



THE JOHN SCOTT DAILEY
FLORIDA INSTITUTE
OF GOVERNMENT
Florida Atlantic University

A HISTORY

of

The John Scott Dailey Florida Institute of Government

at

Florida Atlantic University

October 2007

For their unfailing encouragement, support, and friendship,

we dedicate this *History*

to

DR. JOHN SCOTT DAILEY

Executive Director, Florida Institute of Government
1981 - 2003

and

DR. JOHN M. DEGROVE

Former Secretary, Florida Department of Community Affairs;
Director, the FAU/FIU Joint Center for Environmental and Urban
Problems; and Chair, Florida Institute of Government Policy Council

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INTRODUCTION

Moving three times in four years and the “maturing” of members of the Institute’s staff brought to mind that we are beginning to lose both the documentation and memories related to the IOG’s background and experiences. While the size of the staff has remained about the same, what we do and the way we do it have changed dramatically over the past 25 years.

After all, when our Institute began, all paperwork was done on a typewriter; we had no fax machine; there was no voice mail (only bulky answering machines with tapes); we kept track of our finances on green columnar ledger sheets (in pencil, please!); we sorted, stickered, and banded our own brochures by ZIP code for bulk mailings; email and the World Wide Web were not available; and there were no cell phones or Blackberries.

Yet today, while armed with all manner of technological wizardry, the goals established when the Institute was created in 1982 remain the same: to forge closer university-government ties and increase the effectiveness and quality of government in Florida through applied research, training, technical assistance programs, and public service. From July 1, 2006, to June 30, 2007, over 11,860 participants (representing more than 160 municipalities, 21 counties, and numerous other public and private sector entities) attended more than 650 programs offered or coordinated by the John Scott Dailey Florida Institute of Government at FAU.

Another constant throughout these 25 years has been the genuine pleasure we derive from the people with whom we have been associated. Seminar participants, Steering Committee members, public sector officials and staff, university faculty and staff, speakers, trainers, IOG affiliates, and partners from non-governmental organizations have lent us their ears, their talents, and their support and, very often, made us all smile.

We hope this *History* will bring fond memories to those familiar with our Institute and acquaint others with who we are and what we have done to get there.

A HISTORY OF THE JOHN SCOTT DAILEY FLORIDA INSTITUTE OF GOVERNMENT AT FLORIDA ATLANTIC UNIVERSITY

HOW IT ALL BEGAN

In 1981, heeding the call to create a means by which Florida's public institutions of higher learning could share resources and expertise with local governments, the state legislature created the statewide organization that would become known as the Florida Institute of Government:

LAWS OF FLORIDA - 1981

CHAPTER 81-206 (Appropriations)

370B SPECIAL CATEGORIES
INSTITUTE OF GOVERNMENT
FROM GENERAL REVENUE FUND 1,000,000

The Service Through the Application of Research (STAR) Program is transferred to the SUS [State University System] Institute of Government to be established as a Type I institute as established by the SUS . . . This program shall support research which responds to solving problems of state and local governments.

As a result, the Executive Office of the Florida Institute of Government (IOG) was established within Florida State University, and Dr. John Scott Dailey was hired as the Executive Director. Through Dr. Dailey's energetic leadership, IOG affiliates emerged at 10 community colleges and 9 state universities throughout the state, each with a director, Steering Committee composed of members from the public sector, and a specific service area. The Institute's original mission is in place today: to increase the effectiveness and quality of government in Florida through applied research, training, technical assistance programs and public service. A parallel goal was to provide high quality services to local governments *at a reasonable cost*, not always easy given budget constraints and fluctuations in the state's economy.

The Institute of Government at FAU was created in 1982. The following year, the IOG became associated with the FAU/FIU Joint Center for Environmental and Urban Problems, thanks to the leadership of its Director, Dr. John DeGrove, and Dr. Lance deHaven-Smith, Assistant Professor in Political Science/Public Administration at FAU and Associate Director of the Joint Center. Dr. deHaven-Smith was named the Director of FAU's IOG and hired Sarah Severson (now Shannon) to administer the program. The IOG was originally housed in the basement of the Administration Building on FAU's Boca Raton Campus, and our service area included Broward, Glades, Hendry, Indian River, Martin, Okeechobee, Palm Beach, and St. Lucie counties.

“I have been a member of the John Scott Dailey Florida Institute of Government (IOG) Steering Committee since 1993 and have served as the Chair since 1999. In that capacity, I have had the opportunity to observe and participate in many of the IOG’s programs.

I am pleased to be associated with this dynamic organization. The Institute’s staff does an excellent job of providing technical assistance, administrating cost-effective training contracts, and coordinating conferences and assemblies relating to a wide variety of issues affecting local government. In May 1999, the IOG answered a community need for increasing the awareness and potential applicant pools for careers with public sector entities.

The Steering Committee and IOG staff inaugurated *Public Service: The Career that Makes a Difference* to encourage students to pursue careers in the public sector and help address the issues of insufficient applicant pools for local government. Through the Internship Connection, the IOG has continued to encourage local government and non-profit entities to provide internship opportunities for FAU students. I am pleased to see the leadership of the IOG recognize the need to encourage students to consider pursuing careers in public service. With the number of local public sector personnel (baby boomers) who are anticipated to retire within the next five years, there will an increased number of job opportunities for eager, bright, and dedicated individuals who want to make a difference in their own community.

I look forward to continuing my relationship with the Institute for many years to come.”

Susan DellCioppa, PHR, Learning and Organizational Development
Manager, County Administration, Broward County Board of County
Commissioners, and Chair, IOG Steering Committee, June 2007

HOW WE OPERATE

Funding

The Institute derives its revenue from two primary sources: an annual grant from the legislature administered through the state IOG and fees generated by the programs and services we provide. While the amount of the grant (\$85,500) has remained steady for a number of years, it has actually declined from what it was originally, primarily due to a reduction in the allocation from the Florida legislature. On occasion, the FAU IOG has received or participated in grants for projects in conjunction with the Joint Center (now CUES), the Institute’s Executive Office, and IOG affiliates.

In order to qualify for the annual grant, every IOG affiliate submits a proposal to our Executive Office in early spring. The proposal outlines the programs each Institute plans to offer during the next fiscal year (July 1 – June 30) and how the grant funds will be spent. The grant, once awarded, has been administered and monitored by FAU’s Division of Research. As a rule, the grant was used to cover a significant part of staff salaries and benefits. All other salaries, benefits, and expenses have to be paid for with monies we receive as registration and administrative fees. The IOG does contribute to FAU’s operations through overhead assessed on our expenditures.

Accountability

A condition of receiving the annual grant is that we comply with the state IOG's quarterly reporting requirements. The comprehensive reports include fiscal data, a listing of programs and projects, the number of participants and contact hours associated with each program, an enumeration of every city, county, and other entity participating in IOG offerings, and other information related to publications and public service efforts. The combined statistics from all IOG affiliates have enabled our State Office to secure funding and, thereby, assure the continuation of the services provided by the Institute across the state.

