



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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In This Issue

Fiscal Sustainability – Union Negotiations: What Happens After Impasse?
ISO Ratings and Property Insurance Calculations: Economic Impacts of Flood, Building and Fire
Ratings
FCCMA 2011 Winter Institute
TLG/FCCMA Conference
“May The Force Be With You”
In Memoriam of Former Collier County Manager Jim Mudd
FCCMA District Trainings
FCCMA Member Receives Leadership Award
Innovation Edge
Achieving Greatness – The Value of Association

Transparency, Trust and Trouble

By Lynn Tipton, Executive Director

I read another editorial today about public employee pension funds being ‘out of control,’ and that the public sector has shot ahead of the private sector for earnings, benefits and pensions (Pew Center on the States’ report, Mayo Research Institute, U.S. Bureau of Economic Analysis). Especially in this recession, the statistics show that the public sector has not cut positions and benefit at the same levels as the private sector (or at least that is how the numbers are being counted and interpreted). However, in Florida, as Ken’s clips have shown for the past two years, counties and cities have made lay-offs, furloughs, programmatic eliminations, consolidations, and cuts. So, once again we face the dilemma of getting the city and county story told accurately.

It is frustrating to be lumped with federal employees in any statistical analysis, and frustrating to see all pension discussions lumped together without differentiating union and non-union plans, or employee-contribution plans and those that are employer-only. Legislative mandates within those pension plans are not even noted by footnotes in the reports I’ve seen, which makes our story even harder to tell.

As the black eye from Bell, California continues to deepen across the public sector (Los Angeles’ counties salaries were included in Ken’s Clips on 10/7/10), the private sector’s

frustration seems to be growing, but I believe our membership's frustration over the lack of accuracy and the lack of the 'full story' is also growing.

In this environment, it is encouraging to read about transparency programs in cities and counties – the sharing of public data in formats that really reach the citizen – and about commitments to increasing that transparency. I don't mean a legislative mandate that each city and county will post their budget on-line; I mean the internal commitment to internal and external transparency that is outlined in the ICMA Code of Ethics.

I also get a few phone calls every month about ethics training; usually a city clerk researching it for his/her council and staff. I believe FCCMA can and should be a proactive catalyst on this front. For example, has your city or county adopted a gift policy for officials and staff? Do you provide ethics training for officials and staff each year? Does your employee policy have an ethics section and do employees sign it upon hiring? Since we try not to burden members with surveys, I don't know the answer to those questions for FCCMA's membership, but I'm hoping for a lot of affirmatives.

The ICMA conference starts at the end of this week in California, and I'm looking forward to proactive conversations about local government transparency, local government story-telling and hopefully, proof of the trust relationships among officials, management and the public.

Fiscal Sustainability – Union Negotiations: What Happens After Impasse?

“Only a few spots left in the Symposium Class.”

Fiscal Sustainability – Union Negotiations: What Happens After Impasse is the topic of the 2010 Fall Symposium sponsored by the Florida City and County Management Association, the University of South Florida Public Administration Program and the Center for Florida Local Government Excellence. It will be held on Friday, October 29 in the TECO conference room in the College of Education at the University of South Florida from 8:30 a.m. – 3:30 p.m. The cost is \$50 per person and \$35 for students. There will be a \$10 administrative charge for all cancellations received by October 22, 2010. Cancellations after October 22 are non-refundable but may be transferred to another member of your organization.

Registration forms are available online at www.fccma.org. If you need additional information, please contact either Lynn Lovallo at llovallo@flcities.com or Carol Russell at crussell@flcities.com.

ISO Ratings and Property Insurance Calculations: Economic Impacts of Flood, Building and Fire Ratings

For the October FCCMA Phone Panel, the Coaching Session will focus on some of the variety of tools used by the Property Casualty Insurance Industry for insurance premium calculations. Insurance premium ratings can have real economic impacts on your residents as well as the services your city provides. They include the Public Protection Classification or fire rating, the

Building Code Effective Rating Schedule or BCEGS rating, and the Community Rating System or Flood rating. We'll provide an overview of each rating and describe how the results may impact the policy holders in your community.

The phone panel will be held Thursday, October 28 from 2:00 p.m. – 3:00 p.m., EST. Brad Bain, CFPS, Manager – Community Hazard Mitigations Services, Insurance Services Office, Inc. will be the speaker. The phone panel discussion can be accessed either through a phone connection or by webinar. To access the webinar go to: <http://florida.acrobat.com/coaching>. Dial-In: 1-877-685-5350; Pass-Code: 461944. The FCCMA Coaching Program is sponsored in part by Willdan, Center for Florida Local Government Excellence, the John Scott Dailey Florida Institute of Government and the Florida League of Cities.

FCCMA 2011 Winter Institute

The Winter Institute is being brought to you by the [Florida City and County Management Association](#) in partnership with the [Alliance for Innovation](#). This year's event will focus on generating the BIG Ideas needed in the state of Florida to meet the challenges of tomorrow's future.

