



**AGENDA**  
**Workshop City Council Meeting**  
**Monday, August 19, 2019, 6:00 PM**  
**Council Chambers, 116 First Street, Neptune Beach, Florida**

1. CALL TO ORDER / ROLL CALL / PLEDGE OF ALLEGIANCE
2. AWARDS / PRESENTATIONS / RECOGNITION OF GUESTS
  - A. Swearing In Ceremony - Officer Tyler Deel
3. CITY MANAGER REPORT
4. COMMITTEE REPORTS
  - A. Land Use and Parks
  - B. Strategic Planning and Visioning
  - C. Transportation and Public Safety
  - D. Finance, Charter and Boards
5. PUBLIC COMMENTS
6. PROPOSED ORDINANCES / NONE
7. CONTRACTS / AGREEMENTS
  - A. Agreement for Use of Property Tax Collections to Fund Business Personal Property Tax Audit Services - Jerry Holland, Duval County Property Appraiser **p. 2**
8. ISSUE DEVELOPMENT
  - A. City Manager Search Process Update - George Forbes, Florida City and County Managers Association Advisor **p. 18**
  - B. General and Special Revenue Funds Budget Discussion **p.100**
  - C. Resolution No. 2019-08, A Resolution Establishing A Stormwater Utility Rate and Providing an Effective Date. **p. 123**
9. PUBLIC COMMENTS
10. COUNCIL COMMENTS
11. ADJOURN



**CITY OF NEPTUNE BEACH  
CITY COUNCIL MEETING  
STAFF REPORT**

**AGENDA ITEM:** Agreement for Use of Property Tax Collections to Fund Business Personal Property Tax Audit Services - Jerry Holland, Duval County Property Appraiser

**SUBMITTED BY:** Jerry Holland, Duval County Property Appraiser

**DATE:** August 14, 2019

**BACKGROUND:** The Duval County Property Appraiser is proposing to partner with TMA (Tax Management Associates, Inc.) to audit and ensure Tangible Property Tax Compliance County Wide.

**BUDGET:** N/A

**RECOMMENDATION:** Duval County Property Appraiser Jerry Holland will present the information for Council consideration.

**ATTACHMENT:**

1. Tax Audit Services
2. Agreement



# TMA Business Personal Property Audits

Partnering with TMA to audit and ensure Tangible  
Personal Property Tax Compliance County Wide

## Highlights of Agreement:

- Duval County Property Appraiser's Office & Tax Collector will contract with TMA to provide TPP audit services
- All audits will be performed in Duval County
- Audit assignments will be determined by the Duval County Property Appraiser's Office
- TMA will receive a fee of 35% of any tax, penalties and interest collected from back Taxes assessed by the Property Appraiser on parcels identified through a TMA audit.
- The fee will only be paid upon collection in relation to TPP taxes
- Revenue generated from back taxes will stay in the district audit was conducted
- Starting goal will be 50 audits per month county wide
- Initial agreement is two years – Taxing authorities may opt out with written notification 90 days before end of fiscal year

## Tangible Personal Property Accounts in Neptune Beach:

<b># of Accounts</b>	<b>Assessed Value</b>	<b>Exemption Value</b>	<b>Taxable Value</b>
495	\$23,064,071	\$4,657,404	\$18,406,667

## TMA's Business Personal Property Audits in Florida:



TAX MANAGEMENT  
ASSOCIATES, INC

### FLORIDA CLIENT LIST

Client	Audits	Discoveries	Discovery %	Total Discovery
Alachua County	32	22	68.75%	\$19,705,317.00
Miami-Dade County	272	211	77.57%	\$152,243,862.00
Osceola County	68	38	55.88%	\$13,635,576.00
<b>TOTALS</b>	<b>372</b>	<b>271</b>	<b>72.85%</b>	<b>\$165,879,438.00</b>

**Duval County potential discovered value in the first year of  
audit program = \$563,165,055.33**

## Our success with using TMA for Homestead Audits:

**Since July 2015 in Duval County we have processed over 2272 liens for \$13,899,246.30, with over \$10,200,000 collected by the Duval County Tax Collector.**

## In Neptune Beach:

### Neptune Beach

From TMA	\$50,127.00
From PAO	\$15,236.55

<b>TOTAL</b>	<b>\$65,363.55</b>
--------------	--------------------

# Contact Us:

For information about tangible personal property audits,  
contact:

**Tangible Personal Property Division**

**231 East Forsyth Street, Room 330**

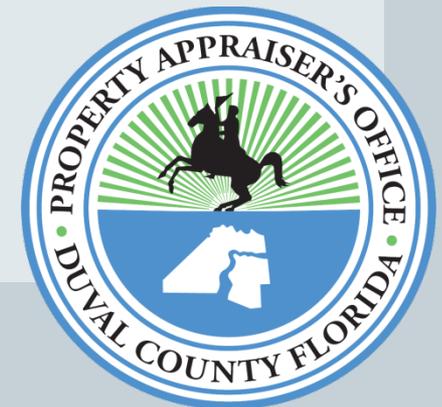
**(904) 630-1964**

**(904) 630-5918 fax**

or

**Visit Us On the Web at**

**[www.duvalpa.com](http://www.duvalpa.com)**





May 8, 2019

Kathleen Collins, MPA  
Chief Financial Officer  
Office of the Property Appraiser – Duval County  
231 East Forsyth Street, Suite 270  
Jacksonville, FL 32202

Dear Ms. Collins,

Please accept this letter in reference to Comprehensive Tangible Personal Property Audits Tax Management Associates, Inc. (TMA) is proposing to provide Duval County. TMA has been performing tangible personal property audits in Florida since 1994. Over the course of these years, TMA has not come across another vendor performing this type of service in Florida. To the best of our knowledge we are not aware of another vendor nor have we come across another vendor performing personal property audits during our contracting processes with our clients.

Also, as part of TMA's comprehensive audit technique, we have developed proprietary audit templates to conduct personal property audits for use in computing valuations. These templates were designed so TMA could easily explain to the Counties the tracking and reconciliations for the various asset items on each account as well as track the correct assets for each tax year for preparing final audit reports in compliance with the requirements of the Property Appraiser.

In addition, TMA utilizes its proprietary CAVS software in conjunction with conducting these audits to assist in the valuation and validity of tangible personal property assets. TMA is the sole source provider of this CAVS software program which provides estimated valuations based on a built-in modeling system developed by TMA. This software will also allow the Property Appraiser to establish an estimated value using cost data that is both fair and defensible. TMA provides on-going enhancements and annual support for this software.

Should you require additional information, please feel free to contact me. Thank you for your interest in our service. We look forward to continuing our working relationship with Duval County.

Sincerely,

Jay Taranto  
Director of Sales and Marketing

# Guide to the TMA Business Personal Property Audit Process

---

## **TMA'S COMPREHENSIVE BUSINESS PERSONAL PROPERTY AUDIT SERVICES**

Tax Management Associates, Inc. (TMA) understands the company will perform audits of the Duval County businesses selected by the Duval County Property Appraiser's Office.

The following describes in detail how TMA's Business Personal Property Audit Services will be performed in Duval County.

Following the award of bid and execution of a contract to perform audit services, TMA will conduct a kickoff meeting and send the appropriate staff to accumulate data pertinent to the assigned audits.

Audit assignments will be determined by the Property Appraiser. Upon a determination of audit assignments, the Property Appraiser will be responsible for providing to the auditor copies of the personal property schedules, forms and other pertinent file data applicable to the years under audit. Using TMA's on-line portal called *Informer*, we will maintain a database of all audit activity which will provide the Property Appraiser a real time detailed status report reflecting each audit assignment as well as project details.

TMA staff will prepare all necessary documents, letters, forms and notices in connection with scheduling audits and audit findings. All letters and notices to taxpayers will be approved and signed by the Property Appraiser or authorized representative prior to sending to the taxpayer.

## **COMPREHENSIVE PERSONAL PROPERTY AUDIT TECHNIQUE**

Over the years of providing Business Personal Property Auditing and Consulting Services to state and local government, TMA has established a sound methodology for completing an individual audit assigned to it by the contracting jurisdiction. The steps below give detail to the actual process of initiating a personal property audit. This is the same process regardless of the size of the taxpayer in question.

### **1. Notify the Taxpayer**

TMA will prepare a form letter to be mailed to the assigned account. This letter will be forwarded to the Duval County Property Appraiser's Office for proper signature and for mailing. This letter informs the taxpayer of an intended audit and advises the taxpayer that a TMA representative will be making contact for scheduling the audit date.

### **2. Make initial contact with the Taxpayer**

A TMA representative will contact the taxpayer by telephone to determine the individual with whom the auditor should be speaking regarding the scheduling of an audit appointment and the place at which the financial accounting records are located.

Once the proper individual and the place at which the accounting records are located are determined, the TMA representative will consult with the applicable party to determine an appointment date and to respond to questions. At this time, discussions will usually relate to the type of financial documentation that will be required for audit completion. TMA places emphasis on cooperating with taxpayers and scheduling audit appointments at the convenience of the taxpayer, provided the elapsed time is within reason.

### **3. Prepare Confirmation Letter**

Once the appointment has been made by phone, TMA creates a letter to the taxpayer to confirm the appointment date and time. This letter also notifies the Property Appraiser of the scheduled audit, the name of the auditor and the place at which the audit will be performed. The letter is created on the Property Appraiser's letterhead for authorized signature.

# Guide to the TMA Business Personal Property Audit Process

---

## 4. Audit Performance

According to internal TMA audit rules, it is imperative that the auditor arrives on time as scheduled, dressed appropriately, and prepared to perform the audit. Any delay should promptly be communicated to the taxpayer and the project manager and the reason for delay adequately explained.

Upon arrival, the auditor usually has a meeting with the taxpayer and/or his/her representatives, to explain TMA's relationship with the Duval County. The auditor also utilizes this time to ask questions regarding their accounting records and accounting policies. If applicable, a walk-through of the facility where the personal property is located may take place at this time. Notes will be taken regarding observations throughout the walk-through.

TMA procedures for the performance of comprehensive audits consist of a detailed review of taxpayer's accounting records at the place at which the taxpayer's accounting records are located and meeting with the property owner or representative to discuss the audit. TMA will conduct audits in accordance with applicable laws, rules, regulations, and professional standards.

Applicable books and records include, but are not limited, to the following:

- Chart of Accounts
- Corporate Trial Balance
- Income Tax Return Schedules
- Review Proper application of the Statutory Exemption, if applicable
- Corporate General Ledger of all fixed asset accounts, including but not limited to:
  - Land and land improvements
  - Building and improvements
  - Machinery and equipment
  - Office furniture and fixtures
  - Data processing equipment
  - Leased equipment
  - Licensed and non-licensed motor vehicles
  - Construction-in-progress (real and personal)
  - Leasehold improvements
  - Tooling
  - Supplies
  - Repair and refurbishments
  - Other assets accounts described by Chart of Accounts

The auditor will review application of additional depreciation where applicable, review property application of statutory exemption, review construction in progress, and reporting review of rebooked costs.

The audit will result in a proper classification between real and personal property assets, a determination of assets qualifying for exempt status, the determination of the full-absorbed cost of assets, proper years of acquisition and proper classification for appraisal purposes.

Each auditor will be provided a laptop computer to capture all applicable data derived from the audit. Templates will be developed for use in computing valuations by asset classes for each year under audit and for preparing audit reports in compliance with the requirements of the Property Appraiser.

# Guide to the TMA Business Personal Property Audit Process

---

The taxpayer, or knowledgeable business representative, usually participates in the verification of information contained in their listings as the auditor moves forward with the audit. The auditor will request additional information if needed, and respond to any questions the taxpayer may have regarding the findings.

The taxpayer is also advised that a complete summary of the findings will be forwarded along with any proposed assessment.

## **5. Prepare Audit Report for Property Appraiser**

Upon the auditor's return to their workplace, a report, inclusive of checklists and details, is prepared for the project manager for review and approval. This summary will contain a breakdown of all business assets by year and proper schedule classification.

Upon approval, a letter that fully explains the audit findings is prepared and forwarded to the Duval County Property Appraiser's Office. This letter is considered a "Position Letter." The Property Appraiser or authorized staff person, reviews the findings and is responsible for final determination prior to any notice being mailed to the taxpayer. If there are adjustments needed, the auditors will be advised and will respond accordingly. Upon approval, the letter is initialed and returned to TMA for the final draft of notice to the taxpayer.

TMA will also include property location changes, impending property location change, when applicable, or other business changes such as impending close. This information will be submitted to the Property Appraiser when received by TMA in order to adequately document changes in property.

## **6. Prepare Notice of Audit findings for taxpayer**

Upon completion of final audit findings as approved by the Property Appraiser, a notice will be prepared for mailing to the taxpayer. This notice will be prepared on the Property Appraiser's letterhead and signed by the Property Appraiser or authorized representative. This letter represents a detailed analysis of the audit findings and defines the errors or omissions causing any proposed additional assessments by classes of assets.

In addition, the taxpayer is advised of the appeal procedures to be followed if an exception is taken to the findings or proposed assessment. TMA defends its audit findings throughout all appeal processes.

## **7. Audit Follow-up**

If the taxpayer files an exception to the audit findings, the auditor will review any claim or documentation the taxpayer provides to support a change in the audit findings including an updated review of the accounting records to verify additional data. The auditor will adjust the audit findings accordingly if justified and approved by the Property Appraiser. It is rare for any assessment generated from a TMA audit to be appealed further than the administrative level.

## **8. On-site Reviews**

It is TMA's practice to conduct a walk-through of the facility where the audited personal property is located whether or not required by contract. This process will be performed on all field audits performed by TMA audit staff.

## **9. Defense of Audit Findings**

As directed by the Property Appraiser, TMA will provide the Property Appraiser's Office or its legal counsel, representation and/or testimony on behalf of the Property Appraiser's Office as an expert witness during appeals and/or litigation regarding the audit findings.

**Agreement for Use of Property Tax Collections to Fund  
Business Personal Property Tax Audit Services**

THIS AGREEMENT (“Agreement”) is made and entered into as of this \_\_\_\_ day of \_\_\_\_\_, 2019, by and between the DUVAL COUNTY PROPERTY APPRAISER (“PROPERTY APPRAISER”), DUVAL COUNTY TAX COLLECTOR (“TAX COLLECTOR”), and the undersigned Local Governing Boards of the TAXING AUTHORITIES of Duval county, hereinafter referred to collectively as the “TAXING AUTHORITIES.”

WHEREAS, the PROPERTY APPRAISER is responsible under Florida law for the administration of ad valorem property tax audits and for back taxes related to business property tax listings; and

WHEREAS, the TAX COLLECTOR is responsible under Florida law for the collection and distribution of ad valorem property taxes, including back taxes, and associated penalties, fees, and interest; and

WHEREAS, the TAXING AUTHORITIES receive local property tax revenue to fund essential public services; and

WHEREAS, the PROPERTY APPRAISER and TAX COLLECTOR intend to contract with TAX MANAGEMENT ASSOCIATES, INC. (“TMA”) for audit services to conduct business personal property tax audits for the purpose of collecting taxes due on those properties, which funds would otherwise be unavailable to the TAXING AUTHORITIES (hereinafter the “TMA Audit Agreement”); and

WHEREAS, TMA shall provide said audit services in exchange for the fee established in the TMA Audit Agreement, which consists of an amount equal to thirty-five percent (35%) of any tax, penalties, and interest collected from back taxes assessed by the PROPERTY APPRAISER on parcels identified through a TMA audit (hereinafter, the “Fee”); and

WHEREAS, the Fee shall be paid exclusively from the taxes, penalties, and interest collected in relation to the business personal property tax audits resulting from the tax audits performed by TMA, and shall not constitute a pledge or general obligation of tax funds or create an obligation on the TAXING AUTHORITIES to appropriate or make monies available for the purpose of this Agreement beyond the fiscal year in which the Agreement is executed; and

NOW, THEREFORE, the PROPERTY APPRAISER, TAX COLLECTOR, and undersigned TAXING AUTHORITIES, for and in consideration of the mutual promises, covenants, and conditions herein contained and other good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, agree as follows:

## TERMS

1. Incorporation of Recitals. The recitals set forth above are hereby incorporated into and deemed a part of this Agreement.

2. Authorization of Reduced Collections for Fee Payment:

The undersigned TAXING AUTHORITIES authorize the TAX COLLECTOR to deduct TMA's Fee, as established in the TMA Audit Agreement, from the total property tax, penalties and interest collected as the result of the business personal property tax audits pursuant to TMA audits. The TAX COLLECTOR shall distribute the remaining tax revenue to the undersigned TAXING AUTHORITIES according to governing Florida law.

This Agreement does not constitute a pledge or general obligation of ad valorem taxation, or create any obligation on any TAXING AUTHORITY to appropriate or make monies available for any tax year, and does not create the right in any party to compel the exercise of the ad valorem taxing power of any TAXING AUTHORITY.

The TAX COLLECTOR shall annually make available to each TAXING AUTHORITY an accounting of all tax proceeds collected pursuant to the TMA Audit Agreement, the Fees paid to TMA, and the total funds distributed to each TAXING AUTHORITY.

3. Term & Termination: This Agreement shall become effective from the date entered above and shall remain in effect for an initial Twenty-Four (24) Months and shall continue in effect thereafter on a month-to-month basis. This Agreement may be terminated by either party without cause following the initial term upon thirty (30) days written notice.

Any TAXING AUTHORITY may opt out of this Agreement provided it notifies the PROPERTY APPRAISER and TAX COLLECTOR in writing at least ninety (90) days before the end of a fiscal year. The option shall be effective upon the first day of the following fiscal year.

The parties acknowledge that TMA audit services shall not be provided for any parcel in a specific tax district if any TAXING AUTHORITY in that tax district does not sign, or subsequently withdraws from, an agreement or memorandum of understanding for use of property tax collections to fund audit services.

Upon termination of this Agreement, Fees for all audits completed by TMA in effected tax districts up to the date of the notification of termination shall be payable in accordance with the terms provided by the TMA Audit Agreement. Because taxes may not be paid within the term of this Agreement, the authorization of reduced collections for Fee payment shall survive the termination of the Agreement, and shall terminate upon the later of the collection and

payment of all taxes related to TMA audits, or the expiration of such taxes as a matter of Florida law.

4. Severability: Should any provision, portion, or application of this Agreement be determined by a court of competent jurisdiction to be illegal, unenforceable, or in conflict with any applicable law or constitutional provision, or should future changes to Florida law conflict with any portion of this Agreement, the parties shall negotiate an equitable adjustment in the affected provisions of this Agreement with a view toward effecting the purpose of this Agreement, and the validity and enforceability of the remaining provisions, portions, or applications thereof, shall not be impaired. If a future change to Florida law conflicts with or preempts the entirety of this agreement, the agreement will be immediately terminated, subject to the termination provisions herein.

5. Public Records: The parties are public agencies subject to Florida's public records laws, including records retention, production, and confidentiality provisions. The PROPERTY APPRAISER and TAX COLLECTOR agree to retain all records maintained by their agencies and associated with the performance of this Agreement in compliance with applicable Florida records retention schedules, and to make all non-confidential or exempt records available for inspection or copying upon request and in compliance with Florida's public records laws.

6. Notice: Any notice required to be given under this Agreement shall be made in writing and sent by first class mail, postage paid, or by hand delivery to, the contact and address for the party as it appears on the signatory page of this Agreement.

7. Applicable Law: The terms and conditions of this Agreement shall be governed by the laws of the State of Florida.

8. Sole Benefit: This Agreement is for the sole benefit of the parties hereto, and in no event shall this Agreement be construed to be for the benefit of any third party, nor shall any party be liable for any loss, liability, damages or expenses to any person not a party to this Agreement.

9. Headings: Headings herein are for convenience of reference only and shall not be considered in any interpretation of this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by the proper officer of each, as of the date first written above.

**PROPERTY APPRAISER:**

JERRY HOLLAND

DATE:

Page 3 of 5

PROPERTY APPRAISER  
231 E FORSYTH STREET  
JACKSONVILLE, FL 32202  
904-630-2011

APPROVED AS TO LEGAL FORM

For the Property Appraiser:

Signature: \_\_\_\_\_

**TAX COLLECTOR:**

DATE:

JIM OVERTON  
TAX COLLECTOR  
231 E FORSYTH STREET  
JACKSONVILLE, FL 32202  
940-630-1916

APPROVED AS TO LEGAL FORM

For the Tax Collector:

Signature: \_\_\_\_\_

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by the proper officer of each, as of the date first written above.

TAXING AUTHORITY

NAME: \_\_\_\_\_

AUTHORIZED SIGNATURE: \_\_\_\_\_

PRINT NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE SIGNED: \_\_\_\_\_

PRIMARY CONTACT: \_\_\_\_\_

ADDRESS 1: \_\_\_\_\_

ADDRESS 2: \_\_\_\_\_

CITY, STATE, ZIP: \_\_\_\_\_

PHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_

APPROVED AS TO LEGAL FORM

For the TAXING AUTHORITY:

Signature: \_\_\_\_\_

Name & Title: \_\_\_\_\_



**CITY OF NEPTUNE BEACH  
CITY COUNCIL MEETING  
STAFF REPORT**

**AGENDA ITEM:** City Manager Search Process Update - George Forbes, Florida City and County Managers Association Advisor

**SUBMITTED BY:** Jim Hanson and George Forbes, Advisors of the Florida City and County Managers Association

**DATE:** August 14, 2019

**BACKGROUND:** The City Council reviewed a job advertisement and profile to be used as a guide for the attributes the Council is looking for in a new City Manager. We received 50 applications and compiled them into three groups which are the top 7 recommended, 7 recommended, and not recommended. Attached is a list and resumés of the top 7 recommended and 7 recommended candidates for the position of City Manager of Neptune Beach.

These recommendations are based solely on the information contained on the applicants cover letters and resumés. No background checks have been conducted. It should be noted that the resumés cannot account for integrity, trustworthiness, personality traits, and organizational fit. Those can only be determined through background checks and personal interviews.

It is suggested that you carefully review the resumés (attached) of the top 7 candidates and the 7 recommended candidates who are as follows:

**Top 7 Recommended Candidates**

Scott Andrews  
Holly Cirko  
Laurence McNaul  
Scott Moye  
Ryan Snow  
David Strohl  
Stefen Wynn

**7 Recommended Candidates**

Stephanie Dollinger  
Randall Dowling  
Darin Girdler  
Anthony O'Rourke  
William Shanahan  
Bogdan Vitas  
Brian Wilson

It should be noted that we received a large number of quality candidates which demonstrates the desirability of living and working in Neptune Beach. If you are satisfied with the top 7 candidates you may wish to bring them in for an interview and assessment. An alternative would be to conduct a phone interview of approximately 30 minutes each with the top 7-10 candidates and decide from those interviews 5 candidates you wish to bring to Neptune Beach for an interview.

Please note that it is not unusual for some candidates to drop out of the process, so reviewing more candidates than we intend to invite for interviews is necessary.

**BUDGET:**

N/A

**RECOMMENDATION:**

1. Review the applications of the top 7, and 7 recommended City Manager candidates (or all 50 if so desired) and determine the candidates you wish to bring to Neptune Beach for interviews.
2. Determine if you wish to conduct phone interviews with 7-10 candidates.

**ATTACHMENT:**

1. Top 7
2. 7 Recommended

C. Scott Andrews  
1455 Spring Rd #158  
Smyrna, GA 30080

July 10, 2019

Attention Catherine Ponson:

With your hiring deadline fast approaching, perhaps I can simplify this difficult decision with a brief review of what I can accomplish for you as the next City Manager of Neptune Beach.

I am contacting you to express my desire to be a part of the Neptune Beach family. This key position requires a strong background of visionary leadership, a deep understanding of the public sector, a passion for developing individuals, and the mindset of a service oriented team player. These happen to be my strong points. I can assure you that my combination of experience, skills, and abilities make me the ideal candidate for your position.

I have proven my ability to lead local government organizations in Smyrna, GA, Sugar Hill, GA and Temple Terrace, FL where I have served for over 16 years combined. Consensus building, relationship cultivation, economic development, and community engagement are areas that I am deeply passionate about.

I want to thank you in advance for your consideration for this position. I have not concealed my excitement at the prospect of coming home to the Sunshine State to work with Team Neptune Beach because it is the same enthusiasm I bring to my job every day. Please let me know if there is anything else that you require of me. I will follow up with you once the application deadline has passed.

Sincerely,

C. Scott Andrews, Ed.D

---

# C. SCOTT ANDREWS, Ed.D.

1455 SPRING RD #158 SMYRNA, GA 30080  
(813) 943-3405 CSCOTTANDREWS@GMAIL.COM

---

A decisive leader with excellent communication and interpersonal skills seeking an opportunity to use my professional experience, education and unquestionable integrity to lead a progressive local government. Sixteen years of responsible municipal management experience with substantial expertise in city management, economic development, partnerships, strategic planning, recreation, community engagement, conflict resolution, event execution, public relations, and capital budgeting.

---

## EDUCATION

Ed.D in Organizational Leadership	Argosy University	December 2015
M.P.A. Public Administration	Strayer University	September 2008
B.S. Business Management	University of South Florida/University of Phoenix	September 2007

## PROFESSIONAL EXPERIENCE

---

**CITY OF SMYRNA, GA** (60,000 residents)      SEPTEMBER 2017 - PRESENT  
Assistant City Administrator

- Acts and serves as City Administrator in her absence.
- Supervises productive teams ranging from Engineering, Parks & Recreation, Information Technology, Museum, Library, and Environmental Services. Assists Administrator with supervising the Vision Plan and Economic Development which also fall under administration.
- Assisted M&C in the Adoption of “Hands Free” ordinance which was adopted by other cities, followed by the State of Georgia.
- Advises Mayor & Council in establishing overall policies, researches Council requests regarding policy, and prepares and submits recommendations.
- Serves as staff chair for C.I.P. and SPLOST 2022 for proposed projects to be included in 2020 referendum.
- Assists with preparation of the City’s \$92 million annual budget.
- Served as a catalyst for the creation of City’s open container/restaurant district resulting in exponential sales and economic development opportunities for the defined business areas.
- Leads team responsible for engagement and marketing efforts for the 2020 census process.
- Aids staff in facilitation of City’s long-range growth. Current studies underway include; annexation study, downtown master plan, and transit study.
- Exercises responsible judgment in resolving problems involving citizens.
- Participates with staff on contract negotiations such as MOUs with Cobb County and School system.
- Attends conferences and professional meetings to keep abreast of new developments in public administration and economic development.
- Provides leadership and direction in the development of short and long range plans; gathered, interpreted, and prepared data for studies, reports and staff recommendations.
- Establishes and maintains effective working relationships with local, state, regional authorities, civic organizations, and intergovernmental relationships with other cities.
- Provides guidance to department directors regarding personnel matters to include promotions, demotions, hiring, and disciplinary actions.
- Represents the City on different boards, commissions and agencies as needed.
- Keeps Mayor, Council and City Administrator apprised of community meetings and activities.
- Assists the City Administrator with planning and implementation of Council/Staff tours and retreats.

**CITY OF SUGAR HILL, GA** (28,000 residents)      APRIL 2014 – SEPTEMBER 2017  
Economic Development Director



---

Facilitates “Next Generation” sessions and lunches for Aspiring City/County Managers  
Professional Development Committee 2015 - present  
National Development Council – Economic Development Finance Professional Certification – 2017  
University of Georgia: CVIOG Georgia Certified Economic Development Program - 2017  
Gwinnett Chamber of Commerce – Community Wellness Award - 2016  
Partnership Gwinnett – Influence Award - 2015  
Gwinnett Young Professionals – Gwinnett Chamber of Commerce - Founding Board Member - 2015  
Explore Gwinnett: “Friend of Gwinnett Tourism” winner - 2014  
Georgia Academy for Economic Development - 2014  
Georgia Downtown Association  
    Georgia Downtown Association Board Member - 2015 - 2017  
    Downtown Development Authority Advanced Training - 2015  
Florida City/County Management Association  
    “If You Care, You Do” Award Recipient - 2013  
    Emerging Leader Scholarship Recipient - 2012  
    Professional Development Committee - 2012-13  
    Conference Planning Committee - 2011-13  
    Intergovernmental/Organization Partnerships Committee - 2011  
Florida Recreation and Park Association  
    Training and Education Committee Chair - 2013  
    Central Region Director - 2013  
    Annual Conference Committee - 2008, 2012  
    Central Region Planning Committee - 2011-Present  
    Joe Abraham’s Academy for Leadership Excellence - 2008  
National Recreation and Park Association  
    Certified Parks and Recreation Professional (CPRP) Certification – 2011-2017  
    Aquatics Facility Operator Certification - 2007 - present  
National Incident Management Systems (ICS) 400, 700, 800, (IS) 1  
American Red Cross CPR, AED, First Aid, and Lifeguard certified – 2007- present

## **PUBLIC ADVISORY BOARDS**

Gwinnett Transit Collaborative member - 2017  
Gwinnett Clean & Beautiful Advisory Board member - 2015-17  
Gwinnett Tech Marketing and Management Advisory Board member – 2014-17  
Partnership Gwinnett Entrepreneurial Council – 2014- 2017  
Lanier High School Advisory Board Member – 2015-17  
Hillsborough County Child Care Facilities Advisory Board - 2012  
Hillsborough County Water Conservation Technical Advisory Committee - 2009-2012  
Hillsborough County Human Relations Board - 2008-2009  
Secretary for Hidden Oaks (Temple Terrace, FL) Home Owners Association - 2007-2008  
City of Temple Terrace Library Board - 2005

## **MEMBERSHIPS AND COMMUNITY INVOLVEMENT**

---

Selected to Leadership Cobb – 2018-19  
 “Dancing With the Stars” Cobb County Schools fundraiser participant - 2019  
 Principal for the Day – Campbell High School - 2018  
 Selected to Leadership Gwinnett – 2017-18  
 Distinguished Gentlemen Mentor Program - Lanier High School - 2015-2017  
 Principal for the Day & Half Hour Hero Mentor program - Sugar Hill Elementary 2016  
 North Gwinnett Kiwanis – 2014-2017  
 Sigma Beta Delta International Business Honor Society  
 General Manager for Continental Basketball League’s Tampa Bay Saints – 2012-2015  
 Assistant Coach for King and Strawberry Crest High School Basketball teams 2011-2014  
 Chairman of Kappa Sigma Fraternity (University of South Florida) – 2001

---

## REFERENCES

Tammi Saddler-Jones City Administrator Smyrna, GA 832-969-8266	Max Bacon Mayor Smyrna, GA 770-436-3824	Ron Fennel Councilmember Smyrna, GA 678-592-9011	Derek Norton Mayor Pro-Tem Smyrna, GA 404-274-4210
Paul Radford City Manager Sugar Hill, GA 770-605-4073	Steve Edwards Mayor Sugar Hill, GA 770-560-4025	Brandon Hembree Councilmember Sugar Hill, GA 404-372-3270	Taylor Anderson Councilmember Sugar Hill, GA 678-472-5743
Corkey Welch Councilmember Smyrna, GA 404-626-3893	Jerry Seeber City Manager Temple Terrace, FL 813-944-7101	Susie Gajewski Councilmember Sugar Hill, GA 678-761-2634	Marc Cohen Councilmember Sugar Hill, GA 770-789-6048
Dr. Bob Lee Executive Director CFLGE 239-777-1013	Randall Reid Fmr SE Director ICMA 941-445-3567	Carl Harness Human Svces. Hillsborough Cty, FL 813-766-9196	Janice Eidson Admin. Director of Mgmt Georgia Municipal Association 678-686-6256

# Holly M. Cirko

---

106 W Chester Pike, Ridley Park, PA 19078 | 570-793-9144 | holly.cirko@gmail.com

**29 July 2019**

City Clerk  
116 First Street  
Neptune Beach, FL 32266  
[clerk@nbfl.us](mailto:clerk@nbfl.us)  
via email

Dear Sir or Madam:

Attached please find my resume submission for the City Manager position advertised on the ICMA website. Please consider my application for the position.

Through education and experience, I feel that I present myself as a strong candidate for the position. I would be happy to schedule an interview to discuss the opportunity through phone, web meeting, or in person at your convenience. Currently I am a resident of the Philadelphia, PA region, however I travel often to the Greater Jacksonville Area for my current position as a financial analyst for the US Navy and I would welcome a move to the Sunshine State for the right professional opportunity.

Please contact me at the above address, phone or email to discuss the position further.

**Best Regards,**

**Holly M. Cirko**

**Skills & Abilities** Experienced leader with proven success in areas of financial management, human resources, and economic development- with experience overseeing community planning, public works and public safety departments in a complex municipal organization.

## Experience

### **Financial Management Analyst**

US Navy, NAVSUP Weapons Systems Support - Philadelphia, PA

August 2018 to Present

- Provides program and supply support for the Controlled Asset Visibility (CAV) program in the NAVSUP Inventory Accuracy Department
- Performs administrative work in support of analytical, forecasting, and interpretive functions associated with the management and control of high dollar Navy repairable assets

Support planners, contract specialists, management, and additional internal and external stakeholders to account for inventory, direct assets needing repair, and project asset availability to supply the warfighter

- Perform research using SAP/ERP, WAWF, CAV, Excel/Access to locate information and assist in preparing management summaries
- Provide timely and friendly customer service to CAV vendors
- Conduct oversight visits to vendors to review internal controls, inventory reporting processes and accuracy of material counts

### **Branch Management Assistant**

US Navy, Naval Surface Warfare Center - Philadelphia, PA

February 2016 to August 2018

- Perform principal budgetary, financial, and administrative duties in US Naval Surface Warfare Branch Office using MS Suite and SAP/ERP
- Calculate and manipulate data in excel/access to produce reports describing funding allocations, funds expended and balances remaining
- Calculate funding burn rates and produces graphical interpretation of data
- Obtain organizational data to generate financial documents
- Maintain a Secret Security Clearance
- Serves as Branch Records Officer
- Review employee travel orders for accuracy and completeness
- Record and maintain employee time and leave records
- Assist with Human Resources and HRIS functions

### **City Manager**

City of Nanticoke - Nanticoke, PA

July 2009 to July 2012

- Prepare and monitor budgets up to \$25 million for General, Special Revenue and Enterprise Funds
- Direct oversight of city department heads- responsible for 45 full time employees and up to 20 part-time/seasonal employees
- Manage complicated and sensitive disciplinary and adverse actions along with performance management reviews
- Manage grant cycle from competitive application process to closeout from State, Federal and Local public funds and private donors, including RACP, PA DCED, and Federal Earmark funding
- Successfully negotiated multiple multi-year labor agreements and managed employee relations for all city employees
- Initiated and edited city newsletter

### **Finance Director**

City of Nanticoke - Nanticoke, PA

August 2006 to July 2009

- Responsible for AP/AR, general ledger, journal entries
- Prepare materials for internal and external auditors
- Supervise payroll, forecast expenses, oversee cash management and internal controls policies and procedures
- Monitor and track obligations to ensure accurate charging and financial reporting and regulatory compliance
- Review and process departmental budget requests
- Prepare and present financial reports
- Standardize and oversee purchasing and procurement
- Implemented Safety Committee saving city \$100k over 5 years

### **Education**

#### **Temple University**

MS, Human Resources Management

Philadelphia, PA

#### **Shippensburg University**

MPA, Masters of Public Administration

Shippensburg, PA

#### **Wilkes University**

BA, Sociology

Wilkes-Barre, PA

Holly M. Cirko

**Communication** Confidently and effectively presents information to managers, employees, vendors, media, taxpayers and other stakeholders in a pleasant and professional manner.

