

Florida Government Finance Officers Association

Your professional resource for education, networking, leadership and information.

June/July 2005



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2005 FGFOA School of Governmental Finance

Save the Date!

November 14-18, 2005 • Sawgrass Marriott, Ponte Vedra Beach

Performance Paradigm Shifting

by William Brown, MPA

Senior Management and Operations Consultant

Palm Beach County Board of County Commissioners

Lessons Learned

There are some important lessons to be learned in order to achieve meaningful performance measurement in government. Gone are the days when a government's chief executive could kickoff the new initiative "de jour" with a fancy speech, balloons and treats and expect the faithful public servant to fall in line with the new program.

Actually, this probably never worked, despite repeated attempts – as a testament to this, the hallways of government are strewn with the discarded schemes of past management programs.

Performance Paradigm Shifting offers a compilation of lessons learned in the area of implementing meaningful performance measurement in a government entity. The discussion which follows is extensive, but by no means exhaustive.

Allow the lessons learned to be the first key steps on a journey that will enable performance measurement to be valued along with the other technical resources and management tools that allow government to deliver quality services.

The Caveman Cometh

There is a strong and pervasive paradigm within many government organizations that is similar to what prehistoric man must have originally thought about fire. Allow me to draw an analogy between performance measurement and fire.

When prehistoric man first experienced fire, a probable reaction was "fire hot, fire burn, me no like." Similarly, many of today's modern managers reside in the paradigm that performance measurement can only be

the bane of their existence, "performance measurement bad, it burn, me no like."

The first lesson learned is: design performance measurement programs for *organizational* performance, not personal or individual performance. If a performance measurement program is designed to measure organizational performance, the likelihood of its acceptance through the ranks of the organization is greatly increased.

In defense of the modern manager, a sense of anxiety may be warranted. Primarily because past flavor-of-the-month management exercises have attempted to force feed organizations without first creating an appetite (or in other words, without first creating a culture and infrastructure to ensure success).

The end result is that organizations try to put a 50-foot gorilla into a 10-pound bag. Well, the part of the gorilla that can't fit into the bag usually

(continued on page 4)

Inside Highlights

President's Message	2
Thank You to Conference Sponsors	3
Member Spotlight	6
It's About You	6
FGFOA Welcomes Its Newest Members	6
Committee Reports	7
Chapter News and Announcements	9
Position Announcements	12
Calendar	12

President's Message



Gib Mitchell
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“Chart a Course from Accounting to Zoning, Involvement in all Levels of Service,” was the theme of the FGFOA’s 62nd Annual Conference, held at the Westin Diplomat Spa and Resort in Hollywood. The conference was a huge success with a record 1,084 registrations, and the resort was a great place to be. This conference will be hard to beat.

Ken Hetrick and his Conference Program Committee compiled a great group of local and national speakers. Carla Sledge, GFOA President-Elect, attended the conference because past presidents of GFOA told her she must come to our conference because of its quality. She told me that she is very happy that she did, and hopes to return next June. Carla is a bright, warm and sincere person. I believe the GFOA will be in capable hands for the coming year. Carla Sledge is at least the sixth GFOA President-Elect or President, (that I remember) to attended our annual conferences. That speaks volumes alone about the quality of our annual conferences.

Conference Host Co-Chairs Carlos Garcia and Lisa Rabon complemented the educational sessions with a wide variety of social events. There was the exhibit hall, the Internet café, a golf tournament and a tennis tournament, the Sunday Association Night Reception, the hospitality suite, the Opening General Session, and the “Tuesday Night at the Rodeo.” The Association Night was well attended and yet there was room to move around without bumping into each other. With 90 exhibitors, there was plenty of activity and fun. The keynote speaker, Gordon Graham of the California Highway Patrol, highlighted the Opening General Session and held us in our seats with his motivational speech on the Five Concurrent Themes for Success – a risk management approach to getting things done right. The Rodeo Tuesday evening was a big success, and all who attended had plenty of compliments.

At the annual business meeting, Past President Rick Coram presented the Lifetime Achievement Award to Bob Johnson, 1980-81 Past President. Mr. Johnson has been involved in the organization for more than 35 years. In June 2003, Mr. Johnson retired from the City of Jacksonville, Council Auditor’s Office, after 35 years of service with the city, as well as 10 years of service with the State Auditor General. Mr. Johnson remains involved in government as a Special Assistant to Jacksonville’s mayor. Mr. Johnson has been very active in our association and has served on many, if not all, of our committees. In addition, he has become a recognized leader in the world of governmental auditing, and accounting at the state, regional and national levels.

President George McGowan presented the 2005-2006 officers and Board of Directors. Pam Childers, Linda Davidson and Jim Dwyer were all re-elected to the board. Our new Board member is Diane Reichard, Deputy Finance Director for the City of Leesburg. Mark Fostier was elected Secretary-Treasurer and he joins President-Elect Amy Elliott as an officer and leader of our association. We are fortunate to have Bill Bogan, Rick Helms, Francine Ramaglia and Jeff Smith as continuing Board members.

The leadership of Past President George McGowan will surely be missed. Under George’s year as President, the FGFOA grew to a membership of 2,700; two new chapters, Hillsborough County and Nature Coast, were added (for a total of 12 chapters); the CGFO exam was completely rewritten; the legislative policy issues were presented in a timely manner; online voting was implemented; eight great career seminars were provided; as well as an excellent School of Governmental Finance; and of course, the fabulous conference in Hollywood. In addition, after months of discussion with the Board of Directors, the Board unanimously voted to eliminate sponsorships for the 2005-2006 fiscal year in light of the recent ruling by the Florida Commission on Ethics.

Also, at the annual business meeting the following committee chairs for 2005-2006 were recognized:

- **Career Development** Tim Pozza, Okaloosa County – CCC
- **Certification** Kris Shoemaker, Orange County Convention Center
- **Conference Host** Chris Lyons, City of Sarasota
- **Conference Program** Jim Lewin, Lee County Government
- **Information Technology** John Hearn, Orlando Utilities Commission
- **Legislative** Jim Seuffert, Manatee County Government
- **Member Services** Holly Vath, Village of Wellington
- **School of Governmental Finance** Gary Perdew, St. Lucie County Fire District
- **Technical Resources** Kim Adams, City of Largo
- **Past Presidents Circle** Jim Marling, City of Pensacola

The chairs and all their committee members were administered an oath, similar to what the Board of Directors takes when being sworn in.

Your new Board of Directors met April 21-22 for a strategic planning session in order to chart a course for 2005-2006. It resulted in the establishment of five goals:

(continued)

Thank You 2005 Annual Conference to All of Our Sponsors!

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(President's Message continued)

1. **Small Government Outreach.** The FGFOA wants to reach out and touch some small governments to assist them with their development, improve the quality of their records, and address their problems and concerns.

2. **Education Enhancement.** Maintain and enhance the quality of our educational offerings and provide more hands on training.

3. **Legislative Effort Enhancements.** Develop, enhance and improve our processes related to the timing of how we react/respond to legislation and/or communicate and inform our members about legislative issues.

4. **Membership and Committee Participation.** We will determine ways to have members become more involved in our organization by motivating individuals who volunteer to participate on committees to take an active role in accomplishing the goals and projects of the committee.

5. **Leadership initiatives.** We will support leadership programs and initiatives for FGFOA progression, for diversification, and for the personal development of the individual member.

Immediately following the annual conference, the new Board of Directors met with the committee chairs to assign tasks to each committee to further the success of achieving the above goals of the FGFOA. While every committee had a working meeting at the conference, some committees have already had several meetings to get a running start on the fiscal year. One such committee is the School of Governmental Finance because the school will be held the week of November 14 - 18, 2005, at the Sawgrass Marriott in Ponte Vedra Beach.

We are off to a great start for another exciting year of the FGFOA being your professional resource for education, networking, leadership and information. I'll end by saying "Don't just be a member, be an involved member. You'll get much more out of it than you put in."

(continued from page 1)

winds up hitting the fan and it's just a mess (I may be mixing my metaphors, but you get the point). Most exercises in performance and productivity have such an expansive scope, requiring an unrealistic commitment of staff and fiscal resources; they end up becoming exercises in frustration and futility.

