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

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Great News!

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

Support the Center

By Lynn Tipton, Executive Director

It was great to see so many Floridians at the ICMA Conference in Richmond! While there, several members asked me about how to support our “Center,” especially since the Florida City and County Management Foundation was dissolved this year. What a great opportunity to let all members know about the FSU Foundation’s account that was set up for our Center.

As many of you know, the FCCMA joined with the Institute of Government (IOG) and FSU to set up the Center for Florida Local Government Excellence (CFLGE or the “Center” for short) as an academic and research arm for local public managers, and as a forum for local government issues in Florida. Through FSU, a 501c3 account has been established for the Center. Any tax-deductible donations made to this designated account will be used by the Center to support its goals. When the FCCMF Board of Directors dissolved the Foundation, some of the proceeds from the FCCMF were given to the Center – and for exactly the same reasons I’m encouraging your support. This Center works closely with FCCMA and our training programs are jointly offered. FCCMA

members serve on the Center's Advisory Committee, and FCCMA has pledged continuing financial support to the Center.

These are challenging times for Florida's counties, cities, towns, villages, and the special districts. Our profession makes a difference in the management of these local governments every day. As you consider your charitable giving, I hope you will think about the future of the profession – for yourself and your colleagues. Checks should be made payable to: the FSU Foundation Fund #7106, and mailed to Jeff Hendry at the IOG so that he can direct the deposits for the Center. The IOG address is: 325 John Knox Road, Building 300, Suite 301EC, Tallahassee, FL 32303. Jeff will make sure the FSU Foundation sends receipts to those who donate.

Your consideration and support are greatly appreciated!

Thanks to Willdan

FCCMA says a big thank you to Willdan, formerly MuniFinancial for its sponsorship for our Coaching Program. This sponsorship helps offset the costs for the Coaching Program.

For over 40 years, Willdan has assisted public agencies with civil engineering and planning. They offer financial consulting, geotechnical engineering, homeland security, environmental consulting and energy conservation consulting.

Globalization and Urban Management Survey

Florida International University is currently conducting an online survey among city managers, budget/finance directors and economic development directors in cities with population sizes 15,000-250,000. The survey seeks to obtain information on administrators' perceptions and experiences of possible links between globalization and urban service delivery in these municipalities. Some of you may have already seen an invitation to participate in this survey come to your e-mail in-boxes. Please do not complete it using this link if you have already done so via e-mail.

For the purpose of this study, globalization is defined as "a multifaceted process that alters modes and types of urban service delivery due to transnational demographic shifts, rapidly changing technologies, and municipalities' heightened involvement in the global economy." Please use this definition in completing the survey.

It should take up no more than 10-15 minutes of your time. The link to the survey is: http://www.surveymonkey.com/s.aspx?sm=Om7Y24wNcoJDtVoikTX59Q_3d_3d.

If you have any questions, please send them to Nadine Wedderburn at nwedd001@fiu.edu.

Thank you very much for your participation!

“Transitions – Changing Jobs, Changing Careers”

The last phone panel for 2008 will be held on Thursday, November, 13, 2008, 3:00 – 4:00 p.m., EST. The subject will be “*Transitions – Changing Jobs, Changing Career*” with panelists: Carrie Hill, Assistant Deputy Executive Director, South Florida Water Management District, FL; Bill Horne, City Manager, City of Clearwater, FL; Terry Stewart, City Manager, City of Cape Coral, FL; and Jason Yarborough, Utilities Director, City of Palm Bay, FL. You will receive an email approximately one week before the phone panel with dial-in information.

Two Florida Local Governments Receive ICMA Professional Awards

ICMA recognizes local governments each year for their professional and program excellence at its Annual Conference. This year at the conference in Richmond, Winter Park and Polk County were two of the recipients of the ICMA Professional Awards.

Winter Park was recognized for its Ambulance Safety Initiative in the Community Health and Safety Category with a population of 10,000 to 49,999. Polk County was recognized for its Organization and Employee Development in the Strategic Leadership and Governance Category with a population greater than 50,000. Congratulations to both of these governments and keep up the good work.

