

DRAFT

Resourcing CEPD Administration Functions

July 9, 2008

DRAFT

Table of Contents

1. Resourcing Strategy Overview.....	1
2. CEPD Categorized Functions.....	5
3. Approach to Resourcing CEPD Financial Administration Functions.....	10
4. Approach to Resourcing CEPD Clerical Administration Functions.....	11

Appendices

A. Coastal Management Function Job Description Draft.....	12
B. Clerical Administration Function Job Description Draft.....	13
C. Financial Administration Function Job Description Draft.....	16
D. Financial Administration Function Interview Criteria Draft.....	19

DRAFT

1. Resourcing Strategy Overview

Between July 3 and July 6, 2008, CEPD held a number of working sessions focused on resourcing the CEPD functions that were performed by the former CEPD Administrator, Alison Hagerup. Those functions can be categorized as follows:

- **Coastal Management functions** – duties and tasks associated primarily with the CEPD beach renourishment cycle and other projects that center around beach and shoreline erosion management
- **Financial Administration functions** – duties and tasks relative to the maintenance and reporting of the official financial books and records of CEPD
- **Clerical Administration functions** – duties and tasks primarily concerned with clerical administration that supports CEPD business and the CEPD Board of Commissioners
- **Relationship Management functions** – duties and tasks revolving around liaising with parties external to CEPD to ensure effective interfacing on the business of CEPD

The working session participants validated and enhanced the contents of a previously published document that contained the lists of functions comprising each of the categories detailed above (see section 2 of this document, “CEPD Categorized Functions”).

The working session participants then developed the following strategies for resourcing each category of functions:

- **Coastal Management functions** – Outsource this function in its entirety to Coastal Planning & Engineering, since CP&E is so familiar with the process and performs this functions for other beach renourishment projects that don't have dedicated Coastal Management personnel OR outsource this function to a team comprised by a coastal management consultant, such as Lisa Armbruster and CP&E. The Board will discuss both alternatives with CP&E to obtain their input relative to the value that CP&E thinks a coastal management consultant would bring to the performance of this function before deciding upon which alternative to select and a detailed approach to follow to implement that strategy.
- **Financial Administration functions** – The working session participants identified three potential strategies for resourcing these functions:
 - Outsource the functions, and the responsibility for providing oversight, to an Accounting firm
 - Hire one or more contract personnel, with oversight to be provided by CEPD through the External Audit process, to perform these functions (with an option to hire clause in the contract)
 - Hire a CEPD employee to perform these functions

Similar to the approach that will be taken to refine the strategy for resourcing the Coastal Management functions, the approach to refining the resourcing strategy for Financial Administration functions involves proceeding with a recruiting and interviewing initiative for all three resourcing alternatives, then using the results of that initiative to drive the selection of the alternative to be implemented. That approach is described in more detail in section 3 of this

DRAFT

document, "Approach to resourcing CEPD Financial Administration functions".

- **Clerical Administration functions** –As a result of the working sessions, two potential strategies for resourcing the CEPD Clerical Administration functions were identified:
 - Hire a contract personnel resource to perform these functions (with an option to hire clause in the contract)
 - Hire a CEPD employee to perform these functions

Similar to the approach that will be taken to refine the strategy for resourcing the Financial Administration functions, the approach to refining the resourcing strategy for Clerical Administration functions involves proceeding with a recruiting and interviewing initiative for both resourcing alternatives, then using the results of that initiative to drive the selection of the alternative to be implemented. That approach is described in more detail in section 4 of this document, "Approach to resourcing CEPD Clerical Administration functions".

- **Relationship Management functions** – The working session participants parceled out responsibility for performing these functions to the Board Members, the Coastal Management resource, the Financial Administration Resource and the Clerical Administration resource, as detailed in section 2 of this document, "CEPD Categorized Functions".

The appendices of this document include draft job descriptions for the Coastal Management, Financial Administration and Clerical Administration positions. Note that these job descriptions are draft only and need to be reviewed, enhanced and finalized.

In addition, Appendix D contains draft interview criteria, to be employed in the Financial Administration resourcing approach.

DRAFT

2. CEPD Categorized Functions

Coastal Management Functions: Outsource the management and coordination of these functions to either:

1. CP&E
2. CP&E and a Coastal Management Consultant.

In either alternative, Coastal Planning and Engineering will play the same “Engineering Firm” role that they currently play in the performance of these functions.

