



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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From Lynn Tipton Executive Director, FCCMA

It was great to see you in St. Augustine—please enjoy this feature from new board member Anita Fain-Taylor.

Triathlon – Lessons Learned

By Anita Fain Taylor, ICMA-CM, City Manager, City of Lauderdale Lakes

On May 31, 2009, I competed in my first sprint triathlon (a half-mile ocean swim, 15-mile bike ride, and a 5K run). Since this was my first triathlon, my goal was to complete, not to compete.

Most people who know me thought that this would be a monumental feat, considering that I do not swim in bodies of water other than a swimming pool. I have never been comfortable swimming in water where there are other living creatures. In the ocean, there are sharks, jelly fish, etc. In lakes, you have alligators, water moccasins, etc. In addition, as a young child, I found lakes to be unclean. I can recall swimming at a recreational water hole in my youth. When I came up for air, a turd (yes, of human feces) floated past my face. I promptly left the water and determined if people wanted to swim in a cesspool, I would not be one of them. I know that I may have overreacted, but trust me, if it happened to you once, I think you might feel the same way. Most importantly, when you swim in the ocean or a lake, when you get tired, you cannot swim to the edge and “hold on.” You have to muster up the strength to swim to shallow water and stand. Depending on how far out you are when exhaustion sets in, that can be a challenge. Needless to say, I determined that I was up for the challenge.

When colleagues learned of my triathlon participation, one asked, “What made you want to do it? Was it to get fit? Was it a mid-life crisis?” I told him, “I don’t know. All of the above?” Another said, “Wow. You really are brave, do you know that?” My response

was, “There’s a fine line between bravery and insanity.” As the time drew closer to the event, I began to believe it was the latter!

Throughout my triathlon training and participating process, I made some observations that are relevant to our worthy profession, and which can serve as a reminder to us all:

Know Thyself

I knew going in to the race that the swimming was going to be my greatest challenge. Even though I trained, I was not able to swim as much as I had planned due to work, illness, travel, inclement weather, etc. Since it was more convenient to run, bike ride, and go to the gym, I spent more time in those areas than on the swimming. Next time, I will spend every opportunity in the water as part of my training. Although I completed the swim, it was by far the most challenging part of the race for me and caused a delay in my overall time. Interestingly, I was so busy focusing on not drowning that I did not once think about sharks!

As professionals, we all have strengths and weaknesses. If we are not careful, we forget that we need to build on those areas where we may need further development. It is only when we strengthen our areas of weakness that we can improve in our overall performance.

Keep a Strong Support System Around You

After the Board of Directors meeting in St. Augustine, I had to make it to Key Biscayne before 5:00 p.m. that day to pick up my pre-race materials. I arrived at 4:45 p.m. and while there, I met the head lifeguard who showed me the swim route. In talking to him, I said, “That sure looks a lot further than a half mile.” He smiled and told me not to worry since they would do everything possible to ensure that I made it in. If they had to give me swim noodles to float upon or if they had to “swim me in,” they would do so just to make sure I completed the swim.

I told him that I really appreciated knowing that they would be there for me, but I really needed to complete the swim on my own without assistance. I didn’t care if I had to dog paddle in, I was going to do this. Needless to say, I did complete the swim on my own, but it took me longer than other swimmers. That was okay because as I said before, my goal was to complete, not to compete. Occasionally during my swim when I really got tired, I can recall being asked if I needed help. I assured the lifeguards that I was okay and that I would make it in -- and I did!

In this profession, it is so wonderful to know that we can rely upon FCCMA and our colleagues. Although we may want to do things our own way, it is good to know that there are people that I can call for support if I need it. Although it may feel that way at times, we are not alone and someone knows what you are going through. If you need the help, seek it.

For those of you who offer help, please do not be offended when it is not accepted (like I did with the lifeguards). Sometimes we have to do things our own way and just knowing that you are there and are willing to help gives us enough strength to see things through.

