

Senior Advisor Policy

1. Purpose

- 1.1. Utilize the experience and the knowledge of retired and respected managers of the profession for counseling and advising local government managers, administrators and their assistants; and to advise and counsel governments seeking to change to the council-manager (or commission-manager) form of government.
- 1.2. Help and advise managers, administrators and their assistants with their personal and professional issues or concerns and is not a consulting service.
- 1.3. Senior Advisor services are free of charge.

2. Senior Advisor Qualification

- 2.1. Florida residency.
- 2.2. Member of the FCCMA and ICMA in good standing at the time of the appointment.
- 2.3. Has served a minimum of ten years as the appointed CAO, deputy, or assistant of a local governmental jurisdiction.
- 2.4. The member shall be recognized as a respected manager in Florida and/or other states, and possess strong public presentation skills.
- 2.5. Be willing to actively participate in the Senior Advisor Program for the duration of the appointment.
- 2.6. Maintain an active phone number and email address.
- 2.7. Affirm knowledge of, and a commitment to, the ICMA Senior Advisor Program Guidelines and the state-sponsored Senior Advisor Program Policy.

3. Appointment Process

- 3.1. Number of Senior Advisors will be limited to ten (10).
- 3.2. The Board of Directors will consider requests from retirees for appointment based upon the current number of Senior Advisors.
- 3.3. Appointments are jointly made between FCCMA and ICMA. The Board of Directors will approve a nominee who will then be submitted to the ICMA Executive Director through the ICMA Coordinator.
- 3.4. The initial term of appointment is one year, and a three-year term may be given by vote of the Board of Directors. Service shall be no longer than a total of 12 years.
- 3.5. Reappointment to the second and subsequent terms shall be based on past performance as a Senior Advisor, as evaluated by the FCCMA Executive Director

Senior Advisor Policy

- and Senior Advisor Coordinator, with a renewal or non-renewal recommendation to the Board of Directors.
- 3.6. Upon initial appointment and annually thereafter, Senior Advisors will receive performance criteria generated as part of Section 4.4 of this policy.
4. Senior Advisor Coordinator
 - 4.1. The Senior Advisors shall appoint one Senior Advisor to act as the Senior Advisor Coordinator for a two (2) year term.
 - 4.2. The Senior Advisor Coordinator will make assignments and ensure communication between the Advisors, FCCMA, and ICMA.
 - 4.2.1. The Senior Advisor Coordinator will assign Senior Advisors their cases using geography as one of the factors in each assignment.
 - 4.2.2. In cases when a member requests confidential assistance or counsel per Section 7.8, the Senior Advisor Coordinator need not be notified of the member request.
 - 4.3. The Senior Advisor Coordinator will develop performance criteria for Senior Advisors based on the responsibilities of Senior Advisors as set forth in Section 7 of this policy.
 - 4.4. When a Senior Advisor position becomes vacant, the Coordinator will work with FCCMA staff and the ICMA Coordinator to determine interest and candidates.
 5. Senior Advisor Emeritus
 - 5.1. The Board of Directors shall make Senior Advisor Emeritus appointments after considering Senior Advisor (s) who are retiring from the program who desire continued limited service in the program.
 - 5.2. Emeritus status shall be an indefinite term and shall provide the appointee with a counseling and advising role within the program.
 - 5.3. Senior Advisor Emeritus status may also be conferred upon Senior Advisors within their term if the Board of Directors determines that a Senior Advisor is having difficulty performing regular duties. Such a transition shall be considered following a recommendation of the FCCMA Executive Director in consultation with the Senior Advisor Coordinator and the Senior Advisor.
 - 5.4. The position of Senior Advisor Emeritus may also be conferred by the FCCMA

Senior Advisor Policy

Board of Directors as an appointment to a retiring Senior Advisor who wishes to become an advisor to the Senior Advisor but no longer takes on municipality/county assignments.

