



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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In This Issue

Iraq Local Governance Advisor
National Spotlight on Florida Jurisdictions
Fourth Annual UCF Public Administration Research Conference
Bruce Haddock Appointed to Disaster Management Council
Slate of FCCMA Officers and Directors
FCCMA Annual Conference
FCCMA District Trainings
2010 Florida Municipal Achievement Awards
Certified Public Technology Leadership Programs

Conferences and Training in Tough Times: An Association's Challenge

By Lynn Tipton, Executive Director

The FCCMA is just a few weeks away from its annual conference – and we will miss many of you this year! Some of you have been kind enough to let us know that your city, county, special district or employer's travel and training budgets will not allow for you to attend – and while we understand the fiscal situations, please know that we will miss *you*. Associations across the nation are dealing with this dilemma: how to remain a good value to each member, and provide training and networking opportunities while also knowing that the largest event of the year cannot be attended by a majority of members. The FCCMA continues to offer free coaching panels and regional training events (lower registration fees and often just a short drive instead of all-day or multi-day travel) and you should know that your board of directors is working with our Center for Florida Local Government Excellence and other partners to offer joint programs, where and when possible.

The conference is also the association's annual business meeting – I hope you have let your district director know of any concerns or issues you may have that you wish to share with the Board (you can also contact staff with the same).

In an increasingly electronic age I hear people say “see you on-line” for various webinars and electronic meetings, but as an *older person* I just have to add that I miss the face that goes with the voice – there’s just no substitute for that!

Iraq Local Governance Advisor

By John Coffey, Budget Administrator, City of Palm Bay

I remember the first time I heard that former Port Richey City Manager Jerry Calhoun was leaving his position to go to Iraq to work as a civilian advisor. Although I have always supported the War on Terror and the mission to bring democracy to the Iraqi people, my first thought was “Is he crazy?” I never gave those “civilian advisor” positions another thought until Ken Small included a few sentences from Jerry earlier in 2009 about a position being open. I can still remember a Management Analyst saying something to the effect that “people have to be crazy to apply for those types of jobs.” Little did I realize that within a few months I would be in Washington DC training to go to Iraq as a local governance advisor working for ICMA International as a subcontractor with a joint military and Department of State team.

Having known Jerry from my days working at Indian Rocks Beach, I dropped him an e-mail to see how he was doing. Jerry and I began a correspondence where he better explained what it was like to work in Iraq and the pay and benefits currently offered. With a combination of financial strains within my personal life (Hope, my wife, had been unemployed for close to a year at that point, the loss in property valuation in our home - thereby prohibiting us from selling our home for many years to come and realizing a way to actively support the cause of freedom in Iraq directly) I approached my wife one night with the idea. Being people of faith we decided to apply for the position and pray for God’s guidance in the matter. We all know how slow the selection process can be in our own organizations, but I soon realized how “easy” hiring is for cities and counties in comparison to the recruitment process for a non-profit (ICMA) which is a sub contractor to a prime contracting agency (Research Triangle Institute [RTI]) which holds a USAID (part of the State Department) contract. On top of all that bureaucracy and layers of approval to get through, my initial interview was on a three-way conference call with a person in Washington DC and the program manager who was backfilling a position in Turkmenistan.

I initially applied for a senior position that would have lasted 18 months and was based in Baghdad with many creature comforts of home (private living quarter with indoor restroom). Although I was selected by ICMA for the position, RTI wanted someone with a different skill set. A seven month position as a local governance advisor on an embedded Provincial Reconstruction Team (ePRT) did open up when a person resigned from his ICMA contract. My wife and I decided it was worth the gamble to take the seven month position and hope that I could get another position with either ICMA or RTI at the beginning of 2010. What I did not know was that my City Manager, Lee Feldman, was going to push my resignation letter back to me and suggest an unpaid leave of absence for seven months. Hence, I had the best of both worlds, a job Iraq and my old job as budget administrator waiting for me in January if I did not want to stay working overseas.

