

City of Punta Gorda Online Application

Drumm, James - AppNo: 3136

Date Submitted: 3/26/2020

Personal Data

Name: James D Drumm
(First) (Middle Initial) (Last)
Other name(s) under which transcripts, certificates, and former applications may be listed:
Other: James D Drumm
(First) (Middle Initial) (Last)
Email Address: jdrumm825@aol.com

Postal Address

Permanent Address		Present Address	
Number & Street:	1112 Union St	Number & Street:	
Apt. Number:		Apt. Number:	
City:	Brunswick	City:	
State/Province:	GA	State/Province:	
Zip/Postal Code:	31520	Zip/Postal Code:	
Country:	United States of America	Country:	
Daytime Phone:	(352) 226-6533	Phone Number:	
Home/Cell Phone:	(352) 226-6533		

Employment Desired

Closed Vacancy Desired:		Date Last Submitted	Experience in Similar Positions
JobID: 480	Council Appointed: City Manager at City of Punta Gorda, Florida	3/26/2020	26 years

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Veterans Preference

* Are you claiming Veterans Preference?

NO

The state and its political subdivisions shall give preference in appointment and retention in positions of employment to:

**Disabled veterans who have served on active duty in any branch of the United States Armed Forces, have received an honorable discharge, and have established the present existence of a service-connected disability that is compensable under public laws administered by the United States Department of Veterans Affairs; OR

-

**Disabled veterans who are receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the United States Department of Veterans Affairs and the United States Department of Defense.

-

**The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment; OR,

-

**The spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power.

-

**A veteran who has served on active duty at least one day during a war-time period, and separated with an honorable discharge.

-

**The un-remarried widow or widower of a veteran who died of a service-connected disability.

-

**A veteran in receipt of any Armed Forces Expeditionary Medal.

-

Branch of Service

Date of Entry

Date of Discharge

Please upload a copy of the DD214 and any other documentation you received when you separated from service that substantiates your claim for Veterans Preference.

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Basic Information - All applicants

* Have you ever been employed with the City of Punta Gorda before?

NO

If Yes, give date(s) and position(s)

* Do you have any friends or relatives that work for the City of Punta Gorda?

NO

If Yes, state name(s), relationship(s), and department(s)

* Are you currently employed?

NO

* Are you currently on lay-off from employment and subject to re-call?

NO

* Are you eligible to work in this country? Proof of citizenship or immigration status will be required upon employment

NO

* Date available to begin work

04/14/2020

* Desired Salary Range?

\$135,000

* Shift?

1 (Morning)

2 (Afternoon/Evening)

* Type of Employment?

Full Time

* If required, can you travel?

YES

* Are you currently under contract with another employer?

NO

If you answered "Yes" to the question above, please name the employer.

If you answered "Yes" to the question above, when does the contract expire?

When may we contact your present employer?

Have you ever failed to be rehired, been asked to resign a position, resigned to avoid termination, or been involuntarily terminated (dismissed, not laid off) from employment?

YES

If you answered "Yes" to the question above, please explain.

In my my most recent position (Brunswick GA) I was actively looking for a position in Florida. It did unfortunately receive much press coverage in Brunswick. My City Commissioners suggested that if I wish to continue seeking a position in Florida then I should consider resigning. I did wish to continue seeking a position in Florida, so it was a mutual decision that I would resign, with appropriate notice. My contract 60 day notice was a problem in me securing a city manager job in July of 2019. That was one of my factors in the decision to resign. The public coverage of the job searches was problematic for Commissioners. So resignation also ended the instability for Commissioners in whether the City Manager was leaving or was he staying.

* Do you have a valid Florida driver's license?

No

* Do you have a Commercial Driver's License (CDL)?

No

If you have a CDL, what class is it?

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Education

Please tell us about your educational background beginning with the most recent.

Highest Degree Attained: MA/MS/etc.

Colleges, Universities and Technical Schools Attended:

Name and location	Dates Attended: From - To	Major area of study	Degree	Date Conferred or Expected	Graduated
University of Florida	06/1981 06/1985	Political Science/Public Adm.	Bachelors	06/1985	Yes
University of South Florida	01/1986 05/1988	Public Administration	Masters	06/1988	Yes

List honors, awards or distinctions you have earned:

Lake Alfred Man of the Year, C of C, 1998
 Credentialed City Manager, ICMA, 2005-present
 Community Sustainability Award, ICMA, 2009

Experience

Starting with your present or last job, please give your employment history for the last ten (10) years. Include any job-related military service assignments and volunteer activities. You may exclude organizations that indicate race, color, religion, gender, national origin, disabilities, or other protected status.

Current or Most Recent Position		Employer Contact Information			
City of Brunswick City Manager		601 Gloucester St Brunswick, GA 31520 United States of America 912-267-5500			
Date From - Date To:	08/2015 - 01/2020	Full or Part Time:	Full	Last Annual Salary:	\$96,100
Reason(s) for Leaving:	Resigned to actively seek new position in local government				
May we contact this employer?	Yes				
Responsibilities and Accomplishments at this Position	Chief administrative officer. Responsible for leading, coordinating and supervising department directors and key leadership staff. Working with elected leaders to develop organizational goals, objectives, and municipal policy/legislation. Prepared, recommended, and managed annual budget. Evaluated programs and potential funding sources to improve organizational operations for the city. Created a Land Bank jointly with the County Commission to address blighted properties in both jurisdictions. Actively searched and received grant funding for community programs and improvements. Created stormwater utility to address community flooding issues. Worked with State and Federal Government for FEMA funding for hurricane recovery costs.				

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Experience Continued

Previous Position Held		Employer Contact Information			
City of Zephyrhills City Manager		5335 8th Street Zephyrhills, FL 33540 United States of America 813-780-0009			
Date From - Date To:	05/2011 - 04/2014	Full or Part Time:	Full	Last Annual Salary:	\$97,400
Reason(s) for Leaving:	Resigned. I did not have 4/5 vote to renew contract. 2 Councilman wanted to rehire retired city Mgr.				
May we contact this employer?	Yes				
Responsibilities and Accomplishments at this Position	Chief administrative officer. Responsible for leading, coordinating and supervising department directors and key leadership staff. Working with elected leaders to develop organizational goals, objectives, and municipal policy/legislation. Prepared, recommended, and managed annual budget. Evaluated programs and potential funding sources to improve organizational operations for the city. Developed and managed capital improvement projects including airport runway expansion, new library, and fire station re-model. Expanded utility capacity for new growth expected in annexation areas. Actively searched and received grant funding for community programs and improvements.				

Previous Position Held		Employer Contact Information			
City of High Springs City Manager		110 First Avenue High Springs, FL 34642 United States of America 386-454-1416			
Date From - Date To:	03/2004 - 10/2010	Full or Part Time:	Full	Last Annual Salary:	\$87,200
Reason(s) for Leaving:	Resigned due to political shift of the City Commission				
May we contact this employer?	Yes				
Responsibilities and Accomplishments at this Position	Chief administrative officer. Responsible for leading, coordinating and supervising department directors and key leadership staff. Working with elected leaders to develop organizational goals, objectives, and municipal policy/legislation. Prepared, recommended, and managed annual budget. Evaluated programs and potential funding sources to improve organizational operations for the city. Actively worked with community planning and development in a high growth community. Developed parks and sports facilities. Expanded water and sewer utilities. Actively searched and received grant funding for community programs and improvements.				

