

SCOTT A. WALKUP

2351 Autumn Avenue Memphis, Tennessee 38104

Mobile: (901) 262-7566 Office: (901) 222-2610

scott.walkup@shelbycountyttn.gov

RELEVANT EXPERIENCE

ADMINISTRATOR

MARCH 2017 - PRESENT

SHELBY COUNTY GOVERNMENT, DEPARTMENT OF HOUSING, MEMPHIS, TN

- Overseeing daily operations, management, and administration of the Department of Housing with an annual budget presently totaling more than \$11M.
- Managing a staff compliment of 18 direct and indirect reports responsible for planning, education and outreach, financial management, program management, regulatory compliance, loan underwriting, loan servicing, housing evaluations, client intake and eligibility verification, and construction inspection.
- Maintaining entitlement grant cooperative agreements with the mayors and their representatives of six county municipalities (Arlington, Bartlett, Collierville, Germantown, Lakeland, and Millington) for receipt of HUD funds and ensuring housing and community development needs are identified and prioritized for the development of Annual Action Plans for the expenditure of entitlement grant funds.
- Directing the delivery of housing services in Shelby County including:
 - Rehabilitation, weatherization, and repair services including lead-based paint hazard controls and healthy homes interventions county-wide.
 - Homebuyer down payment assistance in support of affordable housing throughout Shelby County to include loan underwriting and loan servicing with a total principal balance of more than \$3M.
 - Fair Housing as well as Healthy Homes education and outreach.
 - Oversight of periodic qualification process in order to participate in the Community Development Block Grant Program in coordination with HUD and the mayors of six municipalities in Shelby County.
- Fostering effective relationships with lenders, realtors, homebuyer counselors, and community organizations to promote and implement Shelby County's programs and services for low-income members of the community.

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COMMUNITY DEVELOPMENT PLANNING MANAGER

NOVEMBER 1998 - FEBRUARY 2017

SHELBY COUNTY GOVERNMENT, DEPARTMENT OF HOUSING, MEMPHIS, TN

- Managing a compliment of 10 staff members responsible for housing and community development planning, fair housing education and outreach, housing rehabilitation, and lead-based paint hazard control services.
- Preparing a wide variety of grant proposals resulting in more than \$28M awarded to Shelby County Government for Youthbuild, Neighborhood Stabilization, Community Development Block Grant Disaster Recovery, and Lead-Based Paint Hazard Control/Healthy Homes.
- Preparing and submitting to HUD the Consolidated Plan for HOME Investment Partnership Act and Community Development Block Grant entitlement grants to include the 5-year Strategy, Annual Action Plan, and year-end Consolidated Annual Performance and Evaluation Report in accordance with applicable federal requirements.
- Coordinating consultation with Shelby County municipalities as well as community engagement to support preparation of entitlement and other grant proposals.
- Interpreting and following governmental regulations, requirements, and policy guidance to ensure compliance in program activities.
- Working in all phases of preparation of the National Disaster Resilience Competition application resulting in the award of \$60.4M to Shelby County Government.

SPECIAL PROJECTS COORDINATOR

JUNE 1993 - NOVEMBER 1998

DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT, MEMPHIS, TN

- Assisting in preparation of HOME, CDBG, ESG, and HOPWA plans.
- Evaluating house plans to assess conformance with design requirements.
- Issuing Requests for Proposals and evaluating development proposals to assess developer experience and capacity, sources and uses of funds, profit and loss, investment costs, and conformance with development goals.
- Negotiating and monitoring agreements with nonprofit and for-profit developers for infrastructure development and rehabilitation or construction of single-family housing.

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ASSISTANT CITY PLANNER

JUNE 1991- JUNE 1993

COMMUNITY DEVELOPMENT AGENCY, WEST MEMPHIS, AR

- Developing and directing a HUD funded HOPE 3 homeownership program to purchase, rehabilitate, and resell foreclosed homes to low- and moderate-income first-time homebuyers.
- Working with lenders to establish a loan committee and lending policies to support a homeownership program.
- Performing housing and community development needs analysis and preparing associated grant proposals.
- Evaluating structural, mechanical, aesthetic, and related conditions of vacant housing to assess feasibility for purchase, rehabilitation, and resale.
- Developing specifications for the rehabilitation of vacant housing units.
- Monitoring the work of contractors in accordance with specifications.
- Assisting the building inspector in the enforcement of building codes.
- Enforcing zoning, sign, and nuisance codes.

AD HOC COMMITTEES AND BOARDS

COMMITTEE MEMBER, SHELBY COUNTY RESILIENCE COUNCIL

JANUARY 2016 - PRESENT

- Provided grant writing and ongoing oversight and implementation of the \$60.4M National Disaster Resilience Grant.

PRESIDENT, COOPER YOUNG DEVELOPMENT CORPORATION

JANUARY 1997 - DECEMBER 2004

- Presiding over the Board of Directors of a 501(c)(3) nonprofit community development corporation with a budget exceeding \$1M annually to bring improvements to a low-income neighborhood through housing and economic development.
- Serving on a housing committee to oversee all facets of the repair, construction, and rehabilitation of approximately 23 housing units annually.
- Providing guidance to staff with respect to land use control, design, construction, and lead hazard control decisions.

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EDUCATION

Master of City and Regional Planning

University of Memphis, Memphis, TN August 1996

Bachelor of Arts, Political Science

University of Tennessee, Knoxville, TN December 1989

RELEVANT CERTIFICATIONS AND TRAINING

State of Tennessee Certified Lead-Based Paint Risk Assessor

January 2000 - Present Certification Number: TNLBP2000-180-455R

- Building HOME
- National Environmental Protection Act Compliance Allocating Staff Costs between Administrative and Activity Delivery Costs (CDBG)
- Community Development Block Grant
- EPA Lead Abatement Risk Assessor Training
- EPA Lead Abatement Paint Inspector Training
- HUD Office of Lead Hazard Control & Healthy Homes Grant Program Managers Schools
- HUD Lead Safe Housing Rule
- Disaster Recovery Grant Reporting (DRGR)
- HUD Integrated Disbursement and Information Systems (IDIS) Training
- National Disaster Resilience Competition Phase II Academy
- Completing a Consolidated Annual Performance and Evaluation Report in IDIS
- Neighborhood Stabilization Program (NSP) Grant Requirements
- Uniform Relocation Act Compliance
- Creating Opportunity in Every Community (Assessments of Fair Housing)
- Youthbuild Grant Implementation
- Adding Maps and Data to the Consolidated Plan Template in IDIS
- Best Practices for Action Plan Set-Up in the eCon Planning Suite

Leigh Huffman, AICP

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EMPLOYMENT

Memphis & Shelby County Division of Planning and Development — Manager A

Office of Sustainability and Resilience

MEMPHIS, TN, AUGUST 2023 - PRESENT

- Manage staff of three direct reports responsible for planning, education and outreach, and program management.
- Manage the EPA's Climate Pollution Reduction Grant planning grant totaling \$1 million for the eight-county Memphis Metropolitan Statistical Area.
- Oversee additional grants from the U.S. Department of Energy, Tennessee Department of Transportation, and Tennessee Department of Environment and Conservation totaling \$5 million. These grants focus on acquiring electric vehicles, installing electric vehicle charging stations, installing solar arrays, and planning for solid waste management.
- Implement and monitor progress toward the goals in the *Mid-South Climate Action Plan: Priority Reduction Measures*, the *Mid-South Regional Resilience Master Plan*, and the *Memphis Area Climate Action Plan*.
- Assist with overseeing daily operations, administration, and office and program management for the Office of Sustainability and Resilience.

Memphis & Shelby County Division of Planning and Development — Planner II

Office of Sustainability and Resilience

MEMPHIS, TN, NOVEMBER 2021 - AUGUST 2023

- Implemented and monitored progress toward the goals in the *Mid-South Climate Action Plan: Priority Reduction Measures*, the *Mid-South Regional Resilience Master Plan*, and the *Memphis Area Climate Action Plan*. Wrote the 2022 Annual Report for the *Memphis Area Climate Action Plan*.
- Compiled the annual community-wide greenhouse gas inventories for Shelby County to meet the Global Covenant of Mayors for Climate and Energy reporting requirements.
- Acted as project manager for the installation of Shelby County Government's first solar array installations.
- Managed the acquisition of first six electric vehicles for Shelby County Government and installation of charging infrastructure as part of a \$1 million U.S. Department of Energy grant for an electric vehicle pilot program.
- Prepared a variety of grant proposals resulting in close to \$5 million awarded to Shelby County Government.

EDUCATION

Georgia Institute of Technology, Atlanta, Georgia

Master of City and Regional Planning, May 2019

Concentration: Environmental and Health Planning

College of Wooster, Wooster, Ohio

B.A. in International Relations, *cum laude*, May 2014

Concentration: Political Science; Minor: Spanish

PROFESSIONAL AFFILIATIONS

AICP Planner, American Planning Association

CERTIFIED PLANNER NUMBER: 34315

Award Judge, Tennessee Governor's Environmental Stewardship Awards

APRIL 2023 & APRIL 2024

Stakeholder Working Group Member, TVA Valley Pathways Study

MAY 2023 - FEBRUARY 2024

AWARDS

Merit Award for Communication, NCASLA, 2020.

APA National Planning Conference Poster Competition Winner, 2019.

