



113th Annual Conference

May 19-22, 2019 • Los Angeles, California

SMALL GOVERNMENT FORUM: STAFF RECRUITING & RETENTION

MAY 20, 2019

Los Angeles, California

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Government Finance Officers Association

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Hiring / Recruiting / Retaining Ideas

Hiring Tips

- Develop a mission statement that conveys values and importance
 - Conveys that they will be engaged in meaningful work that is important to the community
 - Part of critical team
- Personalize Job announcements by including the 5 most important things they will do
 - Perhaps add a quote from the Director



Hiring Tips (con't)

- Public Hiring processes can be lengthy (due diligence, etc.) that can lose the best candidates as they drop out after taking other offers (Hot Market)
 - Look for ways of streamlining the process to shorten the time
 - Keep candidates informed of the status of the recruitment process or especially of any delays.
- Look within the organization or the community for those that may have the soft skills (not necessarily the technical skills) be willing and ready to train-up. (Very small communities?)



Recruiting Tips

- Realize that you are competing with other jurisdictions; need to sell them on the community:
 - Highlight the assets of the community in recruitment materials
 - Provide tours of the community – personalize the tours to their interests (How can the community fulfill their interests/hobbies, etc.) Help them feel the synergy of the community.
 - Introduce them to most staff – not just department staff – geared towards being part of a bigger picture.



Retaining Tips

- Keep them busy / Help them feel their work is important
 - Cross training and sharing of duties to maintain learned skills
 - Provide “stretch” assignments that meet their interests
 - Provide feedback/recognition, help them feel that they matter – Recognition Programs?
- Help advance
 - Provide training, even schooling incentives, to improve skills
- Promote community inclusion/attachment
 - Encourage participation with civic organizations
 - Be flexible to allow community participation

Partnering with Local
Governments to Recruit,
Assess and Develop
Innovative, Collaborative,
Authentic Leaders



Government Finance Officers Association

Small Government Forum Staff Recruiting & Retention May 20, 2019

Douglas B. Thomas
Senior Vice President
Strategic Government Resources



GFOA's Certified Public Finance Officer (CPFO)

- **Five Key Skill Areas:**

- Governmental Accounting, Auditing & Financial Reporting
- Operating & Capital Budgeting
- Debt Management
- Treasury & Investment Management
- Retirement & Benefits, Risk Management & Procurement



Other Key Skills Desired by Employers

- **Ideal Attributes:**

- Ability to analyze a problem strategically, recommend creative solutions, and make sound decisions
- Dedicated, hard-working leader who can encourage accountability, delegate responsibilities with clarity and authority, mentor staff, and treat team members fairly
- Succession planning experience
- Software Enterprise Procurement and/or Conversion Experience

- **Education & Experience:**

- Bachelor's degree in accounting, business/public administration, financial management, or a related field; a master's degree in accounting is preferred
- Ten or more years of progressively responsible experience in municipal governmental accounting, with at least five years in a supervisory capacity
- Prior auditing, payroll, management, and risk management experience

Other Key Skills Desired by Employers

- **Preferred Certifications:**

- Certified Public Accountant
- Certified Government Finance Officer

- **Knowledge, Abilities, and Skills:**

- Thorough knowledge of accounting and integrated financial information systems
- Knowledge of governmental budget procedures
- Thorough knowledge of laws, ordinances, regulations, and statutes which govern City finance functions
- Thorough knowledge of principles and practices of effective administration and supervision
- Ability to communicate effectively orally and in writing
- Proficiency in Microsoft Office Suite

The Importance of Social Media Marketing

The use of social media for recruitment has grown **54%** in the past 5 years.



79%
of job seekers
use social
media in their
job search.

84%
of organizations
are currently
recruiting on
social media.

73%
of organizations
feel they have
hired successfully
using social media.

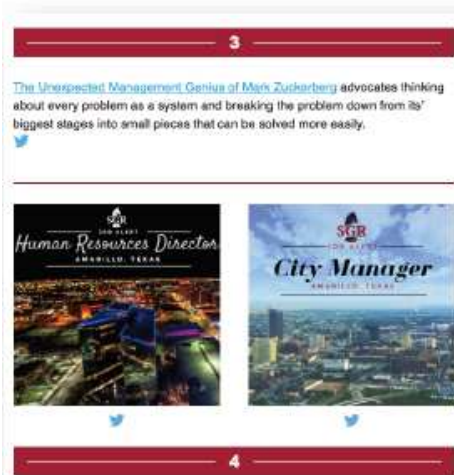
43%
of organizations believe
candidate quality has
improved with the use of
social media in recruiting.