The second lesson learned is: chop up, what is a big endeavor, into small pieces and "consume" over time. In other words, feed the organization bite size, tasty morsels – implement in phases with an incentive associated with the completion of each phase.

Driving Forces

In 1993, the federal government created the Government Performance and Results Act (GRPA) which seeks to shift the focus of government decision making and accountability away from a preoccupation with the *amount* of activities that are undertaken – such as the number of inspections made or the amount of permits issued – to a focus on the *results* or *outcomes* of those activities, such as real gains in the timeliness of services, safety, responsiveness or program quality.

Under the Act, federal agencies are to develop multiyear strategic plans, annual performance plans, and annual performance reports.

This was followed in 2003 with the Governmental Accounting Standards Board (GASB) Special Report publication, *Reporting Performance Information: Suggested Criteria for Effective Communication*. The Special Report presents a set of suggested criteria for use in developing external reports on performance information.

The 16 suggested criteria discussed in the document provide guidance that should enhance external reports on performance. External reporting should communicate relevant, reliable information about the performance of government programs and services to elected officials, citizens and other users.

GASB continues to conduct research on service efforts and accomplishments reporting (SEA).

The GASB SEA guidelines are good starting points to use in developing a direction for performance paradigm shifting. Both the GRPA and the GASB SEA are clear attempts to stress the importance of developing a modern performance paradigm to more effectively serve the citizenry of our respective government entities.

There are many other external forces driving the new emphasis on performance measurement programs.

On the altruistic side, there is a renewed public interest in citizen-customer focused government, government accountability to those we ostensibly serve; and as a way of communicating with and soliciting input from those whose money we spend to provide government services.

From a "dollars-and-sense" perspective, there are increasing pressures to operate government with attention to the bottom line, either because 1) it is in political vogue to downsize "big government" or "hold the line on taxes," or because 2) as a fiscal necessity to provide core services funding decisions.

Either way, good management decisions are predicated on determining what programs are performing well, that is, providing quality services in an efficient manner, affecting positive outcomes in the community. A meaningful performance measurement program is a critical resource in making these decisions.

The third lesson learned is: government performance measurement cannot be presented in the same terms as a performance program in the profit-driven private sector. The emphasis or "profit

motive" in government must be presented as "achieving the mission."

If the private sector wants to continually improve profit, then government should continually strive to better provide the services contained in the organization's mission. Government mission statements, at any level of the organization, usually describe responsibilities to provide public services, using public funds.

Inherent in these mission statements is the responsibility to provide a degree of financial accountability, and perhaps to provide a degree of customer satisfaction. Innovative government entities address these inherent responsibilities by creating a two-way dialogue between the government entity and the stakeholders and citizenry they serve.

A meaningful performance measurement program uses organizational objectives and performance measures to communicate achievement of the defined mission of the organization.

Planes, Trains and Automobiles

Achieving a meaningful performance paradigm throughout an organization can be a lengthy process; it has to be for it to be lasting, for the benefits to be ongoing.

The fourth lesson learned is to *expect* the organization to be uncomfortable with the performance paradigm shifting process – some members of the organization will want to slow down, some will want to speed up, some will want to abandon the process, or worse not to begin the process at all.

To overcome this dynamic, a communication strategy must be defined and embraced to keep the organization focused and energized. At regular intervals, the organization must be reminded of: 1) the chief executive and other key management's support, 2) the clearly defined yet flexible process and 3) the progress-to-date of the organization.

There must be the recognition and acceptance that performance paradigm shifting is a planes, trains and automobiles journey. The organization must be presented the journey as one of length and of possible mid-course corrections dependent on what is encountered along the way – there are no direct flights in first class for this journey.

Is It Worth the Headache?

So let's image that it is possible to create a meaningful performance measurement program – one that permeates throughout the organization. What's the pay-off? Is there a pot of gold under the performance rainbow?

A meaningful performance program motivates and innovates; it rewards achievement of organizational objectives and mission. Achievement is documented through organizational performance measures. A meaningful performance measurement program does not punish or otherwise create a "paralysis by analysis" fear.

The good news is that there are pay-offs all along the performance journey. The benefits will manifest themselves differently from one organization to another depending on what each emphasizes. It simply becomes a "you get out of it, what you put into it" and a "use it or lose it" scenario.

A meaningful performance program allows the organization to **develop a collective focus** that permeates into daily activities. A collective focus is equally beneficial in both centralized and decentralized organizations.

It is simply a better way of communicating, understanding and measuring the connection between the organization's mission and

each subsequent business unit's activities (for example in local government this is seen as the guidance communicated between elected officials, the city manager, and city departments and divisions).

A meaningful performance program is built around reliable and accurate data – and it is no surprise that this is one of the major hurdles organizations face in completing the performance paradigm shift – confidence in the data.

However, one of the benefits of undertaking a performance measurement program review/redesign is the renewed emphasis on cleaning up the data, on putting into place controls that ensure accuracy and reliability. Confidence in the data yields actionable information – performance measures.

The key is to use performance measurement to communicate activity volume (input and output) that stakeholders actually care about and results (efficiencies and outcomes) to facilitate **proactive decision-making** that impacts the organization's ability to fulfill its mission.

A meaningful government performance program does have an element of accountability. As mentioned in the first lesson learned, the emphasis must be on organizational performance. The **accountability benefit** in this regard deals with managers and business units using performance measurement to confidently take informed actions, to make informed decisions.

More than anything else a meaningful performance paradigm provides positive motivation and support through performance accountability.

Throughout the performance measurement journey, **government transparency** will increase. Benefits of increased transparency may take many forms, for example: guidance transparency – communicates the focus of the organization; results transparency – promotes accountability to fulfill the organization's mission; opportunity transparency – illuminates the areas where the organization can improve; rewards transparency – quantifies the recognition of places in the organization that excel; best practices transparency – defines and promotes innovative business practices from one part of the organization to another.

In addition to the benefits already stated, a meaningful performance measurement program can be an important part of **soliciting and providing input to citizenry** – therefore it can be incorporated into an organization's communication plan. A performance program can be integral in providing organizational incentives for improved performance.

It can be incorporated into budgeting for results planning, and linked to **strategic planning**. A performance program will meet grant requirements for results oriented program measures. More and more grant funding organizations require program performance measures that demonstrate the outcomes of the programs, in order to **ensure continued funding**.

Performance paradigm shifting is a big undertaking. The benefits and potential uses of a meaningful performance measurement program are briefly outlined in the preceding paragraphs. In just the short space of this article, a very powerful management resource begins to emerge; hopefully it is evident that "having" performance measures is just the tip of the iceberg.

The **fifth lesson learned** is: know what you are taking on. Clearly define the possibilities to decision makers (associate the performance program requirements with program benefits) and obtain their buy-in on the approach and the scope of "the gorilla" – see second lesson learned.

The Shift Is On

The performance paradigm shifters in the federal government and many state governments, as well as a growing number of "progressive" local governments, challenge the modern managers of their organizations to evolve much the way that prehistoric man's perception of fire evolved.

Eventually prehistoric man harnessed fire as a tool to achieve their mission and objectives – to keep warm, to cook food, for protection from outside predators, etc.

The evolution of performance measurement as a device to measure organizational performance not individual performance may help evolve the perception of performance measurement into a tool that is helpful; one that accurately, fairly and reliably is used to communicate guidance, encourage behavior, and motivate informed decision-making.

Performance measurement is a broad topic, and it is the primary element of a newer evolutionary animal – performance *management*. It cannot possibly be consumed in one sitting (or reading as is the case with this article).

The purpose of *Performance Paradigm Shifting* is to serve up a bite size morsel devoted to passing along a few lessons learned and to summarize the possibilities of meaningful performance measurement. Spatial constraints limit the amount of detail and numbers of examples used to illustrate the points of the article, so the hope is simply that the topics addressed herein will spark a new way of looking at the area of performance measurement, and then to ignite a desire for a more thorough exploration of performance measurement.

Performance Paradigm Shifting offers a compilation of lessons learned. These lessons offer practical guidance to apply at every stage of developing performance measurement as a technical resource and management tool.

If during your journey to implement a meaningful performance measurement program, you encounter 1) innovative solutions to obstacles, 2) inspiring uses of performance measurement, 3) development of unique incentives, or 4) other lessons learned, please feel free to forward your experiences to wbrown@co.palm-beach.fl.us and future articles will relate these experiences.

