

Coalition for a Better Memphis Memphis City Council

Jim Strickland – District 5

1. Please describe your background and your qualifications for this position? What experiences caused you to run for this office? What unique qualities would you bring to this position and what differentiates you from other candidates in your race?
 - a. Why I am running for City Council.

Like most Memphians, I am concerned about our city. I am running for re-election for City Council District 5 because I believe Memphis is falling short of its potential. We have made progress in reducing crime and improving neighborhoods, but we have much work to do.

I believe by offering myself in public service, I can continue to provide new leadership and ideas that will make Memphis a place my children are proud to call home and a city in which they choose to live when they are adults.

- b. Background and Qualification for City Council.

As a lawyer, I have experience in being an advocate for my clients' positions. Gathering facts and researching the law are necessary elements to my profession. Armed with the facts and law, I must persuade a judge or jury to agree with my position. These qualities are needed to successfully address issues on the Council. A council member must research matters by meeting with knowledgeable persons and looking at the best practices used by other municipalities. Also, no matter how worthy one may think their position is, nothing passes the council without convincing six (6) other members to agree. Council members must also convince the city administration of the worthiness of their positions.

Also, as a lawyer, I have learned to mediate settlements—to bring parties together and reach an accord. Often times these parties have different visions and strongly dislike each other. The City Council is elected by a diverse populace with different backgrounds and political beliefs, and the Council reflects those differences. I have the ability and demeanor to bring people together and find common ground.

With almost four years of experience on the council, I am much more knowledgeable than I was before my election about city government and the realities of what can be accomplished by the city council. Therefore, I am better qualified for the position now than four years ago.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

c. Unique Qualifications.

I have extensive experience with zoning and land use matters. As a lawyer, I represented neighborhoods prior to my service on the City Council in zoning disputes before the City Council. As a member of the Memphis Shelby County Board of Adjustment, I was the “neighborhood voice” with respect to zoning variances and billboard matters. These experiences made me uniquely prepared to understand the concerns of the citizens and protect neighborhoods by approving only those developments that fit the character of the neighborhood and add value to the community. My service on the Board of Adjustment also broadened my knowledge of municipal codes and the Office of Code Enforcement.

As a former president of the Memphis Botanic Garden, I have experience in improving a city asset without increasing the burden on taxpayers. I was involved in the creation of the Live at the Garden concert series. This series and increased private donations have greatly improved the Garden’s facilities and grounds and allowed the city’s financial contributions to decrease from 39% of total funding to 24% during my tenure on the Board.

I also believe that the diversity of support I have received from Democrats and Republicans demonstrates my unique ability to unite people of different philosophies, experiences and backgrounds.

During my almost four years on the council, I have been a leader and/or sponsor of the following:

Crime and Public Safety

- Led the effort to increase the number of patrol officers, which has greatly assisted in the substantial reduction of crime in our city. Major crimes are down 36% since Jim was elected to the City Council three years ago.
- Helped organize the effort to lobby state government to adopt tougher sentencing laws, particularly for violent crimes.
- Led the push to require annual background checks and better training for lifeguards. As The Commercial Appeal noted, “The furor produced new safety and background check procedures. The City Council Personnel Committee headed by Jim Strickland was quickly on the case. The mayor [Herenton] had little to say about it.” [Editorial, June 4, 2009]
- Led the effort to replace poor management at the Sexual Assault Resource Center.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

- Worked with law enforcement, crime victims, and scrap metal dealers to strengthen the scrap metal ordinance.

Taxes and Budget

- As Memphis Magazine points out, "Strickland has evolved into council's most persistent voice for greater budgetary discipline." (August 2010).
- Led the defeat of two property tax increase proposals and was the only vote against the 2011 one-time assessment.
- Supported the property tax freeze for low-income seniors.
- Was the only vote against the \$57 million cut to Memphis City Schools in 2008 and the simultaneous increase in spending for city government of \$42 million.
- Led the fight to reduce the city's budget in 2009 and 2010 to pay MCS its court-ordered funding. "A logical way to raise most of the money -- but one that would require courage on the part of the Council -- would be to follow Councilman Jim Strickland's recommendation to roll back raises given to employees in 2008 and 2009." (The Commercial Appeal, Editorial, September 4, 2010)
- Sponsored and passed a Resolution seeking court-ordered mediation in November 2010 to settle all funding disputes between the city and MCS. In an editorial entitled, "Listen to Strickland," The Commercial Appeal called the proposal a "very sensible solution" and recognized that it would save "taxpayers more legal expenses." [November 11, 2010]
- Led the elimination of the city's pension plan that allowed employees to retire after only 12 years of service.
- Managed the compromise in 2010 as Chair of the City's Healthcare Committee between the administration, council, and employees to raise the health insurance premiums over a two-year period.
- Voted against solid waste fee increase and water rate hike.