Previous Position Held		Employer Contact Information			
Municipal Management/Planning Consulting-self employed Management/Planning Consultant		475 East Haines Blvd. Lake Alfred, FL 33850 United States of America 863-956-0785			
Date From - Date To:	03/2002 - 03/2004	Full or Part Time:	Full	Last Annual Salary:	\$56,000 (varied
Reason(s) for Leaving:	closed business to accept city manager position with High Springs				
May we contact this employer?	Yes				
Responsibilities and Accomplishments at this Position	Conducted management studies; conducted personnel policy studies and wrote policy; wrote grants; and managed capital projects for client cities. Served as contract City Planner (2 cities). Also served as interim Asst. City Manager.				

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Experience Continued

Previous Position Held		Employer Contact Information			
City of Lake Alfred City Manager		155 E. Pomelo Street Lake Alfred, FL 33850 United States of America 863-291-5270			
Date From - Date To:	05/1993 - 12/2001	Full or Part Time:	Full	Last Annual Salary:	\$56,200
Reason(s) for Leaving:	Resignation. Election removed Commission majority from pro-growth to anti-growth.				
May we contact this employer?	Yes				
Responsibilities and Accomplishments at this Position	Chief administrative officer. Responsible for leading, coordinating and supervising department directors and key leadership staff. Working with elected leaders to develop organizational goals, objectives, and municipal policy/legislation. Prepared, recommended, and managed annual budget. Evaluated programs and potential funding sources to improve organizational operations for the City. Created a stormwater utility to address flooding issues. Served as HR. Director, City Planner and Purchasing Agent. Actively searched and received grant funding for community programs and improvements. Developed parks and city infrastructure for growth. Annexed land to increase the city to 3x the previous size.				

Language and Translation Skills

* Do you know any language other than English?

Yes

IF YOU INDICATED "YES" ABOVE, PLEASE INDICATE YOUR OVERALL PROFICIENCY BELOW FOR THE LANGUAGE SPECIFIED.

Definitions of proficiency:

- * Beginner Level: You are basically a student of the language and enjoy working with it. You cannot be depended on to apply this language reliably in a real world situation.
- * Business Level: You are experienced enough with the language to conduct business in it. You are able to engage a native speaker of this language without offending them. You are able to take instructions in this language and carry them out without error.
- * Fluent Level: You are fully versed in this language, speaking, reading and writing it as well as a native speaker. You can keep up with a fast-paced dialogue between two native speakers of this language.

SPANISH

FRENCH

CREOLE

OTHER

Specify which language(s) other than those above in which you are proficient at a Business Level or Fluent Level.

Beginner Level

In order to qualify for language translation premium, an employee must be able to communicate at the Business or Fluent Level.

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Professional References

	Reference 1 of 5	Reference 2 of 5
Name:	Randall Reid	Consuella Barbour
Current Position:	ICMA Southeast Director	Town Manager
Best Contact Number	202-962-3502	540-793-1446
Mailing Address:	777 North Capitol Street NE, Suite 500 Washington, DC 20002	3820 40th Ave. Cottage City, MD 20722
Email:	rreid@icma.org	townmanager@cottagecitymd.gov
Relationship to Candidate:	colleague, Mr. Reid was Alachua County Administrator (FL)	served as my Asst. City Manager, Brunswick, GA
Years Known:	16	3.5
	Reference 3 of 5	Reference 4 of 5
Name:	Jenny Parham	Jerry Spencer
Current Position:	City Clerk	Landscape Architect
Best Contact Number	386-454-1416	912-265-5337
Mailing Address:	110 NW First Ave High Springs, FL 32643	707 Dartmouth Street Brunswick, GA 31520
Email:	jparham@highsprings.us	jerryspencer707@yahoo.com
Relationship to Candidate:	served together at the City of High Springs	citizen-worked with non-profit on historic preservation of squares
Years Known:	16	5
	Reference 5 of 5	
Name:	John Lewis	
Current Position:	County Administrator	
Best Contact Number	941-861-5000	
Mailing Address:	1660 Ringling Blvd. Sarasota, FL 34236	
Email:	countyadministrator@scgov.net	
Relationship to Candidate:	colleague, former fellow board member of FCCMA	
Years Known:	20	

City Manager Supplemental Questionnaire

1. How would you describe the relationship between an elected City Council and their appointed City Manager (chief executive)? Describe your experience(s) in managing that relationship. If your experience does not reflect a direct superior/subordinate relationship with elected officials, please describe your perception of this dynamic, and how you would go about ensuring that the relationship is positive and successful.
 2. What is your experience with open records laws, or as is colloquially known in Florida as "Sunshine" law? If you are not from Florida, please describe the standard for open records in the state(s) where you have served, and any challenges you may have had in complying with such laws.
 3. Please describe your experience(s) in dealing with the following agencies, the circumstances that drove your involvement with them, and the level of success you achieved in working with them:
 - FEMA
 - State regulatory agencies (please identify)
 4. The City of Punta Gorda's current City Manager has been in place for approximately 15 years. His group of direct reports has been stable, and has been in place for a minimum of two years, with several having served ten or more years. Describe the challenges you foresee with taking the place of the retiring City Manager and how you will approach this process.
 5. Please evaluate the following leadership traits, and determine which is most important to you. Why did you choose that characteristic? Describe a situation from your past that may have led you to feel this way.
 - Strong management skills and ability to develop, lead, and nurture high performance and a professional atmosphere.
 - Excellent writing and communication skills (including interpersonal communication).
 - Highly collaborative, organized, and efficient. Strong work ethic and demonstrated conflict resolution skills.
 - Strategic thinker and planner, problem solver, and ability to lead the council and staff in ongoing strategic planning and implementation efforts.
 6. As a coastal community, the City of Punta Gorda has been exposed to natural disasters over the past fifteen years, resulting in catastrophic damage to buildings and infrastructure throughout the community. What is your experience with emergency preparedness and recovery? If you do not have a natural disaster to use as a point of reference, you may use an organizational, public safety, or political crisis with which you had to deal. Please describe the actions you took, before (if applicable), during, and after the emergency, and the level to which you were successful.
 7. The City of Punta Gorda is currently engaged in a citizen-driven initiative focused on defining what the community and its leadership want the City to be, over the next several years, in terms of character, culture, and livability. A term that frequently is a focal point in the conversation is "managed growth." Explain what this means to you. What is your experience with respect to citizen master planning efforts, and how did you "manage growth?" To what level do you think your efforts were successful?
- Please click on the link that follows to upload the file(s) containing your responses to the questions.

[City Manger Questionnaire.docx](#)

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City Manager Job Description

Click the following link and read the file.

* Are you a member of the ICMA?

Yes
Yes

If you are a member of the ICMA, do you hold the ICMA Credentialed Manager designation?

Yes
Yes

If you hold the ICMA Credentialed Manager designation, please upload the document(s) you received from the ICMA certifying that you are credentialed.

[Drumm ICMA Credential.pdf](#)

By clicking on the link below, I certify that I meet, or exceed all the minimum requirements as a candidate for this position. I also certify that all the information I have provided in this section is accurate and truthful.

X	Signed: James D. Drumm Stamped: 3/25/2020 3:26:34 PM; 67.187.51.137; Applicant - #3136 - James Drumm;
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Drug Free and Certification

The City's Drug-Free Workplace Policy is aimed at ensuring '0' tolerance to illegal drugs at all times and its alcohol-free policy to '0' tolerance under circumstances that affect or might affect the safety and well being of employees, citizens, and others, or the effective operation of City business.

