



The Mercer Group, Inc.

COCOA, FLORIDA

CITY MANAGER

James Drumm
Brunswick, Goergia

Summary

- **ICMA - CM**
- **Master of Public Administration**
- **Most recent position: City Manager – Brunswick, GA**
2015 – January 2020
- **Cover Letter**
- **Resume**
- **Internet Research**

Various news articles – neutral mention
Linkedin

THE MERCER GROUP, INC.

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June 12, 2020

Honorable City Council
City of Cocoa
C/O The Mercer Group, Inc.

Dear Mayor Williams 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 a diverse urban port city that serves as a hub of commerce, government, higher education, culture and medical services. The City's 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.

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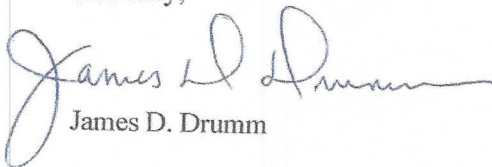
I have been involved with community and intergovernmental relations, as my resume describes. I have served on multi-jurisdictional boards and committees representing my city. I have been actively involved with the Chamber of Commerce and local economic development agencies. I have been successful in 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, neighborhood planning assemblies and the elected officials as a consensus builder in addressing community concerns and in developing and prioritizing the goals and objectives for our neighborhoods and the overall 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 Florida. My wife lived in Brevard County until 2007, when we were married. We still have family and in Brevard County and occasionally visit. 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,

A handwritten signature in dark ink, appearing to read "James D. Drumm". The signature is fluid and cursive, with a large initial "J" and "D".

James D. Drumm

James D. Drumm

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CAREER SUMMARY

I have over 25 years of professional municipal management experience in full service cities, mostly in Florida. 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 Manager

City of Brunswick, Georgia

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.
- Redesignated 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 Manager

City of Zephyrhills, Florida

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 lead 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