

# BOARD OF TRUSTEES FOR THE CONSOLIDATED POLICE AND FIREFIGHTER RETIREMENT PLAN BALLOT

**Openings:**    **Two (2) full terms ending 6/3/2025**

**Applications:** Two (2) Applications

**PLEASE INITIAL YOUR SELECTION**

NAME OF APPLICANT	Comm. Duncan-Walker	Comm. Book	Comm. Willits	Comm. Eastman	Comm. Chestnut	Comm. Saco	Mayor Ward
Walter Barry (reapplying)							
Steve Varvel (reapplying)							
READVERTISE FOR ADDITIONAL APPLICANTS							

**VOTING WILL TAKE PLACE AT THE 9/7 CCOM MEETING**

### Board Description

(Five (5) members; 2-year terms).

Created by F.S. Chapters 175 and 185 and Ordinances 3342 (06/01/87) and 3439 (06/20/88)

The Board of Trustees oversees and administers the pensions of the Police Officers and Firefighters for the City of Gainesville. The Board composed of five (5) members; two (2) year terms). Two (2) members appointed by the City Commission; one (1) Police Office and one (1) Firefighter elected by eligible members of the Police Officers' and Firefighters' Retirement Plan; and a (1) fifth member chosen by a majority of the previous four members and such person shall be appointed by the legislative body of the municipality. (Reference F.S. Chapters 175 and 185 and Ordinances 3342 (06/01/87) and 3439 (06/20/88). CITY RESIDENCY REQUIRED for the Two (2) Members appointed by the City Commission.

Term Length (Year)	Term Limit	Number of Members	Board Liaison Email	Mandate
2	999	5	William Johnston	Created by F.S. Chapters 175 and 185 and Ordinances 3342 (06/01/87) and 3439 (06/20/88)
			johnstonwd@cityofgainesville.org	
			(352) 393-8797	

Member First Name	Member Last Name	Term Start	Term End
Eugene	Dugan	01 Aug 2018	31 Dec 2023
Leah	Hayes	01 Jan 2022	31 Dec 2023
Walter	Barry	03 Jun 2021	03 Jun 2023
Steve	Varvel	03 Jun 2021	03 Jun 2023
Harvey	Lewis	24 Jun 2023	24 Jun 2025

## **Board Of Trustees Of The Consolidated Police Officers And Firefighters Retirement Plan**

### **Applicant Package - Member**

Board Of Trustees Of The Consolidated Police Officers And Firefighters Retirement Plan  
- Member

**Term:** 07 Sep 2023 - 08 Jun 2025

**Positions Available:** 2

**Number of applicants in this package:** 2

- Barry, Walter

- Varvel, Steven

**Name :**Barry, Walter

**Address :**1411 NW 31st Street, Gainesville FL, 32605

**Email :**walter4214@gmail.com

**Board Name :**

Board of Trustees of The Consolidated Police Officers and Firefighters Retirement Plan

**Please confirm Full Name, including middle initial, prefix, and physical mailing address :**

Walter Barry

1411 NW 31st Street

Gainesville, FL 32605

**In what city district do you live? :**

District 4

**Employer :**

Retired

**Phone Number :**

352-281-7717

**Occupation :**

Retired - Senior Level City Management in Florida & Missouri

**Why are you interested in serving on this board? (Please answer separately for each board you are applying to.) :**

Served on similar Pension Boards for many years. Familiar with pertinent Pension Board issues. Believe in public service, and want to contribute relevant knowledge and experience to this Board.

**How many terms have you served on this board previously? :**

3

**Disclaimer:**

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**Do you claim any exemption to public record disclosure pursuant to FLA. STAT. Section 119? :**

No

**Have you been removed from any advisory board for attendance, behaviour or another reason? :**

No

**What is your gender identity? :**

Male

**Optional: Ethnicity :**

Caucasian/Non-Hispanic

**Are you a City of Gainesville Employee? :**

No

**Are you a City of Gainesville Intern? :**

No

**Are you currently on a City Advisory Board/Committee? :**

Yes

**If yes, which City Advisory Board/Committee? :**

Board of Trustees of The Consolidated Police Officers and Firefighters Retirement Plan

**Some of the boards and committees appointed by the City Commission are required to comply with Chapter 112, Florida Statutes, the Financial Disclosure Law. If applicable, would you be willing to file the required financial statement? :**

