

SHAMICA TUCKER

10 Ivy St., Porterdale, GA 30014

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www.linkedin.com/in/shamica/

AFFORDABLE HOUSING LEADER

April 11, 2017

Subject: Affordable Housing Leader: Building community through key partnerships and full-scope resident services

Dear Board of Commissioners,

It has been a privilege and a joy to serve as the deputy and interim director for the Housing Authority of the city of Covington. Since joining the agency in 2013, I have leveraged my experience as a small business owner, nonprofit founder, and team manager to maintain exceptional properties and services. I am pleased to see how effective we have been at expanding our scope by transitioning to the Rental Assistance Demonstration program.

Some highlights from my career include:

- ♦ Position Housing Authority as integral to community building, workforce development, and economic growth within the city and region by creating connections with entities working toward common goals.
- ♦ Leveraged existing financial nonprofit to broaden scope of services, help first-time homebuyers access down payment assistance, and support residents in achieving their financial goals.
- ♦ Launched the New Leaf Visions Workforce Development Center that now serves as a model for other similar programs and supported hundreds of participants in securing and retaining employment.

Incorporating visionary thinking, strategic planning, and effective leadership, I manage large teams and establish critical external alliances and best-in-class management practices. I look forward to further discussing this opportunity. Please don't hesitate to contact me.

Regards,



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AFFORDABLE HOUSING LEADER

Collaborative and decisive senior leader with experience leading teams and harnessing resources to deliver outstanding services to Covington residents. Reignited team commitment to creating community and a sense of place while tightening internal practices and processes. Passionate about identifying community and stakeholder needs, building consensus and paving the way for improved quality of life for all residents. Multi-credentialed in public, affordable, and multi-family housing.

— LEADERSHIP COMPETENCIES —

- | | | |
|----------------------------------|------------------------------------|------------------------------|
| ▪ Strategic Planning & Execution | ▪ Program Management | ▪ Stakeholder Engagement |
| ▪ Transformational Leadership | ▪ Public Administration | ▪ Contract Management |
| ▪ Finance & Accounting | ▪ Community Partnerships/Alliances | ▪ Organizational Development |

Established and grew critical alliances with community partners, local government, and nonprofits to enrich services

Built and launched high-impact financial literacy and workforce development programs for low-income residents

NAACP Achievement of Excellence Award for Economic Sustainability — 2017 Faces of Covington

PROFESSIONAL EXPERIENCE

Housing Authority of the City of Covington
Deputy Director | Interim Executive Director, 2016–Present

2013–Present

Reporting to the Board of Commissioners, direct operations, financial management, staffing, strategic planning, partnership development, public relations, and contract administration for 280 housing units. Lead 12-member team. Managing transition from Housing and Urban Development (HUD) public housing funding to Rental Assistance Demonstration (RAD) funding.

Stakeholder Engagement & External Partnerships

- ♦ Cultivated relationships with key allies, agencies, and constituents to position agency as a true community partner.
- ♦ Served as passionate spokesperson and advocate for residents while maintaining compliance with HUD requirements.
- ♦ Wove workforce development, job readiness, and employer partnerships into housing services.
- ♦ Collaborated with local organizations to provide free or low-cost recreational and educational programs to residents.
- ♦ Partnered with local agencies to host adult basic education, literacy, and GED preparation courses.

Organizational Leadership

- ♦ Restructured organization and internal processes, procedures, and systems to shift toward RAD model, creating, clarifying, and communicating new expectations to support staff throughout transition.
- ♦ Championed training for staff that resulted in a week-long series of workshops to learn about HUD-subsidized multifamily housing programs.
- ♦ Improved resident satisfaction while maintaining compliance with strict federal program and reporting guidelines, achieving minimal adverse findings during most recent program audit.
- ♦ Implemented stricter financial controls to enhance accountability and accounting standards.
- ♦ Set strategic direction for newly purchased properties, providing incentives to residents to move out of units with safety issues.

Housing Authority of the City of Covington, continued
Property Manager | Family Self-Sufficiency Coordinator, 2013–2016

Managed the 28-unit New Leaf Center Apartments complex, the Housing Authority's first affordable housing residence. Developed and implemented key workforce development, adult education, and supportive programs. Managed day-to-day operations, administered budget, and developed staff.