Unless the law requires otherwise, the City will not hire an applicant who uses, possesses, sells, distributes or cultivates illegal controlled substances or has an alcohol-related problem that the City believes will or may adversely affect the efficient operation of City business. To the extent allowed by applicable law, the City, at its option, may require successful completion of one(1) or more drug screening tests as a condition of employment. Whenever applicants for employment are to be test for the presence of illegal controlled substances, they shall be informed of the test in advance and in writing.

By completing this application, the applicant certifies that he/she has received advance, written notification of testing for illegal, controlled substances.

I Certify that the answers given herein are true and complete. If I am employed, I understand that false or misleading information given in my application or interview(s) may result in discharge.

I understand, also, that I am required to abide by all rules and regulations of the City of Punta Gorda, and that my employment relationship with the City is 'at will,' which means that I may resign at any time and the City may discharge me at any time with or without cause. This 'at will' relationship may not be changed or modified for any reason unless specifically acknowledged in writing by an authorized executive of the organization.

I understand that this employment application becomes the sole property of the City of Punta Gorda, is a public record, and may be inspected by any member of the public for any reason.

Electronic Signature

X	Signed: James D. Drumm Stamped: 3/25/2020 2:31:48 PM; 67.187.51.137; Applicant - #3136 - James Drumm;
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Release to Gather Credit Information

AUTHORIZATION FOR RELEASE OF CREDIT/PERSONAL BACKGROUND INFORMATION

I, the undersigned, hereby authorize any and all financial institutions, credit bureaus, credit processing companies or other credit assembling entities to provide a consumer report and documentation of my current credit status to the City of Punta Gorda for employment purposes. I also authorize the City of Punta Gorda to conduct a background check through access to law enforcement databases, including the National Criminal Information Center (NCIC) and Florida Criminal Information Center (FCIC). Because this authorization is used for pre-employment purposes, I, the undersigned, also grant permission for criminal records (including felony and misdemeanor records), motor vehicle records, and employment records, including worker's compensation investigations, medical records, and education backgrounds to be released to the City of Punta Gorda.

I authorize this release of information solely for the purpose of obtaining employment with the City of Punta Gorda and may only be used within the context of this employment application. I understand that all information obtained by the City from this credit/personal background check will be held in confidence by the City of Punta Gorda. This information will not be released to any other persons or organizations without my express written permission to do so, unless otherwise specified or permitted by applicable ordinance, statute, or law.

* Print Name:

James D. Drumm

* Present Street Address/Apt. No:

1112 Union Street

* City:

Brunswick

* State:

GA

* Zip Code:

31520

Signature:

X	Signed: James D. Drumm Stamped: 3/25/2020 2:33:01 PM; 67.187.51.137; Applicant - #3136 - James Drumm;
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* Date:

03/25/2020

City of Punta Gorda Online Application

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Legal Disclosures

* Are you eligible to work in the United States?

Yes

Have you ever been convicted of a felony or other non-traffic related crime?

No

If yes, explain, giving dates:

Please Note: A conviction will not necessarily bar you from employment. Facts, such as date of occurrence and rehabilitation will be considered. This information will be used only for job-related purposes and only to the extent permitted by applicable law.

Equal Opportunity Employer

City of Punta Gorda is an Equal Opportunity Employer. City of Punta Gorda ensures equal employment opportunities regardless of race, creed, gender, color, national origin, religion, age, sexual orientation, disability, or any other legally protected status.

Are you able to perform all the essential job functions of the position(s) for which you are applying, with or without reasonable accommodation?

YES

If you answered "No" to the question above, please list any reasonable accommodations that may be necessary to enable your to perform the essential job functions:

Applicant's Acknowledgment and Agreement

I hereby certify that all of the facts and information listed on this employment application are true and complete. I understand that any false, incomplete or misleading information given by me on this application is sufficient cause for rejection of this application. I also understand and agree that any such false, incomplete, or misleading information discovered on this application at any time after I am employed by the City may result in dismissal.

I hereby authorize the City of Punta Gorda to investigate all statements contained in this application, to interview the references and previous employers listed in this application. I authorize the references and previous employers listed to give the City all facts, opinions, and evaluations concerning my previous employment and any other information they may have, personal or otherwise, and release all such parties from any liability which may allegedly arise from furnishing such information the City, including, but not limited to, any liability for defamation or invasion of privacy. If I am selected for employment, I understand that the selection will be conditioned upon satisfactory results of a background investigation.

I understand, also, that I am required to abide by all rules and regulations of the City of Punta Gorda, and that my employment relationship with the City is "at will," which means that I may resign at any time and the City may discharge me at any time with or without cause. This "at will" relationship may not be changed or modified for any reason unless specifically acknowledged in writing by an authorized executive of the organization.

I understand that this employment application becomes the sole property of the City of Punta Gorda; it is a public record, and may be inspected by any member of the public for any reason.

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I, James Drumm, agree to all of the terms above.

X	Signed: James D. Drumm Stamped: 3/25/2020 2:34:31 PM; 67.187.51.137; Applicant - #3136 - James Drumm;
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Referrals

How did you hear about employment with us?

Other	Other: ICMA web site	
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DIRECTOR and MANAGER SUPPLEMENTAL INFORMATION

* Name of Company or Organization:	City of Brunswick
* Address:	601 Gloucester St
* City:	Brunswick
* State:	Georgia
* Zip:	31520
* Job Title/Position Last Held:	City Manager
* Highest Annual Salary:	\$96,100

To whom do/did you report. If it was not an individual, but a Board or Committee, please state the name of the Board or Committee, and how it was organized:

City Commission. Elected body of 5 members. Staggered four year terms. Directly elected Mayor, and two members from each of the two Wards (North and South).

* What was the largest budget you administered?	\$46 million
* Total number of paid employees:	200+

Describe the primary activities in which your organization was engaged, and the role of your work unit within the organization.

Municipal government. Served as Chief Administrative officer. Police; Fire; Public Works and Engineering; Planning Development and Codes; Neighborhood and Community Services; Human Resources, and Finance.

If you are currently employed by this organization, what is your reason for leaving? If you have already left this employer, why did you leave?

I sought positions in Florida. It had much press coverage. Commissioners asked that if I wish to continue seeking a position in Florida, then I should resign. I wished to continue seeking a position. I resigned. It also removed contract obligations.

Name of Company or Organization:	City of Zephyrhills
Address:	5335 8th Street
City:	Zephyrhills
State:	FL
Zip:	33540
Job Title/Position Last Held:	City Manager
Highest Annual Salary:	\$97,400

To whom do/did you report. If it was not an individual, but a Board or Committee, please state the name of the Board or Committee, and how it was organized:

City Council. Elected body of 5 voting members. Mayor (6th member) was directly elected and the office had not vote, but could participate in discussion. Council members elected City wide. They select Council President and Vice President annually.

What was the largest budget you administered?	\$62 million
Total number of paid employees:	180-160 (reduced)

Describe the primary activities in which your organization was engaged, and the role of your work unit within the organization.

Municipal government. Served as Chief Administrative officer. Police; Fire/Rescue; Public Works; Utilities, Planning, Building/Code Enforcement; Municipal Airport; Administrative Services, Library and Finance.

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DIRECTOR and MANAGER SUPPLEMENTAL INFORMATION continued

If you are currently employed by this organization, what is your reason for leaving? If you have already left this employer, why did you leave?

I resigned to avoid political division in City. I did not have 4/5 vote (Charter requirement) to renew contract. Retired city manager (20+ years) actively sought his old job. Two council members(close friends)supported his reinstatement.

To add employers in your application submittal, please click on the following link and provide that information as an uploaded attachment. Please ensure that all information required above is provided in the uploaded file(s).

