

*Drymon*

5532 E. Harbor Drive  
Fruitland Park, FL 34731

August 28, 2013

Sandi Bolser, City Clerk  
City of Bunnell  
1769 E. Moody Blvd.  
Bunnell, FL 32110

Dear Ms. Bolser:

Please accept the enclosed documents (resume, references and salary history) as my application for the position of City Manager being advertised by the City of Bunnell. I believe my professional credentials and past work experience make me a solid candidate for this position. If selected to be Bunnell's next City Manager, the City Commission will find that I bring enthusiasm, a dedication to high ethical standards and transparency in government, an ability to communicate effectively with a broad spectrum of people, and a commitment to providing first-class customer service to the residents and businesses of Bunnell.

As noted in my resume I have twenty years of experience serving in highly responsible administrative positions within local government. My work responsibilities have entailed a significant involvement in many different areas of municipal service provision, including law enforcement, fire rescue, public works, utilities (water/wastewater/stormwater management), solid waste management, community and economic development, and leisure services (parks/library/recreation). Your City's job advertisement highlights the City Commission's desire for their next City Manager to have demonstrated experience in finance and human resources in addition to the previously named service areas. A review of my resume will show that in my previous positions I have successfully handled a variety of challenging tasks connected with each of these functions. As a City or Town Manager, I have pursued a fiscally-conservative management philosophy that has served to keep the communities I have administered on firm financial footing. It has been my experience that citizens are willing to pay for public services, provided that they feel these services are being delivered in a cost-efficient and effective manner, and furthermore believe that they are receiving a fair value for their money.

Beyond the responsibility of preparing and submitting the annual budget and overseeing the day-to-day operations of government services, one of my highest priorities has been to respond in a timely and courteous manner to requests for information and assistance from public officials, local residents and businesses. I have this same expectation for the employees I serve with. As a manager, I believe in being a team leader who encourages his staff to be creative in addressing needs, while at the same time holding them accountable for achieving results.

I would welcome the opportunity to meet with the City Commission and any other members of the community who would like to discuss in further detail my qualifications for the position of City Manager. I look forward to hearing from the City Commission regarding my interest in serving the citizens of Bunnell.

Sincerely,

*J. Douglas Drymon*

J. Douglas (Doug) Drymon



# JAMES DOUGLAS DRYMON

5523 E. Harbor Drive  
Fruitland Park, FL 34731

Cell Phone: 352-682-8878  
Email: jddrymon@comcast.net

## RELEVANT WORK EXPERIENCE (Alachua County, continued)

### Key Accomplishments while serving with Alachua County:

- Established and served as a member of the Stimulus Assistance Team (SAT), whose mission consisted of: 1) Coordinating, communicating and facilitating Stimulus grant opportunities; 2) Raising awareness of the impact of ARRA on existing County resources and priorities; and, 3) Establishing procedures for the implementation, monitoring and reporting of ARRA funding received by the County.

Jul 2005 -  
Jan 2009

**City Manager**, Archer, Florida. Archer is a rural community of approximately 1,200 people located 12 miles southwest of Gainesville in Alachua County, Florida. The city encompasses 5.25 square miles and is one of Florida's oldest communities, dating to the 1850's.

**Major Responsibilities:** Directed the activities of a staff of 10 employees and a one million dollar annual operating budget. Additional duties included records management, city finances, annual budget preparation, qualifying of candidates for City elections, and personnel administration. Also functioned as the city's Purchasing Agent, Planning and Zoning Administrator, and Codes Enforcement Officer. Directed the city's three major departments, which include Administration, Public Works and Parks & Recreation. Prepared reports, policy papers, and correspondence on behalf of the City Commission. Acted as the city's representative in dealings with other municipal, county and state agencies (including project negotiations with Gainesville Regional Utilities).