75% of the
fully employed
workforce consider
themselves as
passive candidates.



82% of organizations
use social media to
reach passive
candidates.

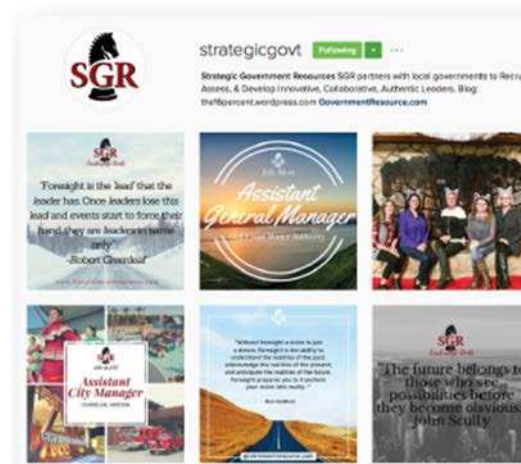
SGR Weekly 10 in 10 E-Newsletter



SGR LinkedIn



SGR Instagram



SGR Facebook



SGR Pinterest



SGR Targeted Job Alerts



Fernandina Beach, FL Brochure Example



CITY OF FERNANDINA BEACH, FLORIDA

COMPTROLLER



The Community

Ideally situated on Amelia Island, approximately 25 miles from downtown Jacksonville, Fernandina Beach is the northernmost city on Florida's Atlantic coast. It covers 15.7 square miles and is the county seat of Nassau County. The City offers great connectivity and easy access to the Fernandina Beach Municipal Airport, just three miles from the City's historic downtown district, and Jacksonville International Airport, located 26 miles from Fernandina Beach. The City's 12,103 residents enjoy its beautiful natural backdrop and its charming, small-town feel.

Amelia Island and Fernandina Beach have a magnificent heritage. Native American bands associated with the Timucuan mound-building culture first inhabited the area circa 1000. They named it Napoyca and stayed through the early 18th century. The island has changed possession several times and has had a total of eight national flags fly over it: France, Spain, Great Britain, Spain (again), the Patriots of Amelia Island, the Green Cross of Florida, Mexico, the Confederate States of America, and the United States. It is the only United States location to have flown eight national flags.

Fernandina Beach is the birthplace of the modern shrimping industry, which began in the early 20th century when pioneers living in the area created several inventions that revolutionized commercial shrimping. This attracted fishermen, net makers, and boat builders from across the globe to the island, which has resulted in a truly unique and vibrant community. Amelia Island holds its annual "Isle of Eight Flags Shrimp Festival" the first weekend of May, which attracts over 100,000 visitors. To this day, shrimp boats continue to depart the docks almost daily.

With 40 public beach access points, Amelia Island has become a popular destination for both visitors and residents. The Condé Nast Readers' Choice Awards panel consistently names the island one of its Top 10 U.S. Islands, and Fernandina Beach was named the #3 Best Coastal Small Town by USA Today 10 Best in 2016. Diverse restaurants, a variety of shops, majestic trees, and wide, sandy beaches make the City a desirable place to visit and live. The City's historic district is 50 blocks and features classic Victorian architecture and Florida's oldest saloon on Centre Street.



MISSION STATEMENT

We are dedicated to exceptional service to the community to enhance the quality of life, and provide for the well-being of our citizens, guests and environment, while preserving our history. We will achieve this mission through recruiting and retaining quality employees, teamwork, community involvement, civic duty, fiscal stability, caring, integrity, fairness, responsible planning and a commitment to excellence.

Fernandina Beach, Florida Comptroller Position Profile 2



The Community, continued

Fort Clinch State Park, located along the Amelia River at the entrance to the Cumberland Sound, is one of the City's most beloved attractions. Built in 1847, Fort Clinch was seized by the Confederacy during the Civil War and later abandoned and reoccupied by the Union. The state park is open daily and provides recreational activities, including sunbathing, swimming, hiking, surfcasting, camping, birding, shelling, historic attractions, tours of the fortifications, and reenactments of soldiers' lives. Visitors can also view wildlife, such as purple sandpiper, alligators, white-tailed deer, dolphins, and manatees.