- ♦ Welcomed first family less than a month after obtaining certificate of occupancy, consistently maintaining high occupancy throughout tenure.
- ♦ Forged critical relationships with nonprofits, government agencies, and community groups to coordinate resources and improve the quality of life for housing authority residents.
- ♦ Secured grant from the Northeast Georgia Regional Commission for the New Leaf Visions Workforce Development Center. 85% of participants currently employed and program now used as a model for all commission grant recipients.

Energema, Inc.
Founder | Director

2010–Present

Founded and launched nonprofit organization providing financial literacy, first-time homebuyer, budgeting, and credit counseling services to individuals and families. Developed 16-week customized financial management curriculum. Articulated value proposition, developing branding, marketing, and outreach strategy.

- ♦ Incorporated curriculum and financial literacy services into overall Housing Authority offerings.
- ♦ Counseled over 500 individuals and families in setting and achieving financial goals.
- ♦ Solidified partnership with Section 8 Voucher Program Manager to ensure recipients attend and complete workshops.

The Center for Community Preservation and Planning
Assistant Director

2009–2011

Offered paid leadership role after joining organization as a volunteer. Planned and executed strategies to ensure sustainable growth and engage diverse stakeholders in devising solutions. Facilitated workgroups, event planning, and grant writing.

- ♦ Secured transformational grant to fund green energy upgrades and installations as one of area's first commercial buildings to install solar panels. Organization now sells surplus energy to the city.
- ♦ Developed successful grant package to obtain several million dollars in federal funding for a new road.
- ♦ Key contributor to finance committee efforts to align multiple entities' fiscal years (including the school system and public works department) to improve shared budgeting, project planning, and collaboration.

STW Financial
Mortgage Broker

2005–2009

Founded and managed mortgage brokerage. Hired and developed 12-member team of loan officers and processors. Developed marketing plans, internal processes, and compliance procedures.

- ♦ Realized year-over-year growth in competitive home financing market.
- ♦ Integrated financial education and counseling into client relationships that led to only 1 mortgage foreclosure out of hundreds of clients.

Georgia Power

1997–2006

Project Manager | Analyst | Repair Shop Engineer

Joined organization as an intern. Hired after graduation to coordinate safety program and maintain databases for repair shop. Earned first promotion to serve as analyst within transmission support. Again promoted into role overseeing multiple concurrent technical and diversity-related projects. Partnered with teams and leaders across the organization to plan and deliver projects aligned with business goals.

- ♦ Project managed \$6M conference reaching 15,000 engineers, devising and implementing communication process, logistics templates, and volunteer database still in use today as examples of best practices.
- ♦ Conceptualized and launched organization's first-ever affinity group program that continues to provide diverse employee populations direct access to executives, promote inclusive practices, and create opportunities for employees.
- ♦ Reduced number of total repair shop databases by 70% and slashed data entry time by 45%.

EDUCATION

Graduate Business Administration Courses | Georgia State University
Bachelor of Science, Industrial Engineering | Florida A&M University

Professional Development & Industry Certifications:

Certified Public Housing Manager | National Association of Housing Redevelopment Officials
Grant-Writing Training | National Association of Housing Redevelopment Officials
Certified Housing & Finance Counselor | Georgia Department of Community Affairs
Family Self-Sufficiency Specialist | Nan McKay & Associates, Inc.
Multi-Family Housing Specialist | Nan McKay & Associates, Inc.
Master Facilitator | Leadership Strategies Institute

COMMUNITY LEADERSHIP

Newton County Board of Education | Opportunity Community Task Force Member
Newton County Juvenile Court | Juvenile Detention Alternatives Initiative
Main Street Porterdale | Board of Directors
Newton County Board of Education | Advisory Board
Newton College & Career Academy | Advisory Board
City of Porterdale | Steering Committee Member
City of Covington | Georgia Initiative for Community Housing Team
City of Porterdale | Georgia Initiative for Community Housing Team
Georgia Piedmont Technical College | Advisory Board