**Leadership** Experienced consensus builder who can foster effective relations with elected officials and the municipal workforce- treats others with dignity and respect.

# Lawrence W. McNaul

1239 Country Heights Lane West Liberty, IA 52776

[lwmcnaul@gmail.com](mailto:lwmcnaul@gmail.com) • 641-990-4785 • [linkedin.com/in/lawrence-mcnaul-958734126/](https://www.linkedin.com/in/lawrence-mcnaul-958734126/)

---

July 15, 2019

City Clerk Catherine Ponson and the City of Neptune Beach,

It is with great enthusiasm I am submitting my resume for the City Manager position. Given my extensive background in governance, executive leadership, city and utility management, I am confident that my skill set and background align perfectly with your search.

Leveraging my education, and hands-on experience of regulatory, organizational, and government management practices, I can contribute efficient, accurate, and productive project results. I can also provide you with relief knowing your organization will operate efficiently under my leadership as I am passionate about blending frontline operations with backend strategic planning to prompt overall success.

Additionally, my unparalleled ability to establish and maintain cross-collaborative cultures among executive organizations and stakeholders has transformed me into a proactive change agent and mentor. I excel in demanding, highly visible environments and these qualities attract me to your community. My executive and military experiences bring calm, collect and educated decision making to the table and deliver problem solving strategies where everyone will benefit.

A snapshot of my career-wide successes thus far would highlight:

- Proven track record of leadership, in managing utilities, departments, operations, organizations and staffs and driving progress towards organizational objectives.
- Expertise in government financial management and in securing funding.
- Highly effective in developing strategies for improving departments, operations, and communities.

You will not find where I've job hopped but have remained loyal and very successful working in my professional and volunteer endeavors. I'm now at a personal and professional point where I'm ready to find new challenges, relocate and continue my successes. I look forward to the opportunity to discuss with you in person how my background and personality would make me an asset to the City of Neptune Beach. Until then, thank you for your consideration and for reviewing the attached documents.

Sincerely,

*Lawrence W McNaul*

Lawrence W. McNaul

Attachment: Resume

# Lawrence W. McNaul

1239 Country Heights Lane West Liberty, IA 52776

lwmcnaul@gmail.com • 641-990-4785 • linkedin.com/in/lawrence-mcnaul-958734126/

---

## City Manager / Executive Leadership

---

Seasoned Certified Public Manager, with a Master's in Public Administration I am goal-focused professional with demonstrated track record of government relations, securing funding, providing superior financial management, overseeing government and law enforcement operations, and developing cities and departments. Strong leader with success in directing teams, overseeing multiple projects, developing innovative strategies, and accomplishing objectives.

- Strategic Planning and Implementation
  - Cost Analysis and Reduction
  - Financial / Budget Management
  - Government Leadership
  - Relationship Management
  - Law Enforcement Expertise
  - Regulatory Compliance
  - Turnaround / Change Management
- 

## Career Experience

City of West Liberty, West Liberty, IA

**City Manager**, 2013 – Present, population 4000 Salary \$98,000

Direct and oversee all management of the City including its general accounting and \$15M operation budget. Supervise and manage the routine operations of 9 department heads, 50 fulltime, and 35 seasonal employees. Provide transformational leadership to correct and improve systems and processes, including financial errors and reorganizing the structure of the city. Collaborate with developers, economic development professionals, and maintain partnerships with both public and private parties. Ensure quality and control in all departments including Financial Administration, Electric, Solid Waste, Water & Sewer Enterprise Utilities, Planning and Zoning, Police, Public Works, Parks and Recreation Departments.

### Key Contributions:

- Spearheaded and directed the successful transition of a 40 million dollar private to public Waste Water Treatment Facility Operations and Management (2019).
- Conceptualized and secured a housing development with a private investors group and developed an upscale expansion to meet housing needs (2019).
- Implemented curbside recycling and Material Recycling Facility operations that effectively reduced landfill fees and utilized labor more efficiently (2018).
- Ensured \$4.1M in funding and spearheaded an upgrade for electrical transformer and switch gear through increased cash balances for the Electric Utility by 200% (2016).
- Reversed Solid Waste's negative fund (-\$750k) to a positive balance of \$400k in 2 years ultimately leading to building a Material Recycling Center with additional revenue (2014).
- Spearheaded financing of a large-scale water project and implemented a more conservative model by utilizing State Revolving and effectively saved more than \$600M (2014).
- Conceptualized a State Revolving Loan Fund for the Waste Water Treatment plant (\$2.4M upgrade) (2014).

# Lawrence W. McNaul

1239 Country Heights Lane West Liberty, IA 52776

lwmcnaul@gmail.com • 641-990-4785 • linkedin.com/in/lawrence-mcnaul-958734126/

## **Police Chief, 2013 – 2014 Salary \$72,000**

Managed all the routine operations for the city's police department. Provided leadership and supervision to officers and staff. Collaborated with city management and leaders to identify city needs and develop strategies. Implemented improved purchasing practices and funding methods while maintaining department budgets.

### Key Contributions:

- Developed, streamlined, and implemented numerous policies and procedures for the department.
- Re-instituted the Reserve Officer program and hired local officers.
- Selected as the City Manager after recognition of leadership abilities and asked to hire my replacement.

## **Poweshiek County Sheriff's Office, Montezuma, IA**

### **Chief Deputy, 2001 – 2013, population 20,000 Salary \$68,000**

Supervised and directed operations within the Sheriff's Department and managed over 35 employees and a \$3M budget. Ensured regulatory compliance and safe practices in all operations including Patrol, Investigations, E-911 Communications, Jail Divisions and the Civil Department. Conducted job performance evaluations and multiple HR functions. Also oversaw internal and external strategic planning to coincide with county and state visioning for law enforcement agencies. During this time I was also Interim County Emergency Manager while full time search was conducted.

### Key Contributions:

- Secured and acquired over \$750k in grants and private foundations to fund technology, equipment, and special projects to enhance law enforcement efforts.
- Spearheaded the development and training of the Poweshiek County Emergency Response team (ERT).
- Oversaw the project, design and development of operations for the \$11M County Public Safety Center project (2008).
- Built a County Public Safety Center by securing a Local Option Sales Tax and the bonding processes (2006).
- Acted as project manager and oversaw staffing and training of a County Wide Communications effort and merged two dispatch centers (2010).

---

## **Additional Appointments**

**Team Rubicon Regional Deputy Field Operations Manager, (Volunteer),** International Disaster Operations and Response, Multiple Locations, IA 2008 – Current

**Army National Guard Captain Military Intelligence/Commander (Retired),** Multiple Deployments and Assignments, 1989 – 2015 *Full Military Resume Available Upon Request*

**Supervisor Sergeant, Detective Sergeant, Narcotics Investigator, and Police Officer,** City of Grinnell Police Department, Grinnell, IA, 1995 – 2001 population 10,000

# Lawrence W. McNaul

1239 Country Heights Lane West Liberty, IA 52776

lwmcnaul@gmail.com • 641-990-4785 • linkedin.com/in/lawrence-mcnaul-958734126/

---

## Education and Credentials

**Master of Public Administration**  
Drake University – Des Moines, IA  
**Bachelor of Science, Public Administration & Management**  
Excelsior College – Albany, NY

**National Certified Public Manager**  
Drake University – Des Moines, IA  
**Law Enforcement Executive Leadership**  
Northwestern University, School of Police Staff and Command - Evanston, IL

## Professional Trainings

League of Cities Business Conference, 2018  
Iowa State University Planning and Zoning, 2018  
Iowa Municipal Managers Institute Spring Conference, 2017  
ICS 200 Single Resources and Initial Action Incident, 2017  
ICS 800 National Response Framework, 2017  
Employment Law, 2016  
Iowa Municipal Managers Leadership Summit, 2014  
Electronic Systems & Engineering, 2014  
Municipal Leadership Academy, 2013  
Iowa League of Cities Municipal Budgeting, 2013  
FBI Fraud Prevention for Business Owners, 2013

## Memberships

Council for International Visitors to Iowa Cities (CIVIC)  
International City/County Managers Association (ICMA)  
National Certified Public Managers Consortium  
Team Rubicon USA & International Disaster Response  
Iowa Municipal League of Cities  
Iowa Municipal Managers Institute  
Rotary International, Member  
United Methodist Committee on Relief, Disaster Reconstruction Team Member  
Iowa State Sheriff's and Deputies Association Legislative Committee (past)  
Veteran's Commission, City of Grinnell appointed by the Mayor, Past President

## Awards and Recognitions

Commendation Letter, POTUS, Humanitarian Aid *Operation Hermes* 2016  
Bronze Star recipient, *Operation Enduring Freedom* 2011  
Combat Action Badge, *Operation Enduring Freedom* 2011  
Bronze Star recipient, *Operation Iraqi Freedom* 2007  
German Armed Forces Proficiency Badge, *German Army* 2006  
Commendation Letter, State of Iowa, DVA/SAC 2006  
Commendation of Valor, City of Grinnell, 1998  
Commendation of Valor, City of Chania, Crete Greece, 1993

# ***Scott Morris Moye***

---

## **SUMMARY QUALIFICATIONS**

### **General**

**Management:** Twenty-four (26) years of diversified analytical and comprehensive managerial skills in both the public and private sectors. Managed multi-million dollar projects with a pre-allocated annual budgets of various sizes (\$1.2M - \$76M), and achieved directed and personal goals. Innovative, results-oriented leader in coordination of organizational efforts, including: goal setting, budgeting, employee motivation, labor relations, and human resources administration. Strong interpersonal relations skills and customer service ethic.

**Finance:** Proficient in the preparation and administration of organizational budgets and grants.

**Communications:** Outstanding interpersonal skills. Very strong oral and written communication skills. Effective in fostering cooperative relationships with citizens, staff, elected officials, and the media.

**Planning:** Comprehensive understanding of land use and community development issues, including building/zoning code enforcement.

**Human Resources:** Experience in recruiting, hiring, training and motivating staff.

## **EDUCATION**

Georgia Southern University	Master of Public Administration	Statesboro, Georgia
Georgia College	Bachelor of Business Administration	Milledgeville, Georgia
University of Oklahoma	Economic Development Institute	Norman, Oklahoma
Georgia State University	Certified Public Finance Manager (December 2019)	Atlanta, Georgia

## **PROFESSIONAL EXPERIENCE**

**County Manager**                      **August 2016 to Present**                      **Ware County Board of Commissioners**

Serve as the chief administrative officer for County and see that the ordinances, resolutions, and regulations of the Board of Commissioners and the laws of the State of Georgia are faithfully executed and enforced; exercise managerial authority and supervision over the County Manager's staff and 15 all department heads under the jurisdiction of the Board of Commissioners, including delegation of duties to subordinates without relieving burden of responsibility from the County Manager. Supervise the preparation, certification, and maintenance of county records such as: minutes of commission meetings; ordinances; agreements; personnel files; general correspondence; resolutions; contracts; and licenses. Arrange appointments and screen calls for county commissioners. Provide background information, financial status updates, and policy recommendations to the Board of Commissioners to aid in making decisions. Monitor financial status of county, include preparing preliminary budget and compiling information from department heads relative to budget requests. Oversee general maintenance of county buildings and assure proper insurance coverage on building and vehicles. Correspond with the general public on requests for information and complaints. Serves as liaison for county commissioners and other departments.

**Procure-to-Pay (P2P) Operations Coordinator**      May 2013 to August 2016                      MCHS in Waycross

Manage all departmental facets of the P2P Supply Chain division of the Mayo Clinic Health System in Waycross, Georgia. Responsible for local contract administration for identified commodities and projects. Formulate analytical reports and Supply Expense updates to department and institutional leaders, customers and colleagues. Participate in selecting suppliers and continuing business relationships on the basis of the value analysis principal. Provide customer service

related functions to all MCHS departments and customers. Collaborate with Sourcing and Contracting and committees to identify supply expense reduction opportunities.

**Achievements:** Implemented the first P2P division for MCHS Waycross. Developed and implemented the Travel/P-card system for MCHS Waycross. Assisted Mayo Clinic Florida staff with recognizing and implementing a \$2.5M annual expense savings for MCHS Waycross.

**City Administrator**

April 2004 to May 2013

City of Blackshear, Georgia

Managed municipal government with a staff of 42 FTE's in a full-service southern Georgia community. Reported to a seven-member board elected by districts with mayor elected at-large from a community of 3,483 full-time residents. Managed the following departments: Public Works-Streets, Sanitation, Water/Sewer & Fleet Maintenance, Finance, Human Resources, Police, Fire, City Clerk, Information Technology, and Economic Development. Provided guidance and oversight with City's grant administration for community and economic development projects. Prepared and presented the annual City Budget and the Capital Improvement Plan totaling \$4.8 million. Served as the City Clerk and Treasurer.

**Achievements:** Served as the first city administrator for Blackshear. Spearheaded many administrative improvement projects such as city property tax collection agreement with Pierce County, industrial park infrastructure improvement project (water tower/water & sewer installation), information technology conversion for document imaging, council agenda packet structure,

**Adjunct Instructor**

September 2005 to Present

Coastal Pines Technical College, Waycross GA

Provide instruction for Interpersonal Relations (Personal and Professional Development - EMPL 1000) in traditional classroom setting and online setting (BlackBoard). Provide advisement to students on human relations, employability, job search, and job advancement. Prepare and submit administrative documentation on students via Banner Web. Responsible for overall classroom instruction including: preparing lesson plans, maintaining department guidelines and standards, evaluating students by assigning grades and work ethic appraisals, and interacting with other faculty.

**Deputy City Manager  
Interim City Manager**

July 2000 to February 2004

City of Fernandina Beach, Florida

October 2001 to March 2002

Assisted with managing full-service municipal government with a staff of 204 full-time employees in a Florida coastal resort community with a rich, historic heritage. Responsible for development and administration of a \$19.5 million operating budget and a \$76 million total budget, which included a \$25million capital budget and three enterprise funds. City operations include a municipal airport, an 18-hole golf course, and a marina. Reported to a 5-member City Commission, elected at-large from a community population of 11,500 (20,000+ during the tourist season). Managed the following City Departments: Human Resources/Information Technology, Finance, Parks and Recreation, Public Works, Marina, Golf, Airport, Fire, and Police. Oversaw operations in various City facilities which included: three recreation centers, two municipal pools, two fire stations, a police station, a wastewater facility, and a vehicle maintenance garage. City Manager office was responsible for management/maintenance of 8-miles of Atlantic Ocean beachfront.

**Achievements:** Completed addition to City Marina. Oversaw site-selection/development and financing of a state-of-the art City Police Station. Opened first phase of the City's 225-acre Greenway. Assisted with developing City newsletter to improve communications with City residents. Initiated facility beautification program. Developed City Mission and Core Values Statement. Initiated: City Wellness Program and City Employee Orientation Program. Initiated development of two waterfront parks, and the rehabilitation of another. Assisted CM developing weekly project-tracking and current events reports to keep the City Commission better apprised of important community happenings-continued as Interim. Initiated developer workshops to better explain land-use regulations to prospective land developers. Implemented an organization-wide information technology program (voice mail, computer network, Internet presence), which modernized organizational communications and provided better, more timely customer service. To improve service and streamline operations, conducted performance audits of City departments, and restructured departments based on audit findings. Served on committee to negotiated two successful employee bargaining unit contracts for Police and Fire Departments. Worked closely with community groups (downtown merchants, service clubs, etc.) on various civic projects. Initiated anti-crime coalition task force (composed of City Public Safety staff and city residents) to reduce crime and drug trafficking in the community. Served as interim city manager to transition to new city manager during a tumultuous period.

**Assistant to County Manager**

August 1993 to July 1998

Ware County BOC, Waycross, Georgia

Provided assistance in county daily administration, financial forecasting/budgeting, local strategic planning, economic and community development, and project/grants management. Directed to manage daily activities and financial management for various County operations. Provided technical assistance to standing and formed committees of County/City, Chamber of Commerce, Waycross-Ware County Development Authority, and Okefenokee Area Development Authority with project management activities -- coordination, budgeting, administration, and consultation. Assisted Public Works Department with project concepts, designs, budgeting, facility development, and implementation in the areas of street and road improvements and paving, bridge replacement, and landfill operations.

**Achievements:** Coordinated and organized projects such as the Iron Bridge Road Landfill closure after 38 years. Successfully managed the capital project development and construction of the Tri-County Regional Landfill and Intermodal Surface Transportation Enhancement Act (ISTEA) projects which included concepts and design, funding applications, and administration to Federal and State agencies.

**Administrative and Financial Director**      August 1988 - August 1993      Southeast Georgia Reg. Dev. Center

Maintained sound administrative and financial policies and procedures in coordination with the Board of Directors of the Southeast Georgia Regional Development Center and Certified Development Corporation. Managed a regional commission staff of 45 FTE's in southeast Georgia to serve eight (8) counties and twenty-seven (27) cities. Provided technical assistance to local governments in all areas of general administration, financial management, economic development, and grant administration. Managed the Financial Management System of the SEGaRDC with a \$2.8M budget. Provided consultation to local governments in areas of data automation and processing, reviewed and recommended computer hardware and software proposals for various local government operations. Served as the administrator of the SEGaRDC Retirement Plan; maintain retirement system records; and serve as a member on the Trustee Committee. Ensured SEGaRDC complied with all federal, state, and local contracts.

**References**

Additional information furnished upon request.

## Ryan L. Snow, MBA, CPA

435.823.1120 | [RyanSnow@ubtanet.com](mailto:RyanSnow@ubtanet.com)

---

I saw your posting for the City Manager position on ICMA's website. My skills and my experience make me an ideal candidate for this position.

I have 18 years of experience as a financial professional. I have 7 years of experience in public service, including in my current role of 4 years as the City Manager for Roosevelt City in Utah. In this role, I reduced the year-over-year general fund expenditures 10% while modernizing the municipal IT infrastructure. I also have experience managing projects. I have excellent communication skills that facilitate an easy collaboration with management, colleagues, and the general public. A few selected highlights are:

- Managed all departments and city employees including; Administration, Airport, Aquatic Center, Finance, Fire, Golf Course, Public Works (Culinary Water, Pressurized Irrigation, Sewer and Streets), Planning and Zoning, Police, Recreation, and Water Source.
- Submitted annual grant applications yielding 200Xs more in grant funding than the combined total revenues collected from property and sales taxes.
- Managed various infrastructure projects, and established a program to improved and maintain city wide infrastructure.

Thank you in advance for your serious consideration. I very much look forward to talking to you about this position in more detail.

Sincerely,

Ryan Snow

# Ryan L. Snow, MBA, CPA

435.823.1120 | [RyanSnow@ubtanet.com](mailto:RyanSnow@ubtanet.com)

## SENIOR LEADERSHIP

### Specializes in: Leading a Diverse Public Organization, Quality Improvement & Performance Management

18 years of experience as a financial professional, including 7 years of public service and the most current 4 years as a City Manager. A record of success in finding new sources of revenue while both saving money and modernizing municipal processes and IT infrastructure. Experienced at working with a wide range of staff in establishing a culture of public service excellence. Expert in reducing spend and finding new sources of income. Outstanding leadership ability and customer service aptitude.

Staff Management | Project Management | Ethical Leadership | Reducing Expenditures | Grants | Analytical  
Creative & Innovative | Budgeting | Empowering Leader | Persuasive Communicator | Strong Negotiator | Visionary

## Professional Experience

### City Manager – Roosevelt City, UT

2015 – Present

- Managed all departments and city employees including; Administration, Airport, Aquatic Center, Finance, Fire, Golf Course, Public Works (Culinary Water, Pressurized Irrigation, Sewer and Streets), Planning and Zoning, Police, Recreation, and Water Source.
- Submitted annual grant applications yielding 200Xs more in grant funding than the combined total revenues collected from property and sales.
- Modernized digital footprint and computer infrastructure, including moving to a secure network with firewall upgrades and improving the 15 year-old website to a new modern website with live streaming for council meetings.
- Guided the city through annexation activities increasing the city's territorial jurisdiction 15%; the largest growth in 35+ years.
- Established innovative revenue sources, including selling discarded sewer water for 2.5Xs the residential water rate.
- Managed construction projects finishing under budget.
- Reduced year-over-year general fund expenditures by ~10%.
- Facilitated improved communication between staff, council, and the general public.
- Active member in state City Manager Association, and ICMA

### Controller – Staker and Parsons Companies (dba Burdick Materials) | Roosevelt, UT

2009 – 2015

- Directed the day-to-day activities of the accounting staff, including balancing workload and providing on-going training.
- Managed detail cost accounting system reviewing all transactions for accuracy and training staff on how to enter transactions.
- Performed monthly reconciliations between general ledgers and sub-ledgers in adherence to GAAP.
- Prepared monthly and annual budgets, monitoring spend against established KPI.
- Assisted in SOX testing for internal audit at nation-wide site locations.
- Worked to prepare the annual budgets and performed financial projections for potential acquisitions, as well as major capital investments.
- Performed month and year end financial closing reconciling and monitoring inventory production levels.
- Generated reports using Excel, Word, and Hyperion.

### Chief Financial Officer –Burdick Paving | Roosevelt, UT

2005 – 2009

- Managed a positive cash flow and reconciled bank account transactions and balances.
- Prepared and filed corporate tax returns, reducing tax exposure an average of \$200K per year and auditing prior tax returns for refunds totaling \$1.5M+ in over paid taxes.
- Initiated the practice of preparing and presenting monthly reports to the Board of Directors.
- Grew the company from \$10M to \$40M in annual gross revenue by implementing financial controls and reporting
- Assigned tasks to the accounting staff, providing daily mentoring and ad-hoc training.
- Increased net profit ~20% to \$11M/yr. by managing the detail cost accounting system to improve estimating and reduce cost.
- Established and maintained internal controls, segregating duties and continually auditing the process to identify fraud.

**CPA, Accountant, Auditor** – Aycok, Miles & Associates | Roosevelt, UT 2004 – 2005

- Provided financial services for private, non-profit, and government organizations (e.g., special service districts), including preparing statements and conduction audits.
- Served as an advisor to internal auditors and other accounting staff, particularly regarding enterprise fund accounting, and component units.
- Converted governments and non-profit entities using GASB-34.
- Prepared and wrote the Management’s Discussion and Analysis (MD&A) section of the annual report.

**Auditor II** – Utah State Tax Commission | Salt Lake City, UT 2001 – 2004

- Audited a wide range of individual, corporate, and non-profit state tax returns to interpreting laws, rules and policies to determine compliance.
- Evaluated business reports, tax files, and the results of previous audits.

## Education & Certification

---

**Master of Business Administration** – Utah State University – Logan, UT

**Bachelor of Science, Accounting** – Utah State University – Logan, UT

- Certified Public Accountant in the State of Utah
- Investment Advisor Representative
- Private Pilot Certificate

## Volunteerism

---

**Board Member** - Uintah Basin Medical Center 2014 - Present

- Finance / Audit / Compliance Committee Chairman
- Executive Vice-Chair
- Serve on the Executive committee
- Serve on the Joint Conference Committee

**Committee Member** – IRS Electronic Tax Administration Advisory Committee 2007 - 2010

- Identify, discuss, and present recommendations for improvement to senior Internal Revenue Service officials.
- Report recommendations and progress annually to the United States House Ways and Means Committee.

**DAVID A. STROHL, ICMA-CM**

800 North Oregon Avenue • Morton, Illinois 61550-3026 • 309-253-3923 • dastrohl@comcast.net

August 8, 2019

Catherine Ponson, City Clerk  
City of Neptune Beach  
116 First Street  
Neptune Beach, Florida 32266

Dear Ms. Ponson:

Please accept this letter as application for the position of City Manager. My résumé and salary history accompany this letter for your review and consideration.

As you can see from my résumé, I am an ICMA Credentialed Manager with more than twenty years of local government management experience. I am currently serving as Village Administrator of the Village of Forsyth, Illinois, a community with a population of approximately 3,500. Forsyth is an upscale community with a high quality of life (ranked #38 in Illinois by AreaVibes.com and having an Overall Grade of A- by Niche.com) and is home to the area's regional shopping mall and additional retail, restaurant, and hotel development. As Village Administrator, I serve as the Chief Administrative Officer responsible to the Village President and six-member Board of Trustees for the management of the municipal operations. During my tenure with the Village, much of my attention has been on working to continuously improve the effectiveness and efficiency of operations and service delivery, positioning the Village to better pursue economic development, increasing the level of professionalism among staff, building capacity within the organization, and initiating, developing, and now implementing a detailed five-year strategic plan.

Prior to my current position, I served as the Business Manager of the Village of Morton, Illinois, a community with a population of approximately 16,300, for a period of nearly twelve years. Morton is also an upscale community with a high quality of life (being the recipient of many accolades from a variety of sources, including being ranked #83 in Illinois by AreaVibes.com and having an Overall Grade of A by Niche.com). As Business Manager, I served as the Chief Administrative Officer and was responsible to the Village President and six-member Board of Trustees of this full-service municipality for the management of the administrative operations and the performance of economic development duties. Prior to my service in Morton, I served as the first City Administrator of the City of West Peoria, Illinois, a community with a population of approximately 5,300, for a period of more than five years. Beginning my employment with the City less than a year after its incorporation provided me with the opportunity to develop and implement many of the City's policies, procedures, and practices, to develop the municipal organization, and to work on many of the City's "firsts." These and other positions have provided me with experience in managing, supervising, and/or performing many local government administrative, management, and operational functions. In addition to my broad base of experience, I offer a commitment to effective, efficient, high-quality service delivery, as well as a management philosophy emphasizing communication, consensus-building, openness, and teamwork. I am also a dedicated and hardworking individual who continually strives for the highest level of achievement, ethics, and professional conduct and who is committed to assisting the governing body set strategic priorities and achieve its desired goals and objectives.

I am looking for a local government management position that will provide me with an opportunity to utilize my more than twenty years of local government management experience in a dynamic, forward-thinking, innovative, and progressive organization that embraces and encourages innovation, change, and appropriate risk-taking and that is committed to continuous improvement, and which will provide me with the opportunity to confront a variety of new challenges and with opportunities for professional and personal growth and development.

I believe that I am well qualified for this position and that I can make a valuable, long-term contribution to the City of Neptune Beach by assisting it to achieve the strategic goals and objectives of the organization and the community and to respond to the ever-increasing challenges that units of local government must successfully address in order to prosper in the continuously changing and increasingly complex local government environment. I would welcome the opportunity for a personal interview to discuss my qualifications in more detail. Thank you for your time and consideration. I look forward to hearing from you.

Sincerely,

*David A. Strohl*

David A. Strohl

**DAVID A. STROHL, ICMA-CM**  
800 North Oregon Avenue  
Morton, Illinois 61550-3026  
309-253-3923 (Mobile)  
dastrohl@comcast.net

---

## **PROFESSIONAL EXPERIENCE**

### **Village Administrator, Village of Forsyth, Illinois**

**January, 2014 - Present**

Chief Administrative Officer responsible to the Village President and six-member Board of Trustees for the management of the municipal operations of a full-service, non-home rule municipality operating under the mayor-council form of government.

#### General Administration And Management

- Assist the Village President in her role as Local Liquor Control Commissioner administer and enforce state and local liquor codes within the corporate limits of the Village.
- Develop and implement plans, policies, procedures, and programs in many areas of municipal operations.
- Draft ordinances and resolutions.
- Initiated the posting of the meeting packets for meetings of the Board of Trustees on the Village's World Wide Web site in order to promote openness and transparency.
- Initiated the practice of having no open liquor licenses in order provide greater control by the Board of Trustees over potential new licensed establishments.
- Initiated, coordinated, and participated in strategic planning activities and developed resulting strategic plan document. Responsible for implementing strategic plan.
- Led the process for the Village's participation in a County-wide mass/public notification system, working in a cooperative regional manner to obtain emergency notification capabilities to alert residents to emergency situations while achieving significant cost savings.
- Make policy and programmatic recommendations to the Village President and Board of Trustees.
- Manage and coordinate the maintenance of the Village's information technology (IT) infrastructure and telephone system.
- Manage and coordinate the Village's municipal electric aggregation program.
- Perform community, intergovernmental, and media relations activities.
- Prepare agendas and meeting packets for meetings of the Board of Trustees.
- Provide general administrative assistance and support to the Village President and Board of Trustees.
- Provide research and analysis for the Village President and Board of Trustees on policy and programmatic matters.
- Respond to citizen complaints and inquiries.
- Responsible for the administration and oversight of the Village's cable television, electric, natural gas, and telephone franchise agreements.
- Responsible for the administration and oversight of the Village's intergovernmental agreement with the Macon County Sheriff's Office for the provision of police services. Negotiated renewal of police services agreement.
- Responsible for the administration and oversight of the Village's municipal electric aggregation program.
- Supervise the maintenance of the Village's World Wide Web site.
- Supervise the production and distribution of the Village newsletter.

#### Budgeting And Financial Management

- Initiated a review of practices regarding the investment of idle cash in order to ensure effective cash management.
- Initiated the conversion of the Village's fiscal year from May 1-April 30 to January 1-December 31 in order to better align the fiscal year with numerous events and processes.
- Initiated the establishment of a special revenue fund to account for the tax levied and imposed by the Village upon the use and privilege of renting a hotel or motel room within the Village in order to promote accountability for such revenue.
- Initiated the outsourcing of printing and mailing utility bills, thereby reducing costs and allowing staff to perform other duties.
- Manage and supervise the accounts payable, accounts receivable, and payroll functions.
- Manage and supervise utility billing, collections, and customer service operations for the Village's wastewater and water utilities. Monthly billing to 1,000+ customers.
- Responsible for the preparation and administration of the annual operating and capital budgets, as well as the preparation of the tax levy ordinance.
- Serve as Budget Officer.

Community And Economic Development

- Created the position of Community and Economic Development Coordinator and hired the Village's first community and economic development professional in order to better address community and economic development issues.
- Created the position of Event Coordinator in order to develop, promote, and conduct community activities and events that contribute to and enhance the quality of life of residents and that contribute to and enhance a sense of community among residents.
- Initiated a review of and revisions to code enforcement procedures and the creation of the position of Code Enforcement Officer in order to better address code enforcement issues.
- Initiated a review of and revisions to land use regulations to ensure effectiveness and practicality of such regulations.
- Initiated and led the process of establishing a Tax Increment Finance (TIF) District in order to create a funding mechanism for commercial and residential development within the Village.
- Initiated the acquisition of a geographic information system (GIS).
- Initiated the requirement that the Village Attorney attend the regular meetings of the Planning and Zoning Commission each month in order to improve the conduct of business at the regular meetings of the Planning and Zoning Commission.
- Led the process for the development of zoning regulations for medical marijuana facilities.
- Led the process for the Village's inclusion in a proposed new multi-jurisdictional enterprise zone.
- Manage the Village's tourism program, with the goal of promoting tourism and attracting nonresident overnight visitors. Manage the Village's tourism grant program, which provides funding each year from the Village's hotel/motel tax revenues to local organizations to promote activities and events within the Village and the surrounding area that promote tourism and attract nonresident overnight visitors. Developed policies and procedures regarding the operation of the Village's tourism grant program in order to provide for a more orderly and objective decision-making process.
- Serve as Plat Officer.
- Serve as Zoning Officer/Zoning Official.
- Serve on the Board of Directors of the Economic Development Corporation of Decatur and Macon County.
- Serve on the Enterprise Zone Advisory Board.
- Serve on the Village's Community Center Committee examining the issue of potentially building and operating a community center.
- Served on the Community Marketing Governance Committee, overseeing an area-wide branding and marketing initiative.

Human Resource/Personnel Management

- Manage all aspects of the Village's human resource/personnel system and perform various human resource/personnel functions, including:
  - Administering employee benefits.
  - Administering the Village's drug and alcohol testing program.
  - Administering the Village's pay plan.
  - Developing and implementing personnel policies and procedures.
  - Ensuring compliance with applicable laws and regulations.
  - Performing labor relations activities.
  - Preparing and revising position descriptions.
  - Serving as a member of the Village's collective bargaining team.
  - Serving as ADA Coordinator.
- Initiated and implemented a Section 125 (Premium-Only) plan.
- Initiated and implemented the increasing of the annual work-hour threshold for participation in the Illinois Municipal Retirement Fund (IMRF) in an effort to decrease the number of part-time employees eligible for participation, thereby lessening the labor costs of the Village.
- Updated a variety of Village human resource/personnel policies and procedures and employee benefits.

Public Works

- Initiated a review of and revisions to the Village's subdivision construction standards and practices in order to ensure that development is constructed and infrastructure is installed so as to last a reasonable amount of time in order to save taxpayers' money in the future.
- Initiated the development of regulations regarding the installation of personal wireless service facilities in Village rights-of-way and on private property.
- Initiated the performance of a street pavement assessment to provide objective evaluation of the Village's street infrastructure to assist in the capital planning process.

- Initiated the practice of conducting open houses for public works projects in order to facilitate better communication between the Village and property owners and residents affected by major public works projects.
- Initiated the practice of performing design work for public works projects during one calendar year and construction the following calendar year in order to allow for the orderly and timely completion of public works projects.
- Led the process for the Village's participation in a regional effort to protect the Mahomet Aquifer from contamination from a proposed hazardous waste disposal site.
- Manage and coordinate the Village's municipal electric supply contract for the supply of electricity to Village facilities.
- Serve on the Policy Committee and the Technical Committee of the Decatur Urbanized Area Transportation Study (DUATS).

#### Risk Management

- Manage and supervise all aspects of the Village's risk management program, including the administration of the Village's liability, property, and workers' compensation insurance programs and the administration of claims.

#### **Interim City Administrator, City of La Grange, Missouri**

**July, 2013 - January, 2014**

Chief Administrative Officer responsible to the Mayor and six-member City Council for the management of the municipal operations of a full-service, Special Charter municipality operating under the mayor-council form of government.