The training for the position was very in-depth and intensive. I spent three weeks in the Washington DC area where two weeks were spent on learning the role and functions of

the Provincial Reconstruction Teams (PRTs) and becoming historically and culturally accustomed to working and living in an Arab country. The third week was a combination of intensive first aid training and driving and weapons familiarization. Although I have taken many first aid classes usually taught by paramedics from a local fire department, the scope of this training was far and beyond the typical CPR and choking lessons. Practicing applying tourniquets and treating sucking chest wounds really drives home the fact that you are heading into a potentially dangerous situation. The driving and weapons familiarization course was very interesting and informative. Learning to get maximum traction out a vehicle is a far cry from the average defensive driving course. My favorite part was the swerving through cones going backwards at 45 mph. Likewise learning to safely handle various firearms was interesting. Although I own and have fired different types of long barrel guns and pistols, the cartridge ejection pattern of an AK-47 is a lot different than I expected.

I served as a local governance advisor on an embedded provincial reconstruction team (ePRT) in Western Anbar Province (west of Baghdad and the center of Sunni Muslims, the minority Muslim sect (in Iraq) that had dominated the majority Sunni Muslims sect for the past 400 years culminating with the reign of terror of Sadam Hussein.). I was the only ICMA contractor on a team of 12 State Department personnel who worked closely with military units. The majority of the State Department personnel were temporary employees commonly known as “3161s” after the section of the regulations that permits their employment on annual contracts. I was assigned as a Liaison Officer (LNO) to the Hadithah District which has approximately 100,000 population within the major city of Hadithah, the two small cities of Haqlinayah and Barwanah and several villages. The role of a LNO is of a generalist who is the primary contact within the area and responsible for project management, information gathering, identifying needs which other PRT experts can assist and most importantly mentoring local officials on aspects of local governance management and working within a federal form of governance.

The biggest challenge I faced was getting situated into the position and living and working conditions. Being assigned to a military forward operating base (FOB) presented the biggest adjustment from everyday life in the United States. Although I had a private living unit (a converted 7.5 by 20 foot storage container otherwise known as a “can”) working 12 hours days, seven days a week while using shared bathroom and shower trailers that are typically 10-20 yards from your “can” was different. The biggest adjustment was trying to be the link between my military partners and my State Department teammates. My initial ePRT team leader was a well meaning individual, but the results of her efforts were divisiveness and ineffectiveness. Her lack of people skills became evident immediately and reminded me of one of the major benefits communities receive from professional city management employees. Once she was replaced, the State Department and military personnel were able to work more closely and effectively.

One of the personal benefits of working in local government is never having to drive very far to work, a benefit I would sorely miss in Iraq. When I went “out of the wire” to meet with Iraqi officials, the day would usual start about 6am where I would wait an hour with the interpreters while the military personnel conducted their final preparations for the trip. Typically, a convoy of 4-6 military vehicles and 20-30 personnel were required to move me to a meeting. Each mine resistant armored personnel (MRAP) truck costs about \$900,000 and is a rough ride. The average trip lasted about two hours each way. Ironically, the Marine MRAPs (which transported me during the summer months) had

unreliable air conditioning units while the Army MRAPs (which transported me during the fall months) had reliable air conditioning units. While there were a few attacks on convoys in Iraq during my time in country, all my missions were safe and non-eventful. During the missions and while on foot outside the wire, I wore the body armor and helmet most people have seen on TV. The 35-pound body armor is not that heavy but the helmet digs into your scalp for the first few missions until your scalp hardens up. Fortunately, the local security in the Hadithah district was so good that I was able to take off my body armor when I got inside the government buildings. For the most part the Iraqis understand the need for US personnel to wear the protective gear while they do not wear them. I had more than a few Iraqi leaders comment on how US News channels are quick to report anything negative that happens in Iraq while much of the good goes unreported. I would always respond that the same emphasis on negative stories is applied to local governments in the USA.

Working with the State Department personnel was an eye-opener about recruitment strategy and organizational theory. Career State Department employees historically have not been forced to work in Iraq and Afghanistan so the career State Department people who I worked with had chosen to work in the environment. These people were typically the team leaders and a very small minority of the team workforce. The majority of the PRT workforce was temporary “3161’s”. All 3161’s are supposed to be subject matter experts, such as local governance, engineering, agriculture, banking, etc. However, the qualifications for being hired as a local governance advisor are wide and questionable. Although, my personal bias toward the benefits of hiring people with local governance management experience must be disclosed, people were hired with various backgrounds including non-management experience in planning and/or public works and consultants who had no direct local government work experience. Although these experiences can provide much needed information that can be helpful to public officials in developing democracies, many of the 3161’s are assigned as “generalist” local governance advisors to local Iraqi leaders. While these advisors do their best in assisting local officials, their lack of management experience in the public sector unfortunately short-changes the benefit of the mentoring relationship. Sprinkled among the various PRTs through Iraq were “contractors” such as myself who worked for either ICMA International or RTI and served similar roles as the 3161’s. Hopefully, these recruitment and assignment issues will slowly be resolved as the State Department continues the PRT process in Iraq and Afghanistan.