### Key Accomplishments while serving with the City of Archer:

- Brought stability to a position experiencing constant turnover prior to being hired as City Manager (four City Managers serving over a two-year time period).
- Oversaw reduction in municipal water system monthly water loss (un-billed gallons) from 40%-50% to under 24% through repairs to city infrastructure and customer meters.
- Returned city to financial stability following recovery efforts associated with 2004 hurricane season, and arranged transition from a community volunteer Fire Department to a paid professional fire service contracted through Alachua County Fire Rescue.
- Secured \$500,000 grant from Suwannee River Water Management District to assist with various stormwater management projects located throughout the city.
- Directed efforts to fix a contaminated potable water well and an improperly engineered water storage tank, and bring these facilities on-line.
- Obtained \$6,000 grant from Water Management District to use in purchasing and installing Geographic Information System (GIS) software at City Hall.
- Obtained \$10,000 grant from Florida Department of Community Affairs to undertake revisions to City's Land Development Regulations (Zoning Code) with assistance from the University of Florida's Community Outreach Program.
- Guided selection of Architectural firm to prepare construction plans for Historic Archer High School Gymnasium Renovation Project (a \$1,000,000 capital project intended to convert a former gymnasium into an all-purpose Community Center).

Mar 2005 -  
Jul 2005

**Consultant**, City of Boynton Beach, Florida. Boynton Beach is a full-service city located in metropolitan southeast Palm Beach County, and has a population of approximately 65,000 residents. The city encompasses 16.3 square miles and contains a mixture of residential, commercial and industrial areas.

**Major Responsibilities:** Retained on a part-time, temporary basis while a Manager-in-Transition to assist the city's Human Resources Department with various special projects, including (but not limited to) the completion of a Pay and Classification Study for the city's 850+ employees, preparing updates to the Human Resources Department's Standard Operating Procedures Manual, and revising portions of the city's 2005 Hurricane Response Plan.

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## CAREER SUMMARY

Twenty years of local government work experience, eighteen of which have involved serving in Executive Management positions. Extensive knowledge, training and experience in providing effective public services, with emphasis on administrative and senior management-level functions. Demonstrated skills in the following areas: budgeting, financial management, human resources management (such as coaching, team building and motivating employees), strategic planning, grant writing/administration, inter-governmental relations, evaluating organizational procedures, and directing office workflow. Practiced in the application of Florida's "Government-in-the-Sunshine" laws.

## RELEVANT WORK EXPERIENCE

Jan 2010 -  
Aug 2013

**Deputy City Manager / Interim Airport Manager**, Leesburg, Florida. Leesburg is a full-service community located in northwest Lake County, with a population of more than 20,000 residents. Leesburg serves twice as many people with its city-owned electric, natural gas, water, wastewater, solid waste collection and fiber-optic utilities. Leesburg is also a central hub for commerce, attracting an estimated 50,000 workers each weekday. The City operates an International Airport and a marina providing wet/dry boat storage and maintenance facilities. The City has two employee unions.

**Major Responsibilities:** Served as a member of the City Manager's executive management team, providing leadership and developing strategies for city operations. Oversaw daily operations of the City in the City Manager's absence. Supervised the Airport Manager in the operations of Leesburg International Airport. Served as the City's primary contact with various consultants and representatives from the aviation industry performing work under contract for the City. Also served as a liaison on behalf of the City Manager to staff and a variety of external organizations and community groups.

### **Key Accomplishments while serving with the City of Leesburg:**

- Worked with various consultants and city staff to revise and update unused plans for a proposed office and industrial plant complex, creating in the process the Florida Energy and Aerospace Technology Park (a 3,300 acre project).
- Served as Interim Airport Manager for over ten months while determination was made whether to fill position with part-time or full-time replacement for previous manager.
- Developed a variety of financial analysis tools to assist city management in Airport tenant lease negotiations.
- Worked with engineering consultants, city staff and representatives from the Florida Department of Transportation and FAA to prepare preliminary construction-related documents and grant applications for over \$2.5 million (\$450,000 already funded) of major capital improvements at Leesburg International Airport.

Apr 2009 -  
Sep 2009

**Economic Stimulus Coordinator**, Alachua County, Florida. Alachua County is an urban county located in North Central Florida, with a population of 245,000+ residents. Home to the University of Florida, Alachua County contains nine incorporated communities, including the City of Gainesville.

