



# **City of Memphis**

## **Five-Year Strategic Fiscal and Management Plan Public Input Report**

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# CONTENTS

<b><i>INTRODUCTION</i></b> _____	<b>3</b>
<b><i>EXECUTIVE SUMMARY</i></b> _____	<b>4</b>
<b><i>CITY COUNCIL INPUT</i></b> _____	<b>6</b>
<b><i>IMAGINE MEMPHIS</i></b> _____	<b>7</b>
<b>INTRODUCTION</b> _____	<b>7</b>
<b>ASPIRATIONAL STATEMENTS</b> _____	<b>10</b>
<b>IMAGINE MEMPHIS: THE WORK</b> _____	<b>12</b>
<b>IMAGINE MEMPHIS: SUMMARY</b> _____	<b>20</b>
<b><i>PUBLIC INPUT SESSIONS</i></b> _____	<b>20</b>
<b>INTRODUCTION</b> _____	<b>20</b>
<b>PUBLIC INPUT SESSIONS TIMELINE</b> _____	<b>23</b>
<b>PUBLIC INPUT SESSIONS SUMMARY</b> _____	<b>24</b>
<b>CUMULATIVE BUDGET CHART</b> _____	<b>27</b>
<b>OPEN COMMENTS</b> _____	<b>30</b>
<b>PARTICIPANT BUDGET BY PUBLIC INPUT SESSION</b> _____	<b>43</b>
<b><i>PUBLIC INPUT POLL</i></b> _____	<b>47</b>
<b>INTRODUCTION</b> _____	<b>47</b>
<b>RESEARCH METHOD</b> _____	<b>47</b>
<b>GENERAL FINDINGS</b> _____	<b>48</b>
<b>KEY FINDINGS BY CATEGORY</b> _____	<b>49</b>

## INTRODUCTION

When the City of Memphis began preparations for its Five-year Strategic Fiscal and Management Plan, officials decided that the process should include an unprecedented public input process as options for city budgets and changes in policies were being considered. The emphasis on public input is in keeping with the strategic plan's emphasis on creating accountability, a new paradigm for the future, and giving people a direct voice in their government. To this end, the process included three distinct, but interrelated, strategies for the public to share their opinions and provide input.

The process began with meetings between Mayor Wharton, Chief Financial Officer Robert Lipscomb, and each member of Memphis City Council to obtain their specific areas of interest and suggestions for creating greater efficiency and reducing costs in city budgets. These meetings served as the foundational step that led to the Five-Year Strategic Fiscal and Management Planning process and took place before the three phases of public input were launched.

The three prongs of the public input plan:

- 1) Imagine Memphis – a program in late fall, 2012, for 500 people, half of them students – to express their priorities for Memphis with an emphasis on giving youth a voice in their city's future.
- 2) Public input meetings – a series of nine meetings in winter, 2013, (a kickoff meeting at the Ben Hooks Central Library, a meeting in each of the seven City Council districts, and a meeting with the Leadership Memphis class) were held so citizens could express opinions on city services and recommend how the city tax rate should be divided.
- 3) Scientific polling – a 46-question, 15-minute city wide survey with a statistically representative sample of likely voting registered voters, with an error margin of +/-5.5% or better; was conducted in December, 2013. The poll was designed to gauge public opinions on specific options related to City of Memphis recommendations from the five-year plan for City of Memphis.

With the results of all three components, it provides the most detailed, most extensive process ever undertaken by the City of Memphis to obtain the public's direction in the development of city budgets.

## EXECUTIVE SUMMARY

City of Memphis wisely embarked on a process to solicit input and feedback from the general public. A three-pronged public input process was used to better understand what kind of city its citizens want and are willing to pay for.

First, Imagine Memphis, an action initiative of Leadership Memphis, asked 250 high school students and 250 adults to imagine the city they want Memphis to be. Imagine Memphis sessions were held in the fall of 2013 at the following high schools – Hamilton, East, Kingsbury, Fairley, Trezevant, Melrose, Soulsville and Power Center Academy. An open session was held at Christian Brothers University. The youth were surprised and appreciated being included. It is important to note that the students and adults both came away from the Imagine Memphis experience with a more positive view of Memphis, as well as an enhanced willingness to remain in Memphis and make a difference.

Second, The Williams Company conducted eight public input sessions – one open session and a session in each city council district. These were conducted over a 6-week period between early March and Mid-April 2013. In addition, a session was added that included the Leadership Memphis Executive Program Class of 2013. Participants were asked to put themselves in the budget planning shoes of the 5-year financial strategic planning committee members, the city administration and the city council with the theme of “what would you do?”

Altogether, there were approximately 200 total participants. There were 127 who completed evaluations and surveys. The results of this report include any information or feedback from all participants. The quantitative data is based on responses from the 127 individuals who submitted the appropriate paperwork at the end of each session.

Third, a scientific public input poll was developed and conducted by Linx Consulting to inform the five-year financial strategic planning process with an expanded amount of quantitative data as public input. In order to support not just development of the plan, but its later implementation, questions for the poll were developed based on consultants’ recommendations included in the draft strategic and fiscal management plan. Citizens were asked about their support or opposition for scenarios and decisions that are part of the recommendations to be taken up by the Mayor and City Council in order to implement the plan’s findings.

The automated telephone polling yielded responses from 436 residents of Memphis over the age of 18. The margin of error based on this representative sample is plus-or-minus 4.7% at a 95% confidence level. The polling was demographically representative of the city’s registered voters in gender, race, and City Council Super District within 5%.

What we learned through the public input sessions process:

- The average person does not have an accurate understanding of how their tax dollars are allocated; they may have an opinion, but not necessarily an informed opinion – and do not know how the current actual budget is allocated for city services and functions
- The average person appreciates the opportunity to learn how their tax dollars are spent, especially when presented with data, and is willing to use a deeper understanding of the data to inform and potentially shift their opinions
- The overwhelming majority of people did shift their opinions about the city budget with access to facts/data provided

What we learned from the public input poll:

- Generally, citizens would like more services, but struggle with decisions on how to pay for them.
- With selection of ‘Not Sure’ on questions ranging from 8% - 37%, there is some recognition of how difficult it can be to make decisions that impact the city.
- Responses across questions tended towards supporting new ways of looking at how government operates. In most cases where that was not the case, there were almost even splits between support and opposition.
- Neighborhoods and services matter to people. Across the board respondents wanted to see greater resources put towards neighborhoods, infrastructure, and other services (libraries, community centers, and parks).
- As might be expected, respondents who have lived in Memphis less than 5 years are more open to changes in how the government operates.

Final thoughts to be offered in the Executive Summary are in reality a cautionary tale. While participants were often enthusiastic and hopeful that their participation would make a difference in some way, the majority were skeptical and doubtful that anything would change. The majority of participants had been involved with public meetings before and based on those experiences and the lack of change – they were prepared for the future to be like the present. They would gladly trade it for the past, when they believe they were better served by their tax dollars, and those they elected to represent them. Again, the overarching theme for the public input sessions was “accountability.”

Participants hope that those who commissioned the public input sessions will be “accountable” and not only listen to what they took the time to say, but take action and make something happen for them, their neighborhoods, and the City of Memphis.

## CITY COUNCIL INPUT

The process to collect public input for the Five-Year Strategic Fiscal and Management Plan began by asking for suggestions and priorities by the elected officials on Memphis City Council who represent the public itself.

These recommendations became part of the scope of work for the five-year plan but also helped to frame draft questions for the poll to be conducted on specific policy and budgetary options.

The options and recommendations from Memphis City Council were the following (in no particular order):

- Facility needs assessment and review of facility closure decisions
- Review of all assets and opportunities for partnership/investment options between City of Memphis and private sector on various projects
- Implementation of red light cameras with focus on safety impact
- Opportunities to enhance economic development
- Enforcement of anti-blight laws evenly across Memphis
- Focus on equity, accountability, and fairness in all that city government does, particular in project selection
- Consider overall economic conditions in Memphis before massive staff reductions
- Define gaps in revenues and expenses with complete gaps analysis
- Define core services (should MPD answer alarm/false alarm calls and should public works pick up garbage?) and explore more efficient/lower cost alternatives for police responses to stray animals, non-threatening burglary calls and non-serious traffic accidents
- Consider increase in false alarm fees
- Promote passage of local option sales tax increase
- Develop contingency plans for the future
- Engage in a robust discussion and achieve consensus about key policy issues, such as reserves, property tax rate, etc.
- Develop Finance 101 handout to provide information on various financial tools like CIP, general funds, infrastructure, Tourism Development Zones, etc.
- Review options to contract/privatize animal shelter
- Consider raising fees for vehicle inspections
- Provide opportunities for managed competition
- Examine the viability and sustainability of pension system
- Review PILOTs
- Consider the sale of assets and securitization and monetization of assets
- Centralize fees and collections
- Review the number of paid holidays/sick days for employees
- Example ways to restore the 4.6% salary cut
- Review for implementation of payments for those receiving PILOTs
- Enhance attractions for homeless families and children

- Review options for enhancing public transportation
- Review options for certain response units (Code Enforcement, Stray Animals) to carry weapons
- Review options for charging non-reoccurring garbage pickups for things like old appliances, furniture, etc.
- Review options for disposing of old tires
- Review procurement and procedures

## **IMAGINE MEMPHIS**

### **INTRODUCTION**

The City of Memphis 5-Year Strategic Fiscal and Management Planning Process has been designed to allow three opportunities for public input. Public input is imperative to ensuring that citizens and those who care about Memphis can be included in determining its direction and priorities. Citizens have a right to be heard. They can offer new insights, innovative ideas, and constructive feedback. All of these things are invaluable to elevating the quality of a strategic plan and gaining the necessary buy-in for successful implementation.

The first public input opportunity is through Imagine Memphis – an initiative of Leadership Memphis that allows youth and adults to provide up front thoughts and opinions about the City – during a two-hour activity at area high schools. Special thanks to the City of Memphis and the Grizzlies Charitable Foundation’s TEAMUP Mentoring Program for their support and assistance.

The 250 youths who participated in Imagine Memphis took great pride in knowing their thoughts and comments would add value to the strategic planning process. They took their responsibility seriously, and it is deeply appreciated that the strategic planning committee had the courage to include them in the process and to use their input in a meaningful way.



What this Imagine Memphis report shows more than anything is that when it comes to community, youth and adults think more alike than anyone could imagine. This report should help reinforce why those elected and appointed to public service should take the time to listen to those they serve. We may not always agree on how to get there – but there is more agreement than people might think when you talk about what matters to a community. Input from the youth and adults also align with Mayor AC Wharton’s four strategic priorities announced in 2012:

1. Create Safe and Vibrant Neighborhoods,
2. Grow Prosperity and Opportunity for All,
3. Invest in Young People, and
4. Advance a Culture of Excellence in Government.

### **Student/Adult Comparison Summary**

When comparing the responses of participating youth and adults there were some levels of consensus. For example 87% of adults believe Memphis is headed in the right direction and 86.4%% of the students believe so. Adults (84.1%) believe Memphis is a great place to live and grow up, while 92.9% of students do. As for continuing to live in Memphis the adults (85.6%) intend to do so. Yet, only 64.4% of the students plan to do so. That is a full 20% difference in youth and adults.

The question about living in Memphis as an adult was asked both before and after their participation in Imagine Memphis to determine if Imagine Memphis had any impact. Prior to their involvement in Imagine Memphis (a two-hour intergenerational activity) the 48.1% of the youth



said they would make Memphis their home, and after Imagine Memphis the number jumped to 64.4% (+16.3). For adults the numbers climbed from 77.9% to 90.9% (+12.0).

One has to assume that two-hours in a positive intergenerational activity can create hope and raise expectations among both youth and adults, and that larger concentrations of positive activities could do more.

It is also amazing how similar the responses are to the open ended questions that were asked to both students and adults. For Memphis to have a higher quality of life the city should invest in – according to both students and adults – education and youth. That was their most frequent answer.

But the students and youth didn't stop agreeing there. They also agreed the city would need to invest in jobs and economic development, neighborhoods and crime, diversity and culture, and working together for the greater good of our community.

When asked to detail their one wish for Memphis the tone changes and priorities shift.

The top response from students was for improved race relations and for cultures to get along – and to focus on the good things we do in Memphis instead of the bad.

Education and good jobs are in their top three. Adults put education number one, and then cite the need for a more positive self-image for our city and the need for mutual respect through collaboration.

Again, both students and adults wish we could reduce poverty and crime and increase economic development and college attainment. Their answers are virtually the same – the rankings are slightly different.



## **ASPIRATIONAL STATEMENTS**

Each Imagine Memphis event ends with participants developing aspirational statements for their community. Below are samples of the statements developed in these eight events throughout the Imagine Memphis process:

### **Different Communities Working Together**

*“All communities joining together inspired by a sense of pride to achieve a better quality of life as one united community...Memphis.”*

### **Diversity**

*“By understanding the cultural background, differences and values, we are able to come together to make a vital change. By listening and accepting, we can come together to develop an inclusive community and avoid stereotypes. Through all of this, diversity is achieved.”*

### **Education**

*“All students, families and communities are aware of and have access to a quality education which challenges students to become socially aware, think critically about their community, and compete in a global society.”*

*“Our vision is to adequately empower individuals to have access to education that will enable them to become motivators and leaders of the world.”*

*“Ensure that the entire Shelby County community invests in and equips children and adult learners with requisite knowledge, ability and skill to succeed in a global community.”*

## **Embracing Change**

*"It is our vision that the city of Memphis is open to embracing change in a positive way. In order to change the city, we must be willing to positively change ourselves, our attitude towards ourselves, others and the community in order to move forward together. It starts with a smile from each of you!!!"*

## **Family Relationships**

*"Memphis...a city where family relationships are valued and serve as a foundation of support and inspiration for excellence in education and citizenship."*

## **History and Culture of Memphis**

*"We would like to see a compelling story told and implemented through education to Memphians and a marketing campaign to the rest of the world...pulling outsiders to the city to make it more desirable to live and visit and do business.. The story is the unique history and rich culture of Memphis..."*

## **Culture**

*"We want the uniqueness of Memphis to be evident in our diverse culture representing varieties of people, food, industry, education and community."*

## **Mentors**

*"Our aspiration is to have mentors and mentees inspire, educate, motivate and provide support for the growth and fulfillment of our dreams."*

## **Memphis is the Next Big Thing!**

*"With a future of possibilities, Memphis has the ability to become an innovating launching pad of ideas, visions and opportunities! A "Modern Metropolis"*

## **Opportunities and Awareness**

*"Finding **Me** in **Mem**phis starts with **Me!**"*

## **Supplemental comments of note:**

There were some important and interesting comments of note from the youth and adults that seemed worthy of including in the report for the benefit of the strategic planning committee.

- Be more progressive and achieve something great.
- Stop bickering and work together for the good of all.
- Stop focusing on race in every discussion.
- Get over the self-esteem issue and recognize how cool Memphis really is.
- I wish for Memphis to open its eyes and mind to embrace change.
- Give youth the opportunity to show their skills; value them and let them know we need them to contribute.

- The city should invest in revitalization of its most culturally rich neighborhoods like downtown. It should also preserve and promote historical sites related to its music heritage and promote its green lives.
- To frequently celebrate its differences-diversity and find ways to educate others on how being so creates education opportunities
- To be where there is diversity and where education and leadership thrive. I want Memphis to be a place of pride.
- Think positively – a “sure we can and we will” attitude instead of a “we’ll never be like (whatever city), we have so many problems.”
- Create an incubator for youth to learn the power of entrepreneurship.
- Create strong neighborhoods with citizens who are proud to live where they are.
- Education. We can’t succeed without it.
- Figure out what brings Memphis together as a whole and concentrate on that. Build on it with youth.
- Creating hope for the younger teen members of our community. Apathy is a dangerous sickness.
- For all to reach out not just with money, but with character.
- For Memphis to be the best city in the world.

**Before looking at the data in more detail, let’s look at one other piece of information. Many of the participating youth responded “yes” when asked if they had a mentor in their life. When asked who the mentor was, it was often a teacher, family member, or someone from a youth organization. Of those without a mentor, 50% said they would like to have one. Of the participating 250 adults, 20% said they would like to be contacted about being a mentor. Those 50 names have been given to the Memphis Grizzlies Charitable Foundation TEAMUP Mentoring Program for follow-up.**

## **IMAGINE MEMPHIS: THE WORK**

During November and December of 2012, Leadership Memphis led eight Imagine Memphis events. Seven were in area high schools (East, Kingsbury, Soulsville Charter, Melrose, Hamilton, Fairley, and Trezevant) and one was held as an open event at Christian Brothers University. In total over 250 youth and 250 adults participated.

Participating **students** in Imagine Memphis were comprised of the following:

<b>Male</b>	56.4%	<b>Female</b>	43.6%	<b>Latino</b>	2.0%
<b>African American</b>	94%	<b>White</b>	3.0%	<b>Asian</b>	1.0%

Of the participating students over 85% indicated they planned on attending a four-year college or university. They were most involved with school sports, music, school clubs, church groups and student council. Two-thirds of the students said they had a mentor in their life, while 50% of those who did not have a mentor in their life would like to have one.

Participating **adults** in Imagine Memphis were comprised of the following:

<b>Male</b>	41.7%	<b>Female</b>	58.3%	<b>Latino</b>	2.6%
<b>African American</b>	62.6%	<b>White</b>	31.1%	<b>Asian</b>	3.4%

Of the 43.3% of the participating adults who had children in grades K-12, 40.5% had children in Memphis City Schools, 29.8% had children in Shelby County Schools and 29.8% had children in Private School. Of those with school age children, 81.3% of those children plan to attend college. However, 65.6% of those planning to attend college do not plan on attending college in the Memphis area.

Some of the most interesting quantitative data included the following responses to three statements posed to the participating students:

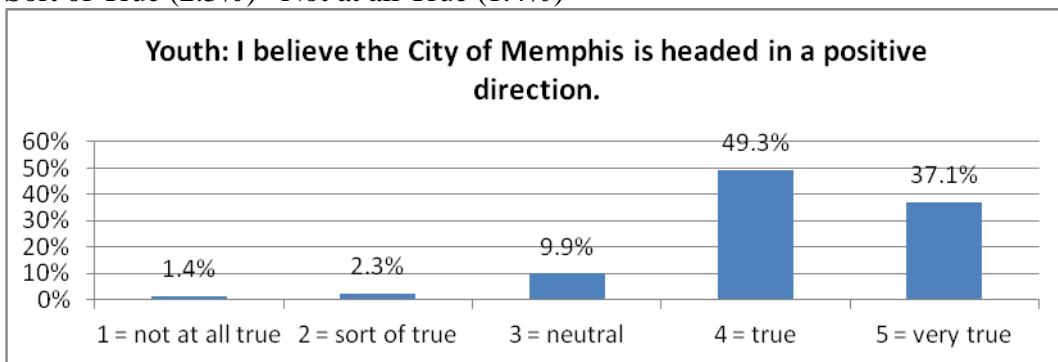
1. I believe Memphis is headed in a positive direction
2. Memphis is a great place to live and grow up
3. I would consider making the Memphis community my home as an adult

The youth and adults were fairly close in their responses to questions asking if Memphis was headed in the right direction and if Memphis is a great place to live and grow up. (See charts in this section.) The biggest differences in responses were from the question asking whether they (youth) would make Memphis their home as an adult.

Prior to Imagine Memphis (in the pre-evaluation) fewer than 50% of the youth said they would make Memphis their home as an adult. Based on the post-evaluation there was a 15% increase in youth who said they would make Memphis their home. There is more than a 20% difference between the youth (64.4%) and adults (86.6%) indicating they would make Memphis their home in the coming years.