Staff

From the start, our IOG has operated with a small staff. Many of us grew on the job, conquering quickly changing technology and learning new ways to do old things. At present, the folks taking care of the Institute of Government at FAU are:

Sarah Shannon, Director

Jeff Dolson, Staff Assistant

Sue Dean, Office Assistant

Gail Katz, Fiscal Assistant

Former Team Members

While the four individuals named above now comprise the IOG's staff, over the years many others have lent their expertise and talents and helped move us forward. In addition to Dr. Lance deHaven-Smith and Jeff Hendry, whose contributions are noted elsewhere, we remain indebted to:

Estelle Bledsoe, secretary
Cathy Bush, secretary
Ann Carlson, program coordinator
Mae Delson, secretary
Chris Doty, office assistant
Sue French, secretary
Patty Giancola, staff assistant

Pam Hernandez-Harris, secretary
Evelyn Kirsch, secretary
Kay Larche, office assistant
Agnes McLean, research assistant
Joanne Roseo, secretary
Marie Selby, office assistant



Student Assistants

In 1990, the IOG began hiring FAU students to assist in the Institute's office. We have been blessed with a line-up of students who have been professional, conscientious, quick-learners, and dependable; they have also shared with us their enthusiasm and creativity. Our student assistants have represented a wide range of majors at FAU and hailed from all over the globe (Argentina, Colombia, Ecuador, Honduras, Jamaica, Romania, Sweden, and Taiwan). Upon graduation, several students remained with the IOG as part-time staff until they found permanent employment. We think of them often, remember them fondly, and thank them for all they did for us:

Charlene Baugher
Judith Bowen
Allison Cohen
Diana Correa
David Dunleavy
Melissa Gerstner
Lisa Inge
Victoria Kaduck

Kristhell Maldonado
Ann Maria Marchan
Lisa Melnichuk
Sandy Mercer
Michael Mesterton
Gricel Pettinaroli
Michael Roman
Joana Vlad

IOG CHAMPIONS

Dr. John Scott Dailey and Dr. John DeGrove were mentioned earlier for providing their unfailing support to our Institute. Four other individuals deserve to be singled out for always standing by us, standing up for us, and finding innovative ways for our Institute to serve our constituents.

Dr. Lance deHaven-Smith: Dr. deHaven-Smith first joined FAU as an Assistant Professor in 1981, with a joint appointment to the Department of Political Science and the Department of Public Administration. Lance served as Associate Professor and was promoted to full professor in 1989. In 1983 he was appointed as the founding Director of the Social Science Research Laboratory. Also that year, at the request of Dr. DeGrove, Lance submitted a proposal to the Institute's Executive Office to have the IOG moved under the umbrella of the Joint Center. When the grant was awarded, he was named the IOG's Director. Under Lance's direction, the IOG embarked on a number of initiatives, including the eventual establishment of a Broward County office for the Institute and expansion of the IOG's activities in that area. In 1993 Lance became the Associate Director of the IOG's Executive Office in Tallahassee, and in 1994 he took a position as Professor with the Reubin O'D. Askew School of Public Administration and Policy at Florida State University. His moving to Tallahassee did not breach our long-standing relationship, however, and we have worked with Lance on a number of consensus-building assemblies, including one for Pinellas County and its municipalities. He has also been of

critical assistance with other assemblies by coming on-site to draft the policy statements and chair the plenary sessions.

Dr. James C. Nicholas: From 1969 to 1985, Dr. Nicholas served as Professor of Economics at FAU, Associate Director of the Joint Center, and then as Acting Director from 1982-1985 when John DeGrove became Secretary of the Florida Department of Community Affairs. Always a strong supporter of the Institute, Jim played a critical role in coordinating efforts between the IOG and the Joint Center with regard to assemblies, including the *Directions 84* and *Directions 85* assemblies for Palm Beach County. Jim was our guru of economics, and under his leadership the IOG organized a number of seminars addressing impact fees, constitutional issues, and other topics related to how local governments would pay for the state's unprecedented growth. In 1985, Dr. Nicholas left FAU to join the Law faculty at the University of Florida as Affiliate Professor and a professor of Urban and Regional Planning. Subsequent to that, he became Co-Director of Growth Management Studies and was named in 1999 as Associate Director of Environmental and Land Use Law Program. Jim has continued to assist the IOG with program development and serve as a guest lecturer at a number of our seminars.

Frank Schnidman, Esq.: Frank first met Dr. John DeGrove in 1976 when they became friends and collaborators. As it turned out, his knowledge of international land policy and land development issues served our IOG well even before he came to FAU in 1987 as a Senior Fellow associated with the Joint Center. In the early 1980s Frank teamed up with the Joint Center and the IOG to coordinate research and present seminars focusing on platted lands. His long association with the Urban Land Institute has led to a long-lasting collaborative effort with that entity focusing on a variety of subjects associated with land use and growth management. Frank is a font of creativity when it comes to how the IOG can help address the pressing issues facing local governments. Over the past several years he spearheaded our Institute's annual series of workshops related to Community Redevelopment Agencies.

Jeff Hendry: When Jeff was a graduate student at FAU, he worked as a research assistant at the Joint Center and, in that capacity, assisted the IOG with a number of assemblies. After receiving his Master's of Public Administration from FAU in June 1990, Jeff served as Legislative Assistant to FAU's Vice President for University Relations and, in 1991, joined our Institute as Assistant Director. In 1993, Jeff returned to his hometown of Tallahassee to work with Dr. John Scott Dailey at the IOG's Executive Office. When Dr. Dailey passed away in 2003, Jeff assumed the leadership role for the Institute statewide. We are pleased and proud to continue our longstanding relationship with Jeff, who always interjects a sense of fair play and humor in his untiring efforts on behalf of the John Scott Dailey Florida Institute of Government.

THE IOG'S STEERING COMMITTEE

Since its establishment, the Institute of Government at FAU has been fortunate to be guided by a Steering Committee composed of public sector members willing to share their time, talents, and expertise. The Steering Committee meets three times a year to hear from the IOG about current programs and services, alert staff to pressing issues facing the public sector, and share comments about proposed projects. *Ex officio* members from FAU's faculty have lent an academic ear and perspective to our work, and those representing nearby IOG affiliates have strengthened our knowledge of regional issues. Through the years, Steering Committee members have made a genuine contribution to the success of the Institute, in no little way by providing positive support and constructive feedback, and continuing their commitment to improving the skills and expertise of those working in the public sector.

“A lot of good things can be said about the IOG program in Florida, but its greatest benefit is its ability to target training to the rank and file government employees who need to enhance their everyday working skills. The public wants government employees who know what they are doing. The IOG program serves as that cost-effective training provider that local governments can count on to make a positive difference in the skills and knowledge of their employees.”

Rex Taylor, Town Manager,
Town of South Palm Beach, and
Vice Chair, IOG Steering Committee, June 2007



Consultant Ronnie Glotzbach updates the IOG's Steering Committee, June 2007.