Consolidation

- Appointed by Mayor Wharton to the Memphis/Shelby County Consolidation Commission which spent nine months studying consolidations of governments across the country and drafting a charter incorporating efficiencies which would spur economic development and reduce waste in government.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

- Although consolidation failed to pass in suburban Shelby County, the consolidated economic development office provided for in the draft charter served as a model for the Economic Development Growth Engine (EDGE) program actually adopted by Memphis and Shelby County this year.

City Services

- Exempted all vehicles not older than four years from the city's annual inspection.
- Approval of the city's first skate park, which will be located in Tobey Park.
- Sponsored the prohibition of the roadside sale of animals and the establishment of a fund to accept donations for the Memphis Animal Shelter.

Neighborhoods and Environment

- Led the push to clean up Washington Bottoms (near Poplar and Cleveland) and the removal of abandoned buildings, which "became a haven for squatters, criminals, arsonists, and even vermin." (The Commercial Appeal, September 30, 2010) The private owner paid for the removal.
- Saved the Overton Park Greensward from being used as a 20-foot deep detention pond.
- Led the establishment of a comprehensive Lick Creek drainage study and the funding of underground detention/garage in Overton Square.
- Part of the team that successfully worked with the State of Tennessee to have the Overton Park Old Forest designated a State Natural Area.
- Re-established the city's Recycling Committee, which has partnered with Shelby Residential and Vocational Services (SRVS) to implement paper recycling collection for city offices outside City Hall and developed a Green Event Certification program to encourage recycling at large public events.
- Advising a group of private citizens who want to form a conservancy for Overton Park, which will result in a much better park at reduced cost to the taxpayers.
- Approval of zoning districts that require higher quality development for the University/Highland Avenue and Midtown districts.
- Voted against the drug store at Union and Cooper.
- Led the defeat of a billboard in New Chicago and a pawn shop on Summer Avenue.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

Ethics

- Sponsored and passed the strongest City Council ethics ordinance in the history of the Council.
- Improved the whistleblower protection for city employees.
- Reimburses the city for all lunches he eats and refuses any gifts offered as a result of his position on the Council.

Quality of Life

- Worked with Health Department officials, the restaurant association, and other interested parties and sponsored the ordinance that legalized and regulates Mobile Food Trucks in the city.
- Has personally responded to thousands of constituent requests and communications, helping people with trash pick-up, filling pot holes, repaving streets, speed bump requests, removal of graffiti, and zoning issues.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

2. What is your vision for the City? How would you use this office to achieve the vision?

Four years ago, I answered these questions as follows:

“My vision for Memphis is a world-class city that is a relocation destination for businesses and families. In my vision, Memphis will be attractive due to its reputation as a community with a low crime rate, skilled workforce, quality schools, attractive neighborhoods, affordable housing, and access to a wide array of cultural and entertainment experiences.

Some of my ideas for achieving this vision include:

- Reduce crime by supporting the 15 strategies of Operation Safe Community and pursuing the proposals in my crime plan (See Answer to Question 10).
- Address the issue of blight by pursuing the implementation of a Reserve Code Enforcement Officer program. Similar to Reserve Police Officers who are paid \$1.00 per year, Reserve Code Enforcement Officers would be trained and supervised by full-time city staff. There are many neighborhood leaders who would volunteer for such a program, which would greatly increase the manpower of Code Enforcement and enforcement of the Code without much expense
- Promote economic development by supporting initiatives such as those outlined in Memphis Fast Forward and MemphisED plans.
- Preserve and improve our park system and increase green space by providing leadership to public efforts that expand our current greenways and private efforts to convert the abandoned railway into a greenline.
- Use the authority of the Council to ensure accountability of the dollars authorized to the City School System.”