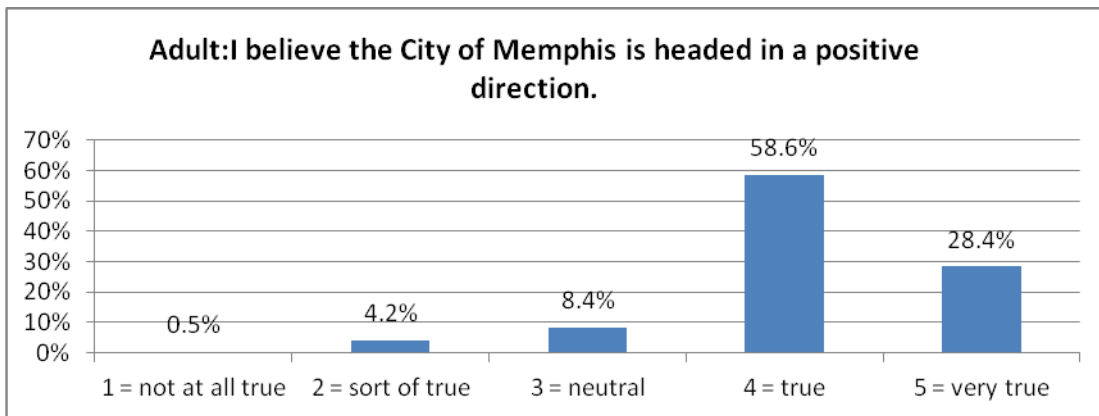
**1. Youth: I believe the City of Memphis is headed in a positive direction (86.4%).**

Very True (37.1%) True (49.3%) Neutral (9.9%)  
Sort of True (2.3%) Not at all True (1.4%)



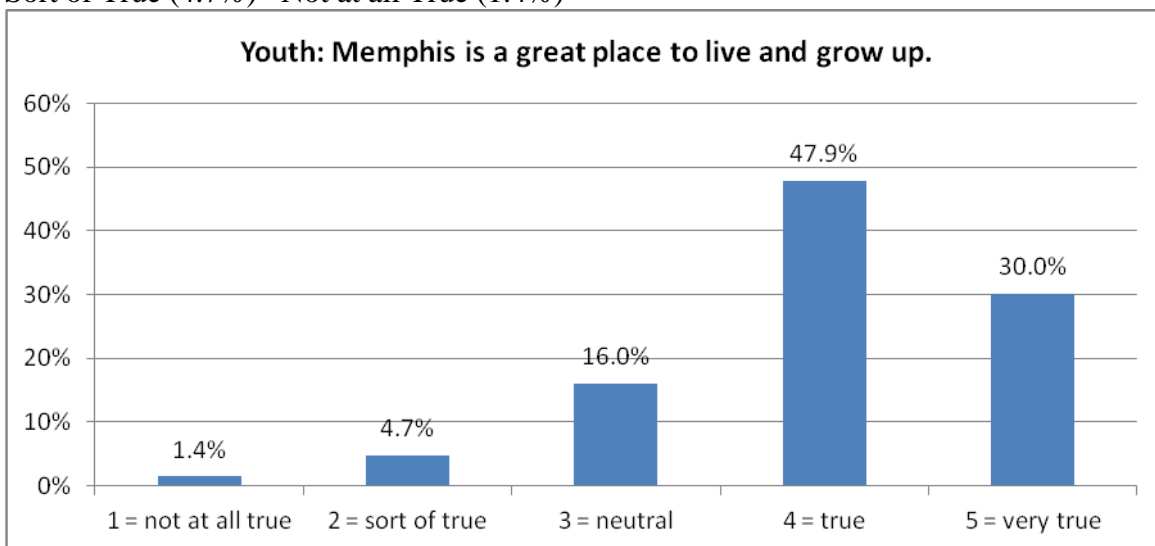
**1. Adult: I believe the City of Memphis is headed in a positive direction (87%).**

Very True (28.4%) True (58.6%) Neutral (8.4%)  
Sort of True (4.2%) Not at all True (.5%)



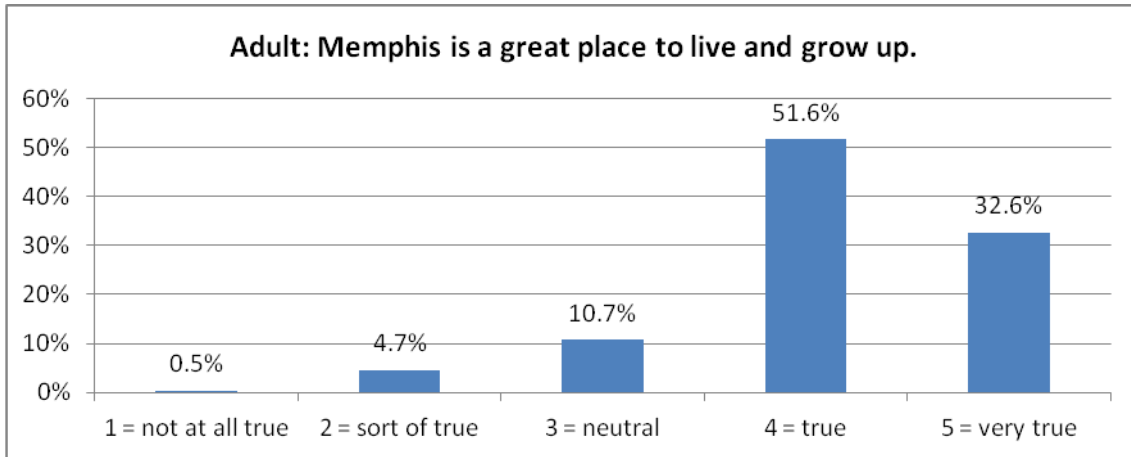
**2. Youth: Memphis is a great place to live and grow up (77.9%).**

Very True (30.0%) True (47.9%) Neutral (16.0%)  
 Sort of True (4.7%) Not at all True (1.4%)



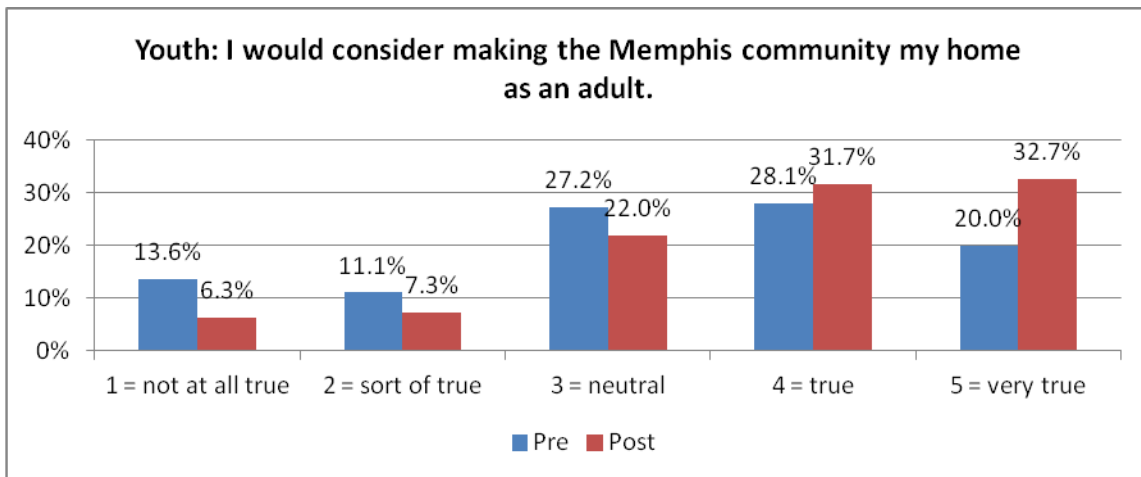
**2. Adult: Memphis is a great place to live and grow up (84.1%).**

Very True (32.5%) True (51.6%) Neutral (10.7%)  
 Sort of True (4.7%) Not at all True (1.4%)



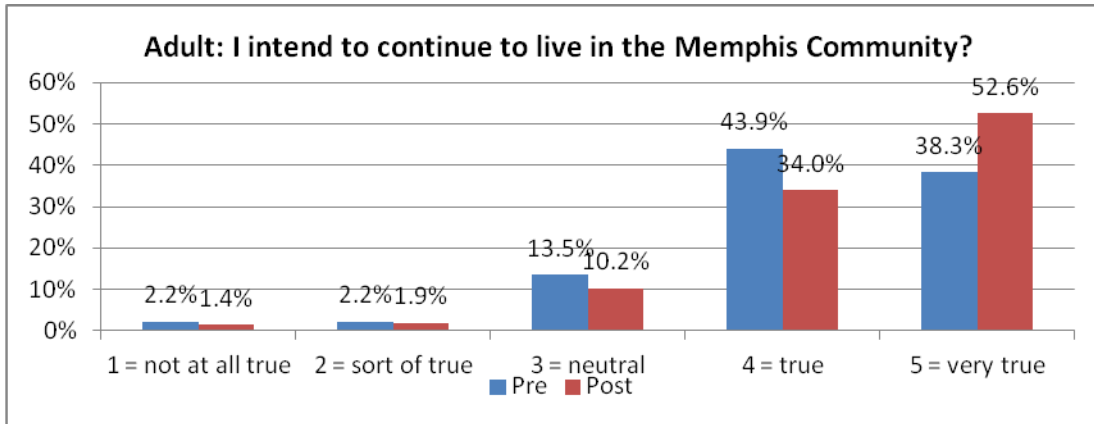
**3. Youth: I would consider making the Memphis community my home as an adult (64.4%).**

	<u>PRE SURVEY</u>	<u>POST SURVEY</u>	<u>VARIANCE</u>
Very True	20.0%	32.7%	+ 12.7
True	28.1%	31.7%	+ 3.6
Neutral	27.2%	22.0%	- 5.2
Sort of True	11.1%	7.3%	- 3.8
Not at all True	13.6%	6.4%	- 7.2



**3. Adult: I intend to continue to live in the Memphis community (86.6%).**

	<u>PRE SURVEY</u>	<u>POST SURVEY</u>	<u>VARIANCE</u>
Very True	38.3%	52.6%	+ 14.3
True	43.9%	34.0%	- 9.9
Neutral	13.5%	10.2%	- 3.3
Sort of True	2.2%	1.9%	- .3
Not at all True	2.2%	1.4%	- .8



**Responses from youth/adults to five open-ended questions provided the following useful insights:**

1. For Memphis to have a higher quality of life, Memphis should invest in the following:
2. For Memphis to offer the quality of life needed to retain young talent it should invest in the following:
3. If I had one wish for Memphis it would be the following:
4. What is the #1 asset Memphis has that it should capitalize on?
5. What is the #1 challenge Memphis should address as a top priority?

**1. Youth: For Memphis to have a higher quality of life, Memphis should invest in the following:**

Most frequent responses

- a. Education/opportunity for youth
- b. Jobs and economic development
- c. Helping others

Less frequent but responses of note

- a. Empowering each other/working together/community involvement
- b. Reducing crime/cleaning up the city
- c. Diversity/culture

**1. Adult: For Memphis to have a higher quality of life, Memphis should invest in the following:**

Most frequent responses

- a. Education/youth
- b. Safe and clean neighborhoods/blight
- c. Economic development/good jobs

Less frequent but responses of note

- a. Join together for a better community/together as one
- b. Reducing crime/safer community



- c. Race relations/celebrate diversity

**2. Youth: For Memphis to offer the quality of life needed to retain young talent it should invest in the following:**

Most frequent responses

- a. Creating programs for students to express their talents and abilities
- b. Community centers with more youth learning opportunities and activities
- c. Education and jobs

Less frequent responses of note

- a. Amenities such as sports, arts, culture, parks, etc.
- b. Mentorships, internships, job shadowing.
- c. Afterschool programs

**2. Adult: For Memphis to offer the quality of life needed to retain young talent it should invest in the following:**

Most frequent responses

- a. Education/youth/groom for leadership
- b. Economic development/good jobs/job training
- c. Safe and clean neighborhoods/neighborhood revitalization/blight

Less frequent responses of note

- a. Cultural amenities – parks, arts, trails, green spaces, riverfront, recreation
- b. Transportation
- c. Reduce political conflict



**3. Youth: If I had one wish for Memphis it would be the following:**

Most frequent responses

- a. Different colors and cultures get along
- b. Be recognized for the good things we do (Memphis) instead of the bad
- c. Better education/graduation rates/good jobs

Less frequent responses of note

- a. Reduce crime and have safer neighborhoods
- b. Reduce poverty
- c. Listen and take ideas from youth

**3. Adult: If I had one wish for Memphis it would be the following:**

Most frequent responses

- a. Focus on education of the children
- b. More positive self-image for our city
- c. Mutual respect through collaboration/work together for the greater good

Less frequent responses of note

- a. Put race behind us/unity and no racial divide
- b. Reduce poverty
- c. Less crime/more economic growth
- d. College attainment



**Adults** participating in Imagine Memphis were asked two questions not asked of the students. Below are those questions and responses. These responses can provide further guidance to the City of Memphis strategic planning committee.

**1. What is the #1 Asset Memphis has that it should capitalize on more?**

Most frequent responses

- a. History/culture/music/arts
- b. People/especially young people and their potential
- c. Geographic location/logistics

Less frequent responses of note

- a. Tourism
- b. Diversity
- c. Livable and affordable neighborhoods

**2. What is the #1 challenge Memphis should address as a top priority?**

Most frequent responses

- a. Access to and quality education for all
- b. Economic develop and creation of good jobs
- c. Reduce crime

Less frequent responses of note

- a. Poverty and problems associated with poverty
- b. A positive attitude/do away with negative perceptions

- c. Togetherness/inclusivity

## **IMAGINE MEMPHIS: SUMMARY**

Participants in Imagine Memphis are much like people throughout the Mid-South, and throughout the world for that matter. They want to live in a place that is safe and clean. They want youth to be valued and receive a great education. They want people and families to be prosperous and not poor. And, they want their government working for them not against them to make all the above happen.

The participating high school students and the adults who joined them repeatedly expressed their appreciation for having their voices heard by the City of Memphis strategic planning committee. They contributed their time, values and ideas hoping they would be helpful and useful.

There is nothing like hearing a young person say, “I didn’t think any adults cared what I thought.” Thank you for caring enough to listen to these young people through this report.

Imagine Memphis will continue on in the months and years ahead. You are welcome and encouraged to participate in a future event.

Thanks again to the City of Memphis and the Grizzlies Charitable Foundation’s TEAM UP Mentoring Program for their support and assistance.

## **PUBLIC INPUT SESSIONS**

### **INTRODUCTION**

The Williams Company conducted eight public input sessions – one open session and a session in each city council district. These were conducted over a 6-week period between early March and Mid-April 2013. In addition, a session was added that included the Leadership Memphis Executive Program Class of 2013. Participants were asked to put themselves in the budget planning shoes of the 5-year financial strategic planning committee members, the city administration and the city council with the theme of “what would you do?”

Altogether, there were approximately 200 total participants. There were 127 who completed evaluations and surveys. The results of this report include any information or feedback from all participants. The quantitative data is based on responses from the 127 individuals who submitted the appropriate paperwork at the end of each session.

What we learned through the public input session process:

- The average person does not have an accurate understanding of how their tax dollars are allocated; they may have an opinion, but not necessarily an informed opinion – and do not know how the current actual budget is allocated for city services and functions
- The average person appreciates the opportunity to learn how their tax dollars are spent, especially when presented with data, and is willing to use a deeper understanding of the data to inform and potentially shift their opinions
- The overwhelming majority of people did shift their opinions about the city budget with access to facts/data provided

What we learned from the public input session process:

- In response to the question “the most important consideration the 5-year financial planning committee should have is...”
  - ✓ **Try new things to improve services/reduce cost to taxpayers**  
(n = 90/127 = 71%)
  - ✓ **Compare Memphis to other cities/adjust services to national standards**  
(n = 47/127 = 37%)
  - ✓ **Focus on the basic services a city government should provide**  
(n = 27/127 = 21%)
  - ✓ **Reduce the tax rate by cutting budgets**  
(n = 12/127 = 9%)
- In response to the question “would you be willing to support additional investments – even if it means higher taxes – in the following categories:
  - ✓ **Neighborhood redevelopment**  
(n = 79/127 = 62%)
  - ✓ **Early childhood education – Pre-K**  
(n=52/127 = 41%)
  - ✓ **Roads and transportation**  
(n = 52/127 = 41%)
  - ✓ **Police – MPD**  
(n = 51/127 = 40%)
  - ✓ **Administration**  
(n = 7/127 = 6%)
- If there was one word that came up over and over in category after category it was the word “accountability.” Participants expressed a frustration over a lack of accountability (PILOT program not holding companies accountable for fulfilling the terms of their agreement; administration not being held accountable for running the government efficiently; and property owners of abandoned and blighted homes not being held accountable for fees and fines.) In response to the budget allocation process we learned the following:
  - ✓ **Cumulative Budget/MPD: 27% (– 10%).** A majority of those who participated did not think continuing to increase the public safety budget was sustainable; while

certainly not unanimous, there were significant numbers of people who felt more dollars should be invested in youth and neighborhood redevelopment to prevent crime (longer hours for libraries and community centers; increase programming for parks and recreation; contract with youth organizations to clean neighborhoods and cut grass) and to address neighborhood blight. Many participants were open to innovative ideas, including the use of non-commissioned police officers to handle traffic accidents, barking dogs and other “non-criminal” calls.

- ✓ **Cumulative Budget/MFD: 19% (-5%).** While not one of the more actively discussed categories, MFD fire and ambulance service call data allowed participants to be open to innovations such as EMT only stations.
- ✓ **Cumulative Budget/Business Enterprise: 7% (+3%).** Participants thought the city should do more to train people for jobs, create jobs, and support small business and minority business.
- ✓ **Cumulative Budget/Parks and Recreation: 8% (+3%).** Participants thought the city should do more to invest in young people and reverse the trend of young people being drawn into the criminal element.
- ✓ **Cumulative Budget/Roads and Transportation: 10% (+4%).** Participants believe the road conditions are unacceptable and that MATA needs assistance in developing a more accessible and efficient public transportation system.
- ✓ **Cumulative Budget/Libraries, Learning and Museums: 8% (+4%).** Similar to parks and recreation, participants encouraged a reallocation of budget dollars to support investment in youth to prevent them from becoming criminals of the future.
- ✓ **Cumulative Budget/Neighborhood Redevelopment: 10% (+5%).** A majority of those who participated felt their neighborhoods were not receiving a fair share of tax dollar investment for quality of life amenities. In addition, neighborhoods are where people live – and they want those places to be safe, clean, inviting for families, and good for businesses. Participants wanted neighborhoods to take a bite out of blight.
- ✓ **Cumulative Budget/Administration: 11% (-4%).** Participants were not satisfied that City Hall has done all it could do to make Memphis the place it could be. Efficiency and accountability were major concerns.

Final thoughts to be offered in the Executive Summary are in reality a cautionary tale. While participants were often enthusiastic and hopeful that their participation would make a difference in some way, the majority were skeptical and doubtful that anything would change. The majority of participants had been involved with public meetings before and based on those experiences and the lack of change – they were prepared for the future to be like the present. They would gladly trade it for the past, when they believe they were better served by their tax dollars, and those they elected to represent them. Again, the overarching theme for the public input sessions was “accountability.”

Participants hope that those who commissioned the public input sessions will be “accountable” and not only listen to what they took the time to say, but take action and make something happen for them, their neighborhoods, and the City of Memphis.

