

**Franklin Etheridge**  
(706) 949-9523

509A Second Street, LaFayette, GA 30728  
E-Mail: fetheridge@windstream.net

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

August 19, 2013

RE: Bunnell City Manager Position

Dear Ms. Bolser:

I noticed on the ICMA webpage that Bunnell is looking for a City Manager and I would like to apply for the position. As you can see from the enclosed resume, I am an achievement-oriented manager with over 17 years experience in both large and small local governments as well as in the private sector. I am keenly aware of balancing revenues and expenditures to ensure we maintain a balanced budget, one that still permits the departments to provide effective public service.

What it does not show is the emphasis I place on building a highly functional, citizen-friendly organization. I have excellent interpersonal skills with an approachable, welcoming style with both the community and staff. I enjoy encouraging individuals to think for themselves and to act within the parameters the Council and I have set while working to resolve the concerns and needs of our community. This approach requires establishing an organizational culture with common goals and objectives that everyone has accepted. It further emphasizes teamwork while developing the individual manager and employee and empowering the entire staff to make decisions appropriate to their work. Any organization is only as good its people and I believe that we do our taxpayers a disservice if we are not pro-active in developing these employees.

What I bring, in addition to this managerial philosophy, is an ability to solve problems rapidly should they occur, to foresee potential problems and implement strategies to avoid them. I also bring the ability to interact effectively with people from a wide variety of backgrounds as well as the ability to work effectively with the media. I am also well versed in the entire human resource process, updating web access, and seeking funding sources for projects.

My career also involves management experiences in the U.S. Air Force and the private sector. I have solidified my professional experience in local government to include department head positions where I had responsibility for planning and zoning, economic development, commercial and residential development, economic development, redevelopment, building permitting and inspections, code enforcement, soil and erosion control, storm water management, budgeting, and supervision of professional and technical employees. As a Planner I focused on the development approval process, public presentations, and Comprehensive Plan updates. I also served as a Planner in Martin County and a City Planner in Destin during the mid to late 1990's. I am willing to negotiate a salary that benefits both Bunnell and myself and have listed my salary history on the attached resume.

With this background, as well as my Masters Degree in Public Administration, I am certain I can be a valuable and contributing member of Bunnell's management team supporting Mayor Robinson and the City Commissioner's vision for growth and continued development. I look forward to hearing from you.

Sincerely yours,

*Franklin T. Etheridge*

Franklin T. Etheridge, MPA, ICMA

**Franklin Etheridge**  
(706) 949-9523

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## **CITY MANAGER, BUNNELL, FLORIDA**

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### **SUMMARY**

More than seventeen years of local government experience with expertise in the following areas:

- \* Strategic Planning and Operations Analysis
- \* Financial Operations and Budgeting
- \* Customer Service
- \* Systems Design and Implementation
- \* Organizational Change and Development
- \* Media Relations

An innovative leader with demonstrated organizational, analytical and communications skills. Experienced in managing change. Achievement-oriented with foresight; a dedicated team player who is able to work independently within the organizational framework.

### **RELEVANT LOCAL GOVERNMENT EXPERIENCE**

#### ***City Manager, City of LaFayette, GA***

**Oct 2011 – May 2013**

Chief Operating Officer with a \$22,000,000 budget; including general, water/sewer, electric, and gas funds. Managed 130 full-time, 15 part-time, and 15 seasonal employees. Oversight responsibility for the following functions: police, fire, roads, water and sewer utility, parks and recreation, planning, zoning, finance, gas, electric, airport, golf course, main street, and personnel. Working together we reduced the City's audited fiscal debt from over \$650,000 at the beginning of FY 2012 to a positive \$27,000 in just twelve months. As part of this effort we converted existing GEFA loans to municipal bonds in order to save \$750,000 over the life of the loans and finance mandated sewer system improvements. In support of that I prepared cost of service studies to ensure Council had accurate data to assess user fees and evaluate appropriate transfers to the general fund. Oversaw the construction of a new airport terminal, from conception through dedication, using Department of Transportation and other state funding sources. Managed the adoption of the first classification and salary study done in over ten years, which was the first time that all employees had a position description to which they were held accountable. Worked to resolve numerous environmental compliance violations that were on the books when I started and also opened a dialog with the Georgia Environmental Protection Division on areas of joint interest.

