

## **Job Sites and Research Information of Assistance to Members in Transition (MIT), Senior Advisors, and ICMA/FCCMA Members — Third Edition, August 2021**

*A Periodic Digest of Resources Prepared by Kurt Bressner<sup>1</sup>,  
ICMA-CM, FCCMA/ICMA Senior Advisor, Florida*

This supplement to the Florida MIT Guide is also available at <http://fccma.org/members-in-transition-support/>. I urge you to download and use the MIT Guide there, as well. Other state associations also have Members in Transition programs. For a list with links, see **Appendix A** of this document.

### ***Three Early Suggestions***

#### **1. Change Your Online Contact Information**

If you customarily use your work email and phone contact information at ICMA and FCCMA (or your state association), change your account settings to personal contact information. This way, you will continue to receive important information from both organizations. Also, colleagues will be able to contact you.

#### **2. Important Post-Separation Ethics Reporting**

If you were required to file the annual Florida financial interest statement with your county's Supervisor of Elections, you may be required to file an F1 Final Statement of Financial Interests within 60 days after leaving the employment of a public agency. Use this link for all Florida Commission on Ethics forms:

<http://www.ethics.state.fl.us/FinancialDisclosure/DownloadAForm.aspx>.

Note for MIT in other states: If you are required to file an annual ethics or statement of financial interest form, check with your state of county ethics office regarding any post-separation filing requirements.

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<sup>1</sup> **Kurt Bressner** retired as a city manager in 2011 following service in Boynton Beach FL, Bensenville IL, Downers Grove IL, and Wood Dale IL as city or village manager of these four communities over a 33-year period. Appointed as an ICMA/FCCMA Senior Advisor in 2011, Kurt works with MIT, provides Council/Manager Form advocacy, and assists smaller communities with their searches for a CAO. Having been MIT once during his career tenure, Kurt knows first-hand the challenges MIT face. From FCCMA, Kurt received the “If You Care, You Do” Award in 2013, the President’s Award in 2016, and the Richard Simmons Lifetime Achievement Award in 2020 for his Senior Advisor work. He and his wife Diane reside in Vero Beach FL. In addition to Senior Advisor duties, Kurt serves as a state historian for the Florida Mayflower Society, helping others confirm their direct ancestry connections to Mayflower passengers who landed in Massachusetts in 1620.



### 3. Resume, Cover Letter, and Digital Organization Considerations

Former Florida Senior Advisor Oel Wingo has these suggestions:

- Update your resume and save it as a PDF file.
- Also save your resume as a Word file for those jobs that require online applications. Cutting and pasting from a Word file makes this task easier.
- Prepare a Word file standard cover letter to use but individualize it for each application.
- Acquire written letters of reference to save as PDF files.
- Use PDF files to attach to email applications, resumes, and cover letters, which ensures your Word files do not become inadvertently changed.
- Prepare a folder on your computer to store each application package including resume, cover letter, reference letters, and any copies of emails from the prospective employer. This system easily keeps track of your application status.

In addition, **Appendix B** in this document features a list of interview questions that the Senior Advisor Program in Florida provides to interested agencies looking for a CAO.

### ***Information about Members in Transition (MIT) Programs***

ICMA: ICMA members should consider registering for the ICMA MIT program. A description of the ICMA MIT Program and benefits is found at <https://icma.org/members-transition-program>.

Since ICMA membership belongs to the individual, not the local government, it is important for members to contact ICMA whenever there is a change in employment status. E-mail [membership@icma.org](mailto:membership@icma.org) or call 202-962-3680.

FCCMA: FCCMA members should consider registering for the FCCMA MIT program. Benefits are listed at <https://fccma.org/members-in-transition-support/>.

If you are a member of both organizations, register at both ICMA and FCCMA, since the benefits differ.

### ***Helpful ICMA Document Links***

ICMA Guide for Hiring A Chief Administrator:

[https://icma.org/sites/default/files/303514\\_Recruitment%20Guidelines%20for%20Selecting%20a%20Local%20Government%20Administrator.pdf](https://icma.org/sites/default/files/303514_Recruitment%20Guidelines%20for%20Selecting%20a%20Local%20Government%20Administrator.pdf)

This handbook contains useful information about the search process and has sample interview questions. This resource helps a successful applicant understand the CAO recruitment process.