## PUBLIC INPUT SESSIONS TIMELINE

All meetings, except for District 2 at Shelby Farms, were held from 5:30 p.m. to 7:30 p.m. Following is a full listing of the meeting dates and locations:

MON, MARCH 11 – District 2

Shelby Farms Park, 500 N Pine Lake Dr., Memphis, TN 38134

TUE, MARCH 12 – District 3

Environmental Community Court, 4225 Airways Blvd., Memphis, TN 38116

MON, MARCH 18 – District 5

St. Luke’s United Methodist Church, 480 S Highland St., Memphis, TN 38111

THU, MARCH 21 – District 1

Raleigh Community Center, 3678 Powers Rd., Memphis, TN 38128

MON, MARCH 25 – District 6

Oak Grove Missionary Baptist Church, 183 Joubert Ave., Memphis, TN 38109

TUE, MARCH 26 – District 7

Ed Rice Community Center, 2907 N. Watkins St., Memphis, TN 38127

THU, MARCH 28 – District 4

Orange Mound Community Center, 2572 Park Ave., Memphis, TN 38111

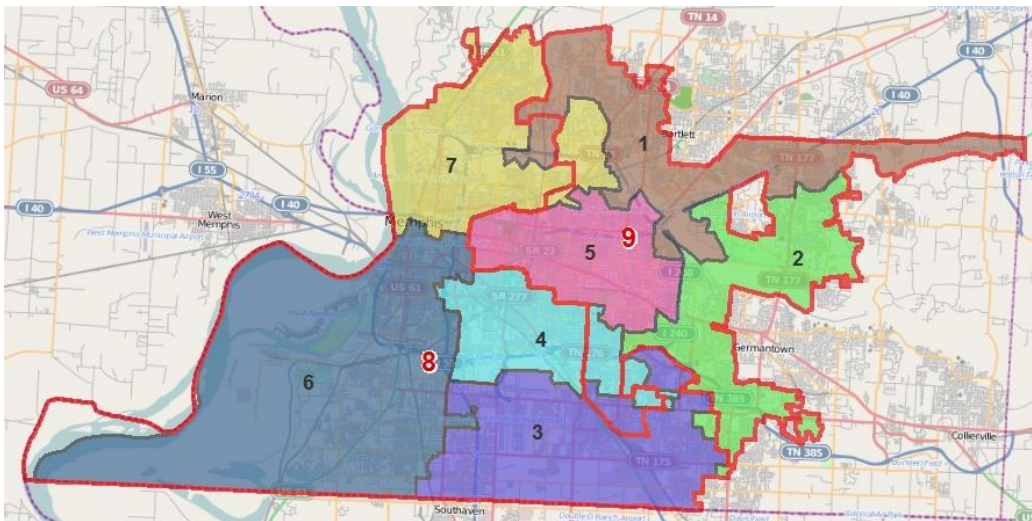
THU, APRIL 11 – District 6

The Walker House. 1109 Mississippi Blvd, Memphis, TN – 38126

THU, April 11 – Leadership Memphis Executive Class 2013

Naval Support Activity Mid-South

## CITY COUNCIL DISTRICT MAP





## KICKOFF AT BENJAMIN L. HOOKS LIBRARY

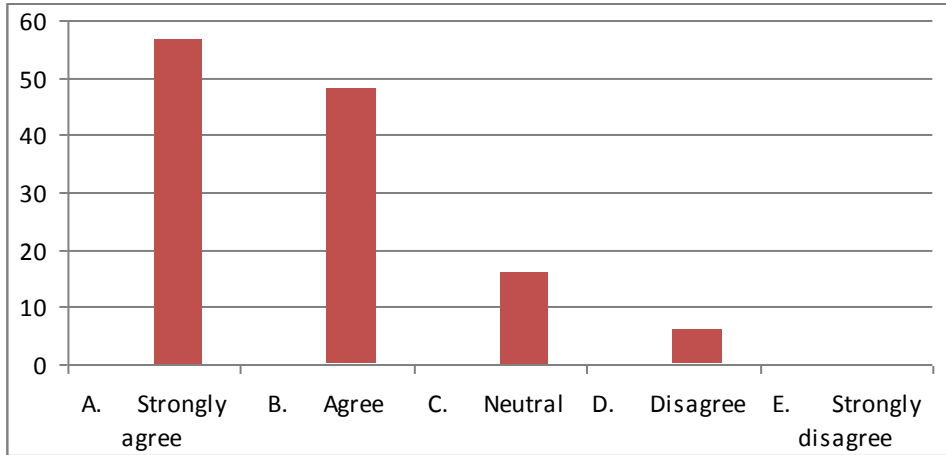


### PUBLIC INPUT SESSIONS SUMMARY

PUBLIC INPUT SESSION	EVALUATION RESPONSES	N=127
<b>1. I found this public input session to be a good use of my time. (choose one)</b>		
	A. Strongly agree	57 45%
	B. Agree	48 38%
	C. Neutral	16 13%
	D. Disagree	6 5%
	E. Strongly disagree	0 0%

***83% Strongly Agree or Agree the public input session was a good use of their time.***

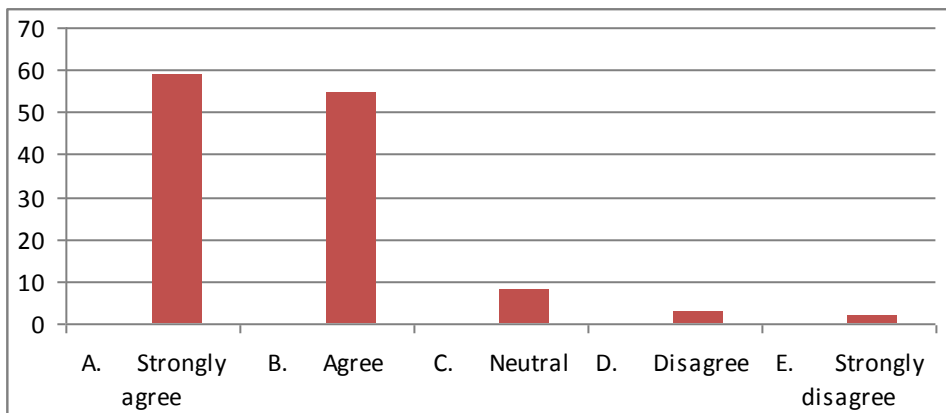




**2. I would recommend others participate in a session such as this on the City budget. (choose one)**

A. Strongly agree	59	46%
B. Agree	55	43%
C. Neutral	8	6%
D. Disagree	3	2%
E. Strongly disagree	2	2%

**89% Strongly Agree or Agree others should participate in a city budget public input session.**

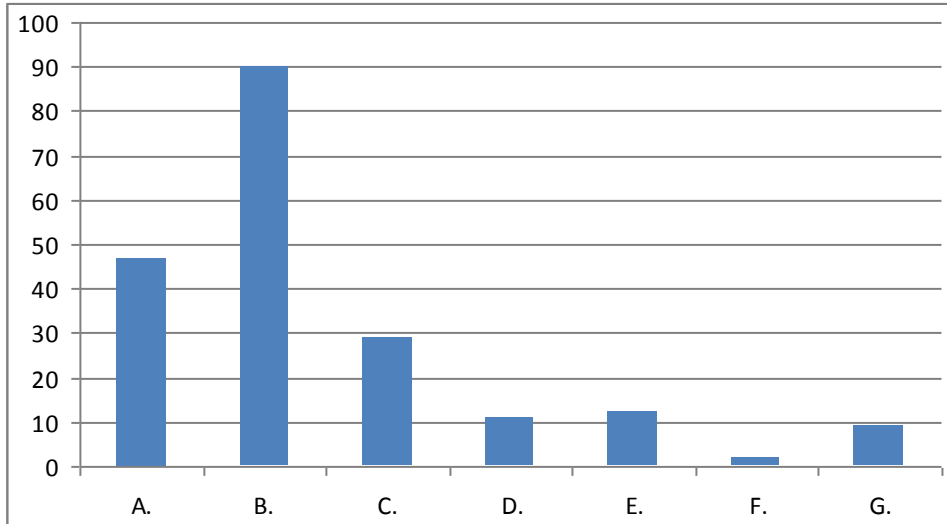


**3. The most important consideration the 5-year financial planning committee should have is (check any that apply):**

A. Compare Memphis to other cities and adjust local services to national standards	47	37%
B. Be willing to try new things in order to improve services and reduce cost to taxpayers	90	71%
C. Focus on the basic services a city government should	29	23%

provide		
D. Save city jobs even if it results in higher taxes	11	9%
E. Reduce the tax rate by cutting budgets	12	9%
F. None of the above	2	2%
G. All of the above	9	7%

**Participants prefer the city try new things, use national standards, focus on basic services and not cut the city budget by reducing the tax rate.**



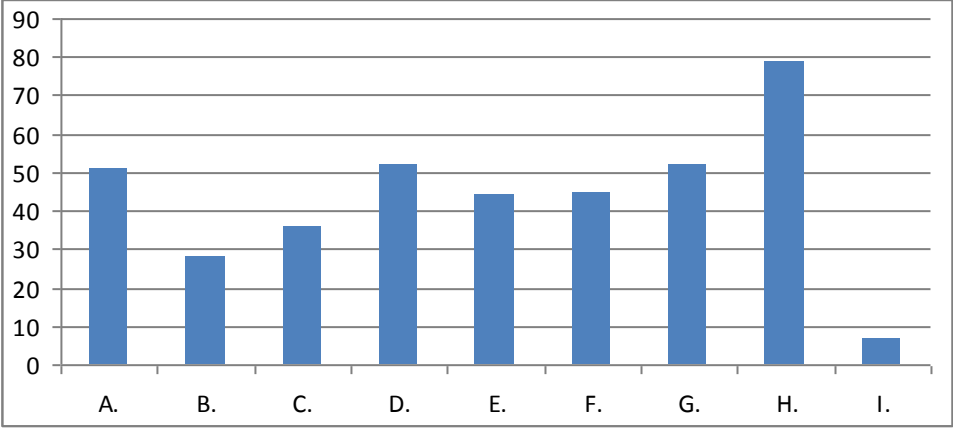
**4. I would be willing to support additional investments – even if it means higher taxes - in the following city services (check any that apply):**

A. Police	51	40%
B. Fire and ambulance	28	22%
C. Business enterprise	36	28%
D. Early childhood education (pre-K)	52	41%
E. Libraries, Learning and Museums	44	35%
F. Parks, Recreation, Golf Courses, Tennis Courts, etc.	45	35%
G. Roads and Transportation	52	41%
H. Neighborhood redevelopment	79	62%
I. Administration	7	6%

**Participants are willing to support additional investments in all city services even if it means higher taxes with nearly 2/3 citing neighborhood redevelopment as the most important area to do so.**

**Early childhood education (41%) and roads and transportation (41%) were also considered important, as was the MPD (40%).**

**Libraries, museums, parks, community centers and recreation were close behind (35%).**

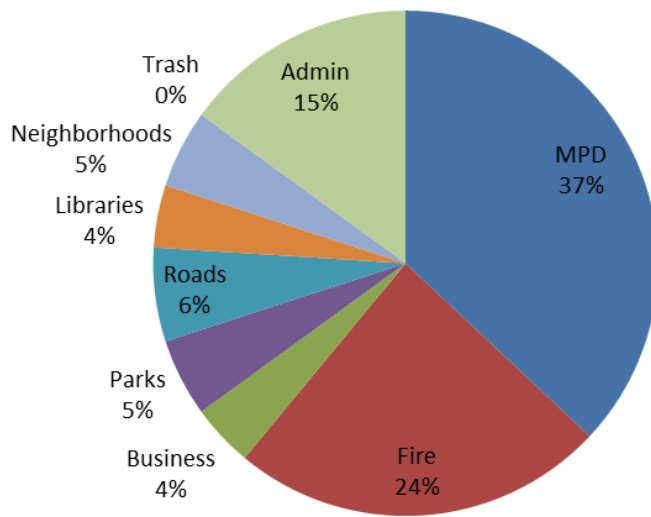


### CUMULATIVE BUDGET CHART

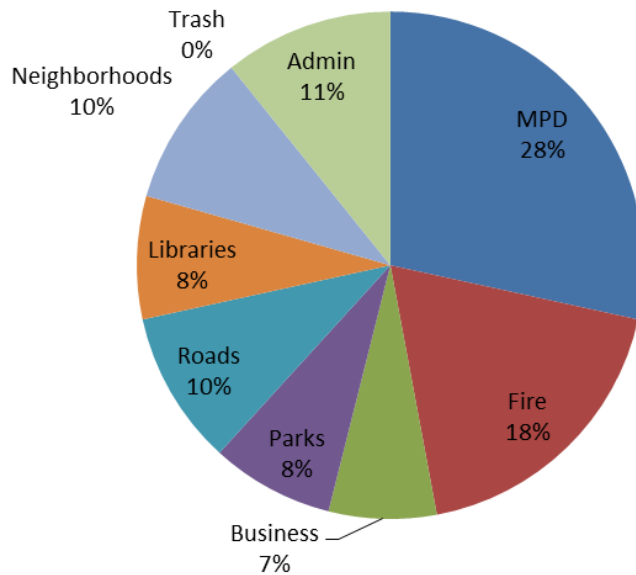
**Observations:**

Part of the public input process involved participants interacting with the facilitator to determine what they would do if they had to make the decision on how to allocate budget dollars. Participants were first asked to use a worksheet to provide their “best guess” at how the city budget is currently allocated for FY2013. Next participants were shown the actual distribution of city budget dollars in a pie chart like the one below. After group discussions with the discussion document, and listening to the report out session, participants were asked to complete a second worksheet with their version of a city budget for FY2014. The first pie chart displayed is the actual FY2013 City of Memphis budget. The second pie chart is the cumulative budget representing all input from all public input session participants.

## City of Memphis Actual Budget



## All Combined Sessions



## ACTUAL CITY BUDGET FY2013 VS. PROPOSED PARTICIPANT BUDGET

<b>MPD</b>	<b>37%</b>	<b>27% ( -10%)</b>
<b>MFD</b>	<b>24%</b>	<b>19% ( - 5%)</b>
<b>Business</b>	<b>4%</b>	<b>7% ( + 3%)</b>
<b>Parks</b>	<b>5%</b>	<b>8% ( + 3%)</b>
<b>Roads</b>	<b>6%</b>	<b>10% ( + 4%)</b>
<b>Libraries</b>	<b>4%</b>	<b>8% ( + 4%)</b>
<b>Neighborhoods</b>	<b>5%</b>	<b>10% ( + 5%)</b>
<b>Trash</b>	<b>0%</b>	<b>0%</b>
<b>Administration</b>	<b><u>15%</u></b>	<b><u>11%</u> ( - 4%)</b>
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

The average participant was typically unfamiliar with the actual allocation of city budget dollars. During the first portion of the public input sessions when participants provided their “best guess” budget – they often opted for an equal distribution methodology which resulted in the MPD receiving 15-25% of the budget, MFD receiving 15-20%, Administration receiving 5-10% and other areas receiving more than their actuals. After being shown the first pie chart, participants were often surprised at the high level of funding for MPD and MFD, which combine in actual dollars to 61% of the budget.

Although some participants didn’t agree with or would have liked more data in the discussion document that was distributed and used for breakout sessions, most participants agreed that data and statistics can be an important tool in making better strategic and management decisions for our community. Participants were grateful for the opportunity to learn more about the budget and some of the operational challenges facing many of the divisions/departments in city government. When provided with the data and the actual budget numbers, participants used that information to further inform themselves and their decision-making. This almost always resulted in their second worksheet increasing in areas of MPD and MFD – closer to the original actual city budget – but rarely reaching the actual FY2013 level. Participants would often give more to public safety than they had initially, but continue to advocate for more preventive strategies in neighborhood redevelopment, parks and recreation, and libraries – and their second budgets at the end of the evening would reflect that.

Near the end of this document is a budget chart for each of the public input sessions, with the exception of two when the attendance for one was “1” and the attendance for the other was “2”. One interesting observation was the difference between the neighborhood based public input sessions with residents and the session with members of the Leadership Memphis Executive Program Class of 2013.

Leadership Memphis class members received an expanded amount of information, including a conversation with Toney Armstrong, director of the Memphis Police Department, as well as Doug

McGowen, director of the Bloomberg Mayor’s Innovative Delivery Team. Also in the class were participants like Jerry Collins, president of MLGW, who served in the City administration for many years and Scott McCormick, who had served on the Memphis City Council.

Insights provided by these individuals regarding police operations, neighborhood redevelopment, lack of city density, roads and sewer infrastructure and information technology – provided expanded perspectives and understanding that the neighborhood sessions did not have the time to include. When comparing the Leadership Memphis public input budget chart vs. the neighborhood-based public session input budget charts – it helps to understand the variable that could explain part of the difference between the budget allocations.

Ultimately, the cumulative public input session budget calls for a shift in the way the City has been budgeting and is supported by the participant comments and input. Participants want their city to be what most people want their city to be. Participants believe there is a better way for government to deliver that city to them – and it begins with the budget process.

## **OPEN COMMENTS**

### **MEMPHIS POLICE DEPARTMENT**

#### Observations:

There are people who believe strongly that public safety is a priority investment. Likewise there are people who feel equally strong that the level of increased investment in public safety is not sustainable and that a more prudent reallocation of some public safety dollars should go toward prevention strategies – largely investing in infrastructure for youth. This would include longer operating hours for libraries and community centers, as well as increased programming for parks and recreation.

The majority of participants were open to more innovative uses of MPD personnel, such as PST officers for routine traffic accidents, and other types of citizen/non-commissioned officers responding to barking dogs and other non-criminal activity. Other suggestions included an increase in technology that would reduce paperwork and handling the volume of calls, eliminating the need for duplicated paperwork generated when taking a police report on the phone and then again when an officer responds in the field, and reviewing the training and professional development of officers.

Many participants in underserved neighborhoods were particularly vocal about the need to develop amenities in their communities to pro-actively develop productive youth in ways that prevent them from committing crimes. They also favored more community policing strategies to build relationships with positive adult role models from the MPD.

A majority of participants felt it was appropriate to charge fees for false alarms, building in some number of “no-charge” false alarms before starting to charge. Another theme throughout the

public input sessions was accountability. In this case, and whenever fees are mentioned, participants typically say if you are going to charge a fee, make sure you also collect the fee.

#### Participant Comments:

- Intervention programs for crime & neighborhood re-development
- Build the police department their own headquarters and stop paying rent for 2 floors at 201 Poplar
- Employ citizens to handle traffic issues vs. policeman. The excess funds used for minor issues such as traffic can go to other areas in the MPD.
- Charge fees for false alarms, educate population to reduce the high incident of fires
- Use more non-commission personnel for administrative and routine police services
- Invest in programs to improve life of citizens that will (long term) reduce balance of resources needed for reactive services - police and fire.
- Build efficiency in MPD by looking at how you route and service the calls they receive (only 5% result in crime) Look at privatizing service calls
- Safely find ways to collect addresses for false or non-important calls
- We have to increase police and fire. Public safety is important not only for the residents of Memphis, but it is important for those who visit our city. Visitors and tourists should feel safe visiting Memphis
- Invest in technology for police and stop wasted/duplicated services such as answering every call in person
- Cutting police and fire
- Go back to using PST's in the police department to check out residents and direct traffic
- More dollars to police and fire is a sign of a city going downhill. Need to focus on things that build up the city.
- MPD – Reduce data driven programs; reinstitute community policing; increase pay and benefits and officers
- Quickly transfer Blue Crush seized properties to the land bank so they can get back on the tax rolls
- Reinstate the PST's for non-public safety calls
- The MPD and Fire Department finances should be left alone and “structured” to handle some of the tasks that have been passed on to other organizations incorporated (needlessly)
- Use of civilians for traffic and administrative duties
- Manage overtime better
- Privatize minor incidents
- Civilian support for minor incidents
- Examine portion of budget that is allocated to hiring training
- Misallocation of resources because – reactionary 76%

#### **MEMPHIS FIRE DEPARTMENT**

##### Observations:

Similar to participant responses about the MPD, responses about the MFD were also mixed. Many participants believed services and expenses should stay as they are. Many believed they should be adjusted based on the use of MFD services – fire and EMT.

Participants were open to charging and collecting fees for false alarms for fires. No data was provided on EMT fees charged vs. not-charged vs. collected – so there was no input. However, some participants expressed openness to exploring EMT only stations.

Participant Comments:

- Over 2/3 of incidents for MFD are EMS related. Look at starting up ambulance only services, reducing fire costs.
- Ensure older buildings adhere to code to fire threat, charge for false alarms, investigate toll roads
- MFD – No cuts; no closing of stations
- Fire Department Classes similar to the Police ACA classes
- Charge and collect a fee for false alarms called into MFD
- Why are we double the incident rate per capita vs. other cities of similar size – build building better to code
- 2<sup>nd</sup> highest incident category is false alarms – look at changing their category
- Over 2/3 of the incidents are EMS related – look at starting up ambulance only services and cutting back on fire.
- Need more ambulances; inefficient to send fire trucks for ambulance only calls

**MEMPHIS BUSINESS ENTERPRISE**

Observations:

This category required the most definition as to what it represented and was also one of the most actively discussed by participants. Participants were interested in an increased level of assistance from the city in job training, creating jobs, and more opportunities for small and minority businesses. There was a large sentiment from participants to “invest in businesses already in Memphis.” The topic of PILOTS evoked strong opinions from participants – ranging from “stop them” to “re-evaluate them” to “if you are going to have them at least hold those who receive them accountable for fulfilling the terms.”

Everyone who expressed an opinion on this category recognized the City should have a significant role in economic development. There was no consensus from participants as to what that role should be, or to what levels. If there was one theme that came from the Memphis Business Enterprise category it was the City should do what it takes to create jobs – but in so doing it must hold those who receive city funding for job training, creating jobs, or for those who are provided tax breaks accountable for those investments.

It should also be noted that a few participants made the connection between the lack of jobs and crime. If people are employed they are less likely to commit crimes of all types – from burglaries and robberies to domestic abuse and homicides.

Participant Comments:

- Allocate more resources to small business development and new business enterprise
- Sponsor, create, and support more "job fairs" and minority and small business development programs.



