

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

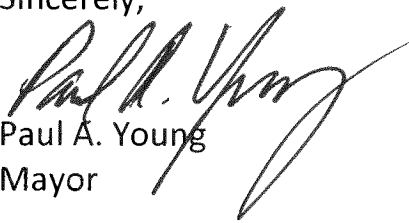
It is my recommendation that:

**Melvin Jamerson**

be appointed as Interim Director of General Services with a salary of \$137,943.78.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# MELVIN JAMERSON

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## Professional Summary

Dedicated and experienced public government management professional with proven success managing city facilities and support services operations for major municipality. Directed and administered staff work force development, equipment functionality, and innovational concepts foresight. Facilitated divisional policy and procedures accomplishing goals to support customer needs and deliverables. Eagerness and willingness to serve the City of Memphis in high level management job position.

## Core Qualifications

- Program oversight
- Strategic leadership
- Financial administration
- Business administration
- Strategic planning
- Staff Management

## Experience

**Deputy Director**, 12/2022 to Current

### City of Memphis

- Resolved administrative and operational concerns relating to divisional policies, finance/budget, human resources/labor relations, and organizational planning.
- Conducted regular meetings with division management to continuously develop, implement, and enforce division policies/procedures to ensure efficiency of daily operations.
- Forecasted budget to ensure adequate resource allocation for operations, maintenance, services, acquisitions, consumables, materials, and supplies.

**SR. Administrator**, 07/2021 to 12/2022

### City of Memphis

- Plan, direct, and coordinated overall maintenance/construction program for City of Memphis facilities and grounds maintenance operation.
- Managed General Foreman team to supervise employees' essential job functions of skilled tradesmen in repairing, maintaining, and operating, physical structures and utility systems of City property, equipment, and grounds.
- Oversaw operating and CIP budget to accomplish annual operational needs and deferred maintenance on buildings.

- Monitored and inspected building maintenance and remodeling projects to ensure timeliness, correctness, completion, and contract compliance.

**Administrator**, 01/2016 to 07/2021

### **City of Memphis**

- Supervised and coordinated work functions, printing, mail, convenience copier; maintenance on buildings, equipment, environmental and support equipment systems; and structures of assigned facility.
- Developed and maintained Computer Center and other IT equipment critical systems.
- Inspected buildings and equipment for safety hazards, fire inspections, maintenance needs, and ADA compliance issues and requirements.
- Responded to customers concerns and questions tactfully and expediently, to assure needs met by worker teams.

**Building Manager**, 10/2001 to 01/2016

### **City of Memphis**

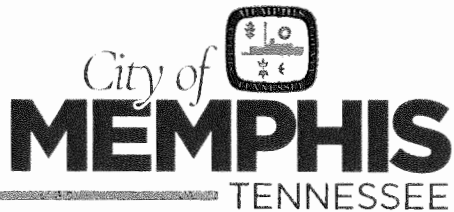
- Managed all aspects of Memphis City Hall building, daily operations, and major mechanical systems; Life safety systems including fire monitoring, detection, suppression, inspections, and inclement weather crisis management.
- Coordinated and supervised office space programming, various flooring type installation, and construction office modifications.
- Designed and supervised a preventative maintenance program for buildings and equipment.
- Created vendor services related contracts for building maintenance and operations; included preparing project scope of work, assisting in purchasing procurement process, and managing vendors for services requested.

## **Education and Training**

**Bachelor of Science Degree:** Business Real Estate & Insurance, 01/1994

**Arkansas State University** - Jonesboro, AR

- Project Management Foundations | Risk Management | Strategic Foresight
- New Memphis | Leadership Development Intensive Graduate
- Procore | Student Certification | Procore Technologies
- Lean Six Sigma Training | G38 Consulting | Dr. Ahmad Glover
- Management 101 | Human Resource Division | City of Memphis



PAUL A. YOUNG  
MAYOR

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

Subject to Council approval, it is my recommendation that:

**Ty Coleman**

be appointed as Director of Memphis Animal Services with a salary of \$120,000.14.

I have attached biographical information.

Sincerely,

A handwritten signature in black ink that reads "Paul A. Young".

Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# TY COLEMAN

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*Successful & creative management professional with experience in strategic planning for growth and to implement new strategies while finding new avenues for increasing productivity in all aspects.*

## **EXPERIENCE**

**SEPTEMBER 2023 - PRESENT**

### **DIRECTOR OF ANIMAL SERVICES, CITY OF MEMPHIS**

Provide executive-level leadership and technical guidance to manage the quality care of sheltered animals at Memphis Animal Shelter, ensuring adherence to policies regarding kennel operations, animal treatment, cleanliness, and more. Maintain public health and safety through efficient animal collection and impounding. Manage budget formulation and monitoring, community outreach, and volunteer programs. Actively work to fulfill the Memphis Animal Services mission, implementing strategic goals and objectives, developing standards of procedure, fostering relationships with internal and external stakeholders, and leading community educational initiatives. Manage staff of 60 full-time and approximately 25 part-time employees. Oversee communication protocols, represent MAS in public meetings, and cultivate sponsors and fundraising opportunities.

**JUNE 2022 - MAY 2023**

### **ANIMAL SERVICES MANAGER (DEPT. HEAD), CITY OF MIDLAND**

Direct all phases of the Animal Services department. Supervise field and shelter operations and coordinates daily field activities with the Field Supervisor. Per City of Midland code serves as the Director of Animal Services. Perform other duties as required for smooth and efficient operation of the program. Sets and enforces departmental policies and procedures. Prepare the annual budget for the approval of city management and City Council. Administers the purchases and reconciliation of receipts and accounts payable. Oversee criminal investigations and the preparation of court documents.

**MAY 2019 - JULY 2020**

### **ANIMAL SERVICES DIRECTOR, CITY OF SHERMAN**

Plan, organize, direct and evaluate the work of department personnel and the regional animal shelter for Grayson County. Developed policies and procedures designed to increase the effectiveness of department operations and address citizen and animal needs. Doing so increased the animal live release rate from 53% to 96%. Raised over \$130,000 within four months to complete a renovation encompassing cat condos and a surgical suite. Provided status reports to the City Manager on department operations, any major shift in policies procedures and recommendations for future development. Developed and administer department budget.

**SEPT 2018 - JUNE 2019**

**SUPERVISOR II (FIELD), CITY OF DALLAS ANIMAL SERVICES**

Supervise Senior Animal Services Officers and Animal Services Officers (16) Full-time employees. Perform all duties of Animal Services officer including patrol. Oversee training and assist Animal Services Officers in the preparation of criminal cases. Supervise Officers in reviewing, presenting, and signing court complaints summons against violators. Supervise and support officers in the procurement and execution of search warrants. Present court testimony and evidence at hearings as needed. Respond to quality service request calls and council member requests. Answer inquiries regarding specific animal issues. Assist with the management of a vehicle fleet. Monitor performance and produce reports as needed. Perform yearly employee performance evaluations. Participate in emergency preparedness planning. Identify staffing needs per shift.

**MAY 2016 – SEPT 2018**

**ANIMAL SERVICES COORDINATOR (ASO), CITY OF FARMERS BRANCH**

Monitor shelter stock and approve purchase of new supplies. Train/Lead responsibility over Animal Service Assistants. Assist Animal Services Manager with drafting annual budget and monitor budget for shelter services. Provides assistance to the animal shelter manager by gathering data, creating reports, scanning documents. Collecting data to show a growth trend with city's population. Conduct event logistics for campaigns, adoption events, public outreach for donations; contact vendors, secure event resources, plan event itineraries and communications, coordinate volunteers and staff, prepare animals and the pictures, handle invitations and manage on-site details. Apply for grants benefiting animal services, securing over \$275,000.

**APRIL 2015 – MAY 2016**

**CODE COMPLIANCE OFFICER I, CITY OF ARLINGTON**

**FEB 2014 – APRIL 2015**

**ANIMAL SERVICES ASSISTANT, CITY OF FARMERS BRANCH**

**APRIL 2011 – SEPT 2014**

**ANIMAL SHELTER ATTENDANT, CITY OF CEDAR HILL**

## **EDUCATION**

**HIGH SCHOOL DIPLOMA, CEDAR HILL HIGH SCHOOL**

- Texas Student Achievement Award from Texas ACT Council (Pre-ACT)
- Obtained college credits

**ANIMAL SERVICES EXECUTIVE LEADERSHIP CERTIFICATION, SOUTHERN UTAH UNIVERSITY**

- Pending graduation 2024

## **SKILLS**

- Leadership
- Organizational Development
- Project Management
- Ability to type 70 WPM
- Internal/External Training and Public Speaking
- Employee of the Year (City of Farmers Branch)
- Social Media/Marketing
- Advanced Animal Control Officer Certification
- Innovative
- Premier Customer Service
- Cedar Hill Citizens Police Academy 2014

## **REFERENCES**

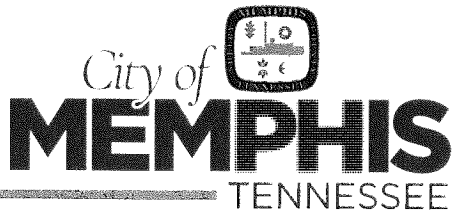
**PAULA POWELL, SENIOR REGIONAL STRATEGIST, BEST FRIENDS ANIMAL SOCIETY  
(915)-449-1621 [PAULAP@BESTFRIENDS.ORG](mailto:PAULAP@BESTFRIENDS.ORG)**

**NICOLE WEAVERLING, HUMAN RESOURCES MANAGER, CITY OF MIDLAND, TEXAS  
(432)-260-8343 [NICOLE.WEAVERLING@GMAIL.COM](mailto:NICOLE.WEAVERLING@GMAIL.COM)**

**MARK COOPER, ANIMAL SERVICES DIVISION DIRECTOR, CITY OF THE COLONY  
(903)-227-9517 [MCOOPER@THECOLONYTX.GOV](mailto:MCOOPER@THECOLONYTX.GOV)**

**KEVIN BARRETT, COURT ADMINISTRATOR, TOWN OF ADDISON  
(972)-450-7111 [KBARRETT@ADDISONTX.GOV](mailto:KBARRETT@ADDISONTX.GOV)**

**JAMIE ELDER, TERRITORY MANAGER, PATTERSON VETERINARY SUPPLIES  
(832)-671-2123 [JAMIE.ELDER@PATTERSONVET.COM](mailto:JAMIE.ELDER@PATTERSONVET.COM)**



PAUL A. YOUNG  
MAYOR

January 2, 2024

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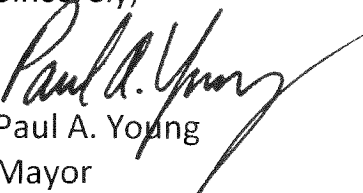
Subject to Council approval, it is my recommendation that:

**Manny Belen**

be appointed as City Engineer with a salary of \$137,943.78.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members



# Manny Belen, P.E., M.P.A.

mannv.belen@memphistn.gov

## PROFESSIONAL EXPERIENCE:

January 2016 –Present

### **Director, Engineering, City of Memphis (City Engineer)**

Strategically develop and implement short and long-term plans, goals and objectives that support and carryout Administration's Mission, Vision, and Values. Directs and manages the day-to-day operations for Engineering Division Organization which encompasses ten major departments that are responsible for the operation and maintenance of City Infrastructure to include Sign/Markings, Signal Maintenance, Parking Meter, Civil Roads & Bridge Design, Storm Water Design, Sewer Design, Mapping & Records, Building Design & Construction, Survey, Construction Inspection, Prevailing Wage, Division Budget & Accounting, and Land Development. Duties include preparing and monitoring the Division's annual operating and capital budgets while providing leadership for approximately 129 employees.

- Develop, monitors and approves Division Capital Improvement and Operating Budgets.
- Manages Division Personnel, fostering employee development and empowerment.
- Manages organization with union representations.
- Managing communication between Community, Divisions, Elected Officials and Mayor office.
- Develop and monitors Division performance measures and benchmarking.
- Lead in the preparation of new or revisions to City ordinances and resolutions.
- Regular Code Administration and Enforcement, ensuring Division compliance with all applicable codes, laws, regulations, standards, policies and procedures.
- Maintain a comprehensive, current knowledge of applicable laws/regulations.
- Develop standards that addresses the quality of the environment and promotes public health and safety
- Serves and represents the City at community meetings, town halls, boards, commissions and committees
- Represents with legal aspects of City infrastructure and land entitlement matters

February 2014 –Jan. 2016

### **Deputy Director, Engineering, City of Memphis**

- At various times charged with planning, directing, and coordinating all activities for Civil Design, Sewer Design, Drainage, Survey, Mapping, Construction Inspection, Traffic Engineering, Sign Shop and Traffic Signal Maintenance Service Centers of the Division of Engineering comprising up to 116 employees at any given time.
- Directed and coordinated, through subordinate supervision, all activities of Service Centers performing functions such as planning, design and construction of all transportation related projects.
- Coordinate with Public Works and other Division to prepare annual CIP Budget.
- Voting member of MPO Engineering Technical Committee. Served as City Engineering representative on various Committee.
- Represented Engineering Division at Union negotiations.
- Oversee and facilitate inter-governmental coordination and cooperation.

July 2009 –February 2014

**Administrator, Street Maintenance, City of Memphis, Division of Public Works**

- Charged with planning, directing, coordinating and administering all activities relating to street maintenance management, paving snow removal and ice control management, right-of-way management, and grounds maintenance program.
- Prepare and administers service center budget.
- Develop performance measures, goals and objectives for the service center.
- Plan strategic cost-effective maintenance program to an existing system and its appurtenances that preserves the system, retards future deterioration, and maintains or improves the functional condition of the system.
- Responsible for establishing GIS base pavement management system and resurfacing management plan.
- Responsible for being effective and efficient emergency responders.
- Oversee human resource management including planning, organizing and supervising staff of approximately 130 (exempt, non-exempt and bargaining unit) employees.
- Conduct, coordinate and negotiate procurements including contracts and purchase orders for various projects and programs.
- Ensure Division compliance with all applicable codes, laws, regulations, standards, policies and procedures.

August 2008 – June 2009

**Manager, Drain Maintenance, City of Memphis, Division of Public Works**

- Managed and coordinated, through subordinate supervisory personnel, activities of workers engaged in maintenance and emergency repair of the city's storm water drainage systems.
- Responsibilities included planning, organizing and supervising staff of approximately 70 employees.
- Reviews and analyzes reports and records and confers with supervisor personnel to obtain data required for planning department activities and to address future needs, outlines deadlines necessary to meet work objectives.
- Evaluates current procedures and practices and develops and implements alternate methods to improve operations.
- Researches and evaluates new development in materials, tools and equipment.
- Prepares and monitors budget, prepares bid specifications and contracts, inspect sites to evaluate work requirements.
- Supervise office personnel in dispatching, bookkeeping, payroll and record keeping.

April 2007 – July 2008

**Engineer Coordinator, Drain Maintenance, City of Memphis, Division of Public Works**

- Investigates and resolves storm drainage problems and concerns reported by the public and other agencies to insure a minimum of financial and legal responsibility to the City.
- Research records and collects data to determine City's easement and systems.
- Prepares and administers departmental capital improvement contracts, works with contractors to schedule work, insures that work performed is completed in accordance with city specifications and approves payments.
- Provides engineering and technical direction for in-house construction projects.

