

# City of Memphis



DR. W. W. HERENTON  
MAYOR

TENNESSEE

February 17, 2009

The Honorable Shea Flinn  
Chairman  
Personnel, Intergovernmental & Annexation Committee  
City Hall - Room 514

Dear Chairman Flinn:

Subject to Council approval, it is my recommendation that:

**Walter O. Person**

be appointed to the Memphis and Shelby County Center City Revenue Finance Corporation Board with a term expiring December 31, 2014.

I have attached biographical information.

Sincerely,

A handwritten signature in black ink, appearing to read "Willie W. Herenton".

Dr. Willie W. Herenton

WWH:jd

c: Council Members

**WALTER O. PERSON**

200 PERKINS EXT  
MEMPHIS TN 38117-3127  
(901) 337-0863 (mobile)  
(901) 683-5232 (home)

**EDUCATION:**

**THE WHARTON SCHOOL, University of Pennsylvania**, Philadelphia, PA  
**MBA in Finance.** Other concentrations in Real Estate and Operations Management.

**HARVARD UNIVERSITY**, Cambridge, MA  
**AB in Statistics.**

**WORK  
EXPERIENCE:**

***Enterprise Risk Reporting & Model Validation Officer***  
**First Horizon National Corporation – Senior Vice President**

- Manage all aggregation, reporting and analysis for the Corporate Enterprise Risk / Return Management Committee and Corporate Operational Risk Committee
- Manage the scenario analysis process, and mitigation planning efforts for Corporate Level Operational Risk
- Manage and produce the calculation of Operational Risk Capital for the enterprise
- Manage and produce the calculation of Business Risk Capital for the enterprise using Monte Carlo Simulations, and other Stochastic tools
- Manage the Basel II Operational risk data capture and analysis process
- Manage Board of Directors reporting process for all enterprise level risk exposures
- Lead the Corporate Model Validation Effort for the Mortgage, Capital Markets, and Commercial Banking businesses

***Manager, Operational Risk Analysis & Reporting***  
**First Horizon National Corporation – Vice President**

- Manage all aggregation, reporting and analysis for the Corporate Operational Risk Committee
- Manage the scenario analysis process, and mitigation planning efforts for Corporate Level Operational Risk
- Manage the calculation of Operational Risk Capital for the enterprise
- Manage the Basel II Operational risk data capture and analysis process
- Manage Board of Directors reporting process for all enterprise level risk exposures
- Lead the Corporate Model Validation Effort for the Mortgage, Capital Markets, and Commercial Banking businesses

***Master Black Belt, Quality & Productivity***  
**Bank of America – Vice President**

- Led two Green Belts Teams (approximately 10 candidates) through Design for Six Sigma Projects to enhance a key Capital Markets information system
- Led a key trading desk thru a Lean Design map and remodel effort to reduce cycle time and defects in the customer intake process

***Six Sigma Master Black Belt***  
**Storage USA, A division of GE Commercial Finance**

- Developed a reimbursement model for corporate late fee, producing over 500k in incremental late fee reimbursement annually
- Developed of New Competitor Database through the Improve and into

the operational phase; the database saves several hundred hours in data capture and reconciliation time as well as increasing competitor data accuracy by over 100%

- Mentored eight Six Sigma Green Belt candidates successfully through the Trained and Tested Phase and one Black Belt candidate to the Control phase of Six Sigma
- Designed statistical modeling and execution plan for the Conversion Rate project to Design of Experiment (DOE) stage; estimated benefit of \$2 MM in incremental revenue.
- Completed a Corporate Turnover Analysis for Human Resources, leading to the Identification of vital x's driving turnover by market; new turnover practices will result in \$100k reduction in turnover costs

**Manager of Performance Analysis**  
**Storage USA, A division of GE Commercial Finance**  
**Reporting**

Responsibilities included:

- Development of 10-Q and 10-K financial reporting information including:
  - Properties under development
  - Acquisitions and divestitures over the period
  - Sq. Ft. held in Company-owned, franchise, and Managed Properties
- Generation and Maintenance of Corporate Model – predicting Cashflow, Balance Sheet, and Income Statement positions for entire firm on a monthly basis for up to a 36 month rolling time horizon

**Geographic Information Systems (GIS) Support**

Throughout tenure with the firm, Responsibilities include:

- Development and maintenance of all GIS programs within the firm
- Evaluation of Competitive marketplace conditions, including sphere of influence determination for different types and ranges of competitors
- Production of acquisition and divestiture modeling to reflect management changes

