fccma.org>

November 2008

Vol. 30, No. 11

New In This Issue

B. Harold Farmer Scholarship
Emerging Leaders Conference Scholarship
2008 Florida Stormwater Association Winter Conference
November's Monthly Member Profile

Great News!

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

Silos, Vacuums and Funnels

By Lynn Tipton, Executive Director

The vocabulary of any profession can be overwhelming – especially for those just entering a field. I think I have now lived long enough, and worked in public administration long enough, that I find some of the buzz words in our profession puzzling. I read through several of the best-selling business books each year, like Good to Great, and have lately been struck by the focus of some writers on 'silo' organizations. Perhaps I haven't spent enough time on farms, but I find the silo illustrations very isolating.

We used to read and write about entities that worked in a vacuum, and of course, government was never one of those entities. City and county government, in particular, could never be described as being "in a vacuum" because of the tremendous interaction with public, private, quasi-public and other sectors. When I read now about organizations and their respective silos, I'm again struck at how this word doesn't represent our field – few, if any city or county governments have true silo departments because the interaction in and among these agencies means they don't stand alone. I suppose the Constitutional officials within counties come closest to being silos – not being under the centralized administration of a county government – but that leaves the rest of the governmental departments in what I like to call 'the funnel.'

When I speak at training classes for newly-elected city and county officials, one of the strongest impressions shared by these men and women over the past 16 years is that each one had no idea of the range of work done by his/her government. Most of these men and women ran on a platform related to one or two issues – and are stunned by the scope and range of Florida's cities and counties. Now, as they look up from the bottom of

that funnel, they see the reality. Upon reflection, maybe a better comparison is a sifter, because government does receive public requests, public demands, public input and the input of federal, state, regional and other governments – and then must sift through that mass of data, information and opinion to form public policy – so a sifter might be a better term.

As an adjunct instructor for FSU this year, I was asked about the “picket fence” and “bamboo fence” models for federalism, along with “layer cake” and “marble cake” comparisons that often get made when discussing intergovernmental relations. Perhaps it is just me, but food comparisons tend to work well. I wound up talking about layers and that when you make a cross-cut into a marble cake and pull out the knife, you get the best comparison of all. None of the layers stay separated, just like in government, and a bit of mess remains on the knife!

For those who attended the 2008 Winter Institute, you’ll remember the parable shared by Ray Jorgensen involving storytelling, and why governments aren’t very good at it. I think many people are visual learners, and these visualizations can be helpful. As we look for better ways to teach civics and to reach Floridians of all ages about city and county issues, I’d welcome your thoughts and illustrations so we can become better storytellers.

2009 Winter Institute

Don’t miss this year’s Winter Institute. Well-known author and consultant, Peter Block, is the facilitator whom many of you know from Transforming Local Government Conferences. His latest book entitled: *Community: The Structure of Belonging*, was released this spring and has been very well received.

A registration brochure was mailed in October. If you are a manager and have not received your brochure, please contact Carol Russell at (850) 222-9684 or crussell@flicities.com as soon as possible. The Institute is restricted to 80 managers, assistants or ICMA-credentialed managers; and we have already received 40 registrations. The deadline for hotel reservations is January 5, 2009.

B. Harold Farmer Scholarship

The B. Harold Farmer Scholarship brochure and application was mailed last week to all affiliate and student members. Several copies were also mailed to each of the universities. In order to qualify, you must be enrolled during the summer or fall of 2009 and pursuing a public administration or related degree at a Florida university. The recipient will receive a \$2,500 scholarship and all related costs of attending the conference. Completed applications must be received by 5:00 p.m. on February 13, 2009. If you would like a copy of the brochure, please email Carol Russell at crussell@flicities.com for a copy.

Emerging Leaders Conference Scholarship

The Emerging Leaders Conference Scholarship (formerly known as the Assistants Scholarship) will be mailed in early January to all members. If you are a manager, please encourage one of your staff to apply. This scholarship will be awarded to public administration students and entry-level professionals (budget analysts, management analysts, interns and assistants) on the basis of commitment to city/county management, career goals, affiliation to FCCMA, and financial need based on either salary or the organization’s ability to support the cost to attend the Annual Conference. This scholarship includes complimentary registration to the annual conference, a

reimbursable travel-expense stipend of up to \$1,000, and a one-year complimentary membership to the FCCMA. Scholarship recipients are responsible for their own food and accommodations. The deadline for completed applications is 5:00 p.m., February 27, 2009.

