



The MANAGER

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

December 2007

Vol. 29, No. 12

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Attracting People to Public Service

By Lynn Tipton

Several years ago, one of Florida's municipal governments asked senior staff to go 'door to door' seeking candidates for a vacant council seat. The town, which shall remain nameless, did not have a charter provision for gubernatorial appointment, or any other process for filling the vacancy, and had been unable to attract any candidates. What troubled me greatly was that after three months they could not find a willing volunteer to take the unpaid council seat. Since that time, I have often heard from clerks and managers about vacancies on local boards and committees too. I believe one of the reasons is that we are an "over-scheduled" society – we've all committed ourselves to a multitude of activities, and public service isn't often one of them. I also know that we have Florida citizens who do not want to fill out personal disclosure forms, or submit themselves to the open meetings/open records process and scrutiny. Is it, perhaps, also true that citizens don't feel a responsibility to serve their counties or cities?

One of this Association's biggest challenges and opportunities is the need to grow a "next generation" of city and county managers, deputies, assistants, and senior management teams. I will begin teaching a master's class in public administration in January. I am looking forward to a dialogue about public service and about life as a public servant. I've always been proud to be second generation in the local public management profession but am saddened by the fact that none of my nieces and nephews considers making it three generations – they are all talking about the private sector instead. How did public service become less attractive than it was when I was coming up through school? How are we going to attract people of all ages to be public servants?

The FCCMA participates in college job fairs and has pamphlets about careers in city and county government for younger children, but I believe we are going to have to also reach out to those persons returning to the workplace, and to seniors, to fill the many positions within our cities and counties. The “generational gurus” are talking about four generations in the workplace – I am sure this is true for local government as well. Is a multi-generational outreach part of your strategic plan? If not, this is food for thought. What are some “best practices” for restoring public service’s reputation? I think we should share our ideas and would welcome your thoughts and suggestions.

2008 Elections

Canvassing started in December for the 2008 elections. There are two at-large director positions available and secretary-treasurer. All positions require self-nomination with a short resume in the ICMA Who’s Who format. To be considered for an at-large seat, one must be a voting member in good standing (full or associate) with three years experience as a Florida manager and currently serving as a manager or an assistant/deputy manager or assistant to the manager. To be considered for the secretary-treasurer position, one must meet the above criteria and have served a full term on the Board of Directors as a district director or at-large director. The secretary-treasurer must make a commitment to serve four years in order to complete the succession sequence. **The deadline to self-nominate is January 29, 2008.**

2008 FCCMA Annual Conference-“Emerging Trends— Looking Into Florida’s Crystal Ball”

Conference registration materials will be mailed in early February. Make plans now to attend this year’s conference May 28-31 in Marco Island.

So You Want to be a City/County Manager...

...then answer just one question: What’s Your Management Style? Okay, so you’ll probably be asked more than just that one question in your next interview, but how well do you really understand what type of manager you are or could be?

How familiar are you with the types of management styles that you encounter in others, and do you know how to find success in your interactions with those who employ a style different from yours?

At the 2008 pre-conference session “So You Want to be a City/County Manager” (a.k.a. “SYWTB”) being held Wednesday, May 28, 2008 in Marco Island, Florida, you will learn the answers to all of these questions and more! The first 50 people who register for the 2008 SYWTB session will receive a **free** management style profile analysis.

***The World Without Us* by Alan Weisman**

Lee Feldman will kick off our new book club discussion group at the annual conference. This will be an informal discussion, perhaps, held at the pool. He will lead a discussion of the book *The World Without Us* by Alan Weisman. This book wants us to envision what life on earth might be like without humans. For more on the book, please read it and join the discussion at this year’s conference. It’s available on Amazon.com.