**Six Sigma Quality Finance Lead**

Since Acquisition in May 2002, I have performed the quality tasks:

- Completed Six Sigma Green Belt Training
- Developed Design Documentation for a Relational Database to support, Finance, Revenue Management, Marketing & Sales, and Acquisition, Construction, and development
- Conducted "Brown Bag" mentoring sessions in Six Sigma
- Mentored several current Greenbelts through Phases of the "tollgate process"

**Senior Financial Analyst**  
**Federal Express Corporation**

**Project Management**

Developed Project Timelines, Program Management, & Tactical Planning for Federal Express Corporation. The Corporation's effort to create a new Corporate Services Company providing customers with a unified Air and

Ground Transportation, Logistics, and Electronic Commerce solutions. The project deliverables provide a detailed strategic plan for the new operating division. In addition, the project developed a detailed operating plan and divisional outlook for the initial 18 months of a new \$1.3 B subsidiary for Federal Express Corporation. The Project, announced publicly January 19<sup>th</sup> 2000, has been extremely well received by analysts.

#### **New Product Development**

Participated in a cross-functional team to develop service enhancements for the Federal Express Corporation Revenue Quality Team. The program implementation considered the revenue and profitability impact of converting qualifying large express packages to freight. The net profitability impact was projected to be \$20 M annually. Developed the pro forma business plans providing financial justification for several FedEx e-Commerce Initiatives, including a joint venture, nationwide program combining services of FedEx with Kinko's.com.

#### **Breakeven Analysis**

Developed analysis determining the impact of FedEx Mass Scanning Dimensioning System from existing revenue stream. The program represents over \$150 M in incremental profit to FedEx. The analysis involved analyzing the growth & decline characteristics in key customer segments, and determining the key impacts of the test vs. the control population. Presented analysis to CFO and implemented in FY00 tactical planning.

#### **Budget Planning**

Developed initial expense and capital projections for the Corporate Services Company. The analysis involved month-by-month analysis at the hierarchy point level. The analysis included determining one-time costs, costs reduction opportunities, and growth areas for the new \$1.3 B organization.

#### **Project Manager**

##### **Independent Consulting, Memphis, TN**

**Healthcare** - Worked on engagements for major healthcare providers and Managed Care Organizations within Tennessee. Project work included the following:

- Certificate of Need development and planning through the hearing phase for Shelby County's largest Medical Center
- Critical Care hospital funding – grant received in excess of \$20 M.
- Development of a South African demographic profile and marketing plan for international expansion for a major TN HMO
- HMO competitor analysis profiles – Including 10k, 10Q analysis, and competitive benchmarking
- Strategic Planning and budgeting for new business ventures

***Assistant Vice President  
Financial Planning & Analysis  
Chase Manhattan Bank, Houston TX***

Developed an activity-based management and strategic modeling system for a major revenue producing area of the bank. The model is designed to produce pro forma financial models based on potential market growth and variable and fixed expense base growth. The modeling systems focused on the following areas of the bank:

- **Investment Management Group** - Managing in excess of \$20 Billion in Equity, Bond, and derivative holdings. The model was used to bid on a large fixed income asset management project. Using the model, the bank won the bid.
- **Personal Trust Services Group** - Managing over \$50 Billion in Equity, Bond, Real Estate, and Personalty properties. The new Fiduciary Trust pricing model incorporates some elements of this model.
- **Letters of Credit** - Development of a differentiated pricing model for activity based pricing of letter of credit services, issuance, review, and amendment services.

***Senior Consultant  
Deloitte & Touche Consulting Group, Houston TX***

- **Healthcare** - Worked on an engagement for a major Northeastern Healthcare System. The team developed a detailed strategic plan, operations improvement, and facilities standards.
- **Operations Process Improvement** - Worked with California Public Works Procurement department. Developed a reengineering effort through the visioning and rationalization stage.

***Management Development Program  
United States Postal Service, Washington DC***

- **Director of Mailing Operations** - Managed both mail processing and delivery installations within the USPS framework.
- **Sales Support Manager** - Developed two market research studies that served as blueprints to determine future National Account office sites and sales deployment.
- **Labor Relations Specialist** - Represented management interests in hearings, arbitration, and settlement activities.
- **Financial Analyst** - Developed a concept paper addressing the adaptation of the USPS internal accounting practices to a more activity based costing structure.

***Risk Management & Insurance Analyst  
Guardsmark, Inc., Memphis TN***

Developed models to estimate future loss experience based on working environment, geographic location, and workforce composition. Produced comprehensive studies of competitor activity within the manned security Industry.