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City Manager Supplemental Questionnaire—James D. Drumm

1. In the Council-Manager form of government, the City Manager is the chief administrative/executive officer. He or she leads staff, manages daily operations, ensures compliance with policy and advances the city's recognized goals. The City Council is the legislative body that brings diverse thoughts and opinions together for development of policies and the larger organizational goals for the City. The City Council has oversight duties through the annual audit, policy development and budget authority. The Manager is hired by Council and is accountable to the Council as a body, however he or she has specific expertise, and also acts as an advisor to Council. I believe the Manager and Council work collaboratively to address the needs of the community and to advance the goals as determined by the Council (with collaborative input from knowledgeable staff). The Manager supports Council efforts legislatively at the State/Federal level and assists the Mayor and Council as needed with these projects. The relationship is successful when both the Manager and Council are open to communication and the sharing of ideas. I believe that the Manager cannot take sides on issues that have many possible outcomes and that have become political. I have many times helped two Council members research two sides of an issue and let them attempt to win over their fellow Council members. I have always kept Council regularly informed of progress on City projects and initiatives. I also make sure they are equally informed of emergency issues that may arise in the Press, prior to the Press contacting them, so to keep them updated and knowledgeable. Through the years I have used many types of communication and have found that Council members have preferred ways of communication (phone, in-person, written, -email, text, etc.). In recent years I have used more of email to make sure the message gets to everyone timely and then will discuss the issues personally in greater detail.
2. Having served most of my career as a Florida City Manager, I am very familiar with the Florida Sunshine laws as they relate to open records and meetings. I am also familiar with the exemptions and the time frame public officials have to produce records to the public upon being requested. I have not had any serious challenges on compliance with these regulations. I once did have a request for records that did not exist, and the individual wanted research done on the topic they were interested in, but since the document did not exist, the City was not obligated by law to conduct research and create documents at the request of the public.
3. I have worked with several State and Federal agencies. I have worked with FEMA in regards to obtaining preparation and recovery funding involving Hurricanes Frances, Jeanne, Matthew, and Irma. The process has changed over the years and has always very bureaucratic and involves much perseverance to receive the maximum funding possible. Detailed information and good documentation is important. My staff and I have always received maximum funding. We also have used mitigation funding after Hurricane Irma to buy properties that repeatedly flooded (still in 3 year process). We also were able to

get an award of additional CDBG-DR(Disaster Recovery) funds for community housing repairs not eligible through FEMA. Additionally, I have worked with the former Florida Department of Community Affairs (and it's replacement DEO) regarding comprehensive planning, development regulations, and economic development projects. I worked with the Florida and Georgia DOT on planning and development of State road projects, trails, aviation development and road beautification projects. I have worked with the Florida DER and the US EPA on environmental issues (brownfields, wetlands, surface water quality) and on Potable Water, Wastewater and stormwater projects. I have worked with the Florida Historic Preservation officials (Dept. of State) and the US Dept. of Interior on historic preservation projects and the declaration of historic districts. I coordinated with the FDLE on law enforcement requirements (primarily 911 system) and grant opportunities. I coordinated with the Florida Department of Forestry on wild fire emergencies and on fire equipment acquisitions. I coordinated with the Florida Department of State on Election requirements to assist the County Supervisor in the supervision of municipal elections. I have also worked less frequently with other agencies including the Department of Health, Dept. of Elder Affairs, Dept. of Agriculture and Consumer Services, and the Auditor General. I have a good understanding of the State of Florida government structure and its operations.

4. I have twice in my career replaced a city manager that had retired. Staff tends to be afraid of change. There may be a different leadership style. I have a strong knowledge of department operations, but I certainly respect the professional experience of the Directors. I believe in communication and will meet with them as a group regularly. I will also meet with them individually about their Department operations also. I don't believe that the new Manager needs to come in and change everything. There may be a strong team in place with good procedures and policies. I learn how things are done over the first few months and evaluate processes and procedures. I may then see need for changes and updates, but again I do not change things just for my preferences. I have often found some Directors have been wanting to explore changes with a new City Manager and felt that they were being held back by the previous management because of the group comfort level of the existing policies. Every community is different and I will reach out to the Directors and key management staff and engage them with the question of "why do we do this process this way?". Sometimes the answer is, because we always have. I believe staff should always look to improve the process and efficiency of government. Sometimes we come up with a better plan or policy and sometimes we confirm the way it is being done is the best way. In the community my challenge is getting out and meeting as many business owners, citizens groups and residents as I can. Replacing a long term City Manger is difficult, because they have the advantage of meeting and knowing so many people over the years.
5. I believe all the traits listed are valuable for a successful City Manager. Which traits are most important may likely depend where your organization is at and what needs most to be addressed. One must be flexible and be able to change direction as needed and

problem solve. I am a problem solver. This current COVID 19 crisis shows us that with all the plans on the table may have to be put aside as we address the latest crisis at hand. So, with that said, I would have to say my choice of the groups of traits listed, would be Strategic thinker and planner, problem solver, and ability to lead the Council and staff in ongoing strategic planning and implementation efforts. Strong management skills and performance measurement can be effective, but we can be stronger and more effective in implementation as we lead our professional staff in achieving our goals. I would use an example from High Springs, FL, where I used the City Commission's draft goals and objectives and held department meetings explaining them to all City staff member to gain buy in. I encouraged questions and comments and was able to get good feedback by including them in the process. They did not want to attend Commission meetings, but they were pleased to be considered. Upon adoption, this made the City's mission more clear and effective to lead, when there was staff understanding and inclusion. It is easier to lead an organization than to push it.

6. I have had much experience in preparation and recovery in natural disasters. I have worked with neighboring cities and the County Emergency Management team in preparation for hurricanes and tropical storms in Polk, Pasco and Alachua Counties in Florida and in Glynn County in Georgia. They include, Erin, Charlie, Frances, Jeanne, Hermine, Matthew, Irma, and Michael. This involved, evacuations of in vulnerable areas, stationing appropriate staff and placing resources in order to respond to public needs before, during and after the storm event. I have also worked with the State and FEMA in recovery efforts and funding on the storms that caused significant damage resulting in a declaration by the President. This involved also providing community meetings to provide information to the public of how to get FEMA and SBA funding to address their damage and impacts. Additionally, I have had heavy rain events cause temporary flooding of rivers causing road closures. This involved blocking appropriate streets in advance and working toward mitigation projects to improve stormwater retention in these areas. I have had chemical fires from a pool supply store and on a separate date a fertilizer plant, that caused the need to evacuate neighborhoods and to set up emergency shelters. I also worked with City, County and State officials to address the wild fires in the late 1990s. This involved coordination with City Fire Rescue Services with State Forestry officials and the re-routing of Interstate Highway 4 into our City. Though we did see some damage in these events, the preparation and response for them lessened the potential impact of the storm. We had a great success rate in reaching maximum funding for recovery.
7. It is an important discussion for a Community to have when determining how to implement "Managed Growth". I have been in communities in Florida that have seen rapid growth and the fear of the current residents is that the City will grow too quickly and not be sustainable and/or that the small town feeling and culture will be lost. Nobody wants overcrowded roads and low water pressure. I have worked with City and County-wide development a growth plans. This involved several community meetings where all

stakeholders have a place to discuss their concerns. As a City we address the key issues such as transportation, water sewer capacity, environmental protection, parks/recreation capacity, school capacity, cultural impacts and affordable housing. "Managed Growth" means we as local government need to be able to accommodate "quality" growth without damaging the overall quality of life. The cost burden for the new growth should not be on the existing residents as it should be able to pay for itself. There are many mechanisms and incentives that developers can utilize to prepare capacity for growth. We also need to be aware that ignoring growth, may mean it happens anyways impacting us just outside our boundary and then we cannot manage it. I have been successful coordinating these City growth management plans in the community and with the County government. The Intergovernmental Coordination Element (ICE) within the local Comprehensive Plan suggests that both jurisdictions not plan the future development in a vacuum without the other. I did see this work successfully in Lake Alfred, High Springs, and Zephyrhills, Florida. This is a valuable community process to determine the future of the City. I have learned though, that as the community grows and the population grows, the plan may need adjusting from time to time. New residents sometimes feel disenfranchised as plans were made before they arrived.

