



**Task Force on Consolidated Government**  
**Council Member Lori Boyer, Chair**

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**Governance & Mission Committee**

March 6, 2014

**MEETING SCHEDULE**

**Welcome & Call to Order**

*Peter Rummell, Chair*

**Discussion:** Review the Committee's Suggested Recommendations

**Adjourn**

Next meeting:

**Wednesday, March 13, 2014, 9 a.m.**  
Conference Rm. A, Suite 425, City Hall





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**Governance & Mission Committee**

**SUGGESTED RECOMMENDATIONS OUTLINE**

**1) Form of Government**

a) City Council

i) Recommendations

- (1) Increase the number of four year terms to three consecutive
- (2) Hold the election of council members in the “off-off” year in between presidential and gubernatorial elections

ii) NO Recommendation

- (1) Number of council members
- (2) Staggered terms
- (3) Use of at-large seats
- (4) Racial impact of at-large seats
- (5) Term of the Council president
- (6) Timing of when Council president takes office

iii) Undecided Issues

- (1) Should Council Members receive more compensation to allow them to devote full time to their Council duties?

b) Mayor

i) Recommendations

- (1) Hold the election of the Mayor in the “off-off” year in between presidential and gubernatorial elections

ii) NO Recommendation

- (1) Strong mayor form of government
- (2) Elaboration on the specific duties of the mayor
- (3) Scope of the power of the mayor

iii) Undecided Issues

- (1) NONE

c) City Manager/CAO/CFO

i) Recommendations

- (1) Create a charter requirement that the mayor hire a Chief Administrative Officer and Chief Financial officer
    - (2) Create a list of professional requirements to be included in the charter requirement for both the CAO and the CFO
    - (3) Create a list of job responsibilities to be included in the charter requirement
  - ii) NO Recommendations
    - (1) NONE
  - iii) Undecided Issues
    - (1) Requiring the mayor to fill the CAO and CFO, as well as department heads within a certain time period.
- d) Office of General Counsel
- i) Recommendations
    - (1) (See OGC Recommendation Document)
  - ii) NO Recommendation
    - (1) Pension effect on independence of OGC
    - (2) Remedies available to members of any branch of government with disagree with a decision of the general counsel
  - iii) Undecided Issues
    - (1) NONE

## 2) Independent Authorities (JEA, JTA, JPA, and JAA)

- i) Recommendations
  - (1)
- ii) NO Recommendation
  - (1)
- iii) Undecided Issues
  - (1) Are numbers and selection processes for Board members adequate to insure Board members are accountable to the public and to City government for their decisions?
  - (2) Are the missions of each authority clearly defined and how are they integrated with the greater mission of the City? Independence was viewed as desirable because they were performing a business enterprise activity. Quality and efficiency of operation are certainly valid goals, but how do the goals of facilitating economic growth, providing essential services to citizens, etc. become part of the operational mission?
  - (3) How do development activities, or ancillary business enterprise activities, of the Authorities impact City tax rolls and private business opportunities? Should they be restricted in any way? Require some City approval?

- (4) Does the City budget review process provide any real management control with respect to the authorities?
- (5) How do we ensure the independent authorities board members are accountable to both the City and the authority on which they serve?
- (6) Include agencies such as the Children's Commission and the DIA.
- (7) Should JEA be split into two authorities, one for electric utility and the other for sewer and water?

### **3) Police & Fire Pension Board**

- i) Recommendations
  - (1) NONE
- ii) NO Recommendation
  - (1) The committee discussed the pension issues and believed the Pension Task Force was taking a much closer look at the issue and if given the opportunity they would review their recommendations to see if they had effects on the issues this committee has been tasked with but would otherwise not address the issue.
- iii) Undecided Issues
  - (1) NONE

### **4) Inter-local Agreements with the Beaches & Baldwin**

- i) Recommendations
  - (1) NONE
- ii) NO Recommendation
  - (1) The full Task Force heard during public comment that the Beaches and Baldwin are content with the agreements as they are structure now. The committee decided they would not address these agreements given that there are no current complaints with them.
- iii) Undecided Issues
  - (1) NONE

**5) Charter**

- i) Recommendations
  - (1) NONE
- ii) NO Recommendation
  - (1) Should the number of votes it takes to waive a charter amendment be changed?
  - (2) Should the number of votes it takes to waive an ordinance be changed?
- iii) Undecided Issues
  - (1) NONE

**6) Strategic Plan/Integrated Mission**

- i) Recommendations
  - (1) Create a committee charged with the purpose of developing a strategic plan for the entire consolidated City of Jacksonville
  - (2) The strategic plan will be for a term of 10 years.
  - (3) The committee shall include the Mayor, the President of the City Council, The President of the Chamber of Commerce, a member of each of the boards of the independent authorities, the Sheriff, the Tax Collector, the Property Appraiser, the Clerk of the Courts, the Supervisor of Elections, one person selected by the Beach communities and Baldwin to represent them collectively, and a member to represent minorities in the community.
- ii) NO Recommendation
  - (1) NONE
- iii) Undecided Issues
  - (1) Who will chair the strategic plan committee?
  - (2) Who will facilitate the group?

# Governance Committee Research Questions

Please research the cities of Indianapolis, Nashville, Charlotte, San Diego, and Tampa for answers to the following questions.