2008 Florida Stormwater Association Winter Conference

Join the Florida Stormwater Association in Tampa for an excellent blend of technical and policy-oriented workshops. In addition to the conference there will be two pre-conference options: A special session on TMDLs co-sponsored by the DFEP, and the required Laws, Rules and Ethics course for PEs!

The conference will be held Wednesday, December 3 – Friday, December 5 at the Hyatt Regency Tampa, 211 North Tampa Street, Tampa, FL 33602. For more information, please go the website at http://www.florida-stormwater.org/conferences/conference2008_winter.htm.

November's Monthly Member Profile

by Ken Little, Citizen Services Director, Walton County

Name: Joyce Shanahan

FCCMA member since: I'm really not sure...maybe since 2000? I think you have to be in the state three years to be a full member and I moved here in 1997. I have been an ICMA member for 20 years.

What got you interested in public service? As hokey as it may sound, I truly am interested in making a difference and making life better for our citizens.

Current Occupation: City Manager of Fort Walton Beach, Florida

Brief Job description: I am responsible for everything from "roads to commodes."

Describe your typical day: That's the best part of this job, there is no "typical" day.

Favorite part of the job: It is so exciting to work with such a great group of employees that are sincerely dedicated to their jobs and serving the people of our community. They give 150% everyday and make my job easy.

Least favorite part of the job: Hurricanes and their aftermath.

Most memorable experience on the job so far: The performance of employees after Hurricanes Ivan and Dennis. Several of them had homes badly damaged and even a few had their homes destroyed, but they were back on the job as soon as the all clear was given. They worked their hearts out to ensure roadways were cleared, debris was removed and the City was functioning normally again, well before they took care of their issues at home. Who wouldn't be touched and so very proud of employees like that?

Hobbies and interests: I am a frustrated artist. I make pottery in my spare time. I am also learning to play the piano and read music, now THAT is a challenge!

Family details: I was born and raised in Pittsburgh, Pennsylvania and most of my family still resides there. I am not married, but I am the housemaid to two furry felines!

If you could give one piece of advice to young people interested in a career in public service, what would it be? Communicate, communicate, and communicate. I have found that in order to be successful in dealing with the public and working with councils and commissions you must communicate frequently and effectively with them. Pick up a phone to give Council a call about emerging issues. Return calls to citizens and media promptly.

Who were your mentors and how have you disseminated this information down to other young public administrators? As silly as this sounds my first grade teacher truly inspired me. Mrs. Wringenroth told me that I could do or become anything I wanted, and I believed her. I have had two public service mentors, Ed Daley, City Manager of

Hopewell, VA and past president of ICMA and was my former manager when I worked in Winchester, VA; and Reid Silverboard, (City Manger of Treasure Island) my former manager in Fort Walton Beach. Both gentlemen have impeccable ethics and integrity and believe in developing young people in public service. Both gentlemen gave me great opportunities to be of service in their local governments, and I am forever grateful.

Have you always been in the public sector or have you had experience in the private sector? For a couple of years I worked in the private sector as a Chief Financial Officer and Asst. Administrator (and was a licensed nursing home administrator) for a Continuing Care Retirement Community in Virginia, before moving to Florida.

What career would you pick if you were to pick another? I would be an artist or a college professor.

Please describe your areas of formal/advanced education. I have a Masters in Public Administration from the University of Pittsburgh, PA and a Bachelors in Political Science from the University of North Carolina at Greensboro.

Ask A Coach

Below is the question for this month:

Getting Antsy

What would you say is the appropriate amount of time for an entry-level employee to look into advancement outside of their current organization to move up in their career? *Getting Antsy*

Dear Getting Antsy,

Throughout my career, I have moved approximately every five years. My moves were generally based on an opportunity to move up and on to learn more and experience different opportunities. Five years for me seemed to be the breaking point in an organization in terms of no longer being challenged by the job. Each individual needs to find that place for themselves where they have begun to stagnate and are no longer growing and developing new skills. Once you find that place and understand your own personal needs for challenge, you will know when to move on.

At the same time, circumstances can also provide the impetus for a move. Changes in leadership and organizational philosophy that are no longer a fit for you personally can become blocks to your personal growth and ability to contribute effectively to the organization. At that point, it is definitely time to move on.

I never made the decision to move on based on money. If money becomes the basis of the decision, I believe you may find yourself in many situations where the challenge, the joy and ultimately the value of the experience are not worth the dollars you are being paid. *Oel Wingo*

Now. In this profession there are so few opportunities that just fall in your lap that you need to both, create them and jump on them. To me, the secret is landing that first meaningful job in the Manager's Office and moving from there.

