



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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Executive Director's Column: Orientations "R" Us

By Lynn Tipton

One of my favorite responsibilities is participating in training for elected officials. I am the facilitator and part of the faculty for the Florida League of Cities-Florida Institute of Government "Institute for Elected Municipal Officials" and part of the faculty for the Certified County Commissioner program with the Florida Association of Counties. It has been an honor and privilege to help these officials become better acquainted with Florida, and with Florida's local governments. Many of you are responsible for the orientations of your officials – either as manager, member of the senior management team, or in another capacity. Three years ago, ICMA asked me to adapt my orientation materials into an ICMA University workshop, and it has been my pleasure to conduct that class over the last 3 ICMA Universities at the annual conference. All that to say, I believe the orientation for elected officials is a critical element of office holding; without it, many officials get off on the wrong foot and never see what management hopes they see.

It occurred to me that a check-list might help FCCMA members in the development of such orientations. I am having that check-list reprinted here, and it can be easily adapted to either a city or county setting. It is not perfect – and I am always open to suggestions!

In the training classes I've conducted, we often talk about whether it is a benefit or not to give the elected official a "notebook" with the pertinent information. I am a fan of the physical notebook because the officials carry it to civic clubs, classrooms and other meetings; it is handy and can be easily updated. I recognize, however, in an electronic age, that many of you post these items on your intranet or government web sites for the officials to use. Either way, the information has to be kept up-to-date...which is not always easy!

The notebook (or DVD or whatever you provide) cannot be a substitute for the one-on-one time a manager spends with his/her council or commission; it is a summary or helpful tool. The most confident elected officials I meet are the ones who had hours of time with their respective

managers: time to tour, learn the fiscal structure, ask questions, and then reflect awhile, and ask more questions.

The bottom line: we orient candidates who run for office on some of the basics of government, and we should be conducting thorough orientations of elected officials when they come into office. I even know of “seasoned” officials who ask for orientations and use them as a refresher! If you find this tool to be helpful, I will get it posted as a resource on the FCCMA web page.

Contents for Elected Officials’ Orientation Notebook

- ❑ Key names (council/commission/key staff and emergency), phone numbers, addresses, e-mail and fax
- ❑ Important sections of the charter or organizing document– like duties, responsibilities of council/commission and the same for manager/clerk/attorney
- ❑ procedures for requesting agenda items
- ❑ procedures for reimbursement or city expenditures
- ❑ reporting requirements (state law and other) – gifts, financial disclosure
- ❑ a map of the city or county (with voting districts, if applicable)
- ❑ procedures for public input at city council meetings (we have found that a number of local governments have formally adopted procedures and rules for this)
- ❑ local holidays marked on a calendar
- ❑ glossary of terms (especially acronyms!)
- ❑ names of reporters who may be calling them (and guidelines for talking to the press!)
- ❑ organizational chart of the government
- ❑ an “intergovernmental section” that features the names of area and regional officials (county commissioners, state legislators, Congressional delegation, water management district, special district boards, school board, etc.). Can also include “How a bill becomes a law” hand-out
- ❑ A section on city/county advisory boards: with roster and schedule
- ❑ key dates for the year for functions like council meetings, retreats, workshops, advisory board meetings, conferences, special events and training opportunities.
- ❑ Information about the C-M form of government, and copy of the Code of Ethics

Suggested tabbed sections: Contacts/Procedures and Policies/Charter-Ordinance List/”How to” Section (with forms to give citizens)/Maps and Districts/Advisory boards/Intergovernmental Lists/Calendar
Laws and Organizational Documents/Glossary

Other check-list: tours of city/county facilities (make a list that is easy to check off as it is accomplished)

Separate book: CAFR and Budgets

Separate guide: Robert’s Rules or a brief on Parliamentary Procedure

E-Coaching Program

Mark the following dates on your calendar for the upcoming phone panels for the FCCMA Coaching Program. The program begins the 2007 inaugural with three core elements: telephone panel sessions, One-on-One Coaching and Ask A Coach. The sessions and dates are: **Enjoying a Great Career in Local Government**, 2-3 p.m., ET, Wednesday, June 27; **Building a Great Career and a Balanced Life**, 3-4 p.m., ET, Thursday, August 9; **Avoiding the Slippery Slope of Ethical Challenges**, 2-3 p.m., ET, Wednesday, September 12; and **Making a Difference and Having Fun – Next Gen Success Stories**, 3-4 p.m., ET, Thursday, November 1. More information coming in April and at the Annual Conference.