## Taxing

1. Where do they get their top 3-4 primary sources of revenue come from?
2. How are these sources determined?
3. How are the rates for these sources determined?

## Long-range Planning

1. Do they have an actionable long range plan that survives political transitions, such as changes in the mayor's office and city councils?
2. How was the plan created?
  - i.e. through the private sector such as the chamber of commerce or through government action such as a city council committee or task force, mayoral leadership, etc, or other?
3. How was it implemented?
  - i.e. through private sector leadership, such as the chamber of commerce, or through government action such as passage of an ordinance or voter referendum, or other?
4. What are/were the mechanisms that allowed the plan to survive political transitions?
  - i.e. a continuing funding source, multiple year projects, etc.
5. What is the municipality proactively doing to maintain their identity as a center for specific industry or entertainment?
  - i.e. Indianapolis is known for it's amateur sports, Charlotte – banking, Nashville – country music
  - Has it been because the private sector has continued capitalizing on it or has the government taken specific action to maintain the city's recognition in this area?

## Political Leadership & Community Involvement

1. What do they do to develop political leadership?
2. What do they do to involve the community?
3. What is their average voter turnout?

## Independent Authorities

1. Do they have any? What they?
2. What do they have authority over?
3. Where does their authority originate from?
4. Who appoints their board?
5. Who hires their chief executive?
6. Who approves their budget?
7. Are they a revenue producer or are they subsidized? Who receives the revenue/provides the subsidy?
8. Where does their revenue come from?

### **Chief Administrative Officer**

1. Do they have a CAO?
2. Is it required by law?
3. Does the law have position qualifications such as education, etc? What are the qualifications?
4. Is the CAO appointed/removed by the mayor or are they part of a civil service system?

### **Department Heads**

1. How are department heads hired and fired? Are they appointed/removed by the mayor or are they part of a civil service system?
2. Are there professional requirements such as education required to hold the department head position?

### **Elections**

1. Do they hold unitary or party elections?
2. When are their elections held in relation to state and federal elections?
3. Do they elect their sheriff, property appraiser, clerk, supervisor of elections, and tax collector?
4. Are there term limits on the legislative branch members or the mayor?



# Governance & Mission Committee - Research on Other Municipalities

	Charlotte	Indianapolis	Nashville	San Diego	Tampa
<b>D Long-range Planning</b>					
1. Do they have an actionable long range plan that survives political transitions, such as changes in the mayor's office and city councils?	Yes	Yes	Yes	No, 5-year county strategic plan and city strategic plan (long-term plans for water supply and transportation)	Yes
a. Type	2015 Master plan (created in 1996)	Comprehensive plan	Transportation plan	County strategic plan; city strategic plan (CMP)	City master plan and corridor plan
b. Focus	Land use and development; transportation, education; neighborhoods, parks; regional	Land use, development, community values	Regional intermodal transportation systems	County/city operations; public safety; fiscal efficiency; health; development; environment	Development, neighborhood and urban core redevelopment; community reinvestment
2. How was the plan created?	Staff-led citizen work groups; Planning Commission	Division of Planning; Metropolitan Development Commission; citizen participation	Metropolitan Planning Organization	City and county government; County chief administration office	In Vision Tampa; private partners; citizen participation
3. How was the plan implemented?	Various city departments; Planning Commission; Transportation Department, etc.	Metropolitan Development Commission; citizen participation	MPO's Technical Coordinating Committee	City and county action; public-private partnership between in the provision of health services	Tampa Housing Authority; Long Range & Strategic Planning team; Invision Tampa
4. What are/were the mechanisms that allowed the plan to survive political transitions?	Long-term goals and projects; ties broad community values to plan and policy implementation	Regionalism approach; multi-year projects	Grant funding; diverse funding sources; multi-year projects	None identified except for some long-term goals and tying the plan to community values	A number of multi-year neighborhood projects; REQUIRES HUD funding and private investment
5. What is the municipality proactively doing to maintain their identity as a center for specific industry or entertainment?	Strong public-private partnerships between city and business groups; low cost of doing business	Indiana Sports Corporation; public-private partnerships; local economic diversification; focus on higher education	Musie City Music Council (MC2); a public-private partnership between city gov't and the area Chamber of Commerce	Government-led action in creating a good business climate; reducing red tape and lowering business costs/fees; partnering with business groups	Better connecting community members to the river and waterfront; revitalizing the city center and neighborhoods