Yes

**Do you affirm that your personal and business (if applicable) affairs within the City of Gainesville and Alachua County are in substantial compliance with all city and county regulatory and taxing authorities rules and regulations? \* :**

Yes

**Do you agree with the following statement? Appointees to advisory board/committees are required to attend scheduled meetings as specified in the "Advisory Board Handbook." \* :**

Yes

**Do you agree with the following statement? I understand that this completed application is the property of the City of Gainesville, is subject to public record requests and I hereby certify that the statements made on this application are true and correct. :**

Yes

**Time of Submission :07/05/23 8:54:39 AM**

WALTER BARRY  
1411 N.W. 31st Street  
Gainesville, Florida 32605

## PROFESSIONAL SUMMARY

My professional career has been a balanced one which includes management, staff and teaching roles in the public sector and marketing and consulting in the private sector. I have experience in both large and small, urbanized and suburban, coastal and non-coastal communities in three different states and two regions of the nation. The positions I have held have been in organizations that have often been viewed as difficult places to manage or in need of organizational improvement and change.

As a public sector manager since 1969, I have served in seven Missouri and Florida communities, each well established and culturally diverse. In addition to my experience as city manager, assistant and department director, I have served in staff support and consulting roles in cities, counties and university settings in Florida, Georgia and Missouri.

DIRECTOR of FINANCE AND PERSONNEL, PROPERTY APPRAISER, ALACHUA COUNTY, FLORIDA. Serving a population of 250,000 with 58 staff members in 7 departments. November, 1994 to present, responsible for management and supervision of the office's human resources, budget, purchasing and payroll processes as well as development and maintenance of training, task analysis, performance data and a variety of special projects to support the operations of the Property Appraiser.

INTERIM DOWNTOWN DEVELOPMENT ADMINISTRATOR and INTERIM SPECIAL PROJECTS COORDINATOR, TALLAHASSEE, FLORIDA. Population 135,000 with 2500 Employees in 11 Departments. August, 1993 to October, 1994. Responsible for downtown and economic development; assistance in marketing parcels for the City's public-private Capitol Commons project; and drafting an Economic Development Comprehensive Plan amendment. As Special Projects Coordinator, responsible for economic development grant management and budget policy development relating to management audits and operations efficiency reports within the Office of Management and Budget.

ASSISTANT CITY MANAGER, GAINESVILLE, FLORIDA. Population 93,000. 1018 Employees in 16 Departments. July, 1992 to August, 1993, managed and directed the activities of support services departments for this diverse, full service city operating with a FY 94 budget of \$99.5 million dollars. Responsible for Human Resources and Risk Management services for both General Government and Gainesville Regional Utility and for Finance, Budget, Strategic Planning and Block Grant Management. During my tenure, the City was engaged in extensive and effective strategic planning, annexation of adjacent unincorporated areas of the County and a major information systems analysis and upgrade.

REGIONAL MANAGER, MMA CONSULTING GROUP. BOSTON, MASSACHUSETTS. October 1989 to July 1992, responsible for client development, project management and proposal coordination for this Boston based company's Southeastern office. MMA is an established public sector management consulting firm with offices in Boston, Chicago and Florida that consulted in the areas of human resources, information systems management, police and fire administration and staffing studies and interagency and intra-departmental cooperation and coordination of effort.

CITY MANAGER, DELRAY BEACH, FLORIDA. Population 55,000 with 600 Employees in 12 Departments. January, 1988 to July 1989, responsible for management of this full service, diverse city of 55,000 with a 1989 operating budget of fifty million dollars. In addition to general government operations, municipal services included water and sewer, golf, tennis, marina and a regional playing field managed and maintained through public-private agreement with the Bucky Dent Baseball School. Growth management, community involvement through an American Assembly process, downtown and community redevelopment, historic preservation and staff reorganization were key issues and programs addressed during my tenure.

ASSISTANT CITY MANAGER, MELBOURNE, FLORIDA Population 58,000 with 600 Employees in 12 Departments. June, 1985 to January, 1988, responsible for day to day management and direction of Budget, Data Processing, Personnel, Risk Management, Internal Audit, Public Information and Purchasing Departments; developed and monitored the City's Annual Work Program; coordinated the Capital Improvement Element of the City's Comprehensive Plan and served as the City Manager's liaison to the Downtown Merchants Association.

