



# *The* MANAGER

FLORIDA CITY AND COUNTY MANAGEMENT ASSOCIATION  
Post Office Box 1757 – Tallahassee, Florida 32302 – (850) 222-9684  
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*Interested in what the FCCMA Board is doing? Go to [www.fccma.org](http://www.fccma.org) and click on Agendas and Minutes and read the latest Board minutes.*

## **Which Whelm Applies?**

By Lynn Tipton, Executive Director

One of the better teen movies last decade was a remake of *The Taming of the Shrew* called “Ten Things I Hate About You.” Two of the more clueless young female characters had the following exchange as they walked between classes in high school: “I know you can be underwhelmed, and I know you can be overwhelmed, but can you ever, like, just be whelmed?” Her friend’s reply is a shrug. I’m always impressed when movies are witty, but I believe I truly understand the question these days. I feel whelmed.

After taking off five days last month, I returned to 240 e-mails and 7 voice mails – a few of which had varying levels of urgency, but most of which were CYA messages to which I’d been “reply all” included at a sickening rate. My mail at home was delivered in one of the long plastic postal trays; some of it went instantly into recycling, some went there after a brief review and a little of the last pile actually needed attention...overwhelming to see the size of the tray but

underwhelming when the content was known. Do those two overwhelming senses cancel each other out and leave me at whelmed?

Is this the point to which technology has truly brought me? I know the computer is just one of many tools at my disposal each day...but more and more, I value the face-to-face meeting and the phone call over the e-mail, text and the voice mail. I'm feeling lost in the communications wars – and this is without mentioning old-fashioned postal mail. (Of course, I'm venting to the choir, so to speak, but I'm sure the volumes I'm receiving are not as great as what each of you receives!)

What we are being sent is overwhelming in size but not content; it is underwhelming in both content and often context. Much of it, after all, is *just* reading; but no one wants to say that in the message they send, do they? Everyone wants their message to be the one you choose to open and consider. And, despite my best intentions, I know I don't always go back and read the messages I save to go back and read...they end up getting deleted without being opened. It goes without saying that I hope your FCCMA communications are not among the ones left unread, but I do believe this is sometimes the case – and many associations are in the same situation. How do organizations stay relevant and read in this overwhelming mass communications world? I'm asking it rhetorically, but your associations are asking it of themselves in their strategic planning sessions and in communications meetings.

So, if I say that spam leaves me feeling whelmed, I believe you now know what I mean. I've revised the Serenity Prayer for this situation: Lord, grant me the serenity to cope with the volume of messages I receive: the serenity to read what should be read, to reply when needed and to delete what may be deleted; and grant me the wisdom to know the difference. Amen!

## **In Service to Public Servants**

*By Tracy Miller, Florida Regional Director, Alliance for Innovation*

Smart, compassionate, loyal, ethical, committed. These are the adjectives I use to describe the local government professionals I have come to know. For the last eighteen years I have had the honor to serve these outstanding public servants as a resource and friend while they face the challenges of leading our communities in both good times and bad times.

In our role at the Alliance for Innovation, a 501(c)(3) non-profit organization serving local government organizations, we assist with the development of innovative solutions to problems facing local communities. But in truth, we are only on the fringe of progress while the real work of community advancement is done from inside the trenches.

Today's local government professionals are astute at solving problems and they see many each day. From the complex long term funding issues to the emergency crisis of the moment, these professionals are steadfast in doing what needs to be done to protect and serve their communities.

You do not have to wonder as a citizen if you will have clean water to your home, or street lights that operate, or an ambulance when you dial 911. These have become givens in our lives and it

is largely due to the stewards of our public dollars who balance the needs of the people they serve.

What I find particularly frustrating is we are living in a political climate that oftentimes creates blockades in our ability to acknowledge the work these public servants do. There is an air of distrust and in some cases genuine disgust for the work of local government professionals. And while I sympathize with the position of citizens who have been disenchanted with government either rightfully or wrongfully, what I can nearly guarantee is they are not completely aware of the environment that allows them to take for granted the benefits they enjoy because of government, while they rant against it.

Balancing the needs of the many is a complex task, and even the most astute public servants make mistakes. But more often than not, these individuals stand by their duty to do their absolute best for all and do their job in making difficult choices that frequently will not please everyone. For those that work at the local level, they have an especially delicate connection to those they serve. Seeing the people who both benefit or take issue with your decisions at the grocery store or in the neighborhood park creates a more intimate and vulnerable relationship.

