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### SUMMARY

A servant leader with seven years of Executive Management experience with an emphasis in local government. A dedicated professional with a diverse background in business and operations management, financial management, investigations, project management, social services; 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
- Investigations and Compliance Administration
- Personnel and Labor Relations Management
- Fundraising, and Capital Planning
- Financial Management
- Project Management
- Grant Writing and Administration
- ERP System Implementation

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 corporate framework.

### RELEVANT EXPERIENCE

**City of Neptune Beach, Florida****1/2020 – 1/2023*****City Manager***

Neptune Beach (incorporated 11 August, 1931) is a full-service municipality with a population of 7,217 (2020 Census), that borders the consolidated government of the City of Jacksonville. Neptune Beach is one of four unconsolidated municipalities in Duval County that maintains its own ability to govern locally. The City Manager is the Chief Executive Officer of the City within a Council-Manager form of government, and is charged with enforcing the laws of the City and the faithful performance of all administrative duties. The Duties and Powers of the City Manager are broad as it relates to the operation and management of the daily business of the City, and they include preparing an annual budget and personnel management.

#### Duties and Responsibilities as City Manager:

- Appoints, dismisses, and fills vacancies for all 116 FTE employees of the City with the exception of the City Clerk and City Attorney.
- Assigns personnel, has administrative authority for the expedient conduct of administrative agencies subject to the City Manager's authority.
- Conducts investigations into the affairs, or the operations of any department, division, bureau or office, and has the authority to overrule an official.
- Manages a General Fund Budget of approximately \$6.8MM for Police, including Ocean Rescue, and Animal Control; Public Works – comprising of three divisions within: streets and parks, Water, Wastewater, Stormwater, and Distributions and Collections; Community Development – containing the Building Department and Code Enforcement; the Senior Center; and the Finance Department and City Hall staff.
- Manages the five enterprise funds of the City including: Drinking Water fund, Sanitary Sewer fund, Stormwater fund, Sanitation fund and the Paid Parking fund for an approximate total of \$8.1MM.
- Maintain both an operating budget and a capital improvement budget.
- Advocate for the City at State and County venues, and work with various state, local and federal agencies to protect the budget and character of the City.

#### Achievements:

- Revised and updated policies and procedures for the employee handbook, personnel policy and revised and updated the procurement policies for the City.
- Successfully implemented new revenue stream through the paid parking program and developed an internal department to lead the effort, expected revenue has nearly doubled forecasts.
- Developed asset management plans for existing infrastructure including drinking water, sanitary sewer, stormwater and streets.
- Implemented best practices for internal controls after identifying significant weaknesses in existing practices.
- Implemented new ERP system to unite existing disparate systems.

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

2/2016 – 12/2019

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 – 12/2019

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**

**10/2016 -12/2019**

***Economic Restructuring Chair***

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**

**1/2017 - 12/2019**

***Treasurer, Board Member, Nominating Committee & Housing Study Committee***

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.

## 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
- **Florida City and County Management Association**
  - Professional Development Committee
  - Awards and Scholarships Committee
- **The American Society for Public Administration**
  - Assoc. for Budgeting & Financial Management
  - Sec. on Emergency and Crisis Management
  - Sec. on Ethics and Integrity in Governance
  - Sec. on Personnel Administration and Labor Relations
  - Sec. on Public Performance and Management
  - Sec. on Public Administration Research
- **Florida League of Cities**
  - Municipal Administration Policy Committee
- Phi Alpha Delta - *Lifetime Membership*
- **FGCU Alumni Association - Lifetime Membership**
  - FGCU Alumni Board of Directors
  - FGCU Jacksonville Chapter *Vice President*
- Culver Legion - CMA Alumni Association *Lifetime Membership*
- **2022 Home Rule Hero - Florida League of Cities**
- **2022 Who's Who Under 40 - FCCMA (1 of 2 Recipients)**
- **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

## 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*

**COMPLETED**  
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**

**COMPLETED**  
 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 a portion 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.

**East Coast Greenway**  
**City of Neptune Beach – Public Works Department**

**Completed 8/6/2020**  
 Approx. Cost: \$50,000

The East Coast Greenway is a 3,000-mile pedestrian and bicycle route that runs from Maine to Florida along the East Coast of the United States. The East Coast Greenway Alliance estimates that it costs \$1MM per mile to construct the Greenway. Due to the stellar work of our Public Works team, the City was able to construct the entirety of the East Coast Greenway through City Limits for approximately \$50,000. Due to the savings, the City was able to add more to the trail and connect it with Jarboe Park, the City's largest park.

**Florida Boulevard Culvert**  
**City of Neptune Beach – Public Works Department**

**Completed 6/1/2022**  
 Cost: \$996,754.49

Identified in 2016 as the City's most significant bottleneck for stormwater moving off of SR-A1A and from the Coast, design was completed in 2018, but shelved until my arrival. The Florida Legislature approved partial funding for the project with approximately \$235,000 allocated for construction. The project replaced a 2' diameter steel corrugated pipe underneath the intersection of Florida Boulevard (Urban Collector) and 5<sup>th</sup> street (Urban Local) with two 7' x 6' poured in place concrete culverts, and construction was completed without service disruptions in just over 10 months from bid award to final construction.

**Phase I – Jarboe Park Renovation**  
**City of Neptune Beach – Public Works Department**

**Completed 5/2/2022**  
 Cost: \$1,340,751.28

Design and planning began in 2018 by a concerned group of Residents that later brought requests to the City for inclusion in subsequent budgets. In 2020, a set of drawings were produced by the City's Design Engineer, and after considerable efforts internally, the City pushed out a Phase I bid set that was within a manageable budget. The entire construction management from 2020 until completion in 2022 was completed by staff internally and broken into manageable pieces. An asphalt trail was completed that tied into the already completed East Coast Greenway. A new pedestrian bridge was installed at a major entrance to the park and new inclusive playground equipment was installed. A major piece of the renovation included the construction of new pickleball, tennis, volleyball and basketball courts. Subsequent Phases of the park will include a new parking area and entrance to the park, multi-purpose field installation and final work on the Eastern paths and bridge.

## COMMUNITY INVOLVEMENT

### **The Culver Beard Club (Ended: 2/2019)**

#### ***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.

### **Jacksonville Eagles, Local Chapter of the Florida Gulf Coast University Alumni Association**

#### ***Vice-President***

Along with three other dedicated officers, established and grown the alumni network along the First Coast of Florida. Plan various alumni events as well as participate in capital campaigns for the University. Promote the University at various regional functions, including helping to connect FGCU to potential students and donors.

### **Florida Gulf Coast University Alumni Association Board of Directors**

#### ***Board Member***

I currently serve on the Development Committee with a focus on growing the 'Forever an Eagle' program and fundraising for scholarships. This is a role that I take very seriously as my affinity for FGCU has grown as I've gotten older. I continue to promote the University and encourage qualified candidates to apply for open positions.