Four years later, my vision for Memphis is the same, and I am proud to say that I followed through with the above ideas to achieve the vision.

- Crime – I led the push to expand residency restrictions for public safety employees, which also resulted in a better recruitment effort. The number of police officers have increased from 2,000 three and one-half years ago to approximately 2,500. During the same timeframe, major crimes decreased by 28%. Over the next four years, we need to continue supporting the strategies of Operation Safe Community and hold those responsible accountable for the results.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

- Blight – I passed the legislation establishing the above program, which will soon be started on a test basis by the Wharton administration. Cleaning up Memphis will be my top priority over the next four years, and I will focus on removing blight and litter.
- Economic Development – I have supported the above initiatives and strongly support the EDGE board.
- Parks – I have worked to expand the greenline and am working with some wonderful community leaders to create a conservancy for Overton Park, which will greatly improve the park and save the city money.
- Schools – In the last four years, I have learned that city government has no authority to hold MCS accountable on its budget.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

3. How do you plan on insuring that there is diversity, (including race, age, gender and socio-economic) represented in the development of public policy and government?

The council has worked with the city administration to ensure that the laws and ordinances currently in place and that address diversity are enforced. To measure the effectiveness of these ordinances, the council has received input from those in the community most directly affected.

In addition, I have worked with the administration so that its appointees to the many boards and commissions that exist in city government have the best qualified persons and that they represent the diversity of our city. In fact, I have recommended the appointment of a diverse group of Memphians that have made great contributions to the city.

The issues I have addressed in other questions cannot be adequately addressed without broad based and diverse support in our community.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

4. What are the three greatest issues facing the City of Memphis today?

a. Crime.

Although crime has been reduced a great deal in the last three and one-half years, it is too high and is the pervasive problem with vast impact on our city. Operation Blue Crush should be continued and the Director's efforts on community policing should be supported.

b. Education.

Education is obviously a major issue in our city, but the city council has little impact on it. If every third or fourth grade student in Memphis could read at grade level, our city would transform and improve wonderfully. While the council does not run the school system, I pledge to cooperate with the school board to assist in its work, while also holding them accountable for the tax dollars the council allocates to the city schools.

c. Economic Development.

Our tax base is stagnant or decreasing on a yearly basis. Our property tax rate is too high. As one community leader told me, "People are voting with their tail lights." Businesses are also moving out of town. Last year, for the first time ever, MLGW had fewer customers than it had the prior year.

Individuals and business leaders choose where to live and work based on similar things. They want clean, safe communities where their children can get quality educations and where the taxes are relatively low. I believe crime, education, and quality of life trump taxes as evidenced by DeSoto County's tremendous growth despite higher taxes in the form of an income tax and automobile levy.

In order to compete with Nashville and other comparable cities, we must dramatically alter the first two issues above—crime and education. In addition, we need quality elected officials to represent us in recruiting business.

The Memphis Chamber have developed forward-thinking plans for our future economic development. What these plans require are local leaders who embrace economic development incentives and represent the city professionally.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

5. What role should the City of Memphis government play in promoting the economic development for the community? What specific initiatives or actions would you promote and/or support?

As stated above in the answer to Question No. 4, I believe city government plays a vital role in economic development. We must create a community that is enticing for local business to stay and expand and for new business to come.

To do so, we must make it our priority to address the basic elements of government—safety and education. I have addressed these issues more fully in questions 4, 7, and 10.

In addition, we must maintain and improve the city owned amenities and parks. We are competing with other cities, and green spaces are important to business leaders and their employees in selecting cities in which to locate. As former President of the Memphis Botanic Garden, I know the importance of parks and green spaces in the lives of thousands of people.

We must work in concert with the Chamber of Commerce in their efforts to attract businesses. Having the right economic development incentives in place is extremely important to supporting these initiatives. However, proper oversight must be given to these types of incentive programs to ensure integrity and proper intent.

