



The MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION
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Home Page: <http://www.fccma.org>

November 2009

Vol. 31, No. 11

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Hold the Date – February 19, 2010

FCCMA will hold its annual Symposium on Friday, February 19, 2010. The theme is: Future of Florida's Local Governments: Sustainability.

FCCMA Winter Institute

Join your colleagues at the annual Winter Institute for a transforming session with Dr. Hans Bleiker and Annemarie Bleiker of the Institute for Participatory Management and Planning (IPMP).

In an intensive and interactive format, participants will learn systematic processes for breaking the gridlock that can occur in project approval and implementation. By switching from a focus on techniques to a focus on objectives, the IPMP team believes public-sector managers can break the political stalemates that so often derail program implementation. Florida's local government managers and their senior management teams often tackle the issue of "political gridlock" – being an 'implementation genius' should help each participant and is a valuable skill set!

The IPMP team will also give class participants access to their e-book so that advance reading can be done for the Winter Institute and also have this material available once the course is over.

Former Congressman Lou Frey will be the luncheon speaker for the Thursday lunch.

The FCCMA Annual Winter Institute will be held February 3-5, 2010 at the Lake Mary Marriott. The Winter Institute is limited to 80 managers, assistants, deputies and ICMA-CM's and will be filled on a first-come, first-served basis. The rate will be the same as last year at \$325. The brochure was mailed on October 13. If you did not receive a brochure, please email Carol Russell at crussel@flcities.com.

November Member Profile

By Doug Thomas, City Manager, City of Lakeland

Tony Delgado, Deputy City Manager, City of Lakeland

You've been with City of Lakeland for a long time. What got you interested in public service?

I have been with the City of Lakeland for 14-years, having 10-years this January in my current capacity as Deputy City Manager/Assistant City Manager. Interestingly enough, I did not originally seek a position in this area of Public Service, it actually sought me out. As I began to identify the obvious parallels between the customer service and project areas (Managing Sports, Entertainment & Convention facilities) I had previously managed and those necessary to administer the complexities of municipal oversight it seemed like a natural fit. The area that piqued my interest was the requirement to really interact with general public on a number of levels and have the opportunity help shape the direction of growth of the community we work in.

What has been your most memorable experience while serving as Deputy City Manager?

There have been many to say the least. I have had the honor of working on major land acquisitions for recreation lands, negotiating land development and economic enhancements for the better growth, negotiating numerous labor agreements, working closely with staff to expand utility operations in our community, etc. However, those areas where I am allowed to work directly with the residents of the community and help alleviate their issues may be the most memorable and certainly the most rewarding. So many people today feel disconnected with their local governments and those who are assigned to assist them. Blame it on the economy, apathy, or just a lack of trust, it is those times that we as a public servant can assist in changing those attitudes. I get a great satisfaction knowing that I can be part of changing some of those attitudes and thoughts of the community we serve.

What skills and aptitudes do you think are most important for people serving in local government administration? What has worked best for you in your long career?

That's a great question. Clearly, being able to quickly disseminate a variety of complex issues, taking the time necessary to learn as much as possible about the areas your municipality supports and services, understanding the issues that affect your employees and their ability to service the residents and a commitment to life learning. However, what may be the most important skill or aptitude and one I have always strived to meet is the commitment to maintaining accessibility and really taking the time to "listen" and respect differing opinions and views. I wish I was an expert or knowledgeable in all the

areas necessary for me to do my job well, unfortunately that is not the case and taking the time to seek out that assistance and listen and learn from those who can mentor is extremely important to me and any success I may have had.

What challenges and opportunities has the economic downturn brought for your area? How is all of this affecting the day to day operation of local government?

It is no surprise that the economic concerns of the world and nation have reached every size community and area of our life. No area is immune. We have seen a spike in unemployment, closing down of businesses once thought stable and solvent, increasing health insurance cost, and more and more request for City service modifications to assist in the rebounding of the economy. The economic challenges, regardless of their origin, have brought a global distrust of local government administration, much obviously unfair, but a distrust nonetheless. It has been extremely difficult during these times to promote new programs, enhancements of existing service programs and changes to those programs required by economics without residents questioning the intent. The necessary downsizing of the government services has been extremely difficult regardless of the public request to save money and operate more efficiently. As can be imagined this has made operating the day to day operations extremely difficult and has on occasion “pitted” departments and service agencies against one another. However, it has also required that we take the necessary time to really review our current operating methods and look for new and imaginative ways to deliver the services that are considered core requirements of local government. It has also required that public-private partnerships be more readily explored to assist in the financial challenges of administering those services not necessarily considered core services, but equally important to the community.