2008 Winter Institute – “Transformation Through Conversational Leadership”

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. The Winter Institute is limited to 80 managers, deputies and assistants; and space will be filled on a first come, first served basis. **There are only a few spaces left, so if you are interested in attending, please fax your registration form in today. We will start a waiting list if we get more than 80 registrations.**

What’s Happening in the Districts

District VII

District VII held a luncheon on Friday, December 7 at the Ironwood Country Club in Gainesville. It was well attended. Jeff Hendry from the John Scott Dailey Institute of Government and Bob Lee, Practitioner-in-Residence from the Center for Florida Local Government Excellence led a discussion on the certificate program that will be offered through the Center. The certificate program will offer four classes that will earn a “Certificate in Florida City and County Management

Coaching Subscription

With the dissolution of the Florida City and County Management Foundation, please consider a subscription to our Coaching Program. Budgets have been tightened and this is a great way for everyone in your city or county to participate. The cost of a subscription is only \$50 a year per city/county, and purchasing one subscription from your jurisdiction will help subsidize this great program. If your city/county can help, please send in your check to FCCMA today. Thank you to the cities and counties who have subscribed.

MIT News and Update

Listed here are the current members-in-transition. **Bruce Behrens**, former manager of Minneola, bbehrens@cfl.rr.com; **Mitchell Bobowski**, mbobowski@yahoo.com; **Pamela Brangaccio**, former administrator of Broward County, pbrangaccio@tampabay.rr.com; **Joe DeLegge**, former manager of Bartow, jdelegge@gmail.com; **Jim Gallagher**, former manager of Dundee, jgallagher27@tampabay.rr.com; **Charity Good**, former manager of North Bay Village, good2821@aol.com; **Stella Heath**, former assistant manager of Frostproof, 863.639.2178; **Tom Moffses, Sr.**, former manager of Madison, moffsesr@gmail.com; **Katrina Powell**, former manager of Fort Meade, ktpowell68@aol.com; and **Susan Ashley Stanton**, former manager of Largo, a19b59@yahoo.com. Please take a minute to show your support of these MITs by making a phone call or sending an e-mail.

Positions

Director of Planning and Development 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
EOE m/f/d/v Drug/Smoke Free Workplace.

Community Services Division Director - Highlands County (Florida), Board of County Commissioners (HCBCC) - \$65,915 – \$108,742 DOQ. HCBCC is seeking candidates for our newly created Division Director of Community Services position. This integral position reporting to the County Administrator provides administrative oversight to HCBCC's Extension, Human, and Library Services, Child Advocacy Center, Natural Resources, and Parks & Recreation depts. Responsibilities include: forming Divisional policies; preparing and presenting reports to the County Administrator, County Commission, and state and federal agencies as appropriate; developing the Divisional budget; and developing effective, positive relationships with the community. Position requires: BA/BS from an accredited four-year college or university in a business or management-related field, or in a discipline represented by one of the Division's departments, MA/MS degree in Public Admin, Business Admin or related field strongly preferred; and 8+ yrs progressively responsible senior-level mgmt experience. Preference will be given to applicants with the required experience in a municipal or county government setting. This position is open until filled. Review of applications will begin on December 20, 2007. For a detailed job description, and to download the employment application, please visit our website: www.hcbcc.net. Send applications and supporting documents to: Attn HR, 600 S. Commerce Ave., Sebring, FL 33870. EOE/Vet Pref/Drug Free Workplace.

Public Safety Division Director - Highlands County (Florida) Board of County Commissioners (HCBCC) - \$65,915 – \$108,742 DOQ. HCBCC is seeking candidates for our newly created Division Director of Public Safety position. This integral position reporting to the County Administrator provides administrative oversight to HCBCC's Emergency Medical Services, Fire Services, Emergency Management, and Animal Services depts. Responsibilities include: forming Divisional policies; preparing and presenting reports to the County Administrator, County Commission, and state and federal agencies as appropriate; developing the Divisional budget; and developing effective, positive relationships with the community. Position requires: BA/BS from an accredited four-year college or university in a business or management-related field, or in a discipline represented by one of the Division's departments, Master degree in same and experience and management knowledge of public safety functions and programs preferred; Current Florida certification as a Fire Fighter, Paramedic or Emergency Medical Technician; and 8+ yrs progressively responsible senior-level public safety management and supervisory experience (a comparable amount of training or experience may be substituted). This position is open

until filled. Review of applications will begin on December 20, 2007. For a detailed job description, and to download the employment application, please visit our website: www.hbcc.net. Send applications and supporting documents to: Attn HR, 600 S. Commerce Ave., Sebring, FL 33870. EOE/Vet Pref/Drug Free Workplace

