

City of Memphis Director's Accomplishments

George Little Chief Administrative Officer

Mr. Little has served the City of Memphis well during his tenure as Chief Administrative Officer. He has demonstrated excellence in running the day-to-day operations of the City that have led our city to new heights. He has facilitated the completion of the Strategic Business Model Assessment Committee report and begun implementation of many of its recommendations throughout City government. He has coordinated the review of core operations including Fleet Services, Memphis Animal Services and the Second Chance program. He has led efforts to create greater efficiencies and accountability in City government with results of these studies including divisional reorganization and realignment of services to better serve the citizens of Memphis.

Alvin Benson Director, Fire Services

Mr. Benson has served the City with distinction as Director of the Fire Services Division. His leadership has brought new strategies for efficient and effective personnel and capital expenditures. His firefighter attrition and truck reduction strategy will save the City an estimated \$20 million dollars over the next three years. Mr. Benson has fought to have the best equipment available at every firehouse in the City. Through his efforts we now have Advanced Life Support (ALS) engines or trucks at every firehouse in our City. Mr. Benson has also implemented an aggressive health and wellness initiative throughout the Fire Division. This initiative has been funded through a FEMA grant and has provided each fire station with exercise equipment as well as medical screenings.

Dwan Gilliom
Director, Public Works

Mr. Gilliom has served the City of Memphis with distinction. During his tenure, he has worked to restructure the Solid Waste Management Department to provide more efficient operations. Through his leadership, several environmentally green initiatives have been implemented throughout the division. This work has resulted in a grant award which will allow funding for the MC Stiles Waste Water Treatment Plant to participate in a co-generation project. In this project, the plant will utilize bio-gas being generated there as fuel to produce heat and electricity. Mr. Gilliom has also increased local Minority and Women Business Enterprise (WMBE) participation in Public Works projects significantly, including spearheading the awarding of the City largest prime contract to a local minority business as part of the deal to bring Mitsubishi Electric to Memphis.

Toney Armstrong
Director, Police Services

Mr. Armstrong has served the City well as Director of Police Services. During his tenure, he has launched a new Community Policing Initiative. He is developing a new Quality Assurance Bureau to insure accuracy in crime reporting. And, he is also working on internal ward boundaries to more evenly distribute call loads and personnel to more efficiently and effectively serve the citizens of Memphis.

Rick Copeland
Director, Planning & Development

Mr. Copeland has served the City with distinction as evidenced by the many accomplishments of the Division over the last term. Notably, the Division, under Mr. Copeland's leadership has completed the Memphis and Shelby County Unified Development Code, the first overhaul to the City's zoning and subdivision codes in 30 years. Mr. Copeland has also provided leadership in the creation of the EDGE (Economic Development Growth Engine for Memphis and Shelby County). For the first time economic development assistance will be provided to small and medium sized companies as well as large organizations. This concept brings a much needed broad based approach to raising the standard of living for all the citizens of Memphis. These, and other accomplishments, have been executed while the Division has instituted organizational changes that resulted in a fifty percent (50%) budget reduction. These changes included a thirty-four percent (34%) reduction in personnel.

Herman Morris
City Attorney

Mr. Morris has served the City well as City Attorney. During his tenure, the City has settled many suits that have pending for long periods of time, including the Beale Street litigation. The settlement of this litigation has resulted in the first payment to the City from the Beale Street entertainment district in three decades. Mr. Morris has also reduced outside counsel fees charged to the City by imposing an 8% reduction on all outside law firm bills, in addition to reducing the amount of work done by outside and increasing the amount done by Law Division staff. And, with Mr. Morris' leadership, the City has filed 150 law suits against owners of abandoned and blighted property in the city of Memphis as well as a reverse redlining predatory lending law suit against Wells Fargo Bank for the impact of foreclosures on the City tax base.

John Cameron
Director, Engineering

Mr. Cameron has served with distinction as City Engineer. During his tenure, the City Engineering Division has completed several street projects for repair and repaving throughout the City. Construction management services have been provided for numerous city facilities that have been completed and opened, including the Vehicle Inspection station, the Animal Shelter and the Skate Park. Mr. Cameron's leadership has also brought a \$20 million signal coordination project to the City which will coordinate signals on over 100 miles of City streets.

Quintin Robinson
Director, Human Resources

Mr. Robinson's leadership has helped the City advance in his tenure and his accomplishments are many. Mr. Robinson has been led the efforts for the City of Memphis and Memphis Light Gas & Water to achieve healthcare cost-savings by entering a join RFP to leverage our combined employee and retiree populations. This contract is estimated to save the city \$5 million in administrative fees over three years. Mr. Robinson has recommended and led efforts to make fundamental changes to the City's pension plan and his efforts will substantially close the unfunded liability over the next 30 years. Additionally, Mr. Robinson has led the city's efforts to buy back Medicare quarters for up to 550 employees who currently do not pay into the Medicare system, making it possible for these employees to become eligible for Medicare coverage upon retirement and reaching age 65. This plan is good for employees and will save the city approximately \$3.1 million annually in claims expenses while reducing the Other Post-Employment Benefits (OPEB) liability by \$100 million.

Brent Nair
Director, Information Services

Mr. Nair has served the City well during his tenure. He has negotiated and implemented an outsourced Information Services agreement which will save the City over \$6 million dollars and improve the level of service through enhanced metrics and service levels. The Division's budget was reduced by 15% but under Mr. Nair's leadership, there was no reduction in service. The Division has increased the percentage spent with local Minority Women Business Enterprises to 30% for goods and materials and 50% for professional services. The division has also developed and implemented an enterprise GIS program to serve all Divisions and meet the City's strategic initiatives.

Roland McElrath
Director, Finance

Mr. McElrath has served the City of Memphis with distinction. Through his leadership, the Finance Division has become a more professionally staffed division, adding seven CPAs to its ranks in five years. Elevating the quality of expertise in the Finance Division creates greater value for the City as a whole. Mr. McElrath has worked tirelessly to ensure that the City's financial future is well placed, watching our revenues and expenditures and forecasting for coming years. His work and financial strategies have helped us maintain a favorable bond rating and his leadership is helping us maintain the strength of our reserve and debt service funds.

Martha Lott
Director, General Services

Ms. Lott has served the City well during her tenure as Director of General Services. Through her tireless efforts, she has addressed the accounting deficiencies within the Division by restructuring staffing, implementing policies and procedures, up-grading software, standardizing fleet specifications and paying vendors in timely manner. The Division has conducted two of the largest City Surplus Sales generating \$577,540 for general fund. She has created a new internal work ethic within the Division which has created a more efficient and orderly environment. Internal theft has been stopped and the Division is moving forward.

Robert Lipscomb
Director, Housing & Community Development

Mr. Lipscomb's contributions to the City are well known and well documented. He has brought us the City of Choice vision, figuratively and literally. With development projects designed to increase our tax base and rehabilitation projects designed to improve the quality of housing, the City has seen new life and forward movement under his leadership. We have a ten year plan to end homelessness that is already working and his tireless efforts to remake housing for all Memphians will have lasting effects for our City.

Janet Hooks
Director, Public Services & Neighborhoods

Ms. Hooks has the distinct honor of having served this community as a public servant elected to the Memphis City Council for 4 terms. Thusly, Ms. Hooks recognizes the challenges associated with providing much needed services to the community while being a steward of citizen dollars. As Deputy Director for the Division of Community Enhancement, she developed strategies to engage communities for sustainability of city cleanup efforts and initiatives, to use technology to operate more efficiently and to cost effectively provide services to the community.

As Director for the Division of Public Services and Neighborhoods, Ms. Hooks provided oversight and opened a new Motor Vehicle Inspection Station which eliminated long lines and wait times for citizens. Additionally, she provided oversight and opened a much needed new animal facility creating a more inviting environment for our citizens while providing a better quality of life for the animals temporarily housed therein. Further, under her leadership, numerous grants have been awarded to the division providing for the addition of 240 laptop computers for public use, the replacement of the JobLinc bus, affordable spay/neuter services and a demonstration grant providing services to ex-offenders, to name a few. During Ms. Hook's tenure, the division launched a domestic child abuse hotline in partnership with the Crisis Center and the Assisi Foundation and assisted in providing over a 1000 volunteers for Project Connect which served close to a 1000 homeless citizens.

Other initiatives in the planning stage should generate an additional \$500,000 for the division.

