

CHIEFS

APPOINTMENTS, REAPPOINTMENTS, INTERIM APPOINTMENTS

Antonio M. Adams, Sr.
Interim Chief Operating
Officer

About

Education

- Hamilton High School
- Bachelor of Science degree from East Tennessee State University
- Master of Science in Sociology from Middle Tennessee State University
- Juris Doctorate from Thomas Cooley Law School.

Experience

City of Memphis

- EEO/Labor Relations and ADA Compliance Coordinator
- Deputy Director of General Services
- General Services Director
- Interim Total Rewards Officer
- Deputy Chief Operating Officer

ACCOMPLISHMENTS

- 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.
- Led the installation of Continuous Improvement and Lean Process methodology to cross-functional teams of government executives, and the General Services Division.
- Successfully aligned business planning and financial processes with performance improvement and business risk-management activities.
- Collaborated with the division's labor unions to create entry level positions, training protocols, and performance standards with the goal of succession planning.
- Led the efforts to adaptively reuse the former, State Office Building (170 N. Main) Walter Simmons Housing projects and the former Coke bottling facility, which are now serving as city facilities.
- Led the effort to replace the deteriorating exterior of City Hall

VISION/FOUR-YEAR PLAN

Create the environment for growth and prosperity for ALL of MEMPHIS

- Improve Service Delivery- Implement practical solutions using the Voice of the Customer and Implementing continuous improvement and lean processes.
- Strategic Partnership- establish relationships where the Executive and Legislative branch collaborate for the benefit of the citizens.
- Impactful budgeting- collaborating with Council to ensure the neighborhood and community investment is greatest.
- Heightened Accountability- we will be transparent regarding our performance and resolution.

Penelope Huston
Chief Communications
Officer

About

Communications, Audience Development, and Community Engagement professional with 30 years of experience building brands and communities. (Memphis-area leadership positions: Memphis Flyer, Memphis magazine, ALSAC/St. Jude, Memphis in May, Downtown Memphis Commission).

Extensive background in Audience Development, Content Creation, Copywriting, Creative Direction, Crisis Communications, Customer Engagement/Satisfaction, Email Marketing, Event Production, Project Management, Public Relations, and Traditional and Social Media Marketing.

Expert storyteller and team player.

Memphian. Mother. (Very slow) Runner.

VISION/FOUR-YEAR PLAN

I am one week on the job and still learning about the communications department and our role in crafting and executing our City messages and brand strategies. I am impressed by the team and look forward to working with them to do even more to further our mission!

Vision

A connected and integrated comms team, working to make each City department more productive, better staffed, and their work more broadly understood in the community.

Four-Year Goals:

- Integrate division marketing and outreach
- Increase opportunities for youth mentoring, internships, engagement
- Increase partnerships with community and small-business partners
- Find new ways to integrate more WMBE businesses into our mix of vendors
- Increase engagement rates and audience numbers across all social platforms
- Create better user experiences across our websites, potentially pulling them all into one platform
- Create a stronger overall Memphis narrative (using data and metrics to contextualize the story)

Walter Person
Interim Chief
Financial Officer

About

Education

- Central High School – Memphis TN
- Harvard University – Cambridge MA
- The Wharton School – University of Pennsylvania – Philadelphia PA

Certification

- Six Sigma – Master Black Belt – General Electric Corporation
- Certified Municipal Finance Officer - MTAS

Experience

- City of Memphis – Deputy CFO
- Shelby County Government – Health Department Finance Administrator
- First Horizon Corporation – Senior Vice President

ACCOMPLISHMENTS

- Effectively administered over \$250M from January 2020 in Federal Funding with no funds de-obligated and nationally recognized programming funded under ARPA – Opportunity R3
- Increased online payment collections by 34.6% over the last 4 years, increased tax relief participation by 34.4% since 2020, and added Spanish language options to social media
- Automation of the invoice process to reduce invoice processing time from an average of 7 working days to an average of 1-2 working days – the process impacts over 100,000 invoices a year
- Initiated the contract for property tax payments to be accepted in remote locations
- Began the process for real-time reporting for property taxes
- Launched an interactive Capital Improvement Budget Book
- Successfully submitted the FY23 Annual Comprehensive Financial Report to GFOA