If you are pigeon-holed into a department within the organization, you will never get that full (global) perspective of operations. The Manager's Office is the hub of activity and you need to do anything you can (ethically) to get yourself there. *Lee Feldman*

That depends on position and agreement going into the position, but I think a two or three year commitment for a job at the entry level is good. It is important for people to understand one can learn from any job, environment, or supervisor without them being ideal or even pleasant experiences. Every person one meets is a new contact or mentor

possibility. Every experience is an opportunity to say to one's self, "How would I handle or have done this differently." *Randy Reid*

MIT News and Update

Listed here are the current members-in-transition. **Susan Boyer**, former manager of Crystal River, sboyerhwood@aol.com; **Pamela Brangaccio**, former administrator of Broward County, pbrangaccio@tampabay.rr.com; **Matt Brock**, former manager of Grant-Valkaria, mattbrock42@hotmail.com; **Kent Cichon**, former manager of Jasper, kcichon@hotmail.com; **Jim Coleman**, former manager of Williston, jfc Coleman@embarqmail.com; **Richard Diamond**, former manager of Bunnell, richarddiamond@cfl.rr.com; **Jim Gallagher**, former manager of Dundee, jgallagher27@tampabay.rr.com; **Patricia Jackson**, former manager of Eagle Lake, pjackson95@tampabay.rr.com; **Lillie Latimore**, former manager of Pahokee, llatimore@aol.com; **Tom Moffses, Sr.**, former manager of Madison, moffsesr@gmail.com; **Jeff Naftal**, former manager of Juno Beach, nifty888@bellsouth.net; **D. Wayne O'Neal**, former administrator of Hendry County, wayne.oneal@yahoo.com; **Katrina Powell**, former manager of Fort Meade, ktpowell68@aol.com; **Charles Saddler**, former manager of Dundee, csaddler@tampabay.rr.com; **Issac Turner**, former manager of Ormond Beach, isaacdturner@bellsouth.net; **William Underwood**, former manager of Belle Glade, billandperla@comcast.net; **William Whitson**, former manager of Cairo, GA, wwwhitson@aol.com; and **Tom Willi**, former manager of Monroe County, thomas-willi@hotmail.com. Please take a minute to show your support of these MITs by making a phone call or sending an e-mail.

New Members

The following membership applications have been received. If no current member comes forth with a reason why these applicants should not be approved as members, they will be invoiced for dues. **Josh Fruecht**, manager of special projects, Center for Florida Local Government Excellence, student member; **David N. Hamilton**, county administrator, Hernando County, associate member; **Joseph F. Lo Bello**, town manager, Town of Juno Beach, full member; **Randy M. Sherman**, finance director, City of West Palm Beach, associate member; **David E. Thompson**, assistant city manager, City of Atlantic Beach, associate member; **Mo Thornton**, city manager, City of Atlantis, full member; **Woodard & Curran**, corporate member.

Positions

Director of Engineering – Lake City - The City of Lake City is accepting applications for the position of Director of Engineering in the Utility Administration. Applicant works with minimal supervision, performs professional engineering and supervisory work for public infrastructure projects. Work involves plans, design, supervisory and coordinating engineering projects, surveys, permitting, contract administration and construction management. Work is complex and may involve considerable public contact. Work also involves providing guidance to technical and administrative staff and providing engineering design expertise on project. Considerable tact and courtesy are required in frequent contacts with contractors, division heads, and the general public. Employee reports to the Executive Director of Utilities. Applicant must have a Bachelor's Degree in civil engineering field from an accredited college or university and 3 to 6 years of experience in public works engineering, planning design and construction, including

experience of an administrative nature. Computer aided drafting/design knowledge and experience is desirable. Candidate must have passed Engineering Fundamentals Exam (Chapter 471) and be in normal progress to complete the Practice Exam. It is expected that the candidate complete all requirements for a P.E. License within 5 years. Must possess a valid Florida Driver's License, have and maintain an acceptable driving record and pass a pre-employment drug screen and physical. Applications can be obtained from and returned to City Hall, 1st floor, Receptionist, 205 N Marion Avenue, Lake City, FL 32055. For a complete listing of our current openings and electronic application, please visit our website at www.lcfla.com. OPEN UNTIL FILLED.