The GASB SEA Special Report publication, *Reporting Performance Information: Suggested Criteria for Effective Communication* may be obtained by contacting the GASB Order Department at 1-(800) 748-0659 or placing an order online at the GASB Web site.

Additional information on the GASB SEA research project can be obtained at the SEA Web site, www.seagov.org.

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The information and opinions printed herein are obtained from sources believed to be reliable; however, the FGFOA makes no guarantee of accuracy. Opinions and recommendations are offered by individuals and do not represent official policy positions of the Florida Government Finance Officers Association, Inc.

Member Spotlight



Renee Lynch

Renee Lynch has been the Finance Director of Sanibel since January 1986 and has a total of 27 years of experience in state, county and municipal budgeting, finance and accounting. Since 1986, Renee has earned for the City of Sanibel the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting for 18 consecutive years.

Renee came to the City of Sanibel from Gainesville, Fla., where she had advanced to the position of control accountant for the Finance and Accounting Department of the Alachua

County Clerk of the Circuit Court, which maintains the accounting records for the Board of County Commissioners. Her chief responsibilities included design and testing of computer software to serve the accounts payable, encumbrance, cash receipts, general ledger and payroll interface applications, as well as the annual preparation of the Comprehensive Annual Financial Report for the county.

Other employment experience includes serving as an accountant for the Contract and Grants Division of the Finance and Accounting Department of the University of Florida.

Renee earned a bachelor of science degree in business administration from the University of Florida with a major in accounting.

Spotlight Article Criteria

The FGFOA Board of Directors established preferred guidelines for the "Member Spotlight" articles. These criteria include: must be submitted by an FGFOA member (other than the spotlighted person); active member of the FGFOA for five years; active member of a local chapter of the FGFOA; served on an FGFOA committee or Board of Directors; made significant contributions to the financial arena (i.e., speaker at conferences, written articles, etc.); final approval by FGFOA president.

Changes to Flexible Spending Accounts (FSAs)

“USE-IT-OR-LOSE-IT,” the familiar phrase used to describe flexible spending accounts (FSAs), has seen a welcomed change.

On May 18, 2005, the IRS announced that employers now have the ability to amend their current FSA plan to include an extra 2.5-month “grace period” during which participants can incur claims, thus giving them additional time to use the benefits or contributions for a plan year before those amounts are “forfeited.”

What is the new “grace period”?

Be careful not to confuse the new “grace period” with your plan’s current “runout period.” The familiar definition of “grace period” is the amount of time AFTER your plan year has ended that you can file for reimbursement for FSA claims incurred during the plan year.

Under this new ruling, however, the extension allows participants an additional two months and 15 days to incur claims and use the contributions made during the preceding plan year, until they are forfeited under the “use-it-or-lose-it” rule.

The grace period for incurring additional claims cannot extend beyond the 15th day of the third calendar month after the end of a given plan year.

Does this change affect all FSA plans?

No, it is an optional benefit permitted by the IRS.

This extension can be made in the current plan year if plan documents are amended before the end of the current plan year. It can also be offered in any future plan year provided documents are amended appropriately.

In addition, employers can include the full two months and 15 days permitted under Notice 2005-42 or any number of days within that limit.

Employers who choose to offer this new benefit may wish to consider extending the “runout” period after the end of the new grace period, allowing employees a little more time to submit all claims for reimbursement.

It’s About You

Terry Sharp is the new Finance Director for the City of Lighthouse Point. He formerly served for two years as the City of Fort Lauderdale’s Finance Director. Prior to that, he was Fort Lauderdale’s Assistant Finance Director for 14 years. Terry takes Joe Shore’s place at Lighthouse Point. Joe retired in January.

Mary Arditti will retire from the City of Jacksonville on August 26, after more than 20 years of service.

Congratulations to all of the new CGFOs:

Michele Goins, City of Stuart

James David Parrish, City of Destin

Diana M. Gomez, City of Miami

Stacey Roberts, City of Key West Utility Board

Larry Johnstone, Hernando County Sheriff’s Office

Amy Wood, Town of Palm Beach

Carter Morrison, Martin County School District



Committee Reports

Career Development

Tim Pozza, Okaloosa County – CCC, Chair

The first meeting of the Career Development Committee was held Sunday, May 15, at the annual conference. The meeting was well attended with nine of the 15 total committee members present. Per request of the President, six meetings have been proposed on the following dates:

Tallahassee

September 16, 2005 Chair – Tim Pozza

Sarasota

October 14, 2005 Chair – Pam Childers

Orlando

December 9, 2005 Chair – Katrina Laudeman

West Palm Beach

January 20, 2006 Chair – William Brown

Tampa

February 17, 2006 Chair – Donna Wright

Daytona Beach

April 17, 2006 Co-Chair – Tom Tight
(other co-chair to be named)

At the May 15 meeting, it was agreed that the chairs would firm up the dates; that is, contact other organizations and make sure that there is no conflict with other meeting dates. We agreed to firm up the dates and locations by the middle of June so that the Florida League of Cities can start booking the seminars as early as possible. We also discussed the fact that the last conference in Daytona Beach would be an investment seminar. In addition, we discussed the fact that we will try to establish a leadership seminar and one or two four-hour “ethics” seminars once we know exactly what is required for the ethics seminars. Other than the topics noted above, we will determine the other topics after the locations have been firmed up and before the next Board meeting on July 22. We plan on having a conference call in the middle of June to discuss the progress.

2004-2005 Certification

Michael Tomich, Marion County – CCC, Chair

This has been an exciting year for the CGFO program and a busy year for the Certification Committee. The committee successfully implemented the updated CGFO exam. The result is an exam that is challenging to candidates with regard to their knowledge of the current local government finance environment in the State of Florida. This truly serves to distinguish the status of Certified Government Finance Officers as qualified local government finance professionals serving in the State of Florida.

I would like to thank the hard working and dedicated members of the Certification Committee. It was my privilege to serve with this outstanding group. The entire FGFOA organization is fortunate to have benefited from their services and owes them a debt of gratitude. Our committee thanks those distinguished FGFOA members who served as “exam experts” to review the updated exam. The efforts of “exam experts” Damon Adams, Linda Davidson, Christine Francis, Mickey Miller and Jim Moye are much appreciated. The committee received a high level of support in our efforts. We are grateful to our FGFOA Board of Directors liaison Jeff Smith, Florida League of Cities staff members Jeannie Garner and Anne Gooch,

and the professional assistance of FGFOA Past President Rob Garner of the Governmental Consulting Services Company.

There are still many challenges ahead for the Certification Committee. The FGFOA can look forward to enjoying the benefit of the outstanding committee that has been put together for the 2005-2006 year. Under the leadership of the new Certification Committee Chairman Kristopher Shoemaker, the CGFO program will continue to thrive and improve. We wish Kris and the entire Certification Committee success in the coming year.

There are many duties involved in operating the CGFO program. If you are called upon by the committee to lend your talents, please consider providing any help you can. The CGFO designation reflects an individual’s experience, knowledge and commitment to excellence in our profession. Our committee encourages all eligible FGFOA members not already certified to pursue the CGFO designation.

2004-2005 Conference Host

Carlos Garcia, City of Hollywood, Co-Chair

Lisa Rabon, City of Wilton Manors, Co-Chair

What a successful conference just ended! With registration exceeding 1,000, inclusive of sponsors and exhibitors, the 2005 conference broke all previous FGFOA annual conference attendance records.

Pre-conference events started on Saturday with a “Leadership in the Local Government Environment” seminar and a poolside President’s Reception at the conference hotel and continued on Sunday morning with a golf tournament at the Hollywood Beach Golf and Country Club.

Upon registration at the Westin Diplomat Convention Center, delegates received a welcome bag holding a conference program and other important information, as well as a beach towel, bottled water and other convenience items.

Association Night allowed exhibitors to interact directly with delegates and present their latest developments in technical and professional services, while delegates and guests competed for prizes by playing a “going to the races” game and enjoyed a variety of hors d’oeuvres and beverages.

At the opening session on Monday, presided by FGFOA President George McGowan, members of the South Florida Chapter of FGFOA led us in singing the national anthem, Hollywood Mayor Mara Giuliani welcomed us to Hollywood and keynote speaker Gordon Graham instructed us on the importance of managing risk in our professional lives.

