

Gia Scruggs

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January 26, 2026

City of Madeira Beach
300 Municipal Drive
Madeira Beach, FL 33708

Dear Mayor and Commissioners,

I am writing to express my interest in the City Manager position with the City of Madeira Beach. With extensive experience in municipal administration, financial stewardship, and organizational leadership, I am excited about the opportunity to support a coastal community known for its small-town character, vibrant tourism economy, and commitment to high-quality public services. The City's priorities and scale align strongly with my background in managing complex operations, strengthening financial performance, and fostering collaborative, transparent governance.

In last current role, I was responsible for the development, administration, and management of a **\$17.8 million operating budget**, ensuring resources are aligned with strategic priorities and community needs. Through targeted revenue-recovery initiatives and process improvements, I successfully increased the annual operating budget by **\$1.6 million**, enhancing the City's long-term financial stability. I also oversaw the planning and management of a **\$13 million Capital Improvement Program** and **\$9.7 million in ARPA funding**, ensuring compliance, accountability, and timely project delivery.

My responsibilities include monitoring the City's financial condition, advising elected officials on fiscal matters, and preparing accurate projections of present and future financial needs. I work closely with department heads throughout the budget development process, review and analyze financial performance, and present proposed budgets to the Mayor and City Council for consideration and approval. Additionally, I supervise the City's fiscal services, including accounting, purchasing, financial reporting, and auditing, ensuring strong internal controls and adherence to best practices.

Beyond financial management, I have contributed to significant organizational improvements, including assisting with the transition from an outsourced service model to in-house operations. This shift improved service quality, increased accountability, and strengthened internal capacity. My leadership style emphasizes collaboration, data-driven decision-making, and a commitment to operational excellence — qualities that align well with Madeira Beach's expectations for its next City Manager.

I am enthusiastic about the opportunity to bring my experience, energy, and dedication to the City of Madeira Beach. I am a member of the International City/County Management Association and welcome the opportunity to join the Florida League of Cities, and I am committed to achieving ICMA Credentialed Manager status within the required timeframe. I would be honored to support the City Commission's vision and help guide through its next chapter of growth, resilience, and community pride.

Thank you for your consideration. I look forward to the opportunity to discuss how my background and leadership approach can contribute to the continued success of Madeira Beach.

Sincerely,

Gia Scruggs

GIA R. SCRUGGS

grscruggs@outlook.com

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City Manager

~ "Public Servant dedicated to Building Relationships while
Identifying Improvement Opportunities that Drive Efficiency and Quality" ~

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PROFESSIONAL EXPERIENCE

CITY OF STONECREST – CITY MANAGER

Nov. 2022-JANUARY
2026

- Responsible for the development and administration of \$30M operating and capital budgets
- Responsible for the day-to-day operations of the City of Stonecrest including Finance and Administration, Code Enforcement, Building Services, Engineering, Planning and Zoning, Parks, Recreation and Cultural Affairs and Human Resources
- Ensures that all laws, provisions of the charter, and acts of City Council subject to enforcement are faithfully executed.
- Advises City Council as to the financial conditions and future needs of the City, makes recommendations to Council concerning the affairs of the City.
- Meets with the Mayor and Council members to review and discuss projects, programs and related matters impacting city government
- Coordinates activities to determine the needs of the City, and in conjunction with the Council, establish priorities and projects on-going and proposed
- Executes policies, directives and legislative actions of the Mayor and City Council and prepares and presents policy improvements/changes to same
- Respond to citizen inquiries and resolve difficult and sensitive complaints; assign staff to handle and resolve citizen complaints and concerns in a timely manner

CITY OF STONECREST FINANCE DIRECTOR STONECREST, GA

2020-2022

- Responsible for the development, administration and management of \$15.1M operating budget
- Revenue recovery efforts and process improvements increased annual operating budget by \$1.6M
- Responsible for the planning, development and management of \$9.4M Capital Improvement budget
- Responsible for the planning, development and management of \$9.7 ARPA Funding
- Monitors the financial condition of the City and advises the Mayor and the City Council of the same; estimates present and future financial needs; works and consults with department heads concerning budget preparation; reviews and analyzes the financial position and related matters of the City; submits proposed budget to the Mayor and the City Council for review, consideration and approval; administers and monitors operating budget
- Assisted with the transition of outsourced service model to provide in-house services
- Supervises the fiscal services of the City including accounting, budgeting, purchasing, financial reporting and auditing

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- Prepares a wide variety of records and forms such as the annual budget, Council agenda items, financial status reports, general correspondence, etc.
- Negotiate contracts and solutions involving a variety of administrative, fiscal, and special projects; participate in the preparation of program or special project budgets
- Receives, reviews and/or approves various records and forms such as monthly financial reports, personnel forms, operating reports, work plans, annual budget records, department reports, purchase orders, and organizational charts
- Provide leadership to subordinate managers and staff