6. Relationship to Staff

- 6.1. The FCCMA Executive Director shall facilitate the activities of the Senior Advisors from requests received by staff or from the Board of Directors.
- 6.2. The Executive Director shall provide, to the Senior Advisors, any necessary materials for the program.
- 6.3. The Executive Director shall encourage all District Directors to invite their Senior Advisor or Senior Advisors close to their district to meet with them at district meetings, area meetings and training events.
- 6.4. The Executive Director and Senior Advisor Coordinator shall update the FCCMA Board of Directors on the activities of the Senior Advisors at the regularly scheduled Board meetings. The Executive Director will file quarterly reports with ICMA.
- 6.5. Should questions or concerns arise within the Senior Advisors concerning the program, the issue should be taken to the Executive Committee of the Association Board of Directors.

7. Responsibilities of Senior Advisors

- 7.1. Serve as a volunteer advisor, following retirement from local government in-service employment, to support FCCMA and ICMA members.
- 7.2. Serve at least three hours a month or nine hours a quarter to receive travel reimbursement at conference.
- 7.3. Follow up when alerted to members in crisis and CAOs new to the state.
- 7.4. Make it a point to meet periodically with FCCMA and ICMA members within the respective Senior Advisor's service area. Such contact may be a personal visit to the member's office, by telephone, e-mail, at a regional meeting or at the Annual Conference. Visits to a member's place of employment (office) should be at the member's request.
- 7.5. Maintain membership in ICMA and FCCMA and advocate membership in both associations to non-members.
- 7.6. Within the respective Senior Advisor's service area, contact all new managers,

Senior Advisor Policy

- administrators and when possible assistants, as soon as possible after receiving notice of such appointment.
- 7.7. Maintain current knowledge of FCCMA and ICMA programs and services to help members make good use of available resources.
 - 7.8. Provide confidential guidance, career, ethics and employment counsel or advice to members, when requested by the member.
 - 7.9. Respond to member requests within 48 hours of receipt of the request/message.
 - 7.10. When invited, attend district or area manager meetings.
 - 7.11. Schedule permitting attend the FCCMA Annual Conference and onsite or regional trainings. Such interaction and visibility are important.
 - 7.12. As a member of FCCMA and ICMA, comply with the ICMA Code of Ethics. Uphold the high standards as embodied in the ICMA Code of Ethics. The primary mission of Senior Advisors is to serve colleagues and to represent the profession. Senior Advisors should avoid participating in elections at the local level and should avoid taking a stance on controversial issues unless they act in concert with the state sponsor. Before participating in any political activity at the local or state level, Senior Advisors should consult with the FCCMA Executive Director to seek their guidance and permission to proceed.
 - 7.13. Be sensitive to the appearance of conflict of interest in considering part-time consulting jobs. Consult Section 9 of this Policy for permissible consulting activities and contact the FCCMA Executive Director for guidance.
 - 7.14. Contact Members-in-Transition (MITs) monthly to assist with guidance, resources and direction as they seek a new local government sector position.
 - 7.15. Submit quarterly activity reports to the FCCMA Executive Director, which will also be shared with ICMA's Senior Advisor Coordinator. The activity reports are due each January 15, April 15, July 15 and October 15. As an option, monthly activity reports may be submitted, if more convenient to the Senior Advisor.
 - 7.16. Respond to requests for support from officers of regional manager groups.
 - 7.17. Provide assistance to local governments with the council-manager form of government.
 - 7.18. Provide assistance to local governments and civic groups regarding the adoption or

Senior Advisor Policy

retention of the council-manager form of government.

- 7.19. Senior Advisor involvement in placement work for a local jurisdiction should be the exception, rather than the rule, as the main focus of the Senior Advisor Program is membership support and advocacy of the council-manager form. Upon request by the governing body of the jurisdiction, and upon verification of a manager/administrator vacancy, provide guidance and assistance. Generally, placement work is best handled by a search firm or by the jurisdiction on their own, especially in cases where there are divided governing bodies or there are complex local issues. In cases where a jurisdiction lacks resources, meets the population limits (cities, towns or villages with a population of 10,000 or less, and counties with a population of 50,000 or less) and seeks the assistance of the Senior Advisor Program in the placement process for the Chief Administrative Officer (CAO), basic guidelines are presented in 7.19.1.

