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

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In Memoriam of Charles H. “Charlie” Lynn, AICP who passed away Tuesday, July 13, 2011 after complications associated with heart surgery. Service arrangements have not been confirmed.

Preaching to the Choir – Infrastructure

By Lynn Tipton, Executive Director

As I travel the state and meet with different officials, teachers, students and the general public, I have found that the best way to make local government services visible is to talk first about what is invisible – and that usually leads to infrastructure. As the daughter of a city manager (who’s Dad was a manager when I was born) I don’t remember a time when I wasn’t aware of these services – but I’m amazed at the people I meet who never give it a thought. I’ve had road beds, water, wastewater, storm water and swales explained to me so thoroughly...but to millions of people these are invisible – and taken-for-granted – things. With teachers and students, we’ve developed a “tell me your day” worksheet that begins with getting out of bed in the morning and ends with going to bed, and with each listing, you try to think of the government service that helped that activity to occur. Brushing your teeth, for example, involves water and usually a water system – so you might list the city’s water system and wastewater system. Or, walking the dog to the park involves a city or county park, plus sidewalk (who maintains it) – you get the idea.

With FCCMA's membership, I know I'm preaching to my favorite choir, but we've got to do a better job of getting this knowledge out – because the United States is in an infrastructure crisis that the public doesn't understand. And, in Florida, our infrastructure doesn't just serve 18 million Floridians, it also serves 80 to 90 million visitors each year! When I'm driving over a bridge that was built in World War II, or I see the railroad's name on an overpass with 1908 on it (like the one in downtown Tallahassee), I'm not as comforted as I should be; I worry. Even though the Roman aqueduct still carries water, I don't think our systems will last thousands of years. We have more users and more stressors upon these systems. I read a report from Ernst & Young last week, heard alarming statistics from the civil engineering associations and stories from Associated Industries of Florida regarding the massive underfunding of infrastructure (in the trillions of dollars) across the U.S. We lag behind the rest of the world in our commitment to these vital systems. You know your area's infrastructure concerns – but does your community know? Do the Chamber of Commerce, local educational leaders and civic associations know?

My point in sharing this with you: as you write your budget messages this summer and get ready for the public hearings on your budgets and fiscal plans, have you included your city or county infrastructure in the story? Whether by chart, graph, photo or summary, this is critical information – and if we don't do our job of educating others, this story won't get told. This is an easy addition to your repertoire of material for civic groups like the Kiwanis Club, Rotary Club and Lions – I'll bet none of these groups could tell you what one mile of road costs, or what a storm water pond costs to maintain. Do you include infrastructure in your citizen's academies and youth council activities? Visible...but invisible to most people unless we make it visible. Share the knowledge...build the support...gain a better educated Floridian!

Years of Service to FCCMA Awards

Due to a computer glitch the 25-year service award members were not recognized in 2010 and 2011. They will be recognized at the 2012 Annual Conference along with the current year service awards.

Congratulations to the following members for their 25 years of service:

2010

Julio Avel
Lester B. Baird
Robert A. Barcinski
Pamela D. Brangaccio
Michael P. Crotty
W.D. Higginbotham
Christopher Holley
Jim R. Myers, Jr.
Peter Wahl

Edwin A. Eddy
Lee R. Feldman
Kim D. Leinbach
Barbara W. Lipscomb
James P. McKnight
Gail F. Nelson
Frank Roberts
Wayne Saunders
Jack M. Schluckebier, Ph.D.
Ann Toney-Deal
Janet Y. Tutt
Steve Wylie

2011

James DiPietro

Dutch Treat Dinner at the ICMA Annual Conference

FCCMA will hold its dutch treat dinner at the ICMA Annual Conference in Milwaukee at Rock Bottom Restaurant and Brewery, 740 N. Plankinton Avenue, Milwaukee, WI 53203 on Monday, September 19. Dinner is scheduled for 6:30 p.m. The dinner includes appetizers, a choice of an entrée with a house salad, two other sides, a dessert and drinks. One of the entrees will be a vegetarian option. RSVPs will be necessary, as FCCMA will be guaranteeing a certain number of guests and subsidizing the total cost. A confirmation e-mail will be sent that will serve as your ticket. The cost is \$25 per person, which includes taxes and gratuity. This year you can pay online at www.fccma.org and click on the ICMA Dutch Treat Dinner link, or fax your order form with credit card payment to (850) 222-3806 or scan and email it to crussell@flcities.com If you are paying by check, please send your checks made payable to FCCMA with the order form below by September 5. Reservations will not be accepted after this date as a guarantee must be given to the restaurant. This dinner event has always been very popular with FCCMA members. Hope to see you there.