JACOBS ENGINEERING/AGILE

2020-2021

STONECREST, GA

- Performed various accounting functions for the City of Stonecrest
- Assisted with Budget Preparation
- Recommended policy and procedure changes to facilitate protecting the city's fiscal resources
- Assisted with the Purchasing Card Audit solicitation and subsequent Audit work
- Oversee the development and implementation of processes

DEKALB COUNTY BOARD OF HEALTH – INTERNAL SERVICES MANAGER

2018-2020

DECATUR, GA

- Responsible for the following: Contracts, Procurement, Facility Management, Risk Management, Fleet Management, Warehouse Operations, Records Management, Mail Services, Asset Management
- Oversee the day-to-day operations of the Board of Health
- Provide oversight and implementation of agency policies and procedures
- Oversee the development and implementation of processes
- Project manager for MUNIS financial system upgrades for purchasing, contracts, inventory, asset management modules
- Provide leadership to subordinate managers and staff
- Prepare and present presentations to Chief Financial Officer, Administration Division Director, District Health Director
- Serve on Policy and Procedures, Contracts and Grants, and Budget committees

CITY OF ST. JOSEPH, MO – CHIEF FINANCIAL OFFICER, ADMINISTRATIVE SERVICES DIRECTOR

2015-2017

Director of Administrative Services

- Responsible for the development, administration and management of \$113M operating budget
- Responsible for the planning, development and management of \$121M Capital Improvement budget
- Responsible for the following divisions: Accounting and Procurement, Finance and Revenue, Human Resources, Information Technology, Building Maintenance, Municipal Court, Wastewater Utilities and Customer Service
- Prepared and presented presentations to City Manager, City Council, and Citizens
- Served on Public Safety Communications committee, Civic Arena Financial Assistance committee, Negotiating Teams
- Served as City Manager in their absence
- Directed Salary study and implemented salary study results

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- Successfully negotiated with Police and Fire unions regarding compensation and complaints
- Successfully enhanced pension benefits
- Worked with Downtown authority to construct Parking garage and upgrades to historic building for office space for Mosaic Healthcare
- Redesigned Budget process; streamlined with leveraging of technology
- Reduced Utility Bad debt from \$2.1M to \$400K within 1.5 years
 - Collaborated with Social Service Agency Committee to assist customers with bill payment and changed payment policy

CITY OF TALLAHASSEE – PARKS, RECREATION, AND NEIGHBORHOOD AFFAIRS**2012-2015**

TALLAHASSEE, FL POPULATION 191, 102

Promoted to Administrative Services Manager

- Responsible for the development, administration and management of \$21M operating budget
- Responsible for the planning, development and management of \$670K Capital Improvement budget
- Responsible for management of \$650K Friends of Our Parks Foundation Budget
- Prepared and presented presentations to City Manager and Executive Leadership team
- Served as Marketing Representative and liaison between marketing committee and Senior Management Team
- Appointed by Assistant City Manager of Safety and Neighborhood Services to represent Police, Fire, Economic and Community Development, Emergency Management and Parks, Recreation and Neighborhood services on the Technical Advisory Group
- Supervised team of administrative specialists in the areas of Accounts Receivable, Accounts Payable, Travel, and Payroll.
- Serve as chair for acquisition of vendor for the development of Master Plan
- Served as Project Manager for implementation of Recreation Management Software (Rec1)
- Served as Director in the absence of Director and Assistant Director

CITY OF TALLAHASSEE – PARKS, RECREATION, AND NEIGHBORHOOD AFFAIRS**2013-2014**

TALLAHASSEE, FL

Interim Assistant Director – October 2013-May 2014

- Assist the Director in the administration and management of all departmental related activities to include directing the work of departmental superintendents
- Assist the Director in the formulation of goals, objectives, priorities, strategic plans
- Assist the Director in identifying, organizing and implementing departmental activities
- Assist with personnel issues including hiring, terminations and disciplinary reviews
- Serve as Department Director in the absence of Director

CITY OF TALLAHASSEE –PAYROLL**2010– 2012**

TALLAHASSEE, FL

Payroll Administrator

- Planned and directed the salary administration and benefits activities for the City of Tallahassee
- Responsible for the disbursement of over \$150M Salary and Benefits
- Managed the Department's leave program by interpreting the leave policies for supervisors, managers and employees. Managed the salary administration program for the school system through the coordination of salary increase processing for all employees
- Project lead for Peoplesoft FMS (Payroll system)
- Developed and interpreted policies regarding the salary administration issues. Resolved complicated benefits, salary, or transactions concerns.

