Shelby County Government

A C Wharton, Jr.
Mayor

June 11, 2008

The Honorable David Lillard
Chairman, Shelby County Board of Commissioners
160 N. Main, Suite 450
Memphis, TN 38103

Dear Chairman Lillard:

Pursuant to the rules and regulations governing the Memphis and Shelby County Land Use Control Board, I hereby nominate Carolyn C. Hardy for appointment. Term of Service shall begin upon Commission approval and will expire December 31, 2009.

For your use, biographical information is attached and approval of the Board of Commissioners will be appreciated.

Sincerely,

A C Wharton, Jr.
Mayor

ACW/lar

Enclosure

160 North Main Street, Suite 850 ✦ Memphis, TN 38103 ✦ 901-545-4500 ✦ Fax 901-545-4759

SUMMARY

I. **Description of Item**

This resolution appoints Carolyn C. Hardy to the Memphis and Shelby Land Use Control Board.

II. **Source and Amount of Funding**

III. **Contract Items**

A. Type of Contract – N/A

B. Terms – N/A

IV. **Additional Information Relevant to Approval of this Item**

The Memphis and Shelby County Land Use Control members are appointed for terms of three (3) years each. Carolyn C. Hardy is filling the expired term of Eugene Gibson and the term will expire 12/31/2009.

Board/Commission

Division of County Government

Name: Carolyn C. Hardy

Date of Birth July 25, 1954 Race Black M XX F

Business Name: Chism Hardy Enterprises, LLC (a/k/a Hardy Bottling Company)

Business Address: 5151 E. Raines Road Zip: 38118 Phone: 901-261-5222

E-mail Carolyn.hardy@hardybottling.com Fax: 901-261-5290

Education: MBA University of Memphis, CPA

Name of Spouse: Marino C. Hardy Number of Children: 3

Home Address: 9412 Forest Station Cove Zip: 38017 Phone: 901-756-1861

Resident of Shelby County 53 years.

List any affiliation or ownership interest you have in any business, corporation, or partnership, and if such business contracts with or sells products or services to Shelby County Government.

None

List members of family, where employed, and whether or not their employer contracts with or sells products or services to Shelby County Government.

Marino Hardy, Klinke Brothers Ice Cream, spouse, no contract with Shelby County Government

Jennifer Hardy, daughter, Aldi Foods- no contract with Shelby County Government

Carolyn C Hardy

Signature

9-Jun-08

Date

(For Office Use Only)

Attendance Record (if applicable)

No. of Meetings_____ No. Attend_____ No. Absent_____

Disposition:

Approval_____ Resolution_____ Item#_____

4/2/2008

Board/Commission

NOTICE TO ALL PROSPECTIVE APPOINTEES TO SHELBY COUNTY BOARDS, AUTHORITIES OR COMMISSIONS

Pursuant to Resolution #26 adopted July 26, 1993, as amended, each person who submits his or her name for nomination to serve on a board, authority, or commission subject to approval by the Shelby County Board of Commissioners shall submit a list of all private county, social, athletic or professional clubs of which that person is a member. In the event it is determined that any such clubs are discriminatory in choosing their members on the basis of race, sex, or religion, the Shelby County Board of Commissioners may use this information in voting to reject the nominee.

Pursuant to the aforementioned Resolution you are hereby required to list all private country, social, athletic or professional cubs of which you belong.

1 None
2
3
4
5
6
7
8

List below any of the aforementioned clubs of which you belong that do not have female members.

1 None
2
3
4

1/23/2002

List below any of the aforementioned clubs of which you belong that do not have minority group members (e.g., African American, Hispanic, Asian).

1 None
2 _____
3 _____
4 _____

Do any of the aforementioned clubs of which you belong discriminate in selecting members based on race, sex, or religion?

Circle Below:
Yes No

Submitted: Carolyn C. Hardy
(Print Name)

Signature: Carolyn C Hardy

Date: 9-Jun-08

CAROLYN C. HARDY
9412 Forest Station Cove
Collierville, Tennessee 38017
(901) 756-1861 - Home • (901) 261-5200 – Office

PROFESSIONAL EXPERIENCE

- Carolyn Hardy is President/CEO of Chism Hardy Enterprises, LLC (a/k/a Hardy Bottling Company). She is the founder and owner of a major beverage manufacturing and distribution company which is the largest minority women owned contract manufacturer in the US with 2007 sales of $10 million in the first year of operations and 2008 projected sales of over $20 million dollars. Hardy's customers include Coors, Coke USA, Arizona, Cott, Jones Soda, Rockstar and many others.