What do you do to relax when you can take a break from the job?

Relax...what’s that. Seriously, I try to take the time to be with family and friends as much as possible; they keep me grounded. I enjoy live music and sports events, good food and travel. I love the big City atmosphere, growing up in Chicago it is a bit in my blood, traveling to those large markets is very exciting and enjoyable.

FCCMA Member Ralph Hester Dies

FCCMA Member Ralph Hester, City Manager, City of Groveland, died Friday, October 30. He died suddenly after suffering a heart attack. Mr. Hester was hired as Groveland’s city manager in January 2006.

Mr. Hester joined the Florida City and County Management Association while serving as city manager in Lynn Haven. He also served as city manager in Holly Hill, Zephyrhills and Belle Isle. He is survived by his children and grandchildren.

So You Want To Be A Board Member

*By George Brown, Deputy City Manager, Boca Raton
Member of the Local Government Awareness/Public Relations Committee*

Many members have inquired about becoming a member of the FCCMA Board of Directors.

“What is the process?”

“How do I get on the Board of Directors of FCCMA?”

“What should I do to take a more active role in FCCMA?”

It's not simply a matter of sending in your name when the annual call comes for self-nomination. Being an FCCMA Officer or Director requires a thorough understanding of FCCMA and the role of the Board Members. Here are some ways to develop that understanding, become more actively involved, and prepare for the possibility of Board membership.

- Read and consider the ICMA Code of Ethics, the FCCMA Mission Statement, and the FCCMA Charter and By-Laws, all of which can be found in your Membership Directory. These will give you the basic information about the Board structure, minimum qualifications, and responsibilities.
- Read the FCCMA Strategic Plan (in the Membership Directory). Think about how you could personally contribute to the achievement of its objectives.
- Be active in the business and affairs of your District. Attend your District meetings, volunteer and be active on District committees, and assist in the planning and implementation of District activities. Attend your District training sessions. Talk with your District Director about the workings of the Board and how District activities relate to FCCMA activities. Dynamic engagement in District activities is one of the best ways to develop your potential as a leader in FCCMA.
- Join an FCCMA Committee, actively participate in its meetings, and make a meaningful contribution to its work products. If your selected committee roster is full in a given program year, contact the Chair and ask to participate in or monitor the committee meetings.
- Reach out to other Board Members, past and present, to discuss how your interest and how your skills and abilities might be helpful on a committee or on the Board. Ask about the Board Members' perspectives on FCCMA.
- Be actively involved in FCCMA affairs: attend Board meetings (all of which are open to all FCCMA members), attend FCCMA trainings, coaching sessions, and teleconferences. Attend the annual conference. Don't just attend: actively participate.
- Consult your FCCMA Directory and the FCCMA By-Laws to learn about the nomination process, the Nominating Committee, Self-Nomination, and the associated submittal requirements.

FCCMA and the Board of Directors strongly encourage all members' interest in serving on committees and on the Board. Our present and future strength is in our members and their commitment to FCCMA.

FCCMA Annual Conference—“Impossible Dreams? Innovative Realities”

Mark your calendars for the annual FCCMA Conference to be held May 12-15, 2010 at the Wyndham Orlando Resort. Lt. Gen. Rusel Honore, US Army Ret., who was responsible for coordinating military relief efforts for Hurricane Katrina-affected areas across the Gulf Coast, will be the keynote speaker.

Saturday’s speaker will be Michael Hingson — a 9-11 survivor — who has a remarkable and motivating story to tell.

This year’s Conference Committee is planning interactive, in-depth workshops/sessions — once again raising the FCCMA Conference bar. Watch for future updates. Conference registration information will be available in February 2010.

FCCMA District Trainings

The following dates have been selected to have District Trainings. More information will be available in future newsletters on the topics and speakers.

