

City Manager Self-Evaluation | David A. Milliron | July 2019

The following is a list of key accomplishments under my leadership during the FY 2018/2019 year...

- **Training:** Completed all training and capstone project requirements for the Certified Public Manager and Level II Local Government Finance Officer programs; was one of 20 city/county managers nationwide selected to attend ICMA's Senior Executive Leadership Institute (SEI)
- **Camera Ready:** The Walking Dead filmed an episode in Hogansville, which continues to pay dividends for tourism and economic development
- **Natural Gas Utility:** Mitigated the city's exposure to natural gas prices costs, as well as other energy costs, by hedging; worked with the Municipal Gas Authority of Georgia (MGAG) and Electric Cities of Georgia (ECG) to set and implement Council-adopted rates for Liberty Utilities; reduced our loss and unaccounted (LUC) to 3.4 percent; implemented five-year meter replacement program with radio-read technology
- **Investments:** Gained Council approval to invest SPLOST and other reserve funds with Georgia Fund 1 at a substantially higher interest rate that is expected to conservatively generate approximately \$70,000 in additional revenue annually
- **Employee Benefits:** Negotiated and migrated to a partially self-insured health plan that resulted in \$302,258 in annualized savings and increased overall benefits to staff, including long-term disability
- **Electric Utility:** Severed relationship with Southeastern Power Administration (SEPA) to save \$160,000 in excess energy purchases; implemented 10-year meter replacement program with radio-read technology; restored service contract with Diverse Power; developed five-year Capital Improvement Program (CIP) to upgrade system to state and federal compliancy standards that will ultimately recoup about 12 percent in lost power that never makes it to the meter
- **Bond Covenants:** All bond covenants were fully funded by aggressively soliciting FEMA project reimbursements and by pre-selling \$100,000 in tap fees necessary to secure the USDA financing for the waste water treatment plant
- **Economic Development:** Developed and implemented incentive utility rates for an industrial customer to generate 50 local jobs over a five-year period
- **Water Utility:** Replaced radio read meters and service lines throughout the Mill Village to substantially reduce water loss and water leaks that were depleting departmental overtime budgets
- **Communications:** Enhanced transparency through on-going communication dispatches visa social media, utility bill inserts, robocalls, email alerts, door hangers, and the news media

- Budget: Prepared and presented a proposed annual budget six weeks ahead of the year-end that cut expenditures by 4.2 percent while maintaining all existing services; completed year-end FY 2018/2019 with a net position increase of \$647,884
- Waste Water Treatment Plant: Construction began in September 2018 on an \$8.706M upgrade and expansion to the Hogansville Waste Water Treatment Plant that will double its capacity to process 1.5 million gallons of sewerage daily. The investment is necessary to bring the City's treatment system into compliance and preparing Hogansville for future economic growth. The plant will be substantially complete the end of 2019 and completed in March 2020. Grant and loan sources include a \$2.5M USDA grant, \$2.54M USDA loan, and \$1.6M user contribution from neighboring Meriwether County.
- Lake Jimmy Jackson: In 2018, construction work began on a new public park in the City's northeast corner, at the former Blue Creek drinking water reservoir that was closed about 10 years ago. Phase I completed in March 2019, Lake Jimmy Jackson includes a public beach, walking trails, picnic areas, fishing dock, nonmotorized boat launch, and public restrooms. The concept for the park came from recommendations made by the 2017 Game Changers group.
- CDBG: In April 2019 the City will applied for \$750k from the CDBG program for improvements to Hogansville's west side water delivery system. Allen Smith Consulting and Turnipseed Engineers prepared this highly competitive grant application, which will be matched with \$500k of local, LMIG and SPLOST funds. In addition, the 2017 CDBG was completed and closed out.
- Phase V Tower Trail Extension: In October 2018 the City was awarded \$200k from the Georgia Department of Natural Resources, Recreational Trails Program, for Phase V of the City's Tower Trail. Phase V will extend from the trail's existing outdoor classroom near the elementary school, across a ravine to High Street and downtown. We are seeking additional funds for this phase, which is expected to cost about \$300k. The project was put out to bid July 1st.
- 2019 Low Income Tax Credit for Housing: In May 2019, the DASH program of LaGrange (Dependable-Affordable-Sustainable-Housing) applied for federal tax credits to support development of a senior housing complex on Lincoln Street in Hogansville, adjacent to DASH's existing Stony Ridge apartments. The complex will provide 44 low-to-middle income senior apartments. Construction is slated for 2020.
- Hogansville Corridor Plan: Completed by Georgia Conservancy with \$42k from the Callaway Foundation, this plan covers the City's east, west, north and south corridors that lead into downtown. The plan enabled DASH to apply for the 2019 Low Income Tax Credits for senior housing in Hogansville.
- Downtown Market Study and Master Plan: This \$32k plan was funded by the City's Downtown Development Authority and a private landowner. It was prepared by Georgia Conservancy and partners

with extensive public input. Adopted by the DDA and City Council in early 2018, the plan began its first full year of implementation in 2019, with the DDA addressing plan activities monthly. This plan attracted the LaGrange DASH program to Hogansville.

