

Candidate Qualification / Position Statement For *Coalition for a Better Memphis* Website

The CBM will post your completed statement on our website, www.bettermemphis.org, exactly as it is submitted. It is important that your information be complete – please use extra space if needed and feel free to attach a resume or any supplemental information. Please email the Statement to peggy@bettermemphis.org.

Name: Kemp Conrad

Website: www.kempconrad.com

Candidate for: Memphis City Council, Super District 9 Position 1.

Why do you believe you are qualified to run for this position?

For the past twelve years I have been building a family, building a successful business career, and building diverse and bipartisan relationships in Memphis through my behind the scenes work in the community. In these endeavors I have worked extremely hard and have had the good fortune to find success that has affected positive outcomes in my business and community endeavors.

My background includes a strong educational foundation. I earned my BA from Rhodes College and earned an MBA from the Owen Graduate School of Management at Vanderbilt University. As an employee and principal in one of the most successful commercial real estate firms in Memphis, my practice focuses on advising corporations and users of real estate that are making large capital decisions as it relates to their real estate assets. I know first hand what these companies are looking for in terms of workforce and how our city needs to better position itself to compete.

During the last six years in my business career I have been in one of the most dynamic and important sectors of our economy – the commercial real estate business. In a business where “years of experience” is usually considered most important, I have made an immediate mark. After only three years with the Trammell Crow Company (TCC), I was promoted to Memphis City Leader and propelled the company from zero to #2 in market share in office leasing and management. When TCC was acquired by a national competitor, I joined Commercial Advisors (CA) and was also made President of CA’s management

company, Commercial Alliance Management. I am a “quick study” and will bring the same “fast track” mentality to my role on the Council.

Second, as the immediate past Chairman of the Shelby County Republican Party, I understand the political process and have forged deep relationships with both Republicans and Democrats. I believe that I will be able to leverage this political experience on the Council.

Third, and most important, I have been involved at the non-profit board and community level for the past ten years, working hard to create positive change in Memphis. I believe that the issues that I am most passionate about are the issues that Memphis needs to solve now. As a councilman I will advocate for these policy issues and leverage these relationships and experience to bring our community together to solve big challenges.

Three specific things you would like to accomplish if elected:

My platform consists of the three (3) P's: Public Safety, Property Tax Reduction, and Prosperity (this includes strengthening families, focusing on our children, and education) and my three goals can be put in each of these buckets.

In addition, Memphis is at a crossroads where folks are truly losing hope that things can ever get better. Our murder rate is the highest per capita in the United States and we are the second most violent city in the country. We supposedly can't afford to give police pay raises, yet six figure jobs abound for “make work” appointments. We must restore the people's trust and faith in our city government. We can do better.

These are the three goals to accomplish once elected:

- 1) **Public Safety:** To be a part of the team (as many stakeholders are working on this) to make Memphis the safest community of our size by 2011. The number one initiative that must happen if we are to achieve this goal is to build coalitions in not only Memphis and Shelby County, but across the state to convince the governor and state legislators in Nashville to pass tougher crime laws. Our current laws are some

of the weakest in the country. Tennessee needs truth in sentencing so the most violent of our criminals are not out on parole with only 30% of time served. It is incredibly demoralizing for our police force to lock up the bad guys only to have them back on the street ravaging our community and citizens. We also need to focus on treatment for non-violent offenders. A successful example of this is our drug court which helps those charged with drug crimes beat their addiction, reduce property thefts that fund the drug abuse, and become productive members of society. We also need to increase the number of police on the street in Memphis, without lowering our recruiting standards. In summary, my goals in this area would be to 1) build a statewide coalition and work with legislative stakeholders to pass tougher state crime laws, and 2) reduce the needless barriers to hiring more police – such as eliminating the residency requirement. We also need to reallocate the budget so we are not adding to a bloated bureaucracy, but working on prevention and funding successful community based organizations that are creating measurable results for at risk children. Please read my response to question nine (9) on my questionnaire for more detail on my plans to improve public safety.

