

**TERRILL L. HILL**  
MAYOR - COMMISSIONER

**MARY LAWSON BROWN**  
VICE MAYOR - COMMISSIONER

**RUFUS J. BOROM**  
COMMISSIONER

**JUSTIN R. CAMPBELL**  
COMMISSIONER

**JAMES NORWOOD, JR.**  
COMMISSIONER



**BETSY JORDAN DRIGGERS**  
CITY CLERK

**MATTHEW D. REYNOLDS**  
FINANCE DIRECTOR

**JAMES A. GRIFFITH**  
INTERIM CHIEF OF POLICE

**MICHAEL LAMBERT**  
CHIEF FIRE DEPT

**DONALD E. HOLMES**  
CITY ATTORNEY

*Regular meeting 2nd and 4th Thursdays each month at 6:00 p.m.*

**May 19, 2015**

**TO COMMISSIONERS: MARY LAWSON BROWN, RUFUS BOROM,  
JUSTIN CAMPBELL AND JAMES NORWOOD, Jr.:**

You are hereby notified that a special called meeting of the City Commission is called to be held at the regular meeting place of the City Commission at City Hall, 201 N. 2nd Street, in the City of Palatka to begin at 1:00 p.m. Tuesday, May 26, 2015.

The purpose of the meeting is to interview the finalist candidates for the position of City Manager.

*/s/ Terrill L. Hill*  
Terrill L. Hill, MAYOR

We acknowledge receipt of a copy of the foregoing notice of a special called meeting on the 19<sup>th</sup> day of May, 2015.

*/s/ Mary Lawson Brown*  
COMMISSIONER

*/s/ Justin Campbell*  
COMMISSIONER

*/s/ James Norwood, Jr.*  
COMMISSIONER

*/s/ Rufus Borom*  
COMMISSIONER

PERSONS WITH DISABILITIES REQUIRING ACCOMMODATIONS IN ORDER TO PARTICIPATE IN THIS MEETING SHOULD CONTACT THE CITY CLERK'S OFFICE AT 329-0100 AT LEAST 24 HOURS IN ADVANCE TO REQUEST ACCOMMODATIONS.

**TERRILL L. HILL**  
MAYOR - COMMISSIONER

**MARY LAWSON BROWN**  
VICE MAYOR - COMMISSIONER

**RUFUS J. BOROM**  
COMMISSIONER

**JUSTIN R. CAMPBELL**  
COMMISSIONER

**JAMES NORWOOD, JR.**  
COMMISSIONER



CITY MANAGER

**BETSY JORDAN DRIGGERS**  
CITY CLERK

**MATTHEW D. REYNOLDS**  
FINANCE DIRECTOR

**JAMES A. GRIFFITH**  
INTERIM CHIEF OF POLICE

**MICHAEL LAMBERT**  
CHIEF FIRE DEPT

**DONALD E. HOLMES**  
CITY ATTORNEY

*Regular meeting 2nd and 4th Thursdays each month at 6:00 p.m.*

**AGENDA**  
**CITY OF PALATKA – CALLED MEETING**  
**CITY MANAGER FINALIST INTERVIEWS**  
May 26, 2015 – 1:00 p.m.

**CALL TO ORDER & Reading of Special Meeting Call – Mayor Hill**

- a. Invocation
- b. Pledge of Allegiance
- c. Roll Call

\* 1. **OPENING REMARKS AND INSTRUCTIONS**

\* 2. **CITY MANAGER FINALIST INTERVIEWS**

- 1:15 p.m. Patrick Kennedy
- 2:15 p.m. James Drumm
- 3:15 p.m. Lyndon Bonner
- 4:15 p.m. Donald E. Holmes
- 5:15 p.m. Terry Suggs

\* 3. **SCORING OF CANDIDATES; SELECTION OF CITY MANAGER**

4. **PUBLIC COMMENTS – (limited to 3 minutes – no action will be taken on topics of discussion)**

5. **ADJOURN**

\*Attachment \*\*Separate Cover

ANY PERSON WISHING TO APPEAL ANY DECISION MADE BY THE CITY COMMISSION WITH RESPECT TO ANY MATTER CONSIDERED AT SUCH MEETING WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE MAY NEED TO INSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. FS 286 105

PERSONS WITH DISABILITIES REQUIRING ACCOMMODATIONS IN ORDER TO PARTICIPATE IN THIS MEETING SHOULD CONTACT THE CITY CLERK'S OFFICE AT 329-0100 AT LEAST 24 HOURS IN ADVANCE TO REQUEST ACCOMMODATIONS.

**Upcoming Events:**

July 4 – City offices closed to observe Independence Day  
August 13 – 15 – Annual FLC Conference, Orlando, FL  
Sept. 5 & 6 – Downtown Palatka Shrimp Blast  
Sept. 7 – City offices closed to observe Labor Day holiday

**Board Openings:**

Putnam Co. Better Place Plan Oversight Committee Rep  
Board of Zoning Appeals – 3 vacancies (at-large)  
Palatka Housing Authority Board – 1 Resident Rep  
Planning Board – 1 Vacancy (at large)

# Agenda Item

2



**CITY COMMISSION AGENDA ITEM**

**SUBJECT:**

**CITY MANAGER SEMIFINALIST INTERVIEWS - City Manager Search Committee**

- 1:15 p.m. Patrick Kennedy
- 2:15 p.m. James Drumm
- 3:15 p.m. Lyndon Bonner
- 4:15 p.m. Donald E. Holmes
- 5:15 p.m. Terry Suggs

**SUMMARY:**

The City Manager Selection Committee interviewed semifinalist candidates on May 18 and as a result, five candidates were selected for finalist interviews before the City Commission. A list of standard ICMA-recommended interview questions and candidate resumes are attached. A request has gone out for any supplemental questions to be submitted for approval (vetted for legality and appropriateness), and if there are any to distribute, those will be distributed prior to commencement of interviews..

Following these interviews the members of the Commission will use a balloting system to select a new City Manager based upon scoring of finalists.