Another new experience for me was learning to work with an interpreter in meetings. At first I thought it would be easy and just make the conversations a bit longer. Well, I quickly learned how complex such endeavors can be. The biggest challenge in working with linguists (preferred title of interpreters) is understanding each one has a different verbal ability in his/her native language and the other language. The second biggest challenge is understanding that each linguist speaks a different dialect of his/her native language, similar to how



English speaking people from various parts of the United States use different words and pronunciations for the specific words. Mix these two challenges into split second decisions the linguist must make and the clarity rate can hover around 70% in the best of circumstances. The experienced diplomat compensates for these difficulties by developing a close personal relationship with his counterpart. As a new person in this situation, I was blessed to have a very talented and experienced linguist as my assistant. As I spent more time in Iraq and worked with many different linguists, I was able to spot miss-translations based on my knowledge of my Iraqi counterpart. On one occasion when I was with an army officer who had just arrived in country a linguist translated a statement by a prominent Imam (Muslim cleric) at a Council meeting and I immediately challenged the linguist on his translation because I knew the statement was out of character for the Imam who has a long history of pro-democracy, pro-America and anti-insurgency views. However, the Army Captain was quick to respond directly to the Imam's statement. The misunderstanding was explained, but it was not the best way the Captain could have "introduced himself" to the group.

Besides the language and cultural differences, the Iraqi government structure is very different from the typical American local government. Although Iraq has historically provided local government services (such as police, fire, water, roads, planning, etc), the country has only had local government legislative bodies for a few years. Prior to the removal of Saddam Hussein, all local government services are provided by federal government agencies (known as ministries). Local governing bodies and chief executives play more of a coordination role and advocate for capital projects funded through the annual federal government budget. The most striking difference is how operating and maintenance needs are handled. As opposed to the American convention of "budgeting" anticipated needs that departmental staff can expend according to local policies, Iraqi local government service providers do not receive a budget for operating needs, but must submit a request for each expenditure to their respective ministry in Baghdad. At first this seems very inefficient, but I quickly learned that "Iraqi problems need Iraqi solutions" rather than telling Iraqi officials how we do things back in America. The genesis of this funding system is the concern of accountability of government monies and an attempt to limit local corruption and to retain control of potential break-away provinces.

As previously mentioned, Iraqi local governing councils were first established after the removal of Saddam Hussein. By the time I arrived in Iraq in the summer of 2009, most council members and mayors had been in their position for a few years. Although experienced, these individuals were still only appointed by the Coalition Forces and local elections had not yet occurred. Although strongly desired by the people, local elections cannot occur until the national Government passes a law defining "district" and sub-district" boundaries. Although most districts and subdistricts (loosely similar to American counties and cities) have defined boundaries, some conflicting boundaries are currently prohibiting the Iraqi Council of Representatives from passing a law enabling local elections.

Although all local officials are currently appointed, their level of professionalism (as seen by American eyes) is very high due to cultural norms within the Arabic world. Differences in opinion and public policy do occur in these meetings, although cultural norms place a heavy emphasis on obtaining as much consensus as possible on all topics discussed. Even when council members disagree, they do so in a very respectful manner,

something many American legislators could learn to replicate.

Besides mentoring local officials on the importance of democratic governance and free market principles, I am proud that I was able to resolve a long-standing conflict between local officials and the constant turn-over of American military leaders regarding the restoration of a soccer stadium once used as a helicopter landing zone. Previous military leaders had promised to restore the playing surface (sprayed with a chemical compound to create a concrete like surface), parameter wall and officials building. However, those officers were long gone and new leaders saw the project as "just another soccer field project" and did not want to fund it. Through extensive documentation and gaining the support of fellow team members and the team leader, I was able convince the Lt. Colonel in charge of the area of the importance of the project.



