

**SAUNDRA SWINK**

—  
**Phone: 864-238-3044**

**E-mail: [saundraswink@sustainablefutures.net](mailto:saundraswink@sustainablefutures.net)  
[www.sustainablefutures.net](http://www.sustainablefutures.net)**

**CURRENT WORK:**

*Sustainable Futures, LLC*

**Owner**

Small business focusing on the responsible stewardship of the natural environment. Consultant to homeowners, investors, and contractors in facilitating the permitting process of commercial and residential projects on Lake Keowee in Upstate South Carolina.

**CORE OPERATING PRINCIPLES:**

- \* Holistic, integrated practice of development, environmental, and economic concerns
- \* Fostering collaborative relationships and partnerships
- \* Commitment to the protection of natural resources and habitats for present and future generations

**KEY ORGANIZATIONAL STRENGTHS:**

Capacity Building; Strategic Planning; Program Design and Delivery Systems; Resource Development; Staff Development and Training

**QUALIFIED BY:**

- \* Twenty seven years' experience in designing and implementing successful community development programs
- \* Unique combination of expertise in both urban and rural settings, with demonstrated capacity to work in both local and regional levels
- \* Operation of regional and state-wide technical assistance and training programs which benefit low income people and communities
- \* Highly skilled in working with people from diverse cultural, social, ethnic and religious backgrounds
- \* Significant experience in developing resources for the operations of programs and projects

**EXPERIENCE:**

*Douglas Cherokee Economic Authority, Morristown, Tennessee*  
**Director, Technical Assistance and Training Program**

Responsible leadership of multi-state technical assistance and training program under a direct grant from HUD. Provided strategic direction and ongoing counsel to clients (cities, counties, and state public agencies and nonprofits) engaged in community development initiatives. Responsible for the design and delivery of training modules and state-wide and multi-state conference planning. Wrote successful grants to target additional support and grant-making for distressed counties in the Appalachian region of East Tennessee.

*Inner City Community Development, Knoxville, Tennessee*  
**Executive Director, Affordable Housing Division**

Developed homeownership opportunities for low income residents of inner city Knoxville. Wrote successful proposals to fully finance the operations, projects, and development financing. Determined project feasibility, acquired land, and assembled the development team. Designed affirmative marketing strategy, conducted certified homeownership training for limited resource buyers.

Innovative project utilizing modular homes won the Metropolitan Planning Commission's 1997 Award for Best Neighborhood Development.

***East Tennessee Community Design Center, Knoxville, Tennessee***

**Associate Coordinator**

Managed the rural economic development and training program for the agency, serving 20 counties in East Tennessee. Designed a peer-to-peer approach to technical assistance and brokered technical resources as requested by the agencies and their communities. Managed all grants for the project, including federal and foundation grants. Created written documentation on fund design and management practices for a rural micro lending program.

- \* Facilitated 5 Year Strategic Planning process for the agency
- \* Developed new training program for the rural initiative
- \* Served as technical assistance provider for the Ford Foundation's Rural Poverty Initiative funded through the East Tennessee Foundation

***People's Reinvestment and Development Effort, Chicago, Illinois***

**Progressive positions, culminating in promotion to Executive Director**

Chief person in charge of all program and financial administration of major nonprofit housing development corporation. Was owner/developer/manager of 17 multi-unit apartment buildings, comprising over 500 units of housing. Prepared annual business plans, cash flows, and budgets for Board approval and managed in-house staff and resources effectively for successful implementation for all programs.

Managed all real estate development activities to maximize both nonprofit resources and neighborhood development impact. Executed all development activities in a cost effective and timely fashion, including partnerships, debt financing, and external development team. Negotiated all contracts and partnership agreements.

Participated in a city wide energy savers initiative involving retrofitting existing multi-family buildings with conservation measures. Formed a wholly-owned construction company as subsidiary of the nonprofit to provide job training for local residents. Initiated training program to empower and develop leadership among tenants with limited financial resources. Final project as Executive Director won the Chicago Council on Urban Affairs Neighborhood Award.

**EDUCATION:**

**Masters** course work completed in linguistics and cross-cultural work from Lincoln Christian Seminary. Heavy emphasis on research, as well as public presentations and written communication skills.

**Bachelor of Arts**, Summa cum Laude, Lincoln Christian College, Church Growth and World Missions.

**CONSULTING  
SAMPLING**

***City of Memphis, Memphis, Tennessee***

Provided leadership for a comprehensive evaluation and recommendations for the City's community development grants administration and program delivery systems.

***Indiana Association for Community Economic Development, Indianapolis***

Designed and provided state-wide two day training and manual on "Construction Management and Conflict Resolution."

***Upstate Homeless Coalition, Spartanburg, South Carolina***

Planned and conducted a Board/Staff Strategic Planning Retreat designed around Appreciative Inquiry principles. Provided framework for new resource development strategy.

***Aid to Distressed Families of Appalachian Counties, East Tennessee***

Offered direct technical assistance to this regional nonprofit housing developer in the design of their HOME partnership with the Woodland Community Land Trust. Assistance involved creating a workable partnership agreement between the two

nonprofits and lease-purchase agreements in compliance with federal regulations and the state's housing finance agency.

***Woodland Community Land Trust and Development Corporation  
East Tennessee***

Secured foundation and government grants to expand the land base and programs of the Land Trust; gave oversight to the Native Materials House Program designed to assist those in poverty build their own homes using indigenous materials. Conducted leadership development and visioning sessions for core staff.

***Knoxville's Community Development Corporation (KCDC), Knoxville, Tennessee***

Worked with the Director of Economic Ventures, Inc. a subsidiary of the local housing authority charged with designing and operating programs that foster self-sufficiency and micro enterprise development. Successful in securing designation as an intermediary lender for the agency and loan resources from the Small Business Administration's Micro loan Demonstration Program. Provided on-site management consultation related to budgets, program design, and staff training. Presented a service award for demonstrated community leadership for economic development.

***Federation of Communities in Service (FOCIS), Southern Appalachia***

Served as consultant to support the formation of a new community development and educational collaborative in the Clearfork Valley of East Tennessee. Successful in securing a major planning grant from the Appalachian Regional Commission, and foundation, college, and church grants for construction and program efforts.

***Clearfork Community Institute, Clearfork Valley, East Tennessee***

Provided management assistance to local community residents in the design of a one week summer intensive engaging students of Berea College as part of their first "Entrepreneurship for the Public Good" course.

***National Congress for Neighborhood Women, New York, New York***

Served as Knoxville's program planner in partnership with Woodland Community Land Trust for the Regional Appalachian Conference for Women in Community Development funded by HUD and the Ford Foundation.

**RECENT  
AFFILIATIONS**

***Homes of Hope, Greenville, SC***

Board Member of faith-based nonprofit focusing on low-income housing and job training for men overcoming addictions. Instrumental in assisting the Director in securing first-time United Way funding for the agency.

***Clemson University's SC Center for Grassroots and Nonprofit Leadership***

Member of state-wide network of resource providers for nonprofits.

***Christ Episcopal Church, Greenville, SC***

Convener for the local Order of St. Luke group, which offers healing during worship services and whose members are available for home and hospital visits as requested.

***Holy Trinity Episcopal Church, Clemson, SC***

Facilitator for weekly Centering Prayer Group affiliated with Father Thomas Keating's Contemplative Outreach organization.