ICMA Conference/FCCMA Dutch Treat Dinner

Name: _____

E-mail (where you want ticket sent): _____

Number of tickets requested at \$25 each: _____

Amount enclosed: _____

Checks should be payable to FCCMA.

Visa/Mastercard: circle one

Name on the card: _____

Credit Card #: _____ Expiration Date: _____

Billing Address for the
Cardholder: _____

Please mail to FCCMA, PO Box 1757, Tallahassee, FL 32302 or Fax: 850.222.3806 or attach with an e-mail to crussell@flcities.com.

FCCMA/TLG Annual Conference

The following are a few of the pictures taken at the Annual Conference:



Merrett Stierheim, Past President of the Association, swearing in the new President, Jonathan R. Lewis, City Manager of North Port.



President Harness presenting the Award for Career Excellence to Faye Outlaw, County Administrator, St. Lucie County.



Debbie Roberto presenting the Michael J. Roberto Award for Career Development to Ed Mitchell, City Administrator, West Palm Beach.

Save the Date—FCCMA Symposiums

FCCMA will hold two symposiums this fall. The first symposium will be held in the north on October 28 and the second symposium will be held in the south on November 4. More details in the August newsletter.

Monthly Member Profile

By Michael Grebosz, Assistant to the City Manager, DeLand

Pam Brangaccio, City Manager, New Smyrna Beach FL

- FCCMA member since:
 - 1985 or 1986 – First conference attendance that I remember was in Flagler Beach, with Craig Hunter as FCCMA President.
- ICMA member since:
 - 1985 or 1986
- Please describe your areas of formal/advanced education:
 - BA in Anthropology and Political Science and MPA - Public Administration. Both degrees are from USF-Tampa...GO BULLS!
- What got you interested in public service?
 - I am a Tampa native (a City that thrives on local government and politics) and was a volunteer in state and national political campaigns (before ICMA and

FCCMA). I was considering national or state government but I had completed an internship in the Pinellas County Budget Office and loved it! So, I continued at USF in the MPA program to pursue a career in local government.

- Current occupation:
 - City Manager, New Smyrna Beach
- Brief job description:
 - Full Service City for residents and thousands of visitors every year. New Smyrna Beach is located in Southeast Volusia County on the Atlantic Ocean and Intracoastal Waterway. The city is rich with historical neighborhoods and is the local surfing capital. Being so historical New Smyrna Beach has numerous eclectic shops, restaurants, and special events. The city has the 2nd lowest millage of 17 cities in Volusia County and is in the top five of median home values. The city did have to bring the budget and the employee count down by 25% over the last two years, but things seem to be on road to economic recovery.
- Describe your typical day:
 - Depends on if it's a Commission meeting week or not; if Commission meeting week, I spend the day in meetings on upcoming agenda items and then the rest of the week I spend with my staff and the public. If it is the month of July, (no Commission meetings) I try to go out doing ride alongs with the Police and Fire Departments and performing work days in the other city departments.
- Favorite part of the job:
 - I work for a cohesive group of City Commissioners, who are tackling a number of long standing issues...so it stays busy as they move forward with the vision for City. These aforementioned things make my job extra fun. Also, I have an excellent management team and administrative staff...they make it look easy.
- Least favorite part of the job:
 - We live in a historical house, just off of Intracoastal Waterway, close to downtown. Everyone knows where the City Manager lives and waves when you are in your bathrobe getting the morning's paper or trying to bike over the higher of the Intracoastal Waterway bridges going to the beach.
- Most memorable experience on the job so far:
 - Hot Air Balloon Ride at New Smyrna Beach Balloon & Sky Fest at dawn in May this year! WOW!
- Hobbies and interests:
 - A 38 Ft. Morgan sailboat, which can fill up a spring in the Abacos and weekends. I am a very creative person...take photos of exotic places and people (many framed ones in office and home); also will repaint, resand, recover anything that is not moving in my houses; P.S. cannot drive past an antique store or Home Goods without stopping.