In Memoriam: FCCMA Past President George McMahon, 1983-1984

The Rev. Mr. George Edward McMahon, 70, of Morganton, NC, died Thursday, Feb. 15, 2007, following a period of declining health.

He served as city manager in several cities including Maitland, FL, Palm Beach Gardens, FL, and Edgewater, FL and he served as county manager in Hardy County, FL.

Mr. McMahon was ordained into the permanent diaconate in 1989 at St. Elizabeth of the Hills Catholic Church, Boone, NC and served as a deacon in several churches in North Carolina and Florida. George's philosophy of life was to share your faith with others, pray your rosary daily and family is forever, not for you just when you are a little child.

He is survived by his loving and devoted wife, Annette Louise Jaggy McMahon, his children, Timothy Michael McMahon and his wife, Maryann Peters, of Germany; Daniel Matthew McMahon and his wife, Linda, of Collegeville, PA; Valerie Jacqueline Martin and her husband, Scott, of Port St. Lucie, FL; Deborah Noel Childers and her husband, Daniel, of Morganton; Michelle Patricia Alexander and her husband, Michael, of Morganton; Rachel Patrice McMahon of Charlotte; George Darrin McMahon and his wife, Julie, of Springfield, VA; and Suzanne Marie McMahon of Morganton; a sister, Delores Teresa Hammer, of Erie, PA; 12 grandchildren; and 12 nephews and nieces.

FCCMA would like to express its condolences to the family.

2007 Annual Conference – *The Challenge of Change: Creating and Sustaining Leadership Capacity*

Registrations are coming in! The Conference Planning Committee has put together an outstanding program, and several new FCCMA programs will be introduced at this conference. We encourage spouses and partners to attend Saturday morning's breakfast and subsequent retirement session. The retirement session is designed for couples. All the things you need to know about retiring and may not have thought about. Several special workshops that require separate registrations (all on the main registration form, though) are listed below. Please call Lynn Lovallo at 850.222.9684 or e-mail her at llovallo@flicities.com if you have questions.

- **FULL-DAY ICMA SESSION**

- **ICMA Active Living Leadership Workshop**

- Local government leaders can create healthy, vibrant communities with policies and programs that promote “walkable” neighborhoods and easy access to schools, parks and healthy eating options. This workshop will introduce the concept of active living, with examples of what some Florida communities are doing to improve quality of life with pedestrian-friendly design, collaboration with schools, community gardens and other initiatives, as well as funding tips. It will include an interactive session of brainstorming and sharing experiences, and participants will take home a variety of resources and their own action plan. Lunch will be provided. This workshop is being held on Wednesday, May 16, 2007 from 9:00 am to 3:30 pm. There is no charge for this special workshop, but pre-registration is required. Registration is limited to 50 people so send in your registration today. Use the conference brochure to register.

- **FCCMA Golf Tournament**

- Challenge yourself on the Doral’s Gold Course on Wednesday, May 16, 2007, as you negotiate its undulating greens, strategic bunkering and 16 water holes. There will be a shotgun start at 1:00 p.m. and the tournament will follow the traditional “Best Ball” format. A boxed lunch will be provided at the start of play, and prizes will be awarded at the conclusion of the tournament. The fee for FCCMA members is **\$99**; the fee for non-members and corporate players is **\$150**. The registration fee covers all fees, cart and boxed lunch. All entry forms must be received no later than **April 30, 2007**, so there will be time to form teams.

- **ONE-DAY CONFERENCE ON THURSDAY, MAY 17, 2007**

- If you live in Miami-Dade or Broward counties and are unable to attend the whole conference, we have a one-day conference pass for \$125. We mailed a flyer to all members who live in this district. If you did not receive a flyer or would like additional information, please call Lynn Lovallo at (850) 222-9684.

- **CRACKER BARREL SESSIONS**

- The popular “cracker barrel” series continues, with companies presenting case studies that highlight success stories from working with a county or city. Participants will have the opportunity to hear how various programs or products work in actual practice. This session will be held on Thursday, May 17 from 2:00 – 3:30 p.m. We are pleased to announce the three companies selected to participate are; **Big League Dreams Sports Parks, Bruce Harris and Associates** and **Buxton**.