- Rural Zone Award: As of January 1, 2019, Hogansville is now one of Georgia's 18 designated Rural Zones. New and existing businesses in downtown Hogansville are now eligible for small town job creation credits, investment credits and building rehabilitation credits on their State tax returns. The City's 2018 Downtown Market Study was instrumental in securing this competitive award from Georgia Department of Community Affairs.
- Georgia Main Street Affiliate Status: In late 2018, the City applied and was accepted to the National and Georgia Main Street programs for designation as an active Main Street Affiliate, eligible for Georgia Main Street training and design studio help.
- Georgia Initiative for Community Housing (GICH): In 2017, Troup County and the cities of Hogansville, LaGrange and West Point successfully applied to the University of Georgia and Georgia Department of Community Affairs as the first county-wide applicant to the GICH training program, now in its 15th year. The Troup GICH team has 30 members representing Georgia Power, DASH, local government, housing authorities, banks, Realtors, church pastors, and other citizens seeking to improve the range and quality of housing in Troup County. In 2019, the Troup GICH group completed a Housing Market Study, initiated a Housing Condition Survey, sponsored a Housing Information Expo, and helped with clean-up days.
- New City Hall: Plans were drawn to adapt the former PNC bank to City offices and Council meeting space. The City will cooperate with the Georgia Department of Corrections on the interior buildout.
- 2020-2040 Comprehensive Plan: Hogansville's State-mandated comprehensive plan will be due October 30, 2020. Major work on this plan began in 2019, with free support from the Three Rivers Regional Commission. Portions of this plan are either complete already or will be completed by yearend 2019 – including the Hogansville Downtown Master Plan, Hogansville Corridor Plan, Housing Market Study and Housing Condition Survey.
- Royal Theater: Funded by the Fox Theater Institute and City of Hogansville Special Project Local Option Sales Tax, this master plan was completed in 2018 by Carter Watkins Architects of Monroe, adopted by the City Council in July 2018, and incorporated into the City's Downtown Master Plan. The master plan recommends restoring the theater to community and entertainment use. Total estimated building rehabilitation cost is \$1.8M. The Royal Theater Master Plan readied and qualified the City to apply for a second matching grant from the Fox Theater Institute for \$50k to produce bid-ready plans to restore the iconic building in historic downtown. These Carter Watkins-produced plans and specifications were completed June 1, 2019 and will help the City seek outside funds for the building

restoration. The Royal Theater was also re-roofed using Special Local Option Sales Tax funds reserved for the theater, coupled with a \$20k Historic Preservation Fund awarded from the State's Historic Preservation Division in 2018.

- **Isaiah Lofton Historic Marker:** In September 2019, a Georgia Historical Society marker will be erected at the corner of West Main and Boozer Streets, where former Hogansville postmaster Isaiah Lofton lived, and where there was an assassination attempt on his life on September 15, 1897. That shooting received national attention and led to the establishment of National Association for the Advancement of Colored People. The historic marker cost of \$5k will be split between the Georgia Historical Society and the Troup County Tourism (hotel-motel tax) Fund.
- **FEMA Grants:** After the Christmas floods of 2015, Hogansville received Federal Emergency Management Authority grants, through the Georgia Emergency Management Authority, covering various impacted areas of the city. Most of these FEMA grants – for work at Church Street, College Street, Boozer and Holmes Streets, Maple Street, Taliaferro Drive, and the City's Yellow Jacket sewer easement – were completed in 2016-2018. The remaining projects – at Poplar Street, Boyd Avenue, Green Avenue and Elm Street Bridge – were completed by May 2019.
- **2019 Great American Cleanup:** Saturday April 27, 2019 was a community cleanup day for Hogansville. An estimated 53 cubic yards, or roughly 6 tons of trash and litter were removed from our streets and yards by citizen volunteers and City staff. The City received a \$1,750 grant from the state EPD for tire cleanup in the city and additional funds from the City Council for a paper shredding and recycling event.

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