Public Works Division Director - Highlands County (Florida), Board of County Commissioners (HCBCC) - \$72,633.60 - \$119,766.40 DOQ. HCBCC is seeking candidates for our newly created Division Director of Public Works position. This integral position reporting to the County Administrator provides administrative oversight to HCBCC's Development Services, Engineering Services, Road & Bridge, and Solid Waste depts. Responsibilities include: forming Divisional policies; preparing and presenting reports to the County Administrator, County Commission, and state and federal agencies as appropriate; developing the Divisional budget; and developing effective, positive relationships with the community. Position requires: BA/BS from an accredited four-year college or university in engineering, or in a discipline represented by one of the Division's departments, MA/MS Master degree in Civil Engineering and PE certification preferred; and 8+ yrs progressively responsible senior-level mgmt experience in supervising and managing a large scale public works or comparable operation (a comparable amount of training or experience may be substituted) Preference will be given to applicants with the required experience in a municipal or county government setting. This position is open until filled. Review of applications will begin on December 20, 2007. For a detailed job description, and to download the employment application, please visit our website: www.hbcc.net. Send applications and supporting documents to: Attn HR, 600 S. Commerce Ave., Sebring, FL 33870. EOE/Vet Pref/Drug Free Workplace.

Village Manager - Islamorada, Village of Islands, FL - (population 7,000). Located in the beautiful Florida Keys, Islamorada is a tourist-oriented community an hour south of Miami consisting of four islands spanning 18 linear miles, with a land area of approximately 3,900 acres. Known as the *Sport Fishing Capital of the World*, it is characterized by water, sun, fishing, locally owned restaurants and a small-town atmosphere. Budget of \$35 million and 84 employees. County provides contracted police services. The primary challenges are developing affordable work force housing, and major capital projects including installation of sanitary sewer, improving the stormwater collection system, marina renovation, construction of two fire stations as well as other construction projects. The ideal candidate will have at least a Bachelor's degree in management or related area and a minimum of seven years of increasing responsibility leading to senior level management, including four years working closely with municipal governments in a comparable community. The individual must demonstrate a high level of administrative ability, exhibit innovative thought and major achievements. Past performance must show expertise with budget and finance management, infrastructure development, understanding of state laws and other related matters including land use and zoning, and public works. Knowledge of engineering is desirable. Starting salary and benefits are competitive and negotiable, depending on qualifications and experience. Forward resume, letter of interest, salary history and five professional references to Human Resources, P.O. Box 568, Islamorada, FL 33036 or hr@islamorada.fl.us by 4:00 p.m. January 18, 2008. Under Florida law, all applications, once received are a public record and subject to disclosure upon request. Veteran's preference will be awarded according to Florida Law.

Downtown Redevelopment Manager – Lake City - The City of Lake City is a small town located in north central Florida midway between Jacksonville and Tallahassee approximately 45 miles north of Gainesville, just off I-75 and south of I-10. The City of Lake City is accepting applications for the position of **DOWNTOWN REDEVELOPMENT MANAGER** for the City of Lake City. This is responsible managerial, supervisory and marketing work coordinating the City's Community Redevelopment efforts, its program and activities. The Downtown Redevelopment Manager reports to the Assistant City Manager and is the main point of contact for downtown development. Position provides planning, management and administrative direction for division services and programs to include new retail and restaurant establishments, commercial and residential development, and events to Downtown Lake City. The overall goal is to market Downtown as a great residential and commercial environment; develop excitement about the changes; and promote events and activities that will generate growth while strategically marketing the Downtown area as a great place to live, work, play and development projects. The successful candidate will have graduated from an accredited four year college or university with major course work in public or business administration, marketing, planning, or a closely related field; four years of professional level experience managing a Redevelopment, Main Street, or Downtown Business Improvement District, or similar program or any equivalent combination of education, training, and experience. The candidate must possess a valid Florida Driver's License and will be required to pass a pre-employment physical and drug screen. A detailed job description and application may be obtained and submitted at the 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.** The City of Lake City is an EEO/AA/ADA/VP employer.