**THE JOHN SCOTT DAILEY FLORIDA INSTITUTE OF GOVERNMENT AT FAU
STEERING COMMITTEE MEMBERS**

Robert Aks	Dave Katz	Patricia Walker
Elaine Alvarez	Dennis W. Kelly	Linda Wetzel
The Honorable Clarence Anthony	Sandra Kirkland	Reagan Yarbrough*
Robert Barcinski	The Honorable Ron Klein	Jim Zumwalt
Dot Bast*	Mickey Klunder	
Vicky Bidwell	Davee LaBay*	<i>Emeritus:</i>
Vince Bonvento	The Honorable Jack Latona*	The Honorable Walter Falck
Felicia Bravo*	J. Mark Leaf	The Honorable Ron Greenstein*
Leo Bray*	Beth McArdle	The Honorable Carol Hanson
Rhonda Calhoun*	Arlene McClurg	
Peter Cheney	The Honorable Jeanne M. Mills	<i>Ex Officio:</i>
Ruby L. Childers*	Christine Morris	Dr. Arthur Anderson
Terry A. Clark	Cynthia Morris*	Kim Ardila-Morgan
Patrick J. Cooney*	The Honorable Lori Nance Parrish	Dr. Pamela T. Brannon
John J. Copelan, Jr.	Sheila Paruch	Carol Camarcho
Eileen Cudney	Douglas G. Randolph	Dr. Marshall L. DeRosa
Lois Danis	Randall H. Reid	Dr. Howard Frank
Susan DellCioppia*	Norm Sitter	Dr. David B. Kalinich*
Ilana Bofford Entin*	The Honorable Bill T. Smith, Jr.	Sandra O'Brien
Pedro J. Escobar, Jr.*	Judy Smith	Dr. Anita Pritchard
Walter J. Foeman*	Michael W. Smith*	Dr. Edward Schwerin*
The Honorable Howard Forman*	The Hon. Kenneth Spillias	John Topinka
Wilfred Hawkins	Patricia Spoerri	Dr. Robyne Turner
Edward Holloway	Rex Taylor*	
Jennifer Irving	Sandra Close Turnquest	

*Member, 2007-2008

“An ongoing improvement process requires access to resources that can assist with change efforts and to information about what is or isn’t being done in other organizations and why. FAU’s Institute of Government is a vital link. It not only provides affordable training and technical assistance, but it also serves as a catalyst for change and a clearinghouse for information.

Local governments are being challenged by the economy and by the expectations of their customers to keep a close watch on today’s bottom line while assuring greater effectiveness in the future. With its broad perspective and network of resources, FAU’s Institute of Government is a powerful ally in finding ways to better serve the public.”

Sandra Kirkland, Manager, Palm Beach County Employee
Development Program, *Linkage*, July 1991

FULFILLING OUR MISSION

To meet our goal of providing quality, timely, and low-cost programs to the local governments within our service area, our Institute has relied primarily on the four approaches described below.

On-Site Contract Training: From the beginning, one of the IOG's most popular offerings has been the on-site contract training program that allows local governments to present the classes of their choice at their own site for their employees. While many requested classes came from the IOG's catalogue of training programs (updated every other year), many classes have been designed and tailored to meet a local government's specific need. Public sector entities contracting with us for on-site training over the years have included:

BETA	Marathon
Boca Raton	Martin County
Boynton Beach	Miami
Broward County	Miami Beach
Broward Courts	Miami-Dade County
Broward Sheriff's Office	Miramar
Coconut Creek	North Lauderdale
Cooper City	North Miami
Coral Gables	North Miami Beach
Dania Beach	North Palm Beach
Davie	Palm Beach County
Deerfield Beach	Palm Beach County Health Department
Delray Beach	Palm Beach County Sheriff's Office
Doral	Palm Beach Gardens
FL Department of Transportation	Pembroke Pines
FL Department of Health and Rehabilitative Services	Pinecrest
Fort Lauderdale	Pompano Beach
Hallandale Beach	Port St. Lucie
Hollywood	School Board of Martin County
Indian River County	South FL Regional Transportation Authority
Jupiter	Southwest Ranches
Lake Worth	St. Lucie County
Lauderdale-by-the-Sea	Tamarac
Lauderdale Lakes	Wellington
Lauderhill	West Palm Beach

Open-Enrollment Classes: These are the vehicle through which IOG staff has gotten to know so many of our public sector constituents, and they, in turn, have learned about and shared the resources of Florida Atlantic University and the Institute. For years, open-enrollment classes were held on-site at one of FAU's campuses, primarily Commercial Boulevard. After that campus closed in August 2006, many programs have been

presented at a variety of other locations, thanks to the generosity of local cities and counties. The IOG has offered a number of classes designed to appeal to a broad sector of public sector employees. Programs addressed management skills, customer service, finance and budgets for non-financial personnel, dealing with information overload, xeriscaping, and a host of other subjects.

We gained insight into subjects that might be appropriate for our open-enrollment classes through conversations with our Steering Committee, periodic surveys of city managers, requests for suggestions in *Linkage* and on our website, and interaction with public officials at IOG and other events. The goal of our open-enrollment programs is to present topics that are timely and interesting and that provide participants with new or enhanced skills they can actually use on the job.

Seminars and Conferences: Another key aspect of the IOG's work has entailed presenting programs that allow local government officials to examine issues and options in a particular area of public policy. At first, growth management was our primary focus, and for 13 years we collaborated with the Joint Center and the ULI to present an annual growth management conference. Highlights from those programs included U.S. Secretary of the Interior Bruce Babbitt making the key-note address at the June 1997 conference, and, in 1999, the Secretaries of the Florida Departments of Transportation, Community Affairs, and Environmental Protection presenting a legislative update and discussing the future direction of their departments.

Other popular offerings have been workshops to educate advisory board members and public officials about their roles under Florida law. We have provided a wide variety of seminars covering everything from traffic calming to Supreme Court decisions to water issues facing south Florida. Over recent years, our *Hot Topics for Local Governments* and *Transportation Today* series have proven very popular. In addition, in 2006 and 2007 we were pleased to present *The Office Connection Conference* that focused on enhancing the skills and celebrating the roles of office professionals in south Florida.

Technical Assistance: The IOG has provided technical assistance services to the public sector on a wide array of topics and in varying ways. Our staff has surveyed employees and analyzed training curricula to provide a city with a recommended plan of action for staff development. Technical assistance projects undertaken by our consultants have ranged from assessing performance evaluation standards to analyzing public records management practices to developing and conducting citizen-satisfaction surveys. In addition, we have shared our skills related to meeting and conference organization and management with a number of public sector entities over the years.

Assemblies: Dr. John DeGrove, the Joint Center’s Director and chair of the statewide IOG’s Policy Council, was a firm believer in combining the research resources of the Joint Center with the organizational and logistical skills of the Institute. One of the most successful collaborations of the two entities has proven to be consensus-building programs modeled on Columbia University’s American Assembly, founded by former President Dwight Eisenhower in 1950. Long an admirer of the American Assembly’s ability to “facilitate communication and action among decision makers, lawmakers, and other leading authorities representing a

broad spectrum of views and interests from all sectors,” Dr. DeGrove amended the process to address public policy issues on a more local scale while still involving the key players, often with opposing viewpoints, and providing a vehicle through which they could discuss pressing

“ . . . In addition, the Institute of Government has put together and moderated several American Assembly programs that have directly benefited local governments in Palm Beach County—from the Board of County Commissioners to various municipalities and the Children’s Services Council. By virtue of the accepted objectivity and credibility of the University, disparate and often hostile interests have been able to work together to develop common visions in the future development of our community.

While, as a society, we are often quick to criticize our government, the jobs of public officials are not often easy ones. The ability access the immense knowledge, resources and creativity of the university system is extremely valuable in assisting those officials in performing those difficult jobs. The Institute of Government has proven to be an outstanding vehicle for developing and advancing this relationship.”

The Honorable Kenneth G. Spillias, Esq., former Commissioner, Palm Beach County Board of County Commissioners, *Linkage*, January 1991

issues and produce tangible results. Through the years, the IOG and the Center have teamed up to coordinate, staff, or assist with 50 assemblies addressing a wide array of topics. We remain the only entity in Florida offering this unique tool that enables the public sector to tackle pressing issues in a collaborative and fair fashion and walk away with a concrete set of goals and the ways to implement them. (Assemblies are included in the chronological section at the end of this document.)

SPECIAL PROJECTS

No Cost Job Clearinghouse: For a number of years, local governments in our service area sent FAU’s Institute of Government their notices of job openings. The IOG then posted those notices outside our offices so that students could find career opportunities with the public sector. Unfortunately, we had to discontinue that service in 2002 when we moved to a location that was not convenient for students.