Don't Judge a Book by Its Cover

I know that it is an old saying, but it cannot be repeated enough. During the triathlon, there were ladies twice my size and in better shape than I. As I was struggling to pedal my bike across the Rickenbacker Causeway, this full-figured lady whizzed by me as if I was standing still. She was awesome. As she passed me, she said, "You can do it!"

This reminded me that as City Managers, we are to ensure that we and our staff members select candidates who are qualified and suited to perform a job and not allow race, gender, or sexual orientation to affect our judgment when making hiring or promotional decisions.

The four words from a stranger -- "You can do it," -- reminded me that there are many more people cheering for our success than hoping for our failure. Listen to those cheerleaders!!

Be Prepared

Prior to the start of the triathlon, all participants were asked to place their bicycles and belongings in the "transition area." This was the area where you would go after the swim to get your bike, put on your shoes, bicycle helmet, etc. I noticed that there were people who had things laid out strategically to prevent any delays on getting on that bike and moving. Although I thought I did a good job of putting my items in order, since this was my first race, I really could have learned more if I had observed the system used by the more seasoned triathletes. When I finished the swim, I could have saved time had I organized my clothing and equipment more strategically. This also affected my overall performance.

As City Managers, we have the opportunity to learn from our more seasoned colleagues' successes and challenges. If we are grappling with a difficult issue, there's always someone who knows someone who has gone through the same thing. Don't be afraid to ask for a copy of a report/ study or to ask for advice.

In addition, the lack of preparation can also affect our overall performance. Even though we may have been in the profession for many years, we should always take advantage of training and networking opportunities to prepare us for new challenges that lie ahead.

Stop, Look and Listen

During the first bicycle stretch over the Rickenbacker Causeway, there was a fellow bicyclist having difficulty with her bike. She indicated that she believed that her brakes were jammed. I knew nothing about fixing jammed brakes, but I asked her if she wanted me to wait with her until help arrived or go find someone to assist her. She thanked me and indicated that she thought she had it under control. As I was remounting my bike, I caught sight of and was able to enjoy the breathtaking view of the city and waterways. I was so focused of getting across the bridge that I had not taken the time to appreciate the wonderful view.

In our hectic days (and nights), we get so busy sometimes that we may not notice that one of our staff members is going through personal problems. Regardless of what's going on in the business, we should remember that people -- the commissioners, staff, and residents -- are our business,. Sometimes we may get so bogged down on issues or projects, we forget about the important element of "people." In addition, had I not

stopped to assist the other bicyclist (who, by the way passed me later on in the race – jammed brakes my eye – but that’s another story), I would not have been able to appreciate the beautiful view that was before me. In our profession, we build beautiful parks, buildings, and communities, but we rarely take the time to visit, mingle with our staff or residents and enjoy the fruits of our labor. Make a commitment to do so. A couple of years ago, we opened our first community pool in the City of Lauderdale Lakes. It was only during training for the triathlon did I get the opportunity to swim in it during my training. I met and worked with some wonderful people on our aquatic staff. Had it not been for them, I would not have survived the swimming (and I am sure they had fun telling the City Manager what to do).

Repel! Repel!

After the bike ride, my legs felt like rubber, but I managed to complete the last event – running. The trail was through a shaded mangrove area. Although it was beautiful, it was loaded with hungry mosquitoes. It was as if we were the first human beings they had seen in years. I would run and swat, run and swat. It almost became unbearable. Fortunately at the one mile mark, they had water, Gatorade and mosquito repellent. I got a good spray down and continued on my way. Interestingly, the repellent helped, but the persistent pests seemed to find remote areas on my body where I missed a spot.

In our profession, there are going to be some pesky critics and times when we are under attack. My first bit of advice is to not allow anyone to know your hot buttons. We all have them. These hot buttons can be certain people (like ex-husbands/wives), certain statements, questions, or innuendoes that set us off. If these critics know your hot buttons (those areas with no repellent), they will push them every single time. And when they see an opening/opportunity, they will go for it at full throttle. Just like mosquito repellent, prevention is the best defense against attacks. How? (a) Work continuously to establish a good, professional relationship with your elected body; (b) surround yourself with a loyal, competent professional staff; (c) Keep everyone focused on the vision, strategic/master plan or goal that you are working toward; (e) Know your local reporters; (f) Know your community leaders and residents well; and (g) Even when it gets personal, remain professional and arm yourself with facts. This may be easier said than done, but no one said this job was easy!