Executive Vice President for Research Poster Competition Winner, 2019.

ADDITIONAL EXPERIENCE

City of Brevard — Planner & Assistant Zoning Administrator

BREVARD, NC, MARCH 2020 - SEPTEMBER 2021

- Assisted with the coordination of the Downtown Streetscape and Master Plan.
- Organized public input sessions, conducted outreach, and conducted research for the Comprehensive Land Use Plan update.
- Reviewed and approved zoning and subdivision permit applications.

Sustainable Development Solutions Network Youth Division — Local Pathways Fellow

REMOTE, FEBRUARY 2020 - DECEMBER 2020

- Wrote a project proposal to address SDG Target 11.6 by tackling Brevard's municipal solid waste collection focusing on a systems model for behavior change.

Robinson Design Engineers — Contractual Urban Planner

HENDERSONVILLE, NC, OCTOBER 2019 - FEBRUARY 2020

- Conducted spatial analysis and researched low impact development policies, projects, and strategies for the Town of Laurel Park watershed improvement study. Drafted, edited, and revised the final plan.

Habitat for Humanity International — Financial Inclusion Intern

Terwilliger Center for Innovation in Shelter

ATLANTA, GA, MAY 2018 - MAY 2019

- Coordinated the internal task force on climate change. Researched and drafted recommendations for the organizational position.
- Wrote a report summarizing impact assessments of seven housing support service projects in Uganda and Kenya.

PRESENTATIONS AND PUBLICATIONS

Huffman, Leigh. 2018. "Building Assets, Unlocking Access: How Support Services Can Add to Housing Microfinance". Atlanta: Habitat for Humanity International.

<https://www.habitat.org/sites/default/files/documents/BAUA-FINAL.pdf>

Huffman, Leigh. 2019. "Impact of Urbanization on Biodiversity in the Asheville-Brevard Combined Statistical Area".

Atlanta: Georgia Institute of Technology. <https://smartech.gatech.edu/handle/1853/61336>

Huffman, Leigh. 2023, May. "Reporting on a Plan You Didn't Make: Memphis Area CAP's Second Year". Presentation at the Southeast Sustainability Directors Network Annual Meeting, Little Rock, AR.

Huffman, Leigh and Gail Karr. 2024, March. "Bridging the Gap Between Animal Care and Sustainability". Presentation at the Association of Zoos & Aquariums Mid-Year Meeting, Memphis, TN.

Memphis & Shelby County Division of Planning & Development. 2022. "Memphis Area Climate Action Plan 2022 Annual Report". Memphis: Shelby County Government.

https://shelbycountyttn.gov/DocumentCenter/View/40521/2022_CAP_Annual_Report_FINAL

Memphis & Shelby County Division of Planning & Development. 2024. "Mid-South Climate Action Plan: Priority Reduction Measures". Memphis: Shelby County Government. <https://osr.shelbycountyttn.gov/MidSouthPCAP>

Robinson Design Engineers and Roots First Design. 2020. "A Watershed Improvement Study for Laurel Park". Hendersonville: Robinson Design Engineers.

https://issuu.com/rootsfirst/docs/200313_watershed_improvement_study_for_lp



K. Dana Sjostrom

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Professional Preparation

DOCTOR OF PHILOSOPHY, SCHOOL OF URBAN AFFAIRS AND PUBLIC POLICY

UNDERWAY

University of Memphis, Memphis TN

Overall GPA: 3.89, 36/48 Semester Hrs Complete

MASTERS OF SCIENCE, CITY & REGIONAL PLANNING

2019

University of Memphis, Memphis TN

Overall GPA: 3.83, 39 Semester Hrs

MASTERS OF SCIENCE, CURRICULUM & INSTRUCTION

2014

Texas A&M University - Corpus Christi, TX

Overall GPA: 4.0, 36 Semester Hrs

ALTERNATIVE TEACHING CERTIFICATE

2007

College of the Mainland, Texas City, TX

Science 4-8 Certification

BACHELOR OF SCIENCE, HONORS EVOLUTIONARY BIOLOGY

2003

University of Alberta, Edmonton, AB, Canada

Overall GPA: 3.8, 123 Semester Hrs

Appointments

PLANNING & PROGRAMS MANAGER — FEB 2021 - PRESENT

Memphis-Shelby County Division of Planning and Development, Shelby County Department of Housing, Memphis, TN

- Managing US Department of Housing and Urban Development (HUD) grant programs including: Community Development Block Grant (CDBG, CDBG-DR, and CDBG-CV), HOME Investment Partnerships Programs (HOME) and HOME-American Rescue Plan (HOME-ARP) federal allocations to improve equity impacts of existing and new programming for Shelby County.
- Recentering programs to better track equity outcomes and broader resiliency goals, including Integrating energy efficiency and weatherization principles into home repair programs, changing client intake to a needs-based model rather than first come first served, and beginning to link these structural interventions as a method to address health disparities for disadvantaged populations.
- Grants management experience, including contracts administration, environmental reviews, procurement policies, financial tracking, and reporting.
- Supervisory role and leadership in strategic planning and process improvement.
- Currently serving as a science ninja, building strong connections between academic and practitioner roles, integrating evidence-based decision-making into local government, and continuing work along the science-policy interface to improve how local government operates and deploys resources.

MUNICIPAL PLANNER — SEPT 2019 - JAN 2021

Memphis-Shelby County Division of Planning and Development, Office of Sustainability and Resilience, Memphis, TN

- Supported the integration of resilient and sustainable solutions in government operations, policy, and working closely with community partners to address climate change impacts and adaptation measures.
- Contributed substantive content and facilitated community and stakeholder involvement in planning efforts during the generation of the Memphis-Area Climate Action Plan, the Mid-South Regional Resilience Plan, and the Smart Memphis Plan.

- Supported the Division's locally-voiced community priorities through internal process improvement, targeted grant writing, award acceptance, project management, and creative pursuits to meet the goals set out in local plans.
- Integrated stakeholder input and thoughtfully-facilitated community involvement in planning efforts and worked in transdisciplinary ways to engage diverse audiences, nongovernmental organizations, and other agencies.
- Developed and implemented strategies around innovative financing and budgeting to leverage more transparent and data-driven budgeting practices.

GRADUATE ASSISTANTSHIP AND FULL TIME STUDENT — JAN 2018 - AUGUST 2019

University of Memphis, City & Regional Planning Department, Memphis, TN

- Supported the University of Memphis' City & Regional Planning department as a full time student and continued work along the science policy interface. This included publications with networks such as the Science of Actionable Knowledge and Global Adaptation Mapping Initiative teams while also pursuing opportunities for local resilience and sustainability projects.
- Participated in and helped guide the work of the Memphis-Shelby County Division of Planning and Development's Office of Sustainability and Resilience, contributing to existing initiatives and helping guide the development of new projects, planning efforts, and grant opportunities.

COASTAL TRAINING PROGRAM COORDINATOR — AUG 2015 - JAN 2018

Mission-Aransas National Estuarine Research Reserve at the University of Texas at Austin - Marine Science Institute, Port Aransas, TX

- Coordinated, developed, and facilitated training opportunities linking science to decision-making and policy for professionals that manage coastal resources, including municipal planners, government officials, and agency staff.
- Contributed to grant writing, innovative program development, and managing budgets during project implementation.
- Reported performance measures and conduct evaluations of training impact.
- Supported broader Reserve programming including interfacing with stewardship initiatives, conducting fieldwork for the System-Wide Monitoring Program and other coastal research, and supporting education staff.
- Supported municipalities in resilience initiatives, evaluation of ecosystem services, hazard mitigation strategies, coastal restoration priorities, and impacts of sea level rise.

ENVIRONMENTAL EDUCATOR — AUG 2011 - JULY 2015

University of Texas at Austin - Marine Science Institute, Port Aransas, TX

- Conducted educational trips aboard the *R/V Katy* including elementary, middle, high school, and undergraduate groups.
- Contributed to grant writing for teacher training and educational program development.
- Developed, improved, and administered additional informal marine science programs geared to teacher and student-centered learning opportunities and workshops.
- Mentoring and training volunteers to assist in marine science programming.

RESEARCH ASSOCIATE — FEB 2010 - JULY 2011

University of Texas at Austin - Marine Science Institute, Port Aransas, TX

- Conducted fieldwork including seagrass and salt marsh monitoring projects in coastal Texas and carbon and nitrogen cycling projects in Alaska.
- Developed reports for program funding organizations, assisted with manuscript preparation, and contributed to supporting lab and field operations.

ASSISTANT DIRECTOR — JAN 2008 - FEB 2010

Rice University, Houston, TX

- Developed online, standards-based STEM curriculum for elementary and middle school grade levels.
- Conducted teacher trainings, mentored teachers for inquiry-based science implementation, and supported integration of hands-on learning in the classroom.
- Organized and mentored consultant and volunteer curriculum writers.

CLASSROOM TEACHER — AUG 2005 - DEC 2007

Galveston Catholic School, Galveston, TX

- Taught grades K-7 science labs, mathematics (5th), social studies (6th), and creative writing (7th grade).
- Increased student achievement through inquiry learning and hands-on science labs.