I am proud of the work of the Consolidation Charter Commission and its proposal on economic development, which was the basis upon which EDGE was developed.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

6. How would you strengthen and support existing neighborhoods that are within the urban core and what barriers to community redevelopment do you see in these areas today? How do you propose to address the current blight in many of these areas?

Memphis has too many abandoned homes and properties not kept up to code. Many of these abandoned homes are havens for crime and reduce the value of the surrounding homes. Most of us would not tolerate this if it were next door to us, and the city should not tolerate it anywhere.

Memphis must aggressively enforce city ordinances and knock down abandoned properties.

The Division of Community Enhancement has less than one-half the number of code enforcement officers it needs to enforce the law. Because resources in Code Enforcement are limited, I introduced legislation to establish a Reserve Code Enforcement Officer program. Similar to Reserve Police Officers who are paid \$1.00 per year, Reserve Code Enforcement Officers will be trained and supervised by full-time city staff. There are many neighborhood activists who would volunteer for such a program, which will greatly increase the manpower of Code Enforcement and increase the enforcement of the code.

The City should also continue to work with the federal government to obtain additional funding so as to allow more community development corporations to qualify for government resources. Many of the CDCs are making positive changes in their areas, but some, like the Binghampton Development Corporation, could effectively use government funding.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

7. What do you regard as the greatest obstacle or barrier to growth in the City today?

Quality leadership. While crime, education, and economic development are the greatest issues facing Memphis, the greatest obstacle is the lack of leadership. Our system of government (county and city governments and school boards, and state and federal governments) requires leaders to work together to accomplish substantive change. Many of our leaders have the wrong priorities.

We must make the basics of government our priority—safe streets, good schools, and strong neighborhoods. If these are failing, other matters cannot fully succeed, such as economic growth and public amenities.

While we need strong leadership, we also need people who can work as team members. I am not adverse to standing alone for principle if needed, but I also want to work with others, learn their perspective, and lead to a better outcome.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

8. What is the role of the City Council? What do you think about the relationship between the Council and the City Mayor; as well as other elected or appointed bodies, such as: Shelby County Commissioners, State of Tennessee Shelby County Delegation, MLGW, Greater Memphis Chamber, Downtown Memphis Commission, etc.

The Memphis City Council has budgetary control over city government and has a role in setting policy. Just as important to know is that the council does not have authority to administer the day-to-day operations of city government. As a result of these powers granted by the city charter, we must work with the city mayor to truly achieve results.

With respect to the County Commission and Shelby County state legislative delegation, we do not meet with them enough. There is little official communication with these entities, and it would be beneficial to meet on a regular basis.

With respect to MLGW, Greater Memphis Chamber, and Downtown Memphis Commission, I believe that we communicate well with them. The fact that they have full-time employees who focus on working with the council greatly assists in regular communication.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

9. With regard to the crime rate, what current strategies would you support and what changes would you propose if any?

Because I believe reducing crime rate should be our city's top priority, I researched the issue extensively. The results of my research are included in the attached Crime plan.

THE STRICKLAND CRIME REDUCTION PLAN

I. **OPERATION BLUE CRUSH HAS REDUCED CRIME IN HIGH CRIME AREAS AND SHOULD BE CONTINUED.**

A. **Hot Spot Policing**

In October, 2006, the Memphis Police Department started Operation Blue Crush. Blue Crush is data-driven decision making; based on recent crime history recorded and processed by a University of Memphis computer program, extra police are assigned to high crime areas ("hot spots"). Crime has been reduced since the implementation of Blue Crush.

B. **Success in Other Cities.**

1. **New York:**

In 1994, New York City revolutionized policing by utilizing a process called Compstat. It combined two techniques: (1) "crime statistics were collected and analyzed every single day to recognize patterns and potential trouble before it spread" and (2) holding police precincts accountable for crime rates in their area.¹

For years, the statistics in the Police Department that drew the most attention were the number of arrests and the reaction times to emergency calls. In fact, neither is the ultimate goal of a police force: public safety and reducing crime."²

The process begins with the responding police officer. "The police officer in the street makes a report and enters it into his precinct's On-Line Complaint System (OLCS). The report is transmitted to the Compstat Mainframe and entered in two places: 1) on a map that shows geographical concentrations of criminal activity and sorts them by hour of day, type of crime, and day of the week; and 2) on a weekly summary of crime complaints that display trends over a variety of periods, such as week-to-date, month-to-date, and year-to-date, and compares the current year's total with the prior year's and shows percentage change."³