The Amelia Island Lighthouse, overlooking the marsh and Egara Creek, is one of the City's most historic landmarks. Built in 1838, it is the state's oldest lighthouse and the only one from the Territorial Period that has survived without major rebuilding. It is also one of two remaining lighthouses in Florida designed by the American lighthouse builder Wm. Lewis.

The 1988 fantasy-adventure-musical film, *The New Adventures of Pippi Longstocking*, was filmed in Fernandina Beach and various locales throughout Amelia Island. The house where the movie was filmed is locally known as the "Captain's House" and "Downes House" and can be found in Old Town.

Fernandina Beach is served by the Nassau County School District and has two elementary schools, one middle school, and one high school. Private schools in the area include Amelia Island Montessori School (Preschool-6), The Ogburn School (6-12), St. Michael's Academy (PreK-8), and Faith Christian Academy (PreK-8).

The City has a median household income of \$52,448 and a median home price of \$312,900.

Governance & Organization

The City of Fernandina Beach is governed under a commission-manager plan. The City Commission consists of five citizens, including the Mayor, who are elected at-large and serve four-year terms. The Commission has the power to adopt ordinances and approve regulations, and appoint the City Attorney, City Clerk, and City Manager, who serves as the chief administrative officer for the City. Two of the Commissioners will be up for election in 2018, with the remaining three up for election in 2020, with all seats comprising four-year terms.

About the Department

MISSION STATEMENT

The mission of the Finance Department is to serve the citizens of Fernandina Beach by promoting effective and efficient fiscal management and to provide timely, responsive, and comprehensive financial/support services to citizens, employees, the commission, and all of our customers. To this end, we commit to be proactive, to improve communications, and to encourage a spirit of cooperation and innovation. We value and will continue to foster the honesty and dependability of our employees and shall demonstrate integrity in the issuance and management of information.



The Finance Department's major function is to account for all financial transactions of the City, including the receipt and disbursement of all funds. As part of this function, it is the responsibility of the Finance Department to provide reports of these transactions to the Commission, City Manager, and departments.

Fernandina Beach, Florida Comptroller Position Profile 3

Fernandina Beach, FL Brochure Example

About the Department, continued

In cooperation with the City Manager, the Finance Department prepares the budget and monthly and yearly financial reports that are reviewed by the City Commission and used in the preparation of the audited financial statements. The annual budget is a blueprint for the future, as the services, programs, projects and improvements provided for in the budget will shape and influence the direction of the City and the lives of its citizens for many years to come.

Additional functions of the Finance Department include cashing, accounts payable, payroll, risk management, managing investments, utility billing, information technology, and other duties.

About the Position

Under the supervision of the City Manager, this position is responsible for financial reporting, budget preparation, cashing, accounts payable, payroll processing, risk management, and training. The incumbent Comptroller is retiring in January 2019, and the City desires to recruit the successor Comptroller to provide an overlap and training period for the new person to ensure a smooth transition. The current Comptroller will move to Emeritus status, with the selected final candidate to have full authority as the City's new Comptroller upon appointment.

The Comptroller has the following reports: Accounting Supervisor, two Accountants, two Accounting Clerks, Purchasing Agent, and a Staff Assistant.

The Finance Department has set the following goals and objectives for the Comptroller for the 2017-2018 fiscal year:

- Provide accurate and timely financial reports and develop easier to read financial reports in Munis
- Respond accurately and timely to requests for information from Commissioners, citizens, public records requests, or the media
- Implement an improved accounting system
- Create an effective procedures manual for the department
- Produce a high-quality budget document for information and planning purposes
- Present timely and accurate deposits of receipts to the City daily
- Timely processing of payments for goods and services purchased by the City
- Accurate and timely processing of payroll
- Coordinate with insurance companies to minimize risks within the City
- Expand and enhance Munis knowledge for all Finance and Utility Billing Staff

Long-term goals for the Comptroller include succession planning and maximizing and measuring investment returns.



