

Carmen Y. Davis
cyd05@live.com
601-665-5527

April 28, 2024

Carlos Mangual, Interim Human Resources Director
City of Pahokee, FL
207 Begonia Drive
Pahokee, FL 33476

Dear Mr. Mangual,

It is with great pleasure that I submit this letter, as well as the accompanying resume, to express my interest in the City Manager position for the City of Pahokee on a interim or permanent basis.

I am excited about the opportunity to serve the City of Pahokee as the City Commission search for a permanent City Manager. After reviewing the position and researching the community, I believe that I am well suited for the position of City Manager. I have over 25 years of experience as a local government professional with 14 years of managing the day-to-day operations of a mid-size city and county, as well as a nationally respected non-profit. In addition, my urban planning education and 10 years' experience as a city planner would place me in the unique position to partner with the City Council in meeting the city's goals and continue its efforts to keep Progress Pahokee moving forward.

I am a servant leader that gives emphasis to collaboration, team thinking, innovative solutions and processes, and community involvement. Throughout my public service career, I have developed and strongly supported professional development workshops/training for department heads that resulted in improved efficiencies and working relations among department heads, elected officials, and the community. Below are highlighted accomplishments:

Lake Worth Beach:

- Spearheaded the approval of the restoration and development of the Historic Gulfstream Hotel and apartments.
- Lead the approval of the first ever Redistricting process in the City's over 100-year history.
- Negotiated a two-year contract renewal with PBSO for law enforcement services (previously a yearly contract – creating a rate hold for two years).
- In partnership with Community Reinvestment Authority, secured a \$750,000 federal grant for affordable housing through Congresswoman Lois Frankel's Community Project Funding which leveraged \$2.5 million of ARPA funds.
- Led the team which resulted in securing a \$23.4 million grant from the U.S. Department of Energy Grid Resilience and Innovation Partnership to support continuation of the Electric Utility infrastructure strengthening and resiliency project.
- Led team in an issuance of \$43.7 million in utility revenue bonds to the Electric Utility Phase 2 infrastructure project.
- Allocated and managed \$19 million of ARPA funds for much needed capital improvement projects.

Jackson Medical Mall Foundation:

- Managed over \$10 million capital improvement projects and developed a project status reporting process.
- Improved operational productivity, efficiency, and staff retention by realigning operational staffing and salaries for the facilities and security departments.
- Assisted in the development of COVID protocols without operational interruptions and very minimum staff absenteeism.

Hinds County, MS:

- Implemented a conservative budget which yielded savings and led to full salary restoration after a 9-month furloughs period.
- Improved the county's fiscal position to secure bonds for facilities and infrastructure projects.
- Comprehensively revised and updated the county's 1994 personnel and procedure policies.
- Addressed and improved challenging criminal justice issues by developing innovative programs and partnering with criminal justice officials (sheriff, judges, district attorneys, and county attorneys).
- Managed over \$20 million reconstruction and renovation project for County detention center.
- Oversaw over \$40 million county-wide road project program.

City of Detroit, MI:

- As a 10-year City Planner with the City of Detroit, I had the opportunity to develop policies/ordinances, manage residential, commercial, and industrial developments, along with improve community relations and issues among community/neighbor organizations and developers.

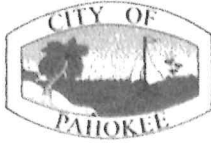
My resume (attached with the job application) details the accomplishments and qualifications reflecting my ability to be a value-added team member for the City of Pahokee. I look forward to talking with you to further discuss how I am an ideal Interim/Permanent City Manager for the Pahokee community.

Sincerely,

Carmen Y. Davis

Carmen Y. Davis

Attachment: Job Application
Resume



City of Pahokee

207 Begonia Dr, Pahokee, FL 33476 Phone: (561) 924-5534 Fax: (561) 924-8140

Application for Employment

Please thoroughly complete application and attach a copy of documents required to determine minimum eligibility. Failure to do so, hinders our ability to properly assess eligibility thus eliminating your application for employment consideration.

The City of Pahokee does not engage in any form of unlawful discrimination. If you feel you have been discriminated against for any reason, please call this to the attention of the Director of Human Resources so that we may address your concern(s).

NOTE: All applicants are required to furnish proof of identity and legal work authorization within 3-days of appointment.

Position Applying For: City Manager (Please only list one position per application)

When are you available to start work? ASAP

Type of Employment desired? Full Time Part Time Temporary

Applicant's Full Name: Carmen Y. Davis

List any other names you have used or currently use, and the dates you used those names. Please use additional pages as necessary.