James D. Drumm
P.O. Box 2252
Brunswick, Georgia 31521
(352) 226-6533
jdrumm825@aol.com

CAREER SUMMARY

I have over 25 years of professional city management experience in full service Florida cities. I have been successful in budgeting; financial management; grant writing; capital project management; policy development; inter-governmental relations; emergency and disaster response; media relations; visioning; community planning; economic development; downtown redevelopment; developing public works and utilities infrastructure; collective bargaining; developing and mentoring city staff to their potential; and working with dedicated staff members to provide quality services to the citizens we serve.

WORK EXPERIENCE

2015-2020

City of Brunswick, Georgia

City Manager

Duties and Responsibilities

- Management over the operation and employees of all 9 City departments with services including: police, fire, finance, human resources, engineering, stormwater, streets, parks and recreation, cemeteries, sanitation, fleet, planning, community development, economic development, downtown development, building, code enforcement, and senior citizen services
- Preparation and management of the annual budget (\$46 Million)
- Planned and managed capital construction projects
- Supervised and participated in long/short range community planning: historic preservation, downtown re-development, economic development, and park development.
- Prepared and presented agenda items and recommended legislation to the City Commission
- Represented the City at meetings with Federal, State and County officials
- Writing and managing grant funded projects and community programs
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services
- Developed a cohesive management team of professionals so to address improving and maintaining quality services while facing a slow recovery from the Great Recession
- Served as a member of the Joint Public Safety Committee that manages the joint E-911 Communications Center for Brunswick-Glynn County.
- Served as a member of the Brunswick Area Transportation Study Policy Committee, which serves as the area Transportation Planning Organization (TPO).
- Work involved many interactions with elected officials, Federal State, and County Agencies, City Boards, state/regional municipal leagues, non-profit organizations, civic groups, engineers, planners, developers and the general public

Achievements

- Reorganized organizational structure, consolidated some key management positions and re-organized some department workflow. This resulted in budget savings allowing for the first across the board staff raises in 8 years. Also, this established a more efficient and effective management team.

- Encouraged and implemented training for mid level staff development. Prepared staff for succession to supervisory and management positions.
- Redesigned and reorganized the City's Budget and to make it more reader friendly to the public and made organizational changes to create efficient and effective operations.
- Received exceptional audits during my tenure.
- Managed and participated in the preparation, response and recovery efforts of City forces during Tropical Storm Hermine and Hurricane Matthew (2016) and Hurricane Irma (2017), all of which impacted Brunswick and coastal Georgia. Coordinated with State Emergency officials and FEMA to ensure that the City received the maximum amount of recovery of funds spent on damage to public facilities and infrastructure and community clean up.
- Coordinated with staff and City/County elected leaders to establish the City's first tax increment financing (TIF) district, resulting in dedicated funding from the City, County and Board of Education for infrastructure and economic development initiatives over 30 year period.
- Enhanced the City's historic preservation program and created historic building stabilization loan/grants to encourage restoration and to challenge owners to redevelop historic buildings for 21st century uses. This has recently resulted in the recruitment of a micro-brewery that is currently restoring a 130 year old commercial building in the City's historic downtown.
- Developed and promoted incentive programs for business recruitment such as Jump Start Grants, Enterprise Zones and the recently enacted Federal Opportunity Zones.
- Coordinated with staff and the City Commission to create the Brunswick Stormwater Management Utility, which will provide dedicated funding administered through an Enterprise Fund.
- Worked with City and County leadership to successfully plan, develop and promote a Special Local Option Sales Tax (SPLOST) referendum initiative which is estimated to collect \$70 million for capital project in Glynn County (\$13.8 million specifically for the City).
- Worked closely with the City's Urban Redevelopment Agency to advance the design and funding for the construction of the Oglethorpe Conference Center project which had stalled for several years during the Great Recession.
- Coordinated with Brunswick Fire Department staff to achieve ISO rating of 1.
- Worked with City Commissioners and County Commissioners to find common goals direction in establishing the Glynn-Brunswick Land Bank Authority to address blighted properties, affordable housing and the redevelopment of under-utilized properties.
- Initiated and coordinated the redevelopment of City parks, which has provided new playgrounds, athletic fields and a reconditioned swimming pool.

2011-2014

City of Zephyrhills, Florida

City Manager

Duties and Responsibilities

- Management over the operation and employees of all 11 City departments with services including: police, fire, finance, human resources, water, wastewater, stormwater, streets, parks and recreation, cemetery, sanitation, fleet, planning, economic development, building, code enforcement, general aviation airport, golf course, industrial park, library and two museums.
- Preparation and management of the annual budget (\$62 Million)
- Planned and managed capital construction projects
- Supervised and participated in long/short range community planning : historic preservation, downtown re-development, economic development, industrial corridor, and airport expansion
- Prepared and presented agenda items and recommended legislation to the City Council
- Represented the City at meetings with Federal, State and County officials
- Writing and managing grant funded projects and community programs
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services

- Developed a cohesive management team of professionals so to address improving and maintaining quality services while facing budget shortfalls due to the “Great Recession”
- Work involved many interactions with elected officials, Federal State, and County Agencies, City Boards, state/regional municipal leagues, non-profit organizations, civic groups, engineers, planners, developers and the general public
- Negotiated Collective Bargaining agreements
- Managed the Community Redevelopment Agency (CRA), which is a tax increment financing district.

Achievements

- Removed dependency on reserves and restored financial sustainability to the City’s General Fund by cutting \$1.2 Million of expenses through the re-evaluation of work flow, budgeting procedures and the reorganization of services. Focus was placed on not reducing public service levels but on reorganizing work processes and utilizing technology to create efficiencies. Each Budget presented and adopted during my tenure involved the City “living within its means”.
- Received exceptional audits during my tenure.
- Redesigned and reorganized the City’s Budget to reduce fund transfers and to make the budget document more reader friendly to the public.
- Secured Federal Grant funds (CDBG) to re-construct Fire Station #2 which had been built in the 1950s that had been damaged by storm flooding. The project had been stalled for 3 years prior to my tenure. Managed the design, bid and construction phases.
- Delivered a pledged outcome to voters from a 2002 Citizen Sales Tax referendum by ending an 8 year stalemate with City Council and the community of whether to use dedicated tax funds to build a new municipal library or to re-purpose an old bank building downtown. I facilitated the process to review the options including working with committees and the stakeholders. Upon decision to build a new library, I managed the design, bid and construction phases.
- Developed water utility system improvement projects in 2013 and again in 2014 and was successful advocating for special legislative funding at the Florida Legislature for these two projects. The City was awarded project funding each year at approximately \$2 million for each project
- Secured Federal and State Funding (\$5 Million) for the re-construction of the main runway (originally constructed in 1942) and taxiway at the municipal airport. I managed the design bid and construction phases.
- Proposed formation of the Zephyrhills Economic Development Taskforce. Facilitated the process and collaboratively developed an Economic Development Strategic Plan which led to the creation of the Zephyrhills Economic Development Coalition. Recruited new retail and industrial businesses to the City to fill vacant facilities.
- Proposed using recycling bins instead of “blue bags” purchased by the public which upon implementation led to the increase of customer recycling efforts from 5% to over 30%.
- Reduced use of paper by implementing the use of iPads by the Mayor and City Council for agendas and support materials.
- Encouraged and implemented training for staff development. Mentored staff for future leadership roles and succession to management positions.