District I East – February 26, 2010

District I West – April 2, 2010

District II – March 19, 2010

District IV – January 8, 2010

District V – January 29, 2010

District VII – December 3, 2009

District VII Training at the Florida Association of Counties Conference

The Florida Association of Counties will hold its Legislative Conference December 2-4, 2009 at the Hilton St. Petersburg Bayfront, 333 First Street South, St. Petersburg, Florida. On Thursday, December 3, from 8:30 am - 11:30 am, EST there will be a training for managers—both city and county—in conjunction with this conference.

The topic for the training will be “Managing in a Troubled Economy.” It will be divided into two sessions: Psychology of the Organization and Current Trends/Innovations. For those not attending the FAC Legislative Conference there will be a \$25 charge.

FAC registration information is available on the website at www.fl-counties.com. For workshop registration only, contact Carol Russell, FCCMA staff at (850) 222-9684 or crussel@flcities.com.

Florida Government Communicators Association Annual Conference

The Florida Government Communicators Association Annual Conference will be held December 3-4, 2009 at the Hilton Gardens Inn in Palm Beach Gardens. The cost is \$199 for members and \$259 for non-members. (The non-member rate includes a one-year membership.) The fees include continental breakfasts, breaks and luncheons applicable to that day.

This year's conference will feature distinguished speakers from both the government and private communications sectors. Distinguished speakers include Christina Sukach, Chief, Emerging Technology, Air Force Public Affairs Agency; Coral Springs Mayor Scott Brook; Fort Lauderdale City Attorney Harry Stewart; Broward County Property Appraiser's Office In-House Counsel Ron Gunzberger and City of Boynton Beach IT Director Phyllis Koch. Speakers also include Juan Carlos Fanjul and Emily Pantelides, WPEC-TV, West Palm Beach; Steve Weagle, WPTV-TV, West Palm Beach; Terri Parker, WPBF-TV, West Palm Beach; and representatives from the Palm Beach Post and Sun Sentinel.

For registration and hotel information, go to <http://conf.fgca.org>.

Ethics Moments in Government: Cases and Controversies

Ethics Moments in Government: Cases and Controversies is the name of a book by FCCMA Member Don Menzel. A number of local government managers in Florida contributed to the volume. Below is a brief description but you can learn much more by visiting the following web site:

<http://www.routledgepolitics.com/books/Ethics-Moments-in-Government-isbn9781439806906>

Ethical concerns are among the most common problems public administrators face, yet the issues are often complex, and the correct choices are not always clear. Living up to the public trust is much more than just an act of compliance. It also involves perceiving, preventing, avoiding, and resolving accusations of illegal or unethical behavior, including appearances of inappropriate behavior. *Ethics Moments in Government: Cases and Controversies* examines how to identify, assess, and resolve the ethical issues and dilemmas that often confront those who govern the cities, counties, states, and federal agencies throughout America.

Providing a one-stop resource for all those who must contend with thorny ethical issues, this volume presents case studies that vary in complexity and context and are based on real situations. Each case scenario is followed by discussion questions and case assessments by expert practitioners who describe how they would handle the situation. Using a "total immersion" technique, the book encourages readers to be reflexive and analytical in addressing the problems presented and arriving at appropriate solutions. A supplemental CD is included which contains PowerPoint slide presentations, articles, workshop programs, tests, and links to organizations.

For many of the scenarios presented in this volume, there are no easy answers. Practical guidance on reasoning through difficult decision-making situations enables public administrators to acquire the ethical knowledge, skills, abilities, and instincts that will ultimately help them gain the trust of their citizens and advance in their careers.

2009 ICMA Awards

Distinguished Service Award — Dennis Beach

Community Sustainability Award (Populations of less than 10,000) — High Springs

Community Sustainability Award (Populations of 10,000 to 49,999) — Winter Park

Strategic Leadership and Governance Award (Populations of 5000 and greater) — Cape Coral