- Create jobs, create more small businesses, vocational trainings, agri-business development, food services, youth programs, sports for kids
- Excellent work with Business Development/Tidying up
- Give opportunity to get contracts to other minorities and not only 3 same minority companies
- Accountability should be required in the business enterprise section administration
- Provide money for small businesses and local communities for people to improve the city
- Invest more in job training
- Redesign Pilot Programs
- Oversee the EDGE committee contracts. Be more stringent with giving away the money.
- Significantly reduce PILOTS. Create a clawback provision.
- BUSINESSES – Make them pay property taxes and all taxes!
- Stop giving money to companies through PILOTS
- Suggest the city to revamp the PILOT program so it can actually benefit the city
- Reduce pilots, and focus on growth on homegrown businesses, help them to grow
- Re-do how we bring business in
- Commission and institute a strategic economic development plan, so our business investment and community investment is not scattered in unrelated projects
- Create an East Memphis, Midtown, Collierville, etc. Chamber of Commerce to concentrate on a larger percentage of Memphis rather than downtown
- City should look at private organizations/pilot programs to assist in financing if they evaluate and feel the organizations would benefit the city and the citizens
- Open more Vocational and Technical schools in Memphis
- Business development is highly fragmented – resources not used efficiency – multiple agencies
- Re-examine the pilot – benchmarking with other cities
- Umbrella – admin support across enterprise (Has admin that supports each organization IT, HR, Payroll, etc)
- Require accountability
- Invest in business here already
- Good commerce is needed for a vibrant community
- City doesn't do enough to bring new jobs
- Develop current businesses
- Why are we funding the chamber of commerce?
- Need to be restructured

## **PARKS AND RECREATION**

### Observations:

The majority of participants expressed the opinion that the area of parks and recreation in general should remain under city control and supervision. And while some felt the city should provide all support services there were others who were open to allowing community organizations to come alongside the city and share in the management/provision of services, such as park maintenance. When talking specifically about golf courses and tennis facilities, participants were more in favor of those services paying for themselves, while some felt it would be appropriate to have “sliding scale” fees for students, seniors and other citizens who might not be able to afford full cost.

As mentioned in the MPD observations, many participants believe increased investments in parks, community centers, and other recreation activities, such as athletic leagues, would have a positive impact on crime reduction – and produce more positive young people who would grow up to be more productive adults. This was a resounding theme from neighborhoods that have seen many of their park and community center services diminish in recent years through budget cuts.

One participant expressed the opinion that parks and recreation needed a strategic vision that would create a comprehensive plan to bring the community – government, business, neighborhood organizations, faith organizations, and individuals – together to ensure the young people of Memphis have a opportunity to grow up safe, healthy and positive about our city.

#### Participant Comments:

- Reinvest in parks, neighborhoods, and businesses to attract new/retain talent in Memphis
- Promote corporate sponsorships of neighborhood groups sports teams, music programs, job training. We need a contract with Bass Pro to stock locally produced products.
- Use community organizations to manage parks alongside City employees.
- Allow partnerships with Community organizations to maintain grounds of parks, etc. – contractually
- PARKS – City run it all; greatly increase budget and hours to ALL
- Golf and Tennis Centers: pay for themselves via fees so that they can be self-maintained. It will add more money for programs in parks and playgrounds.
- Increase funds to parks and community centers – fund through efficiencies in the 76% going to Police, Fire, & Admin
- Golf courses should be privately funded
- Reallocate of funding
- Community centers need to be remodeled
- Correlate to crime and delinquency
- Summer programs and after school
- Increase funding for programs
  - Leagues/teams sponsored
  - Midnight basketball in summer
- Add features
  - Water parks
  - Visually appealing
  - Box hockey
  - Tether ball
  - Basketball courts
  - Lighted trails
- We are still doing old approaches
- Alternate evening activities for adults – re-brand Memphis
  - Cigar bars
  - Dancing
  - Downtown needs to be a safe exciting place to be
- Need a bigger picture long term strategic vision

## **ROADS AND TRANSPORTATION**

### Observations:

Participants focused comments in this category on two primary things – road conditions and mass transit. When commenting on roads participants complained of poor road conditions, and the length of time between road paving – both were considered unacceptable.

When commenting on mass transit, there were opinions that ranged from privatizing MATA to adding light rail for the city. Others called for a public transit system that made more sense and provided a higher level of service than currently offered – suggesting that the current system does not respond adequately to employers and employees (helping people stay employed who need public transportation to get to and from work). To increase private ridership several participants suggested the addition of “park and ride” lots.

More than one participant was in favor of adding toll roads to Arkansas and Mississippi to generate revenue for roads and transportation.

### Participant Comments:

- Develop efficient public transportation to and from Memphis to Germantown
- Explore toll both for MS & AK into Memphis
- Explore light rail - create construction jobs, realign transportation to vital areas
- Consider privatizing MATA
- Use Toll roads at AK and MS entrances
- Look into mass transit
- Conduct a strategic plan for commuter patterns and institute "park-n-ride" hubs with properly sized, modern vehicles to attract the upper level professionals
- Public transportation system
- Use gas tax to fund roads
- Find separate funding for road improvements, similar to sanitation
- More transportation for public. In other cities public transportation is big.
- Why doesn't MATA partner with the universities of Memphis?
- TRANS – Increase funding to MATA; evaluate the MATA administration and their efficiency
- Free MATA from federal restrictions. Make MATA work for the people, especially for the low income population, for job interviews/making job commitments
- Hybrid funding model for transportation investment
- Study Atlanta's system (light rail/MATA) as a program
- Investigate toll roads
- Paving cycle to closer to best in class time frames (20-25 years)
- Increase funds and roads to 10%
- Look into mass transit
- What happened to the plan for a legit rail system
- Make a better public transportation to help the labor pool get to work
- Difficulty to get to jobs
- Invest in Light rail & improve Mata system

- Routes that reflect where users need it
- Invest in modern busses & sized correctly for the passenger population
- Invest in safety on public transportation
- Need commuter lots for Park & Rides
- Road conditions are terrible
- Public Transportation campaign to attract
- Strategic phased plan to capture all of these factors
- Hours must accommodate the business professional
- If they can do it for Grizzlies games they can do it for everyday use!

## **LIBRARIES, LEARNING AND MUSEUMS**

### Observations:

While not receiving a lot of written comments about libraries, early childhood development and museums, they were mentioned often when it came to re-investing in neighborhood amenities that would benefit youth and reduce crime. They were seen as one of the few infrastructure strategies available for neighborhoods to keep young people off the streets and focused on positive development.

Previous budget cuts have reduced operational hours for libraries and museums and have increased hours that young people are left to their own on the streets. There are also fewer hours available to help young people with studies, homework, and ways to increase their educational attainment and make better grades. Lack of library funding also impacts accessibility of the internet to the one-third of the Memphis population that has none. This impacts many people in many ways, including those who need internet access to apply for jobs.

### Participant Comments:

- Devote additional resources to early childhood education, after school programs, and youth crime prevention initiatives
- Libraries – reopen all closed ones; increase \$; increase hours
- Pink Palace was beautiful as it was. The hundreds of thousands spent on the inside was wasted.
- Tax for pre-kindergarten not good. Money should be spent on education for teenagers. Need job skills for them, not child care.

## **NEIGHBORHOOD REDEVELOPMENT**

### Observations:

The Neighborhood Redevelopment Category received a considerable amount of attention by public session input participants. Everyone wants their neighborhood to be safe, clean, and a thriving place for families and businesses. While participants recognized the City cannot be held responsible for doing everything to make that happen – they do believe the City is not being held accountable for doing all it can to create great neighborhoods.

The pro-active crime prevention strategy of investing in neighborhood redevelopment was dominant in discussions. Ranging from blight reduction and group clean-ups to summer youth

jobs and landlord accountability – participants were frustrated at the ongoing lack of support and infrastructure provided to their neighborhoods. Participants were particularly vocal about code-enforcement and the lack of accountability from that department and its employees – calling the function “non-existent.” Participants also noted the number of blighted and abandoned properties for which no property taxes are collected, including bank owned properties – and encouraged fees/fines and the collection of fees/fines (accountability) at an aggressive level.

Participants appeared open to contracting with youth and other organizations for cutting weeds and other community clean-up activities, as well as partnering with the City to organize around the 25 block system. More than one participant suggested that neighborhood redevelopment and some of its functions are in silos and not connected through planning and operations with other City services, including parks and recreation, libraries, public services and roads and transportation – suggesting a less than comprehensive and sensible way of helping neighborhoods reach their potential.

#### Participant Comments:

- Endorse the 25 block system for neighborhoods and attempt to get input in from the local associations/church groups/PTA etc. Invest more in neighborhood redevelopment
- More awareness of developments in the community so the neighborhoods can get involved
- Streamline legal in regards to neighborhood redevelopment
- Organize neighborhood committees to do self-help clean ups in their area. (Painting, cleaning, repairs, etc.) and provide minimum support to enable these groups
- Put more money into prevention (neighborhood development etc.)
- I like the idea of paying some of the children to help the neighborhood clean
- Invest in neighborhood economic opportunity; invest in early childhood education; reduce incarceration rates
- Have to increase community development and invest as well as improve on the assets that the city already possesses
- Neighborhoods - collect fees and fine homeowners for blight
- Work closely (City and county) to utilize vacant properties within neighborhoods (closed schools) for other needs (satellite police stations)
- Save money by using more contracted labor to perform duties like lawn care, custodial, etc.
- Fighting blight
- Code enforcement/neighborhood redevelopment
- More supervision of city employees. Code enforcement is non-existent. Have employees account for their time we pay as salary.
- Neighborhood Development – Consult residents and develop with the needs of ALL in mind
- DO NOT END PUBLIC HOUSING
- Involve local residents in the planning processes in their individual neighborhoods
- Maintain community neighborhoods specifically the Graceland School area (School torn down) keep grass cut, put a few speed bumps on Hickey, put up lighting for night visibility, prevent night traffic on foot.
- On vacant, abandoned properties, do not charge back the taxes to non-profits who will get them back into the housing stock, increasing the future tax base
- Trash bins for neighborhood cleanups on weekends

- Focus on revenue generating aspect of recycling for general public. More emphasis on recycling for multi-family units – collection centers
- Trash-recycle more generates gas – use for revenues
- Enforce landlords to pay for large trash pickups when people are evicted
- The city could generate additional revenue by enforcing violations to present county & city community property.
- Preference: contract to local private companies etc.
- Increase funding for initiatives like grow Memphis
- Put ties in silos that ultimately impact neighborhood redevelopment which rids blight, quality of life issues
- Public community board
- Collect Fees
- Evaluation of how NRD is spent out to community organizations to do work
- Fines to homeowners enforced
- Hire youth for summer jobs cleaning neighborhoods
- Influences need for public safety
- Clean, no vacant bldg., reduces crime
- Direct correlation to crime
- Blight cause by economic downturn
- Discourages businesses
- Businesses closed creates job loss
- Property owners must register
- Banks don't pay taxes on abandoned property
- How to spend the dollars
  - Code enforcement; maintenance and appearance
  - Code enforcers feel not valued
- Redevelopment
- Incentivize banks to be responsible to give subsidize loans to an individual that wants to develop

## **ADMINISTRATION**

### Observations:

The majority of participants repeatedly expressed the opinion that there is too much administration and that it is not being held accountable to the tax-payer. It should be noted that this is not limited to the mayor's office, but includes the Memphis City Council, and many of the centralized services such as human resources and information technology. Most participants appreciated the data-driven decision-making approach to seeking out and implementing innovations resulting in saving tax dollars and/or improving services. Metrics are seen as an important step to better decision-making and increased accountability.

Participants expressed the need to cut waste not services, study inefficiencies, improve on hiring and training, enforce fines and fees, reduce layers of administration, reduce consultants, reduce pay and benefits, address pensions, and not privatize city services

Participants also expressed the need to invest in preventive maintenance, infrastructure, information technology, cross-training employees, report controls for each department, and that under-investing in essential City services can result in even greater inefficiencies.

One recommendation called for a city/civic think tank to continually work together to identify revenue opportunities for the City. Several participants recommended further exploration of city/county consolidation.

Increased transparency and communication could be opportunities to gain needed “buy-in” from residents for the work done by administration. Many participants do not see the dots being connected and do not see positive things changing in their neighborhoods, or their lives. When people do not see the things around them getting better – they want to hold those they feel responsible accountable.

#### Participant Comments:

- Preventative maintenance saves money such as street paving, city vehicles, building inspected for energy loss Lots of people working in public positions doing the same thing or nothing
- Increased accountability in regards to city administrative duties
- Less than before, but still corruption in the government
- Consider relationship between "efficiency" and under-investing in infrastructures
- Are we mortgaging our future by not maintaining our infrastructure
- Examine portion of budget that is allocated to hiring & training
- Re-examine the pilot-benchmarking with other cities
- Think outside the box and stop hiring the same old tired/un-retired folk because all you get is what you already had
- Continue focus on metrics and efficiency on putting focused efforts on areas where there is high, sustainable ROI
- But don't keep these efforts so super-centralized. Get real management input. We're in some danger of getting consultant-itis
- Break it out from the umbrella of Admin/HR etc. and implement strategic investment in IT systems to lower long term costs of doing business
- Consolidated government - over the next five years identify incremental steps toward consolidation
- Making better use of technology to decrease cost and increase productivity. It should be seen and valued as a strategic asset with a significant strategic plan
- Admin - should always be smarter
- In all areas we should be able to add value and have a ROI. If not after 3 years we should change
- Support services should be under an umbrella
- Administration - audit spending
- Stop smart meters; cut white collar salaries
- Trim layers in administration staff, contract U of M internships of those in MBA programs
- Make sure decision-making is fair and jobs go to people who deserve them not cronies
- Lower cost by discontinuing a lot of administrative overhead
- Ask larger non-profits to adopt smaller non-profits that share the same cause and neighborhood MPD share with faith based and smaller non profits as well

- Allow non-profits to rebuild houses and sell for smaller amounts to residents that would like to stay in the community without being able to sell or rent to others
- Create a coalition of city leaders (commission) and civil leaders (civilians) to have a think tank to address how to (across socio-economic lines from all areas of the city) generate additional revenues. The group could meet quarterly.
- Cut administrators, staff, and pay
- Use of fees to raise revenue. Levy these on people from outside to use tax supported
- Spend within your means
- Cut waste not services
- Enforce fines and fees
- More transparency in the workings and running of the Memphis City Government and where the education dollars of the wheel tax are going
- Prefer to use the taxes would already pay like the wheel tax and not increase
- Collect fees
- More efficient use of taxes
- Small savings add up, so look for small savings
- City employees should not be suspended with pay
- Do not privatize city services
- Hire competent managers and pay labor a livable wage
- Put a freeze on the existing budget & force departments to get serious and creative with the funds that they already have
- Outsource certain services... public lawn maintenance, garbage pickup, etc.
- Eliminate “nice to have” benefits of city/county employees
- Stop spending and giving away money unnecessarily to grants that are for personal gain
- Stop playing politics and be real with the people because higher taxes and lies will destroy our city
- Restructure relationships with unions. Provide outside disability pension administrations/decision makers.
- Do not pay more than comparable positions command in the private sector.
- Review all city employee pension plans and bring into line with the private sector.
- Make retirees pay for healthcare costs in the same way that private sector people have to.
- Do not allow mayor appointees to serve short periods of time to leave with full benefits as though they were there 20 plus years.
- Rotate all executive positions for at least a 6 month window to gather objective feedback and make positive changes based on the needs of the people and not based on individual turfs.
- The city budget will never work unless there are better procedures in place to monitor how we use our money allocated to services and prevent improper use of funds. Reports controls is important for every services/departments
- Raise taxes if needed. Cut where it is feasible.
- Less spent for retirement of city employees.
- Look at cross training employees
- Study inefficiencies and implement findings
- Consider hiring/staffing in the budget

## **OTHER COMMENTS AND OBSERVATIONS**

### Observations:



Participants had other comments that didn't fall into one of the eight categories. Some comments related to the public input process itself, and others were comments documented to include in this report.

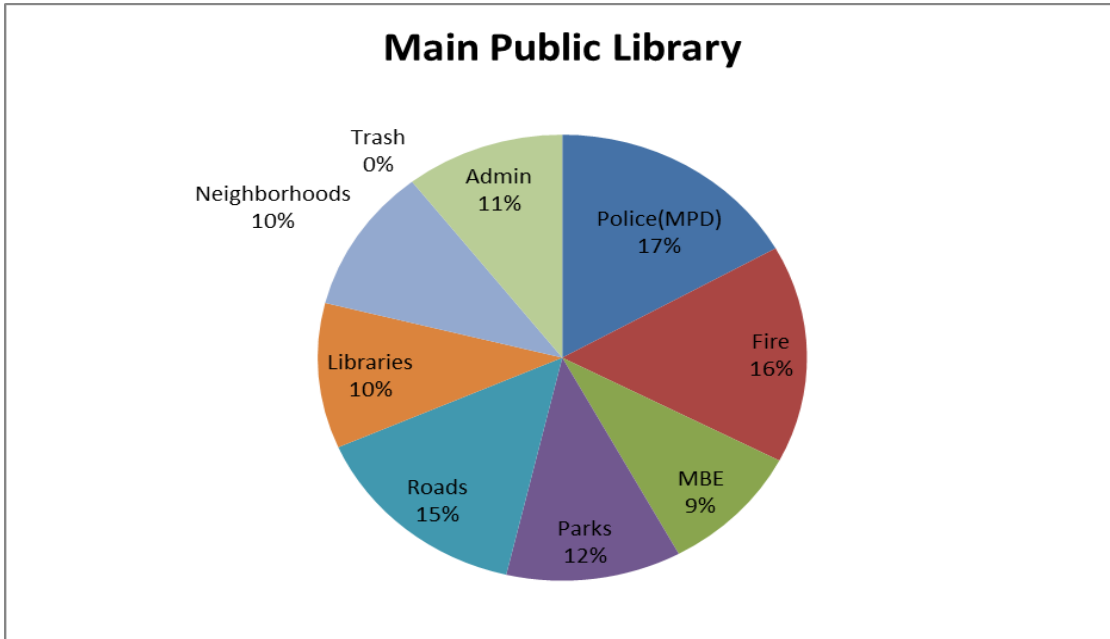
#### Participant Comments:

- Actively encourage other Memphians to run for elected office. Need to get rid of old council as expeditiously as possible and get a new infusion of blood and ideas
- Learn to read city budget (city council) and recognize how to pinpoint areas/departments that are operating efficiently or effectively
- Council should make it a priority to solicit feedback and information from other organizations to help them in making decisions about how to best serve citizens. They don't communicate effectively in getting buy in for city services, generating revenue, or increasing taxes
- City/county government consolidation
- Lobby state to change laws that prohibit tax increase at reappraisal time
- Food silos - consolidate our thinking
- Consolidate administration with county
- Whatever it takes to make Memphis the big "M"
- Allow city workers to give more hands on assistance to seniors. Many workers are just holding jobs without real days of work helping someone in the city that pays taxes. City workers waste gas in cars and city trucks, sanitation workers, police, code enforcement.
- Mandatory – need paper ballots all the way
- Stop Delphi tactics
- What about those Comprehensive Annual Financial Report (Slush Funds)?
- Not spending money on fluoridated water.
- Thank you for allowing us to share. I am sorry others did not use the time to learn
- Have more meetings like this so powerful opinions/people don't dominate discussion
- There were 3 people who took 50% of the discussion time
- Keep at this process
- There should be a secretary taking minutes at the session
- The council member be present during the open forum
- Have more public meetings and take information shared and use it
- Provide a real budget to the public - all expenses to be itemized
- Community input should be on the front end. Communication needs to be better.
- Making the city more livable will make it more attractive – this brings in more jobs and keeps the best workers.
- Good start on a process. City officials should stay. Questions on budget pages were biased!
- Get public input on CIP/Reduce \$ to corporations
- Give accountability for small things so the citizens know to pay attention
- Sanitation – No privatization or managed competition of sanitation
- Do NOT Sell MLGW; no smart meters
- Pass Payroll tax
- Follow-up with residents to ensure good participation in meetings
- Better ways of getting the word out about meetings
- More shared decision making with the community about the budget and other important issues.
- Fallacies of budget is to only show revenue not expenses