I am pleased to say that I achieved my goal and completed the race. I hope you gained something from my triathlon experience. Now on to the next challenge!!

June 2009 Monthly Member Profile

*By Sarah E. Hannah, Assistant Town Manager for the Town of Palm Beach
District IV Director and Chair of the Technology and Public Information Committee*

Name: Joseph Gallegos

Current Occupation: City Manager for the City of Wilton Manors and 2009-10
FCCMA President

FCCMA member since: 1984

Degrees obtained: B.A. Univ. of Fla. (Political Science with minors in History and Education); M.P.A. Fla. International Univ.

What got you interested in public service? My parents instilled in my siblings and me a responsibility to devote a portion of our lives to giving back to the community. When considering an advanced degree, the field of Public Administration offered the perfect opportunity to make a meaningful contribution.

What are the challenges facing you as the CM in Wilton Manors? Certainly the challenge of the day is to continue to provide quality services to our citizens with shrinking resources to do so. The sad fact is that programs and facilities will close, good employees will lose their jobs and the quality of life in which we have strived so hard to provide will be affected. Our real challenge will be to weather the economic downturn and to emerge on the other side with a better and more efficient organization, ready to respond to the future needs of our citizens.

What experience do you have outside the local government profession that has proved to be the most useful in your career? After graduating from the University of Florida, I worked in the private sector for a national tire and automotive service center in marketing and management for eight years. Being totally responsible for all aspects of a business and achieving a positive bottom line, taught me great lessons.

Favorite part of the job: Building communities and working with talented and dedicated public servants, who bring so much to the table in that pursuit.

Least favorite part of the job: Dealing with businesses, entities, individuals etc. that approach cities from both the outside and the inside for all the wrong reasons.

Hobbies and interests: I get great pleasure from photography, and enjoy the challenge of learning new things now available in the digital age of picture taking; I also play tennis and love reading history.

Family details: I have been married to my lovely wife Hope for 27 years.

If you could give one piece of advice to young people interested in a career in public service, what would it be? Take advantage of any opportunity to begin in the profession. If an internship becomes available in County or City government, even if not in the City or County Manager's office, I would begin there. Talented, dedicated and motivated people are usually quick to be identified in cities and Counties and are quickly picked up as full time staffers. Many of the current managers began their careers in other departments or divisions such as the finance or budget departments, planning or economic development and so forth; so don't narrow your opportunities to begin in the field.

FCCMA 2009 Annual Conference

Saturday, May 30th marked the beginning of the new FCCMA Program Year. President Joseph Gallegos, City Manager, Wilton Manors, took the reign from Past President Ed Mitchell at Friday's Business Meeting. Wilton Manor's Mayor Gary Resnick administered the Oath of Office to President Gallegos and declared Friday, May 29th as Joseph Gallegos Day. Chief Range Rider, Dick Simmons, administered the Oath of Office to the rest of the Board of Directors.

Thank you to everyone who completed the conference survey. This is a great help when planning future conferences. By all accounts, the conference was a success! All sessions received high marks. Attendance was down but everyone who attended felt it was well worth the expense and some even liked the smaller numbers. Check out the conference page on our website: http://www.fccma.org/events/events_conference.asp.



“So You Want To Be A City/County Manager?” FCCMA’s next generation.

FCCMA Membership Awards

At the 2009 Annual Conference, the following people were recognized for their years of membership in FCCMA.

