More Thoughts on Civic Education

By Lynn Tipton, Executive Director

Over the past year, I’ve been updating FCCMA members on several initiatives to increase civic education in Florida schools. As you know, state social studies standards require local government instruction in the approved curriculum; but because it is not included in the FCAT, most school districts do not include civics in their annual subjects. Bills were filed this session to require that inclusion – but even if the legislation does not pass – FCCMA members have many opportunities to work within their school districts to help ensure that local government is one of the topics within social studies. The particular focus is 4th and 7th grades right now.

In a meeting last week in Orlando with the Lou Frey Institute at UCF, a new curriculum is being developed that will help the teachers learn the subject and present it to students in any K-12 class. The activities are Florida-specific and timely; and there are possible case studies on requirements for bike helmets, creating bike paths, parks and recreation priorities and funding, noise ordinances for parties and car stereos – and I have asked the Local Government Awareness/Public Relations Committee of FCCMA to help me with these case studies. The teacher reading material includes city and county histories, structure and function of cities and counties, key roles for city officials, citizen involvement and civic discourse. In addition to this curriculum, there are already several electronic documents that will help a teacher prepare lessons on local government and will help managers and elected officials as guest speakers in the classroom.

My hope is that FCCMA will be a permanent partner in this initiative – we cannot afford another generation of Floridians, or Floridians of any age for that matter, who do not understand their governments. As former US Senator and Florida Governor Bob Graham has said, the price for that ignorance is just too high. If you are interested in being one of the “classroom partners,” please let me know.
Proposed Slate of Officers for PY2009/2010 Board

President
Joseph Gallegos, City Manager, City of Wilton Manors

President-Elect
Carl Harness, Assistant County Administrator, Hillsborough County

Secretary/Treasurer
Jonathan Lewis, Deputy City Manager, City of Palm Bay

Past President
Edward Mitchell, City Administrator, City of West Palm Beach

District I Director
Jeffrey Brown, Assistant City Manager, City of Panama City

District II Director
Oel Wingo, Assistant City Manager, City of Palm Coast

District III Director
Joseph Forte, Deputy County Manager, Seminole County

District IV Director
Sarah Hannah, Assistant Town Manager, Town of Palm Beach

District V Director
Jorge Gonzalez, City Manager, City of Miami Beach

District VI Director
Terrance (Terry) Stewart, City Manager, City of Cape Coral

District VII Director
Russ Blackburn, City Manager, City of Gainesville

District VIII Director
Douglas B. Thomas, City Manager, City of Lakeland*

At-Large Director
George Brown, Deputy City Manager, City of Boca Raton

At-Large Director
Vincent Long, Deputy County Administrator, Leon County

At-Large Director
Anita Fain Taylor, City Manager, City of Lauderdale Lakes

*A vacancy will occur in District VIII following the Business Meeting on May 29. District VIII was canvassed for interest so the board may appoint a replacement. Doug Thomas will assume the seat Saturday to complete the term.
FCCMA By-Laws and Strategic Plan 2009-2012
The revised FCCMA By-Laws and the 2009-2012 Strategic Plan were mailed to the membership in March. Please look them over and be prepared to vote on them at the Annual Business Meeting on May 29, 2009. If you did not receive your copies, please contact Carol Russell at (850) 222-9684 or crussel@flcities.com.

April Member Profile
Name/Occupation: Terry Stewart, City Manager, City of Cape Coral (3rd largest city in Florida, geographically, with around 170k residents)
FCCMA member since: 1994

Tell us a bit about your educational background: Received Associate’s in Fire Science from Broward Community College; Bachelor’s in Business Administration and Master’s in Public Administration, both from Nova Southeastern

Tell us a bit about your career path: I started out in the city of Lauderdale Lakes as a laborer in the Public Works Department, cutting grass, mopping floors, etc., until 8 months later an opening came up at the Fire Department. I worked my way up to Fire Chief and eventually moved to the larger city of Pembroke Pines to be Assistant Fire Chief there. While at Pembroke Pines, the City Manager asked me to work on special projects in addition to my fire duties, and I was eventually offered a position as Assistant City Manager in 1994. After seven and a half years in that capacity, I took my first City Manager position in Cape Coral, and that is where I am today. I like to say that I worked my way “from the mop to the top”!