Charlotte		Indianapolis		Nashville		San Diego		Tampa	
<b>2) Department Heads</b>		<p>A) Department of Aviation- Brent Cagle; B) Charlotte Area Transit System- Carolyn Flowers; C) Charlotte-Mecklenberg Planning- Debra Campbell; D) Charlotte-Mecklenberg Police- Rodney Monroe; E) Charlotte-Mecklenberg Utilities-Barry Gullet; F) Engineering &amp; Property Management- Jeb Blackwell; G) Fire Department- Jon Hannan; H) Neighborhood &amp; Business Services; I) Solid Waste Services; J) Transportation- Danny Pleasant</p> <p>1. List of Departments and Department Heads</p>		<p>A) Department of Metropolitan Finance- Richard Riebeling; B) Department of Metropolitan Police- Steve Anderson; C) Department of Fire- Ricky White; D) Department of Public Works; E) Department of Water and Sewerage Services- Scott Potter; F) Department of Law- Saul Solomon</p> <p>The department heads are appointed/removed by the Mayor</p>		<p>A) Fire-Rescue: Chief Javier Mainar; B) Police: Chief William Lainsdowne; C) Finance: CEO- Mary Lewis; D) Infrastructure/Public Works: Deputy Chief Operating Officer- Tony Heinrichs; E) Internal Operations: Deputy Chief Operating Officer- Jeff Struck; F) Neighborhood Services: Deputy Chief Operating Officer- Ronald Villa</p> <p>The department heads are appointed/removed by the Mayor; confirmed by the City Council</p>		<p>A) Legal Department: Julia Mandell; B) Department of Revenue and Finance: Sonya Little; C) Internal Audit Department: Christine Glover; D) Police Department: Jane Castor; E) Fire Department: Thomas Forward; F) Department of Public Works: Irvin Lee; G) Department of Sanitation: Mike Herr; H) Purchasing Department: Gregory Spearman; I) Neighborhood Empowerment: Jake Slater</p> <p>The department heads are appointed/removed by the Mayor; confirmed by the City Council</p>	
<p>2. How are department heads hired and fired? Are they appointed/removed by the mayor or are they part of a civil service system?</p>		<p>The Chief of Police is hired by the Sheriff. The other department heads are appointed/removed by the Mayor</p>		<p>Depending on department, a well founded reputation in the area in which they will be the department head</p>		<p>No professional requirements are listed on the website or in the charter</p>		<p>No professional requirements are listed on the website or in the charter</p>	
<b>3) Chief/Administrative Officer</b>		<p>The department heads are hired/fired by the Civil Service Board</p>		<p>No, city manager or chief administrative officer is listed on the website</p>		<p>San Diego has a chief operating officer (city manager)</p>		<p>No City Manager or Chief Operating Officer is listed on the website</p>	
<p>1. Do they have a CAO?</p>		<p>No, city manager or chief administrative officer is listed or discussed in the charter.</p>		<p>This position is not mentioned in the Charter</p>		<p>This position is not required by law and can be assumed by the Mayor, however, the Mayor may appoint a Chief Operating Officer (city manager)</p>		<p>No City Manager or Chief Operating Officer is listed in the Charter</p>	
<p>2. Is it required by law?</p>		<p>No, city manager or chief administrative officer is listed or discussed in the charter.</p>		<p>N/A</p>		<p>No Qualifications are listed in the Charter documents</p>		<p>N/A</p>	
<p>3. Does the law have position qualifications such as education, etc? What are the qualifications?</p>		<p>No specific qualifications are mentioned in the charter.</p>		<p>N/A</p>		<p>Appointed/Removed by the Mayor, if he/she desires</p>		<p>N/A</p>	
<p>4. Is the CAO appointed/removed by the mayor or are they part of a civil service system?</p>		<p>The city manager is appointed/removed by the City Council.</p>		<p>N/A</p>		<p>N/A</p>		<p>N/A</p>	

4) Independent Authorities		Charlotte	Indianapolis	Nashville	San Diego	Tampa
1. Do they have any? What are they?	A) Charlotte Regional Airport Authority	A) Historic Railroad Multi-Jurisdictional Port Authority; B) Indianapolis International Airport Authority; C) Central Indiana Regional Transportation Authority	A) Metropolitan Nashville Airport Authority; B) Metropolitan Transit Authority	A) San Diego County Regional Airport Authority; B) San Diego County Water Authority; C) San Diego Metropolitan Transit System	A) Tampa Bay Area Regional Transportation Authority; B) Hillsborough County Aviation Authority	
2. What do they have authority over?	A) Established by SB 81, the Charlotte Regional Airport Authority was established to own, develop, and operate the Charlotte Douglas International Airport (recently created)	A) The purpose of the Historic Railroad Multi-Jurisdictional Port Authority shall be to protect and preserve the "Old Nickel Plate" railroad line, including, but not limited to, recreational, transportation and tourism purposes. B) The Indianapolis Airport Authority (IAA) owns, develops, and operates six airports in the Indianapolis metropolitan area. C) To provide bus and rail services directly or by contract with private operators and coordinate all its services.	A) The Authority has two principal functions, 1st, planning, construction, operation and management of Nashville International and John C. Tune Airports, 2nd, to assure promotion, encouragement and development of commerce and industry through air transportation. B) A viable public transportation system contributes to the healthy economy by aiding in employment and reducing traffic congestion and air pollution. A) Enabling legislation adopted in 1969 by the 86th General Assembly of the State of Tennessee. B) Created and established by chapter 487, Private Acts of 1953 and amendatory acts, the same being amendments to the Charter of the City of Nashville.	A) Manage the day-to-day operations of San Diego International Airport and address the region's long-term air transportation needs; B) Importing water for the region and works for local authorities to develop local supplies and promote efficiency; C) Provides bus and rail services directly or by contract with private operators. MTS coordinates all its services and determines the routing, stops, frequencies and hours of operation.	A) Improve mobility and expand multimodal transportation options for passengers and freight throughout the seven-county region; B) Manage the day-to-day operations of Tampa International Airport and address the long-term air transportation needs	
3. Where does their authority originate from?	A) Senate Bill 81	A) Indiana state law and Indianapolis-Marion County Ordinances; B) Indiana state law and the General Assembly; C) Indiana State law	A) Enabling legislation adopted in 1969 by the 86th General Assembly of the State of Tennessee. B) Created and established by chapter 487, Private Acts of 1953 and amendatory acts, the same being amendments to the Charter of the City of Nashville.	A) The San Diego County Regional Airport Authority Act (California Code Division 17); B) County Water Authority Act and California State Water Code	A) TBARTA Act- Florida State Legislature; B) Florida State Legislature	