- Conducted a review of existing bank and investment accounts in order to provide for effective cash management practices.
- Implemented weekly staff meetings in order to facilitate management of municipal operations and communication and cooperation across departmental boundaries.
- Initiated and led the process of reviewing City records in order to identify records appropriate and eligible for destruction and records required to be retained according to record retention requirements, organizing those records required to be retained, and destroying those records appropriate and eligible for destruction.
- Initiated the creation of a formal order of business for regular meetings of the City Council in order to improve the conduct of business at regular meetings of the City Council.
- Initiated the creation of a formal policy regarding public participation at meetings of the City Council in order to improve the conduct of business at meetings of the City Council.
- Initiated the preparation of monthly budget-to-actual reports and the distribution of those monthly budget-to-actual reports to the Mayor and City Council and to Department Heads in order to improve financial oversight by the Mayor and City Council and by Department Heads.
- Initiated the requirement that the City Attorney and Department Heads attend both regular meetings of the City Council each month in order to improve the conduct of business at regular meetings of the City Council.
- Led the process of evaluating the appropriateness of converting the City's health insurance plan from a fully-insured plan to a self-funded plan.
- Led the process of soliciting and evaluating proposals for electronic mail and World Wide Web site services. Led the process of migrating the City's electronic mail and World Wide Web site to new service providers.

#### **In Transition (As a result of previous position being eliminated)**

**January, 2012 - July, 2013**

#### **Business Manager, Village of Morton, Illinois**

**March, 2000 - December, 2011**

Chief Administrative Officer responsible to the Village President and six-member Board of Trustees for the management of the administrative operations of a full-service, non-home rule municipality operating under the mayor-council form of government.

#### General Administration And Management

- Assisted in the negotiation of the Village's cable television, electric, and natural gas franchise agreements. Responsible for the administration and oversight of the Village's cable television, electric, natural gas, and telephone franchise agreements.
- Assisted the Village President in his role as Local Liquor Control Commissioner administer and enforce state and local liquor codes within the corporate limits of the Village.
- Coordinated the Village's municipal electric aggregation effort.
- Developed and implemented plans, policies, procedures, and programs in many areas of municipal operations.
- Drafted ordinances and resolutions.

- Initiated and developed the Village's first official World Wide Web site. Supervised the maintenance of the Village's World Wide Web site.
- Initiated and led process of implementing Google Apps as the Village's electronic mail service provider, thereby providing greater functionality at a lower cost.
- Initiated the adoption of an administrative policies and procedures manual.
- Initiated, coordinated, and participated in strategic planning activities.
- Made policy and programmatic recommendations to the Village President and Board of Trustees.
- Managed and coordinated the maintenance of the Village's information technology (IT) infrastructure and telephone system.
- Managed the Village's cable television government access channel.
- Performed community, intergovernmental, and media relations activities.
- Prepared a successfully-funded competitive grant application for a grant to replace the windows at Village Hall with energy efficient windows. Administered the grant upon its being awarded.
- Prepared agendas and meeting packets for meetings of the Board of Trustees.
- Provided general administrative assistance and support to the Village President and Board of Trustees.
- Provided research and analysis for the Village President and Board of Trustees on policy and programmatic matters.
- Responded to citizen complaints and inquiries.
- Responsible for the administration and oversight of the Village's residential waste collection and recycling contract.

#### Budgeting And Financial Management

- Improved the collection of delinquent utility accounts by revising policies and procedures regarding delinquent utility accounts.
- Initiated and implemented modifications to the budget document in order to improve readability and usability.
- Initiated and led process to replace the Village's financial management software and related computer hardware.
- Managed and supervised the accounts payable, accounts receivable, and payroll functions.
- Managed and supervised utility billing, collections, and customer service operations for the Village's natural gas, storm water, wastewater, and water utilities. Monthly billing to 6,000+ customers.
- Responsible for the preparation and administration of the annual operating and capital budgets, as well as the preparation of the annual appropriation ordinance and the tax levy ordinance.

#### Community And Economic Development

- Coordinated special census project which resulted in an additional \$175,000+ in state-shared revenues per year.
- Developed a building façade improvement grant program to provide financial assistance for the rehabilitation of the exterior of commercial buildings located within the Morton Business District to promote commercial redevelopment activities within the Morton Business District, to improve the aesthetics of commercial buildings located within the Morton Business District, and to enhance the overall quality of life for residents of the community.
- Developed a revolving loan fund program to make monies available to businesses located within the Morton Business District to provide financial assistance for the purchase of fixed assets and for the acquisition of or improvements to commercial real estate properties located within the Morton Business District.
- Led effort to create a Business District to facilitate and provide funding for community and economic development and redevelopment activities. Served on the Business District Development and Redevelopment Commission.
- Managed the Village's tourism program, with the goal of promoting tourism and attracting nonresident overnight visitors, and supervised the Director of Tourism. Managed the Village's tourism grant program, which provided more than \$100,000 in funding each year from the Village's hotel/motel tax revenues to local organizations to promote activities within the Village that promote tourism and attract nonresident overnight visitors.
- Served as Chair of the Downtown Development Action Team of the Morton Economic Development Council. Led effort to engage a consulting firm to assist in the development of a Downtown Development Plan to guide downtown redevelopment efforts. Led effort to develop and adopt Downtown Development Plan.
- Served as Chair of the Retail Recruitment Action Team of the Morton Economic Development Council. Initiated and led efforts to conduct a regional retail study involving several area communities intended to identify appropriate retailers and restaurants on which to focus attraction efforts, working in a cooperative regional manner to improve the retail environment of the area while achieving significant cost savings for the communities involved.

- Served as Enterprise Zone Administrator of the Morton Enterprise Zone, performing such duties as:
  - Assisting businesses in obtaining incentives from the State of Illinois.
  - Handling inquiries regarding incentives.
  - Providing periodic reports to the Illinois Department of Commerce and Economic Opportunity.
  - Verifying the location of properties within the Morton Enterprise Zone.
- Served on the Board of Directors of the Morton Economic Development Council.
- Served on the Comprehensive Plan Committee which reviewed and updated the Village's Comprehensive Plan. Served on the Economic Development Subcommittee of the Comprehensive Plan Committee. Wrote the core of the Economic Development Section of the Comprehensive Plan.
- Served on the EDGE (Economic Development And Growth Experts) Group, an advisory body to The Economic Development Council For Central Illinois.
- Served on the Peoria Area Convention and Visitors Bureau Advisory Board.

#### Human Resource/Personnel Management

- Managed all aspects of the Village's human resource/personnel system and performed various human resource/personnel functions, including:
  - Administering employee benefits (including the Village's self-funded health insurance plan and Section 457 deferred compensation plan).
  - Administering the Village's drug and alcohol testing program.
  - Administering the Village's pay plan.
  - Developing and conducting compensation studies and surveys.
  - Developing and implementing personnel policies and procedures.
  - Ensuring compliance with applicable laws and regulations.
  - In-processing and out-processing of employees.
  - Performing job analyses and preparing position descriptions.
  - Serving as a member of the Village's collective bargaining team (two collective bargaining units).
  - Serving as ADA Coordinator.
  - Serving as Illinois Municipal Retirement Fund (IMRF) Authorized Agent.
- Developed the Village's first official position descriptions.
- Implemented a payroll direct deposit program.
- Implemented a Section 457 deferred compensation plan.
- Initiated and implemented a Section 125 plan.

#### Risk Management

- Managed all aspects of the Village's risk management program and performed various risk management functions, including:
  - Administering the Village's liability, property, and workers' compensation insurance programs.
  - Administering claims.
  - Performing loss control activities.

#### **City Administrator, City of West Peoria, Illinois**

**October, 1994 - February, 2000**

Chief Administrative Officer responsible to the Mayor and eight-member City Council for the management of the municipal operations of a full-service, non-home rule municipality operating under the mayor-council form of government.

#### General Administration And Management

- Assisted the Mayor in his role as Local Liquor Control Commissioner administer and enforce state and local liquor codes within the corporate limits of the City.
- Developed and implemented plans, policies, procedures, and programs in many areas of municipal operations.
- Drafted ordinances and resolutions.
- Initiated, coordinated, and participated in strategic planning activities.
- Made policy and programmatic recommendations to the Mayor and City Council.
- Negotiated with both public sector and private sector entities on a variety of issues, including franchise agreements (including the City's first electric, natural gas, and telephone franchise agreements), intergovernmental agreements, and service contracts.

- Performed community, intergovernmental, and media relations activities.
- Prepared agendas and meeting packets for meetings of the City Council.
- Provided general administrative assistance and support to the Mayor and City Council.
- Provided research and analysis for the Mayor and City Council on policy and programmatic matters.
- Responded to citizen complaints and inquiries.
- Responsible for the administration and oversight of the City's cable television, electric, natural gas, and telephone franchise agreements.
- Served as Deputy City Clerk.
- Served as the first City Administrator less than a year after the incorporation of the City in 1993, demonstrating the benefits of professional local government management. Began on a part-time basis, which was converted to a full-time basis in July, 1995.

#### Budgeting And Financial Management

- Computerized all accounting and budgetary records.
- Initiated and implemented modifications to the budget document to improve readability and usability.
- Initiated the adoption of the Budget Officer System and served as Budget Officer.
- Responsible for the preparation and administration of the annual operating and capital budgets, as well as the preparation of the annual appropriation ordinance (prior to the adoption of the Budget Officer System) and the tax levy ordinance.

#### Community And Economic Development

- Assisted in the development of the City's first comprehensive land use plan.
- Assisted in the development of the City's first zoning code and served as Zoning Officer after its adoption, which included serving as Flood Zone Administrator.
- Established all zoning administration operating procedures.

#### Human Resource/Personnel Management

- Managed all aspects of the City's human resource/personnel system and performed all human resource/personnel functions, including:
  - Administering employee benefits.
  - Administering the City's drug and alcohol testing program.
  - Administering the City's pay plan.
  - Developing and implementing personnel policies and procedures.
  - Ensuring compliance with applicable laws and regulations.
  - In-processing and out-processing of employees.
  - Performing job analyses and preparing position descriptions.
  - Serving as ADA Coordinator.
- Developed the City's first official position descriptions.
- Implemented the City's first health insurance plan.
- Initiated and developed the City's first comprehensive personnel manual.

#### Public Works

- Developed a sidewalk replacement program to provide a mechanism for the replacement of the City's sidewalk infrastructure. Developed the ongoing funding mechanism for the program through cost-sharing with property owners and the utilization of special service areas.
- Developed an equipment and vehicle replacement program to provide a mechanism and funding for the planned replacement of the City's fleet of equipment and vehicles.
- Developed the City's first residential waste collection and recycling program. Responsible for the administration and oversight of the City's residential waste collection and recycling contract.
- Prepared a successfully-funded competitive grant application for a grant to provide recycling bins and recycling promotional materials for every residence in the City as part of the City's first residential waste collection and recycling program. Administered the grant upon its being awarded.
- Served on the Policy Committee of the Peoria/Pekin Urbanized Area Transportation Study (PPUATS).

Risk Management

- Managed all aspects of the City's risk management program and performed all risk management functions, including:
  - Administering the City's liability, property, and workers' compensation insurance programs.
  - Administering claims.
  - Performing loss control activities.

**Personnel Assistant (Part-Time), County of Peoria, Illinois****July, 1994 - July, 1995**

- Collected data and prepared materials in connection with collective bargaining activities.
- Prepared revisions to position descriptions.
- Prepared revisions to the County's personnel manual.
- Provided general administrative assistance and support to the Personnel Director and the staff of the Personnel Department.

**Administrative Assistant (Part-Time), Village of Peoria Heights, Illinois****May, 1994 - October, 1994**

- Administered the removal of architectural barriers grant initiated during internship.
- Provided general administrative assistance and support to the Village Administrator.

**Intern, Village of Peoria Heights, Illinois****January, 1994 - May, 1994**

- Developed a drug-free workplace policy.
- Developed a lockout/tagout program.
- Developed the Village's first employee performance review and evaluation system.
- Developed the Village's first merit-based pay system.
- Prepared a successfully-funded competitive grant application for a grant for the removal of architectural barriers to provide access by the disabled to the public restroom facilities and public drinking fountains at Village Hall. Administered the grant upon its being awarded.
- Provided general administrative assistance and support to the Village Administrator.

**EDUCATION****Master of Public Administration, Valdosta State University, Valdosta, Georgia****Bachelor of Science (Major: Political Science), Illinois State University, Normal, Illinois****Associate in Arts and Science (Major: Political Science), Illinois Central College, East Peoria, Illinois****Numerous conferences, seminars, webinars, and workshops****PROFESSIONAL MEMBERSHIPS****International City/County Management Association**

ICMA Credentialed Manager

Member, 2008 Conference Evaluation Committee

Member, 2011 Conference Planning Committee

Member, Review Committee For 2014 ICMA Annual Conference Scholarship Applications

Member, Task Force To Update The ICMA Model Employment Agreement

Service Awards - 10 Years, 20 Years

**Illinois City/County Management Association**

Member, Committee On Professional Conduct

Member, Membership Services Committee

Participant, Manager/Administrator Outreach Program

**Downstate City/County Management Association****Government Finance Officers Association Of The United States And Canada****International Economic Development Council****International Council Of Shopping Centers****National Public Employer Labor Relations Association****Illinois Public Employer Labor Relations Association**

**DAVID A. STROHL, ICMA-CM**

800 North Oregon Avenue  
Morton, Illinois 61550-3026  
309-253-3923 (Mobile)  
dastrohl@comcast.net

**SALARY HISTORY**

**Village of Forsyth, Illinois**

301 South Route 51  
Forsyth, Illinois 62535  
217-877-9445  
Village Administrator  
January, 2014 - Present  
\$80,000.00 Per Year - \$94,992.95 Per Year

**City of La Grange, Missouri**

118 South Main Street  
Post Office Box 266  
La Grange, Missouri 63448  
573-655-4301  
Interim City Administrator  
July, 2013 - January, 2014  
\$60,000.00 Per Year

**Village of Morton, Illinois**

120 North Main Street  
Post Office Box 28  
Morton, Illinois 61550  
309-266-5361  
Business Manager  
March, 2000 - December, 2011  
\$42,000.00 Per Year - \$80,835.60 Per Year

**City of West Peoria, Illinois**

2506 West Rohmann Avenue  
West Peoria, Illinois 61604  
309-674-1993  
City Administrator  
October, 1994 - February, 2000  
\$20,000.00 Per Year - \$35,000.00 Per Year

**County of Peoria, Illinois**

324 Main Street  
Peoria, Illinois 61602  
309-672-6044  
Personnel Assistant (Part-Time)  
July, 1994 - July, 1995  
\$6.25 Per Hour - \$6.50 Per Hour

**Village of Peoria Heights, Illinois**

4901 North Prospect Road  
Peoria Heights, Illinois 61616  
309-686-2385  
Administrative Assistant (Part-Time); May, 1994 -  
October, 1994  
Intern; January, 1994 - May, 1994  
None - \$6.25 Per Hour

7/11/2019

City of Neptune Beach  
Mayor and City Council  
116 First Street  
Neptune Beach, FL. 32266

Dear Honorable Mayor and Councilmembers:

Please accept this letter and application package for consideration as Neptune Beach's next City Manager. My wife and I welcome an opportunity to move closer to our family in Florida. Our eldest daughter is about to start middle school, and our intent is to make a commitment to Neptune Beach until she graduates from high school.

My background includes over six years of experience in State, County, and Local government, with three of those years within local Executive-level management. I completed a Master of Public Affairs degree with concentrations in Government Administration and Public Policy from Indiana University in 2013, and spent a year working on CDBG activities with the City of Niles, Michigan as part of a capstone course. I have a Bachelor of Science in Legal Studies from Florida Gulf Coast University, and in 2018, I was awarded the *Soaring Eagle Award* for professional excellence and service to my community by the FGCU College of Arts and Sciences. In addition to these accomplishments, my resume lists major achievements for each position that I've held.

I'm currently the Town Manager for Albion, Indiana, but I also serve on the County Plan Commission as an appointee of the County Commissioners, and as a Town Council appointee to the County Economic Development Corporation. I was recently selected by my peers for a second term as the Treasurer for the Noble County Economic Development Corporation. While serving in these various organizations, I have used my positions to bring new levels of transparency, accountability, and professionalism to each organization.

Since 2016, I've led the charge in Albion to ignite and sustain thoughtful growth. I've also focused on developing relationships with our existing industry leaders, state agency representatives, and regional economic development groups. Through these partnerships Albion has strengthened its capacity to do more for residents without raising the tax rate. We're completing projects, but haven't raised the local tax-rate for three years. I'm highly experienced in Community & Economic Development, Project Management, Policy Development, Grant Administration, and Budgeting.

My mission when first arriving in Albion was to infuse professionalism, best practices and technology into the way the Town did business. Since then we've made an intentional effort to continually evaluate our processes. We follow the following process: identify weaknesses, implement changes, and test to see if our service delivery improves (rinse and repeat). The first step was to update archaic policy, and to implement best practices for government finance, planning, and government management.

Improving internal and external communication was quickly identified as a priority issue when I first arrived in Albion. I implemented a policy to support effective communication at all levels, starting with the Town Manager's office. In order to keep a more informed public, Residents are routinely engaged in decision-making for public works projects through the use of public forums. We treat them as stakeholders throughout the entire process. This level of engagement has succeeded in garnering community support for projects, and reduced complaints on inconveniences caused by actual construction.

I've found that good communication amongst Department Heads is necessary for delivering stellar services to residents and visitors. Hosting monthly Department Head meetings has been instrumental in identifying processes that need improvement, scheduling and planning work, and gauging my effectiveness as a leader. Department Head Meetings are specifically geared towards collaborative decision-making, and planning through information sharing.

In my experience, an engaged citizenry, and tended industry make it possible for communities to increase their capacity to do more without depleting their own resources. In 2016, I began meeting with employers, and businesses throughout the year at intentional, "fact-finding" meetings (Industry Visits). My expressed intent when visiting employers, and businesses is that I'm only there to better understand their needs. A direct result of meeting with Albion's largest employers has driven an economic development initiative to grow, "housing stock" within Town limits. Employers have given hard data proving a need for local workforce housing, and are even willing to assist in meeting housing objectives.

At an Industry visit in March, an employer announced that it is hosting an international team of 150 plant executives in the Northeast Indiana region. The purpose of the conference is to implement a corporate-wide diversity program. Plans were made during the visit to use a recently improved alley around Albion's downtown courthouse square for an evening activity.

Because I took the time to ask about their needs for the conference, I was able to connect their leadership team with the County Convention and Visitor Bureau Executive Director, and the Marketing Director for the Economic Development Corporation. That single Industry Visit proves that collaboration between public and private entities can accomplish great things. Now, a small, rural town in Indiana is going to have international exposure!

I think that the talents and skills that I've honed in Albion would serve Neptune Beach very well. **I've found that success in municipal management happens because of good policy, engaged residents, and enthusiastic staff.** I follow a very rigid code of ethics from affiliations in professional associations, my fraternal organization, and the Culver Military Academy.

I'm an ICMA Member in good standing, and also a member of both the Indiana Municipal Management Association (IMMA) and the Florida City and County Management Association (FCCMA). It is my belief that joining the FCCMA demonstrates a commitment to relocating to Florida, I joined in 2018. Also, membership in the FCCMA furthers my mission of being the

best person I can be. Through the learning opportunities available from the FCCMA I can continue to develop my potential to its fullest, and find improved ways of delivering services to the residents that I serve.

Albion has taken a more service-oriented approach in interacting with residents and developed a reputation for operating as a highly professional organization. We have been recognized as having a best-in-class park system through two aim (Indiana Chapter of ICMA) awards, and received competitive grants. I attribute the Town's success in being awarded competitive grants to the certification that I hold as a certified CDBG administrator. I spent 56 hours in a classroom before taking a final exam to earn the designation through the Indiana Office of Community and Rural Affairs, and learned how to write competitive grant applications.

My attached resume highlights professional achievements within the Town of Albion, Noble County, and the Northeast Indiana Region. Many achievements are related to public policy improvements, optimizing workflows and implementing ethical financial management policies. In 2018, we developed marketing objectives for the Town that focused on improving its identity as the County Seat, and establishing itself as a tourist daycation destination. Those marketing initiatives are continuing to be used and improved in 2019.

In order to prepare for the worst possible scenarios, I've participated in Emergency Management exercises, and taken courses through the Federal Emergency Management Agency. I've completed training through *ICS 400: Advanced ICS, Command and General Staff – Complex Incidents*. I've considered what my role would be in a major incident, and will continue training with *E/L 973: Finance/Admin. Section Chief*, and *E/L 975: Finance/Admin. Unit Leader*.

Albion has created a Procurement Policy, and an Internal Controls Program that has brought professionalism and higher ethical standards to municipal management. Having good policy in place has allowed us to focus on developing innovative ways to deliver services to residents. In February 2019, Albion welcomed Indiana's first tele-pharmacy. Opening the doors to the tele-pharmacy marked the end of a three-year process that finally connects rural residents with the vital medications they may need.

Town leaders have been pioneers in finding ways to improve the quality of life for residents. Through community surveys we learned that residents desired a local pharmacy, but pharmacies couldn't afford to continue doing business in rural communities because of the cost to have a licensed pharmacist on staff. Town officials worked with a local pharmacy-owner to draft and pass state legislation for tele-pharmacies. We didn't stop there, we also worked with the Indiana Licensing Board to establish rules and procedures for operating a tele-pharmacy, and then helped fund improvements to a vacant building so it could open its doors.

Throughout the process I facilitated where I could by contacting state elected officials, and explained the plight of many rural residents. I submitted testimony to the Licensing Board

to assist with establishing rules and procedures, and organized funding from the local Economic Development Corporation, and the Town's Redevelopment Commission. Through a collaborative approach, and an open-mind, many people came together to improve the lives of rural residents across the state, and Albion holds the distinction of being the first to do it.

Albion has quickly become synonymous with excellence because of elected officials' willingness to pilot new programs, implementing good policy, and following established best practices. In a few short years, the news coming out of Albion has been positive, and shows a commitment to collaborative, transparent, and ethical decision-making. A point of pride in my career has been keeping up to date on emerging best practices in government administration, and finding ways to improve service delivery to residents. **I've also found that people are willing to make necessary changes when their leadership is ethically sound, and passionate about helping their community achieve more.**

Thank you for considering my qualifications for the City Manager position. Should you have questions or require additional information, please feel free to contact me through any avenue listed below. My wife and I are very excited for the possibilities that await us in Neptune Beach, and I sincerely welcome the opportunity to speak with you in more detail about how I can assist with infrastructure improvements, maintaining a vibrant downtown, and updating the city's planning documents.

Kindest Regards,



Stefen Wynn, *M.P.A.*

*Albion Town Manager*

339 W. Mallard Ln.

Albion, IN. 46701

M: (574) 514-3294

E: [sabwynn@gmail.com](mailto:sabwynn@gmail.com)

**LinkedIn:** <https://www.linkedin.com/in/stefen-wynn-mpa/>

**Facebook:** <https://www.facebook.com/sawynn>

**M: (574) 514-3294****E-Mail: [sabwynn@gmail.com](mailto:sabwynn@gmail.com)****LinkedIn: <https://www.linkedin.com/in/stefen-wynn-mpa/>****Facebook: <https://www.facebook.com/sawynn>****SUMMARY**

A servant leader with six years of experience in state and local government, and three years of Executive Management in local government. A professional with a diverse background in construction management, investigations and business management; and specialized experience in the following areas:

- Strategic Planning and Tactical Progress Monitoring
- Statistical Analysis and Data-Driven Decision Making
- Public Policy Creation and Implementation
- Community Development, N.G.O. Partnerships
- Organizational Change, Development, and Marketing
- Economic & Community Development and Downtown Revitalization
- Personnel and Labor Relations Management
- Fundraising, and Capital Planning
- Financial Management
- Project Management
- Grant Writing and Administration
- Volunteering and Community Service

Experienced in managing change while honoring tradition, and ethical historical processes. A goal-setter, and action-driven team manager capable of working independently within the municipal framework.

**RELEVANT LOCAL GOVERNMENT EXPERIENCE**

**Town of Albion, Indiana**  
**Town Manager**

**2/2016 – Present**

Albion (incorporated 6 July, 1874) is a Town, and county seat in Indiana with a population of 2,349 (2010 Census). It is located in Noble County, Indiana (population 47,733). Serve as the Chief Administrative Officer for the Town under a Council-Manager form of government, and works closely with the Town's elected Clerk-Treasurer. Performs supervisory, budgetary, operational, and maintenance functions related to the general management of the Town, including oversight of five direct reporting Department Heads: Police, Fire, Street, Parks and Recreation, and Water Utilities.

Duties and Responsibilities as Town Manager:

- Chief Administrative Officer of municipal government with 77 full-time equivalent employees, and \$6.5MM annual budget, including revenue from TIF, CEDIT, LIT, and Enterprise Funds.
- Oversight responsibility for the following departments: Police, Fire, Streets (paving, lights, storm water), parks & recreation, water and waste-water utility (including rate studies/increasing rates for capital projects), planning, zoning, personnel management, and public works construction project management.
- Implement, administer, and oversee the enforcement of Council directed policy, resolutions, and ordinances.
- Research, review, recommend, and revise policy, resolutions, and ordinances.
- Preparation, and administration of the Town's operating and capital budgets directly with the Town's Clerk-Treasurer.
- Executes contracts on behalf of the Town as approved by Council, and serves as the Chief Procurement Officer for Town purchases.
- Serves as the Title VI & ADA Coordinator, Zoning Administrator, and Plan Administrator for the Town, and its commissions/boards.
- Responsible for compliance with Federal and State programs

Achievements:

- Developed and implemented the Town's first written Procurement Policy using Government Finance Officers Association best practices.
- Developed the Town's inaugural capital improvement/equipment purchase plan. Department Heads now plan on having vehicles and equipment on a rotation to maximize trade-in values, and ensure that they are in good working condition.
- Updated and revised Personnel Policy, Employee Handbook, and updated job descriptions while ensuring compliance with all Federal, and State regulations.
- Successfully wrote application for award with the Indiana Association of Cities and Towns, honoring the Town's Parks and Recreation System.
- Developed and managed creation of Pavement Asset Management Plan, new Comprehensive Plan, Economic Development Plan, and Community Investment Plan through strategic partnerships with State and County Agencies.
- Supplement funding for infrastructure improvements through the award of State and Federal grants.

**Town of Albion Plan Commission**  
**Board Member and Plan Administrator**

**2/2016 – Present**

The overall objective of the Albion Plan Commission, and the Comprehensive Plan of the Town of Albion is to offer residents, and visitors to the Town, and its jurisdictional area a pleasant environment in which to: live, work, and enjoy their leisure time. An overview of the Commission's work is to generate Citizen Awareness & Participation; Control, and Structure Development; Encourage, and maintain quality residential units; Maintain, and preserve agricultural soils, wetlands, and natural wildlife for the maximum benefits to citizens; Encourage growth of businesses, and commercial activities; Encourage the growth of Industrial uses through diversification, and strengthening the revenue sources of Town, and various other activities as related to economic growth, strength, and development.

Duties and Responsibilities:

- Review, and approve drawings in order to issue building permits.
- Maintain permit, state releases, and inspection data.
- Upon final inspections, and after ensuring adherence to all local and state codes, issue Certificates of Occupancy.
- Ensure that all planned developments, and subdivisions are acceptable uses within the Comprehensive Plan, and work with developers to ensure that the Town's best interests are at the forefront of discussions.
- Answers general questions from the public concerning zoning, land-use, subdivisions, streets, and alley vacations, and makes sure that all staff present themselves to the public in a professional and courteous manner.
- Supervises the acquisitions of easements, street dedications, and maintains a map of the Town's boundaries including all historical, present, and future annexations for reporting to various state oversight agencies.

Achievements:

- Revised, and updated a Comprehensive Plan through a partnership with the County, surrounding communities, and Ball State University. The updates were based on best practices for community engagement, and utilized surveys, community forums, and public input workshops to gather data to create a plan tailored to the Town.
- Used a consultant to assist in completely re-writing the zoning ordinance, subdivision control ordinance, and construction design standards.
- Streamlined the process for applying for a permit, saving time for the applicant, and for the staff reviewing the permit.

**Albion S.T.A.R. Team**  
**Economic Restructuring Chair**

**10/2016 – Present**

The Albion S.T.A.R. Team is an organization focused on downtown growth, and revitalization. The team's vision is to revitalize Albion's downtown square to be a community meeting place, and a commercial center. The team strives to accomplish this with four primary focuses: Rallying, and equipping volunteers; grant writing/finding assistance; beautification teams; and event hosting. The Economic Restructuring Committee seeks ways to grow existing downtown businesses while finding ways to turn empty space into productive property. This sub-committee is responsible for Façade improvement projects, providing market analysis workshops for local businesses, and keeping in contact with local businesses.

Duties and Responsibilities:

- Develops plans, and writes grants with other government professionals from the Town, and County.
- Follows a budget, and finds grant opportunities to supplement the budget.
- Hears and decides which applications for façade grant funding offers the most value to the Town, and the mission of the S.T.A.R. Team.

Achievements:

- Instrumental for the Town and the S.T.A.R. Team to receive recognition with the Indiana Office of Community and Rural Affairs with state award of participation in the Hometown Collaboration Initiative (HCI). HCI is an effort to engage the community in order to assist with building capacity for leadership; economic development; and improving the Quality of Life in Town.
- QUiP Grant assisted with funding wayfinding signs throughout Town

**Noble County Economic Development Corporation**  
***Treasurer, Board Member, Nominating Committee & Housing Study Committee***

**1/2017 – Present**

The mission of the Noble County Economic Development Corporation (EDC) is to provide coordinated economic development resources promoting the assets of Noble County. Its vision statement is that it strives to maximize the economic potential of Noble County's assets. The Corporation's role is to facilitate relationships between resources, and business needs by focusing on the three sub-categories of the County: existing businesses; attraction of businesses; and entrepreneurs. The EDC provides business retention, expansion, and attraction assistance while facilitating relationships necessary to meet business and community needs, while advocating for businesses at local, state, and federal levels.

Duties and Responsibilities:

- Assist the Town in partnering with employers/businesses to ensure a strong economy while representing the best interests of the Town, and its residents on county-wide economic development initiatives.
- Innovate, and find new ways to meet the needs of employers, the Town, and its residents. In keeping with its mission to coordinate economic development, the EDC has partnered with the Purdue (University) Center for Regional Development in order to address a shortage of housing that has resulted in a large surplus of available employment opportunities. Through the data received from the Housing Study, the Town, and the EDC will be able to invest in housing as directed by the outcomes of the study.

Achievements:

- Instrumental in bringing the EDC, County, and surrounding communities together with the Purdue Center for Regional Development to complete a study on the existing housing stock, and future housing needs of Noble county.
- Implemented Internal Controls procedures to better manage the use of public funds and focused the efforts of the EDC board to adopt a strategic plan that showed funding for initiatives identified in the plan.
- Assisted the Northeast Indiana Regional Partnership with developing the #MakeItYourOwn campaign to attract and retain talent in Northeastern Indiana

**Indiana Department of Child Services**  
***Family Case Manager II (Assessment)***

**3/2014 – 7/2015**

The Indiana Department of Child Services is responsible for the safety, and welfare of children living with the State of Indiana. As family case manager, I assessed allegations of abuse/neglect and refer clients to appropriate services. Extensive case documentation was required, which includes preparing court reports and social histories. I was taught family engagement skills in mitigating risk and enhance safety that will be used in both the office, client homes, and in the community through intensive initial training, and continuing education. I had the ability to advocate for families and children, testify in court and de-escalate potentially volatile situations. Furthermore, I also collaborated with law enforcement, schools, medical personnel, mental health agencies, the courts and childcare providers.

Duties and Responsibilities:

- Investigated reported incidents of child abuse, neglect or dependency, made determination of whether or not the incident is substantiated and developed recommendations to a Juvenile Court or County Director for disposition.
- Assessed safety and level of risk to children for additional injury or harm, including imminent danger, and may remove the child from the family as the situation warrants; placed child in a protected environment.
- Performed needs assessments to determine options for families and children evaluated to be abused/neglected, Law Enforcement, other social service agencies or schools as a possible child in need of services (CHINS).
- Testified in various Courts of Law concerning the needs of the families and children that are assigned to the incumbent's caseload, the families' ability to remedy the abusive/neglectful situation, or concerning alleged criminal activities of a perpetrator.
- Made recommendations to the court for the return of children to their families, following assessment of safety or risk to the child throughout the life of the case.
- Developed, "informal adjustments" to meet the "least intrusive intervention" standard.
- Maintained data so that family and children's needs can be evaluated on a trend analysis basis.

## OTHER RELEVANT PROFESSIONAL EXPERIENCE

**Family Express Corporation, Valparaiso, IN**  
*Executive Assistant to President & CEO*

**7/2015 – 2/2016**

Family Express is a convenience store chain found only in Indiana, and was named the *Convenience Store Decisions*, 2015 Chain of the Year. Served as the assistant to the President and CEO of the company whose principal tasks were to schedule, and organize the executive; prepare for monthly executive staff meetings; research innovative new ways of marketing products, and brands; research, and approve, or deny all purchases throughout the corporation over \$1,000 (64 stores).

**Voter Registration Office, Saint Joseph County, IN**  
*Chief Deputy*

**1/2013 – 8/2013**

The Voter Registration Office of Saint Joseph County is tasked with ensuring that eligible voters within the county are properly registered, and processes applications on a rolling basis until the deadline as defined by Indiana Law. During election years, the Voter Registration Office is tasked with assisting the Election Board in managing a fair, and impartial election process.

**W.G. Mills, Inc.**  
*Assistant Superintendent*

**8-2008 – 10/2010**

Assisted the Senior Superintendent with onsite supervision of construction activities and subcontractors. Kept record of construction activities and compiled all Mechanical Electrical and Plumbing drawings and as-built drawings for the owner's records. Prepared all warranty information, shop drawings, submittal records into final report for the School Board Owner. Riverview High School – Sarasota, Florida - \$135MM+ project.

