

SIDNEY C. MILLER, MPA

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AREAS OF EXPERTISE

- Building Strategic Alliances
- Quality and Performance Improvement
- Systems Analysis & Evaluation
- Developing Budgets
- Competitive Contract Negotiations
- Strategic Leadership and Resource Allocation
- Establishing internal control procedures
- Sound Judgment & Decision Making
- Developing & Building Teams

RELATED PROFESSIONAL EXPERIENCE

City of Wasilla

Human Resources Manager (6 month contract)

2023

-2024

Directs the City's personnel, safety, benefits, and risk management programs.

- Plans, organizes, and directs the activities of city personnel engaged in the areas of employee relations, benefits administration, safety and management, and delivery of employment and training services.
- Reviews and recommends action plans for compliance with all applicable federal, state laws and regulations pertaining to employment and ensures that employee grievances are handled according to approved municipal code, policy and procedures, and collective bargaining agreements.
- After reviewing the City's current pay scales and turnover ratios for the last five years, a solution to help reduce the 26% turnover rate was presented to the Council in December 2023. On February 26th, the Council approved a 15% increase to all nonunion pay scales and a \$1000 bonus to all nonunion employees.
- As part of the process to communicate/educate the Council on employee issues, a 13 question employee survey was created and sent to all 137 employees. Over 64% of the employees completed the survey, and the results were presented to Council on February 12th.

Douglasville – Douglas County Water and Sewer Authority

2006 - 2023

– Director Human Resources/General Services

Pension Secretary

Directs the human resources, purchasing, risk management, safety, dispatch, and facilities management functions of the Authority.

- Managed a department of 15 employees, with five being direct reports. Selected, trained, and evaluated department personnel; provided and/or coordinated staff training; worked with employees to correct deficiencies; implement discipline and termination procedures if necessary. Monitored and evaluated the efficiency and effectiveness of department service delivery, workload, and processes. In 2019, the department was awarded the HR Department of the year by the Georgia Local Government Personnel Association.
- Responsible for bidding out and selecting all benefits provided to Authority employees including medical/dental, vision, disability insurances, and life. In 2007 made the decision to bid out the health/dental coverage, as the Authority was self-insured and had been using the same vendor for over 10 years. The winning bid reduced the Authority's health/dental coverage by over \$600,000.00 in 2008. Implemented both HRA and HSA plans to the Authority in 2021. Continuously looking for new benefits to add to the authority offerings to help retain employees.
- Managed the full recruiting cycle for all new employees from laborer to CFO. Designed a new onboarding process in an effort to increase retention.
- In 2008 was asked to determine the long-term financial impacts of the Authority's pension plan as currently designed. Determine that with the revised growth projections for the county and the increase in debt services over the next ten years that the pension plan as designed was not practical. Presented 3 alternatives to the Board, with the Boards selection being implemented in

January 2009 for all new employees. These changes reduced the Authority's allocation from \$1.6 million in FY 2011 to \$800,000 in FY 2013. In 2008 our funding ratio was 68%, by end of audit year 2022, our funding ratio was 127%.

- Responsible for working with GEMA/FEMA and the Authority's property insurance provider to recover damages from the 2009 floods. When the final GEMA/FEMA reimbursements are received, the Authority will be close to recovering all cost associated with repairing flood damages. In 2017 we received our final FEMA reimbursements.
- In 2011 implemented new safety guidelines and policies to reduce workers comp and vehicle insurance claims. In 2011 combined workers comp claims and premiums were over \$650,000. In 2023 the cost was reduced to \$121,000.
- Evaluated purchasing operations to identify new processes and technology needed to improve and enhance the efficiency and effectiveness of purchasing operations; make recommendations to the Authority's Board on necessary changes. Implemented all changes approved by the Board. A new computer requisition program was implemented in 2016 fully automating the requisition process. Responsible for all items purchased or bid or at the Authority. From paper clips to a \$200 million reservoir expansion project.
- Monitor State and Federal legislative trends that impact the Authority's human resources and purchasing operations and provide appropriate recommendations for action to the Authority's Board.
- Created succession planning training and planning initiatives that helped navigate over 65 retirements in the last seven years, roughly 33% of our workforce. Of the promotional opportunities created with those retirements, 85% have been filled with internal candidates. These leadership programs have been presented at two Georgia Association of Water Professionals conferences and one national American Water Works Association conference.
- In 2013, in partnership with the local school system, created a summer internship program. In all 73 interns have gone through the program, with 13 currently working as Full-time employees of the Authority.
- Responsible for over 200 vehicles and pieces of equipment. Implemented new vehicle procedures and policies, which included installing GPS tracking software on all Authority vehicles, resulting in a savings of over 500/gallons per week in FY 2012. In 2021 dash cams were also implemented in all Authority vehicles.
- In 2018 managed a study to rewrite all the Authority job descriptions, something that hadn't been done since 1999. In all, 75 new job descriptions were created. In 2022 managed a salary compensation study for all Authority jobs and pay grades. Implemented new pay grades because of the study.
- As a result of these changes and numerous others, in 2022 the Authority's operational and personnel cost to percentage of budget are at the lowest levels in the Authority's 33 year history.
- Create and manage a \$16 million a year employment cost budget and a \$2 million a year department budget.

CheetahMail – Director of Administration Operations New York, New York

2000 - 2005

Accountable for all administration functions including contract negotiations, risk management, as well as responsible for human resource functions including recruitment, benefit selection, leadership development, succession planning, performance management tools, corporate training, strategic relocation, and individual development. Was the first employee for this internet start-up. Cheetahmail was sold in January 2005.

- Negotiated contracts for all business functions including office space, internet, and equipment leases.
- Served as finance manager for first two years of operation, managing strategic plan, risk management, and all finance functions.
- Developed all corporate employment policies and procedures including employee handbook; policies on Sexual Harassment; Equal Employment; Drug and Alcohol; and vacation/time off. Policies and procedures were designed to conform to all Federal laws and employment laws of states where we had offices: California, Georgia, New York and New Jersey.

- Design and implemented a Corporate Training Program to manage all leadership development functions including program development, succession planning, management development, individual Development plans, and executive coaching.
- Designed and managed employee review process, creating job descriptions for all functions, evaluating salary requirements and/or compensation packages for all positions. This process ensured a competitive, cost effective compensation program for all locations.

EDUCATION

Kennesaw State University, Kennesaw, GA

2006

- **Master of Public Administration – 4.0 GPA**
- **Bachelor of Science, Industrial Engineering**