	Charlotte	Indianapolis	Nashville	San Diego	Tampa
4. Who appoints their board?	A) A thirteen member board is appointed by the City of Charlotte, six counties in the region, the Speaker of the N.C. House of Representatives, the President Pro Tempore of the N.C. Senate, the Governor of N.C. and two at-large members appointed by the other eleven members	A) The Board of directors consisting of 6 members, 2 by the Town Council of Fishers, 2 by the Mayor of Noblesville, and 1 by the Mayor of Indianapolis and 1 by the Indianapolis City-County Council. B) The 9 members are appointed by the mayor of Indianapolis and officials from Marion, Hamilton, and Hendricks counties. C) The 17 members are appointed by elected officials in each surrounding city, the mayor of Indianapolis, and the City County Council.	A) Members are appointed by the Mayor of Nashville/Davidson County and confirmed by the Metropolitan Council. B) Members are appointed by the Mayor of Nashville/Davidson County and confirmed by the Metropolitan Council.	A) The Board is comprised of nine members and is appointed by the Mayor of San Diego; B) The Board is comprised of 36 members and are appointed by the 24 member agencies; C) The Board is comprised of 15 members (4 appointed by the SD City Council; 1 appointed from each surrounding city councils (10); 1 appointed from the SD County Board of Supervisors)	A) The Board is comprised of elected representatives from the 7 counties and the 3 largest cities, an elected representative from the West Central Florida MPO's Chair Coordinating Committee, 4 Appointed gubernatorial representatives, and a representative from the Florida Department of Transportation; B) The Board is comprised of 5 members (3 members appointed to 4 year terms by the Governor of Florida, the Mayor of the City of Tampa, and a member of the Hillsborough County Board of Commissioners)
5. Who hires their chief executive?	A) The Board of Directors	A) Not indicated; B) The Board of Directors; C) The Board of Directors	A) Appointed by the Board-Serves as President of the Board as well. B) Hired by the Metropolitan Government	A) Appointed by the Mayor; B) Appointed by the 24 member agencies; C) Elected by the Appointed Board Members	A) Elected by the Appointed Board Members; B) Elected by the Appointed Board Members
6. Who approves their budget?	A) The Board of Directors	A) The Board of Directors; B) The Board of Directors; C) The Board of Directors	A) The Board; B) The Board	A) The Board; B) The Board; C) The Board	A) The Board; B) The Board
7. Are they a revenue producer or are they subsidized? Who receives the revenue/provides the subsidy?	A) A revenue producer	A) Subsidized by state grants; B) A revenue producer; C) A revenue producer subsidized by taxes	A) A revenue producer-self sufficient; B) A revenue producer subsidized by federal, state, and local funding	A) A revenue producer-self sufficient; B) A revenue producer-subsidized by the city/county; C) A revenue producer-subsidized by the California Transportation Development Act	A) Economically supported by the annual contributions and grants from the Florida Department of Transportation; B) A revenue producer- self sufficient;
8. Where does their revenue come from?	A) User fees	A) Grants; B) User fees; C) User fees and grants	A) User fees; B) Revenue is collected through user fees and grants	A) User Fees; B) revenue is from member authorities purchase of water; C) revenue is from the fares collected	A) Grants from the Florida Department of Transportation; B) User fees



Charlotte		Indianapolis		Nashville		San Diego		Tampa	
<b>5) Elections</b>		Partisan Elections		Nonpartisan elections		Nonpartisan elections		Nonpartisan elections	
1. Do they hold unitary or party elections?	Every two years in odd-numbered years in accordance with the Uniform Municipal Elections Laws of North Carolina; First Tuesday in November	Second Tuesday in November		First Thursday in August		Same date in each election year as the California State primary elections		First Tuesday in September	
2. When are their elections held in relation to state and federal elections?		Sheriff-elected; Clerk-appointed by the City Council; Director of Elections- Hired by the Board of Elections		Sheriff-elected; Property Appraiser-hired by the government; Clerk-Appointed by the Mayor		Sheriff- elected; Clerk- appointed by the Mayor. Supervisor of Elections- The City of Tampa uses the Supervisor of elections elected in Hillsborough County; Tax Collector- The City of Tampa uses the Tax Collector elected in Hillsborough County			
3. Do they elect their sheriff, property appraiser, clerk, supervisor of elections, and tax collector?		Mayor- No term limits; City Council- No Terms limits		Mayor- Two terms; City Manager- City Council- Two terms		Mayor- Two consecutive terms; City Manager- Appointed; City Council- Two consecutive terms			
4. Does the city have term limits for its mayor/chief executive & its council/legislative body members? What are they?									
<b>6) Political Leadership &amp; Comm. Invol.</b>									
1. What do they do to develop political leadership?									
2. What do they do to involve the community?									
3. What is their average voter turnout?									
<b>7) Taxing</b>									
1. Where do top their top 3-4 primary sources of revenue come from?									
2. How are these sources determined?									
3. How are the rates for these sources determined?									
<b>8) Consolidated?</b>		Charlotte is consolidated with Mecklenburg County.		Indianapolis is consolidated with Marion County.		Nashville is consolidated with Davidson County.		San Diego is not consolidated.	
								Tampa is not consolidated.	