- Family details:
 - Will be celebrating 30 years of married life in March 2012; Best role in life, Grammy (like the award) for Amelia, Maya and Olivia (three sisters, all under 8 yrs old, who live in Tallahassee-spend lots of time on I-10 driving to see them)...more trips planned to New York City, London and Paris as 18th birthday presents with the Brangaccio girls.
- If you could give one piece of advice to young people interested in a career in public service, what would it be?
 - Long hours and sometimes difficult personal/professional choices are worth it. Professional managers make a difference in the lives of 15 million Floridians; they create community legacies in the priorities that we help shape. Examples are capital projects, preservation of environmental lands, improved waterfront access, improved water quality, preservation of historical neighborhoods, adoption of sustainable practices, and creating a quality of life that is unmatched in the 50 states.
- Who were your mentors and how have you disseminated this information down to other young public administrators?
 - Two unconventional mentors, Lavon Wisher, City Administrator of Lee County and Ron Schutta, City Manager of West Palm Beach. They are both special and unique managers who each gave 30 years to their two communities. High ethical standards and unparalleled professionalism...we should all be so lucky to be remembered for these two qualities, is what I tell my young staff members.
- Have you always been in the public sector or have you had experience in the private sector?
 - Part time job for three years in college was in banking (hated it); public sector since that time. I enjoyed consulting for several cities on projects ranging from emergency management, baseball to green job creation, as independent contractor (but as close as I get to private, not so much into making profits, except in enterprise funds!)
- What career would you pick if you were to pick another?
 - Photographer and/or Professional Decorator (but already do these!)

2011 FCCMA Webinars

The Professional Training and Development Committee has scheduled webinars for the following dates. The access information: <http://florida.acrobat.com/coaching>. Select the radio button next to the “Enter as a Guest.” Dial-in: 1-877-685-5350 and the passcode is 461944.

July 21, 2011—Navigating and Utilizing the ICMA Knowledge Network, 2:00-3:00 p.m.

Tracy Miller, Florida Regional Director and Technology for the Alliance for Innovation, will take you on a tour of the Knowledge Network developed in partnership between ICMA and the Alliance for Innovation. The Knowledge Network is a social media platform launched in May

2010 that features a host of Web 2.0 tools. This webinar is sponsored by Willdan, Florida City and County Management Association, Center for Florida Local Government Excellence, the John Scott Dailey Institute of Government and the Florida League of Cities.

September 21, 2011—A Guide to Airport Compatible Land Use, 10:00-11:30 a.m.

Jon Sewell, Vice President for Kimley-Horn and Associates and Artie White, Planner for Kimley-Horn and Associates, will present an overview of the Florida Department of Transportation's Airport Compatible Land Use Guidebook. This webinar is hosted by the Center for Florida Local Government Excellence and provided free-of-charge by the Florida City and County Management Association thanks to the support of the Florida Department of Transportation.

September 23, 2011—Management in Transition OR I'm an Analyst NOW what do I do?

Please save this date on your calendar. More information in upcoming newsletters.

Innovation Edge

SOARing to the Alliance for Innovation J. Robert Havlick Innovation Award

Congratulations to the City of Palm Bay as the winner of the J. Robert Havlick Award for Innovation for the Search Operations Aerial Response (SOAR) aviation unit. In 2009 the Palm Bay, FL Police Department created SOAR as a first of its kind in the US police aviation unit. SOAR utilizes an ultra-light classified aircraft called a Powered Para-glider (PPG) that consists of a small 2-cycle motor worn on the back of a pilot and a parachute-type "wing" capable of lifting the pilot and motor into the air. The use of the PPG is a low-cost option for police agencies that are unable to purchase and maintain more conventional forms of aviation.

The City of Palm Bay, Florida has grown exponentially since the 1980's to a population of approximately 107,000 residents, incorporating an area over 100 square miles, making it the 7th largest city in Florida geographically. Included within the jurisdiction is a 10 square mile area of mostly undeveloped land with paved roads commonly called "The Compound." There are 29 parks within the city and a 200 acre regional park.