Although Iraq's need for additional professional support through the PRTs is diminishing as the Iraqis take over more and more responsibility for their fledgling democracy, there still exists opportunities to work overseas. Afghanistan President Karzai recently told a conference in Europe that foreign troops and civilian experts will be needed in his country for another ten years. Additionally, ICMA International and RTI regularly post international positions for other U.S. funded development and/or humanitarian projects throughout the world. While serving the public in local government is rewarding in its own sense, serving U.S. interest and citizens of other countries is an alternate vocational path that is often overlooked.

Due to my father's declining health I chose to not stay in Iraq and came back to my Budget Administrator position with the City of Palm Bay in January 2010. Although I hope to work someday again overseas for either the State Department or RTI, my primary purpose must be honoring my father during the time he has remaining. Hence, I have learned that rewarding positions as a public servant can be found not only in city and county governments in the United States but also in international development positions overseas. I believe these positions are not mutually exclusive career paths but beneficial and complementary for long-term professional development and career enhancement. I would encourage others to give consideration to international development positions as a means of serving your country, serving people in other countries and as a means of career enhancement.

National spotlight on Florida Jurisdictions

Florida jurisdictions are among the select group presenting at the Alliance for Innovation's [Transforming Local Government Conference](#) (TLG), June 2 -4. The conference is hosted by the Southern Nevada cities of Henderson, Las Vegas, North Las Vegas, Pahrump and counties of Clark and Nye.

THEIR Commitment to provide exceptional service to citizens has resulted in **THE COUNTIES OF SARASOTA AND ALACHUA** being chosen to showcase their efforts during one of the most respected conferences in the country. TLG brings together hundreds of local government professionals from the US and Canada in every facet of public service. The theme of this year's conference is, "*The Future of Service in Local Government.*"

Alachua County developed the highly interactive and engaging Community Conversations program as a means to increase civic education and awareness about budget funding sources and services, describe the impact of voter approved tax revenue caps, and to provide an outlet for the citizens to voice their opinions on program prioritization and share ideas concerning the current economic climate and its anticipated impact on the upcoming fiscal years.

Sarasota County will present on three recently completed community-centric efforts that sought open ended and broad based input and interactions with citizens – Get on Board!, Foreclosure Resource Assistance Network, and Community Connections: Money Matters. These projects were initiated as important investments in community ownership and understanding. These three projects are part of Sarasota County's community building effort. The collective goals of these projects were to stimulate community interest, understanding, and citizen interaction to get feedback so we can concentrate our investment in modernizing the organization most effectively.

At the 2010 TLG Conference, you can expect to take back to your organization information, real-life examples of successful programs like Alachua's and Sarasota's mentioned here, enhanced services and new resources and networking opportunities. You can expect to return home with a better understanding of the many accomplishments going on throughout local governments around the country and Canada and how those accomplishments can transcend location and be implemented in your city or county. You can expect to learn about innovative ideas that will make your organization stronger and better prepared to respond to these unprecedented times.

For more information on these presentations, or the Transforming Local Government Conference, visit on www.tlgconference.org or contact Tracy Miller, Florida Regional Director for the Alliance for Innovation at tmiller@transformgov.org or 813-857-8466.

Fourth Annual UCF Public Administration Research Conference

UCF will be holding its fourth annual research conference on Friday, April 30, 2010 from 8:00 a.m. – 3:00 p.m. at the UCF Fairwinds Alumni Center. The theme is "Local Governance in 2020: Challenges, Opportunities and Policies for Sustainability." The speakers are both from local government and academia on topics such as civic engagement, regional governance and environmental sustainability.

For more information, go to <http://www.iog.ucf.edu/2010paconference.html>.

Bruce Haddock appointed to Disaster Management Council

Enterprise Florida has appointed Bruce Haddock, city manager of Oldsmar, to serve on their Disaster Management Council.

Slate of Officers and Directors

FCCMA's Nominating Committee met February 9, 2010 and prepared the proposed slate of officers and directors as follows. Elections were held in all even-numbered districts, and the results are listed as well. Voting will occur at the annual business meeting on Friday, May 14, 2010, at the Wyndham Orlando Resort, 8001 International Drive beginning at 12:15 p.m.