## City-Wide Strategic Planning

The Governance and Mission subcommittee for the Task Force on Consolidated Government discussed in much depth, the role and need for a strategic plan for the City of Jacksonville. The purpose of this plan is to align the administration, the independent agencies, and the constitutional offices so that each is working towards the same long-term goals. This subcommittee recommends that the requirements be added to the City Charter, based on the following findings.

### Findings

1. The City of Jacksonville lacks a strategic plan that encompasses the administration, independent agencies, constitutional offices, and the Beaches and Baldwin.
2. A strategic plan, whose development encompasses all key stakeholders, will allow the City to align its disaggregated offices and authorities to allow the City to move forward with an overarching goal, allowing it to leverage its multiple resources to achieve a common purpose.

### Working Language

In the first January<sup>1</sup> following the election of a new mayor, the Mayor [*I think we decided that the mayor would be the one to convene the initial group*] shall convene the City's stakeholders to develop and establish a strategic plan for the term of 10 years. This plan will address all aspects of community importance, and will go beyond the administration's term to allow for continuity and consistency for the city, its business, and residents. The strategic plan will address interests that interface with the consolidated government, including but not limited to the economic future of the City and its government; improvements in public safety and law enforcement; the City's role in education; and such other matters as are relevant at that time.

The plan will be designed to bring together the input from the following 20 stakeholders: the Mayor; City Council President; Superintendent of Duval Public Schools; the Sheriff; the Board Presidents of JTA, JEA, JPA, JAA, and JHA; the Chair of the Jacksonville Chamber of Commerce; a mayor from the Beaches or Baldwin; a representative from the Civic Council and the Children's Commission; an individual chosen to represent the City's CPACs; the Chair of the Duval Delegation; a representative from the Urban League [or the NAACP], the Chair of the Hispanic Chamber of Commerce; the Chair of the Asian Chamber of Commerce; a representative from the Regional Planning Commission, and a representative from the nonprofit community in Jacksonville [*I added this one as our 20<sup>th</sup> member, since this sector is critical to the community.*]. These 20 individuals represent an array of

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<sup>1</sup> The time line is based off the election being moved from April to November on the off-off year (i.e. off the national and state election cycle)

interests and segments of the community, and will work together to ensure that the City is moving forward in a manner that is beneficial to all its residents.

The strategic planning group [*or commission, task force, etc.*], may seek the advice and council from the Clerk of Courts, Property Appraiser, and/or Supervisor of Elections, or any other office holder who they deem integral to the process.

The initial meeting will be called to order by the Mayor [I believe this who we decided on], where the members will vote on a Chair for the planning process. This Chair, in concert with the other members, will seek out a professional strategic planning facilitator who will be charged with directing the process.

The purpose of this strategic plan is to provide thoughtful guidance to the direction of the City beyond not only the immediate fiscal year, but also the current administration. The goal is to look beyond the short-term goals of election cycles to long-term goals of community identity and empowerment. It is anticipated that the participation and combined focused energies from the various elected, appointed, and private officials and executives will foster the achievement of common *and divergent* [*Remove?*] goals that will serve to improve the City as a whole.

The Strategic Planning Commission [*or task force, group, etc.*] will meet for a period of no longer than 6 months, and at the conclusion of that time frame, the City's 10 year strategic plan will be publicly presented to garner community support.

At a minimum, the strategic plan should include a vision statement, mission statement, citywide overarching goals, a broad financial plan and enumerated goals and timeline on the achievement of the overarching goals, and provide for annual performance reviews that account for meaningful and measurable outcomes. The strategic plan should be the result of strategic analysis, provide for strategic direction, and contain action plans for the City, its independent authorities, and constitutional offices.



# *New Jersey*

## **MUNICIPAL ADMINISTRATOR/CHIEF ADMINISTRATIVE OFFICER**

### **JOB DESCRIPTION**

The Municipal Administrator/Chief Administrative Officer supports the Village President, the Board of Trustees and its Standing Committees in carrying out their duties and responsibilities for the ultimate benefit of the Village. To that end, the Administrator/CAO is responsible for planning, organizing, directing, and coordinating the affairs of the Village; assisting the Board of Trustees in developing policies for the general direction of Village affairs; planning long-range programs for all Village departments; managing and supervising all department heads; ensuring that departmental staff competently performs its administrative, operational and technical duties; and taking responsibility for the performance of lesser administrative and technical duties. Work is performed independently with general policies established by the Board of Trustees and with supervision and guidance from the Village President.