Prior to any conversation with a municipality or county official and commitment for assistance, the Senior Advisor Coordinator shall determine if a Senior Advisor is available to assist the local jurisdiction in the search and if Senior Advisor involvement will enhance or benefit the council-manager form of government in the municipality or county. Prior to making a decision on providing services, the Coordinator, or the Senior Advisor upon request of the Coordinator, will evaluate the request to determine if the municipality or county meets the population criteria, evaluate the government's financial situation and review the number of managers/administrators who have held the position within the past 10 years. If possible, they will speak with the past managers in order to understand the political situation in the community and the reason for their departure. The Coordinator will then decide if assistance will be provided to that municipality or county by the Senior Advisor.

The Coordinator or Advisor shall advise the governing body they would be responsible for paying all travel-related expenses of the Senior Advisor(s) assigned to them. Travel-related expenses include mileage, food and lodging. Mileage will be paid at the prescribed IRS rate. If an overnight stay is required, the municipality or county shall make hotel reservations and pay the hotel directly. Food expenses can be paid to the Senior Advisor at the governmental entity's out of municipality or county

Senior Advisor Policy

- per diem rate or by receipt for actual meal expense.
- 7.19.1. Senior Advisor placement assistance to a local jurisdiction may include some or all of these items:
- 7.19.1.1. In cases where extenuating circumstances exist, municipal and county jurisdictions with populations larger than the limits prescribed in 7.19 may be considered for Senior Advisor placement assistance including all or some of the items listed in 7.19.1.1 through 7.19.1.9 if authorized by the FCCMA Executive Director in consultation with the Senior Advisor Coordinator.
 - 7.19.1.2. Discussing the placement process with elected officials at public meetings. This includes the option for a jurisdiction to use a search firm (no population limitation).
 - 7.19.1.3. Providing information to the local governing body on the benefits of seeking an experienced public manager or assistant, preferably an ICMA member (no population limitation).
 - 7.19.1.4. Working with the local governing body on determining position requirements, Knowledge, Skills, Abilities (KSA's) and compensation.
 - 7.19.1.5. Working with the jurisdiction to prepare a position summary and advertisement based on local charter or code provisions.
 - 7.19.1.6. Review resumes and application materials and assist the local jurisdiction in developing a list of those applicants meeting the requirements set forth by the governing body. Note: if more than one Senior Advisor is involved with the application review process, the Senior Advisors should be aware of any restrictions in state law that might prohibit discussion outside the public meeting.
 - 7.19.1.7. Assist the local governing body in developing the interview process.
 - 7.19.1.8. At the request of the governing body, facilitate the selection of the finalists for interview. The local governing body is solely responsible for selection of finalists for interview purposes. This should be done in accordance with applicable state or local laws regarding open meetings.
 - 7.19.1.9. Assist the local governing body at the interview process but not

Senior Advisor Policy

participate in the actual interview.

7.19.2. Senior Advisor placement assistance to a local jurisdiction shall not include:

7.19.2.1. Performance of background checks on candidates.

7.19.2.2. Involvement in the selection of the candidate by the governing body.

7.19.2.3. An offer to serve as or accept permanent appointment as chief administrative officer if involved with a placement project for jurisdiction.

7.19.2.4. Involvement in negotiation of terms of employment for the selected candidate.

7.20. Upon request by the governing body of the jurisdiction and upon verification of a manager vacancy, provide assistance in finding an interim manager (CAO) and provide the governing body with an overview of the search process and timeline for hiring a permanent CAO. There are no population limitations for interim CAO placement assistance.

7.21. Provide FCCMA and ICMA membership recruitment support as needed and appropriate.

7.22. Assist in recognizing retiring or departing municipality or county managers/administrators, and when possible, assistants who are FCCMA and/or ICMA members.

7.23. It is critical for Senior Advisors to maintain relationships and knowledge of professional management through activities such as regular attendance at state and regional meetings and, when possible, the ICMA conference; through reading and education via tools like ICMA webinars; all of the resources on the ICMA and FCCMA website and the Knowledge Network; and through their outreach and interaction with members.

7.24. As members of FCCMA, Senior Advisors must meet the annual ethics training and other requirements as established by the Board of Directors.

8. Senior Advisor Expenses

8.1. Each year, the Association Board of Directors shall approve an annual budget for the Senior Advisor Program.

8.2. Eligible Expenses for Senior Advisors and Senior Advisor Emeritus, who may be called on for assistance for a specific project.