FIELD AND LAB TECHNICIAN — MAY - AUGUST 2002-3 AND MAY - OCT 2003-4 (TOTAL OF 20 MONTHS)

University of Alberta, Edmonton, AB, Canada

- Conducted fieldwork in insect ecology, including projects related to predator-prey dynamics, host-parasitoid population dynamics, habitat fragmentation, and forest management practices.
- Contributed to research projects including data entry and statistical analyses, scientific writing, and manuscript preparation and review.

Funded Projects

Weatherization to Address Energy Burden. 2022-2023. \$69,000 for energy efficiency upgrades to planned rehabilitation projects. Urban Sustainability Directors Network. Role: Lead Applicant and Grant Manager in collaboration with community partners.

State of TN Volkswagen Diesel Settlement Environmental Mitigation Trust Medium and Heavy Duty Grant Program. 2021-2026. \$999,779 for eight new EV/PHEV and cleaner diesel vehicles for Divisions of Fire and Public Works (cost share \$417,181 for vehicle and charging equipment purchases). TDEC Office of Energy Programs. Role: Business Point of Contact (POC) alongside co-leads Lt. Jonathan Haley (Division of Fire) and Vivian Ekstrom (Division of Planning & Development).

Reducing Fleet Emissions to Meet Larger Climate Action Goals in Memphis: Small steps to change fleet practices and policies. 2021-2023. \$205,000 for ambulance idle mitigation technology (cost share \$1.2M for vehicle purchase). RDE4HT Funding Opportunity with Tennessee Clean Fuels. Role: Lead Contractor POC alongside Lt. Jonathan Haley (Division of Fire).

Supporting Safer Homes for Memphians: Addressing Equity and At-Home Health Risks During a Global Pandemic. Environmental Protection Agency. State Environmental Justice Cooperative Agreement Program, TN. 2021-2023. \$200,000. Role: Lead applicant with Vivian Ekstrom, current Grant Manager with close communication and collaboration with involved community nonprofits.

Advancing Climate and Innovation Goals of Memphis and Shelby County: Electrification of key fleet vehicles to capture cost savings and climate benefits. Department of Energy's Office of Energy Efficiency and Renewable Energy. 2020-2022: \$1,000,000 (cost share \$500,000). Role: Technical POC in coordination with Business POC Vivian Ekstrom.

Increasing Capacity to Serve Low-Income Households through Energy Efficiency Training and Workforce Development. Southeast Sustainability Directors Network and Kendeda Fund Foundation, 2020-2023: \$300,000. Role: Co-Lead with Vivian Ekstrom.

Bringing Wetlands to Market on the Gulf Coast: An Extension of Bringing Wetlands to Market in Waquoit Bay. National Estuarine Research Reserve Science Collaborative, University of Michigan, 2016-18: \$44,984. Role: Principal Investigator.

Linking Science Communication and Municipal Planning to Improve and Transform Coastal Resilience. Gulf of Mexico Alliance, 2017: \$21,671. Role: Principal Investigator.

Bay Watershed Education and Training (B-WET): Elementary Explorers in the Watershed. NOAA Department of Commerce, 2012-14: \$98,000. Role: Co-contributor with PI Sara Pelleteri.

A+ for Energy BP Grant Application Cycles - 2006-07 and 2007-08, Galveston Catholic School, \$10,000 each year. Role: Project Implementation Lead with Co-Lead Kay Gilbert.

Publications and Relevant Conference Proceedings

Jagannathan, K., Emmanuel, G. Arnott, J., Mach, K.J., Bamzai-Dodson, A., Goodrich, K., Myer, R., Neff, M., **Sjostrom, K.D.**, Timm, K., Turnhout, E., Wong-Parodi, G., Bednarek, A., Meadow, A. Dewulf, A., Kirchhoff, C., Moss, R., Nichols, L., Oldach, E., Lemos, M.C., & Klenk, N. A research agenda for the science of actionable knowledge: Drawing from a review of the most misguided to the most enlightened claims in the science-policy interface literature. *Environmental Science & Policy*, 144, 174–186. <https://doi.org/10.1016/j.envsci.2023.03.004>

Berrang-Ford, Siders, Lesnikowski, Fischer, Callaghan Haddaway, Mach, Araos, Shah, Wannewitz, Doshi, Leiter, Matavel, Musah-Surugu, Wong-Parodi, Antwi-Agyei, Ajibade, Chauhan, Kakenmaster, Grady, Chalastani, Jagannathan, Galappaththi, Sitati, Scarpa, Totin, Davis, Hamilton, Kirchhoff, Kumar, Pentz, Simpson, Theokritoff, Deryng, Reckien, Zavaleta-Cortijo, Ulibarri, Segnon, Khavhagali, Shang, Zvobgo, Zommers, Xu, Williams, Villaverde Canosa, van Maanen, van Bavel, van Aalst, Turek-, ankins, Trivedi, Trisos, Thomas, Thakur, Templeman, Stringer, Sotnik, **Sjostrom**, Singh, Siña, Shukla, Sardans, Salubi, Safaee Chalkasra, Ruiz-Díaz, Richards, Pokharel, Petzold, Penuelas, Pelaez Avila, Pazmino Murillo, Ouni, Niemann, Nielsen, New, Nayna Schwerdtle, Nagle Alverio, Mullin, Mullenite, Mosurska, Morecroft, Minx, Maskell, Marshall Nunbogu, Magnan, Lwasa, Lukas-Sithole, Lissner, Lilford, Koller, Jurjonas, Joe, Huynh, Hill, Hernandez, Hedge, Hawxwell, Harper, Harden, Haasnoot, Gilmore, Gichuki, Gatt, Garschagen, Ford, Forbes, Farrell, Enquist, Elliott, Duncan, Coughlan de Perez, Coggins, Chen, Campbell, Browne, Bowen, Biesbroek, Bhatt, Bezner Kerr, Barr, Baker, Austin, Arotoma-Rojas, Anderson, Ajaz, Agrawal, & Abu. (2021). A systematic global stocktake of evidence on human adaptation to climate change. *Nature Climate Change*, 11, 989–1000. <https://doi.org/10.1038/s41558-021-01170-y>

Goodrich, K. A., **Sjostrom, K.D.**, Vaughan, C., Nichols, L., Bednarek, A., & Lemos, M. C. (2020). Who are boundary spanners and how can we support them in making knowledge more actionable in sustainability fields? *Current Opinion in Environmental Sustainability*, 42, 45-51.

Jagannathan, K., Arnott, J.C., Wyborn, C., Klenk, N., Mach, K.J., Moss, R.H., & **Sjostrom, K.D.** (2020). Great expectations? Reconciling the aspiration, outcome, and possibility of co-production. *Current Opinion in Environmental Sustainability*, 42, 22-29.

Wong-Parodi, G., Mach, K.J., Jagannathan, K., & **Sjostrom, K.D.** (2019). Insights for developing effective decision support tools for environmental sustainability. AGUFM, 2019, PA51B-09.

Lemos, M.C., Arnott, J.C., Ardoin, N.M., Baja, K., Bednarek, A.T., Dewulf, A., Fieseler, C., Goodrich, K., Jagannathan, K., Klenk, N., Mach, K., Meadow, A., Meyer, R., Moss, R., Nichols, L., **Sjostrom, K.D.**, Stults, M., Turnhout, E., Vaughan, C., Wong-Parodi, G., Wyborn, C. (2018). To co-produce or not to co-produce. *Nature Sustainability*, 1(12), 722–724. <https://doi.org/10.1038/s41893-018-0191-0>

Evenden M.L., Mori B.A., **Sjostrom K.D.**, and Roland J. (2015). Forest tent caterpillar, *Malacosoma disstria* (Lepidoptera: Lasiocampidae), mate-finding behavior is greatest at intermediate population densities: implications for interpretation of moth capture in pheromone-baited traps. *Frontiers in Ecology and Evolution*. 3(78). doi: 10.3389/fevo.2015.00078

Conference Proceedings:

Brooks, A., Rutledge, S., **Sjostrom, K.D.**, Masden, D., Young-Foster, D. Presentation. Achieving Affordable Housing Goals. (2023). Mississippi-Alabama APA Chapter Annual Meeting, Starkville, MS.

Adams, L. and **Sjostrom, K.D.**, (2022). Full day workshop co-led with Greenprint Partners. Transformative Opportunities in Stormwater: Elevating Resilience, Equity, and Workforce Development. WEFTEC Annual Meeting, New Orleans, LA.

Jones, M., **Sjostrom, K.D.**, Dalton, S., and Karuri, S. (2022). Panel Member Presentation. Re-imagining the User Experience in Assistance Applications. NACCED Annual Meeting, Colorado Springs, CO.

Sjostrom, K.D., and Darby, J. (2021). Presentation. From Idea to Implementation: How Memphis Transformed Resilience Plans into Shovel-ready Projects. American Society of Landscape Architects (ASLA) Annual Meeting, Nashville, TN.

Sjostrom, K.D. (2021). Presentation. Natural Disaster Resilience Competition Program Overview - CDBG-DR 2011-2013 Program Updates. Emergency Management Association of Tennessee (EMAT) State Conference. Franklin, TN.

Sjostrom, K.D., Rose, J., and Mannix, H. (2017). Presentation: *Linking Science Communication and Municipal Planning to Improve and Transform Coastal Resilience*. Gulf of Mexico Alliance All-Hands Meeting, Houston TX.