- February, 2001 to August 2006 Vice President Memphis Operations/General Manager Coors Brewing Company responsible for total supply chain supporting gross sales of over $500 million dollars annually with 650 employees, coordinating procurement, manufacturing, logistics/warehousing/distribution (operations for the southeast US handling 1500 trucks/weekly) for both domestic and international markets.

    - February, 2001 to February 2003, lead the $90 million upgrade of the Memphis Coors facility brewing modernization.

- February, 1998 to Feb 2001 Honeywell-POMS Corporation as Vice President of Services P/L responsible for all MES/CMS implementations in the United States.

- 1994 to January, 1999 J. M. Smucker Company, Memphis, Tennessee plant manager of the second largest of 12 manufacturing plants. Her accomplishments includes operating lowest cost jam manufacturing plant in the US and successfully decertification of the teamsters union. In addition, during her career held such positions as Human Resources Manager, Quality Control Manager, and Division Controller.

EDUCATION/Certification

Memphis State University, Memphis, Tennessee MBA, Management and BBA, Accountancy
Certified Public Accountant

AWARDS

She has been recognized by numerous organizations such as 2008 Trumpet Awards High Heels in High Places, University of Memphis 2007 Entrepreneur of the Year, MED Week 2007 New Business of the Year, 2007 Legend for Economics by 100 Black Women, 2006 Grace Woman of Excellence, 2006 New Business of the Year by Black Business Association and Recipient of Boys and Girls Club Young Executive of the Year.

COMMUNITY ACTIVITIES

• Memphis Manufacturer's Association Council • Goals for Memphis - Board Member• Memphis Food Bank - Board Member • Women's Foundation - Board Member • Christian Brother College - Board Member• Memphis Chamber of Commerce Labor Workforce Investment - Board Member• Industrial Development Board- Director • United Way of Memphis - Board Member • Wolf River Conservatory• Tennessee Chamber of Commerce-Board Member• Memphis Regional Chamber of Commerce

CAROLYN C. HARDY

9412 Forest Station Cove
Collierville, Tennessee 38017
(901) 756-1861 - Home • (901) 261-5200 – Office

SUMMARY

A versatile senior operational professional with progressively responsible positions in the food manufacturing industry. A dynamic leader with a proven history of performance, innovation, successful project management and employee relations skills. Strong background in:

- P & L Management
- Finance and Accounting
- MES Systems
- Successful Management in Union and Union-free Environments
- Strong Labor Relations Background
- Formal Continuous Improvement Approach
- Proactive Safety Systems including Safety Culture
- Coors Quality Mgmt System including ISO 9000 cert.

PROFESSIONAL EXPERIENCE

Chism Hardy Enterprises, LLC **September, 2006 to Present**

President/CEO and owner of a major beverage manufacturing and distribution company. The new company Hardy Bottling Company is one of the largest minority women owned contract manufacturer in the US.

Coors Brewing Company **February, 2001 to August 2006**

Vice President Memphis Operations/Plant Manager
Primary Responsibilities include:

- General Manager responsible for gross sales over $500 million dollars annually
- Manufacturing Operations which includes 8 packaging lines, 32 acres under roof
- Logistics/Warehousing/Distribution operations for the southeast US, handling 1000 trucks/weekly
- Customer Service for international market (approximately 40% of capacity)
- Brewing Operations with 4 million barrel capacity
- IT organization which includes MES using delta V, Modicon and SAP
- 11 Direct Reports (managers and directors)
- 650 employees, re-engineered to 410 (excluding temporaries and contractors).
- Annual operating budget $80 million and capital budget of $10 million (2001 $70 million dollar plant modernization complete in early 2003)