- **ICMA-RC FINANCIAL PLANNING APPOINTMENTS**

- Hortensia M. Perez and another consultant from ICMA-RC will be providing individual financial planning sessions on Thursday and Friday. The sessions will be one hour long. To register for your complimentary one-hour financial planning consultation, please call Melissa Doughty at 1-(800) 735-7505, ext. 3481.

- **ICMA UNIVERSITY WORKSHOP**

- **Hard Wiring Team Work – The Power of Collaborative Dialogue**

- Back by popular demand, Peter and Susan Glaser will present a workshop on higher-quality facilitation, consensus building and collaborative problem-solving. This session will be held on Friday, May 18 from 1:15 – 5:00 p.m. This workshop will address ICMA Practice Groups 1, 6 and 14. A separate registration fee of \$125 is required, and space is limited.

- **ICMA –RC SESSION: RETIREMENT AND BEYOND**

- Hortensia Perez from ICMA-RC will provide you with the information tools necessary to prepare for retirement. Spouses are encouraged to attend this eye-opening session. It's never too early to start planning! There is no charge for this discussion, but pre-registration is required. She will be providing materials for you to take with you and she needs to know how many plan to attend. To register for the seminar, please call Melissa Doughty at 1-(800) 735-7505, ext. 3481.

MIT News and Update

Listed here are the current members-in-transition. **Lester B. Baird, Sr.**, former administrator of Hendry County, Lesterbb2000@earthlink.net; **Mitchell Bobowski**, mbobowski@yahoo.com; **Paul Boyer**, former manager of Lake Worth; **Susan Boyer**, former manager of Crystal River, sboyerhwood@aol.com; **Steve Cottrell**, former manager in the Town of Belleair, scottrell@knology.net; **Larry Deetjen**, former manager of Deerfield Beach, larrydeetjen@aol.com; **Scott Dye**, scottdye@hotmail.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; **Richard J. Reade**, richardjreade@aol.com; and **Bonnie Wilbanks-Free**, former manager of Golden Beach, bonwfree@bellsouth.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. **Maria T. Aguilar**, town manager, Orchid, full; **Peter Louis Cavalli**, community services/IT director, Belleair Beach, affiliate; **Amy Lynn Davis**, assistant to the city manager, Largo, associate; **John Drury ICMA-CM**, city administrator, Tavares, associate; **Jeff Green**, financial services director, Fort Myers, affiliate; **Jim Landon**, city manager, Palm Coast, associate; **Donald C. Menzel**, director, Institute for Public Policy & Leadership, University of South Florida, Sarasota-Manatee, affiliate; **Donna G. Miller**, assistant county administrator, Okaloosa County, associate; **Alfredo Riverol**, assistant village manager, Pinecrest, full; and **Michael J. Woika**, assistant city manager, Boca Raton, associate.

Positions

Casselberry, Florida - Economic Development Director - (Pop. 25,000) Salary Range: \$63,504 - \$105,840. Hiring range: up to midpoint or DOQ. Under general direction of the City Manager, the Economic Development Director is responsible for highly professional and technical work coordinating the City's efforts for local economic development. Work includes planning and asserting leadership in realizing development and redevelopment projects, including serving as the City Manager's liaison to the Casselberry Redevelopment Agency (CRA) Board. The position is included among the City's senior management team and excluded from appointment as civil service employee. The Economic Development Director administers the CRA Board's needs including, but not limited to: supervision of employees, preparation and administration of budget, overseeing financial policies, managing real estate holdings, analyzing potential real estate acquisitions, negotiating purchase and sale of real estate, packaging real estate holdings for desired redevelopment, facilitating financing techniques to leverage high quality development, and performing related duties to successfully facilitate the professional functioning of the CRA mission, goals and objectives. The Director also oversees the City's economic development planning and implementation efforts and coordinates the City's economic development and revitalization efforts with private sector and other governmental agencies. The Director acts as business recruitment and commercial development facilitator for the City and works toward the retention and expansion of existing businesses. In addition, the Director coordinates the marketing and promotional efforts of the City, including the review of materials and advertising intended for media dissemination. The Director also advises the City Manager regarding capital improvements and funding mechanisms for projects that serve as a catalyst for economic development and redevelopment programs. The requirements include: Bachelor's Degree in Marketing, Business Administration, Public Administration, Public Policy or a closely related field (Master's Degree preferred); minimum of five (5) years of progressively responsible experience involving the administration and coordination of economic development efforts; strong computer skills. Applications/resumes accepted until position is filled. Please submit resume with current salary information and five professional references to: Human Resources Department, 95 Triplet Lake Drive, Casselberry, FL 32707. Additional information may be obtained by contacting Andy Brooks at abrooks@casselberry.org. Please include "Economic Development" in the subject line of all emails. All application materials are subject to the Florida Public Records Law.