Five Years

Roger Baltz
Robert Bartolotta
Allyson Black
Donald Burkhardt
Marguerite. L. Burns
Thomas A. Burns
Carl Callahan
Robin Carmichael
Leigh (Root) Davis
Maria V. Davis
Kim Elliott
Donald S. Fisher
Jim Gallagher
Jeff Gellermann
Stanley D. Hawthorne
Leigh Ann Henderson
Ted Lakey
Lillie J. Latimore

Mark R. Lauzier
Micah Maxwell
Ken Morris
Jeffrey Naftal
Clarence Patterson
Daniel Shaw
Thomas L. Shevlin
Kelly Shoemaker
Paul Sizemore
Angel Smith
Ralph Stone
William M. Vance

Ten Years

Leif J. Ahnell
Tom Benton
Ray W. Britt, Jr.
George M. Burgess
G. Jerry Chiocca

J. Douglas Drymon
James P. Freeman
Michael B. Gustafson
Laura J. Hannah
James R. Hanson
Thomas A. Harmer
Carl S. Harness
William B. Horne, II
Lori LaVerriere
Bruce D. Loucks
Al Minner
Ellen S. Posivach
Douglas Smith
Jason Yarborough

Fifteen Years

Patricia Bean
Jeffrey E. Brown
George S. Brown
Gregory L. Dunham
Bob McKee
Kayla Olsen
Michael P. Pleus
Henry P. Schubert
Terrance Stewart, MPA
Lyle J. Sumek
Robert Weisman

Twenty Years

Michael Abels
James R. Bell

FCCMA 2009 Scholarship Winners

B. Harold Farmer Scholarship

Adam Reichbach, Winner
Marco Sandusky, Runner-Up

2009 Annual Conference Sponsor List

FCCMA would like to thank the following sponsors:

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Twenty-Five Years

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Thirty Years

Robert S. LaSala
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Peter G. Lombardi
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Thirty-Five Years

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Forty Years

Richard M. Kelton

**Emerging Professionals Conference
Scholarship**

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2009 Annual Conference Exhibitor List

FCCMA would like to thank the following exhibitors:

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Florida League of Cities
Florida Surplus Asset Fund Trust
Force V Environmental/Smart Power
G4S Wackenhut
Gatekeeper Business Solutions, Inc.
Gehring Group/BenTek
Government Services Group, Inc.
GovPartner

GovQA
Harvard Jolly Architecture
ICMA Retirement Corporation
Iler Planning
J House Media & Cellular Solutions
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Triton Water Technologies
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Verizon Wireless
viaRadio Corporation
Vision Internet Providers, Inc.
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2009 Phone Panel Discussion Series

The topic for the June phone panel is **Securing Grant Funding**. The date is Wednesday, June 24, 2009 from 2:00 pm – 3:00 pm EST.

The presenters are: **Sue Hann**, Deputy City Manager, City of Palm Bay and **Joyce Shanahan**, City Manager, City of Ormond Beach.

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

ICMA's Sustainable Communities Initiative

By Randall Reid, County Manager, Alachua County

The Federalist Papers are a seminal reference on the founding of the United States. Originally published in 1787–1788 to convince New York State citizens to ratify the newly crafted Constitution, the Federalist Papers have since that time provided insights into the philosophy and motivation of the Founders when they created the Constitution of the United States. Today local government managers have identified the creation of more sustainable communities as a fundamental challenge for the long-term future, one comparable with the need for more ethical local governance first confronted by ICMA members early in the past century.

With this article, ICMA begins a series of periodic leadership and management papers on sustainable communities. Future issues of PM will include ICMA members sharing their visions, thoughts, perspectives, and case examples on this issue of our age.

The Moral Imperative for Sustainable Communities

In February 2008, several dozen ICMA members, staff, and academics joined together in Phoenix, Arizona, as the Sustainable Communities Advisory Community, to discuss the need for ICMA's membership to embrace the concept of sustainability. It was a rewarding weekend of examining survey data from members, hearing about environmental problems and exploring community needs around the world. Most meaningful perhaps were the shared stories of the critical importance local communities have played in our lives.

Our discussion recognized the need to develop a broader understanding of sustainability and how ICMA members can assist their communities to become more sustainable. We noted that the revolution of sustainability would be serious work, requiring both a renewal of the profession's civic reform idealism and an individual commitment from each member to embrace sustainability as a professional management practice. A commitment pledge for ICMA members modeled after the final lines of the Athenian Oath "to transmit this city greater than it was transmitted to us" was developed for members to sign at the 2008 conference in Pittsburgh, Pennsylvania. (The pledge can be downloaded at www.icma.org/forms/sustainabilitycommitment.)

