

Carmen Y. Davis

PROFILE SUMMARY

Committed, ethical, team leader, and experienced local government management professional with a proven track record of effective management, community/business relations and consensus building, policy implementation, capital improvement and project management, negotiation skills, and staff and leadership development.

PROFESSIONAL EXPERIENCE

City Manager

City of Lake Worth Beach, FL

Dec. 2021 – Dec. 2023

Lake Worth Beach (LWB) is a coastal city in Southeast Florida on the Atlantic Ocean covering 7 square miles with a population of about 42,000 residents. LWB is a full-service city consisting of about 400 employees including its own municipal utilities (Water and Electric). The City has a general fund budget of about \$40 million and a total budget of about \$170 million. The City Manager is appointed by a five-member City Commission and assigned to oversee day-to-day operations.

Key Accomplishments:

- Assisted Commission in allocation \$19 million America Rescue Plan Act funds in line with strategic priorities while addressing deferred capital improvement projects
- Secured a \$23.4 million grant from the U.S. Department of Energy Bill of Infrastructure (BIL) Grid Resilience and Innovation Partnership (GRIP) to support continuation of the Electric Utility infrastructure strengthening and resiliency project
- Led team in the issuance of \$43.7 million in utility revenue bonds to enhance, strengthen, and more make resilient the City's utility infrastructure
- In partnership with CRA, secured a \$750,000 federal grant for affordable housing through Congresswoman Lois Frankel's Community Project Funding which leveraged \$2.5 million ARPA funds toward this effort
- Approval of Historic Gulfstream Hotel (negotiation of the development incentives/LOI, initiated economic impact study, managed economic development agreement process with third party negotiator, approval of restoration development)
- Effectively led the first ever Redistricting process in the City's over 100-year history
- Recipient of an AmeriCorps Vista Member volunteer granted from National Forum of Black Public Administrators (NFBPA) (to assist with community engagement, enhance community partnership relations, and increasing critical resources/services)
- Successfully led City Commission to agree upon the Beach Complex pool concept in order to determine a projected operation and maintenance cost
- Negotiated a two-year Palm Beach Sheriff's Office contract renewal for law enforcement services (previously a yearly contract—creating a rate hold)
- Established new leadership for the Finance Department which stabilized the department and developed proficiency
- Hired key executive and director positions: Exec. Assistant, Water Utility Dir. and Assistant Dir., Finance Director
- Developed strong relationships with County officials, municipal organizations, local colleges and universities, Neighborhood Associations, and Community and Non-profit agencies
- Led and coordinated the development of a Crisis Intervention Team proposal for City Commission's consideration
- Addressed and improved the Personnel Action Request process by creating financial accountability and cross functional controls to ensure requests are within the approved budget
- Negotiated annual employee healthcare benefits with a rate hold for the third year
- Reinstated the linemen apprenticeship program which was dormant for about 3 years

\\

Resume of Carmen Y. Davis, page 2

- Implemented cross functional team engagement which led to a more collaborative, team approach among city departments
- Began the process and discussions in establishing a Strategic Priorities Plan for City Commission's approval

Chief Operating Officer

Jackson Medical Mall Foundation, Jackson, MS

March 2020 – Nov. 2021

The Jackson Medical Mall (JMMF) was transformed from an abandoned shopping mall to a modern medical and retail facility. The mission, to provide healthcare for the underserved and to promote economic and community development, was made possible through strategic partnerships with the University of MS Medical Center, Jackson State University and Tougaloo College. JMMF has over 130 employees and an operating budget of about \$14 million.

Key Responsibilities and Accomplishments:

- Oversaw the day-to-day operations of six (6) departments – Facilities (Environmental Services and Maintenance), Security and Safety Services, Transportation Services, Events, Information Technology, and Care4ME Services (HIV Outreach Program)
- Developed, in collaboration with the CEO and the CFO, an annual operating budget that supports the JMMF's short-term and long-term operations strategies (Led the development of the organizations short-range strategic plan)
- Led and coordinated transportation services efforts for seniors and Jackson residents who need transportation to medical clinics for COVID testing during the COVID-19 pandemic
- Managed transportation service contractors to ensure compliance to grant regulations and organizational policies
- Ensured communications, resolution of issues and project development (Addressed tenants and transportation vendors, as well as, clients' concerns)
- Assessed and manage the principal risks of the JMMF's business within operations (proposals, projects, and staffing)
- Assisted the CEO in establishing an appropriate organization structure and promoted ethical practices focused on customer service (Revised organizational staffing structure to align with operational needs)
- Set goals for departments and individual managers as well as developed and implemented policies for organizational improvements (Monitored departmental performance to ensure capital projects were completed on time and within budget)
- Built strong relationships with tenants, key external stakeholders, community leaders and vendors

County Administrator

Hinds County, MS

September 2010 - January 2020

Home of the Capital City, Jackson, MS, Hinds County is the largest county in the state of Mississippi and has a population of approximately 250,000. The county has about 900 employees and an operating budget of approximately \$115 million. Appointed by a five-member board of supervisors and assigned to oversee day-to-day operations with thirteen (13) direct reports.