RESOLUTION

Whereas, in accordance with Section 8 of Home Rule Ordinance No.1852 of the City Charter, the Mayor is authorized to appoint, with the approval of a majority of the Council, the directors of the various administrative divisions of city government; and

Whereas, the term of office of each director shall be the same as that of the appointing Mayor and said directors shall continue in office until their successors have been appointed and approved;

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MEMPHIS, that Mayor A C Wharton, Jr., hereby appoints the following individuals to serve as director of the following divisions, subject to the approval of a majority of the Council:

Chief Administrative Officer:
George Little

City Attorney:
Herman Morris, Jr.

Police Services:
Toney Armstrong

Fire Services:
Alvin Benson

Finance:
Roland McElrath

Public Works:
Dwan Gilliom

General Services:
Martha Lott

Engineering:
John Cameron

Public Services:
Janet Hooks

Information Services:
Brent Nair

Human Resources:
Quintin Robinson

Planning and Development:
Richard Copeland

Housing Community Development/MHA
Robert Lipscomb

BE IT FURTHER RESOLVED, that the foregoing individuals are hereby approved by a majority of the Council as director of the respective foregoing divisions.

Approved:

William Morrison, City Council Chairman,

Harold Collins, Chairman of Personnel,
Intergovernmental and Annexation Committee

MARTHA C. LOTT

OBJECTIVE

To provide quality maintenance and repair for buildings and vehicles and other support services for the Administration, City Divisions and other governmental organizations in a cost-effective manner to assist them in accomplishing the City's mission.

WORK EXPERIENCE

City of Memphis

Director of General Services

- October 2010 to Present

Shelby County Government

Regional Services, Administrator

Memphis Metropolitan Planning Organization

- 2004 to 2010

Shelby County Government

E-Government Manager

- 2002 – 2004

Shelby County Government

Grants Management, Manager

- 1995 -2002

Memphis Police Department, Police Officer

- 1980 - 1995

EDUCATION

1995-2005 Management Concepts

Grants Management Certification

1978 -1980 University of Southern Mississippi Hattiesburg, MS

B.S. Degree Criminal Justice

1976 - 1978 Mississippi University for Women Columbus, MS

Criminal Justice Major

1976

Bartlett High School

Bartlett, TN

Diploma

SPECIAL PROJECTS

Memphis Metropolitan Planning Organization (MPO) – 2004 - 2005

- Coordinated the team to remove the MPO from decertification to certification (\$340 million) with Federal Highway Administration and Tennessee Department of Transportation.

Homeland Security – 2006 - 2007

- Coordinated a team in the reorganization and administration of nine (9) homeland security grant programs (\$19 million) with Office of Homeland Security and Tennessee Emergency Management.

Sustainable Shelby – 2008

- Coordinated the seven (7) Sustainable Shelby Committees to complete three (3) month process deriving at top 10-15 needs for sustaining the county in the future.
- Worked with Sustainable Shelby team to develop an implementation plan within 90 days.

Restructure of General Services Fleet Management and City Impound Lot – 2011

Director Toney Armstrong

7607 Comstock Cove, Memphis, TN 38125

Toney.Armstrong@memphistn.gov

(901) 299-2479

CAREER SUMMARY: Recognized as an accomplished law enforcement executive professional with extensive leadership experience in managing and motivating personnel. Demonstrated specialize training in undercover operations, vice/narcotic operations, interviewing and interrogation techniques, along with firearm instructions. Strong commitment to combining experience, knowledge, and achievements including unprecedented homicide solve rate and substantial increases in shift productivity. Possess a reputation for being a firm, but fair leader with excellent communication, presentation skills, and positive interpersonal abilities that foster professional and productive communication with all law enforcement agencies. Current focus includes disseminating and applying knowledge, skills and crime prevention techniques to improve and preserve the safety of the citizens of Memphis.

PROFESSIONAL EXPERIENCE

Memphis Police Department

1989- Present

Director of Police Services

April 2011-Present

Currently serving as the Chief Administrator for the Memphis Police Department and responsible for policy development, control, supervision, and program implementation of the Department and is accountable for the effective delivery of police services to the community.

Deputy Director

April 2010–Present

Currently serving as the second in command and overseeing the Memphis Police Department's day-to-day operation, which staffs more than 2,400 officers and managing a general operating budget of over \$200,000,000. Ensuring the goals and directives of the Director of Police Services are carried out.

Deputy Chief

April 2009–April 2010

Uniform Patrol District I

Developed, directed, and planned operational goals for the Mt. Moriah, Raines, Airways and Ridgeway precincts and coacts.

Colonel

October 2008–April 2009

Commander of the South Main Station

Executive manager responsible for daily precinct operations, which included a wide scope of responsibilities from overseeing daily operations, planning budgets, as well as evaluating statistics to determine the effectiveness of policing techniques; tracked crime and deployed subordinates utilizing other units and resources throughout the department to aid in the reduction of crime.

Major

April 2008–October 2008

Bureau Commander for Homicide, Felony Assault Unit, Missing Persons, and Crime Stoppers

Ensured adherence to policies and procedures; supervised fiscal operations related to commanding units; maintained discipline, training and evaluation of all subordinates; guaranteed the efficiency of all unit operations; coordinated reward payout process for Crime Stoppers between the Memphis Police Department and reward recipients.

Lieutenant

2000–2008

Bureau Supervisor for Homicide and Robbery, Supervisor for East Precinct C Shift

Implemented an effective training and professional performance assessment program that significantly increased morale; interviewed and conducted performance evaluations for all subordinates; coordinated and disseminated information to local media outlets; supervised daily operations of the Homicide Bureau in the absence of a Bureau Commander; met and exceeded department's expectations without permanently assigned investigators during a lengthy Sergeants' promotional process.

Sergeant

1997- 2000

Robbery and Organized Crime Unit Investigator

Managed routine and special robbery investigations assuming 20-30 cases weekly; utilized proper interrogation techniques; adhered to policies related to handling evidence; attended court hearings to provide official testimony, primarily in relation to

robbery cases; prepared detailed incident reports; retrieved and updated computerized records; and consistently maintained sensitive, confidential case files.

Patrol Officer

West Precinct A and C Shifts and Organized Crime Unit Investigator

1989-1997

Ranked consistently among shift leaders in all statistical categories while assigned to the highest crime wards within the West Precinct; utilized as an undercover operative as well as an investigator and team leader while assigned to the Organized Crime Unit.

EDUCATION

Magna Cum Laude, Bachelors of Arts in Psychology, Christian Brothers University, Memphis, TN, 2005

ACCOMPLISHMENTS

- Spearheaded the overall improvement of the East Precinct's C shift by increasing the total productivity of the shifts from the lowest ranking to the department's highest ranking shift regarding productivity in a year's time as a Lieutenant.
- Supervised and played an integral investigative role in numerous high profile homicide cases, including the murder of fellow officer, Tony Hayes, the Lester Street murder case, and the murder of Lieutenant Ed Vidilich.
- Gained national attention after receiving accolades for being a fan favorite of the nationally televised show *The First 48*.
- Steered the department's Homicide Bureau, which consistently ranked highest in the nation in homicide solve rates and was recognized for an unparalleled solve rate of 87% in 2007.
- Implemented the transition of the police hiring process from City of Memphis back to the Memphis Police Department

TRAINING

- Accepted in the FBI Academy "National Executive Institute" 34th session – March 13, 2011

MEMBERSHIPS

- Tennessee Associate Chief of Police
- Memphis Metropolitan Association of Chiefs of Police
- International Chiefs of Police

MILITARY SERVICE

United States Army, Field Artillery, Specialist Fourth Class, 1983- 1986, Honorable Discharge

ALVIN D. BENSON
2815 EAGLE BRIER COVE
CORDOVA, TN 38016
(901) 383-9845 (Home)
(901) 331-2199 (Mobile)

CURRICULUM VITAE

EMPLOYMENT:

2008 - Present

Director (Fire Chief) - Memphis (TN) Fire Department Highest ranking uniformed member of the 1862 member fire department; Plans, organizes, prioritizes, hires, terminates, disciplines, and directs the activities of the department; assures the total operational effectiveness of the department. Establishes and implements operational policies, goals, and objectives for the department. Prepares and presents the annual departmental budget. Maintains records and prepares reports on a variety of subjects. Evaluates the work of employees; identifies training needs; provides counseling as needed. Develops emergency preparedness plans for the City, working with City and County local emergency planning committees. Establishes and maintains good working relationships with community groups and agencies and the media. Participates on various City and community committees, task forces, and the like. Performs related work as needed or assigned.

