

## DAVID ALAN MILLIRON

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Thursday, December 6, 2018

Mayor Milissa Holland  
City of Palm Coast  
160 Lake Avenue  
Palm Coast, FL 32164

Dear Mayor Holland and Honorable Council Members,

Thank you for the opportunity to be considered for the Palm Coast City Manager position. I have over 30 years of progressively responsible management experience in the private and public sectors with the necessary education, training and experience to make me uniquely qualified to serve the City of Palm Coast. I also bring to the table extensive experience in the private sector I consider invaluable for this position. This includes a multi-functional background in finance and local funding methods, public utilities, economic development, and strategic planning.

I hold certifications as a Local Government Finance Officer through the University of Georgia's Carl Vinson Institute of Government, as well as, certification from the Georgia Academy of Economic Development. For two years, I served as a Board Member for Carroll Tomorrow, a unique countywide public-private economic development initiative that works collaboratively with regional and state economic developers to support expansion of existing business and to recruit new companies to the region. I have carried over that experience to my current role here in the City of Hogansville.

I have high professional and ethical standards, solid fiscal management and budgeting skills, and strategic planning expertise. I am a passionate lifelong learner skilled in all phases of governmental policy and procedure, with a stellar record of being responsive to the needs of the citizens, elected officials, and employees.

I am a forward-thinking and motivated professional manager who sees things as they ought to be – not as they are – and focus my efforts on achieving the “ought to be” with an eye towards a collaborative and teamwork-based philosophy to meet the strategic vision of the local government. This is reflected in the efforts put into Hogansville's recent adoption of a master plan that included 200+ stakeholders and a dozen community focus groups to develop a unified blueprint for historic downtown while maintaining its small-town atmosphere.

Customer service and responsiveness are two of my core values. I believe in getting out in the community and working to earn the trust of the public with the goal of strengthening government relationships with residents and the business community. I possess strong interpersonal skills and am a consensus builder with a demonstrated record of confident and energetic leadership. I also possess significant experience in policy development, implementation, and long-range planning.

I am very excited to learn more about this opportunity and share how I will be a great fit for the City of Palm Coast. I look forward to hearing from you in anticipation of an interview.

Sincerely yours,

/s

David A. Milliron

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### SPECIFIC, RELEVANT EXPERIENCE

Over 30 years of progressively responsible management experience in the private and public sectors. Strong executive and financial management, analytical and policy development background. Understand the unique environment of local government from the elected policy and appointed management positions. Consistently establish a sense of purpose within organizations and identify areas for improvement and collaboration. Empower team members by providing the tools and strategies for achievement. Encourage residents and business owners to increase involvement in their communities.

- Master's Degree in Public Administration (MPA) from Valdosta State University
- ICMA Credentialed Manager (ICMA-CM) candidate with over 10 years of credited local government service
- Certified Local Government Finance Officer through the Carl Vinson Institute of Government
- Certified Public Manager (CPM) through the National Certified Public Manager Consortium
- Certified Economic Developer (GCED) candidate through the Carl Vinson Institute of Government

### WORK EXPERIENCE

#### **City Manager – City of Hogansville, Georgia – Current**

Manage day-to-day operations of this diverse 3,200 population city with an annual operating & capital budget of \$12M and 50 employees. Also serve as Public Works and Utility Director of this full-service city responsible for electric, natural gas, water, waste water, and sanitation enterprise funds. Current capital projects include an \$8.7M waste water treatment plant, CDBG-funded water and waste water infrastructure upgrades, recreation facilities and trail expansions, and FEMA-funded disaster relief projects. Key accomplishments include a citywide open government initiative; development and implementation of a comprehensive utility cost of service and rate study; development and implementation of a downtown master plan and economic development corridor study; negotiation and purchase of a vacant bank building for future use as City Hall; development of a master plan for the revitalization of the blighted historic Royal Theatre; and negotiation and implementation of self-funded medical plan that resulted in a single year savings of \$153,255. Serve as ex-officio member to the Downtown Development Authority, Hogansville Industrial Development Authority, Joint Meriwether-Hogansville Development Authority, and Troup County Center for Strategic Planning, Inc.

#### **City Manager – City of Villa Rica, Georgia – May 2015 to September 2017**

Responsible for day-to-day management of this city spanning 12.7 miles split between Douglas & Carroll counties, providing professional leadership in carrying out the Council's policy decisions, goals and visions. Diverse city of 15,000 residents with \$26.9M operating & capital budget and 150 full-time and contract employees plus three inmate work details and 200+ recreation volunteers. Established open and transparent government through development and implementation of a comprehensive communication plan. Negotiated donation of 159 acres of greenspace. Secured more than \$12M in state and federal funding for transportation improvement projects, including the North Loop Bypass and Fullerville Trailhead project. Oversaw construction of new \$3.8M Villa Rica Public Library. Adoption of a master plan through 26 focus groups and 800+ stakeholders to serve as a unified blueprint for historic downtown. Represented city in Douglas County Special Local Options Sales Tax (SPLOST) negotiations. Utilized state economic development incentives to recruit and expand existing industries. Shepherded the organizational restructuring of the Main Street program and Tourism Bureau to create a uniformed and streamlined approach to downtown development. Negotiated a self-insured medical plan that has since saved the city in excess of \$500,000 in premiums.