FCCMA Proposed Board of Directors Program Year 2010-2011

President

Carl Harness, Public Safety Administrator, Hillsborough County

President-Elect

Jonathan Lewis, Deputy City Manager, Palm Bay

Secretary/Treasurer

Oel G. Wingo, Ph.D, City Manager, Holly Hill

Past President

Joseph Gallegos, City Manager, Wilton Manors

District I Director

Jeffrey Brown, Assistant City Manager, Panama City

District II Director

James Hanson, City Manager, Atlantic Beach

District III Director

Desiree Matthews, Assistant City Manager, Kissimmee

District IV Director

George Brown, Deputy City Manager, Boca Raton

District V Director

Alexander Diaz, Town Manager, Golden Beach

District VI Director

A. William Moss, City Manager, Naples

District VII Director

Russ Blackburn, City Manager, Gainesville

District VIII Director

Douglas Thomas, City Manager, Lakeland

At -Large Directors

Joyce Shanahan, City Manager, Ormond Beach

Jill Silverboard, Assistant City Manager, Clearwater

Anita Fain-Taylor, City Manager, Lauderdale Lakes

All directors and officers meet the requirements to serve on the FCCMA Board of Directors as outlined in the FCCMA By-Laws, Article V, Sections 2, 5 and 6

FCCMA Annual Conference — “Impossible Dreams? Innovative Realities”

The FCCMA Annual Conference is less than one month away. To qualify for the early registration rate, registration forms must be received no later April 23, 2010. If you are unable to register online before April 30, please plan to register on-site at the conference.

Remember that you will not receive housing information to make reservations at the Wyndham until we receive your PAID registration.

The reservation cut-off date for the hotel is April 19, 2010. Availability is on a first-come, first served basis.

Below is a list of some the special events at the conference. You don't want to miss these great events.

So You Want To Be A City/County Manager?

Then you need to attend this **FREE** one-day session! It will be held Wednesday, May 12, 2010 from 8:30 a.m. – 5:00 p.m. at the **Wyndham Orlando Resort**, 8001 International Drive, Orlando, Florida. Lunch will be provided for all participants.

Sessions include:

- Orientation to Management
- Coaching for Improved Performance
- Leadership Skills
- How to prepare yourself through your internship
- How to get the Job
- Speed Coaching

It is presented by the FCCMA Emerging Professionals Council in partnership with the Center for Florida Local Government Excellence. For a registration form contact Carol Russell at crussell@flcities.com, or (850) 222-9684.

SPECIAL OFFER—\$125 BUYS A ONE-DAY CONFERENCE PASS

Join FCCMA Thursday, May 13, 2010 at the Wyndham Orlando Resort at 8001 International Drive, Orlando for a special one-day conference pass. Highlights of the day include:

- Opening General Session
- Corporate/Government Partnership Presentation
- MIT Networking Luncheon
- TABOR: What We Can Learn From Colorado
- Two Concurrent Sessions: Cultivating Positive Citizen Participation and Consolidation and Intergovernmental Collaboration
- Buffet lunch in the Exhibit Hall

For a registration form contact Carol Russell at crussell@flcities.com, or (850) 222-9684.

A separate fee is required for the following two events. When you register for the conference, don't forget to register under special events for these sessions.

Pre-Conference Workshop — Mastering the Media

Dealing effectively with the media can be a powerful asset that catapults your professional career, but all too often interview opportunities are avoided like the plague! In today's world, the winners don't just do a great job. They know the importance of

doing a great job and telling their success story, taking a proactive approach to informing the public. What separates the winners from the whiners when it comes to communication? Those who have mastered the media have simply taken the time to learn the common mistakes made in communications and how to “beat the blunders” to get their message across.

For anyone who has ever faced a microphone being shoved in their face (or fears that this will happen); for the professional who has been misquoted so often the media is considered a foe to be avoided at all costs; for those who think they’re “too busy” to deal with reporters or that the task should be left to PR people – this seminar is designed for you! Receive practical advice that can change your outlook on dealing with the press, enhance your performance during an interview and create the kind of relationships needed with the media that will serve you well during crisis or “bad news” situations. This workshop will empower you to be the one in the driver’s seat telling your story your way.

A separate registration fee of \$135 is required and registration is limited to the first 40 people.

Career Development Breakfast: “A Trendsetter’s Perspective on Our Future.”

Sponsored by the Emerging Professionals Council (EPC), this breakfast is open to all attendees.

