

# **ROBERT LIPSCOMB**

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## **EXPERIENCE:**

### **PRESIDENT**

#### **Lipscomb Consulting, LLC**

Memphis, TN

MARCH 2016 - PRESENT

- Offering services in Strategic Planning, Finance, Real Estate Development and Community Development.

### **CITY DIRECTOR**

#### **City of Memphis – Housing & Community Development (HCD)**

Memphis, TN

FEBRUARY 1999 - AUGUST 2015 (RETIRED)

- Assumed the Director of Housing and Community Development (HCD) position to consolidate HCD and Memphis Housing Authority (MHA)
- Functionally consolidated most major functions between MHA and HCD to save dollars and enhance efficiency.
- Assisted over 14,000 new homeowners via the Down Payment Assistance Program.
- Decentralized and improved Residential Code Enforcement Services.
- Received \$150 million in federal competitive grants.
- One of the largest United States Department of Housing and Urban Development (HUD), Community Planning and Development (CPD) programs in the country and recognized annually as having the fewest HUD findings and programmatic concerns.
- Continuum of Care Homeless Program nationally recognized.
- Converted former Pyramid Arena into the largest Bass Pro Shops retail facility in the world.
- Converted the former fairgrounds site into a thriving mixed-use development, using "Tiger Lane" as Phase 1.

### **CHIEF FINANCIAL OFFICER**

#### **City of Memphis**

Memphis, TN

SEPTEMBER 2005 – JUNE 2007

AUGUST 2012 – NOVEMBER 2013

- Became the City's First Chief Financial Officer at the request of the Mayor on September 6, 2005.
- The City experienced three (3) consecutive years of deficits of \$3 million, \$35 million, and \$25 million.
- Implemented strict expenditure controls and Strategic Planning that allowed the City to achieve a \$31 million surplus in fiscal year 2007.
- As a result of the achievement of a surplus for two (2) consecutive years in 2007 and 2008, the position was eliminated and deemed no longer needed.
- Requested to serve as CFO on interim basis again from August 2012 to November 2013 after the city experienced a deficit.

## **EXECUTIVE DIRECTOR**

### **Memphis Housing Authority (MHA)**

Memphis, TN

FEBRUARY 1999 - AUGUST 2015 (RETIRED)

- Assumed the responsibility of a Housing Authority on HUD's Troubled List for 25 of the last 30 years.
- Since that time, the agency has become a "High Performer" for both the Public Housing and the Housing Choice Voucher Programs.

#### ***Principal Accomplishments:***

- Receipt of five (5) major competitive HOPE VI grants (\$150 million) that have leveraged over \$600 million in development funds.
- Received a Choice Neighborhood Planning Grant in 2015.
- Received the Choice Neighborhood Implementation Grant (\$130 million) in September 2015.
- Eliminated all dilapidated public housing developments and relocated tenants.
- Replaced most developments with new construction or rehabbed units.
- Reduced staff while improving agency efficiency.
- The Housing Choice Voucher Program received HUD's "High Performer" status in 2011- 2015.
- Recognized by HUD as national model in public housing.

## **SENIOR VICE PRESIDENT/CHIEF OPERATION OFFICER**

### **LeMoyne-Owen College**

Memphis, TN

OCTOBER 1996 – DECEMBER 1998

- Joined the college as Senior Vice President and Chief Operating Officer responsible for all operations of the college.

#### ***Major accomplishments include:***

- Reducing operating costs by almost \$800,000 per year, eliminating the college's deficit;
- Developing an Annual and Strategic Planning process, streamlining, and focusing operation of the college and outsourcing non-mission critical functions and improving employee morale;
- Implementing technology enhancements throughout the campus, including a new administrative computer system and new computer labs.

## **CONSULTANT**

### **Progressive Capital Corporation**

Memphis, TN

MARCH 1996 – OCTOBER 1996

- Retained as consultant to develop turnaround strategy for X-Site Entertainment Centers.

#### ***Major accomplishments included:***

- Developing an Operating Plan;
- Developing operating systems, policies, and controls developing turnaround strategy;
- Developing a Strategic Business Development Plan, reducing costs by over 40% and improving teamwork and morale.

## **CITY DIRECTOR**

### **City of Memphis – Housing & Community Development (HCD)**

Memphis, TN

JANUARY 1992 - MARCH 1996

- Major accomplishments included Developing the City's first Strategic Housing Plan

#### ***Created the following initiatives:***

- Housing Trust Fund, Equity Fund, Down Payment Assistance Program, Housing Resource Center, a single-family/multifamily lending consortia between the city and the financial community and the Developer's Assistance Center;
- Completed almost 5,000 housing units in four (4) years - a number unprecedented in the history of Memphis.

## **EXECUTIVE DIRECTOR**

### **Memphis Partners**

Memphis, TN

OCTOBER 1985 - OCTOBER 1991

- Founded and developed Memphis Partners, Inc, a private/public partnership program to provide educational support services and job placement for the youth of Memphis.
- Since its reception in 1986 through 1991, Memphis Partners, Inc. served over 25,000 students.

