



# The MANAGER

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

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## **“Discipline”**

*By Lynn Tipton*

The Oxford English Dictionary, my favorite, provides the origin of each word. I'll admit I'm fascinated by word origins! Lately, my professional studies have focused around one word – discipline: from the Latin, “to learn” – *discere*...it is the root of words like discernment and disciple. One of my dad's favorite phrases when we were growing up involved “3 D's” – desire, discipline and determination. His father and various athletic coaches used those words often, and usually together – it became a motto of sorts to me.

I've read several management and leadership books this year that include terms like fiscal discipline; time-management discipline; physical discipline (good managers are healthy people, after all!); and core disciplines for organizations. As I think about FCCMA's membership, and the unique struggles facing Florida's cities and counties (namely, the property tax legislation and proposed Constitutional amendment), I am also struck by the public's perceptions of discipline when thinking about governments. We all remember the 1980s and stories of federal overspending on military equipment, and even hardware (the \$600 hammer?). We see the corruption stories about elected and appointed officials, and many at the local level in Florida right now, which greatly impact the public's perception of government spending, and discipline.

Recently, I used my hairdresser and nail technician as “bellweather” people to see what the perception is about government spending. I asked both women if they know what it costs for a police patrol vehicle, or for a city or county to pave a road, build a sidewalk or buy land for a park (and then plan it, build it and maintain it). Their answers were pretty amazing, but neither one remembered reading any articles about the concrete shortages in the U.S., and the impact this has had on all government construction costs and schedules. Property taxes and insurance were familiar topics as news items to both of them – but neither one could tell me what the Florida Legislature had done in its two special sessions. Neither one could tell me what the proposed property tax amendment for the Florida Constitution will do, but they knew it would be on the January 29, 2008 ballot.

Now, this is where I get angry over another kind of discipline: the need for citizens to be informed so they can make educated decisions. I'll call it civic discipline. Both women lamented to me, "I'm so busy, and there's so much news to read, that I just don't bother – I can always ask someone before I go and vote." Sadly, neither one has ever attended a public hearing for any government.

How should FCCMA work to overcome a lack of civic discipline? I've talked in this column before about the lack of civic education within the schools, but what about after school, when the citizen is a voter, a consumer of government services, and provider of taxes and fees. I will come back to this topic in future columns, but I sincerely believe that citizen's academies, open houses and other programs can help with citizen education. Please share your thoughts with me – this is an important issue for your Association.

## **2008 FCCMA Annual Conference—"Emerging Trends—Looking Into Florida's Crystal Ball"**

The conference planning committee has been working planning next year's conference. One can guess from the theme that this year's conference will focus on future trends and best practices. Exciting speakers are being contacted and confirmed—watch for more announcements in October. During difficult fiscal times, it is more important than ever to meet with colleagues. Help the committee meet its goal of 250 attendees. The conference will be held May 28-31 at the Marco Island Marriott. Hope to see you there.

## **Emerging Leaders Symposium**

The Emerging Professionals Council will hold its annual symposium on November 16. It will be held at the Lakeside Community Center in Port Orange from 8:30 a.m. – 4:30 p.m. Registration with Coffee and Danish will begin at 8:00 a.m. The theme is "Under Construction: The Building of a Successful Public Manager." The EPC is offering scholarships for the Symposium; the application will be with the brochure. The brochure will be available September 17. Please contact Carol Russell for additional brochures.

## **Coaching Panels**

If you haven't already joined the phone panels, tune in on November 1 from 3:00 p.m. – 4:00 p.m. for the fifth phone panel. The topic is "Making a Difference and Having Fun—Next Gen Success Stories." The panelists are Pat Bean, Shannon Lewis, Jon Lewis and Al Minner. The topics and times for next year's phone panels will be in an upcoming newsletter.