## **EDUCATION:**

May 1998      **Bachelor of Science Degree in Civil Engineer,  
University of Nevada Las Vegas**

June 2014      **Master of Public Administration,  
Norwich University**

## **REGISTERED/LICENSED PROFESSIONAL ENGINEER (PE):**

- Tennessee, #112656
- Nevada #16421
- Arizona #38403

## **PROFESSIONAL ORGANIZATION/MEMBERSHIPS:**

- Tennessee Chapter American Public Works Association (TCAPWA) Served as:
  - President (2017)
  - President-Elect (2016)
  - Vice President (2015)
  - Awards Committee Chair (2015)
  - West Branch Director (2013, 2014)
  - TCAPWA Education Committee Chair (2013)
  - TCAPWA Diversity Committee Chair (2014, 2015, 2016)
- American Society of Civil Engineer (ASCE), M.ASCE (2007 - Present)
- Institute of Transportation Engineers (ITE), (2014 – Present)
- Phi Alpha Alpha Honor Society – Norwich University (2014)
- Public Works Executive (PWE) – Donald C. Stone Center Leadership and Management (began 2014)

## **Committee Chair/Member:**

- Tennessee Highway Officials Certification Board (THOCB), Member, Memphis, TN – June 2017 – Present
- City of Memphis Capital Improvement Program Committee Chair, Memphis, TN - FY16 thru FY22
- Overton Park Parking Implementation Steering Committee, Member, Memphis, TN – FY17
- City of Memphis Capital Improvement Program Committee, Member, Memphis, TN - FY15
- Uptown West Steering Committee, Member, Memphis, TN – 2014
- Regional Logistics Council (RLC) Transportation Committee, Member, Memphis, TN – February 2014 – Present
- Engineering and Technical Committee (ETC), Member, Memphis, TN – February 2014 – Present
- Transportation Policy Board (TPB), Member, Memphis, TN – February 2014 – Present
- Memphis Urban Area Metropolitan Planning Organization (MPO), Member, Memphis, TN – February 2014 – Present
- Whitehaven Airport City Advisory Committee, Member, Memphis, TN – 2015
- Shelby County Resilience Council, Member 2015 – Present (Recipient of \$60 million National Disaster Resiliency Competition from HUD)
- Chickasaw Basin Authority, 2016 - Present

**Awards/Recognition:**

- W. Larry Eddins Award, TNAPWA, 2011
- Roger Clark Award, TNAPWA, 2015
- Presidential Award for Chapter Excellence, TN Chapter, TNAPWA, 2017
- Tennessee Public Works “Man of 2017”, TNAPWA, 2017

**TRAINING:**

- TDOT Training Course on Local Management of Federal Grant Transportation Projects.
- 2013 Membership Summit & Chapter Leadership Training Workshop APWA
- 2015 Lean Six Sigma Black Belt
- 2016 College of Adult Professional Studies (CAPS), CBU, Intersession One: Managing Self
- 2018 PDI Senior Leadership Program
- TN Erosion Prevention & Sediment Control Program, TNEPSC Level 1
- Confined Space, Workplace Safety Department, City of Memphis

**LANGUAGES:**

- English: Level 5 (ILR)
- Tagalog: Level 4+ (ILR)
- Spanish: Level 2+ (ILR)

January 2, 2024

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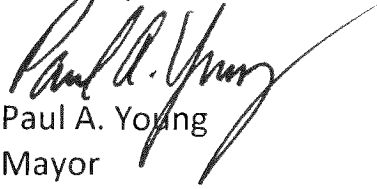
Subject to Council approval, it is my recommendation that:

**Ashley C. Cash**

be appointed as Director of Housing and Community Development with a salary of \$130,944.32.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# ASHLEY C. CASH

## SUMMARY

Skilled, awarded, Leader with strong interpersonal skills. Experience implementing and overseeing complex projects, leading teams, managing budgets, and planning. Proven ability to synthesize complex data in order to make decisions. Adept at effectively communicating and relationship building with all levels of an organization.

## SKILLS & EXPERTISE

Skills:	Technical Skills:	Expertise:	Awards:
<ul style="list-style-type: none"><li>Project Planning/Management</li><li>Budget Management</li><li>Leading Teams</li><li>Vertical &amp; Horizontal Communication</li></ul>	<ul style="list-style-type: none"><li>Microsoft Suite</li><li>Adobe Acrobat</li><li>ArcGIS</li></ul>	<ul style="list-style-type: none"><li>Project Management</li><li>Urban Planning</li><li>Problem Solving</li></ul>	<ul style="list-style-type: none"><li>2020 Daniel Burnham Award</li><li>2020 Outstanding Planning Award</li><li>2010 Outstanding Planning Award</li></ul>

## PROFESSIONAL EXPERIENCE

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### City of Memphis, Housing & Community Development Director

*6/2021 to Present*

- Leads the City of Memphis Housing & Community Development Division, staff size 65
- Manage and administer federal housing funds for the City of Memphis
- Establish new programs to facilitate homeownership and housing development (Middle Housing Development Program, Major Home Repair Program).
- Evaluate current housing programs and policies to determine ways to improve efficiencies and program delivery.
- Identify and facilitate major redevelopment opportunities (+\$200 million in redevelopment).
- Implement the City's first Joint Housing Policy Plan
- Realigning staff with City Vision and Priorities.
- Introducing a new compensation plan to support staff.

#### Key Accomplishments

- Increased number of Community Housing Development Organizations from two agencies to nine agencies.
- Overhauled Down Payment Assistance Program to be responsive to current market conditions.
- Opened the 225,000 square foot Memphis Sports and Events Complex in Liberty Park. Completed successful rebrand of Fairgrounds to Liberty Park.
- Partnered in the development of over 100 new affordable housing units for the City of Memphis.

### City of Memphis, Administrator of Comprehensive Planning

*10/2016 to 6/2021*

- Leads the City of Memphis' Office of Comprehensive Planning, staff size 8
- Identifies MWBE opportunities for studies and redevelopment projects.
- Manages budget of \$2.5 million.
- Negotiate contracts and navigates the City's procurement process.
- Manage consultants and vendors of varied professions.
- Developed the Memphis 3.0 Comprehensive Plan the City's 650,000 population, 340 square miles
- Works with partners, including external government agencies and nonprofits to leverage resources for redevelopment including land availability.
- Identifies potential acquisition sites, negotiates with property owners and other agencies.
- Identify locations and facilitates small area plans that address land use, zoning, quality affordable housing, and more with community members and stakeholders.

- Supported committee in the development of Memphis' \$1 million Affordable Housing Trust Fund.
- Works with public art agencies to incorporate artists' voice and public art in planning and redevelopment projects.
- Works with City Council and economic development agency to establish a tax increment financing (TIF) district in a low to moderate income community.
- Consults on proposed TIF districts and redevelopment projects.

**Key Accomplishments:**

- Facilitated development of the City's first comprehensive plan since 1981.
- Developed catalytic investment program to administer \$2 million in target communities.

**Habitat for Humanity, Interim Project Manager**

*10/2015 – 9/2016*

- Manage the implementation of Habitat's over \$3.5 million Aging in Place Project which currently serves 235 clients.
- Work with multiple agencies, departments, and funders to meet project milestones and goals.
- Acquire, sell, and manage 140 parcels of land.
- Develop strategies for reducing blight around three neighborhoods.
- Monitor and report on Single Family home repair projects.
- Communicate with team members to determine viable solutions to problems as they arise.
- Manage three staff members.

**Key Accomplishments:**

- Develop framework for and manage \$345,000 project to repair homes in Frayser.
- Develop and implement customer feedback process to track issues and increase staff efficiency.
- Managed through completion 18 exterior projects with volunteers during the Jimmy and Rosalyn Carter Work Project.

**Community Lift, Program Director**

*12/2013 – 10/2015*

- Oversee the funding, implementation and evaluation of all planning programs/processes.
- Manage multiple neighborhood, town center and commercial corridor planning, as well as quality of life programs and independent contractors.
- Collaborated with stakeholders in developing and writing a revitalization plan for two neighborhoods
- Developed the current communication strategy for input and involvement by cross-sector individuals and groups.
- Conduct research/comparative analysis; prepares demographic reports and basic market studies for leadership team, stakeholders, and donors.
- Prepare and distribute graphic and narrative reports on program outcomes, neighborhood data and land use, including land area maps overlaid with geographic variables.
- Develop new communication strategies to keep existing donors engaged.

**Key Accomplishments:**

- Project Manager for the development and planning of the rehabilitation of a Historic Landmark into a community resource center – Memphis Slim Collaboratory.
- Collaboratively raised nearly \$2 million in revenue within two and a half years.
- Proposed and acquired a \$250K grant for the development of broadband internet service for ~6,000 square feet of a South Memphis neighborhood.

**Community Lift, Program Officer**

*12/2011 to*

*12/2013*

- Managed contracts (up to \$450,000) and activities relating to various programs, including distribution of funds, resources allocation and milestone tracking.
- Reviewed zoning allowances and restrictions to determine feasibility of projects.
- Hired and trained eight team members, including (6) staff and (2) interns.
- Managed three staff members with large projects and day to day duties.
- Acted as a liaison with partner agencies, stakeholder groups, grantees and grantors.
- Coordinated, and then facilitated various project milestone meetings.
- Researched and developed supporting materials to request special use permits.

**Key Accomplishments:**

- Initiated, developed and implemented grant program to provide funding to neighborhood organizations for operational support.

- Completed written evaluation of a \$250K place-based, workforce development grant for the State of Tennessee
- Promoted to Program Director

### University of Memphis - Housing & Community Development Fellow

8/2009 to 5/2011

- Project coordinator to facilitate neighborhood improvement in the Vance Avenue neighborhood.
- Prepared and presented information regarding neighborhood statistics at various meetings and forums.
- Organized and facilitated community meetings relating to the comprehensive planning of various neighborhoods.
- Researched and interpreted neighborhood demographics using current and past census data.
- Created a marketing analysis to determine the suitability of constructing a neighborhood grocery store using data from the Economic Census.

#### Key Accomplishments:

- Developed prospect locations for the site resulting in the construction of a farmer's market.
- Created Vance Avenue Steering Committee comprised of various neighborhood stakeholders.

### Law Office of Charles E. Carpenter - Paralegal

2/2008 to 8/2009

- Produced official statements for various entities, including the Memphis-Shelby County Airport Authority, the City of Memphis, and the Memphis Light, Gas and Water Division.
- Drafted and edited legal correspondence and presentations for various uses.
- Created and submitted documents for recording with the Assessor and the Register of Deeds.

#### Key Accomplishments:

- Assisted in the closing of commercial property improvement loans up to \$50,000.
- Tracked financial goals and changes of municipal bonds and commercial loans using charts, graphs, schedules and functions in Excel.

## EDUCATION

### Masters in City and Regional Planning, May 2011

University of Memphis, Memphis, Tennessee

### Bachelor of Arts in Legal Studies, July 2007

University of Tennessee, Knoxville, Tennessee

## AFFILIATIONS & AWARDS

New Memphis Leadership Development Institute Alum  
Board Member, Downtown Memphis Commission

Leadership Memphis Alum, Fast Track 2012 Class  
Board Member, Urban Land Institute, Memphis Chapter  
Memphis Sports and Events Complex, Building Memphis  
Award and Pinnacle Awards Community Impact Awards,  
2022  
Daniel Burnham Award, American Planning Association,  
2020  
Outstanding Plan Award, American Planning  
Association/TN Chapter, 2020  
Outstanding Plan Award, American Planning  
Association/TN Chapter, 2010



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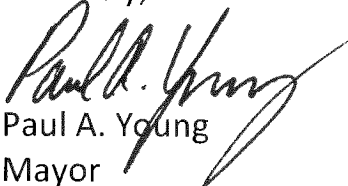
Subject to Council approval, it is my recommendation that:

**Elisabeth Keenon McCloy**

be appointed as Director of Libraries with a salary of \$137,943.78.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# E. KEENON MCCLOY

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To provide leadership and vision to advance the goals of a progressive, responsive, and caring library system that eliminates barriers to access and creates opportunities for all to connect, learn and grow.

## EXPERIENCE

### 2008 – PRESENT

#### DIRECTOR, CITY OF MEMPHIS PUBLIC LIBRARIES

- Responsible for operations of a metropolitan Library system that encompasses 18 locations, 1.6 million customer visits, has a circulation of 1.7 million items, and employs 300+ full-time and part-time staff. MPL is the only library in the country with a radio and television station as well as a 2-1-1 call center.
- Responsible for the integration of the Library into City of Memphis Government, including Human Resources, Finance, Facilities Maintenance, and Information Technology functions.
- Partners with the Friends of the Library, Library Board of Trustees and the Memphis Library Foundation to enhance services delivered to customers through the use of 500 volunteers and significant financial donations.
- MPL received the 2021 National Medal from the Institute of Museum and Library Services – for the second and only time a library has ever accomplished such a prestigious honor.
- Executed the Library's strategic plan which resulted in reimagining library services for the future including a strong emphasis on children, tweens, and teens demand for increased electronic services, STEAM (Science, Technology, Engineering, the Arts, and Math) programming through the Connect Crew, reaching outside the four walls of MPL, with intense focus on collaborations as the key to the future.

### 2004-2007

#### DIRECTOR, CITY OF MEMPHIS DIVISION OF PUBLIC SERVICES AND NEIGHBORHOODS

- Responsible for operations of services that address issues critical to the City's focus on neighborhoods, youth, and public safety.
- Initiate programming to fulfill mission of the City and this Division with the goal of being recognized nationally for best practices.
- Develop and strengthen partnerships between community members, the Administration, and businesses
- Develop the budget and ensure compliance with City policies and

procedures.

- Serve as appellate officer in cases of discipline/discharge.
- **Responsible for the following service centers:**
  - Memphis Sexual Assault Resource Center (MSARC)
  - Memphis Shelby County Emergency Management Agency
  - Memphis Public Library and Information Center
  - Office of Multicultural and Religious Affairs
  - Memphis Animal Services
  - Motor Vehicle Inspection Bureau
  - Civilian Law Enforcement Review Board
  - Weights and Measures Bureau
  - Second Chance Ex- Felon Program

**1997 – 2003**

**DEPUTY DIRECTOR, CITY OF MEMPHIS PUBLIC SERVICES AND NEIGHBORHOODS**

- Responsible for day to day operations of above listed services that address issues critical to the City's focus on neighborhoods, youth, and public safety. Services also included Code Enforcement, the Mayor's Citizen Service Center, Human Services, Community Affairs, Memphis Animal Services, the Mayor's Citizen Service Center, the Summer Youth Initiative, Human Services, and the Center for Neighborhoods.

**1997 – 2003**

**MANAGER, CITY OF MEMPHIS SEXUAL ASSAULT RESOURCE CENTER (MSARC)**

- Managed staff of twenty employees in the provision of forensic evidence collection for rape kits, medical prophylaxis, advocacy and counseling services for victims for sexual assault.
- Created programming which enhanced the level of service to our acute and chronic clients and promoted visibility, awareness and partnerships with our community.
- Prepared budget for MSARC as well as Division and ensured compliance with City policies and procedures.
- Awarded "Agency of the Year" by the American Society of Public Administrators for the time period.

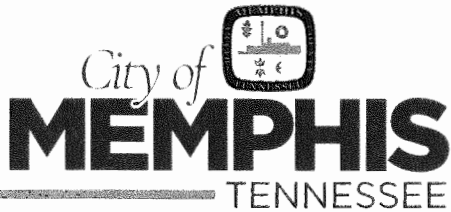
**EDUCATION**

**1991**

University of California, Berkeley  
B.A. MAJOR: HISTORY. MINOR: CONSERVATION AND  
RESOURCE STUDIES.