### **DESIRED KNOWLEDGE, ABILITIES AND SKILLS:**

Strong Knowledge of public administration, with particular preference to municipal administration, including advanced proficiency in organizational development and budget preparation, financial administration and debt management;

Project Management Experience, including renovation and restoration of historic buildings;

Knowledge of Village departmental organization and functions, and areas where merger, consolidation, shared services and other efficiencies may be achieved;

Knowledge of New Jersey Civil Service laws and regulations; contract and labor negotiation skills;

Knowledge of New Jersey procurement and purchasing processes;

Knowledge of the relationships with other local governments and other levels of government, including County and Department of Community Affairs;

Knowledge of research methods and techniques utilized to assemble, organize, and present in written or oral form statistical, financial, or factual information derived from a variety of sources;

Knowledge of the laws, ordinances, and other requirements governing local government;

Computer proficiency, including Excel, Word, PowerPoint, Outlook, and financial management software;

Outstanding writing and presentation skills required.

### **DUTIES AND EXAMPLES OF WORK**

The Municipal Administrator/Chief Administrative Officer is responsible to the Village President and Board of Trustees and shall attend all meetings of the Trustees and its Standing and Advisory Committees. Direct assistance to the Board of Trustees shall include, but not be limited to, the following:

- Supervises and manages all Village Departments, subordinate officers and employees of the Village in the performance of their duties.

- Provide regular and timely status updates and monthly written reports.
- Prepare annual budgets, amendments thereto, and monthly financial reports.
- Negotiate with vendors, labor unions and other parties to obtain the greatest benefit for the Village.
- Research topics of concern and prepare action recommendations as requested by the Village President and Board of Trustees.
- Review and evaluate policies, and administer regulations and make recommendations.
- Carry out the policies, plans and programs established and approved by the Board.
- Serve as a representative of the Board of Trustees in communications with Local, State, and Federal agencies in matters pertaining to the Village.
- Act as liaison between the Village President and Board of Trustees and various Village boards, committees, officials, and employees, as required.
- Develop and maintain a list of capital and other projects, identify appropriate priorities, and develop an action program, including a time/due-date calendar, and manage these projects to successful conclusions.
- Research funding sources and prepare grant applications.
- Investigate methods for improving cost control and containment and increasing efficiency of Village services. Institute such methods as approved by the Board of Trustees.
- Perform such other tasks and assume such other responsibilities as the Village President and Board of Trustees may assign or delegate.

### **WORKING HOURS**

The Municipal Administrator will work full time as a salaried employee. This time will include attending the meetings outside normal working hours and in the evenings as required by the Village President and Board of Trustees.

### **COMPENSATION**

A competitive compensation package is established by the Board of Trustees based upon experience and qualifications.

### **QUALIFICATIONS**

Bachelor's Degree in Business or Public Administration, Master's Degree preferred. Minimum of seven (7) years experience in an administrative capacity in municipal government. Ability to deal with the public, press, other officials, members of other boards and state and federal officers or representatives in a manner that is diplomatic, clear, and knowledgeable.

The Municipal Administrator will be selected with special preference to experience in the areas of project management, finances and New Jersey municipal budget process, and municipal management; knowledge of municipal utilities; economic development, downtown revitalization, and shared services.

# Fort Worth

The City of Fort Worth is a progressive, dynamic, full-service municipal organization operating under the council-manager form of government. Fort Worth is the 16th largest city and its metropolitan area has been recognized as one of the fastest growing areas in the country. Fort Worth has more than 750,000 residents and is the 5th largest city in the state of Texas.

## Mission:

The Chief Financial Officer (CFO) reports to an Assistant City Manager. The CFO will also work closely with the City Manager, Assistant City Managers, Department Directors, and elected officials to champion the City's strategic and operational financial activities.

The mission of the CFO is to conduct basic financial operations efficiently and effectively, protect and preserve the assets of the City, and instill a financial mindset to execution and risk-taking throughout the City. This will include acting in a financial stewardship role and providing highly responsible support to the City's executive team; coordinating major financial and budget-related activities; listening to the City Council to identify capital and operational priorities; hiring and overseeing staff with technical competencies in accounting, financial management, technology, investing, treasury budgeting, and risk management among others; and developing staff skills to further enhance the professionalism of the department.

## Skills / Requirements

### Requirements:

Candidates must have a Bachelors degree plus eight years of experience in financial or budget services including four years of management responsibility. Preferred qualifications include: A Masters degree, Certified Public Accountant (CPA), prior City management experience and Government Accounting Standards experience.

The ideal candidate will demonstrate excellent results working with executive management team to identify areas of improvement, understand the City's financial reporting risks, and then focus on the controls that are truly critical. The ideal candidate should have experience taking responsibility for the collection and governance of financial and management reporting information.

The successful candidate will establish a rigorous framework for strategic decisions. The successful candidate will be a highly ethical, creative, strategic, and forward thinking executive with the ability to work independently. The successful candidate will have a high level of integrity with a strong sense of urgency and a focus on service to internal and external customers. Specific key competencies are listed below.

### Key Competencies:

Strong strategic planning background

Ability to drive accountability through personal leadership, measurement and commitment.  
Ability to produce enduring, cost-effective solutions to business problems.  
Ability to partner with departments to achieve the strategic objectives and persuade through consensus building.  
Successful track record of leading and driving change.  
Demonstrated ability to manage multiple complex projects.