## **ICMA Announces 2007 Member Committee Appointments**

In June 2007, ICMA President-elect Edwin C. Daley, city manager, Hopewell, VA, appointed the following individuals to serve on ICMA member committees. New committee members will begin terms of service at the 93<sup>rd</sup> ICMA Annual Conference in Pittsburgh/Allegheny County, PA. The following members from Florida were selected: Douglas E. Matthews, public communications director, Clearwater and Robert P. Yehl, city manager, Sanford were selected for the Conference Evaluation Committee; George S. Brown, deputy city manager, Boca Raton for the 2008 Conference Planning Committee; Lee R. Feldman, city manager, Palm Bay (chair) and Ryan I. Spinella, executive assistant to the city administrator, Longwood for the Governmental Affairs & Policy Committee; and Dale S. Sugarman, town manager, Highland Beach for the International Committee.

## ICMA Conference/FCCMA Events

**Dutch Treat Dinner** -For those of you traveling to Pittsburgh for the ICMA Conference, reservations have been made at the Olive or Twist Restaurant for Monday, October 8 at 6:30 p.m. The restaurant is located within walking distance of the Convention Center and has offered FCCMA the upstairs lounge area for a buffet dinner. The menu is an "All American Cookout Buffet" with the following items: extensive salad bar with choice of three house-made dressings, BBQ chicken and ribs, pulled pork BBQ sandwiches, buttered ears of corn, baked beans, fresh baked apple pie, soft drinks, iced tea and coffee. A cash bar will also be offered. Tickets will be necessary, as FCCMA will be paying deposits and making the final payment on one bill. The cost is \$32 per person, which includes taxes and gratuity. Please send your checks made payable to FCCMA with the order form below by September 24 to receive your ticket(s) by return mail. This dinner event is always very popular with the FCCMA members, and it is hoped there will be a good turnout. Due to budget cuts, it was necessary to take the dinner back to a restaurant rather than FCCMA hosting something in the hotel.

**FCCMA Suite**-The President's hospitality suite will be at the Westin Hotel. FCCMA will open the suite Sunday evening from 7:00 p.m. to 10:00 p.m. and Tuesday evening from 5:30 – 9:30. The suite will open Monday evening after dinner, if it's not too late.

### ICMA Conference/FCCMA Dutch Treat Dinner

Name: \_\_\_\_\_

Mailing Address where you want the tickets to be sent: \_\_\_\_\_  
\_\_\_\_\_

E-mail: \_\_\_\_\_

Number of tickets requested at \$32.00 each: \_\_\_\_\_

Amount enclosed: \_\_\_\_\_

**Checks should be payable to FCCMA.**

Visa/Mastercard: circle one

Name on the card: \_\_\_\_\_

Credit Card #: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Billing Address for the Cardholder: \_\_\_\_\_

**Please mail to FCCMA, PO Box 1757, Tallahassee, FL 32302 or Fax: 850.222.3806 or attach with an e-mail to [llovallo@flcities.com](mailto:llovallo@flcities.com).**

## 2008 Winter Institute

The 2008 Winter Institute will be held from Wednesday evening February 6 until lunchtime Friday, February 8, 2008 in St. Augustine. Ray Jorgensen, Jorgensen Learning Center,

will be back by popular demand. Brochures will be mailed in October. Details will be available in upcoming newsletters and on the website.

## Florida's Fiscal Future

The Central Florida Chapter of the American Society for Public Administration meeting will be held on September 20, 2007 from 11:30 a.m. – 1:00 p.m. at the Citrus Club, 255 S. Orange Avenue in Orlando. John Wayne Smith, Legislative Director, Florida Association of Counties will discuss the legislative fiscal outcomes and impacts of property tax reform and how cities and counties are responding. This is a great opportunity to find out more about this important issue, learn more about the organization and interact with the Central Florida ASPA Chapter's distinguished professionals. The cost is \$20 (\$10 for students) and includes lunch. Lunch is grilled chicken and seared salmon. A vegetarian meal is available on request. There is a \$4 parking fee. Bring parking ticket to the Citrus Club for validation to receive the \$4 rate. Business casual attire required. Please RSVP no later than September 14, 2007 to [cflaspa@yahoo.com](mailto:cflaspa@yahoo.com) and must include the following information: your name, address, phone number, email, professional affiliation, the number of people attending and your lunch selection.