**RECOMMENDED ACTION:**

**Interview finalist candidates**

**ATTACHMENTS:**

Description	Type
<input type="checkbox"/> Finalist Interview Questions	Attachment
<input type="checkbox"/> Minutes 5/18/15 Semifinalist Interviews	Attachment
<input type="checkbox"/> Patrick J. Kennedy Resume'	Attachment
<input type="checkbox"/> James Drumm Resume'	Attachment
<input type="checkbox"/> Lyndon Bonner Resume'	Attachment
<input type="checkbox"/> Donald E. Holmes Resume'	Attachment
<input type="checkbox"/> Terry Suggs Resume'	Attachment

**REVIEWERS:**

Department	Reviewer	Action	Date
City Clerk	Driggers, Betsy	Approved	5/21/2015 - 1:37 PM

**CITY OF PALATKA  
FINALIST INTERVIEW**

Position: **City Manager**

Interviewer: \_\_\_\_\_

Candidate: \_\_\_\_\_

May 26, 2015

**SCORING MATRIX:**

**TOTALS**

Education:	<u>Bachelor's Degree Out of Field</u> 1 point	<u>Bachelor's Degree In Public Admin.</u> 3 points	<u>Masters Degree Out of Field</u> 3 points	<u>Masters Degree In Public Admin.</u> 5 points		
City Manager Experience (cumulative)	<u>0 – 2 yrs</u> 2 pts	<u>3 – 5 yrs</u> 3 pts	<u>5 – 10 yrs</u> 4 pts.	<u>10 or more yrs</u> 5 pts	_____	
Other Experience:	<u>No Experience</u>	<u>Limited Experience</u>	<u>Dept. Head Level Exp.</u>	<u>CM Level Experience</u>		
Financial/Budget	1	2	3	4	5	_____
Capital Impr. Plan Experience	1	2	3	4	5	_____
Human Resources	1	2	3	4	5	_____
Community Redevelopment (CRA)	1	2	3	4	5	_____
Planning, Development & Growth Management	1	2	3	4	5	_____
Union Negotiation Exp.	1	2	3	4	5	_____
Golf Course and/or Airport Mgmt Experience	1	2	3	4	5	_____
<b>SUB-TOTAL SECTION 1:</b>					_____	

**SECTION 2: Questions**

**Totals**

1. Where do you see yourself in five years? Ten years?

1 2 3 4 5 \_\_\_\_\_

2. Where do you see Palatka in five years? Ten years?

1 2 3 4 5 \_\_\_\_\_

Totals

3. What is your experience in dealing with the media (television, newspaper, radio, WWW)? Do you view the media as a positive force? If so, how?

1 2 3 4 5

4. Talk about the most controversial issue that you encountered as a manager/administrator. Be specific. How was it resolved? What would you have done differently?

1 2 3 4 5

5. How do you build commission consensus on a "split" commission?

1 2 3 4 5

6. How do you assess the impact of new technologies on the operations of a city like Palatka?

1 2 3 4 5

7. What sorts of things do you do for relaxation off the job?

1 2 3 4 5

Other Questions:

8.

\_\_\_\_\_

1 2 3 4 5

9.

\_\_\_\_\_

1 2 3 4 5

10.

\_\_\_\_\_

1 2 3 4 5

11.

\_\_\_\_\_

1 2 3 4 5

**SUB-TOTAL SECTION 2:**

---

Total from Section 1: \_\_\_\_\_

Total from Section 2: \_\_\_\_\_

=

**GRAND TOTAL**

**TERRILL L. HILL**  
MAYOR - COMMISSIONER

**MARY LAWSON BROWN**  
VICE MAYOR - COMMISSIONER

**RUFUS J. BOROM**  
COMMISSIONER

**JUSTIN R. CAMPBELL**  
COMMISSIONER

**JAMES NORWOOD, JR.**  
COMMISSIONER



**BETSY JORDAN DRIGGERS**  
CITY CLERK

**MATTHEW D. REYNOLDS**  
FINANCE DIRECTOR

**JAMES A. GRIFFITH**  
INTERIM CHIEF OF POLICE

**MICHAEL LAMBERT**  
CHIEF FIRE DEPT

**DONALD E. HOLMES**  
CITY ATTORNEY

*Regular meeting 2nd and 4th Thursdays each month at 6:00 p.m.*

**MINUTES**  
**CITY OF PALATKA CALLED MEETING**  
**CITY MANAGER SEMIFINALIST INTERVIEWS**  
May 18, 2015 – 8:45 a.m.

Proceedings of a called meeting of the City Commission of the City of Palatka, Florida, held on the 18<sup>th</sup> day of May, 2015.

**PRESENT:**

Mayor	Terrill L. Hill
Commissioner	Mary Lawson Brown
Commissioner	Rufus Borom
Commissioner	Justin Campbell
Commissioner	James Norwood, Jr.

Also Present: Interim City Manager Allen R. Bush; City Attorney Donald E. Holmes; City Clerk Betsy Jordan Driggers; Finance Director Matt Reynolds; Interim Police Chief James Griffith; Fire Chief Mike Lambert

Also Present: Members of the City Manager Interview Committee Allen R. Bush, Edward E. Hedstrom, Karl N. Flagg, Allegra Kitchens, Rick Leary, Will Jones

**CALL TO ORDER:** Mayor Hill called the meeting to order at 9:00 a.m. and read the following meeting call, which was issued on May 12, 2015:

**TO COMMISSIONERS:** **MARY LAWSON BROWN, RUFUS BOROM, JUSTIN CAMPBELL AND JAMES NORWOOD, Jr.:**

You are hereby notified that a special called meeting of the City Commission is called to be held at the regular meeting place of the City Commission at City Hall, 201 N. 2nd Street, in the City of Palatka to begin at 8:45 a.m. Monday, May 18, 2015, and lasting throughout the day.

The purpose of the meeting is to participate in the interview process with the semifinalist candidates for the position of City Manager.

/s/ Terrill L. Hill  
Terrill L. Hill, MAYOR

The following commissioners acknowledged receipt of a copy of the foregoing notice of a special called meeting on the 12<sup>th</sup> day of May, 2015.

/s/ Mary Lawson Brown  
COMMISSIONER

/s/ Justin Campbell  
COMMISSIONER

/s/ James Norwood, Jr.  
COMMISSIONER

/s/ Rufus Borom  
COMMISSIONER

**INVOCATION** – Commissioner Karl N. Flagg; **PLEDGE OF ALLEGIANCE** – Will Jones

1. **OPENING REMARKS & INTRODUCTIONS** – Mayor Hill provided opening remarks. Mr. Bush provided instructions to the Committee.
2. **CITY MANAGER SEMIFINALIST INTERVIEWS** – The following candidates were scheduled for interviews:

9:00 a.m.	James Drumm
10:00 a.m.	Lyndon L. Bonner
11:00 a.m.	Patrick J. Kennedy

Recessed for lunch: 11:55 a.m.  
Reconvened following lunch: 1:00 p.m.

1:00 p.m.	Donald E. Holmes
2:00 p.m.	William E. Whitson

At 2:10 p.m. Mr. Whitson advised by telephone that he would not be interviewing as he had been offered a job in Georgia.

Recessed due to candidate drop-out: 2:10  
Reconvened to recommence interviews: 2:42 p.m.