Tasks that must be performed every year:

- Monitoring
- State Funding 10 year Projections
- County Funding projections

Tasks that must be performed when the beach volume reaches a point that triggers the initiation of the next construction cycle:

- Permitting
- Funding
- Construction Firm Selection
- Construction
- Post Construction Evaluation

Tasks that must be performed periodically:

- Ensure adequate amount of sand borrow areas
- Perform Ad Hoc projects
- If there is an emergency that requires any deviation from projected, normal timelines or expenses, provide emergency response that addresses those requirements

DRAFT

Financial Administration Functions: Resource the functions in this category by:

- Outsourcing those functions, and the responsibility for providing oversight, to an Accounting firm
- Hiring one or more contract personnel, with oversight to be provided by CEPD through the External Audit process, to perform these functions
- Hiring a CEPD employee to perform these functions

Initial Task

- Develop Standard Operating procedures and timing requirements for functions listed below. Review, revise and finalize with Board.

Tasks to be performed on an ongoing basis

- Annual Budget and setting of ad valorem millage
- General Ledger Accounting
- Accounts Payable
 - Loan repayment
 - Petty Cash
 - Credit Card
 - Florida Retirement System
 - Reconciliation to approved scope of work
- Accounts Receivable
 - Ad valorem collection
 - Project funding reimbursements
- Special Assessment Processing
 - Pass through of payment to CEPD by County Tax Collection authorities
 - Refund from County Tax Collection Authorities for cost of processing overcharge
 - Calculation of pay-off amount
- Audit Support
 - Third party auditor hired by CEPD for annual review
 - Funding agencies
- Review of outside support expenses / proposals and presentation of alternatives and recommendations to the Board
- Fiscal Reporting (to the Board)
 - Standard fiscal reports with a “dashboard”
 - Forecasting
 - Reasonableness test reporting
- Sales Tax management
- Cash Management
 - Investing
 - Funds Availability
- Payroll / Payroll tax management
- Evaluation of financial processes and procedures resulting in recommendations as to how to perform CEPD financial functions in the most financially beneficial way to CEPD, using legal mechanisms available to CEPD
- Coastal Management Funding activity support
- Reconciliations

DRAFT

- Monthly Bank account reconciliation
- Funding reimbursement

DRAFT

Clerical Administration Functions: Resource this position with either a contract personnel resource or a CEPD employee.

- Periodic physical beach inspection (note: can we use aerial photos as well?)
- Beach Parking Lot management
 - One time projects – restroom facility
 - Maintenance
 - Meter maintenance
 - Collection
 - Deposits
 - Cleaning of parking lot
- Public Affairs
- E-mail response coordination
- Regular mail response coordination
- Phone call response coordination
- Walk-in response
- Website management
- Board meeting support
 - Agenda
 - Meeting files
 - Minutes
- Beach Clean-up – coordinate clean up of large amount of debris on beach or in water
- Supply purchase
- Opening and closing CEPD office
- General administrative assistance
- Status, progress and performance reporting
 - Detailed status and progress report with “dashboard”
- Master Calendar Maintenance
- Contract negotiation and management
- Legal coordination functions
 - Election Resolution
 - Financial Disclosure by Commissioners
 - Legal review of:
 - Contracts
 - Public communications
 - Public Notices

DRAFT

Relationship Management Functions: Divide the responsibility for maintaining the following relationships among CEPD Board Members, CEPD Coastal Management resource, CEPD Financial Administration Resource and CEPD Clerical Administration resource.

- Coastal Planning and Engineering (CP&E) – Coastal Management Resource, Board Members
- Lee County Natural Resources – Coastal Management Resource, (and Lobbyist)
- FDEP – Coastal Management Resource, CP&E, (and Lobbyist)
- US Army Corps of Engineers – Coastal Management Resource, CP&E
- Economist – Board Members, Financial Administration Resource, CP&E
- Lawyer – Board Members, Administrator, CP&E
- Outside Auditors – Board Members, Financial Administration Resource
- Board of Lee County Commissioners – Board Members, (and Lobbyist)
- Florida Shore and Beach Preservation Association – Coastal Management Resource, Board Members
- Beach Watch – Coastal Management Resource, Board Members
- Congressional reps – Board Members, Coastal Management Resource, (and Lobbyist)
- Coastal Advisory Council – Board Members
- Tourist Development Council (Bed Tax distribution) – Board Members
- Biological Opinion coordination – Coastal Management Resource
- SCCF (Turtle People) – Coastal Management Resource
- Coast Guard – Administrator
- Lee County Sheriff's office – Administrator
- Banks – Financial Administration Resource, Board Members, Treasurer
- SunTrust Bank – Financial Administration Resource
- Relevant Community associations (e.g., Sanibel Natural Resources, Bayou Preservation Association) – Board Members
- Lee County Tax Collectors and Property Appraisal Office – Financial Administration Resource
- Board of Elections – Administrator
- Captiva Residents – Board Members, Administrator
- Captiva Realtors, Attorneys, Title Companies, Rental Agents - Financial Administration Resource