2004-2010
City Manager

City of High Springs, Florida

Duties and Responsibilities

- Management over the operation and employees of all City departments with services including: police, fire, finance, state license plates (tax collection), water, wastewater, stormwater, streets, farmer’s market, parks and recreation, cemetery, sanitation (contracted), planning, development and codes.
- Preparation and management of the annual budget (\$19 Million)

- Planned and managed capital projects
- Conducted long and short range community planning
- Prepared and presented agenda items and recommended legislation to the City Commission
- Represented the City on intergovernmental boards and at meeting with Federal, State and County officials
- Writing and managing grant projects
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services
- Developed a professional management team to address customer service, operations and emergencies (i.e. Tropical storms, Hurricanes Frances and Jeanne)
- Work involved many interactions with elected officials, City Boards, state/regional municipal leagues, community organizations, engineers, planners, developers and the general public
- Responsibilities included serving as the City Clerk, which involved records management and supervision of municipal elections
- Served as Personnel Director
- Served as Community Redevelopment Agency (CRA) Executive Director.

Achievements

- Restored morale and created an effective management team.
- Encouraged and implemented training for staff. development. Mentored staff for future leadership roles and succession to management positions.
- Managed and participated in the preparation, response and recovery efforts of City forces during the 2004 Hurricanes that impacted High Springs (Frances and Jeanne). This included working with FEMA to ensure that the City received the maximum amount of recovery of funds spent on community clean up.
- Received exceptional audits during my tenure.
- Redesigned and reorganized the City's Budget to reduce fund transfers and to make the budget document more reader friendly to the public.
- Managed all phases of the process by which the City received funding, designed and constructed its first ever wastewater system to include its wastewater plant. Successfully worked with State and Federal officials over two years to legislatively restore grant/ low interest loan funding that was lost after a sudden change of eligibility due to the increase in citizen per capita income after construction of Phase One (Five Phase Project). Not resolving this issue would have left the City in debt with an incomplete system that was financial unsustainable.
- Encouraged and Successfully worked with the Chamber of Commerce and the Downtown Stakeholders to apply for and receive" Main Street City" Status, which provided an opportunity for us to focus on historic preservation and marketing of our downtown as a destination..
- Facilitated community meetings to engage the public for the visioning of our City in the next 5, 10, and 15 years. Working with the public, Planning Board, the City Commission, and consultants we drafted and implemented a Strategic Plan for the development and redevelopment of High Springs,
- Replaced computer software and implemented it in areas not previously used to increase efficiencies and accuracy of technical operations and funds received.
- Recruited new retail and restaurant businesses to the City which involved considerable investment in re-modeling of historic structures or building new structures with architectural character.
- Implemented a fire assessment fee to add dedicated funding to fire services allowing for scheduled updating of equipment and more fulltime firefighters on staff.
- Successfully applied for grant funding for new park development, new sports complex and conversion of an old elementary school into a community recreation center. Managed the design, bidding, and construction phases.

- Developed a housing replacement and repair program and administered \$1.2 million CDBG for housing improvements in low income neighborhoods.

2002-2004

Self-Employed, Lake Alfred, Florida

Management/Planning Consultant

Duties and Responsibilities

- Conducted management studies
- Reviewed and conducted pay and classification studies
- Conducted personnel policy reviews and updates
- Reviewed and updated codes and policies
- Grant writing
- Supervised and conducted projects in annexation, land use planning and water/sewer utilities operations/expansions, stormwater utility development, growth management and various municipal management issues
- Served as Interim Assistant Town Manager of Polk City, Florida for 14 months.

Achievements

- Aggressively planned for community expansion, zoning and economic development and sought developed and undeveloped properties for annexation into the client cities, The cities were increased in jurisdictional area by 200% to 500%.
- Applied for, received and managed capital grant projects for client cities to include water utility extensions, and stormwater improvement projects.
- Successfully drafted the study and policy to create a municipal stormwater utility with customer service rates for the client city.

1994- 2001

City of Lake Alfred, Florida

City Manager

Duties and Responsibilities

- Management over the operation and employees of all City departments with services including: police, fire, finance, water, wastewater, stormwater, streets, parks and recreation, cemeteries, sanitation, central garage, planning, building and zoning and the library.
- Preparation and management of the annual Budget (\$7 Million)
- Conducted long and short range community planning
- Recommended and prepared local legislation for the City Commission
- Prepared and presented agenda items
- Represented the City on intergovernmental boards at meetings and with County and State Officials
- Grant writing
- Analyzed codes, organizational policies and operations to improve efficiency and effectiveness of City services
- Interaction with elected officials, City Boards, community organizations, engineers, planners, developers and the general public
- Served as the Personnel Director
- Served as Interim Public Works Director on two separate occasions (nine months)
- Served as interim City Clerk on two separate occasions (ten months), which included the supervision of two municipal elections

Achievements

- Restored morale and created an effective management team.
- Encouraged and implemented training for staff. development. Mentored staff for future leadership roles and succession to management positions.

- Upgraded outdated emergency services vehicles and equipment and replaced communication dispatch with the 800 MHZ system to improve county-wide communication
- Redesigned and reorganized the City's Budget to reduce fund transfers and to make the budget document more reader friendly to the public.
- Replaced computer software and implemented it in areas not previously used to increase efficiencies and accuracy of technical operations and funds received.
- Recruited and retained retail and industrial businesses within the City.
- Advocated and participated in the creation of the Polk County Library Cooperative that brought 13 municipal libraries 2 County libraries together so that they would be able to capture State funding that they had not been eligible to receive from the Florida Department of State for over previous 20 years. Served 4 years as founding Chairman and Finance Chair. Implemented one united library computer system for county-wide cataloguing and borrowing.
- Successfully applied for grant funding for new park development and community center expansion. Managed the design, bidding, and construction phases.
- Aggressively planned for community expansion and economic development and sought developed and undeveloped properties for annexation into the City. The City's jurisdiction was increased by 300% over my 7.5-year tenure.
- Actively served on the Polk County Metropolitan Planning Organization Technical Advisory Committee. Though service involved other projects, my focus was getting the State to remove the bottleneck of a four lane highway that reduced to a two lane highway through the City for 6 blocks. I was able to get support for the project to be funded for engineering and R.O.W. Acquisition during my tenure, but construction occurred 8 years after my tenure, but did resolve the longstanding bottleneck traffic problem within the community.

1989-1994

City of Auburndale, Florida

Assistant City Manager

Duties and Responsibilities

- Assisted in the management over the operations of all City departments (full service City)
- Assisted in the preparation and management of the annual Budget (\$21 Million)
- Managed the City's personnel and purchasing programs
- Conducted and coordinated special projects
- Intergovernmental coordination through serving on boards and committees
- Staff coordinator to the Community Redevelopment Agency (CRA and other appointed municipal boards
- Grant writing
- Represented the City or the City Manager at meetings or conferences
- Acted as City Manager in his absence, to include representing Administration at City Commission meetings
- Analyzed organizational policies and operations so to recommend and implement effective and efficient programs
- Public relations with the press, the business community, as well as addressing public concerns communicated to the City Manager's Office

Achievements

- Successfully applied for grant funding for new park development, historic preservation projects, road construction and sidewalk development. Managed the design, bidding, and construction phases.
- Encouraged and implemented training for staff. development.
- Researched and introduced computer programs for several municipal operations and services that had been conducted through a manual process prior to that point. This provided efficiencies and more accurate records.
- Developed the City's historic preservation program attaining "Certified Local Government Status" through the United States Department of Interior.

