

December 7, 2018
Palm Coast – City Manager Search Committee

Dear Search Committee:

I am writing in response to your advertisement for City Manager position for Palm Coast. I am excited about the opportunity to apply for this position and believe that my personal, professional, political and educational background make me a strong candidate.

Personally, I am married to my lovely wife Melissa and we have three fantastic adult children and two grandchildren. I enjoy college football and play both tennis and golf. We have raised our children in Henry County, GA and we are very proud of all of their accomplishments. All of our children graduated from college and are happily employed. Our oldest (son) has a Master's Degree and is a successful small business owner. Our middle daughter is an officer United States Coast Guard and is stationed in Pensacola at flight school. Our youngest daughter is a Parole Officer with the State of Georgia. Family is extremely important to me and is the foundation for everything I do.

Professionally, I have spent the last year as the County Administrator of Effingham County Georgia. Effingham County is booming suburban county outside the City of Savannah with a growing population of over 60,000. The County has 405 full time employees in 26 departments and is a full-service county with all essential functions of local government. The County runs a state inmate prison with the Warden reporting to the County Administrator and this is in addition the normal functions of the Sheriff and Jail operations. The improving economy and the growth of the Savannah Port nearby has Effingham County strategically placed for growth. The County is served by two interstates (95 and 16), several state highways (21, 17, 30, 119), one federal highway (80) and two mainline railroads (Norfolk Southern and CSX) that come from the port. As the County Administrator, I was able to make numerous improvements while also overcoming some serious challenges from Hurricane Irma, Winter Storm Grayson, and the unfortunate death of a long time Finance Director shortly after my arrival. I managed all administrative affairs of the county including 26 department heads direct reporting, all finances and budget planning, all personnel decisions, public relations, and lastly all Board communications and reports as needed.

Previously, I was employed as the Executive Director of a nonprofit trade association dealing with construction and transportation issues. That job was also fast paced and multifaceted. I had responsibilities directly reporting to our board of directors in management, budgeting, strategic planning, governmental affairs/policy, board meetings/agendas, business development, and collaboration with national partners. Before that, I was a Real Estate Broker with my own firm and managed 29 agents with full responsibility for all corporate functions. I have a strong business acumen with superb communication skills including public presentations. Additionally, I have been on my local volunteer board of directors for the Farm Bureau as an equestrian member.

Politically, I was elected to four terms in the Georgia House of Representatives. My resume will show more depth to my committee involvements, but transportation and infrastructure were a cornerstone during my time in the legislature as I was representing one of the fastest growing

counties in the country. My district had approximately 80,000 residents in Henry County with portions of two cities. I have experience dealing with elected officials, department heads and staff at the city, county, regional, state and federal levels, as well the constituents I represented. In addition to many positions, I served as Chairman of the local county delegation during my years of service. I have maintained substantial relationships with many key leaders and decision makers. Some of my greatest achievements included transportation funding distribution, state infrastructure bank, eminent domain, high school graduation requirements and mandated articulation, school construction funding, stronger sex offender registry, and reducing restrictions on small pool insurance and prompt pay.

Educationally, I have top credentials in this area with a BS in Political Science and Business Minor from Troy University, as well as a Master's in Public Administration from Arkansas State University. I graduated with honors from ASU and I am lifetime member of the Phi Alpha Alpha National Honors Society of Public Administration and Public Affairs. Finally, continuing education is extremely important so over the last year I attended the University of Georgia Carl Vinson Institute of Government and received my Certified Public Manager (CPM) designation. This designation is nationally accredited and took over 300 hours to complete.

I appreciate being considered for this exciting opportunity. My resume and headshot are attached. I look forward to meeting with the search committee as well as the Mayor and Council members and discussing my future prospective employment with Palm Coast.

Sincerely,
Steve Davis, MPA CPM
Georgia State Representative (retired)

STEVEN S. DAVIS, MPA CPM
228 Chippingwood Circle Pooler, Georgia 31322
Cell: (678) 215-2569
repstevedavis@gmail.com

SKILLS

Innovative thinker with broad-based expertise in State and Local Government Operations, Public Policy, Intergovernmental Relations, Transportation, Public Speaking, Nonprofit Management, Strategic Planning, Real Estate markets, Finance, Business Development, and Construction. Proven ability to quickly and thoroughly analyze key business drivers and develop strategies to grow and manage bottom line. Self and team motivator with strong leadership qualities.

EXPERIENCE

Effingham County Board of Commissioners
County Administrator

Sep 2017 – Oct 2018

- 405+FTE with 26 Department Heads
- \$29 Million General Fund FY2019
- \$56 Million Special Fund and Capital Budget FY2019
- \$85 Million Total funds Managed FY2019
- \$4.4 Billion Tax Digest
- Manage all administrative affairs of County
- Implement policies of the Board in accordance with state and federal laws
- Responsible for all finances and financial planning, including preparation of annual budget
- Oversee and manage all personnel decisions of the County
- Act as liaison between the Board, employees, other state and local officials, and the community
- Prepare agenda items and make all staff recommendations
- Prepare and distribute reports as directed by the Board
- Host Department Head and Divisional Meetings
- Manage public relations, including on camera interviews and press requests
- Major Events: Hurricane Irma, Winter Storm Grayson, Hurricane Floyd, and Hurricane Michael
- Re-organized County departments, including consolidation and privatizing
- Negotiated new Solid Waste Contract
- Negotiated new Food Service Contract for County Prison and Jail
- Operationalized paperless billing and auto-pay for water billing
- Operationalized credit card and online payment options for Development Services
- Managed completion of \$7 Million phase of sports complex
- Managed completion of \$1 Million Josh Reddick Stadium
- Managed completion of multiple local transportation projects
- Managed PE and ROW acquisition for 2 major GDOT Projects