The committee began to encourage state associations to include sustainability sessions at their conferences. We also circulated a series of sustainability articles similar to the

Federalist Papers, reflecting the basic concepts and core practices of sustainable communities. The purpose of these efforts is to create a dialogue in the profession on “the issue of the age”. This first article examines the roots of sustainable communities in the American cultural experience, as well as the spiritual and ethical foundations for sustainable governance.

A Sustainable “City on a Hill”

The precepts of sustainability that can link people, place and prosperity are not foreign to America’s national DNA. Across America’s vast landscapes, indigenous Indian tribes, like the Five Nations of the Iroquois Confederacy, were well versed in sustainable practices and governance, living close to the land and exercising participatory democracy. The Confederacy’s Great Law contained the seventh generation sustainable ethic, “In every deliberation, we must consider the impact on the seventh generation.” In 1630 on a ship off Massachusetts, John Winthrop established a vision of an America as a “City on a Hill” to be built as a shining example to the world. Recognizing the challenges of the land to be settled, Winthrop sought God’s “blessing in the land” and declared “therefore let us choose life, that we and our seed may live”. Thus, prior to political formation of local government, a sustainable vision uniting people, place and prosperity was rooted in American soil.

The Founding Fathers were familiar with both the Judeo-Christian and Greco-Roman philosophers. They knew the Old Testament warning in the book of Proverbs that “without vision the people perish” and Aristotle’s observation that people come “to the city to enjoy the good life”. Historical documents of the republic such as Thomas Jefferson’s “Declaration of Independence,” Abraham Lincoln’s “Gettysburg Address,” Martin Luther King’s “I Have a Dream” and John Kennedy’s Inauguration speech are a living stream of civic and spiritual expressions. They each represent a collective desire for sustainable and just governance, a focus on higher national purpose, and a call to sacrifice for the future.

Transcendentalist philosophers like Ralph Waldo Emerson and Henry Thoreau; conservationists like Theodore Roosevelt, John Muir, Rachel Carson and Aldo Leopold; and writers like Wallace Stegner, John McPhee, Wendell Berry, Robert Frost, and Garrison Keillor have contributed to what has been an American dialogue on our sense of place and community. Our various regional cultures are reflected in music, architecture and literature that arose in local communities. Wise city managers are quick to learn the uniqueness of their community’s local histories and cultures when new to town. We must now also understand the unique complexities of the bioregion and ecological environments in which our communities exist.

Our Constitution’s Preamble called for “We the people “to unite and establish a democratic society. Yet government was not alone responsible for this effort then or now. As De Tocqueville pointed out so vividly, the early civic associations of the United States – our original nonprofit sector – developed independent of governments. Citizens have collaborated to better the human condition in American communities since our earliest days. Today’s sustainable communities will require new and increased levels of civic engagement and participation of citizens as joint partners with our local governments. Today citizens must be coaxed off the sidelines and encouraged to be more than customers. We must recognize that “community” begins in conversations between strangers. As managers we can convene and facilitate such conversations on creating

alternative futures for our communities.

ICMA members from other cultures and countries have a similarly rich foundational heritage and traditional stories from their own indigenous peoples that promote the notion of a concern for the environment, healthy economy, and social justice as being necessary for a prosperous human experience. Just as we share many of the same beliefs about sustainability, it is clear that our shared economic, social, and environmental futures are more interdependent than ever before in our history.

Secure and Resilient Communities

It is no longer reasonable to deny that climate change is affecting our natural systems, weather and migration patterns around the world. Resource depletion, such as potable fresh water, is increasingly documented as population and urbanization increase. In the past year we have seen natural gas distribution disrupted in Europe due to regional politics; water shortages in Atlanta, Georgia, that led to Supreme Court litigation from Florida and Alabama; fluctuating fuel prices and a collapse of our global financial system. Commercially grown tomatoes, lettuce, and peanut butter have been withdrawn from markets because of fears of contamination, resulting in my jurisdiction a renewed interest in community gardening and local organic food supplies.