Sjostrom, K.D., Rose, J., and Mannix, H. (2017). Presentation and Panel Discussion: *Scientists have feelings, too! Linking Science Communication to Municipal Planning to Improve and Transform Resilience*. American Planning Association - Texas Chapter Planning Conference, Frisco, TX.

Sjostrom, K.D. (2014). Presentation: *Designing and Assessing Informal Learning Opportunities: Lessons from a NOAA-BWET Grant Implementation*. National Marine Educators Association Annual Meeting, Annapolis, MD.

Certifications, Skills, and Professional Affiliations

- Certified Floodplain Manager, Certification and NFIP Training in Rockport, TX - July 2018, current CFM
- National Association of Counties for Community and Economic Development (NACCED): member 2018 - present and Board Member 2022-present.
- Tennessee Association of Floodplain Managers: Member, 2019 - present
- American Planning Association: Student Member, 2018-2020
- Green Infrastructure Leadership Exchange: Funding and Financing Peer Learning Workgroup, Co-Chair, 2019-2022
- Southeast Sustainable Directors Network: Steering Committee Member - 2020-2023 and Steering Committee Co-Chair 2022-2023.

- National Marine Educators Association: Member, 2011-2015
- Computer Skills:
 - Proficient in: Microsoft Office Suite, including Microsoft 365, Adobe Suite, Mac Pages/Numbers/Keynote, Mendeley/Zotero and other citation software, and can adapt to any technology-based requirements as needed.
 - Experience across multiple grant reporting/management platforms: Disaster Recovery Grant Reporting (DRGR), TDEC's Smart Simple, HUDs Integrated Disbursement Information System (IDIS), the Automated Standard Application for Payments (ASAP) to manage EPA funds, HUD's Environmental Review Online System (HEROS), CivicHR for human resources tasks, OnBase for routing documents through Shelby County's legislative processes, and easily adapts to new grant software/program requirements.
 - Willingness and ability to adapt and learn new software, device, communications platforms, and tech-based programs as needed.
- Personal Pursuits:
 - Seeking new trail racing, running, cycling, and triathlon venues, from sprint to endurance events locally and internationally
 - Tending chickens, growing vegetables, and establishing shade perennial gardens in an urban but green, tree-canopied neighborhood
 - Adventuring with Fin (the vizsla, my canine companion) from coast to coast to coast

References

Charlie Santo
 University of Memphis
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Dissertation Committee Chair

Diane Grossenheider
 McCarthy Building Companies
dngrossenheider@mccarthy.com
 618.806.5987
Former consultant and collaborator

Scott Walkup
 Shelby County Department of Housing
scott.walkup@shelbycountyttn.gov
 901.262.7566
Current supervisor and colleague

Gayle Minard
 Retired Trauma Surgeon
gmmd0@icloud.com
 901.201.0669
Triathlon buddy and friend

Evan Boulanger
 City of Memphis, Engineering
evan.boulanger@memphistn.gov
 901.603.7933
Current colleague

Dave Pietruszynski
 Seagrass Consulting
dpietruszynski@gmail.com
 512.436.5039
Former colleague and innovation thought partner

BRENDA B. GIPSON

Brenda.gipson@memphistn.gov

901-636-7140

RELEVANT EXPERIENCE – Over 30 years Finance and Accounting experience in private industry and 7 years' experience in Governmental Accounting/Finance at Shelby County Government

FINANCE MANAGER

JANUARY 2021 – PRESENT

SHELBY COUNTY GOVERNMENT, PLANNING AND DEVELOPMENT DIVISION,
MEMPHIS, TN

Responsibilities

- Supervise or assist financial, purchasing, and accounting staff within the Division of Planning and Development and its departments.
- Plans, organizes, and directs the financial activities of the division including accounting, insurance, and treasury management.
- Knowledge of the principles, practices and techniques of administration, organization, budget preparation, personnel management, supervision, training and development, and financial administration.
- Prepare and monitor division budget. Develop spreadsheets and databases to maintain budget documents.
- Provide grant management for the division, to include financial accounting and monitoring of all Federal, State, and Local grant revenues and expenditures.
- Develop spreadsheets and databases to maintain budget documents.
- Research and resolve accounting issues within the division.
- Maintain accounting records, prepare year-end journals, and analyze monthly financial reports for the division.
- Prepares all financial records, statements, annual reports, and projects for the division.

PURCHASING MANAGER

JANUARY 2020 – JANUARY 2021

SHELBY COUNTY GOVERNMENT, SHERIFF DIVISION, MEMPHIS, TN

- Effectively communicate procurement and purchasing policies and procedures to personnel and interpret said policies and procedures as necessary.
- Ensures that all County purchasing policies and procedures are followed by Division.
- Develop, recommend and monitor the departmental budget.
- Ensures that materials, services and supplies are purchased at the best possible price while meeting the required specifications.
- Maintains records of goods ordered and received.
- Builds and maintains relationships with vendors. Monitor vendor performance to ensure compliance with contracts.

- Develop effective and cooperative working relationships with key internal and external stakeholders.
- Negotiates prices and contracts with suppliers. Selects prospective vendors and negotiates contracts.

FINANCIAL ANALYST

APRIL 2017 – DECEMBER 2020

SHELBY COUNTY GOVERNMENT, BUDGET DEPARTMENT, MEMPHIS, TN

- Provide interpretation of financial policies, governmental legislation, accounting theory or customer financial regulations.
- Identifies trends and recommends improvements.
- Evaluates complex budget plans, operating records and financial statements.
- Assist departments in analyzing and evaluating their projected budgets. Provide technical consultation and training on budget matters as needed.
- Interprets and applies county financial policies government legislation, and accounting theory.

INTERNATIONAL PAPER COMPANY

VARIOUS FINANCE POSITIONS

EDUCATION

Master of Business Administration, Dual Major – Accountancy and Business Management

University of Mississippi, Oxford, MS

Bachelor of Business Administration, Accountancy

University of Mississippi, Oxford, MS

CERTIFICATIONS

Certified Public Accountant (CPA)

Certified County Financial Officer (CCFO)

DOROTHY ROBIN RICHARDSON

C 281-610-8503

E r.richardson.planning@gmail.com

A 1951 Poplar Ave., Apt. 321, Memphis, TN
38104

EXPERIENCE

September 2023 - present

Planner II · Memphis and Shelby County Department of Planning and Development

- Completed tasks related to the Memphis metropolitan statistical area's efforts in the Climate Pollution Reduction Grants program, including but not limited to:
 - Greenhouse gas inventory
 - Quality assurance
 - Community engagement
 - Research
 - Plan writing
- Managed grant programs funded by the US Department of Energy and the Tennessee Department of Environmental Conservation
- Participated in a focus group to help develop the second iteration of the Dashboard for Rapid Vehicle Electrification (DRVE) tool offered by the Electrification Coalition
- Completed comments for Land Use Control Board and Board of Adjustment cases
- Assisted with edits and copywriting for grant applications and reports

June 2023 – August 2023

Miscellaneous Temp. · Memphis and Shelby County Department of Planning and Development

- Completed comments for Land Use Control Board and Board of Adjustment cases
- Assisted the Memphis Zoo on a grant application through the USDA to obtain a commercial composter
- Used fleet information to calculate greenhouse gas emissions for the Shelby County fleet
- Engaged with local stakeholders to gauge interest in collaborating on new projects
- Assisted with edits and copywriting for grant applications and reports
- Attended meetings for grant management for the National Disaster Resilience Grant and the Department of Energy's grant for electric vehicles

EDUCATION

University of Memphis

Memphis, TN

2021 – 2023

Degree: Master of City and
Regional Planning

Awards: American Planning
Association Outstanding Student
Award, University of Memphis
(2023)

Organizations: Planning Student
Organization, 2021 – 2023
(President, 2022-2023);
Community Planning and
Ecological Design (CoPED),
Sicily, Italy, summer 2022;
Omicron Delta Kappa (2023)

Rhodes College

Memphis, TN

2008 – 2012

Degree received: Bachelor of
Arts

Organizations: Alpha Omicron Pi,
Sigma Iota Rho, The Ruka
[Rhodes Intentional Fellowship],

May 2022 – June 2023

Office Support Clerk · Memphis Parks

- Scanned and organized the Parks Planning Department's planning archive of maps and plans of assets such as parks, community centers, senior citizens' centers, and museums
- Responded to records requests from contractors to help facilitate construction projects

August 2022 – April 2023

Intern – Office of Sustainability and Resilience · Memphis and Shelby County Department of Planning and Development

- Researched potential vehicles within the Shelby County fleet that could be replaced by electric models in order to prepare recommendations for Mayor Lee Harris's administration
- Used fleet information to calculate greenhouse gas emissions for the Shelby County fleet
- Completed comments for Land Use Control Board and Board of Adjustment cases
- Engaged with local stakeholders to gauge interest in collaborating on new projects
- Assisted with edits and copywriting for the Memphis Area Climate Action Plan's 2021 Annual Report
- Attended meetings for grant management for the National Disaster Resilience Grant and the Department of Energy's grant for electric vehicles

February 2022 – May 2022

Urban Fellows Intern · Memphis Parks

- Scanned and organized the Parks Planning Department's planning archive of maps and plans of assets such as parks, community centers, senior citizens' centers, and museums