2009 – Present

Part-time Instructor – University of Memphis
Online Instructor for the Degrees at a Distance Program (DDP) for the University of Memphis' Fire Administration and Fire Prevention Technology programs. The DDP program is an online bachelor degree program sponsored by the National Fire Academy (NFA) which is available to fire service personnel in Alabama, Arkansas, Kentucky, Louisiana, Mississippi, South Carolina, and Tennessee.

2007 – Present

Fire Protection and Code Consultant/Expert Witness –
Perform incident investigations, conduct technical evaluations, and provide expert witness support to assist in case development or defense. Also perform technical code and standard reviews and other services to assist clients in addressing regulatory compliance issues.

Perform fire hazard analyses and develop fire protection strategies for protecting various occupancies and facilities. Analysis of proposed fire detection, alarm and fire sprinkler systems, smoke control and special hazard protection. Also evaluate the

performance of existing fire protection systems to verify that they are suitable for the hazards they protect. Validation of alternative performance-based approaches.

2004 – 2008

Deputy Director – Memphis (TN) Fire Department

Second highest ranking uniformed member of the Division of Fire Services; Oversee day-to-day aspects of the Division of Fire Services for the 1,874 person fire department, operating out of 56 fire stations; 57 engines, 27 ladder companies, 3 Rescue companies, 33 ambulances, Airport operations, and Federal Urban Search and Rescue team.

Administrative duties include planning, directing, and controlling departmental activities including recruitment of personnel, purchase of equipment, control of expenditures, preparation of budget estimates, and the assignment of personnel and equipment. Consults with Director, City Officials and key stakeholders on problems of policy and planning.

2002 – 2004

Deputy Chief – Fire Marshal – Memphis (TN) Fire Department

Oversee, manage, and direct a 50 member staff and Fire Prevention programs to promote public safety through implementation and enforcement of fire and life safety codes and standards.

Oversee, manage, and direct the review and inspection of complex and technical construction plans and specifications for compliance with applicable laws, codes, regulations, standards, and contract documents.

Oversee, manage, and direct fire investigations and the prosecution of arson cases; acts as an expert witness; gives testimony and /or recommendations in court cases and/or hearings.

Provide consultation and information to architects, builders, engineers, attorneys and fire service personnel regarding codes, laws, rules, regulations and department policy relating to buildings, fire protection systems and life safety; gives testimony and/or recommendations in court cases and/or hearings.

Oversee, manage, and direct public educational activities in fire and life safety in partnership with the Fire Museum of Memphis.

1998 – 2002

Fire Prevention Supervisor – Memphis (TN) Fire Department

Responsible for the supervision and direction of complex and technical construction plans and specifications for compliance with

applicable laws, codes, regulations, standards, and contract documents

Supervise on-site inspections and tests for compliance with applicable laws, codes, regulations, standards, and contract documents

Provide consultation and information to architects, builders, engineers, attorneys and fire service personnel regarding codes, laws, rules, regulations and department policy relating to buildings, fire protection systems and life safety; gives testimony and/or recommendations in court cases and/or hearings.

2000 – 2001 **Fire Prevention Supervisor – Fire Museum of Memphis** –
Memphis (TN) Fire Department

Oversee the collection, preservation, history and cultural heritage of the Memphis Fire Department and provide direction for fire prevention and safety education to the public, especially children

Responsible for troubleshooting, maintenance and upkeep of museum displays and interactive exhibits

1994 – 1998 **Fire Inspector** – Memphis (TN) Fire Department
Responsible for inspecting buildings as required by applicable codes, laws, rules, regulations and departmental policy

Reviews all aspects of building construction plans for compliance with applicable codes, laws, rules, regulations and departmental policy; meet with officials as required to clarify specific aspects of the construction document review and approval process; acts as an expert witness;

1987 - 1994 **Firefighter** - Memphis (TN) Fire Department
Respond to alarms, drives and operates equipment and related apparatus and assists in the suppression of fires, including rescue, advancing lines, entry, ventilation and salvage work, extrication and emergency medical care of victims.

Makes fire code inspections of business establishments and prepares pre-fire plans

EDUCATION:

2006 Webster University - **Master of Business Administration**
Concentration: Management and Business

2000 St. Louis, Missouri
University of Memphis - **Bachelor of Professional Studies**
Concentration: Fire Administration and Fire Prevention Technology
Memphis, TN

PROFESSIONAL LICENSES & CERTIFICATIONS:

1987 Fire Fighter I – State of Tennessee
1989 Fire Fighter II – State of Tennessee
1994 Fire Inspector I – State of Tennessee
1997 Fire Investigator – Memphis Fire Department
2001 Public Fire and Life Safety Educator – State of Tennessee

MEMBER ORGANIZATIONS AND PROFESSIONAL ACTIVITIES:

- 🏆 National Fire Protection Association
- 🏆 International Code Council
- 🏆 Society of Professional Engineers
- 🏆 International Association of Fire Chiefs
- 🏆 Metropolitan Fire Chiefs
- 🏆 Tennessee Fire Chiefs Association
- 🌟 Mid-South Fire Chiefs
- 🏆 Fire Museum of Memphis
- 🏆 Kiwanis Club

AWARDS and HONORS:

2000 University of Memphis Distinguished Project Award – Juvenile Firesetters
2003 Assistant to Tennessee Commissioner of Commerce and Insurance
2009 Academy Master - The Leadership Academy (Memphis)
2010 Graduate – Leadership Memphis

SIGNIFICANT PROFESSIONAL DEVELOPMENT TRAINING:

2007 Intermediate ICS for Expanding Incidents – Tennessee Emergency Management Agency
2007 Advanced ICS Command and General Staff Complex Incidents - Tennessee Emergency Management Agency
2003 Fire Alarm Systems – Underwriters Laboratories Inc.
2002 Code Management: A Systems Approach – National Fire Academy
2001 Pumps for Fire Protection – National Fire Sprinkler Association
1998 Emergency Response to Terrorism: National Fire Academy
1998 Interview and Interrogation – Tennessee Law Enforcement Training Academy
1997 Basic Police Recruit Training – Memphis Police Academy

Brenton J. Nair
2083 Vinton Ave
Memphis, TN 38104

CHIEF INFORMATION OFFICER

EXECUTIVE PROFILE

Information Technology - Project Management – Strategic Planning

A technology and business visionary executive with hands-on experience in building effective Information Technology organizations and a strong record of success in creating robust IT architectures and infrastructures. A proven ability to bring the benefits of IT to solve business issues while managing risks and containing costs. A dynamic management professional who has proven problem solving abilities, project management, team building and staff development experience.

PROFESSIONAL EXPERIENCE

City of Memphis, Memphis, TN ***January 2011 to Present***
Director of Information Services & Chief Information Officer

- Developed strategic goals and objectives in support of the City's vision
- Responsible for a \$25 million operational and capital improvement budget
- Provided governance for all projects and operational initiatives
- Developed Information Technology policies and procedures
- Supervised and provided staff development for Information Services personnel
- Managed IT and Project Management outsource vendors
- Provided guidance and direction to Mayor on technology issues
- Decided on and implemented enterprise solutions for Information Services technology

City of Memphis, Memphis, TN ***June 2010 to January 2011***
Deputy Chief Information Officer

- Assisted in the development of strategic and operational goals and objectives to support the City's vision
- Oversaw daily operations for the City's Information Services
- Reviewed and drafted operational and capital improvement budgets
- Supervised City Information Services personnel
- Assisted in the development of Information Technology policies and procedures
- Assisted in the development of processes and procedures for Information Services
- Developed and recommended enterprise solutions for Information Services technology

The Huntington Group, Memphis, TN ***October 2009 to June 2010***
Chief Advisor to the CIO for the City of Memphis (consultant)

- Reviewed daily operations for the City of Memphis Information Services
- Advised the CIO, on Information Technology issues and solutions
- Aided the development of policies and procedures to ensure cost efficient operations
- Participated in the evaluation of Enterprise solutions for Information Services technology

Brenton J. Nair

RESUME PAGE 2

Wunderlich Securities, Memphis, TN

September 2008 to October 2009

Chief Information Officer

- Provided strategic and tactical planning, development, evaluation, and coordination of the information and technology systems
- Supervised and provided staff development for Information Services staff
- Implemented efficiency programs to reduce Information Technology resource costs
- Developed and implemented business continuity and disaster recovery procedures and solutions
- Oversaw daily Information Technology operations with full time and contract resources.
- Created and implemented Information Technology metrics and measurements
- Presented Board of Directors with solutions and initiatives to meet business objectives