40-Plus Years in ICMA

The following FCCMA members were awarded their 40-plus service awards at the ICMA Conference in Richmond: Dave Sollenberger, Frank Spence, Peter Lombardi and Daniel Kleman. Congratulations!

Kissimmee-Osceola County Received 2008 All-America City Award

Kissimmee-Osceola County received the 2008 All-America City Award by the National Civic League on June 9 for their outstanding civic accomplishments. There were 10 winners from various states and the majority of them operate with the council-manager form of government. Mark Durbin is the City Manager of Kissimmee and Michael Freiling is the County Manager of Osceola County. Congratulations!

Performance Budgeting and Benchmarking

This topic will be a session at the upcoming Florida Association of Counties' Legislative Conference offered in partnership with the Center for Florida Local Government Excellence. FAC has graciously opened this session to others besides county managers. You do not have to be registered for the conference, and there is no fee. The session will be held on Thursday, November 20, 2008 at the Daytona Beach Hilton, from 2:00 p.m. – 5:00 p.m., EST. If you have any questions, contact Lynn Lovallo at llovallo@flcities.com.

“Leadership in the 21st Century and Beyond”

The Florida Society of Certified Public Managers will hold its 19th Annual Symposium and Awards Luncheon on January 22 and 23, 2009 at the Embassy Suites Hotel – Orlando North, 225 Shorecrest Drive, Altamonte Springs, FL 32701. The theme of this year's symposium is “Leadership in the 21st Century and Beyond.” There will be five speakers presenting different sessions focusing on a variety of leadership and management techniques. The cost for Symposium and Banquet is \$195 per person and the registration deadline is January 11, 2009.

The rooms are a deluxe suite that includes a complimentary “cooked to order” breakfast. There are no parking costs. The cost is \$119 per night and use code “CPM.” The deadline for hotel registration is January 6, 2009. Reservations made after the cutoff date will be based on the prevailing rate and availability.

For more information contact: Christina Taylor at (321) 689-6521. The registration form can be found at www.fscpm.org. Mail registration and payment to: Christina Taylor, CPM, 304 N. Hart Boulevard, Orlando, FL 32835.

2009 Winter Institute

Well-known author and consultant, Peter Block, is the facilitator at this year's Winter Institute. Many of you know Peter 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 will be mailed in early November. The deadline for hotel reservations is January 5, 2009. As always, attendance at the Institute is restricted to 80 managers and assistants or ICMA-credentialed managers on a first-come, first-serve basis, so send in your reservations early.

Utilization of Local Option Fuel Taxes by Florida Counties

The Florida Legislative Committee on Intergovernmental Relations has published the following issue brief on Utilization of Local Option Fuel Taxes by Florida Counties.

Local option fuel taxes are significant revenue sources to Florida's local governments and represent important funding mechanisms for the provision of local transportation infrastructure. The current utilization of existing taxing authority is of continuing interest to state lawmakers and local officials alike, particularly in the context of recurring discussions of growth management and local service provisions. This issue brief provides a review of existing taxing authority for local option fuel taxes available to Florida's county governments and offers estimates of realized and unrealized tax revenues for the local fiscal year ending September 30, 2009.

As of October 1, 2008, all counties levy at least one of the three local option fuel taxes on motor fuel. Forty-nine of 67 counties levy the Ninth-cent Fuel Tax; 65 of 67 counties levy the 1-6 Cents Local Option Fuel Tax at the maximum rate of 6 cents; and 18 of 67 counties levy the 1-5 Cents Local Option Fuel Tax at the maximum rate of 5 cents. During local fiscal year 2009, Florida counties will realize \$788 million in local option fuel tax revenues, which represents 77 percent of the \$1.02 billion statewide that would be realized if every county were levying each separate local option fuel tax at its maximum possible rate. Counties not currently levying local option fuel taxes for which they are eligible to impose will allow \$229 million statewide, or 23 percent of the total possible, to go unrealized during this fiscal year.

The issue brief is available on the Committee's website via the following link: <http://www.floridalcir.gov/UserContent/docs/File/reports/localoptfuel09.pdf>.