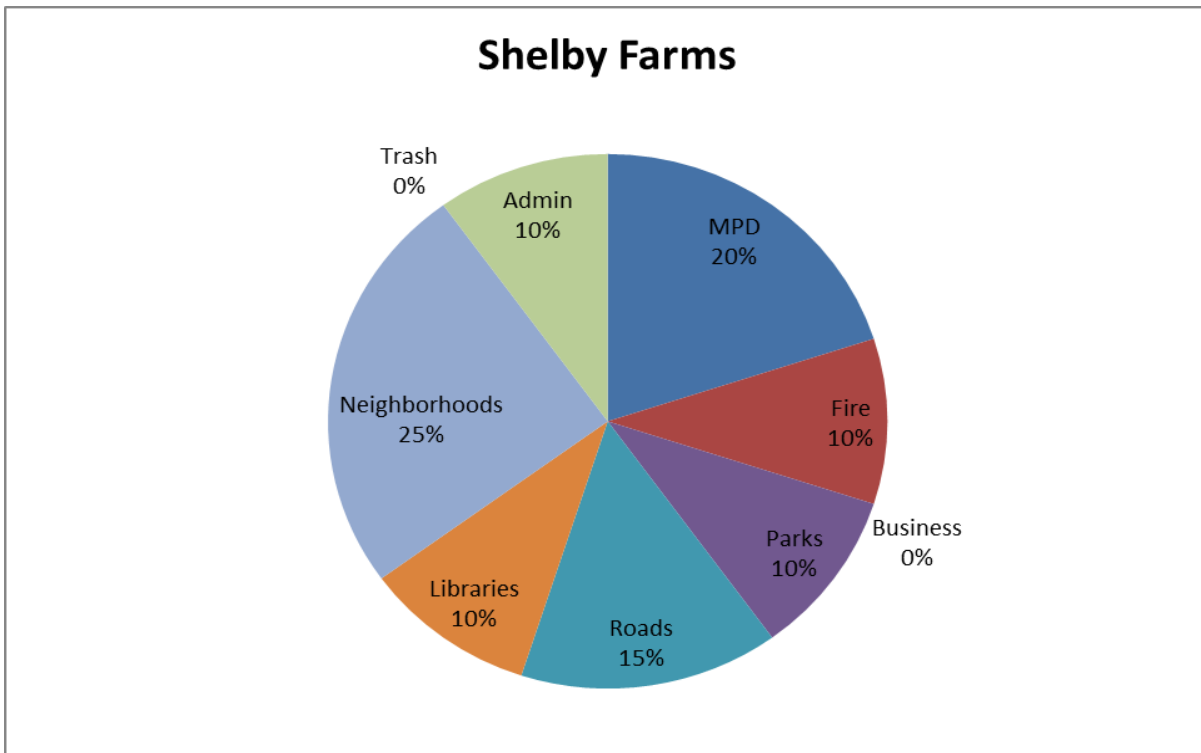
- Capital budget and reserves should also be considered when budgeting Memphis Police and Fire
- Cut budget or increase revenue
- Increasing quality of life will decrease many factors that capital dollars should be used to increase capacity of budget
- Need a collective group to oversee cross spending, cross training, will ultimately increase resources and efficiencies
- Redirect consulting fees. More public/private accountability needed
- Redistribution of Budget categories should be considered
  - Safety (Police/Fire)
  - Neighborhood Redevelopment , Parks and Rec, Libraries
  - Administration /oversight groups
- Put budget into 3 categories: Public Safety; Quality of Life, and Admin
- Compare Memphis w/ comparable cities – consolidation
- Move more to electronic
- Outsourcing some services – IT, building maintenance
- No pension for sanitation

# PARTICIPANT BUDGET BY PUBLIC INPUT SESSION

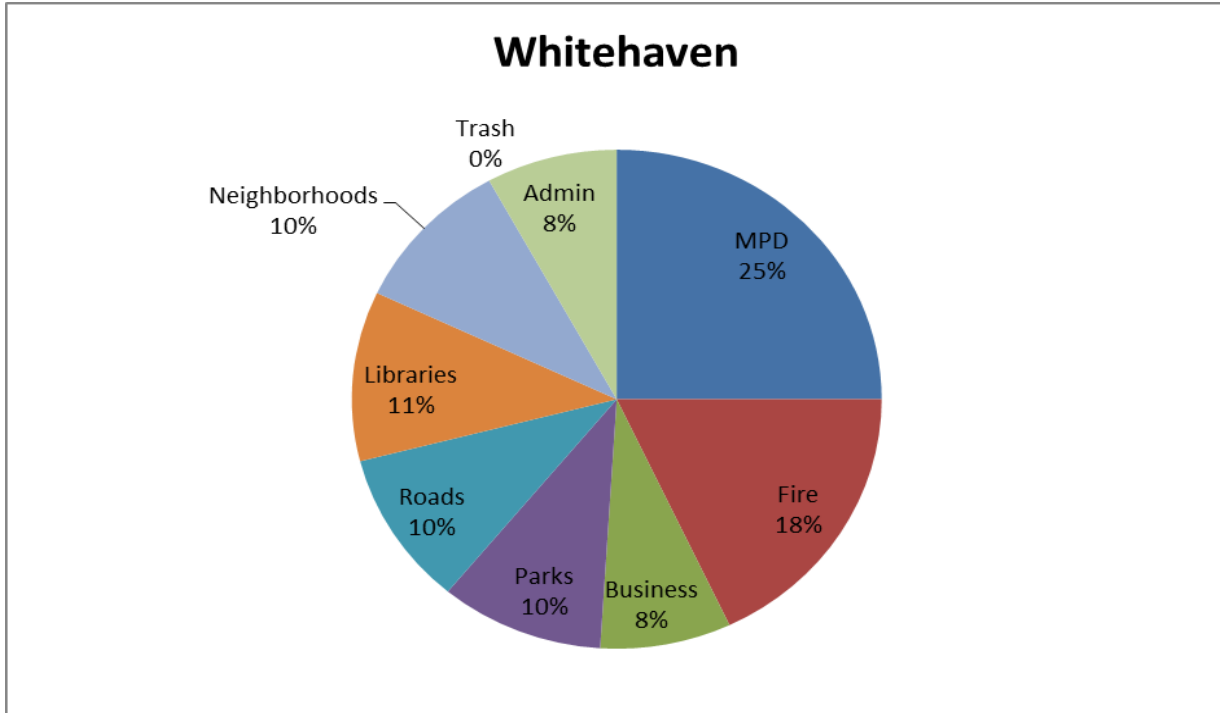
## MAIN LIBRARY KICKOFF



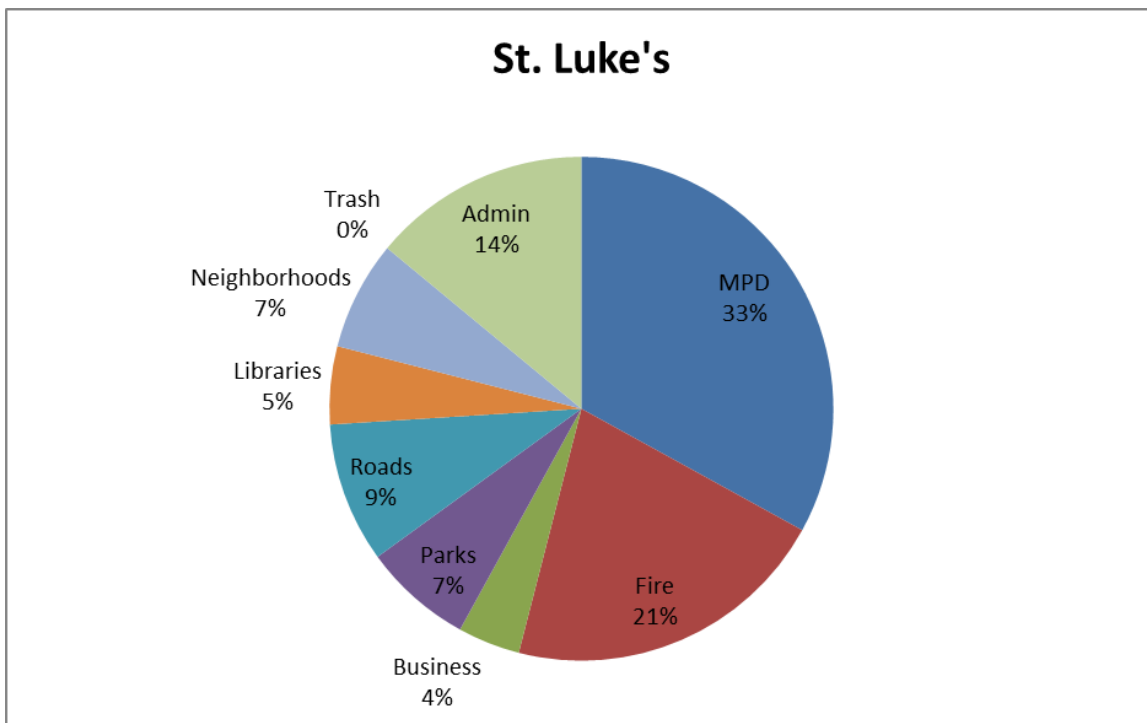
## SHELBY FARMS



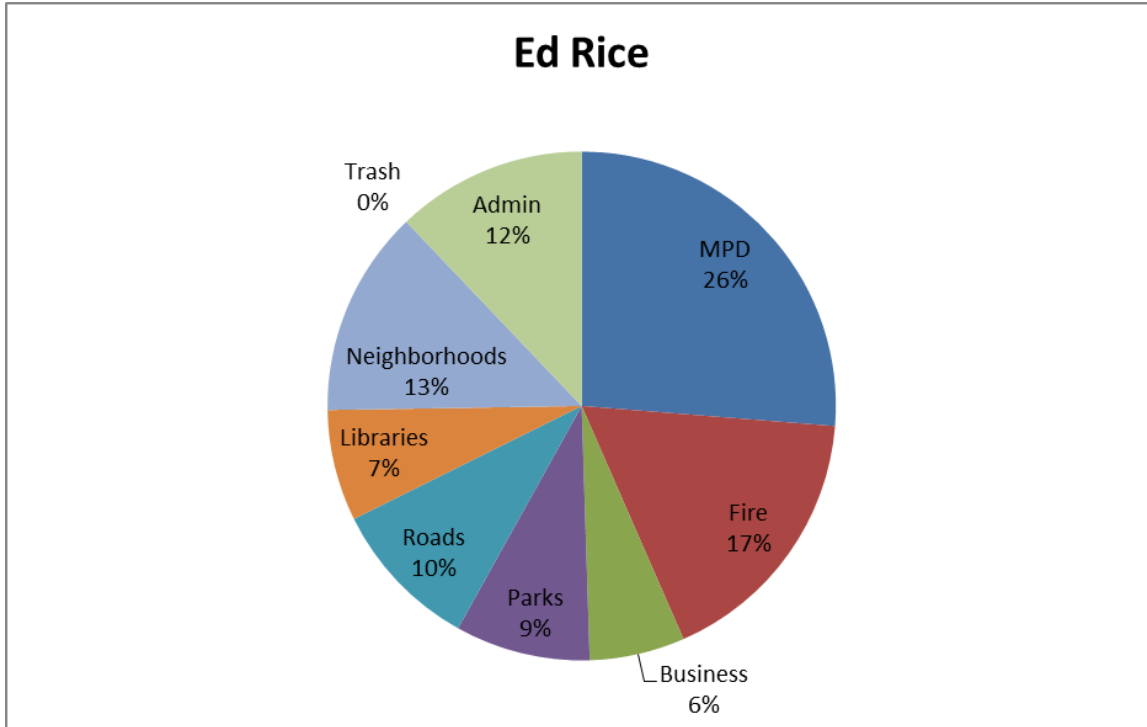
## WHITEHAVEN



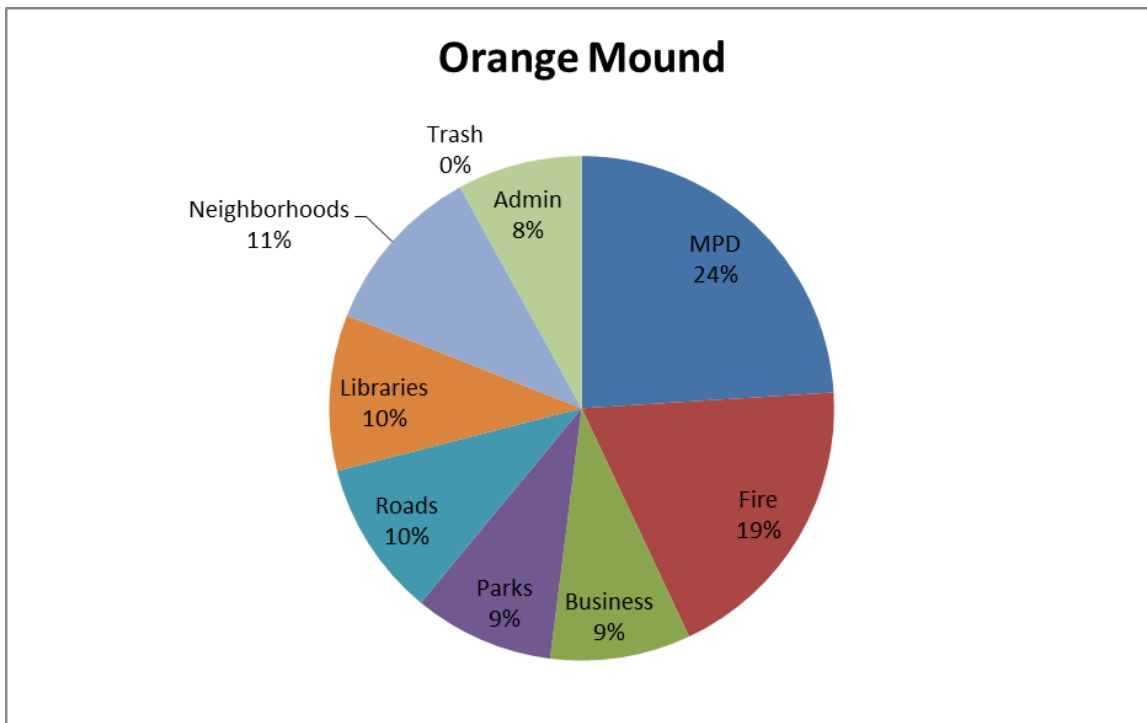
## ST. LUKE'S UNITED METHODIST CHURCH



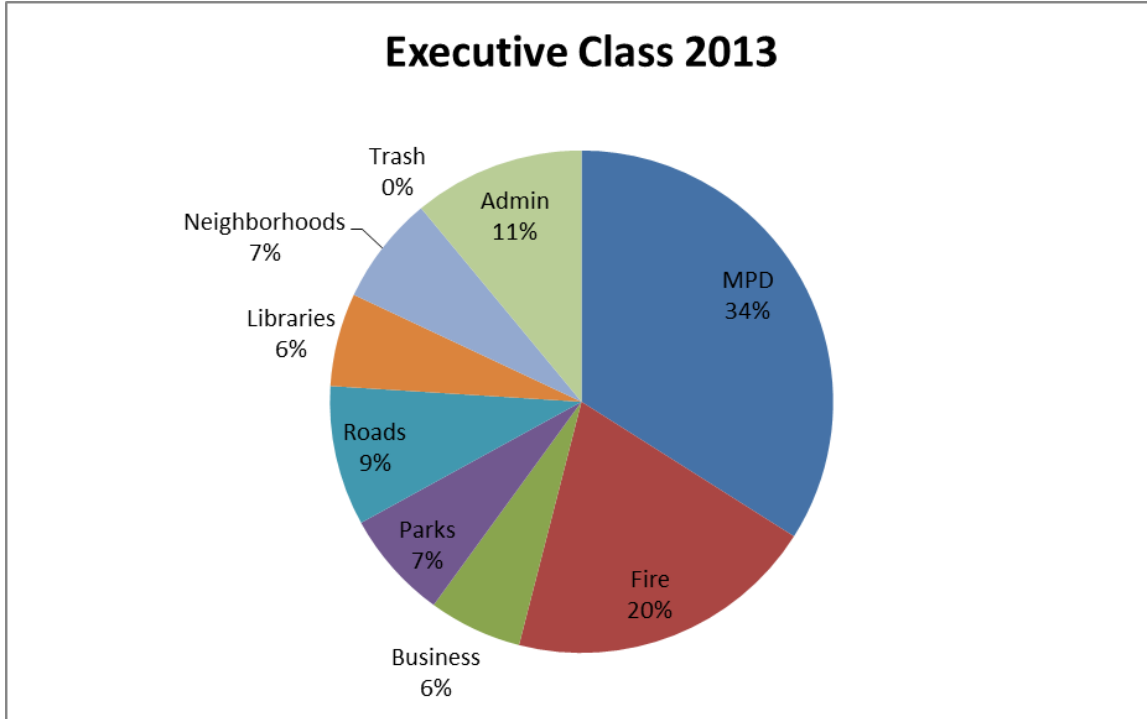
## ED RICE COMMUNITY CENTER



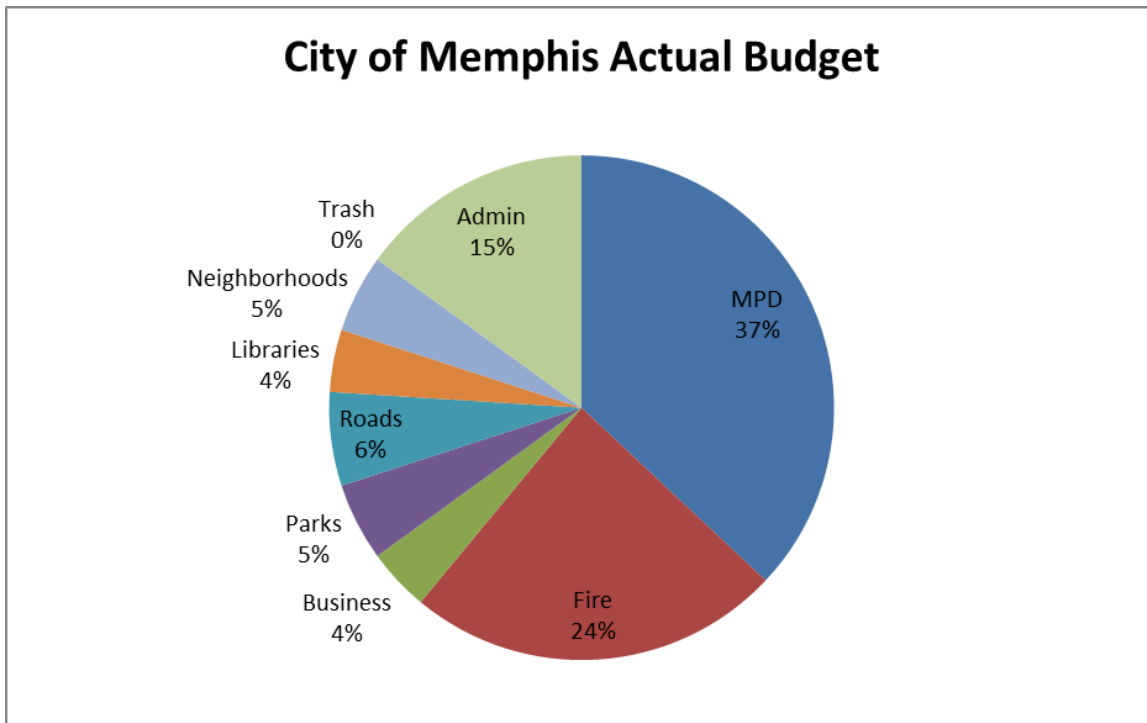
## ORANGE MOUND



**LEADERSHIP MEMPHIS EXECUTIVE CLASS 2013**



**CITY OF MEMPHIS – ACTUAL BUDGET CHART - FY 2013**



# **PUBLIC INPUT POLL**

## **INTRODUCTION**

In developing the process for the development of the City of Memphis Five Year Strategic and Financial Plan, the strategic planning committee understood that it was important to gather input from the citizens of Memphis. Recognizing that both qualitative and quantitative information would be valuable to the development and implementation of the Strategic and Financial Plan, a public input process was put in place that leveraged the value of both of these tools at different stages in the planning process.

The public input process began with engagement of youth in Memphis through 9 input sessions with Imagine Memphis. In addition, 8 public input sessions were conducted city-wide by The Williams Company, and gathered important input focused on perceptions of city budget allocations and public priorities for budgeting with the limited resources of the city. These input sessions provided valuable information from the public to inform the drafting of the Five Year Plan. For the final piece of the public input process, the City of Memphis contracted with Linx Consulting to conduct a survey of the citizens of Memphis to gather their input on issues and recommendations related to the planning. The survey was developed based on a draft of the Strategic and Financial Plan which held specific recommendations from the planning consultants, PFM, for addressing challenges and opportunities identified for the city in the planning process.