## **PROFESSIONAL ORGANIZATIONS & AFFILIATIONS**

- Friends of the Memphis Public Libraries, Member
- Leadership Memphis Class of 2007
- Diversity Memphis, Founder and Executive Committee
- Memphis Regional Planned Parenthood, Board Member and Past Vice Chair
- National Conference for Community and Justice (NCCJ), former chair and board member
- M.K. Gandhi Institute for Non-Violence, Former Board Member, Rhodes College Institute for Executive Leadership, Graduate
- Memphis Literacy Council, Former Adult Instructor



PAUL A. YOUNG  
MAYOR

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

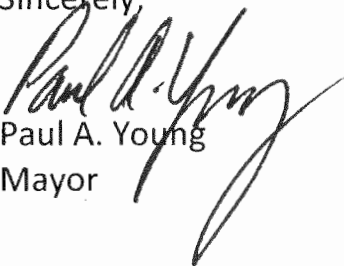
Subject to Council approval, it is my recommendation that:

**John Zeanah**

be appointed as Director of Planning and Development with a salary determined and paid by Shelby County Government.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members



# JOHN ZEANAH, AICP

linkedin.com/in/  
johnzeannah

## EXECUTIVE QUALIFICATIONS

Significant experience leading award-winning planning, development services, housing, and sustainability initiatives involving diverse partners and stakeholders on a neighborhood, city, and regional scale. Demonstrated ability to lead a multi-disciplinary division and work with government and community partners to achieve consensus and results. Experienced public speaker and writer, delivering presentations and articles to national, state, and local audiences.

## PROFESSIONAL

### Awards

American Planning Association  
Tennessee Chapter  
2023 Outstanding Plan  
Implementation Award:  
Accelerate Memphis

American Planning Association  
Tennessee Chapter  
2023 Outstanding Project Award:  
Memphis and Shelby County Urban  
Design Guidelines

American Planning Association  
Tennessee Chapter  
2022 Outstanding Plan  
Implementation Award:  
Memphis 3.0 Comprehensive Plan

Congress for the New Urbanism  
2021 Charter Award: Memphis 3.0  
Comprehensive Plan

American Planning Association  
2020 Daniel Burnham Award for a  
Comprehensive Plan: Memphis 3.0  
Comprehensive Plan

American Planning Association  
Tennessee Chapter  
2019 Outstanding Plan Award:  
Memphis 3.0 Comprehensive Plan

American Planning Association  
Sustainable Communities Division  
2015 Excellence in Sustainability  
for a Plan: GREENPRINT  
2015/2040

American Planning Association  
Tennessee Chapter  
2015 Outstanding Plan Award:  
GREENPRINT 2015/2040

American Society of Landscape  
Architects Tennessee Chapter  
2015 Honor Award for Planning and  
Analysis, Regional: GREENPRINT  
2015/2040

### Memphis and Shelby County Division of Planning and Development

Director (January 2018–Present), Deputy Director (February 2016–December 2017), Administrator of Sustainability and Resilience (September 2014–February 2016), Program Manager (June 2012 - September 2014)

- Direct a joint division of City and County government comprised of 175 employees responsible for planning and development services functions including land use and zoning administration, comprehensive planning, construction code enforcement, housing, sustainability and resilience, and regional transportation planning.
- Lead development, adoption, and implementation of the Memphis 3.0 Comprehensive Plan, the city of Memphis's first comprehensive plan since 1981.
- Led development of a housing policy plan, smart city plan, resilience plan, climate action plan, complete streets plan, transit plan, urban design guidelines, and small area plans.
- Led multi-agency development process improvement initiative coordinating permitting, inspection, and code enforcement functions and centralizing in a single software solution.
- Direct improvements to core division functions, development process, permitting, staffing, and workflow to improve division operations and customer service delivery.
- Reduced wait times on permits and plan review 50%, cut wait time for inspections to under 1.5 days, and achieved 90-95% adoption of online permitting within one year of launch.
- Grew staff by 30 FTE and increased enterprise fund balance by \$10 million over 5 years.
- Led development and implementation of zoning and building code updates to advance housing development.
- Secured and managed \$100 million for Accelerate Memphis capital improvements to community infrastructure, implementing recommendations of the Memphis 3.0 Comprehensive Plan.
- Developed and directed Shelby County's Greenprint for Resilience initiative, funded by a \$60.4 million HUD National Disaster Resilience Competition Grant, including comprehensive recommendations to address long-term flood resilience and community redevelopment goals.
- Led completion of GREENPRINT 2015/2040, a tri-state regional planning initiative for a network of green space funded by a HUD Sustainable Communities Regional Planning Grant.

### University of Memphis, Department of City and Regional Planning

Adjunct Graduate Faculty (January 2020 – May 2022)

### Memphis-Shelby County Schools

Comprehensive Planning  
February 2007 – June 2012  
Senior Comprehensive Planning Analyst

### Memphis and Shelby County Division of Planning and Development

Comprehensive Planning, Economic Development  
September 2003 – February 2007  
Senior Planner



# JOHN ZEANAH, AICP

[linkedin.com/in/johnzeannah](https://www.linkedin.com/in/johnzeannah)

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## EDUCATION

### University of Memphis

Master of City and Regional Planning  
American Institute of Certified Planners Outstanding Student Award

### Rhodes College

Bachelor of Arts, Political Science

## PROFESSIONAL MEMBERSHIPS

### American Planning Association

Amicus Curiae Committee Member  
Housing Supply Accelerator Steering Committee Member, APA and National League of Cities  
West Tennessee Section Director, Tennessee Chapter of American Planning Association

### American Institute of Certified Planners (AICP)

### Urban Land Institute

### Congress for the New Urbanism

Accredited Member (CNU-A)

### Big City Planning Directors Institute

## PUBLICATIONS

### Book

*Today's Comprehensive Plan*. Island Press. Forthcoming (2025).

### Articles

Reconsidering the Role of Consistency in Plan Implementation. *Zoning Practice*. February 2021.  
Guiding Plan Implementation With Degree of Change. *PAS Memo*. July/August 2021.  
Beyond Use Zoning: The Role of Deregulation in Housing Equity. *Zoning Practice*. May 2022.  
Maximizing Plan Implementation through Small Area Plans (excerpt). *PAS Report*. Forthcoming (2024).

## NOTABLE PRESENTATIONS

### American Planning Association, National Planning Conference

2014, 2016, 2018, 2022, 2023

### Congress for the New Urbanism

2019

### American Planning Association, Tennessee State Planning Conference

2012, 2014, 2015, 2017, 2019, 2023

### American Planning Association, Arkansas State Planning Conference

2022 (Keynote)

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

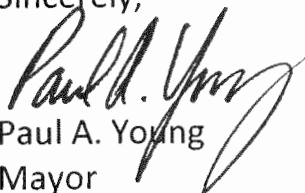
Subject to Council approval, it is my recommendation that:

**Philip Davis**

be appointed as Director of Solid Waste with a salary of \$137,943.78.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members



# PHILIP JOSEPH DAVIS, P.G.

## PROFILE

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Environmental professional leveraging expertise in regulatory compliance and operations to execute customer-focused service delivery. Twenty-five years of experience managing land, water, and air issues at the local and state level.

## EXPERIENCE

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### **2012 – present: City of Memphis**

*Solid Waste Director (2022-present), Solid Waste Deputy Director (2014-2022)*

- Directs a municipal solid waste collection program with approximately 600 employees servicing approximately 180,000 residential and commercial locations
- Prepares operating budget and presents to legislative authority for approval
- Negotiates with labor unions
- Drafts ordinances and contracts and coordinates legal review
- Represents the City in public meetings and media interviews
- Directs remediation activities for inactive hazardous substance (Superfund) sites

*Solid Waste Operations Administrator (2012-2014)*

- Implemented service delivery of the curbside solid waste collection program with approximately 600 employees servicing approximately 180,000 households
- Negotiated with labor unions and functioned as grievance officer for employee disputes
- Administered multimillion dollar collection and disposal contracts
- Managed remediation activities for inactive hazardous substance (Superfund) sites

### **1998 – 2012: Tennessee Department of Environment and Conservation**

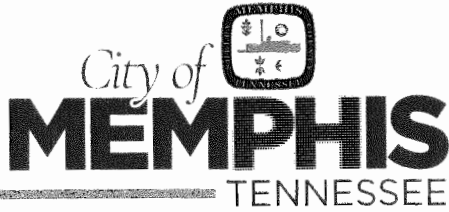
*Environmental Program Manager 2 (Nashville), Division of Solid Waste Management (2008 – 2012)*

- Deputy Director of the state regulatory agency with approximately 150 employees positioned in eight offices across the state
- Enforced the state Solid and Hazardous Waste Management (RCRA Subtitle C & D) regulatory programs authorized by US EPA
- Issued permits, performed inspections, and oversaw enforcement activities
- Drafted regulations, rules, and policy
- Served as legislative liaison to the Tennessee General Assembly drafting House and Senate bill analysis as well as presentation to oversight committees
- Represented the division in public hearings

*Environmental Field Office Manager (Memphis), Division of Solid Waste Management (2002-2008)*

- Managed team of environmental professionals responsible for the state solid and hazardous waste management regulatory program for West Tennessee counties
- Reviewed permit applications, engineering/geologic plans, inspection reports, ground water data, and enforcement actions
- Reviewed special waste disposal authorizations
- Oversight of brownfield redevelopment projects





PAUL A. YOUNG  
MAYOR

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

Subject to Council approval, it is my recommendation that:

**Carey N. Walker**

be appointed as Director of Parks & Neighborhoods with a salary of \$135,579.86.

I have attached biographical information.

Sincerely,

A handwritten signature in black ink that reads "Paul A. Young". The signature is written in a cursive style with a large, sweeping flourish at the end.

Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# Nick Walker

NRPA Directors School graduate | Outdoor and greenspace advocate | Convergence of data and recreation

## EXPERIENCE

**City of Memphis** - Memphis, TN

Feb 2017 - present

**Director, Memphis Parks** (Nov 2019 - Present)

Serve as Director overseeing ~\$50M OpEx/~\$10M CapEx budgets and staff of 200+ operating 25 community centers, 6 senior centers, 7 golf courses, 16 pools, 2 museums, and a football stadium.

- Oversaw development and implementation of Division's first Master Plan since 1999.
- Rebranded division as Memphis Parks based upon community feedback.
- Led application and strategy in becoming just the fourth accredited parks and recreation agency in state.
- Advocated for and showed need for increase in Parks operating budget. Parks budget in FY2017 was \$29M. The FY2024 budget is \$50M.
- Helped develop and manage one-time capital repair and expansion of more than \$100M (Accelerate Memphis), addressing deferred maintenance along with new construction to address gaps in service.
- Served as city-wide manager for food distribution sites and helped coordinate four vaccination sites including the city's largest at a re-purposed exhibit hall normally managed by Parks.
- Developed \$200M master plan for city-run football stadium, currently awaiting funding approval as a part of a city-wide \$684M facilities upgrade.
- Led implementation of Parks Master Plan to include critical staffing resources.

**Deputy Director, Parks and Neighborhoods** (Aug 2018 - Nov 2019)

Deputy Director for golf, community centers, business operations and community engagement.

- Created community engagement position to help promote park activities and activation of programs.
- Increased rounds played and attendance at golf course and community centers.
- Implemented cloud-based member management software to allow center membership.
- Implemented GIS-based operation management software with Cartegraph.

**Performance Data Manager** (Feb 2017 - July 2018)

Hired to lead a performance data program to drive the City's data acquisition and publishing initiatives.

- Drove establishment of new leadership groups including a Data Governance Council and an Open Data Working Group. Contributed to drafting and publishing of City's first open data policy.
- Key player in the launch of Data-Driven Memphis, an open data and performance monitoring site to track the City's performance in the delivery of services across 14 divisions. Tracked efficiency of diverse city services including garbage collection, pothole repair, and city land maintenance.
- Conducted analysis on inefficiencies and recommended solutions that led to impactful results including reduction of 311 call center response from six minutes to one, 50% reduction in response time for grass-cutting requests, and AP invoice payment expedited from 62 days to 32 days.
- Spearheaded implementation of new systems to improve efficiency and performance tracking that included a cloud-based recreation management and site registration solution, a GIS-based operations tracking software for maintenance, and an invoice tracking system to reduce AP backlog.

**Windstream Communications - Little Rock, AR**

Aug 2015 - Feb 2017

**Senior Specialist - Business Intelligence**

Led process improvement team to collaborate with data analysts to centralize BI functions, standardize BI toolkits, and develop data governance policy to improve service delivery to 8.1M customers.

- Organized, led, and facilitated cross-functional project teams in execution of initiatives to incorporate data visualization and analytics into process development.
- Contributed to stand up of new Data Governance Committee focused on developing unified views into complex data structures for clearer insight into inefficiencies.
- Ran multiple kaizen events that led to significant efficiency and process improvements for field ops/installations.
- Introduced baseline reporting on benchmarks (pre and post implementation) for IT projects to enable performance evaluation beyond cycle time and identify areas for improvement or automation.
- Delivered presentations and training courses on Kaizen best practices, Six Sigma and Lean principles, and demos on well-known process improvement initiatives from history to inspire teams.

**North Little Rock Electric - North Little Rock, AR**

Apr 2011 - Aug 2015

**Meter Data Management Administrator** (May 2012 - Aug 2015)

- Administered Oracle database that stored ~10 TB of electric usage data from 15K smart meters.
- Performed data analysis to identify electrical grid inefficiencies and areas for future development and growth.
- Built a city outage map that was integrated into the city website and provided real-time outage updates, built using Tableau and SQL for ETL.

**Senior Information Systems Specialist** (Apr 2011 - Apr 2012)

- Led \$2M initiative to modernize communications by migrating ~400 mobile and handheld radios to a digital radio spectrum with the addition of GPS for tracking.