ICMA Job Hunting Handbook for Local Government Professionals (ICMA Members only):

<https://icma.org/documents/icma-job-hunting-handbook-local-government-professionals>



TIPS From ICMA MIT Calls — This ongoing compendium of information on job searches, coping with stress, unemployment, and other relevant topics is written by MIT from across the U.S. ICMA periodically updates this document. (ICMA Members only):

<https://icma.org/documents/tips-member-transition-mit-calls>

ICMA Careers and Learning — This is the main portal for all learning resources available at ICMA (ICMA Members Only for most resources): <https://icma.org/careers-learning>

ICMA Code of Ethics: <https://icma.org/ethics>

Preparing for an Interview Wiki in ICMA's Career Resources:

[http://icma.org/Wiki/Preparing\\_for\\_an\\_Interview](http://icma.org/Wiki/Preparing_for_an_Interview)

Model Employment Agreement from ICMA, 2020 (ICMA Members Only):

<https://icma.org/documents/icma-model-employment-agreement-editable>

This document serves as a model employment agreement template for municipal government administrators. Complete in its content, the agreement covers a wide array of topics, including business expenditures, performance evaluation, relocation expenses, and indemnification. It provides additional language on various topics, allowing local governments to choose the option that best fits their organization. ICMA Members can download an editable copy (in Word format) to modify according to their needs.

To determine if the local jurisdiction is recognized by ICMA, follow this link for a national database maintained by ICMA:

<https://members.icma.org/eweb/DynamicPage.aspx?webcode=recognizedlocalgovsearch>

A description of the ICMA recognition process may be found at

<https://icma.org/icma-local-government-recognition>.

### ***Managing Fiscal Resources during Transition***

ICMA/RC (now MissionSquare) offers free materials on managing financial resources when in transition:

<http://www.icmarc.org/for-individuals/education/employment-transition-resources>

### ***Information about the Florida and ICMA Senior Advisor Program***

Florida is fortunate to have an active and engaged Senior Advisor Program to assist members. MIT in all states that have a Senior Advisor Program should contact their representative for placement assistance or leads on interim positions.

As volunteers, Senior Advisors provide at no cost:

- career and employment guidance, counsel, and direction to MIT members as they seek new opportunities in public administration;
- guidance and counsel to members regarding ethics questions or concerns;



- assistance to cities and counties with the managerial form of government;
- assistance to cities and counties that are considering adopting the managerial form of government; and
- assistance to civic groups regarding the managerial form of government.

Senior Advisors are not “consultants,” but voluntarily serve as colleagues and counselors. All Florida Senior Advisors appointed by FCCMA and ICMA meet the needs of members of both organizations. Find information about the Florida City and County Management Association (FCCMA) Senior Advisor Program at <http://fccma.org/senior-advisors/>. Find information about ICMA’s Senior Advisor Program at <https://icma.org/icma-senior-advisor-program>.

### ***Job Sites***

The following is a summary listing of job sites. If you know of a site not listed here, please contact me with information. All these sites offer free access to job hunters. This section has been expanded to include information on careers in non-profit organizations.

#### *Major Job-Posting Web Sites*

ICMA All Current Jobs: <https://icma.org/job-center>

FCCMA Job Listings (All): <http://fccma.org/jobs/>

Florida Association of Counties Jobs Posted (All):  
<https://www.fl-counties.com/government-jobs>

National Association of Counties:  
<https://www.naco.org/resources/hire-quality-staff>

Employ Florida <https://www.employflorida.com/vosnet/Default.aspx>

Florida League of Cities - <https://www.floridaleagueofcities.com/jobs>

Georgia Local Government Access (GLGA), a joint effort of the Georgia Municipal Association and the Association County Commissioners of Georgia <http://www.glga.org/>

National League of Cities - <https://jobsonline.nlc.org>

Careers in Government: <http://www.careersingovernment.com>

Government Jobs: <https://www.governmentjobs.com>

GovtJobs.com Web Site: <http://www.govtjobs.com/>



GovJob.net Web Site: <http://www.govtjob.net/>

Strategic Government Resources (SGR) All positions:

<https://www.governmentresource.com/executive-recruitment/job-board>

Note: Scroll down to bottom of the page for a nationwide job listing.

### *Search Firms*

Each of these firms actively engages in public sector current position searches specializing in municipal and county agencies.

Management Partners Incorporated: <https://www.managementpartners.com>

Novak Consulting Group: <http://thenovakconsultinggroup.com/>

Bob Murray Associates: <http://www.bobmurrayassoc.com/>

BakerTilly: <https://www.bakertilly.com/specialties/municipal-advisory>

The Mercer Group Inc.: <http://www.mercergroupinc.com/>

Slavin Management Consultants:

<http://www.slavinmanagementconsultants.com/welcome.shtml>

GovHRUSA: <http://www.govhrusa.com>

Strategic Government Resources:

<https://www.governmentresource.com/>

Colin Baenziger & Associates: <http://www.cb-asso.com>

Municipal Resources Inc. (New England):

<https://mrigov.com/index>

S. Renee Narloch & Associates: <http://www.srnsearch.com>

Peckham & McKenney: <https://www.peckhamandmckenney.com>

### *Federal Jobs*

The official U.S. Government website has a jobs portal of its own:

<https://www.usa.gov/job-search>



Other sites include the following:

Partnership for Public Service:

<https://ourpublicservice.org/careers/#openings>

Roll Call (Capitol Hill Newspaper):

<https://www.rcjobs.com>

The Hill (Capitol Hill Newspaper):

<https://thehill.com/resources/classifieds/employer>

#### *State Government Job Sites*

MyFlorida Job Portal:

<https://jobs.myflorida.com/index.html>

State Government Jobs (Useful portal to all states' job sites):

<http://50statejobs.com/gov.html>

#### *Non-Profit Organization Sites*

Idealist — The workhorse of non-profit job search: <https://www.idealists.org/en/>

Indeed — A central site for many non-profit positions: <https://www.indeed.com>

Impact Opportunity — A newer non-profit job center:

<https://impactopportunity.org/jobs/>

Council on Foundations site with jobs at foundations across the U.S. and some abroad:

<https://jobs.cof.org>

Non-profit jobs, but not a large range: [www.execsearches.com](http://www.execsearches.com)

Jobs board for Michigan-based Society of Non-Profit Organizations:

[www.snpo.org/nonprofitcareers/](http://www.snpo.org/nonprofitcareers/)

A local NYC publication focused on social change and community with activism and jobs related to activist and social change: [www.citylimits.org](http://www.citylimits.org)

Public Service Careers: <https://www.publicservicecareers.org>

Intrahealth International: <https://www.intrahealth.org/career-opportunities>

Impaq International: <https://impaqint.com/careers/working-at-impaq>



## ***Job Hunting Resources***

7 Brilliant Ways to Use Your Contacts to Get a Job:

<https://theundercoverrecruiter.com/7-brilliant-ways-use-your-contacts-get-job/>

Best fonts for resumes and cover letters:

<http://www.businessnewsdaily.com/5331-best-resume-fonts.html>

Seven Resume Mistakes:

<http://theundercoverrecruiter.com/7-resume-mistakes-you-probably-didnt-realize/>

Dealing with Resume Gaps:

<https://www.forbes.com/sites/carolinecastrillon/2021/03/14/5-ways-to-handle-an-employment-gap-on-your-resume/?sh=76271573412a>

10 Top Interview Tips:

<https://theundercoverrecruiter.com/top-10-tips-and-tricks-nail-job-interview/>

5 Most Commonly Misunderstood Interview Tips:

<https://theundercoverrecruiter.com/top-5-most-commonly-misunderstood-interview-tips/>

How to Answer "What's Your Greatest Weakness?" question in an interview:

<https://theundercoverrecruiter.com/job-interview-how-answer-greatest-weaknesses-question/>

Video Interview Mistakes:

<https://content.mycareersfuture.gov.sg/careercoaching/article/5-mistakes-to-avoid-in-your-video-interview/>

How to Answer the Top 10 Interview Questions:

<http://theundercoverrecruiter.com/10-interview-questions/>

10 Job Interview Tips from A CEO:

<https://www.fastcompany.com/1839723/10-job-interview-tips-ceo-headhunter>

## ***Resources for Dealing with Pressures During Job Transition***

### ***Age Discrimination in Job Searches***

Use age as an advantage. During interviews, concisely state how your experience and work ethic will help the public agency. Focus on accomplishments and how they translate to the needs of your prospective organization. Here is an insightful short blog by Arnie Fertig:

<http://money.usnews.com/money/blogs/outside-voices-careers/2012/07/31/4-tips-for-older-job-seekers-facing-discrimination>

### ***Maintaining a Positive Attitude during Transition***

Articles about the importance of being grateful and positive, especially in times of personal struggle:

The 10 Essential Habits of Grateful People

<https://www.lifehack.org/articles/lifestyle/the-10-top-habits-of-grateful-people-even-in-tough-times.html>



The 10 Essential Habits of Positive People

<https://www.lifehack.org/articles/lifestyle/the-10-essential-habits-of-positive-people.html>

Rebounding from Career Setbacks, Harvard Business Review:

<http://hbr.org/2014/10/rebounding-from-career-setbacks>

15 Powerful Beliefs that Will Free You from Negativity:

<https://www.marcandangel.com/?s=15+Powerful+Beliefs>

Notes for Beachcombers – A Survivor’s Manual for Local Government Managers and Spouses, Fran and Frank Alshire, Editors:

[https://icma.org/sites/default/files/102366\\_07-198%20beachcomber%20.pdf](https://icma.org/sites/default/files/102366_07-198%20beachcomber%20.pdf)