## MIT News and Update

Listed here are the current members-in-transition. **Bruce Behrens**, former manager of Minneola, [bbehrens@cfl.rr.com](mailto:bbehrens@cfl.rr.com); **Mitchell Bobowski**, [mbobowski@yahoo.com](mailto:mbobowski@yahoo.com); **Joe DeLegge**, former manager of Bartow, [jdelegge@gmail.com](mailto:jdelegge@gmail.com); **Jim Gallagher**, former manager of Dundee, [jgallagher27@tampabay.rr.com](mailto:jgallagher27@tampabay.rr.com); **Charity Good**, former manager of North Bay Village, [good2821@aol.com](mailto:good2821@aol.com); **Stella Heath**, former assistant manager of Frostproof, 863.639.2178; **Tom Moffses, Sr.**, former manager of Madison, [moffsesr@gmail.com](mailto:moffsesr@gmail.com); **Katrina Powell**, former manager of Fort Meade, [ktpowell68@aol.com](mailto:ktpowell68@aol.com); **Susan Ashley Stanton**, former manager of Largo, [a19b59@yahoo.com](mailto:a19b59@yahoo.com); **Ron Stock**, former manager of Leesburg, [rs9588@earthlink.net](mailto:rs9588@earthlink.net). 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. **John Berchtold**, city manager, Lake Butler, associate; **Paul Berg**, city manager, Eustis, associate; **Gene DeMarie**, retired; **Chet Hunt**, assistant city manager, Naples, associate; **Laura Kane**, student, student member; **Marlen D. Martell**, assistant to city manager, North Miami Beach, associate; and **Jason Nunemaker**, city manager, Fellsmere, full.

## Positions

**District Manager/Management Company – Barefoot Bay, FL (Pop. 10,000)** - Located in unincorporated southern Brevard County, Barefoot Bay has approximately 4900 home and lot owners making it the largest manufactured home community in Florida. The Barefoot Bay Recreation District Manager oversees a \$5.3M budget, 79 employees and the care and maintenance of the amenities for the community. These include an executive 18-hole golf course, retail center, two food and beverage locations w/liquor licenses, three (3) swimming pools, a fishing pier, beach property, tennis courts, softball field, shuffleboard, other outdoor activities, buildings, lakes, canals and grounds. Street and road maintenance, sewer and water,

utilities, fire and police protection are provided by the county. This position requires the employee work effectively and maintain communications, with elected and appointed officials, other department managers, representatives of other governmental jurisdictions, private consultants and contractors, community groups and associations, residents and personnel. This position requires professional, administrative and supervisory work in directing the overall management of the District government as determined by the policies, plans and direction of the Board of Trustees. This employee is responsible for providing the Trustees with an annual fiscal plan of operation for each coming year. This employee is the appointing and supervisory authority of all employees of the District. Applicants must be in the possession of a Master's degree in Public Administration or Business Administration and three years of local government experience; or a Bachelor's degree with an equivalent combination of training and experience. Applicants with a proven financial background and/or experience with SAGE accounting software are desired. Every consideration will be given to a Management Company willing and able to place a permanent Manager on location to carry out the duties as described. Salary/Compensation + benefits DOQ. Cover letter, resume, references and salary history will be accepted until Monday, September 24, 2007. Send to: "District Manager Applicant", Barefoot Bay Recreation District, PO Box 779-233, Barefoot Bay FL, 32976-9233 or email [SheilaWheelan@bbrd.org](mailto:SheilaWheelan@bbrd.org). Job/RFP descriptions are available upon request. All applications subject to Florida's open records law. EOE/DFWP