**AFFILIATIONS:**

Harvard Club of New York City, Harvard Club of Memphis, KΑΨ fraternity

# City of Memphis



DR. W. W. HERENTON  
MAYOR

TENNESSEE

February 17, 2009

The Honorable Shea Flinn  
Chairman  
Personnel, Intergovernmental & Annexation Committee  
City Hall - Room 514

Dear Chairman Flinn:

Subject to Council approval, it is my recommendation that:

**Lucy Shaw**

be reappointed to the Memphis and Shelby County Center City Revenue Finance Corporation Board with a term expiring December 31, 2014.

I have attached biographical information.

Sincerely,

  
Dr. Willie W. Herenton

WWH:jd

c: Council Members



# City of Memphis

## BIOGRAPHICAL INFORMATION APPOINTMENT TO BOARD/COMMISSION

CCFRC  
BOARD/COMMISSION

Name: Lucy Shaw Date of Birth: \_\_\_\_\_  
9/11/47

Business Address: 1847 Foster Avenue Memphis, TN  
38118 Phone: 901.278.0114

E-Mail Address:  
lucy.shaw@yahoo.com

Profession/Employer: Business Consultant/ Lucy Shaw and  
Associates

Education:  
MBA

Name of Spouse: Widow Number of Children:  
3

Home Address: 1847 Foster Avenue 38114  
Phone: 901.278.0114

City: Memphis State: TN Zip:  
38114

I certify that I am a resident of the City of Memphis (Unincorporated areas and surrounding  
counties are not considered). Yes  or No \_\_\_\_\_  
If yes, how long? 3  
years \_\_\_\_\_

Professional Organization/Associations: American Society of Quality Professionals, American  
Bankers Association

Signature \_\_\_\_\_ Date 1/29/09

**MEMPHIS AND SHELBY COUNTY  
CENTER CITY REVENUE  
FINANCE CORPORATION BOARD  
9 MEMBER BOARD  
(4) CITY, (4) COUNTY, (1) JOINT  
NO OATH OF OFFICE REQUIRED  
6 YEAR TERM**

<b>MEMBERS</b>	<b>ADDRESS</b>	<b>TERM EXPIRES</b>
<b>CITY</b>		
<b>Askew III, Lee</b> (City) M/W	Home Address: 245 Kenilworth Memphis, TN 38112 Res: 901-725-5998 Bus: 901-278-6868	<b>December 31, 2008</b>
<b>Holcomb, Gene</b> (City) M/W *Chairperson	Home Address: 820 River Park Drive Memphis, TN 38103 Res: 901-526-5425 Bus: 901-327-7437	<b>December 31, 2008</b>
<b>Person, Walter O.</b> M/B (City) (New Appointment) Replaces Robert Mayweather	Home Address: 200 Perkins Ext. Memphis, TN 38117 Res: 901.683.5232 Cell: 901. 337.0863	<b>December 31, 2014</b>
<b>Shaw, Lucy</b> F/B (City) (Reappointment)	Home Address: 1847 Foster Ave. Memphis, TN 38118 Res: 901-483-7754 Fax: 901-278-0114 E-mail: lucy.shaw@yahoo.cm	<b>December 31, 2014</b>
<b>Patterson, Cheryl W.</b> F/B (Joint Appointment)	Home Address: 9322 Hollow Creek Cove Germantown, TN 38138 Res: 901-752-1642	<b>December 31, 2008</b>
<b>COUNTY</b>		
<b>Brown, Paul</b>	<b>UNAVAILABLE</b>	<b>December 31, 2008</b>
<b>Grace, Wesley</b>	<b>UNAVAILABLE</b>	<b>December 31, 2010</b>
<b>Moore Jr., Johnny</b>	<b>UNAVAILABLE</b>	<b>December 31, 2008</b>
<b>Truitt, Martin</b>	<b>UNAVAILABLE</b>	<b>December 31, 2008</b>

\*Chairperson

**Attendance Records  
 Memphis and Shelby County  
 Center City Revenue Finance Corporation Board**

01/01/2008- 12/31/2008 Members	Total No. of Meetings (7)	
	Present	Absent
City		
Askew, Lee	6	1
Holcomb, Gene	5	2
Mayweather, Robert	0	7
Shaw, Lucy	3	4
Patterson, Cheryl (Joint Appointment)	2	5
County		
Brown, Paul	5	2
Grace, Wesley	7	0
Moore, Johnny	5	2
Truitt, Martin	5	2