

Full Recommendations from the Good Governance Transition Subcommittee

Mayor Paul Young charged the Good Governance Subcommittee to develop actionable recommendations to strengthen the City of Memphis' abilities as a transparent, accountable and smart government. Through the committee's expertise, collaborative discussions and review of stakeholder feedback and peer city practices, we have developed five key recommendations for Mayor Young's administration:

1. **Implement a City Hall on the Go model** - Bring City services and decision-makers to residents with: 1) a mobile vehicle that provides hands-on help to navigate services/resources; and 2) a set schedule of events in every Memphis neighborhood with Mayor Young & senior City staff.
2. **Develop and implement ongoing neighborhood/community engagement strategy** - Utilize and/or enhance the Office of Community Affairs to: 1) Set a clear vision and strategy for community engagement and customer service and train staff accordingly; 2) Leverage the City's website to organize and promote a well-maintained calendar of upcoming community based engagements; 3) Leverage existing community orgs and ambassadors to recruit participation and foster continued connection; and 4) Lead ongoing engagement through advisory boards/ councils to leverage as designated feedback loops for CQI.
3. **Launch a public-facing Mayor's Scorecard** - Promote the City's existing performance dashboards publicly, create a new scorecard for Mayor Young's top priorities/campaign promises, and use multiple user-friendly avenues to report performance (ex: infographics, social media, audio/ video stories, presentations at community events, press releases).
4. **Champion the Memphis Tech Renaissance** - Leverage emerging technology tools (ex: AI) and Memphis' tech talent pipeline to 1) enhance user experience with the City's website/online platforms; and 2) strengthen Memphis' brand, workforce and economic development outcomes as an innovative technology hub.
5. **Implement Efficient Foreign Language Support Systems** - In accordance with the law and *Good Governance* principles, we recommend The City Memphis includes language support systems such as professional translators and translation for all public facing materials for the top three growing foreign languages across the city: Spanish, Arabic, and Vietnamese.

Across our recommendations, there are two values that serve as throughlines and that Mayor Young has championed throughout his campaign and mayoral tenure so far. The first value is to meet people where they are, bringing user-friendly services and

decision-makers out to constituents in their communities and leveraging their many assets to support the administration's priorities. The second value is that good governance is an intensive, ongoing commitment that requires regular two-way communication with many constituents through many channels to gain and maintain trust and inform ongoing efforts.

The remainder of this document provides additional details on how each of our recommendations can be implemented, citing peer city models and other considerations.

Recommendation #1: Implement a City Hall on the Go Model

Overview: “City Hall on the Go” is a service delivery model that can bring hands-on City services and face-to-face interaction with City leaders directly to constituents in every community.

- The main service is helping constituents in real time with basic government processes (ex: voter registration, appealing parking tickets, business certificates, pay taxes or utilities), and vehicles are usually equipped with wi-fi, computers and a few city staff who can have general knowledge or specialize in these areas to help.
- Some On the Go models also join neighborhood association meetings, block parties, public events, etc. to do Q&A and provide general information about different local government services and issues. In some cases, the vehicle has a fixed schedule of 5-10 locations per week in different parts of the city, and some versions also have an on-demand scheduling form that individuals or community groups can request.
- In our model, we also recommend that the Mayor and executive team periodically join City Hall on the Go events to make presentations to constituents and generate excitement about the model.



Purpose:

- Build face-to-face relationships and transparency around City services & decisions
- Improve proactive communications and service delivery around serious/emerging issues
- Increase constituent knowledge & use of 311 and other services and resources provided by the City, other public agencies, and community organizations
- Make services more accessible for those with limited skills or access to online resources

Responsibilities & Resources:

- Memphis Libraries may be a good lead to implement this program given their information referral services such as 211 and JobLINC mobile career services. Some cities also include 311 staff who are knowledgeable about each City division's roles and constituent-facing services.
- The Mayor and executive team also play a key role in promoting this service and periodically attending events to build excitement around this resource.
- This service can be even more powerful by coordinating with other partners such as the Shelby County Division of Community Services, United Way's Driving the Dream, other service providers and place-based nonprofits that can help with scheduling community events and offering a wider array of hands-on services.
- Key resources include:
 - Part- or full-time staff from Memphis Libraries, 311, and/or other related divisions to provide hands-on services
 - At least one branded City Hall on the Go vehicle with wi-fi and laptops to help residents access services
 - Marketing materials and website to advertise the services and schedule
 - Language translation support based on neighborhood needs