OPPORTUNITIES

- **Simplification** – Customer Service and Collaboration – The Purchasing Department has developed and is currently piloting an automated Bid & Contract process which could ultimately improve tracking and reduce manual steps and time delays in processing new contracts, contract amendments, encumbrance management, and other related transactions
- **Digitization** - Operating Budget Book and Capital Improvement Plan (CIP) Budget Book – for the first time ever, the City of Memphis Operating Budget Book and CIP Budget Book available in a fully digital format with capabilities to print full books or selected categories. Additionally, both books are indexed and support keyword search capability – future opportunities include active and ongoing budgets and performance metrics
- **Execution** – Grant Administration – Oversight and management of over 500 Federal, State and Local Grant awards – these opportunities are expected to grow as the new administration actively pursues additional grant dollars

VISION/FOUR-YEAR PLAN

- Increased transparency of budget and actual performance activity.
- End-to-end Grant Administration – Allows for increased scrutiny and alignment of Grants Origination, Grants Accounting, Grants Compliance, and Grants closing procedures
- Materially increased opportunity for Capital Investment with the approaching “debt cliff” reduction in debt servicing requirements, commencing FY 27

Fonda Fouché
Chief Human
Resources Officer

About

- Lifelong Memphian and Public Servant
- Employed with CoM for 27 years
 - Three Divisions
 - 8 positions
- Served as Talent Management Officer from 2017-2023
- Interim CHRO since June 2023
- 2023 Memphis Business Journal HR Impact Honoree
- 2023- Published Case Study with Government Finance Officers Association (GFOA) on reducing Time to Fill

VISION/FOUR-YEAR PLAN

Attract and Retain Top Talent

- Improve the Candidate Experience
- Create strategies around latest recruitment trends (LinkedIn Recruiter, AI, and Social Media)
- Expand Diversity and Inclusion Strategy

Focus on Career Pathways

- Talent Pipelines

Employee Retention

- Improve the Employee Experience
- Leadership Development
- Improve Operational Efficiency in HR Service Centers

Become a Center of Excellence- HR Customer Service

Cerelyn J. Davis

Chief of Police Services



About

Chief Cerelyn 'C.J.' Davis has more than 37 years of law enforcement experience. She served the Atlanta Police Department for 29 years retiring as Deputy Chief and was appointed as Chief of Police for the City of Durham, NC in 2016. In June 2021, Davis was appointed as Chief of Police for the City of Memphis. Over the last 2 ½ years Chief Davis has focused on organizational effectiveness and crime reduction through a holistic approach to problem solving. This has required transformational initiatives & policy changes within the MPD, and interagency coordination with local, state, federal and private sector resources to engage all public safety stakeholders. Davis' research-driven work is strongly influenced by the practical application of the latest tools in technology, predictive policing, leadership development, and all-important community engagement. Chief Davis is a graduate of the 225th Session of the National FBI Academy, and completed senior management training at the Police Executive Research Forum (PERF) at Boston University. Davis is committed to serving the community in her personal time through her membership in Delta Sigma Theta Sorority Inc., The LINKs Inc., her church, and other professional affiliations.

Chief Davis has a Bachelor of Arts degree in Criminal Justice and a Master's degree in Public Administration. She is the proud wife of an incredibly supportive husband for 30 years, Mr. Terry Davis (retired law enforcement).