2:45 p.m.	Don Hart
3:30 p.m.	Terry Suggs

The following questions were asked of each candidate:

1. Please take a few minutes to tell us about yourself (3 minutes)
2. Why are you leaving your current position, and what attracts you to this position?
3. What do you feel are your greatest strengths? Weaknesses?
4. How would you describe your management style? Give some examples of how this relates to your dealings with the public, the staff, the Commission and civic groups.
5. Describe "leadership" and "motivation". How would you handle a situation where an employee exhibited a "bad" attitude, and/or was disrespectful of the public, or of the Commission?
6. Describe your first steps upon assuming responsibility for this position. What do you hope to accomplish in the first year?
7. How should the City Manager relate to the Palatka community as a whole, as well as to individual residents and groups?
8. Describe your experiences with economic development and growth management. What role did TIF funding, promotions and grants play in this process?
9. Describe your experience in formulating and implementing a budget or capital project.
10. Are you familiar with funding sources for municipal government other than General Fund? Describe some examples of acquiring additional funding sources for economic development and infrastructure projects.
11. Palatka is a low income area with a high concentration of public HUD & Section 8 Housing and has a low residential tax base. Given these challenging economic conditions, how do you propose to attract business to move into the City Limits?
12. Palatka has a Community Redevelopment Agency, two historic districts and many buildings listed on the National Register of Historic Places. Are you familiar with historic preservation

- strategies, Community Redevelopment Agency/Area (CRA) concepts and use of Tax Increment Financing (TIF) Funds for economic development, restoration and infill?
13. What experience have you had working on an intergovernmental or interagency basis? Describe your experience working with the State and Federal government, County government, councils of government, and other units of local government.
  14. The City Manager is always on call. In addition to regular City Hall office hours, the City Manager is required to work some evenings and weekends for meetings, events and emergencies. Are you able, and prepared, to work a variety of hours, and put in the time necessary to fulfill the duties of this position?
  15. What other question did you expect, or hope, that we would ask, and what is your response?
  16. (Closing) Do you have any questions of us?

The following supplemental questions were asked of Mr. Drumm:

1. Kitchens - Do you provide an open door policy or do you require citizens to make an appointment?
2. Bush - Did you have a regional utility or city utility in Zephyrhills?
3. Jones – Of the CRAs you have worked with, were they made up of the Council/Commission or was the membership other than council/commission?
4. Flagg – would there be anything about your past that might need some clarification, or news headlines we should be aware of?
5. Kitchens – according to Laker News he had communication issues according to evaluations, and please expound on that?
6. Kitchens – would you be willing to move to Palatka?
7. Self-Directed: Greatest accomplishment and project most proud of.

The following supplemental questions were asked of Mr. Bonner:

1. Jones – What is your initial assessment of the City of Palatka?
2. Kitchens – Do you have an open door policy?
3. Bush – Have you made it a point to go out and meet with various civic clubs and organizations to inform them of the City's initiatives?
4. Bush – in order to offset exemptions to property tax as set by the State, have you gone with a fee to try to spread cost of services out to a greater group?
5. Jones – Do you have anything to disclose that might put you in a bad light?

The following supplemental questions were asked of Mr. Kennedy:

1. Jones – What is the makeup of Crescent City's CRA board?
2. Bush – If you are selected, would you move to Palatka?

The following supplemental questions were asked of Mr. Holmes:

1. Bush - How long would you anticipate staying in the position?
2. Jones – Knowing the climate of Palatka, what is his assessment of the City at this time?
3. Bush – Do you think service fees are a viable way to lower the millage rate and is it your opinion that this is a good concept for Palatka?
4. Jones – Does he believe the Commission should serve as the CRA or should it be an appointed board?
5. Kitchens – Would you have an open door policy for citizens?
6. Self-Directed – What is the biggest problem in Palatka?
7. Bush – How are you going to continue to operate your business and treat this as a full-time job?
8. Flagg – If you are the next city manager, as he is an attorney, the Mayor is an attorney, and they have to then hire a City Attorney, does he anticipate any “fireworks” on that basis?
9. Jones – If you take on the role of City Manager, do you foresee any conflicts with any relationships in the community that you have formed or those represented professionally?

The following supplemental questions were asked of Mr. Hart:

1. Bush - If hired, would you be willing to relocate to Palatka?
2. What programs or resources would you develop to bring economic development to the area?
3. Self-directed: He has a civil engineering background and believes that to be an asset.
4. Mr. Hart asked 1) as to the financial situation of the City, 2) if there is a grant writer for the PD, 3) if there is a joint participation agreement between the City and County for housing male or female inmates, 4) If there is a start-up or demobilizing time at the end of the day for public works.

The following supplemental questions were asked of Mr. Suggs:

1. Kitchens – Do you have an open-door policy for citizens?
  2. Jones – What type of jobs and businesses are currently coming into Keystone?
3. **SELECTION OF FINALISTS for City Commission Interview – Search Committee –** A ballot was distributed and committee members were directed to place a check mark beside their three choices for finalist interviews. The Clerk collected the ballots (filed) and totaled the check marks. The totals are as follows:
- James Drumm – 5
  - Donald Holmes – 5
  - Patrick Kennedy – 3
  - Terry Suggs – 3
  - Lyndon Bonner – 2
  - Don Hart – 0

As there was a tie between Mr. Kennedy and Mr. Suggs, by consensus the Committee recommended the top four candidates be interviewed. By consensus, the Commission added Mr. Bonner to the list to make five candidates for finalist interviews.

The Committee was discharged, having met its obligations.

4. **PUBLIC COMMENTS –** There were none.
5. **STAFF/COMMISSION DISCUSSION -** The Commission held discussion regarding the finalist candidate interviews. There was consensus to call a special meeting on May 26 and hold interviews beginning at 1:00 p.m. with a "meet & greet the candidates" reception from 12:00 noon to 1:00 p.m. at City Hall Chambers. Mayor Hill said it is mandatory that all department heads attend the reception to meet the candidates.
6. **ADJOURN -** There being no further business to conduct, the meeting was adjourned at 4:30 p.m. upon a motion by Commissioner Campbell.

ANY PERSON WISHING TO APPEAL ANY DECISION MADE BY THE CITY COMMISSION WITH RESPECT TO ANY MATTER CONSIDERED AT SUCH MEETING WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE MAY NEED TO INSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED FS 206.105

## **PROFESSIONAL EXPERIENCE**

**EMPLOYER:** City Commission for the City of Crescent City Crescent City, Florida

### **POSITION, RESPONSIBILITIES AND ACCOMPLISHMENTS:**

#### **CITY MANAGER December 2008 – Present**

Manage and develop the budget for a full service municipal government that includes city-owned water, sewer and natural gas utilities, as well as manage and budget for the City's Community Redevelopment Agency. In addition to leadership role for all departments and employees at all levels, I serve as the city's CRA Director and the Planning and Zoning Director.