Sylvester (Sy) Murray, one of the true pioneers in the City Manager’s field will discuss the prevailing trends and how to survive in our profession in the future. He began his work in the public sector in 1964 as the Assistant to the City Manager for the City of Daytona Beach. His first city manager job was with the City of Inkster, MI in 1973. During his tenure as city manager for the cities of Cincinnati and San Diego in the 70’s & early 80’s, Sy was one of the few minorities serving in this capacity for a major metropolitan area. Sy served as the President for ICMA in 1983 and also served as the President for ASPA. After his years of service in local government Sy joined the faculty at Cleveland State University to coordinate their MPA program and is currently coordinating the MPA program at Savannah State University. Sy serves as a mentor to many students and professionals within our industry.

Please note that this is a change from what was printed in the Conference Brochure that you received in the mail.

A separate registration fee of \$35 is required.

If you have any questions regarding the upcoming conference, please contact Lynn Lovallo at llovallo@flcities.com or (850) 222-9684.

FCCMA District Training

District II Training will be held April 23, 2010 at the Sica Hall Community Center in Holly Hill from 12:00 p.m. – 4:00 p.m. The topic is “*Pensions and Health Insurance: Understanding the rising costs and what to do about it.*” The speakers are Paul Shamoun, Pension Manager of the Florida League of Cities and Kurt Gehring, President/CEO of the

Gehring Group. The cost is \$35 and lunch is included. Anyone is welcome, it is not just for District II members.

District VIII Training will be held April 29, 2010 at the City of Lakeland Peggy Brown Building from 12:00 p.m. – 4:00 p.m. The topic is “*Pensions and Health Insurance: Understanding the rising costs and what to do about it.*” The speakers are Paul Shamoun, Pension Manager of the Florida League of Cities and Kurt Gehring, President/CEO of the Gehring Group. The cost is \$35 and lunch is included. Anyone is welcome, it is not just for District VIII members.

If you would like to register for any of the district trainings, please contact Carol Russell at crussell@flcities.com.

2010 Florida Municipal Achievement Awards

The Florida League of Cities is pleased to announce the Florida Municipal Achievement Awards program. The goal of the new Florida Municipal Achievement Awards program is to focus public attention on excellent, innovative projects that address a local need, promote active municipal participation by residents, and improve environmental conditions.

There are three award categories:

- City Spirit Award,
- Florida Citizenship Award and
- Environmental Stewardship Award.

The nomination deadline is May 17, 2010. The Florida Municipal Achievement Awards program brochures have been mailed to all cities.

We encourage you to nominate your city, town or village’s successful projects so they can be recognized and showcased statewide. All nominations will be included in a “best-practices” publication that will highlight the innovative projects entered into this year’s awards program.

Winners will be announced in mid-July and will be invited to showcase their programs in a best-practices workshop held during the Florida League of Cities Annual Conference (August 19 - 21 in Hollywood).

Please note that the Florida Municipal Achievement Awards program has replaced the Florida Cities of Excellence Awards program, which was discontinued in 2009. For more information about the new program, call Mandy Stark at the League’s Tallahassee office at (850) 701-3638 or e-mail mstark@flcities.com.

Certified Public Technology Leadership Programs

The Florida Institute of Government at Florida State University is offering certification in local government technology leadership. The certification consists of two levels: Certified Public Technology Manager and Certified Chief Information Officer.

Both programs start July 19, 2010 and are open to technology professionals who are employed by a city, county, constitutional office, school district or other local government organization. These programs are also designed to meet the standards of a

national certification currently being developed by the Florida Institute of Government and the Public Technology Institute.

For more information about these programs, contact Debby Smallwood at (850) 487-1870 or cptm@iog.fsu.edu.

MIT News and Update

Listed here are the current members-in-transition. We have added the members' district so please take a minute to show your support by emailing the MITs in your district.