- Encouraged and Successfully worked with the Chamber of Commerce and the Downtown Stakeholders to apply for and receive” Main Street City” Status, which provided an opportunity for us to focus on historic preservation and marketing of our downtown
- Researched, coordinated studies, created enabling legislation, and developed the Community Redevelopment Agency for the City which included the downtown and adjacent industrial park, providing a stable funding source for development and re-development of the area.
- Developed new personnel policy and procedures manual updating the policies to reflect changes in federal and state laws.

1988-1989

Management Analyst

The Office of the County Manager

Hernando County, Brooksville, Florida

Duties and Responsibilities

- Organizational analysis and development
- Conducted studies involving County procedures, policies and operations
- Analyzed data, determined results and made recommendations for improved operations
- Analyzed workflow, job duties and reporting relationships in order to improve operations and accountability
- Worked with County Commissions appointed citizen task force
- Reviewed department manager’s proposed budgets and presentations
- Organized and facilitated Quality Circle Teams and created job classifications and descriptions

Achievements

- Studied workflow and staff performance throughout departments. Recommended the consolidation of two departments (Building/Codes and Planning) to focus on better communication, interaction of services and to increase efficiencies.
- Created performance measurements for departmental services
- Successfully facilitated ”Quality Circle” Groups to engage non-supervisory employees in the development of measures to improve service delivery and/or save tax dollars

April- September 1988

Personnel Specialist

Southwest Florida Water Management District

Brooksville, Florida

Duties and Responsibilities

- Conducted position audits and developed job descriptions
- Analyzed benefits and salary survey data and provided recommendations to the Human Resources Director
- Water Management District comprised of 16 counties

Achievements

- Conducted, prepared and presented a salary survey including all classifications within the District

May- July 1987

Personnel Analyst/Intern

City of Gulfport, Florida

Duties and Responsibilities

- Analyzed departmental functions
- Recommended consolidations of positions and departments
- Conducted position classification studies
- Developed job descriptions for all municipal positions
- Analyzed salary survey materials
- Created employee education programs

- Conducting various personnel research projects

Achievements

- Developed job descriptions for all City positions

EDUCATION

1986-1988

University of South Florida, Tampa, Florida

- Master of Public Administration
Concentration-Public Management

1981-1985

University of Florida, Gainesville, Florida

- Bachelor of Arts
Major-Political Science, Concentration-Public Administration

CREDENTIAL PROGRAM

- Credentialed City Manager-International City/County Management Association (ICMA)
Washington, District of Columbia, June 2005-present

PROFESSIONAL ACTIVITIES

- International City/County Management Association (ICMA)
- Founding City Manager-Mentor: ICMA-Student Chapter-Univ. of South Florida (2013-2015)
- Georgia City and County Management Association
- Florida City and County Management Association, Past Board of Directors
- Florida Public Human Resources Association (past member)
- Florida Redevelopment Association (past member)
- Polk County City Management Association (past member)

INTERGOVERNMENTAL BOARDS

- Brunswick-Glynn County Joint Public Safety Committee, E-911 Communication Center oversight, Board member
- Brunswick Area Transportation Study (regional TPO), past member
- East Pasco County Water Coalition, past Board Member
- Florida Department of Transportation, Transportation Planning Organization Technical Advisory Committee, past member
- Alachua County BOCC-Countywide Visioning and Planning Committee
- Ridge League of Cities, past Board member
- Polk County Library Cooperative (13 municipal libraries and two county libraries), Governing Board-Past Chairman, Past Budget and Finance Committee-Chairman
- Central Florida Development Council, Past Board of Directors
- Florida League of Cities, Transportation and Urban Administration Committee, past Member and past Vice Chairman
- Southwest Florida Water Management District, Surface Water Improvement Management Committee for the Winter Haven Chain of Lakes, Past Member

COMMUNITY SERVICE

- Zephyrhills Rotary Club, Honorary Member (2013-14)
- High Springs Rotary Club, Past Board of Directors/Past President
- Auburndale Rotary Club, Past Board of Directors/Past President
- High Springs Chamber of Commerce, Past Board of Directors/Economic Development Chair
- Lake Alfred Chamber of Commerce, Past Board of Directors/Past President
- Auburndale Chamber of Commerce, Past Board of Directors
- Zephyrhills Economic Development Coalition, Steering Committee Member
- High Springs Main Street Organization, Economic Re-structuring Committee, Past Member
- Auburndale Main Street Redevelopment Association, Past Board of Directors, Past Secretary/Treasurer

AWARDS

- **Program of Excellence Award for Community Sustainability**, ICMA 2009
- **Community Sustainability Award**, Florida City/County Management Association, 2009
- **Man of the Year**, Lake Alfred Chamber of Commerce, 1997
- **Executive Directors Award**, Auburndale Chamber of Commerce, 1993

REFERENCES

Available upon Request

March 16, 2020

Honorable City Council
City of Punta Gorda
Punta Gorda, Florida

Dear Mayor Prafke and members of City Council:

I submit my resume for the position of City Manager. I would bring to this job my education in public administration and many years of experience in city management. I have over 25 years of public management experience, with the majority of this time as a Florida city manager. I am a "hands on" administrator, however I do not micromanage and I do work with department directors and management staff as a team. I have a great understanding of the many varied aspects of local government, from record archiving, budgeting, purchasing to excelling in program delivery in crucial areas such as emergency services and the public works capital construction projects. I am available to the citizens, staff, and elected officials and can develop and maintain effective relationships with local and state officials to ensure that our community priorities are addressed

I most recently served as City Manager of Brunswick, Georgia which is located just north of the Florida-Georgia line on the Atlantic coast of Georgia. Brunswick is an urban port city that serves as the county seat of Glynn County. As a hub of commerce, government, higher education, culture and medical services, the City population increases to 40,000 people daily. I managed over 200 employees with a Budget of about \$46 Million. Previously I served in the Tampa Bay area as the City Manager of Zephyrhills, Florida which is a commercial, industrial and medical hub city in Pasco County that increases from 16,000 people to nearly 35,000 people seasonally. Zephyrhills is a full service City with police, fire, finance, human resources, water, wastewater, stormwater, streets, parks and recreation, cemetery, sanitation, fleet, planning, economic development, building, information technology, general aviation airport, golf course, industrial park, library and two museums. My budget in Zephyrhills was approximately \$62 Million.

Prior to that, I served six- and one-half years as City Manager of High Springs, Florida, which is an ecotourism-based community near the University of Florida. I also previously served seven and one half years as City Manager of Lake Alfred, Florida in the greater Orlando MSA. Additionally, I served in the neighboring community of Auburndale, Florida as Assistant City Manager for five years.

During my career, I have worked in communities that were experiencing growth and redevelopment. This involved much community involvement with planning and the development of strategic plans. Financing is always a challenge, and so I have been always active in matching grants with community goals. Many of these grant projects have involved road construction, water/wastewater utilities, drainage, sidewalks, historic preservation, Main Street Program (Downtown Redevelopment), recreation facilities, park development, beach restoration (lake), sustainability planning/implementation, farmer's market expansion, urban forestry, fire station renovations, law enforcement programs, computers, fire equipment, housing improvements, low income rental assistance, and other community improvements.