Globalization does not change the fact that we conduct trade at a local level and must ultimately provide our communities with a sustainable supply of food, energy, and water. The localities where we live actually become more important in periods of economic collapse, spiking energy prices or food and fuel supply disruption. ICMA's membership cannot plan to control world events, but its members can and should plan to be more sustainable and resilient to external threats.

To create resilient and secure communities in the face of globalization and climatic change ICMA will need to continue to develop the best practices appropriate to each member's locality. The book, *The Sustainable Revolution: Portrait of a Paradigm Shift* by Andres Edwards and David Orr, identifies seven possible common themes of sustainable governance around which ICMA best practices or new models of governance should emphasize and develop.

- Stewardship.
- Respect for limits.
- Interdependence.
- Economic restructuring.
- Fair distribution of resources.
- Intergenerational perspectives.
- Natural systems as a model.

Sustainable communities require the practice of sustainable governance. Sustainability is foremost an ethical framework for daily decisions to be aligned with a shared long-term community vision for stability. These are communities whose consumption of resources and production of wastes are sustainable over time and don't diminish the prospects of future generations.

Sustainable governance is a process in which all community sectors and individuals willingly collaborate to create respect for people and place. It is more organic, conversational, collaborative, appropriately scaled and decentralized than existing

practices. Hopefully, it will be more compassionate as well.

Sustainable solutions do not have to be of a particular political ideological, but do require funding and resources. Alachua County, Florida, recently installed a solar collector system that assists in providing electrical power for our county's solid waste resource recovery station. Our newest solar array of panels could be viewed by some in the community as an environmental project, while others would see it from the perspective of energy independence and national security. They are both correct; future sustainable communities will politically slant neither left nor right. To paraphrase the old management saying, "there is not a Republican or Democratic way of installing solar panels."

Sustainable governance and solutions will require managers to focus more on ecological principles and system theory to achieve more synergistic solutions for the complex problems we face. For example, a neighborhood program to promote energy conservation and reduce utility bills for low-income homeowners, meets multiple sustainable goals. The program reduces carbon emissions and our community's carbon footprint. It increases energy efficiency, and reduces poverty and health issues among homeowners struggling to afford food, healthcare, and rising energy costs. Volunteers, disadvantaged citizens, at risk youth and civic organizations can be trained to weatherize homes. This provides jobs and volunteer opportunities that strengthen civic pride and engagement. Sustainability requires these kinds of synergistic solutions and in the end the environment and citizens both benefit.

Sustainable communities will require the performance management skills of ICMA members to focus upon the metrics of changing community conditions. Three decades ago, Laurence Rutter (1979) stated in ICMA's "New Worlds of Service" that "demography is destiny." These demographic trends are already impacting natural resources, housing, health care, education, criminal activities, urbanization and immigration. Sustainable communities driven by demographic changes will require locally distinctive approaches to problem solving.

Local natural resources, fiscal and social capital varies between communities, as do locally appropriate solutions and technologies. Alternative energy sources, for example, may include solar or wind farms in wide-open expanses and nuclear, hydroelectric and geothermal elsewhere. Community visioning, data-driven strategic planning, smarter land use patterns, expanded civic engagement techniques, collaborative decision-making processes, and performance monitoring of key community indicators must be employed by our members to implement more sustainable alternative futures.

Finally, ICMA managers must recognize that regionalism may be the governance process and form of structure of the future. The region and not the local government may become increasingly more important in dealing with issues of sustainability that take place within bioregional systems. This may continue to require new forms of regional governance, forums and collaboration as natural systems disregard political geography. Bioregional scale inter-local agreements will be needed to protect resources and reduce the pending potential of legal or political conflicts over resource competition. For American city managers, many who have spent decades valuing the principle of home rule and local self-government; this may be a bitter pill to swallow. Florida has faced this issue over the future of the Everglades restoration, where engineered structures are being removed,

communities may be eliminated and major industries acquired to re-establish water flows required by the ecological systems.