Controller – City of Lake Worth – \$74,235 - \$116,979 DOQ. Apply Human Resources 1900 2nd Avenue, North, Lake Worth, FL 33461. Download general employment application www.lakeworth.org. **Summary:** A highly responsible, exempt-level professional managerial accounting position responsible for oversight, monitoring, improvement and reporting of the City's financial accounting staff, operations and internal controls. Responsible for coordinating and developing the annual operating and capital budgets. Directs, monitors and reports on all accounting staff, financial process functions, revenue collection, debt administration, investment activity and administrative monitoring of all City pension and deferred compensation plans. City funds include but are not limited to: Governmental Funds, Proprietary Funds (Electric, Water, Wastewater, Storm Water Maintenance, Solid Waste and Golf Course), Fiduciary Funds (General Employees Pension Trust Funds.) **Education and/or Experience:** Must possess a Bachelor's degree from an accredited 4 year college or university with a major in Accounting, Finance or related field. Minimum of three years of progressively responsible government finance administration experience with supervisory capacity. Master Degree, CPA or CGFO preferred. Government accounting, Electric Utility and Water Utility financial reporting experience a plus. Knowledge of defined benefit Pension plan operations and reporting a plus. **Qualifications:** Extensive knowledge of the principles and practices of Governmental Accounting Standards Board (GASB), State of Florida municipal government guidelines, budgeting and municipal fiscal management. Thorough knowledge of modern office practices, procedures and standard office and accounting equipment. Considerable knowledge of organizations, accounting functions and financial problems of City government and municipally owned utilities. Ability to assess municipal programs and proposed policies in terms of their financial and administrative implications; to appraise market trends and terms in relation to municipal debt and to present findings effectively in oral or written form. Ability to plan, organize and direct the work of professional and clerical employees and to develop improvements in municipal financial management practices. Ability to establish and maintain effective working relationships with other employees, City officials and the general public. **Essential Duties and Responsibilities include the following:** Other duties may be assigned. Plans, organizes, directs, monitors, designs & implements general financial accounting procedures, methods, and reporting results including internal controls over financial activities, financial staff, receipt and disbursement activities and investment functions. Oversees and coordinates all activities to ensure proper posting and reporting in the City's general ledger, management financial reporting, annual audit reporting, fixed assets, capital projects, federal and state grants, payroll, debt and purchasing. Establishes, maintains and pursues continuous improvement of internal accounting and administrative controls for custody, recording, reporting and safeguarding of City assets. Makes recommendations for development and improvement of City financial policies and procedures and is responsible for documenting these in writing to ensure accountability

throughout the City. Responsible for implementing, monitoring and reporting to management Coordinates and develops monthly and quarterly management financial reporting including summary analyses of both positive and negative variances for review/discussion with the City Administration and Department Directors. Coordinates and develops quarterly regulatory filings, periodic grant financial reporting and billing and other required financial management reports. Coordinates and primarily responsible for developing the City Manager's Recommended Annual Budget with the goal of receiving the GFOA Budget Award certification by 2009. Coordinates and develops the City's Comprehensive Annual Financial Report in compliance with governmental accounting, auditing and financial reporting standards by coordinating audits, to include the annual audit and schedules outside auditor activities. Must be able to work effectively with and maintain communications with direct supervisors, City department directors.

Representatives of other government jurisdictions and subordinate personnel.

Provides technical supervision to subordinates as well as participating in the formulation of and executive of broad city financial policies. **Supervisory Responsibilities:**

Direct supervision of financial accounting staff throughout the City including accounting supervisors with accounting degrees, professional degreed accounting positions, clerical and administrative positions. Coordinates, monitors and reports on goal-setting for financial accounting positions that support the Department's and City's mission, goals and objectives.

Finance Director – City of North Lauderdale – Population 42,000. Salary \$76,056-\$110,086 + benefits. City-manager form of government with Mayor & 4 commission members. \$46M budget including enterprise funds. This is highly responsible managerial and professional work in directing the activities of the Finance Department, which includes financial planning, budgeting, accounting, revenue administration, information technology systems and the billing and collecting of special assessments and service charges for the City. Minimum of five to eight (5-8) years experience in governmental accounting, revenue administration, and other phases of fiscal management, including municipal experience at a highly responsible, supervisory level in public finance, administration, accounting, budgeting and auditing. Graduation from a four year accredited college or university with a Bachelors' Degree in public or business administration, accounting or public finance is required. Any equivalent combination of experience and training may be considered. Certified Public Accountant (CPA) of Master's Degree in accounting or finance preferred. Mail resume to City of North Lauderdale, Assistant City Manager, 701 SW 71 Avenue, North Lauderdale, FL 33068, e-mail to abhatty@nlauderdale.org or fax (954) 720-2064. Position open until filled. E.O.E. For more details go to www.nlauderdale.org.