DRAFT

3. Approach to Resourcing CEPD Financial Administration Functions

1. Develop and finalize the Financial Administration resource job description
2. Develop an RFP to use with Accounting Firms, based on the finalized job description
3. Finalize interview criteria
4. Source and interview candidate Accounting Firms
 - a. Identify candidate accounting firms
 - b. Distribute RFP
 - c. Analyze responses
 - d. Refine candidate pool
 - e. Schedule and conduct interviews
 - f. Produce findings report
5. Source and interview contract personnel candidates and employee candidates
 - a. Identify contract personnel firms/individuals
 - b. Develop position requirements for contract personnel (including right to hire requirement)
 - c. Develop Advertisement content for contract personnel and employee recruiting ad (one ad for both types of resourcing – ad will detail that both alternatives are being considered)
 - d. Run Advertisement
 - i. Local newspapers
 - ii. Industry publications
 - iii. FT Meyers TV
 - iv. Internet Sites (e.g. Lee County)
 - e. Contact industry associations and post job with them, if appropriate
 - f. Receive and screen resumes
6. Compare findings, select resource, check references and engage services or hire

DRAFT

4. Approach to Resourcing CEPD Clerical Administration Functions

1. Develop and finalize the Clerical Administration resource job description
2. Develop and finalize interview criteria
3. Source and interview contract personnel candidates and employee candidates
 - a. Identify contract personnel firms/individuals
 - b. Develop position requirements for contract personnel (including right to hire requirement)
 - c. Develop Advertisement content for contract personnel and employee recruiting ad (one ad for both types of resourcing – ad will detail that both alternatives are being considered)
 - d. Run Advertisement
 - i. Local newspapers
 - ii. Industry publications
 - iii. FT Meyers TV
 - iv. Internet Sites (e.g. Lee County)
 - e. Contact industry associations and post job with them, if appropriate
 - f. Receive and screen resumes
4. Compare findings, select resource, check references and engage services or hire

DRAFT

Appendix A: Coastal Management Function Job Description Draft (Drafted by Lisa Armbruster)

Maintains a firm understanding of the state and federal beach management programs as well as the beach nourishment planning, permitting, construction, and monitoring processes, and oversees the entire process. Works hand-and-hand with the CEPD coastal engineering consultant to develop timely and necessary scopes of work related to the beach nourishment project, and understands/tracks what tasks are required as part of the beach nourishment permitting, construction, and monitoring processes. Serves as a liaison between the CEPD and the coastal engineering consultant in order to assist the CEPD in understanding the work and conducts evaluations/negotiations of coastal engineering proposals. Oversees, reviews, and evaluates coastal engineering firms work product and reports. Assists in conveying the coastal engineering firm's work product to the CEPD and in evaluating recommendations resulting from the work. Works hand-and-hand with the coastal engineering consultant during the permitting process to satisfy agency requests and negotiate permit hurdles. Ensures satisfactory completion of all monitoring required by the beach nourishment permit.

With the assistance and input of the coastal engineering consultant, prepares an annual state funding request which includes a long-term plan describing anticipated state cost-share eligible work and budget. Secures awarded state cost-sharing in grant contracts, monitors the status of the contracts, and initiates contract amendments in terms of both work task categories and funding allocations within work task categories. Files quarterly reports and reimbursement requests with the state for all active state grant contracts. Maintains a detailed accounting record of grant contract tasks, invoices paid, and the funding remaining in existing grant contracts. Also with the assistance and input of the coastal engineering consultant, determines when to initiate, prepares, and coordinates a federal funding request. Assists the CEPD with the Project Cooperation Agreement process required for federal participation in the construction of a beach nourishment project. Maintains a detailed accounting record of secured federal funding.