FCCMA combines the Institute's intense learning environment with the Alliance for Innovation's national BIG Ideas meeting model. Using a facilitator, panels, small and large group discussion, participants will be called upon to analyze the changes that are occurring in our society, articulate critical issues for Florida, and identify the innovations needed to address those issues.

Winter Institute Topic Areas Include:

- Placemaking
- The Future Structure of Florida Local Governments
- Natural and Energy Related Resources
- Financing the Future of Local Government

The cost for this event is \$200 for FCCMA Full Members and \$275 for nonmembers. The Winter Institute is capped at 90. Registration is available on a first-come, first-serve basis so please consider registering early after you receive the announcement by email. The announcement should be emailed sometime this week or next week.

FCCMA Dues Statements Have Been Mailed

The FCCMA dues statements were mailed October 1. If you have not received your statement, please contact Carol Russell at crussell@flcities.com.

TLG/FCCMA Conference

Preliminary Schedule Announced For The Premier Thinking Conference For Local Government

Registration is now open for the Transforming Local Government/Florida City and County Management Association Conference (TLG/FCCMA) scheduled for June 1-3, 2011 hosted by

the City of Clearwater and Pinellas County, Florida. TLG/FCCMA will be different from any other conference you attend. You will hear presentations on some of the most innovative programs in the country, directly from the teams that created them. The conference is an intimate gathering, specifically designed to promote team building and to provide opportunities for creative thinking, idea generation, and sharing ideas.

This year's conference theme is "*Making Magic: How Bold Can Government Be?*" Thought provoking presentations will cover collaboration and partnerships, management strategies for continuous improvement, public involvement, and local government professionals toolbox among many others!

Below is a personal invitation from William B. Horne II, City Manager of Clearwater, FL and Robert S. LaSala, County Administrator for Pinellas County, FL inviting you to the conference. On behalf of the Clearwater City Council, the Pinellas County Board of Commissioners, and all of our residents, we are pleased to offer a warm welcome to all who are planning to attend the joint Transforming Local Government/Florida City and County Management Association Conference.

As members of both FCCMA and the Alliance for Innovation, we are pleased to be a part of your conference experience!

Here in Clearwater and Pinellas County, we take pride in resolving community challenges in innovative ways, while at the same time providing our residents and visitors with the high quality customer service they have come to know and expect.

Innovation is happening in our cities, and we invite you to the conference to share your experiences and learn from others. The theme for this year's conference is "Making Magic: How Bold Can Government Be." We welcome you to learn what you can from your time here in this beautiful city. As a conference attendee, you can look forward to meeting a number of influential, innovative government and community leaders that share your passion for effective government leadership. Plan to network with government professionals and vendors, while taking in the sun, sand and surf in our vibrant, beachfront community.

We hope you will attend this dynamic conference and get the chance to experience the Clearwater and Pinellas County that we know and love. We look forward to seeing you at the conference in June 2011, and hope you have an enjoyable visit. See you then!

William B. Horne II, City Manager
City of Clearwater

Robert S. LaSala, County Administrator
Pinellas County Government

EARLY BIRD REGISTRATION – register by **April 1** to take advantage of the early bird registration rate – a **10% savings!**

Visit **www.tlgconference.org** to learn more about the conference, to view the preliminary program, to register and to book your room at the host hotels.

“May the Force Be With You”

*By Jill Silverboard, Assistant City Manager, City of Clearwater
FCCMA At-Large Director*

In the Star Wars series the phrase “May the force be with you” is used by the Jedi to wish one another good luck when they part ways or when one of them is facing an imminent challenge. The phrase is a positive, protective talisman implying the wish that the force will assist the Jedi in more effectively accomplishing his goals.

These are challenging times for local government. As city and county managers we are being tested by forces within and without our organizations. As we enter our fourth year of severe budget constraints, we need to recognize the positive and negative forces impacting our local governments. Our challenge is to recognize and use forces that can assist us as managers in leading our organizations and responding to the negative forces.

There are forces beyond our boundaries that have serious impact upon local government. These forces include disasters, such as oil spills and hurricanes, and are largely beyond our control. There are negative impressions of local governments that are reinforced by federal and state government decisions. There are strong political forces seeking to limit taxes and millage rates. There are forces seeking to assure taxpayer rights by limiting the decision-making ability of the community and its elected representatives. And, there are the 24/7 media and forces of electronic information that drive single-issues and opinion-based decisions.

There are forces within our boundaries that have serious impact upon local government. These forces include citizen expectations for services to continue at previous or enhanced levels, but at no additional or reduced cost. There are value forces that drive perceptions of entitlement or contribute to growing distinctions between socio-economic groups within our communities. There are communities surviving from budget-to-budget in the absence of a leadership force to define a future strategy. There are expedient decisions reached for compromise sake or to avoid conflict that camouflage failure to address issues in meaningful ways. Many local governments have lost public confidence in their representative decisions as citizens seek to force ever more issues to referenda.