Accomplishments to highlight include:

- Building the general fund reserve from less than 1% of the General Fund budget in FY2008 to more than 45% of the General Fund budget by the end of FY2014.
- Increased total cash reserves in all funds (general, utilities and special funds) from \$813,000 in FY2008 to more than \$2,200,000 in FY2014, without raising taxes or utility rates.
- Reorganize the city-owned natural gas utility and manage the daily operations in order to bring it from a deficit to a positive net asset position, while doubling the gas utility's contribution to the city's general fund.
- Acquired grant funding for and managed millions of dollars in capital improvements, including:
  - \$1.4 Million to the city's water treatment plant and distribution system;
  - \$695,000 to develop a new waterfront park with boat ramp and parking facilities;
  - \$650,000 for the rehabilitation of 12 low income residences, including the complete rebuild of 3 homes;
  - \$850,000 in storm water infrastructure improvements;
  - \$400,000 in general park improvements
- Negotiated the acquisition and cleanup of a high profile blighted property for the CRA, and draft a detailed RFP for its redevelopment.
- Create a façade grant program to help property owners in CRA improve their buildings.
- Start a monthly newsletter promoting city hall activity and community events.
- Brought in a high speed internet option to Crescent City, which was previously limited to one dsl option that remains spotty and underperforming.
- Develop a visitor/tourism based website to promote the city and the surrounding community.

#### **ASSISTANT CITY MANAGER December 2006 – December 2008**

Assisted with and performed the daily management of all aspects of City's operations for the City Manager when he was not present (City Manager worked part-time 2-3 days a week), with an emphasis on human resources, gas utility operations, and utility billing process and procedures for water, sewer and gas utilities.

- Selection and implementation of new accounting and utility billing software, including a complete data conversion to the new system.
- Drafted and negotiated various contracts on behalf of the City, including franchise agreements, solid waste collection services, audit services, continuing engineering services, and numerous special project contracts.

**PATRICK J. KENNEDY, JD, ICMA-CM**  
124 Central Avenue • Crescent City, Florida 32112 • (386) 244-4910

**EMPLOYER:** Putnam County Board of County Commissioners Palatka, Florida

**POSITION, RESPONSIBILITIES AND ACCOMPLISHMENTS:**

**DIRECTOR OF PLANNING & DEVELOPMENT SERVICES 2003 – 2006**

Lead the County's Planning, Zoning, Building Permit and Code Enforcement agencies, with 3 division managers and a staff of 25 full time employees. In addition to daily interaction with managers and customers to address land use, permitting and code enforcement concerns, I was directly responsible for larger planning and development concerns and interagency coordination of development review. Some accomplishments of note include:

- Draft and defend department budget to the County Administrator and Board of County Commissioners, which included personnel and capital equipment needs to perform the necessary department functions.
- Directly handle complex planning and development review, including coordination of multiagency and multi-jurisdictional review of a 1 Million sq ft distribution center and a 2,000 acre multiuse development proposal that included single-family, multi-family, commercial and industrial uses.
- Manage complete evaluation and appraisal of Putnam County's Comprehensive Plan.
- Conduct visioning workshops and public meetings to develop a Special Area Plan for 33,000 acres in northeast Putnam County.
- Draft and present staff reports with recommendations to the Putnam County Board of County Commissioners, the Planning & Zoning Commission and the Zoning Board of Adjustment.

**SENIOR PLANNER 2001 – 2003**

- Drafted and brought an entirely new Land Development Code through adoption with detailed analysis and explanation of proposed code provisions at multiple public meetings before the Planning and Zoning Commission and the Board of County Commissioners. This effort mandated consideration and incorporation of public input during these meetings that included diverse groups like the Putnam County Environmental Council and the Chamber of Commerce.
- Conduct day-to-day land use planning and zoning functions, including development review, code interpretation and staff management

**EMPLOYER:** Moye, O'Brien, O'Rourke, Pickert & Dillon Maitland, Florida

**POSITION AND RESPONSIBILITIES:**

**ASSOCIATE ATTORNEY 1993 – 1998**

Practiced law in the field of commercial litigation and employment law representing multi-national and national heavy civil construction firms and engineering firms. Cases include complex contract disputes and multi-million dollar claims with government agencies like FDOT; as well as the defense of corporate clients in employment disputes before the EEOC and the Florida Commission on Human Relations (FCHR).

**PATRICK J. KENNEDY, JD, ICMA-CM**  
124 Central Avenue • Crescent City, Florida 32112 • (386) 244-4910

## **EDUCATION**

### **DEGREES EARNED:**

**JURIS DOCTOR**

Pace University School of Law White Plains, New York 1992

**BACHELOR OF ARTS DEGREE – Major: Marine Science Minor: Business**

University of Miami Coral Gables, Florida 1989

### **ADDITIONAL EDUCATION:**

**URBAN AND REGIONAL PLANNING MASTERS PROGRAM**

Florida State University Tallahassee, Florida 1999-2000

## **PROFESSIONAL CREDENTIALS**

**ICMA Credentialed Manager** and full member of the ICMA

**Florida Bar Association** - Active member of the Florida Bar in good standing since 1992 and Member of the *City, County and Local Government Section* of the Florida Bar

## **CIVIC AND PROFESSIONAL AFFILIATIONS**

**Putnam County Chamber of Commerce** – Board Member since 2008

**Putnam County Habitat for Humanity** – Board Member since 2012, Treasurer for FY2014 and FY2015

**North Florida Broadband Authority** – Board Member since 2012

**Florida Gas Utility** – Board Member since 2009, Executive Committee Member since 2012

**Rotary Club of Crescent City** – currently serving as assistant district governor for District 6970; also served as President and Foundation Chair for the club

**James D. Drumm**  
P.O. Box 1377  
Zephyrhills, Florida 33539  
(352) 226-6533  
jdrumm825@aol.com

## **CAREER SUMMARY**

I have over 20 years of professional municipal management experience in full service 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**

**May 2011-April 2014**

**City of Zephyrhills, Florida**

*City Manager*

- 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 (\$60 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)

**March 2004-October 2010**

**City of High Springs, Florida**

*City Manager*

- 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



- 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

**December 1988-August 1989**  
**Management Analyst**

**The Office of the County Manager**  
**Hernando County, Brooksville, Florida**

- 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

**April- September 1988**  
**Personnel Specialist**

**Southwest Florida Water Management District**  
**Brooksville, Florida**

- 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

**May- July 1987**  
**Personnel Analyst/Intern**

**City of Gulfport, Florida**

- 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

## **EDUCATION**

**1986-1988**  
 • Master of Public Administration  
 Concentration-Public Management

**University of South Florida, Tampa, Florida**

**1981-1985**  
 • Bachelor of Arts  
 Major-Political Science, Concentration-Public Administration

**University of Florida, Gainesville, Florida**

## **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)
- City Manager-Mentor: ICMA-Student Chapter-University of South Florida, Tampa, Florida
- Florida City and County Management Association, Past Board of Directors
- Florida Public Human Resources Association
- Florida Redevelopment Association
- Polk County City Management Association (past member)

## **INTERGOVERNMENTAL BOARDS**

- East Pasco County Water Coalition, 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
- 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
- Lake Alfred Elementary School Advisory Council, Past Member
- East Polk County Committee of 100, Past Member