ACCOMPLISHMENTS

- Hired a historic record-breaking 477 new police recruits in the past 2 years and graduated 5 police recruit classes in 2022 & 2023.
- 2022, achieved the first decrease in aggravated assaults and homicides over a 3-year period of consistent increases in both categories
- Achieved a reduction in crime in all 9 precincts over the past 30 days and cut it overall by ½ over the past six months
- In the final stages of creating MPD's public-facing Traffic Stop Dashboard (launch 1/2024), modified policy regarding traffic enforcement in unmarked vehicles, police legal advisors conducted roll calls regarding the new ordinance on Pre-textual stops & began dissemination info bulletin – New Administration has endorsed the ordinance – have requested city officials to include ordinance in MUNI Code
- Expanded Community Oriented Policing - created 50 positions for retired officers as community crime prevention educators, taken 1st Steps towards re-establishing COACTS, enhanced youth services, monthly Precinct Community Forums, expanded Crisis Intervention Certification (CIT) departmentwide and to all recruits
- Implemented the first **Connect2Memphis** public and private sector partnership camera network to enhance public safety
- Implemented a Data-Driven Policing solution to facilitate the CompStat model utilizing robust mapping software & analytics to guide accountability & enforcement efforts in high-crime areas
- Began the initial design of an MPD Repeat Violent Offender public-facing dashboard to track violent repeat offenders from a comprehensive approach developing cases to stop their cycle of violence on citizens & businesses
- Implemented the first automated timekeeping system UKG to all MPD employees
- Implemented enhanced TASER program as a less lethal device for all patrol officers.
- Created 125 *First Line Supervisor* positions for officer oversight/support, creating a new sworn career path
- Awarded 3M dollar VCIF Grant for crime reduction citywide and 39M VCIF Grant for zip-specific initiatives for violent crime reduction
- Established the **Memphis Police Leadership Academy (MPLA)** for managers in partnership with the University of Tennessee located at the MPD Training Academy

OPPORTUNITIES

- Design, develop and activate Repeat Offender Dashboard of violent offenders to monitor the prosecution of cases involving these individuals and refer to GVIP Program, or to the County DA or U.S. Attorney for adjudication.
- Establish a Business Security Alliance in partnership with the Memphis Chamber & Tourism Bureau for improved communication regarding crime trends
- Data sharing collaboration amongst all neighboring jurisdictions, state, federal and local partners headed by the Memphis Crime Commission
- Coordinated monthly traffic enforcement & crime prevention details with SCSO and other local and federal entities to suppress crime thru data driven initiatives in specific targeted areas, to include reckless driving & drag racing.
- Expand the federally funded Crime Gun Intelligence program with ATF & US Attorney to investigate & solve shootings and disrupt future shootings by removing violent trigger-pullers from the community.
- Create foot beats & bicycle patrols in Hot Spot areas and business corridors for enhanced officer/community relations and crime prevention
- Increase number of youth in current COPs Program, Anti-Drug/Gun & Anti Gang DARE/GREAT program to reach more 4th & 5th graders citywide
- Hire civilian employees (Wounded Warrior Program) to augment positions in the Real Time Crime Center (RTCC) for enhanced monitoring support real-time, and hire civilians for other MPD job roles
- Launch an Explorer Program in city high schools to cultivate opportunities for youth to enter a career in law enforcement – pathway to the PST Program