- 2) **Reduce Property Tax Burden:** This can be accomplished by implementing a disciplined performance-based budgeting process, eliminating non-essential political appointees, and reforming of the pension and healthcare benefits to get them in line with the private sector. My specific goal here is to be a part of the team that reduces the city tax rate below \$3.00 per \$100 in assessed value by the end of my first term in 2011. As an example, since 2000, Memphis has lost 16,000 residents – the only city in the south to do so (other than New Orleans, which was hit by a hurricane). Yet from 2006-2008 it appears Memphis has added hundreds of employees and increased the operating budget by \$48 million! In addition, from 1998-2007, the population has only increased by 8% (largely due to annexations). Inflation has been 23% during this time, yet the budget has grown by 51%!
- 3) **Prosperity:** While we need tougher state laws to keep violent criminals off the street, we need an equal focus on prevention, and this should begin with our earliest children. Thus, we need to develop key performance indicators (KPI's) around child well-being and ensure that Memphis is the best possible place for children. It is unacceptable that Memphis leads the country in infant mortality rates with a child

dying every 43 hours and an infant mortality rate higher than many third world countries. In addition, 40% of kids under 18 live in poverty, and that number has increased 40% in the last six years. I also want to be a part of the team that solves the school funding challenge once and for all, and part of the team that reforms our economic development process so that we can create higher paying jobs for our citizens. Thus my specific goals are to 1) Be a part of the team that creates KPI's so we can track our progress around child well being and then accelerate early childhood education so low income kids have the same shot at the American dream as everyone else, 2) Be part of the team that solves the school funding challenge that has driven \$1.1 BB worth of the county debt due to the antiquated school construction funding methodology. This should also include comprehensive reform in the Memphis City Schools (please see my response to question twelve (12) for further detail) and 3) be a part of the team that reforms our incentive process, the PILOT, so businesses start to take Memphis and Shelby County seriously from an economic development standpoint.

Have you ever been delinquent on your property taxes? NO

Have you filed for Bankruptcy? NO

Have you ever been convicted of a felony? NO, and have never been charged or convicted of any crime

Explanation of any of the above items: NA

List other elected positions you have run for and the outcome of the election:

I ran unsuccessfully in 2007 for Memphis City Council Super District 9 Position 2 and Scott McCormick was my campaign Co-Chairman. I lost in a close race to Shea Flinn. I did, however, get more votes than any other person that did not win, ran a strong campaign, received the endorsement of the Commercial Appeal and was the highest ranking candidate in my race by the Coalition for a Better Memphis.

Current Employment

Company: Commercial Advisors, LLC and Commercial Alliance Management, LLC

Length of Employment: Twenty one (21) months. Prior to this employment I was employed by the Trammell Crow Company (TCC) from 2002-2006. TCC was acquired in 2006 which led to my move.

Brief Job Description: I wear two hats in my role. First, I am president and CEO of Commercial Alliance Management (CAM). CAM is a leading provider of real estate services serving corporations and institutional owners of industrial and office real estate. Our company provides leasing, property management, and construction management services to over 10,000,000 SF of space in the mid-south region. Second, I am Senior Vice President at Commercial Advisors, LLC (CA). CA provides strategic advisory services in office, industrial, land, and retail real estate. We develop client-driven real estate solutions from an understanding of the specific business drivers formulated by in-depth research and mature expertise. Commercial Advisors assists with the fundamental requirements of its clients including: acquisition of leased space, lease negotiations, business incentives and sales transactions.

Commercial Advisors was founded with a core mission to provide best-of-class business real estate advisory services in the Memphis region. As trusted advisors to CEO's, COO's, business owners, not-for-profits, and families, both locally and globally, the staff at Commercial Advisors is dedicated to client services. Through its alliance with Cushman & Wakefield, Commercial Advisors is able to access a global business platform to provide a broad range of client-oriented services. In this role, I advise families, corporations, and users of commercial real estate.

This profession is very community centric and tied to economic development. Many of my clients are companies that are either looking to expand or relocate to Memphis and the Memphis region. Thus, I have keen insight into the economic development process and believe that I am uniquely qualified in my race to guide the reform of the incentive process and do the hard work of improving the quality of life issues important to companies looking to locate in Memphis to create more and higher paying jobs.

Education

Please list all schools you have attended from High School on.