Senior Advisor Policy

- 8.2.1. Mileage (at the current IRS rate) and receipt reimbursement for expenses as submitted.
- 8.2.2. Postage, copy work, supplies and expenses incidental to the Senior Advisor Program.
- 8.2.3. That portion of cellular data package costs attributable to Senior Advisor services.
- 8.3. Complimentary Considerations
 - 8.3.1. ICMA conference registrations for Senior Advisors (one per year) are waived by ICMA for the ICMA Annual Conference.
 - 8.3.2. At the FCCMA Annual Conference and Winter Institute, Senior Advisor and Senior Advisor Emeritus registration and lodging are waived; mileage is reimbursable at the current IRS rate. Meals are reimbursed only if FCCMA does not provide a group meal as part of the registration at the event. If Senior Advisors attend onsite trainings and meetings of local manager groups (i.e., Polk County Managers), their meals, registration fees and mileage at the current IRS rate are reimbursable.
 - 8.3.3. Certain materials, including Association directories, shall be transmitted to all Senior Advisors annually.
 - 8.3.4. The ICMA publications, catalogs and brochures shall be available to Senior Advisors in accordance with ICMA policy.
- 8.4. Expense Reimbursement
 - 8.4.1. The Association staff shall review and approve Senior Advisor expenses and authorize payment of the approved expenses from the Association.
 - 8.4.2. Senior Advisors shall use the expense reimbursement form provided by Association staff.
 - 8.4.3. Expense reimbursements from Senior Advisors must be submitted on a quarterly basis by the last day of the quarter.
 - 8.4.4. The Association Executive Director shall send the Senior Advisor reports and requests for expense reimbursements to ICMA.
- 9. Outside Activities
 - 9.1. Senior Advisors may engage in outside teaching, consulting with state agencies or

Senior Advisor Policy

- consulting with local units of government.
- 9.2. Senior Advisors, as retired professional administrators, possess skills that may be marketable after leaving full-time employment. This marketability can contribute significantly to the good of the profession, and it can offer opportunities for the Senior Advisor to benefit from gainful employment and to pursue professional interests. The Senior Advisor Program recognizes such marketability and its opportunities. However, assumption of a Senior Advisor position includes an obligation to commit a minimum level of time and availability to the program and to conform to ethical standards as embodied in ICMA's Code of Ethics, Tenets 1 and 3.
 - 9.3. Prior to a Senior Advisor accepting any consulting work with any unit of local government recognized by ICMA, or within Florida, the Senior Advisor shall notify the ICMA Senior Advisor Coordinator and the FCCMA Executive Director.
 - 9.4. Senior Advisors may engage in part-time consulting or comparable professional service. They may also engage in teaching or consulting.
 - 9.5. Any consulting or other activity should be part-time, intermittent or on a short-term basis to permit the Senior Advisor to carry out active and responsive program responsibilities. Should a paid engagement limit or become limiting to the performance of Senior Advisor duties, the individual should balance the engagement against resigning as a Senior Advisor so as not to impair the program.
 - 9.6. Senior Advisors may be employed by a consulting firm on a part-time basis or as independent contractor if the focus of the work is on providing technical expertise on individual projects and there is no responsibility for soliciting business or for client development/maintenance for purposes of future business.
 - 9.7. When consulting or comparable professional services are provided to a local government for compensation, the services should not include those provided under the Senior Advisor Program. Such an engagement should be by invitation of the local government in contrast to solicitation by the Senior Advisor.
 - 9.8. A Senior Advisor may engage in interim management positions, but only upon requesting a temporary leave of absence from the program for the duration of the interim post. However, the Senior Advisor should be mindful of allowing qualified MIT candidates priority for interim management assignments. Any interim

Senior Advisor Policy

- management position must be authorized by the Senior Advisor Coordinator and Executive Director prior to acceptance by the Senior Advisor. Upon completion of the post, the Senior Advisor will ask the Association Board of Directors to be reinstated as a Senior Advisor.
- 9.9. An annual review of Senior Advisors with outside consulting work will be conducted by the Association to assess whether there are any perceived conflicts and whether adequate time is available to serve members with program services.
- 9.10. When a Senior Advisor is unclear about how these guidelines apply to a particular situation, the Senior Advisor should contact the Association Executive Director, FCCMA Senior Advisor Program Coordinator or the ICMA Senior Advisor Program Coordinator for guidance.