If you have any questions or comments, please do not hesitate to contact Rip Colvin, Executive Director, Legislative Committee on Intergovernmental Relations or Steve O'Cain on my staff. At 850-488-9627 or colvin.rip@floridalcir.gov. The LCIR's Web Site: www.floridalcir.gov.

In Memoriam of Fred Henison Hays

Fred Henison Hays, 55 died Monday, October 6, 2008. He was city manager of Gainesville from 1982-1984. He served in city management in Texas, Oklahoma and Florida. He was also a member of ICMA.

Prima honestas: "First Act with Integrity" Practicing Safe and Ethical Management in an Unethical World

By: Randall H. Reid and Laura Kane

Ethical leadership is essential in dealing with complex community problems, particularly in the capacity of city and county management. The most effective changes within communities occur at the local level. These changes occur only with the successful building of relationships between the public, private, nonprofit, and citizen sectors. The principal figures that serve to maintain such relationships are city and county managers through the building of organizational and managerial effectiveness. The chief difference between our profession and the many other fine professionals and politicians who may do work in government similar to ours and have the same academic MPA or MBA degrees that we have earned is the fact that we have agreed to accept and conduct our lives and affairs by a written ICMA Code of Ethics. As a profession we hold “integrity” as a fundamental practice of our profession. The focus on ethical management is essential for the ICMA members themselves to maintain our profession, recruit the best and brightest, and preserve the form of government.

The need for ethics is apparent in society and our organizations. Sessile Bok in Secrets of Lying states that trust is the essential ingredient viewed as required in leadership today. Society has seen a crisis of trust development steaming from Watergate in the 1980s to the ethical failures of Enron, which demonstrated the increasing transparency of business. According to Stephen Covey in The Seven Habits of Highly Effective People in our nation’s history, character was the central feature of leadership until within our life times the “personality or charismatic” leader model emerged. In Greek, ethics or ethos is simply defined as “character”. Josephson Institute’s National Character Counts Program as taught in Florida’s Elementary school champions the six pillars of character: trustworthiness, respect, responsibility, fairness, caring, and citizenship. These pillars of character are standard conduct for managers and those serving the public sector as they reinforce the moral principles of governance. In the management profession, character holds weight as it is defined by codes. Examples of codes by which we perform our daily duties and live our lives by are the ICMA Code of Ethics, the 10 Commandments, the Rotary Four Way Test, Scout Laws, etc. Value statements are often an inherent element in codes. Steven Covey states that the universal principals, such as compassion, trustworthiness and fairness or accountability are likely accepted in value statements. The ethics of reciprocity or the “Golden Rule” (treat others as you would like to be treated), is the universal code of mutual respect that is also engrained in religious doctrines.

Unethical behavior has a detrimental effect upon an environment of mutual respect and promotes sabotaging behavior. Sabotaging behavior seen as a result of unethical behavior includes under delivering, overpromising, turf-guarding, credit hogging, blame buffering, praise pinching, detail skipping, fact hiding, budget twisting, etc. Out of 5,000 Americans that were surveyed in a national survey entitled “The Day America Told the Truth”, 64% stated

11 Steps to Problem Solving

- 1. Define problem.**
- 2. Determine if it is actually ethical-related.**
- 3. Isolate ethical dimensions of problem.**
- 4. Is it a case of conflicting interests or a question of right or fairness?**
- 5. Who can help? Distinguish technical aspects (cloning or stem cell discussions).**
- 6. Whose problem is this? (personal, role defined, organizational, social, etc.)**
- 7. Who is affected by decisions?**
- 8. Reduce number of alternatives.**
- 9. Weigh the impact of each alternative.**
- 10. Is there a law against the alternative? Violation of moral rule? Offense to policies?**
- 11. Does it accurately reflect the kind of person or organization you want to be?**