## **MANAGER OF CORPORATE ACCOUNTING AND BUDGET ADMINISTRATION**

### **Memphis Partners**

Memphis, TN

OCTOBER 1985 - OCTOBER 1991

#### ***Principle responsibilities included:***

- Managing the corporation's Annual Planning and Quarterly Forecasting processes;
- managing the staff of the Corporate Accounting Department publication/analysis of monthly financials and reviewed of corporate capital expenditure requests.

## **MANAGER OF CORPORATE ACCOUNTING AND BUDGET ADMINISTRATION**

### **Holiday Inns, Inc.**

Memphis, TN

MAY 1984 - SEPTEMBER 1985

#### ***Principle responsibilities included:***

- Managing the corporation's Annual Planning and Quarterly Forecasting processes;
- managing the staff of the Corporate Accounting Department publication/analysis of monthly financials and reviewed of corporate capital expenditure requests.

## **MANAGER OF PLANNING AND FINANCIAL ANALYSIS**

### **Holiday Inns, Inc.**

Memphis, TN

MAY 1981 - MAY 1984

#### ***Principle responsibilities included:***

- Managing the annual planning for Holiday Inns, and Consolidated Subsidiaries;
- Preparing consolidated budget (including Profit and Loss, Cash Flows and Balance Sheet) and relayed analysis for presentations to Senior Management;
- Preparation of the Annual Plan presentation to the Holiday Inns' Board of Directors;
- Coordinating the presentation of the quarterly forecasts and analysis for the presentation to Senior Management.

## **SENIOR FINANCIAL ANALYST**

### **Holiday Inns, Inc.**

Memphis, TN

AUGUST 1979 - APRIL 1981

#### ***Principle responsibilities included:***

- Reviewing and analyzing capital expenditure proposals submitted to the Corporate Controller;
- Preparing analytical comments to monthly published financial statements publishing quarterly Management Review Books;
- Preparing monthly financial presentations to the Executive Committee, assisting in Preparation of Wage Price Guideline forms; and making short and long-range forecasts of operating results.

## **SENIOR ACCOUNTANT**

### **Dupont Chemical Company**

Deer Park, TX

FEBRUARY 1978 - JULY 1979

#### ***Duties included:***

- Forecasting long and short-range production costs for all products of the Deer Park Plant.

#### ***Other duties included:***

- Cost and variance analysis,
- Writing new or upgrading existing accounting procedures and performing feasibility studies of investments.
- Supervised a staff of three (3) people.

## **ACCOUNTANT**

### **Dupont Chemical Company**

Deer Park, TX

JULY 1973 - DECEMBER 1978

#### ***Duties included:***

- Forecasting long and short-range production costs for all products of the Deer Park Plant.

#### ***Other duties included:***

- Cost and variance analysis, writing new or upgrading existing accounting procedures and performing feasibility studies of investments.
- Promoted and transferred to plant in Deer Park, TX.

## **EDUCATION:**

### **MASTER OF BUSINESS ADMINISTRATION**

JUNE 1973

**UNIVERSITY OF CHICAGO**

GRADUATE SCHOOL OF BUSINESS

CHICAGO, IL

Concentration in Finance and secondary emphasis in Accounting

### **BACHELOR OF BUSINESS ADMINISTRATION**

JUNE 1971

**LEMOYNE-OWEN COLLEGE**

MEMPHIS, TN

**COMMUNITY SERVICE:**

Board of Trustees	LeMoyné-Owen College	Elected Chair 2006 - 2015
Founder /Board Chair	Rise Foundation	2001 - 2005
Board of Directors	Big Brothers/Big Sisters	(Past)
Advisory Board	WKNO-TV	(Past)
Board of Directors	Leadership Memphis	(Past)
Board of Directors	Black Arts Alliance	(Past)
Board of Directors	Children's Museum	(Past)

**HONORS AND AWARDS:**

- 2016 City of Memphis Trail Blazer Award
- 2015 Building Memphis Award - Bass Pro Shops - Pyramid Arena Conversion
- 2005 Downtown Vision Award - Center-City Commission
- 2003 Rotary Club Bobby Dunavant Public Servant Award
- 2002 Leadership Member Alumni Community Service Award
- 1995 "Simply the Best" Award Among City Employee from Black Business Directory
- 1995 Community Service Award from Bluff City Medical Society
- 1995 National Housing and Urban Development Award for Down Payment Assistance Program
- 1994 National Small Business Administration Award for Revolving Loan Fund
- 1994 A.W. Willis Award from National Association of Real Estate Brokers
- 1994 Man of the Year by Big Brothers/Big Sisters
- 1989 Cafeteria named in honor at LeMoyné-Owen College
- 1989 Outstanding Young Tennesseans by Tennessee Jaycees
- 1987 Winner of the Lewis Hine Award by the National Child Labor Commission for Professional Service to Children and Youth
- 1986 Volunteer of the Year by Volunteer Center of Memphis
- 1986 Award of Merit by Mayor Richard C. Hackett, City of Memphis
- 1985 Park built/named in my honor by Holiday Inns, Inc. in Walter Simmons Public Housing Development