Federal Express, Memphis, TN

October 2005 to September 2008

Business Application Advisor

- Managed the implementation of the remediation business process and ensure adherence to compliance and service level agreements
- Managed and coordinated the relationship with employee and contracted personnel
- Re-designed remediation processes to improve business results
- Presented response plans and remediation updates to senior management
- Coordinated with Legal and HR personnel to create policies and procedures
- Assisted senior management in the review of projects and programs which met Information Security's business objectives
- Developed process improvement and business alignment metrics

Senior Business Application Analyst

- Managed several projects involving development teams, global business partners and vendors
- Mentored project members on problem resolution, and project management processes
- Communicated client business requirements and developed software specifications
- Created and implemented project plans, project documentation, per corporate standards

FTN Financial, Memphis, TN

May 2001 to October 2005

Manager of Regional IT Services

- Directed the IT operations and support for 22 regional locations and managed network engineers, system administrators, developers and help desk personnel
- Assisted the CIO in the planning, review, and implementation of information technology standards, policies and regulations
- Implemented on-time and within budget several multi-location integration projects which met planned objectives
- Managed vendor relationships to ensure adherence to service level agreements and met predefined objectives and business processes
- Developed policies and procedures for Risk Management and Audit procedures pertaining to various internal and external auditing agencies
- Developed and implemented business continuity and disaster recovery plans for regional locations
- Approved the purchase, rent, license or acquisition of computer, communication, and other office hardware or software systems

Brenton J. Nair

RESUME PAGE 3

3re.com, Memphis, TN

March 2000 to April 2001

Director of Network Services

- Establishing the direction for the IT department and implemented the strategic initiatives outlined by the Board of Directors
- Directed and exercised administrative control over personnel assigned to the IT department
- Developed business continuity plan for information technology services
- Initiated, and managed the analysis, design and development of information, telecom, office automation systems and other professional services
- Reviewed and reported project definitions, objectives, requirements and progress of developing systems to the Board of Directors
- Monitored the data integrity, reliability and security of business logistics systems, for all business units
- Prepared annual IT budget and established controls to stay within specified budget limits
- Assisted IT personnel to progress in their positions by helping to develop skills, training and mentoring, to maintain a high level of current knowledge in computer system technology

EDUCATION – CERTIFICATIONS - AWARDS

M.S.	Counseling and Student Personnel Services, <i>University of Memphis</i>
B.A.	History and Anthropology, <i>University of Northern Iowa</i>
GLEG	Legal Issues in Information Technology & Security, GIAC
CISSP	Certified Information Security Systems Professional
PMP	Project Management Professional, Project Management Institute
IT Hall of Fame	FedEx Information Services Application Development Hall of Fame

DWAN L. GILLIOM
Email: dwangilliom@live.com

201 DuBois Drive
Memphis, Tennessee 38109

(901)576-7108
cell: (901)508-0094

OBJECTIVE

To continue serving as the Public Works Director for the City of Memphis, and to provide strong leadership to one of the largest workforces within City government which is very complex based the diverse responsibilities of each of the various departments that make of the division.

QUALIFICATIONS

Background includes experience in a combination of operations management to include (1) Directing personnel and logistics, (2) Budget preparation and financial planning, (3) Knowledge of State and Federal Laws, City Codes and Ordinances that regulate Public Works operations (4) Knowledge of current Human Resources and Personnel Policies and Labor Laws

EDUCATION

Masters Degree in Operations Management (H/R Certification), University of Arkansas, Fayetteville, AR, May 04
Bachelors Degree in Business Management (Cum Laude), LeMoyn College, Memphis, TN, May 99

PROFESSIONAL EXPERIENCE

Director - Division of Public Works
December 07 – Present

City of Memphis
Memphis, TN

Plans, organizes, directs and manages the Division of Public Works which encompasses four major departments that are responsible for the operation and maintenance of City infrastructure to include streets, sanitary sewers, storm drains, bridges and flood control. In addition, the Division is responsible for the collection and disposal of municipal solid waste and the transport and treatment of both domestic and industrial wastewater for the metropolitan area in accordance with State and Federal Laws. Duties include preparing and monitoring the Division's annual operating budget that exceeds \$220,000,000 while providing leadership for more 1200 employees, with safety at the core of all operations.

- Ensure Division compliance with all applicable codes, laws, regulations, standards, policies and procedures
- Develop standards that addresses the quality of the environment and promotes public health and safety
- Attend various meetings and makes presentations as needed
- Serve on boards, commissions and committees
- Maintain a comprehensive, current knowledge of applicable laws/regulations
- Provide senior leadership to a team of Administrators and Deputy Directors
- Prepare and administers department budget
- Develop performance measures, goals and objectives for the Division
- Approve and monitors capital improvement expenses
- Develop Division policies and monitor compliance of City policies and procedures
- Monitor administrative hearings and investigations and approve disciplinary action
- Foster harmonious relationship with various Labor Unions
- Develop and implements long-term plans, goals and objectives
- Direct the development of and monitors performance against the annual department budget
- Approve decisions on compensation and other rewards to recognize performance
- Brief City Council, Mayor and Chief Administrative Officer on Division issues
- Assist in the preparation of new City ordinances and the revision of existing ordinances.

Deputy Director - Solid Waste Management Department
February 04 – November 07

Division of Public Works
Memphis, TN

Planned, organized, and managed the day-to-day operations for Solid Waste Management Department which consisted of three major service centers that are responsible for the collection and disposal of all solid waste within the City in

DWAN L. GILLIOM

Experience Continued:

accordance with State and Federal Laws. In an ongoing effort to reduce the amount of solid waste being disposed in Memphis area landfills, the Solid Waste Management Department has developed and implemented a variety of recycling programs and initiatives, to include curbside recycling, yard waste composting, household appliance recycling and drop-off centers. Duties included monitoring the Departments operating budget which exceed of \$50,000,000 annually, while providing leadership for more 700 employees within the Department, with safety being the core of all operations.

- Acted on the Public Works Directors behalf by assignment or delegation in the Director's absence;
- Established, managed, and monitored fiscal management controls for the Department
- Developed equipment needs and specifications for the Department
- Reviewed various operations and formulates proposals for contract services
- Ensured the development standard operating procedures, and training guides for all significant activities.
- Prepared comprehensive reports of activities and costs;
- Reviewed proposed state legislation to determine impact on City operations
- Monitored inventory of department materials and supplies
- Ensured the effective utilization of labor resources
- Analyzed costs and production data to increase efficiency
- Represented the City in negotiations with local Labor Unions

Administrator - Mayor's Citizen Service Center

February 02 - February 04

Division of Public Services

Memphis, TN

Planned, organized and managed the day-to-day operations of the Mayor's Citizen Service Center which is serves as a one-stop call and information center that is responsible linking comments, concerns, and complaints from citizens with the appropriate department within the City government for satisfactory resolutions. Duties included serving as a liaison between the City's Administration and various community and civic organizations.

- Collaborated and coordinated City resources to resolve various service
- Researched and responded to questions or problems raised citizens
- Planned and hosted a monthly TV show
- Organized regular neighborhood and community organization meetings
- Organized regular clean-up campaigns across the City
- Organized community tours and neighborhood surveys
- Successful in improving customer service
- Successfully in streamlining the complaint resolution processes

Criminal Investigator - Bureau of Alcohol Tobacco and Firearms

August 99 – February 02

Atlanta Field Office

Atlanta, GA

Enforced federal laws and regulations related to firearms, explosives, arson and alcohol and tobacco diversion, while investigating organizations and/or individuals involved with illegal trafficking, illegal possession and criminal use of firearms; illegal manufacturing and distributing of alcohol; illicit non-paid tax on cigarettes and/ or alcohol. The Bureau ATF is responsible for the interdiction of illegal firearms and illegal explosives. *Special Assignment included an Augmented United States Air Marshal's position for four months following the September 11th Attack.*

- Participated in and lead firearms trafficking
- Participated in bombing and arson investigations
- Handled confidential informants
- Worked as an undercover operative
- Obtained and executed federal search warrants
- Collected evidenced and maintained chain of custody
- Participated in and conducted surveillance operations
- Conducted interviews of suspects and witnesses
- Participated and the apprehension and arrests felony suspects
- Assisted federal prosecutors in preparing cases for trial
- Escorted high risk prisoners
- Testified in Federal Court and before Grand Jury

DWAN L. GILLIOM

Experience Continued:

Police Officer/Investigator - Memphis Police Department
July 85 - August 99

Division of Police Services
Memphis, TN

Charged with the authority to protect and life and property, prevent and reduce crime through the enforcement of federal, state and local laws. Duties included investigating criminal activity aimed at apprehending and prosecuting those suspected of violating the law within the jurisdiction of the Memphis Police Department. *Obtained the rank of Sergeant and was assigned to various units within the Department to include the Traffic Division, the Specialized Patrol - Narcotics Unit, Tactical Apprehension and Containment Team (T.A.C.T. Squad), as well as the United States Attorney's Violent Crimes Tasks Force/Operation Cease Fire.*

- Participated dignitary protection and security details
- Participated in barricades and hostage situations
- Participated in high risk entries and arrests
- Participated in narcotics and other felony investigations
- Handled confidential informants
- Worked as an undercover officer
- Obtained and executed state search warrants
- Collected evidenced and maintained chain of custody
- Participated in and conducted surveillance operations
- Conducted interviews of suspects and witnesses
- Participated in the apprehension and arrests felony suspects
- Assisted federal and prosecutors in preparing cases for trial
- Escorted high risk prisoners
- Testified in federal and state courts and before grand juries

MILITARY

Specialist Fourth Class/E-4
May 82 – May 85

Active Duty Enlistment
United States Army

PROFESSIONAL TRAINING

Graduate of Leadership Memphis, 2011 Executive Session
Graduate of the Department of Treasury Criminal Investigator School, Federal Law Enforcement Training Center
Graduate of the Alcohol Tobacco and Firearms, New Agent Training School, Federal Law Enforcement Training Center
Graduate of the Department of Transportation US Air Marshal School
Graduate of the Memphis Police Department Training Academy

ACTIVITIES

Member of Tennessee Chapter of American Public Works Association
Member of Solid Waste Association of North America
Member of the Memphis Police Department Reserve Unit (Reserve Police Officer)
Member of Golden Key National Honor Society
Member of Kappa Alpha Psi Fraternity, Inc. Society

REFERENCES PROVIDED ON REQUEST

George M. Little

Biographical Highlights

Professional History

- January 1, 2010 Chief Administrative Officer, City of Memphis, Tennessee
- The Chief Administrative Officer coordinates, under the supervision of the Mayor, the activities of all 12 administrative divisions of City government.
 - Acts as liaison officer between the Mayor, all divisions, service centers, boards, commissions, and authorities.
- 2007-2009 Re-administered the oath of office as Correction Commissioner for Governor Phil Bredesen's second term
- September 8, 2005 Commissioner, Tennessee Department of Correction
Nashville
- Responsible for 16 adult correctional institutions, three of which are privately managed, that house over 19,000 convicted felons
 - Oversees a operating budget of approximately \$672 million which employees 5422 employees trained through the department's Tennessee Correction Academy
- 2003-2005 Director, Shelby County Division of Corrections
Memphis
- Managed all administrative functions of the department and provided oversight of the operations of the Corrections Division
 - Responsible for oversight of departmental operating and capital budgets
 - Formulated and approved policies and procedures for day-to-day operation of division
- 1999-2002 Assistant to Executive Director, Tennessee Board of Probation and Parole
Nashville
- Administered the Fiscal, Personnel, Training and Planning sections for the agency with more than 41,000 clients, 930 staff and a \$54 million annual budget
 - Established a strategic management program for the Board including performance measures and strategic goals
 - Conducted research and program evaluation projects to increase cost-effectiveness of agency operations
- 1991-1999 Regional Director, Tennessee Department of Correction
Memphis
- Administered accredited probation region with more than 6,400 clients, more than 3,000 investigative reports per year, 140 staff and a \$3 million annual budget
 - Established Day Reporting Program for high-risk, unemployed clients
 - Designed and helped implement 30-bed male halfway house
 - Implemented new automated correctional management information system (TOMIS)
- 1989-1991 Warden, DeBerry Correctional Institute, Tennessee Department of Correction
Nashville
- Administered 285-bed special needs prison for mentally ill offenders, including supervision of 230 staff and \$18 million annual budget
- 1987-1989 Assistant Commissioner, Adult Institutions, Tennessee Department of Correction
Nashville
- Administered 16 institutions and central office operations with 12,000 inmates, including 4,300 staff and a \$220 million budget

George M. Little
2
Biographical Highlights

1980-1984 Assistant to Governor Lamar Alexander, Office of State Planning
Nashville

Academic History

B.A. in Economic and Business Administration
Morehouse College (Atlanta, Georgia), 1977

Graduate Study in Economics, Urban/Regional Development
University of Texas (Austin, Texas), 1977-1979

HERMAN MORRIS, JR.

1800 OVERTON PARK • MEMPHIS, TN 38112
PHONE: (901) 726-9012 • EMAIL: hmorris@comcast.net

PROFESSIONAL WORK HISTORY

2009- Present	City of Memphis City Attorney
2007- 2009	The Morris Law Firm, Private Practice Private Practice
2006-2007	Pinnacle Airlines Vice President and General Counsel
2004-2006	Baker, Donelson, Bearman, Caldwell & Berkowitz PC Shareholder
1989-2003	Memphis Light, Gas and Water (MLG&W) President and Chief Executive Officer, 1997-2003 General Counsel, 1989-1997
1988-1989	Morris and Noel (1988-1989)
1984-1988	Sugarmon, Salky and Morris (1984-1988)
1977-1984	Ratner and Sugarmon, Law Firm Private Practice
1987-1989	Juvenile Court of Memphis and Shelby County Referee
1984-1987	Shelby County Court Assistant Divorce Referee
1974-1977	Sears, Roebuck and Company Retail Sales
1973-1974	RLS Associates of Charleston, S.C. Director of Minority Recruiting

EDUCATION

Juris Doctorate, May 1977
Vanderbilt University, School of Law

Bachelor of Arts, Economics, May 1973
Southwestern at Memphis (Rhodes College)

LICENSURE

General Securities Representative - (Series 7)

State of Tennessee Registered Securities Representative - (Series 66) (NASAA)

Admitted to Practice before the United States Supreme Court

Admitted to Practice before the United States District Court for the Western District of Tennessee

Admitted to Practice before the United States Sixth Circuit Court of Appeals

Admitted to Practice before Supreme Court of Tennessee

SELECTED LEGAL INDUSTRY AND PROFESSIONAL LEADERSHIP

Commissioner, **Tennessee Judicial Selection Commission**, 1994-2002

Chairman, **Tennessee Supreme Court Board of Professional Responsibility**, 1997-1998

Director, **Tennessee Supreme Court Board of Professional Responsibility**, 1993-1998

Director, **Memphis Bar Association Board**, 1988-1989; 1995-1997; 2004-2007, 2010-Present

Director, **Tennessee Trial Lawyers Association Board**, 1989-1995

President, **Memphis Chapter National Bar Association**, 1980-1982

SELECTED INDUSTRY AND PROFESSIONAL AWARDS AND RECOGNITION

The Best Lawyers in America, Energy Law, Woodward & White, 1994, 1995, 1996, 2007

Public Service Award, *Memphis City Schools*, 1998

Executive Father of the Year, *Silver Star News*, 1999

Employer of the Year, *National Employee Services and Recreational Association*, 1998

Executive of the Year, *Professional Secretaries International, Inc.*, 1996

Boss of the Year, *Memphis Legal Secretaries Association*, 1993

SELECTED COMMUNITY AND CIVIC INVOLVEMENT

Director, **Stax Music Foundation Board**, 2006- 2008

Board of Directors, **Memphis and Shelby County Library Foundation**, 2004-Present

Board of Trustees, **Rhodes College**, 2003-Present

Chairman, **American Diabetes Association, Walk for Diabetes**, 2003

Commissioner, **State of Tennessee Economic Development Commission**, 2002-2008

Chairman, **United Way of the Mid-South, General Campaign** 2002-2003

Chairman, **National Civil Rights Museum, Freedom Award Banquet**, 2001

Chairman, **American Heart Association, Memphis Chapter Heart Walk**, 2001

Co-Chairman, **Latino Festival Gala**, 2001

Chairman, **Community Foundation of Greater Memphis**, 2001-2003

Chairman, **Hank Aaron Celebrity Sports Golf Tournament**, 2000

Chairman, **NCCJ Walk As One Campaign**, September 2000

President, **Memphis Branch of the NAACP**, 1992-2000

Chairman, **Memphis Area Chamber of Commerce**, 1999

Chairman, **Library Construction Fund Community Campaign**, 1999-2001

Director, **Vanderbilt University School of Law, Alumni Board**, 1999-2003

Director, **United Way of the Mid South**, 1998-2003

Trustee, **NAACP Special Contributions Fund Board**, 1998-2010

Director, **Memphis Development Foundation Board**, 1998-2003

Director, **Chickasaw Council Boy Scouts of America Board**, 1998-1999

Director, **Mid-South Minority Business Council**, 1997-2003

Director, **Memphis Area Legal Services**, 1982-1989

Director, **Memphis Race Relations and Diversity Institute**, 1996-2003

Director, **Associated Catholic Charities Board**, 1993-1996

Director, **Red Cross of Memphis Board**, 1991-1994

Commissioner, **Memphis Landmarks Commission**, 1988-1998

Chairman, **Dixie Homes Boys Club Board**, 1987-1988

Director, **Memphis Chapter National Conference Christians & Jews**, 1986-1996

Chairman, **Shelby County Home Rule Charter Commission**, 1983-1984

Commissioner, **Memphis City Schools, Board of Education**, 1983

Chairman, **Memphis Health Center Board**, 1979-1982

John Edward Cameron, P.E.