Yet, there are forces within our organizations that can help us in this time of constraint. Rather than being reactive to the external forces, we can proactively work from within to be prepared and forward-thinking in our communications and response. Transparency is a tremendous force to counter the local government credibility gap. We can share factual information in many effective ways. We can demonstrate responsibility in addition to responsiveness in our day-to-day operations. We can quantify today’s realities to demonstrate the price of various services and programs. We can seek cost effective methods and efficiencies, measure performance and initiate cost-sharing partnerships. We can use the forces within our elected officials and staff to counter the negatives driving public perception and we can define and share a vision of the community’s future.

There are forces within ourselves that we can use to help us address these challenges. We have professional associations at the state and international levels that provide us with support,

resources and guidance. We have the force of our individual and collective experience – we aren't the first nor will we be the last to face challenges and obstacles. We have the force of our professional ethics, integrity, and honesty. We have the force of constancy – our organizations may be different, but with rare exception, they will exist and by virtue of that existence, there will continue to be a need for local government managers and leaders. In short, we are needed; and we need to be stronger and better than ever. “May the force be with you!”

In Memoriam of Former Collier County Manager Jim Mudd

Jim Mudd, former county manager of Collier County, passed away October 2, 2010. He joined FCCMA shortly after becoming manager in July 2002. He resigned from Collier County last year after he was diagnosed with brain cancer. He is survived by his wife and two children.

2010-2011 FCCMA District Trainings

The following districts have confirmed dates and places for their district trainings. The cost for the district trainings is \$35 for half-day and \$50 for full-day. Please save these dates.

District II—November 4, 2010, Holly Hill

District IV—November 5, 2010, Palm Beach Gardens

District VII—February 18, 2011, Tampa

District IV—March 11, 2011, Jupiter

Bernie Young from Bernie Young and Associates will speak on “How To Deal With Change: A Template for Florida Local Governments” at the FCCMA District II Training. This training will be held on November 4, 2010 from 10:00 a.m. – 3:00 p.m. in Holly Hill. Bernie is a dynamic speaker and you won't want to miss this session.

“Financial Forecasting for Florida Local Governments: A Template for the Next Five Years” is the topic of the District IV Training on November 5 from 9:00 a.m. – 1:00 p.m. in Palm Beach Gardens. Financial planning and forecasting may be the biggest challenge facing Florida local governments today. Even the most adept administrator is struggling with how best to prepare his/her agency for the future. Linda Davidson, Director of Financial Services of Boca Raton and Paul Wunderlich, Director of Finance and Accounting for the Orange County Comptroller's Office, will identify the key numbers in a CAFR that you must be considering and offer a template on what each city should be doing during these challenging times to successfully prepare a financial plan over the next five years.

For information on all the district trainings, email Carol Russell at crussell@flcities.com.

FCCMA Member Receives Leadership Award

Congratulations to Frank Edmunds, City Manager of Seminole. He has been awarded the 2010 Picot Floyd Public Service Leadership Award by the Suncoast Chapter of the American Society for Public Administration.

Mr. Edmunds was chosen for this award for his outstanding abilities in providing for the effective functioning of his agency; managing conflict within his agency resulting in positive

outcomes; delegating authority and encouraging his employees to assume responsibility for their decisions and actions; providing vision and leadership for employees of his city; making difficult decisions in time of adversity or opposition; and generating new ideas and listening to others who may hold contrary ideas, and setting high standards of personal integrity and moral character. City Manager Bill Horne has also received this award.

Innovation Edge

Has Apple Addressed a Niche for Local Governments?

Does Apple have the niche local governments are seeking in their “paperless” efforts? In August, a USA Today article headlined, *iPads Saving Cities Paper Costs*, reported many localities are turning to iPads to conduct government business. The Alliance for Innovation recently asked the question in the Knowledge Network to explore the uses of this new robust device in the local government arena.

Cost efficiency, environmental friendliness and convenience are three reasons why localities are piloting this revolutionary product. The majority of those using iPads are testing with their elected bodies, boards and senior staff to assist with the numerous amounts of paper before them annually. The ability to PDF documents is nothing new but technology has enhanced the way documents can be viewed. Whether your locality is transitioning into or is already paperless, those localities currently using the iPads are reporting success.

The price tags on the iPads range from \$499 - \$829 based on the amount of memory and which version purchased—Wi-Fi or 3G. The consensus among respondents seems to be for purchasing the Wi-Fi version and tapping into the organization and home wireless networks. Post Falls, ID has been paperless for years but migrated from laptops to iPads for their Council and Boards/Commissions due to the less expensive price tag of the iPad. Manatee County, FL assigned iPads to several IT staff to test with the goal of eliminating laptop computers in the administrator’s office.