Fernandina Beach, Florida Comptroller Position Profile

4

Leadership & Innovation

- The City is in the process of working through FEMA reimbursements from previous and recent hurricanes, including significant damage to the City's marina by Hurricane Matthew almost two years ago. The marina is scheduled to undergo an estimated \$7 million major reconstruction this year after being closed since the hurricane.
- The City has completed the first phase of the conversion of their enterprise platform to Munis, having completed the general ledger, fixed assets, and bank reconciliations last spring. Future conversions will involve fleet inventory and work order systems, utility billing, and building and planning modules. While the Comptroller will not directly oversee the future system migration, the position will likely be involved in assisting in the migration to ensure the accuracy of historical financial data.
- The Comptroller is expected to work closely with the City Manager on the Annual Budget development process and work extensively with the City's department heads in developing, adjusting, and monitoring amendments throughout the year. The City's total annual budget, comprised of 28 funds, is approximately \$135 million, including a General Fund of roughly \$20 million. Enterprise operations include the marina, golf course, airport, and water/sewer, stormwater, and sanitation, collectively totaling roughly \$29 million annually.
- The Comptroller oversees the City's Purchasing Agent to ensure adherence to the City's purchasing ordinance and policies.
- The City will be issuing RFPs this year to consider providers and agreements for banking services and CAFR/auditing services.

Ideal Candidate

The City of Fernandina Beach seeks an innovative and visionary leader to be its new Comptroller. The chosen candidate will be an approachable management professional who has an outgoing personality and enthusiasm for municipal government. It will be critical for the new Comptroller to operate with a high degree of integrity, honesty, trust, and openness and foster an environment of financial transparency and respect. A dedicated public servant with a collaborative management style who is focused on team building and internal customer service will be successful.

The chosen candidate will possess the financial skill set needed to help the City Manager proactively address financial matters and foresee future financial issues and challenges. The new Comptroller will have significant flexibility but will be comfortable in requiring adherence to established policies and regulations. Experience with FEMA reimbursement policies and procedures is a plus.

The next Comptroller should be an excellent communicator and advocate for both the departmental staff and the organization as a whole. The ideal candidate will be a good listener who is forward-thinking, broad-minded, and receptive to new ideas, and who encourages an inclusive and collaborative working environment. The new Comptroller should be able to speak effectively in high-pressure situations, explain financial systems in layperson terms, and be able to assess complex proposals and contracts. Understanding the multifaceted integration between technology and financial systems will be crucial.



Fernandina Beach, Florida Comptroller Position Profile

5

Fernandina Beach, FL Brochure Example



Ideal Candidate, continued

The chosen candidate will have the ability to analyze a problem strategically, recommend creative solutions, and make sound decisions. A dedicated and hard-working leader who can encourage accountability, delegate responsibilities with clarity and authority, mentor staff, and treat team members fairly will be essential in taking the Finance Department to the next level. A candidate with succession planning experience is desired.

Education & Experience

The selected candidate should hold a bachelor's degree in accounting, business/public administration, financial management, or a related field; a master's degree in accounting is preferred. Ten or more years of progressively responsible experience in municipal governmental accounting, with at least five years in a supervisory capacity, is desired. Prior auditing, payroll management, and risk management experience is required. Utility billing experience is a plus. A comparable amount of training, education, or experience may be substituted for the minimum qualifications.

Preferred Certifications

- Certified Public Accountant
- Certified Government Finance Officer

Knowledge, Abilities, and Skills

- Thorough knowledge of accounting and integrated financial information systems
- Experience with Munis v 11.2
- Knowledge of governmental budget procedures
- Thorough knowledge of laws, ordinances, regulations, and statutes which govern City finance functions
- Thorough knowledge of principles and practices of effective administration and supervision
- Ability to communicate effectively orally and in writing
- Proficiency in Microsoft Office Suite

Compensation & Benefits

The City of Fernandina Beach offers a competitive salary, depending on qualifications and experience, and provides a generous benefits program, including health, dental, life insurance, tuition reimbursement, and paid leave. The City offers a pension plan with an employee contribution rate of 6.5%, with full vesting after six years of service. The City also offers a voluntary 457(b) deferred compensation plan through Nationwide Retirement Solutions.

Fernandina Beach, Florida Comptroller Position Profile 6

Application Process

Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

Doug Thomas, Senior Vice President
Strategic Government Resources
DougThomas@GovernmentResource.com
863-860-9314

This position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>

The City of Fernandina Beach is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



Resources

City of Fernandina Beach
bit.ly/SGR

Finance Department
bit.ly/SGR/Finance

Fernandina Observer
fernandinaobserver.com

Chamber of Commerce of Amelia Island, Fernandina Beach and Yulee
islandchamber.com

Nassau County Economic Development
nassauflorida.com

Tourist Development Council
ameliaisland.com



Fernandina Beach, Florida Comptroller Position Profile 7

Social Media Video – Bainbridge Island, WA



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