6643 Corsica Drive, Memphis, TN 38120

John.Cameron@memphistn.gov

Summary of
qualifications
and
Professional
experience:

December, 2010, to Present: City Engineer, City of Memphis, Division of Engineering

April 13, 2009 to December, 2010: Deputy City Engineer, City of Memphis, Division of Engineering

Assumed Division-wide responsibilities. Primary focus has been securing Federal American Recovery and Reinvestment Act (ARRA) funding also known as "stimulus funding", Federal Surface Transportation Program (STP) and Federal Congestion Mitigation / Air Quality (CMAQ) funding for City transportation projects. The City of Memphis was allocated approximately \$17M in ARRA funds, \$36M in STP funds and \$16M in CMAQ funding to be obligated in this time frame. There is a total of over \$100M of Federal transportation funding allocated to the City of Memphis.

May 2002 to April 2009: Administrator, Transportation Planning and Design, City of Memphis, Division of Engineering

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 140 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. Work with Public Works Division to prepare annual CIP Budget. Voting member of MPO Engineering Technical Committee. Served as City Engineering representative on Ritz Committee reviewing proposed Uniform Development Code. Represented Engineering Division at Union negotiations over past three contract cycles.

February 1999 to May 2002: City Civil Design Engineer, City of Memphis, Division of Engineering

Engineer in charge of the Division of Engineering, Civil Design Service Center. Additional duties included responsibility for Sewer Design Service Center. The Civil Design Service Center is responsible for all City Capital Improvement Projects involving Roadways, Pedestrian ways, Drainage and Bridges. Supervising a staff of approximately 16 Professional Engineers, technicians.

June 1997 to February 1999: City Structural Engineer, City of Memphis, Division of Engineering

City Engineer in responsible charge of all City infrastructure Structural Design. Responsibilities included Planning, Design, Design Review and Construction of all City Bridges, Culverts, Retaining Walls and Drainage Structures. Consulted in Structural Emergencies with other City Divisions (Police Department, Fire Department, Code Enforcement).

July 1987 to June 1997: Design Engineer/Project Manager, Parsons Transportation Group (formerly Harland Bartholomew and Associates), Memphis, Tennessee

Engineer in responsible charge of Design Projects and Studies. Managed a staff of 1-5 technical personnel. Projects included Roadway and Bridge Design. Bridge Inspections, Bridge Hydraulic and Scour (erosion) studies.

June 1984 to July 1987: Engineering Designer, Modjeski and Masters, New Orleans, Louisiana

Engineering Designer involved with elements of Roadway, Railroad and Bridge Design and Rehabilitation projects.

Education: Bachelor of Science Degree in Civil Engineering, Louisiana State University, Baton Rouge, LA, May, 1984

Master of Science Degree in Industrial Engineering / Engineering Management, University of Tennessee, Knoxville (Distance Learning Program), August, 1995

Professional Licenses: Registered Professional Engineer
Tennessee, #20381

Relevant Projects: ARRA and STP Paving Projects, Memphis, TN: Secured approximately \$25 Million in federally funded paving projects Status: Projects under Construction.

South Third / West Holmes Intersection Improvements, Memphis, TN: Realignment of West Holmes and addition of left turn lane on South Third to increase safety of intersection. Constructed value \$1,100,000. Status: Project Substantially Complete.

Wolf River Greenway Phase 2: Construction of 1.3 miles of Greenway between Walnut Grove and Shady Grove Road. This project was part of an overall strategy to provide bicycle and pedestrian access to Shelby Farms from East Memphis in conjunction with bicycle lanes on Shady Grove. Constructed value \$1,300,000. Status: Project Completed

Memphis Bicycle Improvements: Developed the new, bike friendly, "Memphis Green Grate" storm drain grate, installed City's first bike lanes along Shady Grove, developed the City of Memphis Bicycle Design Guide, designed, bid and awarded construction contract for the first City of Memphis Wolf River Greenway Segment. Status: Ongoing

Harrison Creek Drainage Basin Improvements: Construction of parallel drainage system to provide flood relief to Perkins Extended / Walnut Grove neighborhood. Constructed value \$5,500,000. Status: Project Completed

Central Station Culvert Repair: Replacement of failed culvert which cut rail service to Central Station. Constructed value \$1,500,000. Status: Project Completed.

Black Bayou Channel Reconstruction: Lowering of existing ditch and removal of two vehicular bridges which partially blocked the channel replacing them with two pedestrian bridges to provide flood relief to the Normal Station neighborhood. Constructed value \$2,500,000. Status: Project Completed.

Overton Crossing, Watkins to Whitney, Memphis, TN: Widening of an existing two lane roadway to a four and five lane arterial section. Status: Constructed value \$6,000,000. Status: Project Completed.

Getwell (SR176), Mississippi Stateline to 1500 north, Memphis, TN: Widening of an existing two lane roadway to a seven lane arterial section. Constructed value \$1,500,000. Status: Project Completed.

North Germantown Parkway (SR177) at Trinity, Memphis, TN: Widening and signalization improvements for two intersections at a major retail development. Auxiliary lanes were added to this six lane arterial including double left turn lanes at two signalized intersections. Constructed value \$1,100,000. Status: Project Completed.

Raleigh - LaGrange Road, Shelby Oaks to Whitten, Memphis, TN: Reconstruction of an existing two lane roadway on new alignment as a five lane arterial section made necessary by I-40 interchange improvements. The project included a new 400' bridge over a FEMA studied stream. Constructed value \$4,900,000. Status: Project Completed.

Winchester Road, Bill Morris Parkway (SR385) to Hacks Cross Road, Memphis, TN: Widening of an existing two lane roadway to a seven lane arterial section to serve the new FedEx Headquarters. Constructed value \$1,750,000. Status: Project Completed.

Quintin Robinson, PHR

3095 Dee Ann Drive Memphis, Tenn., 38109 (901) 828-5340 quintinr1@gmail.com

SUMMARY

A collaborative and results-driven Human Resources professional with strong communication, leadership, strategic planning, business acumen and analytical skills. Lead with integrity while building effective professional relationships at all levels of the organization. Thrive in fast-paced, innovative and dynamic work environments.

EXPERIENCE

CITY OF MEMPHIS GOVERNMENT
Human Resources Director

Memphis, Tenn.
2010 to Present

Plan, direct, and oversee the activities and operations of the Human Resources Division which includes HR Administration and Finance, Compensation and Data Management, Health, Wellness and Benefits, EEO/Labor Relations, Recruitment and Selection, Talent Development and Workplace Safety. Ensure compliance with all local Ordinances, State and Federal employment laws. Coordinate assigned activities with other city divisions and outside agencies and provide highly responsible leadership and administrative support to the Mayor, Chief Administrative Officer and Memphis City Council.

EXPERIENCE

WALMART CUSTOMER CARE SHARED SERVICE
Senior Strategy Manager, HR and Integration

Bentonville, Ark.
2008-2010

Develop and implement human resources strategy for Wal-Mart Customer Care Shared Services, a multi-site Contact Center operation providing Customer Support, Store Support, Operations Support and Associate Support for Walmart Stores, Walmart.com and Walmart Human Resources Division.

- Overhauled organizational job and pay structures for multiple call centers to enhance recruitment and retention of top talent by creating defined career paths for high performing associates.
- Integrated new lines of business into the newly created Walmart Customer Care Shared Service, which included creating Human Resources, Store Scheduling, Store Signing, Field Compensation, Store Compliance, Walmart Private Brands and Human Resources customer service teams.
- Designed and implemented Associate Engagement Strategy for Customer Care Shared Service which resulted in a 70% overall engagement score as measured by the Hewitt Associate Opinion Survey.
- Oversaw design and delivery of Training and Quality programs, including managing a team of nine Trainers/Quality Analysts.
- Oversaw screening, interviewing and selection process for filling management positions.
- Identified and developed Up-And-Coming Talent in addition to as identifying at-Risk Positions, while for building Talent Pipeline to fill open management positions.
- Managed \$25 million annual budget and team responsible for coordinating all drug screens and follow-up activities for Walmart, Sam's Club, Walmart Logistics.