#### ***City Administrator, Pembroke, GA***

**Apr 2009 – Mar 2011**

Actively managed 25 full-time employees, 12 part-time employees, and approximately 20 volunteers operating on a \$1.6 million general fund budget, a \$1.1 million utility enterprise fund, and a yearly SPLOST fund of \$480,000. Met daily with citizens, business leaders, and developers to provide information on ordinances, services and development issues and worked towards the continued stability of the community during this down-turned economy. Directly supervised department heads to meet the daily needs of the community for police, fire, streets, water and sewer, finance, personnel, and planning services. Successfully applied for grants and completed water and sewer extensions and upgrades, road construction and improvements, and downtown landscaping and lighting projects. Actively pursued grants for a new city park, a new fire station, and a historic theater renovation. Worked with a contractor to provide community recreation needs to include a community swimming pool. Oversaw planning and construction of a 4,000 sq. ft. Public Works facility. I engaged in human resources management issues on a daily basis to include workers compensation claims, evaluations, job descriptions, pay rates, benefit packages, and HIPPA requirements. Worked with the City Clerk to ensure accounts payable and receivable were monitored and departments stayed within budget. Provided staff review and documentation of land use amendments and rezoning applications. Presented recommendations and reports to the City Council. Using state prison labor, we completed the first renovation of the City Hall since it was built in 1976 to expand office spaces and add curbside appeal.

#### ***Planning Manager, Jackson County, GA***

**Jul 2005 - Apr 2009**

**Duties and Responsibilities as Planning Manager:** Met daily with citizens and developers of the 10<sup>th</sup> fastest growing community in the United States to provide information on ordinances and development issues. Reviewed and approved construction permits. Initiated a technical review committee, with members from both internal and external offices, to review and approve commercial and residential development applications for compliance with codes and standards. Provided staff review and documentation of land use amendments and rezoning applications. Presented reports and ordinances to

the County Manager and County Commission. Prepared and presented revisions to the Unified Development Plan and the Comprehensive Plan for public hearings. Managed five employees and a departmental budget of \$500,000.

**Building & Planning Director, Habersham County, GA**

**May 2003 - Jul 2005**

Provided day-to-day management of a 10-person building and planning office providing services in planning, zoning, development review, business licensing, building permitting, building and infrastructure inspections, and code enforcement. Spearheaded the County's efforts to make the Building Inspection process self supporting by the user community. This included meeting with contractors, citizens, and the County Commissioners. Provided staff review and documentation of plan amendments, rezoning applications, and subdivision applications. Presented reports and ordinances to the County Manager, Planning Commission, and County Commission. Prepared ordinances for public hearings to include getting community involvement and input. Prepared and defended in public hearings the County's first Occupational Tax Ordinance. Met daily with citizens to provide information on the County codes and ordinances. Coordinated with the other departments to present a unified county position. Managed an annual budget of \$400,000. Prepared and justified department budget and multi-department items such as aerial mapping and GIS and the Short Term Work Plan in public hearings.

**Planning & Development Director, Camden County, GA**

**May 2000 - May 2003**

Provided day-to-day oversight of planning, zoning, business licensing, building permitting, building inspections, and code enforcement. Provided staff review and documentation of plan amendments, rezoning applications, and subdivision applications. Presented reports to the County Administrator, Planning Commission, and County Commission. Prepared ordinances for public hearings to include pursuing public community involvement and input. Wrote and presented coastal incentive grants to provide funding for updating and digitizing FEMA flood maps to ensure an accurate estimate of where development should occur within Camden County. Worked on grant proposals and coordinating with contractors on engineering and planning issues. Met daily with citizens to provide information on the codes and ordinances of the County. Worked with the public to resolve development issues. Supervised a staff of four employees. Coordinated with other departments to present a unified county position. Developed the Greenspace program to include land acquisition. Prepared and managed annual departmental budget of \$300,000. Also served at the interim Planning Manager for St. Marys, for four months, while they searched for a permanent Planning Manager.