June 2017 – Dec 2021

Billing Specialist · The Transformation Center

- Filed insurance claims daily for patients at the Memphis and Nashville locations, and performed collection activities when necessary
- Maintained reports tracking accounts receivable for insurance claims and patient payments
- Completed miscellaneous IT support tasks as needed, including maintaining the organization's electronic healthcare records (EHR) system, as well as Zoom and Google accounts
- Managed records requests for patients, other providers, insurance companies, government agencies, and other requestors
- Assisted in hiring new employees by monitoring job postings and scheduling interviews as appropriate
- Conducted internal audits to ensure documentation was completed in a timely manner

Society of World Affairs Today,
Rhodes Singers, Model UN

CERTIFICATIONS

AICP Candidate, American
Planning Association

- Issued May 2023

KEY SKILLS

- ATTENTION TO DETAIL
- ORGANIZATIONAL
KNOWLEDGE
- ARCGIS
- DEDICATION
- SOCIAL MEDIA
- CUSTOMER SERVICE

Logan A. Landry

Memphis, TN | (504) 255-4707 | llandry613@gmail.com

EDUCATION

Rhodes College

Memphis, Tennessee

Bachelor of Arts in Environmental Studies

May 2023

- GPA: 3.4/4.0
- Dean's Scholarship, Minor in French and Francophone Studies, Mertie W. Buckman International Scholarship for Women
- Kappa Alpha Omicron Environmental Honor's Society *April 2023-Present*
- Relevant courses: Environment and Society, Urban Studies, Global Environmental History, Math Modeling with Biological Applications, GIS, Advanced GIS and Remote Sensing, and Urban Politics and Policy

WORK EXPERIENCE

Memphis and Shelby County Office of Sustainability and Resilience

Memphis, Tennessee

Planner I

October 2023 - Present

- Conducted work for the Memphis, TN-MS-AR metro area under the EPA's Climate Pollution Reduction Grant Program.
- Contributed substantially to the development of an eight-county region's Priority Climate Action Plan.
- Collected, analyzed, and calculated greenhouse gas emissions data for the development of the Memphis metro area's greenhouse gas emissions inventory.

GeoComm

Remote

GIS Intern

June 2023 - Present

- Added and managed public safety data such as GPS points and road center lines on ArcMap and ArcGIS Pro.
- Updated and maintained geodatabases on both city and county wide scales.
- Provided customer support and completed customer requests in regards to their map products.
- Managed datasets in ArcCatalog.

Memphis and Shelby County Office of Sustainability and Resilience

Memphis, Tennessee

Project Intern

August 2022 - December 2022

- Performed data entry regarding Shelby County's vehicle fleets for a fleet electrification project.
- Analyzed and reported the data for Shelby County's greenhouse gas emissions using Excel and various energy and emissions reporting tools.

Urban Conservancy

New Orleans, Louisiana

Team Leader for Building Active Stewardship in New Orleans (BASIN) program

July 2022

- Served as a team leader over the course of the week long program to a group of 8-10 year olds.
- Coordinated environmentally focused educational and kid-friendly activities.
- Managed environmentally focused field trips.

Metairie Park Country Day Early Childhood Center

Metairie, Louisiana

Extended Care Teacher

March 2018 - July 2022

- Encouraged social, physical, and mental development of young children through various educational and physical methods.
- Fulfilled a multitude of tasks including filing, organizing, and activity management.

SPECIAL SKILLS

- Mastery of Microsoft Office (Excel, Word, PowerPoint),
- Mastery of Google (Google Drive, Google Docs, Google Sheets, Google Slides, Google Teams)
- Proficiency in ArcGis Pro, ArcMap, and ArcCatalog
- Knowledge of Python, Java, SQL, and R
- Advanced-level written and spoken French

Contact

www.linkedin.com/in/patriciashumake (LinkedIn)
www.ag.purdue.edu/ipia/studyabroad/Pages/ambassador.aspx (Other)
recyclemaniacs.org/ (Other)
www.globalbrigades.org/ (Other)

Top Skills

Research
Microsoft Office
Social Media

Languages

Chinese

Patricia Shumake, MPA

Senior Program Manager at City of Memphis
Memphis, Tennessee, United States

Experience

City of Memphis

6 years 11 months

Senior Program Manager, Weatherization Assistance Program
July 2023 - Present (10 months)

Senior Program Analyst, Weatherization Assistance Program
June 2017 - June 2023 (6 years 1 month)

CLEAResult

Program Specialist
December 2014 - April 2017 (2 years 5 months)

Clean Air - Cool Planet

Climate Fellow, Food Access: Wholesome Wave/City of Bridgeport
June 2013 - August 2013 (3 months)
Bridgeport, CT

Indiana University, Office of Sustainability

Living Sustainably Off-Campus Intern
October 2012 - May 2013 (8 months)

Purdue University, Office of Sustainability

Student Coordinator for RecycleMania
January 2012 - March 2012 (3 months)
West Lafayette, IN

Purdue Global Medical Brigades

Vice President of Public Relations
January 2010 - December 2011 (2 years)
West Lafayette, IN

National Taiwan University

3 months

Biodiversity, Agriculture and Culture of Taiwan (BACT)

May 2010 - July 2010 (3 months)

Lab Assistant

May 2010 - June 2010 (2 months)

Taipei, Taiwan

Education

Indiana University Bloomington

Master of Public Affairs (MPA) · (2012 - 2014)

Purdue University

Bachelor of Science, Natural Resources & Environmental

Science · (2008 - 2012)

National Taiwan University

· (2010 - 2010)

Nicole Feild

Memphis, TN | 901-440-9910 | nicolebfeild@gmail.com

EDUCATION

University of Memphis

Bachelor of Arts | ESL and History |

Memphis, TN

Graduation Date: May 2023

WORK EXPERIENCE

City of Memphis- Weatherization Assistance Program

Sr Program Analyst

Memphis, TN

Sep 2023 - Present

- Compiled and analyzed data from multiple sources to create comprehensive reports for state and national monitoring,
- Streamlined application intake process by implementing various online platforms, resulting in over 200 processed applications.
- Prepared contracts for contractors, ensuring accurate documentation and adherence to legal requirements.

Urban Fellows

Intern

Memphis, TN

Jan 2023 - Present

- Upload client files and manage client data from the application entry point to job closeout.
- Provide information to implement federal funding and process improvements.
- Assist with client communication, review job closeout documentation, manage client files, and ensure proper billing towards multiple grants.

Williams-Sonoma, Inc.

Customer Care Associate

Memphis, TN

Aug 2022 - Oct 2022

- Advocated for customer needs, mitigating customer complaints & developing strategies to improve satisfaction levels.
- Provided timely responses to inquiries and monitored customer satisfaction levels with diligence.
- Adopted virtual technology for meeting and engaging with customers/peers virtually, increasing efficiency.

University of Memphis

Student Worker | Human Resources Assistant

Memphis, TN

Jan 2020 - Jan 2022

- Efficiently scanned, organized and processed over 500 confidential documents.
- Optimized inventory procedures, streamlining supply chain ordering, resulting in improved accuracy of stocking materials.
- Contracted with vendors to provide employee and student services, such as food, transportation, or relocation services.

HopeWorks

Paraprofessional Assistant

Memphis, TN

Jun 2019 - Aug 2019

- Assisted teachers and students in areas of need by retrieving necessary supplies and tutoring.
- Efficiently scanned, organized and processed confidential documents.
- Created and submitted documents using MS Office and Google for the company's utilization.

Heart to Heart, LLC

Caregiver

Memphis, TN

May 2019 - Jun 2019

- Helped patients move in and out of beds and baths, dressing, and grooming.
- Cared for patients by changing bed linens, washing and ironing laundry, cleaning, or assisting with their care.

SKILLS

Microsoft Office (Excel, Word, PowerPoint) | Google (Docs, Slides) | Customer Service | Fluent in English | Academic Writing | Interpersonal | Adaptability |

Chad A. Bowman AICP, EDFP

4027 Gouverneur, Memphis, TN 38135 • 901-734-6696 • cbowman901@gmail.com

24 years of experience as an Innovative thinking and results-driven professional having worked in directing, developing, managing, and implementing projects, plans, strategies, and concepts related to urban planning, economic/community development, neighborhood redevelopment, and energy efficiency.

EDUCATION

M.S., Urban and Regional Planning , Alabama A & M University, Normal, Alabama	2000
B.S., Urban Forestry Management , Southern University, Baton Rouge, Louisiana	1997

CERTIFICATIONS

American Institute of Certified Planners	American Planning Association	Cert# 29450
Economic Development Finance Professional	National Development Council	Cert# 1214-009

SKILLS AND EXPERTISE

Executive Leadership, Project Management, Federal Contract Management and Compliance, Federal Construction Management, Program Development; Community Outreach and Engagement; Comprehensive Planning; Economic Development Project Underwriting, Community Development, Geographic Information Systems (GIS), Microsoft Office (All software and versions), Prezi, Canva

PROFESSIONAL EXPERIENCE



CITY OF WEST MEMPHIS

WEST MEMPHIS, AR

2023-PRESENT

Planning and Development Director

- Oversees the recruitment, employment, evaluation, and release of staff and contract personnel.
- Supervises all organization staff, either directly or indirectly through planning manager
- Oversees construction permitting and inspection, code enforcement, development review process, land use, and zoning.
- Develops organization-wide or department-wide goals, objectives, policies and procedures.
- Prepares division/department/organization operations budget.
- Hosts Technical Review Committee meetings to guide development plan review process
- Ensures that the Planning Commission and Design Review Commission is kept fully informed on the condition of the agency and about any trends, events, or emerging issues of significance to the agency's success.
- Reports events and activities to elected and appointed officials
- Represents the organization on regional/local boards.
- Implements Grow West Memphis 2040 Plan and Development Code
- Reviews all departmental reports and presentations.
- Evaluates planning-related legislation and applicability to department projects.
- Evaluates proposals to West Memphis City Council for organization's planning consulting services.
- Conducts Planning Commission and related public meetings and hearings.