Key Accomplishments:

- Achieved increasing cash balance from about \$26,000 in 2010 to over \$2.5 million annually by 2012
- Assisted in managing and monitoring the \$40 M bond issuance for roads, bridges and capital improvements

Resume of Carmen Y. Davis, page 3

- Assisted in new bond issue, bond refunding and debt restructuring totaling over \$50 million yielding debt service savings
- Negotiated purchasing cost with vendors resulting in over \$1.0 million in savings to the General Fund, as well as, able to end furloughs and increase year-end cash balance by over 85%
- Negotiated annual employee healthcare benefits yielding over \$1.5 million in savings (reduced potential 25% cost increase to an average of 5% over 6 years)
- Oversaw and completed a comprehensive revision/update of the 1994 County Policies and Employee Handbook
- Initiated/began the County's first Health and Wellness Program which included the creation of the annual 5K walk/run
- Received "clean" (unmodified and free of misrepresentation) audits from independent auditor for 8 consecutive years
- Conducted comprehensive audit/review of all county property, equipment, and vehicles yielding no increase insurance premium cost.
- Created ADA Compliance Office, Record Management and Retention Office, Safety and Training Office, Pre-Trial Services Program
- Initiated and Upgraded County-wide technology network system to advanced fiber optic technology and increased internet speed nearly 100 times at a lower cost than the existing system cost
- Co-chaired newly established Criminal Justice Coordinating Council for two (2) consecutive years with the Senior Circuit Court Judge
- Oversaw and implemented the purchasing of new voting machines for 110 polling locations
- Initiated ADA Improvement Program which consisted of facility improvements, and policies (communications grievance, and non-discrimination policy)
- Initiated purchase of two additional buildings to enhance needed office space to improve operational efficiencies
- Managed and oversaw capital improvement projects such as: \$2.4 million reconstruction project for adult jail housing unit and over \$7 million in jail facility upgrades and improvements, and \$2 million ADA improvements to historic courthouse
- Managed and facilitated the development of the adopted 2017-18 Strategic Plan
- Developed and conducted professional development workshops tailored for department heads to enhance interdepartmental relations, increase moral and improve departmental performance
- Recipient of the Patriotic Employer Certificate from the Office of the Secretary of Defense as an Employer Supporting the Guard and Reserve

**City Planner, City Planning Commission
City of Detroit, MI**

**June 1993 – July 2001 and
January 2007 – August 2009**

Key Accomplishments:

- Supervised, planned, and coordinated community benefit agreements and conducted conflict resolution sessions among community organizations and Fortune 500 Companies on behalf of City Council (Marathon Oil, Ambassador Bridge Expansion, Chrysler New Mack Engine Plant)

- Chaired effective meetings with community leaders and groups, large and small business owners, and other city departments and agencies on various land use, zoning, and policy issues
- Reviewed and analyzed the social, economic and physical impact of neighborhood commercial development trends
- Organized and developed community master plans with neighborhood and community associations
- Directed office and field work required for effectuation of plans and studies
- Planned, coordinated and laid out the work of professional, technical and clerical employees in one or more of the functional areas of the Commission
- Managed the process for Michigan liquor licenses and activity permits for City Council's consideration
- Authored zoning ordinances, zoning map amendments, city codes, and public policies on major urban issues as well as directed the preparation of recommended changes
- Created reports, recommendations and presentations to the City Planning Commission, the City Council, groups and organizations in and for the City of Detroit
- Participated and represented the City Planning Commission and City Council on task forces and conferences with other planning staff

EDUCATION

Master of Business Administration

Wayne State University, Detroit, MI

Bachelor of Art, Urban Planning and Geography

Wayne State University, Detroit, MI

PROFESSIONAL AFFILIATIONS

Current Affiliations

- Member, International City/County Management Association
- Member, Florida City/County Managers Association
- Member, Palm Beach County City/County Managers Association
- Member, National Forum of Black Administrators
- Member, National Forum of Black Administrators (South Florida Chapter)

Previous Affiliations

- President, Mississippi City/County Managers Association
- Member, National Association of County Administrators
- Member, MS Association of County Administrators and Comptrollers, (served as President, Vice President, and Treasurer)
- Co-Chair, Hinds County Criminal Justice Coordinating Council
- Executive Advisory Board of Directors, Jackson State University Institute of Government
- Board Member, Leadership Greater Jackson
- Board Member, U.S.S. Jackson Commissioning Committee
- Member, U.S. Navy League, 2016

REFERENCES UPON REQUEST