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

Precinct officers use the reports “to identify patterns and allocate resources.” The “heart” of the Compstat process is the weekly meeting. At the meetings, the precinct officers are challenged on their decisions by their superiors and ultimately held accountable for results.⁴

In 1996, Compstat won the Harvard Innovations in Government Award. By 2002, murders in New York City were down 70% and overall crime was down 65%.⁵

2. Indianapolis:

In the mid-1990's, Indianapolis began utilizing Compstat. The city experienced a significant drop in gun violence. The increased resources in hot zones “most likely sent a message of increased surveillance to those individuals most likely to commit violent gun-related crimes.”

There was not a shift in crime, or displacement, to surrounding areas.⁶

3. Baltimore:

Baltimore adopted Compstat in 2000. At the time, the Mayor stated, “From this day forward the B.P.D. will be held accountable for crime in Baltimore.” During the weekly meeting, district commanders were questioned on many matters, including:

- Violent crimes
- Current deployment strategy
- Pending investigations
- Rates of cases cleared 15

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

-Declination rate for homicide cases by DA

-Overtime allotment strategy and its impact on crime.⁷

II. CHANGES COULD BE MADE IN POLICE STAFFING TO MATCH WORKLOAD.

A. General.

Criminal behavior “can be modeled, anticipated, and even predicted.” Data mining is the process of using data to predict future actions. For example, cell phone providers predict the likelihood that a customer will switch by classifying shopping patterns and purchasing decisions. The same models can be used “to identify the motive in a homicide or predict the next incident in a crime series.”⁸

“A thorough evaluation of all the variables likely to affect patrol personnel workload directly is complicated, requiring differential weighting of multiple factors under varying circumstances and conditions.” “Using data mining and predictive analytics, however, we have developed models predicting areas at greater risk for violent crime.” “Our findings have allowed us to identify subtle distinctions between areas associated with an increased number of armed robberies, as compared to those associated with an increased risk for escalation into an aggravated assault.”⁹

B. Other Cities.

1. Baltimore:

Because only 74% of the 3,274 funded officer positions were available for enforcement duty on the streets, the Mayor decided he would examine the duties of each position in the department to determine whether the positions needed to be filled by sworn officers or civilian employees.¹⁰

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

2. **Seattle:**

In Seattle, the City Council enacted a resolution calling for a multi-year plan for police staffing. It was determined that the “decision to add officers comes after months of study and discussion.”¹¹

Seattle utilized Managing Patrol Performance, “a software program based upon a mathematical queuing theory that uses data from the Department’s computer-aided dispatch (CAD) system to more precisely match workload to assigned officers.”¹²

Through analysis, 4 types of imbalances were discovered:

- geographic
- temporal, by hour of the day.
- temporal, by day of week
- temporal, by season of the year

By analyzing when crimes were committed and the level of staffing during those times, it was discovered that there were shortages and overages of officers at certain times of days, on certain days, and during the warmer months.¹³

The solutions included redrawing patrol beats and changing patrol deployment.

In developing the patrol model, several variables must be considered, including emergency response time, the percent of patrol time available for interacting with residents (proactive policing should be over 25-30%), and the number of patrol cars free to provide back up.

The goal was a precise hour-by-hour analysis of MPP staffing with the intent of developing an effective and efficient staff.¹⁴

3. **Vancouver:**

The City of Vancouver also determined that it needed to analyze its police staffing. It performed an audit to ensure that it was utilizing its resources in the most effective and efficient manner possible.¹⁵

The city determined that proactive policing was an important variable in deploying officers. Self-initiated activities “can prevent or suppress crime” and include street checks (speak with known criminals or suspicious people), traffic enforcement, problem oriented policing (working with community to address concerns), and community policing (get to know businesses and residents).¹⁶

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

C. **Memphis:**

On March 16, 2007, Deloitte Consulting, LLP, released its City of Memphis Efficiency Study, Final Report. A substantial part of the report addressed the Police Department.