The savings in paper and print cost are helping many justify the upfront capital cost of purchasing the innovative technology for elected officials and senior staff. Beyond dollars saved, localities are using this as another step in demonstrating an environmentally responsible work place. Hampton, Virginia presented each council member with approximately 10,000 pages of information last year, spending \$18,000 to produce agenda packets. This did not include the staff time to assemble the material or transportation costs to deliver. The iPads purchased by Hampton for seven council members and six senior staff will pay for themselves in six months. Likewise, Fremont, CA estimates they will easily recoup their cost of purchasing five iPads for council use within the first six months.

While some argue the iPad is not a replacement for laptops, it does appear to have added value as a reader. Longer battery life, portable and lightweight, no log in/booting up, user friendly, and built in memory are just a few of the advantages reported while using the iPad during meetings and viewing lengthy agenda packets. Having one device for contacts, calendars and email capability is also a plus. Additionally, the applications available make life easier reading and annotating those 500 plus page documents and the web browser allows for quick reference to

conduct further research. Here are a few of the applications local governments are using: Documents to Go, DropBox, iAnnotate, and ReaddleDocs.

Case Study – Williamsburg, Virginia (Population 12,481)

The City of Williamsburg, Virginia has placed their city council agenda packet on-line for years but copied roughly 20 packets per meeting for council members and senior staff. In 2010 this equated to 34,320 pieces of paper, costing Williamsburg \$2,000 in direct printing cost. In July, city council members were issued an iPad, Wi-Fi 32G. For those employees required to attend city council meetings they were offered the option of purchasing an iPad at 50% of Williamsburg cost. After a year the iPad becomes the property of the employee (see [Employee iPad Purchase Agreement](#)). Williamsburg purchased and installed all software required to use on the iPad for city business (iAnnotatePDF and Documents to Go). The city uploads the agenda materials to their server with a direct link on the iPad browser which will automatically open in iAnnotate. Additional applications can be purchased and installed at council member/employee expense unless deemed a business expense. The IT Department provided minimal training to council members and staff on how to use the device, ([see You Tube video](#)). Williamsburg has quickly saved \$1,000 in three months and has seen more efficient meetings. For further information contact, Mark Barham, IT Director, mbarham@williamsburgva.gov.

News is floating that the iPad might impede transparency. State open records laws vary across the nation and iPads are raising concerns about the ability of council members to email, text or chat during a meeting without those conversations becoming part of the public record. John Eagle, Assistant City Manager in Hampton, Virginia, stated in his recent article, “The iPad adds nothing to the mix that is not already available. Text messaging and e-mail have already been available for years.” Localities in California, Hayward and Redwood City, are addressing this through policies to prohibit council members from receiving or sending e-mail and text messages during council meetings.

If exploring the use of iPads, or another reader, localities piloting recommend running the numbers and being objective. Do you know your paper, print and staff cost to produce agenda packets? The City of Williamsburg also considered purchasing for their planning commission but the numbers didn’t justify the expense. Also, assess the readiness of your council and staff. Are they tech-savvy or willing to learn new technology? Beyond these two questions, with the raised transparency concerns, acknowledging how the use of iPads relates to your state’s open records laws is paramount.

While a few are leading the way of using iPads in local government, many are exploring the option. Localities across the nation are seeing the return on their investment, both through more efficient meetings and cost savings. The jury is still out on whether Apple has the niche for local governments’ paperless efforts, but all signs are pointing in a positive direction.

References

Alliance for Innovation Knowledge Network.

http://transformgov.org/en/knowledge_network/questions/question/20371

Hampton Chronicle, *Hampton's Experiment with iPads Draws Attention of National Media, Other Cities*, August 12, 2010. <http://www.hamptoncommons.com/ipad-story>

USA Today, *iPads Saving Cities Paper Costs*, August 10, 2010.

http://www.usatoday.com/news/nation/2010-08-09-ipad-government_N.htm

FCCMA and the Alliance for Innovation are partnered in efforts to provide members of both organizations exposure to national innovations along with sharing the innovative initiatives and projects of Florida local governments.

The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the new joint Alliance and ICMA Knowledge Network at www.transformgov.org.

Achieving Greatness: The Value of Association

By Don Yaeger

Association leaders and corporate executives have long recognized that great lessons – lessons in leadership, team building, handling adversity, and managing success – can be learned from their peers in the world of sports.

This explains why some of the most sought after public speakers at corporate events are sports greats – Miami Heat President Pat Riley, Duke basketball coach Mike Krzyewski, former Pittsburgh Steeler running back Rock Bleier and former LSU basketball coach Dale Brown are among the most popular speakers on the circuit. The lessons they teach and exhibit in their world translate perfectly into yours.

In my 20-plus years as a writer for *Sports Illustrated* and author of more than a dozen books, I have been blessed to spend hours interviewing great winners like Riley, Krzyewski, basketball legend Michael Jordan and Hall of Fame running back Walter Payton.

Some of the best lessons I have learned, however, have come at the foot of the greatest winner of them all, the late John Wooden, former UCLA basketball coach and winner of unprecedented 10 NCAA championships. Wooden also was an oft-tapped corporate consultant on the subject of leadership.