A Lot of Ground to Cover

The Palm Bay Police Department has a mutual-aid agreement with the Brevard County Sheriff's Office, which operates a helicopter equipped with a FLIR system (Forward Looking Infra-Red). However, the helicopter is expensive to operate and maintain and is only available under pre-defined conditions. In addition, the aircraft has limited time in the air due to fuel consumption and is responsible for servicing multiple agencies within the county.

The need for a dedicated/low-cost aviation platform led the police department in Palm Bay to look into the use of a UAV (Unmanned Aerial Vehicle), such as those used by the military. However, it was learned that FAA regulations prohibit the operation of these crafts in civilian airspace. Due to the large area of the city and a growing population of elderly residents there is a greater potential for situations where persons become lost.

In one such instance a resident with Alzheimer's disease had been reported missing after leaving her residence. This sparked a request by a Uniformed Services Division supervisor for the Palm Bay Police Lt. Joe Eakins to conduct an aerial search for the female and her vehicle using his personally owned PPG, which he flew out of The Compound on a regular basis for recreation. Although the female was later located through other means, Lt. Eakins and Palm Bay Police Capt. Mark Renkens, who is also a PPG enthusiast, saw the potential for using the PPG for search and rescue as well as other police-related functions (including surveillance, reconnaissance, locating stolen/discarded vehicles or property, identifying hazards within the city, photographing crime scenes, and assessing damage after disasters).

The Cost-Effective Tool for the Job

From its onset, the use of the PPG by the SOAR unit was never intended to be a replacement for commonly used forms of police aviation, such as an airplane or helicopter. The PPG supplements these tools by providing an aerial platform that is portable (weighing approximately 60 lbs.), easily deployable from any open field with sufficient area, inexpensive to operate (costing as little as 5 dollars per hour) and able to remain in air for up to 4 hours (with a 3-5 gallon fuel capacity).

The PPG is legally permitted to operate below the 1000 foot minimum altitude for general aviation. Flying between 20-30 mph (depending on wind direction) the PPG can cover a distance of up to 70 miles. The "low and slow" principle allows the PPG to have both maneuverability and an unobstructed view of objects on the ground.

Use of the PPG is restricted to favorable wind/weather, but it fills a role that no other tool in the current police arsenal can. An officer operating a PPG is capable of covering a larger area more thoroughly and in a shorter amount of time than multiple officers in patrol cars or on foot. Using radio contact with the officers on the ground the pilot can direct them to specific locations to further investigate any sightings made from the air. The PPG can be transported in the back seat of a standard patrol car with minimal effort and does not require a traditional hangar, runway or airport.

A Quantum Leap of Creativity

The use of the PPG is a quantum leap of creativity as it allows the Palm Bay Police Department to implement a low-cost and effective tool in a time when most agencies are forced to cut services to their communities due to the current economic conditions. Not only has Palm Bay benefitted economically from the use of the PPG, but the citizens have benefitted by having a local police department that is proactive in finding new ways of enhancing its services.

The Palm Bay Police Department is committed to the safety of its officers, citizens and property. The police department implemented a training process for the SOAR unit's PPG pilots by qualified instructors who follow FAA requirements. All current SOAR pilots are certified by the FAA as Light Sport Pilots; and the unit regularly trains to improve proficiency and knowledge with department protocols.

One of the important lessons learned in Palm Bay is to use community involvement and public information to help curb ridicule and skepticism that stems from ignorance of the PPG's purpose and limitations. The Palm Bay Police Dept. embarked early-on in a public information campaign

that included the use of local, national, and international news sources to put focus on the advantages of the use of a PPG for law enforcement.

Weaving Diverse Interests to Serve the Community

The PPG program benefits from experienced local civilian enthusiasts who serve the SOAR unit as volunteer instructors and consultants. The implementation costs were greatly minimized by entering into a use agreement with PPG manufacturers Parajet and Paramania, who provided two sets of wings/ paramotors valued around \$20,000 at no cost to the police department. The majority cost to the city for the program involves fuel and maintenance, which is estimated annually at \$1,000.00 for both units. This includes replacement/repair costs that increase with frequency of use on the equipment.

The SOAR aviation unit was led by Lt. Eakins and Capt. Renkens championed the implementation of the unit by applying their passion for flying PPG's with their dedication to serving the citizens of Palm Bay, FL. Captain Mark Renkens believes, "The SOAR program has shown that although somewhat limited by wind and weather, powered paragliders and powered parachutes offer a safe, low cost alternative to traditional aircraft. An aerial perspective is often desired for law enforcement functions but cost prohibitive so most do without. We believe it better to have low cost limited aerial capability than none at all."