## SKILLS

**Concepts:** Data Management, Business Intel., Data Analytics, Process Improvement, Six Sigma, LEAN, Agile

**Tools:** Tableau, Qlik, PowerBI, Oracle SQL Developer and Command Line tools, SQL, Microsoft SQL Server, Microsoft Visio, Visual Studio, Microsoft Project, RecDesk, Cartegraph

## EDUCATION & CERTIFICATIONS

**MS Information Quality (MSIQ)**, University of Arkansas at Little Rock - Little Rock, AR (2011)

**AS Computer Programming**, University of Arkansas at Little Rock - Little Rock, AR (2010)

**BA Mass Media** (Honors College), Henderson State University - Arkadelphia, AR (2001)

**NRPA Certified Parks and Recreation Professional**, 2021

**NRPA Director's School Graduate**, 2023

**Oracle Certified Associate 11g**

**Oracle Certified Expert Database SQL**

## Stephen E. Shular

- **April 2018 to present-Special Assistant to City of Memphis Mayor's Office, Mayor Jim Strickland-** Neighborhood concerns specialist, mayor's liaison with community organizations
- **September 2010 to present-Public Affairs Officer-Shelby County Mayor's Office, Mayor Mark H. Luttrell, Jr.-**Communications and media relations for Shelby County Government, management of the Mayor's Action Center, Shelby County's complaint and information bureau and public affairs officer for the Shelby County Office of Preparedness
- **October 2002-September 2010-Public Affairs Officer-Shelby County Sheriff's Office, Sheriff Mark H. Luttrell, Jr.-**Media relations, investigation of citizen complaints and liaison with community organizations. Also served as public affairs officer for the Shelby County Office of Preparedness
- **April 1998-October 2002-Corporate Director, Patient Affairs, Methodist Healthcare System-** Coordinated patient care complaints and directed the customer service strategy for Methodist hospitals
- **January 1992-April 1998-Director, Community Relations-Methodist Healthcare Behavioral Medicine Division-**Marketing strategy for the psychiatric, addiction and family counseling programs at Methodist Healthcare
- **August 1985-January 1992-Director, Mayor's Action Center, City of Memphis Mayor's Office, Mayor Richard C. Hackett-**Investigation of citizen complaints and mayor's liaison with community organizations
- **June-1981-August 1985-WMC-TV Memphis, Tennessee-**Reporter, Writer, Anchor
- **September 1979-June 1981-WSMV-TV Nashville, Tennessee-**Reporter and Writer
- **January-September-1979-WZEZ-FM Nashville, Tennessee-**Announcer

### Education

B.S. Journalism, *Middle Tennessee State University, May 16, 1981*

### Community Service and Awards

- **1985-2018-Memphis and Shelby County Emergency Management Agency-Director of Reserve Responders Program**
- **1990-Memphis Magazine's Who's Who-Government Leader-**for service as Director, Memphis Mayor's Action Center
- **1992-Distinguished Sales Award-Sales and Marketing Executives of Memphis-**for service at the Methodist Healthcare Behavioral Medicine Division
- **1995-2002--Memphis Police Department-Director's Advisory Board-**Police Director Walter Crews
- **1995-2002-Senior Citizens Services-Employment Advisory Board**
- **1999- "Chief Executive Officer's Meritorious Service Award"-**Methodist Healthcare System
- **2014- "Bobby Dunnavant Public Servant Award"-**Memphis Rotary Club
- **2014- "First Responder Award"-**Tennessee Department of Homeland Security and Emergency Management
- **2020- "Golden Community Service Award"-**LeMoyne Owen College
- **2022 -"Luminary Community Service Award"-**City of Memphis Government-Community Service
- **2023 -"Outstanding Citizenship Annual Award"-**Memphis radio station WLOK

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

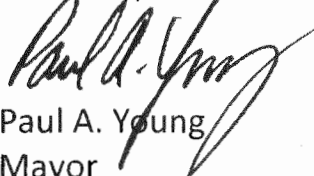
Subject to Council approval, it is my recommendation that:

**Robert M. Knecht**

be appointed as Director of Public Works with a salary of \$157,730.04.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# Robert M. Knecht

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## Executive Director

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### Profile

Senior executive with 20+ year's extensive experience in municipal and utility operations and management

- Strategic and dynamic with excellent leadership skills and abilities
- Creative, innovative, and resourceful problem solver
- Organized, highly motivated, and technically proficient
- Proven leader possessing the ability to coordinate with multiple agencies and divisions
- Ability to direct complex projects from concept to fully operational status
- Excellent computer, interpersonal, teamwork, and communication skills

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### Education

- Master of Business Administration; University of Phoenix
- Bachelor of Science Civil Engineering; The University of Memphis

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### Relevant Experience & Accomplishments

Administration and Operations

- Directing City of Memphis Public Works Division operations and utilities
- Strategic and operational responsibility for street maintenance, stormwater, code enforcement, public right-of-way maintenance, street sweeping, fleet maintenance, heavy equipment services, wastewater collection and treatment
- Preparation and administration of \$230 million dollars annual operation budgets
- Responsible for \$2 billion dollars in planned capital improvement programs (C.I.P.), including general and 2 enterprise funds, with active construction contracts over \$575 million dollars
- Advises Mayor and Chief Operating Officer on divisional operations and activities
- Establishes and executes divisional goals
- Oversees divisional activities
- Develops strategic vision and plan for division
- Division wide deployment of technology to enhance operational performance, efficiencies, and data driven decision making
- Fiscal, financial, and business process analysis
- Responsible for government regulated and mandated utilities and programs
- Responsible for comprehensive, long term, strategic infrastructure and utility planning
- Approves assets and resources necessary to complete mission
- Monitors, reviews, and communicates organization performance
- Evaluates reports and initiatives to improve division operations
- Communicates with elected officials as well as state and federal agencies
- Interacts and participates in negotiations with multiple collective bargaining units
- Directs division emergency response for emergency management operations
- Extensive experience in public and community engagement
- Excel in public speaking and media interviews



## Management and Supervision

- Division total staffing - 900 Employees
- Direct supervisor – 7 personnel
- Establishes and reviews staffing requirements
- Mentoring, training, and evaluation of staff
- Recruits and selects executive personnel
- Resolves workplace conflicts
- Union negotiator and grievance officer

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## Employment History

City of Memphis, Memphis TN

Division of Public Works 2003 - Present

- Current Position: Director
- Previous Position - Deputy Director

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## Military Service

United States Air Force 1991 - 1994

- Honorably discharged
- Veteran of Operations Desert Storm and Shield

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## Licensure, Certifications & Training

- E.I.T. – State of Tennessee
- Incident Command System (I.C.S.) 100, 200, 700, 701, 775, 800, 300, 400 & MGT-346
- National Incident Management System (N.I.M.S.)
- Disaster Response & Preparedness
- Confined Space
- 40 Hour HAZWOPER
- First Aid & CPR

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## Professional Memberships & Affiliations

- American Public Works Association (APWA)
- American Society of Civil Engineers (ASCE)
- National Emergency Management Association (NEMA)
- American Water Works Association (AWWA)
- TN Stormwater Association (TNSA)

References and Professional Writing Portfolio available upon request

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

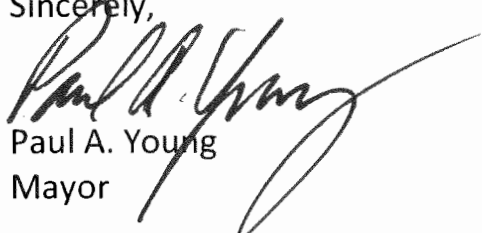
It is my recommendation that:

**Antonio M. Adams, Sr.**

be appointed as Interim Chief Operating Officer with a salary of \$166,940.54.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# ANTONIO M. ADAMS, SR.

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## PROFILE

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Seasoned and confident leader with a unique mix of continuous improvement skills, employment law and labor relations experience, with a focus on data driven results. I am a decisive, yet strategic thinker. Change is made and success is measured by employing the voices of the customer and the employees. I promote professional staff development by engaging employees in training and skill development while maintaining high standards for productivity that result in value-added customer service.

### - CORE COMPETENCIES -

Performance Management	Continuous Improvement	Program Analysis	Labor Law	EEO
Employee Training and Development	Lean Six Sigma Master Black Belt Project Management	Process Mapping Process Redesign	Labor Contract Negotiations & Grievance Administration	Internal Investigations Complaint Response EEO Training

## PROFESSIONAL EXPERIENCE

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**CITY OF MEMPHIS GOVERNMENT, MEMPHIS, Tennessee** **Nov. 2006-Present**

### Executive Division

The Executive Division is responsible for providing effective leadership and operational guidelines to all divisions within city government. The division also provides direct management support for key functional areas through the following services centers: Mayor's Office, Chief Operating Office, the Office of Intergovernmental Affairs, the Office of Communications, the Office of Community Affairs, the Civilian Law Enforcement Review Board, the Office of Youth Services, Auditing, the Office of Performance Management, the 311 Call Center, and the Animal Shelter.

### Deputy Chief Operating Officer

**Dec. 2022- present**

- Working to restructure and realign operations and management for the Vehicle Impound Lot
- Initiating a paperless driven internal procurement process that will expedite the contracting and accounts payable processes.
- Providing direct consultation to the Engineering, General Services, Parks, Public Works, and Solid Waste divisions on various budgetary, customer service, operating, and personnel issues.
- Provided direct operational support to the 2022 Liberty Bowl game.

### General Services Division

General Services provides the city of Memphis with quality and innovative support services in the major areas of fleet maintenance and procurement, facilities maintenance (facilities capital planning, building adaptive reuse, deferred maintenance and vertical construction, grounds maintenance for the city-owned facilities), and real estate portfolio management (right of way acquisition, the disposal and acquisition of city-owned real estate services).

### Director

**Nov. 2014-present**

- Successfully aligned business planning and financial processes with performance improvement and business risk-management activities.
  - Facilitated the implementation of the Labor Time Guide and American Service of Excellence Certification for the Automotive Mechanics to track productivity.
  - Initiated a facilities conditions assessment to address deferred building maintenance

# ANTONIO M. ADAMS, SR.

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Page 2

- Facilitated the implementation of a new Facilities Maintenance asset management software and Asset Management Policy Manual
- Led the implementation of the Real Estate and Lease Management Portfolio software with Policy and Procedure Manual
- Leading Energy Conservation Initiatives such as:
  - LED light retrofits in the 56 Fire Stations
  - City Hall Reroofing
  - Designing a Building Automation Server to connect all city owned building mechanical systems
- Served as Project Management Lead or Officer of the following projects:
  - Acquired and adaptively renovated the former State Office Building.
  - Redeveloped of 17 acres to house the building maintenance services and primary fleet maintenance operations. Total project cost was \$25,000,000.
  - Renovated of the legislative and public assembly chambers.
  - Replaced the deteriorating exterior of City Hall with a new panel cladding system.
  - Led the Joint Memphis-Shelby County Joint COVID Taskforce Emergency Response Team (ESF-7) responsible for PPE & other essential logistics to first responders, healthcare workers, government employees, and other essential employees.
  - Acquired and adaptively renovated the former Coke Cola bottling facility for the Code Enforcement, additional Fleet Maintenance, and central Fueling operations.
  - Building the new Vehicle Maintenance shop to support the Traffic and North Precinct, as well as all operations assigned to the North and East part of the city.
- Collaborated with the division's labor unions to create entry level positions, training protocols, and performance standards with the goal of succession planning.
- Negotiated labor agreements with the Building Trades and Mechanics

## **Deputy Director**

**Feb. 2012 - Nov. 2014**

- Primarily charged with managing the personnel matters; including, application of work rules and labor contractual language, oversaw the division's hiring and disciplinary, coordinated one reduction in force and re-employment of the dislocated workers.
- Led the installation of Six Sigma DMAIC methodology to high-level, cross-functional teams of government executives, administrators, and middle level management.
- Negotiated the division's 2014 labor agreements with collectively, the Building Trades (IBEW, Roofers, Painters, Plumbers, Cement Masons, and Bricklayers) and AFSCME.

## **Human Resources/ Labor Relations Department**

### **Interim Total Rewards Officer**

**Nov. 2020 - March 2021**

- Led the one-time Pension reenrollment of process for Fire and Police employees
- Led the one-time Healthcare Insurance Enrollment Process for Retiree Spouses

### **EEO/Labor Relations Compliance & ADA Coordinator**

**Nov. 2006 - Feb. 2012**

- Primarily charged with coordinating and evaluating the City's efforts to comply with settlement agreement regarding the American's with Disabilities Act Titles I and II.

# ANTONIO M. ADAMS, SR.

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Page 3

- Investigated and responded to in-house and agency employment discrimination (EEO laws, FMLA, FLSA, and HIPPA) and labor relations complaints, including grievance representation, and preparation of briefs.
- Negotiated labor agreements with the Machinists, Building Trades (IBEW, Roofers, Painters, Plumbers, Cement Masons, and Bricklayers), and Operating Engineers
- Administered 27 labor agreements the City of Memphis labor unions that represent the 4000 city employees.
- Arbitrated labor contract disputes.

STATE OF TENNESSEE, Nashville, Tennessee

Jan. 2003 - Nov. 2006

## Tennessee Human Rights Commission

### Deputy Director

May 2004 - Nov. 2006

- Administered a \$2,082,800 budget, for the state of Tennessee fair employment practices and housing discrimination enforcement agency. Supervised employment and housing enforcement staff (30 people) with the responsibility of investigating and litigating employment and housing discrimination laws.
- Advised the commission on the appeal of two age discrimination cases, evaluated negotiated settlements, and administered the mediation program.
- Streamlined the investigation EEO process, which reduced investigations from 400 plus days to 180 days.

## Tennessee OSHA Review Commission

### Legal Clerk

Oct. 2003- May 2004

- Organized and maintained case management database, set docket for review commission hearings, and communicated practice procedures for the state administrative tribunal that provides adjudication of workplace safety and health regulatory disputes between Department of Labor and employers.
- Simplified administrative practice procedures to mirror Tennessee Administrative Procedures Act.

---

## EDUCATION

**JURIS DOCTOR**, Thomas M. Cooley School of Law, Lansing, Michigan

- *Admitted to Tennessee Bar and Western District of Federal Court*

**MASTER OF ARTS**, Sociology, Middle Tennessee State University, Murfreesboro, Tennessee

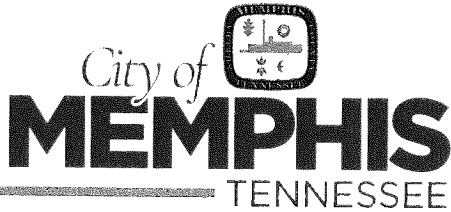
- *Emphasis in Industrial Relations and Socio-Economics*

**BACHELOR OF SCIENCE**, Sociology, East Tennessee State University, Johnson City, Tennessee

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## ACCREDITATIONS

- **Trained MEDIATOR**, Tennessee Supreme Court Rule 31
- **Lean Six Sigma Master Black Belt**
- **HRCI PHR Certified**



PAUL A. YOUNG  
MAYOR

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

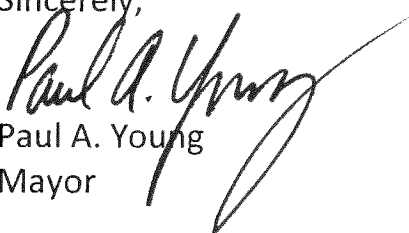
Subject to Council approval, it is my recommendation that:

**Penelope Huston**

be appointed as Chief Communications Officer with a salary of \$152,291.10.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# PENELOPE HUSTON

n/penelopehuston

## **Downtown Memphis Commission, Memphis, TN. 2017-current** **VICE PRESIDENT OF MARKETING, COMMUNICATIONS &** **EVENTS**

Responsible for guiding the public voice, communications, and engagement strategy for Downtown Memphis Commission, Mighty Lights, and Beale Street, using data and public input to further the development of a downtown for everyone.

- Developed and maintained relationships with internal and external stakeholders.
- Communicated and served as a public voice for Downtown Memphis.
- Managed marketing/communications/events staff, multiple freelance and contract employees, and volunteers.
- Developed content strategy and design for DowntownMemphis.com and BealeStreet.com.
- Developed content and management strategy for five social channels across four platforms.
- Created, produced, and supported 500+ annual events per year; 250+ provided free to the public.
- Managed Downtown Memphis and Beale Street marketing, including broadcast, radio, print, outdoor, social, and digital media.
- Managed staff and annual budget for the Marketing/Comms department, including grants allocation, tracking, and metrics.
- Created/managed a record-breaking fitness series utilizing downtown greenspaces.
- Developed ongoing music programming throughout downtown Memphis, including virtual programming during COVID.
- Created branding and messaging strategies to encourage community engagement in downtown Memphis.
- Managed the district's customer service and feedback issues; liaised between stakeholders and agency partners.
- Wrote and edited all public written communications for the president of the Downtown Memphis Commission and key senior staff members.

## **Memphis in May Festival, Memphis, TN. 2015–2017** **DIRECTOR OF MARKETING**

Responsible for all external communications and marketing for the Memphis in May festival, including artist engagement, customer surveying and feedback, and traditional and social marketing; used data to drive marketing decisions to further the festival's reach and affinity; raised the Net Promoter Score from 7 to 9 during my tenure.

- Created the concept and execution strategy for the Great American River Run - half-marathon.
- Created and executed outreach strategy for all festival events.