1. **Patrol Activities and Response.**

The report makes several recommendations with respect to patrol activities. The Report found that officers responded to 37,000 car accidents of which only a fraction were serious enough to justify police response. The average time to respond to such accidents is 28 minutes. The Report recommended that the department cease responding to minor-non-injury accidents, like the vast majority of other police departments.¹⁷

The Report also found that other matters currently assigned to an officer can be handled by a civilian P.S.T. or by telephone. Those incidents to be handled by a P.S.T. are fires, abandoned vehicles, routine accidents, and traffic violations. Those matters to be handled by telephone could be thefts, vandalism, and harassing phone calls. Currently, these incidents account for 14.7% of the total patrol call workload.¹⁸ The report also recommends that, instead of assigning two sworn officers on each watch to perform desk-related activities, one officer and one civilian should be assigned.¹⁹

2. **Staffing and Scheduling**

a. **Response Time.**

The average response time is 24.9 minutes. For Priority O calls (armed robbery, active car-jacking, active criminal assault, residential robbery, and active shooting with person hit), the average response time is 7.1 minutes. All other cases average at least 19.4 minutes (including panic alarm, armed mental case, bomb threat, shots fired, and suspicious person).²⁰

The Tillman (East Memphis) precinct has an average response time of 22.3 minutes. South Main (Downtown) had the lowest average of 13.0 minutes. "This suggests that patrol resources are not equitably allocated across precincts." (Union Avenue/Mid-Town's average was 15.8 minutes).²¹

After this review of response times, the report analyzes the data using several steps:

STEP. 1. Determine the number of calls for service in each precinct.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

STEP 2. Determine the number of calls for service that need to be handled by sworn police officers.

STEP 3. Adjust calls-for-service to reflect the fact that some calls require two or three officers.

STEP 4. Using queuing analysis (mathematical study used to make decisions about the resources needed to provide services) to determine the number of officers needed by hour of the day and the day of the week.

STEP 5. Use linear programming to determine the best way to schedule officers to meet workload requirements. 19

STEP 6. Adjust staffing levels to ensure the time required for officers to travel to calls does not exceed service level expectations because precinct sizes vary considerably.

STEP 7. Ensure officers have adequate time to perform activities other than responding to calls-for-service. Response to calls should account for no more than 50 percent of the workload.

STEP 8. Adjust schedules to account for increased staffing due to travel time and average workload requirements.

STEP 9. Increase staffing to account for staffing absences.22

The Report recommends in detail the number of officers in each precinct for each shift.

In summary, changes in scheduling practices allows for the transfer of 70 officers to the streets and an additional 169 officers should be hired. As a result, the equivalent of 239 positions of increased capacity will be provided.23

If reductions in the work force are needed, the Report sets forth how the City of Memphis could use data mining to ensure proper staffing levels.

III. MORE HIGH QUALITY INDIVIDUALS NEED TO BE RECRUITED TO SERVE AS POLICE OFFICERS.

Jim Strickland supports permanently rescinding the Residency Requirement Ordinance which requires the department to only hire police officers who live in Shelby County. The goal should be safety of citizens, and limiting the applicant pool does not aid that goal.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

The City of Baltimore ran an aggressive advertising campaign to recruit officers. They also gave substantial salary increases for higher ranks to motivate employees to highly perform to achieve promotions. Similar incentives have been used successfully in Memphis.

IV. THE ENTIRE MEMPHIS COMMUNITY MUST COME TOGETHER TO CREATE AN ENVIRONMENT WHERE OUR CHILDREN CHOOSE EDUCATION OVER CRIME.

The root causes of crime are more complex and difficult to address than are the responses to crime set forth above. Poverty, adult supervision, educational opportunities, and values are among the contributing factors. As Sheriff Mark Luttrell has written, "The breakdown of the family unit, juvenile delinquency, gang violence, the drug culture, the thug ethos have produced a more violent society that requires drastic measures on all our parts to interdict and manage."²⁵

There are many individual organizations in our city who are doing wonderful jobs of providing young people with quality and loving supervision and structure.