During beach nourishment project construction, serves as the overall project manager. Coordinates all construction activities with the contractor, the USACE, the FDEP, the coastal engineering consultant, the CEPD, and the public; generally oversees the project construction. Assists the CEPD in educating and familiarizing the homeowners and tourists with the beach nourishment project and the project construction schedule.

Coordinates and assists the CEPD Board with the apportionment process for the local share of funding for beach nourishment projects. Communicates closely with the CEPD Board on all beach management activities and issues. Prepares and presents contracts, grants, resolutions, and any other beach management items that require CEPD Board action and approval, or discussion, and maintains records of meeting actions. Conducts periodic and immediate post-storm beach inspections, remains familiar with the general beach conditions, and articulates beach storm damage assessments quickly to the CEPD, state and federal agencies, and the public.

DRAFT

Appendix B: Clerical Administration Function Job Description Draft

Job Title: Administrator

Organization Scope / Background:

The Captiva Erosion Prevention District (CEPD) is a governmental body created by special act of the Florida Legislature. Its mandate is to handle erosion-related problems on Captiva Island. CEPD is reorganizing the way it resources CEPD administrative functions. Those administrative functions can be categorized as:

- Relationship Management functions
- Clerical Administration functions
- Financial Administration functions
- Coastal Management functions

CEPD seeks a qualified individual to work on a _____ basis to perform the CEPD Clerical Administration functions and those Relationship Management functions necessary for the successful performance of the CEPD Clerical Administration functions, as described below.

Roles and Responsibilities:

Reporting to, and taking direction from, the CEPD Board of Directors, the Administrator will be responsible for performing the following functions according to standard operating procedures developed and approved by the CEPD Board of Directors:

- Conducting a Bi-monthly physical beach inspection and publishing a report of the findings and conclusions of that inspection
- Managing the CEPD Beach Parking Lot facility
 - Ensuring the successful completion of one time projects such as the establishment of a restroom facility
 - Maintaining the parking lot
 - Ensuring that the meters are in proper working order and coordinating meter maintenance, repair and replacement
 - Collecting money deposited in meters on a regular basis
 - Depositing the money collected from the meters in the bank
 - Managing the cleaning of the parking lot
- Managing / providing responses to E-mail received
- Managing / providing responses to regular mail received
- Managing / providing responses to phone calls received
- Coordinating updates to the CEPD Website with the CEPD webmaster
- Providing Board meeting support
 - Developing and distributing Agenda
 - Copying and distributing Meeting files

DRAFT

- Taking and distributing Minutes
- Coordinating clean up of large amount of debris on beach or in water around Captiva Island
- Purchasing CEPD supplies
- Opening and closing CEPD office
- Providing general administrative assistance to CEPD Board Members or other personnel designated by the CEPD Board
- Reporting Status on a weekly basis
- Coordinating Legal functions, such as:
 - Timely production of Election Resolutions
 - Timely submission of Financial Disclosures by Commissioners
 - Legal review by CEPD Attorney of:
 - Contracts
 - Public communications
 - Placing Public Notices

Qualifications / Hiring Requirements:

Skill set

- Excellent written and oral communication skills
- Excellent presentation skills
- Excellent skills at working with the general public
- Excellent office management and administration skills
- Ability to work in a self-motivated manner within parameters agreed upon with the CEPD Board of Directors and according to standard, documented operating procedures
- Ability to provide general administrative support to multiple personnel
- Ability to scope, plan and execute small scale projects such as beach clean-up or dune plantings
- Ability to address ad-hoc requests successfully
- Ability to administer parking meter collection, deposit and reporting functions
- Excellent computer skills, including word processing, spreadsheet processing, presentation software, internet facility, project management software, e-mail, digital document management and electronic calendaring

Experience

- A minimum of five years recent experience that demonstrates progressively increasing responsibilities in office administration and management
- A minimum of 2 years recent experience that demonstrates responsibility in handling and reporting on cash transactions

DRAFT

- A minimum of 2 years recent experience in successful small scale project management
- Some exposure to the Coastal Management industry

Education

- Bachelor's Degree or equivalent experience

Compensation Range:

DRAFT

Appendix C: Financial Administration Function Job Description Draft

Job Title: Financial Administrator

Organization Scope / Background:

The Captiva Erosion Prevention District (CEPD) is a governmental body created by special act of the Florida Legislature. Its mandate is to handle erosion-related problems on Captiva Island. CEPD is reorganizing the way it resources CEPD administrative functions. Those administrative functions can be categorized as:

- Relationship Management functions
- Clerical Administration functions
- Financial Administration functions
- Coastal Management functions

CEPD seeks a qualified resource to work on a _____ basis to perform the CEPD Financial Administration functions and those Relationship Management functions necessary for the successful performance of the CEPD Financial Administration functions, as described below.