<u>School</u>	<u>Degree</u>	<u>Graduation Date</u>
Owen Graduate School of Management at Vanderbilt University,	MBA,	2002
Rhodes College,	BA History,	1996
Greater Atlanta Christian School,		1992

Additional information as it regards to education: I believe we need someone on the Council with my background in business, and with a Masters in Business from a top business school. At the end of the day, city government is where the rubber hits the road and is really a \$500 MM retail service business that serves people. The city delivers retail services, whether it be in law enforcement, parks and recreation, trash collection, or fire protection to name a few. In my view, in general, we are delivering a poor product, for too high a cost and that is why 16,000 Memphians since 2000 pulled moving trucks up to their houses, loaded them up, and moved away, yet the budget ballooned by \$40,000,000.00 this year alone! This is unsustainable and folks are losing hope we can ever do better. I want and believe I can change this decline and it really starts with being accountable to the people.

How long have you lived in Memphis? Since 1993 (including college)

Where did you grow up? Roswell, GA – a suburb just north of Atlanta

Marital Status/Children: Married to Anne Conrad since 1999 (formerly Anne McGrew) with two children, Kemp Jr who turns 4 in October, and Elizabeth Campbell, who turned one in July.

Please identify up to five organizations that are actively supporting your candidacy.

The campaign has just started so most organizations have not begun their endorsement process. I do, however, have the support of a diverse and bi-partisan set of community, political, and neighborhood leaders, including DA Bill Gibbons, Commission Chairman David Lillard, Commissioner JW Gibson, City Councilman Bill Boyd, John Farris, Commissioner George Flinn, Commissioner Mike Carpenter, Beverly Robertson, Roby Williams, Julie Ellis, Mary Lynn and Arnold Perl, State Senator Paul Stanley and many more.

Please list your association, civic, and community memberships and identify any leadership positions you have held in the past.

1. Active member of Second Presbyterian Church
2. Member, Memphis Association of Realtors Commercial Council
3. Past Board Member Phoenix Club of Memphis (raise money for Boys & Girls Club)
4. Co-founder of the Phoenix Club of Nashville
5. Founding member of Mpack Memphis and first Leadership Pillar Chairman
6. Board Member of National Civil Rights Museum
7. Board Member of an in progress charter school focused on vocational training (we are in the early stages of applying for the charter)
8. Board Member, Executive Committee member and Asst. Treasurer of Riverfront Development Corporation
9. Board Member of Emerge Memphis business incubator
10. Immediate past Chairman of the Shelby County Republican Party
11. Former Board Member of Hope House, a daycare and early childhood center for children infected or affected by HIV-AIDS.
12. Former Board member of Partners in Public Education



The following scenario was developed by the Center for Ethical Leadership at Christian Brothers University. It is designed to determine how you process information and make decisions. There is no right or wrong answer.

Lost File – Ethical Dilemma Pitting Individual versus Community

You have been involved in a very tight election, opposing a very popular incumbent. About two weeks prior to election day, the local newspaper runs a very negative article about your opponent and some “shady” dealings occurring during his tenure in office. Although the allegations do not point to any illegal activity, the reporter does imply that a particular financial transaction shows questionable decision making.

Your opponent denies the allegations and insists the transaction is above board. He claims he cannot locate the files associated with this particular incident and, therefore, cannot defend his actions with anything other than his honor, reputation, and good name. The press continues to have a field day over this issue, tearing up your opponent and leaving you in the enviable position of not having to comment on the situation.

You win the election by a surprisingly large margin. Exit polls show it was your opponent’s inability to produce evidence proving there was no wrongdoing that swayed voters your way. Your opponent walks away from the election not only defeated at the polls but also in public opinion and reputation.

About three months into your new position you are working on a case that causes you to rummage through some of your predecessor’s old files. There you find the “smoking gun”... the evidence that clears your opponent of any wrongdoing. You are unsure if the information was accidentally or intentionally misfiled.

(1) What will you do with this information?

I would call my former opponent and inform him or her that I have found the information that can clear his/her good name, and I would inform them that I would do whatever I can, within reason, to help them in this regard and ask them how they would like for me to proceed.

(2) Will you consult anyone before deciding what to do? If so, whom?

This situation is pretty cut and dry and easy decision for me, so I would not need to consult anyone.

(3) When making your decision about what to do, whose needs did you consider?

In this decision I would mostly consider the reputation of my former opponent as he/she was unfairly discredited in the community.

(4) Was this an easy decision for you to make? If not, what were some of the issues that went through your mind that caused conflict?

Yes, this was an easy decision for me to make.