What got you interested in public service? I had already enlisted in the Air Force when some family issues changed my direction and required me to stay in Florida. So I took the laborer position at the Lauderdale Lakes Public Works Department instead, and kept working my way up the ladder.

Favorite part of being a city manager: It gives me the opportunity to be able to make a difference in people’s lives every day and a chance to do something tangible that can improve the quality of life for others.

Least favorite part of being a city manager: At times it can be frustrating when you spend an inordinate amount of time and resources in answering baseless allegations from a minority of people who, at times, seem to make it a hobby to make accusations without cause.

Any hobbies/interests: I enjoy singing and recently performed a one-man two hour concert to raise money for a local community service group. I also love theater, ride my Harley, and enjoy fishing, hunting, and traditional Japanese karate, in which I have received my black belt.

Family details: I am married with two children and four grandchildren.
What would advice would you give to someone who is interested in or entering a career in local government?

There are so many good schools where you can learn technical aspects, and lots of bright people are in those schools – that’s common. You will set yourself apart by either having or developing patience in huge volumes, and you absolutely will need to have a desire to solve problems for people, to make a difference in people’s lives, and have the ability to be a consensus builder. At same time, you’ve got to be made out of tough material, very tough material, because a local government career will demand a lot out of you, both intellectually and emotionally.

Favorite Quote/Personal Motto: Stewart’s 4 Rules On Mistakes

1. Don’t be so careless, as that will cause most mistakes – Pay Attention
2. Watch out for the big one that’s gonna kill you – Pay Attention
3. Don’t keep making the same mistakes over and over again – Pay Attention
4. It’s not the mistake that one makes; it’s what you do to recover – Pay Attention!

FCCMA 2009 Annual Conference

Registrations have started arriving! Get yours in early so you can then reserve your hotel room. Some updates and highlights:

- The So You Want To Be a City/County Manager session has been finalized and slightly redesigned. This free session is on Wednesday, May 27 and will feature Katy Simon, County Manager, Washoe County, Nevada. Kevin Cojanu, Ph.D. will review enneagram results for attendees. An interactive panel discussion with managers who will discuss their non-traditional course to the manager’s office and Colin Baenziger, professional recruiter, will talk about getting the job that can lead to the manager’s office.

- Steve Seibert, from the Century Commission, will be the keynote opening speaker.

- Legislative session with representatives from the Florida Association of Counties and the Florida League of Cities will discuss the 2009 Legislative Session—topics yet to be determined.

- A special partner/spouse session has been planned, “Living in a Fishbowl—The Role of Partners.” Panelists are Jill and Reid Silverboard, Pam and David Brangaccio and Retha and Bruce Haddock. It will be a fun, interactive session.

- ICMA University Workshop—Providing customer service has changed over recent years. Come hear Steve Wishnack, ICMA University presenter, speak. Steve consistently gets great reviews from ICMA members who attend his workshops. Separate fee required.

cities/counties are facing and how they are dealing with changing times (this session will provide a “take-away” of ideas), financial planning appointments, resume reviews and many more workshop sessions are on the agenda. Appropriate ICMA practices for credentialed hours will be posted on the web site about 3 weeks prior to the conference for planning. Registration is truly a bargain at $325 for members—it includes most meals and all workshops/entertainment. Guest registration is only $75.

- Saturday’s closing breakfast (included in your registration) will feature Gary Yamamoto as the speaker. Gary will speak on, “Professional Power, Personal Excellence.”

- Friday night’s dinner buffet (included in your registration) will showcase a group of musicians headed by a 17 year-old wonder known by many in the Tampa area. B.K. Jackson has played with B. B. King and Tony Bennett. It is a great way to end the week.

- One-day, Thursday only, registration available for $125.

- Resume reviews will once again be offered. Colin Baenziger and Connie Hoffman have been invited to meet with individuals, review resumes and offer constructive criticism. We have not yet confirmed which day which recruiter will do the resume reviews. Appointments are being accepted for Thursday, May 28 from 9:00 a.m. – 5:00 p.m. and Friday, May 29 from 10:00 a.m. – 5:00 p.m. The time slots are already filling up so please sign up now.

- Consultants from ICMA-RC will be providing individual financial planning sessions on Thursday, May 28 and Friday, May 29 from 8:00 a.m. – 5:00 p.m. The sessions will be one hour long. Sign up now as there may be limited availability on-site.