**Finance Director - Casselberry, Florida - - (Pop. 25,000).** Salary Range: \$68,687 - \$114,478. Hiring Range: up to \$91,500 DOQ. The City is seeking an experienced municipal finance professional. Under general direction of the City Manager, the Finance Director is responsible for directing and coordinating all financial activities of the City, which includes the responsibility for financial planning, budgeting, accounting, revenue administration, utility customer service and billing; and the billing and collecting of special assessments and service charges for the City. Work in this class requires the employee to work effectively with and maintain communications with elected and appointed officials, other department directors, representatives of other governmental jurisdictions, private consultants and contractors, and subordinate personnel. Located in Seminole County, the City of Casselberry is within the Orlando metropolitan area. The population is approximately 25,000. The Finance Director is responsible for coordinating City-wide accounting and related fiscal activities, directing the overall development and operational controls for maintenance of the central accounting system and directing the gathering, interpreting, recording and distribution of financial data. The Finance Director also monitors fiscal activities, ensures compliance with laws and requirements and ensures that city funds are correctly and effectively managed and that accounting and internal controls are maintained. The Finance Department is responsible for processing and maintaining all City-wide financial data per Governmental Accounting Standards Board (GASB) principals and State of Florida guidelines, producing the City's Comprehensive Annual Financial Report (CAFR) and coordinating the preparation of the City's annual budget. The Department is also responsible for providing billing and customer service for customers of the City's utility system, ensuring compliance with government purchasing guidelines, and processing the City's payroll, accounts payable, and fixed asset records. The Department includes 23 staff members and a 2006-07 budget of \$1.9M. The Department consists of three major functional areas: accounting, purchasing and customer service. The requirements include: graduation from an accredited college or university with a degree in business administration, accounting or finance, and a minimum of five (5) years highly responsible work experience in accounting, revenue administration, and other phases of fiscal management, (three (3) years of which must be in local

government finance). At least two (2) years of experience in a supervisory capacity relating to local government finance functions. Certified Public Finance Officer, Certified Government Finance Officer, or Certified Public Accountant preferred. Resumes will be accepted until the position is filled. Please submit resume with current salary information to: Human Resources Department, 95 Triplet Lake Drive, Casselberry, FL 32707 or [abrooks@casselberry.org](mailto:abrooks@casselberry.org). Additional information may be obtained by contacting Andy Brooks, Human Resources Coordinator at (407) 262-7700, Ext. 1150, or e-mail [abrooks@casselberry.org](mailto:abrooks@casselberry.org) (Please include "human resources" in the subject line to ensure that your email clears the email filter). All application materials are subject to the Florida Public Records Law.

**Assistant City Manager – Clearwater, FL** - Target salary: \$115-125k. City of Clearwater seeking motivated, dynamic leader to assist City Manager in admin of various City programs/depts. Candidate will possess extensive knowledge of city ops, incl. budgeting. Position calls for proven mgmt/leadership ability, strong interpersonal skills; degree in Bus./Public Admin, or Finance; & familiarity w/emergency mgmt and infrastructure issues. Submit resume/salary history to HR Dept., 100 S Myrtle Ave., Clearwater, FL, 33756. Fax: (727) 562-4877. Email: [humresweb@myclearwater.com](mailto:humresweb@myclearwater.com); for more info: [www.myclearwater.com](http://www.myclearwater.com). DFWP-AA-EOE

**Director of Community Services - City of Dunedin, FL** - Salary Range: \$72,161 - \$104,634 (Negotiable). (Pop. 37,500) Plans, directs and supervises the various functions of the Community Services Department, including code enforcement, building permitting, occupational licensing, zoning, long-range planning, commercial landscaping and downtown redevelopment, ensuring compliance with all applicable policies, procedures, laws and regulations. Updates and maintains all planning, zoning and building codes. Represents the City at public hearings locally and regionally. Advises the City Manager on a variety of related topics. Develops and administers the department's annual budget. Performs related work as directed. Reports to the City Manager. Requires a Master's degree in urban planning or related field supplemented by a minimum of seven years of progressively responsible experience in planning, codes enforcement and zoning administration, five of which have been in a supervisory capacity. An equivalent combination of education, training and experience that provides the required knowledge, skills and abilities may be considered. Must possess a valid Florida driver's license within 30 days of employment. Accepting applications/resumes until position is filled. City of Dunedin 750 Milwaukee Ave., Dunedin, FL 34698. Phone (727)298-3040. Fax (727) 298-3052. For employment application go to [http://www.dunedingov.com/docs/Employment\\_Application.pdf](http://www.dunedingov.com/docs/Employment_Application.pdf) EOE m/f/d/v Drug/Smoke Free Workplace.