that they lie when it suits them, 74% will steal for non-essential reasons, and a startlingly 93% said they alone define morality. After review of these statistics, one can ask, is unethical behavior a learned survival technique? Academic dishonesty in high learning institutions is a prime example of the engagement in unethical behavior to survive, achieve, and be successful. According to the Center for Academic Integrity (CAI), more than 75% of students on most campuses admit to cheating. As a result, survey after survey shows that students have a fuzzy understanding of what constitutes as cheating and that the environment created by instructors has a significant impact on cheating. It has been found that students are less likely to cheat if they perceive instructors to be concerned about maintaining an environment of integrity. Students are exposed to organizational environments and already have an idea of what an environment of integrity entails. As unethical behavior is contagious, if students see others engaging in sabotaging behaviors (or arguably survival techniques), they feel that they are more likely to successfully engage in such behaviors as well. In a sterile environment, all it takes is one bacteria cell to cause contamination. If the conditions are right, the bacteria cells continue to multiply resulting in a tainted environment. This is also the case with academic dishonesty. All it takes is one student who is successful at cheating to notify other students that they are in an unmaintained environment of integrity, or contaminated environment.

In order to promote environments of integrity within higher learning institutions, academic honor codes have been utilized to help build and reinforce honesty among students. Honor codes are most successful if students are engaged in the development, communication, and enforcement of the code, as it produces a climate that is less tolerant of unethical behavior. Communication is imperative in building an ethical environment. It has been found that students are less likely to engage in cheating if academic honor codes and policies are effectively communicated. The communication of honor codes includes intellectual values such as honesty, tolerance, respect, etc. In addition to the communication of honor codes, ethics courses have become required core classes for the completion of degree programs. More than 90% of the university business and political science schools now teach ethics. In the corporate world, companies are also utilizing ethics codes and management programs. Ethical programs are becoming commonplace within corporations. More than 76% of companies report that they have active management programs or formal codes of ethics. Although corporations create ethics codes and programs to enforce the moral character of employees, we do not live in a perfect world. In the Johnston Institute Survey, “The Hidden Costs of Unethical Behavior”, out of the 10,000 surveyed, 63% felt like one has to compromise standards to achieve success. In addition, 55% of those surveyed stated that they rarely found company standards of conduct useful as only 24% witnessed the correction of violations. Have survival techniques become intrinsic in the corporate world? The Ethics Resource Center found that misconduct usually is committed by employees who clearly understand what they are doing is wrong. There is a need for a system of ethical management and training.

From birth, we are exposed to moral values and principals taught from our parents. As we travel on life’s path, we also receive ethics training from churches or faith-based groups, schools and teachers, youth associates (friends or cliques), professional associations, career mentors, books and the media. There exists a need for continued ethics training in our academic careers and our organizations. The need for ethics training has been recognized for generations. Aristotle identified four elements of the moral education. These elements are the rules and perceptions of behaviors, explicit instruction, exhortation, and training. Aristotle stated, “We are what we repeatedly do.

Excellence, then, is not an act but a habit.” People are unethical because they do not easily perceive that the situation confronting them even comes under the issue of an ethical dilemma. Being ethical or talking about ethics does not mean you are perfect, but recognize that there are ethical components in many personal and corporate decisions. Ethics is not just illegal activities, but actions that violate agreed upon norms of behavior, such as Codes of Ethics. Ethics is more than complying with laws or rules, which are the minimum of consensus on how people act in society and organizations.

Ethics guides the decision making process. There are several philosophical foundations or theories for ethical decision making. The theory of utility consists of serving the greatest good for the greatest number. The theory of rights is the protection of the rights of man or the unalienable rights of individuals. Lastly, the theory of justice consists of safeguarding fairness, equity, and impartiality in decisions. These theories play a large role in decision making as they hold elements that effect ethical decision making. There are three alternative paths for ethical decision making: relative ethics, situational ethics, and absolutism. Relative ethics is ethical decision making or actions that are based on the culture you consider normal or common within your community (organizations reflect this culture). Consequently, this leads to the idea of “everyone is doing it” excuses and an outlook that one cannot judge others for their actions. This tends to drift with the culture of the times, changing demographics, and technology. The second alternative path for decision making is situational ethics. In situational ethics, your actions are based upon the situation at hand and may change based on circumstances as you judge motives and perceive facts. This leads to basing your behavior to a self-imposed assessment of possible consequences of getting caught or appearing to not be consistent. In addition, facts of relevant situations are not always clear. The last alternative path for ethical decision making is absolutism. In absolutism, your actions are based upon a firm conviction of a clear “right from wrong” that is articulated in a document or your personal or professional belief system. Absolutism works well to engrain and teach a common ethical viewpoint among members of organizations. On the other hand, it is controversial in multicultural environments and could lead to intolerance, group think, or fascism.