Roles and Responsibilities:

Reporting to, and taking direction from, the CEPD Board of Directors, the Financial Administrator will be responsible for performing the following functions according to standard operating procedures and schedules approved by the CEPD Board of Directors:

- Develop and maintain CEPD Board approved operating procedures and schedules for performing CEPD Financial Administration Functions
 - Ensure that CEPD financial procedures take advantage of available mechanisms and strategies to ensure that they are conducted in the most financially beneficial way to CEPD
- Develop CEPD annual Capital Projects and Ad Valorum budgets
 - Establish the ad valorum millage rate
- Maintain the CEPD General Ledger
- Process CEPD Accounts Receivable transactions, including:
 - Payments from CEPD beach renourishment project funding sources
 - Ad valorum assessment collection
 - Special assessment collection
 - Calculation of payoffs for property owners
 - Lump sum special assessment collection from property owners

DRAFT

- 7 year amortized special assessment collection through Lee County Tax Authorities
- Process CEPD Accounts Payable transactions
 - Loan repayments
 - Petty Cash
 - CEPD Credit Card
 - Florida Retirement System
 - Sales Tax
- Forecast funds availability requirements and ensure they are fulfilled
- Review proposed and ongoing expenditures and present alternatives and recommendations to the CEPD Board
- Provide support and information, as required, to 3rd Party Auditors in their performance of an annual audit
- Provide support and information to CEPD Coastal Management resources for:
 - Funding acquisition activities
 - Audit activities by project funding sources
- Manage payroll / payroll tax processing
- Perform reconciliation of monthly bank statements
- Perform Cash Management activities and provide the CEPD Board with Cash Management reports and recommendations relative to:
 - CEPD Investments
 - Funds Availability
- Provide a “to be agreed upon” set of monthly, quarterly and annual standard fiscal reports to the CEPD Board of Directors, including but not limited to:
 - Balance Sheet reporting
 - Cash Flow analysis
 - Budget vs. Actual reporting
 - Forecasting reports
 - Performance reports
 - “Reasonability test” reports
 - Financial “Dashboard” reporting
- Provide ad-hoc fiscal reports to the CEPD Board of Directors, as requested
- Maintain working relationships with CEPD’s financial institutions, the CEPD Economist, the Lee County Tax Collectors and Property Appraisal Office, and Captiva Realtors.

DRAFT

Qualifications / Hiring Requirements:

Skill set

- Certified Public Accountant oversight of all functions
- Knowledge of generally accepted accounting practices
- Knowledge of government accounting requirements and practices
- Ability to work in a self-directed manner within parameters agreed upon with the CEPD Board of Directors and according to standard, documented operating procedures
- Excellent communication and interfacing skills

Experience

- Demonstrated success in providing all of the financial services listed above to more than one small organization for at least a five year period
- Some exposure to providing financial services to government agencies preferred, but not necessary
- References from three current clients
- References from one former client

Compensation Range:

- To be proposed by candidates

DRAFT

Appendix D: Financial Administration Interview Criteria Draft

<u>Critical</u>	<u>Important</u>	<u>Nice to Have</u>
Recent demonstrated success in performing General Accounting Functions: <ul style="list-style-type: none"> - GL maintenance - AP / AR - Standard Fiscal Reporting - Reconciliation and Proof 	Ability to provide decision support, as requested	Exposure to special assessment processing
Experience (comfort and facility with) Excel and some PC based GL software	General professional office skills	Quikbooks experience / training
Adequate commitment to CEPD	Experience fulfilling compliance requirements	COA establishment and maintenance
Able to be bonded		Government accounting experience
Professional oral and written communication skills		Experience with sunshine laws
Ability to work effectively as part of a team		
Self motivated /self directed, loyal, professional		
GAAP knowledge		
Results / deliverables oriented		
Associates degree or equivalent in Accounting		