PROFESSIONAL AFFILIATIONS

- ♦ National Association of Housing and Redevelopment Officials (NAHRO)
- ♦ Georgia Association of Housing and Redevelopment Authorities (GAHRA)
- ♦ Southeastern Affordable Housing Management Association (SAHMA)
- ♦ Institute of Industrial Engineers (IIE)
- ♦ INROADS/Atlanta Alumni
- ♦ American Association of Daily Money Managers
- ♦ National Notary Association
- ♦ Covington-Newton Chamber of Commerce

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REFERENCES

Debra Newman	US Dept of Housing and Urban Development	678-732-2618
Kay Lee	Newton County Tomorrow Georgia Power	404-312-8836
Randy Vinson	City of Covington Planning Director	404-886-5083
Josephine Kelly	Main Street Porterdale	770-786-2217
Deborah Blair	Scott Accounting (SACS), Fee Accountant	256-329-1205



Mr. Landis Stephens, Chairman
Board of Directors
City of Covington Housing Authority

April 11, 2017

Dear Mr. Stephens,

It is with pleasure that I write to recommend Ms. Shamica Tucker for the position of Director for Housing Authority of the City of Covington. As the Executive Director for the Newton County Community Partnership, a Family Connection Collaborative, I have had the opportunity to work with Ms. Tucker since 2011 on a variety of projects onsite with adult and family literacy, with the Walkers Bend workforce program, and to build a coalition dedicated to becoming a poverty-informed community. I am impressed with Ms. Tucker's expertise and commitment to empowerment for the families she serves.

Ms. Tucker leads and teaches by example; she is an active learner and an excellent listener, quick to grasp concepts and guide others to address them. She is extremely skilled in public-private partnerships and knows how to communicate effectively.

Ms. Tucker is goal oriented, she has the business experience and education to effectively manage staff and grant requirements while at the same time she has empathy for and understanding of the culture and needs of the residents.

Ms. Tucker is exceedingly well organized and manages projects and a number of staff efficiently and gracefully. She has developed a wealth of institutional background knowledge that she is called upon to use with the diverse populations she serves. I have known Ms. Tucker to be a woman of integrity. She is well-known and well respected by elected officials, government organizations and community leaders. She is invested in Newton and is an active advocate for our citizens.

I can think of no stronger candidate to lead the citizens and the Housing Authority to a new level of engagement in Newton County, and to bring in the outside resources that will contribute to a healthy, thriving community that invests in the growth of our city and county.

Sincerely,

Laura Bertram
Executive Director



City of Covington

2194 Emory Street, NW
P.O. Box 1527
Covington, Georgia 30014

Ronnie Johnston
Mayor

Leigh Anne Knight
City Manager

March 31, 2017

Dear Review Panel,

It's my pleasure to recommend Shamika Tucker for the position of Executive Director of the Covington Housing Authority.

I have had the pleasure of working with Shamika since I was elected Mayor of Covington in 2012 and can speak first-hand of her accomplishments and work ethic. In addition to her work ethic, she has excellent communication skills and is simply a 'people person.'

Shamika's knowledge and expertise of Covington is a huge advantage to not only the City of Covington, but the entire county as well. Shamika's work at the New Leaf Visions Center is remarkable and it would be exciting to see what she could accomplish with the Covington Housing Authority. Her diverse résumé speaks for itself.

Along with Shamika's talent and experience, she has always conducted herself professionally and is a pleasure to work with.

Again, I am excited to recommend Shamika to lead the Covington Housing Authority. I know she will be a beneficial addition and will continue serving Covington at a high level.

Please feel free to contact me at 770-262-1001 should you like to discuss Shamika's qualifications further.

Your Mayor and Friend,

Ronnie Johnston
Mayor, City of Covington



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WEBSITE <http://www.cityofcovington.org>





THE CITY OF PORTERDALE

March 30, 2017

Mr. Landis Stephens, Chairman

Covington Housing Authority

Dear Landis,

The purpose of this letter is to recommend Shamica Tucker for the position of Executive Director of the Covington Housing Authority. I believe that her extensive experience with the Walkers Bend Community makes her an excellent candidate for the job.

As we work to make our community all that it can be we cannot leave people behind. I believe that Shamica shares our commitment to provide housing and education so that all have the ability to take pride in their way of life and that of their children. Shamica has proven her ability learned through her achievements.

I hope that you will give her every consideration.

With kindest regards,

Arline

Arline H. Chapman, Mayor

City of Porterdale