## **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**

---

- **Kenneth Compton, City Councilman (also Assistant State Attorney)**  
City of Zephyrhills  
5335 8<sup>th</sup> Street  
Zephyrhills, FL 33542  
(813) 713-1950
- **Jodi Wilkeson, Former City Council President (also Architect)**  
City of Zephyrhills  
5335 8<sup>th</sup> Street  
Zephyrhills, FL 33542  
(813) 997-7194
- **James M. Gabriel, Former Mayor/Formal City Commissioner**  
215 S. Main Street  
High Springs, FL 32643  
(386) 588-4029
- **James Pendland, City Attorney-retired**  
215 NW 7<sup>th</sup> St.  
High Springs, FL 32643  
(352) 672-3586
- **Albertus Maultsby, City Commissioner**  
City of Lake Alfred  
845 Lake Swoope Drive  
Lake Alfred, FL 33850  
(863) 956-1856
- **Robert R. Green, City Manager**  
City of Auburndale  
P.O. Box 186  
Auburndale, FL 33823  
(863) 965-5500
- **Vonnie Mikkelsen, Executive Director**  
Zephyrhills Chamber of Commerce  
38550 5<sup>th</sup> Avenue  
Zephyrhills, Florida 33542  
(813) 782-1913
- **Lucie Regensdorf, Bed and Breakfast Owner, Attorney**  
420 N.W. 1<sup>st</sup> Avenue  
High Springs, FL 32643  
(386) 454-2206
- **Heather Clarich, Banker/Formal Pres. Chamber of Commerce**  
320 N.W. 9<sup>th</sup> Street  
High Springs, FL 32643  
(352) 281-1446
- **John Hagen, President**  
Pasco Economic Development Council  
16506 Pointe Village Drive, Suite 101  
Lutz, FL 33558  
(813) 926-0827
- **Randall H. Reid, Southeast Regional Director (former Alachua County-County Manager)**  
ICMA  
777 North Capitol Street NE, Suite 500  
Washington, DC 20002  
(202) 962-3502

Lyndon L. Bonner, ICMA-CM  
1320 South Daytona Avenue  
Flagler Beach, Florida 32136

## **1. Administrative Overview:**

I have over twenty years of successful Florida experience administering the full range of governmental operations and services with verifiable expertise in the areas of finance, sustainable budgeting, debt management, procurement, capital planning, organizational development, risk analysis, public safety, utility management, community planning, inter-governmental relations, grant acquisitions, labor relations and construction methods.

My career is a blend of municipal and county experiences that has imparted a valuable perspective and administrative approach that comes only from having served as both, a City Manager and County Administrator. Understanding and respecting the needs and requirements of both forms of government is essential for effective local government administration.

Administrative experiences include, General and Enterprise Fund budgets exceeding \$130 million dollars, \$120 million Capital Improvements schedules, 400+ Full Time Employees (union and nonunion) and oversight of water utilities serving 180,000 customers. I also have extensive Florida coastal Emergency Management experience managing the preparations, response, mitigation and recovery from five designated Local State of Emergencies.

Successful economic initiatives I have managed include, funding agreements with Community Redevelopment Agencies, (CRA's), Special Tax Districts, (Incremental, MSTU/MSBUs), financing / constructing Capital Infrastructure, Tourism Development Councils (TDC), Enterprise Florida, Rural Areas of Critical Economic Concern (RACECs), Main Street and the Governor's Office of Tourism, Trade and Economic Development (OTTED). I have also successfully lobbied State and Federal legislators obtaining financial, technical and legislative support via Community Budget Issue Requests (CBIRs) and Special State and Federal Appropriations.

Administratively, I listen and appreciate the fact that differing perspectives often improves decision-making. I am not afraid to acknowledge someone else has a better solution. My leadership style is facilitative and participatory. I believed and work under the premise that leadership is a blend of elements, that is not always present in a superior command of facts or position of authority. I make informed decisions and accept the responsibility for my actions. I value reciprocal accountability and I provide for and expect managers to manage and be recognized and accountable for their work.

The management decisions I made over my public service career have withstood the test of time. Elected officials, citizens, staff and official documents from each jurisdiction I have served confirm that the financial strategies and the operational solutions I implemented produced the intended results and that I maintained the highest level of ethical professionalism representing local government.

In my opinion, the most significant contributions I have made to local government have centered on increasing individual and organizational competencies. The accomplishments being made everyday by elected officials and staff I have had the privilege to serve is professionally motivating and personally very gratifying.

**2. Education:**

College of Central Florida, Ocala, Florida.  
University of Florida, Gainesville, Florida.  
Webster University, St. Louis, Missouri.

AA & AS Degree  
BSBA Degree  
MBA Degree

**3. Professional Certifications:**

Florida Notary Public  
Florida County Court Mediator (Inactive)  
Advanced Public Information Official (FEPA)  
Emergency Coordinators "Train the Trainer" (FEMA)  
International City and County Managers Association

Commission Number EE 205235  
Mediation Certification  
Emergency Management Certification  
Emergency Management Certification  
Credentialed Manager Certification

**4. Professional Affiliations:**

Florida League of Cities  
American Public Works Association  
Florida Planning and Zoning Association  
Florida Emergency Preparedness Association  
Florida Governmental Finance Officers Association  
International City and County Managers Association

Past Finance and Taxation Committee  
Municipal Member  
Past Regional Representative  
Member  
Member  
Member

**5. Relevant Private Sector Experience:**

Prior to my entry into local governmental administration, I worked in the construction trades of the heavy road and bridge, petro-chemical and nuclear power industries. During construction of the River Bend Nuclear Power Plant in Killona, Louisiana, I led materials placement teams and was responsible for coordinating the work of over 900 unionized tradespersons. Recognized by civil contractor J.A. Jones for innovative delivery methods and "On-Time" reactor poring schedule. I also served on the Technical Advisory Committee for Local 1846 "Extreme Construction Methods Team" and as the Contractors Liaison to the Louisiana Department of Transportation. These years provided a broad range of leadership and managerial experiences that have served me well in public service.

I am currently engaged in a part-time consulting practice limited to land use permitting via Special Exceptions, Conditional Use and Variance for residential developments. This practice also volunteers land use and permitting consulting services for Not-For Profit organizations assisting individuals with obtaining transitional and long term housing solutions.