**Major Responsibilities:** Retained on a full-time, temporary basis while a Manager-in-Transition to assist county, municipal and community non-profit agencies in locating and applying for stimulus funds made available through the American Recovery and Reinvestment Act of 2009. Responsible for establishing and developing contacts with other local municipal and government agencies on behalf of the County Manager for the purpose of supporting and coordinating efforts to maximize the yield of stimulus dollars to Alachua County.

### **Key Accomplishments while serving with Alachua County:**

- Organized and conducted an Economic Stimulus Summit in May 2009 for public officials, non-profit representatives and other community stakeholders to facilitate the distribution of ARRA-related information from state and federal officials.

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## RELEVANT WORK EXPERIENCE

Jan 1993 -  
May 1998

**Town Manager**, Town of Wallace, North Carolina. Wallace is a full-service city located in rural southeast North Carolina, and has a population of approximately 3,400 residents. The town encompasses 2.6 square miles and serves as the business center for an area whose economy has historically been based on agriculture and textile manufacturing.

**Major Responsibilities:** Oversaw all public services for the town, including police, fire (volunteer), solid waste collection and recycling, water, sewer, street maintenance, parks and recreation, library, and operation of a general aviation airport. Additional responsibilities included serving as the Town Clerk, Finance Officer, Budget Officer, Personnel Director, Purchasing Agent, Planner, and Zoning Enforcement Officer. Prepared and administered three million-dollar budget, which included a one million-dollar Water and Sewer Enterprise fund.

### Key Accomplishments while serving with the Town of Wallace:

- Assisted in various economic and community development projects, including the construction of a 40,000 square foot industrial shell building and obtaining a \$100,000 grant from the NC Rural Economic Development Center to help fund infrastructure improvements in the Wallace area.
- Successfully implemented a commercial recycling program using a \$15,000 state grant.
- Developed database of financial trends and initiated the use of Council retreats to help improve the town's annual budget preparation process and long-term financial planning.
- Coordinated emergency response and clean-up efforts following a series of tropical storms impacting the area during the summer of 1996.
- Increased available General Fund reserves to over 50% of total fund expenditures.
- Secured funding to undertake a system-wide upgrade of the town's water system.

## OTHER EMPLOYMENT ADDING TO WORK EXPERIENCE

1991 **MPA Graduate Program Internship**, Town of Gibsonville, North Carolina.  
1985 - 1990 **Full-time Sales Representative**, Korman Autoworks, Greensboro, North Carolina.  
1984 - 1985 **Extended Internship**, Sarasota County Planning Department, Sarasota, Florida.  
1982 - 1983 **Extended Internship**, Purchasing Department, City of Sarasota, Florida.  
1981 **Summer Internship**, Personnel Department, City of Gainesville, Florida.  
1980 **Summer Internship**, Purchasing Department, City of Sarasota, Florida.  
1979 **Summer Internship**, Planning Department, City of Sarasota, Florida.

## COLLEGE EDUCATION

**Master of Public Affairs (MPA)**, University of North Carolina at Greensboro, May 1992.  
**Bachelor of Arts**, majoring in Political Science, University of Florida, March 1980.  
Additional graduate-level coursework in Public Administration completed at UF between 1980 and 1982.

## CONTINUING EDUCATION

Career-related coursework completed at the **Institute of Government**, University of North Carolina at Chapel Hill: *Municipal Administration; Effective Management; Budgeting and Financial Planning; Introductory Governmental Accounting; Intermediate Governmental Accounting; Cash Management and Investment of Public Funds; Contracting for Construction and Professional Services*. **ICMA University** workshops completed: *Building Trust in Local Government: A Step-by-Step System for Community Decision Making; Manager as Coach: Increasing the Effectiveness of your Elected Officials; Managing in Difficult Political Environments; Breakthrough Conflict*. **State of Florida, Department of Community Affairs** training workshop completed: *Damage Assessment G601*.

## PROFESSIONAL AFFILIATIONS

International City/County Management Association (ICMA), and Florida City and County Management Association (FCCMA). Working toward ICMA Credentialed Manager status.

