

Melissa McNair Davis

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December 27, 2024

The Honorable Mike Norris, Mayor
Members of the City Council
City of Palm Coast
160 Lake Avenue
Palm Coast, Florida 32164

Dear Mayor Norris and Members of City Council:

I am writing to express my interest in the City Manager position with the City of Palm Coast. With over 20 years of experience in municipal management and a proven track record of effective leadership, I am confident in my ability to drive the city's strategic initiatives.

My motivation is seeing an idea take hold and come to fruition. In my role as Deputy Commissioner, I successfully manage a wide range of projects that improve public services. Currently, I lead over 200 team members within the Department of Public Works (DPW). I am responsible for the city's entire fleet and managing over \$100M budget. One of my notable achievements is transforming DPW's fiscal services, a fractured business unit, into a vital, responsive operation that now delivers strong productivity. This experience has honed my ability to work collaboratively with diverse stakeholders, from city council members to residents and external partners. I am committed to fostering transparent communication and creating a responsive government that prioritizes the needs of citizens.

My strong background in budgeting, policy development, and intergovernmental relations has equipped me with the skills necessary to address the complex changes facing municipalities today. I am excited about the opportunity in Palm Coast and the prospect of bringing my skills to your organization and contributing to its mission.

I welcome the chance to discuss my qualifications and explore the goals set for the position in detail during an interview. Please contact me at (404) 805-6886 or via email. Thank you for your time and consideration, and I look forward to speaking with you soon about the City Manager position.

Sincerely,

Melissa McNair Davis

MELISSA M. DAVIS

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EXECUTIVE PROFILE

Accomplished leader with over twenty years of progressive experience in local and county government with the ability to reform challenged organizations and blend big-picture viewpoints with tactical considerations to build trust and achieve consensus.

PROFESSIONAL EXPERIENCE

CITY OF ATLANTA, DEPARTMENT OF PUBLIC WORKS (2012 – Present)

Deputy Commissioner (Interim)

Lead Fleet Services, Contract Administration, and Finance, managing a staff of over 200 and an annual budget of \$103M aligned with the Mayor's strategic goals. Collaborate with elected officials, department heads, and community stakeholders to develop policies that enhance residents' quality of life. Manage the fleet operation of 4900 vehicles, including procurement, maintenance, disposal, and sustainability initiatives. Led the development and implementation of a 3-year rate sufficiency plan to increase solid waste revenue.

Sr. Director, Administration and Finance

Managed fiscal services for the department including accounting, debt, billing/collections, budgeting, and procurement. Developed \$100M+ operating budgets and managed payroll for 714 employees. Analyzed financial risks and implemented policies to mitigate exposure to fraud, waste, and abuse. Facilitate internal and external communications throughout the organization. Presented reports and briefings to senior management and City Council regarding specific legislative agenda items and the department's financial performance.

Financial Manager, Senior

Prepared and managed the Department of Public Works' \$55M+ annual budget for solid waste services. Conducted detailed financial analysis to support business decisions, including cost-benefit analysis, forecasting, and variance analysis. Led financial and project management, providing insight and recommendations to senior leadership. Liaison to the Mayor's Office and external departments for operational questions, service requests, and citizens' inquiries.

Responsible for COVID-19 compliance/cost recovery reporting to Governance Committee. Served as the Finance Chief during winter weather events and prepared reimbursement documents for the Federal Emergency Management Agency.

CITY OF ATLANTA, AUDITOR'S OFFICE — ATLANTA, GA (2006 – 2012)

Senior Performance Auditor

Evaluated business processes to identify opportunities for improved and/or increased efficiency; assessed whether programs were achieving intended results and complying with established city and federal regulations and laws; and reviewed financial data to assess whether city department's internal control structure over financial reporting and/or safeguarding assets was suitably designed and implemented to achieve the control objectives. Prepared written reports for the Audit Committee and City Council to communicate findings and recommendations. Conducted peer reviews to determine whether an external organization's internal quality control system is adequate and whether quality control policies and procedures are being complied with to provide the audit organization with reasonable assurance of conformance with applicable professional standards.

CITY OF SAVANNAH, RESEARCH & BUDGET – SAVANNAH, GA

Management Analyst

Conducted detailed analysis for city programs and services, prepared budgets and equipment replacement schedules for the Water & Sewer and Sanitation Bureaus, totaling over \$70 million; and processed personnel actions requests for 13 departments within the two bureaus. Partnered with the City Manager's Office to coordinate a Citizens' Academy (intensive 8-week course that presented a detailed overview of city services and policies).

GREENVILLE COUNTY, ADMINISTRATOR'S OFFICE - GREENVILLE, SC

Assistant to County Administrator

Served as the County Council liaison and managed special projects and initiatives for the County Administrator, ensuring timely and successful completion. Developed the county's E-Service Request System, a customer service tool used to facilitate the resolution of council and citizens' complaints and inquiries. Provided comprehensive administrative support and assisted in the development of county procedures and policies. Conducted research and policy analysis and made recommendations to improve service delivery and operational efficiencies.

CITY OF FORT WORTH, CITY MANAGER'S OFFICE – FORT WORTH, TX

Senior Budget Analyst

Developed, analyzed, and managed operating budgets for Human Resources, Housing, Municipal Court, and Parks & Recreation with combined annual appropriations exceeding \$100 million. Provided both management and administrative recommendations to departments regarding personnel issues, budget resolutions, budgetary transfers, and other management/administrative issues. Taught basic principles of governmental budgeting to City of Fort Worth employees and created an instructional program for new budget analysts.

EDUCATION

M.B.A, Business Administration - *University of North Georgia*

M.P.A, Public Administration — *University of North Texas*

B.A., Political Science — *University of South Carolina*

Certified Local Government Finance Officer, Level I & II - *University of Georgia, Carl Vinson Institute*

Project Management Certificate - *University of Georgia*

Lean Six Sigma Green Belt - *University of Georgia*

Certified Government Auditing Professional (CGAP)

PROFESSIONAL AFFILIATIONS

International City/County Management Association (ICMA)

Government Finance Officers Association (GFOA)

The Institute of Internal Auditors (IIA)

Board Member – Vice Chair, Credit Union of Atlanta