What I believe is when you get to know today's local public servants leaders you will find they are a different breed of professional. These are people not interested in becoming rich, but making an honorable wage while they are doing a meaningful job. It provides an opportunity for them to support their families while doing work that makes a difference.

Our public servants are as capable and intelligent as their counterparts in the private sector, but how they are unique is their willingness to forego personal gain in light of making the world a better place. They seek out meaning over profit. It may sound "Pollyannaish", but I assure you that this depiction is reality.

And in the case of the leaders within local government, in large part they are the epitome of ethics, morality and skill. The leaders can find it difficult to serve a local elected body while trying to balance the interests of their employees and the community as a whole.

For the local government manager there is an ethical code that precludes personal politics from entering their decision making process. The manager has to operate without political influence in their work of carrying out the will of the elected body who represent the people. And in an ever changing political environment, this is akin to hitting a bullseye on a moving target while blindfolded.

Oftentimes the local government manager is the easy target of blame for real and sometimes manifested issues that are too complex than any one person can be responsible for. And when those issues become politicized these managers become the scapegoat but still accept what has happened to them with grace and honor. They leave their post and hand the job to the next professional to come along, all the while doing their very best not to dismantle the integrity of their community, their staffs and themselves.

I am talking about a unique breed of people. Able and willing to sacrifice themselves for the ideals they are most passionate about. Able and willing to make sacrifices for the communities they are citizens of as well.

If you are a public servant, especially those at the local level please accept my heartfelt thank you for doing one of the most difficult jobs in a modern society. Your work too often goes unnoticed, and this is a chance to acknowledge your efforts. You exhibit many of the qualities I admire and respect and you deserve the appreciation of those that you serve.

When you meet a person who holds a post as a public servant, my hope is you can shake their hand and respect their commitment to do their very best for you. Remember our public servants are human, they make mistakes but with only a few exceptions you can be assured they take the job seriously and are doing their very best to carry out the best interest of all. But most importantly, remember these people are your neighbors. They have hearts that are genuine and loyal and should be honored even if you disagree with their decisions.

And lastly, for those people who may be considering a job as a public servant I say go for it! Your riches will not be measured in dollars but rather in your sense of pride and honor for the guarantees you are able to provide the people you serve.

## **September Member Profile**

*By Herbert Raybourn, Civil Engineer, Reedy Creek Improvement District*

**Member:** Darren Gray

**Current Position:** County Manager, Lake County

**FCCMA member since:** 2004

**ICMA member since:** 2004

**Education:** Bachelor and Master Degrees in Public Administration from the University of Central Florida

***The Manager:** You're Lake County's current Manager. Obviously that was not your first job. Describe your career leading to becoming the County Manager of Lake County.*

**Darren Gray:** I started with Orange County Government as a budget intern in 1995. I was officially hired in 1996 as a management and budget analyst. I worked for Orange County for eight years in various positions. In 2004, I was selected as the City of Clermont's first Assistant City Manager. I was with the City of Clermont for six years. In November 2010, I was selected as Lake County's Deputy County Manager and then was appointed County Manager in January 2011.

***TM:** Who has been your biggest supporter throughout your career?*

**DG:** My family and friends.

***TM:** Having a good network of support, education, and experience are important in public service. You have these things, but why did you choose a career in public service?*

**DG:** My motto is “you become what you believe.” My career is not just a job for me – public service is my passion. I truly believe in making communities better and providing the best possible service in the most efficient manner to our citizens.

**TM:** *What has been your most memorable public service experience in your career?*

**DG:** When I was appointed County Manager. I had just been hired as the Deputy County Manager and the Board of County Commissioners were debating on whether or not to do a national search. The discussion then turned to appointing me to County Manager. The plan had always been to groom me for the position. Commissioners discussed the importance of moving forward with their goals and priorities and knew I could get them there.

**TM:** *That was a great vote of confidence from the Lake County Commission. Obviously things don't always fall into place like that and there are things about our careers we dread. What is the part of your current position you dread most?*

**DG:** Sitting behind my desk. I love being out with our employees and citizens of this great county. It's there where you find out the pulse of our county and understand what's important. Beyond that - the challenges of balancing our budget with declining revenues, a weakened economy and trying to maintain the services citizens expect.