The Moral Imperative of Sustainability

Managers and our citizens may tend to mistakenly label sustainability as being just about concern for the environment. Environmental concerns are indeed of paramount importance because history shows us that civilizations that abuse their environments do not prosper in the long term. But sustainable communities place a major priority on creating sustainable economies, poverty reduction, and involvement of all segments of our communities.

The rise of new industrial power centers in countries like Brazil, India and China has intensified competition for resources as these countries and others seek American-style consumption levels. The interdependence of a global economy means this will inevitably impact your community. We have often been shielded from the impact of resource distribution and are blessed by better governance and resources than many areas of the world. Will that always be the case if we continue to ignore the moral imperative of creating more sustainable communities? Are we willing to take that chance as a profession?

Above all else, one cannot understand the practice of sustainable management or sustainable communities if one does not see our discussion of sustainability as an ethical statement about civic virtue, healthy living, and social justice. Sustainability is about the responsibilities we have to each other as humans and the places we hold dear. How we use natural resources and the levels of our consumption will affect our future security as a local and global community.

Sustainability as The “Golden Rule” Applied

Millard Fuller, founder of Habitat for Humanity, sought to create a more sustainable community by housing the poor through the “Theology of the Hammer”. This theory embraced wholeheartedly the idea that the love of God and the love of man can be blended and integrated in the humble act of constructing a house.

The practice of sustainability among ICMA members can be a holistic ethical lens focused on our collective behaviors; similar to the ICMA Code of Ethics that governs our professional behaviors. Any religious or spiritual component of our lives is usually separated from our professional conversations. However, if we could admit professionally that love of people and place are both a human and a professional response and solution to community ills, it might mean everything in terms of embracing sustainability. Many managers possess a strong spiritual sense that our profession of managing communities and organizations can be best understood in the concept of stewardship. As Cincinnati community consultant Peter Block says, this brings an uplifting moral and life-affirming “gift “and “commitment” that we bring to our communities through our acts of public service. In this sense we do righteous work.

The spiritual aspect of this sustainable stewardship is important because unbridled greed and competition for depleted resources has historically lead to conflict or violence. In 1993, the Parliament of the World’s Religions convened in Chicago; 8,000 people from all over the world came together to see if they could find a common ethic in their religious traditions with which to address the issue of violence in their communities.

After much dialogue, they came up with the Golden Rule: **“Do unto others as you would have them do unto you”**.

As the chart indicates it is a common ethic among ICMA members of faith worldwide.

The Golden Rule: A Relevant Foundation for Sustainable Communities

The Golden Rule	Hinduism <i>Never do to others what would pain you.</i> Panchatantra 3.104	Buddhism <i>Hurt not others with that which hurts yourself.</i> Udana 5.18	Zoroastrianism <i>Do not to others what is not well for oneself.</i> Shayast-na-shayast 13.29
Jainism <i>One who neglects existence disregards their own existence.</i> Mahavira	Confucianism <i>Do not impose on others what you do not yourself desire.</i> Analects 12.2	Taoism <i>Regard your neighbor’s loss or gain as your own loss or gain.</i> Tai Shang Kan Ying Pien	Baha’i <i>Desire not for anyone the things you would not desire for yourself.</i> Baha’Ullah 66
Judaism <i>What is hateful to you do not do to your neighbor.</i> Talmud, Shabbat, 31a	Christianity <i>Do unto others, as you would have them do unto you.</i> Matthew 7.12	Islam <i>Do unto all people as you would they should do to you.</i> Mishkat-el-Masabih	Sikhism <i>Treat others as you would be treated yourself.</i> Adi Granth

Source: “The Need to Be the Change,” <http://wecan.be>.

As Australian author David Andrews relates in his book, Plan Be, “The great value of The Golden Rule is that it is acceptable not only to the religious but also to secular people. General reciprocity seems to be “common to ethical systems everywhere.”