### **Skills/Experience**

Content Creation  
Community Building  
Copywriting  
Project Management  
Audience Development  
Creative Direction  
Crisis Management  
Public Relations  
Email Marketing  
Photography  
Event Programming  
Donor Acquisition  
Traditional Marketing  
Social Media

### **Attributes**

Good Listener  
Great Storyteller  
Analytical Thinker  
Creative Troubleshooter  
Dedicated Team Leader  
Rainmaker  
Zen Multitasker  
Deadline Lover

### **Tools**

Google Suite  
Word  
PowerPoint  
Excel  
Adobe Creative Suite  
Photoshop  
Critical Mention  
Later  
Canva

- Directed all marketing and marketing strategy for the official festival of the city of Memphis, including broadcast, radio, print, outdoor, social, and digital media.
- Worked with internal teams to create plans to best utilize and activate partner engagement, sponsorship, international, and educational - to drive results for our partners and our bottom line.
- Developed and implemented plan to launch two new festival events for 2016 - Great American River Run (2300 runners for the inaugural event) and 901Fest (7000+ in attendance).
- Managed all social identities for our events: Beale Street Music Festival, World Championship Barbecue Cooking Contest, Great American River Run Half Marathon/ 5K, 901Fest, and Festival account
- Handled all fan engagement and customer relations issues.
- Wrote and issued all press releases for local, national, and international distribution.
- Engaged, pitched, and collaborated with local, national, and international media outlets (over 300 media entities) to create brand-enhancing messages promoting our festival.

## **Contemporary Media, Inc., Memphis, TN. August 2007–2015**

**GROUP ADVERTISING DIRECTOR** (multiple publications including *Memphis* magazine, *Memphis Flyer*, *Memphis Parent*, *Inside Memphis Business*, *Germantown*, and *Collierville* magazines)

Responsible for revenue strategy, audience development, and community engagement strategy for the entire publishing group.

- Managed and mentored the team that handled customer relations, sales, and sponsorships for all publications.
- Supervised 15 direct reports and created development plans and strategies to hit key performance targets for internal and external partners.
- Developed strong relationships with community partners.
- Coached and trained team members on best practices and key initiatives, analyzing strengths and weaknesses, targeting areas for improvement.
- Worked as primary client liaison and strategist for CMi Creative Content - specialty pubs division.
- Created asset packages and implementation processes for event and sponsor engagement.
- Prepared and reviewed trending reports, marketing plans, and client proposals.
- Assisted clients in preparing brand messaging and marketing plans.

## **ALSAC/St. Jude, Memphis, TN. July 2006–August 2007**

### **CORPORATE ALLIANCES LIAISON**

Responsible for revenue growth, consumer engagement strategy, and client satisfaction for key accounts, including Target, Saks, Gymboree, Dollar General, Kellogg's, Jones Soda, and Procter & Gamble.

- Developed, evaluated, and managed multimillion-dollar cause-marketing programs at national and multi-regional levels.
- Collaborated with corporate partners and cultivated relationships to maximize donations to St. Jude while positioning partners as responsible corporate citizens; programs included add-on campaigns, executive gifts, employee giving, in-kind donations, naming opportunities, and regional sponsorship programs.
- Partnered with internal departments to plan and implement the strategic direction of programs to develop annual goals, budgets, and alliances.
- Prepared and reviewed fulfillment reports, marketing communications plans, presentations, and press releases.
- Planned and coordinated corporate stewardship activities, including corporate training sessions, incentive and recognition programs, news conferences, and receptions.



## **Santa Barbara Independent, Santa Barbara, CA. July 1999–July 2006**

### **DIRECTOR OF NEW MEDIA and COLUMNIST**

Responsible for website strategy and development, revenue strategy, audience development, and community engagement strategy; wrote a weekly column in my spare time.

- Redesigned company Website ([Independent.com](http://Independent.com)) to improve editorial and advertising content and revenue management. The redesigned site was named by Editor & Publisher as “Best Weekly Affiliated Website” in the U.S.
- Led team in creating Vision Statement and branding standards for *Independent* and *Independent.com*.
- Developed partnerships with local radio stations to promote upcoming events/happenings and the *Independent* brand.
- Wrote copy and performed on-air as the voice of the *Independent* on a series of weekly radio spots.
- Created monthly online surveys to gather new information about our readers' needs and reactions to our products. Utilized the results of these surveys to improve our readers' interaction with us and our ability to reach them effectively.
- Managed a staff of 3 designers and 12 salespeople while overseeing the affiliate and ad content.
- Overhauled and revived a previously defunct online shopping portal built for the nonprofit industry, allowing readers of independent.com to shop online retailers and donate a percentage of their spending to the local nonprofit or school of their choice.
- Designed, wrote, and took photographs for a weekly full-page style and society column, covering everything from international film festivals to fashion shows and community happenings.

## **Memphis Flyer, Memphis, TN. 1991-1999**

### **ADVERTISING AND PERSONALS MANAGER**

Responsible for revenue strategy, audience development, and community engagement strategy for the classified and direct response sections of the newspaper.

- Managed and mentored the team that handled customer relations, sales, and customer service.
- Supervised 3 direct reports and created strategies to hit key performance targets for all categories.
- Developed strong relationships with community partners.
- Coached and trained team members.
- Prepared and reviewed trending reports, marketing plans, and client proposals.
- Managed all call center activity, wrote all Memphis-centric scripting, and managed process improvement protocols.

## **Achievements/Interests**

- Board Member Current: New Memphis Institute, Rock n Soul Museum, Indie Memphis, Memphis Brand Initiative, Sister Supply
- Past Board Member: Thistle & Bee
- Past Board President, Board Officer, and Board Member: AAF Memphis, Memphis chapter of American Advertising Federation ([aafmemphis.org](http://aafmemphis.org))
- Past Board Officer: AAN Association of Alternative Newsweeklies (nationally elected seat, two terms)
- Leadership Memphis Graduate, 2015
- New Memphis Institute LDI Graduate, 2022

- Speaker/Panelist/Consultant - Association Alternative Newsweeklies Conferences, International Downtown Association, Parks Association, Reimagining the Civic Commons convenings.
- Running/Fitness: At CMi, created a city-wide “Get Memphis Moving” initiative, which partnered with Church Health Center, Healthy Memphis Common Table, Outdoors, Whole Foods, and other community partners to make Memphians more aware of health and fitness opportunities in their neighborhoods. Completed: one marathon, two half marathons, multiple 20-mile challenges, dozens of 5/10Ks, and five Ragnar races on team Memphis Mojo

## **Education**

B.S. Psychology, Berry College, Rome, GA

**PENELOPE HUSTON penelopeande@gmail.com • 901.494.3606 • linkedin.com/in/penelopehuston**

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

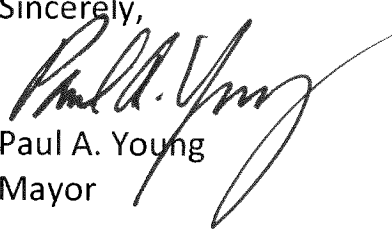
It is my recommendation that:

**Walter Person**

be appointed as Interim Chief Financial Officer with a salary of \$152, 291.10.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# Walter Person

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**Professional Profile:** Certified Senior Leader with extensive experience managing various business functions including Finance, Risk Management and Operations. Skilled strategic thought partner who seeks to optimize processes and build high performing teams. Has a proven record of achievement leading Financial Management, Customer Services, Administrative Management, Program/Project Management and Quality Assurance. Possess a highly professional attitude, excellent analytical skills, strong attention to accuracy, and a collaborator in team environments. Highly skilled in Oracle EBS, EPM Cloud, Conduent ERM, Accounting, Finance, Microsoft Office Suite, SAS, Minitab, SPSS, and SQL.

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## PROFESSIONAL EXPERIENCE

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### DEPUTY CHIEF FINANCIAL OFFICER | 2021 - PRESENT

City of Memphis, Finance Division, Memphis, TN

Ensure the financial infrastructure is stable and supports the demands of future growth. Proactively challenge the organization to a faithful stewardship of resources, striking a balance between the constituents we serve and our employees and other stakeholders and future stakeholders in the City of Memphis. Establish reporting, monitoring, budgeting, and accountability systems that will ensure highest standards of financial integrity are being attained. Protect the assets entrusted to the City; ensuring liquid assets are invested productively and in alignment established investment policy. Provide strategic analysis and support to the resource allocation process for seventeen divisions, over thirty-five distinct funds, to benefit over six hundred thousand citizens in the City of Memphis. Collaborate with a wide range of divisions and other stakeholders on meeting short-term and long-term strategic needs. Build and retain a best-in-class financial team by attracting and retaining gifted people who are dedicated to improving the lives of fellow Memphians.

#### Selected Accomplishments

- Worked with CFO to lead 100+finance staff members in the Account Payable, Payroll, Accounting Budgeting and Purchasing Divisions
- Led and developed a \$ 716 M budget to support municipal government for FY 23
- Led and developed a \$ 799 M budget to support municipal government for FY 24
- Led and developed a \$ 102 M Capital Improvement Plan budget for FY 23
- Led and developed a \$ 95 M Capital Improvement Plan budget for FY 24
- Served on Pension Board Committee presiding over 100+ retirement positions.
- Serving on Pension Investment Committee as a fiduciary over \$2 Billion in employee retirement benefits
- Led preparation and presented data for the Healthcare Oversight Committee for 7000+ employees and 6000+ retirees.

### CHIEF DEPUTY CLERK | 2020 - 2021

City of Memphis, City Court Clerk's Office, Memphis, TN

Responsible for the organizational planning and management of daily and long-term operations. Developed and implemented office policies and procedures, analyzed quantity and quality of work, and made appropriate recommendations on all management matters including budget and staffing. Provided direct oversight of managers and supervisors, court operations, stakeholder interests, and emergency preparedness amongst other managerial matters. Responsible for the verification of the timely submission of statistical and narrative reports for local and national reporting requirements, records maintenance, property management, procurement, and automation, managing internal administrative records for the budget and other fiscal records related to the court unit.

#### Selected Accomplishments

- Provided Staff and administrative support for all three municipal courts in the hearing and adjudication of over 500,000 violations annually.
- Led an authorized Complement of 58 team members with a Budget of \$ 7.25 Million
- Managed the administration of millions of prior tickets with over \$200 Million in face value.
- Managed a telephonic and in-person customer service teams servicing at least 200 customers daily.
- Managed operations generating over \$ 12 Million in Aggregate City Revenues Annually

**ADMINISTRATOR, ADMINISTRATION AND FINANCE DIVISION | 2019 – 2020**  
Shelby County Health Department, Memphis, TN

Direct responsibility for 62 employees. Accountable for division accounting activities. Oversaw the preparation and approval of division budgets for Shelby County, TN. Monitored division budget, revenue projections, budget amendments, budgetary controls, and reporting. Prepared and processed all division resolutions relating to contracts, budget amendments, grants and C.I.P. projects as required by the City and County. Accountable for grant reporting and compliance (State, Federal & Private Donor Grants). Negotiate and monitor contracts for Jail Inmate Health Care and Regional Forensic Services (UTHSC). Served as liaison to Division Director regarding significant issues in all areas of responsibility. Contributed recommendations to Division Director regarding financial matters. Aided Division Director in achieving the goals and objectives established by the County, City and Division. Represented the Division Director in her absence at County Commission meetings, CAO Staff meeting, and other meetings as required. Ensured appropriate maintenance of Shelby County property (buildings) under the administration of the Division of Health Services. Ensured vital health statistics for Shelby County are compiled, analyzed, and reported to County on a regular basis.

**MID-CAREER RISK EXAMINER | 2017-2019**

Federal Deposit Insurance Corporation, Memphis, TN

As a Senior Risk Examiner, conducted and directed examinations of insured depository institutions to determine their financial condition, evaluated management, and determined compliance with applicable laws and regulations. Planned and conducted complex, sensitive examinations for institutions with assets greater than \$10 Billion; institutions with assets and/or funding concentration risks; rapid asset growth; problematic ratings; dominant management; institutions reported in Quarterly Lending, Niche Banks, Denovo Institutions; etc. Planned and conducted 'back-up authority' examinations for institutions where FDIC is not the primary regulator. Reviewed trust, Bank Secrecy Act, and (IS) departments' operations and policies. Appraised and classified assets; analyzed liabilities and capital reviews dividend and charge-off policies; analyzed earnings trends and prospects; evaluated management and the soundness of its institution operations, management, policy, or other areas subject to criticism. Prepared and submitted confidential reports of examination. Met with insured depository institution officials and/or boards of directors to discuss the findings of the examination, corrective programs, and commitments for correction of deficiencies. Prepared and submitted confidential reports of examination. Coordinated joint or concurrent examination activities with State examiners. Evaluated and submitted written reports on an institution's trust, Bank Secrecy Act department and/or IS services, non-bank subsidiaries and/or affiliates.

**SENIOR VICE PRESIDENT, FRAUD AND FINANCIAL CRIMES ANALYTICS LEADER | 2014 – 2017**

First Horizon National Corporation, Memphis, TN

Provided expert oversight to teams in establishing systems to improve authorization rates without increasing fraud exposures. Exemplify keen expertise in optimizing a two-tiered behavior monitoring system. Employed keen diligence in evaluating exposure from at-risk discards. Rendered support to team with model risk management and validation of models, while establishing relationships with the Office of the Comptroller of the Currency (OCC), Federal Deposit Insurance Corporation (FDIC), Federal Reserve, and other organizations.

***Selected Accomplishments***

- Developed and executed effectual resolutions in 60 basis point monthly increase in authorization rates without increase in fraud risk within the first three months, which resulted to more than \$2M in additional revenues on an annual basis.
- Successfully minimized declines for low credit bureau score customers to generate additional interchange and interest income without increase in fraud exposure.
- Decreased fraud exposure by \$50K in a month while anticipating a \$600K impact on an annual basis.
- Demonstrated unsurpassed management expertise throughout career; thus, earning top ratings in routine exams from internal and external assurance organizations.

**SENIOR VICE PRESIDENT, ENTERPRISE RISK REPORTING AND MODEL VALIDATION | 2007 –2014**  
**VICE PRESIDENT, OPERATIONAL RISK ANALYSIS AND REPORTING | 2006 – 2007**  
First Horizon National Corporation, Memphis, TN

Directed the implementation of the company's model governance policy; model validation procedures; and companywide model risk assessment process, risk prioritization, and risk management policies and practices. Initiated and managed all aggregation, mitigation, reporting, and analysis processes for the Corporate Enterprise Risk/Return Management and Corporate Operational Risk committees. Presided over the training of personnel on bank's model governance policy as well as associated roles and responsibilities. Managed the enterprise-wide model inventory along with annual inventory certification process. Functioned as the primary liaison between bank regulators on model risk management.

***Selected Accomplishments***

- Identified and reported operational risk and business risk capital for the enterprise through Monte Carlo simulations and other stochastic tools.
- Leveraged industry knowledge in managing the Basel II operational risk data capture and analysis process; as well as Board of Directors reporting process for all enterprise level risk exposures.
- Managed the validation of all models and significant changes within the scope of the bank's model governance policy to be submitted to model owners and users.
- Evaluated status of model risk management program to identify model risk ratings; provided expert oversight to business unit model approval and model change management processes.
- Obtained the Tri-State Defender–Man of Excellence award in 2012 for excellent performance and professionalism.