OTHER REQUIREMENTS: Specifically, the successful candidate will be expected to:  
Oversee the development and monitoring of the City's operating and capital budgets; compile, develop and formally present the City's quarterly/annual financial forecasts/reports and the City-wide capital and operating budgets to the citizens and the City Council Design effective programs to measure and evaluate the Financial Management Services staff performance.  
Set the financial direction of the City to enhance business performance.  
Embed financial thinking and rigor throughout the organization.  
Act as a catalyst for improving execution and performance.  
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First Year Accountabilities: Participate in the successful implementation of the Enterprise Resource Planning (ERP) tool by October 1, 2014. The City is currently midway through the implementation of PeopleSoft technology to replace mainframe financial systems. The CFO will be critical in ensuring that the needs for financial reporting are met by the new system, the correlating modifications of business process across the City occurs, and that the FMS team has the skill-set necessary to put newly available data to use. The CFO will also participate in determining the organizational structure for long-term support of the system.

The CFO will be responsible for continuing the transition from consultant support to in-house talent for the annual production of the Comprehensive Annual Financial Report.  
The CFO will be responsible for overseeing budget alignment efforts during FY2014 in order to present a balanced FY2015 budget to the City Council in August 2014.  
The CFO will oversee the ongoing preparation for a \$278 million bond election scheduled for May 2014.  
The CFO will develop and coordinate a five-year capital program tied to financial projections and planning.



### **CHIEF ADMINISTRATIVE OFFICER**

Job Description: Chief Administrative Officer

Salary – Depending on Qualifications

Reports to: Council

1. Directs the General Administrative Affairs of the Rural Municipality of Wallace

- Managing the day-to-day operations of the Rural Municipality
- Ensuring appropriate accounting methods and controls are in place
- Preparing an annual budget for review of Council
- Ensuring appropriate budgeting controls and procedures are in place and followed
- Establishing and using appropriate signing authorities for cheques authorization, purchase orders and legal documents
- Ensuring an adequate administrative system for maintaining files and records exists
- Drafting administrative policies and procedures by-laws and other agreements or ensuring same are drafted
- Monitors the progress of policies and programs approved by council, evaluates these policies and programs and recommends amendments as required
- Adhering to all legislative requirements and duties required of a Chief Administrative Officer under the provisions of the Municipal Act and other relevant Acts of the Province of Manitoba
- Identifying and implementing internal and external training programs for Council and employees intended to enhance their skills and knowledge for increased productivity
- Ensures that all expenditure of the Rural Municipality are as approved within the annual operating budget and shall ensure Council is aware of any changes within the approved budget

2. Represents the Rural Municipality of Wallace by:

- Maintaining contact with municipal, provincial, and federal government officials on matters pertaining to the Rural Municipality.
- Meeting with individuals and community groups and representatives of private enterprise regarding Rural Municipality affairs and operations and other relevant matters
- Maintaining good relations with local interest groups, community leaders and

- citizens, and government officials
- Consulting and acting, as required with the Rural Municipality's solicitor on legal matters
  - Ensuring complaints received on the operations and affairs of the Rural Municipality are dealt with efficiently and quickly
  - Dealing with media requests for general information and providing interviews to deliver this information as required.
3. Provides Direct Support to Council and Responds to Council by:
- Acting as Chief Advisor to Council on all matters related to the Administration of the Rural Municipality and on procedures.
  - Providing administrative support to Council by ensuring meeting agendas and minutes are prepared attending all regular and special meetings of Council, and Committee of council meetings.
  - Conducting research on specific topics and preparing reports as directed by Council.
  - Maintaining a close working relationship and good communications with Council members.
  - Providing leadership (on instructions from Council) in all matters relating to intergovernmental activities and negotiations.
  - Obtaining and ensuring that current legislation is adhered to for any action contemplated.
  - Acting as a liaison between Council and the public.
  - Preparing a Chief Administrative Officer's report to Council for every regular meeting of Council or as required.
  - Ensuring that decisions of Council are implemented.
  - Drafts correspondence resulting from the decisions of Council.
  - Acting as the Rural Municipality's chief negotiator, if so appointed by resolution
4. Directs the Operations of the R.M. Office by:
- Establishing work priorities and schedules
  - Providing training and supervision to subordinates
5. Authority for Administration of Personnel
- The Chief Administrative Officer shall have the authority, for non-designated officer positions, to hire individuals to replace employees when a vacancy occurs, and may employ other temporary, casual and part time employees for the administration of municipal services and activities
  - The Chief Administrative Officer shall have the authority to discipline, suspend and dismiss employees as required.
6. Other Duties

- Other duties as assigned by Council
- An exit interview may be conducted when you leave the employ of the municipality

7. Qualifications

- graduation from a Post-Secondary institute with a related degree and/or enrolment in the Municipal Administrator Certificate Program or equivalent
- experience as an Administrator or Assistant Administrator of a municipality
- interpersonal skills to deal with Council, the public, media and other employees
- organizational skills
- supervisory skills
- personal initiative balanced by a willingness to follow directions
- analytical and research skills to prepare reports, documents, by-laws and correspondence

Please submit your resume to:

Floyd Buhler  
Chief Administrative Officer  
RM of Wallace  
305 Nelson Ave W.  
Virden, MB R0M 2C0

Or email to:

[floydbuhler@rmofwallace.com](mailto:floydbuhler@rmofwallace.com)

Any inquiries may be directed to:

Floyd Buhler 1-204-748-1239





**DIRECTOR OF MUNICIPAL FINANCE  
(CHIEF FINANCIAL OFFICER)**

**Definition**

Complex supervisory, administrative, and professional work in planning, organizing, coordinating, directing, and supervising all the financial management operations for the Town of Weymouth, including the Office of Town Accountant, Office of Treasurer/Collector of Taxes, Assessor's Office, Procurement and Schools.