Before Wooden's passing, I often traveled to Los Angeles to talk with him about Greatness and the traits of those who have achieved it. One characteristic he was passionate about was that the truly "great" understand that value of association. They know they can only become great if they surround themselves with others who are headed in that direction.

Just a couple of years ago, the then 97-year-old Wooden, his mind sharp as any 30-year-old I had met, got a twinkle in his eyes when told me he had a story to share, one I would enjoy sharing with others.

“Many people, when they ask me about coaching great players, always ask me about my two most famous centers, Lew Alcindor (who became Kareem Abdul-Jabaar) and Bill Walton,” the coach said, “But one of the greatest I have ever coached is a player many wouldn’t suspect. It was Swen Nater.”

I think Coach enjoyed the look of surprise on my face. I remembered Nater, but just barely. What I remembered was that he was cut from his high school basketball team as because, even at 6-foot-11, he was too clumsy to offer the team any value. He didn’t give up, though, and several years later made a community college team. He became talented enough that several four-year colleges offered him scholarships.

At the time, UCLA and Wooden were in the middle of one of the most spectacular runs in all of sports, winning seven of eight national championships. Alcindor had graduated, but Wooden had a new center, Walton, who he thought might be even better.

Nater’s community college coach asked Wooden to consider his player. “I was told he could, at the very least, be a great practice opponent for Walton,” Wooden recalled. “So I spoke with Swen. I was honest. I told him he could go to a small school and play all the minutes he wanted, or he could come to UCLA, where he likely would never start a game, but where he could play against the best center in the country every day. That’s the best I could offer him.”

Nater didn’t flinch. He accepted the opportunity and, as Wooden had promised, he didn’t start a single game at UCLA.

“Swen understood that to become the best he needed to associate himself with the best he could find,” Wooden said. “There was no better than Bill Walton.”

Or John Wooden.

When his three years at UCLA were complete, Nater had been part of a team that won a record-breaking 88 straight games and had played for three more national championships – all as Walton’s backup.

Nater then made history when he became the first player selected in the first round of the professional basketball draft without ever starting a college game. He played 12 years professionally and now is a senior executive in the corporate offices of COSTCO. His career “is absolutely and directly the result of having made the decision to associate myself with folks who were the very best,” Nater told me. “I learned that you are who you associate yourself with.”

Coach Wooden was succinct: “Mark these words... You will never out-perform your inner circle. If you want to achieve more, the first thing you should do is improve your inner circle.”

At its core, that is exactly why associations hold annual events. Those conventions are a member’s opportunity to improve his or her inner circle, to learn and associate with the very best.

Like Swen Nater, I hope that each of you have identified those in your profession from whom you could learn, those who share your passion for greatness. Then, while attending your state or national conferences, introduce yourself, spend time asking and learning what it is they do that makes them successful. These lessons are often transferable.

Then take the lessons home with you. Make your aspirations known to your staff and your membership because they want to associate themselves with greatness, too. You'll be amazed by what you can achieve when you surround yourselves with those headed in the same direction.

At each of these steps you'll understand why John Wooden agreed that the value of association is one of the most significant traits of greatness.

Don Yaeger is a nationally acclaimed inspirational speaker, New York Times best-selling author and longtime associate editor of Sports Illustrated. He speaks on the subject of Greatness, taking lessons from the world of sports and translating them to business and professional audiences. He can be reached through his Web site: www.donyaeger.com.

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 available in 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@flcities.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 llovallo@flcities.com or Carol Russell at crussell@flcities.com.

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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. **Burgess Hanson**, District V, full member, city manager, Deerfield Beach; **Raymond C. Liggins**, District IV, full member, city manager, Royal Palm Beach; **Vernita Nelson**, District V, full member, assistant city manager, Miami Gardens; **Jann Tucker-Pettway**, District I, student member, Masters of Public Administration, Florida State University.

Positions

Deputy County Manager — Lake County Florida — Lake County is seeking an experienced professional to fill the position of Deputy County Manager. The essential function of the Deputy County Manager position is to assist the County Manager in the oversight and operation of all County departments, and provide direct supervision over assigned Divisions (including but may not be limited to the Budget, Procurement and Fleet Divisions). The position is responsible for interacting with and serving as liaison between the Board of County Commissioners and County executive staff, coordinating inter-departmental projects and programs and providing project management as assigned, and performing other highly responsible administrative functions as required. The position develops and implements programs within organizational policies; reports major activities to executive level administrators through conferences and reports. The salary range for this position is \$91,353.60 to \$146,178.24. The minimum required qualifications for the position include a Bachelor's degree in public administration, business administration, management, political science or closely related field; ten (10) years of related experience; and a valid Florida driver's license. If not a current resident, relocation to reside within Lake County is required upon appointment. The ideal candidate has recent Florida experience as a upper-level public manager in local government, including direct knowledge and proficiency with budgetary, procurement, and fleet related functions. Applications are being accepted through the County's website www.lakecountyfl.gov and will be accepted until the position is filled. Lake County is an Equal Opportunity Employer/Drug Free Workplace/Veterans Preference Applies. Please call the Lake County Department of Employee Services at (352) 343-9596 with any questions.