Casselberry, Florida - Director of Human Resources - (Pop. 25,000) Hiring Range: \$60,722 - \$80,963 DOQ Located in Seminole County, the City of Casselberry is within the Orlando metropolitan area. Under general direction of the City Manager, the Director of Human Resources is responsible for professional administrative work in directing and coordinating the central human resources activities of the City. The City has 270 full-time and 18 part-time employees and four labor agreements, which cover bargaining units for police officers and sergeants, police lieutenants, firefighters, and blue collar employees. The Human Resources Department includes general human resources functions, including staffing, compensation and health and safety functions. The Department includes 4 staff and a 2006-07 budget of \$556,169. The Department conducts recruitment and applicant screening activities for all City positions, conducts new employee orientations, and provides current and prospective employees with information about policies, job duties, wages, and benefits. The Department is also responsible

for personnel records for all City employees and is required to ensure City compliance with all federal, state, local and City laws, rules, and regulations. In addition, the Department is responsible for implementation of safety policies and procedures, organizational policy matters, such as equal employment and harassment, and interpreting and administering contracts. The requirements include: graduation from an accredited four (4) year college or university with a degree in Public Administration, Human Resource Management, or a closely related field; and at least two years professional personnel experience in local government or an equivalent of at least five years of responsible professional personnel work experience in the private sector. Applications/resumes accepted until position is filled. Please submit resume with current salary information and five work related references to: City Manager's Office, 95 Triplet Lake Drive, Casselberry, FL 32707; mark envelope with Human Resources position. Additional information may be obtained by contacting Judi Romboli at (407) 262-7700, Ext. 1130, or jromboli@casselberry.org. All application materials are subject to the Florida Public Records Law.

Eustis – City Manager - Rich in history, with a promising future, Eustis (pop. 17,766) is ideally located in the heart of Central Florida. Council-Manager form of government. The City Manager serves at the City Commission's will. The City Manager has full responsibility for implementing policy and for hiring and supervising all staff. A full-service city, Eustis has 256 employees and a total budget of \$52 million. Eustis enjoys a AAA Bond rating. Bachelor's Degree required; Master's preferred. The ideal candidate has a good grasp of planning, smart growth, and economic development. The candidate will have at least five year's experience in local government as the chief executive officer. The starting salary range is \$115,000 to \$150,000, DOQ. Cover letter, resume, and salary history by March 30, 2007 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. 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.mercergroupinc.com for a complete Position Profile.

Hillsborough County - HIPAA Compliance and Security Officer - Hillsborough County is seeking an experienced and qualified individual to serve as the HIPAA Compliance and Security Officer. The position provides key compliance, reporting, education, training and problem resolution as related to requirements imposed by the Health Insurance Portability and Accountability Act (HIPAA) as well as serving as the point person for County compliance with privacy, security, and transaction and code requirements. Responsibilities include providing support and technical assistance to the Board of County Commissioners, elected officials, County Administrator's office, County departments and others as directed; providing analysis of questions and issues regarding release of health data; supporting departments and covered entities impacted by HIPAA for matters relating to workforce development, sanctions and discipline, appropriate interactions and agreements with business associates and trading partners, policies and procedures and compliance tracking; acting as liaison to interested parties regarding legal requirements, uses and disclosures, privacy and security efforts, Individual Rights, training, and other County compliance activities; referring and tracking information requests, document disclosures and complaints to appropriate department; reporting suspected violations to proper authorities using standard procedures; and administering the operating and programmatic budget

for Privacy and Compliance Office activities. The position reports to the Assistant County Administrator for Human Services. Minimum qualifications include a Bachelor's Degree in Healthcare Administration, Public/Business Administration and major course work in Social Services or related field with a minimum of three years managerial experience. Candidate must have exceptional writing skills, a high level of analytical skills, and outstanding interpersonal skills necessary to effectively interact with the Public, U. S. Department of Health and Human Services, Board of County Commissioners, elected officials, County Administrator, County departments, and agency heads. Salary range \$67,933 - \$101,878; exceptional benefits package; position open until filled. Send letter of interest, resume, and contact information for five work references to: Human Resources, Executive Recruitment, P. O. Box 1110, Tampa, FL 33601 or e-mail: ExecutiveRecruitment@HillsboroughCounty.org. EOE/Drug Free Workplace