The charge in developing the survey was to allow citizens of Memphis to give input on the real decisions that must be made in finalizing a five year strategic and financial plan for Memphis. The questions were developed, with input from the planning consultants and the administration, to correspond directly to decisions that should be made related to the recommendations in the draft report from PFM. The survey endeavored to be as objective and non-leading as possible in the presentation of the questions. Many of the issues addressed in the plan and survey are complicated issues that can be difficult to understand and may require significant data and background to make a truly informed decision. There is a delicate balance the survey has tried to strike between providing sufficient information to the respondent on particular questions and getting responses that are representative of initial reactions from citizens based on limited information. The survey did not endeavor to test messaging or the pathway to influencing public opinion on particular issues or decisions. The survey was a total of 46 questions.

## **RESEARCH METHOD**

Automated telephone polling was conducted using an interactive voice response (IVR) system with a random sample of voting households within the City of Memphis. The interviews yielded responses from 436 residents of Memphis over the age of 18. The margin of error based on this

representative sample is plus-or-minus 4.7% at a 95% confidence level. Goals were set for respondent demographics based on percentages of registered voters in gender, race, and City Council Super District to ensure the responses were a representative sample of the city’s population. All the goals were achieved within a 5% margin.<sup>1</sup>

**Registered Voters**

Race	Percentage
Black	43.08%
Hispanic	0.01%
Other	36.47%
White	20.43%

**Survey Respondents**

Race	Percentage
White/Caucasian	32.27%
Black/African-American	56.55%
Hispanic/Latino	0.64%
Asian	0.64%
American Indian or Alaska Native	1.92%
Other	2.56%
Do not want to answer	5.43%

Gender	Percentage
Female	59.27%
Male	40.72%

Gender	Percentage
Female	54.75%
Male	45.25%

Super District	Percentage
8	52.36%
9	47.64%

Super District	Percentage
8	57.22%
9	42.78%

**GENERAL FINDINGS**

- Generally, citizens would like more services, but struggle with decisions on how to pay for them.
- With selection of ‘Not Sure’ on questions ranging from 8% - 37%, there is some recognition of how difficult it can be to make decisions that impact the city.
- Responses across questions tended towards supporting new ways of looking at how government operates. In most cases where that was not the case, there were almost even splits between support and opposition.
- Neighborhoods and services matter to people. Across the board respondents wanted to see greater resources put towards neighborhoods, infrastructure, and other services (libraries, community centers, and parks).
- As might be expected, respondents who have lived in Memphis less than 5 years are more open to changes in how the government operates.

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<sup>1</sup> An overrepresented number of people are listed as “Other” in the voter database, so the survey percentages do not completely match with racial percentages from the voter database. However, the racial percentages from the survey percentages fall within 5% of the racial composition of Memphis based on census data.



## KEY FINDINGS BY CATEGORY

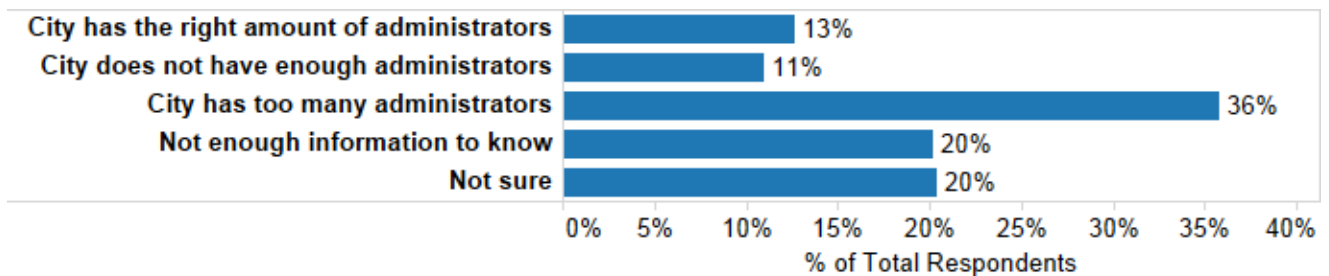
In order to make the survey easier to review, the questions have been categorized into City Administration and Management, Police and Fire, Benefits and Pension, Neighborhoods, Budget, Business, Waste Management, and Education. Some of the questions are duplicated in multiple categories in order to provide additional context for those categories.

### Administration and Management

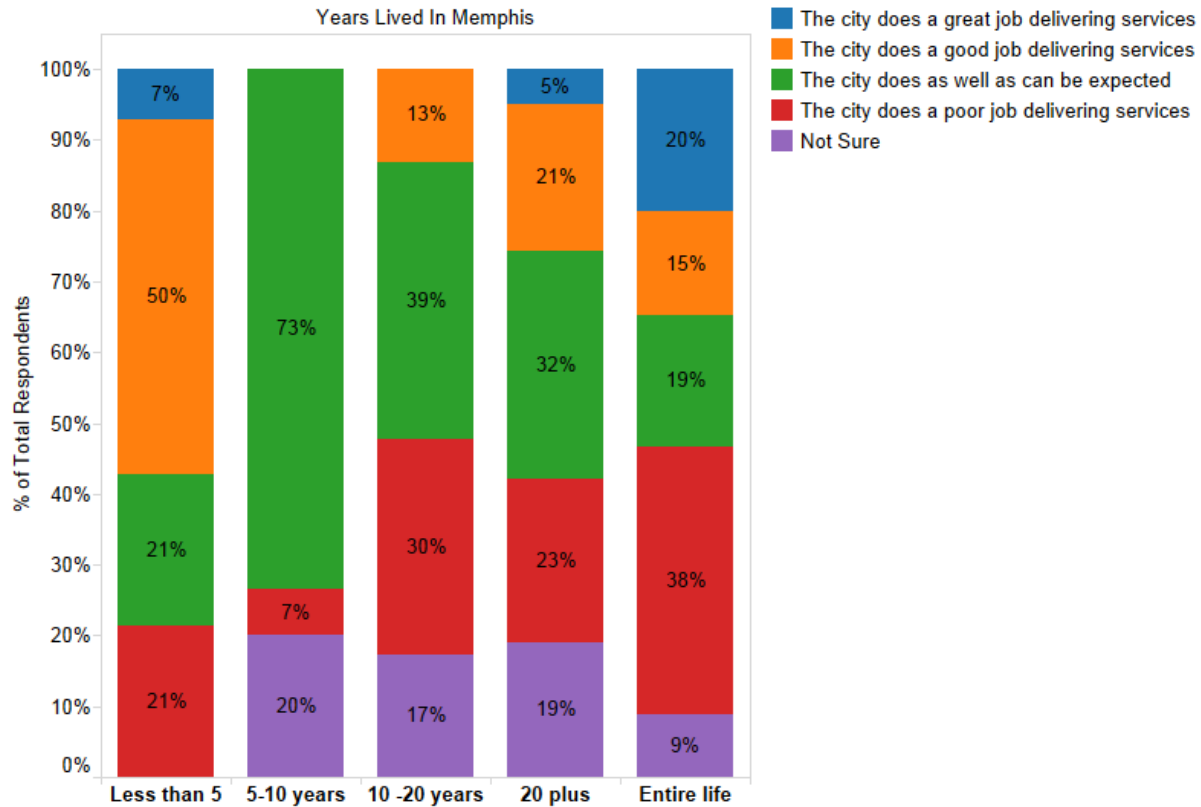
#### Key Findings

- While 36% of citizens think the city has too many administrators, more people indicated they were not sure or did not have enough information to know.
- The largest percentage of citizens (31%) think the city does a poor job delivering services, but a majority of people think that the city delivers services as well as can be expected or better.
- Citizens are relatively split on the compensation of city employees and how it compares to the private sector. Even amongst city of Memphis employees, with 33% of them indicating they were not sure of how city salaries compared to the private sector.
- A solid majority of 62% of citizens are open to considering a managed competition model for delivery of city services.
- A data-based approach to making decisions about levels and types of services for neighborhoods makes sense to most citizens (77%).
- 50% of citizens would rather have a higher quality of city services than the lowest possible property tax.

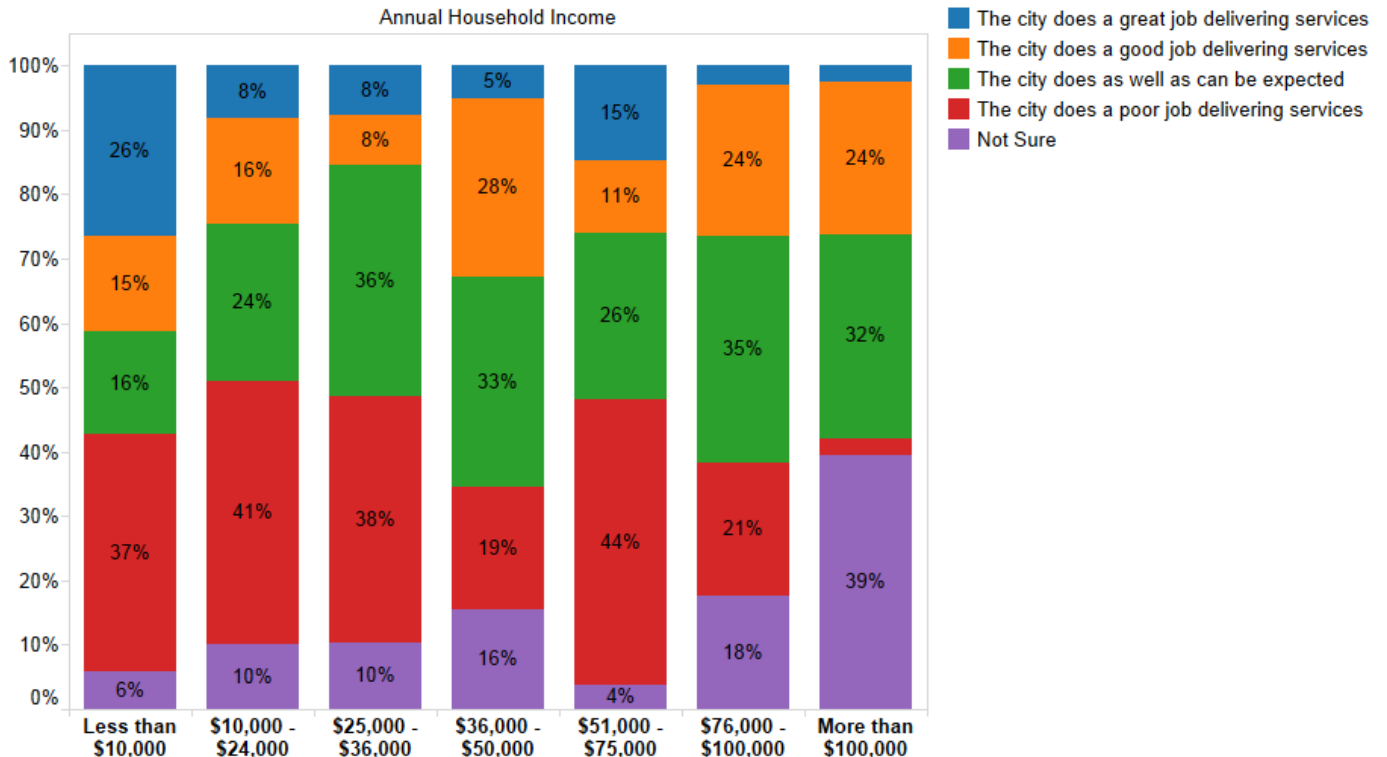
#### Views on Number of City Administrators



## Views of City Government by Years Lived in Memphis



## Views of City Government by Household Income

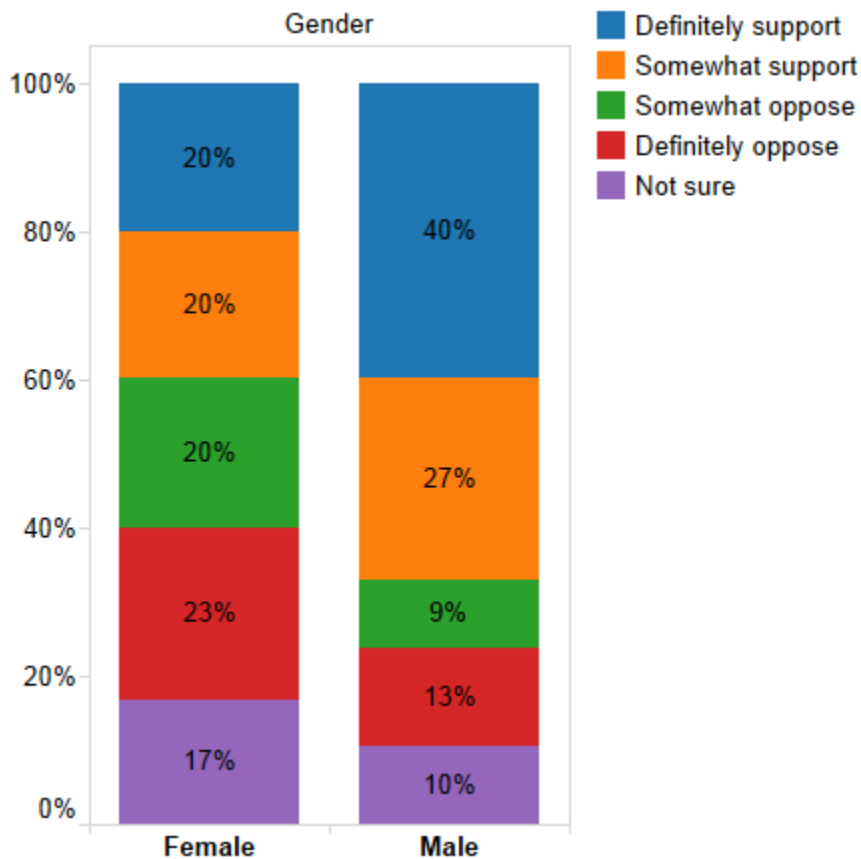


## Police and Fire

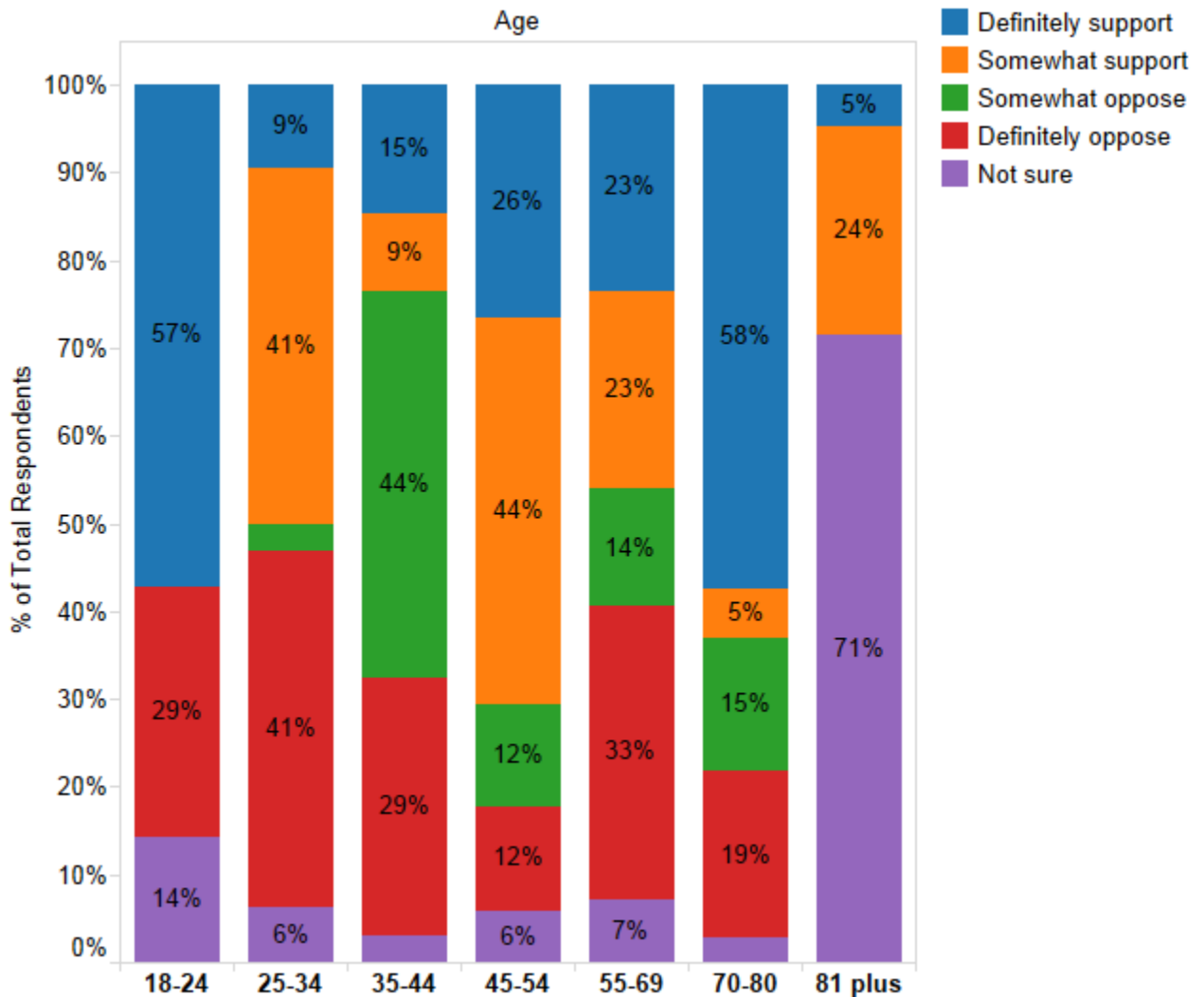
### Key Findings

- Slightly more citizens (49%) support the possibility of closing some fire stations or shifting to ambulance only than oppose (40%) the idea.
- Only 8% of citizens believe that policing is more important than crime prevention programs. Many more (62%) believe that crime prevention programs and policing are equally important. A total of 80% believe in the importance of crime prevention programs.
- Most citizens (60%) are open to a change that allowed civilian city workers to respond to police calls for incidents that don't involve a crime.
- With a large majority of citizens believing in the importance of crime prevention programs, 50% would support increasing crime prevention and intervention programs even if that meant a reduction in the number of police officers working for the Memphis Police Department.
- A majority of citizens (65%) would support a new city division that included both fire and police services.

### Increase in Crime Prevention with Reduction in Police Officers by Gender



## Changes to Fire Stations by Age



## Benefits and Pensions

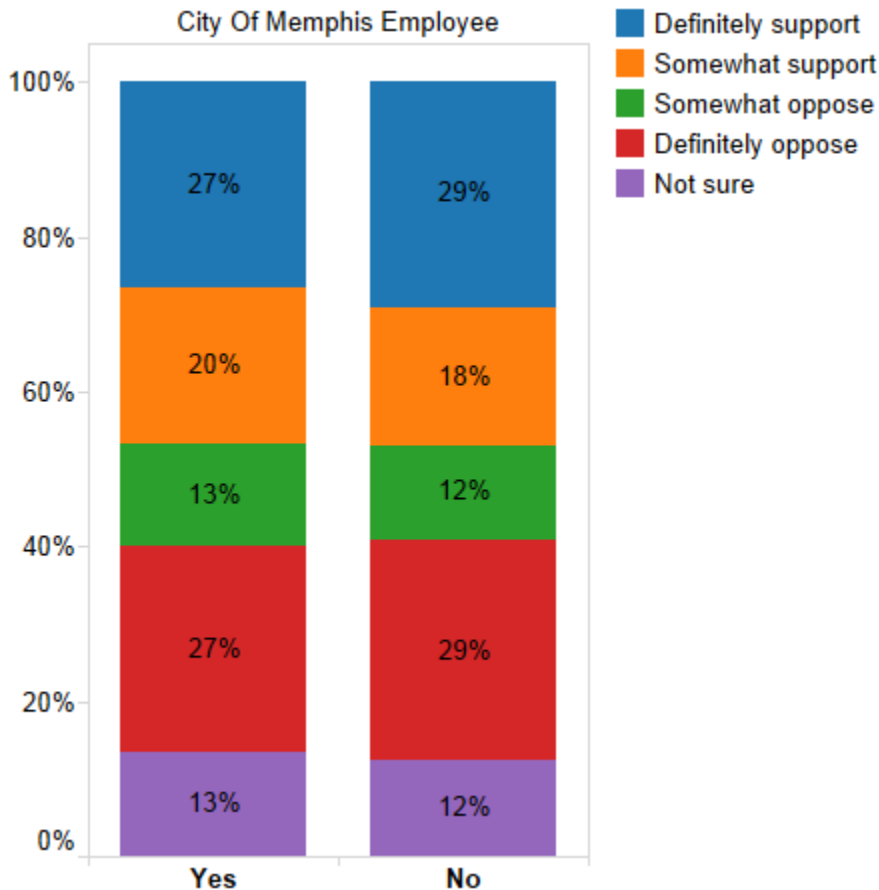
### Key Findings

- A majority of citizens (64%) would support making salaries of city of Memphis employees similar to those in private sector jobs.
- 65% support changes to pension plans to contain future pension costs. The support goes down slightly to 58% when it is indicated that the reforms would be negotiated with labor unions.
- Citizens are split on increasing city employee contributions to toward health care costs, with slightly more supporting (45%) an increase than not (38%). City of Memphis

employees who were respondents to the survey were similarly split with 47% supporting an increase and 40% opposing.<sup>2</sup>

- In order to meet its pension obligations to employees, citizens were clear that they did not want a property tax increase to pay all or most of the obligation. Besides this, citizens were less sure about other options presented. More citizens supported freezing cost of living adjustments (47%) than reducing benefits to current employees (37%).