The Community's very active cultural arts groups and downtown advocates coordinated their local government contact through my office which handled permitting and scheduling of special events and related matters. Melbourne is a full service city with a strong high technology and light manufacturing economic base. The City provides Airport, water and waste water services regionally in addition to general government services.

CITY ADMINISTRATOR, NORTH **KANSAS** CITY, MISSOURI. Population 4,775 with 130 Employees in 6 Departments. July, 1978 to June, 1985, responsible for the day to day operation of this Kansas City suburb which had a budget of \$12 million. North Kansas City has a long history as a regional shopping and commercial destination and, because it was an older community, much of my management and administrative attention was directed to redevelopment, upgrading infrastructure and community maintenance efforts. Municipal services included water and sewerage treatment, leisure services and libraries as well as general government activities.

TRAINING AND RESEARCH ASSISTANT, INSTITUTE OF GOVERNMENT AT THE UNIVERSITY OF GEORGIA AT ATHENS. October, 1974 to July, 1978 and ADMINISTRATIVE STAFF INTERN, HALL COUNTY, GEORGIA. Population 85,000 with 475 Employees in 13 Departments. June to August, 1976. Pursued graduate work in public administration and, during the last two years, worked full time as a Training Coordinator for the Governmental Training Division administering training programs for local and state government officials and developed a service consolidation plan for Hall County and Gainesville personnel departments for Hall County, Georgia.

INTERIM DEPUTY DIRECTOR, COMMISSION ON CRIME AND LAW ENFORCEMENT. ST. LOUIS, MISSOURI. Population 675, 00 with 3,500 Employees. January, 1974 to September, 1974, assisted in staff reorganization and development of grant monitoring plans for LEAA and local criminal justice programs in the City through staff development and recruiting, community relations, fact finding and assistance in the reorganization of the Mayor's Commission on Crime and Law Enforcement.

DIRECTOR, POLICE-COURT-SCHOOL-COMMUNITY PROGRAM TO REDUCE JUVENILE DELINQUENCY. ST. LOUIS COUNTY, MISSOURI. Population 600,000 with 4,500 Employees. August, 1971 to January, 1974, was responsible for operations and program activity of an inter-governmental St. Louis County program to reduce crime and offer alternatives to incarceration. This successful program involved six cities and school districts and the Juvenile Court and served as a model for successful replication elsewhere. Supervised 12 staff and police, school and court program activity.

COMMUNITY ORGANIZATION CONSULTANT. UNIVERSITY CITY, MISSOURI. Population 49,000 with 450 Employees in 9 Departments. July, 1969 to August, 1971, assisted the City Manager in this established St. Louis suburb, located adjacent to Washington University. Downtown redevelopment, police, school, university and community relations were especially important during my tenure.

HIGH SCHOOL TEACHER, HAZELWOOD HIGH SCHOOL. ST. LOUIS County, Missouri. September, 1965 to June, 1968 teaching American Government and History and created a positive learning environment for students; member of the curriculum development committee; and administered an after school program for students having classroom difficulty, encouraging marginal students to continue to pursue high school certification.

**Name :**Varvel, Steven

**Address :**902 NW 36th Terrace, Gainesville, FL, 32605

**Email :**varvelsc@gainesvillefl.gov

**Board Name :**

Board of Trustees of The Consolidated Police Officers and Firefighters Retirement Plan

**Please confirm Full Name, including middle initial, prefix, and physical mailing address :**

Steven C. Varvel

902 NW 36th Terrace

Gainesville, FL 32605

**In what city district do you live? :**

District 2

**Employer :**

City of Gainesville, FL

**Phone Number :**

352-393-8894

**Occupation :**

Risk Management Director/Acting Director Office of Management and Budget

**Why are you interested in serving on this board? (Please answer separately for each board you are applying to.) :**

I have been a Trustee for this plan for over seven years. I understand the value of the retirement plan to the City's Public Safety employees and the retirees currently receiving their benefit. Where I believe I am uniquely qualified is my subject matter expertise in both plan design and pension financing. I have been working with retirement plans in excess of 30 years in various forms and being able to look at the plan from different perspective I believe adds value to the CBOT and, more importantly, the members of the plan.