Ethics must be promoted and institutionalized in your organization. Promotion of ethics builds public trust and credibility. In doing so, it allows an organization to avoid unfavorable publicity and negates the costs of litigation. Ethical organizations attract and keep good employees, as they maintain an environment of integrity that avoids the disruption that ethical issues cause in the workplace. In order to promote ethics in your organization, you must manage ethically. It is imperative to clearly articulate the philosophy and values you wish to have practiced. You must also provide visible top management support for high ethical standards that also champion the philosophy and values communicated. To further promote the philosophy and values to be practiced in the organization, encourage formal and informal conversations about ethical issues. In addition to the creation of a forum for ethics conversation, engage in the review existing policies and procedures for potential violations of desired values to lessen the occurrences of ethical issues. By managing ethically, you will foster the creation of an ethical culture. To create an ethical culture, analyze the organizational culture through surveys and focus groups. This will allow you to be in tune with the ethical environment of the organization. It is important to compare the operating ethic or condition of the organization with the espoused character or ethic you seek. In order to create the ethic you seek, devise a strategy for influencing the culture. What are some strategies to making ethical decisions in a fast-paced and complex political and management environment? First, prepare in advance as unforeseeable challenges will come your way.

The challenge may be sudden or anticipated during life cycles (early in the job change or prior to retirement). Second, it is essential to know yourself and what weaknesses (sex, pride, status, substance abuse, credit problems) you recognize in yourself. Lastly, know and understand the Code of Ethics you live out each day and follow the guidelines.

Gandhi said “Your life is your message”. Leadership by example is not only the most pervasive form of ethics but also the most enduring form of leadership. When team members share a commitment to ethics in addition to a business strategy, the team has the greatest level of alignment. Each one of us is setting an example for someone else, and each of us has a responsibility to shape the future as we wish it to be.

October’s Monthly Member Profile

by Peter Cavalli, Community Services/IT Director, City of Belleair Beach

Name: Reid Silverboard

FCCMA member since: Twenty Years

What got you interested in public service? While in Graduate School I got a part time job as a cartographer for a Regional Planning agency. This grew into a full-time job providing technical assistance on planning, grants, and other services to a variety of towns and counties which I found to be interesting and fulfilling..

Current Occupation: City Manager of Treasure Island, FL

Brief Job description: Chief Administrative Officer of the City Government

Describe your typical day: Sometimes I wish I could have a typical day! A typical day includes meetings with one or more department directors on one of the pressing issues of the moment. I usually touch bases with the Mayor daily and respond to requests for information from the City Commission. Because Treasure Island has a relatively small staff for a full service city, I am involved at a technical level writing staff reports and doing research on various issues that will go before the City Commission. I try to ride to one area of the City each day to keep abreast of what City crews are doing as well as to check out complaints from Citizens that are emailed or called into the office.

Favorite part of the job: Problem solving including learning the ever increasing amount of information we must process and absorb , whether it involves slowing traffic down on a residential street, planning and implementing various capital improvements, economic development, labor relations, or developing a budget that seeks to maintain quality services with significantly less revenue.

Least favorite part of the job: Hurricanes and having to let people go.

Most memorable experience on the job so far: I’ve had quite a few memorable experiences, but what stands out most are the many dedicated hardworking staff members that I’ve had the honor of working with over the years. Those people have kept my faith in local government strong because I know how much they care about the job they do.

Hobbies and interests: My kids and occasionally playing golf

Family details: I have three grown boys and seven year old twin girls and a great wife, Jill, who is an Assistant City Manager in Clearwater.