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**EDUCATION & PROFESSIONAL DEVELOPMENT**

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**MASTER OF BUSINESS ADMINISTRATION IN FINANCE, 1995 | THE UNIVERSITY OF PENNSYLVANIA, PHILADELPHIA, PA**  
**BACHELOR OF ARTS IN STATISTICS, 1990 | HARVARD UNIVERSITY, CAMBRIDGE, MA**  
**CMFO, CERTIFIED MUNICIPAL FINANCE OFFICER**

**SIX SIGMA | DEFINE, MEASURE, ANALYZE, IMPROVE AND CONTROL (DMAIC) | DESIGN FOR SIX SIGMA (DFSS)**  
**MASTER BLACK BELT CERTIFICATION**

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**PROFESSIONAL AFFILIATIONS**

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American Bankers Association (ABA) | Risk Management Association (RMA)

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**ACTIVITIES**

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*Treasurer*–Center City Development Corporation (subsidiary of Downtown Memphis Commission), Memphis, TN  
*Board Member*–Playhouse on the Square Inc., Memphis, TN  
*Board Member*–WIN Workforce Investment Network (LWIA 13), Memphis, TN  
*Adjunct Professor*–Business Statistics, LeMoyne-Owen College, Memphis, TN

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January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

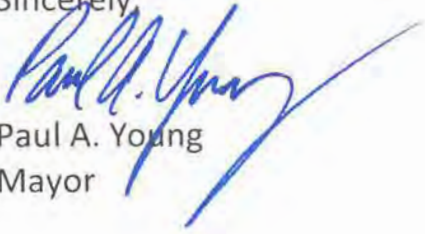
Subject to Council approval, it is my recommendation that:

**Fonda F. Fouché**

be appointed as Chief Human Resources Officer with a salary of \$152,291.10.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# Fonda F. Fouché |

Accomplished public sector leader with 25+ years of HR expertise with a history of success in recruitment and retention, onboarding, and training. Proven track record of developing and implementing successful policies and processes to improve efficiency and effectiveness. Hardworking with strong communication and interpersonal skills to build and maintain strong relationships with employees and stakeholders.



## CITY OF MEMPHIS

### **Chief Human Resources Officer** 06/2023- present

Lead and develop strategies for the Human Resources Division in the areas of Talent Management, Total Rewards, Workplace Safety and Compliance, EDI, HR Operations and HR Analytics and Performance.

Manages \$9.4 million general fund budget | \$97.1 million healthcare fund budget | \$24 million OPEB budget

### **Talent Management Officer** 04/2017- 6/2023

Implement and develop strategies for General Recruitment, Organizational Development, Career Pathways, and Public Safety teams to recruit and retain top talent which results in the hiring and recruitment of full time, appointed, public safety and contingent employees, pre-employment and promotional testing, and professional development for the organization. Managed \$5 million budget

### **Public Safety Talent Manager** 01/2017- 04/2017

Manages the Public Safety team. Developed and implemented strategies, processes and plans for effective recruitment, hiring, professional development and testing for Public Safety Divisions. Managed educational/feeder programs for Public Safety.

### **Recruitment and Selection Supervisor** 09/2009- 01/2017

Manage day to day operations of the Recruitment and Selection Service Center and supervise hiring, testing, contingent, and development teams to ensure progress on projects and responsibilities of the Recruitment and Selection Service Center

### **Sr. Employment Analyst** 07/2007- 09/2009

Responsible for guiding applicants and hiring managers through the hiring and recruitment process

Review applications and send to hiring managers for review

Review, approve, and create interview questions

Administer policies and procedures related to Recruitment and Selection

Onboarding

### **Police Employment Analyst** 01/2001-07/2007

Serve as Lead Analyst for the Memphis Police Department employment process, which includes the hiring of Police Officers, Police Service Technicians, and Police Radio Dispatchers. Coordinate and administer entry-level tests, score written exams, analyze background investigations, place applicants on payroll and process paperwork, serve on interview boards, and proctor psychological testing. Prepare hiring schedule, applications, and final job lists for hiring process. Create and maintain applicant databases using Microsoft Excel and Sigma to track applicant status. Prepare detailed reports utilizing specialized software. Serve on applicant review boards and give input on acceptability of applicants. Interpret Police hiring standards at various steps to ensure integrity of the process. Serve as Liaison between Police Personnel, medical group, and City Hall's Human Resources Department. Appointed Chairperson for committee designed to shorten and expedite the hiring process for Police Recruit and Police Service Technician.



**Personnel Analyst:** 03/1997-01/2001

Gathered and developed data on department employees that generates work for the Personnel office. Served as Liaison between Police Personnel and the Employment/Background Unit. Coordinated the Police Department's weekly Special Order that lists pertinent information such as transfers, resignations, name changes, and disciplinary actions. Prepare change of status reports for the POST Commission.

**Employment Analyst:** 01/1996-03/1997

Performed job analysis and data collection for Fire Services to be used in personnel selection decisions for Fire Recruits, Firefighter/Paramedics and Fire Alarm Operators. Coordinated Fire Recruit Orientation, administered entry-level tests for Fire Recruits and Fire Alarm Operators, served on interview and background review boards, extended job offers, processed candidate's paperwork for placement on payroll. Maintained database for 2,000 potential applicants. Supervised two temporary employees who assisted in testing and grading during the entry level hiring process to create the Eligible Hiring Register. Attended career/job fairs. Duties included setting up booth, talking with interested people, handing out applications and answering questions about working for the City of Memphis.



**Education**

**CENTRAL MICHIGAN UNIVERSITY**

Master of Science in Administration, June 1999

**UNIVERSITY OF TENNESSEE AT KNOXVILLE**

Bachelor of Science in Education, Minor in Business Administration, August 1995



**Affiliations and Activities**

- Emerging Leaders- Class of 2013
- Leadership Memphis, Fast Track Fall 2016
- IPMA-SCP (International Public Management Association, Senior Certified Professional)
- Member, SHRM (Society of Human Resource Management)
- City of Memphis, Manager-Leader Certification Program
- 2023 Memphis Business Journal HR Impact Honoree
- 2015 Ovation Award- Team Work
- 2017 Ovation Award- Team Work
- 2017-Ovation Award Management Excellence

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

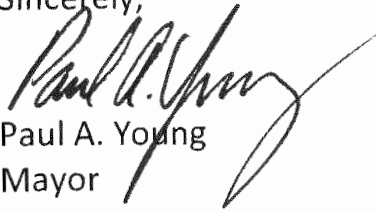
Subject to Council approval, it is my recommendation that:

**Cerelyn "CJ" Davis**

be appointed as Director of Police Services with a salary of \$280,862.14.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

## **Cerelyn 'CJ' Davis**

Chief of Police

~ RESUME ~

### **City of Memphis June 2021-Present**

The City of Memphis is populated with approximately 650,000 residents and has a geographical footprint of over 340 square miles. Memphis is internationally known for its storied history as a hallmark city for rhythm and blues, and the many significant events of the civil rights movement. The city is predominately comprised of African Americans but touts its popularity as a culturally diverse and inviting metropolis for every racial origin. The Memphis Police Department is equally diverse and is considered a competitive and highly effective organization amongst peer cities. Davis oversees a department of over 2600 commissioned and civilian employees and manages a 300+ million-dollar budget. The Memphis Police Department faces similar challenges of other major cities, routinely hosting large crowds for sporting events and festivals, fluctuating crime trends, gang activity, affordable housing issues, inner-city gentrification, and the effects of increased juvenile crime. While crime has historically been a quality-of-life issue in the city, Chief Davis promotes new approaches through group violence intervention (GVIP), youth and community engagement, heightened visibility, and the use of technology which has proven to be effective in crime reduction efforts. The MPD has been accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for approximately nine years, and has been re-accredited under Davis' leadership, most recently in 2022.

#### **MAJOR ACCOMPLISHMENTS - MEMPHIS:**

- **2022: Broke a 3-consecutive year record of violent crime by reducing Homicides by 6% and violent Crime by 2%**
- **Re-established the MPD Special Traffic Enforcement Unit (STEU) to reduce interstate traffic violations – reduced interstate shootings by 20% since 2021**
- **Added 10 motorcycle officers and one lieutenant to the Motors Unit for heightened visibility.**
- **Increased the Entertainment District (EDU) staffing to 30 officers and added 10 electric bikes to the downtown space.**
- **Expanded the Mounted Patrol Unit by 6 horses for a total of 12 Mounted Patrol officers.**
- **Expanded Violent Crimes Unit, created the Fugitive Unit, & Auto Theft Task Force Unit**
- **Distributed new TASERs for all patrol officers for less lethal responses during mental crisis.**
- **Restructured the organization by creating the “Strategies & Special Projects Division: research, update and write agency policies consistent with national best practices in the LE profession: revised, reformatted and wrote 141 new policies & 61 SOPs since 2021**
- **Created 125 new first-line supervisor positions for improved officer oversight and accountability, establishing a clear and achievable career ladder for MPD officers, and created an additional 10 Major positions.**
- **Implemented Take Home Vehicle program for officers living within the city of Memphis.**
- **Implemented the new *Connect2Memphis* public/private partnership for citywide camera network activating over 4200 cameras citywide.**
- **Implemented the Reimaging Policing Recommendations for MPD creating oversight and transparency to Memphis' residents.**

## **Cerelyn 'CJ' Davis**

Chief of Police

~ RESUME ~

- Overhauled City's police hiring process – reduced timeline from 6-months to 90-days.
- Historic record-breaking recruitment numbers of police officers in 2022
- In 2021 joined a National 30X30 Initiative to hire 30% women by 2030. Increased MPD women hires by 25% and total women commissioned by 35% since 2021.
- New initiative for all recruits certified in Crisis Intervention Training (CIT) for reduction in unnecessary use of force.
- Created 50 positions to re-hire retired MPD Officers to implement robust community crime prevention education to residents and businesses.
- Expanded the Community Engagement Unit – Youth Programs & Mentoring city-wide.
- Implemented the new Community Engagement Section – re-establishing the Police Athletic League and Girl Scout Troops at all precincts.
- Created LGBT Liaison position and the Hispanic Community Liaison position.
- Established monthly community meetings hosted by commanders at all 9 precincts.
- Created the Memphis Police Leadership Institute in partnership with University of TN graduating 25 leaders.
- Conducted 6 Leadership Retreats for high-level crime fighting strategic planning with quarterly check-ins to assess success measures.
- Overhauled the MPD Disciplinary process for consistent investigations into officer misconduct.
- Re-Branded Memphis Police Department with new vehicle design & new uniform design
- After years of backlog, led the Impound/Tow Lot initiative to reduce the backlog of towed vehicles housed on the lot by 40%

### **City of Durham**

**June 2016 – June 2021**

The City of Durham has a population of approximately 385,000 residents and encompasses a geographical footprint of 286 square miles. Durham is a municipality known for its rich history steeped in the tobacco industry, and today infamously known as the City of Medicine. Notably, Durham is home to Duke University, an education and medical system that boasts over 35,000 employees and has over 15,000 students enrolled. The city of Durham is culturally diverse, with demographics comprised of 49% White, 38% Black, and 11% Asian and Hispanic. natural disasters. The Durham Police Department has an authorized staffing allocation of 650 employees, operates with a 90-million-dollar budget, and provides emergency services as the primary public safety entity for the municipality. The structure of the department is traditional in make-up: Field Operations, Criminal Investigations, Community Services, and Administrative Services. Restructuring under Chief Davis centralized Criminal Investigations Division and created a Violent Crimes Task Force.

#### **MAJOR ACCOMPLISHMENTS - DURHAM:**

- Established new COMPSTAT format - increased efficiency, increased effectiveness, directing patrol resources to what matters most, increased community/stakeholder connections and investigative capacity
- Maintained a 5-year downward trend in Violent Crime
- In 2020 – Zero percent increases in Homicide incidents

## **Cerelyn 'CJ' Davis**

Chief of Police

~ RESUME ~

- YTD 2021 – Violent Crime Down 3%
- Past 5-years consistently maintained criminal case clearance rates higher than national averages
- Created the new *Violent Crimes Task Force* – implemented focused deterrent approach for Shootings & Gang activity with consistent reductions in aggravated assaults and robberies
- Established effective processes for federal prosecution targeting 'Most Violent Repeat Offenders'
- City/County Gang Reduction Strategy Committee – utilizing *Cure Violence Model* w/ community citizen Violence Interrupters
- Started 'Cold Case' investigations for major reductions in dated Sexual Assault Cases (SAKI) – Received '*Dogwood Award*' State of N.C. Attorney General for major reductions and significant indictments.
- Implemented policy-driven mandatory *Misdemeanor Diversion Program* (99% participant completion rate) All 1<sup>st</sup> Misdemeanor Offenders routed to program
- "*All Hands on Deck*" Supplemental Patrol Schedule to augment staffing shortages
- Oversight and implementation of first ever department Body Worn Camera (BWC) Program
- Initiated Staffing & Beat Analysis Study to evaluate and reallocate manpower for improved operational effectiveness and efficiency.
- Proposed and implemented new rank structure department wide by reclassifications w/ permanent pay incentives for senior patrol officers and investigators
- Implemented new supervisor training & Commander's quarterly Leadership Retreats
- Established the Durham Police Chief's Interfaith Council – Community Partnerships
- Department full-time Hispanic & LGBTQ Liaison for improved outreach and crime prevention through education and advocacy
- Developed policies & practices to ensure diversification of workforce in hiring practices and promotional processes
- Instituted accountability protocols and de-escalation training which led to reductions in Use of Force complaints
- Implementation of formal Mentoring & Peer Support Program for employees
- Annual Citizens Police Academy & 1<sup>st</sup> Virtual CPA
- Hispanic Community Conversations – Immigration U-VISA
- Brick & Mortar oversight of 90M dollar state of the art new Police Headquarters Building
- Designed, purchase, acquired state of the art 800K Mobile Command Vehicle
- Established departmentwide Racial Equity Task Force
- Established Civilian & Sworn Employee Advisory Board

### **City of Atlanta**

**October 1986 – May 2016**

The City of Atlanta is considered the jewel of the South, with a residential population of more than 450,000 in the city proper; boasting an urban population of 5 million. As the home of the Civil Rights movement and the busiest Airport in the world, Deputy Chief Davis understood the

# **Cerelyn 'CJ' Davis**

Chief of Police

## **~ RESUME ~**

importance of running a police force sensitized to cultural diversity and the historical relevance of the Atlanta area. Community policing was an integral and necessary element in police operations, where the tenets of cultural diversity drive positive relationship building between police and diverse communities. Sustaining strong partnerships with the business community was just as critical as building strong coalitions with neighborhoods & community leaders. Davis forged long-lasting relationships with several of Atlanta's Fortune 500 companies, many of which supported the Department's crime fighting and community outreach initiatives. During her 30-year tenure, she assumed leadership roles in planning for major events in the City of Atlanta, such as the Democratic National Convention, the 1996 Olympics, the NFL Super Bowl, NBA & NCAA Play-off games, major road races, intelligence planning & training for the G8 Summit, and other national noteworthy events. She has served as a subject matter expert on national platforms related to the latest tools in police technology, predictive policing, and community engagement.