**TM:** *What is your favorite part of your current position?*

**DG:** Being diverse. I love the challenges and opportunities my job encounters. We as managers trouble shoot issues on a daily basis for the sole purpose of making our city/county a better place to live, work, and play.

**TM:** *If you were speaking to a grade school class how would you describe your job to them?*

**DG:** Discuss services that they can relate to such as the fire and police departments, collecting garbage, roads, water, parks and playgrounds. I would start by walking them through the start of their morning – waking up and turning on the light (electricity); turning on water to brush their teeth, driving to school on local roadways, playing ballgames in local parks and maintaining a safe community through our fire and police services. Discuss the importance of planning and building a city and how everyone has a part to promote and create a better community.

**TM:** *Apart from those who have supported you, who have been role models for your professional life?*

**DG:** Orange County Mayor Teresa Jacobs and her desire to get involved in community issues no matter your stature; Lake County Tax Collector Bob McKee for his positive approach and focus on doing what's right for the community; Orange County Administrator Ajit Lalchandani for teaching me that being prepared creates opportunities, Sharon Donoghue for hiring me as an intern and being a close confidant/friend - always being there for guidance and support. Finally, my mom, who always ensures I balance family and career.

**TM:** *Your mom helps you balance your family and career. Share something about yourself that most people don't know about you.*

**DG:** I own Tennessee Walking Horses and love to show them. I enjoy tennis both playing and following professional players. Being a dad and watching my girls grow into exceptional young women.

**TM:** *If you could have another career, what would it be?*

**DG:** I really haven't seen myself in anything other than public service. . . but if I had to choose it would have to involve helping people.

**TM:** *What advice do you have for professionals starting a career in public service?*

**DG:** Make sure you are in the profession for the right reasons, to help people and have a commitment for improving your community. When you know that – the sky is the limit!

## **Faye Outlaw Named *American City & County's* 2011 County Leader of the Year**

Faye Outlaw, County Administrator, St. Lucie County has been named by *American City & County* magazine the 2011 County Leader of the Year. She has been a FCCMA member since 2008. The magazine cited her role in bringing her board and other county leaders together to address economic challenges and reduce unemployment during the recession, as well as position the county for a solid future. Congratulations, Faye.

## **ICMA Conference**

The ICMA Conference will be held September 18-21, 2011 in Milwaukee, WI. For those of you who are traveling to the conference the FCCMA President's Suite will be open Sunday, September 18 from 7:00 p.m. – 10:00 p.m. and Monday evening following the Dutch Treat Dinner.

## **FCCMA Full Members**

The FCCMA Board of Directors recently passed the budget for the 2011-2012 fiscal year. This budget includes a discount on your 2012 Annual Conference Registration for full members. If the FCCMA office **receives** your 2011-2012 dues by February 1, 2012, you are entitled to a \$100 discount on your 2012 Annual Conference Registration. This notice has been printed on your dues statement.

If you have any questions, feel free to email Lynn Lovallo at [llovallo@flcities.com](mailto:llovallo@flcities.com) or Carol Russell at [crussell@flcities.com](mailto:crussell@flcities.com) for more information.

## **New Research and Resources Library Designed for Florida Municipalities**

*By Monica Beyrouti, Florida League of Cities, Political Communications Research Analyst*

The Florida League of Cities has recently launched a new Research and Resources library on the FLC website ([www.floridaleagueofcities.com](http://www.floridaleagueofcities.com)). The Research and Resources Library is home to a variety of qualitative and quantitative resources for municipalities in the State of Florida. The

site includes a number of different innovative features to make obtaining information on city governments quick and easy. Over the past few months the League conducted the first annual CityStats Survey to collect valuable information on Florida municipalities. They are excited to announce an 80% response rate from Florida cities. The results of the survey and individual city profiles can be seen on the website. The site also includes an inventive Find a Peer City search tool to easily identify cities with similar characteristics and functions. Check out the site to see the 2011 CityStats results in addition to the Find a Peer City search engine to see statistics about every city in Florida. The library also offers resources on current topics such as Civic Education, Economic Development, and Ethics. This database of research reports, best practices and city statistics is a comprehensive resource on municipal governance, services and projects in Florida. Check it out today!