**City Manager – Keystone Heights, FL (Pop. 1385)** - Located in Northeast Florida, 50 miles Southwest of Jacksonville and 25 miles Northeast of Gainesville. \$2.2M budget, \$1.3M general fund budget and \$900,000 in grants. Twelve full-time, 3 part-time, & 1 seasonal employee. Stable government with small town character and friendly atmosphere. New position - City Manager form of government adopted by referendum March 2007. Mayor & 4 City Council members elected at large in non-partisan elections for staggered terms of three years. City services include street and road maintenance, buildings, grounds and right of way maintenance, parks and recreation, general administration. City water and commercial sewer service provided by Clay County Utility Authority. Police and fire services are provide by county. Applicants must possess a minimum of a Bachelor's degree from an accredited college in public administration, business administration, planning or a related area (Master's degree preferred),

and a minimum of five years of progressive administrative experience with two years at senior management level in local government, or any equivalent combination of education and experience. Florida CM experience preferred. Membership in ICMA is a plus; The successful candidate will possess an excellent working knowledge of principles and management of city government, exhibit good general business sense, have the ability to analyze operations, and will have excellent communication and interpersonal relations skills. Hiring range \$46-\$60,000 + benefits DOQE. Cover letter, resume, references and salary history sent to "City Manager Applicant", City of Keystone Heights, P. O. Box 420, Keystone Heights, FL. 32656 or email to [city@keystoneheights.us](mailto:city@keystoneheights.us). by September 28, 2007 Job description available upon request. All applications subject to Florida's open record law. OE/DFWP

**Finance Director – Miami Shores Village** - The Village is seeking a qualified individual to direct all financial aspects and functions of the Finance Department, including Budgeting, Accounts Payable, Accounts Receivable, Cash Management, Payroll and Personnel Administration, Risk Management, and Pension Benefits. This position reports directly to the Village Manager and interacts with local elected officials, fellow department heads and staff, as well as residents. Requirements include: graduation from an accredited college or university with a degree in business administration, accounting or finance; at least five years of finance work experience and at least three years of governmental finance work experience. Good communication and interpersonal skills required. CPA and/or CGFO preferred. Excellent salary and benefit package offered. Submit resume with current salary information to: Village Clerk, 10050 N.E. 2<sup>nd</sup> Avenue, Miami Shores, FL 33138 or e-mail to: [estepb@miamishoresvillage.com](mailto:estepb@miamishoresvillage.com). EOE

**City Manager – Naples** - Naples (pop. 23,000) is considered by many to be the crown jewel of Southwest Florida. The City can be characterized as being residential, with a resort lifestyle. Council-Manager form of government. A full service city, with a staff of 500 and a Total Budget of \$135 million. The ideal candidate understands redevelopment in the context of an up-scale beach community, is accustomed to a high level of service delivery, has excellent organizational and financial skills, is high energy, and is politically astute and socially adept. Experience in an up-scale environment, similar to Naples, is highly desirable. The starting salary range is \$150,000 to \$200,000, DOQ. Fringe benefits are generous, including the possibility of housing assistance. Cover letter, resume, and salary history by September 24, 2007 to: Tom D. Freijo, Ph.D., Senior Vice President, The Mercer Group, Inc., [Freijo@Mercerfl.com](mailto:Freijo@Mercerfl.com) P.O. Box 9328, Winter Haven, Florida 33883. FAX: (863) 299-6737. EOE. Preference in initial employment shall be given to eligible veterans and spouses of veterans. Applications in Florida become a matter of public record upon receipt. Go to [www.mercergruppinc.com](http://www.mercergruppinc.com) for a complete Position Profile.