Duncan Ballantyne, former administrator of Martin County, District IV, dmcballant@aol.com; **Barbara Barnes-Buchanan**, former assistant city manager of Bonita Springs, District VI, b_barnesb@yahoo.com; **Susan Boyer**, former manager of Crystal River, District VIII, sboyerhwood@aol.com; **Matt Brock**, former manager of Grant-Valkaria, District IV, mattbrock42@hotmail.com; **Jim Coleman**, former manager of Williston, District VIII, jfcoleman@embarqmail.com; **Cynthia Coto**, former manager of Seminole County, District III, cindyacoto@gmail.com; **Kathy Dailey**, former assistant manager of Punta Gorda, District VI, blueeyes523@hotmail.com; **Richard Diamond**, former manager of Bunnell, District II, richardrdiamond@gmail.com; **John Drago**, former administrator of Longwood, District III, jdragol@cfl.rr.com; **Laura Hannah**, former assistant manager of Lake Worth, thedualgirl@gmail.com; **Lillie Latimore**, former manager of Pahokee, District 0, llatimore@aol.com; **Jeff Naftal**, former manager of Juno Beach, District IV, nifty888@bellsouth.net; **D. Wayne O'Neal**, former administrator of Hendry County, District VI, wayne.oneal@yahoo.com; **Richard Reade**, former manager of Port Richey; District III, **Markae Rupp**, former administrator of Arcadia, District VIII, recmngt@yahoo.com; **Charles Saddler**, former manager of Dundee, District VIII, csaddler@tampabay.rr.com; **Terry Stewart**, former manager of Cape Coral, District VI, terry_stewart49@hotmail.com; **Donald D. Stilwell**, former manager of Lee County, District VI, DDStilwell@embarqmail.com; and **Tom Willi**, former manager of Monroe County, District VI, thomas-willi@hotmail.com.

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. **Karen Nelson**, District II, City Manager, Keystone Heights, affiliate member; **Shaun O'Leary**, District I, Student in College of Social Sciences & Public Policy, Florida State University, student member; **Vanessa J. Sauveur**, District V, Master of Public Administration, Nova Southeastern University, student member; and **Southern Waste Systems/Sun Recycling**, District IV, corporate member.

Positions

City Administrator — Arcadia, Florida — population 6,600. The City of Arcadia is seeking a City Administrator, the position of which is established by city ordinance and appointed by the Council. A 5-member Council is elected at large on non-partisan basis for staggered 4-year terms. The city has a \$14.7 M total budget, with 101 employees; and provides public works, sanitation, parks and recreation, water and sewer utilities, police, municipal airport, mobile home park and golf course. The police department operates under supervision of an elected city marshal; with building inspection, animal control, fire protection, & ambulance provided through an interlocal agreement with the

County. Arcadia is the only incorporated area within DeSoto County. Qualified applicants must have a minimum bachelor's degree from an accredited college/university in public administration, business, or related field and 7 years progressive experience in municipal or county government. Prefer 2-year minimum experience as a manager or assistant manager. Desire strong generalist with consensus-building skills and ability to communicate effectively with the council, public and staff. Upon being hired, prefer relocation to the city. Salary range: \$70-75,000. Send resume and salary history to: Dana Williams, City Recorder, 23 N. Polk Avenue, Arcadia, FL 34266; 863-494-4114. All materials submitted become public record under Florida public records law/EOE/drug-free workplace. Open until filled.

Planner III – City of DeBary – Population 18, 913. Salary \$49,876-71,839 Advanced level professional position requires supervisory skills. Directs zoning planning, data analysis, subdivision zoning and regulation activities; preparation and revision of zoning ordinance and maps. Participates in formulation of long/short-term goals for the City. Must possess organizational, oral and written communication, and time management skills. Must be able to attend and make presentations at numerous board meetings, possible evenings. B.S. in Urban Planning or related field, Master's preferred, plus 4-6 years of progressively responsible related experience, including supervisory experience or comparable training and experience. AICP certification preferred. Email resume: stebo@debary.org or mail to 16 Colomba Rd., DeBary, FL 32713. Open until filled.

Police Captain – Lake City – Applications are now being accepted for the position of **POLICE CAPTAIN** in the Lake City Police Department. This is responsible administrative, managerial and supervisory work directing the functions of a specific division of the Lake City Police Department. Work is performed under general administrative direction with review through conferences, reports and results obtained. Applicant must have the ability to plan, supervise and administer the activities and functions of the day-to-day operations of a division of the department, supervise review and coordinate staffing plans, prepare annual budget and establish goals and objectives for the division. Candidate will be partially responsible for the training, development, safety and discipline of personnel, confers with lieutenants and Sergeants to resolve operational and administrative problems, organizes and manages complex events and large scale emergencies, conducts performance evaluations and serves as first responder during domestic security and weapons of mass destruction incidents. Individual will perform all other related work as required. Possession of a Bachelor's Degree and six (6) years of professional experience in law enforcement work in a sworn capacity; or three (3) years of college and seven (7) years of professional experience in law enforcement work in a sworn capacity; or must acquire an Associate of Arts/Associate of Science degree within three (3) years of appointment and eight (8) years of professional experience in law enforcement work in a sworn capacity. Three (3) years of the required experience must have been supervisory or command. Candidate must possess a law enforcement certificate issued by the Florida Department of Law Enforcement Criminal Justice Standards and Training Commission within six (6) months of the date of employment and must reside in Columbia County, Florida at time of appointment. Applicant must possess a valid Class E State driver's license at the time of appointment and successfully meet all medical and physical requirements and drug screen. **Applications may be obtained from and returned to 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. The City of Lake City is an EEO/AA/ADA/VP employer.