**6. Local Governmental Administrative Experience:**

Title: City Manager  
Dates: March 29, 2011 – September 30, 2012  
Employer: City of North Miami Beach, Florida – City Council  
Population: 41,523 Residents, 2.5 million Metro Area and 180,000 Municipal Utility Customers  
Employees: 422 Full Time Employees  
Budget: \$111 Million FY 2012-2013, \$121 Million FY 2010-2011  
Contact: Mrs. Audrey Williams, Human Resource Department, 17011 NE 19<sup>th</sup> Avenue  
North Miami Beach, Florida 33162 Phone: 305-948-2900

**6. Local Governmental Administrative Experience: North Miami Beach, FL. (Continued)**

**Responsibilities:**

The City North Miami Beach is a full service municipal government delivering services via five divisions, General Administration, Public Services, Police, Leisure Services and Finance / Budget. The City Manager also serves as a Pension Board Trustee, the Executive Director of the Community Redevelopment Agency (CRA), Chief Purchasing Agent and the City's Lead Negotiator for Collective Bargaining negotiations. (Mayor and Council's Recommendations available)

**Major Accomplishments:**

- Increased the General Fund's Unrestricted Reserve Fund Balance by \$2.9 million.
- Restored the Enterprise Construction Reserves from negative (\$4) million to a positive \$7 million.
- Adjusted General Fund operations and expenditures to over come the Revenue short fall of \$7.5 million dollars in 2011-2012 Budget. (CAFR documentation available.)
- Developed and implemented organization's first financial and operational performance measures.

**Title:** County Administrator  
**Dates:** April 2008 – February 2011  
**Employer:** Okeechobee County, Florida - Board of County Commissioners  
**Population:** 39,836  
**Employees:** 418 (Down 47 Full-Time positions from 2008)  
**Budget:** \$121 Million FY 2007-2008, \$89.7 Million FY 2010-2011.  
**Contact:** Mrs. Kim Hopkins, Human Resources Director  
304 NW 2<sup>nd</sup> Street  
Okeechobee, Florida 34972 Phone 863-763-6441

**Responsibilities:**

In addition to the requirements of Chapter 125 of the Florida Statutes and the Okeechobee County Code of Ordinances, I directly supervised Budget Preparation, Capital Improvements, the Road and Bridge Department, Airport, Industrial Park, Solid Waste Services, Fleet Management, Emergency Management, Planning, Building and Code Compliance and the County's Civic Centers, Parks, Campground and Marinas. I was also responsible for supervising the work of external consulting engineers, legal counsel and grant consultants. I served as the Lead Negotiator in all matters dealing with the County's Collective Bargaining Units that included the International Association Fire Fighters and International Brotherhood Operating Engineers. (Commissioners Recommendations available.)

**Major Accomplishments:**

- Secured funding and completed over \$7.5 million for Building - Capital Building Projects including the complete restoration of the Historic Okeechobee County Court House and construction of a new 911 Emergency Operations Center, BOTH on time and within budget.
- Increased Operational Reserves and maintained services and service levels while experiencing a 25% decrease in revenues.
- Administered Specialty Grant Funded Capital Improvement Projects, including a \$4.4 million airport / runway rehabilitation project, \$2 million dollars in storm water management projects and affordable housing units, \$1.3 million emergency bridge rehabilitation and \$2.7 million dollar Florida Department of Transportation - Local Agency Projects (LAP) funding.
- Administered the response / restoration operations of two State Declarations of Local Emergency and negotiated Final Closed-Out of FEMA Claims resulting from the 2004 Hurricane Season.

**6. Local Governmental Administrative Experience:**

(Continued)

**Title:** Interim Assistant County Administrator / Special Projects Manager  
**Dates:** February 2007 - December 2007  
**Employer:** Sumter County, Florida - Board of County Commissioners  
**Population:** 93,420  
**Employees:** 437  
**Budget:** \$ 134 Million  
**Contact:** Mrs. Kitty Fields, County Human Resource Director  
209 North Florida Street  
Bushnell, Florida 33513 Phone 352-793-0200

**Responsibilities:**

Coordinated the activities and communications among assigned departments, including problem identification / resolution and completion of major Capital Improvement Projects. Provide administrative assistance to the Board, County Administrators and Staff. The position's responsibilities included that of the Assistant Budget Officer, responsible for coordinating the budget process, analyzing budgetary actions and supervising the preparation of the county budgets. My major contributions to the 2007-2008 Sumter County budgets were related to implementation Capital Improvement and completing several Special Projects that has been delayed by personnel changes.

My assignment in Sumter County was a ten-month term Contract for Services. This arrangement came about as a result of the County Administrator being called to active military duty and my being recruited to serve as Assistant County Administrator until his return. (Supervisors Recommendations available.)

**Major Accomplishments:**

- ♦ Direct and final administrative oversight responsibilities for the work of consulting engineers, contractors, compliance officials, site inspections and payment disbursements for Sumter County's portion of the Lake Panasoffkee restoration project. At the time this was the largest fresh water lake restoration effort in the United States. I also Supervised the re-permitting, completion and compliance certifications of the Sumter County Fair Grounds Exposition Center.
- ♦ Coordinated and expedited the Emergency Permitting Review / Fee Waiver Authorizations for emergency repairs and restorations during the 2004 Federal Disaster Declaration. (An F3 tornado that killed 8 and severely injured 25 people, destroying 301 and damaging another 1100 homes.)
- ♦ Responsible for the work plan to resolve the emergency weather notification failures. I negotiated the equipment purchase, Tower Leases, the geo-technical and transmitting analysis and obtained the Permitting from State and Federal regulatory agencies. This work was completed on schedule, under budget. The National Weather Service reported that this installation was completed and operational in the shortest time in the agency's history.

**Title:** City Manager  
**Dates:** May 2002 - May 2006  
**Employer:** City of Bunnell, Florida - City Commission  
**Contact:** Mayor Catherine Robinson  
P.O. 756, Bunnell, Florida 32110 Phone 386-437-7500

**Responsibilities:**

By Charter, the City Manager is the Chief Executive Officer of the City, responsible for all the administrative and operational functions of the City. (Commissioners Recommendations available.)

**6. Local Governmental Administrative Experience:**

**(Continued)**

Title: Director of Public Services  
Dates: December 1998 - July 2001  
Employer: City of Dunnellon, Florida - City Council  
Population: 1,951 (47,000 + within City's Utility Service Area)  
Employees: 5 Department Heads and 16 full time employees.  
Contact: Human Resources  
20275 River Drive, Dunnellon, Florida 34431 Phone: 352-465-8500

**Responsibilities:**

The position of Director of Public Services was a highly responsible position that supervised the administrative and operational functions of the City's Water & Wastewater Utilities, Road & Streets, City Garage, Community Development, Building Inspections, Grant Development, Comprehensive Planning, Code Enforcement, Planning and Zoning, Facility Management, Parks and Recreation, Animal Control, Emergency Management and the Solid Waste Collection / Recycling Programs. (Mayor and Commissioner's Recommendations available)

Titles: Senior Planner, Zoning Code Official and Emergency Management Coordinator  
Dates: November 1993 - November 1998  
Employer: City of Wildwood, Florida - City Commission  
Population: 3,598  
Employees: 4 Departmental Staff and 9 Project Team / Consultants  
Contact: Human Resources  
100 North Main Street, Wildwood, Florida 34785 Phone: 352-303-1332

**Responsibilities:**

Supervised all the work related to Permitting, Comprehensive Planning and Land Use administration including, site plan reviews, environmental and developmental permitting, annexation, plats and Concurrency Determinations. Provided Special Projects financial analysis and construction review / inspections. Also served as Emergency Management Coordinator and City's grant writer. (Mayor and Commissioner's Recommendations available)

**7. Personal:**

I am married to Pamela Lynne Bonner. Pam is law enforcement professional and we are blessed with a 11-year-old son, John Christopher. We are community volunteers in the schools Special Events Programs and serve as Adult Leaders with Boy Scouts, North Florida Council. I am an advocate for affordable and transitional housing initiatives and volunteer technical support to the private and Not-For-Profit organizations providing these services.