Political Science Undergraduate Internship Program: Initiated in 1984 and one of our IOG’s first collaborative efforts, the program placed Political Science majors at an appropriate public sector entity for one

semester. Dr. Anita Pritchard not only contacted local governments and arranged for the internships, she also helped students develop a professional resume and taught them interview skills and how to dress properly for the job. Students submitted reports about their internship experience and received class credit if they completed the assignment successfully. Perhaps of more importance, they gained invaluable hands-on experience working in the “real world.” Their sponsors gained valuable assistance, fresh ideas, and, often, an enthusiastic full-time employee when the student graduated.

Public Service: The Career that Makes a Difference

Beginning in May 1999, the IOG's Steering Committee and staff engaged in a project entitled *Public Service: The Career that Makes a Difference*. Our involvement was prompted by the declining number of students enrolling in disciplines such as Political Science and Public Administration (not just at FAU but across the country as well) and the fact that public sector entities were having difficulty filling open positions because of a lack of qualified applicants.

Our research revealed that the National Association of Schools of Public Affairs and Administration (NASPAA) had launched a national campaign entitled *Calling Students to Public Service Careers* to help schools and universities interest students in careers in public service. The campaign included an impressive toolkit. Since NASPAA had already assembled materials that we could use to try to encourage students to consider careers in the public sector, the Steering Committee decided to investigate further the difficulty of local governments and non-profits in attracting qualified applicants for job openings.

We started our own work by organizing a subcommittee of the Steering Committee and holding several meetings, facilitated by Broward County, to pinpoint the issues and problems we wanted to address. On May 31, 2001, we sponsored a Focus Group to which all human resources directors in our service area were invited. Through discussions with them about their experiences and needs, we narrowed the scope of the project and picked targets for our next steps. On October 24, 2001, we held a Public Sector Job Fair on FAU's Boca Raton campus at which 23 local governments and FAU departments shared information about job and internship opportunities with students.

The primary offshoot of that project was the creation of **The Internship Connection**, an effort to encourage FAU students to gain practical experience through internships with public sector organizations. Those local governments, in turn, would benefit from having a centralized “place to turn to” at FAU to meet their needs for student assistants and, ideally, to have the interns become full time staff upon graduation. Although successful at first, a combination of office moves, reductions in IOG staff, and dwindling requests from local governments essentially put this project on hold.

CREATIVE COLLABORATION

Organizations

Over the years, collaborative efforts have allowed us to present a variety of programs designed to meet the unique needs of the local governments within our service area. Those successful partnerships have paired the Institute's expertise in planning and logistics with the experience, knowledge, and resources of a variety of organizations. While we cannot include all of our past partners here, we are setting out below those entities with which we have had long-standing, rewarding working relationships:

The Executive Office of the John Scott Dailey Florida Institute of Government: From the beginning, FAU's IOG has worked closely with the Institute's state office in Tallahassee. Twice each year, we have participated in Project Directors' meetings of the Executive Office staff and other IOG affiliates throughout Florida. Those meetings afforded an opportunity to talk about successes and failures and ideas for future programs. We have also worked with the IOG's state office to present programs of statewide interest, such as coordinating Public Records Management assistance on-site for local governments within our service area. In 2006, the state IOG and other affiliates began marketing *The Supervisor's Apprenticeship™* and *The Manager's Journey™* statewide; those programs had been piloted in south Florida with great success by FAU's Institute of Government.

The FAU/FIU Joint Center for Environmental and Urban Problems: In addition to being housed under the umbrella of the FAU/FIU Joint Center for Environmental and Urban Problems (now known as the Center for Urban and Environmental Solutions [CUES]), our Institute has always maintained a close relationship with that entity. At first, our offices were included within the Joint Center's space on the Boca Raton campus. While the Institute handled the organizational and logistical aspects of consensus-building assemblies, Joint Center staff have researched and written the background papers and served as recorders and drafters of the policy statements; until his retirement, Dr. DeGrove was the primary facilitator for the plenary session of many assemblies, lending his collaborative skills and humor to what could be a tense finale to several days of grueling discussions. The IOG and the Center have cosponsored a host of programs over the years, including 13 annual growth management conferences and, more recently, the Transportation Exchange, Regional Excellence Awards luncheons, and an annual series of Community Redevelopment workshops. Dr. DeGrove and his successor, Jim Murley, have championed the IOG's cause to help ensure we remain viable and meet the needs of our constituents.

The College of Architecture, Urban & Public Affairs (CAUPA) at FAU: Thanks to the foresight and leadership of Dean Rosalyn Carter, in 2004 our IOG and CUES became institutionally housed within CAUPA.

Since that time, Associate Dean Dave Kalinich and Assistant Dean Jerry Clinton have been generous with their time, energy, and creativity, especially when it came to the location of the IOG’s office. With amazing speed after Hurricane Frances hit our Boca Raton offices in 2004, Dr. Kalinich acquired space for the IOG at FAU’s Commercial Boulevard campus and did everything he could to ensure that the office was up and running as quickly as possible. When the Commercial Boulevard site was closed less than two years later, Dr. Kalinich and Jerry Clinton again went to work to secure space for IOG staff on the Boca campus and assist with many aspects of moving and setting up the office. Jerry Clinton continues to serve as an invaluable resource to the IOG in matters related to fiscal and administrative policy.

The Florida League of Cities: Since its inception, the IOG’s Executive Office and affiliates have received strong and sustained support from the Florida League of Cities and its local chapters. When the legislative appropriation for the Institute of Government was threatened, the League rallied its forces statewide to lobby on our behalf. Representatives from IOGs around the state have helped staff the Institute’s booth at the annual League of Cities Conference, giving us a chance to

“Sarah Severson, the Associate Director of the Institute of Government at FAU, had been of great help to the Florida League [of Cities] with other programs. We agreed that we could, if we worked together, hold local workshops that could accomplish two things: first and foremost, provide newly elected officials with training on what they needed to do to comply with the laws and, second, expand our visibility and reputation. For the past several years we have scheduled these workshops shortly after the local elections held in the spring. While it was necessary at first to coax people to attend, we are now being called by those who are interested in attending the next session! . . . Today, more than ever, we must work together—at all levels of government—to meet the ever increasing needs of our citizens.”

The Honorable Walter Falck, former Mayor,
City of Tamarac, writing as Executive Director,
Broward County League of Cities, *Linkage*, July 1990

interact with League staff and elected officials from our respective areas. The IOG has assisted with the coordination of the League’s Institute for Elected Municipal Officials (IEMO) and the Advanced IEMO when they were held in south Florida. In addition, the League has proven to be an invaluable resource by sharing the talents and expertise of its staff for IOG programs.

The Florida Association of Code Enforcement (F.A.C.E.): The IOG has partnered with F.A.C.E., administered through the John Scott Dailey Florida Institute of Government at the University of Central Florida (originally located within Valencia Community College), since that organization was established in 1989. F.A.C.E.’s membership, now numbering over 2,000, includes “professionals involved in the enforcement of health, safety, and environmental regulations or otherwise responsible for the enforcement of municipal, county, regional, state, or federal codes in the State of Florida.” At first we piloted the individual modules of Level I

OUR INTRODUCTION TO CODE ENFORCEMENT

When F.A.C.E. was in its fledgling stages, our IOG was asked to host and help organize a day-long seminar for Code Enforcement personnel in south Florida. One afternoon we received an unusually enormous stack of mail, most of which was windowed envelopes containing local government checks. Since there wasn’t enough space on any desk for the mail, Sarah and Ann sat on the floor and started opening envelopes. At first we were delighted to see so many registrations for the Code Enforcement seminar; then we became dismayed because there were far too many to be accommodated by the space we had reserved. We solved that “problem” by scheduling a second seminar that ended up being filled to capacity, too. That was our first real clue that Code Enforcement training through the IOG was, and would continue to be, an unprecedented hit in south Florida.