Career Compass, edited by Frank Benest, EdD, ICMA Liaison for Next Generation Initiative, contains a wide-range of articles, many of which are instructive and helpful during a time of transition: <https://icma.org/career-compass-archives#job>

Find out more about yourself by taking the Myers-Briggs Inventory for free here:

<https://www.16personalities.com>

### ***The Daily Job Alert***

I receive “Your Personal Custom Job Alert from SGR” specifically to relay to MIT compliments of Ron Holifield, president of Strategic Government Resources (SGR). Since both Ron and I have been MIT, we understand the issues you may be facing. This daily job feed is a handy research tool available to you as a benefit of FCCMA and/or ICMA and the Florida Senior Advisor Program. A Florida MIT commented on this email: *“I appreciate all the work you do daily for us MIT — it is really helpful. [The daily list] helps me focus on evaluating the opportunities instead of trying to find them!”*

If you are interested in receiving this daily alert of available CAO or Assistant CAO jobs, please contact me at [kbressner@gmail.com](mailto:kbressner@gmail.com) to be added to the email list.

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This supplement was prepared to help you during transition. For additional information or assistance, please call me or any Senior Advisor.

Kurt Bressner, ICMA-CM

FCCMA/ICMA Senior Advisor

Florida Senior Advisor Coordinator

Vero Beach, Florida

[kbressner@gmail.com](mailto:kbressner@gmail.com)

[www.linkedin.com/in/kurtbressner](https://www.linkedin.com/in/kurtbressner)

561-436-2328

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## ***Appendix A: Links to other Members in Transition (MIT) Programs***

ICMA

<https://icma.org/members-transition-program>

Florida City/County Management Association

<https://fccma.org/members-in-transition-support/>

Arizona City/County Management Association (member access only)

<https://azmanagement.org/membership/managers-in-transition/>

California City Management Foundation (member access only)

<https://www.cacitymanagers.org/ccmf-updates-mit-guidebook/>

Canadian Association of Municipal Administrators (member access only)

<https://www.camacam.ca/about/resources/transition-toolkit>

Colorado City & County Management Association

<https://coloradoccma.org/programs-services/managers-in-transition/>

Illinois City/County Management Association

<https://www.ilcma.org/programs-and-services/member-in-transition-program/>

Kansas City/County Management Association

<https://kacm.us/page/members-transition>

Missouri City/County Management Association

<https://www.momanagers.org/152/Managers-In-Transition-MIT-Program>

City Management Association of Oklahoma

<https://www.cmao-ok.org/managers-in-transition-program?rq=Members%20in%20Transition>

Texas City Management Association

<https://www.tcma.org/239/In-Transition-Services>

Washington City/County Management Association

[https://wccma.org/index.asp?SEC=4A1D90CF-AD08-4601-90C0-E79557BEC003&Type=B\\_BASIC](https://wccma.org/index.asp?SEC=4A1D90CF-AD08-4601-90C0-E79557BEC003&Type=B_BASIC)

Wisconsin City/County Management Association

<https://www.wcma-wi.org/312/Member-in-Transition-Program>



## ***Appendix B: Suggested Interview Questions***

The following questions have been derived from the Florida Senior Advisors.

Describe your background and experience. What have been your areas of emphasis?

How does your experience qualify you for this position?

What do you know about [the city or county]?

Have you had experience in all areas of local government service? Identify those areas you have not had experience in. How would you approach management in these areas?

What specific experience do you have with budget preparation and finance? Give specific examples of how you addressed cost reduction in your most recent position.

What experience do you have in personnel and labor relations, including collective bargaining?

How do you describe your management style?

What is your experience as a supervisor? How many people have you supervised?

Have you ever had to terminate an employee? What process did you follow?

How have you participated in performance evaluations? What process do you follow to set objectives and monitor performance?

How will you assess the strengths and weaknesses of the organization and identify opportunities to improve?

How do you approach the planning process? What system do you use to set objectives and priorities?

What is important to you in establishing effective working relations in general?

How do you view the relationship between the manager and the City/County Council/Commission?

How do you view your relationship with departmental heads and local government staff?

What techniques have you found to be most successful in assisting local government officials to establish and implement long- and short-range goals for the community?

To what extent do you believe contact with citizens, neighborhoods, and citizen groups is important? How do you typically handle this responsibility?



Identify experiences you have had working on an intergovernmental or interagency basis. Have you worked directly with councils and/or other units of local? With state and/or federal governments?

What will your first steps be upon assuming responsibility for this position?

What do you hope to accomplish in your first year?

What challenges and opportunities do you think this organization faces? How are these likely to change in the future?

What are your strengths? How to you use them?

What are your weaknesses? How do you overcome them?

Where do you want to be five and ten years from now?

Why are you interested in this position?

What are your expectations for compensation?

Do you have questions for us?