Senior G.I.S. Programmer Systems Analyst — Lake County — Salary: \$55,244 – \$88,379 annually. The Lake County Board of County Commissioners is seeking candidates for the position of Senior G.I.S. Programmer Systems Analyst. The position performs professional and technical work in the coordination and management of the County's Geographic Information Systems (GIS) software application programs and related systems with primary responsibility for the management of the SDE Geodatabase system. The position is responsible for managing the County Geodatabase and GIS software packages, performing GIS computer programming to develop applications to meet the business needs of clients, resolving software and hardware problems and providing professional customer service at all times. Position requires a focused problem solver with a proven background in ESRI products and GIS. Common tasks will include: Design and implementation of data layers (feature classes) within the Geodatabase; Setting up replication across multiple databases; Troubleshooting Geodatabase and other GIS software related issues; Testing new software releases as they are made available; Writing basic

Python scripts for a variety of issues, most commonly scheduled maintenance tasks; Managing security of the Geodatabase; Working with ArcGIS server to maintain current map services and address locators; Originating Geospatial process improvements; Importing and mosaicking new Raster datasets; and Project management including attending meetings. Experience with ESRI ArcGIS systems including ArcCatalog and ArcMap is required. Experience with ArcGIS Server, ArcIMS, Python scripting and Citrix systems is a plus. Position would be heavily involved in the immediate time frame with upgrade from ESRI ArcGIS 9.3.1 to 10. Requires a Bachelor's Degree in Computer Engineering, Computer Science or a related field with seven years of related experience. GIS Professional Certification is highly desired and required within on (1) year of employment. Additional information is available at www.lakecountyfl.gov.

Senior Program Specialist — Lake County — Salary: \$39,499 – \$63,1901.90 annually. The Lake County Board of County Commissioners is seeking candidates for the position of Senior Program Specialist to manage the Community Development Block Grant (CDBG) Programs for the Department of Economic Development and Community Services. The position performs professional and technical work in the coordination and management of the County's Geographic Information Systems (GIS) software application programs and related systems. The position is responsible for supervising assigned staff, managing assigned budgets/grant-funded programs, planning and implementing programs, assisting citizens and community organizations, documenting activities and performing related administrative functions. Requires a Bachelor's Degree in community development, urban planning, public administration, social services or a closely related field with four (4) years of progressively responsible related experience. Requires a valid Florida driver's license. May require the ability to complete National Community Development Association CDBG Practitioners' training or Florida Housing Coalition Income Eligibility and Housing Rehabilitation training within two years of employment. Additional information is available at www.lakecountyfl.gov.

Webmaster — Lake County Board of County Commissioners — Salary: \$46,496 – \$74,713 annually. The Lake County Board of County Commissioners is seeking candidates for the position of Webmaster. The position performs duties related to the operation, creation, publication and administration of the Board of County Commissioners web presence. Responsible for designing and publishing content for the County's web sites, administering technical integration of databases, forms, data collection and e-mail with the web sites, maintaining the web sites and web applications by keeping them up to date, ensuring that the content is consistent and conforms to the County's standards and stimulating interest in the intranet and internet websites through implementation of new features and enhancements. Qualified applicant must be able to: Design, develop and maintain new and existing web sites and features using Adobe Web Premium CS5 (Dreamweaver, Flash, Fireworks, Photoshop, Illustrator and Acrobat), JQuery, Javascript, html and xml; Create multi-media applications and presentations including interactive CD's and video presentations using multiple software packages such as Adobe's Production and Creative Suites (Dreamweaver, Fireworks, Flash, Photoshop, Premiere, Acrobat) Sony SoundForge, Camtasia Studio. Requires Associate's degree in computer technology, computer programming, web development, graphics design, or a closely related field with two (2) years of related experience. Requires a valid Florida driver's license. Additional information is available at www.lakecountyfl.gov.

Assistant City Manager — Miami Beach, FL (90,000) — The City of Miami Beach is a full-service municipality located in Miami-Dade County and is home of “South Beach”. An island city of 7.1 square miles that separates Biscayne Bay from the Atlantic Ocean, Miami Beach has a year-round, local population of approximately 90,000. The population can reach 300,000 depending on local happenings and time of year, which creates a unique environment. Miami Beach is a vibrant, tropical, historic community, a true “24-hour” city, which creates an unparalleled municipal management experience. The City is seeking an innovative, experienced, professional administrator to provide executive-level leadership and program direction. The Assistant City Manager analyzes, resolves, and makes recommendations concerning major issues affecting City operations. The Assistant City Manager works collaboratively with City’s executive staff/Department Directors to develop and implement policy directives; coordinates interdepartmental initiatives; oversees functional responsibilities and provides critical analysis in identifying and implementing opportunities for organizational efficiencies. **REQUIREMENTS:** Bachelor’s Degree in Public or Business Administration, or related field required; Master’s Degree preferred. At least 7 years experience in Executive/Senior Management capacity in public/business administration required, as well as a career demonstrating progressively responsible leadership positions involving broad administrative, supervisory/management experience. Prefer experience in leading technical economic development negotiations; public/private partnerships; municipal construction/public works industry; and other operational areas. Position requires highly independent and empowered individual with strong work ethic and responsible, results-oriented personality. **PROCESS:** Position open until filled. Screening will be conducted on continuous. Salary: \$137,311.20 - \$221,772.98 (DOQ). For more information and to APPLY ONLINE, visit the City’s website: <http://web.miamibeachfl.gov/hr/jobs.aspx>. EOE/AA/ADA/VET PEF