### Increase in City Employee Health Care Contributions by City Employment



## Neighborhoods

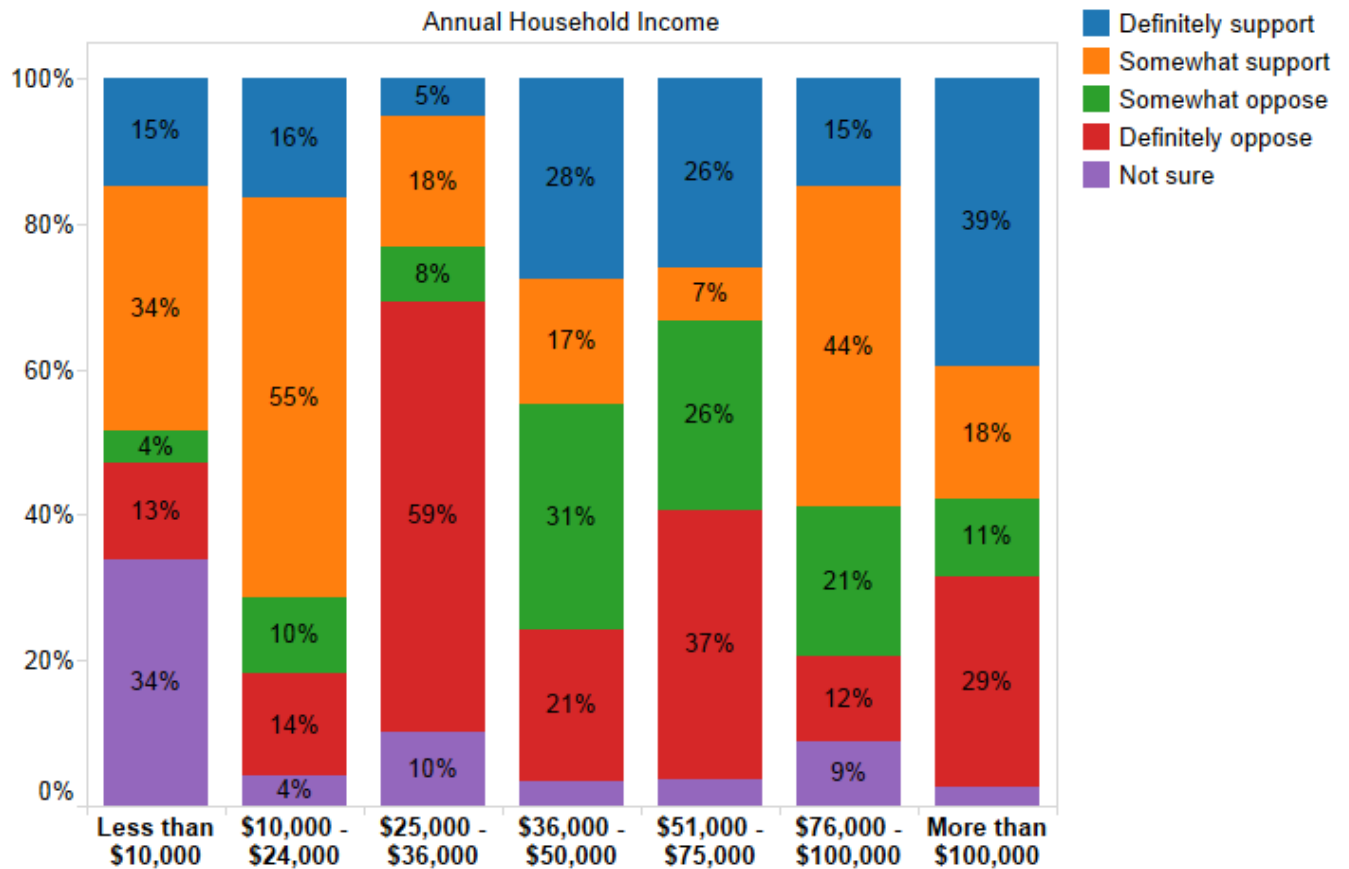
### Key Findings

- In characterizing funding by the city for neighborhoods, 50% believe the city should spend more money on neighborhoods, although 25% of citizens were not sure about the funding levels they expected.

<sup>2</sup> Respondents who were City of Memphis employees only made up 5% of responses, so results from this category may not be indicative of overall city employee preferences.

- When given a choice on reducing property taxes or spending more money on neighborhoods and blight, citizens leaned more heavily (60%) towards spending money on neighborhoods.
- While eight of the city's community centers have low utilization, citizens would much rather see changes that keep the centers open and partnering with non-profits or working harder to increase usage (69%) than closing the centers or keeping them underutilized.
- A vast majority of citizens (88%) believe it is important to maintain or increase funding for parks, community centers, and libraries.
- Although they believe in the importance, again, citizens become more split on how to fund them. Slightly more people would support an increase in the property tax (46%), but citizens were clear (60%) that they would oppose reducing funding for police and fire to fund parks, community centers, and libraries.
- In gauging priority of taxes versus quality of city services, 50% of citizens counted higher quality of services higher than getting the lowest possible tax rate (37%).

### Increasing Property Taxes to Fund Parks, Community Centers, and Libraries by Income



## **Budget**

### **Key Findings**

- More citizens (38%) supported a mixture of property taxes and adding or increasing fees to raise revenue. The responses brought to light the difficult decisions that the Mayor and City Council face with 37% indicating they were not sure which option is best.
- A majority of citizens (64%) believe that more investment is needed for maintaining the city's infrastructure like roads and sidewalks.
- Citizens like the idea (82%) of finding ways to have people who do not live in Memphis but work or visit Memphis assist in raising revenue for the city.
- Again showing the difficulty of running government, most citizens (36%) were not sure how the city should address the decrease in revenue that has come from and decrease in property values resulting in lower revenue from property taxes. The solution most supported (32%) was cutting services provided by the city.

## **Business**

### **Key Findings**

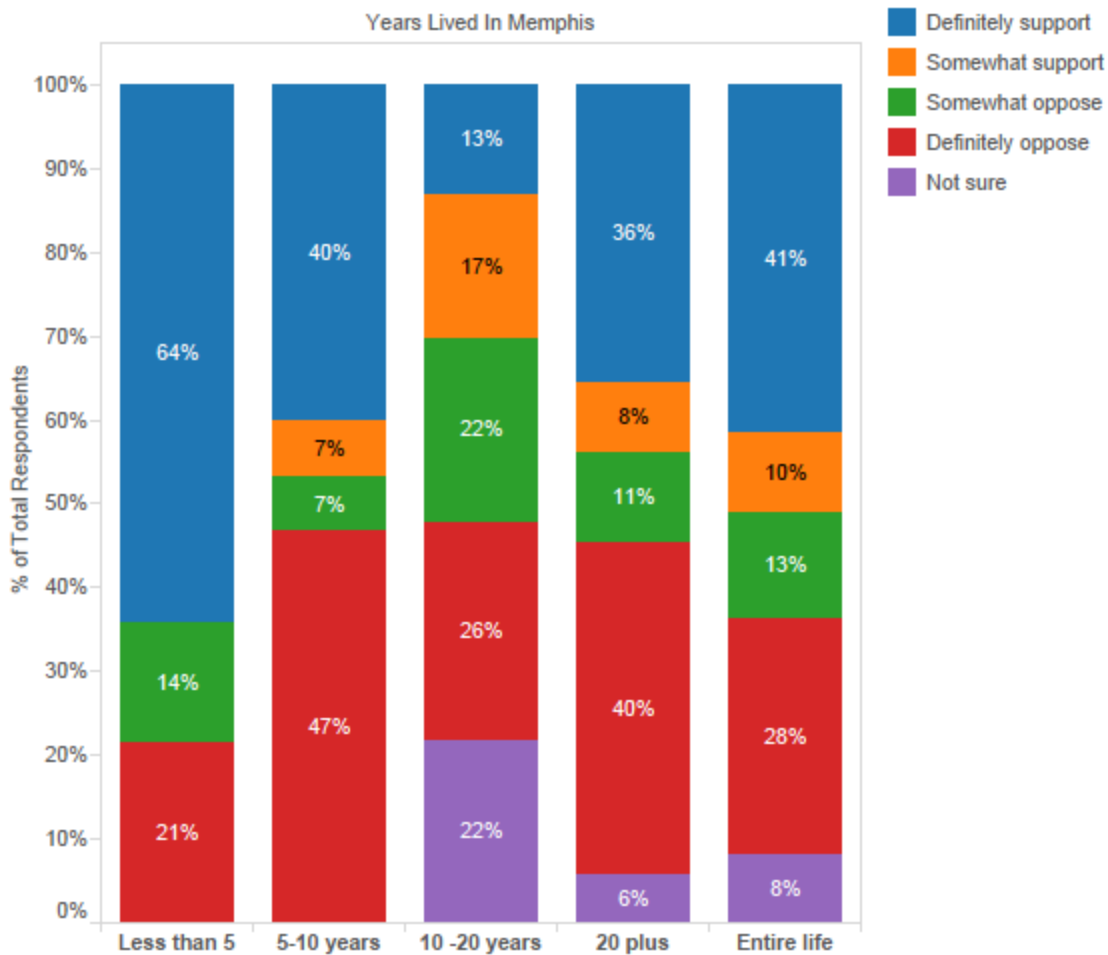
- A majority of citizens (61%) believe that it is important to waive taxes (PILOTs) for businesses that promise to increase jobs by moving to Memphis or expanding.
- Citizens largely support (78%) the idea of asking large non-profits like hospitals and universities who do not currently pay property taxes to make voluntary payments for services the city provides to them.

## **Waste Management**

### **Key Findings**

- Citizens are very split on the prospect of charging households an additional fee for picking up more trash than a basic level of service would provide. Support (45%) and opposition (47%) were almost even for the recommendation.
- Almost all citizens (except 1) supported changes to the trash pick-up system that allowed fee increases or decreases based on location.
- Citizens widely support (74%) developing a system that gives households an incentive for recycling.

## Additional Fee for Trash Pick-Up by Years Lived in Memphis



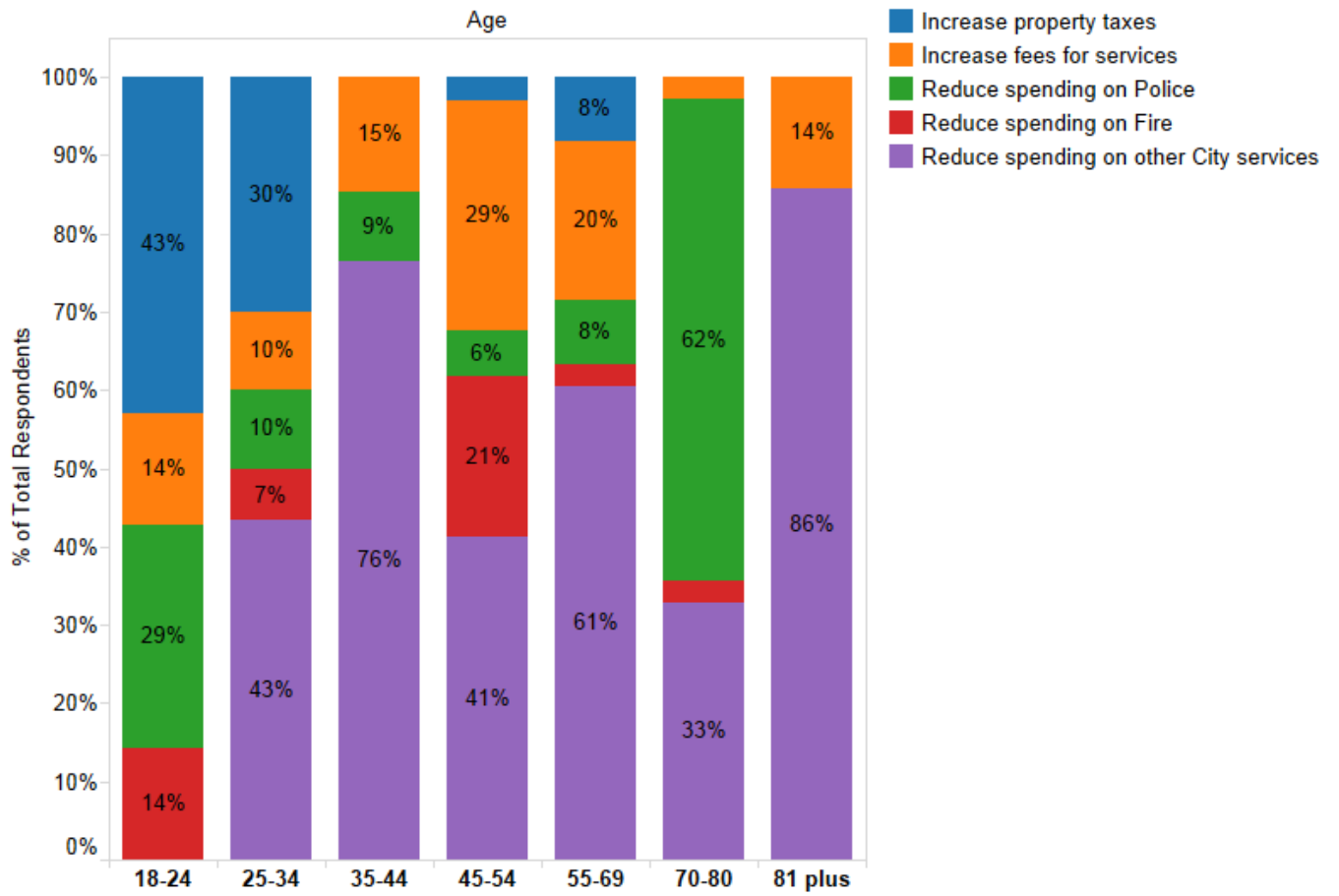
## Education

### Key Findings

- Although the city will no longer be required to fund education in 2014, a large majority of citizens (71%) support the city continuing to contribute to education.
- Consistent with other findings, citizens would rather fund contributions to education by reduced spending on other city services (52%) than increasing property taxes (7%) or fees (15%).



### Options for City Education Contribution by Age



## City Administration and Management

**Q4) Which of the following statements do you think best describes the number of administrators in Memphis city government?**

City has the right amount of administrators	13%
City does not have enough administrators	11%
City has too many administrators	36%
Not enough information to know	20%
Not sure	20%

**Q6) Based on what you know, on average, which of the following best describes the compensation of city of Memphis employees?**

They are paid less than comparable positions in the private sector	16%
They are paid about the same as comparable positions in the private sector	25%
They are paid more than comparable positions in the private sector	29%
Not Sure	31%

**Q34) Would you support the city making more decisions about the levels and types of services to neighborhoods based on reported data and identifying the actual needs of neighborhoods?**

Definitely support	59%
Somewhat support	18%
Somewhat oppose	7%
Definitely oppose	4%
Not sure	11%

**Q5) On average, how well do you think the City of Memphis does in delivering services to its citizens?**

The city does a great job delivering services	10%
The city does a good job delivering services	18%
The city does as well as can be expected	27%
The city does a poor job delivering services	31%
Not Sure	14%

**Q33) Would you support the City of Memphis exploring a managed competition model to have city employees bid against private companies for the opportunity to provide certain services?**

Definitely oppose	15%
Definitely support	43%
Not sure	12%
Somewhat oppose	11%
Somewhat support	19%

**Q36) Which is more important to you, having the lowest possible property tax rate or having a higher quality of city services?**

Lowest property tax rate	37%
Higher quality city services	50%
Not sure	13%

## Police and Fire

**Q7) Given this information, would you support closing some fire stations or shifting some stations to ambulance only, as long as the average response time for fires was maintained?**

Definitely support	29%
Somewhat support	20%
Somewhat oppose	14%
Definitely oppose	26%
Not sure	11%

**Q8) Would you support a change that allowed civilian City workers to respond to calls for incidents that don't involve a crime, such as minor car accidents?**

Definitely support	38%
Somewhat support	22%
Somewhat oppose	7%
Definitely oppose	22%
Not sure	11%

**Q28) In some cities, there are divisions of public safety with a director overseeing both police and fire services. If it reduced total cost, would you support a new city division that includes both fire and police services?**

Definitely support	51%
Somewhat support	14%
Somewhat oppose	7%
Definitely oppose	12%
Not sure	16%

**Q9) How important do you think crime prevention and intervention programs are in relation to law enforcement activities by the police department?**

Crime prevention programs are more important than policing	18%
Crime prevention programs and policing are equally important	62%
Policing is more important than crime prevention programs	8%
Not Sure	12%

**Q10) Would you support increasing crime prevention and intervention programs that have been shown to reduce crime if that also meant a reduction in the number of police officers working for the Memphis Police Department?**

Definitely support	28%
Somewhat support	22%
Somewhat oppose	16%
Definitely oppose	20%
Not sure	14%

## Benefits and Pension

**Q11) Would you support changes in salaries and benefits for city employees, if those changes made the salaries and benefits similar to those available in private sector jobs?**

Definitely support	44%
Somewhat support	20%
Somewhat oppose	13%
Definitely oppose	6%
Not sure	17%

**Q13) Would you support changes to City employee pension plans if those reforms were negotiated with the labor unions?**

Definitely support	41%
Somewhat support	17%
Somewhat oppose	10%
Definitely oppose	15%
Not sure	17%

**Q16) To meet its pension obligations to employees, the city should freeze cost of living adjustments for retirees until the pension fund is fully funded.**

Definitely support	32%
Somewhat support	15%
Somewhat oppose	12%
Definitely oppose	17%
Not sure	23%

**Q18) To meet its pension obligations to employees, the city should increase property taxes to pay all or most of the pension obligation.**

Definitely support	8%
Somewhat support	11%
Somewhat oppose	17%
Definitely oppose	55%
Not sure	9%

**Q12) Would you support changes to pension plans held by current City employees in order to contain future pension costs?**

Definitely support	40%
Somewhat support	25%
Somewhat oppose	13%
Definitely oppose	9%
Not sure	14%

**Q14) Right now, City employees pay for approximately thirty percent of the cost of their health insurance. Would you support increasing City employee contributions toward health care costs?**

Definitely support	27%
Somewhat support	18%
Somewhat oppose	12%
Definitely oppose	26%
Not sure	17%

**Q17) To meet its pension obligations to employees, the city should reduce benefits to current City employees.**

Definitely support	20%
Somewhat support	17%
Somewhat oppose	15%
Definitely oppose	29%
Not sure	18%

## Neighborhoods

**Q15) The City operates 24 community centers across the city. Eight of the community centers have the lowest rates of use in the City. What should the City do with these centers?**

Close all of the centers with the lowest use	10%
Close some of the centers with low use	11%
Allow non-profits to run the centers to reduce cost	37%
Keep the centers open but work to increase usage	32%
Keep all the centers open as they are now	10%
Not sure	0%

**Q21) Would you be willing to increase property taxes to provide more funding to libraries, community centers, and parks.**

Definitely support	19%
Somewhat support	27%
Somewhat oppose	15%
Definitely oppose	27%
Not sure	12%

**Q24) What best defines your view on funding for neighborhoods in Memphis?**

The City should spend more money on neighborhoods	50%
The City is spending the right amount of money on neighborhoods	18%
The City should spend less money on neighborhoods	7%
Not sure	25%

**Q36) Which is more important to you, having the lowest possible property tax rate or having a higher quality of city services?**

Lowest property tax rate	37%
Higher quality city services	50%
Not sure	13%

**Q20) Most of the City's budget goes toward funding public safety. How important is it to maintain or increase funding for parks, community centers and libraries?**

Very Important	69%
Somewhat important	19%
Not really important	4%
Not important at all	2%
Not sure	5%

**Q22) Would you be willing to reduce funding for Police and Fire to provide more funding to libraries, community centers and parks?**

Definitely support	16%
Somewhat support	9%
Somewhat oppose	17%
Definitely oppose	43%
Not sure	15%

**Q25) Is it more important to reduce property taxes or spend more money on neighborhoods and removing blight?**

More important to reduce property taxes	40%
More important to spend money on Memphis neighborhoods	60%

**Q37) In 2014, the city will no longer be required to pay into the Memphis and Shelby County School system. Do you support the city continuing to contribute to education?**

Definitely support	46%
Somewhat support	25%
Somewhat oppose	6%
Definitely oppose	15%
Not sure	9%

## Budget

Q19) Two of the ways we fund city government are by property taxes and by fees in areas such as parking meters, garbage collection, and other services. Which of these options do you prefer to raise revenue?

