

**COALITION FOR A BETTER MEMPHIS**  
**Shelby County Trustee Candidate Questionnaire**  
**Election Date: May 4, 2010**

**AN ELECTRONIC VERSION OF THIS FILE CAN BE RECEIVED BY SENDING AN EMAIL  
TO [peggy@bettermemphis.org](mailto:peggy@bettermemphis.org)**

Name: David C. Lenoir \_\_\_\_\_

---

**Section 1: Qualifications and Background (1 question)**

**Section 2: Vision and Strategies (2 questions)**

**Section 3: Improving the System (1 questions)**

---

<b>1. QUALIFICATIONS AND BACKGROUND</b>
---

1. How does your education, and experience in investment and management of institutional funds, accounting, personnel and technology systems management qualify you for this position?

I have spent two decades in the financial services industry. My financial services career began as a college intern at National Bank of Commerce in the ATM banking department where we relied heavily on accurate, up-to-date technology to process and balance ATMs on a daily basis. After receiving my degree in Accounting from the University of Alabama, I came back home to Shelby County and continued my career in financial services. Over the past twenty years, I have worked in the area of investment and fiduciary consulting. I hold the Series 7 (General Securities) and Series 66 (State Securities Law) licenses. I have also received professional designations in investment management and fiduciary auditing. During my career, I have had the opportunity to work with a broad range of clients – individual, institutional and municipalities – each with their own unique objectives. This experience has given me broad exposure and the perspective necessary for the office of Trustee.

<b>2. VISION AND STRATEGIES</b>
---------------------------------

1. How efficient and technologically up-to-date is our present billing and collection system in the Trustee office?

Over the last several years, there have been a number of technological improvements in the Trustee's office. The technological improvements have

NAME: \_\_\_\_\_

been in the area of payment processing, and billing and collection. Therefore, it appears that the technology within the Trustee's office is fairly up-to-date. However, it does not appear that the technological efficiencies have been realized.

**2. How will you ensure effectiveness in the billing and collection of Shelby County taxes?**

I will meet with the senior management to determine specific, measurable and achievable billing and collecting goals. Once the goals are set, a game plan and incentive plan will be developed and communicated to the employees. We will periodically evaluate and recognize progress toward achieving the stated goal.

**3. IMPROVING THE SYSTEM**

**1. Based on your awareness of voter concerns, what should be the Trustee's priorities during the next four years?**

Efficiency, efficiency, efficiency. As a public servant, the Trustee's primary focus should be on maximizing tax payer dollars and returning as much as possible to the County. All property taxes that are billed should be collected in a timely manner. Uncollected property taxes have a significant effect on the city and county schools, forcing the County to either increase property taxes and/or increase debt. Government should not get in the way of community and economic development, but should provide a "fertile soil" for families and businesses to plant and grow. To accomplish this, government should be responsible, efficient and sustainable. Therefore, the Trustee's primary focus should be on efficiency.

**2. Do you have an opinion on whether appointments versus election of this office, is a better method?**

No

- end -