Administrative Services Manager, Police Department (Fiscal Services) – Largo - \$54,017-\$67,516. Master's Degree in Public Administration desired, but Bachelor's Degree in Public Administration, Business Administration, Accounting, Finance, Economics, and/or a related discipline required with 4 years experience as a Management or Budget Analyst with current or past supervisory experience or comparable position in local government. High proficiency in spreadsheets. Having worked directly or indirectly with a police department is a plus. Valid FL Driver's License. This professional management position is responsible for the planning, organizing, directing, and supervision of subordinate personnel for an admin services program for the Police Department. Work includes accountability for major departmental activities including fiscal administration, budget management (\$20M), contracts for services, purchasing, personnel support functions (over 200 FTEs), and capital projects coordination. If interested please complete an application for employment and return it with or without a resume to the City of Largo at the following address (please do not send resumes without an employment application): City of Largo Human Resources, P.O. Box 296, Largo, FL 33779-0296. You can also FAX your application materials to (727) 587-6782 or by e-mail to resume@largo.com. Applications are available as www.largo.com, for questions call Jodi Marra 727-587-6716 ext. 7703.

City Manager – Madeira Beach - The City of Madeira Beach is accepting resumes for the position of City Manager. This professional position is responsible for the administration of City policies, procedures, and ordinances. Madeira Beach is a barrier island community with approximately 4,500 permanent residents and stable employee

base of 57 fulltime. This is a full-service community with public works, storm water, sanitation, recreation, fire, code compliance, and administrative services. Previous experience in redevelopment, waterfront and tourism is preferred. Minimum educational requirement is Bachelor's degree from an accredited college/university in Public Administration, Business, or related field. Master's degree is preferred. Excellent management skills and communication are essential. Florida experience is required. A minimum of seven years progressive experience in government, with two year minimum as Manager or Assistant Manager is preferred. ICMA certification is desirable. Salary range DOQ with benefits and ICMA Retirement. Send resume with salary history to Human Resource Manager, City of Madeira Beach, 300 Municipal Drive, Madeira Beach, FL 33708. Fax (727) 395-9361 or email to dcline@ci.madeira-beach.fl.us. Our employment application is available for print out at www.ci.madeira-beach.fl.us. All applications will become public documents under Florida Law. Position open until filled. EOE/DFWP/V/M/F

Building Director – Manatee County Government - Since the early years of development, with plentiful waterways providing a ready source of transportation, Manatee County has experienced steady growth. The region's picturesque villages with old-Florida style neighborhoods, the rural atmosphere of the eastern area of the County and the 150 miles of pristine shoreline and sub-tropical climate attract growing young families and business professionals looking to make their mark on the world as well as retirees seeking to spend their golden years in a tropical paradise. The Building Director, responsible for the professional, administrative, supervisory and overall management of the Manatee County Building Department, serves at the will and pleasure of the County Administrator. Reporting to the Building Director are the Building Official, Construction Inspections Manager, Construction Review Manager and Permitting Services Manager. The Building Director is responsible for 70 employees on an operating budget of \$6.1 million. Manatee County is looking for the successful candidate to be a highly innovative change agent who exemplifies creativity and customer service orientation. This person must be a risk-taker who can effectively contribute to the expansive growth of the County. The salary range for the position is \$88,296 - \$136,864, depending on qualifications. Requirements: Bachelor's Degree in architecture, planning, engineering or related discipline with a minimum of 10 years related experience in a state, county or local government setting with at least five years supervisory experience. Previous experience as upper level management desired. Applications (which must accompany a resume) can be downloaded by visiting our website at www.mymanatee.org. Please submit all resumes and applications to: Manatee County Human Resources, 1112 Manatee Ave. W., Suite 863, Bradenton, FL 34205 or fax to 941-749-3035. AA/EEO/M/F/H/Vet Pref/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. 2nd Avenue, Miami Shores, FL 33138 or e-mail to: estepb@miamishoresvillage.com. EOE