American Concrete Paving Association/Portland Cement Association
Executive Director - Georgia

March 2013 – Sept 2017

- Manage nonprofit trade association operations
- Review and monitor Georgia Legislative actions
- National Legislative Task Force evaluating and responding to potential legislation
- Increase market share for concrete pavement and other cement products

- Develop strong business relationships and sustain essential contact with contractors, suppliers, owners and engineers.
- Coordinate with promotion partners and collaborate with pertinent professional associations to advance Concrete Pavements.
- Planning, developing and conducting educational workshops, seminars, and project visits
- Responding to inquiries for technical information and assistance
- Maintaining effective relationships with public and private professional organizations
- Create effective quantitative quarterly reports on concrete and cement usage
- Maintain communication with Board of Directors with monthly updates on promotions
- Maintain communication with national group and staff
- Manage central office administration staff and ensure strict budget compliance
- Manage association membership and fundraising activities

Georgia House of Representatives
State Representative

Elected November 2004 – Jan 2013

- Elected to 4 terms
- Chairman of Information and Audits Committee
- Vice Chair of State Planning and Community Affairs Committee
- Member of Transportation Committee and Chair of Air Transportation Sub committee.
- Member of Insurance Committee and Vice Chair of Health Insurance Sub committee.
- Member of Appropriations Committee.
- Member of State Institutions and Property Committee and Chair of Inmate Issues Sub committee.
- Deputy Majority Whip.
- Key legislation passed: transportation distribution, state infrastructure bank, sex offender, flexible High School graduation, mandated college articulation, insurance prompt pay
- Transportation bill that changed the division of the transportation funding (\$2 Billion a year) between the Congressional districts.
- In addition to the duties already mentioned I must maintain a host of constituent services and speaking engagements to fulfill my duties of office

Cape Real Estate Sales and Trading
CEO / Broker

Feb 2009 – March 2013

- Build and operate small Real Estate Firm with 29 agents. Maintain all required data and contracts from all agents.
- Monitoring market trends, industry-related information, educational articles and research data to educate clients by outlining the best tools for the performance of their assets.
- Building and maintaining mutually strong relationships with key community leaders, business owners, realtors as well as the brokerage community.
- Representing buyers, sellers, landlords and tenants associated with retail, commercial and industrial properties as well as raw and developed land sales.
- Utilizing various forms of technology, my extensive knowledge of the market and strong personal networks to compile marketing packages and investment analysis for my clients looking to purchase commercial and industrial land as well as leasing of office space.
- Ensure all licensing of firm and agents is maintained. Taxes and continuing education.

MME Construction Group
Director of Sales and Marketing

Feb 2008 – Feb 2009

- Planning and implementing new business activities to meet company targets.
- Focus on growth and profitability of commercial activities.
- Prepare business strategic plan identifying potential markets and customers.
- Monitor correction plans and actions according to customer responses to satisfaction surveys.

- Independent Contractor for real estate sales including commercial and residential properties.
 - Consistently met sales goals by which all leads and sales were self generated.
 - Focused predominantly on residential and commercial sales with a few large tract land sales.
 - Consistently sold over \$2 million annually and 2005 was over \$8 million in sales.
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EDUCATION

University of Georgia, Certified Public Manager
Carl Vinson Institute of Government

Arkansas State University, Masters of Public Administration
Phi Alpha Alpha member, the National Honor Society for Public Affairs and Administration

Troy University, Bachelor of Political Science in Public Administration, Business Minor

Morrow High School, College Preparatory Diploma

MAJOR SPEAKING ENGAGEMENTS

Georgia Property Rights Coalition
American Dream Coalition National Conference
National Association of Insurance Agents
Veterans Day Ceremonies
Council for Quality Growth
Henry County Board of Education
Leadership Henry
Eagle Scout Court of Honor
Numerous school events

State Bar of Georgia
American Cancer Society
Georgia Farm Bureau
Rotary Club
Chamber of Commerce
Georgia Skills USA
Youth Leadership Henry
Henry County Moose Lodge
Numerous political events

AFFILIATED ORGANIZATIONS

American Concrete Pavement Association
Concrete Pavement Tech Center
Georgia Airport Association
Georgia Public Policy Foundation
Georgia Council for Quality Growth

Portland Cement Association
Transportation Research Board
Georgia Engineering Association
Carl Vinson Institute for Government
Association of County Commissioners GA

AREAS OF EXPERTISE INCLUDE:

- Leading & Developing Teams
- Use of Technology
- Public Speaking
- Developing New Business
- Positive Client Relationship
- Negotiating & Closing Deals
- Consultative Sales Approach
- Key Account Management
- Managing Budgets
- Strategic Planning
- Solutions-Oriented Selling