F.A.C.E. certification, one class at a time, at a variety of sites in south Florida. Then we did the same with Level II and, eventually, Level III. Subsequently, each fall and spring our Institute began to offer professional development classes targeted at those needing to obtain 16-hours to maintain their F.A.C.E. certification. We also partnered with consultants to develop classes to meet that specific need. When the Institute of Government at Florida International University encountered staffing problems, our Institute became responsible for providing F.A.C.E. classes for personnel in Monroe and Miami-Dade counties in addition to our own service area. The demand for Code Enforcement training that surprised us when we started offering it continues to this day.

The Urban Land Institute (ULI) Southeast Florida/Caribbean District Council: Thanks primarily to the efforts of Frank Schnidman; FAU’s Institute has worked closely for over 20 years with the ULI district council in south Florida. We have teamed up to organize 13 annual growth management conferences and a number of seminars related to development and redevelopment. The IOG has also provided on-site and logistical assistance with the ULI’s Technical Assistance Panels in south Florida

Florida Association of Business Tax Officials (FABTO): In 2003 our IOG began coordinating and serving as on-site staff for the annual statewide conference of FABTO (formerly FAOLO), the “professional association meeting the needs of municipal and county business tax officials in Florida.”

Individuals

In addition to our partnerships with the organizations listed above, we have been extremely fortunate to work with a number of individuals who have seen the value of the IOG's work and shared their talents with us. Some, paid consultants who designed and taught classes and carried out technical assistance projects, have gone beyond the call of duty to share their expertise and advice with us. Others are professionals who, through a sense of public service, have contributed considerable time, energy, and resources to ensuring the success of the Institute's programs. While many people have worked with us over the years, we recognize the following individuals with whom we have had long-term rewarding relationships:

Kimberly Devlin

Richard Doody, Esq.

Ronnie Glotzbach

Sam Goren, Esq.

Ron Havlicek

Claude Hurst

Steve Lewis

Andy Mauradis, Esq.

Dennis Mehle, Esq.

Dr. Jay Mendell

Ralph Parilla

David Plummer, P.E.

Roy Rogers

Charlie Siemon, Esq.

CHRONOLOGICAL HISTORY: 1983 – 2007

What follows are the highlights of the Institute's growth and programs through the years. This summary does not include on-site training and technical assistance provided to local governments or offerings of open-enrollment professional development classes. A number of public and private sector partners lent their expertise and resources to make many of the "highlights" a reality, but lack of space precludes our including them here.

1983 – 1986

In 1983, when the IOG's grant was awarded through the Joint Center, Dr. Lance deHaven-Smith, serving as Director, hired Sarah Shannon (then Severson) to run the Institute. Sarah had received her undergraduate degree from the University of Minnesota and recently completed her Masters in Public Administration at FAU. Since she had worked with the Joint Center while a graduate student, she was acquainted with Dr. John DeGrove and Dr. deHaven-Smith and was persuaded to stay in south Florida and assume the task of getting FAU's Institute of Government up and running.

At first, the IOG was housed in a small office in the basement of the Administration Building on FAU's Boca Raton campus. In 1986, when the Joint Center moved to the new Askew Tower in downtown Fort Lauderdale, Sarah and her part-time staff moved down the hall to the Center's office.

Our IOG's service area included Broward, Glades, Hendry, Indian River, Martin, Okeechobee, Palm Beach, and St. Lucie counties.

One of the IOG's first major undertakings was a conference where state, regional, and local officials and experts assessed the growth management framework in place at the time. As an offshoot of that conference, Dr. Lance deHaven-Smith's "Regulatory Theory and State Land-Use Regulation: Implications from Florida's Experience with Growth Management" was published in 1984 in *Public Administration Review*.

Our IOG started handling orders, tracking monies, and maintaining the inventory for the Joint Center's catalogue of monographs related to growth management.

Ann Cannon (now Carlson), returned to work for the Joint Center after an absence of several years tending to her children. When the Joint Center's main office moved to the new FAU campus in downtown Fort Lauderdale, Ann remained in the Boca office and began working with Sarah Shannon on the IOG's fiscal matters.

At the insistence of Dr. Jim Nicholas and Dr. Lance deHaven-Smith, the IOG purchased our first computer—an Apple with a very small screen and very slow software.

Assemblies

Regional Water Supply for Broward County (1983)
Directions 84: Charting the Course for Palm Beach County (1984)
Broward's Beach: The Second Century (1984)
Growth Management and the C-51 Basin (1985)
Directions 85: Charting the Course for Palm Beach County (1985)
Growth Management and Florida's Energy Future (1986)
Regional Comprehensive Policy Planning Assembly (1986)
West Palm Beach City-Wide Forum (1986)
Sarasota County Assembly for Wastewater Management (1986)
Visions 2000 for Alachua County, Part 1 (assisted) (1986)

Program Highlights

- Perspectives on Florida's Growth Management Act of 1985 (1986)

1987

Sarah Shannon was named the IOG's Associate Director.

Assemblies

Palm Beach County Criminal Justice American Assembly
Mapping and Monitoring Assembly
Town of Davie Visions 2000 Assembly
Visions 2000 for Alachua County, Part 2 (assisted)

Program Highlights

- Subdivision Redesign and Ownership Pooling: A Comparative Examination of American and Japanese Experience
- Florida Land Use and the United States Supreme Court

1988

The Institute published *On-Site Training Programs for Local Governments*, a catalogue of classes and technical assistance services available for local governments desiring to provide them on-site for their employees. The catalogue was mailed to every municipal and county Human Resources Director within our service area. We have updated the catalogue every two years since its inception and now include the most recent version on our Webpage.

Assemblies

Pahokee Potentials: An American Assembly for the City of Pahokee
Directions 88: Charting the Course for Palm Beach County
Greater Delray Beach Visions 2000 Assembly
Florida House of Representatives Legislative Issues Assembly

Program Highlights

- On-Site Child Care: The Competitive Edge
- The Most Dynamic Growth Corridor in Florida: A One-Day Tour of Western Broward County
- Legislative Strategies for Successful Juvenile Justice Reform: The Bellwether States

1989

The first issue of the IOG's newsletter *Linkage* was published on July 1. As its name implies, *Linkage* was created to share information about our Institute's programs and services with public sector personnel throughout our service area. We also included notices and articles about relevant activities and services provided by CAUPA, CUES, and other IOG partners. *Linkage* also served as a vehicle for readers to convey suggestions for training classes and seminars so we could keep pace with the changing needs of local governments. The newsletter is published three or four times each year, sent to every local government within our service area, and posted on our Website.

Assemblies

City of Hollywood Visions 2000 Assembly
The American Assembly for Greenacres City
Our Children--Our Future: An American Assembly on Children's Issues in Palm Beach County

Program Highlights

- From Planning to Land Development Regulations: Implementation of the 1985 Growth Management Act
- Seminar for Elected Officials
- City/County Workshop for Palm Beach County and Municipalities
- Land Development Regulation Technical Assistance Workshops

“As our state rapidly approaches the 21st Century, it faces immense challenges. State and local government leaders must be prepared to identify, plan, and manage the dynamic changes which will affect our quality of life. Government officials and employees will have to be trained and motivated to address the problems and tasks ahead. . . . As we enter the 1990s, the Institute of Government remains committed to helping state and local governments meet the challenge of Florida's rapid growth and change.”