CITY OF MEMPHIS

MEMPHIS, TN

2017-2023

Weatherization Assistance Program (WAP) Manager

- Serve as the point of contact and liaison between City of Memphis, Tennessee Housing Development Agency, and the Department of Energy
- Lead weatherization staff and manage the daily operations of the Weatherization office.
- Ensure complete compliance with all federal, state, and agency regulations and guidelines pertaining to all weatherization program activity for compliance.
- Provide guidance and direction to the weatherization staff, evaluate performance, assess, and secure training opportunities and resources for staff development.
- Develop and monitor annual budgets for weatherization and solicit external funding to support WAP.
- Work with energy auditors and quality control inspectors to inspect WAP jobs.
- Identify, plan, and estimate cost of fieldwork in ways that will efficiently address building deficiencies and achieve maximum energy savings according to state guidelines.
- Recruit, train, and develop contractors to install weatherization and health and safety measures.
- Create workforce development and certification programs to train contractors and energy auditors.



BOW & AERO PLANNING

MEMPHIS, TN

2015-2016

Aerotropolis Master Plan Implementation

- Contracted by HCD to create a community-based entity to implement elements of Aero plan.
- Organized community leaders and stakeholders to create a redevelopment agency to implement Aerotropolis plan (**Greater Whitehaven Economic Redevelopment Corporation**)
- Served as community liaison responsible for detailing the efforts to City stakeholders/media.
- Recruited community volunteers to participate on governance board for new non-profit.
- Assisted group in securing \$300k in funding from Memphis City Council for implementation.
- Coordinated board training for the newly formed Greater Whitehaven Economic Redevelopment Corporation



CITY OF MEMPHIS

MEMPHIS, TN

2004-2015

Aerotropolis Project Manager (HUD Grant)

2011-2015

- Managed \$1.5 million project budget and provide fiscal reporting to HUD Office of Sustainable Housing and Communities (OSHC)
- Produced RFP's and RFQ's to solicit consultants to assist in the development of the Aerotropolis Master Plan
- Coordinated master planning, real estate market analysis and urban design planning process
- Drafted, negotiated, and executed contracts for necessary work on Master Plan
- Served as primary grant contact and liaison between City of Memphis and HUD (OSHC)
- Engaged community, public, and private stakeholders within the Aerotropolis study area
- Responsible for public relations and public education regarding the Aerotropolis Master Plan
- Prepared and presented Aerotropolis plan updates to Memphis City Council

Manager of Real Estate and Commercial Development

2005-2011

- Drafted, managed, and monitored City and Community Development Block Grant funded economic and community development project contracts.
- Managed and coordinated the construction of federally funded neighborhood resource centers and commercial development projects.
- Coordinated annual competitive grant process awarding \$700K in funding.
- Developed and created CDBG commercial redevelopment programs offering \$500k worth of low- interest loans annually.
- Provided training and technical assistance to non-profit and faith-based organizations for community development projects and programs.
- Conducted research and analyses to assist Deputy Director on special economic development projects.
- Managed, operated, and coordinated program delivery with service providers at Uptown Resource Center and Northeast Resource Center
- Participated and collectively collaborated on seeking Brownfield redevelopment opportunities by participating on Shelby County Brownfields Committee

Senior Planner

2004-2005

- Conducted demographic analyses and created GIS maps for various neighborhood plans.
- Managed community redevelopment commercial demolition contract
- Drafted and contributed data analyses summaries for neighborhood and community development plans.



CITY OF DESOTO

CITY OF DESOTO

2003

Long Range Land Use Planner

- Assisted developers in preparing platting and zoning applications and presented to City Council and Land Use Control Board
- Facilitated and coordinated City-Initiated rezoning of 60 commercial properties.
- Created and designed newspaper style summary of 2003 Comprehensive Plan Newsletter for city-wide distribution



CITY OF FORT WORTH

FORT WORTH, TEXAS

2000-2003

Community and Economic Development Planner

- Organized and coordinated neighborhood residents and consultants to research community history to be utilized in historical monuments for economic redevelopment project (**Evans Avenue Reconstruction Project**)
- Performed analyses using GIS to determine site relocation for low-income housing development residents (**Ripley Arnold Project/ Radio Shack Campus Expansion**)
- Assisted, engaged, coordinated, and coached Carver Heights neighborhood stakeholders in producing neighborhood redevelopment plan to compete with other neighborhoods for \$1.3 million dollars for implementation (**Carver Heights was selected as the 2003 Model Blocks Winners**)
- Collaborated and assisted consultants on economic redevelopment strategies for major commercial corridors and the adjacent communities (**Commercial Corridors/Neighborhood Villages**)

WORK HIGHLIGHTED BY MEDIA

"The Memphis Airport is on a Mission to become Its Own City"

<http://www.citylab.com/design/2014/08/the-memphis-airport-is-on-a-mission-to-become-its-own-city/379227/>

"Memphis, Atlanta Aerotropolis Tools Include Public Financing"

http://www.bondbuyer.com/issues/123_69/memphis-atlanta-aerotropolis-tools-include-public-financing-1061472-1.html

"Memphis International Airport to Become America's Aerotropolis"

<http://wreg.com/2013/02/28/memphis-international-airport-to-become-americas-aerotropolis/>

"Aerotropolis Plan resurrected by sole proprietorship."

<https://www.bizjournals.com/memphis/news/2016/07/22/aerotropolis-plan-resurrected-by-sole.html?s=print>

PROFESSIONAL DEVELOPMENT AND ACCOLADES

- Delta Leadership Authority, Executive Leadership Academy, 2012-2013
- (Memphis Chapter) National Association of Real Estate Brokers Luncheon Keynote Speaker, May 2013
- Coordinated the creation of Memphis High Ground Online Magazine
- Aerotropolis Presentation to Leipzig, Germany Delegation, September 2013
- Aerotropolis Presentation to KwaZulu Natal, South Africa Delegation, January 2014
- City of Memphis, Emerging Leaders Institute, 2014 Graduate
- Panelist, Aerotropolis Americas Conference in Denver, Colorado, December 2014
- Memphis Delegate, German Marshall Fund Dialogues for Change Program International Urban Policy, 2011-2015
- Presenter at National Home Performance Conference in Seattle April 2023

AWARDS

- Memphis Aerotropolis Plan, “Outstanding Planning Award for a Plan”, Tennessee Chapter of the American Planning Association, 2014

NON-PROFIT AND COMMUNITY INVOLVEMENT

Memphis, TN	Greater Whitehaven Economic Redevelopment Corp Board	2022
	Shelby Youth Sports Track Coach	2015-Present
	Neighborhood Redevelopment Conference Planning Committee	2013-2015
	Real Men Read Literacy Program	2011-2019
	Volunteer Memphis Tutor	2004-2006
Fort Worth, TX	Big Brothers, Big Sisters of Greater Memphis	2010-2012
	Umoja Mentoring Program	2000-2004
	Fort Worth Youth League 7 yr. old Basketball Coach	2002-2003
Huntsville, AL	Boys and Girls Club of Huntsville	1998-2000

Contact

www.linkedin.com/in/doug-white-565149264 (LinkedIn)

Top Skills

Project Coordination
Facilities Operations
Communication

Doug White

Property maintenance director/ instructor at Moore tech school of technology

Pontotoc, Mississippi, United States

Experience

William R Moore school of technology
Information Technology Instructor

William R. Moore College of Technology

Director of property maintenance program and instructor

September 2022 - Present (1 year 8 months)

United States

I am currently the director and full time instructor of a property maintenance program

SHARON RULEMAN HYDE
1675 LYFORD COVE, MEMPHIS, TN 38119
(901)287-4944 (O) (901) 494-7399 (C)
HYDESR@YAHOO.COM

Experience

Outcome Broker – Program Manager, Green & Healthy Homes Initiative
December 2018 - Current

Manager/Associate Lead – PetSmart #2087
September 2018 – Current

Shelby County Housing – 1991 – 2018

Lead Hazard Control Program Manager – October 2017 – November 2018

Grant & Client Service Manager – July 2016 – October 2018

Client Service Supervisor – July 2014 – July 2016

Client Intake Specialist – October 1991 – July 2014

Community

- Sunday School Superintendent - Christ the King Lutheran Church 2010 – Current
- Missionary – Southeast Lake Victoria – Tanzania Africa – 2014 – Current
- 2023 Tennessee Housing Development Agency Hall of Fame Recipient
- Missionary – Trinity Hope – Haiti – 2017
- Volunteer for Memphis Pet's Alive (MPA)
- Alumni Alpha Chi Omega – Theta Kappa Chapter