## EDUCATION

**Indiana University Graduate School**

**M.P.A. – Government Administration & Public Policy**

Emphasis on best practices in public policy, budgets and finance, and personnel management. Served as the Liaison for the Student Association with the Faculty. Capstone project was to assist the City of Niles, Michigan with developing a plan for CDBG funding for downtown revitalization. During this time, also served as an Associate Justice on the Judicial Council. *May 2013.*

**Florida Gulf Coast University**

**Bachelor of Science**

Majored in Legal Studies/Pre-Law. Active, and chartering member of the Phi Alpha Delta Legal Fraternity. Served as Community Service Chair, and as Secretary during upperclassman years. *April 2009.*

**Culver Military Academy**

**High School Diploma**

College Preparatory School in Indiana with a heavy influence of military hierarchy. Served as a Bugler for four years, and Regimental Bugler for three. Member of the music honor society for four years. *June 2003.*

## PROFESSIONAL AFFILIATIONS AND AWARDS

- International City/County Management Association
- Indiana Municipal Managers Association
- **Florida City and County Management Association**
- The American Society for Public Administration
- Indiana Chamber of Commerce
- Accelerate Indiana Municipalities
- Society for Human Resource Management
- Phi Alpha Delta – Lifetime Membership
- FGCU Alumni Association – Lifetime Membership
- Culver Legion – CMA Alumni Association Lifetime Membership
- **2018 Soaring Eagle Award Recipient FGCU (Distinguished Alumni)**

## CERTIFICATIONS

### Federal Emergency Management Agency

*Emergency Management Institute & Indiana Department of Homeland Security (PSID: 5954-9819)*

- IS-0100.b/ICS-100 Introduction to Incident Command Systems
- IS-00200.b ICS for Single Resources and Initial Action Incident
- ICS 300: Intermediate ICS for Expanding Incidents
- IS-00700.a National Incident Management Systems
- IS-00800.c National Response Framework, an introduction
- ICS 400: Advanced ICS for Command & General Staff

### Indiana Office of Community and Rural Affairs

*Certified Grant Administrator*

*Expires: 12/31/2019*

This allows my current community to apply for and administer federal HUD grants for community and economic development. Through the use of Continuing Education Credits the certification can be held indefinitely. The certification required (7) days of training, or approximately (56) hours of classroom instruction.

## PUBLIC WORKS CONSTRUCTION PROJECTS

The following projects are in various stages of completion and are marked as: completed, in progress, or in design/planning and will be completed over the next 3-5 years.

### **2016 Drinking Water Loop Project** *Town of Albion – WDW Department*

**COMPLETED**  
Cost: \$622,349

Project included approximately 3,452' of 12" water main to complete a loop in the newest addition to Town. The project also included the installation of Fire Hydrants along the new 12" water line. Project also included (2) additional areas under 2,500' of upgrades to existing water mains that were undersized and installation of Fire Hydrants. Project was funded through a surplus in Water Utility and TIF funds.

### **2016 TIF Legacy Paving Project (2017 Construction)** *Town of Albion – Street Department*

**COMPLETED**  
Cost: \$631,301

Project included 5,052 linear feet of paving, storm water improvement, and curbing in the Town's Industrial Park. The project was paid for using a TIF Legacy Bond which was issued in order to extend the life of TIF 1 (of 3) for another 25 years. The funding generated in TIF 1 has historically been the major source of Economic and Community Development funds that have driven projects in the Town's award-winning parks and improved the downtown area through a façade grant program. The project was completed ahead of schedule and under estimated project costs.

### **Wastewater Treatment Pond Improvements Phase One** *Town of Albion – Wastewater Department*

**EST. COMPLETION 8/30/19**  
Cost: \$884,000

Project required a 3-year incremental increase in Wastewater Utility Rates. Upon my arrival in 2016, I was informed that the last NDPES permit was up for renewal in 2019 and that improvements needed to be made to meet required ammonia limits for discharge. The first step was to bring the utility rate up to a level that was at least covering operating expenses. Over the last two years, the utility has generated enough surplus to pay for improvements to the system as necessary (with assistance from TIF funds) and the Town has engaged the services of a design engineer to ensure that a solution is developed to meet IDEM's requirements and through a Guaranteed Savings Contract is procuring a contractor to assist the Town with installing the necessary improvements. Substantial Completion was met in March of 2019, and is in project closeout. The Town has since renewed its NPDES permit and is now accepting Industrial Pretreated Wastewater.

### **Hazel St. – Railroad St. Storm-water & Road Improvement Project** *Town of Albion – Street Department*

**EST. COMPLETION 8/30/19**  
Est. Cost: \$1,073,000

Early in my tenure with the Town of Albion, I encouraged the Town to cancel a Federal Highway Grant Project that had been started prior to my arrival that had ever-increasing costs. Design Engineering was 90% complete before any soil samples were taken of existing roadways, despite repeated warnings to the design engineer that portions of the project lay next to a protected wetland. Additionally, improvements to the streets in question would cause additional flooding down the line to the Town's

most indigent neighborhood. The Federal Grant project was cancelled and the Town found that it could make improvements to the roadway at only 10% of the original local match for the grant project. This Storm-water project is meant to fix the existing flooding issue in the indigent neighborhoods. The improvements will be to the main corridor through this part of Town along Hazel Street. In addition to stormwater sewer improvements, the roadway will be improved and sidewalks installed to tie into the 2018 Paving Projects. The project has been awarded funding through a state grant program offered by the Indiana Department of Transportation. Total cost for improvements from the Town will be: \$268,250 with the State of Indiana matching: \$804,750.

**2018 Paving Project(s)**  
***Town of Albion – Street Department***

**Completed 5/30/19**  
 Est. Cost: \$454,000

The Project is part of the Town's Pavement Asset Management Plan – PASER rating of all Town streets. Locations of Village Drive had failed and began to sink due to a lack of storm-water infrastructure. The area was within the newest residential development in Town and has caused the Town to update all of the planning documents in order to ensure a safe and acceptable subdivision prior to accepting it into the Town's limits. The other street in this plan is W. Main Street, and was part of the Federal Highway Grant Project that was cancelled in 2016 – the project will cost 1/10 of the original local match for the grant. The project is being paid for through the Street MVH fund, a Special Distribution from the Indiana General Assembly (2017), and a Community Crossing Matching Grant (75/25) from INDOT.

**CR 400 N**  
***Joint Project with Noble County Highway Department***

**EST. COMPLETION 11/30/21**  
 Est. Local Cost; \$384,000

This Project is a Federal Highway Grant that is slated for construction to begin in 2020. The improvements will create a truck by-pass that will connect the existing Industrial Park in Town with an Industrial Park currently under development. Since the project operates both inside and outside of Town limits, there exists a need to partner with the County. The project is funded through a combination of TIF funds and Federal Highway funding.

## COMMUNITY INVOLVEMENT

**The Culver Beard Club**  
***Treasurer***

The Culver Beard Club is a social organization that turned into a charitable non-profit. The Clubs mission is to enrich, and improve the lives of people living within Marshall County, Indiana, and to provide ancillary support for other non-profit organizations. Serving as the Treasurer, and am a founding member of the club. The club's largest fundraiser is the Polar Plunge. After nearly 4.5 years, I resigned from this position in February, 2019 to allow for my time with my family, but am still active in my community.

**Indiana Freemasons**  
***Member***

I'm a member of the Plymouth – Kilwinning Lodge 149. I participate in a number of charitable events that support the initiatives of the Grand Lodge of Indiana and our local lodge. Aside from being a fraternal organization, Freemasonry is based on a system of ethics and a belief that each man has a responsibility to improve himself, while remaining devoted to his family, faith, country, and fraternity.

## **7 RECOMMENDED**

**Stephanie C. Dollinger**  
**11 Brandywine Way**  
**Middletown, NJ 07748**  
**917-647-1044**

August 6, 2019

Ms. Catherine Ponson  
City Clerk  
116 First Street  
Neptune Beach, FL 32266

Dear Ms. Ponson,

My name is Stephanie Dollinger and I am applying for the City Manager's position. I am interested in relocating to the area with my family and I very much hope to continue my life's calling in my career of public service.

I am employed as the chief administrative officer, the Borough Business Administrator, of West Long Branch in Monmouth County, New Jersey, a mid-sized municipality. Additionally, last year, I was appointed the Assistant Treasurer of the Borough.

Throughout my ten-year career in local government, I also served on the governing body of Middletown Township for eight years, including three terms as Mayor. My tenure in Middletown, one of the largest municipalities in the state of New Jersey, and the largest in the county, (57 square miles, population of approximately 70,000) has afforded me a wide variety of experiences.

I have had the rare opportunity that many other candidates applying for the position may not have, serving as both a member of a governing body, as well as a town manager. This uncommon experience has not only provided me with the technical and personal skills to be successful in this position, but has also given me the unique perspective of what a governing body expects from the person they entrust to handle the day to day operations of their city. I am a team player and critical thinker, always looking for ways to improve the effectiveness and efficiency of services provided to residents.

The salary range indicated in the posting is within my current rate of pay. It is my hope that I will have an opportunity to share my enthusiasm for community, accomplishments, diverse experiences, and expertise in local government with Neptune Beach if I am fortunate enough to be considered for the position.

Sincerely,  
Stephanie C. Dollinger

**Stephanie C. Dollinger**  
**11 Brandywine Way**  
**Middletown, NJ 07748**  
**917-647-1044**

August 6, 2019

Ms. Catherine Ponson  
City Clerk  
116 First Street  
Neptune Beach, FL 32266

Dear Ms. Ponson,

My name is Stephanie Dollinger and I am applying for the City Manager's position. I am interested in relocating to the area with my family and I very much hope to continue my life's calling in my career of public service.

I am employed as the chief administrative officer, the Borough Business Administrator, of West Long Branch in Monmouth County, New Jersey, a mid-sized municipality. Additionally, last year, I was appointed the Assistant Treasurer of the Borough.

Throughout my ten-year career in local government, I also served on the governing body of Middletown Township for eight years, including three terms as Mayor. My tenure in Middletown, one of the largest municipalities in the state of New Jersey, and the largest in the county, (57 square miles, population of approximately 70,000) has afforded me a wide variety of experiences.

I have had the rare opportunity that many other candidates applying for the position may not have, serving as both a member of a governing body, as well as a town manager. This uncommon experience has not only provided me with the technical and personal skills to be successful in this position, but has also given me the unique perspective of what a governing body expects from the person they entrust to handle the day to day operations of their city. I am a team player and critical thinker, always looking for ways to improve the effectiveness and efficiency of services provided to residents.

The salary range indicated in the posting is within my current rate of pay. It is my hope that I will have an opportunity to share my enthusiasm for community, accomplishments, diverse experiences, and expertise in local government with Neptune Beach if I am fortunate enough to be considered for the position.

Sincerely,  
Stephanie C. Dollinger

# **Stephanie C. Dollinger**

11 Brandywine Way, Middletown NJ 07748

skarlet944@aol.com

917-647-1044

## **Summary**

Ten years of local government experience with expertise in the following areas:

- ❖ Financial Operations and Budget
- ❖ Operations and Project Management
- ❖ Media Relations and Public Information
- ❖ Labor Relations
- ❖ Community Outreach and Interaction
- ❖ Public Fundraising
- ❖ Customer Service
- ❖ Strategic Planning and Operations Analysis

An enthusiastic and results oriented leader committed to providing a high level of performance. Experienced in streamlining services to improve efficiency and effectiveness. Self-motivated team player and critical thinker able to work independently within organizational framework.

## **Relevant Local Government Experience**

### **Business Administrator, Borough of West Long Branch, NJ**

**2017-Present**

West Long Branch is a mid-size borough with a population of 8,200 residents covering approximately 2.9 square miles, located in Monmouth County, New Jersey (Population of 636,351).

Duties and Responsibilities as Business Administrator (City Manager):

- Chief executive officer of a municipal government with 80 employees and a \$12 million-dollar budget. Oversight responsibility for the following functions: police, public works, zoning, planning, housing, code enforcement, finance, human resources, personnel, fire, first aid, recreation and administration.
- Development and implementation of Council directed policy. Administration of the Borough's day-to-day operations as well as strategic planning for long range issues.
- Attend all executive and public meetings of Borough Council.
- Responsible for assuring the Borough and each of its departments and employees are in compliance with all applicable State and Federal employment and workplace laws.
- Represent Borough to all public and private entities on a variety of issues ranging from growth and development to service contracts.
- Study and make recommendations to Council regarding financial procedures and assist with preparation of annual capital and operating budgets.

- Serve as Council's liaison to Monmouth University which is located within the Borough as well as to the Monmouth University Task Force which is comprised of other local municipalities impacted by college operations and student life.

#### Achievements:

- Restructured and developed existing staff saving Borough over \$100,000 in operating costs and improving morale.
- Updated personnel policies and Borough ordinances.
- Entered in shared services agreement with neighboring city for the provision of Information and Technology Services at a cost savings of over \$100,000.
- Renegotiated service contract of reverse 9-1-1 resident notification system saving 40% of designated funds.
- Outsourced custodial services improving efficiency without increasing costs.
- Oversaw major construction projects on public works and community center buildings.
- Implemented supplemental insurance for employees at no cost to Borough.

#### **Assistant Treasurer, Borough of West Long Branch, NJ**

**2018-Present**

##### Duties and Responsibilities as Assistant Treasurer:

- Process employee payroll.
- Preparation and maintenance of journals of Borough's financial transactions.
- Signatory on all Borough bank accounts.
- Supervising Certifying Officer for employee pension funds.
- Responsible for Borough compliance with Federal Affordable Care Act.
- Responsible for budget preparation of several Borough departments.
- Responsibility of assuring proper allocation of budget funds.

#### Achievements:

- Identified and corrected major discrepancies of former treasurer.
- Arranged for increased training of employees with responsibility for financial transactions on behalf of the Borough.

#### **Mayor and Governing Body, Township of Middletown, NJ**

**2011-2018**

Middletown Township is the largest town in Monmouth County, NJ, and one of the largest in the state. Middletown has been recognized many times for being both one of the best places and safest places to live in the country. Its population is over 70,000 residents, covering 57 square miles. Within its boundaries are over twenty schools, a county college, a ferry and bus terminal and train station to Manhattan, a national park, three military bases, the "world's largest volunteer fire department", and a cultural arts center.

##### Duties and Responsibilities:

- Served three terms as Mayor, two terms as Deputy Mayor and two terms as Committeewoman.

- Responsible for overseeing approximately 79 million dollar municipal budget and over 300 employees.
- Conducted meetings with members of the public, volunteers, media, and other local, county, state and federal officials.
- Managed township social media sites and approved information released to public.
- Responsible for appointing members to Township boards and commissions.
- Awarded contracts to vendors providing services to Township.
- Responsible for formulating and approving Township Ordinances and policies.

#### Achievements:

- Entered into shared service agreements with other municipalities, the Board of Education and Monmouth County resulting in over 1.5 million dollars in cost savings and generated revenue for Township.
- Privatized garbage collection and increased services resulting in savings to over 50% of residents while maintaining same cost for the remainder.
- Spearheaded Township response to aftermath of Superstorm Sandy.
- Organized and chaired the Middletown 350<sup>th</sup> Anniversary Committee which involved major fundraising and community involvement for a yearlong program including town wide activities, memorabilia, a parade, a gala, and the construction of a time capsule plaza.
- Responsible for transformation of the Public Information function resulting in increased transparency and information sharing to township residents in 25,000 households.
- Passed budgets with zero to nominal tax increases for five out of the seven years on Township Committee and a tax cut for the other two years.
- Launched heritage tours and was instrumental in achieving registration status for iconic township building on state historic register.

#### **New Jersey League of Municipalities Legislative Committee Member      2017-Present**

##### Duties and Responsibilities:

- Provide professional opinions to the over 565 member municipalities and authorities regarding pending and passed laws.

#### **Monmouth County Regional Health Commissioner**

**2018-Present**

##### Duties and Responsibilities:

- Collaborate with other municipal officials of the 16 member Commission to establish policies, procedures and responsibilities for the proper management of the health organization's operations.

**Middletown Cultural Arts Council Board Member****2016-2018**

Duties and Responsibilities:

- Manage the operations of the Middletown Arts Center, a nonprofit organization that promotes arts in the community.
- Conducted extensive fundraising to support programs.

**Fort Hancock Federal Advisory Board at Sandy Hook Board Member****2015-2016**

Duties and Responsibilities:

- Appointed by the United States Secretary of the Interior to work with other board members to oversee the revitalization of Fort Hancock at Gateway National Park.

**Poricy Park Conservancy Trustee****2014-2016**

Duties and Responsibilities:

- Assisted managing park operations to include establishing and funding science and historic programming for schools and community members.

**Middletown Library Board Member****2013-2015**

Duties and Responsibilities:

- Worked with other board members to oversee library budget, hiring and termination of employees, and approval of library programs.

**Middletown Board of Zoning and Adjustment Board Member****2011-2012**

Duties and Responsibilities:

- Responsible for considering applications for zoning projects and rendering approval or denial.

**Middletown Housing Authority Commissioner****2009-2011**

Duties and Responsibilities:

- Responsible for working with fellow commissioners to oversee affordable housing properties for senior citizens and at-need community members.

**Middletown Recreation Board Commissioner****2008-2010**

Duties and Responsibilities:

- Planned and organized events for township recreation program.
- Recruited and organized volunteers for recreation programs.
- Planned annual celebration "Middletown Day" honoring township.

**Other Professional Experience****Think Media LLC, Ocean, NJ****March 2017-December 2017**

Think Media is a small public relations company specializing in marketing and advertisement. Served as **Communications and Public Relations Publicist** responsible for writing content-based materials for commercial and public use, direct communications, social media and promotions.

**Crescent Moon Press, Inc., Middletown, NJ****2006-2015**

**Owner** of small publishing company. Responsible for operating and managing company. Published over 150 titles in print and electronic formats. Performed financial duties, edited content, procurement of talent, production and distribution of products, and social media. Oversaw management of 70 authors, 15 staff members and several contractors.

**TSI Broadband/NCI Communications, New York, NY****1990-2000**

TSI Broadband is an Information and Technology company that installs T1 lines for commercial networks. Served as **Implementation Manager** responsible for managing team of ten technicians and related client and inter agency projects throughout Manhattan.

**UBS Warburg Dillion Read, New York, NY****1997-1999**

United Bank of Switzerland is a large financial institution. Served as **Trading and Sales Assistant** on NYSE and NASDAQ trading desks.

**Education****Fordham University, Bronx, NY****Bachelor of Arts**

Majored in Social Science with a minor in Peace and Justice Studies.

**Rutgers University School of Public Affairs and Administration, Newark, NJ****CPM**

Completed Certified Public Managers Program, a nationally accredited program which develops public managers, administrators, and supervisors into efficient, effective and ethical organizational leaders.

**Awards and Recognitions**

- 2015- Voted to list of top 40 under 40 municipal officials in New Jersey.
- 2016- Voted to list of top 15 most influential municipal officials in New Jersey.
- 2017- Awarded the 2017 Woman in Government Excellence Award by the New Jersey League of Municipalities.

**Professional Affiliations**

- New Jersey League of Municipalities
- New Jersey Municipal Managers Association
- Central Jersey Municipal Managers Association

# RANDALL DOWLING

770-324-5160 | [Dowlingrandall@gmail.com](mailto:Dowlingrandall@gmail.com)  
P.O. Box 1224 | Pine Mountain, Georgia 31822

---

July 14, 2019

Catherine Ponson, City Clerk  
City of Neptune Beach, FL  
116 First Street  
Neptune Beach, FL 32266

**Re: City Manager Position**

Dear Ms. Ponson:

The City of Neptune Beach is seeking a seasoned and hands-on city manager that has a significant amount of public administration education and local government management experience. I possess those unique qualifications. I have earned a Bachelor of Science in Public Administration degree and a Master of Public Administration degree. I am also continuing my education through on-line programs. In addition to a solid educational foundation, I have significant experience managing all types of local government departments including community development, finance, public works, information technology, solid waste, utilities, parks and recreation, senior services, emergency services, human resources, and outsourced services under contractual arrangements in high growth areas, resort communities, and primarily in small to medium Florida and Georgia communities. Specifically, I have experience in budget preparation and control, mentoring department heads and securing needed resources for their use, implementing policy initiatives, conducting strategic planning in the areas of parks and recreation, transportation, and solid waste, writing successful federal and state grants, preparing for and responding to natural disasters, updating land development codes, and keeping everyone informed of major activities through a unique Program of Work document. I also have experience managing many successful capital improvement projects such as park improvements, road/drainage/sidewalk improvements, NextGen 911 systems, and technology improvements. I also continuously look for ways to improve government operations for efficiency and cost savings. Externally, I have been a part of the fabric of each community I have served by actively participating in many civic events and organizations such as the local Chambers of Commerce.

Currently, as county manager of Harris County, Georgia, a growing suburban county one hour southwest of the Atlanta international airport and home to one of Georgia's premier attractions, Callaway Gardens, I prepare and implement the \$40M annual budget, supervise 12 department heads and 381 full-time and part-time employees, and manage the day-to-day operations of the local government. During my tenure, my management team and I have constructed numerous capital improvement projects including a new library, park and recreation improvements, road improvements, and 911 improvements as well as made many operational enhancements to increase efficiencies and cost savings.

I am seeking this exceptional opportunity due to Neptune Beach's high quality-of-life, great location, and deliberate growth planning. Please review my resume to determine if I have the desired qualifications Neptune Beach is seeking to give the organization a fresh perspective and to take the city to the next level of success. My current salary is \$120,000. Thank you for your consideration.

*Randall Dowling*

# RANDALL DOWLING

770-324-5160 | [Dowlingrandall@gmail.com](mailto:Dowlingrandall@gmail.com)  
P.O. Box 1224 | Pine Mountain, Georgia 31822

<b>Career Summary</b>	<b>32 years of local government management experience. Academic credentials include MPA and BSPA degrees and continuing education.</b>
-----------------------	--

## Skills

- Budget preparation and control
- Highly organized
- Successful grant writing
- Strategic planning
- Employee accountability
- Team approach to decision making
- Complex problem solving
- On time/on budget project management
- Proactive and participatory leadership
- Results oriented
- Effective public speaking
- Ability to cut through red tape to get things done

## Professional Experience

### County Manager

Harris County (40,000 population) | Hamilton, Georgia

*2016 to Present*

- Prepare and monitor the county's \$41M annual budget.
- Oversee the day-to-day operations of the county government, supervise 12 department directors and 381 full-time and part-time employees, and coordinate the activities of various elected officials and other public agencies.
- Implement Board policies.
- Keep the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Engaged a new solid waste contractor through a competitive bidding process to transport and dispose of the county's collected solid waste and saved over \$250,000 per year or \$1M over the life of the contract.
- Managed many successful capital improvement projects including a new \$5.1M library, NextGen 911 system, road and bridge improvements, park and recreation improvements, airport improvements, industrial park improvements, and upgraded 8,500 water meters to AMR technology.
- Prepared a SPLOST continuation plan that resulted in a successful referendum vote during 2018.
- Updated the county's comprehensive master plan, airport master plan, and five-year capital improvement program to guide the county's future growth.
- Wrote, was awarded, and successfully administered over \$1M in competitive federal and state grants for recreational improvements, industrial park improvements, and economic development.
- Increased interest earnings over 395% by actively managing excess funds and increased the General Fund unrestricted fund balance by 20% from 2017 to 2018 through budget monitoring and controls.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

# RANDALL DOWLING

---

## **County Manager**

**Dawson County** (24,000 population) | Dawsonville, Georgia

*(short term contract) 2016*

- Monitored the county's \$46M annual budget.
- Oversaw the day-to-day operations of the county government, supervised 8 department directors and 300 full-time and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Managed several capital improvement projects including road improvements, park and recreation improvements, courthouse improvements, and vehicle replacements.
- Outsourced EMS billing to another private company to improve revenues and customer service.
- Conducted an employee satisfaction survey and as a result initiated an employee compensation study to determine new competitive pay rates.
- Conducted an auction of surplus county vehicles and equipment to dispose of unneeded assets, update the inventory listings for insurance purposes, and generate revenue.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

## **County Manager**

**Barrow County** (71,000 population) | Winder, Georgia

*2013 to 2015*

- Prepared and monitored the county's \$75M annual budget.
- Oversaw the day-to-day operations of the county government, supervised 10 department directors and 576 full-time and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Transitioned the county government from a traditional commission to a commission-manager form of government and improved the administrative framework that included a professional web site with e-government services, streamlined budget process and document, five-year capital improvement program, and hired many vacant department director positions.
- Lowered the property tax rate from 13.26 to 12.75 mills by reducing expenses, refinancing three bond issues, and creating a storm water utility.
- Conducted a Board initiated year-long process to outsource many county departments using a public-private partnership (P3) model to improve organizational efficiencies and achieve cost savings. Selected consultant guaranteed \$4M in savings over a five-year contract period. Board voted not to implement proposal. Outsourced services on a case-by-case basis including EMS billing, lawn care, and fleet management.
- Upgraded the county-wide 911 public safety radio system from a VHF system to a modern 700 megahertz system for better radio coverage.

# RANDALL DOWLING

---

## **Barrow County, Georgia (continued)**

- Supervised many capital improvement projects including road improvements, utility improvements, and prepared strategic plans.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

## **County Administrator**

### **Gordon County (60,000 population) | Calhoun, Georgia**

*2002 to 2013*

- Prepared and monitored the county's \$48M annual budget.
- Oversaw the day-to-day operations of the county government, supervised 13 department directors and 400 full-time and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Outsourced the management of the county's 600 acre MSW landfill which resulted in significantly higher waste tonnage, higher revenue stream, and lower county expenses. Also outsourced inmate medical, inmate food service, and county-wide lawn care to achieve cost savings.
- Prepared two SPLOST continuation plans that resulted in successful referendum votes during 2005 and 2011.
- Increased the General Fund unrestricted fund balance by 203% from \$5.3M in 2003 to \$16.1M in 2012 through various means that resulted in healthy cash reserves and an excellent AA bond rating. For 2012, the General Fund unrestricted fund balance was 59.1% of total General Fund expenditures.
- Supervised the design and successful completion of many major capital improvement projects including a \$30M jail and Sheriff's Office, \$11M regional recreation complex, \$3M fire station with equipment, \$3M county-wide 911 public safety VHF simulcast radio system, \$11M road and bridge improvements, \$4M DFACS facility using 100% state funds, Boys & Girls Club and other social service facilities using CDBG funds, \$2.5M agricultural service center to house all federal, state, and local agricultural agencies under one roof, and two civil war historic sites using federal funds.
- Prepared and implemented numerous strategic plans to guide the county's future growth including a comprehensive master plan 2007-2027, unified land development code, transportation plan, solid waste management plan, parks and recreation master plan, and two historic overlay districts.
- Developed and fully implemented a county-wide compensation plan to fairly compensate all employees based on market rates.
- Had the county designated as a "Storm Ready" and "Camera Ready" community and received several GFOA awards for financial reporting.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

# RANDALL DOWLING

---

## **County Administrator**

**Lee County** (28,000 population) | Leesburg, Georgia

*1996 to 2002*

- Prepared and monitored the county's \$24M annual budget.
- Oversaw the day-to-day operations of the county government, supervised 8 department directors and 225 full-time and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Supervised the design and successful completion of numerous capital improvement projects including a jail/Sheriff's Office/911 Center, public works facilities, senior citizens center, health department, administration building, three fire/EMS stations, historic courthouse renovations, park and recreation complexes, and road and bridge improvements.
- Prepared many strategic plans including a fire insurance rating reduction study which resulted in a reduction from an ISO class 9 to a class 6 (typical homeowner saved about 30% in annual fire insurance premiums), service delivery strategy plan delineating the service delivery responsibilities of the county and each city within the county to avoid duplication of services, county-wide storm water management plan, two SPLOST continuation plans, and a liquor-by-the-drink plan which resulted in successful referendum votes.
- Wrote, was awarded, and successfully managed over \$11M in competitive federal and state grants for park and recreation improvements, hazard mitigations, and historic preservation projects using CDBGs, FEMA grants, and Land & Water Conservation Fund grants.
- Recruited new businesses to the county including a Wal-Mart Super Center and other major retailers using various incentives that resulted in additional sales taxes and property taxes as well as employment opportunities.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.

## **County Manager**

**Berrien County** (16,000 population) | Nashville, Georgia

*1993 to 1996*

## **Assistant to County Administrator**

**Indian River County** (100,000 population) | Vero Beach, Florida

*1990 to 1993*

## **Assistant to City Manager**

**City of Homestead** (25,000 population) | Homestead, Florida

*1987 to 1990*

## **Intern, City Manager's Office**

**City of Rockwall** (10,000 population) | Rockwall, Texas

*1986 to 1987*

# RANDALL DOWLING

---

## Education

### Continuing Education

Valdosta State University | Valdosta, Georgia

*2015 to Present*

### Master of Public Administration

University of North Texas | Denton, Texas

*August 1987*

### Bachelor of Science in Public Administration

University of Arkansas | Fayetteville, Arkansas

*May 1985*

## Professional Associations

Member, International City/County Management Association

*Since 1987*

Member, Georgia City/County Management Association

*Since 1994*

Member, Georgia Association of County Managers & Administrators

*Since 1994*

## Community Activities

Board of Directors, Harris County Chamber of Commerce

*2017 to Present*

Board of Directors, Gordon County Chamber of Commerce

*2002 to 2007*

# DARIN W. GIRDLER

---

1104 35<sup>th</sup> Avenue Court • East Moline, IL 61244  
618.971.8276 • dgirdler@gmail.com

July 18, 2019

To Whom It May Concern:

Thank you in advance for your consideration and time. I was very excited to see the opportunity for the position of City Manager for Neptune Beach. This position would give me the unique opportunity to use my experience with government administration to the best of my ability.

I have the experience and skills necessary to perform at the highest level for this position. With over two decades of directly related experience in municipal management, community relations, executive leadership, legislative processes and labor relations, just to name a few, I found the requirements for this position very closely match my experience and expertise.

I have over twenty years in all facets of municipal government experience with well over a decade as the chief administrative officer responsible for all operations and administration, in addition to my experience in commercial real estate brokerage and development which kept me connected to government officials at all levels. As a City Manager, I was the primary contact and lead person for all City projects from negotiating contracts with organized labor, business relations, economic development, and employee benefits to preparing and maintaining budgets. Furthermore, I was involved in the operation of several utilities and served on the Executive Committee of a state wide energy organization.

During my tenure in local governments, I was continually focused on the improvement of the organization as a whole through planning and long term strategies. I also found great success in being active in local, regional and state organizations. This includes recognition as Chamber of Commerce – Business Person of the Year, Those Who Excel Award from the Highland Schools, Board Member of the Year for IMEA, President of Rotary and Chamber of Commerce and many community activities such as Scouting, Highland Splash Swim Team, Highland Arts Council and the Highland Optimists. Furthermore, I enjoyed and actively participated in local government administration organizations such as ICMA and ILCMA where I serve as the President of the Downstate group.

Working toward mutually beneficial outcomes for everyone has always been an important goal in my life. In addition, I excel at working to find creative solutions to challenges and opportunities as they occur and always work toward being the best that I can be.

Again, thank you for your time. I look forward to hearing from you soon so that I may answer any questions or schedule a time to further discuss this opportunity. Please contact me by phone at 618.971.8276 or by email at dgirdler@gmail.com and am available any time at your convenience.

Sincerely,



Darin W. Girdler

# DARIN W. GIRDLER

---

1104 35<sup>th</sup> Avenue Ct. • East Moline, IL 61244  
618.971.8276 • dgirdler@gmail.com

---

**Experienced Professional with broad-based expertise in all facets of Budgeting, Collective Bargaining, Benefit Analysis, Inter/Intra Governmental Relations, Contract Negotiation, Utility Development, Construction, Project Management, Human Resources, Administration and Finance. Technological leader, innovative, creative problem solver, energetic, confident, reliable, loyal – ability to work collectively or independently and manage multiple tasks.**

## EXPERIENCE

---

**City of East Moline, IL**  
**City Administrator**

**June 2016 – January 2019**

- Responsible for all aspects of budgeting, city functions and multiple labor negotiations – \$40M budget.
- Serve as the City's chief administrative officer with responsibility for all day-to-day operations.
- Fostered and maintained positive relationship with schools, businesses, County, State and Federal government agencies and the citizenry.

**City of Pekin, IL**  
**Assistant City Manager and City Manager**

**October 2011 – February 2016**

- \$70M budget – Over 200 employees and six collective bargaining agreements to work with as needed.
- Served as the City's chief administrative officer with responsibility for all day-to-day operations.
- Municipal and economic development programs went hand-in-hand – with many successes.

**Terra Properties, Inc, Highland, IL**  
**Brokerage, Development and Project Management**

**November 2007 – May 2011**

- Direct all development and project activities for owners, clients and independent developers.
- Negotiate property acquisition, sale contracts and lease agreements for all parties involved.
- Site/facility assessment and evaluation – zoning compliance – utilizing past Municipal experience.
- Network with outside interests, owners and community leaders in addition to developers and banks.
- Acquire new assets for the portfolio using complex financial modeling and stabilization modeling.

**CB Richard Ellis, Edwardsville, IL – St. Louis, MO**  
**Vice President – Brokerage Services – Development of Illinois Market**

**January 2005 – November 2007**

- Continual interaction with government officials for project expedience and completions.
- Project/site selection and acquisition including land use compliance and all encumbrances.
- Negotiate property acquisition, disposition, sales contracts and lease agreements with complex terms.
- Managed transition from Grubb & Ellis|Krombach Partners to Trammell Crow Krombach Partners to CBRE in Illinois – very dynamic transitions.

**City of Highland, IL**  
**City Manager – ICMA Credentialed Manager**

**August 1996 – January 2005**

- Responsible for all aspects of budgeting, utility operations, city functions and multiple labor negotiations - \$35M budget – Over 200 employees and five unions to work with as needed.
- Served as an Executive Member of the IMEA Board of Directors for Electric Utility.
- Fostered and maintained positive relationship with schools, businesses, State and Federal government agencies and the citizenry.

**City of Farmer City, IL**

**April 1994 – August 1996**

*City Administrator*

- Day-to-day administration of a full service community.
- Responsible for utility operations, management of daily staff, personnel and budgeting.

**EDUCATION**

---

Illinois State University  
B.S., Business Administration

**1988-1992**

# DARIN W. GIRDLER

---

1104 35<sup>th</sup> Avenue Court • East Moline, IL 61244  
618.971.8276 • dgirdler@gmail.com

## Salary History

Ending Salary:

City of Farmer City, IL	\$35,000	August 1996
City of Highland, IL	\$90,000	January 2005
CB Richard Ellis	\$100,000	November 2007
Terra Properties	\$108,000	May 2011
City of Pekin, IL	\$125,000	February 2016
City of East Moline, IL	\$135,000	January 2019

**ANTHONY H. O'ROURKE**  
204 Storm Ridge Drive  
Cañon City, CO 81212  
[orourketony5@gmail.com](mailto:orourketony5@gmail.com)  
719-792-9515(c)

July 20 2019

Catherine Penson  
City Clerk  
Neptune Beach, Florida

Dear Catherine:

Based on your Neptune Beach City Manager Job Profile, it is with considerable interest that I submit this cover letter, my professional references and attached resume, as my application for the position of City Manager of Neptune Beach, Florida.

I have over thirty years of experience in public and private sector management, with particular expertise in destination and premier brand communities and economies, strategic and comprehensive planning, financial management, infrastructure development, recreational development, environmental stewardship, special events, and organizational development.