ICMA 2009 Service Award

35 Years of Service

Frank DiGiovanni

James DiPietro

Bruce Haddock

Bill Moss

Jim Myers

John Stunson

30 Years of Service

Scott Morgan

25 Years of Service

Frank Edmunds

W.D. Higgibotham

Bruce Loucks

Susan Ashley Stanton

Anita Fain Taylor

Ann Toney-Deal

Certificate of Achievement Recipients

Maitland

Certificate of Distinction Recipients

Palm Bay

Palm Coast

Sarasota County

Certificate of Excellence Recipients

Coral Springs

Miami-Dade County

Awarded ICMA-Credentialed Manager

Shannon Lewis

Jeffrey Naftal

David Recor

Retired Credentialed Managers

Peter Schneider

John Wesley White

MIT News and Update

Listed here are the current members-in-transition. We have added the 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; **Kassandra Esposito Blissett**, former manager of Ponce Inlet, District II, Kujowally1@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; **Richard Diamond**, former manager of Bunnell, District II, richarddiamond@gmail.com; **Doug Drymon**, former manager of Archer, District VII, jddrymon@cox.net; **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; **Tony Otte**, former manager of Lake Wales, District VIII, tony.otte@gmail.com; **Richard Reade**, former manager of Port Richey; District III, **Charles Saddler**, former manager of Dundee, District VIII, csaddler@tampabay.rr.com; **Edward Smyth**, former deputy manager of Leesburg, District VIII, efsmyth@comcast.net; **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 and **Robert (Sherman) Yehl**, former manager of Sanford, District III, sherman1951@gmail.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. Jeffrey Davenport, managing director, **Davenport Lawrence**, North Carolina, corporate member; **Eric Eddy**, District I, student member, Florida State University; and **Angela Montgomery**, District VII, full member, assistant to the city manager, City of Dunedin.

Positions

Community Development Director – City of Dade City – Dade City is accepting applications for a COMMUNITY DEVELOPMENT DIRECTOR. This position plans, prepares, directs and reviews all activities of the Community Development Department, including but not limited to annexation and zoning requests, comprehensive planning, development review, and department budget preparation. Also prepares agenda items and ordinances for approval by the City Commission. Serves as staff to the Board of Adjustment, Planning Commission, and Redevelopment Advisory Committee and Historical Preservation Committee, and provides support and direction to the Community Redevelopment Agency. Masters Degree in Urban & Regional Planning and five (5) years related experience or Bachelor’s Degree in Urban & Regional Planning or related field and seven (7) years related responsible administrative/management position in government. FLSA: Exempt. Annual Salary: \$49,004.80 - \$73,507.20. Paid Health & Life Insurance. 4% 401 (a) match. Drug Free Workplace. Send cover letter and resume’ to rharbeson@dadecityfl.com or City of Dade City Personnel, PO Box 1355, Dade City, FL 33526. Deadline date: 11/20/09.

Assistant City Manager – Miami Beach, FL – (90,000) The City of Miami Beach is a full-service municipality located in Miami-Dade County and is home of “South Beach”. An island city of 7.1 square miles that separates Biscayne Bay from the Atlantic Ocean, Miami Beach has a year-round, local population of approximately 90,000. The population can reach 300,000 depending on local happenings and time of year, which creates a unique environment. Miami Beach is a vibrant, tropical, historic community, a true “24-hour” city, which creates an unparalleled municipal management experience. The City is seeking an innovative, experienced, professional administrator to provide executive-level leadership and program direction. The Assistant City Manager analyzes,

resolves, and makes recommendations concerning major issues affecting City operations. The Assistant City Manager works collaboratively with City's executive staff/Department Directors to develop and implement policy directives; coordinates interdepartmental initiatives; oversees functional responsibilities and provides critical analysis in identifying and implementing opportunities for organizational efficiencies. **REQUIREMENTS:** Bachelor's Degree in Public or Business Administration, or related field required; Master's Degree preferred. At least 7 years experience in Executive/Senior Management capacity in public/business administration required, as well as a career demonstrating progressively responsible leadership positions involving broad administrative, supervisory/management experience. Prefer experience in leading technical economic development negotiations; public/private partnerships; municipal construction/public works industry; and other operational areas. Position requires highly independent and empowered individual with strong work ethic and responsible, results-oriented personality. **PROCESS:** Position open until filled. Screening conducted on continuous basis with first review on November 30, 2009. Provide cover letter expressing interest and **ONE** resume as soon as possible. Resumes will be accepted until position is filled. Salary: \$137,311.20 - \$221,772.98 (DOQ). **Please submit your resume to:** jobs@miamibeachfl.gov, or City of Miami Beach, Human Resources Department, ATTENTION: ACM Recruitment, 1700 Convention Center Drive, Miami Beach, FL 33139. For more information, visit the City's website: <http://web.miamibeachfl.gov/hr>. EOE/AA/ADA/VET PREF