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### RELEVANT WORK EXPERIENCE

Jul 2003 -  
Oct 2004

**Town Manager**, Lake Park, Florida. Lake Park lies adjacent to the Intracoastal Waterway (with access to the Atlantic Ocean) in the north central metropolitan area of Palm Beach County. The town has a population of approximately 9,100 residents, and encompasses 2.2 square miles with a balanced mixture of residential, commercial and industrial areas.

**Major Responsibilities:** Responsible for seeing that municipal services were provided to Town residents in an effective and cost-efficient manner using the town's own workforce or contracted personnel. Implemented policy decisions of the Town Commission, and managed an organization of approximately 50 full-time employees, with an annual operating budget totaling \$7 million (excluding major capital projects and enterprise funds). Lake Park operates two enterprise funds (Sanitation Department and a public marina) as well as a Community Redevelopment Agency.

#### **Key Accomplishments while serving with the Town of Lake Park:**

- Improved town's overall financial stability, with General Fund Reserves increasing from under \$200,000 to approximately \$1.6 million by the close of Fiscal Year 2002-2003.
- Directly involved in the planning and development of several major construction projects benefiting the town, including the Lake Park Harbor Marina, Target and Wal-Mart.
- Oversaw correction of numerous financial management deficiencies identified in an audit conducted by the State Auditor General's Office during a previous town administration.
- Negotiated an increased staffing level with Palm Beach County Fire Rescue in response to the agency's emergency efforts following a serious residential structural fire.

May 1998 -  
Jun 2003

**City Manager**, City of Dade City, Florida. Dade City is a full-service community located in the rural northeast section of Pasco County, with a population of approximately 6,800 residents. The city encompasses 3.3+ square miles and contains a mixture of residential and commercial areas, as well as a number of county government facilities (Dade City is the County seat of Pasco County).

**Major Responsibilities:** Directed an organization of 140+ full- and part-time employees with two employee unions (representing police officers and firefighters) and an annual operating budget totaling over \$7 million (excluding major capital projects). During tenure as Manager, worked closely with a variety of community organizations such as the Chamber of Commerce, Downtown Association and Habitat for Humanity to successfully accomplish a number of redevelopment projects benefiting the community. Dade City is recognized across Florida for its successful downtown activities and its many community festivals and special events.

#### **Key Accomplishments while serving with the City of Dade City:**

- Successfully secured grants totaling over \$3.5 million for various community projects.
- Oversaw the preparation and implementation of a Community Redevelopment Plan and a Tax Increment Financing district (TIF) for the city's downtown area.
- Developed a Façade Improvement Grant Program to promote storefront rehabilitation.
- Coordinated planning of a \$3.7 million streetscape project for the city's downtown area.
- Drafted an Economic Development Incentives Ordinance to assist in attracting needed industrial development to the community.
- Planned and directed various annexations totaling over 410 acres (increasing Dade City's size by almost 20%).
- Twice recipient of the GFOA Distinguished Budget Presentation Award.
- Coordinated \$4.75 million expansion of city's wastewater treatment system.
- Negotiated the purchase of a former office building to use as a City Hall annex.
- Recommended and oversaw conversion of a vacant city recreation center for use by the East Pasco YMCA as a means of expanding recreational services to city residents.

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### REFERENCES

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Currently Assistant City Manager of  
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of Dade City, as well as Past President  
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Mark Durbin  
Former City Manager of Kissimmee, Florida  
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**SALARY HISTORY**  
(Full-time, Permanent  
Positions Only)

City of Leesburg, Florida

Annual Salary

Beginning: \$90,000  
Ending: \$90,000

City of Archer, Florida

Annual Salary

Beginning: \$55,000  
Ending: \$61,929

Town of Lake Park, Florida

Annual Salary

Beginning: \$75,000  
Ending: \$78,031

City of Dade City, Florida

Annual Salary

Beginning: \$52,500  
Ending: \$57,658

Town of Wallace, NC

Annual Salary

Beginning: \$29,500  
Ending: \$40,887