Of particular relevancy to Neptune Beach is my prior experience in Florida as City Manager of Coral Springs and Assistant City Manager in Tallahassee, extensive labor negotiations with 19 unions, a Masters degree in Urban and Regional Planning, significant tropical storm and FEMA experience, over \$250 million in street, storm water, parks, recreation and utility infrastructure development and financing, regional and state government partnerships, and creating customer focused and employee empowered organizations.

I am currently in transition, after resigning as City Administrator of Canon City, Colorado on May 6, 2019. While my tenure was positive and highly productive, I resigned over a difference of opinion with the City Council over the Chief of Police's management of the Police Department in the wake of multiple senior officer resignations, complaints, and law suits.

I believe the following highlights my public and private sector experiences related to the challenges and opportunities in Neptune Beach.

#### **Destination and Premier Brand Communities**

- Served as Executive Director of Beaver Creek Resort Company a world-class year-round Colorado alpine resort for fourteen years. Generated over 3 million annual visitors, \$400 million in total Resort annual sales, and averaged a 10.3% annual sales tax growth rate over 14 years. Initiated brand enhancement strategies with commercial and residential stakeholders to invest millions in

capital improvements, including Vilar Center for the Arts, outdoor ice-rink, and transportation improvements. Participated in a joint venture with Eagle County to create 282 workforce-housing units on 120 acres of Beaver Creek Metro District land in Edwards, Colorado.

- Served as City Manager of South Lake Tahoe, an environmental crown jewel. Generated over 3.5 million visitors a year and collaborated on \$40 million in street improvements, \$ 7 million for a new lakefront plaza and amphitheater, and \$1.5 million for business façade, signage and streetscape enhancements.
- As City Manager of one of Florida's premier community's I collaborated with the Coral Springs, Florida City Council and staff, to transform a traditional government bureaucracy over seven years into one that worked better, smarter, faster and cost less by creating a shared vision, strategic plan, entrepreneurial business model, put customers first, empowered employees and committed to continuous quality improvement. Achieved a 92% customer satisfaction rating, lowered taxes, garnered a AAA bond rating, generated \$14 million in additional operating reserves and was the first city government in America to be awarded the State of Florida Sterling Award and Presidential Malcolm Baldrige National Quality Award for creating a quality- driven, high performance organization. To date only three cities in America have won the Malcolm Baldrige Award.

### **Infrastructure**

- Secured community and City Council support in South Lake Tahoe, CA, Yakima, WA, and Cañon City, CO, to rebuild 200 lane miles of road at a cost of \$60 million.
- Awarded \$3 million in federal funds to supplement the City of Yakima's \$8 million commitment to transform a major business corridor with new streets, sidewalks, landscaping, and relocate underground all above ground utilities and power poles.
- Partnered with a private non-profit organization to design, construct and operate a \$13 million, 120 acre, 19 fields, and one 85,000 indoor sports complex, of which the City of Yakima contributed \$5 million but had no responsibility for operating or maintenance costs.
- Initiated a partnership with the Yakima YMCA to build an \$18 million, 72,000 square foot aquatic and fitness center. The City's contribution consisted of \$4.5 million and sharing 50% of the annual aquatic center operating cost.

### **Financial Planning and Management**

- Consistently reduced annual property tax rates in Coral Springs, South Lake Tahoe, and Yakima.
- Achieved AAA bond upgrade in Coral Springs, AA in Yakima, and A+ in Canon City based on outstanding financial management practices, strong budgetary performance, and development of strong operating reserves, resulting in significant interest cost savings.
- Developed Five-Year Financial Plans and Annual Business Plans to achieve core community priorities, business initiatives, key performance metrics, and significant financial results in Coral Springs, Beaver Creek, South Lake Tahoe, Yakima, and Cañon City.

- Achieved \$29.7 million in current and long-term cost saving in South Lake Tahoe, during the recession, through service consolidation, right sizing, and major labor union concessions.
- Responded to the harsh impact of the Great Recession on tourism by reducing Beaver Creek Resort Company operating cost by 36%, while still providing world-class events and services.
- Instituted in Yakima a series of operation and financial measures to eliminate a projected \$2 million annual transit system deficit by optimizing operations and transit routes, while also increasing operating reserves by \$5 million to ensure critical fleet replacement and financial sustainability for 1.5 million annual transit passengers.

### **Environmental Stewardship**

- In Canon City, I collaborated with Black Hills Energy to facilitate a rezoning, siting and development of a 500kw solar garden to produce local renewable energy and allow energy customers to participate in a solar energy credit program.
- Collaborated with community stakeholders in South Lake Tahoe to reduce green house emissions and climate change impacts through energy efficiency and conservation, clean compressed natural gas bus transit, multi-modal transportation infrastructure, recycling and reuse, mixed-use and transit friendly development, water and wastewater reduction, watershed restoration and storm water best practices, forest health and wild-fire mitigation, and recycled grey water for irrigation.
- In Beaver Creek, South Lake Tahoe and Canon City, all surrounded by national forest and BML lands, I was active in creating wild-land urban interface “ Fire-Wise” prevention and mitigation plans, watershed protection, storm water management, wildlife management, outdoor recreation access, and acquisition of public lands for preservation and protection.

### **Economic Development**

- Initiated Downtown Yakima Master Plan to preserve historic character and heritage, while making downtown more vibrant and successful with the planned addition of a new public plaza, special events, expanded parking, landscaping, special events, marketing, and police bike patrols. Downtown sales tax, in the first two years, grew by 30%, twice the city average.
- Collaborated with major developers in Beaver Creek to construct two mixed-use developments valued at \$75 million and consisting of 350,000 square feet of retail, residential, restaurant, parking and public space. Resort contribution consisted of \$16 million for outdoor ice rink, outdoor escalators, transportation center, and contribution towards a 530-seat performing arts center.
- Initiated Beaver Creek Resort’s retail and brand enhancement strategy consisting of over \$50 million in capital improvements, increased marketing initiatives and the development of a roster of signature events to energize the resort. The new signature events attracted \$15 million in corporate and television sponsors, and thousands of destination guest; thereby stimulating significant retail, restaurant, lodging and real estate sales. Retail sales were in the top 1% nationally per

square foot.

- Secured a \$29 million public-private hotel/conference center development agreement between the City of Coral Springs and John Q. Hammons Industry which resulted in a 224 room Marriott Hotel and new 25,000 square foot conference center.
- Coordinated the redevelopment of a 220-acre former lumber mill and municipal landfill in a socioeconomically distressed area of Yakima. The complex revitalization consisted of major environmental assessment and remediation with the Washington State Department of Ecology, acquisition of right-of-way, economic analysis of appropriate and feasible commercial uses and job creation, and securing \$125 million from the State of Washington to construct internal roads and direct access to the nearby I-82 interstate/highway. The total investment in this brownfield revitalization exceeded \$170 million.
- Initiated development of a non-profit Economic Development Foundation in Coral Springs, Florida, comprised of private and public sector representatives to foster the diversification of the City's economy and attract value-added businesses. Thirteen companies relocated to the City representing 1,863 new jobs and \$12 million in economic benefits.

### **Planning**

- Directed the development of Comprehensive Plans in Coral Springs, South Lake Tahoe and Yakima.
- Initiated "Coral Springs Vision 2000 Assembly", consisting of 100 public and private sector stakeholders to create a long-range plan to enhance the quality and prosperity of the community.
- Initiated Downtown Yakima Master Plan and revitalization strategy to preserve the heritage and character of downtown Yakima, while making downtown more vibrant, safe, active, attractive and successful. Key strategies included design of a world-class, public-private financed \$14 million public plaza, broader retail mix, new dining, boutique hotel and entertainment opportunities, safer environment, easier and expanded parking, landscaping, marketing, and special events to activate downtown. In the first two years, downtown sales tax growth exceeded 30%, twice the city average.
- Master's degree in Urban and Regional Planning from Cornell University.

I believe my interpersonal skills, management abilities and experience are consistent with the qualifications you are seeking. My most recent salary was \$140,000. I look forward to discussing this opportunity with you further.

Sincerely,

Anthony H. O'Rourke

## **BACKGROUND SUMMARY**

Over thirty years' experience in public and private sector management including strategic and organizational leadership, tourist destination branding and marketing, planning, financial management, economic and community development, inter-government alliances, transit services, infrastructure improvements, environmental stewardship, special events, and public-private partnerships.

## **SUMMARY OF SKILLS**

- Proactive, strategic leader with collaborative style
- Customer-focused, data-driven, and results oriented
- Proven track record of fiscal discipline and cost-saving innovations
- Ability to build strong organizational cultures and shared vision
- Emphasize teamwork and empowering others to act
- Positive, approachable, and transparent communication

## **PROFESSIONAL EXPERIENCE**

### **City of Cañon City, Colorado**

**City Administrator**

**Jun-2016 -May 2019**

Chief Administrative Officer for the largest city (pop. 16,000) in Fremont County, Colorado, with annual budget of \$40 million and 160 employees. Founded in 1872, Cañon City is a major outdoor recreational destination that attracts over 2 million annual visitors to the City-owned 5,000 acre Royal Gorge Park and Bridge, Royal Gorge Train, Dinosaur Museum, hiking, biking, fishing and rafting.

#### ***Specific Accomplishments:***

- In collaboration with the City Council and a community, created a multi-year Strategic Plan, Five-Year Financial Plan and Annual Business Plan to establish priorities, strategies and key intended outcomes to focus on issues and opportunities to improve Cañon City.
- In partnership with the City Council and community, addressed 67 lane miles of City streets that rated poor or failed by facilitating a successful community education and outreach campaign to approve a 1% sales tax (\$3.5 million annually) for street reconstruction. Since 2017 25 lane miles of street have been reconstructed and \$2.4 million in construction savings has been achieved over the construction budget.
- Instituted development of the Centennial Park Master Plan, the City's flagship park .Revitalization program consist of over \$2 million in improvements, including new splash pad, pavilion, playground, restrooms and event space.
- Recognized by Standard & Poors Rating Agency for achieving an enhanced A+ credit rating, in the issuance of \$8 million in storm water capital improvement certificates of participation in 2019, due to strong city management and good financial policies and practices. The enhanced credit rating saved the City \$1 million in debt service payments over the term of the debt.
- Created policies and programs with the City Council to retain, expand and attract businesses to strengthen the local economy; resulting in \$75 million in new commercial and residential development since mid-2016. This represented a 238% increase over the prior three year period.
- Initiated the development of the Arkansas River Corridor Master Plan to enhance the recreational, environmental, aesthetics and economic development opportunities and improvements of the 5 miles

of the Arkansas River flowing through Canon City. Immediate improvements include \$900,000 in City and GOCO funded whitewater park rafting, kayaking and tubing enhancements, riverbank beautification and habitat rehabilitation and \$2 million in river corridor land acquisition and infrastructure improvements to facilitate new Riverfront Zone District which will include restaurants, hotel and retail development adjacent to the river corridor.

## **City of Yakima, Washington**

**City Manager**

**Jul-2012 to Jan-2016**

Chief Executive Officer of the largest city in Central Washington (pop. 93,000), which serves as the commercial, agricultural and viticulture trade center for 250,000. Founded in 1883, Yakima is a full-service, stand-alone city. Responsible for workforce of 770 and annual budget of \$227 million. Resigned effective January 1, 2016.

### ***Specific Accomplishments:***

- Initiated Downtown Master Plan and revitalization strategy to preserve the heritage and character of downtown Yakima, while making downtown more vibrant, safe, active, attractive, and successful. Key strategies included design of a world-class, public-private financed \$14 million public plaza, broader retail mix, new dining, boutique hotel and entertainment opportunities, safer environment, easier and expanded parking, landscaping, marketing, and special events to activate downtown. In past two years, downtown sales tax growth exceeded 30%, twice the city average.
- Coordinated the redevelopment of a 220-acre former lumber mill and municipal landfill in a socioeconomically distressed area of Yakima. The complex revitalization consisted of major environmental assessment and remediation with the Washington State Department of Ecology, acquisition of right-of-way, economic analysis of appropriate and feasible commercial uses and job creation, and securing \$125 million from the State of Washington to construct internal roads and direct access to the nearby I-82 interstate/highway. The total investment in this brownfield revitalization exceeded \$170 million.
- Initiated Citizen Survey and multi-year Strategic Plan, five-year financial plan, and annual Business Plan to identify core community strategic priorities, business initiatives, and key performance measures to align City Council policy and budget decisions to key intended outcomes to achieve significant and sustainable community results.
- Instituted a series of operational and financial measures to eliminate a projected \$2 million annual transit system deficit by optimizing operations and transit routes, while also increasing operating reserves by \$5 million to ensure critical fleet replacement and financial sustainability for 1.5 million annual transit passengers.
- Addressed the City's deferred infrastructure backlog by gaining City Council and public support for \$81 million in capital improvements including 150 lane miles of road overlay, \$12 million in airport improvements, complete restoration of major downtown corridor, new \$18 million, 72,000 sq. ft. aquatic/fitness center, public plaza, and \$13 million sports complex consisting of 19 fields and 85,000 sq. ft. indoor sports facility. Investments were achieved without tax or fee increases, and \$24 million in public-private funding partnerships.
- Winner of the 2013 National Public Employee Labor Relations Association Pacesetter Award for being the first city in Washington to open a full-service employee health clinic to reduce healthcare cost and enhance employee healthcare. Saved \$317,000 in prescription, lab test, and emergency room costs, as well as, \$3.5 million in future cost based on early detection of 700 cases of chronic and life threatening diseases such as diabetes, hypertension, and cancer.
- Deployed multiple initiatives, including deployment of two gang units, purchase and assignment of 74 police patrol vehicles, downtown bike patrol, development and partnership in a Federal Violent Crime Taskforce, and enhanced training to achieve a two year Part 1 crime rate reduction of 22% .
- Successfully negotiated 13 separate collective bargaining agreements, with average 4-year terms and 1.27% annual wage adjustment without any required mediation or interest- arbitration.

**City of South Lake Tahoe, California**  
**City Manager**

**Aug-2010 to Jul-2012**

Chief Executive Officer for a full-service city and destination resort that attracts 3.5 million guests annually. Responsible for a workforce of 200 and annual budget of \$94 million.

**Specific Accomplishments:**

- Developed a Five-Year Financial Plan that addressed historical structural budget deficits and a five-year projected budget shortfall of \$25 million by transforming the city's unsustainable business model through reduction in staffing, consolidation of departments and services, contracting out, health plan modifications and achieving pension and health care cost sharing contributions from all six City labor unions. Achieved \$29.7 million in permanent cost savings, and a balanced five-year financial plan.
- To address the city's outdated capital infrastructure, garnered City Council support for a \$25 million five year capital improvements plan to fix city streets, facilities, and infrastructure, without any tax increase. In the prior 15 years, the city had only invested \$7 million in infrastructure.
- Initiated a managed competition process to evaluate the most cost-effective and customer-focused method to operate key city services. Results included contracting out the city ice arena and recreational services, for annual savings of \$500,000.
- Coordinated a major initiative to enhance the heart of the city's business core by upgrading its appearance and infrastructure. Improvements include \$40 million in complete street enhancements in partnership with Caltrans, \$7 million for a lakefront plaza and amphitheater in partnership with California Tahoe Conservancy, and \$1.5 million in business facade, signage, and streetscape improvements in partnership with local businesses.
- Collaborated with community stakeholders in South Lake Tahoe to reduce greenhouse gas emissions and climate change impacts through energy efficiency and conservation, clean compressed natural gas bus transit, multi-modal transportation infrastructure, recycling and reuse, mixed-use and transit friendly development, water and wastewater reduction, watershed restoration, storm water best practices, forest health and wildfire mitigation, and recycled grey water for irrigation.
- 

**Beaver Creek, Colorado**  
**Beaver Creek Resort Company – Executive Director**

**Nov-1996 to Jul-2010**

Chief Executive of a private corporation responsible for the governance and management of a world-class alpine resort. Beaver Creek Resort had a market value of \$4.1 billion, 3 million annual guests, and gross annual sales in excess of \$400 million. The Resort Company functions include economic enhancement, transportation, public safety, property maintenance, marketing, special events, environmental quality, capital improvements, finances, strategic planning and design review. Reported to a nine-member Board representing the major stakeholders of the resort.

**Specific Accomplishments:**

- Initiated Beaver Creek brand enhancement strategies with key commercial and residential stakeholders to ensure a significant and sustainable market advantage for Beaver Creek. Strategies include investing over \$50 million in capital improvements including an outdoor ice rink, escalators, parking, landscaping, signage and transportation systems, in addition to the development of marketing initiatives and special events to generate retail, lodging and real estate demand. Retail sales ranked in top 1% nationally on a per square foot basis. During my fourteen-year tenure retail sales grew at an annual rate of 10.3%.
- Transformed the business model of the Beaver Creek Resort Company by reducing resort operating expenses by 36% over a two-year period to address the adverse impact of the national recession, and created a sustainable business model, while preserving the integrity of the Beaver Creek Resort brand and guest experience.

- Played a key role in the private funding and management of the \$15 million Vilar Center for the Arts – the cultural crown jewel of Beaver Creek. Served on the Vilar Center's Board of Directors for ten years, as well as Chief Executive Officer for three years, responsible for cultural programming, operations, marketing and fundraising.
- Collaborated with major developers in Beaver Creek to construct two mixed-use developments valued at \$75 million and consisting of 350,000 square feet of retail, residential, restaurant, parking and public space. Resort contribution consisted of \$16 million for public improvements.
- Developed a roster of signature events to energize and animate the resort. The signature events included Bon Appétit Magazine Master Chef Classic, The New Yorker on the Slopes, Blues, Brews & BBQ, Beaver Creek Summer Rodeo Series, Arts Festival, Antique Festival, Outdoor Summer Concert Series, and Oktoberfest. Attracted \$15 million in corporate and television sponsors, and tens of thousands of destination guests, thereby stimulating significant retail, restaurant, lodging, and real estate sales.

**City of Tallahassee, Florida**

**Assistant City Manager**

**Aug-1995 to Oct-1996**

Supported the City Manager in providing executive and strategic leadership for an organization workforce of 2,800, 200,000 customers, and \$350 million operating budget. Responsible for administrative, information and financial services and City Commission strategic initiatives. Directly supervised Finance, General Services, Information Systems Services, Employee Relations and Equal Opportunity.

**Specific Accomplishments:**

- Directed development of a five-year financial plan adopted by the City Commission that streamlined the City workforce and budget in anticipation of dramatic changes in deregulation, competition and citizen expectations.
- Coordinated design, evaluation, selection and implementation of \$10 million dollar 800 MHz trunked simulcast emergency radio communication system.

**City of Coral Springs, Florida**

**City Manager**

**Nov-1992 to Jul-1995**

**Assistant City Manager**

**Jan-1989 to Oct-1992**

Chief Executive Officer for rapid growth community of 100,000 in Southeast Florida (Broward County). Responsible for a workforce of 600 and for a budget of \$56 million.

**Specific Accomplishments:**

- Implemented a City-wide Total Quality Management initiative to achieve total customer satisfaction by focusing on customer services, leadership, employee empowerment and continuous improvement of the quality and cost of City services. Results included three consecutive property tax reductions, \$14 million in operating fund savings and 92% customer satisfaction rating. Based on these results the City was awarded the State of Florida's Sterling Award, the first city in America to win a Malcolm Baldrige sanctioned quality award. In 2007 the City of Coral Springs became the first city in America to win the Malcolm Baldrige Award.
- Initiated development of a non-profit Economic Development Foundation, comprised of private and public sector representatives to foster the diversification of the City's economy and attract value-added businesses. Thirteen companies relocated to the City representing 1,863 new jobs and \$12 million in economic benefits.
- Negotiated for the City to be the host site for the Association of Tennis Professionals (ATP) Men's American's Red Clay Tennis Championship. The twenty-year ATP tournament agreement included a 16 court facility and clubhouse, 4,500 seat stadium, national and international TV coverage, and revenue from ticket, parking and concession sales.

- Negotiated agreement for the City to be the host site of the PGA Tour Honda Classic starting in 1996. The twenty-five year agreement includes the development of a Tournament Player's Club championship 18-hole golf course and a \$29 million hotel/conference center.

**City of Richardson, Texas**  
**Assistant to the City Manager** **1985 to 1989**

**City of Richardson, Texas**  
**Administrative Assistant to the City Manager** **1983 to 1985**

**City of Dallas, Texas**  
**Administrative Assistant to the Deputy City Manager and Fire Chief** **1981 to 1983**

## **EDUCATION**

**Cornell University**  
**Masters in Urban and Regional Planning**  
Concentration in Urban Development & Management  
Professional Masters Scholarship

**University of California, Santa Barbara**  
**Bachelor of Arts, Political Science**  
Magna Cum Laude Honors  
Outstanding Community Service Award

***References Available Upon Request***

**William P. Shanahan Jr.**

305 Rose Garden Ct., Rock Hill, SC 29732

Cell Phone (706) 832-7625

E-Mail: Bills12342@Yahoo.com

Catherine Ponson  
Clerk, Neptune Beach, FL

07/11/2019

Dear Catherine:

Please accept my resume and cover letter for the City Manager's Position for the City of Neptune Beach, Florida. I believe my local government experience, military experience, education, and ICMA Manager Credentials make me a good fit to aid the Board of Commissioners to attain the goals of the City of Neptune Beach.

Currently, I work for York County, S.C., with 1,200 employees, \$460,000,000 Aaa budget, and 274,000 + citizens. Some of our current projects are: \$115 Million in current building projects, \$70 Million of on-going road projects, Creating/Implementing Impact Fees, Creating/Implementing a Stormwater Utility District Fee, Upgrading our volunteer Fire Department, and 14 Completed Economic Development Projects with 2,346 jobs generated and \$166 Million in capital investment. (Number 1 in the nation for job growth for a county our size.)

My goal as the City Manager would be to ensure the Council have the needed information to make decisions and implement goals that benefit their citizens. In addition, I will bring solutions and alternatives and effectively implement those decisions once made. I consider my most valuable assets to be my professionalism and my ability to remain consistent and calm—particularly under stressful circumstances.

Being an active member of the United States Air Force, I have had the privilege of living in several European countries. This cross-cultural interaction has provided me with the insight to help bring citizens, employees, and elected officials together and create consensus. The secret is simple: open and honest communication, a desire for win/win solutions, qualified staff, and an understanding that different is not bad. This does not always mean that the answer to the request is "yes," sometimes a "no" is what is best for the local government and its citizens, but it does mean remembering that we are all on the same team and everybody understands why the decision was made.

My understanding of creating and streamlining government organizations/processes comes from seven of my twenty years in the United States Air Force, where I worked as an Industrial Engineer, working as a Management Analyst for the City of Savannah, GA, and being a part of several re-organizations over the course of my career. My experience building and upgrading processes has taught me that citizens support transparent efficient processes.

I understand that economic development is more than just job creation. It is also ensuring we have the infrastructure needed to support the growth within the community (strategic planning) and understanding that one entity cannot manage economic development. You have to work with other agencies/governments, both internal and external, businesses, and citizens. A major component of Economic Development, which is often overlooked, is ensuring that your community provides a desirable quality of life. This is vital in bringing and/or keeping employees in the community. Finally, you must remember that the cost of your plan needs to justify the benefits to the community. York County has been recognized for "top job growth," for a county our size, for the last two years.

Realizing this summary, as well as my resume, cannot adequately communicate my qualifications, I would appreciate meeting to discuss the skills needed for this position. I can be reach at the above phone numbers or e-mail address.

Thank you,

**Signed**

William P. Shanahan Jr.

County Manager, York County, S.C.

**OBJECTIVE:** To be hired as the next City Manager for the City of Neptune Beach, Florida.

**SUMMARY:** Highly accomplished manager with twenty-two (22) years of managing experience in local government with expertise in the following areas: Growth Management, Consensus Builder, Intergovernmental Management, Team Builder, Change Agent, Economic Development, Local Government Budgets, Communications, and Strategic Planning. Uniquely skilled at building relationships, resolving issues, and resolving dispute resolution, providing outstanding customer service, and leading teams to deliver optimum results.

**CURRENT WORK EXPERIENCE:**

**York County, S.C. (1,200 Employees) (6 South Congress St, York, S.C. 20745, 803-684-8511, Salary: \$194,300) (County Rating of Aaa)**

**09/13 – Present:** **County Manager:** Provide for the daily oversight and long range planning of York County administration and operations. (Administration, Human Resources, Procurement, Economic Development, Public Works, Engineering, Finance, Assessor, Auditor are direct reports.)

**Accomplishments:**

- York County was recognized by Governor Henry McMaster as one of the best in the State in reference to Economic Development and Road improvements.
- Recognized, by media, for the last two years as best in the nation for Economic Development for a county our size.
- Fiscally Sound, one of the stronger budgets (AA+) in the State as briefed by our Auditors.
- \$115 million worth on-going building construction on time and on budget.
- \$90 million worth of on-going road construction on time and on budget.
- Completed and implementing the York County Comprehensive Plan.

**City of Augusta, GA (2,700 FTE of which I was responsible for 1,150, Budget responsibility was \$180,000,000.) (Salary \$118,500.00) (530 Green St, Augusta, Ga 30907, 706-821-2400)**

**03/11 – 09/13** **Deputy Administrator:** Supervised the day-to-day operations of the Engineering (Roads, Traffic, Construction, and Engineering), Public Safety (Corrections, Fire Department, 911, and Animal Services), Recreation (Recreation, Building Maintenance, and Cemetery), Environmental Services, and Utilities (Water, Sewer, and Infrastructure) Departments.

**Accomplishments:**

- Identified and fixed violations with the E-911 Department in reference to GCIC.
- As Interim Director, we reorganized the Augusta Fire Department from three to two Battalions to reduce overtime costs, improved processes, created a “Fire Team”, and increased moral. Reorganized the department and created and implemented new SOPs.
- As Interim Director for the Recreation Department we reorganized the timecard process.
- As Interim Director of the H.R. Department we reorganized the whole department to improve all processes and stop employee complaints.

- City/County Liaison to Housing and Development. Worked with staff in the areas of Community Housing Development Organization (CHUDO) and Home Investment Partnership Program to expand the supply of decent and affordable housing for low and very low income citizens. In addition, our goal was to create and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, to produce and/or manage affordable housing.

***City of St. Marys, Georgia (418 Osborne St., St. Marys, GA 31558, 912-510-4000)***

**04/04 – 03/2011**      **City Manager:** Managed the daily operations of the City by serving as a liaison between the Mayor, Council, and the public.

**Accomplishments:**

- Acting Chief of Police for my first four months of employment.
- Brought together the governments, within the County, and we, as a team, created a Service Delivery Plan without hiring Consultants.
- Reduced FTE's from 199 to 157 without layoffs.
- Upgraded the Point Peter WWTP from .8 MGD to 4 MGD in approximately 36 months which was under budget and under schedule.

***Habersham County Board of Commissioners (555 Monroe, St., Unit 20, Clarkesville, GA 30523, 706-839-0200)***

**12/02 – 04/04**      **County Manager:** Managed the daily operations of the County.

**Accomplishments:**

- First manager under the Commission/Manager form of Government.
- Streamlined processes to improve productivity.
- Developed and implemented long range plans and attached them to the budget.
- Restructured the Fire Department making it more responsive to citizen needs.

***Camden County Board of Commissioners (200 E. 4<sup>th</sup> St., PO Box 99, Woodbine, GA 31569, 912-576-5601)***

**11/01-12/02**      **Assistant County Administrator:** I supervised the work of personnel involved in general services, to include Administrative, Animal Control, and Human Resources. Media representative.

***Liberty County Board of Commissioner: (RM 201, Courthouse Annex, 112N. Main St., Hinesville, GA 31310, 912-876-2164)***

**12/99-11/01**      **Assistant County Administrator:** Directed and administered purchasing, fixed assets, and computer operations of the County. I administered the County's pay plan and performance appraisal system. Media representative.

**City of Savannah (P.O. Box 1027, 2 E. Bay St., Savannah, GA 31401, 706-651-6415)**

**03/96-12/99**      **Special Projects Manager:** (Bureau of Public Development) I conducted studies of management and/or budgetary issues to include performance assessment, staffing analysis, cost benefit analysis, and determining performance measures for Bureau and City wide service areas.

**Management Analyst:** Performed professional analytical work in identifying, defining, analyzing, and recommending solutions to a variety of management systems and/or budgeting problems and to do related work.

**United States Air Force: (Total Time Active Duty, 20 Years) (D.D. Fm. 214 Available)**

**02/76-02/96**      **Superintendent of Personnel/Resource Management (Manpower Craftsman)**  
**Assistant Superintendent of Law Enforcement (Security Craftsman)**

**QUALIFICATIONS:**

**Education:**            1995    **MPA, City University, Washington**  
                                 1992    B.S. Vocational Education Studies, Southern Illinois University  
                                 1991    A.S. Personnel Administration, Community College of the Air Force  
                                 1991    A.S. Criminal Justice, Community College of the Air Force

**Accomplishments:**    2015    Completed the South Carolina Economic Development Institute  
                                 2012    **Certified Mediator, UGA and Gatlin Education Services**  
                                 2007    Graduated the UGA Planning Institute  
                                 2007    **Nims (Incident Command System) Training: 100, 200, 402, 700, and 800**  
                                 2007    **Introductory Governmental Accounting, University of Georgia**  
                                 2006    **ICMA Credentialed Manager** (Still Credentialed)  
                                 2005    County Commissions Training Program (Certified County Official)  
                                 2005    Recovery from Disaster/Hurricane Conference  
                                 2004    Regional Economic and Leadership Development  
                                 1999    Certificate of Public Management, University of Georgia

**References:**

Robert Winkler, York County Council, 803-230-7836, [Robert.winkler@yorkcountygov.com](mailto:Robert.winkler@yorkcountygov.com)  
Kevin Madden, York County Deputy Manager, 803-620-5673, [Kevin.Madden@yorkcountygov.com](mailto:Kevin.Madden@yorkcountygov.com)  
David Harmon, York County Deputy Manager, 803-242-4443, [David.Harmon@yorkcountygov.com](mailto:David.Harmon@yorkcountygov.com)  
Tommy Pope, Representative, 803-984-6616, [tpope@elrodpope.com](mailto:tpope@elrodpope.com)  
Rick Jiran, Duke Energy, 803-628-8520, [Rick.Jiran@duke-energy.com](mailto:Rick.Jiran@duke-energy.com)  
Kevin Tolson, York County Sheriff, 803-371-0707, [kevin.tolson@yorkcountygov.com](mailto:kevin.tolson@yorkcountygov.com)

**BOGDAN VITAS**  
**10388 Oak Meadow Lane, Lake Worth, Florida 33449**

July 11, 2019

City of Neptune Beach  
116 First Street  
Neptune Beach, FL 32266  
Attention: City Clerk

RE: City Manager Recruitment

Honorable Mayor Elaine Brown, Vice Mayor Fred Jones, and Distinguished Councilors Scott Wiley, Kerry Chin, and Josh Messinger,

The City of Neptune Beach has expressed an interest in recruiting their next City Manager, a remarkable opportunity for a visionary professional. As a senior executive specializing in municipal organizations with a strong customer service focus and commitment to community, I am confident I can satisfy the needs of the City Commission, Staff and the community at large.

Through the years I have acquired significant skills in strategic planning, financial management, human resources, labor relations, and intergovernmental relations. My project management background is extensive in the areas of economic and community development and all aspects of capital improvement planning and budgeting, along with oversight of major public infrastructure projects.

As City Manager for Key West, Florida I created an Annual Business Plan that integrated the Strategic Plan, Capital Improvement Plan, and Annual Budget to report and monitor progress on the achievement of all programs/projects, successfully managing a capital improvement portfolio in excess of \$145 M and annual operating budget of \$155 M. Several major projects included launching projects for a new city hall, fire station, marina, transportation center, and master planning for the world class Truman Waterfront Park. As Town Manager of South Palm Beach, I successfully collaborated with Palm Beach County and spearheaded the unprecedented effort to secure 50-year public easement agreements from 12 ocean front homeowners associations and several private residences for the Southern Palm Beaches Island Comprehensive Shoreline Stabilization Project. I have successfully negotiated and administered numerous collective bargaining agreements with professional labor organizations representing public safety, public works and other employees. In pursuing economic development opportunities, I have partnered with federal, state, county, and local governments, and educational institutions negotiating numerous deals with private sector businesses to achieve desired community goals.

Building successful teams and mentoring staff while not being a micromanager is characteristic of my management style. I am known for my sincere belief and practice of placing great value in individual and team contributions leading to the production of desired results. To this end, I have always operated under the open-door concept to ensure that staff, elected officials and residents know I am approachable and strive to create a collaborative work environment that is positive, supportive and one that empowers the staff to be successful in delivering high-quality services.

In closing, I would be honored serving in the role as your City Manager and fully prepared to make a long-term commitment to become an integral member of your leadership team! I look forward to hearing back from you should my credentials be viewed favorably for this position.

Sincerely yours,

Bogdan Vitas/s/

# **BOGDAN VITAS**

**Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com**

## **PROFESSIONAL PROFILE**

A senior local government executive with diverse experience in overseeing complex government organizations coupled with extensive private sector management consulting experience for US Agency for International Development and US Department of Homeland Security FEMA programs. Innovative results driven leader that strongly encourages team work and values individual performance with a collaborative management style to achieve organizational excellence. High-energy entrepreneurial professional skilled in business planning methodologies and fully capable of linking plans, budgets, programs and projects to achieve measurable results.

## **MULTI-DISCIPLINARY AREAS OF EXPERTISE AND SPECIALIZED KNOWLEDGE**

- Strategic Management Planning
- Economic and Community Development
- Human Resources and Labor Relations Management
- Disaster Management & Technical Assistance, FEMA
- Financial Management
- Procurement & Debt Management
- Community Outreach & Engagement
- Intergovernmental Relations

## **PROFESSIONAL EXPERIENCE**

### **Associate, Independent Consultant**

**Beni Suf Governorate, Egypt, population 3.214 million**

**AmidEast, Washington, DC**

**March 2019 – present**

- Independently prepared and conducted a successful four-day training program for 50 government officials from the Egyptian Ministry of Local Development and Central Development Unit, Governorate of Beni Suf Local Development Unit and newly created Economic Partnership Council; the first such economic development organization in Egypt. Training workshops related to US based economic development, community outreach and engagement best practice models as part of the US Agency for International Development funded Workforce Improvement and Skill Enhancement program in place throughout 11 of 27 Egyptian Governorates.
- Phase two of the engagement includes preparing and conducting a week-long study tour to Catawba County and the cities of Charlotte and Hickory, North Carolina for 30 government officials and private sector participants to gain first-hand knowledge on best practice models for sustainable economic development and community engagement allowing Beni Suf to serve as a future model for all 27 Egyptian Governorates.