Human Resources Director — City of New Port Richey — (pop 17,000) Responsible for planning, directing and managing the human resources function. Duties include oversight of all employment processes, insurance programs and worker’s compensation, safety and loss-control efforts, compensation and benefit programs, employee labor relations and negotiations. Maintenance and management of all personnel records. Risk Management experience a plus. Qualifications: bachelor’s degree and/or ten (10) years employment practices experience with public sector employer(s) in Florida. Professional certification is a plus. Proficient personal computer skills including knowledge of Microsoft Office package including Word, Excel, Access, Outlook and PowerPoint. Valid driver’s license. Salary dependent on qualifications. Apply at the City of New Port Richey, 5919 Main Street, New Port Richey, FL. 34652. Phone: 727-853-1026 Fax: 727-853-1023 EOE/DFWP

HR Director — Osceola County — Osceola County (population 270,618), Florida is seeking a Human Resources Director to direct the planning, organization, and implementation of all Human Resources and Risk Management functions for the County. Incumbent performs highly complex, managerial and strategic work with responsibility for areas including, but not necessarily limited to, recruitment, training and assessment, classification and compensation, benefits, risk management and safety, employee and labor relations, and organizational development. Employees in this classification administer functions in compliance with broad policy guidelines, regulations and collective bargaining agreements. Incumbent exercises critical judgment and considerable initiative in administering the direction of Human Resources functions, however, may confer with the County Manager in unusual Human Resources or legal matters. Minimum

requirements include a Bachelor's Degree in Human Resources or related field plus five (5) to seven (7) years progressively responsible experience in human resources work, to include two (2) to three (3) years experience in management capacity. To review the job description and apply please visit our website: www.osceola.org, only online applications are accepted. Minimum salary \$98,161.25.

Chief of Police — Quincy — Salary: \$65,000 - \$80,000. The City of Quincy, FL seeks a Police Chief who has a broad knowledge of modern police techniques, best practices in community policing, youth protection ordinance experience and the integration of telecommunications in tactical operations. Incumbent must understand concepts of administration and elements of effective supervision beyond routine duties – while serving under the direction of the City Manager. Incumbent will manage a department workforce of 26 sworn officers; and a support staff of 8 full-time and nine part-time employees. Incumbent will prepare and manage the department's operating and capital budgets; and control expenditures of the appropriations. Must have the ability to represent the department in labor related issues, including collective bargaining negotiations, administration of labor agreements and grievance processing. Must possess strong leadership skills and manage the day-to-day operations of the department through department senior officers. Must have a master's degree in business or public administration, criminal justice, law enforcement, criminology or related field may substitute for one year of the required sworn experience. Salary commensurate with experience. Must reside in City of Quincy. City of Quincy Population: 7,600 residences. Submit letter of application, detailed resume with salary history, work related references and City of Quincy application to: Lauren S. Wright, Director, Human Resources & Risk Manager, City of Quincy, 404 W. Jefferson Street, Quincy, FL 32351. E-mail lwright@myquincy.net. Fax 1-866-780-7910. **Position open until filled.** For a complete position, community profile and job application contact Lauren Wright. **EOE.**

Full-time, In-House Engineer Position — Town of Southwest Ranches — The Town of Southwest Ranches ("Town") is seeking a full-time, in-house engineer. The Town is located in Southwest Broward County (Greater Fort Lauderdale), Florida and is a rural community surrounded by an urbanized area. It was incorporated on June 6, 2000; and, it covers approximately 13 square miles, with a population of approximately 8,500. The Town operates under a Council-Administrator form of government, under the direction of five council members. The Town is primarily a contract town with major services contracted out to local vendors and an in-house Administration Team of 7 full-time employees. The Town is accepting resumes from qualified individuals to fill the full-time position of the in-house engineer. The position is selected by the Town Administrator. ***The salary range is \$85,000 - \$115,000 plus benefits. Salary will depend on qualifications (DOQ) and related experience.*** The in-house engineer must have the following qualifications: *Preferably*, Florida P.E. with at least five (5) years of experience; *Preferred experience*, but not required, in Miami-Dade, Broward or Palm Beach Counties; and *At a minimum*, a four year college degree is required in the field of Civil Engineering or Construction Management from an accredited college or university. *A comparable amount of training and experience may be substituted for the minimum qualifications.* The functions of the in-house engineer include, but are not limited to the following: Basic engineering responsibilities such as the preparation of design specifications / cost estimations, contract management, and other related work; Reviews plats, subdivisions, and

site plans; Coordinates activities with external contractors; Supervises external contractors who are responsible for a variety of functions. Resumes must be submitted to Charles H. Lynn, AICP, Town Administrator, Southwest Ranches Town Hall, 6589 SW 160th Avenue, Southwest Ranches, FL 33331 or clynn@southwestranches.org. Application process will remain open until the position is filled.