I enjoy excellent health and am an avid outdoorsman. My hobby interests include music, woodworking, power and sail boating, motorcycling, photography, biking, hiking, canoeing, camping, GeoCaching, kite flying and GM performance engine building.





**- Salary History and Professional References -**

**Base Salary History:**

City of North Miami Beach, Florida - City Manager	\$165K annually
Okeechobee County, Florida - County Administrator	\$135K annually
Sumter County, Florida – Interim Asst. County Administrator	\$98K

**Professional References:**

Mrs. Shairi Kamali Assistant City Manager,  
City of South Miami, Florida  
Telephone 305-778-7700

Mr. Mac Serda, Deputy City Manager  
7011 NE 19 Avenue, North Miami Beach, Florida 33162  
Telephone 305-525-5505

Ms. Lea Buckley, Information Technology Professional  
SunGard Corporation, Public Sector  
Telephone: 386-451-0026

**Donald E. Holmes, Esquire**

**RESUME**

**Personal:**

Donald Edward Holmes

Place of birth – Greenville, Mississippi

Current Resident address – 115 Buffalo Bluff Road, Palatka, Florida 32177 (since 1989).

Continuous resident of Putnam County since 1976.

(386) 328-1111 (work); (386) 937-4070 (cell)

**Education:**

Marianna High School, Marianna, Florida – Diploma

Chipola Jr. College, Marianna, Florida – Associate of Arts

Florida State University, Tallahassee, Florida – Bachelor of Science (Double-Major: Finance and Pre-Law)

Florida State University College of Law – Juris Doctor (With Honors)

**Family:**

Marital status – divorced

Children – Edward Ashley Holmes ( attended St Johns River Community College/graduated - University of Florida; employment – Seminole Electric Co-Op, Palatka, Florida)

Julianne Nicole Young ( attended St. Johns River Community College/graduated Stetson University; employment – St. Johns River State College, Palatka, Florida)

**Business/Professional:**

2012 – present

Holmes & Young, P.A., 222 North 3<sup>rd</sup> Street, Palatka, Florida, 32177

2004 – 2007

Co-owner/operator of Palatka Motor Sports, 2120 Reid Street, Palatka, FL, 32177 \*1

2002 – 2012

Donald E. Holmes, P.A., 222 North 3<sup>rd</sup> Street, Palatka, Florida 32177

1992 – 2002

Holmes and Pickens, P.A., 222 North 3<sup>rd</sup> Street, Palatka, Florida 32177

1987 – 1992

Donald E. Holmes, P.A., 607 St. Johns Avenue, Palatka, Florida 32177

1983 – 1987

Walton, Townsend, and Holmes, 613 St. Johns Avenue, Palatka, Florida 32177

1978 – 1983

Assistant State Attorney, Seventh Judicial Circuit, Palatka, Florida 32177

1977 – 1978

Clark and Mussoline, 501 St. Johns Avenue, Palatka, Florida

1976 – 1977

Assistant State Attorney, Seventh Judicial Circuit, Palatka, Florida 32177

\*1 operated simultaneously with law practice

**Professional Standing/Accomplishments:**

\*Rated "AV" by Martindale-Hubbell, regarded as the preeminent lawyer rating service.. The "AV" designation is the highest possible rating assigned by Martindale-Hubbell "in both Legal Ability and Ethical Standards" and is held by a relatively few attorneys. Ratings from Martindale-Hubbell are generally considered the most reliable in describing an attorney because they are based upon confidential "peer review", produced through questionnaires directed to attorneys and judges in the geographical area in which the attorney practices, and, the questionnaire responses are confidential.

\*During the last approximately four years employment with the office of the State Attorney, held position of Chief Assistant State Attorney for Putnam County, a position which required supervision of the day-to-day operation of the Putnam County office, including review of and/or initially making decisions regarding filing of all criminal charges.

\*Lead counsel or sole counsel in more than 200 jury trials.

\*Former President Putnam County Bar Association;

\*Former Chairman of Florida Bar Grievance Committee for Seventh Judicial Circuit (Committee of The Florida Bar which considers ethical complaints against lawyers)

**Representative Clients (Represented on retainer/continuing basis):**

\*City of Palatka (2000 to present)

\* Palatka Housing Authority (former counsel)

\* Palatka Gas Authority (from approximately 1993 to present)

\* Putnam County Building and Zoning Department (from approximately 1987 to 1994)

\* Town of Interlachen (from 1983 to present)

\* Beck Auto Dealerships (Ford, Chevrolet, Nissan, Chrysler) (from approximately 2002 to present)

\* Caldwell Banker – Ben Bates, Inc. (from approximately 1994 to present)

\* Rodeheaver's Boy's Ranch (pro-bono)

### Community Involvement

- Along with others, formed, and then served as the first President of the Putnam County Humane Society
- 30 + year member of the Palatka Rotary Club; Past-President; Past Secretary; and Multi-Year Member of Board of Directors
- Multi-Year member of Board of Directors of Rodeheaver's Boy's Ranch and Past Vice-President of Rodeheaver's Boy's Ranch, Inc.
- President of Rodeheaver's Boy's Ranch, Inc. (current)
- Former Volunteer coach (multiple years) Youth Flag Football, Girl's Softball, , Palatka

April 21, 2015

Allen R. Bush  
Interim City Manager  
City of Palatka  
201 N. Second Street  
Palatka, FL 32177

Dear Mr. Bush:

I would like to request your consideration of my qualifications for the position of City Manager. The published job announcement described a specific set of skills and abilities the City Commission would like for the incoming manager to possess, and I believe I possess those preferred skills. I hold Master's Degree in Public Administration and a Certified Public Manager designation from Florida State University. My public service career spans more than 18 years.

I am a highly energetic manager who works well with a variety of groups including elected officials, civic leaders, the business community and citizens. My personal approach to management is "Management by Walking Around," a style where I get to interact with frontline employees, solicit ideas on improvement opportunities, and work with staff to resolve identified concerns resulting in better performance. I believe in offering education and training for staff and empowering them to perform. While available to monitor and provide guidance, I respect them as professionals and therefore do not micromanage. This style of management combined with open and honest dialogue has proven successful for me.