**City Manager - Palatka, Florida - (11,500) Salary:** \$72,751 - \$110,173 plus excellent benefits. ICMA (CM) recognized; 2 managers since 1970. Present manager retiring after 30 years, 26 as CM. Mayor and four-member commission elected at large for four year staggered terms. \$10m general fund budget, \$10m enterprise fund budgets; 175 full time employees. Full-services plus CRA, municipal airport and golf course. Requires bachelors degree in public administration or related field; demonstrated skills in leadership, public relations, communication, planning & economic development, team building, growth management, finance and personnel management; innovative & able to execute city's vision for future, while addressing the long & short term needs of city; desire motivator with high integrity & ability to make & implement decisions.

Master's degree preferred. Desire 6 – 8 years management experience. Submit resume to City Manager, 201 N. 2<sup>nd</sup> Street, Palatka, Florida 32177 or email [arbush@gbso.net](mailto:arbush@gbso.net) prior to Oct. 12, 2007. EOE

**Economic Development Coordinator – Plantation** - The City of Plantation, Florida, (located west of Ft. Lauderdale) population 83,000, a progressive community located in central Broward County is seeking an experienced, professional Economic Development Coordinator. The Economic Development Coordinator is responsible for development and implementation of the City's Economic Development Program including assessing strengths and opportunities within the city; developing plans and strategies related to growth and expansion of the city's economic base; development and implementation of marketing programs; serving as a liaison between the city and business community and providing technical assistance as necessary; evaluate and benchmark programs and economic resources; supervision of other economic development and redevelopment staff. Candidate must demonstrate strong written and oral communication skills and the ability to interact positively with elected officials, residents, the business community, and general public. A Bachelor's degree in Public or Business Administration (Marketing and Finance) or a closely related field is required; a Master's degree is preferred. Supervisory experience is required. Salary range: \$53,550 - \$83,325. Closing date: September 21, 2007. Apply at City of Plantation, 400 NW 73 Avenue, Plantation, Fl 33317 Attn: Linda Nipp, Human Resources Manager E-mail: [lnipp@plantation.org](mailto:lnipp@plantation.org) EOE/M/F/V/D DFWP

**Utilities Director – City of Valdosta, GA** - Valdosta (pop. 47,000) is located in South Georgia, situated along Interstate 75. Valdosta takes great pride in, and makes great efforts in, preserving its natural beauty and cultural resources. Valdosta has received national accreditation for its Valdosta Main Street program for ten consecutive years, and has been designated a Tree City U.S.A. for twenty consecutive years. The quality of life in Valdosta, Lowndes County is second to none. At first glance one might think this is your typical laid back South Georgia town but, upon visiting Valdosta, you will soon discover just under the surface is a booming metropolitan area with all of the amenities of a large town and all of the quality of a small town. You might say the best of both worlds: the Valdosta Symphony, Theatre Guild Valdosta, Annette Howell Turner Center for the Arts, numerous parks and recreation programs, as well as hunting, fishing, and a calendar of community related events. The Utilities Department is responsible for Water, Sewer and Drainage. The Director is responsible for 103 employees and a budget of \$13 million. The candidate will have, as a minimum, a Bachelor's degree in engineering. A registered P.E. would be a plus. At least seven years experience in water/wastewater and experience at the director level, although those with experience as the "Number 2" in a substantial organization will be given consideration. Wastewater experience is particularly important. The starting salary range is up to \$105,000, DOQ. Cover letter, resume, and salary history by October 1, 2007 to: Tom D. Freijo, Ph.D., Senior Vice President, The Mercer Group, Inc., [Freijo@Mercerfl.com](mailto:Freijo@Mercerfl.com) P.O. Box 9328, Winter Haven, Florida 33883. TEL: (863) 299-3571 FAX: (863) 299-6737. The City of Valdosta is an Equal Opportunity Employer. Go to [www.mercergroupinc.com](http://www.mercergroupinc.com) for a complete Position Profile.

### ***Dates to Remember:***

October 7-10, 2007 – ICMA Annual Conference, Pittsburgh  
November 16 – Emerging Leaders Symposium, Port Orange  
February 7-8 – Winter Institute  
May 28-31 – FCCMA Annual Conference, Marco Island