A “Night at the Rodeo!” on Tuesday night excited spectators when brave cowboys rode bucking bulls and brave delegates rode mechanical bulls at the 72,000-square-foot Davie Rodeo Arena. Barbecued food, refreshments and desserts along with other country and western activities and exhibits, such as a blacksmith, a chuck wagon and line dancing, transported us to the Old West.

A closing word of thanks to the Host Committee members and volunteers who have labored for almost a year so conference attendees could enjoy themselves! There have been numerous meetings, e-mails, phone calls and decisions during the past year, all of which we believe have resulted in one of the best conferences ever! Thanks also to Jeannie Garner and her competent staff, especially Barbara Solis and Anne Gooch, for providing excellent support, ideas and advice. Many thanks are also due to our Board Liaison, Linda Davidson, for her guidance and suggestions and to President George McGowan and the entire Board of Directors for their sup-

port and encouragement throughout the year. It has been a pleasure hosting the 2005 FGFOA conference.

2005-2006 Conference Host Committee

Christopher Lyons, City of Sarasota, Chair

The Host Committee for the 2006 annual conference held its first meeting on May 15, 2005, at the annual conference in Hollywood. The committee commenced planning for the 2006 annual conference to be held at the beautiful Marco Island Marriott on June 10 - 14, 2006.

The committee established sub-committees and appointed sub-chairs or co-sub-chairs as appropriate. The following sub-committees were established:

- Theme/Logo
- Welcome Bags/Speaker Gifts
- Volunteers
- Budget
- Golf/Sports Events
- Association Night
- Opening Session/Keynote Speaker
- Tuesday Night Event
- Hospitality Suite
- President's Reception
- Transportation

The sub-committees have commenced the process of identifying social and networking activities that will compliment and enhance the educational opportunities offered at the annual conference.

The Host Committee is currently looking for additional members to help plan this event. If you are interested in serving on the Host Committee or have any suggestions, please contact the committee chair at christopher_lyons@sarasotagov.com.

The next Host Committee meeting is preliminarily scheduled for July 15, 2005, at the conference hotel.

Conference Program

James B. Lewin, Lee County, Chair

On May 15, 2005, the Conference Program Committee met at the Westin Diplomat Resort and Spa to begin planning for the 2006 conference. Goals and an "action plan" were approved. Sub-committee chairmen were selected and committee members chose "tracks" upon which they will work during the forthcoming year. Committee members will be communicating shortly to begin the discussion of topics. The next meeting will be on July 21, 2005, in Orlando.

Legislative

James Seuffert, Manatee County Government, Chair

The work of the 2004-2005 Legislative Committee was completed as of the close of the 2005 legislative session on May 6, 2005. In the May 13, 2005, FGFOA Board of Directors Meeting, the Board approved several closing recommendations from the committee, as summarized below.

- FGFOA will develop a network of members with contacts and interests in the legislative area that will serve as a resource to the Legislative Committee and to the Board of Directors.
- Weekly teleconferences again will be scheduled during the 2006 legislative session.
- An easy to use legislative guide will be published on the FGFOA Web site that will assist FGFOA members in accessing members of the legislature and staff. Links will also be established that will

provide access to schedules for committee meetings and other information.

- When "Legislative Alerts" are issued via e-mail, links will be provided to allow FGFOA members to locate the legislation online and follow its progress.

The Strategic Planning efforts of the incoming Board of Directors also resulted in establishing the following goals for the Legislative Committee:

- Adopt "Guiding Principles" which would be used to provide a frame of reference within which to respond to legislative issues that were not anticipated in the legislative policy statement.
- Clarify procedures for monitoring and impacting legislation.
- Increase participation by the President and Board members in the legislative process by testifying before House and Senate committees and meeting with legislators.
- Become an integral part of the legislative process to the extent that the FGFOA is consulted when laws affecting governmental finance are being considered.

The 2005-2006 Legislative Committee met on May 15, 2005, and began the process of addressing these goals and the work plan for the coming year.

Member Services

Holly Vath, City of Wellington, Chair

On May 13, 2005, the FGFOA Board of Directors approved the creation of our 12th local chapter, the Nature Coast Chapter. The Nature Coast Chapter was formed under the leadership of Sarah Koser, Finance Director for Citrus County. Welcome Nature Coast Chapter!

The Member Services Committee began its work at the annual conference for the upcoming year. The committee was split into sub-committees for publications and recruitment. Our committee is currently working with members in Volusia County on their efforts to form a local chapter.

The committee needs your help with the "It's About You" column in the FGFOA newsletter. The column is designed to recognize FGFOA members for accomplishments, awards, promotions and the acceptance of new positions. Please send your information to Andrea Wilson at the City of Orlando (andrea.wilson@cityoforlando.net). The deadlines for submitting articles and the expected publication dates are as follows:

Issue	Submission Deadline	Publication Date
August/September	July 8, 2005	August 12, 2005
October/November	September 2, 2005	October 12, 2005
December/January	November 2, 2005	December 13, 2005
February/March	January 6, 2006	February 10, 2006
April/May	March 10, 2006	April 14, 2006

The FGFOA had record membership of 2,685 members for the 2004/2005 year. Please remember to send in your membership renewals, or renew online at www.fgfoa.org. We are always looking for members interested in serving on the Member Services Committee. If you have some time to help, please contact Holly Vath at (561) 791-4113 or hvath@ci.wellington.fl.us.

School of Governmental Finance

Gary Perdew, St. Lucie County – Fire District, Chair

Hello from your 2005 School of Governmental Finance Committee. While you are thinking about the school, open Lotus Notes, Outlook, Contact or whatever software package you use to manage your time and schedule yourself a reminder to attend the FGFOA

School of Governmental Finance the week of November 14 - 18 at the Marriott Sawgrass in Ponte Vedra Beach.

Your 2005 School of Governmental Finance Committee held its first meeting on April 8 of this year at the City of Jacksonville City Hall. Having been on the committee the past three years, I was very happy to see familiar faces at the meeting because it means we have a core of experienced members willing to accept the challenge of orchestrating one of the largest annual FGFOA events. The first order of business was to select individuals to take charge of the various sub-committees crucial to making the school a success.

- Accounting and Financial Reporting Wisteria Striglers
- Budgeting Linda Bullard
- Debt Management Connie Lea
- Financial Management Bella Basilio
- Treasury Management Jeff Kern
- Leadership Ray New
- Hospitality Suite Carl Trabulsky and Mitchell Perin
- Speaker Gifts Sharon Pierce
- Staff Shirts Frances Powers

You should be familiar with the names because from one year to the next these FGFOA members volunteer their valuable time for the betterment of our organization. When you see them, as well as the other 19 members of the committee, tell them you appreciate their efforts.

The committee met again on Sunday, May 15, at the Westin Diplomat in Hollywood to discuss our accomplishments to date. Since the committee was formed, we have identified 55 seminar topics, developed a draft schedule and secured a number of speakers. I am amazed at the strides this dedicated group of professionals has made toward the shared goal of making the 2005 School of Governmental Finance another stellar event.

If you have a specific seminar topic and/or a speaker you would like the committee to consider, please send your recommendation to gperdew@slcfd.org and I will forward the information to the appropriate sub-committee.

Technical Resources

Kimball R. Adams, City of Largo, Chair

Your 2005-2006 FGFOA Technical Resources Committee (TRC) has met twice already to establish operating policies and to plan our activities for the year. The TRC added several new members to the team who are excited about serving alongside the many returning committee members.

The TRC's main goal is to serve as a resource for all FGFOA members who have questions related to any areas of finance, budget or accounting. The TRC is also responsible for developing responses to proposed government accounting pronouncements and preparing FGFOA newsletter articles to help members understand and implement new pronouncements.

The TRC will begin developing a resource manual for smaller governments, which will provide information on statutory requirements, best practices and reference sources. The TRC also discussed ways to better use the FGFOA Web site discussion board by facilitating online discussions about TRC newsletter articles or new pronouncements.

The TRC is looking forward to serving all FGFOA members this year and we welcome any comments you may have on our activities. Please contact me or any TRC member with ideas or suggestions on how we can better serve your needs. TRC member names and con-

tact information can be found in the new FGFOA Membership Directory, which will be published soon.