Boards and other Professional Organizations

- Board Member – United Housing Inc.
- Charman West TN Affordable Housing Coalition
- Secretary – Shelby County Lead Prevention & Sustainability Commission
- Policy advisory committees in association with BLDG Memphis: Policy Advisory Committee, General Policy Committee; Affordable Housing Trust Fund Task Force; Housing Counseling Network Committee; Transportation & Safety Workgroup; Neighborhoods & Local Governments Workgroup; Affordable Housing Committee; and Community Economic Development Workgroup
- City of Memphis Weatherization Task Force
- Shelby County Health Department Infant Mortality Collective Impact Community Collaborative
- Inaugural Affordable Housing Trust Fund (AHTF), under Mayor Strickland
- AHTF Selection Committee under Mayor Strickland
- Environmental Team Committee under Mayor Jim Strickland / Mayor Harris
- Shelby County Strategic Code Enforcement Academy (SCEMA) Team
- Nurse Family Partnership Community Advisory Committee

Education

UNIVERSITY OF MEMPHIS 1985 - 1992

- Bachelor Business Administration

The University of Tennessee – County Officials Certificate Training Program

Non-Verbal Communications

Customer Service\Facilitation

State Tech – Business, Industry and Government / The Corporate Center

Principles of TQM

Quality Management Planning Tools

STATE OF TN – DEPARTMENT OF ENVIRONMENT AND CONSERVATION (TDEC)

Certified State of TN Lead Inspector

Certified State of TN Risk Assessment

Certified State of TN Supervisor

Trained Facilitator of the Master Home Environmentalist Program

Certified Aging In Place Specialist - National Association of Home Builders

Marketing and Communication with the Aging in Place Client (CAPS I)

Design Concepts for Livable Homes and Aging in Place (CAPS II)

Details and Solutions for Livable Homes and Aging in Place (CAPS III)

OFFICE OF LEAD HAZARD CONTROL AND HEALTHY HOMES / CONTINUEING EDUCATION CREDITS

- Healthy Homes Rating System Assessor
- Assessing Indoor Air Quality and Indore Household Hazards
- Teaching the Next Generation Healthy Homes Principles
- Protect your homes – the Top 5 Wind, Flood and Fire Damages Defenses
- Bridging the Cultural Divide – The Role of Community Health Rep / Workers in Env Public Health
- How are we going to Pay for This/HH for Residents with Limited Financial Resources
- Budget Tools
- Lead Dust Policy Guidance
- Green & Healthy Building Products
- Health Professionals Mold Moisture Exposure
- Subcontracts/Sub recipient Policy
- Policy & Procedure Audit and Impact
- HHGMS Training
- Part 200 – Uniform Administrative Requirements, Cost Principles Audit Requirements for Federal Awards
- LOCCS/eLOCCS Program Office/ Technical Assistance/ Monitoring Draws Training
- Historic Preservation Training
- Lead Hazard Control Benchmark Training
- Operating Guidance Healthy Homes Rating System
- Rebuilding Water-Damaged Homes
- Risk Assessments
- Annual Risk Analysis and Grantee Rating System

- Monitoring Performance of Grantees and Sub-Grantees
- Income Verification
- Tracking Administrative Costs, Expenditures, and Documenting Match & Leverage
- Lead Safe Housing Rule
- Purposes of Title X

Housing and Urban Development

Determining Income and Allowances for the HOME Program

Implementing HUD's Lead Based Paint Regulations

HOME Investment Partnerships

Energy Conservation and Housing Rehabilitation Under the HOME Program

Cost-Saving Construction Opportunities and the HOME Program

Making the Most of HOME Funds

Determining Income

Advanced CDBG Training

PROTECH INSTRUMENTS

RMD LPA-1 Lead Paint Inspection System Certificate

United States Environmental Protection Agency

EPA Model Lead-Based Paint Inspector Curriculum

Lead-Based Paint Risk Assessment Model Curriculum

Recognition and Management of Health Effects related to Mold Exposure and Moisture Indoors

Integrated Pest Management

Lead Renovate, Repair and Paint Certification

GHHI – Train-the-Trainer Program

Comprehensive Housing- 8 Principles of Health Homes

Asthma, Allergies & The Home Environment

Moisture, Mold & Biological Contaminants

Mites, Pests, Pesticides & IPM

Lead Paint, Lead Pipes and Other Sources of Lead

Dust in the Home

Smoking and Secondhand Smoke in the Home

Indoor Air Quality, Ventilation, and HVAC Systems

Household Chemicals

Pets, Housekeeping, Clutter, and Hoarding Behaviors

Hazard Prioritization, Mitigation and Control

Working with The Public

Lead Safety for Renovation, Repair & Painting

Virtual Home Assessment

Contact

www.linkedin.com/in/jessica-lotz-3aa51964 (LinkedIn)

Top Skills

Microsoft Office
PowerPoint
Microsoft Excel

Honors-Awards

Stubbing Outstanding MPP Student Award
Phi Beta Kappa
Omicron Delta Kappa
Rhodes College Student Hall of Fame

Jessica Lotz

Executive Director, Innovate Memphis
Memphis, Tennessee, United States

Summary

Over ten years of experience leading project management, strategic planning and data analytics efforts in and with large, complex organizations. Proven track record in achieving organizational goals through extensive collaboration, building capacity for continuous improvement and aligning performance outcomes and data infrastructure to strategy.

Experience

Innovate Memphis

Executive Director

August 2022 - Present (1 year 9 months)

Innovate Memphis is a nonprofit organization that develops and delivers bold solutions to some of the most pressing urban challenges in Memphis. We connect the dots between public and private sectors, create tactical strategies and collaborative opportunities, and seek ways to improve communities and neighborhoods throughout the city. Our goal is to ignite changes for the greater good and deliver sustainable solutions to address long-standing civic challenges to benefit Memphians.

Shelby County Schools

9 years 1 month

Director of Research & Performance Management

March 2016 - July 2022 (6 years 5 months)

- Managed the district's research, continuous improvement and decision analytics teams
- Delivered business intelligence analytics for 1,200+ district and school leaders to track student academic, behavior, attendance, and intervention outcomes in 15+ Power BI dashboards
- Drove the district's research agenda and reporting including monthly key performance indicators (KPIs) for the Board of Education
- Informed district decision-making on resource allocations, policies and practices through program evaluation and return on investment (ROI) analysis

- Designed and facilitated organizational continuous improvement processes with schools and cross-functional central office teams. Performance highlights include:
 - o An increase in the percentage of K-8 students accurately identified for intervention from 50% in 2017 to 77% in 2018 to 88% in 2019
 - o 50% of participating middle schools earning more than a year of student growth (TVAAS Level 4-5) in 2019 compared to only 25% of all schools
 - o Over 70% of participating high schools improving their graduation rate in 2017
 - o Moving the teacher hiring timeline up by two months to compete for top talent
- Oversaw district-wide analytics technology roadmap transition from Tableau analytics and on-premises computing to Power BI analytics and cloud-based computing (Snaplogic, Snowflake)
- Launched annual goal-setting and performance-monitoring processes with all district departments
- Led district data collection and reporting efforts to support rapid improvement cycles during COVID-19 crisis response including dashboard reporting on student device deployment, online platform engagement, and professional development uptake; and recurring stakeholder surveys and focus groups on learning preferences and experiences with remote instruction
- Secured a 2-year \$480,000 grant with the Bill & Melinda Gates Foundation to embed student equity principles in continuous improvement coaching and training framework

Strategy & Innovation Advisor

October 2014 - March 2016 (1 year 6 months)

Memphis, TN

- Authored the district's ten-year Destination 2025 strategic plan and Annual Report
- Developed performance dashboards and reporting structures to measure progress against the Destination 2025 strategic plan
- Curated a month-long Teacher & Leader Effectiveness exhibit for the National Civil Rights Museum
- Served as project manager for district-wide Ed-Fi data warehouse adoption and the Early Warning System, an online high school graduation intervention tool
- Created and disseminated performance data reports for SCS Cabinet and Board of Education to inform decisions on iZone turnaround strategy and charter schools

- Coordinated cross-departmental data deep dives to improve student outcomes for attendance, truancy, graduation and school turnaround efforts
- Collected and analyzed stakeholder feedback on major Strategy & Innovation priorities including Destination 2025, virtual school, blended learning and central office customer service quality

Human Capital Advisor

July 2013 - October 2014 (1 year 4 months)

Memphis, TN

- Served as interim Performance Management Director to ensure the successful completion of 9,500 teacher evaluation profiles for the unified district in 2013-14
- Managed an operations team responsible for building and maintaining an online teacher and principal evaluation platform for 9,500 teachers and 400 administrators
- Launched Tableau data dashboards to share up-to-date teacher and administrator performance data securely with personnel managers
- Oversaw reporting for seven-year \$90 million Bill & Melinda Gates Foundation (BMGF) budget

Memphis City Schools, Teacher Effectiveness Initiative Project Manager

October 2010 - June 2013 (2 years 9 months)