Rely on property taxes	5%
Adding or increasing fees	20%
Mixture of both	38%
Not sure	37%

Q22) Would you be willing to reduce funding for Police and Fire to provide more funding to libraries, community centers and parks?

Definitely support	16%
Somewhat support	9%
Somewhat oppose	17%
Definitely oppose	43%
Not sure	15%

Q27) Do you think enough is spent on maintaining the condition of city infrastructure like roads and sidewalks?

Too much is spent on infrastructure	9%
Not enough is spent on infrastructure	64%
Just enough is spent on infrastructure	16%
Not sure	11%

Q35) Over the last five years, property values in Memphis have gone down and reduced the amount of revenue available to the city from property taxes. How should the city of Memphis respond to this decrease in revenue available?

Cut services provided by the city to match the reduced revenue available	32%
Raise more money by increasing current fees and adding new fees	12%
Raise more money by increasing property tax rates	19%
Not sure	36%

Q21) Would you be willing to increase property taxes to provide more funding to libraries, community centers, and parks.

Definitely support	19%
Somewhat support	27%
Somewhat oppose	15%
Definitely oppose	27%
Not sure	12%

Q25) Is it more important to reduce property taxes or spend more money on neighborhoods and removing blight?

More important to reduce property taxes	40%
More important to spend money on Memphis neighborhoods	60%

Q32) Would you support fees that are aimed at increasing revenue generated from people who do not live in Memphis but who work in Memphis or come to Memphis for other reasons?

Definitely support	61%
Somewhat support	21%
Somewhat oppose	7%
Definitely oppose	6%
Not sure	5%

Q36) Which is more important to you, having the lowest possible property tax rate or having a higher quality of city services?

Lowest property tax rate	37%
Higher quality city services	50%
Not sure	13%

Q37) In 2014, the city will no longer be required to pay into the Memphis and Shelby County School system. Do you support the city continuing to contribute to education?

Definitely support	46%
Somewhat support	25%
Somewhat oppose	6%
Definitely oppose	15%
Not sure	9%

## Business

Q23) How important do you think it is to waive taxes for businesses (also known as granting PILOTs) that promise to increase jobs by moving to Memphis or expanding an existing business?

Very Important	23%
Somewhat important	38%
Not really important	12%
Not important at all	13%
Not sure	14%

Q26) Large non-profits such as hospitals and universities do not currently pay property taxes. Excluding churches, should these large non-profits be encouraged to make voluntary payments for the services they receive from the city of Memphis?

Yes	78%
No	22%

## Waste Management

Q29) Would you support a trash pick-up system that charged households an additional fee if they had more trash for pick-up than a basic level of service provides?

Definitely support	35%
Somewhat support	10%
Somewhat oppose	13%
Definitely oppose	34%
Not sure	8%

Q30) The city charges all citizens a flat fee for trash pick-up no matter where they live. However, costs to deliver that service are not equal. Would you support changes to the system that allow fee increases or decreases based on location of service?

Definitely support	43%
Somewhat support	57%
Definitely oppose	0%

Q31) Would you support a trash pick-up system that gave households an incentive for participating in the city's recycling program?

Definitely support	63%
Somewhat support	11%
Somewhat oppose	3%
Definitely oppose	14%
Not sure	10%

## Education

Q37) In 2014, the city will no longer be required to pay into the Memphis and Shelby County School system. Do you support the city continuing to contribute to education?

Definitely support	46%
Somewhat support	25%
Somewhat oppose	6%
Definitely oppose	15%
Not sure	9%

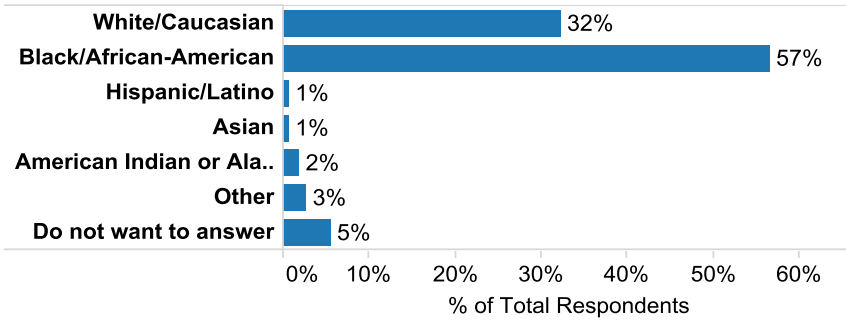
Q38) Which of the following revenue sources would you support the city using to contribute to education?

Increase property taxes	7%
Increase fees for services	15%
Reduce spending on Police	21%
Reduce spending on Fire	5%
Reduce spending on other City services	52%

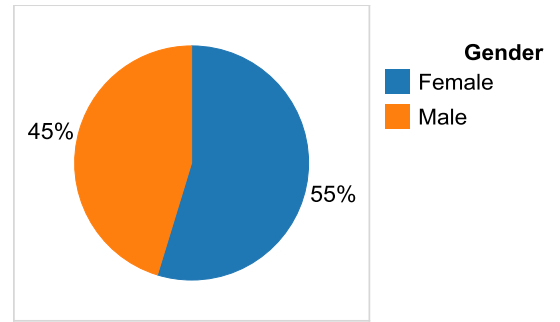


# Demographics

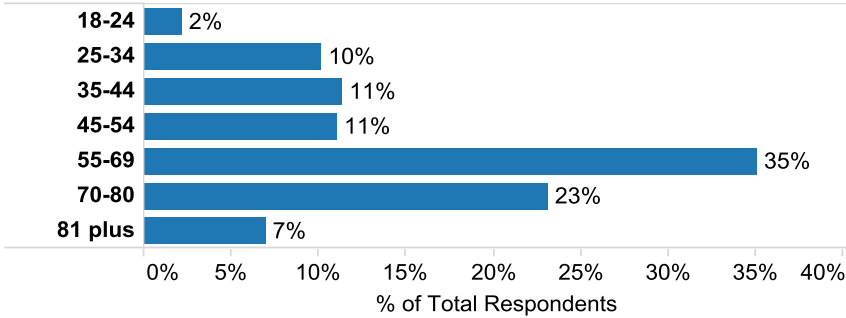
## Race



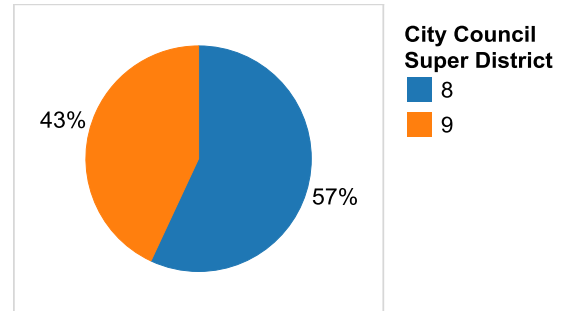
## Gender



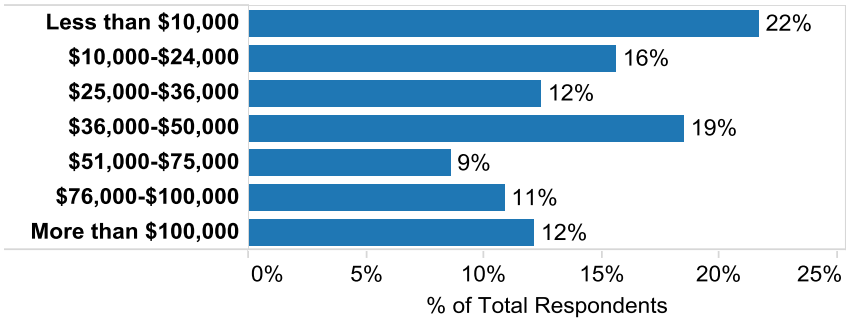
## Age



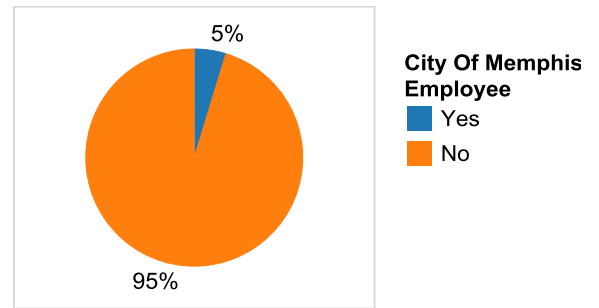
## Super District



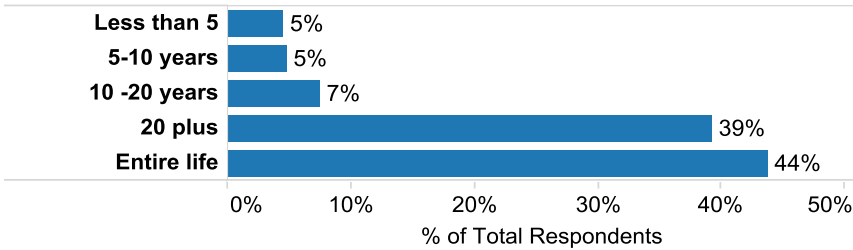
## Household Income



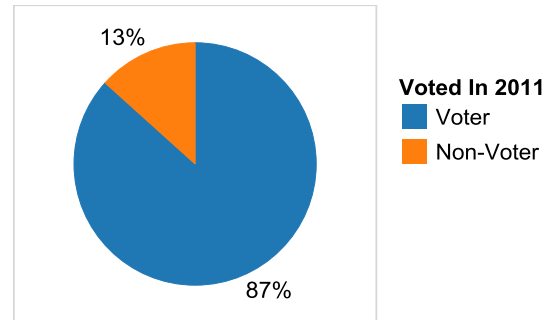
## City Employee



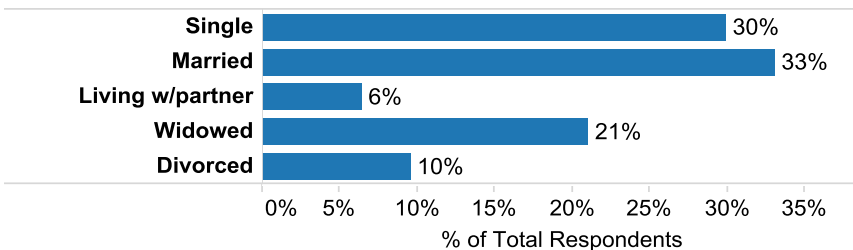
## Years Lived in Memphis



## Voted in 2011



## Marital Status



## City of Memphis Public Survey Questions

Q1) If you would like a summary of this important survey provided to you by mail

- 1) Yes
- 2) No

Q2) Are you 18 years of age or older and live in the City of Memphis?

- 1) Yes
- 2) No
- 3) Don't know

Q3) Are there services provided by the City of Memphis that you think should receive a different amount of funding? Please tell us which services and whether you think they should receive more or less funding. Please respond at the tone and when finished with your answer push #.

Q4) Which of the following statements do you think best describes the number of administrators in Memphis city government?

- 1) City has the right amount of administrators
- 2) City does not have enough administrators
- 3) City has too many administrators
- 4) Not enough information to know
- 5) Not sure

Q5) On average, how well do you think the City of Memphis does in delivering services to its citizens?

- 1) The city does a great job delivering services
- 2) The city does a good job delivering services
- 3) The city does as well as can be expected
- 4) The city does a poor job delivering services
- 5) Not sure

Q6) Based on what you know, on average, which of the following best describes the compensation of city of Memphis employees?

- 1) They are paid less than comparable positions in the private sector
- 2) They are paid about the same as comparable positions in the private sector
- 3) They are paid more than comparable positions in the private sector

- 4) Not sure

Q7) Six percent of all Fire Department responses are for fires and 24% are for false alarms and other non-emergency calls. The remaining 70% of Fire Department responses are emergency medical and rescue calls for ambulances. Given this information, would you support closing some fire stations or shifting some stations to ambulance only, as long as the average response time for fires was maintained?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q8) In other cities, civilians - rather than police officers - respond to calls for minor car accidents or other calls that don't involve a crime. In Memphis, police officers respond to all calls. Would you support a change that allowed civilian City workers to respond to calls for incidents that don't involve a crime, such as minor car accidents?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q9) Some people say that the best way to reduce crime is to spend more money on police. Other people say that we should spend more money on programs that have been shown to prevent crime. How important do you think crime prevention and intervention programs are in relation to law enforcement activities by the police department?

- 1) Crime prevention programs are more important than policing
- 2) Crime prevention programs and policing are equally important
- 3) Policing is more important than crime prevention programs
- 4) Not sure

Q10) Would you support increasing crime prevention and intervention programs that have been shown to reduce crime if that also meant a reduction in the number of police officers working for the Memphis Police Department?

- 1) Definitely support

- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q11) Would you support changes in salaries and benefits for city employees, if those changes made the salaries and benefits similar to those available in private sector jobs?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q12) Would you support changes to pension plans held by current City employees in order to contain future pension costs?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q13) Would you support changes to City employee pension plans if those reforms were negotiated with the labor unions?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q14) Right now, City employees pay for approximately thirty percent of the cost of their health insurance. Would you support increasing City employee contributions toward health care costs?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q15) The City operates 24 community centers across the city. Eight of the community centers have the lowest rates of use in the City. Each center costs approximately \$250,000 a year to operate – including the cost of employees. What should the City do with these centers?

- 1) Close all of the centers with the lowest use
- 2) Close some of the centers with low use
- 3) Allow non-profits to run the centers to reduce cost
- 4) Keep the centers open but work to increase usage
- 5) Keep all the centers open as they are now
- 6) Not sure

The City of Memphis provides a pension for its employees. To pay these costs, the City has to contribute a certain amount of money to the pension fund every year. Last year, the City's experts stated that the contribution would need to be \$89 million. The City actually contributed approximately \$20 million. Please give your opinion in the next three questions (14-16) of the steps the City should take to meet its pension obligations to employees.

Q16) To meet its pension obligations to employees, the city should freeze cost of living adjustments for retirees until the pension fund is fully funded.

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q17) To meet its pension obligations to employees, the city should reduce benefits to current City employees.

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q18) To meet its pension obligations to employees, the city should increase property taxes to pay all or most of the pension obligation.

- 1) Definitely support
- 2) Somewhat support

- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q19) Two of the ways we fund city government are by property taxes and by fees in areas such as parking meters, garbage collection, and other services. Which of these options do you prefer to raise revenue?

- 1) Rely on property taxes
- 2) Adding or increasing fees
- 3) A mixture of both
- 4) Not sure

Q20) Most of the City's budget goes toward funding public safety. As a result, there are a number of other services – parks, community centers and libraries – where staffing and services have been cut. How important is it to maintain or increase funding for parks, community centers and libraries?

- 1) Very Important
- 2) Somewhat important
- 3) Not really important
- 4) Not important at all
- 5) Not sure

Q21) Would you be willing to increase property taxes to provide more funding to libraries, community centers, and parks.

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q22) Would you be willing to reduce funding for Police and Fire to provide more funding to libraries, community centers and parks?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose

- 5) Not sure

Q23) How important do you think it is to waive taxes for businesses (also known as granting PILOTs) that promise to increase jobs by moving to Memphis or expanding an existing business?

- 1) Very Important
- 2) Somewhat important
- 3) Not really important
- 4) Not important at all
- 5) Not sure

Q24) What best defines your view on funding for neighborhoods in Memphis?

- 1) The City should spend more money on neighborhoods
- 2) The City is spending the right amount of money on neighborhoods
- 3) The City should spend less money on neighborhoods
- 4) Not sure

Q25) Is it more important to reduce property taxes or spend more money on neighborhoods and removing blight?

- 1) More important to reduce property taxes
- 2) More important to spend money on Memphis neighborhoods

Q26) Large non-profits such as hospitals and universities do not currently pay property taxes. Excluding churches, should these large non-profits be encouraged to make voluntary payments for the services they receive from the city of Memphis?

- 1) Yes
- 2) No

Q27) Do you think enough is spent on maintaining the condition of city infrastructure like roads and sidewalks?

- 1) Too much is spent on infrastructure
- 2) Not enough is spent on infrastructure
- 3) Just enough is spent on infrastructure
- 4) Not sure

Q28) In some cities, there are divisions of public safety with a director overseeing both police and fire services. If it reduced total cost, would you support a new city division that includes both fire and police services?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q29) Would you support a trash pick-up system that charged households an additional fee if they had more trash for pick-up than a basic level of service provides?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q30) The city charges all citizens a flat fee for trash pick-up no matter where they live. However, costs to deliver that service are not equal. Would you support changes to the system that allow fee increases or decreases based on location of service?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q31) Would you support a trash pick-up system that gave households an incentive for participating in the city's recycling program?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q32) Would you support fees that are aimed at increasing revenue generated from people who do not live in Memphis but who work in Memphis or come to Memphis for other reasons?



- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q33) Managed competition is a process that requires current city employees to bid against private sector companies to provide certain city services. Other cities have used this type of competition to generate savings in service areas such as fleet maintenance, custodial services, sanitation, mail, and printing. Would you support the City of Memphis exploring a managed competition model to have city employees bid against private companies for the opportunity to provide certain services?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q34) The city currently provides some services at different levels to neighborhoods in the city based on their needs and use of services. Would you support the city making more decisions about the levels and types of services to neighborhoods based on reported data and identifying the actual needs of neighborhoods?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q35) Over the last five years, property values in Memphis have gone down and reduced the amount of revenue available to the city from property taxes. How should the city of Memphis respond to this decrease in revenue available?

- 1) Raise more money by increasing property tax rates, while keeping average property tax costs to property owners about the same
- 2) Raise more money by increasing current fees and adding new fees
- 3) Cut services provided by the city to match the reduced revenue available
- 4) Not sure

Q36) Which is more important to you, having the lowest possible property tax rate or having a higher quality of city services?

- 1) Lowest property tax rate
- 2) Higher quality city services
- 3) Not sure

Q37) In 2014, the city will no longer be required to pay into the Memphis and Shelby County School system. Do you support the city continuing to contribute to education?

- 1) Definitely support
- 2) Somewhat support
- 3) Somewhat oppose
- 4) Definitely oppose
- 5) Not sure

Q38) Which of the following revenue sources would you support the city using to contribute to education:

- 1) Increase property taxes
- 2) Increase fees for services
- 3) Reduce spending on Police
- 4) Reduce spending on Fire
- 5) Reduce spending on other City services

### **Demographics**

The remaining questions are for statistical purposes only.

Q39) What is your gender?

- 1) Male
- 2) Female

Q40) Select the number for your age group:

- 1) 18-24
- 2) 25-34
- 3) 35-44
- 4) 45-54

- 5) 55-69
- 6) 70-80
- 7) 81 and above

Q41) What is your current marital status - are you single, married, living with a partner but not married, widowed, or divorced?

- 1) Single
- 2) Married
- 3) Living with a partner
- 4) Widowed
- 5) Divorced

Q42) For statistical purposes only, please tell me which of the following ranges best describes your total household income? (READ CHOICES)

- 1) Less than \$10,000 per year
- 2) \$10,000-\$24,000 per year
- 3) \$25,000-\$36,000 per year
- 4) \$36,000-\$50,000 per year
- 5) \$51,000-\$75,000 per year
- 6) \$76,000-\$100,000 per year
- 7) More than \$100,000 per year
- 8) Do not want to answer

Q43) What is your race?

- 1) White/Caucasian
- 2) Black/African-American
- 3) Hispanic/Latino
- 4) Asian
- 5) American Indian or Alaska Native
- 6) Native Hawaiian or Other Pacific Islander
- 7) Other
- 8) Do not want to answer

Q44) Did you vote in the last city election of October 2011?

- 1) Yes
- 2) No

Q45) How long have you lived in Memphis?

- 1) All your life
- 2) Over 20 years
- 3) 10-20 years
- 4) 5-10 years
- 5) Less than 5 years

Q46) Are you an employee of the City of Memphis?

- 1) Yes
- 2) No

Thank you so much for your time and input. Your feedback is important to the process and will help to guide the decisions made for the future of the city of Memphis.