"Just one consistent, caring adult – studies show – can make the difference in the life of a troubled child. Children with a mentor or another caring person who provides emotional guidance and support are significantly less likely to be high school dropouts or be incarcerated, and a mentor even helps them improve their relationships with their families."²

City officials should provide leadership to marshal these assets and coordinate efforts to give greater impact to these programs. We need to reach all young people at risk.

In the Fall of 2006, a crime summit was held and it successfully focused all levels of government on law enforcement. City government should call upon the wealth of experience of Memphians in the private and public sectors to supplement the summit and to coordinate and energize our community in a determined effort to lead our children away from criminal life.

V. CONCLUSION

The City of Memphis should make crime prevention a top priority. We must hold city officials accountable for reducing crime.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

1. Rudolph W. Giuliani, Leadership, P. 72 (2002).
- 2 Ibid, at P. 73.
3. Ibid, at P. 74.
4. Ibid.
5. Ibid at P. 75, 78.
6. United States Department of Justice, Reducing Gun Violence, Evaluation of the Indianapolis Police Department's Directed Patrol Project (2002).
7. The Mayor's Plan to Drastically Reduce Crime in Baltimore: Restructuring the B.P.D. ("Baltimore").
8. The Police Chief. "Connecting the Dots: Data Mining and Predictive Analytics in Law Enforcement and Intelligence Analysis," Vol. 70, No. 10 (October 2003).
9. Ibid.
10. Baltimore.
11. Seattle Neighborhood Policing Staffing Plan (2007).
12. Ibid.
13. Ibid.
14. Ibid.
15. City of Vancouver - Vancouver Police Department patrol Deployment Study (2007).
16. Ibid.
17. Deloitte Consulting LLP, "City of Memphis Efficiency Study Final Report," (March 16, 2007), PP.17-18.
18. Ibid. at P. 18.
19. Ibid at P. 27

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

20. Ibid at P. 18.

21. Ibid at P. 19.

22. Ibid at PP. 20-24.

23. Ibid at P. 27.

24. Ibid.

25. Sheriff Mark Luttrell, "Fight crime with resolve, a well-funded plan." The Commercial

26. Patrick W. Lawler, Chief Executive Officer of Youth Villages, Village Voices, Vol. 19, No. 2 (2007).

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

10. Would you be willing to submit to a background check and then allow the results to be published?

Yes.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

11. Do you support the local ethics ordinance? Is the Ordinance sufficient, and if not, what changes would you recommend?

Four years ago, I answered this question as follows:

“Considering the limitations in the City Charter, the Council’s recently adopted Ethics Rules are comprehensive in substance and procedure. The rules require disclosure of personal interests and the prohibition of most inappropriate gifts, the disclosure of confidential information, and use of City resources for private gain.

I will recommend the following changes to the substantive rules:

- mandatory recusal from voting on any matter in which the council member or the member’s family has a financial interest;
- prohibition on accepting any gift or other consideration from anyone who regularly lobbies city government.

With respect to the procedural matters, the rules set up a Board of Ethics, comprised of citizens throughout the city, including at least one retired judge. The rules allow council members to seek opinions on specific situations and provide for a thorough hearing procedure after a complaint has been filed. The rules also establish a Chief Ethics Officer to administer the code.

The Charter should be amended to allow stiffer penalties for violations. Currently, the rules allow fines and censure of members but removal from offices should be an option.”

Two years ago, I passed a stronger ethics ordinance that provides, in part, for a prohibition of accepting gifts from those who do business with the city.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

12. What are your ideas with regards to the City's responsibility for funding Memphis City Schools?

The City must fund the Memphis City Schools pursuant to Tennessee law based on "maintenance of effort." Upon effective consolidation of the city and county school boards, the county will be the single source funder. The city's obligation to fund schools ceases when MCS ceases to exist.

MEMPHIS City Council Questionnaire 2011

Name: Jim Strickland

13. What are the Council's responsibilities for making the City contract bidding process more equitable and transparent?

The city council has no authority to approve contracts. The mayor is the sole contracting authority for the City of Memphis. I support the mayor's decision to list all contracts signed on the city's website.

In one particular instance, I encouraged a member of the mayor's administration to mail a request for proposal to all known vendors instead of just posting a notice on the website. In order for the city to obtain the best price for a good or service, we should encourage as many bids as possible.