Management and Budget Director – Sunrise - City of Sunrise, (pop. 90,000) located just west of Fort Lauderdale, Florida, is the site of the Bank Atlantic Center, a 20,000+ seat arena, the home of NHL's Florida Panthers; and Sawgrass Mills Mall, the largest shopping mall in the southeastern U.S.; as well as home to a growing number of corporate headquarters. The Central Services Dept. is recruiting for: Management & Budget Director \$76,455 - \$105,394 (Negotiable depending on qualifications) This is highly responsible admin. supervisory work in developing & implementing the City's annual operating budget & the preparation of the Five-Year Capital Improvement Program. Req's: Bachelor's degree, from an accredited college or university, in Accounting, Finance, Business Administration or Public Administration. Master's degree is desirable. Five (5) years of progressively responsible experience working in a central budget office in the preparation and implementation of City or Countrywide budgets. Should be familiar with productivity analysis and Federal, State and Local laws as they relate to budget preparation and fiscal planning. Two (2) years of supervisory experience required. Excellent benefit package. The City also offers an excellent pension plan with vesting upon 5 yrs. of service, tuition reimbursement, vacation days, 12 sick days & 13 paid holidays. The position is open until filled. PROOF OF EDUCATION IS REQUIRED. Applications may be obtained (9-5) Mon-Fri at the Personnel Dept. 1300 Sawgrass Corp. Pkwy, Ste.100 Sunrise, FL 33323 (or download the application at our website: <<<<<<http://www.sunrisefl.gov/>>>>>) DFWP M/F/D/V EOE

Water Plant Manager - West Palm Beach - The City of West Palm Beach (pop. 102,000) with its sunny palm-lined streets, scenic waterfront views, quaint shopping districts, historic neighborhoods, and year-round outdoor festivals — is a slice of paradise whose hallmarks are elegance and luxurious comfort. Reporting to the Assistant Director of Public Utilities, the Water Plant Manager plans, supervises, coordinates, and controls the City's 47 MGD water treatment plant and water distribution systems operations. The incumbent in this position is responsible for the maintenance, construction and repair efforts dedicated to infrastructure and water treatment and operations; for developing and maintaining regulatory compliance programs for the Water Treatment Plant to ensure compliance with all local, state and federal laws, rules and regulations; and to properly respond to citizen's questions and inquiries on all water quality issues. Bachelor's degree, preferably with a major in Chemistry, Biology, Business or Public Administration, or closely related field and seven (7) years experience in public utilities, public works, or private construction, including two (2) years in a supervisory/managerial capacity, or any equivalent combination of training and experience. A State of Florida Class A water plant operator license issued by the Department of Environmental Protection is required. Candidates with equivalent out of state licenses will be required to obtain the State of Florida license within one year from date of employment. The salary range for this position is \$68,500 - \$102,900. Very good benefits package. How to apply: Cover letter, resume, and salary history by January 10, 2008 to: Tom D. Freijo, Ph.D., Senior Vice President The Mercer Group, Inc. Freijo@Mercerfl.com P.O. Box 9328 Winter Haven, Florida 33883 TEL: (863) 299-3571 FAX: (863) 299-6737. EOE. Applications in Florida become a matter of public record upon receipt. Go to www.mercergroupinc.com for a complete Position Profile.

City Manager – City of Woodstock, GA - The City of Woodstock (pop. 21,000), sits less than thirty minutes from the heart of Atlanta, the South's busiest city. With a population that has nearly doubled since 2000, Woodstock is one of the fastest growing cities in the country. Woodstock operates under a Council-Manager form of Government. The Mayor and Council are made up of seven individuals. With a staff of 180, Woodstock is a full-service city. The City has a current General Fund budget of \$15 million and a Total Budget in excess of \$25 million. Education ♦ Prefer MPA. At least a Bachelor's degree, preferably in Public Administration or related area. ICMA Credentialing a plus. Work Experience ♦ At least five years experience in municipal or county government as the CEO/CAO. Applicants with extensive experience as an assistant manager will be given consideration. Starting salary range is \$125,000 to \$155,000, DOQ. How to apply: Cover letter, resume, and salary history for initial screening by January 11, 2008 to: Tom D. Freijo, Ph.D., Senior Vice President, The Mercer Group, Inc., Freijo@Mercerfl.com P.O. Box 9328, Winter Haven, Florida 33883. FAX: (863) 299-6737. EOE. Go to www.mercergroupinc.com for a complete Position Profile.

Dates to Remember:

February 7-8, 2008 – Winter Institute

May 28-31, 2008 – FCCMA Annual Conference, Marco Island

June 4-6 - 2008 - Transforming Local Government (TLG) Conference, Greenville, SC

June 25-27, 2008 – Florida Association of Counties Annual Conference, Miami

August 14-16, 2008 – Florida League of Cities Annual Conference, Tampa