Finance Director —City of Titusville Fl (45,000) — Salary \$61,280-\$98,065. Reports to the Executive Director of Support Services. \$33.4 M operating General Fund. Requires a bachelor's degree in business or Accounting + 10 years of progressively responsible experience in Finance, 5 years of which must include governmental Finance and 5 years of executive level supervisory and managerial experience. MBA or CPA preferred. Resume and cover letter to Human Resources, City of Titusville, 555 South Washington Avenue, Titusville, Fl. 32781. Open until filled. EOE

City Manager — City of Galesburg, Illinois — (33,706) Historic, full service city located in west central Illinois seeks experienced, progressive candidates to serve as its next City Manager. Home to Knox College, a prestigious liberal arts college, Galesburg's unique history includes serving as a shipping/railroad center for the region. The City is a regional commercial, retail, and cultural arts hub with 242 full time employees and a \$71 million total budget. The City Manager reports to the Mayor and seven aldermen. The City has had three Managers since 1990. Candidates will be expected to have a strong background in economic development and redevelopment, financial management and labor relations. Candidates must have seven to ten years increasingly responsible experience in an upper management position in a community or organization of comparable size and complexity. Position requires bachelor's degree preferably in public administration, business administration, public policy or related field. Master's degree (MPA) or other advanced degree strongly desired. Candidates must possess excellent interpersonal skills, an approachable, welcoming style with the community and staff and a proven record in effective service delivery and creative problem solving. Starting salary \$120,000+/-, depending on qualifications and experience. Excellent benefits package. Residency is required. Send resume, cover letter, and contact information for five professional references by October 8 to Heidi Voorhees and Mark Morien, Voorhees Associates, 500 Lake Cook Road #350, Deerfield, IL, 60015 or email: resume@voorheesassociates.com. Tel: 847-580-4246; Fax: 866-401-3100

City Manager — Birmingham, Michigan — Salary Range: \$110,000 TO \$128,000. Vibrant, historic Michigan city, population 20,000, strong financial condition, seeks a City Manager committed to excellent services, physical and fiscal planning and quality of life. Birmingham is a walkable community of world class design, highest quality neighborhoods, and a thriving downtown with worldwide businesses and entrepreneurs, a favorite destination for retail, dining and family events. A balanced tax base supports financial stability, AAA bond rating, full services and continued investment both in infrastructure and public amenities. Residents take pride in lovely parks and public areas, an enviable library and museum, golf courses, recreation programs and sports facilities, and the first-rate Birmingham Public Schools. See www.bhamgov.org. Home Rule Charter and a progressive Commission-Manager tradition; two City Managers since 1965, current manager retiring. Seven-member City Commission, all elected at large, selects the Mayor and Mayor Pro Tem from the Commission. Very competitive

compensation, DOQ, and excellent benefits. Total FY 2011 operating Budget \$60M and 2011 FY capital budget of \$16.2M, 142 FT employees, plus part time and seasonal. Experienced and well-respected management staff team in place. Requirements: Prefer graduate degree in public or business administration or related field plus 10 years as leader and executive in municipality of similar characteristics and sophistication, or equivalent combination. The ideal candidate will have a record of excellent skills in communicating with the Commission and the public, a regional and national outlook, talent for promoting innovative planning and community design, responsiveness to high customer demands, and welcomes community involvement by highly educated and accomplished citizenry. Record of successful financial planning and mature labor relations under economic stress. The highly professional staff thrives on collaborative management, clear direction and accountability, open communications, team-building and decisiveness. Apply By: October 20, 2010. Resume, cover letter and salary history to Tom Dority, The Mercer Group, Inc., tdority@mercergroupinc.com, P.O. Box 2870, Estes Park, CO 80517. EOE. Under Michigan law, applicants must request confidentiality, and finalists will be disclosed to the public.

Dates to Remember:

October 17-20, 2010—ICMA Conference, San Jose, CA
October 29, 2010—FCCMA Symposium, University of South Florida, Tampa
November 4, 2010—District II Training, Holly Hill
November 5, 2010—District IV Training, Palm Beach Gardens
February 2-4, 2011—FCCMA Winter Institute, Lake Mary
February 18, 2011—District VII Training, Tampa
March 11, 2011—District IV Training, Jupiter
June 1-3, 2011—FCCMA/TLG Conference, Clearwater