## **FCCMA Fall Symposiums**

The Professional Development/Training Committee, chaired by Horace McHugh, Assistant City Manager in Oakland Park and Sarah Hannah-Spurlock, Assistant City Manager in Sunrise, decided to have two fall symposiums to better serve the FCCMA membership. The Committee worked hard to design two events with similar agendas — one in the north-central region, Gainesville, and one in the south, Fort Lauderdale. The theme is Change Management...Adjusting to Public Expectations.

The first symposium will be held at the University of Florida in Gainesville on October 28 from 8:15 a.m. to 4:00 p.m. Sessions include Speed Networking; Benefit and Compensation Issues; “Building a Future after the Great Recession;” Budgets, Services, and Public Perceptions; and Preparing the Next Generation of Florida Managers.

The second symposium will be held November 4, 2011 from 8:00 a.m. to 4:30 p.m. at Nova Southeastern University. Sessions include Speed Networking; Employee Benefits – Options for Compensation with Pension Reform & Health Costs; The Economic Outlook; Life Beyond the City Manager’s Position; Roundtable Discussions including Ethics, Employee Motivation, Leadership, Strategic Planning/Visioning and Personal Financial Planning; and Community Engagement & Advocacy – Delivering the Message and Getting Feedback from the Community.

The registration forms were mailed at the beginning of September. The cost for each Symposium is \$50 for city/county staff and \$25 for students. Lunch is included.

Both Symposiums are now open for registration. Go to [www.fccma.org](http://www.fccma.org) and click on the tab on the right side of the home page, FCCMA Events and you will be able to register online and see the brochure.

For further information, contact either Lynn Lovallo at [llovallo@flicities.com](mailto:llovallo@flicities.com) or Carol Russell at [crussell@flicities.com](mailto:crussell@flicities.com).

## **FCCMA 2011-2012 District Trainings**

To date, training sessions have been scheduled in District 1 on January 6, 2012, District 7 on December 2, 2011 and March 9, 2012, and District 8 on October 7, 2011. The complete district training schedule with time, date, topic and speakers will be available by September 30, 2011.

## **2011 FCCMA Webinars**

The Professional Training and Development Committee has set the webinar dates through the end of the program year. **All webinars are free.**

### **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?**

Conrad Cross, CEO of Conrad Cross Consulting Consortium and former Chief Information Officer of the City of Orlando will discuss how budget pressures continue to drive more public IT departments to new systems, including cloud computing; how cloud computing has begun to "take off" at the local and state levels through mostly "under the radar" initiatives and coordinated moves to cloud computing are already occurring at the federal level; the democratization of technology through cloud computing can impact individual lives, the growth of organizations and the pace of innovation; and significant legal issues arise out of the public use of cloud computing technology as legislation and regulation fails to keep pace with new technological norms.

### **November 10, 2011—Legislative Session Issues**

The following dates have been set although the topics have not been finalized: January 20, 2012, March 23, 2012 and May 18, 2012. More information will be available in upcoming newsletters.

To access the webinar, go to <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.

## **Public Employment Labor Relations Forum**

The Florida Bar Continuing Legal Education Committee, the City, County and Local Government Law Section and the Labor and Employment Law Section will hold the 37<sup>th</sup> Annual Public Employment Labor Relations Forum in conjunction with The Florida Bar Midyear Meeting on September 22-23, 2011 at the Hilton Walt Disney World Orlando, 1751 Hotel Plaza Boulevard in Lake Buena Vista. The registration cost is \$395 for a member of the City, County and Local Government Law Section or the Labor and Employment Law Section and the cost is \$435 for a non-member.

Sessions include Pension Reform and Update, An Overview of the Impasse Resolution Process, Senate Bill 88 and other Legislative Actions-How Do These Affect Collective Bargaining, Collective Bargaining Agreements, Waivers and Status Quo: Navigating the Maze and more. For any questions, call (850) 561-5831.

## **Benchmarking: Utilizing Agency Data for Positive Change**

The Florida Benchmarking Consortium's Annual Fall Conference will be held Friday, October 21, 2011 at Indian Riverside Park located in Martin County. The theme for this year's conference is "Benchmarking: Utilizing Agency Data for Positive Change."