Jackson County - Administrative Services Director - Must have a bachelors degree from an accredited college or university with major course work in public administration, business administration, finance, or a related field, and five years of progressively responsible experience in local government administration, or any equivalent combination of education and experience. A masters degree is preferred. Must be computer literate. Must have a valid FL drivers license prior to employment. Salary set at \$36,530.00 annually. Submit Jackson County employment application to the Human Resources Dept., 2864 Madison St., Marianna, FL 32448. (850)482-9633. Visit our web site at www.jacksoncountyhr.org/ Deadline to apply is 03-26-07. Drug-Free Workplace/EOE/V.Pref/ADA/AA

Jasper - Public Works Supervisor -- The City of Jasper is currently accepting applications for Public Works Supervisor. This is a supervisory position reporting directly to the City Manager. The selected candidate for this position will be responsible for the maintenance and supervision of various aspects of the Public Works Department including streets and drainage, sanitation, fleet maintenance and facilities maintenance. Applicants must possess a minimum of 2 years supervisory experience in Public Works to include streets and drainage and one other of the following areas: sanitation services, fleet maintenance, or facilities maintenance. Water/Wastewater Treatment Plant Operator License is a plus, but not required. Salary \$37,000 DOQ. Applications available at City Hall located at 208 W Hatley Street, Jasper, FL 32052 (386)792-1212.

Key West - City Manager - the southernmost City in the US, with a year round population of 28,000 and annual visitors in excess of one million, is currently accepting applications for the position of City Manager. The City of Key West overall annual budget is \$130 million with general fund budget of \$38 million and capital expenditures of \$42 million and 500 employees. Potential candidates must possess a bachelor's degree with major course work in public/business administration, finance or related field. Extensive and increasingly responsible management experience and post graduate degree desirable. Candidates must possess excellent leadership, management and interpersonal skills with ability to communicate effectively with the City Commission, staff, residents and visitors. Salary DOQ. Submit letter of interest, resume with salary history and names and phone numbers of four work related references to: S.Gilbert, HR Director, City of Key West, 525 Angela Street, Key West, Fl. 33040 or via email at sgilbert@keywestcity.com

Wellington – Assistant Leisure Services Director – Assists the Leisure Services Director in the management, operation and administration of all divisions of the Leisure Services Dept. Emphasis on work is on planning, organization, policy development and implementation including fiscal management and accountability and supervision of division managers. Work includes evaluating programs' compliance, efficiency, effectiveness and financial accuracy to ensure successful outcomes. Position also includes line responsibility for supervision of operations and maintenance staff. CPRP and knowledge of REcTrac/Main Trac requested. Minimum Qualifications: Bachelor's degree in Public Administration or Business Administration or related field; supplemented by five (5) years of progressively responsible experience in customer and community service relations and functions to include experience in managerial/administrative aspects including maintenance, budgeting, purchasing and policy management required. Exp. Public Sector experience preferred. Pay \$55,860 - \$88,670 plus benefits. Open until filled. For a complete list of open positions and to apply online, visit www.ci.wellington.fl.us or you may submit a resume/application to 14000 Greenbriar Boulevard, Wellington 33414. Ph: 561-791-4151; Fax: 561-791-4045, EOE, S/DRW & Vet Pref.

Frank Edmunds named Mr. Seminole

Congratulations to Seminole City Manager Frank Edmunds! He was named Mr. Seminole for 2007 on March 2. The Seminole Chamber of Commerce recognizes each year a person of leadership in the city.

Dates to Remember:

May 16-19, 2007 – Annual Conference, Miami
June 13-15, 2007 – FAC Annual Conference, Orlando
August 16-19, 2007 – FLC Annual Conference, Orlando