For more information, check the web site at www.fccma.org or contact Lynn Lovallo at lloyallo@flcities.com or 850.222.9684.

ICMA Conference 2009—Montréal
Our State was well represented at the ICMA Conference Planning Committee held in the host City of Montréal, Canada this past November. FCCMA Board member Jon Lewis, Dolores Mejia of Miami Beach and I were exposed to a truly unique, metropolitan City where the St. Lawrence River has carved into this ‘frozen tundra’. While I’m told that during the dates of the conference, September 13-16, 2009, we can expect temperatures in the 70s, during the week before Thanksgiving the temperature never rose above freezing with sustained winds of 20 knots. The weather, coupled with the airline losing luggage (direct flight) made for very limited exploration of the City by foot. Nevertheless, there was some knowledge garnered from the visit worth sharing with colleagues.

Airlines—Traveling from Orlando International was no problem with direct flights. With the exception of an agent failing to put luggage on the plane in The City Beautiful, the flight was anticlimactic. I prefer WestJet Airlines because they didn’t lose luggage on
our return flight. About a 50-minute ride from the airport into the city. Don’t forget your Passport.

Language/People—While you will hear quite a few speaking French, English is very common. With the exception of a language handler at the airport, everyone I encountered was bilingual and very courteous. The people of Montréal were quite friendly and very helpful. While the committee was forewarned that some French-Canadians could prove to be less than receptive to Americans, we never experienced any contempt. They even tolerated my southern drawl!

City—Montréal is an international community of 3.6 million people. I’ve read where it is home to over 80 distinct cultures. I guess you could say the City has been around for quite a while with its European features. There is an older section of the City that resembles a gaslight district with great restaurants and specialty shops. Located along the waterfront, the area is walking distance for the exercising attendees, but most will prefer a taxi. Hopefully, we’ll get to have our FCCMA dinner in this historic area.

Housing—There’s good news in that there are enough hotels within walking distance to the conference meetings to accommodate attendees. At least one, the Hyatt Regency, has direct access to one of the many underground shopping malls.

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* Primary Conference Hotels
**Hotels closest to the Palais des congrès de Montréal

Conference Facility—The center is large and convenient with access protected from the weather. We were asked to remind our state members to try referring to the facility with its proper name, Palais des congrès de Montréal or Palais des congrés. It seems the locals may not know what we’re talking about when asking directions to the conference center.

Shopping—This experience sort of reminded me of New York City without the street vendors. Whether it was the economy or custom, most merchants would negotiate purchase price; kind of like it was expected. There are huge malls underground of City Center that would take days to explore. You may want to take this shopping opportunity into consideration when packing for the conference and check with airlines for extra baggage cost.

Food—I cannot recall an average meal while there. As one would expect, there are some really fine French restaurants, but there are equally as many specialty restaurants with
cuisine reflective of an international city. If you’re into eating, you will be more than satisfied.

**Conference**—To be expected, the educational programs will have a lot of focus on the economy and managing in times of fiscal constraint. There was a great deal of discussion during the planning retreat about the need to give managers practical tools to use when returning home. Our committee stressed the need for ICMA to be sensitive to the cost of the conference and its members’ challenges in defending attendance during these economic times. There is some good news in that the exchange rate has improved with the strength of the dollar.

In a recent issue of this newsletter, Jon Lewis provided a well-written piece on the importance of continuing education and how to present to employers and public the importance of attending this conference. I personally feel this will be one of the most rewarding ICMA Conferences yet. It’s like an Economic Summit for Managers where we can collectively exchange policies and ideas on how to better survive these times.

See you there,

Joseph W. Yarbrough, C.M.
City of South Daytona

**2009 Phone Panel Discussion Series**

The topic for the April phone panel is *Sustainability through Economic Development.* The date is Thursday, April 23, 2009, from 3:00 pm – 4:00 pm EST.

The panelists are: **Doug Anderson** - Former County Administrator, St. Lucie County; **Mike Reagan, Ph.D.** - President & CEO, Greater Naples Chamber of Commerce; **Jack Schluckebier, Ph.D.** - City Manager, City of Melbourne; and **Norman Taylor** - Director, Office of Economic Development, Broward County.

You can access the phone panel by Webinar:  http://florida.acrobat.com/coaching or dial-in at 1-877-685-5350, Passcode: 588731.