WALMART STORES US
Senior Human Resources Manager

Bentonville, Ark
2006-2008

Provided human resources generalist support to the Home Office Store Operations and Operations People divisions. Developed and executed operating plan to align human resources support and strategy with Business Unit strategies. Coordinated Talent Acquisition, Performance Management, Talent Development, Associate Engagement, Organization Design and Succession Planning activities within the two divisions.

- Created Home Office administrative team to support the newly created Walmart Site-to-Store program, which allows customers to make online purchases at Walmart.com and have their purchases delivered to a local Walmart Store.
- Oversaw Walmart University restructure and the creation of the Walmart Stores U.S. Human Resources Division Project Management Office and Divisional Director Learning and Development Structure
- Internal HR Consultant to Walmart Store Operations and Operation People leadership teams.
- Provided HR support and consultation to Senior Leadership Team at Walmart University to create a 213-member Regional Learning Champion team to train candidates for Assistant Manager Positions in Walmart stores throughout the United States.
- Oversaw annual Compensation, Talent Review, Succession Planning, Performance Management, Diversity Goals program for Store Operations and Operations People Divisions.
- Oversaw Organization Redesign for the Store Innovations Group, including the integration of inventory management team from Walmart Logistics into the Innovations Merchandise Flow **organization.**

THE COMMERCIAL APPEAL NEWSPAPER
Employee Relations Manager

Memphis, Tenn.
2003-2006

Managed the employee/labor relations at a daily newspaper. Conducted incident investigations and recommended appropriate corrective action. Wrote and interpreted human resources policies and procedures. Investigated and responded to EEOC, ADA, FMLA and other filings alleging violations of state or federal employment laws. Conducted training on performance appraisals, code of ethics, unlawful harassment, employee benefits and conducted orientation for new hires. Sourced, screened and interviewed candidates for open hourly and management positions. Negotiated labor contracts.

- Developed The Commercial Appeal Leadership Institute for mid-level managers
- Created Wellness Program that included on-site health screenings, immunizations, and other preventive health services for associates, specifically targeting part-time, hourly, uninsured
- Mitigated risk to company of adverse employment decisions by thoroughly investigating incidents before recommending corrective action, investigating and responding to EEOC, OSHA and other charges alleging violations of employment laws

EDUCATION

Tennessee State University, Nashville, Tenn., BS English
Union University, Jackson, Tenn., MBA

BOARDS AND PROFESSIONAL DEVELOPMENT

SHRM Professional in Human Resources, 2010 Recertification

Leadership Academy Master's Program, 2011

Member-Society for Human Resource Management Special Expertise Panel on Labor Relations

Member- Union University Business Advisory Council

Janet P. Hooks

2143 South Parkway East
Memphis, Tennessee 38114
901-576-6206

Experience

City of Memphis

September 2009 – Present

Director

Division of Public Services and Neighborhoods

Responsible for executive oversight for seven (7) service centers that include the Office of Community Affairs, the Memphis Public Library system, the Memphis and Shelby County Music Commission, the Motor Vehicle Inspection Station, the Citizens Law Enforcement Review Board, Second Chance and Memphis Animal Services. Ensure the efficient and effective delivery of services to meet citizen needs. Provides oversight of an annual operating budget of approximately \$24,000,000.00. Manages 391 full time employees. Develops, plans and implements CIP projects.

Deputy Director

Division of Community Enhancement

January 2008 – September
2009

Assist in the development of strategies to clean up blight within neighborhoods. Create a comprehensive plan to operate more efficiently by utilizing technology. Assist in the development of a cost effective strategy for the demolition of properties. Ensure that an inventory of all condemned properties was maintained and tracked. Ensure adherence to policy and procedures.

Manager

Office of Multi-Cultural and Religious Affairs

March 2005 – January 2008

Ensured that the ESL community was aware of and had access to city services. Conducted informational and problem solving community meetings. Engaged the religious community to partner with the City on various initiatives.

Resume of Janet P. Hooks

Owner**Janet Hooks Company
Real Estate Appraisal Firm**

January 1984 – March 2005

Owned and successfully operated a Real Estate Appraiser company.

**Account Executive
WPTY-TV**

May 1982 – January 1984

Sold commercial time to advertisers

Career Accomplishments

- Successfully operated an independently owned Real Estate Appraisal firm for 21 years
- Elected for 4 terms to the Memphis City Council
 - Sponsored Telecommunications Franchise Ordinance netting millions of dollars for the City of Memphis
 - Secured millions of dollars of funding for capital improvements projects in District 4 (i.e., community centers, COACTS, neighborhood revitalization)

Education

Peabody Demonstration School – 1967-70

Fisk University – 1970-1972

Western Kentucky University 1972-1974

Licensed Appraiser, State of Tennessee

Community and Civic Board Involvement**Member – Memphis City Council**

January 1992 – March 2005

- Mason YMCA
- Girls, Inc
- Memphis Black Arts Alliance
- Memphis Symphony Ball
- Memphis Museum, Inc.

Resume of Janet P. Hooks

Past Professional Memberships

- **Member**, National Association of Real Estate Appraisers
- **Member**, National League of Cities

ROLAND MCELRATH, CPA, MBA, CMFO
7530 OCTOBER ROSE DRIVE
MEMPHIS, TN 38119
Home: (901) 624-2392 Mobile: (901) 508-8023
Roland.McElrath@live.com

OBJECTIVE

Director of Finance and Administration

EXPERIENCE

2005 – Present City of Memphis Government Director of Finance and Administration

- * Manage all aspects of the City's major financial operations.
- * Determine strategies and tactics for financing the city's operating and capital improvement program needs.
- * Establish and maintain effective working relationships with bond rating agencies and other financial institutions.
- * Supervise six department heads responsible for budgeting, financial accounting, debt issuance, purchasing, treasury management and compliance.
- * Develop and implement financial policies and procedures.

2003 - 2005 Memphis Housing Authority Chief Financial Officer

- * Managed all major financial functions of the organization.
- * Ensured compliance with HUD regulations and financial reporting requirements.
- * Developed and implemented strategic plans and financial policies and procedures.

2001 - 2003 Memphis City Schools Associate Superintendent of Business Operations

- * Managed all business related, non-instructional functions of the school district.
- * Managed five department heads responsible for budgeting, accounting and financial reporting; procurements; employee benefits; building maintenance; and building construction.

1996 - 2001 City of Memphis Government Director of Finance and Administration

- * Managed all aspects of the City's major financial operations.
- * Determined strategies and tactics for financing the city's operating and capital improvement program needs.
- * Established and maintained effective working relationships with bond rating agencies and other financial institutions.
- * Supervised six department heads responsible for budgeting, financial accounting, debt issuance, purchasing, treasury management and compliance.
- * Developed and implemented financial policies and procedures.

1992 – 1996 City of Memphis Government Deputy Director of Finance

- * Assisted the Director of Finance and Administration in managing all aspects of the City's financial operations.

Roland McElrath
Page 2 of 2

1991- 1992 City of Memphis Government
Director of Housing and Community Development

- * Managed all aspects of Memphis's Community Development Block Grant Program.
- * Developed and implemented various housing initiatives, community development efforts and economic development programs.

1988 - 1991 City of Memphis Government
Internal Audit Administrator

- * Planned and directed all activities of the internal audit function.
- * Communicated audit findings and recommendations to senior management.

1986 - 1988 Federal Express Corporation
Senior Auditor

- * Evaluated systems of internal control for all major financial systems (i.e., revenue billing, customer invoicing and automation, etc.).
- * Supervised and trained staff and interacted with senior management to resolve audit issues.

1982 - 1986 Coopers & Lybrand, CPAs, Memphis, Tennessee
Senior Accountant

- * Coordinated and supervised various audit engagements and special projects.
- * Supervised and trained staff personnel.
- * Prepared and analyzed corporate and partnership financial statements and assisted clients with the preparation of various regulatory reports.

EDUCATION

University of Tennessee at Martin
Bachelor of Business Administration, June 1982
Major: Accounting

University of Memphis
Master of Business Administration, May 1989
Major: Finance

Rhodes College
Institute for Executive Leadership, May 1990

Leadership Memphis, Class of 1995

PROFESSIONAL ASSOCIATIONS

American Institute of Certified Public Accountants
Tennessee Government Finance Officers Association
Government Finance Officers Association

following practice groups: Public Finance, Governmental Affairs and Administrative Law.