**Captain, Camden U.S. Air Force Reserves, Hurlburt Field, FL**

**Oct 1999 - Nov 2002**

As an analyst provided in-depth assessments of infrastructure, capabilities, and intentions of nations of interest to the U.S. government. Provided intelligence assessments and presentations to senior military leaders on the implications of events in foreign nations and appropriate military responses. Managed daily office activities to include supervising four analysts and GIS operators. Deployed on several tours to support war fighting efforts in the Middle East and Asia.

**EDUCATION**

**Troy University, Troy, Alabama (Shaw AFB Campus):** Master of Public Administration:

Emphasis on city/county management and financial operations, and organizational development.

**University of Georgia, Athens, Georgia:** Bachelor of Arts

Majored in Geography.

**PROFESSIONAL AFFILIATIONS**

- International City/County Management Association
- Georgia City-County Management Association
- Georgia Academy for Economic Development Graduate
- University of Georgia, Carl Vinson Institute of Government, Management Development Program, Certified Level I and Level II Management Graduate
- Walker County and Camden County, GA Chamber of Commerce Leadership Development Program
- Southeast Georgia Regional Leadership Development Program
- Georgia Soil and Water Conservation Commission Level 1B Certified Inspector
- American Planning Association (1995-2012) and the Georgia Planning Association (2000-2012)

**SALARY HISTORY**

LaFayette, GA	City Manager	\$77,000
Pembroke, GA	City Administrator	\$61,000
Jackson County, GA	Planning Manager	\$55,000
Habersham County, GA	Building & Planning Director	\$51,000
Camden County, GA	Planning & Development Director	\$50,000

**REFERENCES**

1. Mr. Neal Florence, Mayor

City of LaFayette, P.O. Box 89, 207 S. Duke Street, LaFayette, GA 30728

Phone 423-595-0839

[nflorence@cityoflafayettega.org](mailto:nflorence@cityoflafayettega.org)

Mr. Florence is currently the Mayor of LaFayette and serves on the Northwest Georgia Joint Development Authority. He is one of the officials I reported to during my tenure as City Manager.

2. Mrs. Mary Warnell, Mayor

City of Pembroke, P.O. Box 130, Pembroke, GA 31321

Phone 912-653-4413

[mayor@pembrokega.net](mailto:mayor@pembrokega.net)

I have known Mrs. Warnell since 2009 when she was the North Bryan County Chamber of Commerce President actively working to encourage economic development within the community.

3. Mr. Leonard Myers

1121 Tuxedo Lane, Watkinsville, GA 30677

Phone 706-202-6586

Mr. Myers was the Interim Jackson County Manager (approximately 450 employees) and was my direct supervisor during my tenure as the Planning Manager for Jackson County

4. Mr. Joseph Mosley, City Manager

City of Metter, PO Box 74, Metter, GA 30439-0074

Phone: (912) 685-2527

[jmosley@pineland.net](mailto:jmosley@pineland.net)

Mr. Mosley and I both came up through the Planning & Zoning with local governments.

4. Mr. Johnnie A Miller, Pembroke City Council

P.O. Box 1143, Pembroke, GA 31321

912-531-3936

[johnniemiller@pembrokega.net](mailto:johnniemiller@pembrokega.net) or [clerk@pembrokega.net](mailto:clerk@pembrokega.net)

Mr. Miller is currently a Councilman for Pembroke and a retired educator. I have known Mr. Miller since 2009 and is one of the officials I reported to during my tenure as City Administrator.

5. Mr. Jeff Mullis, State Senator, District 53

212 English Avenue, Chickamauga, GA 30707

Phone: 706-375-1776

[jeffmullis@comcast.net](mailto:jeffmullis@comcast.net)

Mr. Mullis is currently the Northwest Georgia Joint Development Authority Director and in his sixth term as a Senator for the 53<sup>rd</sup> District.

6. Mr. Walt McBride, Program Manager

Carl Vinson Institute of Government, UGA, 201 N. Milledge Ave, Athens, GA 30602-5482

Phone 706-255-0658

[mcbride@uga.edu](mailto:mcbride@uga.edu)

I have known Mr. McBride since 2000 as a program manager presenting leadership and management courses through Carl Vinson to local staff's and elected officials.