

*Franklin T. Etheridge*

22 E. Dubois Street, Apt 1B (P.O. Box 1074)  
Pembroke, GA 31321

ftetherid@g-net.net  
706-949-9523 (C)

Mr. Neal Florence, Mayor  
C/O Brenda Snyder, City Clerk  
P.O. Box 89  
LaFayette, GA 30728

July 5, 2011

RE: LaFayette City Manager Position

Dear Mayor Florence:

I believe I would make an exceptional City Manager, particularly in supporting your efforts to manage daily activities during these economically difficult times. I look forward to the opportunity to work with you and the Council to support your community vision and to provide effective and efficient public service. Most recently I served as the first City Administrator of Pembroke, Georgia, where I actively worked to ensure that City Council's policies were effectively carried out through the departments. I have excellent interpersonal skills with an approachable welcoming style to both the community and staff. We pursued grant opportunities and completed a CDBG stimulus grant to upgrade water lines, a CDBG grant/loan to extend water and sewer lines, and a multi-phase TEA grant to improve our downtown streetscape. I engaged in personnel issues on a daily basis to include workers compensation claims, evaluations, job descriptions, pay rates, benefit packages, and HIPA requirements. Using state prison labor we completed the first renovation of the City Hall since it was built in 1976 to expand our office spaces and add curbside appeal. While I have a depth of experience in strategic and community planning, my interest focuses on the critical interaction between elected officials and staff; ensuring both the public interest and the Commission's policies are met.

My career also involves management experiences in the U.S. Air Force, the private sector, and the public 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, building permitting and inspections, code enforcement, soil and erosion control, storm water management, budgeting, and supervision of professional and technical employees. As a planning manager I focused on the development approval process, public presentations, and preparation of the Comprehensive Plan updates. I routinely worked with engineers and development inspectors, tax assessor and other departments to ensure the quality of new infrastructure and ensure databases and GIS are useable by many customers planning for a community's future. My leadership experience also includes more than 13 years of extensive administration of intelligence and geodetic surveying divisions and projects with the Air Force, both as an active duty officer and as a reserve officer. The skills I used daily including project management, budgeting, special projects management, personnel management, contract management, and working in multi-cultural environments are directly transferable to working with the elected officials, staff, and citizens.

Upon review of my resume you can see, given my professional experience and knowledge of community issues, I would hit the ground running as your City Manager. I look forward to supporting your needs to ensure the Council's vision for growth and continued development of LaFayette. In a personal interview with you we can discuss the contributions I can make. We can negotiate a salary that meets your expectations and my needs. Thank you for your interest.

Sincerely,

*Franklin T. Etheridge*

Franklin T. Etheridge, MPA, ICMA

## **CITY ADMINISTRATOR, LAFAYETTE, GEORGIA**

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### **CAREER OBJECTIVE**

Desire to work as the County Administrator with a progressive government to ensure daily operations and long range plans support and reinforce the community's adopted strategic vision and goals.

### **EDUCATION**

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

Bachelor of Arts in Geography: University of Georgia, Athens, Georgia

### **CAREER EXPERIENCE**

#### **CITY ADMINISTRATOR, Pembroke, GA**

**Apr 2009 – Mar 2011**

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 supervise 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. Personnel management to include job descriptions, evaluations, counseling, pay rates, workers compensation, and HIPA filing. Worked with the City Clerk to ensure accounts payable and receivable are monitored and departments stay within budget. Provided staff review and documentation of land use amendments and rezoning applications. Presented recommendations and reports to the City Council. Actively manage 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.

#### **PLANNING MANAGER, Jackson County, GA**

**Jul 2005 – Apr 2009**

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 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 the associated departmental budget of approximately \$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 approximately \$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 provided Planning and Zoning services for St. Marys for four months while the City searched for a new Planning Manager.

**CAPTAIN, 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.

**LAND USE PLANNER/SURVEY MANAGER/PROJECT COORDINATOR, Choctaw Engineering, Inc, Ft Walton Beach, FL** **Aug 1997 – Nov 1999**

Advised clients on local government review procedures, development review, and principals of planning. Provided planning advice on proposed commercial and residential developments. Researched, wrote, and submitted Development of Regional Impact (DRI) applications for large scale projects, up to \$500,000,000, undergoing Florida and federal agency review to ensure client projects remained within financial and construction timelines. Presented engineering and project plans to local governments for review and approval. Conducted and wrote compatibility analysis reviews, traffic and concurrency analyses to ensure projects met the development criteria and ordinances of local governments. Managed survey projects and supervised a nine-person surveying department responsible for residential/commercial record surveys and civil engineering design projects to include subdivision plats. Met with clients to discuss needs and negotiate contracts. Maintained surveying schedule to meet client requirements and reviewed agency time lines. Supervised up to 10 individuals and managed accounts up to \$600,000.

**MEMBERSHIPS AND QUALIFICATIONS**

- International City/County Management Association
- Georgia City-County Management Association
- American Planning Association
- Georgia Planning 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
- Camden County, GA Chamber of Commerce Leadership Development Program Graduate
- Southeast Georgia Regional Leadership Development Program Graduate
- Georgia Soil and Water Conservation Commission Level 1B Certified Inspector