Director of the Community Services Department — Manatee County — Manatee County, population 318,176 and located on the Southwest Coast of Florida is searching for a talented, high-energy individual to serve as Director of the Community Services Department. A diverse department, Community Services includes Human Services (children's services, aging services, special populations, indigent medical care), Probation Services, Veterans Services and the Manatee County Area Transit system. The department, with 168 employees and a current annual budget of \$11,033,366, engages in significant contract management including managing the indigent health care fund.

The ideal candidate will be an innovative and energetic leader with a strong background in human services. The candidate will need to be a visionary with the capability to build consensus among diverse stakeholders, possess strong interpersonal and analytical skills, and the ability to implement change while serving our community. The individual must have a "can do" attitude with a demonstrated track record of achievement and the ability to quickly understand the many issues facing the department. There is a need to expand the utilization of technology in the department as we work to streamline processes, so an understanding of current technologies will be necessary. A Masters degree in Human Services or a related field and six (6) years of managerial experience in a related position and familiarity with federal/state agencies is necessary. Other combinations of degrees and/or experience will be considered. The salary range is \$90,001 to \$144,019, DOQ, in addition to an excellent benefit package offered by the County. Applications are to be submitted via our website at www.mymanatee.org. Resumes may be attached to the electronic application or sent to Manatee County Human Resources, 1112 Manatee Ave. W., Suite 863, Bradenton, FL 34205 or faxed to 941-749-3035. AA/EEO/M/F/H/Vet Pref/DFWP

Growth Management Director — Seminole County Government — \$85,300.80-
\$140,753.60. Master's Degree in Public Administration, Planning or Business Administration and ten (10) years of experience required; or any equivalent combination of training and experience which provides the required skills, knowledge and abilities. Ability to plan, organize and direct effectively. Ability to communicate effectively, both orally and in writing with assigned staff, supervisors, elected officials and the general public. Ability to establish and maintain effective working relationships with a broad spectrum of personnel, within the County structure, in other governmental agencies and the general public. For More Information please visit our website www.seminolecountyfl.gov.

Full-time, In-House Engineer — Town of Southwest Ranches — The Town of Southwest Ranches ("Town") is seeking a full-time, in-house engineer. The Town is located in Southwest Broward County (Greater Fort Lauderdale), Florida and is a rural community surrounded by an urbanized area. It was incorporated on June 6, 2000; and, it covers approximately 13 square miles, with a population of approximately 8,500. The Town operates under a Council-Administrator form of government, under the direction of five council members. The Town is primarily a contract town with major services contracted out to local vendors and an in-house Administration Team of 7 full-time employees. The Town is accepting resumes from qualified individuals to fill the full-time position of the in-house engineer. The position is selected by the Town Administrator. *The salary range and benefits will depend on qualifications (DOQ) and related*

experience. The in-house engineer must have the following qualifications: *Preferably*, Florida P.E. with at least five (5) years of experience; *Preferred experience*, but not required, in Miami-Dade, Broward or Palm Beach Counties; *At a minimum*, a four year college degree is required in the field of Civil Engineering or Construction Management from an accredited college or university. *A comparable amount of training and experience may be substituted for the minimum qualifications.* The functions of the in-house engineer include, but are not limited to the following: Basic engineering responsibilities such as the preparation of design specifications / cost estimations, contract management, and other related work; Reviews plats, subdivisions, and site plans; Coordinates activities with external contractors; Supervises external contractors who are responsible for a variety of functions. Resumes must be submitted to Charles H. Lynn, AICP, Town Administrator, Southwest Ranches Town Hall, 6589 SW 160th Avenue, Southwest Ranches, FL 33331 or clynn@southwestranches.org. Application process will remain open until the position is filled.

Dates to Remember:

April 23, 2010—District II Training, Holly Hill
April 29, 2010—District VIII Training, Lakeland
May 13-15, 2010—Annual Conference, Orlando