**Supervision**

- Works under the policy direction of the Mayor
- Performs highly responsible work, requiring the exercise of considerable independent judgment in the planning, direction, and control of the Financial and Fiscal operations for the Town of Weymouth
- Directly supervises division heads, and has indirect responsibility for all employees of the Finance Department

**Job Environment**

- Work is generally performed under typical office conditions
- Frequently required to work outside normal business hours. In addition, may be required to work on weekends and may be contacted at any time to respond to important situations and emergencies.
- Operates office computer and standard office equipment
- Maintains contact, which requires perceptiveness and discretion, with others, particularly State and Federal agencies, attorneys, auditors, and the general public
- Has access to town wide confidential information, including personnel records, litigation matters, criminal investigations, collective bargaining negotiations and bid documents (exclusive of medical records)
- Errors in administrative decisions could result in lower standards of service, have legal repercussions, and result in inadequate project and operational funding

**Essential Functions**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

- Plans, Controls and directs all aspects of the Finance Department including the activities of the Office of Town Accountant, Office of Treasurer/Collector of Taxes and the Assessor's Office and Procurement
- Develops and recommends departmental policies, projects, and procedures; confers with division heads concerning ongoing and future projects
- Establishes, controls and directs the Town's annual Budgeting and Financial Planning process
- Oversees the development and implementation of the Town's Annual operating budget and capital improvement plan

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- Plans, controls and directs the development of a financial plan and proposed operational and capital improvement budget for the ensuing fiscal year
- Presents all town budgets and plans to the Mayor and Town Council
- Advises both the Mayor and Town Council on technical aspects of financial and fiscal operations
- Plans, controls and directs department personnel including training, staffing, and evaluation of employees
- Reviews and approves departmental expenditures including payroll, procurement, and contracts for outside services
- Administers all short and long-term planning
- Maintains department records and correspondence
- Oversees the preparation of the department's operating and capital budgets, which includes the budgets for the Office of Town Accountant, Office of the Treasurer Assessor's Office and Procurement
- Presents department's annual budget to the Mayor and the Town Council; implements various programs and projects according to authorized budget appropriations
- Establishes, plans and directs the Town's centralized Purchasing function
  - This function shall operate within the parameters of section one hundred and three of Chapter Forty-one of MGL. A designated Chief Procurement Officer will be responsible for the procurement for all supplies, material and equipment for offices and agencies of the Town
- Maintains full and complete inventory of all town property and equipment
- Represents the department at a variety of different meetings both within and outside of the town
- Develops and maintains effective working relationships with municipal, county, State, and federal officials and agencies to ensure compliance with all laws and regulations affecting the Town's Financial Operations
- Prepares and maintains long term strategic forecasts to include revenue expectations, analysis of future implications of operating budget programs, and community needs for capital budget programs for infrastructure expansion and replenishment
- Directs and oversees the accounting function, including those duties set forth in Mass. General Laws, Chapter 41 sections 50 through 61, inclusive
- Reviews the maintenance of assessments for all property in the Town and the issuance of property tax and motor vehicle excise tax
- Coordinates and directly administers the collection, custody, investment and disbursement of all Town funds
- Establishes systems to ensure that all invoices, expenditures and payments are made in accordance with approved budgets and applicable laws
- Coordinates for all town offices the purchase, lease or disposal of all goods and supplies
- Responsible for the processing and recording of all department payrolls
- Performs other similar or related work as required, or as situation dictates

## **Recommended Minimum Qualifications**

### **Education and Experience**

Bachelor of Science degree in Accounting, Business Administration, Public Administration or similar degree; ten years progressively responsible experience in public or governmental finance, three of which are in a management capacity; strong public administration background highly desirable; or an equivalent

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combination of education and experience. Masters in Public Administration, Finance or Accounting is preferred.

## **Knowledge, Ability and Skill**

### ***Knowledge***

- Thorough understanding of the principles and practices of municipal accounting and of applicable provisions of the Massachusetts General Laws
- Working knowledge of computer applications for accounting and financial management
- Comprehensive knowledge of GAAP and the UMAS

### ***Abilities***

- Lead and direct Department Heads
- Analyze and interpret financial data and to clearly communicate key findings to decision-makers
- Establish and maintain cooperative relationships with town officials and governmental representatives
- Communicate effectively in written and oral form
- Manage several projects at one time
- Develop town wide plans, policies and procedures relative to the Town's fiscal and financial operations
- Maintain confidential information

### ***Skills***

- Planning and Delegation
- Use of computers and financial software applications
- Aptitude for numbers and details
- Excellent organizational traits

## **Physical Requirements**

Minimal physical effort generally required in performing duties under typical office conditions. Position requires the ability to operate a keyboard and standard office equipment. The employee is frequently required to sit, talk and hear. Specific vision requirements include close vision, distance vision, and the ability to adjust focus.

*This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*

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