Division Director, Growth Management — Monroe County — Monroe County is looking for an experienced Manager to provide effective direction and leadership for the County's Growth Management Division. This Division includes the Departments of Planning and Environmental Resources, Code Enforcement, and the Building Department. It also includes the offices of Marine Resources, the Land Steward, and GIS and consists of over 80 employees. We are looking for a dynamic individual who will maximize efficiency of departmental operations & ensure that there is coordination of issues and projects among departments, other Divisions and work well with the County Administrator and the County Commission. The Growth Management Division Director is the position responsible for coordinating all Area of Critical State Concern requirements with State Agencies including the Department of Community Affairs, and the Office of the Governor. The Growth Management Director is tasked with communicating very detailed information, and providing insight to the County Administrator, County Attorney, County Commission and the public, requiring extremely effective written and oral communication skills. The successful applicant will have a Master's Degree and 7 – 10 years experience or a Bachelor's Degree and 12 years progressively responsible experience in a related field. Valid Florida Driver's License required. EOE employer. Salary commensurate with qualifications. Position will remain open until filled. Contact Human Resources at (305) 292-4557, www.monroecounty-fl.gov

City Manager — New Port Richey, FL — (16,000 population) City Manager. ICMA recognition in 1965. Four (4) Managers since 1984. Last City Manager retired after thirty-five (35) years of service with the City. Appointed by Mayor and four-member City Council all elected at large on non-partisan basis for three (3) year overlapping terms; limit of three (3) terms. Stable, full service city with \$35 million budget including utility and capital budgets. 195 full-time and 25 part-time employees. BA, MIOA, related degree desirable or any combination. Proven and progressively responsible general

management and administration leadership skills required. Redevelopment, economic development, and financial management experience required. Strong commitment to customer-focused government and team/participative management essential. Salary \$100,000 +/- negotiable dependent on qualifications and experience. City Charter requires residency, applicant must be willing to become a resident of the city within a reasonable amount of time. Call and/or apply with complete resume and references to The City of New Port Richey, 5919 Main Street, New Port Richey, FL. 34652. Phone: 727-853-1026. Fax: 727-853-1023. E-mail: wharranll@cityofnewportrichey.org. Application and resumes materials will be matters of public record; interviews of Finalist Candidates will be held in public session. **The City of New Port Richey is an Equal Opportunity Employer - Women and Minorities are encouraged to apply.**

Public Works Director — Okaloosa County — Overview: Situated along the Gulf of Mexico, Okaloosa County is comprised of a little more than 600,000 acres with the Eglin Air Force Base Reservation covering 240,000 of those acres. Okaloosa County's population is over 192,000 and around 60,000 of those are directly affiliated with the armed forces. **Job Description:** Directs public works activities and projects related to roads and bridges, engineering, land development review, surveying, parks, solid waste collection, disposal and long term care and remediation of closed landfills, mosquito control and artificial reefs. **Minimum Requirements:** Bachelor's degree in Civil Engineering, Public Administration or related field; supplemented by a minimum of eight (8) years progressively responsible experience in an engineering, technical or administrative capacity with a large scale public works or comparable organization, five (5) years of which shall be acquired in a supervisory/management capacity; or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities. Must be computer literate and possess a valid driver license. **Residency Requirement:** Required to maintain permanent resident status in Okaloosa County within three (3) months from the date of employment. **Compensation & Benefits:** Annual Salary Range: \$79,913.60 to \$135,824.00, Health & Dental Insurance, Long Term Disability, Life Insurance, Flexible Spending Account, State Retirement, 457 Deferred Comp Plan, Employee Assistance Program (EAP), Annual/Sick Leave and Ten Paid Holidays. **How to apply:** Apply for this position at www.co.okaloosa.fl.us or call (850) 689-5870 for more information. This position was first posted on August 6, 2009 and is open until filled. DFW/AA/EOE

Attorney — South Miami — The City of South Miami, Florida is seeking a full-time attorney with at least five years experience in all aspects of municipal law, litigation experience also required, and must be a member of the Florida Bar. For full proposal (RFP) please download by visiting our website: www.cityofsouthmiami.net.

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:

December 2-4, 2009—FAC Legislative Conference, St. Petersburg

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

May 13-15, 2010—Annual Conference, Orlando