**2009 Florida ASPA Conference**

“Public Trust, Public Resources, Public Service – Keeping Public Service Delivery Up in a Down Economy” is the theme of this year’s conference. It will be held on Friday, May 15, 2009 from 8:00 a.m. – 5:00 p.m. at Stetson University – Lynn Business Center 421 North Woodland Boulevard, DeLand, Florida. The registration fee is $55.00 and $45.00 for students if postmarked by April 18, 2009. After April 18, 2009, the cost is $75.00 and $65.00 for students. **Registrations after May 8th must be onsite in DeLand (no credit card registration at door).** Registration fees include conference sessions, continental breakfast, box lunch and two coffee breaks.

Credit card registration (ASPA members only) is available online at www.aspanet.org. Click on conference tab, this will direct you to conference events. Checks or money orders only by mail (cash/checks will be accepted for on-site registration). Please make checks payable to Florida ASPA Conference. Please mail registration and payment to: Steven Bobes - 1625 SW 83rd Avenue - Miami, Florida 33155.
It Is Another Great Day: An Inspiring Guide to Effective Leadership

FCCMA member Alvin B. Jackson, Jr. has written an inspirational “feel good” book that combines leadership theory with “real life” experiences and applications. How you already possess the most vital characteristic of a great leader, how to develop a sophisticated internal communications systems, and how to maximize leadership training are just some of the topics he covers in the book. The cost is just $19.99. For more information, call (561) 722-5420 or visit ItIsAnotherGreatDay.com.

MIT News and Update

Listed here are the current members-in-transition. Duncan Ballantyne, former administrator of Martin County, dmcballant@aol.com; Susan Boyer, former manager of Crystal River, sboyerhwood@aol.com; Pamela Brangaccio, former administrator of Broward County, pbrangaccio@tampabay.rr.com; Matt Brock, former manager of Grant-Valkaria, mattbrock42@hotmail.com; Jim Coleman, former manager of Williston, jcoleman@embarqmail.com; Richard Diamond, former manager of Bunnell, richarddiamond@gmail.com; Doug Drymon, former manager of Archer, jddrymon@cox.net; Lillie Latimore, former manager of Pahokee, llatimore@aol.com; Jeff Naftal, former manager of Juno Beach, nifty888@bellsouth.net; D. Wayne O’Neal, former administrator of Hendry County, wayne.oneal@yahoo.com; Katrina Powell, former manager of Fort Meade, ktpowell68@aol.com; Richard Reade, former manager of Port Richey; Charles Saddler, former manager of Dundee, csaddler@tampabay.rr.com; Edward Smyth, former deputy manager of Leesburg, efsmyth@comcast.net; William Underwood, former manager of Belle Glade, wunderwood2@att.net; and Tom Willi, former manager of Monroe County, thomas-willi@hotmail.com. Please take a minute to show your support of these MITs by making a phone call or sending an e-mail.

New Members

The following membership applications have been received. If no current member comes forth with a reason why these applicants should not be approved as members, they will be invoiced for dues. Amy Arrington, city manager, Davenport, full member; Cynthia Lindskoog, town administrator, Palm Beach Shores, full member; Janice C. Rutan, town administrator, Haverhill, full member; and Daniel Erik Wise, trades worker II, County of Volusia, student member.

Positions

City Manager — City of Clewiston — (population 6,900). Salary range: $85,000 to $100,000, plus benefits (DOQ). The City of Clewiston operates under a Commission/Manager government form. The City Manager is the chief administrative official for the City, providing direction and coordination of operational activities in accordance with the policies determined by a five-member city commission elected at large. The City provides water, sewer, electric, sanitation, police, fire, recreation, library and CRA services with a current operational budget of $30 million and $8 million general fund budget; 115 full-time employees. Applicants must possess skills and abilities including, but not limited to, public works, budget preparation and management, intergovernmental relation experience; economic development, knowledge of electric
utility and be proficient in the use of computers. Applicants must be able to keep the city commission fully advised as to its financial condition and forecast future needs of the City. The City Manager must live in the City within three months of hire. Minimum qualifications: Bachelor’s degree from an accredited college or university in public administration, government, accounting, business administration or related field and five years experience as a city manager or related field with high level of management and supervisory experience. Florida experience is preferred. Please submit resume, cover letter and references to City Clerk Marilyn McCorvey, City of Clewiston, 115 West Ventura Ave., Clewiston, FL 33440. Position is open until filled. Under Florida Public Records Law, resumes are subject to disclosure. The City of Clewiston is an Equal Opportunity Employer, Drug Free Workplace. Please visit our web site at www.clewiston-fl.gov for more information about Clewiston.