Dr. John Scott Dailey, Executive Director, Florida
Institute of Government, *Linkage*, January 1990

1990

In December, we moved to the third floor of the new Social Science Building, sharing space with the Joint Center and actually having windows!

As a public service, our IOG began providing technical assistance to the Ad Hoc Committee on Adolescent Substance Abuse in Palm Beach County. The committee was made up of a variety of public and private sector service providers dedicated to finding practical ways to reduce the risk of drug use and addiction among the county's young people. Background materials and the results of surveys of key providers and adolescents were combined with findings from community roundtables held in four geographic sectors of the county. The project culminated in a Challenge Conference held in May 1992.

Assemblies

Healthy Children: American Assembly on Children's Health Issues in Florida
Legislative Issues Conference for the Florida House of Representatives (assisted)
Southern Legislative Summit on Healthy Infants and Families (assisted)

Program Highlights

- Code Enforcement Legislative Update
- Containing Urban Sprawl
- Challenge to Change: Changing the Way You See Things
- Ethical Considerations in Government: A Workshop for Public Officials
- Excellence in Government: A Community Forum on Council/Manager Government
- Liability Issues for Public Officials

1991

Shortfalls in the state's budget resulted in the statewide Institute of Government being put on the chopping block for possible elimination. Thanks to a barrage of letters and telephone calls from affiliates' Steering Committee members and local government supporters and the efforts of the League of Cities, the IOG was "saved" and thus able to continue our mission.

Program Highlights

- Political Campaign Practices and Citizen Participation in the Electoral Process
- Housing Innovations for the '90s
- Impact Fees After St. Johns: The View from the Trenches
- Regional Roundtables on Adolescent Substance Abuse in Palm Beach County
- Political Campaign Practices and Citizen Participation in the Electoral Process
- Redevelopment in Southeast Florida: Critical Issues for the 1990s
- Legislative Update: How the Actions of the 1991 Legislature will Affect Local Governments

1992

Recognizing that the growth in the northern area of the IOG's service area would result in special training needs for that region, our Steering Committee established a **North Counties Advisory Committee**. Composed of representatives from key sectors in Indian River, Martin, Okeechobee, and St. Lucie counties, that committee advised the Institute as to the leading issues facing their communities and assisted us in developing the best ways to address them. As further evidence of the Steering Committee's commitment to our northern constituents, one Steering Committee meeting each year was held in that area. The members of the North Counties Advisory Committee included:

Douglas Ballard, Director, Development Services, City of Fort Pierce
Richard Bird, Members, Board of County Commissioners, Indian River County
Donald C. Cooper, City Manager, City of Port St. Lucie
Charles Davis, Jr., The Prudential, Davis and Co. Realtors
Mary Dawson, Member, Board of County Commissioners, Martin County
Dr. Tom Deal, Vice President, Instructional Services, Indian River Community College
Tom Nason, Finance Director/Assistant City Manager, City of Vero Beach
Terry O'Neil, Interim City Manager, City of Stuart
Marjorie Spence, Executive Director, Children's Services Council of St. Lucie County
R. Dale Trefelner, Member, Board of County Commissioners, St. Lucie County
Sue Whittle, County Administrator, Martin County

Assemblies

Setting the Agenda for Broward County's Environmental Future
Symposium on Juvenile Justice Issues in the Twentieth Judicial Circuit
The Southeastern Region Summit on Violent Crime (assisted)

Program Highlights

- Creative Financing for Local Governments
- Local Government and the Americans with Disabilities Act
- The Visioning Challenge: The Next Step in Growth Management
- Automated Mapping and Geographic Information Systems Workshop
- Gangs in America: Are They in Your Backyard?
- Affordable Housing: The Nuts and Bolts of Accessing State and Federal Funds, Creating Public/Private Partnerships, and Implementing Successful Projects

1993

In March we began our sustained and rewarding relationship with Steve Lewis in offering Public Records Law workshops. The first half-day program filled up so quickly we added another on the same day. Since then, we have offered a two-day Certificate Program in Public Records Management several times each year, and Steve has designed and presented specialized programs related to public records law as both open-enrollment and on-site contract training and technical assistance.

In September 1993, the **Florida Conflict Resolution Consortium (CRC)** established a south Florida office, sharing space with the IOG on the Boca Raton campus. The CRC's mission was to provide consensus building and dispute resolution assistance at the local, regional, and state levels and serve as a catalyst for designing and demonstrating the application of collaborative approaches to a wide range of Florida's growth management and growth-related issues. Mark Buchbinder, Esq., served as the first South Florida Coordinator, with assistance from a secretary who devoted half her time to assisting the IOG. Janice Fleischer and Jeff Blair held the post of Coordinator until the CRC closed its South Florida office.

Dr. Lance deHaven-Smith became Associate Director of the IOG's Executive Office.

Assemblies

Martin County: Committing to its Future
Northern Palm Beach County/Southern Martin County Planning Forum
Louisiana Citizens' Summit on Adolescent Pregnancy Prevention (assisted)
Strategic Plan Assembly for the Metropolitan Water District of Southern California (assisted)

Program Highlights

- County Governance: Alternatives for Broward County
- Florida Energy Initiatives
- The Third Decade of Growth Management: The Economic Development Dimension
- The 1993 Growth Management Laws: How They Affect Your City
- The DCA Intergovernmental Symposium
- Getting to There from Here: Site Planning for Pedestrian and Transit Access
- Workshop for Elected and Appointed Officials
- Indian River Lagoon National Estuary Program, Northern and Central Lagoon Sub-Regional Workshops

1994

Sarah Shannon and several staff members moved to FAU's Askew Tower in downtown Fort Lauderdale, thereby establishing a second IOG office.

Dr. deHaven-Smith relocated to Tallahassee as Professor with the Reubin O'D. Askew School of Public Administration and Policy at Florida State University.

Ann Carlson participated on the Plan Development Steering Committee for Palm Beach County's Health and Human Services Element.

Assemblies

Greenacres Assembly: A New Destination
Delray Beach Visions 2005 Assembly
Coral Springs Vision 2000
Broward County Urban River Greenways Assembly
Strategic Plan Assembly for the Metropolitan Water District of Southern California (assisted)

Program Highlights

- Optical Imaging and Information Management Workshop
- Privatization: The Contracting Out of Public Services
- Intergovernmental Coordination: The Weak Link in Growth Management
- The New Environment for Zoning Decisions, Post Snyder
- Workshops for the Governor's Commission for a Sustainable South Florida
- Intergovernmental Coordination Element (ICE) Technical Assistance Workshops
- Procurement and Administration Under Florida's Small Cities Community Development Block Grant Program
- Institute for Elected Municipal Officials
- Facilitating Public Involvement: A Workshop to Develop Skills in Maximizing Meaningful Public Participation

1995

Sarah Shannon became Director of the IOG at FAU, a position she holds today.

Dr. Jay Mendell designed and uploaded the IOG's first webpage. Today, the Institute's webpage <www.fau.edu/fiog> is an invaluable tool for sharing information about the IOG's training classes and seminars, explaining our programs and services, posting brochures and publications, and allowing on-line registrations. Since details about new programs are put on our webpage as soon as they are developed, our constituents can check their schedules and register for classes without having to wait for mail delivery.

THE IOG IS ON LINE . . .