There will be a Pre-Conference Workshop on Thursday, October 20, 2011 "Telling Your Story using FBC Data." This is an introductory half-day workshop designed to teach participants how to use FBC data to compare their service delivery performance using benchmarking and other techniques. Participants will work with actual FBC data drawn from three service areas: human resources, code enforcement and parks and recreation. This session is limited to 25 participants.

Registration rates, conference program and hotel information is available online at the FBC website: [www.fbenchmark.org](http://www.fbenchmark.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](mailto: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](mailto:llovallo@flcities.com) or Carol Russell at [crussell@flcities.com](mailto:crussell@flcities.com).

### **Barbara Barnes-Buchanan**

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### **Bruce Behrens**

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### **Cory Carrier-Penton**

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### **Kenneth Fields**

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### **Laura Hannah**

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### **Mark Kutney**

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**Jason Yarborough**  
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\*Indicates a non-Full Member

## New Members

The following membership applications have been received. If no current member comes forth with a reason why this applicant should not be approved as a member, they will be invoiced for dues. **James R. O'Connor**, District IV, City Manager, City of Vero Beach, Full Member; **Sarah Saunders**, District V, Management Intern, City of Tamarac, Student Member; and **Mac Serda**, District V, Assistant City Manager, City of North Miami Beach, Full Member.

## Positions

*The Manager* will no longer print the full ad. All ads are posted online at [www.fccma.org](http://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](mailto:HRD@coralgables.com) or fax to 305-460-5518.

**Building Service Coordinator — City of Coral Gables —** The annual salary range is \$59,862.40- \$82,180.80. Salary is negotiable depending on qualifications. Benefits include: Medical, dental, and life insurance, retirement plan, leave allowances, and more. Open until filled. To ensure consideration for this position, interested candidates should forward resume, cover letter, current salary, and five references immediately, via email, to [HRD@coralgables.com](mailto:HRD@coralgables.com) or fax to 305-460-5518. The City of Coral Gables is an Equal Opportunity Employer/Drug Free Workplace.

**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](mailto: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](mailto:HRD@coralgables.com) or fax to 305-460-5518.

**County Administrator — DeSoto County Board of County Commissioners —** (pop. 34,862). Salary range is \$80,000 - \$100,000 DOQ and current budget. Florida applicants preferred. Interview travel expenses will be considered. Excellent benefits package. Application deadline is September 28, 2011. Job application and additional questions can be downloaded at <http://www.desotobocc.com> under the Human Resources tab. Job applications, resumes and answers to the additional questions should be mailed to DeSoto County One-Stop Career Center 2160 NE Roan Avenue Arcadia, FL. 34266 or e-mailed to d.kesterson@desotobocc.com. EOE/AA/VP.

**Finance Director — Town of Dundee —** Pay: DOQ w/ full benefit package. Apply to: For an application and/or more information, visit our website at [www.townofdundee.com](http://www.townofdundee.com). Position open until filled. Submit application to Town of Dundee, Attn: Andy Stewart, P.O. Box 1000, Dundee, FL 33838 or fax to (863) 419-3312. EOE/DFW.

**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](http://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.

**Assistant Public Works Director — Miami Beach, FL (90,000) —** Salary: \$3,788.27 - \$6,118.42 bi-weekly (DOQ). For more information and to APPLY ONLINE, please visit our website: <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>

**Program Manager — Panama City** — The City of Panama City is seeking a Community Redevelopment Agency Program Manager for the Historic St. Andrews Area of Panama City. For a detailed job description visit our website at [www.pcgov.org](http://www.pcgov.org). Position will close Sept. 30, 2011. To apply send resume and cover letter to [aharris@pcgov.org](mailto:aharris@pcgov.org) or mail to: City of Panama City, Human Resources, PO Box 1880, Panama City, FL 32402. EOE/Drug Free Workplace.

**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.talgov.com/hr/openings.cfm>. Manager - Equity & Workforce development Profile. <http://www.talgov.com/hr/exe-prfls.cfm>.

***Date to Remember:***

September 17-21, 2011—ICMA Conference, Milwaukee

October 7, 2011—FCCMA District VIII Training

October 28, 2011—FCCMA Symposium

November 4, 2011—FCCMA Symposium

December 2, 2011—FCCMA District VII Training

January 6, 2012—FCCMA District I Training

February 2-3, 2012—FCCMA Winter Institute

March 9, 2012—FCCMA District VII Training