I have a comprehensive working knowledge in all areas of municipal operations and have a clear understanding of the City Manager role in relationship to the governing body. I believe in sharing all information with the Mayor and Commission to maximize effectiveness and to better assist staff in the implementation of adopted policies.

I recognize the significance of community involvement, and am currently involved with Rotary International, Kiwanis, Salvation Army and several local outreach organizations, as well as serving on committees of professional organizations such as Florida City/County Management Association and Florida Association of Code Enforcement. I enjoy being out in the community observing staff, solving problems and working with citizens.

My fiscal experience includes creating, implementing and administering municipal budgets and enterprise funds utilizing various software programs, development and oversight of capital improvement projects and roadway infrastructure. I have worked for local governments with budgets ranging from \$3 million to \$100 million. I have executed an infrastructure improvement plan that will save my current city an estimated \$11 million over the next 20 years. I have secured nearly \$700,000 in grants for my community and the Keystone Municipal Airpark has been awarded multiple grants for renovations and infrastructure upgrades.

I have over 10 years' experience in human resource management from selection and hiring of new staff, to coaching and mentoring, evaluating, union negotiations and goal setting. I have authored policies related to personnel and contract management.

In my role as Community Redevelopment Administrator I have updated the City's CRA Plan, prioritized projects and events, developed regional partnerships and timelines, and projected costs. I manage the tax increment funding revenue, oversee the recruitment of new business, and amend zoning and land development regulations to promote sensible and sustainable growth within the City's CRA District.

In closing, this position offers the opportunity of making a meaningful contribution to a community known for its diversity, values and character. I am an excellent communicator, self-motivated, and a team player. I will bring passion tempered with wisdom, commitment to community and my record of fiscal constraint and accountability to the position.

My desired salary is negotiable and would be within the advertised range. My current salary is \$65,000. I welcome the opportunity to meet with the Mayor and Commission to discuss the position and my ability to meet their needs.

In public service,

A handwritten signature in black ink, appearing to read "Terry K. Suggs". The signature is written in a cursive, flowing style.

Terry K. Suggs, MPA, CPM, FCCMA, ICMA

# TERRY K. SUGGS

3312 Virginia Lane, Green Cove Springs, Florida 32043

Phone: 352-283-4605 Email: [teke00@msn.com](mailto:teke00@msn.com)

---

Professional with broad array talent and municipal management experience seeking a challenging position in a well reputed organization with an opportunity to utilize financial, economic development, planning and problem solving skills for the benefit of the community and organization.

## Areas of Expertise

Financial Management  
Long Term Planning  
Roadway Infrastructure

Community Redevelopment Agency  
Staff Performance  
Cemetery

Growth Management  
Municipal Airport  
Enterprise Funds

## Work History

City Manager

September 2011 - Present

City of Keystone Heights, FL

Preparation of all annual budgets to ensure compliance with City Councils vision and long-term planning.

Produce and analyze monthly revenue and expenditure reports to identify current and future trends affecting financial condition.

Responsible for all aspects of human resources management including recruitment, wage and salary administration, benefits, payroll, classifications, program development and establish performance objectives and performance measures.

Director Community Redevelopment District and Growth Management.

Conduct annual city council elections, serve as a chair of the canvassing board, and maintain statistics on election results, voting history and voter registration.

City Council liaison on the Keystone Municipal Airpark Authority Board.

Maintain official records and oversee maintenance and programs of City owned cemetery.

## Successes:

Crafted City's first formal comprehensive long term strategic plan unanimously approved by Council.

Secured \$683,000 in Housing Rehab and Recreation Grants

Municipal Airpark received \$900,000 for Airport FBO.

Implemented street preservation plan to extend the life of roadway network by an additional 20 years and save an estimated \$11 million.

Received the Small Cities Comprehensive Plan Update Award.

Negotiated cost sharing agreements with Board of County Commissioners and County School Board on mutually beneficial capital projects.

Concluded fiscal years 2012, 2013, and 2014 financial audits with no management comments.

### **Education**

Master of Public Administration, Barry University: 2013

Certified Public Manager, Florida State University: 2010

### **Professional Organizations**

Florida City/County Management Association – Education Committee 2015 Conference

Florida Association of Code Enforcement – President 2009/10

International City/County Management Association

### **Community Organizations**

Keystone Heights Kiwanis Club

Keystone Heights Rotary Club – President 2014/15

Salvation Army Kettle Program

University of Florida Non-Profit Scholarship Endowment Organization – President 2012

### **References**

Rob Bradley  
Florida Senator  
Legislator  
904-994-4847

Donnie Bowles  
Michael Baker Corporation  
Engineer  
904-380-2508

Frances Childers  
Non-Profit Board  
Treasurer  
352-475-5129

Susan Fraser  
SLF Consulting  
Planner  
904-591-8942

Robert Hamilton, J.D.  
Florida Association of Code Enforcement  
Board Attorney  
407-857-7067

Rich Komando  
Kopelousos, Bradley & Garrison  
City of Keystone Heights Attorney  
904-269-1111

Shawn O'Rourke, CEP  
City of Oviedo  
Code Compliance Manager  
407-971-5786

Richard Wolf  
Alachua County  
Asst. Director Growth Management  
352-374-5247

# Agenda Item

3



**CITY COMMISSION AGENDA ITEM**

---

**SUBJECT:**  
**SELECTION OF CITY MANAGER**

---

**SUMMARY:**  
Following completion of all interviews, the Commission will score and finally rank candidates via a ballot system. A copy of a sample ballot follows this summary.

---

**RECOMMENDED ACTION:**  
**Score/rank candidates**

**ATTACHMENTS:**

Description	Type
<input type="checkbox"/> Ballot #1 - scoring five candidates	Attachment
<input type="checkbox"/> Ballot #2 - scoring top two candidates	Attachment

**REVIEWERS:**

Department	Reviewer	Action	Date
City Clerk	Driggers, Betsy	Approved	5/21/2015 - 1:38 PM

**BALLOT #1**

**PALATKA CITY MANAGER FINALIST INTERVIEWS**

**May 26, 2015**

Assign a score of 1, 2, 3, 4 or 5 to each candidate, ranking them in order of preference, with 5 being the highest or best score, and 1 being the lowest score.

**IN ALPHABETICAL ORDER:**

1. Lyndon Bonner \_\_\_\_\_

2. James Drumm \_\_\_\_\_

3. Donald E. Holmes \_\_\_\_\_

4. Patrick Kennedy \_\_\_\_\_

5. Terry Suggs \_\_\_\_\_

**BALLOT #2**

**PALATKA CITY MANAGER FINALIST INTERVIEWS**

**MAY 26, 2015**

**TOP TWO FINALISTS**

Assign a score of 1 or 2 to each remaining candidate, ranking them in order of preference, with 2 being the highest or best score, and 1 being the lowest score.

**IN ALPHABETICAL ORDER:**

1. (name) \_\_\_\_\_

2. (name) \_\_\_\_\_