I understand the importance of the fiduciary responsibility to the members and believe I have always acted in the best interest of the plan members while considering the cost impacts to the people who fund City services. I fully believe that both the plan members and our customers have benefited from my participation as a Trustee of the Consolidated Police Officers and Firefighter Retirement Plan and I would be honored to continue serving both.

**How many terms have you served on this board previously? :**

3 plus a partial



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Yes

**Are you a City of Gainesville Intern? :**

No

**Are you currently on a City Advisory Board/Committee? :**

Yes

**If yes, which City Advisory Board/Committee? :**

Consolidate Board of Trustees

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Yes

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Yes

**Do you agree with the following statement? I understand that this completed application is the property of the City of Gainesville, is subject to public record requests and I hereby certify that the statements made on this application are true and correct. :**

Yes

**Time of Submission :**06/29/23 8:21:54 AM

**Attachments:**

- Steve Varvel Resume.pdf

# Steven C. Varvel

## Objective

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Seeking a senior management position in a dynamic organization that provides opportunities to utilize my ability to provide innovative solutions to complex challenges.

## Experience

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April 1998 – Present                      City of Gainesville, FL                      Gainesville, FL

### **Risk Management Director**

- Managerial and administrative work directing all aspects of the City's Risk Management Department and self-insured program. Responsible for the design, implementation, rating and management of the City's 4000 member group health plan, administer both the Drug Free Work Place Programs (7) and the City FMLA processes.
- Responsible for the effective and efficient administration of the City's two defined benefit plans, its defined contribution plan and all of the supplemental retirement programs. Duties include interpretation of the two defined benefit plans, review and approval of benefit calculations, review and approval of data submitted to the Fund'
- Manage and administer City's Safety and Loss Control programs, risk financing programs and its Employee Health Services Clinic.
- Participated in collective bargaining process representing management for all seven collective bargain units since 2000, principal member of the City's Pension Negotiation Team that negotiated changes to the City's General Pension Plan that will result in savings in excess of \$200 million.
- Designed and implemented substantial changes to the City's Retiree Health Insurance Program that resulted in the immediate savings of \$7 million and will reduce the rate of growth in this liability

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October 1996 -1998                      City of Gainesville, FL                      Gainesville, FL

### **Interim Group Insurance Coordinator**

- Supervisory work related to the City's Employee Health and Accident Benefits Plan. Responsibilities included administering contracts related to the group health and voluntary benefits plan
- Communication and education of employees related to group and voluntary benefits programs

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August 1995-1998                      City of Gainesville, FL                      Gainesville, FL

## Steven C. Varvel

### Senior Management Analyst

- Advanced professional work involving review and analysis of management systems, programs and structures.
- Responsible for personal services projections and position control for General Government
- Assisted in the preparation and development of the City's annual budget and budget document, monitoring department budgets, conducting organizational structure studies and evaluating the effectiveness of various programs.

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June 1994-1995

City of Gainesville, FL

Gainesville, FL

### Management Analyst

- Advanced professional work carrying out various activities involving review and analysis of management systems, programs and structures.
- Duties included assisting in the preparation of City's annual operating budget, monitoring departmental budgets, conducting organizational structure studies, analyzing and evaluating vendor bids.

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June 1990- June 1994  
Gainesville

City of

Gainesville, FL

### Accountant II

- Advanced professional accounting work.
- Duties included preparation of financial statements, maintenance of the general ledger, provide accounting analysis to assigned departments, preparation of various account schedules as required for year-end activities, and assist internal and external auditors during audits of my assigned responsibility areas.

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### Education

January 1984-  
December 1988

University of Florida

Gainesville, FL

**B.S. Accounting December 1988**

**B.S. Psychology May 1986**

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### References

Russell Blackburn  
City Manager - Port St. Lucie, Florida  
772-284-0910

Daniel Nee  
Litigation Attorney - City of Gainesville, FL

(352-) 281-6566 • varvelsc@cityofgainesville.org

## **Steven C. Varvel**

352-262-3633

Mark Benton

Accounting and Finance Director Utilities - Gainesville Regional Utilities

352-393-1358

Becky Rountree

Administrative Services Director – Retired City of Gainesville, FL

352-359-1075

Scott Heffner

Employee and Labor Relations Manager – City of Gainesville, FL

352-393-8708