Page Two


I have been involved with community and intergovernmental relations, as my resume describes. I have served on multi-jurisdictional boards and committees representing my city. I have been actively involved with the Chamber of Commerce and local economic development agencies. I have been successful in working to maintain and recruit businesses in my communities. I worked with our economic development partners to develop business recruitment incentives and tax abatements through Enterprise Zones and Federal Opportunity Zones.

While serving in local government, I have always had active citizen participation. I worked with committees and the elected officials as a consensus builder in addressing community concerns and in developing and prioritizing the goals and objectives for the City. Many of these goals were accomplished, such as downtown streetscaping, City Hall restoration, utility construction/extensions, creation of community gardens, Community Center expansion and new park development to name just a few. I also encouraged the creation of temporary task forces and the creation of new citizen advisory committees to encourage public input. One of these was the Youth Council to encourage our high school students to get involved in their community at a young age.

I am confident that with my advanced education, work experience, commitment to public service, and strong work ethic that I can handle the challenge of being your City Manager.

My family and I would be pleased to relocate back to the Florida Gulf coast. I would be pleased to discuss my interest in this position and my qualifications further either by telephone or in person. I thank you in advance for consideration of my application.

Sincerely,


James D. Drumm

City Manager Reference Survey

For: **Drumm, James**
Sent By: cbuckles

Completed By: Reference - Consuella Barbour

Sent On: 4/17/2020 11:58am CT
Completed: 4/20/2020 10:41am CT

James Drumm is an applicant for the City Manager position with the City of Punta Gorda, Florida. The information that you provide will help us make the decision for this critical position. Thank you for your time and input.

What was the nature of your relationship with the applicant?

He was my direct supervisor

How long have you known the applicant?

2 years

Was your relationship with the candidate such that you can objectively evaluate the characteristics listed in the following list? If the answer is 'NO'; ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.

Yes

Please Rate the Candidate in the following qualities

1. Professional Judgement

5 (High)

Comments

2. Professional Attitude

5 (High)

Comments

3. Cooperation

5 (High)

Comments

4. Emotional Composure

5 (High)

Comments

5. Time Management

5 (High)

Comments

6. Knowledge in Field of Work

5 (High)

Comments

City Manager Reference Survey

For: **Drumm, James**
Sent By: cbuckles

Completed By: Reference - Consuella Barbour

Sent On: 4/17/2020 11:58am CT
Completed: 4/20/2020 10:41am CT

7. Planning and Preparation

5 (High)

Comments

8. Problem-Solving

5 (High)

Comments

9. Initiative/Personal Motivation

5 (Strong)

Comments

10. Interpersonal Relations

5 (Great)

Comments

11. Communication skills

5 (Strong)

Comments

12. Stress Tolerance

5 (Strong)

Comments

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

City Manager Reference Survey

For: **Drumm, James**
Sent By: cbuckles

Completed By: Reference - Jenny Parham

Sent On: 4/17/2020 11:55am CT
Completed: 4/22/2020 8:41am CT

James Drumm is an applicant for the City Manager position with the City of Punta Gorda, Florida. The information that you provide will help us make the decision for this critical position. Thank you for your time and input.

What was the nature of your relationship with the applicant?

Professional

How long have you known the applicant?

Since 2004

Was your relationship with the candidate such that you can objectively evaluate the characteristics listed in the following list? If the answer is 'NO'; ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.

Yes

Please Rate the Candidate in the following qualities

1. Professional Judgement

5 (High)

Comments

2. Professional Attitude

5 (High)

Comments

3. Cooperation

5 (High)

Comments

4. Emotional Composure

5 (High)

Comments

5. Time Management

4

Comments

6. Knowledge in Field of Work

5 (High)

Comments

City Manager Reference Survey

For: **Drumm, James**

Completed By: Reference - Jenny Parham

Sent On: 4/17/2020 11:55am CT

Sent By: cbuckles

Completed: 4/22/2020 8:41am CT

7. Planning and Preparation

5 (High)

Comments

8. Problem-Solving

5 (High)

Comments

9. Initiative/Personal Motivation

5 (Strong)

Comments

10. Interpersonal Relations

4

Comments

11. Communication skills

5 (Strong)

Comments

12. Stress Tolerance

5 (Strong)

Comments

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

City Manager Reference Survey

For: **Drumm, James**
Sent By: cbuckles

Completed By: Reference - Jerry Spencer

Sent On: 4/6/2020 11:54am CT
Completed: 4/6/2020 3:42pm CT

James Drumm is an applicant for the City Manager position with the City of Punta Gorda, Florida. The information that you provide will help us make the decision for this critical position. Thank you for your time and input.
What was the nature of your relationship with the applicant?

Citizen of Brunswick GA and active in community affairs. I am a landscape architect and have been donating time on Brunswick's historic squares for 15 years. Jim Drumm took an active role and was very supportive of what we were trying to do.

How long have you known the applicant?

As long as he was in Brunswick, 3 or 4 years.,

Was your relationship with the candidate such that you can objectively evaluate the characteristics listed in the following list? If the answer is 'NO'; ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.

Yes

Please Rate the Candidate in the following qualities

1. Professional Judgement

5 (High)

Comments

2. Professional Attitude

5 (High)

Comments

3. Cooperation

5 (High)

Comments

4. Emotional Composure

5 (High)

Comments

Jim was a very composed city manager while he was dealing with individuals, groups, city commission and county commission. I never saw him lose his cool and was amazed at how composed he was, even when dealing with unpleasant people.

5. Time Management

5 (High)

Comments

Jim was quite responsive on whatever project or issue in which he was involved.

City Manager Reference Survey

For: **Drumm, James**

Completed By: Reference - Jerry Spencer

Sent On: 4/6/2020 11:54am CT

Sent By: cbuckles

Completed: 4/6/2020 3:42pm CT

6. Knowledge in Field of Work

5 (High)

Comments

7. Planning and Preparation

4

Comments

It kind depended on the priority of any matter or issue in which he was involved. Everything could not be top priority although people with which he was dealing usually thought their issue should be top priority. He had good balance on how he handled sensitive matters.

8. Problem-Solving

Comments

I think Jim prided himself in coming up with innovative solutions to problems. I admired that aspect of his performance.

9. Initiative/Personal Motivation

5 (Strong)

Comments

Jim wanted to get things accomplished and would sometimes push citizens and the commission to move ahead in decision making. I worked with a group called Signature Squares established as a nonprofit foundation to restore our historic squares. Sometimes I admired his impatience with our lack of progress and would help to remove roadblocks to expedite our progress.

10. Interpersonal Relations

5 (Great)

Comments

Jim was easy going and agreeable without compromising his standards. He was not confrontational.

11. Communication skills

5 (Strong)

Comments

He communicated well with most individuals and groups. Comments in item 10 apply here.

12. Stress Tolerance

5 (Strong)

Comments

I was amazed at his composure, always composed, always non-political.

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

City Manager Reference Survey

For: **Drumm, James**
Sent By: cbuckles

Completed By: Reference - Jerry Spencer

Sent On: 4/6/2020 11:54am CT
Completed: 4/6/2020 3:42pm CT

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

Robert Gindhart, president of the Oak Grove Cemetery Society who worked closely with Jim on historic cemetery restoration in which the society and city contributed funds. Robert's email: gwant@sonic.net

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

We have a very good mayor, I voted for him twice but he has some unusual very expensive projects that he pursued that were really bad for the community. He had almost no public support but was determined to follow through come hell or water. Jim did not oppose the projects but tried to evaluate them based on real community resources. Our mayor is now on his 3rd city manager. We hated to lose Jim. He will be a good city manager.