NAME	DATE USED
Carmen Y. Gregory (maiden name)	Prior to May 24, 1994

Residence Address: 507 N. Federal Highway, Unit #30

City / State / Zip Code: Lake Worth Beach, FL 33460

Mailing Address: _____

City / State / Zip Code: _____

Home Phone Number: _____ Alt. Phone Number: 601-665-5527

Do you have a valid Driver's License that you will be able to produce upon offer of employment, for verification of driving privilege? YES NO If the position for which you are applying requires a valid driver's license, please provide driver's license information below:

Driver's License #: D120-119-65-706-0 Type of License: E
State Issued: FL Date of Birth: 6-6-1965

Check the type of vehicles you are qualified, through experience to operate:
Passenger Car Light Truck Heavy Truck or Tractor

Other: _____

Names of relatives employed by the City of Pahokee and Department Names.

Name	Department	Relationship
None		

Have you ever been employed with the City of Pahokee?

YES

NO

If necessary for the job, I am able to work overtime?

YES

NO

IF YES PLEASE LIST ALL POSITIONS HELD, DATES OF EMPLOYMENT, DEPARTMENT NAME, SUPERVISOR AND THE REASON FOR SEPARATION.

EDUCATION

Please include Name and Address of school, years attended, date graduated and degree obtained, if any. If more space is needed, please attach an additional page.

	Name & Location	Dates	Graduated (?)	Major Study/ Degree
High School	Cass Technical High Detroit, MI	1979 - 1983	Yes	Business
College	Michigan State University Lansing, MI	1983 - 1987	No	Bachelors Degree Urban Planning
	Wayne State University Detroit, MI	1987 - 1989	Yes	
Additional Education	Wayne State University Detroit, MI		Yes	Master Degree Business Administration

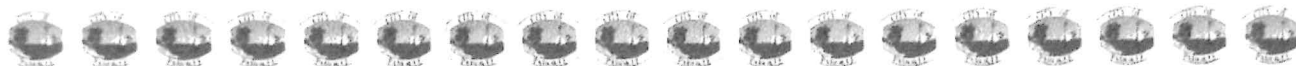
EMPLOYMENT

Please list, beginning with your most recent employment (prior employer), any and all prior work experience you have had during the past 15 years. Be sure to account for any periods in which you have been unemployed. Please describe your job duties in full detail. If you are no longer employed, please explain reason for separation, (If separation was voluntary, state why. If terminated or involuntary separation, state reasons you were given).

Employer: City of Lake Worth Beach, FL
Address: 7 N. Dixie Highway, Lake Worth Beach, FL 33460
Date Employed FROM: Dec. 7, 2021 **Date Employed TO:** Dec. 9, 2023
Position Held: City Manager
Supervisor's Name: City Commission **Supervisor's Title:** Betty Resch, Mayor
Job Duties: Oversaw the day to day operations of the city with a population of 42,000 residents, 405 employees, and 10 departments (including municipal electric and water utilities)

Reasons for separation or seeking new employment:

The majority of the City Commission decided to move the city into a different direction.



Employer: Jackson Medical Mall Foundation
Address: 350 W. Woodrow Wilson Blvd., Jackson, MS 39213
Date Employed FROM: Mar. 3, 2020 **Date Employed TO:** Nov. 30, 2021
Position Held: Chief Operating Officer
Supervisor's Name: Primus Wheeler **Supervisor's Title:** Chief Executive Director
Job Duties: Oversaw the day to day operations of 6 departments and assisted the CEO in establishing and maintaining the organization structure, set goals of the departments, and implemented organizational improvements

Reasons for separation or seeking new employment:

Offered the position of City Manager with Lake Worth Beach and relocated to Florida.



Employer: Hinds County, Mississippi
Address: 316 S. President St., Jackson, MS 39205
Date Employed FROM: September 10, 2010 **Date Employed TO:** January 6, 2020
Position Held: County Administrator

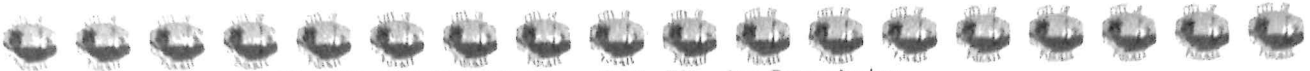
Supervisor's Name: Board of Supervisors

Supervisor's Title: Darrell McQuirter, President (former)

Job Duties: Oversaw for running the day to day operations of the the largest County in MS with a population of 250,000 residents and about 900 employees with responsible for 13 departments.