Success Measures & Milestones:

- First 3 Months: Mobile vehicle is secured, at least one kick-off event with the Mayor
- First 6 Months: At least six mobile unit visits and two Mayor meetings
- First 12 Months: Increased usage and scheduling requests for mobile services, decrease in 311 complaints, increase in public trust as measured by surveys

Peer City Models:

- Boston, MA:
<https://www.boston.gov/departments/civic-organizing/city-hall-go-truck>
- Dallas, TX: <https://dallascityhall.com/services/311/pages/city-hall-on-the-go.aspx>
- Durham, NC:
https://www.durhamcommunityengagement.org/city_hall_on_the_go



Recommendation #2: Neighborhood-Based Engagement Strategies

Overview: In addition to elected government officials fulfilling their obligation to engage their constituents, the City of Memphis should take a strategic approach to engaging Memphians intentionally and effectively. To best align with the principles of Good Governance, the Young administration should utilize or enhance the Office of Community Affairs with dedicated staff to lead and maintain the following engagement functions:

- Set a clear vision and strategy for community engagement and customer service. This includes developing metrics, goals, and strategies; providing professional development for all staff to shift the culture of City Government, including but not limited to training constituent-facing staff on how to engage effectively.
- Leverage the City's website to organize and promote a well-maintained calendar of upcoming community based engagements. Note that events should be held consistently at a frequency determined by the City and in all major neighborhoods to ensure representation.
- Map existing outreach efforts, assets, and programs in each neighborhood and leverage these engagement avenues and partners to increase impact. The City may also take a leading role in coordinating efforts across these groups to reduce duplication (for example, hosting shared events that overlap with City and County districts) and appoint neighborhood ambassadors to liaise between City leaders and community members.
- Assess the effectiveness and level of engagement for the City's existing advisory boards to determine which should remain and/or be reimaged. Leverage results of assessment to inform long-term strategy of promoting codesign and reasonable participatory decision making through advisory boards/councils representative of Memphis neighborhoods and demographics, professional affinities, and advocates and experts who can weigh in on key City services.

Purpose:

- Promote inclusion and amplify community voice to ensure City Government is grounded in the immediate needs of its residents
- Restore public trust and confidence in City Government by demonstrating a shift in constituent-facing priorities and practices
- Improve community morale so that residents have more positive first contacts with the City (ex: shift from MPD interactions to connecting with City supports/feedback avenues)

Responsibilities & Resources:

Internal:

- The Office of the Mayor and designated mayoral staff set the tone and establish the organizational vision for community engagement and customer service.

- The Office of Community Affairs leads the strategy and day-to-day management of the activities described above.
- Community Center Staff provide positive first contacts with residents, especially youth and young adults.
- All city government employees have a responsibility to shift the culture of government to be customer-focused.

External:

- Community Partners and Neighborhood Ambassadors participate in neighborhood-based engagement strategies, recruit other community members to gather feedback and help the Office of Community Affairs maintain an inventory of engagement events and community assets.
- Shelby County Office of Community Services and community partners provide positive first contacts with residents.

Success Measures & Milestones:

It is important to note that there is currently no “visible” data available to serve as a baseline, so we encourage the City to measure these indicators in the near future to establish priorities for improvement.

Qualitative Data

- In-depth survey responses that can be collected at every engagement event and customer service touchpoint to measure satisfaction, level of trust/confidence in the City, and how engagement is impacting the community.
 - Ex: “On a scale of 1-5 how was your experience?”
 - Ex: “Did you get the help you were looking for? If not, what can we do to improve the support.”
- Demonstrating how feedback is reflected in policy/program improvements (CQI)
 - Ex: # of programs, policies and decisions directly influenced by engagement and impact statements that tell the story of the process & results

Quantitative Data

- # of outreach and engagement efforts overall and by neighborhood
- # of residents participating in outreach and engagement efforts
- # of daily touchpoints with residents via Community Engagement specialists or Community Center services and residents’ ratings of their experiences