"The Florida Institute of Government at FAU is now on the Internet . . . and you are most welcome to visit our server on the World Wide Web at <http://www.fau.edu/divdept/cupa/fiog.htm>. (Confirmed "Net Heads" will have no trouble using Mosaic, Netscape Navigator, Lynx, or WWW to reach that locator; others should ask their systems administrator for help on the first visit.) On our server you will find announcements of coming events at the IOG, plus point-and-click links to Internet resources. . . And, yes, the IOG will be offering hands-on Internet training."

Dr. Jay S. Mendell, Professor of Public Administration,
FAU, and creator of the IOG's Web Page, *Linkage*, July 1995

Assemblies

Fort Lauderdale-New Century-New City Assembly
Coconut Creek Assembly: Passport to the 21st Century
South Florida 2025: An Investment Strategy for the Future (assisted)

Program Highlights

- Workshops for the Governor's Commission for a Sustainable South Florida
- Managing Traffic in New and Existing Neighborhoods
- Educational Facilities: Unfinished Business on Florida's Growth Management Agenda
- Fundamentals of Community Policing
- Growth Management, Development Patterns, and the Cost of Sprawl
- Florida's New Property Rights Law: A Rush to the Courthouse?
- Internet/World Wide Web Workshop for Government Officials
- Advanced Institute for Elected Municipal Officials

1996

Jeff Dolson joined the IOG as Staff Assistant.

In the fall, our IOG launched an enormously popular series of classes to help grantwriters working for local governments and non-profit agencies. Designed and presented by Dr. Jay Mendell, Professor of Public Administration at FAU, the training was held at a variety of sites in south Florida and repeated and expanded to meet demand. The initial offerings, presented in conjunction with FAU's Center for Urban Redevelopment and Empowerment (CURE), included two-hour introductory sessions scheduled for weekdays, evenings, and Saturdays and provided at no cost to those attending. A major thrust of the program focused on how grantwriters could use the Internet to learn about grant opportunities.

Assemblies

Boynton Beach Vision 20/20 Assembly: Planning Our Future
Martin County Education Assembly

Program Highlights

- Minimum Housing Codes
- Eastward Ho! The Redevelopment Future of South Florida
- Overview of Grant Writing
- Building an Effective Human Resource Team: The Roles of the Elected Official and the Professional
- The Development Approval Process: Update on the Snyder Decision

1997

The IOG's Broward office relocated to FAU's Commercial Boulevard campus in Fort Lauderdale.

The IOG offered the "Professional Development Certification Program for Administrative and Support Staff." Composed of four modules, the program presented immediately useful strategies designed to enhance the knowledge and skills of office professionals in the workplace.

Program Highlights

- Fire and Life Safety Codes and Standards
- How to Read a Request for Proposal
- Workshop for Advisory Board Members
- Non-traditional Solutions to School Overcrowding: Where Are We and Where Are We Heading?
- Eastward Ho! Making Redevelopment and Infill a Reality
- Legal Issues for Public Managers
- The Redevelopment of Fort Lauderdale Beach: Issues and Options for the 21st Century
- Expedited Permitting: A 90-Day Streamlined Permit Process Option for Cities and Counties
- Gangs in America: Are They in Your Backyard?
- Introduction to Zoning Concepts and Procedures

1998

Assembly

Greater Boca Raton Education Summit

Program Highlights

- Land Use Siting of Wireless Communications Towers
- Gated Communities and Street Closures
- Growth Management in the New Millennium: Reviving Traditional Concepts/Trying New Ideas
- Workshop for Public Officials
- Broward County Emergency Management Flood Mitigation Planning Session
- Budgeting and Accounting for Non-Financial Managers

1999

Dr. John DeGrove stepped down as Director of the Joint Center, a position he held since its establishment in 1972, to assume a new role as Eminent Scholar in Growth Management; Jim Murley, Esq., whose previous experience included serving as Executive Director of 1000 Friends of Florida and Secretary of the Florida Department of Community Affairs, stepped in as the Joint Center's new Director.

Through the FIOG's Community Assistance Program, our IOG was awarded a grant to fund two projects by FAU faculty: *Community-Government Interaction Project for Sustainable Neighborhoods: Building Political Capital from Social Voice* (Dr. Robyne Turner, Department of Political Science) and *Mentoring Project within Palm Beach County: A Collaborative Effort between FAU, the Public Schools, and the Community* (Dr. Greg Brigman, FAU College of Education).

The IOG's webpage was redesigned and given a manageable address: <http://www.fau.edu/fiog>.

Program Highlights

- Hot Topics for Local Governments: Issues and Options for Redevelopment in South Florida
- Property Rights: The Florida Perspective—Law and Legislation: An Update on Case Law and the Private Property Rights Protection Act
- Property Rights: Supreme Court Action and Congressional Reaction
- Gangs in America: Are They in Your Backyard?
- Workshop for Public Officials
- Growth Management in Transition
- Land Use and Zoning Issues and the Role of the Public Official
- Strategic Planning and Program Evaluation for Law Enforcement Agencies

2000

Assembly

Pompano Beach: A 20/20 Vision Assembly

Program Highlights

- Biscayne Bay Initiative Symposium
- Lauderdale by the Sea Visioning Workshops
- Hot Topics for Local Governments: Managing Traffic in New and Existing Neighborhoods
- Working with Local Officials during the Development Approval Process: Legal, Ethical, and Political Issues
- Growth Management: A 21st Century Status Report
- Negotiating the Palm Beach County Land Development Maze
- Performance Management: A Work in Progress for Florida's Municipal Governments
- The Nuts and Bolts of Traffic Calming, Part Two
- First Annual Conference of the Florida Ocean Alliance

2001

Dr. John DeGrove retired, leaving us all saddened for ourselves but happy that he could devote himself to finishing his “big” book on growth management and spend more time in his beloved North Carolina “paw paw patch” with his wife Gail and their children and grandchildren.

With the assistance of consultant Richard Doody, Esq., the IOG conducted an operational assessment of the Palm Beach County Code Enforcement Department.

Assemblies

Delray Beach Visions 2010 Assembly
The Coconut Creek Assembly

Program Highlights

- Land Use and Zoning Issues and the Role of the Public Official
- Working with Local Officials during the Development Approval Process
- National Community Building Network Annual Conference
- Public Service: The Career that Makes a Difference Focus Group
- Public Sector Job Fair
- Building Consensus Solutions to Florida’s Public Problems
- Hot Topics for Local Governments: The Future of Community Redevelopment Agencies in South Florida
- The Governor’s Mentoring Initiative Workshop (#1)

2002

In September, a space crunch for student activities resulted in our Institute moving to T-11 on the northern end of the Boca campus. (The T buildings were originally constructed as part of the World War II military base on what eventually became the FAU campus.) At first we felt pretty isolated being somewhat removed from students, faculty, and administrative offices, but T-11 afforded us great office space, right-at-the-door parking for loading conference materials, and the opportunity to see south Florida wildlife (burrowing owls, migratory birds, and iguanas) up close and personal.



A burrowing owl atop his home next to T-11.

The IOG began its association with Earth Advisors, Inc., to offer a variety of urban landscape and forestry classes to local governments. Initial offerings included *Landscape Inspections and Field Training*, *Hazard Tree Evaluation*, and *Identifying Florida Plants, Shrubs, Trees, and Palms in Our Landscape*. The program was so well received that we continue to offer the classes periodically; in addition, a number of cities worked

with the IOG and Earth Advisors to secure onsite training for their own staff in areas such as *Chain Saw Operation and Safety* and *Mangrove Management*.