**Town Manager - Seaside, Florida - [www.seasidefl.com](http://www.seasidefl.com)**. Seaside is recognized worldwide as the birthplace of New Urbanism - creating pedestrian friendly communities through design, education and the arts. The 80-acre beach town of 300 cottages and a vibrant urban center located in the Florida Panhandle is primarily a resort community. A grid of streets and a system of footpaths link people to the urban center, the beach and each other. The town of Seaside, FL, is seeking a Town Manager who directs operations in accordance with policies determined by the Town Council and takes action to ensure that the Town functions effectively and efficiently, proactively initiates studies and makes recommendations to the Town Council regarding the ongoing and future needs of the Town. The Town Council consists of nine street association presidents. A candidate should have at least 5 years of progressively responsible management experience preferably in public administration or corporate management. Understanding of public infrastructure, finance and management is required. A detailed job description is available upon request. Please contact Peter Zimmerman, President, Seaside Town Council at 615-944-7784 or zimmo@kanolabs.com for additional information.

**Planning Director – South Miami** - $84,396-$107,713 with benefits. The City of South Miami Florida Planning Department has an opening for a Planning Director which will be responsible for planning, organizing, coordinating managing and implementing the planning and zoning activities of the City. Responsibilities include supervision of Planning department staff, coordination and integration of Departmental and consultant work products, providing for City compliance with Florida Statues concerning required planning functions, and provision of staff services to the Planning Board, Environmental Review & Historic Preservation Board (ERPB), and other boards and committees, as assigned by the City Manager. General and specific assignments are received and work is performed with latitude for use of independent judgment in selecting work methods and procedures; work is subject to review for compliance with city objectives, Florida Statues, and Florida Administrative Code. General and specific work assignments and supervision are received from the City Manager or his/her designee. **Educational Requirements**: Bachelors Degree in Urban and Regional Planning, Architecture, Public Administration or closely related field required. Master’s Degree in Planning preferred and A.I.C.P. preferred. Minimum ten (10) years of progressive municipal government in professional planning, growth management, land development codes and building codes. Minimum five (5) years of which shall be in a supervisory/management capacity, to include fiscal management experience, preferably for a municipal or institutional organization. Thorough knowledge of comprehensive land use planning methods, land development code, economic development, community development block grant
program, census analysis, zoning, geographic information systems (GIS), historic preservation, transportation and traffic analysis, open space planning and environmental review. Must have a strong technical, administrative and business background. Ability to solve problems and deal with multiple tasks. Must be able to analyze and interpret general business periodicals, professional journals, technical procedures or governmental regulations. Ability to write reports, business correspondence. Ability and experience in drafting resolutions and ordinances. **DEADLINE DATE: OPEN UNTIL FILLED E/O/E. IF YOU ARE INTERESTED IN APPLYING FOR THIS POSITION, PLEASE SUBMIT YOUR RESUME AND SALARY HISTORY TO: THE CITY OF SOUTH MIAMI, 6130 SUNSET DRIVE, SOUTH MIAMI, FLORIDA 33143; Ph: (305) 668-2515; Fax: (305) 668-3877; Attn: Jeanette Enrizo – HR Manager, www.cityofsouthmiami.net or personnel@cityofsouthmiami.net.**