Human Resources Director / Risk Manager – City of North Lauderdale – (pop. 42,000) Salary range: \$70,625 - 102,226. This is a Department Head position involving highly responsible administrative and technical work in planning, organizing, and directing the City's personnel, risk management, labor relations, employee benefits, insurance, safety, and training programs. The employee in this class exercises independent judgment and initiative under the direction of and reports to the City Manager or the Manager's designee. The duties include recruitment, interviews, testing, evaluations, and proper selection of applicants in accordance with established policies. Reviews and assists in all disciplinary actions and makes independent recommendations. Evaluates and make recommendations on the City's personnel policies and employee benefits. Conducts salary and fringe benefit surveys and proposes and analyzes pay plan revisions. Manages the administration of the

City's Risk Management responsibilities including evaluation and administration of unemployment compensation, property damage claims, group insurance, worker compensation, general liability claims, and property insurance to ensure proper monitoring, reporting and control while also ensuring maintenance of adequate coverage for the City and Water Control District. Responsible for identifying and measuring all risks of accidental loss. Developing and administering employee training, supervisory & management training programs and safety and accident prevention programs. Researches and directs insurance negotiations, prepares bid documents, conducts bid openings, compiles data, recommends carrier and product. Directs the labor relations programs in negotiations, grievance resolutions, arbitrations, etc. Desirable experience and training: Graduate from an accredited college or University with a BA in Human Resources Management, Business or Public Administration, or related field is required. Masters degree is preferred. Prefer a minimum of four (4) years of responsible administrative experience in the area of Human Resources Management and Risk Management or any equivalent combination of experience and training. Government experience preferred. Mail resume to City of North Lauderdale, Assistant City Manager, 701 SW 71 Avenue, North Lauderdale, FL 33068, e-mail to abhatty@nlauderdale.org or fax (954) 720-2064. Position open until filled. E.O.E. For more details go to www.nlauderdale.org

City Attorney – City of Sebastian – Salary Range: DOQ and Experience. **The City of Sebastian**, a scenic waterfront community, is located in the “Treasure Coast” region of Florida in Indian River County, approximately midway between Melbourne and Vero Beach. Sebastian boasts its beautiful parks, public schools and hometown atmosphere. Sebastian is a progressive community, with growth as a major issue, and has current population of approximately 22,000. The position of City Attorney is established by the Charter of the City of Sebastian and represents the City Council in all legal matters. The City Attorney is appointed by, reports to, and serves at the pleasure of the five members of the City Council. The City Attorney attends all City Council and other advisory board meetings and renders legal assistance, opinions and advice as to the operations of the City. Supervises and participates in the conducting of legal affairs of the City Council including contract negotiations and administrative review. Prepares proposed legislation, contracts, and resolutions and ordinances and makes recommendations with regard to amendment, revision and repeal of existing laws. Prepares or reviews documents of legal significance before submission to the City Council for action, including each agreement, contract, lease, deed, bond, ordinance, resolution, regulation, rule or policy. Provides written and oral legal opinions, interpretations and advice to the City Council, administration, boards and departments. The City of Sebastian is seeking a full-time City Attorney, who graduated from an accredited law school, with 5 years experience as a practicing attorney, preferably with Florida municipal law and concentrations in land use practices and labor laws. The candidate must be a member of the Florida Bar in good standing. The selected candidate must be licensed by the State of Florida. The City of Sebastian offers a comprehensive benefit package that includes; vacation, sick and discretionary leave, 401K, health, dental, vision and life insurance. **Resumes from interested candidates must be received no later than 12:00 noon, December 5, 2008 and are subject to public disclosure pursuant to Florida’s Public Records Law. Submit resume and salary requirements to: Debra Krueger, Human Resources Director, City of Sebastian, 1225 Main Street, Sebastian, Florida, 32958, or email to dkrueger@cityofsebastian.org.** The City of Sebastian is an Equal Opportunity Employer/Drug Free Workplace with a commitment to Affirmative Action.

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

Dates to Remember:

November 20 & 21, 2008—FLC Legislative Conference, Orlando

November 20 & 21, 2008—FAC Legislative Conference, Daytona Beach

February 5 & 6, 2009—Winter Institute, St. Augustine