The principle strength of the Golden Rule is that everybody might agree that it is a great place to start with understanding the fundamentals of sustainability...**“to do unto future generations as you would have them do unto you”**. Under the concept of applied sustainable ethics, it is no more right for me to use the resources of future generations or another region, for example, than it would be for them to take mine from me by political or military force. Simply because a resource like water is available in greater quantities or more cheaply outside my own region would not make it ethically right to acquire such resources without consent or fair payment. Self- discipline and community restraint of sprawl and resource use are regional and environmental virtues.

In applying the reciprocity of the Golden Rule to our fellow citizens, we would seek to give others economic opportunity, education, and health care that we have enjoyed because we would want such advantages for our own families and ourselves. This principle of reciprocity is fundamental to the concept of sustainable ethics, and clearly scalable and transferable from personal to local to national and international context.

In the context of sustainable management, a chief executive’s role is to create a positive and healthy work environment where employees can grow, develop and excel.

Employees as people cannot be viewed as an expendable commodity and resource. In these times of cutbacks it is important we seek sustainable solutions to sizing our organizations in alignment with our diminishing fiscal resources and our organizational values. An example would be human resource policies such as furloughs, job sharing, and reduced work weeks to avoid the number of lay-offs.

Our own local government organizations we manage can be considered in a sense as communities where our employees spend the bulk of their lives and waking hours. Sustainable governance of municipal organizations will enhance the dignity of their employees, seek to encourage collaboration and teamwork, share information, promote transparency and conserve natural resources and reduce or reuse waste materials.

Conclusion

A sustainable community is all about enhancing the ‘Three Es’ of economy, environment and social equity within the community to improve people’s lives. This requires a visionary eye with the present and future well being of the whole community as its goal. The success of our daily actions, however mundane or heroic, can be judged by the sustainability of the communities and organizations we design and manage for the benefit of current citizens and future generations. As Martin Luther King reminded his followers, the daily struggles of the Montgomery bus boycotts themselves were not the end being sought; “the end is reconciliation; the end is redemption; the end is creation of the beloved community”.

Educating our citizens about sustainability is important. When speaking to citizens it may be good to refer to sustainability being about local people, local places, and local prosperity. To bankers, speak about living off the interest not the principle. To farmers, speak about not eating your seed corn. To the elderly, speak about their grandchildren. To veterans, speak about our nation’s security. To scout groups, speak about leaving your campsite better than you found it. As ICMA managers, I urge you to simply speak out.

Perhaps we make sustainability too hard a concept or principle to grasp. What if sustainability was as simple as the Golden Rule applied! Imagine treating people, and your neighboring jurisdictions, as you would want to be treated. **PM**

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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, jfc Coleman@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; **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; **Frank Thomas**, former manager of Mulberry, ftomas1947@msn.com; **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. **Ronald W. Owens**, retired member, Scarborough, ME; **Raymond J. Sandrock**, full member, assistant county administrator, Charlotte County; and **Johnny D. Williams**, full member, county administrator, Gadsden County.

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.

Assistant to the City Manager — City of Dunedin — Salary range: \$2,004 - \$2,906 bi-weekly. All who meet the following minimum qualifications are eligible to apply. The assistant will provide professional, administrative and analytical support to the City Manager. Minimum qualifications: Bachelor Degree from an accredited college or university; Course work in public administration, business administration or a closely related field; Masters degree preferred; Three years of progressively responsible experience and/or training that include project management, budgetary review, public speaking, public interaction, grant administration, office administration in a municipal setting and personal computer operations; and An equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this position may be considered. Complete job description is available for review. Accepting applications until position is filled. EOE m/f/d/v/ Drug/Smoke Free Workplace. <http://www.dunedingov.com>.

Town Manager - Seaside, Florida - www.seasidefl.com. Seaside is recognized world wide 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.

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.

Dates to Remember:

June 24-26, 2009—FAC Annual Conference, Marco Island

August 13-15, 2009—FLC Annual Conference, Orlando

September 13-17, 2009—ICMA Annual Conference, Montreal, Canada

February 4-5, 2010—Winter Institute, Lake Mary