## **MAJOR ACCOMPLISHMENTS: ATLANTA**

### **Atlanta Police Department/Division Commander - Strategies & Special Projects**

- **TECHNOLOGY:** Oversee operation, MOU's, maintenance, and contracts of private sector & public sector video camera network, with over 5800 cameras streaming into the APD Video Integration Center (VIC). Oversee the research, assessment, and acquisition of all new technology in the Atlanta Police Department; initiating & overseeing projects estimated \$15 million
- **CRIME FIGHTING:** Created new format for COBRA (CompStat crime fighting sessions) utilizing intelligence led and new predictive policing software (PredPol) attaining 7% & 9% decrease in crime in 2 pilot precincts, utilizing crime data to direct strategic deployment; use of analytical reporting to drive decision making, and deployment of covert camera network in high-crime areas, ensuring results driven strategies and accountability of Field Operations Division precinct commanders. Sustained a 3% reduction in overall crime 2015. Combined all APD discretionary resources for holistic approach to crime suppression
- **ATLANTA POLICE LEADERSHIP INSTITUTE (APLI):** Launched the Atlanta Police Leadership Institute (APLI) graduating over 200 upper rank & file supervisors and command staff, completing 6-week customized leadership curriculum in partnership with Georgia State University.
- Established the APLI International Exchange program coordinating all aspects of Israeli exchange and curriculum for annual Atlanta Police visit, and coordinates annual APD Command delegations to Israel. Currently coordinating exchange & curriculum development with NYPD & LAPD Command Staff to launch Domestic Exchange in 2016
- **CAPITAL PROJECTS:** Conduct oversight for all APD Capital Projects currently estimated at 18-million for FY-15&16: new Police Academy, Zone 3 & 4 Precincts, Special Operations relocation, and other major acquisitions. Actively and collaboratively develop APD's annual budget and present to City Council
- **ACCREDITATION / CALEA:** Led the APD Accreditation process, successfully awarded nationally with re-accreditation, receiving Department recognition for outstanding diversity in recruiting. Oversee state of Georgia accreditation process where APD received initial state accreditation certification in 2014; currently preparing for 2016 re-accreditation national & state.

## **Cerelyn 'CJ' Davis**

Chief of Police

~ RESUME ~

**02/2013-01/2014**

### **Code Enforcement Section Commander / Major**

- Re-organized civilian operation integrating sworn personnel and overhauled workflow to affect a 100% reduction of 4600 backlogged code enforcement cases
- Re-instituted the Judicial In-Rem process in collaboration with Atlanta Municipal Court and City Council Community Development Committee to remediate blighted properties
- Conducted 7 major demolitions of blighted apartment complexes by utilizing crime data associated with abandoned properties, tough and relentless code enforcement measures.
- Moved Code Enforcement operation to new facilities, utilizing a \$300,000 budget for upgrades and office fixtures; increased inspector staff by 25% to effectively sustain success.
- Implemented new performance measures to ultimately attain 90% of service level agreements for customer responses were met under new 311 standards.

**10/2011 – 2/2013**

### **Office of the Mayor / Executive Loan / Project Manager**

- Independently evaluated City Departments to identify process efficiency gaps and make recommendations for improved service delivery, such as City Arborers, Dept. of Buildings, & Code Enforcement
- Staffed the Mayor while serving on the City of Atlanta UASI Senior Policy Committee, providing law enforcement input regarding the development of regional evacuation processes, interoperability planning, and expenditure of UASI funding for participating jurisdictions, represented APD on regional evacuation tabletop work group
- Managed federal reimbursement process for City of Atlanta disaster relief claims submitted for flood damages to water facilities, coordinating official documentation with GEMA, FEMA, Administration and Law Department

**03/2010 – 05/2011**

### **Community Oriented Policing / Project Manager**

- Wrote the initial white paper introducing COPs program conceptual framework, and utilized grant funds for the creation and implementation of the APD's Community Services Division/Community Oriented Policing Section (COPs)
- Identified and planned new facility location and space layout for initial 50 grant funded COPs officers to include equipment, fleet, and IT requirements, facilitated officer selection & training.
- Established Mission Statement and Community engagement criteria for COPs Section, Introduced Community Policing through Environmental Design (CPTED) training to officers, and developed lesson plan and presentations for Neighborhood Watch train the trainer. Developed foundational standard operating procedures (SOPs) for Section guidance.

## **Cerelyn 'CJ' Davis**

Chief of Police

~ RESUME ~

**08/2008 – 03/2010**

### **Atlanta Hartsfield Jackson (AHJIA) / Airport Precinct / Assistant Commander**

- Responsible for planning, supervising, and evaluating the operation & activities of all personnel assigned to the AHJIA Police Precinct, which included patrol, support functions, developed annual business plan, managed the day to day administrative and operational components of the precinct for all shifts to ensure local & federal mandates adhered to in passenger screening, traffic operations, counterterrorism measures & crime prevention strategies.
- Conducted law enforcement staffing analysis for new multi-million-dollar Rental Car Center & New state of the art Maynard Jackson International Terminal
- Supervised investigations of all citizen complaints, terrorist's threats, and criminal investigations
- Managed the APD enterprise fund to include federal funding for Canine and EOD operations at Domestic & International Terminals
- Coordinated Full Scale Exercises and Risk Assessments in preparation for threats to local critical infrastructure with FBI/JTTF, TSA, Fire Rescue, Border Patrol, ICE, FAMs, CDC, local, state, and other federal jurisdictions.

**11/2007 – 7/2008**

### **Internal Affairs / Office of Professional Standards – Commander**

- Managed the administrative processes for all citizen complaints to include anonymous and other internal initiated investigations.
- Increased the number of integrity test by 50% annually.
- Reduced the investigative complaint process by streamlining case investigation periods from 60-days to 30-days, and 90 days for more egregious violations; ensures timely response to citizens.
- Improved Corruption Unit proactive measures by ensuring a 50% increase of annual integrity test for APD officers to deter & detect officer misconduct.
- Served on national Internal Affairs Work Group as contributing writer in the development of the Bureau of Justice Administration (BJA) Internal Affairs Best Practices publication.

**6/2006 – 11/2007**

### **Special Enforcement Section Commander**

- Commander over all operations task forces to positively impact street level gang crimes and drug sales, through data driven crime fighting strategies in high crime areas citywide
- Successful in developing high-profile cases against principle actors to eradicate Crime Syndicate BMF Family, and many other prosecutions under the Georgia Gang Terrorism statute & federal prosecution
- Managed staffing and operations of the High Intensity Drug Unit (HIDTA); a federal partnership of multiple police jurisdictions, developing cases in regional drug interdiction
- Section Commander of the APD's SWAT, Helicopter, and Motorcycle Unit. Coordinated specialized training to ensure rapid response to tactical situations executed seamlessly
- Executive Protection coordination supervising all U.S. President Details, Dept. of State diplomats, Embassy contacts, and other high profile visits to include special events,



## **Cerelyn 'CJ' Davis**

Chief of Police

**RESUME ~**

parades, major sporting events and other visits. Developed annual M.L. King Week Security Plan, coordinated strategic planning meetings with multiple agencies and stakeholders. Ensured safety of all local, state, and federal principles during major events w/ U.S. Secret Service.

- Incident Commander for planning multi-agency coordination and special event logistics for Coretta Scott King Funeral
- Acquired approximately 5 million in Homeland Security funds for Explosive Ordnance Devices (EOD) and Critical Infrastructure Protection through GEMA/FEMA grants
- Oversee the technical surveillance unit, Wiretap Warrants and high profile white color crime investigations, financial investigations and investigation of cybercrimes

**10/2004 – 6/2006**

### **Homeland Security Unit / Commander**

- Established/created the Atlanta Police Departments Homeland Security Unit post 9/11 and coordinated multi-jurisdictional Homeland Security collaborative meetings
- Coordinated the first Department-wide training for Incident Command Systems (ICS)
- Applied for and awarded, APD's first federal Homeland Security grant award of 2.5 million to purchase terrorism response equipment
- implementation of critical infrastructure assessment (Buffer Zone Protection) training for Homeland Security staff and agency partners; coordinated first buffer zone protection inspections and created plans for downtown critical infrastructures

**7/2002 – 10/2004**

### **Office of the Chief / Public Affairs Manager & Executive Assistant to the Chief**

- Department Spokesperson managing all media requests; led & coordinated major press conferences for high profile events, responded to inquiries during live on camera interviews
- Supervised staff of 12, overseeing all office operations while assigned to the Office of the Chief
- Drafted speeches, responses, and speaking points for the Chief of Police, providing recommendations on best approach in response to sensitive media matters
- Coordinated Department Special Events, i.e. graduations, promotions, symposiums, etc.

**1/1996 -7/2002**

### **Personnel & Human Resources Commander**

- Planned and executed Recruitment & Hiring activities / During tenure achieved highest level of new hires in the history of the Atlanta Police Department in one year (207 officers)
- Managed the background investigations process per hiring guidelines, i.e. Decision Rules & POST
- Streamlined the hiring process by requiring critical elements to be conducted in initial visit
- Oversee the grievance process of all employees, payroll & other compensation such as overtime and comp time monitoring, performance evaluations, evaluate FMLA & other leave statuses
- Coordinated all recruitment trips and related job fairs locally and out of state

# **Cerelyn 'CJ' Davis**

Chief of Police

~ RESUME ~

## **EDUCATION**

### **Saint Leo University**

Bachelor of Science Degree – Criminal Justice

### **Central Michigan University**

Master of Administration – General Administration

### **Northcentral University**

Doctor of Business – Homeland Security Leadership (*Candidate for Dissertation*)

## **PROFESSIONAL EXECUTIVE MANAGEMENT TRAINING**

2006 \* FBI National Academy / Session 225

2017 \* International Women's Conference Speaker – Budapest, Hungary

2012 \* PERF / Senior Management Institute for Police (SMIP) Boston University

2013 \* Israel Leadership Exchange / Israeli National Leadership Academy (

2012 \* Graduate Leadership Atlanta

2012 \* Moderator / International Police Executives Conference

2009 \* American Association of Airport Executives Certification (AAAE, CM)

2004 \* Emergency Preparedness College, York England

2004 \* Anti-Defamation League (ADL) Counter Terrorism Consortium, Washington D.C.

2001 \* Mercer University Public Safety Leadership Institute

1998 \* Certified Senior POST Instructor (Multiple Course Specializations)

## **MEMBERSHIPS – HIGHLIGHTS - AWARDS**

- National FBI Academy Associates (FBI/NA) Session 225 (2006)
- Major Cities Chiefs (MCCA) Board of Directors
- Memphis Crime Commission – Board of Directors
- Memphis Child Advocacy Center – Board of Directors
- International Association of Chiefs of Police (IACP) (*Board of Directors 2016*)
- North Carolina Criminal Justice and Training Commission – (*Board of Directors*)
- North Carolina Association of Chiefs of Police (NCACP)
- National Organization of Black Law Enforcement Executives (NOBLE)
- \*\*\**Past National President (2019-2020)*
- Leadership Atlanta, Class of 2012
- Toastmasters – Atlanta Police Department (Started Charter Chapter)
- Senior Management Institute for Police -Boston University (PERF) (Graduate 2012)
- Atlanta MetroPol Inc. (Local, State & Federal Law Enforcement Alliance)
- American Association of Airport Executives (AAAE, CM) Achieved Certification 2008
- Featured in "O" (Oprah Magazine) November 2008 issue, Winner - "Women Rule"
- Pinnacle Award Winner - Community Leadership Category 2013
- Georgia's 100 most Influential Women "*Women Looking Ahead Magazine 2013*"
- City of Atlanta UASI /POC & Emergency Preparedness Coordinator
- National Board of Internal Affairs Commanders / Best Practices Work Group
- City of Atlanta Homeland Security Council
- Department of Justice (DOJ) National Cultural Diversity Team (Research)
- Security Coordinator for Medical Missions to Monrovia, Liberia 2012 (A.M.E. Zion Church)
- Atlanta Police Department "Supervisor of the Year 1998"
- Delta Sigma Theta Inc. – Memphis Alumni Chapter
- National Links Incorporated – River City Links Chapter

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

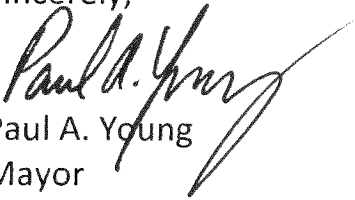
Subject to Council approval, it is my recommendation that:

**Gina Y. Sweat**

be appointed as Director of Fire Services with a salary of \$205,665.20.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# Gina Y. Sweat

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## Executive Summary

- Experienced Fire Chief with over 31 years in fire, emergency medical services and emergency management with 23 years as a Chief Officer
- Resilient and positive leader well-known for supporting and inspiring excellence in others and promoting team cohesion
- Resourceful in perceiving and resolving problems by offering fresh perspectives and innovative solutions
- Proven ability to maintain composure and make decisions in fast-paced and stressful environments
- Astute interpersonal skills to communicate effectively with firefighters, civilian personnel, key stakeholders, vendors and the public

## Professional Experience

**CITY OF MEMPHIS FIRE DEPARTMENT** – Memphis, Tennessee 1992-present

**Fire Chief** (January, 2016 – Present)

*Responsible for policy direction, fiscal accountability, and strategic planning for the Division of Fire Services to prevent, respond to and mitigate fire, medical, hazmat and other emergencies within the City of Memphis*

Key accomplishments:

- Brought potential insurance savings to residents and commercial businesses by improving the Insurance Services Offices Public Protection Classification from a Class 2 to a Class 1 which is held by less than 1% of fire departments nationally
- Took charge of the COVID-19 vaccine distribution effort as the State of Tennessee delegated the responsibility to the City of Memphis. The Memphis Fire Department (MFD) efficiently oversaw the distribution and administration of more than 353,000 vaccine doses through close collaboration with various federal, state and county entities
- Secured federal grants to support staffing, replacement of personal protective equipment, improvement of station exhaust systems and other equipment and training
- Started lateral hiring program to shorten training time to get fully trained firefighter paramedics on the streets reducing overtime costs and increasing Advanced Life Support capabilities

- Supported innovation through the Healthcare Navigator Program to reduce the impact of non-emergent medical calls with a focus on high utilizers, behavioral health patients, low-acuity medical patients and vulnerable populations
- Improved firefighter safety and wellness through equipment and programs such as new self-contained breathing apparatus, on-duty physical program, orthopedic recovery program to reduce lost OJI time, therapy dog program and multiple cancer initiatives including implementation of presumptive cancer program that exceeds the State mandate
- Implemented youth initiatives to provide insight and encourage careers in the fire service. These include HerO Day partnership with the Girl Scouts with over 1,000 participants, MFD Fire Explorers program, MFD Fire Cadet program and partnership with Shelby County Schools to bring the Fire Science program to Trezevant Career & Technology Center
- Planned the design, funding, and construction of 3 new Fire Stations and new Fire Administration building as well as renovating other facilities to form the Fire Campus for more efficient operations

**Interim Deputy Chief, Logistics** (July, 2014 - December, 2015)

*Responsible for the Fire Communications and the Logistics Service Centers*

**Division Chief, Fire Suppression & Administration** (August, 2008 - July, 2014)

**Battalion Chief, Fire Suppression** (May, 2001 - August, 2008)

**Lieutenant, Fire Suppression** (March, 1998 – May, 2001)

**Driver, Fire Suppression** (July, 1995 – March, 1998)

**Private, Fire Suppression** (May, 1992 – July, 1995)

### Education

**Master of Professional Studies** - Strategic Leadership (2013)

University of Memphis, Memphis, TN

**Bachelor of Professional Studies, magna cum laude** - Fire Administration (2000)

University of Memphis, Memphis, TN

**Bachelor of Business Administration, cum laude** - Marketing (1988)

Freed-Hardeman University, Henderson, TN

### Professional Affiliations

International Association of Fire Chiefs  
Metropolitan Fire Chiefs Association  
NFFPA Urban Fire Forum  
Tennessee Fire Chiefs Association  
CTIF Women in Fire & Rescue Services

IAFC Women's Chief Officer Group  
FM Global Fire Service Advisory Group  
Leadership Memphis Executive Alumni  
Girl Scouts Heart of the South Board  
Fire Museum of Memphis Board

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

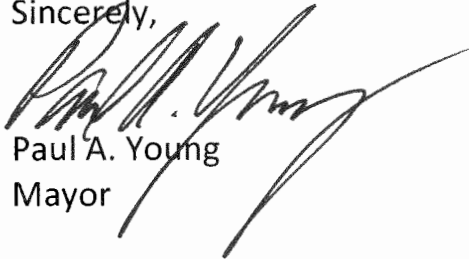
Subject to Council approval, it is my recommendation that:

**Tannera Gibson, Esq.**

be appointed as City Attorney/Chief Legal Officer with a salary of \$152,291.10.