**City Manager – City of Stockbridge, Georgia – January 2012 to April 2014**

Managed day-to-day operations of this diverse 26,000 population city with an annual operating & capital budget of \$22M and 74 employees. Economic development efforts landed \$87M in investments and 842 jobs. Cooperatively worked with elected officials to position the city in excellent financial health with significant unrestricted fund balance, without raising taxes. Represented city in Service Delivery Strategy negotiations with Henry County. Secured funding for acquisition of the Stockbridge Community Arts Center and expansion of Reeves Creek Trail project. Completed downtown streetscape project that included reconstructed and improved sidewalks, roadway, utilities, and visitor amenities in the city's Downtown corridor. Adoption of a Livable Centers Initiative master plan that includes a mixed-use development, amphitheater, and splash pad. Represented city in Local Options Sales Tax (LOST) and Special Purpose Local Option Sales Tax (SPLOST) negotiations with Henry County. Previously served as Treasurer and interim City Administrator.

**President/Executive Director – DeKalb Municipal Association, Georgia – January 2008 to December 2011**

Served as Secretary/Treasurer, Vice President, and President/Executive Director of this nonprofit organization created by the 10 municipalities in DeKalb County to help foster better cooperation among the cities and county; to improve the understanding of the complex issues that cities face; and to provide for maximum efficiency and economy of taxpayer dollars. Represented sister cities in Homestead Options Sales Tax and Service Delivery Strategy negotiations. Team member for the Atlanta Urban Area Partnership for Google, a collaborative grassroots effort that ultimately lured Google to bring its gigabit Internet service to Atlanta and eight nearby cities.

**Commissioner – City of Avondale Estates, Georgia – January 2008 to December 2011**

Elected to Board of Mayor & Commissioners of this DeKalb County city of 3,400 residents. During my tenure experienced first-hand negotiations required under the state's Service Delivery Strategy and Homestead Option and Sales Use Tax acts. As an elected official, I learned the importance of preservation-oriented urban planning and strategic zoning and related land use procedures and ordinances in a small-town atmosphere.

**Vice President/Market Development – Caspio, Inc., Mountain View, California – May 2007 to December 2011**

Created and managed five divisions accounting for 64% of annual revenues with full P&L responsibility for this cloud-computing Internet start-up company in California's Silicon Valley. Optimized the company's most strategic accounts and managed a sales team that grew revenues by more than 700% over five years. Negotiated strategic partnerships and managed cross-functional teams to drive the company's global sales and marketing strategies.

**Senior Manager/Internet Technologies – Atlanta Journal-Constitution – November 2006 to April 2007**

**Director/Computer-Assisted Reporting & Analysis – March 1998 to October 2006**

Built, trained, and directed cross-disciplinary team responsible for database management and web-application development. Managed the Intranet and e-commerce support teams, including third-party vendor relationships, with full P&L responsibility. Served as lead project manager on conversion of employment classifieds system. Member of the Innovations Team, a cross-functional group that developed innovative news and information products for the newspaper's print and online audience. Performed qualitative and quantitative data analysis for editorial projects. Member of the ajc.com online start-up team. Trained over 5,000 journalists globally in statistical research methods, GIS and mapping, and social media research techniques. Author of the Ultimate Atlanta School Guide.

**Adjunct Professor – Emory University – January 2000 to December 2006**

Developed and taught advanced courses within the College of Arts & Sciences focusing on performance analysis, trend assessment and forecasting. Students learned advanced statistical research methods, social research, and qualitative and quantitative data analysis skills. A capstone project was required of students to demonstrate mastery of the course using the Microsoft Office Suite, IBM SPSS predictive analytics, and the ESRI ArcGIS platform.

**Special Projects/Database Editor – Gannett News Service, Washington – November 1994 to February 1998**

Performed qualitative and quantitative data analysis for editorial projects for Gannett's national wire service and 90 daily newspapers, including USA Today. Member of the usatoday.com online start-up team. Trained over 12,000 journalists in computer-based statistical data analysis, GIS and mapping, and social media research techniques.

**Staff Writer – The News-Press, Fort Myers, Florida – June 1992 to October 1994**

Night crime beat reporter assigned to cover local law enforcement agencies. Produced daily, weekend and project-level articles. Performed qualitative and quantitative data analysis for individual and collaborative team projects.

## PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- Georgia City-County Management Association (GCCMA)
- Georgia Downtown Association
- LaGrange-Troup County Chamber of Commerce
- Troup County Center for Strategic Planning, Inc.
- Troup County Racial Trust Building Initiative
- Meriwether Joint Development Authority

## EDUCATION & TRAINING

- Master of Public Administration, Valdosta State University, Georgia
- Certification, Local Government Finance Officer, University of Georgia's Carl Vinson Institute of Government
- Certification, Georgia Academy for Economic Development, Georgia Department of Community Affairs
- Certification, Local Government Management, University of Georgia's Carl Vinson Institute of Government
- Graduate, Regional Leadership Institute, The Atlanta Regional Commission
- Graduate, Carroll County Chamber of Commerce Leadership Academy
- ICMA Credentialed Manager (CM) candidate with over 10 years of credited local government service
- Certified Public Manager (CPM) through the National Certified Public Manager Consortium
- Certified Economic Developer (CEcD) candidate through the Carl Vinson Institute of Government