If you could give one piece of advice to young people interested in a career in public service, what would it be? Take every opportunity to learn as much as you can about all aspects of City operations. It is important to be able to see the ‘big picture’ and relate it to the goals of your City Council/Commission.

Who were your mentors and how have you disseminated this information down to other young public administrators? As a city planner, I learned a great deal from Roger Barry who was Community Development Direction in Naples, FL. I learned about City operations and budgeting from RJ Intindola, former manager of Hallandale Beach,

FL. I have tried to pass this on by encouraging those I have worked with to come up with a solution to a problem and then let them implement their recommendation.

Have you always been in the public sector or have you had experience in the private sector? I've worked in the public sector since graduate school. I worked in my family's corner grocery store all through high school.

What career would you pick if you were to pick another? Geologist

Please describe your areas of formal/advanced education.

Bachelor of Arts in History from Louisiana State University

Master in Urban and Regional Planning from the University of Mississippi

Master in Public Administration from Florida International University

Ask A Coach

Below is the question for this month:

Surviving the Heat

I recently signed up to receive Ken Small's newsclipping services. While it is very informative, it is also very scary. It seems managers are always getting fired for political reasons. As someone new to the profession, with a family to support, this makes me pretty nervous about going for the top job. Can you give me some perspective on getting used to getting fired? "*Surviving the Heat*"

Dear "Surviving the Heat"

I have been fortunate so far in my career that I have not had the distinct pleasure of going through the experience of being fired from a job; however, I can share my opinion with you having had good friends and colleagues in our profession that have gone through it. I can imagine any time someone loses his/her job for any reason it can be both a traumatic and challenging experience. In most cases my friends have learned from that experience, gathered themselves and moved on, sometimes to find themselves in a better situation than they were in previously. They will be the first to tell you, you will survive and there is life thereafter. I think most people in our profession are well aware of the challenges we face when we decide to enter into the realm of becoming City/County Managers and in some cases Assistant City/County Managers. Being fired without cause (not due to performance or professional related issues) purely resulting from political motivations are part of what we have signed up for. All that being said I do not think anyone will ever get "use to being fired"; however, I would not let that factor alone discourage you from reaching your personal goal of becoming a City Manager if that is your true desire. *Carl Harness*

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; **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; **Stella Heath**, former assistant manager of Frostproof, 863.639.2178; **Patricia Jackson**, former manager of Eagle Lake, pjackson95@tampabay.rr.com; **Lillie Latimore**, former manager of Pahokee, llatimore@aol.com; **Tom Moffsers, 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. **Monika Gillette**, assistant town manager/clerk, Town of Cinco Bayou, full member; **Ricky Horst**, city manager, City of Ocala, full member; **Dolly Miller**, finance director, City of Groveland, affiliate member; **Pam Petersen**, assistant city manager, City of Polk City, associate member; and **The Wackenhut Corporation**, Rene J. Pedrayes, Regional Vice President, Florida, corporate member.

Positions

Budget and Management Analyst – Broward County, FL – Analysts are fiscal and management consultants to agencies and staff advisors to the County Administrator's Office. Salary range is \$41,000 - \$66,000. Candidates with a Masters Degree and 1 year of professional work experience typically start at \$47,250. As skills develop, Analysts are eligible for promotion to higher level analyst positions. Benefit package includes: employer-funded health insurance; three weeks of vacation/administrative leave; employer-funded retirement with no employee contribution; and no state or local income taxes. Applicants should possess: Master's Degree in Public or Business Administration or related field; at least 1 year of professional work experience; working knowledge of local government and budgeting; highly developed analytical, problem-solving, interpersonal, creative thinking and communication skills; passion for analyzing data and developing solutions to complex problems. SEE OUR WEBSITE <http://www.broward.org/budget/welcome.htm>. To apply, send resume and both undergraduate and graduate transcripts (unofficial transcripts and/or copies are acceptable) by October 20th to Marci Gelman, Assistant Director, Broward County Office of Management and Budget, 115 S. Andrews Avenue, Room 404, Ft. Lauderdale, FL 33301; or e-mail mgelman@broward.org; or FAX (954) 357-6364. EOE.

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.

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