Key accomplishments

- Reduced workforce from 650 to 410 in 4 years while increasing volume 10%; net productivity gain of over 40% using world class principles in a flat beer market
- Optimized the operations by implementing World Class principles, Safety Culture and Reliability Centered Maintenance programs
- Successful waste reduction initiative from $1.70 (2001) to $1.00 (2005) or 40% reduction
- Best safety record in 4 years, with a 90% reduction in loss time accidents
- Employee engagement scores equaling (exceeding non-union sites) with unionized workforce
- Contractual issues plague Coors during the first 10 years solved during the last 4 years
- Built a strong leadership team embracing 'out of the box thinking', accountability and operator ownership
- Customer service best in many years using radio frequency and new ERP application (Cornerstone)
- Expanded MES to remove paperwork from packaging floor

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Honeywell-POMS Corporation. **February, 1998 to Feb 2001**

Vice President of Services P/L responsible for all MES/CMS implementations in the United States. Direct reports included 4 Directors with responsibility for design and implementation of MES applications. Key responsibilities include the following;

- Profit and lost responsibility for U. S. Services
- Development of strategic and tactical plans
- Develop and manage business process to insure consistency and best practices

- Turned around service; thereby maximizing customer satisfaction
- Develop competitive programs to insure employee satisfaction i.e. compensation, training, communications etc

Practice Director for US Clinical and Consumer Package Goods (CPG) Organizations–Responsible coordinating implementation of all Clinical and CPG MES projects. This includes the following activities:

- Hire team members
- Managing Project Managers
- Manage Practice P/L
- Develop project cost estimate
- Perform Operational Assessments
- Insure Customer Satisfaction

J. M. SMUCKER COMPANY, Memphis, Tennessee

Career Progress:

Plant Manager, 1994 to January, 1999
Human Resources Manager, 1992 to 1994
Quality Control Manager, 1988 to 1992
Plant Controller/Plant Accountant

Plant Manager

Provide full P&L management and operational direction to 155 employees including seven department managers. Annual sales exceed $70 million dollars.

- Reduced plant overhead cost by 30% since 1994.
- Plant achieved 355 days without a lost time accident, best record in plant's 28-year history, with a savings of $500,000 per year.
- Re-engineered direct and indirect labor to achieve 30% cost reduction.
- Upgraded plant recruiting, resulting in 20% performance improvement.
- Successfully converted plant from a 2-shift to a 3-shift operation - the first in the company.
- Implemented operator equipment changeover improving manufacturing flexibility by 50%.
- Worked closely with consulting group to develop enterprise wide plant shutdown plan

Human Resources Manager

- Developed employee handbook to ensure consistent labor relations in a non-union environment.
- Implemented the Memphis Plant's first transitional duty (light duty) program to reduce worker compensation costs.
- Successfully worked with employees and the company to de-certify the teamsters union.
- Re-engineered clerical work force to achieve a 25% reduction.

Quality Control Manager

- Developed programs and systems to ensure production of high quality products in the most cost-efficient manner.
- Project leader in the development and implementation of MES system at the Memphis Plant.
- Consumer complaint record progressed from third in 1988 to first place in 1989 to promotion
- Quality rework and waste improved by 90%.
- Introduced Smucker Quality Management (SQM) to employees and expanded employee Engagement to assume both quality and USDA responsibilities
- Successfully eliminated USDA Inspection Services.
- Managed plant sanitation department.

Plant Controller

- Transitioned the Memphis Plant to the profitability accounting system.
- Developed and managed plant cost systems, cost center budgets and capital budgets.
- Managed payroll, inventory control, credit, accounts payable and IT functions.
- Coordinated employee insurance benefits and workers compensations.

Staff Accountant

EDUCATION

Memphis State University, Memphis, Tennessee
MBA, Management 1987
Certified Public Accountant
BBA, Accountancy

COMMUNITY ACTIVITIES

- Memphis Manufacturer's Association Council
- Memphis Food Bank - Board Member
- Christian Brother College - Board Member
- Labor Workforce Investment - Board Member
- United Way of Memphis - Board Member
- Tennessee Chamber of Commerce-Board Member
- Goals for Memphis - Board Member
- Women's Foundation - Board Member
- Memphis Chamber of Commerce
- Industrial Development Board- Director
- Wolf River Conservatory
- Junior Achievement