Technical Questions

Members with technical questions have the following three contact points:

- ◆ Discussion Board at the FGFOA Web site, www.fgfoa.org
- ◆ Anne Gooch at (850) 222-9684 or e-mail agooch@flcities.com
- ◆ TRC Chairman, Kim Adams at (727) 587-6747 or e-mail kadams@largo.com

Chapter News and Announcements

Central Florida Chapter

On Thursday, June 9, 2005, our topic for the luncheon program was "Evaluating Financial Condition" presented by Dr. Lynda Dennis. The chapter will not meet in July as planned, but will hold our next meeting on August 11, 2005, at the Maison & Jardin restaurant in Altamonte Springs. We will hold our September meeting at the SunTrust Bank building in downtown Orlando. Our topic for the August meeting is "Community Redevelopment Agencies: City and County Perspectives." Tom Klinker, who has worked for both counties and cities, will be our speaker on the topic. On September 8, 2005, we welcome the legislative dynamic duo of Bob McKee of the Florida Association of Counties and John Wayne Smith of the Florida League of Cities to tell us what did and didn't happen in the 2005 legislative session as well as to provide us with a preview of the hot topics for the 2006 legislative session. We hope to see you at Maison & Jardin to listen to both of these insightful presentations. Reservations for both members and non-members may be made to attend by contacting Fазie Khan of the Greater Orlando Airport Authority no later than noon on the Monday before the event at fkhan@goaa.org.

Congratulations to the new chapter officers and directors who will assume their offices beginning July 1, 2005.

- President:** Donna Wright, City of Eustis
- President-elect:** Tom Klinker, Osceola County
- Secretary:** Fазie Khan, Greater Orlando Airport Authority
- Treasurer:** Bob Tessier, Orange County Library System
- Directors:** John DuFresne, City of Apopka
Lori Houghton, City of Tavares
Katrina Laudeman, City of Orlando

The Central Florida Chapter meets the second Thursday of every month, with a few exceptions. The meetings begin at 11:30 a.m. with a half-hour for networking followed by a luncheon at 12:00 p.m. Our luncheon speaker begins a presentation around 12:30 p.m. that provides for one CPE to be earned for those attending. The cost of the luncheon is \$15 for members and \$25 for non-members. Membership in the chapter only costs \$10 for active members and \$20 for associate members.

Florida First Coast Chapter

The First Coast Chapter will offer four hours of technical business credit on the topic "IRS Compliance Issues" and will hold its annual meeting for the election of officers and directors and on Friday, June 10, 2005, at the City of Jacksonville, City Hall (St. James

Building) in the Renaissance Room. Our speaker will be Ms. Paulette Leavins, FSLG Specialist with the Internal Revenue Service. Please see our June meeting notice for more details on our topic. Our Nominating Committee has presented a list of names of those being nominated for officers and directors of the Board of Directors in accordance with the Chapter By-Laws that has been e-mailed with the meeting notice to the membership.

The next meeting and networking opportunity of this friendly chapter will be held on Friday, September 9, 2005, at the City of Green Cove Springs City Hall from 12:00 p.m. to 2:00 p.m. Our CPE topic will be announced. Make sure you RSVP to Mitchell L. Velasco at mvelasco@coj.net to reserve a box lunch (\$10.00 for members and \$15.00 for non-members) and plan to earn one hour of CPE. Our meetings are open to members and non-members alike. Our meeting notices, chapter happenings and events are done by e-mail only so contact John C. Herbst at jherbst@coj.net after July 1 to be put on the meeting notification e-mail list if you are not a member.

Remember to go to the FGFOA Web site and check out the Local Chapter page to find out the latest happenings of the chapter and the FGFOA.

The chapter would like to congratulate those six chapter members that took the CGFO exam in March here in Jacksonville. One of our members will receive the CGFO designation from the March exam. We would like to encourage all of our chapter members to take the CGFO exam. As a reminder the FGFOA is currently accepting applications for anyone wishing to apply to the CGFO program. You must submit your application by August 30, 2005, in order to be eligible to take the November 2005 exam. The exam will be administered on November 18, 2005, at the Sawgrass Marriott in Ponte Vedra Beach. If you are studying for the CGFO exam and would like to form a study circle, please feel free to contact the chapter officers, and they may be able to help put you in contact with someone who you can study with.

For those chapter members and visitors to our city who may have seen the nearly four dozen Sea Cows for Kids (a six-foot-tall manatee which was decorated by local artist, groups or schools) on display in public places throughout downtown Jacksonville and Northeast Florida from September 2004 until February 2005, we are happy to report that the Sea Cows have been successfully auctioned off as a fundraiser for the Otis Smith Kids Foundation. The Sea Cows for Kids are now bringing smiles to the faces of their new owners.

Reminder: The membership cycle this year will be from April 1, 2005 - June 30, 2006, and our local chapter dues of \$20.00 for this 15-month period will be the same as last fiscal year's 12-month period and are in addition to the state level dues. Dues notices were e-mailed in April. If you have not renewed your membership, or if you would like to join as a new member, please e-mail John C. Herbst at jherbst@coj.net after July 1 or Mitchell Velasco at mvelasco@coj.net until June 30. We appreciate your membership. It is important that we have your e-mail address to be able communicate with you about chapter events and happenings.

We are a friendly chapter that meets quarterly, stressing networking with peers and education, and welcome anyone interested to attend our meetings.

Gulf Coast Chapter

For the 2004-2005 fiscal year, the chapter identified the following goals:

- Get membership more involved through use of committees
- Increase CPE – qualified programs
- Increase membership

- Evaluate the chapter's fund balance, and
- Modify the chapter's by-laws and procedures.

We created a Program/Continuing Education Committee, which located and coordinated all speaking engagements. A Membership Committee was created to identify past members and personally contact them. In addition, a By-laws Revision Committee was formed to address the fiscal year change.

Aside from our last meeting (focused on discussing and approving changes to the bylaws), all other meetings qualified for continuing education credits (CPE), including one national speaker. In financial terms, active members paid \$97 for 19 CPEs (10 A&A and nine TB). The success of this year's education program is primarily due to the energy displayed by the Program/Continuing Education Committee.

The Membership Committee poured through passed records and other sources to identify opportunities for membership. Our membership rose to 119; a 34-percent increase over the prior year.

The members were aware of the intent to expend all current year revenues to minimize the chapter's continue growth in its fund balance and develop a policy as to the sufficiency of the chapter's fund balance. Well, fund balance "technically" didn't get addressed. We did expend all current year revenues.

The by-laws required revision due to the fiscal-year change. The By-laws Revision Committee took this opportunity to revamp our guiding document. In addition to amending the fiscal year, these changes provided enhanced internal control, smoothed work flow, improved succession planning and increased flexibility. I want to thank not just the members of this committee, but also the other chapters for being an excellent resource.

In closing, I want to thank the chapter's board and committee members for facilitating meeting this year's goals. I'm proud of this chapter's "can-do" attitude.

Heartland Chapter

The next meeting for the Heartland Chapter is July 27, 11:30 a.m., at the Chicanes Restaurant in Sebring. At our last meeting new officers were chosen. They are President Myrna Spencer, Highlands County Tax Collector; Vice President Angela Bollinger, Highlands County Sheriff's Office; Secretary Penny Robinson, Highlands County Clerk of Courts; and Treasurer Renee Green, City of Avon Park.

If you need further information please contact me at mspencer@hctaxcollector.com or (863) 402-6705.

Palm Beach Chapter

The Palm Beach County Chapter was well represented at the 2005 annual conference, which concluded May 18 at the Westin Diplomat Resort and Spa on Hollywood Beach. From all accounts, it was a rousing success and the City of Hollywood is to be commended for being a fine host! The conference provided a great opportunity to network, learn a lot and make many new friends.

The chapter welcomes new officers: President Thomas G. (Tom) Harris, CPA, City of West Palm Beach; President Elect Carol Himes Hannigan, CGFO, City of Boca Raton; and Treasurer Cheryl Somers, CGFO, Town of Palm Beach. We are also very happy to have Jeff Price, CGFO, City of Greenacres, return to serve a second term as Secretary.