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FLORIDA A&M UNIVERSITY**2008– 2010**

TALLAHASSEE, FL

Promoted to Assistant Controller (Disbursements) – February 2008

- Supervised team of accounting supervisors in the areas of Accounts Payable, Warrant Distribution, Travel, and Payroll Accounting.
- Served as primary contact for accelerated internal/external customer concerns facilitating solutions.
- Served as Functional lead for PeopleSoft Financials upgrade.
- Managed centralization of international financial databases merging financial transactions from three accounting group satellite databases.
- Authored end-user documentation to perform required business tasks and disciplines for Receivables, Payables, Billing and Financial postings
- Implemented Imagenow document management solution disciplines, processes and practices including training
- Responsible for assistance with Vendor maintenance file and 1099 reporting
- Assist with Financial Statements and respond to audit inquiries from internal and external auditors
- Ensure accounts payable and payroll transactions are accurately reflected in the General Ledger

FLORIDA A&M UNIVERSITY 2007-2008**2007– 2008**

TALLAHASSEE, FL

Assistant Director-Payroll Operations –

- Supervised team of payroll specialists.
Supervised team of payroll specialists by prioritizing and assigning work; conducting performance evaluations; ensuring staff is trained; ensuring that employees follow policies and procedures; making hiring, termination, and disciplinary recommendations
- Planned and coordinated the development, implementation and supervision of payroll operational goals, objectives, and activities; performs needs assessments,
- Coordinated, supervised and evaluated the day-to-day operations and maintenance of the payroll division; developed procedures for payroll operations; ensured compliance with applicable internal and external requirements.
- Served as Functional lead for implementation of HCM Payroll (PeopleSoft).
- Authorized end-user documentation to perform required business transactions for payroll accounting

THOMASVILLE CITY SCHOOL SYSTEM**2003– 2006**

THOMASVILLE, GA

Payroll and Benefits Coordinator

- Planned and directed the salary administration and benefits activities for all school system employees with a budget of \$20M
- Served as the liaison with the State Merit System in the areas of health benefits and the Flexible Benefits Program.
- Coordinated the annual Open Enrollment process for the Flexible Benefits and State Health Benefit plan.
- Managed the Department's leave program by interpreting the leave policies for supervisors, managers and employees. Managed the salary administration program for the school system through the coordination of salary increase processing for all employees

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THE UROLOGY INSTITUTE AND CONTINENCE CENTER**2002– 2003**THOMASVILLE, GA
Administrator

- Direct supervision of 20-25 staff members
- Responsible for payroll processing and associated benefits for all employees
- Responsible for asset management for 6 offices and Surgery Center
- Coordinated with vendors, assist in contract negotiating, recommend short, medium and long-range goals for the surgery center to the governing body.
- Direct the development, interpretation, and implementation of policies, procedures, rules and regulations, recommended practices and programs to accomplish goals. Direct maintenance of documented personnel policies and maintaining all personnel files.
- Planned capital and operating budget based on financial data collected during the fiscal year. Direct cost analysis studies on individual procedures to determine cost effectiveness of internal operations and profit margins.
- Monitored accounts receivable and accounts payable to insure timely collection of accounts and payment of bills.
- Verified insurance coverage for patients, informed patients with the cost of surgery procedures and responded to questions concerning billing

FLOWERS FOODS, INC.**2000– 2003**THOMASVILLE, GA
Vendor Coordinator

- Responsible for maintaining financial records in database for vendors used by Flowers Foods using SAP software
- Prepare plant records for conversion from AS400 system to SAP system ensuring accuracy, completeness and inclusion of all database records, Accounts payable, general ledger, bank reconciliation, financial statement preparation,
- Enter invoices using A/S 400 system, assist with 1099 processing, direct deposit using ACH
- Made analysis of financial data to determine corrective action to be taken by collections department
- Ensured that proper banking information is entered into the system and troubleshoot any problems that occur, responsible for data integrity, and confidential banking documents and processes, trained appropriate staff
- Made presentations, conducted interviews, prepared correspondence as needed to keep other departments informed of changes and updates
- Prepared reports using SDW and Oracle, assisted in budget preparation

Professional Development

2019 Certified Public Manager
 Class President
 Carl Vinson Institute of Government
 University of Georgia

2015 Director’s School Graduate
 National Recreation and Park Association

2015 Command Staff – City of St. Joseph
 National Incident Management System (NIMS)

EDUCATION

Academic Studies

2016 Doctor of Public Administration –
 All But Dissertation
 North Central University

2014 Advanced Professional Certificate Business Administration – Information Systems
 Argosy University/Sarasota Campus (Sarasota, Florida)

2010 Doctor of Business Administration – Information Systems
 All But Dissertation
 Argosy University/Sarasota Campus (Sarasota, Florida)

2001 Master of Business Administration
 Thomas University (Thomasville, Georgia)

1998 BS Biology with Environmental Health emphasis
 Albany State University (Albany, Georgia)

RELEVANT SKILLS

Project Manager for implementation of Tyler Technologies Financial system, working knowledge of Enterprise resource planning software Tyler Technologies, PeopleSoft HCM and Financials modules, A/S 400, Blackboard Certification, Functional Lead for PeopleSoft HCM Payroll Implementation

Professional Affiliations

- International City/County Management Association (ICMA)
- Government Finance Officers Association (GFOA) – 2019 Georgia Conference Committee
- Association of Government Accountants (AGA)

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Public Records Exemptions

Enclosed please find a copy of the response documents for your public records request. The following information is provided to explain the process employed to review and produce the response documents.

Reason	Description	Pages
119.071(4)(d)2h		1, 3-8