TENNESSEE TECHNOLOGY DEVELOPMENT CORPORATION (TTDC) 1/01-03/31/03

6075 Poplar Ave., Suite 500
Memphis, TN 38119
Assistant Director

Duties: Consultant to the state of Tennessee's public-private partnership (TTDC) charged by the Tennessee General Assembly with forging Tennessee's role in the New Economy. Responsible for building recognition of TTDC's legislative mandate and activities in Memphis and West Tennessee.

GLOBAL ASSOCIATES LLC 1/01-12/31/02
6075 Poplar Ave., Suite 500
Memphis, TN 38119
Chief Operating Officer

Duties: Responsible for the day-to-day operations of the company, which has associates in various parts of the world. Global Associates provides business management assistance in the following areas: (1) Lobbying & Government Relations, (2) Economic Development, (3) Technology Commercialization, (4) Capital Formation and (5) Export Development & Marketing Assistance.

SELF-EMPLOYED 1/99-12/00
1121 Longreen Drive
Memphis, TN 38120
Consultant / Attorney

Duties: Provided consulting services to Memphis based venture capital firm during the development of a "pool" fund. At the conclusion of the fundraising activities, the fund's assets were \$45+ million.

WOODMONT ADVISORY GROUP, INC.

850 East River Place, Suite 405
Jackson, MS 39202

1/99-
Present

Representative

Duties: Local representative for SEC Registered Investment Advisor. Woodmont is a strategic asset allocation company that serves as a fee-based investment manager for individuals.

COMPASS INTERVENTION CENTER, LLC

7900 Lowrance Road
Memphis, TN 38125

1/96 –
4/01

Chief Operating Manager (CEO)

Member of the Board of Governors

Duties: Chief Executive Officer for a sixty (60) bed psychiatric treatment center for children and adolescents.

January and February 1996. Provided consulting services to the center. (Legal, Marketing & General Administrative Matters)

March 1996 - April 1998. **Administrator** of the Center

May 1996 to April 2001. At the request of the Board of Governors agreed to become the Chief Operating Manager of the Company. Directed the reorganization of the Center during period of financial crisis. Assisted in obtaining new capital commitments of \$450,000.00 in a two (2) month period. Grew census from zero to an average of 20+.

**FARRIS, MATHEWS, GILMAN, BRANNAN
& HELLEN, P.L.C.**

Attorneys at Law
One Commerce Square, Suite 2000
Memphis, TN 38103

1/95 -
12/31/95

Member (Partner)

Practice Areas: Probate and Administrative Law

Administrative Duties: Responsible for the day-to-day operations of the firm. Secretary to the Board of Governors and the Firm (Professional Liability Company)

FARRIS, MATHEWS, GILMAN, BRANNAN 11/91 –
& HELLEN, P.L.C. 12/94
Associate

Practice Areas: Probate and Administrative Law

Administrative Duties: All personnel functions of the Firm. Assisted the Administrative Member (Partner) in the daily operations of the Firm.

FRANKLIN AMERICAN CORPORATION 5/91 – 11/91
Franklin American Life Insurance Co.
Franklin American Life Insurance Co. of Texas
Franklin American Agency, Inc.
Franklin, TN 37067

President and Treasurer of holding company and three (3) wholly owned subsidiaries.

At the request of the Board of Directors agreed to direct the reorganization of insurance holding company. The company was in jeopardy of being placed in receivership by the Tennessee Commissioner of Commerce and Insurance. During five-month period the company was restructured and a controlling interest was sold to an investment trust for \$3,700,000.00.

FARRIS, MATHEWS, GILMAN, BRANNAN 10/90 –
& HELLEN 5/91
Associate

Practice Areas: Probate and Administrative Law
Administrative Duties: Developed formal personnel system. Established annual evaluation program, which served as the basis for annual salary and bonus program.

SHELBY COUNTY GOVERNMENT

Office of the Chief Administrative Officer 8/85 – 8/90
160 N. Main, Suite 801
Memphis, TN 38103

Assistant Chief Administrative Officer

Duties: Appointed by the County Mayor to assist the

Chief Administrative Officer in the daily operations of one the largest governmental units in the state of Tennessee. 4,000+ employees. Budget in excess of \$250,000,000.00. During six (6) year period served under three Chief Administrative Officers.

The University of Memphis 9/80 – 5/90
Political Science Department
Adjunct Professor

Courses:

American Government
State and Local Government
Modern Legal/Political Thought
Urban Politics
The Court and Public Policy
Judicial Process
Constitutional Law
Public Administration

SHELBY COUNTY GOVERNMENT

Office of the Chief Administrative Officer
Assistant to the Chief Administrative Officer/ Assistant
County Attorney 8/84-8/85

Practice Areas: Legal advisor to the Chief Administrative Officer.

Administrative Duties: Personal assistant to the Chief Administrative Officer.

Office of the Shelby County Attorney
Assistant County Attorney 11/77 - 4/84

Practice Areas:

Legal counsel to the Probate Court.
Responsible for all indefinite mental commitments

Handled collection matters for the
Regional Medical Center (The Med)

Parliamentarian to the Shelby County
Board of Commissioners

Deputy Legal Counsel to the County

Charter Drafting Committee

Responsible for preparing major legal opinions for all elected officials, including bond/finance issues

Legal counsel to the Sheriff, Tax Assessor, County Clerk and the Shelby County Correctional Center

Administrative Duties: Responsible for the daily operation of the office. Developed and presented the annual budget.

Shelby County Quarterly Court 6/75-
(Board of County Commissioners) 10/77
Administrative Aide to the Chairman of the Court

CONGRESS OF THE UNITED STATES 6/71-
(House of Representatives) 9/71
Congressional Intern

**UNIVERSITY
ACTIVITIES
AND AWARDS:**

University of Tennessee at Martin
Phi Kappa Phi Honor Society
Who's Who Among Students in American
Universities & Colleges
Undergraduate Alumni Council of the
General Alumni Association of the
University (Charter Member)
Associate Justice of the Student Court
Traffic Appeals Board
Circle K International
Pre-Legal Society
School of Education:
Committee on Admissions and Standards
Committee on Curriculum

RESEARCH:

Juris Doctor Research Paper: *Legal Aspects of the
Quarterly Court of Shelby County, Tennessee*

AWARDS:

Community Leaders & Noteworthy Americans (1978)
Outstanding Young Men of America (1978)
Who's Who in American Law (1979)
Community Leaders of America (11th Edition)

PROFESSIONAL MEMBERSHIPS: American Bar Association
Tennessee Bar Association
Memphis Bar Association

CIVIC AND BUSINESS MEMBERSHIPS: Center City Commission 2006 – Present
Board of Directors
(County Mayor’s Designee)

Memphis Area Technology Council 2001 – 2003
Executive Board

Memphis Area Technology Council (Member) 2001 - 2003

Memphis Regional Chamber of Commerce 2001 – 2003

Health Industries of America Board of Directors 1991-1992

Kiwanis International Mid-Town Club 1980-1981

Memphis Heritage, Inc. Board of Directors 1992-1994

Memphis/Shelby County Convention Center Commission 3/86 – 8/90
Member of the Commission (County Mayor’s Designee)

Mid-South Fair/ Libertyland
Certificate Holder
Board of Directors (1986 to Present)
Advisor to the Executive Committee (1987 to 2001)
Advisory Board (1980-1985)
Committee on Admissions and Credentials (1986 to 2005 - Chairman 1988 – 1998)
Committee on Social Activities (1980-86 & 1990)
Committee on Youth Talent (1980)
Committee on Rodeo (1988 - 2005)

Chairman, Shelby County 1980 Census Complete Count Committee

Board of Trustees, Union Avenue Baptist Tower 1986 – 96
(Senior Citizens Housing Complex)

LICENSES: Law License – State of Tennessee – Admitted 1977
Securities Series 66 – Uniform Combined State Law
(Woodmont Advisory Group - Registered Investment
Advisors – Jackson, MS)

EDUCATION: **University of Tennessee at Martin** 1974
Martin, TN
Bachelor of Science in Education
(With High Honors)

The University of Memphis 1977
Memphis, TN
Juris Doctor

The University of Memphis 1980
Memphis, TN
Political Science Department
Graduate Courses

Georgia Institute of Technology 4/01
Atlanta, GA
Basic Course in Economic Development