Anne (Simms) Costello, City of Lake Worth, returns as a Director, and will be joined on the board by new Directors Lee Anna Claridge, West Palm Beach, and Richard Iavarone, Palm Beach County Clerk and Controller.

The chapter also welcomes new committee chairs Jim McInnis, City of Greenacres, Membership and Publications; Maria Corona, South Florida Water Management District, Financial Oversight; and we gladly welcome back Sara Varga, City of Palm Beach Gardens, who has done such a fine job as Social Chair. Unfortunately, we lost a committee chair as Career Development Chair Susan Vielhauer left to pursue an opportunity in the non-profit arena. If any chapter members would like to volunteer themselves or another qualified individual for the open position, please e-mail Jim McInnis at jmcinnis@ci.greenacres.fl.us.

An announcement was circulated for our next lunch meeting on May 26, 2005, at Palm Beach Airport Hilton. The topic will be Lessons Learned from the 2004 Hurricanes, and will be presented by John H. Tatum III, Palm Beach County Emergency Management Recovery Manager; Steve Hoffman, City of West Palm Beach Grants Compliance Officer; Neil Melick, City of West Palm Beach Construction Services Director; and Nestor Navarro, City of West Palm Beach GIS Coordinator. A one-hour CPE credit will be earned for attending.

On a final note, the chapter welcomes many new members, as we have received 121 membership applications, up from 102 in 2004-2005. The 2005-2006 Membership Directory will be ready for circulation in June.

Panhandle Chapter

The Panhandle Chapter hosted a panel of experts from our own membership at our last quarterly meeting on April 15, 2005. Jean Kassab, Escambia County Director of Administrative Services, spoke about the FEMA reimbursement process; Joel Haniford, Santa Rosa County OMB Director, spoke about budgeting in the aftermath of a hurricane; and Lisa Bernau, Escambia County Clerk Inhouse Counsel and Legal Division Administrator, gave an Article V Performance Measures update. The chapter will be hosting our next quarterly meeting on July 15, 2005, at the Best Western Crossroads Inn from 10:30 a.m. until 2:30 p.m. The chapter is pleased to host Bob McKee with the Florida Association of Counties to give us an update on the legislative session that was just recently concluded in Tallahassee. One of the added features for this training session is that the training opportunity and lunch are FREE. The chapter has voted to provide this quarterly meeting at no cost. Please make your plans to attend.

South Florida Chapter

Our next meeting will be held on Thursday, June 16, 2005, at Tropical Acres Restaurant, 2500 Griffin Road, Dania Beach. Broward County Property Appraiser Lori Parrish will be on hand to discuss various aspects of the appraiser's office and the implications for municipalities as a result of the booming real estate market. We encourage your attendance and participation.

The program is as follows:

- 6:00 - 7:00 p.m. – Networking
- 7:00 - 7:30 p.m. – Presentation by Broward County Property Appraiser Lori Parrish
- 7:00 p.m. – Dinner

We hope you will attend our meetings to show your support for our organization and to increase your knowledge. Our meetings are open to everyone. You do not have to be a chapter member to attend our meetings. To make a reservation for a meeting, contact Doreen Lam at dlam@hollywoodfl.org or (954) 921-3231. We appreciate the continuing support of current members and welcome new ones.

Our chapter sponsored a personal development seminar on April 15, 2005, that was well attended. Patt Schwab Ph.D., presented a

personal development seminar entitled L.A.U.G.H. and No One Gets Hurt: Taking Control of Change. The seminar took place in Fort Lauderdale and was well attended with representatives from municipalities across the state. The seminar included management strategies that help individuals, support staff and the municipalities successfully, and gracefully, meet the future. Also included were techniques for creative problem solving, decision making in uncertain environments, and for facilitating change with humor. The seminar also integrated a variety of public speaking tips and experiences, tailored to the needs of finance officers and municipal clerks.

Our chapter is continually seeking ways to provide quality programming for our members. To that end, the Education Committee recently conducted a survey seeking feedback on the L.A.U.G.H. seminar, and has recently crafted a new survey asking the membership what types of topics they would like for future seminars. This continual process of seeking input from the membership ensures that the right types of educational offerings are scheduled, and most importantly that the satisfaction of our membership has been achieved.

Our December Holiday Event is one of our most popular events and this year we are hoping to make it even more special. We have begun the process of planning for a spectacular event. We began with a survey seeking the input of chapter members and will utilize that data to ensure that this year's event will be memorable. If your city or local chapter does something unique as a holiday celebration we would love to hear from you. Please contact Russell Muniz, at russell_muniz@davie-fl.gov or (954) 797-1023.

Our chapter will once again award two \$1,000 scholarships for a chapter member to attend the next national GFOA conference, and for a chapter member to attend the next IIMC national conference. In addition, our chapter is accepting applications for two scholarships in the amount of \$750 each to attend the 2005 FGFOA School of Governmental Finance and the 2005 Career Development Institute which will be held during the months November and October, respectively. The scholarships will be awarded to one finance officer or related position, and one city clerk or a deputy city clerk or related position. Attendance at three chapter meetings excluding the December meeting in the period prior to submitting the application and membership in our chapter for one year are required to be eligible for the scholarships. The deadline to submit the application is August 12, 2005. Contact Barbara McDaniel at Barbara_McDaniel@davie-fl.gov to obtain a copy of the scholarship application.

We are now providing meeting notices via e-mail to those members who supplied us with their e-mail addresses. If you are a member and did not receive a notice of the meeting, or if you are interested in being a chapter member, or want to be on our mailing list, please contact Susan Gooding-Liburd at sagoodingliburd@ci.miramar.fl.us or (954) 602-3051. In the event any of the information you have provided to the association has changed, please let us know so we can keep our records up-to-date.

We are looking for committee members to help our organization plan topics for meetings, increase membership, and perhaps plan a full- or half-day educational session. If you have ideas or suggestions on how we can improve our association or if you want to become a more active member, please contact Russell Muniz, at russell_muniz@davie-fl.gov or (954) 797-1023.

Southwest Florida Chapter

The next meeting for the Southwest Florida Chapter will be held on Friday, June 17, at 11:30 a.m. at the Olde Hickory Golf and Country Club in Fort Myers. The topic for the next meeting is "Strategies

in Managing Rising Healthcare Costs and GASB 45 Compliance and Planning” and will be presented by Dinah Lewis, Human Resources Director, Lee County Government. At the last Southwest Florida Chapter meeting new officers were elected. They are as follows: President David M. Delac, City of Fort Myers; President-Elect Karen E. Ball, City of Naples; Secretary-Treasurer Gary J. Laubacker Sr., City of Sarasota; Immediate Past President Christopher Lyons, City of Sarasota; and Directors James B. Lewin, Lee County Government; Sharon Knippenberg, City of Punta Gorda; and Reginald Kantor, Lee County Government.

If you need further information please contact David Delac at ddelac@cityftmyers.com or (239) 461-7125.

Space Coast Chapter

The Space Coast Chapter held a breakfast meeting on April 15, 2005, where the newly elected officers were introduced and transitioned to their new positions. Although the chapter’s new fiscal year does not start until July 1, this interim period will help the new officers to get used to their duties.

The chapter’s new officers are as follows:

- President:** Heidi Soto, City of Palm Bay
- President-Elect:** Ruth Chapman, City of Satellite Beach
- Treasurer:** Christine Fain, City of Satellite Beach
- Secretary:** Connie Lea, City of Palm Bay

Tentative plans for the year are two four-hour CPE training sessions on June 3, 2005, and September 16, 2005, and a holiday luncheon on December 8, 2005. Additional breakfast or luncheon meetings are to be announced.

The chapter hopes to have each member government sponsor a CPE workshop in the future.

Our chapter’s dues will remain at \$15 per fiscal year. The cost of our training session is \$25 for members and \$40 for non-members. We encourage non-members, who attend our training sessions, to join the chapter for the same cost as the fee for non-members.

We welcome ideas and suggestions of topics for future training sessions. For more information, or if you are interested in joining our chapter, please contact Ruth Chapman at (321) 773-4407 or rchapman@satellitebeach.org.