### **Interim Town Manager, Independent Consultant**

**Town of Pembroke Park, Florida, population 6,102**

**July 2018 – February 2018**

- Researched, prepared and implemented a fully transparent, accountable, and balanced annual budget for FY 2019. The budget development process revealed a ten-year history of deficit spending and related depletion of the general fund reserve by nearly 50% due in large part to gross mismanagement lack of proper oversight.
- As part of the FY 2019 budget implemented a new job classification and compensation plan, reducing gross salaries by over \$900K and funding 19 vacant positions resulting in net reduction of salary spending by \$582K.
- Initiated and successfully completed a forensic audit of contracted police, fire and rescue services with the Broward County Sheriff's Office identifying combined fiscal losses in excess of \$6 M for Pembroke Park and the City of West Park, Florida. Audit identified contract driven allowances and overspending beyond the Miami-Dade, Broward, and West Palm Beach CPI-U of more than \$24 M over the prior 15 years.
- In conjunction with the Auditor was instrumental in completion of FY 2017 annual audit in light of numerous delays, in major part related to a lack of Town Commission approved meeting minutes as far back as May 2017
- Conducted a thorough review and prepared recommendations for the Town's first-time public procurement manual and new employee handbook replacing their 1987 personnel policy manual.
- All of the above projects were recommended in a final report issued by the Office of the Inspector General of Broward County following the removal of the previous Town Manager, Assistant Town Manager, Finance and Budget Director, and other key staff in the Manager's Office and Finance Department.

# BOGDAN VITAS

Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com

## Town Manager

October 2015 – October 2017

**Town of South Palm Beach, Florida population 3,000, Chief Executive Officer with oversight of a \$3.5 M budget, 4 departments, 15 full time employees, and 12 contracted service departments**

- In concert with Town Council and Town Staff developed and implemented the Town's first multiyear Action Plan for FY 16, 17 and 18 that prioritized strategic projects and programs related to significant capital improvements, investments and the delivery of municipal services.
- Overhauled total budget process instituting a new Chart of Accounts to ensure consistency of reporting across all funds and departments, inclusion of prior audited year-end financial data, worksheets for Department Head requests resulting in greater transparency and accountability. FY 17 ended with a \$591K unexpended balance
- Relocated all financial management and accounting services in house in FY 16, acquiring software from USTI and integrating all historical financial data from prior years, along with staff training on all finance modules
- Spearheaded effort to secure letters of intent from 15 of 16 ocean front properties to participate in granting public easement agreements to Palm Beach County for the Southern Palm Beaches Island Comprehensive Shoreline Stabilization Project; a \$10 M multijurisdictional project in its tenth year
- Initiated and directed projects to secure new vendors to provide multiple services related to information technology, copier, and document imaging needs. Project reduced costs, insured improved IT services, enhanced security of all town records in cloud storage, and created sustainable records management
- Successfully negotiated two multi-year labor agreements with the Palm Beach County Police Benevolent Association resulting in the removal of contract language that financially harmed the Town related to mandatory grievance arbitration for disciplinary matters saving future legal costs estimated in excess of \$100K
- Successfully completed update of DHS Federal Emergency Management Agency Flood Insurance Rate Maps resolving incorrect boundary lines, preserving flood elevations and continuation of flood insurance program
- Managed successful completion of emergency sanitary sewer lateral replacement projects related to failed original infrastructure well beyond useful life and deferred maintenance, including replacement of failing sanitary sewer pumps at the lift station to reduce I & I and operating costs
- Prepared, released and presented a Request for Proposal for Architectural and Engineering Services to prepare a structural evaluation, spatial needs analysis, development of Town Hall conceptual plans

## City Manager

July 2012 – July 2014

**City of Key West, Florida population 24,649, Chief Executive Officer with oversight of a \$155 M budget, 12 operating departments, 6 divisions, and 475 full time employees**

- Created a one of a kind Annual Business Plan for FY 2014 that integrated the Strategic Plan, Capital Improvement Plan, and Annual Budget to report and monitor monthly progress on the achievement of all programs/projects, to provide for full transparency and accountability to achieve strategic goals and objectives
- Efficaciously managed a capital improvements projects portfolio in excess of \$145 M representing over 129 ongoing projects across all seventeen operating departments
- Completed a Compensation Study, the first in 20 years, to meet market rates, address external competitiveness to reduce turnover, and internal parity amongst the workforce. (49% of all employees were reported as below the minimum starting wages rates). Reduced turnover 50% from 14% in FY 12 to less than 7% in FY 14
- Launched the first comprehensive Performance Evaluation Program for all union and non-union employees to promote personal performance in attaining city goals and objectives across departments.
- Successfully negotiated new multi-year labor contracts in 2012 with the Teamsters, PBA and IAFF unions after five years of stalled negotiations improving labor management relations and morale
- Spearheaded approval process for reuse of former US Navy property attained under BRAC after 15 years allowing for development of a new 26-acre world class park at the historic Truman Waterfront valued at \$48M including utilities, community center, horse stables, restaurant, water park, artificial turf fields, jogging trails
- Lead negotiator with the US Navy to obtain a long term intergovernmental public benefit lease for the Navy's outer mole pier at Truman Harbor to maintain cruise ship berthing and secure ongoing funds for capital improvements and future maintenance at the future Truman Waterfront Park
- Orchestrated final approval after 15 years for adaptive reuse and construction of a new 35,000 square foot City Hall project valued at \$17.2M, Gold LEED certified, and to adaptively reuse and preserve a historic building

# **BOGDAN VITAS**

**Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com**

- After 17 years succeeded in obtaining approval to construct a new state of the art Fire Station in the old town historic district valued at \$6 M including public parking lot and restroom facilities
- Obtained approval to issue a design build contract for a new Transportation Center at cost of \$10 M to house and service the City's public transit system buses serving Key West and the Lower Keys

## **Associate, Independent Consultant**

**January 2012 – March 2012**

### **Management Systems International, Washington, D.C**

- Co-author, chief technical advisor and field recruiter for a USAID Governance, Accountability, Participation and Performance program proposal to provide the Republic of Uganda government with technical assistance to strengthen its service delivery systems and enhance civil society by giving Ugandans a voice in government

## **Village Administrator**

**December 2007 – December 2011**

### **Village of Lake Zurich, Illinois population 19,964, Chief Administrative Officer with oversight of a \$45M budget, 7 operating departments and 172 full time employees**

- Initiated and developed a tailored comprehensive strategic management planning system to provide for more transparent, accountable and efficient government; including community outreach measures, internal self-assessments, and performance measurement tools resulting in the establishment of clear and attainable strategic goals and objectives linked to realistic financial resources, budgetary plans and delivery of services
- Successfully initiated and orchestrated a public referendum to authorize a local non home rule sales tax of .5% projected to raise \$2.0M for public infrastructure improvements and general property tax relief, and a 2.5% Municipal Utility Tax raising \$750K in new revenue to assist with general fund expenditures
- Prepared a new Employee Handbook in accordance with all current applicable Federal and State employment laws, replacing an outdated 1988 Personnel Policy Manual
- Evaluated Village's partially self-funded health insurance program and migrated to a fully funded plan, resulting in a recurring \$1M reduction in annual premium costs to the Village
- Developed and implemented a Job Classification and Compensation Plan and Management Audit to establish internal and external equity for non-union employees, and merit-based pay for performance evaluation system
- During the Great Recession restructured and reorganized resulting in a reduction of 26 full time positions and a permanent cost savings in excess of \$2.5M in salary and fringe benefits while not impacting service levels
- Re-examined existing labor agreements based on the downturn of the economy and renegotiated the terms of the final contract years resulting in a \$700K cost saving to the taxpayers. All employees accepted a salary freeze and ten percent increase in individual health insurance premium costs
- Negotiated memorandum of agreement with Canadian National obtaining \$2M for mitigation costs for impacts of rail operations pursuant to final environmental impact statement from US Surface Transportation Board
- Achieved prestigious Government Finance Officers Association Distinguished Budget Presentation Award
- In concert with Finance Director and consultants devised a financial plan to restructure and refund \$14M of TIF debt temporarily resolving a long-standing internal financial crisis affecting all municipal funds
- Maintained Moody A-1 Bond Rating for all prior debt obligations and obtained a Standard and Poor AA+ bond rating for restructuring and refunding of \$14M in TIF obligation debt resulting in a \$1M cost savings
- Managed to fully fund public safety pension fund annual actuarial requirements for the past four fiscal years, reversing a 17 history of underfunding, increasing general fund tax levy contributions from \$400K to \$2.5M
- Renegotiated intergovernmental agreements between Lake Zurich and Rural Fire Protection District resulting in \$600K in increased revenue to the Village from four adjoining municipalities
- Completed an intergovernmental agreement with the North Barrington and Lake County for extension of sanitary sewer services generating \$840K in connection fees and significant water and sewer revenues
- Attracted two new commercial businesses in the TIF district, orchestrated the development of a new park, oversaw the remediation of two Brownfield sites, and demolition of buildings to create pad ready sites
- Successfully resolved long standing 18-year dispute with Village of Kildeer resulting in a new intergovernmental agreement allowing for development of commercial properties on Illinois Routes 12 and 22

# **BOGDAN VITAS**

**Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com**

- Coordinated and negotiated the successful conclusion of a \$9M lawsuit against the Village, TIF district developer and lending institution, resulting in the return of Village property, payment of \$750K non-disputed funds, termination of the development agreement, and limiting loss to under \$250K to assist in satisfying liens

## **Associate, Independent Consult**

**September 2007 – December 2007**

### **The Mitchell Group, Inc., Washington, D.C.**

- Co-author and chief technical advisor to develop monitoring and evaluation criteria/instruments to review the performance of all completed USAID funded contracts in the Republic of Serbia including: the Serbia Local Government Reform Program; Serbia Enterprise Development Project; and all five Community Revitalization through Democratic Action programs.

## **Vice President, Community Municipal Economic Development Programs    October 2006 – September 2007**

### **America's Development Foundation, a 501c (3) corporation, Belgrade, Serbia**

- Developed several models to finance Micro, Small and Medium Enterprises for Serbian municipalities to promote local economic development, generate employment and increase local tax revenues. The models ranged from traditional municipal revolving loan fund programs to those including credit enhancements by commercial banks and guarantees through the Republic of Serbia National Guaranty Fund.
- Developed business plan and launched new business programs serving Serbian municipalities and cities, also serving small and medium business enterprises.

## **Deputy Operations Manager – City of New Orleans**

**January 2005 – September 2006**

### **Regional Program Manager – South Central and South Western Louisiana**

#### **U. S. Department of Homeland Security - FEMA Long Term Community Recovery Program**

#### **AECOM International Development, Washington, D.C.**

- Responsible for the development of strategic plans for long term community recovery of the City of New Orleans and St. Bernard Parish. Managed a team of 45 consultants in the areas of housing construction and rehabilitation, land use management, historic preservation, economic development, and public infrastructure
- Responsible for the rapid development of strategic plans for long term community recovery of FEMA Region 1 consisting of 6 Parish Governments. Managed a multi-disciplinary team of 55 professionals

## **Country Director**

**November 2001 – December 2005**

### **Project Manager – City of Belgrade Metropolitan Project**

#### **Chief Local Government Advisor - Financial Management and Citizen Participation**

#### **USAID Serbia Local Government Reform Program, Republic of Serbia (former Yugoslavia)**

#### **AECOM International Development, Washington, D.C.**

- Served as Acting Chief of Party. Progressively responsible senior level positions over a five-year funded \$29.8M program for 87 local governments (4 cities and 83 counties) representing 92% of the country's 9.39 million population. My areas of assistance to citizens, municipalities, Federal Ministries, and NGOs included Financial Management, Citizen Participation, Public Procurement, Information Technology, and Policy Reform.
- Negotiated, secured and managed the \$3M Metropolitan Belgrade Project, a multidisciplinary project comprised of four technical teams for the City of Belgrade (population 1,576,124 comprising its 17 Counties)
- Designed, managed and implemented a three-phase public budget hearing process model in 87 municipalities resulting in 184 public hearings, 10,600 citizen participants, and securing \$70M local government funding for citizen initiated capital projects in the first year of implementation
- Annually conducted 5 regional workshops including Public Budget Hearing Process, Establishing e-Citizen Assistance Centers, Establishing e-One Stop Permitting Centers, Communications for Local Government Officials and Strengthening Local Communities
- Planned and managed the establishment of 9 municipal e-Citizen Assistance Centers to streamline both notary and registry services (the issuance of certificates, licenses, and social welfare benefits), the establishment of 8 municipal e-One Stop Permitting Centers, and establishment of Business Improvement Districts in 4 cities
- Managed the design, development and implementation of 8 financial management training modules including: Strategic Management Planning & Development, Budget Classification & Chart of Accounts, Composition and

## **BOGDAN VITAS**

**Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com**

Preparation of the Budget, Budget Execution, Accounting and Internal Auditing, Capital Budgeting, Consolidated Treasury & Enterprise Accounting, and Debt Management Planning

- Conducted 18 financial management regional training workshops for 805 municipal participants and 139 field-training sessions for 4,424 municipal employees totaling 5,229 municipal officials over two-year period. All training was completed on schedule, within budget and successfully implemented by local governments.
- Appointed as Senior Member of Republic of Serbia Ministry of Finance and Economy Budget Task Force and Treasury Task Force in 2003 to assist in the development of rules, regulations and guidelines governing the application and implementation of the new Budget System Law by all local governments

### **City Administrator**

**November 2000 – November 2001**

**City of Lewiston, Maine, population 35,690, Chief Executive Officer with oversight of a \$67.7M budget, 15 operating departments and 550 employees**

- Attracted and negotiated Wal-Mart's state of the art Distribution Center project serving the Northeastern US and Canada, resulting in 400 new full-time jobs, \$9M annual payroll, \$40.5M in private investment, \$500 K in new property tax, and construction of a 485,000 sq. ft. facility. Structured incentive package of \$17M for the necessary water and sewer upgrades, sale of City owned land, tax increment-financing package, State training grants and reconstruction of the USH 95 Maine Turnpike interchange
- Negotiated the sale for 3 of 10 City owned former Bate's textile mill buildings (\$5.5M) to private sector, increasing the annual local tax base by \$157,410 and leveraging \$15M in new private investment
- Resolved several matters of litigation related to City acquisition of both the fee simple and leasehold interests of private property for library expansion resulting in \$250,000 acquisition cost savings
- Converted traditional line item financial management system to a performance-based budgeting system and restructured and implemented a new Capital Improvement Plan and Budgeting system

### **Deputy Director, Division of Urban Management, Finance, and Governance May 2000 – November 2000**

**Senior Financial Advisor, short term, USAID contract Republic of Zambia**

**Planning & Development Collaborative International, Washington, D.C.**

- Principal areas of responsibility included division management, business development, project management, and proposal writing. Provided technical expertise in the areas of legal sustainability, policy frameworks, democratic processes, financial resources, municipal services, and institutional support systems for project teams worldwide.
- Designed and released a competitive request for proposal for the City of Lusaka, Zambia, to procure professional consultant services for the valuation of real property (70,000 parcels). Provided technical assistance for the evaluation of bids and preparation of final contract documents for USAID funded project.

### **Government Finance Advisor, USAID contract, Federation of Bosnia-Herzegovina February – April 1998**

**International City and County Management Association, Washington, D.C.**

- Developed documentation and delivered budgetary training workshops based on the IMF Classification System, including citizen participation processes for Bosnia-Herzegovina city and cantonal finance and elected officials. USAID funded project for Capital City and Canton of Sarajevo and the principal regional cities of Zenica, Tuzla, Bihac, Livno, and Tomislavgrad located in the Federation of Bosnia-Herzegovina

### **Local Government Advisor, USAID contract, Federation of Bosnia-Herzegovina December – March 1996**

**International City and County Management Association, Washington, D.C.**

- Conducted an evaluation on the organizational restructuring and governmental financial reporting systems for the City of Sarajevo. Authored final adopted report with detailed recommendations for the complete reorganization of the City of Sarajevo in accordance with the newly adopted cantonal government constitution.

### **Town Administrator**

**July 1991 – May 2000**

**Town of Menasha, Wisconsin, population 16,546, Chief Administrative Officer with oversight of a \$22M budget, 11 operating departments and 198 employees**

# **BOGDAN VITAS**

**Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com**

- Negotiated attraction of a new \$500M Kimberly Clark industrial manufacturing facility on 140 acres generating 352 jobs, increased tax revenues and stabilized local tax rate
- Structured and spearheaded attraction of a new \$75M commercial retail/office and residential development project located on 215 acres creating a new Town Center with future plans for a 10K seat convention center
- Attracted new \$28M Kimberly Clark R&D/Conference Center facility, including the award of a \$250K State of Wisconsin Transportation Economic Assistance Grant for highway improvements
- Obtained a \$750K WDOD economic development public facilities grant commitment to install new water and sewer lines, and improve local roads to support new industrial complex growth
- Developed the concept and legal mechanisms for the design build construction of the Municipal Complex Building Project (34,000 square feet) including all furnishings, equipment and site development for \$3.1M or \$59 per square foot without any tax levy increase and consolidated all municipal operations
- Orchestrated settlement of two 50-year-old disputes between the Town and Cities of Appleton and Menasha resulting in intergovernmental agreements establishing jurisdictional boundary lines, consolidation of Town's Para transit system and re-establish fixed route bus service resulting in overall cost reductions, service improvements and enhanced federal and state aids
- Spearheaded overall consolidation of Sanitary District after 30 years of operating as independent Municipal Corporation and development of organizational and transitional operation management plans. Established four intergovernmental agreements and consent resolutions from all served adjoining municipalities
- Developed first comprehensive program budget in accordance with GAAP and State of Wisconsin Chart of Accounts to improve public accountability and transparency in the financial reporting systems resulting in attaining first State of Wisconsin GRATE Award for Town's Financial Statements
- Successfully negotiated multiple multi-year labor contracts with AFSCME, IAFF, and FOP unions, and defended against employee claims of wage discrimination, sexual harassment, and workman's compensation

## **OTHER LOCAL GOVERNMENT EXPERIENCE**

Administrator of Finance and Personnel, McHenry, Illinois

Director of Economic Development Services, East Moline, Illinois

Assistant to the City Manager, Crystal Lake, Illinois

Administrative Assistant, Willowbrook, Illinois

## **NATIONAL INCIDENT MANAGEMENT SYSTEM CERTIFICATIONS**

United States Department of Homeland Security FEMA Emergency Management Institute

ICS 100 Introduction to the Incident Command System

ICS 200 Single Resources and Initial Action Incidents

ICS 300 Intermediate ICS for Expanding Incidents

ICS 631 Public Assistance Operations

ICS 632 Introduction to Debris Operations

ICS 00907 - Active Shooter: What Can You Do

Texas A&M University System - US Department of Homeland Security Office of Grants and Training

Senior Officials Workshop for All-Hazards Preparedness

Public Information in a Weapon of Mass Destruction/Terrorism Incident

Mayoral Institute Seminar for All-Hazards Preparedness

## **PROFESSIONAL AFFILIATIONS**

- Florida City County Management Association
- International City/County Management Association

## **EDUCATION**

**Master of Arts in Public Affairs**, concentration Urban Management and Development

Northern Illinois University, De Kalb, Illinois

**Bachelors of Arts, Political Science**, double major - International Relations and Public Law, Russian Minor

Northern Illinois University, De Kalb, Illinois

**SALARY HISTORY**

- AmidEast  
Local Government Executive Services, Independent Consultant  
\$640 per day, plus government per diem
  
- Town of Pembroke Park  
Local Government Executive Services, Independent Consultant  
\$640 per day
  
- Town of South Palm Beach  
Town Manager  
\$103,000 starting salary - \$107,140 ending salary
  
- City of Key West, Florida  
City Manager  
\$180,000 starting salary - \$185,400 ending salary

**Mobile: (314) 583-4308****E-Mail: bmw.bwilson@yahoo.com**

May 13, 2019

City of Neptune Beach  
Attn: Catherine Ponson, City Clerk  
116 First Street  
Neptune Beach, FL 32266

Dear Ms. Ponson,

I wish to be considered for the position of City Manager. Possessing 23 years of progressively responsible experience in local government, I have obtained a Master of Science in Administration degree and I am a Credentialed Manager through the International City/County Management Association (ICMA). I am a collaborative team-player who embraces new ideas and innovation, excels at problem-solving, and has the courage to say what needs to be said while exhibiting both tact and candor. I am confident that I can be a successful City Manager for your community who exceeds all expectations and brings valuable leadership skills.

My career has exposed me to all aspects of local government services in communities both large and small. I developed a keen understanding of city operations and community development during my first ten years in government working for the City of St. Louis, Missouri. During the twelve years since I left St. Louis I have worked in management roles that have given me experience with customer service, residential and commercial development, downtown revitalization, collective bargaining and labor relations, public utilities, municipal finance, and community engagement. I am committed to continuing professional education, fostering innovation, and ethical and transparent government.

Currently, I am seeking a new career opportunity that will allow me to apply my management experience in a larger organization for a long-term commitment. Additionally, several members of my wife's family reside in Florida and we would welcome the opportunity to relocate there. I cannot think of a better place to move to as I embark on this next chapter in my professional career. My salary requirements for the position are \$140,000 per year, negotiable.

I would enjoy the opportunity to schedule a personal interview for this position. Please consider my qualifications and contact me at your earliest convenience if you have further questions. I look forward to hearing from you.

Best Regards,



Brian M. Wilson, ICMA-CM

**SUMMARY OF QUALIFICATIONS**

- ❖ 23 years in local government with roles in management, utilities, budgeting, zoning, and community and economic development.
- ❖ Recognized as an ICMA Credentialed Manager since 2015.
- ❖ Developed a financial plan to complete construction of a new police department facility and public library/community center while minimizing impact on local property taxes.
- ❖ Coached senior staff in developing strategic goals and creating benchmarks to measure performance related to innovative service delivery, succession planning, and recruitment.
- ❖ Completed community-driven Marketing and Branding Study for Downtown Development and facilitated strategic planning to accomplish goals resulting from the study.
- ❖ Negotiated development agreements for Tax Increment Financing District projects to jump-start a stagnant business park and residential subdivision.

**RELEVANT LOCAL GOVERNMENT EXPERIENCE****Village Administrator, Village of Belleville, WI****2016 – Present**

- Managed community with consistent business and population growth.
- Responded to local flooding event coordinating recovery efforts with county, state, and federal agencies, prepared Preliminary Damage Assessment, provided information and resources to businesses and residents impacted, and applied for Hazard Mitigation funding.
- Introduced Mobile GIS for field staff resulting in more efficient use of time.
- Developed proactive plan to utilize social media and local print media to promote the community, encourage outside investment, and communicate the community's "brand".
- Initiated collaborative effort by local organizations to coordinate and enhance community events, support tourism efforts, conduct business retention and expansion visits, address downtown parking issues, and share resources for marketing and volunteer coordination.

**Town Administrator, Town of Beloit, WI****2012 – 2015**

- Worked with Alliant Energy and a Citizen Advisory Board to begin planning and site development for a new \$725 million electrical power plant to start construction in 2016.
- Refinanced and consolidated municipal bonds to obtain lower interest rates and reduce annual debt service.
- Negotiated sale of thirteen acres of Town-owned land to a local company to expand their operations, coordinated expansion of four other businesses, and assisted nine new businesses in locating into the community.
- Worked with private developer to construct 40 units of market-rate rental housing; insured developer complicity with site plans, landscape plans, and storm water plans.

**City Administrator, Milan, MO****2008-2012**

- Initiated visioning process for downtown development by organizing Milan business professionals into a Main Street organization and conducting a comprehensive community planning effort for business district improvements.
- Created a Façade Improvement Program in compliance with the Downtown Plan; resulted in approximately \$516,000 in storefront improvements around the Courthouse Square.

- Served on the Lake Master Planning Steering Committee of the North Central Missouri Regional Water Commission and engaged the public regarding creation of the East Locust Creek Reservoir; a \$49 million, 2,200 acre multi-purpose lake to be located within Sullivan County.

**Disaster Recovery Manager, Caruthersville, MO****2006-2007**

- In a grant-funded capacity, implemented Long-Term Recovery Plan and advised Mayor and City Council on all matters pertaining to disaster recovery, housing, and economic development in the aftermath of a tornado.
- Managed completion of Public Assistance (PA) projects in compliance with approved Scopes of Work, tracked expenditures, and submitted documentation for disbursement of State and Federal disaster funds.
- Coordinated with FEMA for demolition of 105 structures and reduced number of families in temporary housing from 93 to six within 18 months.
- Worked with Airport Board to construct a new Maintenance Hangar at the city airport.
- Assisted with downtown planning and successful designation of Caruthersville as a Downtown Revitalization and Economic Assistance for Missouri (DREAM) Community.
- Attended the Restoration 2007 Conference for “Innovation, Leadership & Networks for Post-Disaster Recovery” sponsored by ICMA and held in New Orleans, Louisiana.

**Neighborhood Improvement Specialist, St. Louis, MO****2000-2006**

- Conducted community and economic development activities to provide neighborhood planning and organization expertise, exercise community problem-solving skills, and serve as a public point-of-contact for city services.
- Created Neighborhood Action Plans and coordinated with building inspectors, police, and other agencies and organizations to reduce crime, eliminate blight, and improved quality of life in assigned areas.
- Assisted a St. Louis business with land acquisition and \$3.5 million expansion which retained company and created 10 new jobs while building local community support for the development.
- Assisted in the development of the McCormack House; a private, residential care development for seniors in the Forest Park Southeast Neighborhood.
- Served on a steering committee which governed the development and programming goals of the Science Corner; a test garden and green space maintained by the St. Louis Science Center in a nearby neighborhood.
- Chaired the Promotions Committee and planned two successful silent art auction fundraisers for the Manchester Avenue Main Street Program which oversaw the revitalization of a distressed commercial business district.

**OTHER PROFESSIONAL EXPERIENCE****Excise Division, City of St. Louis, St. Louis, MO****1996-2000**

Employed by the City of St. Louis as a *Liquor Control Officer I* working in the Excise Division of the Department of Public Safety. Conducted administrative, investigative, and enforcement duties relative to liquor licensing.

**U.S. Army Reserve, 245<sup>th</sup> Maintenance Company, St. Louis, MO** **1992-1996**  
 Served as **Platoon Leader** for the Automotive/Armament Platoon of a Direct Support Maintenance Company. Led 54 soldiers during the conduct of maintenance operations and training. Created work plans, training schedules, and completed performance evaluations. Completed two deployments to Germany where the Company supported Active Army units. Conducted additional assigned duties of Mobilization Officer, Motor Pool Officer, Claims Officer, and Nuclear/Biological/Chemical (NBC) Defense Officer. Attained rank of **1<sup>st</sup> Lieutenant** before transferring to Individual Ready Reserve (IRR) in 1996.

## EDUCATION

**Southeast Missouri State University** **Master of Science in Administration**  
 Completed courses included Organizational Communication, Finance and Accounting for Non-Profit Organizations, and Management of Non-Profit Organizations. Achieved a 3.4 GPA.

**Southeast Missouri State University** **Bachelor of Science**  
 Majored in Criminal Justice (Law Enforcement emphasis) and minored in Military Science. Served as a Justice on the Residence Life Judicial Board and as Hall Council Secretary for Myers Hall. Awarded an Army Reserve Officer Training Corps (ROTC) scholarship and commissioned as an Army Reserve officer. Graduated *cum laude* with a 3.51 GPA.

## PROFESSIONAL AND VOLUNTEER AFFILIATIONS

**International City/County Management Association** **2008-Present**  

- Member - First Time Administrator's Task Force (2009-2010, 2018-Present)
- Member – Model Employment Agreement Task Force (2011-2012)

**Wisconsin City/County Management Association** **2012-Present**  

- Member – Ethics Committee (2012-Present)
- Member – Professional Development and Conference Planning (2018-Present)

**Community Health Systems of Wisconsin, Board of Directors** **2012-Present**

**Rotary International** **2008-2015**  

- Past Club President (2010-2011)

**Belleville Community Development Authority (CDA), Executive Director** **2016-Present**

**Green County Development Corporation, Board of Directors** **2017-Present**

**Greater Beloit Chamber of Commerce, Board of Directors (Ex-Officio)** **2012-2015**  

- Business and Government Affairs Committee (2013-2014; Chairman 2014)

**Greater Beloit Economic Development Corporation, Board of Directors** **2012-2015**  

- Strategic Planning Committee (2013-2015)

**Missouri City/County Management Association** **2008-2012**

**Missouri Municipal League** **2008-2012**  

- Municipal Administration and Intergovernmental Relations Committee (2010-2012)



**CITY OF NEPTUNE BEACH  
CITY COUNCIL MEETING  
STAFF REPORT**

- AGENDA ITEM:** General and Special Revenue Funds Budget Discussion
- SUBMITTED BY:** Peter Kajokas, Finance Director
- DATE:** August 14, 2019
- BACKGROUND:** These are the Proposed General and Special Revenue Funds for FY2019-2020.
- The **General Fund** is used to account for the resources devoted to financing the general services that a City performs for its citizens, such as police, building and zoning, maintenance of streets and roads, and other services. Property taxes, sales taxes, franchise fees, fines and other sources of revenue used to finance the fundamental operations of the City are included in the General Fund. The General Fund is also charged with all the costs of operating the government for which a separate fund has not been established.
- Special Revenue Funds** are used to account for specific revenues that are legally restricted to expenditures for a particular purpose. They are fully appropriated each year.
- BUDGET:** N/A
- RECOMMENDATION:** Consider the General and Special Revenue Funds for FY 2019-2020 presented by Finance Director, Peter Kajokas.
- ATTACHMENT:** 1. General and Special Revenue Funds Discussion 2020

---

CITY OF NEPTUNE BEACH  
PROPOSED  
GENERAL & SPECIAL REVENUE  
FUNDS BUDGET  
AUGUST 19<sup>th</sup>, 2019  
DISCUSSION

---



**Fiscal Year 2020 Budget**

CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020

				FINAL	FY 2019	FY 2020	INCREASE	% INCREASE	
				FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM	
				<u>GENERAL FUNDS</u>					
<u>REVENUES</u>									
001-	0000-	311.	10- 10	REAL PROPERTY TAXES	2,528,007	2,726,172	2,889,742	163,570	6.00%
001-	0000-	311.	10- 20	PERSONAL PROPERTY TAXES	47,560	48,000	52,800	4,800	10.00%
001-	0000-	311.	20- 10	DELINQUENT REAL PROPERTY	60,064	45,000	49,500	4,500	10.00%
001-	0000-	313.	10- 00	JAX BEACH ELEC. FRANCHISE	224,049	196,120	202,004	5,884	3.00%
001-	0000-	313.	40- 00	GAS FRANCHISE	1,204	1,000	1,250	250	25.00%
001-	0000-	313.	60- 00	SANITATION FRANCHISE	128,098	128,000	131,142	3,142	2.45%
001-	0000-	314.	20- 00	TELECOMMUNICATIONS TAX	283,325	275,857	289,650	13,793	5.00%
001-	0000-	321.	10- 00	PROFESSIONAL/OCCUP. LIC.	53,665	54,000	55,854	1,854	3.43%
001-	0000-	322.	10- 00	BUILDING PERMITS	75,466	72,250	74,418	2,168	3.00%
001-	0000-	322.	20- 00	PLAN REVIEW FEES	32,727	32,750	33,733	983	3.00%
001-	0000-	329.	10- 00	INSPECTION FEES	80,989	68,145	74,960	6,815	10.00%
001-	0000-	334.	40- 10	DISASTER RELIEF FUNDING	437,981	-	-	-	0.00%
001-	0000-	335.	11- 20	11 CENT CIG. TAX/REV. SHARE	198,637	184,275	189,803	5,528	3.00%
001-	0000-	335.	15- 00	ALCOHOLIC BEV. LICENSES	8,223	8,541	8,968	427	5.00%
001-	0000-	335.	18- 00	LOCAL HALF CENT SALES TAX	791,343	788,995	796,885	7,890	1.00%
001-	0000-	335.	19- 00	MOTOR FUEL TAX REBATE	5,023	4,250	4,293	43	1.00%
001-	0000-	337.	20- 12	FDOT GRANT	35,394	35,393	36,805	1,412	3.99%
001-	0000-	337.	20- 17	BYRNE JAG GRANT	-	-	-	-	0.00%
001-	0000-	337.	20- 18	JAG D GRANT	-	-	-	-	0.00%
001-	0000-	337.	20- 19	JAG C GRANT	62,801	-	-	-	0.00%
001-	0000-	337.	20- 50	JAG GRANT (FDLE)	-	-	-	-	0.00%
001-	0000-	337.	20- 30	911 USER FEES	87,184	87,604	89,979	2,375	2.71%
001-	0000-	337.	30- 20	FLORIDA BLVD. MAINTENANCE	36,119	37,203	38,319	1,116	3.00%
001-	0000-	337.	70- 10	LIFEGUARD/BEACH CLEAN-UP	229,461	236,345	243,435	7,090	3.00%
001-	0000-	337.	70- 40	JARBOE PARK RESERVATION FUND	675	-	-	-	0.00%
001-	0000-	338.	20- 00	COUNTY OCCUPATIONAL TAX	10,702	10,750	11,073	323	3.00%
001-	0000-	341.	20- 10	BOARD OF APPEALS FEES	2,750	3,600	3,600	-	0.00%
001-	0000-	341.	20- 20	PLANNING REVIEW BOARD FEE	3,750	1,000	2,000	1,000	100.00%
001-	0000-	341.	20- 40	LIEN LETTERS	8,000	5,000	5,250	250	5.00%
001-	0000-	341.	20- 45	NOTARY FEES	-	-	-	-	0.00%
001-	0000-	341.	20- 50	COPIES	2,097	1,300	1,365	65	5.00%
001-	0000-	341.	20- 60	ID & FINGERPRINT CHARGES	170	225	236	11	5.00%
001-	0000-	341.	20- 70	SOLICITORS PERMITS	95	-	-	-	0.00%
001-	0000-	341.	20- 80	REZONING/COMP PLAN CHARGE	-	150	-	(150)	-100.00%
001-	0000-	341.	20- 90	ZONING VERIFICATION CHARGES	75	-	50	50	0.00%
001-	0000-	341.	55- 00	ELECTION QUALIFYING FEES	392	-	-	-	0.00%
001-	0000-	342.	90- 20	INCIDENT REPORTS	286	-	-	-	0.00%
001-	0000-	351.	10- 00	COURT FINES	30,046	28,500	29,640	1,140	4.00%
001-	0000-	354.	10- 00	PARKING TICKETS	22,870	20,500	21,525	1,025	5.00%
001-	0000-	354.	20- 00	ALARM VIOLATIONS	55	700	350	(350)	-50.00%
001-	0000-	354.	30- 00	ANIMAL CONTROL VIOLATIONS	5,158	5,100	4,080	(1,020)	-20.00%
001-	0000-	354.	40 00	CODE ENFORCEMENT VIOLAT.	-	-	-	-	0.00%
001-	0000-	361.	10- 00	INTEREST ON INVESTMENTS	28,240	27,000	29,700	2,700	10.00%
001-	0000-	361.	20- 00	STATE BOARD ADMIN INTEREST	365	50	75	25	50.00%
001-	0000-	362.	10- 00	CELLULAR TOWER RENTALS	81,786	62,675	65,809	3,134	5.00%
001-	0000-	362.	40- 00	SIDEWALK RENTAL	14,953	15,193	15,193	-	0.00%
001-	0000-	364.	10- 00	SURPLUS EQUIPMENT SALES	40,210	15,000	16,500	1,500	10.00%
001-	0000-	364.	20- 00	INSURANCE PROCEEDS	5,159	-	-	-	0.00%
001-	0000-	369.	00- 00	OTHER MISC. REVENUES	50,142	20,000	22,000	2,000	10.00%
001-	0000-	369.	10- 00	FESTIVALS	-	-	-	-	0.00%
001-	0000-	382.	10- 00	CONTRIBUTION FROM OTHER FUNDS	88,797	105,000	130,000	25,000	23.81%
001-	0000-	389.	10- 00	APPROPRIATED FUND BALANCE	-	-	216,000	216,000	0.00%
<b>TOTAL REVENUES</b>				<b>5,804,093</b>	<b>5,351,643</b>	<b>5,837,983</b>	<b>486,340</b>	<b>9.09%</b>	
<b>Property Taxes at Prior Year Millage Rate 3.3656</b>									

CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020

		FINAL	FY 2019	FY 2020	INCREASE	% INCREASE
		FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM
						2018 AMENDED BUDGE
<u>EXPENSES</u>						
<u>MAYOR &amp; COUNCIL</u>						
001- 1111- 511. 10- 11	EXECUTIVE SALARIES	22,200	27,000	27,000	-	0.00%
001- 1111- 511. 10- 21	FICA	1,376	1,674	1,674	-	0.00%
001- 1111- 511. 10. 24	WORKERS' COMPENSATION	63	68	68	-	0.00%
001- 1111- 511. 10- 25	MEDICARE	322	393	393	-	0.00%
001- 1111- 511. 30- 40	TRAVEL & PER DIEM	1,920	1,000	1,200	200	20.00%
001- 1111- 511. 30- 45	INSURANCE	295	300	360	60	20.00%
001- 1111- 511. 30- 48	PROMOTIONAL ACTIVITIES	85	800	800	-	0.00%
001- 1111- 511. 30- 51	OFFICE SUPPLIES	2,272	900	1,350	450	50.00%
001- 1111- 511. 30- 54	BOOKS, SUBSCRIP & MEMBR.	478	600	320	(280)	-46.65%
001- 1111- 511. 30- 55	EDUCATIONAL COURSES	1,501	600	798	198	32.95%
TOTAL EXPENDITURES MAYOR & COUNCIL		30,512	33,335	33,963	628	1.88%

FY 2020 Budgeted Expenditures	33,963
Prior Year Budget	33,335
Increase (Decrease)	628

<u>CITY MANAGER'S OFFICE</u>						
001- 1112- 512. 10- 12	REGULAR SALARIES	119,168	123,520	117,344	(6,176)	-5.00%
001- 1112- 513. 10- 15	SPECIAL PAY	600	600	600	-	0.00%
001- 1112- 512. 10- 21	FICA	7,029	7,695	6,541	(1,154)	-15.00%
001- 1112- 512. 10- 22	RETIREMENT CONTRIBUTIONS	15,586	19,239	14,429	(4,810)	-25.00%
001- 1112- 512. 10- 23	LIFE & HEALTH INSURANCE	22,744	25,778	25,778	-	0.00%
001- 1112- 512. 10- 24	WORKERS' COMPENSATION	303	325	335	10	3.00%
001- 1112- 512. 10- 25	MEDICARE	1,644	1,800	1,854	54	2.99%
001- 1112- 512. 30- 34	OTHER CONTRACTUAL SERV.	45	150	150	-	0.00%
001- 1112- 512. 30- 40	TRAVEL & PER DIEM	4,143	2,200	2,200	-	0.00%
001- 1112- 512. 30- 45	INSURANCE	403	410	513	103	25.00%
001- 1112- 512. 30- 46	REPAIR & MAINTENANCE	-	400	400	-	0.00%
001- 1112- 512. 30- 48	PROMOTIONAL (CM SEARCH EXPEND	-	-	-	-	0.00%
001- 1112- 512. 30- 51	OFFICE SUPPLIES	2,391	3,000	3,000	-	0.00%
001- 1112- 512. 30- 52	OPERATING SUPPLIES	1,301	1,500	1,875	375	25.00%
001- 1112- 512. 30- 54	BOOKS, SUBSCRIP & MEMBR.	3,889	3,500	4,200	700	20.00%
001- 1112- 512. 30- 55	EDUCATIONAL COURSES	1,448	2,500	2,750	250	10.00%
001- 1112- 512. 30- 57	VEHICLE REPAIR & MAINT.	-	-	-	-	0.00%
001- 1112- 512. 30- 58	GAS, OIL, & LUBRICANTS	-	-	-	-	0.00%
001- 1112- 512. 30- 61	VEHICLE ALLOWANCE	6,000	6,000	6,000	-	0.00%
001- 1112- 512. 60- 64	MACHINERY & EQUIPMENT	-	-	-	-	0.00%
TOTAL EXPENDITURES CITY MANAGER'S OFFICE		186,694	198,617	187,968	(10,649)	-5.36%

FY 2020 Budgeted Expenditures	187,968
Prior Year Budget	198,617
Increase (Decrease)	(10,649)

CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020

						FINAL	FY 2019	FY 2020	INCREASE	% INCREASE
						FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM
										2018 AMENDED BUDGE
<u>FINANCE DEPARTMENT</u>										
001-	1113-	513.	10-	12	REGULAR SALARIES	82,183	83,393	85,061	1,668	2.00%
001-	1113-	513.	10-	14	OVERTIME	269	700	630	(70)	-10.00%
001-	1113-	513.	10-	15	SPECIAL PAY	630	600	600	-	0.00%
001-	1113-	513.	10-	21	FICA	5,043	5,251	5,420	169	3.21%
001-	1113-	513.	10-	22	RETIREMENT CONTRIBUTIONS	5,097	7,622	7,622	-	0.00%
001-	1113-	513.	10-	23	LIFE & HEALTH INSURANCE	7,284	8,460	8,883	423	5.00%
001-	1113-	513.	10-	24	WORKERS' COMPENSATION	242	260	182	(78)	-30.00%
001-	1113-	513.	10-	25	MEDICARE	1,179	1,228	1,267	39	3.15%
001-	1113-	513.	30-	32	ACCOUNTING & AUDIT	13,202	13,250	13,648	398	3.00%
001-	1113-	513.	30-	34	OTHER CONTRACTUAL SERV.	157	250	258	8	3.00%
001-	1113-	513.	30-	40	TRAVEL & PER DIEM	1,206	1,200	1,200	-	0.00%
001-	1113-	513.	30-	41	COMMUNICATIONS SERVICES	680	200	500	300	150.00%
001-	1113-	513.	30-	42	POSTAGE (INC. FED EX)	153	50	100	50	100.00%
001-	1113-	513.	30-	45	INSURANCE	935	950	998	48	5.00%
001-	1113-	513.	30-	46	REPAIR & MAINTENANCE	3,639	3,900	4,025	125	3.20%
001-	1113-	513.	30-	47	PRINTING & BINDING	509	50	100	50	100.00%
001-	1113-	513.	30-	49	OTHER CURRENT CHARGES	-	150	-	(150)	-100.00%
001-	1113-	513.	30-	51	OFFICE SUPPLIES	5,876	3,500	3,675	175	5.00%
001-	1113-	513.	30-	52	OPERATING SUPPLIES	613	400	800	400	100.00%
001-	1113-	513.	30-	54	BOOKS, SUBSCRIP & MEMBR.	336	550	550	-	0.00%
001-	1113-	513.	30-	55	EDUCATIONAL COURSES	400	750	900	150	20.00%
001-	1113-	513.	60-	64	MACHINERY & EQUIPMENT	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES FINANCE DEPARTMENT</b>						<b>129,633</b>	<b>132,714</b>	<b>136,417</b>	<b>3,703</b>	<b>2.79%</b>

FY 2020 Budgeted Expenditures	136,417
Prior Year Budget	132,714
Increase (Decrease)	<u>3,703</u>

<u>LEGAL COUNSEL</u>										
<u>CITY ATTORNEY'S OFFICE</u>										
001-	1114-	514.	10-	12	REGULAR SALARIES	64,959	65,564	-	(65,564)	-100.00%
001-	1114-	514.	10-	15	SPECIAL PAY	-	-	-	-	0.00%
001-	1114-	514.	10-	21	FICA	3,459	4,065	-	(4,065)	-100.00%
001-	1114-	514.	10-	22	RETIREMENT CONTRIBUTIONS	-	5,901	-	(5,901)	0.00%
001-	1114-	514.	10-	23	LIFE & HEALTH INSURANCE	10,397	11,711	-	(11,711)	-100.00%
001-	1114-	514.	10-	24	WORKERS' COMPENSATION	102	110	-	(110)	-100.00%
001-	1114-	514.	10-	25	MEDICARE	809	951	-	(951)	-100.00%
001-	1114-	514.	30-	31	PROFESSIONAL SERVICES	59,771	40,000	-	(40,000)	-100.00%
001-	1114-	514.	30-	33	SPEC. MAGISTRATE/CODE ENFORC.	-	-	-	-	0.00%
001-	1114-	514.	30-	34	OTHER CONTRACTUAL SERV.	-	-	150,000	150,000	0.00%
001-	1114-	514.	30-	36	LEGAL SERVICES RETAINER	-	-	-	-	0.00%
001-	1114-	514.	30-	40	TRAVEL & PER DIEM	384	1,250	-	(1,250)	-100.00%
001-	1114-	514.	30-	41	COMMUNICATIONS SERVICES	300	450	-	(450)	-100.00%
001-	1114-	514.	30-	45	INSURANCE	738	750	-	(750)	-100.00%
001-	1114-	514.	30-	46	REPAIR & MAINTENANCE	-	250	-	(250)	-100.00%
001-	1114-	514.	30-	51	OFFICE SUPPLIES	844	2,000	-	(2,000)	-100.00%
001-	1114-	514.	30-	52	OPERATING SUPPLIES	19	500	-	(500)	-100.00%
001-	1114-	514.	30-	54	BOOKS, SUBSCRIP & MEMBR.	96	750	-	(750)	-100.00%
001-	1114-	514.	30-	55	EDUCATIONAL COURSES	480	1,500	-	(1,500)	-100.00%
001-	1114-	514.	60-	64	MACHINERY & EQUIPMENT	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES CITY ATTORNEY'S OFFICE</b>						<b>142,358</b>	<b>135,751</b>	<b>150,000</b>	<b>14,249</b>	<b>10.50%</b>

FY 2020 Budgeted Expenditures	150,000
Prior Year Budget	135,751
Increase (Decrease)	<u>14,249</u>

**CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020**

						FINAL	FY 2019	FY 2020	INCREASE	% INCREASE	
						FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM	
											2018 AMENDED BUDGE
<u>BUILDING DEPARTMENT</u>											
001-	1115-	515.	10-	12	REGULAR SALARIES	94,935	72,645	87,174	14,529	20.00%	
001-	1115-	515.	10-	14	OVERTIME	156	425	438	13	3.00%	
001-	1115-	515.	10-	15	SPECIAL PAY	1,375	1,500	1,500	-	0.00%	
001-	1115-	515.	10-	21	FICA	5,859	4,597	4,735	138	3.00%	
001-	1115-	515.	10-	22	RETIREMENT CONTRIBUTIONS	5,342	6,711	6,913	201	3.00%	
001-	1115-	515.	10-	23	LIFE & HEALTH INSURANCE	2,219	5,000	1,250	(3,750)	-75.00%	
001-	1115-	515.	10-	24	WORKERS' COMPENSATION	1,817	1,950	975	(975)	-50.00%	
001-	1115-	515.	10-	25	MEDICARE	1,370	1,081	1,081	-	0.00%	
001-	1115-	515.	30-	31	PROFESSIONAL SERVICES	-	100	-	(100)	-100.00%	
001-	1115-	515.	30-	34	OTHER CONTRACTUAL SERV.	78,293	64,000	76,800	12,800	20.00%	
001-	1115-	515.	30-	40	TRAVEL & PER DIEM	-	250	-	(250)	0.00%	
001-	1115-	515.	30-	41	COMMUNICATIONS SERVICES	40	-	-	-	0.00%	
001-	1115-	515.	30-	45	INSURANCE	2,755	2,850	3,078	228	8.00%	
001-	1115-	515.	30-	46	REPAIR & MAINTENANCE	8,815	7,500	9,000	1,500	20.00%	
001-	1115-	515.	30-	48	PROMOTIONAL & ADVERTISING	-	-	-	-	0.00%	
001-	1115-	515.	30-	52	OPERATING SUPPLIES	3,671	3,100	3,100	-	0.00%	
001-	1115-	515.	30-	54	BOOKS, SUBSCRIP & MEMBR.	-	350	350	-	0.00%	
001-	1115-	515.	30-	55	EDUCATIONAL COURSES	-	250	250	-	0.00%	
001-	1115-	515.	30-	57	VEHICLE REPAIR & MAINT.	-	500	-	(500)	-100.00%	
001-	1115-	515.	30-	58	GAS, OIL, & LUBRICANTS	212	250	250	-	0.00%	
001-	1115-	515.	80-	84	MUNICIPAL BOARDS	209	200	200	-	0.00%	
001-	1115-	515.	60-	64	MACHINERY & EQUIPMENT	-	-	-	-	0.00%	
<b>TOTAL EXPENDITURES BUILDING DEPARTMENT</b>						<b>207,068</b>	<b>173,260</b>	<b>197,094</b>	<b>23,834</b>	<b>13.76%</b>	

FY 2020 Budgeted Expenditures	197,094
Prior Year Budget	173,260
Increase (Decrease)	23,834

<u>CITY CLERK'S OFFICE</u>										
001-	1117-	517.	10-	12	REGULAR SALARIES	54,623	56,737	71,489	14,752	26.00%
001-	1117-	517.	10-	14	OVERTIME	-	-	-	-	0.00%
001-	1117-	517.	10-	15	SPECIAL PAY	-	-	250	250	0.00%
001-	1117-	517.	10-	21	FICA	3,074	3,518	4,432	915	26.00%
001-	1117-	517.	10-	22	RETIREMENT CONTRIBUTIONS	3,050	3,972	3,852	(119)	-3.00%
001-	1117-	517.	10-	23	LIFE & HEALTH INSURANCE	13,929	15,620	15,151	(469)	-3.00%
001-	1117-	517.	10-	24	WORKERS' COMPENSATION	214	230	115	(115)	-50.00%
001-	1117-	517.	10-	25	MEDICARE	719	823	1,040	218	26.44%
001-	1117-	517.	30-	34	OTHER CONTRACTUAL SERV.	1,266	1,500	1,500	-	0.00%
001-	1117-	517.	30-	36	ELECTION EXPENSES	192	-	-	-	0.00%
001-	1117-	517.	30-	40	TRAVEL & PER DIEM	1,975	1,200	1,200	-	0.00%
001-	1117-	517.	30-	41	COMMUNICATIONS SERVICES	480	200	400	200	100.00%
001-	1117-	517.	30-	45	INSURANCE	669	680	816	136	20.00%
001-	1117-	517.	30-	46	REPAIR & MAINTENANCE	-	1,000	-	(1,000)	-100.00%
001-	1117-	517.	30-	47	PRINTING & BINDING	5,880	7,000	7,000	-	0.00%
001-	1117-	517.	30-	48	PROMOTIONAL & ADVERTISING	2,859	4,750	4,750	-	0.00%
001-	1117-	517.	30-	51	OFFICE SUPPLIES	2,449	2,750	1,375	(1,375)	-50.00%
001-	1117-	517.	30-	52	OPERATING SUPPLIES	19	150	-	(150)	-100.00%
001-	1117-	517.	30-	54	BOOKS, SUBSCRIP & MEMBR.	2,283	1,500	2,625	1,125	75.00%
001-	1117-	517.	30-	55	EDUCATIONAL COURSES	925	900	1,080	180	20.00%
001-	1117-	517.	60-	64	MACHINERY & EQUIPMENT	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES CITY CLERK'S OFFICE</b>						<b>94,606</b>	<b>102,529</b>	<b>117,076</b>	<b>14,547</b>	<b>14.19%</b>

FY 2020 Budgeted Expenditures	117,076
Prior Year Budget	102,529
Increase (Decrease)	14,547

CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020

						FINAL	FY 2019	FY 2020	INCREASE	% INCREASE	
						FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM	
											2018 AMENDED BUDGE
<u>NON-DEPARTMENTAL</u>											
001-	1119-	519.	10-	12	REGULAR SALARIES	9,509	11,030	8,273	(2,758)	-25.00%	
001-	1119-	519.	10-	14	OVERTIME	354	275	138	(138)	-50.00%	
001-	1119-	519.	10-	15	SPECIAL PAY	200	100	100	-	0.00%	
001-	1119-	519.	10-	21	FICA	613	701	701	-	0.00%	
001-	1119-	519.	10-	22	RETIREMENT CONTRIBUTIONS	662	798	718	(80)	-10.00%	
001-	1119-	519.	10-	23	LIFE & HEALTH INSURANCE	2,294	3,382	3,044	(338)	-10.00%	
001-	1119-	519.	10-	24	WORKERS' COMPENSATION	312	335	302	(34)	-10.00%	
001-	1119-	519.	10-	25	MEDICARE	143	165	149	(17)	-10.06%	
001-	1119-	519.	30-	34	OTHER CONTRACTUAL SERV.	16,012	12,000	18,000	6,000	50.00%	
001-	1119-	519.	30-	41	COMMUNICATIONS SERVICES	23,476	24,400	36,600	12,200	50.00%	
001-	1119-	519.	30-	42	POSTAGE & SHIPPING	6,843	7,750	7,750	-	0.00%	
001-	1119-	519.	30-	43	UTILITIES	11,207	13,500	13,500	-	0.00%	
001-	1119-	519.	30-	44	RENTALS & LEASES	11,914	7,500	7,500	-	0.00%	
001-	1119-	519.	30-	45	INSURANCE	34,308	34,500	34,500	-	0.00%	
001-	1119-	519.	30-	46	REPAIR & MAINTENANCE	27,369	29,000	29,000	-	0.00%	
001-	1119-	519.	30-	47	PRINTING & BINDING	240	400	-	(400)	-100.00%	
001-	1119-	519.	30-	48	PROMOTIONAL ACTIVITIES	2,061	400	1,000	600	150.00%	
001-	1119-	519.	30-	51	OFFICE SUPPLIES	27,991	12,000	13,200	1,200	10.00%	
001-	1119-	519.	30-	59	UNIFORMS/SHIRTS	3,220	2,000	200	(1,800)	-90.00%	
001-	1119-	519.	30-	90	MISCELLANEOUS EXPENSES	561	750	1,875	1,125	150.00%	
001-	1119-	519.	60-	62	BUILDING IMPROVEMENTS	3,027	2,500	-	(2,500)	-100.00%	
001-	1119-	519.	60-	64	MACHINERY & EQUIPMENT	20,646	25,000	12,500	(12,500)	-50.00%	
001-	1119-	519.	90-	60	HOLIDAY SECURITY	27,297	25,000	25,000	-	0.00%	
001-	1119-	519.	90-	65	HURRICANE EXPENSES	201,362	5,000	5,000	-	0.00%	
001-	1119-	519.	90-	98	MERIT PAY INCREASE POLICY	5,654	10,000	10,000	-	0.00%	
001-	1119-	581.	10-	50	TRANSFERS - Senior Center	20,000	20,000	20,000	-	0.00%	
					TRANSFERS - CAPITAL IMPR. FUND	-	-	138,500	138,500	0.00%	
SUBTOTAL EXPENDITURES NON-DEPARTMENTAL						457,275	248,486	387,548	139,062	55.96%	
UNDESIGNATED - COUNCIL APPROVED						32,350	50,000	50,000			
TOTAL EXPENDITURES NON-DEPARTMENTAL						489,625	298,486	437,548			
FY 2020 Budgeted Expenditures									437,548		
Prior Year Budget									298,486		
Increase (Decrease)									139,062		
TOTAL ADMINISTRATION EXPENDITURES						1,280,496	1,074,693	1,260,066	185,373	17.25%	



**CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020**

						FINAL	FY 2019	FY 2020	INCREASE	% INCREASE	
						FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM	
											2018 AMENDED BUDGE
											(DECREASE)
<u>ANIMAL CONTROL</u>											
001-	1223-	523.	10-	12	REGULAR SALARIES	39,336	43,307	41,575	(1,732)	-4.00%	
001-	1223-	523.	10-	14	OVERTIME	3,486	2,000	2,000	-	0.00%	
001-	1223-	523.	10-	15	SPECIAL PAY	300	300	300	-	0.00%	
001-	1223-	523.	10-	21	FICA	2,704	2,828	2,912	85	3.00%	
001-	1223-	523.	10-	22	RETIREMENT CONTRIBUTIONS	2,947	3,192	3,288	96	3.00%	
001-	1223-	523.	10-	23	LIFE & HEALTH INSURANCE	9,796	10,166	10,166	-	0.00%	
001-	1223-	523.	10-	24	WORKERS' COMPENSATION	908	975	780	(195)	-20.00%	
001-	1223-	523.	10-	25	MEDICARE	632	661	661	-	0.00%	
001-	1223-	523.	30-	31	PROFESSIONAL SERVICES	150	100	100	-	0.00%	
001-	1223-	523.	30-	34	OTHER CONTRACTUAL SERV.	475	250	500	250	100.00%	
001-	1223-	523.	30-	40	TRAVEL & PER DIEM	10	250	500	250	100.00%	
001-	1223-	523.	30-	41	COMMUNICATIONS SERVICES	480	200	280	80	40.00%	
001-	1223-	523.	30-	45	INSURANCE	1,279	1,300	1,430	130	10.00%	
001-	1223-	523.	30-	46	REPAIR & MAINTENANCE	1,679	400	400	-	0.00%	
001-	1223-	523.	30-	51	OFFICE SUPPLIES	-	100	-	(100)	-100.00%	
001-	1223-	523.	30-	52	OPERATING SUPPLIES	5,373	2,000	2,000	-	0.00%	
001-	1223-	523.	30-	54	BOOKS, SUBSCRIP. & MEMBER	-	50	50	-	0.00%	
001-	1223-	523.	30-	55	EDUCATIONAL COURSES	-	100	300	200	200.00%	
001-	1223-	523.	30-	56	RADIO REPAIR & MAINT.	-	50	50	-	0.00%	
001-	1223-	523.	30-	57	VEHICLE REPAIR & MAINT.	1,134	1,500	1,005	(495)	-33.00%	
001-	1223-	523.	30-	58	GAS, OIL & LUBRICANTS	2,905	2,000	2,000	-	0.00%	
001-	1223-	523.	30-	59	UNIFORMS	276	300	300	-	0.00%	
001-	1223-	523.	60-	64	MACHINERY & EQUIPMENT	-	-	-	-	0.00%	
TOTAL EXPENDITURES ANIMAL CONTROL						<u>73,870</u>	<u>72,029</u>	<u>70,598</u>	<u>(1,432)</u>	<u>-1.99%</u>	
								70,598			
								<u>72,029</u>			
								(1,432)			
<b>TOTAL PUBLIC SAFETY EXPENDITURES</b>						<b><u>3,281,942</u></b>	<b><u>3,404,295</u></b>	<b><u>3,549,244</u></b>	<b><u>144,949</u></b>	<b>8.14%</b>	

CITY OF NEPTUNE BEACH  
 PROPOSED BUDGET  
 FOR THE YEAR ENDING SEPTEMBER 30, 2020

						FINAL	FY 2019	FY 2020	INCREASE	% INCREASE
						FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM
										2018 AMENDED BUDGE
<u>PUBLIC WORKS DEPARTMENT</u>										
001-	1441-	541.	10-	12	REGULAR SALARIES	223,682	239,781	246,974	7,193	3.00%
001-	1441-	541.	10-	14	OVERTIME	5,501	3,500	2,800	(700)	-20.00%
0001-	1441-	541.	10-	15	SPECIAL PAY	3,500	3,650	3,650	-	0.00%
001-	1441-	541.	10-	21	FICA	13,908	15,310	15,769	459	3.00%
001-	1441-	541.	10-	22	RETIREMENT CONTRIBUTIONS	16,400	19,754	20,347	593	3.00%
001-	1441-	541.	10-	23	LIFE & HEALTH INSURANCE	35,675	40,196	41,498	1,302	3.24%
001-	1441-	541.	10-	24	WORKERS' COMPENSATION	4,798	5,150	5,150	-	0.00%
001-	1441-	541.	10-	25	MEDICARE	3,269	3,580	3,688	107	3.00%
001-	1441-	541.	30-	31	PROFESSIONAL SERVICES	448	-	-	-	0.00%
001-	1441-	541.	30-	34	OTHER CONTRACTUAL SERV.	13,631	15,500	17,050	1,550	10.00%
001-	1441-	541.	30-	40	TRAVEL & PER DIEM	162	50	300	250	500.00%
001-	1441-	541.	30-	41	COMMUNICATIONS SERVICES	5,843	5,200	5,200	-	0.00%
001-	1441-	541.	30-	43	UTILITY SERVICES	103,202	128,000	128,000	-	0.00%
001-	1441-	541.	30-	44	RENTALS & LEASES	10,937	8,500	8,500	-	0.00%
001-	1441-	541.	30-	45	INSURANCE	13,479	13,700	15,070	1,370	10.00%
001-	1441-	541.	30-	46	REPAIR & MAINTENANCE	43,719	32,500	35,750	3,250	10.00%
001-	1441-	541.	30-	51	OFFICE SUPPLIES	1,495	750	1,125	375	50.00%
001-	1441-	541.	30-	52	OPERATING SUPPLIES	51,767	26,000	28,600	2,600	10.00%
001-	1441-	541.	30-	54	BOOKS, SUBSCRIP. & MEMBER	1,329	400	400	-	0.00%
001-	1441-	541.	30-	55	EDUCATIONAL COURSES	804	350	385	35	10.00%
001-	1441-	541.	30-	57	VEHICLE REPAIR & MAINT.	17,941	13,000	15,600	2,600	20.00%
001-	1441-	541.	30-	58	GAS, OIL & LUBRICANTS	22,891	20,000	20,000	-	0.00%
001-	1441-	541.	30-	59	UNIFORMS	4,010	1,500	1,800	300	20.00%
001-	1441-	541.	60-	62	BUILDING IMPROVEMENTS	-	-	-	-	0.00%
001-	1441-	541.	60-	64	MACHINERY & EQUIPMENT	8,911	-	14,500	14,500	0.00%
001-	1441-	541.	80-	20	TREE TRIMMING	-	-	-	-	0.00%
<b>TOTAL PUBLIC WORKS DEPT. EXPENDITURES</b>						<b>607,302</b>	<b>596,372</b>	<b>632,156</b>	<b>35,784</b>	<b>6.00%</b>

FY 2020 Budgeted Expenditures	632,156
Prior Year Budget	596,372
Increase (Decrease)	35,784

**CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020**

					FINAL	FY 2019	FY 2020	INCREASE	% INCREASE	
					FY 2018	BUDGET	BUDGET	(DECREASE)	(DECREASE) FROM	
									2018 AMENDED BUDGE	
<u>OCEAN RESCUE/BEACH CLEANUP</u>										
001-	1775-	575.	10-	12	REGULAR SALARIES	203,687	219,074	225,646	6,572	3.00%
001-	1775-	575.	10-	14	OVERTIME	1,061	1,110	1,000	(110)	-9.91%
001-	1775-	575.	10-	15	SPECIAL PAY	600	1,800	1,800	-	0.00%
001-	1775-	575.	10-	21	FICA	12,631	13,763	13,009	(754)	-5.48%
001-	1775-	575.	10-	22	RETIREMENT CONTRIBUTIONS	1,985	3,139	2,044	(1,095)	-34.88%
001-	1775-	575.	10-	23	LIFE & HEALTH INSURANCE	6,881	7,629	7,294	(335)	-4.39%
001-	1775-	575.	10-	24	WORKERS' COMPENSATION	6,731	7,225	7,225	-	0.00%
001-	1775-	575.	10-	25	MEDICARE	2,954	3,219	3,042	(177)	-5.50%
001-	1775-	575.	30-	34	OTHER CONTRACTUAL SERV.	1,180	1,095	1,180	85	7.76%
001-	1775-	575.	30-	41	COMMUNICATIONS SERVICES	-	75	75	-	0.00%
001-	1775-	575.	30-	43	UTILITY SERVICES	124	160	160	-	0.00%
001-	1775-	575.	30-	45	INSURANCE	2,902	3,320	2,950	(370)	-11.14%
001-	1775-	575.	30-	46	REPAIR & MAINTENANCE	434	3,080	2,800	(280)	-9.09%
001-	1775-	575.	30-	52	OPERATING SUPPLIES	3,439	4,279	3,600	(679)	-15.87%
001-	1775-	575.	30-	55	EDUCATIONAL COURSES	-	2,500	2,500	-	0.00%
001-	1775-	575.	30-	57	VEHICLE REPAIR & MAINT.	842	500	500	-	0.00%
001-	1775-	575.	30-	58	GAS, OIL & LUBRICANTS	1,034	1,466	1,275	(191)	-13.03%
001-	1775-	575.	30-	59	UNIFORMS	2,496	2,530	2,400	(130)	-5.14%
TOTAL EXPEND. LIFE GUARDS/BEACH CLEANUP					248,981	275,964	278,500	2,536	0.92%	
FY 2020 Budgeted Expenditures							278,500			
Prior Year Budget							275,964			
Increase (Decrease)							2,536			

Note: Majority of money for this fund received from Jacksonville through the Interlocal Agreement with a 3% increase each year.