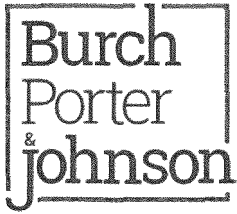
I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members



**Tannera Gibson** is a native Memphian whose practice focuses on employment law, municipal law, healthcare liability, and commercial and business litigation. She received a B.S. in Computer Science from the University of Memphis prior to graduating from the University Of Memphis Cecil C. Humphreys School Of Law in 2008.



Ms. Gibson has extensive trial experience and significant experience in conducting investigations and presiding over administrative matters. She is currently President of the Memphis Bar Association, is an active member of the community, and maintains a solid pro bono practice. Gibson is the first Black female partner at Burch, Porter & Johnson and the first Black President of the Memphis Bar Association. In 2023, Gibson was named as an honoree for the inaugural *Memphis Business Journal* "Expand- Diversity in Business" award.

#### Practice Areas

Labor & Employment Law  
Commercial & Business Litigation  
Government Relations & Municipal Law  
Personal Injury Litigation

#### Admitted to Practice

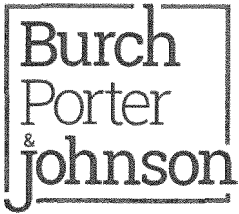
Tennessee, 2009  
United States District Court for the Western District of Tennessee, 2010

#### Bar Admissions

American Bar Association  
Tennessee Bar Association  
Memphis Bar Association

#### Representative Matters

- Won summary judgment on behalf of defendant municipality in high-exposure action alleging civil rights violations. (Lead Counsel)
- Won summary judgment on behalf of defendant municipality in high-exposure, high-profile action alleging civil rights violations incident to an officer-involved shooting (Lead Counsel).
- Counseled 8,000-employee organization in the successful termination of key executive employees. Obtained release of all claims from multiple executives. Subsequently provided advice and counsel regarding personnel restructuring across multiple departments. (Lead Counsel)
- Successfully defeated summary judgment in high-exposure commercial litigation action involving claims for breach of contract and specific performance. (Lead Counsel)



- Provided in-house training for proper legal compliance and risk management to management personnel of development facility. (Lead Counsel)
- Successfully defeated claims by disgruntled employee alleging wrongful termination and fraud at the pleadings stage.
- Obtained confidential settlement on behalf of wrongfully terminated employee who complained of unlawful conduct.
- Successfully resolved a lawsuit that dealt with one of the first sexual orientation claims pursued under Title VII within the 6<sup>th</sup> Circuit since the Supreme Court's ruling in *Obergefell v. Hodges*.
- In January, 2013 Ms. Gibson and Les Jones represented a plaintiff in obtaining a verdict in a medical malpractice case in Shelby County for more than \$1.3 million dollars. *Martin v. Campbell Clinic*
- In February, 2015 Ms. Gibson, David Goodman and Les Jones represented a plaintiff in obtaining a verdict in a medical malpractice case in Shelby County for \$750,000.00. *Smith v. UTMG*
- Successfully revised and instituted comprehensive employment practices policy and manual on behalf of large-scale production company.

#### Education

- University of Memphis Cecil C. Humphreys School of Law (J.D., 2008)
- University of Memphis (B.S., Computer Science, 2003)

### **SELECTED ACTIVITIES, HONORS, PRESENTATIONS & PUBLICATIONS**

#### **Professional Activities:**

- President, Memphis Bar Association, (2022)
- Fellow, Memphis Bar Foundation (2021-present)
- Board of Directors, Memphis Bar Association, (Member, 2017; Executive Committee Member, 2018-2019; Secretary/Treasurer, 2020; Vice-President, 2021)
- Vice-Chair, Tennessee Bar Association Litigation Section, Executive Council 2020-present
- Tennessee Bar Association Leadership Law Program, (2019)
- Alumni Board, University of Memphis Cecil C. Humphreys School of Law (2014-2016)
- Adjunct Professor, "Legal Methods," University of Memphis School of Law (2012- 2014; 2015- 2016)
- Leo Bearman Sr. Chapter of American Inns of Court, Associate Member (2010- 2013)

#### **Community Activities:**

- Board of Directors/Risk Management Chair, Agape Child and Family Services, (2019-present)
- Fellow/Board of Directors, New Memphis Institute, (2020-present)
- Leadership Development Institute, New Memphis Institute (2019)
- Planning Committee, National Civil Rights Museum, Night at the Lorraine (2018-2019)
- Executive Program, Leadership Memphis (2015-2016)
- Summer Law Intern Program Committee, Memphis Bar Association, (2013-2017)



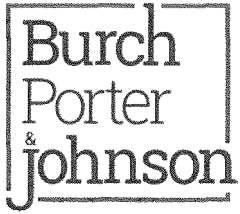


#### Professional Honors:

- Lawyer of the Year, Best Lawyers® for Personal Injury Litigation-Plaintiffs (2022)
- Best Lawyers in America® for Employment Law-Management and Personal Injury Litigation-Plaintiffs (2019-2021)
- SuperLawyers® (2020-2021)
- Larry Dean Wilkes Leadership Award, Tennessee Bar Association Leadership Law (2019)
- Memphis Business Journal's Best of the Bar, Winner, Private/Large Firm (2019)
- Memphis Business Journal's Superwomen In Business-Women to Watch (2018)
- SuperLawyers® Rising Stars (2016-2019)
- State of Tennessee, Attorney for Justice, (2016)
- Memphis Business Journal's Top 40 under 40, (2015)
- Memphis Bar Association, Pro Bono Award, (2011)
- American Inns of Court, Outstanding Associate Award, (2011-2012)

#### Presentations:

- Moderator, Tennessee Bar Association Litigation Section, "As the Landscape Changes, A Diverse Perspective on Diversity in Litigation and Beyond," July 2021
- Panelist, American Bar Association Health and Policy Interest Group, "Covid-19 Vaccinations: Employer Liability when Vaccines are not Mandated," July 2021
- Panelist, Memphis Bar Association-Center for Excellence in Decision-Making, "Diversity & Inclusion: Recruitment & Retention in Law Firms and In-House Counsel Offices," July 2020
- Moderator, Cecil C. Humphreys School of Law—Association for Women Attorneys, "Ain't I A Woman"? February 2020
- Speaker, City of Memphis Safety Conference, "The Regulatory Story, What do I Need to Know?" November 2019
- Speaker, Tennessee Personnel Management Association, "Coordinating Leave: FMLA, ADA & Worker's Comp/OJI," April 2019
- Speaker, National Business Institute, "Mini Law School for HR Professionals," April 2019
- Speaker, Women in Business Seminar, "Getting to the Top," April 2018
- Speaker, Burch Porter & Johnson Employment Law Seminar, "Social Media in the Internet Age" (2017)
- Speaker, Memphis Bar Association, "Opening Statements," July 2015
- Speaker, Tennessee Bar Association, Federal Practice Seminar, "Strategies to Avoid Waiver of the Attorney-Client Privilege," July 2013
- Speaker, Memphis Bar Association Labor & Employment Section, "Employment Issues in Education," March 2012
- Speaker, Memphis Bar Association, Bench Bar Conference, "How to Do Good When You Don't Have A Clue," May 2012
- Speaker, Burch Porter & Johnson Employment Law Seminar, "What Lies Beneath, The EEOC's Position on Criminal Background Checks" January 2012
- Speaker, Burch Porter & Johnson Employment Law Seminar, "Americans with Disabilities Act Amendments Act," October 2010



**Publications:**

- Reed, Terrence and Gibson, Tannera George, Ch. 17: Addressing Underrepresentation in the Legal Profession, *Extending Justice: Reducing Bias*, (Publishing in 2022)
- Treading the Muddy Waters of the ADA HR Professionals Magazine, December 2016
- Not-so-nice Guys Don't Always Finish Last: Restrictions on Employer Civility Rules HR Professionals Magazine, April 2014
- Exploding the Myths about Non-Compete Agreements HR Professionals Magazine, Nov. 2012
- Not in My Neighborhood: Memphis and the Battle to Preserve Overton Park, University of Memphis Law Review, Summer 2011, 41 U. Mem. L. Rev. 725
- Out of the Dark: The Impact of Ontario v. Quon on Workplace Privacy, BPJ Employment Law Update, Fall 2010
- The High Cost Of Free Labor: The Ramifications of Unpaid Internships, BPJ Employment Law Update, Summer 2010

January 2, 2024

The Honorable Michalyn Easter-Thomas, Chairman  
Personnel, Government Affairs, and Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Easter-Thomas:

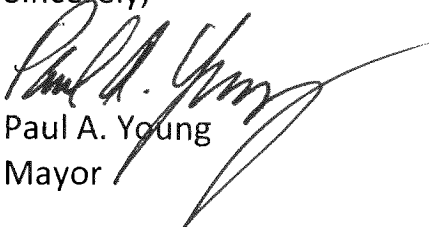
Subject to Council approval, it is my recommendation that:

**Eric Keane**

be appointed as Director of Information Technology with a salary of \$137,943.78.

I have attached biographical information.

Sincerely,

  
Paul A. Young  
Mayor

PAY/sss

cc: Council Members

# Eric Keane

## EXECUTIVE PROFILE

### Senior Vice President & CIO

A practical and proven information technology leader with success in building and leading teams while implementing technology around the world, including in China, Canada, United States, France, Mexico, Germany, Singapore, India and elsewhere. Leads the transformation effort to completely modernize and digitalize technical systems. Possesses real-world experience in applying technology solutions that solve business problems as well as strengthen and secure networks.

#### KEY STRENGTHS:

Global IT Leadership Development • Mergers & Acquisitions  
IT Strategy and Planning • Organizational Design  
• Technology Modernization  
• Operational Technology  
Supply Chain • Enterprise Architecture • Strategic Planning

## SELECT HIGHLIGHTS

- Lived and worked in six countries, traveled to another 150 countries. Dual Citizen of Ireland and USA.
- Extensive international experience as IT lead for 20 global mergers and acquisitions.
- Hired and developed half of current senior vice presidents for information technology under direct leadership, an achievement no other senior vice president at FedEx realized.
- **Achievements / Awards:**
  - FedEx IT Hall of Fame Awards (62)
  - Quality Driven Management Senior Vice President Lead
  - FedEx Five Star Awards (4)
  - FedEx QDM Cups (Gold (2), Silver)
  - Computerworld's Premier 100 IT Leaders
  - CIO Magazine's Ones to Watch

## EXPERIENCE

FEDEX

Memphis, Tennessee

Senior Vice President IT and CIO FedEx Logistics ..... 2020-2023

Directed global IT transformation for trade networks and supply chain, a \$180mm investment to modernize 20-year-old core systems from multiple acquisitions.

Built a unique pure cloud-based platform that leveraged and balanced the old and new systems spanning 20 years, while business processes were redesigned through quality driven tools.

Created a true "follow the sun" development and engineering team by hiring our own teammates in Asia and asking them to take on the most important work – just like their peers in Europe and the Americas.

Created a VP level supply chain robotics, engineering and IoT team to meet the complex demands of global customers.

FEDEX Brussels, Belgium; Amsterdam, Netherlands; Memphis, Tennessee  
**Senior Vice President IT and CIO FedEx Express** ..... 2007-2020

Led all aspects of IT for FedEx Express globally, including air operations; pick up and delivery, hub sort, global clearance and information security.

Built complex air/ground package hubs in USA, China, Canada, France, UK, Germany, Singapore, Mexico.

Managed transformation effort to completely modernize FedEx Express Airline systems that enable 4,000 pilots and 4,000 aircraft technicians to run largest cargo airline in the world.

Led team that built two generations of on-road computers that digitally enabled pickup and delivery.

Completely rebuilt entire global IT environment in 100 days following malware attack of weaponized code that compromised a single PC in Kiev, Ukraine, bringing down data and application network of TNT, a company just acquired by FedEx.

FEDEX Brussels, Belgium  
**Vice President IT and CIO Europe, Middle East, Africa, India** ..... 2001-2007

Oversaw all aspects of IT in EMEA Region.

Built and developed the IT teams and organization in Europe, the Middle East and India as FedEx "opened up the world".

Engineered and developed unique IT systems for customer automation, global clearance, hub and sort, air conveyance and more – solutions totally new to the logistics market.

#### ADDITIONAL EXPERIENCE

UNITED NATIONS WORLD FOOD PROGRAMME (WFP), Rome, Italy, **Senior Information Technology Advisor**, 2014 to Present.

Nominated by EVP of FedEx to sit on the WFP IT Board of Advisors. Act as IT advisor to CIO, and their global IT team – including subjects such as information security, new technologies, full stack development, business agility, network/data centers, and WFP IT organization and change management.

Other board members include experts from Royal Dutch Shell, Apple, Amazon Web Services, Gartner, and Italy Digital Payment Systems. Data, Artificial Intelligence and Zero Trust were the June 2023 board critical topics.

#### FURTHER INTERESTS & EDUCATION

ASSISTANT VARSITY GIRLS GOLF COACH, ST. GEORGE'S INDEPENDENT SCHOOL

BOARD OF TRUSTEES, ST GEORGE'S INDEPENDENT SCHOOL

UNIVERSITY OF NORTHERN COLORADO, UNIVERSITY OF COLORADO, JK MULLEN COLLEGE PREPATORY

**RESOLUTION REQUESTING THE CITY OF MEMPHIS PERMITS OFFICE  
PROMULGATE A SET OF RULES AND REGULATIONS AND PROCEDURES TO BE  
OBSERVED BY LICENSED WRECKER OWNERS AND OPERATORS OPERATING  
IN THE CITY OF MEMPHIS**

**WHEREAS**, Section 41-18 of the City of Memphis Code of Ordinances specifies that the City of Memphis Permits Office shall promulgate a complete set of rules and regulations describing in detail the procedures to be observed by licensed wrecker owners and operators who tow vehicles within the City of Memphis; and

**WHEREAS**, currently, there seems to exist no such set of rules and regulations; and

**WHEREAS**, in 2023, the Council received numerous complaints of certain local wrecker owners and operators initiating tows and charging fees in violation of the provisions of Chapter 41 of the City of Memphis Code of Ordinances, which regulates non-consensual wreckers and towing operators within the City of Memphis; and

**WHEREAS**, the Council desires that the procedures and standards to be followed by wreckers and towing operators in the City, and the processes and penalties to be prescribed when these procedures and standards are violated, should be clearly set forth for both the Permits Office and the public; and

**WHEREAS**, Section 41-18 also provides that once the Permits Office promulgates a set of rules and regulations describing the procedures to be observed by licensed wrecker owners and operators within the City of Memphis, after a period of advise and comment, such rules and regulations shall be submitted to the City Council for approval.

**NOW, THEREFORE, BE IT RESOLVED that the Memphis City Council** does hereby request the City of Memphis Permits Office to promulgate a complete set of rules and regulations describing in detail the procedures to be observed by licensed wrecker owners and operators who tow vehicles within the City of Memphis, and to submit the same to the Council for review by the date of the Council’s meeting on January 23, 2023.

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