Treasure Coast Chapter

Like much of Florida, the Treasure Coast is still recovering from last year’s hurricane season. Most facilities within St. Lucie County capable of accommodating the 50 members that usually attend our joint meetings and seminars are still under repair. Until Mangrove Mattie’s, our regular meeting place overlooking the St. Lucie Inlet, reconstructs their meeting room, the chapter will meet at 615 S. U.S.

1 in Fort Pierce. The view will not be as nice but I have been assured the food will be excellent.

In addition to electing officers and directors and adopting the chapter by-laws, the members present at our last meeting discussed annual dues and the costs of the quarterly luncheon/seminar. After discussion, we agreed to keep the annual dues at \$10 and increase the cost of the luncheon/seminar from \$15 to \$20. Our seminars normally qualify for three CPE credits and never qualify for less than two. This, coupled with a luncheon and networking opportunities, makes for a great value.

Our next meeting, followed by a luncheon and seminar, is scheduled for noon on June 3. Denise Eldridge will make a presentation of ESF20, the Martin County BCC Internal Program for Addressing Employee Post-Disaster Needs. John Winn, Vice President of Institutional and Governmental Banking for SunTrust, and Martha Santoni, Assistant Vice President of SunTrust Leasing Corporation, will also speak on alternatives to funding municipal equipment. Anyone in the area at that time is welcome to attend. Please contact Fran Latella at flatella@martin.fl.us or Gary Perdew at gperdew@slcfd.org for directions. Until Mangrove Mattie’s rebuilds, the location is subject to change.

Position Announcements

Accountant IV – Leon County Clerk of Court. (\$43,086.96 - \$65,341.14) This position is advanced professional accounting, independently performed under the general direction of an accounting supervisor. Assignments include maintaining and monitoring accounting and budgetary records; assisting in the GASB 34 issues relating to the preparation of the county’s financial statement; preparation of interim, annual and interpretive financial, administrative, and operation reports. Reviews, analyzes, balances and prepares reconciliation of various funds and accounts, including but not limited to grants. A bachelor’s degree in accounting or finance from an accredited four-year college or university, three years combined professionally related experience, and a CPA certification is required; as well as advanced level in general computing skills, Excel and Word. Two years supervisory experience is preferred. Submit application and resumé to Leon County Clerk of the Circuit Court, Human Resources Division, Suite 247, P.O. Box 726, Leon County Courthouse, Tallahassee, FL 32301. Application is available at www.clerk.leon.fl.us. (850) 577-4230.

Assistant Director Finance – City of Boynton Beach. \$53,000-\$63,000 annually depending on qualifications. Require undergraduate degree in accounting, finance or related field, and four years government finance and accounting experience, including at least two years in management/supervisory capacity. Require strong accounting/financial background; familiar with GAAP and GASB standards. Able to supervise and work with department functions including accounting, financial reporting, auditing, budgeting and purchasing. Graduate degree or CPA preferred. Apply to Boynton Beach City Hall, HR Department, 100 E. Boynton Beach Boulevard, P.O. Box 310, Boynton Beach, FL 33425. Job Line (561) 742-6466. Fax (561) 742-6274. www.boynton-beach.org. EEO/ADA/Drug Free.

Audit Director – Clerk and Comptroller of Palm Beach County. The Clerk and Comptroller is an award-winning office for performance and operational excellence. We provide a demanding, fast-paced, results-oriented environment that places an emphasis on

FGFOA Calendar at a Glance

June 2005

26-29 2005 GFOA Annual Conference – San Antonio, Texas

November 2005

14-18 2005 FGFOA School of Governmental Finance – Ponte Vedra Beach

quality. The Clerk and Comptroller is the “watchdog” agency for Palm Beach County’s 3.2 billion taxpayer dollars. This key position reports directly to the clerk and is responsible for all audit services. A keen understanding of complex government services and systems and the ability to take strong stands with regard to findings is essential. Specific job duties include: developing and implementing a comprehensive audit plan; interpreting and reporting results of audits; acting as a liaison with local and state agencies regarding audit findings; establishing and managing relationships with external auditors; managing the day-to-day operations of the audit staff. The successful candidate will possess the following competencies: a demonstrated knowledge of government accounting and audit practices; exceptional written and verbal communications skills with audit findings; ability to react and adjust quickly to changing environments; strong leadership skills and unquestionable personal integrity; decisive, with a strong sense of urgency. Requirements include (note: candidates who do not possess all requirements will not be considered): bachelor of science degree in appropriate discipline and CPA and/or CIA certification, an MBA is a plus; at least eight years of government audit experience, at least three of which must be in audit management. All selected candidates will be required to submit a writing sample. We offer excellent benefits, a terrific work environment and career opportunity! For consideration, please e-mail your resumé to: clerkjobs@co.palm-beach.fl.us or fax to: (561) 355-3815. The Clerk and Comptroller’s Office is a drug-free work place. Selected applicants must successfully pass a drug screen prior to start date. EOE/DFW.

Budget Analyst II/III – City of Orlando. Req. #5-80C. Salary: II – \$36,878.40 - \$46,072.00 DOQ. III – \$39,436.80 - \$49,296.00 DOQ. The City of Orlando is seeking applicants to fill two positions responsible for assisting with the annual budget process, performing cost-of-service analysis, and administering budgetary controls. The level of the position offered will be commensurate with qualifications of the applicant selected. Nature of Work: Analyze projected revenue and departmental appropriation requests; consult with department directors and their staff on budget modifications, and submit comments and recommendations to the director of management, budget and accounting (MBA); analyze and approve fiscal impact statements on items submitted to the City Council; analyze and process appropriation transfer requests for submission to the director of MBA and Budget Review Committee; monitor the financial performance of departments to ensure that expenditures are justified and are in accordance with the approved budget; review and analyze periodic programmatic and financial performance reports, research significant variances, and document and present findings; update existing policies and procedures, and performing research to propose new policies for areas where they currently do not exist. Minimum Requirements: Bachelor’s degree in accounting, finance, public administration or related field, and six months – two years minimum experience in governmental accounting, budgeting or finance; or an equivalent combination of education, training and experience. Master’s degree preferred. Applications should detail experience implementing budgetary best practices in their resumé or in the application form. Experience with Microsoft Office a plus. Apply: City of Orlando HR, 400 S. Orange Avenue, P.O. Box 4990, Orlando, FL 32802-4990; phone: (407) 246-2235; fax: (407) 246-2019; www.cityoforlando.net/jobs.

Budget Officer – Charlotte County. Requires a bachelor’s degree in business, finance, accounting or economics (with supplemental graduate coursework). At least eight years of relevant experience in finance, budgetary and/or financial control; or an equivalent

combination of training, education and experience. Master’s degree preferred. Salary range \$63,440 - \$95,160. Open until filled. Apply to: Charlotte County Human Resources, 18500 Burdock Circle, Room 140, Port Charlotte, FL 33948. Fax: (941) 743-1254. Complete description at www.charlottecountyfl.com. Women and minorities encouraged to apply. EEO/Drug Free.

Capital Improvement / Revenue Coordinator – City of Port Orange. Salary Range: \$35,000 - \$50,000, DOQ. Contract position with opportunity for annual renewal. The City of Port Orange seeks an experienced capital improvement/revenue coordinator who enjoys working in a dynamic, professionally rewarding environment. Port Orange (population 55,000+) is a rapidly growing community located in east central Florida within the Daytona Beach metropolitan area. The capital improvement/revenue coordinator position is advanced, responsible professional work assisting with the administration of the Capital Improvements Program and Fee Revenue Collection Program in the Finance Department. Work involves coordinating specialized programs and functions; analyzing and resolving problems by developing procedures or utilizing established procedures; developing and implementing new methods for completion of tasks; assisting in preparing the annual capital improvement program budget. An employee in this class must exercise considerable independent judgment not of a routine, clerical or ministerial nature. General supervision is received from the comptroller or higher-level administrator. Bachelor’s degree in accounting, finance, business administration or related field, with six years of experience and/or training in revenue collection and/or project management; an equivalent combination of education and experience may be considered. Experience with software applications utilized on small and mid-sized data information systems preferred. Please e-mail a cover letter and resumé to the City of Port Orange, Human Resources Department at MJPeterson@Port-Orange.org. Resumés and cover letters may also be faxed to (386) 756-5290, or mailed to 1000 City Center Circle, Port Orange, FL 32129. EOE/Veterans Preference Applies/Drug Free Workplace.