<b>TOTAL REVENUES</b>	<b>5,804,093</b>	<b>5,351,643</b>	<b>5,837,983</b>	<b>486,340</b>	<b>9.09%</b>
<b>EXPENDITURES</b>					
TOTAL EXPENDITURES ADMINISTRATION	1,280,496	1,074,693	1,260,066	185,373	17.25%
TOTAL EXPENDITURES PUBLIC SAFETY	3,281,942	3,404,295	3,549,244	144,949	4.26%
TOTAL EXPENDITURES PUBLIC WORKS DEPARTMENT	607,302	596,372	632,156	35,784	6.00%
TOTAL EXPENDITURES OCEAN RESCUE/BEACH CLEANUP	248,981	275,964	278,500	2,536	0.92%
TOTAL EXPENDITURES	5,418,721	5,351,324	5,719,966	368,643	6.89%
<b>NET INCOME (LOSS)</b>	<b>385,372</b>	<b>319</b>	<b>118,017</b>		

**TWO ADDITIONAL POLICE OFFICER SALARIES, HEALTH INSURANCE & RETIREMENT**

<u>POLICE DEPARTMENT</u>									
001-	1221-	521.	10-	12	REGULAR SALARIES		83,736	83,736	0.00%
001-	1221-	521.	10-	14	OVERTIME		-	-	0.00%
001-	1221-	521.	10-	15	SPECIAL PAY		-	-	0.00%
001-	1221-	521.	10-	21	FICA		5,192	5,192	0.00%
001-	1221-	521.	10-	22	RETIREMENT CONTRIBUTIONS		25,121	25,121	0.00%
001-	1221-	521.	10-	23	LIFE & HEALTH INSURANCE		1,650	1,650	0.00%
001-	1221-	521.	10-	24	WORKERS' COMPENSATION		1,675	1,675	0.00%
TOTAL EXPEND. TWO ADDITIONAL POLICE OFFICERS							117,373	117,373	0.00%
<b>NET INCOME (LOSS)</b>					<b>385,372</b>	<b>319</b>	<b>644</b>		

CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020

	FINAL FY 2018	FY 2019 BUDGET	FY 2020 BUDGET	INCREASE (DECREASE)	% INCREASE (DECREASE) FROM 2018 AMENDED BUDGE
<b><u>SPECIAL REVENUE FUNDS</u></b>					
<b><u>POLICE EDUCATION FUND</u></b>					
<b><u>REVENUES</u></b>					
101- 0000- 351. 10- 00 COURT FINES	6,238	5,000	5,000	-	0.00%
101- 0000- 361. 10- 00 INTEREST ON INVESTMENTS	128	10	12	2	20.00%
101- 0000- 389. 10- 00 APPROPRIATED FUND BALANCE	-	4,000	4,000	-	0.00%
TOTAL RECEIPTS	<u>6,366</u>	<u>9,010</u>	<u>9,012</u>	<u>2</u>	<u>0.02%</u>
<b><u>EXPENSES</u></b>					
101- 1221- 521. 30- 40 TRAVEL & PER DIEM	-	-	-	-	0.00%
101- 1221- 521. 30- 52 OPERATING SUPPLIES	4,009	4,250	4,250	-	0.00%
101- 1221- 521. 30- 55 EDUCATIONAL COURSES	300	4,760	4,760	-	0.00%
TOTAL EXPENSES	<u>4,309</u>	<u>9,010</u>	<u>9,010</u>	<u>-</u>	<u>0.00%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>2,057</u>	<u>-</u>	<u>2</u>	<u>2</u>	

<b><u>CAPITAL IMPROVEMENT FUND</u></b>					
<b><u>REVENUES</u></b>					
102- 0000- 361. 10- 00 INTEREST ON INVESTMENTS	-	-	-	-	0.00%
102- 0000- 381. 00- 00 INTERFUND TRANSFERS	97,000	98,000	138,500	40,500	41.33%
102- 0000- 389. 10- 00 APPROPRIATED FUND BALANCE	-	-	-	-	0.00%
TOTAL RECEIPTS	<u>97,000</u>	<u>98,000</u>	<u>138,500</u>	<u>40,500</u>	<u>42.78%</u>
<b><u>EXPENSES</u></b>					
102- 1119- 519- 60- 63 IMPROVEMENTS	17,644	-	-	-	0.00%
102- 1119- 519- 60- 64 EQUIPMENT	62,916	98,000	138,500	40,500	41.33%
102- 1119- 519- 90- 20 TRANSFER TO OTHER FUNDS	-	-	-	-	0.00%
TOTAL EXPENSES	<u>80,560</u>	<u>98,000</u>	<u>138,500</u>	<u>40,500</u>	<u>41.33%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	16,440	-	-	-	

**CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020**

	FINAL FY 2018	FY 2019 BUDGET	FY 2020 BUDGET	INCREASE (DECREASE)	% INCREASE (DECREASE) FROM 2018 AMENDED BUDGE
<b><u>COMMUNITY DEVELOPMENT BLOCK GRANT</u></b>					
<b><u>REVENUES</u></b>					
103- 0000- 337. 30- 00 PHYSICAL ENVIRONMENT	44,895	44,895	44,895	-	0.00%
103- 0000- 341. 75- 00 CLASS FEES	11,514	40,109	40,201	92	0.23%
103- 0000- 341. 76- 00 TRAVEL FEES	11,463	32,749	32,749	-	0.00%
103- 0000- 369- 00- 00 MISCELLANEOUS INCOME	2,629	-	-	-	0.00%
103- 0000- 381. 10- 00 TRANSFER FROM GENERAL FUND	20,000	20,000	20,000	-	0.00%
103- 0000- 383. 00- 00 DONATIONS	63,688	48,841	59,146	10,305	21.10%
TOTAL RECEIPTS	<u>154,189</u>	<u>186,594</u>	<u>196,992</u>	<u>10,398</u>	<u>5.57%</u>
<b><u>EXPENSES</u></b>					
103- 1110- 565. 10- 12 REGULAR SALARIES	68,144	74,877	77,123	2,246	3.00%
103- 1110- 565. 10- 21 FICA	4,165	4,642	4,782	139	3.00%
103- 1110- 565. 10- 22 RETIREMENT CONTRIBUTIONS	4,827	5,241	5,399	157	3.00%
103- 1110- 565. 10- 23 LIFE & HEALTH INSURANCE	10,044	10,448	10,761	313	3.00%
103- 1110- 565. 10- 24 WORKERS' COMPENSATION	270	290	299	9	3.00%
103- 1110- 565. 10- 25 MEDICARE	974	1,086	1,118	33	3.00%
103- 1110- 565. 30- 31 PROFESSIONAL SERVICES	7,509	40,109	40,109	-	0.00%
103- 1110- 569. 30- 39 GRANT TRAVEL	11,912	32,749	32,749	-	0.00%
103- 1110- 569. 30- 40 TRAVEL & PER DIEM	422	950	1,000	50	5.30%
103- 1110- 569. 30- 41 COMMUNICATIONS SERV.	2,097	1,450	2,100	650	44.80%
103- 1110- 569. 30- 43 UTILITY SERVICES	7,675	4,000	10,400	6,400	160.00%
103- 1110- 569. 30- 45 INSURANCE	3,135	8,702	8,801	99	1.14%
103- 1110- 569. 30- 46 REPAIRS & MAINTENANCE	7,190	900	900	-	0.00%
103- 1110- 569. 30- 49 OTHER CURRENT CHARGES	532	400	500	100	25.00%
103- 1110- 569. 30- 51 OFFICE SUPPLIES	159	150	200	50	33.00%
103- 1110- 569. 30- 52 OPERATING SUPPLIES	42	500	750	250	50.00%
103- 1110- 569. 30- 54 BOOKS, SUBSCRIP. & MEMBERS.	-	100	-	(100)	-100.00%
103- 1110- 569. 30- 55 EDUCATION COURSES	-	-	-	-	0.00%
103- 1110- 569. 60- 64 MACHINERY & EQUIPMENT	-	-	-	-	0.00%
TOTAL EXPENSES	<u>129,097</u>	<u>186,594</u>	<u>196,991</u>	<u>10,396</u>	<u>5.57%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>25,092</u>	<u>(0)</u>	<u>1</u>		
FY 2020 Budgeted Expenditures			196,991		
Prior Year Budget			<u>186,594</u>		
Increase (Decrease)			10,396		
<b><u>CONVENTION DEVEL TAX FUND</u></b>					
<b><u>REVENUES</u></b>					
105- 0000- 312. 10- 00 LOCAL OPTION TOURIST TAX	37,448	28,500	29,925	1,425	5.00%
105- 0000 361. 10- 00 INTEREST ON INVESTMENTS	717	75	105	30	40.00%
105- 0000- 389. 10- 00 APPROPRIATED FUND BALANCE	-	30,000	30,000	-	0.00%
TOTAL RECEIPTS	<u>38,165</u>	<u>58,575</u>	<u>60,030</u>	<u>1,455</u>	<u>2.48%</u>
<b><u>EXPENSES</u></b>					
105- 1772- 572. 30- 34 OTHER CONTRACTURAL SERVICES	4,439	4,250	5,704	1,454	34.20%
105- 1772- 572. 60- 62 BUILDING IMPROVEMENTS	-	2,000	2,000	-	0.00%
105- 1772- 572. 60- 63 IMPROVEMENTS - NOT BLDGS.	20,397	42,325	42,325	-	0.00%
105- 1772- 572. 60- 64 MACHINERY & EQUIPMENT	-	-	-	-	0.00%
105- 1772- 572. 90- 10 TRANSFER TO GENERAL FUND	10,000	10,000	10,000	-	0.00%
TOTAL EXPENSES	<u>34,836</u>	<u>58,575</u>	<u>60,029</u>	<u>1,454</u>	<u>2.48%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>3,329</u>	<u>-</u>	<u>2</u>	<u>2</u>	

**CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020**

	FINAL FY 2018	FY 2019 BUDGET	FY 2020 BUDGET	INCREASE (DECREASE)	% INCREASE (DECREASE) FROM 2018 AMENDED BUDGE
<b><u>FINES &amp; FORFEITURES</u></b>					
<b><u>REVENUES</u></b>					
106- 0000- 351. 20- 00 CONFISCATED PROPERTY	917	-	-	-	0.00%
106- 0000- 361. 10- 00 INTEREST ON INVESTMENTS	46	25	35	10	40.00%
106- 0000- 389. 10- 00 APPROPRIATED FUND BALANCE	1,348	2,100	2,100	-	0.00%
TOTAL RECEIPTS	<u>2,311</u>	<u>2,125</u>	<u>2,135</u>	<u>10</u>	<u>0.47%</u>
<b><u>EXPENSES</u></b>					
106- 1221- 521. 30- 52 OPERATING SUPPLIES	2,310	2,125	1,396	(729)	-34.30%
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>1</u>	<u>-</u>	<u>739</u>	<u>739</u>	<u>0.00%</u>

<b><u>LOCAL OPTION GAS TAX FUND</u></b>					
<b><u>REVENUES</u></b>					
107- 0000- 312. 40- 00 LOCAL OPTION GAS TAX/ALT FUEL	259,562	256,675	272,076	15,401	6.00%
107- 0000- 369. 90- 00 OTHER MISC. REVENUES	-	-	-	-	0.00%
107- 0000- 389. 10- 00 APPROPRIATED FUND BALANCE	-	80,000	80,000	-	0.00%
TOTAL RECEIPTS	<u>259,562</u>	<u>336,675</u>	<u>352,076</u>	<u>15,401</u>	<u>4.57%</u>
<b><u>EXPENSES</u></b>					
107- 1441- 541. 10- 12 REGULAR SALARIES	159,496	194,056	198,907	4,851	2.50%
107- 1441- 541. 10- 14 OVERTIME	5,283	3,225	3,273	48	1.50%
107- 1441- 541. 10- 15 SPECIAL PAY	1,800	2,400	2,400	-	0.00%
107- 1441- 541. 10- 21 FICA	10,241	12,380	12,504	124	1.00%
107- 1441- 541. 10- 22 RETIREMENT CONTRIBUTIONS	9,183	10,400	10,504	104	1.00%
107- 1441- 541. 10- 23 LIFE & HEALTH INSURANCE	37,074	36,704	37,071	367	1.00%
107- 1441- 541. 10- 24 WORKERS' COMPENSATION	3,680	3,950	3,595	(356)	-9.00%
107- 1441- 541. 10- 25 MEDICARE	2,381	2,895	2,649	(246)	-8.50%
107- 1441- 541. 30- 41 COMMUNICATIONS SERVICES	480	480	480	-	0.00%
107- 1441- 541. 30- 45 INSURANCE	-	-	-	-	0.00%
107- 1441- 541. 30- 59 UNIFORMS	380	680	680	-	0.00%
107- 1441- 541. 90- 64 TRANSFER TO STORMWATER	-	-	-	-	0.00%
TOTAL EXPENSES	<u>229,998</u>	<u>267,171</u>	<u>272,064</u>	<u>4,893</u>	<u>1.83%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>29,564</u>	<u>69,504</u>	<u>80,012</u>	<u>10,507</u>	

FY 2020 Budgeted Expenditures	272,064
Prior Year Budget	267,171
Increase (Decrease)	<u>4,893</u>

**CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020**

	FINAL FY 2018	FY 2019 BUDGET	FY 2020 BUDGET	INCREASE (DECREASE)	% INCREASE (DECREASE) FROM 2018 AMENDED BUDGE
<b><u>RADIO COMM. TRUST FUND</u></b>					
<b><u>REVENUES</u></b>					
108- 0000- 359. 10- 00 RADIO COMM. TRUST FUND	13,877	15,000	15,450	450	3.00%
108- 0000 361. 10- 00 INTEREST ON INVESTMENTS	147	45	46	1	3.00%
108- 0000- 389. 10- 00 APPROPRIATED FUND BALANCE	-	8,000	8,000	-	0.00%
TOTAL RECEIPTS	<u>14,024</u>	<u>23,045</u>	<u>23,496</u>	<u>451</u>	<u>1.96%</u>
<b><u>EXPENSES</u></b>					
108- 1221- 521. 30- 52 OPERATING SUPPLIES	23,010	17,037	15,497	(1,540)	-9.04%
108- 1221- 521. 60- 64 MACHINERY & EQUIPMENT	-	-	-	-	0.00%
TOTAL EXPENSES	<u>23,010</u>	<u>17,037</u>	<u>15,497</u>	<u>(1,540)</u>	<u>-9.04%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>(8,986)</u>	<u>6,008</u>	<u>8,000</u>	<u>1,992</u>	
<b><u>BETTER JAX 1/2 CENT TAX</u></b>					
<b><u>REVENUES</u></b>					
109- 0000- 337. 20- 50 BETTER JAX TAX RECEIPTS	485,279	487,612	507,116	19,504	4.00%
109- 0000- 361. 10- 00 INTEREST ON INVESTMENTS	11,520	2,000	3,000	1,000	50.00%
TRANSFERS IN	-	-	-	-	0.00%
109- 0000- 361. 90- 10 APPROPRIATED FUND BALANCE	565,978	650,000	591,500	(58,500)	-9.00%
TOTAL RECEIPTS	<u>1,062,777</u>	<u>1,139,612</u>	<u>1,101,616</u>	<u>(37,996)</u>	<u>-3.33%</u>
<b><u>EXPENSES</u></b>					
109- 1119- 519. 90- 10 INTERFUND TRANSFER	-	-	438,000	438,000	0.00%
109- 1119- 519. 60- 63 IMPROVEMENTS	1,021,302	850,968	550,000	(300,968)	-35.37%
TOTAL EXPENSES	<u>1,021,302</u>	<u>850,968</u>	<u>988,000</u>	<u>137,032</u>	<u>16.10%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>41,475</u>	<u>288,644</u>	<u>113,616</u>	<u>(175,028)</u>	
<b><u>HOLIDAY/SPECIAL EVENTS FUND</u></b>					
<b><u>REVENUES</u></b>					
110- 0000- 361. 10- 00 INTEREST ON INVESTMENTS	39	6	9	3	50.00%
110- 0000- 369. 30- 00 DONATIONS FOR DECORATIONS	8,000	8,000	8,000	-	0.00%
110- 0000- 361. 90- 10 APPROPRIATED FUND BALANCE	-	500	500	-	0.00%
TOTAL RECEIPTS	<u>8,039</u>	<u>8,506</u>	<u>8,509</u>	<u>3</u>	<u>0.04%</u>
<b><u>EXPENSES</u></b>					
110- 1119- 519. 30- 48 PROMOTIONAL ACTIVITIES	8,506	13,517	8,004	(5,513)	0.00%
TOTAL EXPENSES	<u>8,506</u>	<u>13,517</u>	<u>8,004</u>	<u>(5,513)</u>	<u>-40.78%</u>
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	<u>(467)</u>	<u>(5,011)</u>	<u>505</u>	<u>5,516</u>	

CITY OF NEPTUNE BEACH  
PROPOSED BUDGET  
FOR THE YEAR ENDING SEPTEMBER 30, 2020

	FINAL FY 2018	FY 2019 BUDGET	FY 2020 BUDGET	INCREASE (DECREASE)	% INCREASE (DECREASE) FROM 2018 AMENDED BUDGE
<b>JARBOE PARK CIP</b>					
<b>REVENUES</b>					
200- 0000- 381- 10- 00 TRANSFER INTERFUND	-	-	100,000	100,000	0.00%
200- 0000- 381- 20- 00 GRANTS	-	-	400,000	400,000	0.00%
200- 0000- 381- 00- 00 DONATIONS	-	-	21,800	21,800	0.00%
200- 0000- 381- 90- 10 APPROPRIATE FUND BALANCE	-	-	-	-	0.00%
TOTAL RECEIPTS	-	-	521,800	521,800	0.00%
<b>EXPENSES</b>					
200- 1220- 569- 30- 31 PROFESSIONAL SERVICES	-	-	44,500	44,500	0.00%
200- 1220- 569- 60- 63 IMPROVEMENTS NOT BUILDINGS	-	-	477,300	477,300	0.00%
TOTAL EXPENSES	-	-	521,800	521,800	0.00%
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	-	-	-	-	
<b>STREET IMPROVEMENT FUND</b>					
<b>REVENUES</b>					
302- 0000- 335- 12- 20 8TH CENT GASOLINE TAX	55,560	55,560	64,660	9,100	16.38%
302- 0000- 361- 10- 00 INTEREST ON INVESTMENTS	50	198	1,050	852	430.30%
302- 0000- 389- 10- 00 APPROPRIATED FUND BALANCE	50,000	79,723	122,026	42,303	53.06%
TOTAL RECEIPTS	105,610	135,481	187,736	52,255	38.57%
<b>EXPENSES</b>					
302- 1441- 541- 30- 43 UTILITY SERVICES	-	-	-	-	0.00%
302- 1441- 541- 30- 47 TOWN CENTER EXPENDITURES	42,000	37,535	48,467	10,932	29.13%
302- 1441- 541- 30- 50 MAYPORT FLYOVER EXPEND.	20,000	11,358	23,854	12,496	110.02%
302- 1441- 541- 30- 53 ROAD MATERIALS & SUPPLIES	43,610	80,000	65,415	(14,585)	-18.23%
302- 1441- 541- 60- 63 IMPROVEMENTS - NO BUILDINGS	-	6,588	-	(6,588)	-100.00%
302- 1441- 541- 60- 64 MACHINERY & EQUIPMENT	-	-	50,000	50,000	0.00%
TOTAL EXPENSES	105,610	135,481	187,736	52,255	38.57%
EXCESS (DEFICIENCY) RECEIPTS OVER DISBURSEMENTS	-	-	(0)	(0)	



**City of Neptune Beach  
Capital Improvement Program  
Projects/Equipment over \$5,000**

**POLICE DEPARTMENT**

	<b>Capital Asset Requested</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Notes</b>
1	Building Improvement	5,000	-	-	-	-	Building Improvement
2							
3							
4							
5							
6							
7							
8							
	<b>Total:</b>	\$ 5,000	\$ -	\$ -	\$ -	\$ -	

**ASSETS FUNDED BY POLICE DEPARTMENT**

	<b>Asset</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Funding Source</b>
1	Building Improvement	5,000	-	-	-	-	Police Department Fund
2							
3							
4							
5							
6							
7							
8							
	<b>Total:</b>	\$ 5,000	\$ -	\$ -	\$ -	\$ -	



**City of Neptune Beach  
Capital Improvement Program  
Projects/Equipment over \$5,000**

PUBLIC WORKS DEPARTMENT						
Capital Asset Requested	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Notes
1 Garbage Bed Insert	14,500	-	-	-	-	Normal Equipment Replacement
2						
3						
4						
5						
6						
7						
8						
<b>Total:</b>	\$ 14,500	\$ -	\$ -	\$ -	\$ -	

ASSETS FUNDED BY PUBLIC WORKS DEPARTMENT						
Asset	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Funding Source
1 Garbage Bed Insert	14,500	-	-	-	-	Public Works Department Fund
2						
3						
4						
5						
6						
7						
8						
<b>Total:</b>	\$ 14,500	\$ -	\$ -	\$ -	\$ -	



**City of Neptune Beach  
Capital Improvement Program  
Projects/Equipment over \$5,000**

Capital Improvement Fund Requests						
Capital Asset Requested	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Notes
1 2 - Police Vehicles	68,000	65,000	69,000	130,000	69,000	Normal Vehicle Replacement
2 1 - Code Enforcement Truck	30,000	-	-	-		Normal Vehicle Replacement Program
3 TASER	13,500	13,500	13,500	13,500	13,500	Required upgrade
4 CAD System	20,000	15,000	15,000	15,000	15,000	Required upgrade
5 Police Radios	7,000	7,000	7,000			
6						
7						
<b>Total:</b>	<b>\$ 138,500</b>	<b>\$ 100,500</b>	<b>\$ 104,500</b>	<b>\$ 158,500</b>	<b>\$ 97,500</b>	

Assets Funded by Capital Improvement Fund						
Asset	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Funding Source
1 2 - Police Vehicles	68,000	65,000	69,000	130,000	69,000	Capital Projects Fund
2 1 - Code Enforcement Truck	30,000	-	-	-		Capital Projects Fund
3 TASER	13,500	13,500	13,500	13,500	13,500	Capital Projects Fund
4 CAD System	20,000	15,000	15,000	15,000	15,000	Capital Projects Fund
5 Police Radios	7,000	7,000	7,000			Capital Projects Fund
6						Capital Projects Fund
7						Capital Projects Fund
<b>Total:</b>	<b>\$ 138,500</b>	<b>\$ 100,500</b>	<b>\$ 104,500</b>	<b>\$ 158,500</b>	<b>\$ 97,500</b>	



**City of Neptune Beach  
Capital Improvement Program  
Projects/Equipment over \$5,000**

**Better Jacksonville /12 Cent Sales Tax Fund**

	<b>Capital Asset Requested</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Notes</b>
1	Street Paving	\$0	\$ 300,000	\$ 300,000	\$ 300,000		Continue Paving Program
2	Transfer To Wastewater/Water Fund	\$338,000	-	-	-		Plant Rehab (Digester, etc)
3	Transfer To Jarboe Park Fund	\$100,000					Jarboe Park Improvements
4							
5							
6							
	<b>Total:</b>	<b>\$ 438,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	

**Projects to be funded by Better Jacksonville /12 Cent Sales Tax**

	<b>Asset</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Funding Source</b>
1	Street Paving	\$0	\$ 300,000	\$ 300,000	\$ 300,000		Better Jax Tax Receipts
2	Transfer To Wastewater/Water Fund	\$338,000					Better Jax Tax Receipts
3	Transfer To Jarboe Park Fund	\$100,000					Better Jax Tax Receipts
4							
5							
6							
	<b>Total:</b>	<b>\$ 438,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	



**City of Neptune Beach  
Capital Improvement Program  
Projects/Equipment over \$5,000**

**Jarboe Park CIP**

<b>Capital Asset Requested</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Notes</b>
1 Remove Interior Parking Lot	\$500					Jarboe Park Beautification Project
2 Seed/lay sod - old parking area	\$5,000					Jarboe Park Beautification Project
3 Relocate white structure	\$8,000					Jarboe Park Beautification Project
8 Shade sails for playground equipment	\$15,000					Jarboe Park Beautification Project
9 Install volleyball court lights	\$4,000					Jarboe Park Beautification Project
10 Resurface/Stripe tennis courts	\$45,000					Jarboe Park Beautification Project
11 Construct pickleball courts	\$40,000					Jarboe Park Beautification Project
12 Landscaping Update	\$15,000					Jarboe Park Beautification Project
13 Install Exercise Station Equipment						Jarboe Park Beautification Project
14 Update Signs		\$2,000				Jarboe Park Beautification Project
15 Resurface paths/sidewalk		\$15,000				Jarboe Park Beautification Project
16 Pavilion awning			\$ 15,000			Jarboe Park Beautification Project
17 New fencing around courts/play area			\$ 12,000			Jarboe Park Beautification Project
18 Bridge over south corner				\$ 30,000		Jarboe Park Beautification Project
21 Bridge-Grant 1	\$ 45,000					Jarboe Park Beautification Project
22 Information Kiosk-Grant 1	\$ 5,000					Jarboe Park Beautification Project
23 1000 Feet of Trail-Grant 2	\$ 60,000					Jarboe Park Beautification Project
24 Bridge I-Grant 2	\$ 65,000					Jarboe Park Beautification Project
25 Bridge II-Grant 2	\$ 50,000					Jarboe Park Beautification Project
26 Outdoor Fitness Station-Grant 2	\$ 30,000					Jarboe Park Beautification Project
27 Shade Structures/Benches-Grant 2	\$ 20,000					Jarboe Park Beautification Project
28 Trailhead Pavillion/Fountain-Grant 2	\$ 12,000					Jarboe Park Beautification Project
29 Bike Repair Station-Grant 2	\$ 15,000					Jarboe Park Beautification Project
30 Bike Rack-Grant 2	\$ 500					Jarboe Park Beautification Project
31 Entry Sign	\$ 500					Jarboe Park Beautification Project
32 Entry Monument	\$ 1,500					Jarboe Park Beautification Project
33 Bicycle Pedestrian Counter-Grant 2	\$ 8,000					Jarboe Park Beautification Project
34 Trailhead Parking Improv.-Grant 2	\$ 3,000					Jarboe Park Beautification Project
35 Other Park Improvements	\$ 29,300					Jarboe Park Beautification Project
<b>Total:</b>	<b>\$ 477,300</b>	<b>\$ 17,000</b>	<b>\$ 27,000</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 551,300</b>

**Jarboe Park CIP**

	<b>Asset</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Funding Source</b>
1	Remove Interior Parking Lot	\$500					Better Jax 1/2 Cent Fund
2	Seed/lay sod - old parking area	\$5,000					Better Jax 1/2 Cent Fund
3	Relocate white structure	\$8,000					Better Jax 1/2 Cent Fund
4	Shade sails for playground equipment	\$15,000					Better Jax 1/2 Cent Fund
5	Install volleyball court lights	\$4,000					Better Jax 1/2 Cent Fund
6	Resurface/Stripe tennis courts	\$45,000					Better Jax 1/2 Cent Fund
7	Construct pickleball courts	\$40,000					Better Jax 1/2 Cent Fund
8	Landscaping Update	\$15,000					Better Jax 1/2 Cent Fund
9	Install Exercise Station Equipment						Better Jax 1/2 Cent Fund
10	Update Signs		\$2,000				Better Jax 1/2 Cent Fund
11	Resurface paths/sidewalk		\$15,000				Better Jax 1/2 Cent Fund
12	Pavilion awning			\$ 15,000			Better Jax 1/2 Cent Fund
13	New fencing around courts/play area			\$ 12,000			Better Jax 1/2 Cent Fund
14	Bridge over south corner				\$ 30,000		Better Jax 1/2 Cent Fund
17	Bridge-Grant 1	\$ 45,000					Better Jax - 50k/Grant 1 - 200k
18	Information Kiosk-Grant 1	\$ 5,000					Better Jax - 50k/Grant 2 - 200k
19	1000 Feet of Trail-Grant 2	\$ 60,000					Better Jax - 50k/Grant 2 - 200k
20	Bridge I-Grant 2	\$ 65,000					Better Jax - 50k/Grant 2 - 200k
21	Bridge II-Grant 2	\$ 50,000					Better Jax - 50k/Grant 2 - 200k
22	Outdoor Fitness Station-Grant 2	\$ 30,000					Better Jax - 50k/Grant 2 - 200k
23	Shade Structures/Benches-Grant 2	\$ 20,000					Better Jax - 50k/Grant 2 - 200k
24	Trailhead Pavillion/Fountain-Grant 2	\$ 12,000					Better Jax - 50k/Grant 2 - 200k
25	Bike Repair Station-Grant 2	\$ 15,000					Better Jax - 50k/Grant 2 - 200k
26	Bike Rack-Grant 2	\$ 500					Better Jax - 50k/Grant 2 - 200k
27	Entry Sign	\$ 500					Better Jax - 50k/Grant 2 - 200k
28	Entry Monument	\$ 1,500					Better Jax - 50k/Grant 2 - 200k
29	Bicycle Pedestrian Counter-Grant 2	\$ 8,000					Better Jax - 50k/Grant 2 - 200k
30	Trailhead Parking Improv.-Grant 2	\$ 3,000					Better Jax - 50k/Grant 2 - 200k
31	Other Park Improvements	\$ 29,300					Better Jax - 50k/Grant 2 - 200k
	<b>Total:</b>	<b>\$ 477,300</b>	<b>\$ 17,000</b>	<b>\$ 27,000</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 551,300</b>



**City of Neptune Beach  
Capital Improvement Program  
Projects/Equipment over \$5,000**

**STREET IMPROVEMENT DEPARTMENT**

	<b>Capital Asset Requested</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Notes</b>
1	Dump Truck F550	50,000	-	-	-	-	Equipment Upgrade
2							
3							
4							
5							
6							
7							
8							
	<b>Total:</b>	\$ 50,000	\$ -	\$ -	\$ -	\$ -	

**ASSETS FUNDED BY STREET IMPROVEMETN DEPARTMENT**

	<b>Asset</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Funding Source</b>
1	Dump Truck F550	50,000	-	-	-	-	Street Improvement (Fund 302)
2							
3							
4							
5							
6							
7							
8							
	<b>Total:</b>	\$ 50,000	\$ -	\$ -	\$ -	\$ -	



**CITY OF NEPTUNE BEACH  
CITY COUNCIL MEETING  
STAFF REPORT**

**AGENDA ITEM:** Resolution No. 2019-08, A Resolution Establishing A Stormwater Utility Rate and Providing an Effective Date.

**SUBMITTED BY:** Councilor Josh Messinger, Chairman, Land Use and Parks Committee

**DATE:** August 14, 2019

**BACKGROUND:** In 2018, Parsons Engineering conducted a stormwater study for the City and as a result, it was determined that there were major infrastructure needs that would be necessary for the City. Based on a 2019 stormwater fee analysis, the stormwater fee for residential should be increased from \$8.00 to \$18.41. Commercial should be increased from \$10.00 to \$26.59. These fees would cover the City's operational and maintenance costs and the costs of the major necessary capital improvement projects.

At the August 14, 2019, Land Use and Parks Committee meeting, it was recommended to increase the stormwater fees based on the 2019 stormwater fee analysis.

**BUDGET:** N/A

**RECOMMENDATION:** Consider the stormwater fee increase recommended by the Land Use and Parks Committee.

**ATTACHMENT:**

1. Fee Analysis
2. Res. No. 2019-08, Stormwater Fee

# City of Neptune Beach

## (2019 Stormwater Financial Analysis)

**Table - 1**

### **Necessary Stormwater Rate Adjustment to Cover O&M**

<b>Budget Item</b>	
Operational expenses	\$ 130,000
Staff (two full time employees w/benefits)	165,750
Allowance for recurring equipment purchases:	
Major (\$400,000 @ 15 year lifespan, e.g., Menzi Muck)	26,667
Medium (\$350,000 @ 15 year lifespan, e.g, Vactor Truck)	23,333
Minor (2@\$50,000 @ 6 year lifespan, Work trucks)	16,667
Material, services, and labor for addressing deferred maintenance	300,000
<b>Total necessary operating expenses<sup>1</sup></b>	<b>\$ 662,417</b>
Storm Water Fee Revenue	
3,174 Residential customers at \$8.00/month (67.8% share)	\$ 304,704
1205 Commercial ERU's providing at \$10.00/month (32.2% share)	144,600
<b>Estimated 2019 total stormwater revenue</b>	<b>\$ 449,304</b>
<b>Estimated DEFICIT in operational and maintenance funding (Expenses - Revenue)</b>	<b>\$ (213,113)</b>
<b>Rate adjustment by customer type to cover operation deficit</b>	
Residential share at 62.3% of operation deficit	\$ (132,769)
Customers	3174
Customer share of monthly deficit (operation deficit/customers/12 months)	\$ (3.49)
Current stormwater rate	\$ 8.00
<b>Residential operational contribution</b>	<b>\$ 11.49</b>
Commercial share at 37.7% of operation deficit	\$ (80,343)
Customers (Active ERU's)	1205
Customer share of monthly deficit (operation deficit/customers/12 months)	\$ (5.56)
Current stormwater rate	\$ 10.00
<b>Commercial operational contribution per ERU</b>	<b>\$ 15.56</b>

<sup>1</sup> Updated from the 2018 stormwater assessment by Parsons and City staff.

**City of Neptune Beach**  
(2019 Stormwater Financial Analysis)

**Table - 2**

**Major Necessary Capital Improvement Projects**

<b>Projects<sup>1</sup></b>	<b>Cost</b>		<b>Share of Costs</b>	
	<b>Cost</b>	<b>Escalation</b>	<b>Residential</b>	<b>Commercial</b>
Florida Blvd. Culvert	\$ 999,313	\$ 1,049,279	\$ 653,701	\$ 395,578
Bay St. Culvert	463,548	486,725	303,230	183,495
Davis St. Culvert	678,642	712,574	443,934	268,640
Lemon St.	613,616	644,297	401,397	242,900
Cherry/Walnut St.	698,052	732,955	456,631	276,324
Pine St.	344,208	361,418	225,164	136,255
North St.	479,913	503,908	313,935	189,973
Bowles St.	502,677	527,811	328,826	198,985
<b>Total necessary CIP</b>	<b>\$ 4,779,970</b>	<b>\$ 5,018,968</b>	<b>\$ 3,126,817</b>	<b>\$ 1,892,151</b>

Escalation: Project includes 10% for uncertainty as well as 5% for minor laterals and inlets as needed.

<sup>1</sup> Identified as part of a stormwater infrastructure assessment in 2018 by Parsons.

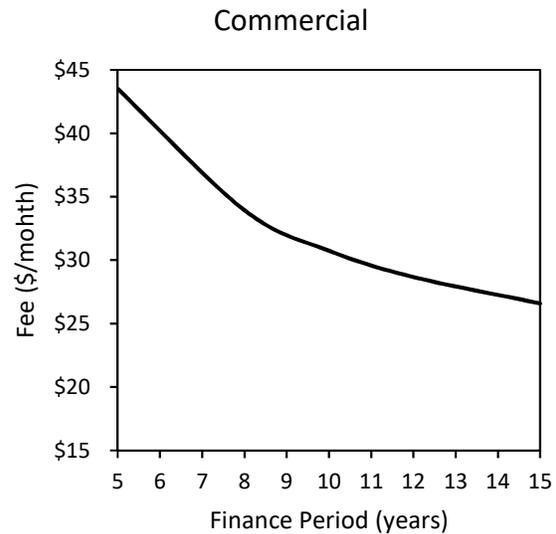
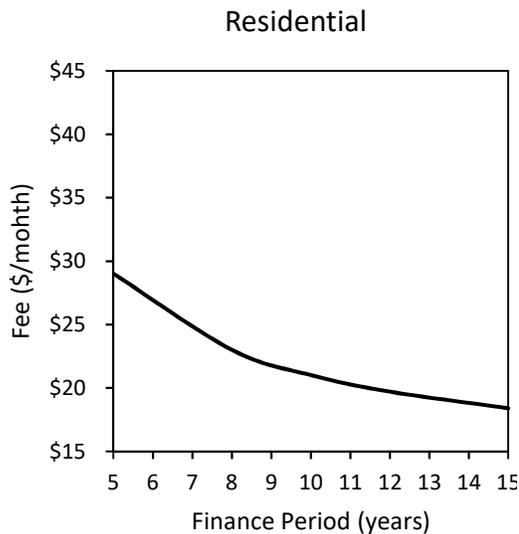
# City of Neptune Beach

## (2019 Stormwater Financial Analysis)

**Table - 3**

### Total Monthly Stormwater Rate Determination (\$/month)

Years	Finance Term				
	5	8	10	12	15
Annual rate	2.61%	2.94%	3.04%	3.16%	3.25%
Residential (3,174 customers, \$3.13M CIP Share)					
Operational <sup>1</sup>	\$ 11.49	11.49	11.49	11.49	11.49
Capital <sup>2</sup>	17.53	11.53	9.53	8.23	6.92
<b>New Rate Total</b>	<b>\$ 29.02</b>	<b>\$ 23.01</b>	<b>\$ 21.02</b>	<b>\$ 19.71</b>	<b>\$ 18.41</b>
Current Rate	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00
Necessary Increase	\$ 21.02	\$ 15.01	\$ 13.02	\$ 11.71	\$ 10.41
Commercial (1,205 ERU's, \$1.89M CIP Share)					
Operational <sup>1</sup>	\$ 15.56	15.56	15.56	15.56	15.56
Capital <sup>2</sup>	27.94	18.38	15.19	13.12	11.03
<b>New Rate Total</b>	<b>\$ 43.50</b>	<b>\$ 33.93</b>	<b>\$ 30.75</b>	<b>\$ 28.67</b>	<b>\$ 26.59</b>
Current Rate	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
Necessary Increase	\$ 33.50	\$ 23.93	\$ 20.75	\$ 18.67	\$ 16.59



<sup>1</sup> from Table 1

<sup>2</sup> from Table 2



**RESOLUTION NO. 2019-08**

**RESOLUTION ESTABLISHING A STORMWATER  
UTILITY RATE AND PROVIDING AN EFFECTIVE DATE**

**WHEREAS**, the City Council of the City of Neptune Beach, Florida has held a Public Hearing on the establishment of a Stormwater Utility, and

**WHEREAS**, Sections 4 and 5 of Ordinance No. 2002-02 stipulate that a flat rate shall be established by the City Council,

**NOW THEREFORE,**

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NEPTUNE BEACH, FLORIDA**, that a Flat Rate Stormwater Fee be established at **\$18.41** per month per Equivalent Residential Unit for residential single-family, mobile home, multifamily condominium, townhouses and apartments. A Flat Stormwater Fee be established at **\$26.59** per month per Equivalent Residential Unit for nonresidential, commercial, industrial and other.

The fee established herein shall become effective October 1, 2019 and shall apply to all charges made and bills sent on and after that date.

This Resolution adopted by the City Council of Neptune Beach, Florida, at the Regular City Council Meeting held on this \_\_\_ day of \_\_\_\_\_, 2019.

---

Elaine Brown, Mayor

ATTEST:

---

Catherine Ponson, City Clerk

Approved as to Form and Content:

---

Zachary Roth, City Attorney