Through their ingenuity and backing of the Police Chief, William Berger, they not only got the approval for the unit, but worked diligently to procure the equipment and resources necessary to make it successful towards its mission.

For more information on the SOAR program, contact Capt. Mark Renkens, Palm Bay Police Dept., 321-952-3456 (work), renkem@pbfl.org.

About Innovation Awards from the Alliance

The Alliance for Innovation's prestigious Innovation Awards are bestowed annually to programs that successfully and creatively address important public service dilemmas and positively impact their communities. The awards recognize Alliance members who have shown extraordinary commitment to bringing innovative ideas to life.

http://transformgov.org/en/about/innovation_awards

FCCMA and the Alliance for Innovation are partnered in efforts to provide members of both organizations exposure to national innovations along with sharing the innovative initiatives and projects of Florida local governments.

The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the new joint Alliance and ICMA Knowledge Network at www.transformgov.org or contact our Regional Director, Tracy Miller at tmiller@transformgov.org.

FCCMA Members-in-Transition

The following FCCMA members are currently in transition. Please take a minute to show your support by either emailing or phoning the MITs in your district. A phone call or an email can go a long way to help someone who is temporarily out of work.

You can also help if you have any job opportunities available in which one of our MITs may be qualified. With the current technology, the project could even be done from the MIT's home. FCCMA staff has many of their resumes. Please contact Carol Russell at crussell@flcities.com if you need a current resume for one of our MITs.

Also, please keep your FCCMA staff informed of any FCCMA members who may be eligible for MIT status. You can email Lynn Lovallo at llovallo@flcities.com or Carol Russell at crussell@flcities.com.

Barbara Barnes-Buchanan

District VI
Former Assistant City Manager of Bonita Springs
(239) 495-1926 (Home)
(239) 405-5280 (Cell)
b_barnesb@yahoo.com

Bruce Behrens

District VI
Former Manager of Avon Park
(407) 405-1973
Bruce.behrens@yahoo.com

Susan Boyer

District VIII
Former Manager of Crystal River
(352) 753-3392
sboyerhwood@aol.com

Cory Carrier-Penton

District VIII
Former Manager of Polk City
corypenton@centurylink.net

Kenneth Fields

District VI
Former Manager of Islamorada
(954) 610-6672
krfields@bellsouth.net

Laura Hannah

District IV
Former Assistant Manager of Lake Worth
thedualgirl@gmail.com

Mark Kutney

District IV
Former Deputy Manager of Belle Glade
(561) 601-4632
Makutney_3254@mail.com

Frederick C. Nutt

District VII
Former Division Director of Hillsborough County
(813) 792-7811
Fred_libby@msn.com

Richard Reade

District IV
Former Manager of Port Richey

Markae Rupp

District VIII
Former Administrator of Arcadia
(321) 258-5783
recmngt@yahoo.com

Gary Shimun

District V
Former Manager of Davie
gpshimun@yahoo.com

Edward F. Smyth Jr.
District VII
Former Manager of Hawthorne
(352) 217-2145
efsmyth@gmail.com

Oel Wingo
District II
Former Manager of Holly Hill
(386) 299-8755
Owingo50@gmail.com

Donald Stilwell
District VI
Former Manager of Lee County
(239) 334-9301
DDStilwell@embarqmail.com

Gary Word
District V
Former Manager of Surfside
(786) 348-0678 (Home)
(305) 975-3582 (Cell)
Surfcity08@atlanticbb.net
*Indicates a non-Full Member

New Members

The following membership application has been received. If no current member comes forth with a reason why this applicant should not be approved as a member, he will be invoiced for dues. **Donald Willar**, District I, Master's of Public Administration/Urban Planning, Florida State University, Student Member.

Positions

The Manager will no longer print the full ad. All ads are posted online at www.fccma.org under job postings. If you click on the job, it will take you to the full ad.

Assistant City Manager for Finance & Administrative Support — City of Coral Gables —
Deadline: Open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter and five references immediately, via e-mail, to HRD@coralgables.com or fax to 305-460-5518.