Memphis, TN

- Led project management for Bill & Melinda Gates Foundation (BMGF) Intensive Partnership Site grant implementation
- Produced communications collateral and data analysis to track and report progress regarding TEI updates for stakeholders including the unified Shelby County Board of Education, Superintendent, teachers union, BMGF Education Team and local education foundations
- Conducted comparative policy analysis, process mapping and strategic communications planning regarding teacher effectiveness in preparation for 2013-14 MCS and SCS merger
- Created online customer service tracking tools and established a department Help Desk to field over 1,000 school staff inquiries about the district's new teacher evaluation system
- Implemented a Teacher Ambassador program that trained teacher representatives from 185 schools to serve as advocates and information resources for their peers about TEI work
- Presented on the TEI program of work for local and national constituents at Ignite Memphis (2011), Learning Forward National Conference (2011),

Community Foundation and Kemmons Wilson Education Forums (2012) , and
Harvard Strategic Data Fellow Convening (2012)

Tennessee Disability Coalition

Policy Intern

June 2007 - May 2010 (3 years)

- Authored a Master's consulting project on improving state long term care policy and structure (2009 - 2010)
- Created and disseminated policy briefs on disability issues for constituents and policymakers (2007)

U.S. Government Accountability Office

Policy Analyst

May 2009 - August 2009 (4 months)

- Compiled data, led interviews and authored sections of a report on USDA food safety practices
- Created a reporting framework for USDA discrimination cases for Senate Agriculture Committee

Rhodes College

3 years 1 month

Outreach Coordinator

August 2006 - May 2008 (1 year 10 months)

Student Counseling Center

- Revised campus sexual assault policy to align with U.S. Department of Justice standards
- Created materials and conducted training for the campus LGBT Safe Zones program
- Created training manual for peer crisis counseling program

Community Organizer, Research Assistant

May 2005 - December 2007 (2 years 8 months)

Rhodes Hollywood Springdale Partnership

- Conducted asset-based community development and organized Neighborhood Association meetings with area residents
- Developed programs for community improvement initiatives including health education outreach, TennCare safety net assistance and urban gardening
- Analyzed survey data on HIV patients' barriers to care for the 2005 Ryan White Act assessment

Education

Duke University

Master of Public Policy, Generalist · (2008 - 2010)

Rhodes College

Bachelor of Arts (B.A.), Sociology and Anthropology · (2004 - 2008)

Contact

www.linkedin.com/in/susandalton901 (LinkedIn)

Top Skills

Problem Solving
Relationship Development
Coaching

Susan Dalton

Civic Innovation | Social Impact | Design | Strategy
Memphis, Tennessee, United States

Summary

I am mission-driven and passionate about work that ignites social good in the world. Throughout my career, I have worked in interrelated fields of the environment, healthy communities, and social justice. I have developed a broad range of skills and a deep interest in social impact, human-centered design, and civic innovation.

In my current role as Director of Strategic Initiatives at Innovate Memphis, I work closely with local government and nonprofit organizations to address long-standing civic challenges in public space, neighborhood vitality, food security, and open data.

Every conversation has an afterlife - let's connect to discover what possibilities are ahead!

Experience

Innovate Memphis

6 years 6 months

Director of Strategic Initiatives

October 2021 - Present (2 years 7 months)

Innovate Memphis is a nonprofit civic innovation consulting office that provides professional services to government and community leaders to research, collaborate, and develop sustainable solutions for the public good. The team has delivered over 40 programs throughout three mayoral administrations and provided countless contributions to related civic initiatives.

As Director of Strategic Initiatives, I lead cross-functional teams and collaborative initiatives to design and deliver special projects and programs. I also serve on the senior leadership team to direct organizational strategy, operations, and continuous improvement for the organization.

Program portfolio includes:

- Parks and Public Space: Reimagining the Civic Commons, Parks & Sustainability
- City Innovation: Open Data, Homes & Neighborhoods, Economic Vitality, Transportation & Mobility
- Food Insecurity

Program Manager

July 2019 - October 2021 (2 years 4 months)

Memphis, TN

As a Program Manager, I organized and executed the planning, coordination, and implementation of projects across multiple programs and priority areas to support outcomes for social impact. I also led the development, engagement, and management of partnerships, stakeholders, and clients.

Priority areas and programs:

- Parks and Public Space: Reimagining the Civic Commons
- Homes and Neighborhoods: Neighborhood Condition, Housing Application
- Civic Data: Memphis Property Hub, Data Intermediary
- Transportation and Mobility: 901RideChoice
- City Innovation

Committees: Blight Elimination Steering Team, Civic Data Forum, Data Interoperability Work Group

Program Associate

November 2017 - July 2019 (1 year 9 months)

Memphis, TN

As an associate, I performed research, design, and project management roles to support programs across various priority areas. In addition to programs, I provided operations support alongside the Director to implement process improvements. I also led marketing efforts, overseeing the generation of content and design materials, and assisted with event planning, facilitation and community engagement. This role gave me the opportunity to continuously learn and engage with fellow change-makers. Aside from supporting our numerous priority areas, I served as the data collection lead and project coordination support for the local portion (The Fourth Bluff) of a national initiative, Reimagining the Civic Commons which aims to strategically revitalize our public spaces.

The Women's Impact Alliance (formerly The Coaching Fellowship)

Catalyst Fellow

May 2022 - November 2022 (7 months)

Women's Impact Alliance (formerly The Coaching Fellowship) nurtures and brings together high-potential young women leaders working in social and environmental change. The program provided professional one-on-one coaching to accelerate my leadership development goals. WIA also fosters connections among a global network of peers, allies, and alumnae.

The University of Tennessee Health Science Center

Research Assistant

March 2017 - November 2017 (9 months)

Memphis, TN

I assisted the Department of Preventive Medicine at UTHSC with research efforts, organization, database development, detailed project management, data analysis and presentation.

- Produced and enforced project deliverables, goals, status according to timeline and budget
- Built professional relationships with research partners and program directors
- Organized, reviewed, and coordinated data collection content, tools, and methods
- Assembled data for basic statistical analysis using Excel and SPSS
- Conducted phone and email interviews, followed up to recruit and retain engagement
- Developed reports and crafted digestible presentations for national conferences

Freelance Social Media and Design

Branding and Marketing Strategy Consultant

January 2015 - August 2017 (2 years 8 months)

Independently worked on a range of short and long term projects. Focused on brand development, web and print design, photography, copywriting, social media engagement and marketing strategy.

AgSmarts

Digital Strategist

February 2015 - September 2016 (1 year 8 months)

Memphis

My time with this agriculture technology startup gave me a unique blend of transferable experience from operations, marketing, business and sales

strategy, account management, funder relations, project management, and team collaboration. It also provided valuable exposure and insight to technical expertise in database development, product management, technology hardware and software engineering, and data analytics for business insights. AgSmarts' culture provided a balanced blend of intelligent technology, sustainability, and strategic business operations. (Bonus: lasers, IoT cloud-connected devices, and UX software to help farmers grow more crops with less waste.) I worked directly with the team to amplify the mission, goals, direction, and presence of AgSmarts in the precision agriculture industry.

- Supported operations, database management, project management, and client relations
- Lead marketing, media, and digital strategy efforts, including development and execution of curated content across multiple social media platforms, industry media and communication channels
- Redesigned and improved website continually to funnel conversions
- Shot & edited photography and videography, including product photography, candid photo shots for company culture and how-to installation videos
- Designed graphic visuals, including web banners, infographics, printed brochures, catalogs and support documentation
- Monitored and evaluated email marketing campaigns via MailChimp and merged information with Sugar CRM to drive Sales team strategies and progress
- Managed Google Analytics reporting on website activity, and integrated basic SEO tags
- Implemented an e-commerce platform and order management tool

Various

Hospitality Industry Professional

January 2007 - September 2016 (9 years 9 months)

Memphis, TN

2007 - 2016 Full-Time, 2016-2019 Part-Time.

My 10+ years of experience in the restaurant and hospitality industry was a formative part of my professional identity. Over the years, I fulfilled a wide range of duties in high-stress environments. These experiences strengthened my skills beyond the technical duties of customer service and sales; they molded me into a hard-working, strong, responsible, and confident person who can navigate changing environments, face challenges, adapt swiftly,

communicate effectively, manage conflict, people, and expectations, and work independently and among a team.

I took on growing levels of responsibility at every job while fulfilling my primary roles as a server, manager, and hotel associate. Some of the highlights of my experience include:

- The Grove Grill: I worked as a server for over 6 years in this chef-driven casual fine-dining family restaurant throughout college and beyond. As a senior staff member, I led by example and provided direct training and management. I also expanded my experience in event management: serving as Banquet Lead on over 300 occasions for large parties and multiple course meals (corporate events, rehearsal dinners, cocktail parties, etc) where I was responsible for managing teams, coordinating across front and back-of-house, and working with guests to monitor and deliver a smooth flow of events.
- Madison Hotel, Food & Beverage Associate: Upheld Forbes 4 Star Standards of Service, served as the official trainer for lunch service and In-Room Dining, achieved 2 Employee of the Month Awards in 1 year, spearheaded and enforced changes necessary for the food & beverage department to achieve the Project Green Fork Certification, and coordinated the booking of large catering events.
- Perkins Family Restaurant: starting in high school, I consistently worked full-time as a server. I grew to take on multiple positions, including lead server, hostess, baker, and manager.

Education

University of Pennsylvania

Executive Program in Social Impact Strategy · (2020)

CUNY School of Professional Studies

Certificate, Essentials of Urban Park Management · (July 2022)

The University of Memphis

Bachelor of Arts (B.A.), Communication, General · (2014)

White Station High School