Chief Financial Officer – Palm Beach County, Office of the Clerk and Comptroller. \$84,622 - \$103,197 - \$137,252. In this position you will be responsible for the accounting and financial information for the 3 billion dollars of county funds through a staff of more than 100 employees. You will report directly to the clerk and comptroller and will be a key member of the senior executive team. Your responsibilities will include: management of the county’s investment portfolio, auditing and processing County Commission expenditures, financial reporting for the county and clerk and comptroller, budget preparation for the clerk and comptroller, managing the general accounting function, establishing and implementing appropriate financial controls, and maintaining the minutes of County Commission meetings. The successful candidate will have significant management experience in a large government agency or regulated industry environment. Outstanding written and verbal communication skills along with strong computer and systems knowledge are essential. You must be a proven, effective leader. We require a bachelor’s degree in finance, public or business administration along with 10+ years of progressively responsible management experience. An MBA and/or CPA are a definite plus. PCN:new/RQ: P05008 (030705). Our culture stresses open and honest communication and a commitment to delivering outstanding customer service. We are a previous winner of the prestigious Florida Governor’s Sterling Award for organizational excellence. We offer a highly competitive compensation and benefits package. For consideration, please e-mail your resumé with salary history and requirements to clerkjobs@co.palm-beach.fl.us

or fax to (561) 355-3815. These are exempt positions. The work schedule is based on a 40-hour work week. The Clerk and Comptroller's Office is a drug-free work place. Prior to being hired, all tentatively selected applicants must successfully pass a drug screen. The Clerk and Comptroller's Office is an Equal Opportunity Employer.

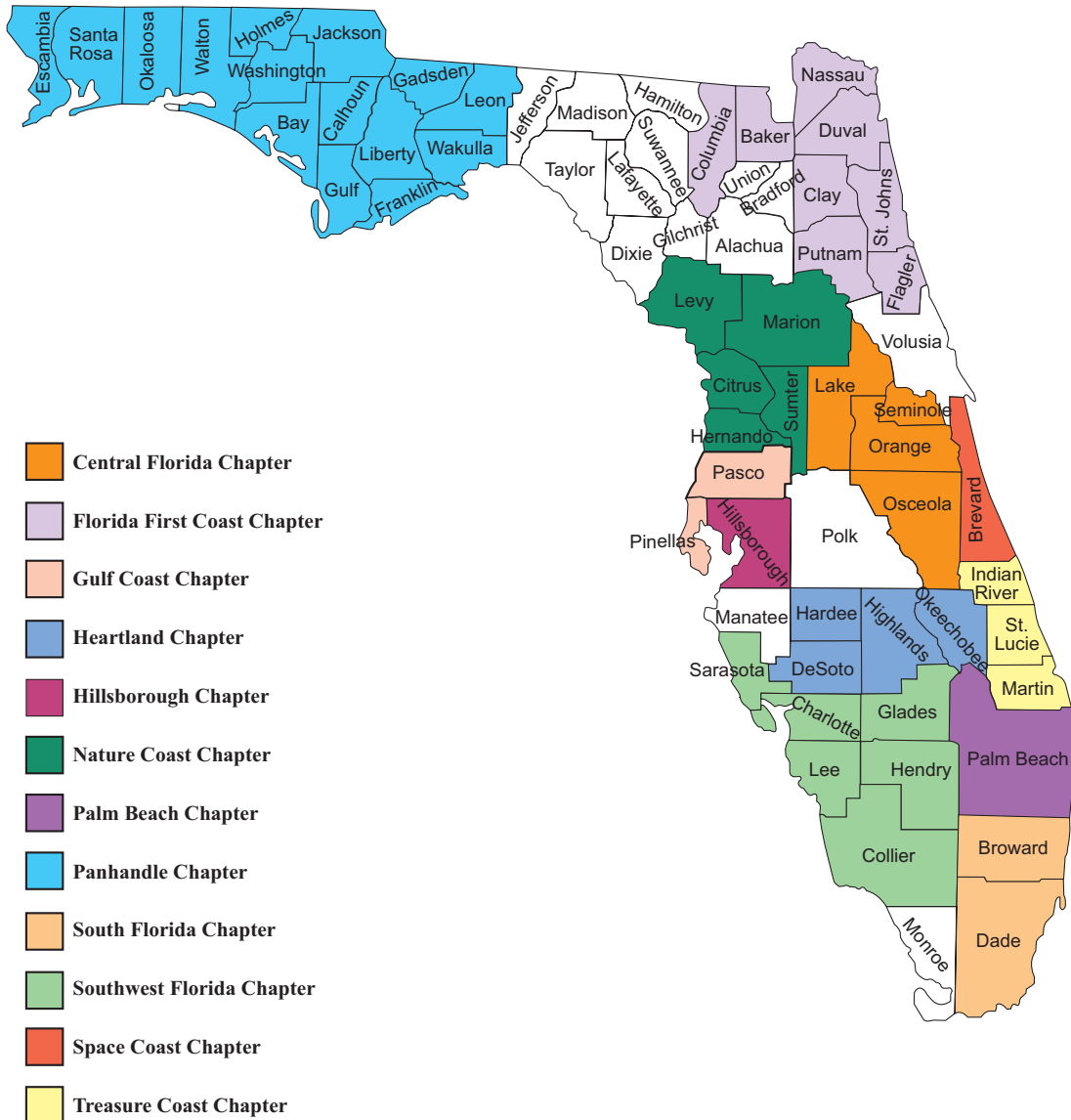
City Manager – City of Lake Alfred. Central Florida community of 4,000+, located in Polk County. Starting salary \$56,000 - \$62,000 DOQ plus full benefits. Full-service city with annual budget of \$6 million. City manager is the chief administrative officer for the management of all city operations overseeing 70+ employees. A bachelor's degree is preferred in public, business and/or related fields. Must have five years experience as a city manager or assistant city manager or have experience in local government services. A combination of education and experience, which demonstrates the ability to effectively manage a small city with multiple departments/services. Closing date July 8, 2005, at 12:00 p.m. Submit resumé and references to City of Lake Alfred, City Manager Search, 120 E. Pomelo

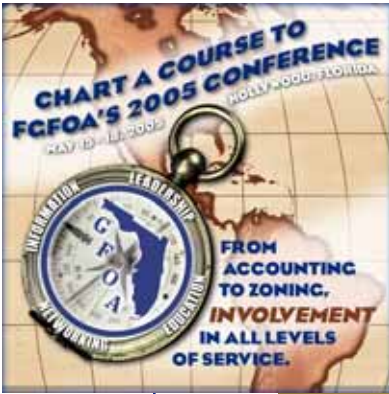
Street, Lake Alfred, FL 33850, or fax to (863) 298-4440 or e-mail to cityclerk@mylakealfred.com.

Deputy Director of the Office of Management and Budget – City of Fort Lauderdale. The City of Fort Lauderdale is a dynamic and fast-growing municipality of 169,000 in Southeast Florida. \$72,009 - \$109,512 DOE (salary pending City Commission approval). Bachelor's of art degree in accounting, or a closely related field; master's degree preferred; five years responsible work experience in accounting, budgeting, auditing or revenue administration in a medium to large governmental operation, at least two years in managerial responsibilities. Successful candidate must demonstrate ability to organize, direct and coordinate a city budget process, including the formulation and execution of budgetary policies and procedures. Mail resumé for consideration for this position to Averill Dorsett, Director of Human Resources, City of Fort Lauderdale, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301. Positions are open until filled. Further information about these positions and an official application, please visit our Web site: www.fortlauderdale.gov.

FGFOA Local Chapters

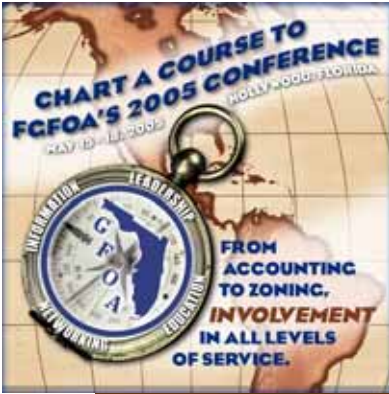
As of May 13, 2005, our newest local chapter is the Nature Coast Chapter.





2005 Annual Conference Highlights





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