Reasons for separation or seeking new employment:

Following the Board of Supervisors new election term, the newly elected board members who decided to not reappoint me as well as other board appointees (County Attorney and Public Works).



Employer: City of Detroit, MI - City Council/City Planning Commission

Address: 202 Coleman A. Young, Detroit, MI 48226

Date Employed FROM: June 1993 and Jan. 2007

Date Employed TO: July 2002 August 2009

Position Held: City Planner IV

Supervisor's Name: Marcell Todd, Jr.

Supervisor's Title: Director

Job Duties: Authored zoning ordinances, zoning map amendments, city codes, and public policies on major urban issues, created reports and recommendations to City Planning Commission and City Council, created community benefit agreements and conducted conflict resolution sessions among community organizations and major companies on behalf of City Council.

Reasons for separation or seeking new employment:

Relocated to Mississippi

OTHER

Please describe any other experiences or skills for which you feel qualify you for the position of which you have applied for with the City of Pahocee.

Please see the detailed experiences, skills, and accomplishments in the attached resume.

Please Explain, In Your Own Words,

Why would you like to work for the City of Pahocee, in what position, and what qualifications you may possess, or other reasons you may feel should be considered.

I would like to serve the community as the Interim/Permanent City Manager for the City of Pahocee. As a local government professional with over 25 years of local government service with over 14 years of local government management as a County Administrator and a City Manager, I am well suited to partner with the City Commission to continue its effort to keep "Progress Pahocee" moving forward. I have attached my cover letter and resume that provides more details of my qualifications.

STOP!

- 1. Did you attach a copy of your driving history, if required? YES NO
- 2. Did you attach a copy of your HS Diploma / GED, Degree or Applicable Training Certification, if required? YES NO



READ CAREFULLY AND INITIAL



cd

I UNDERSTAND that this application will only be considered "active" for 1 year from the date of the application. I understand that I must notify the City of Pahokee in writing of the desire for my application to be considered for any additional positions available.

cd

I ALSO UNDERSTAND that all statements made on this employment application may be checked by the City of Pahokee, and I authorize such prior employers to answer any and all questions regarding my prior employment. I hereby indemnify the City of Pahokee and each of my prior employers and hold them harmless from any claims arising from such authorization.

cd

I UNDERSTAND further that any misstatements or omissions in this application may result in a decision not to hire, or discharge if discovered at any time after being hired.

cd

IF EMPLOYED, I AGREE to conform to the rules and regulations of the City of Pahokee.

cd

I ACKNOWLEDGE and AGREE that any time I am to subject to any type of discrimination or harassment, I will contact the City of Pahokee's Human Resources Director or the City of Pahokee's City Manager immediately to obtain assistance in the resolution of such matters.

cd

I FURTHER ACKNOWLEDGE and AGREE that upon receiving an offer of employment, I will be required to submit proof of authorization to work in the United States and that I may be required to submit other documentation necessary for any background checks required for the position for which I have applied.

cd

I UNDERSTAND that any offer of employment is conditional upon the verification of authorization to work in the United States and upon a successful background check.

cd

I ACKNOWLEDGE and AGREE that I must submit to, and successfully complete, a drug test in compliance with the City's Drug Free Workplace Policy as a condition of employment.

I HEREBY REPRESENT AND WARRANT that I have read or had the above statements read to me and fully understands the foregoing. I further state that I would like to continue the process to seek employment under the above stated guidelines of the City's conditions of my own free will and accordance with my own judgment.

Carmen Glavin
Applicant's Signature

April 28, 2024
Date

Witness

Date



ATTENTION APPLICANT



Please be advised that Florida State Statute regulates the collection and use of your social security number as defined in Chapter 119. This serves as written notification to the collection and purpose thereof:

This office must request your social security number for the specific purpose and for no other purpose as listed below, if your application is considered for further consideration:

To process and report wages pursuant to the Social Security Administration Act:

To report income pursuant to the Federal Department of Internal Revenue Service;

To initiate and process application or employee background checks to include consumer reports, educational institutions, government agencies companies, corporations and credit reporting agencies in compliance with the Fair Credit Reporting Act;

For Drug Screening Test Identification; and

To process your Employment Benefits.

Should you have any questions, please feel free to contact the Human Resources Department personnel.

Jacqueline Ramsay
Human Resources Manager

Carmen Y. Davis

601-665-5527 cell cyd05@live.com

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

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- 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

<i>Master of Business Administration</i>	Wayne State University, Detroit, MI
<i>Bachelor of Art, Urban Planning and Geography</i>	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