VISION/FOUR-YEAR PLAN

- **Year-1: Part-I Robust Violent Crime Reduction & Safer City**
- Full Implementation and launch the Violent Repeat Offender Program/Dashboard by January 2024 to identify Top 300 Offenders for immediate intervention using a comprehensive and holistic approach to combat violent crime & property crime. This will require intense monitoring & evaluation to direct violent offenders towards relentless prosecution or wrap around services. (GVIP Call-Ins) incorporating all public & private entity stakeholders to affect a rigorous process yielding decreases in aggravated assaults, homicide, business burglaries and auto thefts. Initiate a robust community court-watch program to ensure community stakeholder influence process
- A full implementation of the 1st phase of initiatives funded by the state Violent Crime Intervention Fund (VCIF) focusing on the specified nine zip codes to implement programs in those areas designed to reduce crime from a holistic approach
- Complete the feasibility study for a Memphis located Crime Lab (funding already earmarked)
- Heightened employee engagement at all stations to include mandatory Commander Tours with the Chief and request monthly meetings with Afro-American Police Association & the MPA instead of current quarterly schedule to engage them more in MPD initiatives. Engage commanders in all nine stations in GVIP shooting reviews as a mandatory performance metric. Implement the 30-30-30 model, i.e. *enforcement-intervention-prevention* for increased offender referrals to GVIP program & community ed.
- **Part –II Building Upon Community Engagement**
- MPD & Administration to identify facilities/locations in most vulnerable neighborhoods to restore the Co-Act model. Complete a comprehensive assessment of the MPDs current youth, citizen academy & clergy programs & resources, and identify specific community needs. Centralize Community Engagement Unit for optimal program planning. Enhance officer training to focus on cultural competency, bias awareness, de-escalation and youth encounters, etc.
- Full Implementation of a mobile application for community members to report non-emergency incidents and to receive real-time updates from the department, a public facing dashboard for Realtime crime trends and response times to increase transparency & accountability. Aspects of these initiatives will begin in Year-1 and completed by Year-2
- **Year-2: Recruitment, Retention, Best in Class Employee Wellness**
- Consistent growth of MPD police officer staffing, enhancement of MPD's Recruitment Strategy towards attaining a compliment at a minimum of 2250 commissioned officers by the end of 2028
- Achieve consistent reductions in annual attrition over the preceding two-year period – goal of 5% (employee focused culture)
- Establish Health & Wellness programs & opportunities for all MPD employees to improve overall employee wellness
- **Year-3: Decreases in Overall Part-1 Crime**
- Continued Reduction in crime by 5% - Continued work with federal & state prosecutors to reduce homicides & Part-1 Crimes annually. Continual evaluation and environmental scan of department operations and community needs to determine if existing programs and initiatives are effective -recalibration of initiatives as necessary. Continued expansion to Co-Acts in the community by at least 4 Co-Act centers by end of year-3
- **Year-4: Significant Results in Technology & Infrastructure Upgrades**
- Goal: 50,000 Registered *Connect2Memphis* cameras and 2000 integrated cameras
- RealTime video sharing capability fully implemented to share recordings with officers in the field

Gina Y. Sweat
Fire Director / Chief

About

Gina Y. Sweat began her career as a firefighter with the Memphis Fire Department on May 26, 1992. She was promoted through the ranks as a Driver, Lieutenant, Battalion Chief and Division Chief. In 2014, she served as interim Deputy Chief and Deputy Director. In January 2016, Gina was appointed to Fire Director/Chief.

She earned a BBA in Marketing from Freed-Hardeman University in 1988 where she also played collegiate basketball. After joining the Memphis Fire Department, she continued her education by obtaining a BPS in Fire Administration and a Master's of Professional Studies in Strategic Leadership, both from the University of Memphis.

ACCOMPLISHMENTS

- Raised ISO Public Protection Classification from a Class 2 to a Class 1
- Became the lead agency for COVID-19 vaccinations in Shelby County facilitating the delivery of over 1 million doses
- Enhanced recruitment through youth programs and securing Federal Grants for lateral hiring
- Developed the Healthcare Navigator Program intended to reduce the impact of non-emergent responses
- Developed a facilities master plan that has resulted in renovations to the Fire Communications Center, the Office of Emergency Management, Recruitment Center, 3 new fire stations and our new fire administration building
- Improved firefighter safety and wellness through equipment updates and new programs

OPPORTUNITIES

Demand for Emergency Medical Services:

- 13.3% call volume increase over past 7 years
- 25% coded as non-emergent
- Ambulance availability
- Continuing education & Quality improvement

Supply Chain Hurdles Across Multiple Fronts:

- Medical supplies, medicines, & cleaning supplies
- Fire & EMS apparatus
- Construction costs

Recruitment and Retention:

- Youth initiatives
- Lateral hiring - Fire and/or EMS experience
- Health & wellness initiatives

VISION/FOUR-YEAR PLAN

Enhance and diversify Emergency Medical Services (EMS) capabilities

- Increase ALS capabilities
- Explore innovative solutions

Secure dedicated funding sources for fire station upkeep, construction, renovations & fleet acquisition

Succession Planning

- Leadership development
- Increased educational opportunities
- Mentoring programs

Community Engagement

Tannera George Gibson
City Attorney/
Chief Legal Officer

About

- Native Memphian
- B.S., Computer Science, University of Memphis, 2003
- J.D., Cecil C. Humphreys School Of Law, 2008
- Outside counsel for City of Memphis since 2016
- First Black Woman partner, Burch, Porter & Johnson, PLLC, 2017
- First Black Woman President, Memphis Bar Association, 2022
- Best Lawyers in America since 2019
- SuperLawyers since 2020
- Tennessee Bar Association Leadership Law, Larry Dean Wilkes Leadership Award, 2019
- Memphis Business Journal's Best of the Bar, Winner, Private/Large Firm, 2019
- Adjunct Professor, "Legal Methods," Cecil C. Humphreys School Of Law, 2012- 2014; 2015- 2016
- Board of Directors/Risk Management Chair, Agape Child and Family Services

VISION/FOUR-YEAR PLAN

- Proactively protect the City's interests.
 - Tracking legislation.
 - Creation of Compliance Officer role.
 - Ensuring compliance with local, state and federal laws, ordinances and regulations.
- Evaluate defense strategies to ensure optimal protection of the City's interests.
- Proactively and continuously evaluate areas of exposure and work with Division leaders on strategies to reduce expenditures relating to the resolution of legal matters
- Implement efficiencies to streamline processes around administrative matters.
 - Shorten the completion period for OJI, Pension and Civil Service appeals.
- Increase recruiting efforts and implement strategies to attract legal talent.

Eric Keane

Chief Information Officer

About

FedEx Amsterdam, Netherlands / Memphis, USA
Senior Vice President IT and CIO FedEx Logistics

FedEx Brussels, Belgium; Amsterdam, Memphis
Senior Vice President IT and CIO FedEx Express

FedEx Brussels, Belgium (France, Germany, India)
Vice President IT and CIO Europe, Middle East, Africa, India

Current

United Nations – World Food Programme
Rome, Italy

IT Board of Advisors

St George's High School

Board of Trustees &

Assistant Girl's Varsity Golf Coach !

City of
MEMPHIS

OPPORTUNITIES

- Continually ensure City of Memphis Digital Perimeter is **solid** with Zero Trust Information, *and IoT*, security policies, tools, and monitoring.
- Architecture Team: Business (Data Definer/Owner, Process Model) ... and IT (Data Integration, Software/Compute).
- Build 'Enterprise' Architecture "City Plan" that visualizes all constituents, applications, and data flows. Move towards a CofM "Platform" that *contains* software, hardware and data.
- **NO IT** projects.
- Move purposely to aggregate/curate DATA to enable real-time capabilities for: Crime Tech, AI readiness and just more automation in general ...

VISION/FOUR-YEAR PLAN

- *Our Vision:* To be a public sector technology leader in the Internet of Things (IoT), cybersecurity, emerging technologies, and process automation.
- *Our Mission:* To be exceptional at providing technological solutions and support to benefit City employees and citizens while operating with integrity and promoting collaborative partnerships.
- *Our Values:* To operate with integrity To provide quality customer service To be professional, proactive, and competent To find areas for professional development To build positive relationships To communicate effectively.

Innovation and
Collaboration

Process and
People Improvement

Cyber Security

Infrastructure

Implementation

Data and Processes and Teams