Development Services Director — City of Coral Gables —Deadline: Open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter and five references immediately, via e-mail, to HRD@coralgables.com or fax to 305-460-5518.

Finance Director — City of Coral Gables —To ensure consideration for this position, interested candidates should forward resume, cover letter, current salary, and five references immediately, via e-mail, to HRD@coralgables.com or fax to 305-460-5518.

Information Systems Supervisor — Jacksonville Beach —Salary negotiable: \$73,798-\$83,075 annually with excellent benefits. Deadline: Open. For an application visit

www.jacksonvillebeach.org or www.COJB.jobs, email inquiries to Personnel@jaxbchfl.net or contact Amy Smith at 904-247-6263. EOE., VP

City Manager — Keystone Heights, FL (Pop. 1,385) — Salary based on experience and not to exceed a maximum \$60,000.00 + benefits. Submit cover letter, resume, references and salary history by July 29, 2011. Send to “City Manager Applicant,” City of Keystone Heights, P.O. box 420, Keystone Heights, FL 32656 or email to citymanager@keystoneheights.us.

Solid Waste Superintendent — Lake County Florida — The salary range for this position is \$55,244.80 - \$88,379.20. Applications are being accepted through the County's website www.lakecountyfl.gov and will be accepted until the position is filled. Lake County is an Equal Opportunity Employer/Drug Free Workplace/Veterans Preference Applies. Please call the Lake County Department of Employee Services at (352) 343-9596 with any questions.

Building Director — City of Miami Beach, FL (90,000) — Salary Range: \$107,025.88 - \$172,857.88 plus benefits. **APPLY ONLINE AT:** <http://web.miamibeachfl.gov/hr/jobs.aspx>.

Budget Officer — City of Miami Beach, FL — Salary Range: \$90,645.10 - \$146,396.90, plus benefits. **APPLY ONLINE AT:** <http://web.miamibeachfl.gov/hr/jobs.aspx>

City Engineer — City of Miami Beach, FL (90,000) — Salary Range: \$90,645.10 - \$146,396.90 (plus benefits). **APPLY ONLINE AT:** <http://web.miamibeachfl.gov/hr/jobs.aspx>.

Planning Director — City of Miami Beach, FL (90,000) — Salary Range: \$107,025.88 - \$172,857.88 plus benefits. **APPLY ONLINE AT:** <http://web.miamibeachfl.gov/hr/jobs.aspx>.

City Manager — City of Moore Haven — (pop. 1,655) Salary range: \$50,000 - \$75,000 plus benefits DOQ. Please submit resume, cover letter and references to City Clerk Maxine Brantley, City of Moore Haven, PO Box 399, Moore Haven, FL 33471. Resumes will be accepted through August 31, 2011. The City of Moore Haven is an Equal Opportunity Employer and Drug-Free Workplace.

Senior Procurement Specialist — Polk County Board of County Commissioners — For detailed information and to complete a Polk County Application for Employment, visit the Polk County BoCC website and refer to Job Code 10596. www.polk-county.net. AN EQUAL OPPORTUNITY EMPLOYER M/F/D/VP

City Manager — City of Port Richey — Pop. 3167. To apply, please forward a letter of interest, resume, salary history, availability and work-related references by mail to City Clerk, Sharron Mayberry, 6333 Ridge Road, Port Richey, Florida 34668, or by email to s.mayberry@cityofportrichey.com. This position is open until filled, but the first round of applications will end July 31, 2011. Applications are subject to the Florida open public records law and are subject to public disclosure. Minorities are encouraged to apply. Port Richey is a drug-free workplace/E.O.E.

Manager - Equity & Workforce Development — City of Tallahassee — To apply go to the address below to learn more about this position, or go to Talgov.com and click on job opportunities. <http://www.tal.gov/hr/openings.cfm>. Manager - Equity & Workforce development Profile. <http://www.tal.gov/hr/exe-prfls.cfm>.

Date to Remember:

August 11-13, 2011—Florida League of Cities, World Center Marriott, Orlando

September 17-21, 2011—ICMA Conference, Milwaukee

October 28, 2011—FCCMA Symposium

November 4, 2011—FCCMA Symposium

February 2-3, 2012—FCCMA Winter Institute

March 9, 2012—FCCMA District VII Training