**Public Works/Engineering Director – South Miami - $84,396-$107,713.** The City of South Miami’s Public Works Department is seeking a Public Works Director which will be responsible to plan, direct and oversee all activities of the Public Works Department including and not limited to personnel, general departmental operations, records management and contract administration. **Responsibilities include:** To manage and direct all departmental activities and personnel. To administer and prepare budget for the department. To establish standards and manage permitting activities within the City’s right of way. Manage and direct Storm Water Distribution System/Extension with available funding or established funding program. To manage and direct the City’s graphic activities to include geographical information system/GIS and the Computer Aided Drafting (Auto CADD) System. To manage and direct the City’s flood/community rating system (CRS) activities. To make public presentations on the department activities as requested by supervisor. Direct activities under the Storm Water Management Program to include, drainage system maintenance, contractual canal maintenance, coordination with regulatory agencies and street sweeping. Manage and implement the Five Year People’s Transportation Plan funded through the People’s Transportation Tax Fund. Create and implement the City’s Five Year Capital Improvement Plan. The CIP is mostly funded through external funds (grants) acquired by the Public Works and Engineering Department and other enterprise funds. Manage, administer and implement planned improvements under the Local Option Gas Tax Account. Responsible to prepare and submit annual legislative appropriations request to State legislators and state departments. **Educational Requirements:** Bachelors Degree in Civil Engineering, construction and/or management or similar educational background and/or experience as deemed appropriate. Masters Degree in related field a plus. Minimum ten (10) years combined experience in engineering, capital improvements and/or storm water or a combination of experience and education. **DEADLINE DATE: OPEN UNTIL FILLED E/O/E. IF YOU ARE INTERESTED IN APPLYING FOR THIS POSITION, PLEASE SUBMIT YOUR RESUME AND SALARY HISTORY: TO THE CITY OF SOUTH MIAMI, 6130 SUNSET DRIVE, SOUTH MIAMI, FLORIDA 33143; Ph: (305) 668-2515; Fax: (305) 668-3877; Attn: Jeanette Enrizo – HR Manager, www.cityofsouthmiami.net or personnel@cityofsouthmiami.net.**

**Assistant City Manager – Sunrise - Salary: $101,295 - $139,637.** This is a highly responsible administrative and management position assisting the City Manager in planning and directing the various functions of City government. The City of Sunrise is seeking an experienced leader with well-documented management success to help guide the City. The successful candidate will have a Bachelor’s Degree from an accredited
college or university in public administration, business administration, or related field. Master’s Degree is preferred. A minimum of five (5) years of progressively responsible professional management and leadership experience in a full-service local government, with at least three (3) years in a senior level position. The ideal candidate will have strong interpersonal and communication skills. Demonstrated experience in a growth oriented environment, strong planning skills and a track record of proven results should accompany a background of effectively utilizing accountability and performance-based systems. Applicants should submit two (2) copies of resume (including current salary) a cover letter and five professional references and proof of education to: City of Sunrise, Personnel Department 1300 Sawgrass Corp. Pkwy, Ste. 100 Sunrise, FL 33323 (or download the application at our web site: www.sunrisefl.gov) DFWP, M/F/D/V EOE

City Manager - City of Evanston, Illinois - Evanston is located immediately north of Chicago on the shore of Lake Michigan. Starting salary $180,000+/- DOQ. For further information or to apply contact: Heidi Voorhees, President, The PAR Group, 100 N. Waukegan Road, Suite 211, Lake Bluff, IL 60044. TEL: 847/234-0005; FAX: 847/234-8309; email: resume@pargroupltd.com. Full Profile available at www.pargroupltd.com.

Grants Coordinator — East Ridge, TN — The City of East Ridge, Tennessee (population 21,000) is seeking a full time Grants Coordinator for the City. East Ridge is located on the Tennessee/Georgia boarder adjacent to Chattanooga, Tennessee. The City is a Council Manager form of Government and offers an excellent quality of life including schools, recreation and access to higher education from several area universities. Position Qualifications/Salary Range: The successful candidate should have a bachelor’s degree in public administration, management, communications or similar discipline. The position requires at least 2-3 years experience in local government operations, administration, grant writing and or a combination of experience fully demonstrating the ability to write effectively, coordinate multiple projects for the City, and successfully manage/administer grants. A Master’s degree will substitute for up to two years of the experience requirement. The position will be a regular employee of the City and pay between $45,000- 50,000 plus standard benefits package, DOQ. Position Duties: Typical duties of the position would include (but not be limited to) the following: Drafting State and Federal Grant applications for the City of East Ridge; Coordinating and tracking multiple applications and projects initiated by the City; Administering the terms and conditions associated with grants received; Developing and initiating new grant projects and proposals; Prepare multiple public presentations. Application Process: Application may be made via resume and cover letter not later than COB Friday, April 17, 2009. Successful candidates selected for an interview will be requested to submit and complete a City employment application. Send resume and cover letter to Attn: Grants Coordinator, Office of the City Manager, 1517 Tombras Ave. East Ridge, Tn. 37412 No phone calls please.

Dates to Remember:
April 23, 2009—Phone Panel
May 27-30, 2009—Annual Conference, St. Augustine