The IOG published a *2000-2001 Update* describing our activities; the report was distributed to key FAU administrators and all members of the legislative delegations within our service area.

Assemblies
Pinellas Assembly
The Greenacres Assembly: A New Vision

Program Highlights

- Urban Forestry Series
- Grants Series
- The Decline of Civic Involvement in America: Real or Imagined?
- The Governor's Mentoring Initiative Workshop (#2)
- Land Use and Zoning Issues and the Role of the Public Official
- Fort Lauderdale Beach (ULI Advisory Services Panel)
- Certificate Series for Administrative and Support Staff

2003

The IOG's Executive Director Dr. John Scott Dailey passed away, and the statewide organization was renamed in his honor.

Our IOG's service area was expanded to 10 counties with the addition of Miami-Dade and Monroe counties.

We conducted a mail-in survey of all city managers within our service area to help determine the kinds of programs that would be most helpful to local government personnel.

Program Highlights

- Terrorism: Preparedness and Response by Law Enforcement and Emergency First Responders
- The 15th Annual Statewide Conference for the Florida Association of Occupational Licensing Officials
- Walk Florida by Bus
- Land Use and Zoning and the Role of the Public Official
- Development and Redevelopment in South Florida
- Hot Topics for Local Governments: Economic Development Planning for Local Governments

2004

In the spring, the IOG began providing assistance to the Florida Institute for Safety and Construction (FISC), housed within CAUPA. Institute staff was responsible for running credit card transactions, depositing checks, and maintaining fiscal records associated with registrations for FISC's programs.

Hurricane Frances damaged the roof of T-11 in September, rendering the building uninhabitable. The Boca staff immediately relocated to space at FAU's Commercial Boulevard campus, joining Director Sarah Shannon there.

David S. Plummer, PE, put his expertise and creativity to work for the inauguration of *Transportation Today*, a series of seminars designed to share new ideas in traffic engineering, transit, transportation planning, urban streets, and safety.

Program Highlights

- Regional Excellence Awards Luncheon
- Transportation Today
- Battling for Ownership of the Arts: Who Controls Music, Film, Publishing, and Visual Communication?
- Implementing Infill and Redevelopment in South Florida: CRA Success Stories
- Advanced Institute for Elected Municipal Officials
- The 16th Annual Statewide Conference for the Florida Association of Occupational Licensing Officials

2005

In the fall, our Institute premiered *The Supervisor's Apprenticeship: Skills for Rising Leaders*TM, a competency-based program for government officials targeted as potential future supervisors. The program was designed and presented by long-time IOG consultants Ronnie Glotzbach and Kimberly Devlin. The program included six half-day modules plus on-the-job training application, job aids, and a certificate of completion. Due to the enthusiastic response from the initial offering, our IOG has offered it three times a year open-enrollment ever since. In addition, several local governments have offered the program on-site for their employees.

Program Highlights

- Transportation Today
- The Municipal Water Academy
- Traffic Roundabout Seminar
- The 17th Annual Statewide Conference for the Florida Association of Occupational Licensing Officials
- Problem Solving Analysis for Police Personnel
- The ABCs of CRAs: Community Redevelopment Agency Basics

- Financing Redevelopment: TIF and So Much More
- Regional Excellence Awards Luncheon
- Bogota's Mass Transportation System: The TransMilenio
- Kelo v. City of New London: The Impact of the United States Supreme Court Decision on Redevelopment and Economic Development in Florida
- The Fifth Biennial Florida African American Heritage Preservation Network Conference
- International Procurement Conference

2006

Sue Dean began to work with the IOG as Office Assistant.

In August, the Commercial Boulevard campus closed, and the IOG moved back to the Social Science Building in Boca Raton.

Leaving Commercial Boulevard meant the loss of the Institute's training rooms. With an unprecedented spirit of cooperation from local governments within our service area, we found space throughout the region to provide training classes and seminars.

Gail Katz joined the IOG as Fiscal Assistant.

The IOG received FAOLO's first Adriana Castellano Memorial Scholarship. The scholarship, in the amount of \$1,500, was subsequently awarded to a full-time Master of Public Administration student at FAU.

Assemblies

The Broward County Trash Summit
The Boynton Beach Assembly: Committing to Our Future

Program Highlights

- The Supervisor's Apprenticeship™
- Eminent Domain, Economic Development, and Redevelopment: A Retrospective and Prospective on the First Anniversary of Kelo v. City of New London
- The ABCs of CRAs: Community Redevelopment Agency Basics
- The First Annual Office Connection Conference
- Regional Excellence Awards Luncheon
- The 18th Annual Statewide Conference for the Florida Association of Occupational Licensing Officials
- Transportation Today
- Institute for Elected Municipal Officials
- Land Use and Zoning Issues and the Role of the Public Official

2007 (through June)

For the second time, the IOG was awarded FABTO's Adriana Castellano Memorial Scholarship (to be granted to an FAU student during the upcoming year).

Sarah Shannon and Ann Carlson were honored with FABTO's President's Award.

Program Highlights

- The Supervisor's Apprenticeship™
- The Second Annual Office Connection Conference
- The 19th Annual Statewide Conference for the Florida Association of Occupational Licensing Officials (now FABTO)
- Developing Green: Sustainable Development Issues and Options for Local Government Officials and Developers

We're still trying to forget the times when . . .

- Hotel staff went on a break when they were supposed to serve lunch to over 100 assembly participants who were seated on an outdoor deck in the broiling sun.
- The creatively-named break-out rooms for an assembly turned out to be nothing more than regular hotel sleeping rooms, and IOG and Joint Center staff had to hustle to move furniture and rearrange the rooms before the participants arrived for their break-out sessions.
- Condiments, including mayonnaise, mustard, and butter, were set on outdoor tables in the early morning in preparation for luncheon to be held four hours later, and were only removed when Sarah found serving trays and returned all the condiments to the kitchen, where they remained until the appropriate time.
- A hotel's directions contained a minor error, sending assembly participants unfamiliar with the area over a bridge and into heavy traffic, causing them needless driving and delays and making them less than happy when they reached the IOG's registration table.
- An airline misplaced all the handouts for a conference being held in Tallahassee (resulting in an IOG rule that materials would only be transported by car in the future).

WHAT'S NEXT?

As we put the finishing touches on our *History*, we are pleased to note that we received our annual grant from the John Scott Dailey Florida Institute of Government for the July 1, 2007 – June 30, 2008 fiscal year.

However, our state is dealing with difficult questions related to property taxes and windstorm insurance; the Legislature will meet for a special session to address potential shortfalls in state revenues; and state universities are also dealing with a budget crunch.

Right now, no one can be sure what effect those critical issues will have on local governments and their ability to continue professional development training of any kind for their employees.

We can be sure that our IOG will do its best to roll with the punches, find creative ways to get through difficult times, and continue to provide to the public sector the kinds of programs and services envisioned when we were established 25 years ago.



THE JOHN SCOTT DAILEY
FLORIDA INSTITUTE
OF GOVERNMENT
Florida Atlantic University

Committed to providing high quality programs at a reasonable cost to the local governments within Broward, Glades, Hendry, Indian River, Martin, Miami-Dade, Monroe, Okeechobee, Palm Beach, and St. Lucie counties.

We meet the needs of our constituents through training workshops for all levels of local government employees; technical assistance services; policy conferences, seminars, and training workshops focusing on issues of public interest or concern; and consensus-building programs using a modified version of the American Assembly process.

The John Scott Dailey Florida Institute of Government at FAU

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