Peer City Models:

- Birmingham: https://www.bhamwiki.com/w/Birmingham_Citizen_Participation_Plan
- New Orleans: <https://nola.gov/neighborhood-engagement/>
- Pittsburgh: <https://engage.pittsburghpa.gov/city-streets>

Recommendation #3: Public-Facing Mayor's Scorecard

Overview: The City of Memphis has great assets to accomplish the goals of Good Governance through its City Data Hub, Office of Performance Management, and Mayor's Dashboard Review process – but these are not well-known or understood among most residents. We recommend building on the City's data-driven continuous improvement practices in three ways:

- Promote the existing City Data Hub and Mayor's Dashboard performance trends more regularly and actively
- Create a new "Mayor's Scorecard" that regularly measures and summarizes progress on Mayor Young's top priorities in terms of campaign promises, transition team recommendations and other important policy/practice changes representing the new administration
- Use multiple user-friendly channels to report on performance to the public such as infographics, social media, video and audio stories, presentations at community events and press releases. We also recommend engaging in user design and testing sessions with community members to determine the right level of detail and visual formats to share this information.

Purpose:

- Promote transparency and accountability for results to improve public trust
- Tell the story of the City's continuous improvement culture and celebrate campaign platform wins
- Use data to drive decision-making, resource allocation, and improvements in service delivery

Responsibilities & Resources:

- The Mayor and Executive Leadership Team champion a culture of continuous improvement and establish top priorities and accountability measures for the Mayor's Scorecard.
- Office of Performance Management gathers performance data and produces dashboards/reports.
- Office of Communications designs and disseminates user-friendly stories and messaging about performance results/reports through the City website, social media, public presentations, and press releases.
- Community Partners advise on how to make data more accessible for the public and provide community-embedded opportunities to present on results and stories

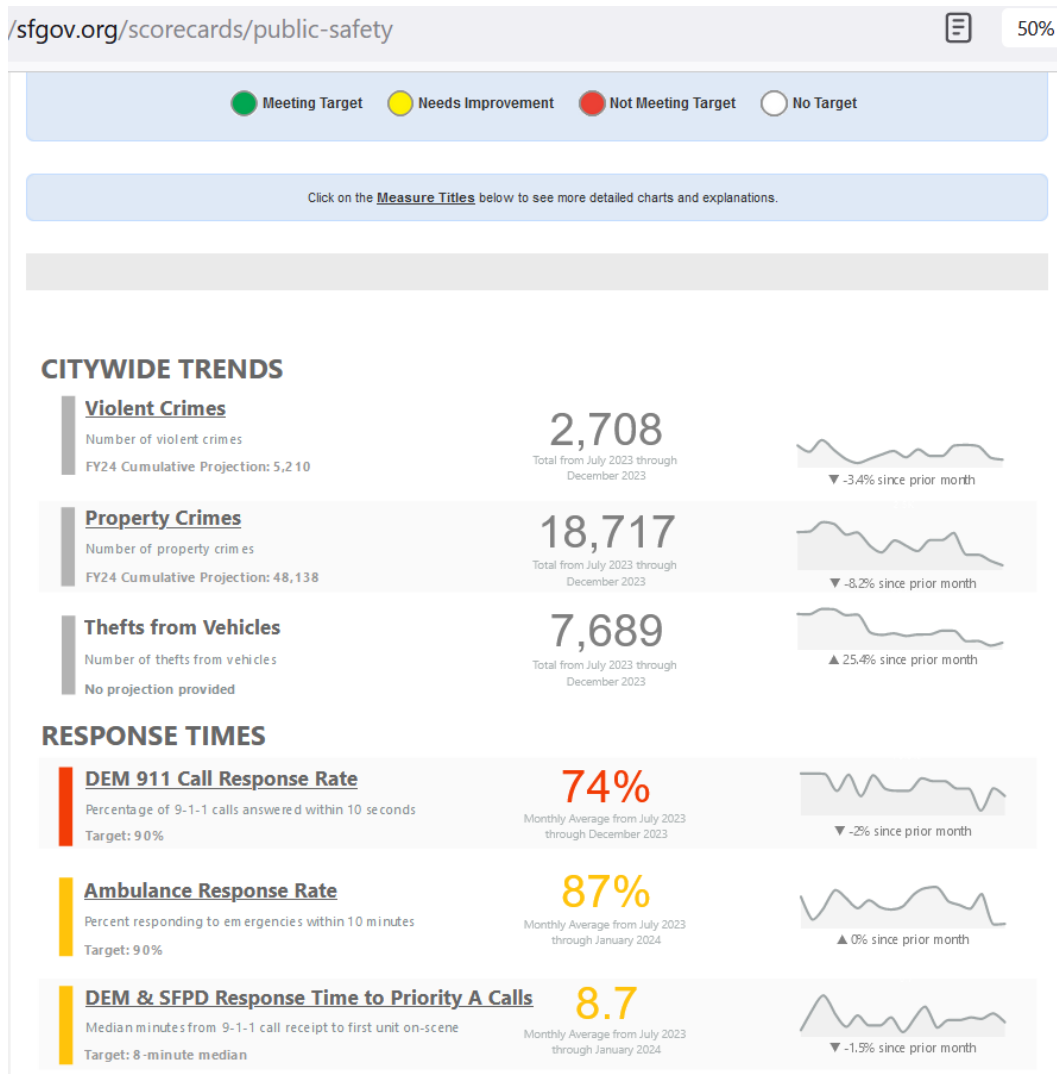
Success Measures & Milestones:

- First 3 Months: Increased public awareness/use of existing dashboards;
Finalization of Mayor Young's scorecard framework for top priorities
- First 6 Months: New, user-friendly scorecard communication strategies deployed at least monthly

- First 12 Months: Increased public trust and reach measured via survey, website/social media clicks; # of positive stories published on City performance; # of presentations at community events

Peer City Models:

- San Diego: <https://performance.sandiego.gov/>
- San Francisco: <https://sfgov.org/scorecards/about-scorecards>
- Charlotte: <https://www.cltfuture2040plan.com/content/c-goal-and-objectives-metrics-1>
- Chattamatters (short storytelling formats of data and policy):
 - o <https://www.chattamatters.com/>
 - o [Issue Story on Gun Violence](#)



Recommendation #4: Champion the Memphis Tech Renaissance

Overview: Leveraging emerging technology and talent has immense potential to improve Memphians' experiences inside and outside of government.

- Internally, we recommend that the City of Memphis continue to explore new technology tools to enhance its website, social media channels and online service portals such as 311 that can elevate customer experience. While it's important that staff keep providing a human touch to customer interactions, AI and automation tools can make these processes more efficient and tailored to what residents are looking for. For example, these tools can help with 5-10 language translations beyond English and Spanish, help residents navigate services in a chatbot format and make it easier to centralize entry points for information and services.
- Externally, we recommend that the City play a leading role cultivating our homegrown ecosystem of tech innovators, especially when it comes to providing opportunities for youth and young adults in the tech industry. Despite our digital divide, Memphis has one of the most diverse technology workforces in the country and many strong traditional and non-traditional pipelines with local universities and training/certification programs (ex: Tech 901, Code Crew, Collective Blueprint) preparing residents for 21st century jobs. We should invest in these pipelines and rebrand Memphis as a forward-thinking tech hub that can attract and retain higher-paying employers of the future with a competitive talent pool. We note, however, that in order to do so there might be a need for City HR to adopt policies that are inclusive of those with non-traditional academic experience as opposed to requiring two or four year degrees. Moreover, partnering with individuals and organizations with these skillsets can help the City meet its internal good governance goals to make service delivery and customer interactions more seamless.

Purpose:

- Enhancing Citizen Engagement: By improving technology interfaces and communication channels, residents will have easier access to vital City services and information. This fosters a sense of belonging and engagement within the community, encouraging active participation in civic matters. Moreover, user-friendly online interactions can increase the number of residents who view the City's website and social media channels as *the* primary source of information instead of news media.
- Economic Empowerment and Skill Development: Involving local talent, especially youth and young adults, in the tech sector not only provides them with valuable opportunities for career advancement but also contributes to the city's economic growth. By investing in tech education and training programs, Memphis can empower its workforce and bridge the digital divide within the community.
- Establishing Memphis as a Tech Innovation Hub: Rebranding Memphis as a tech hub not only attracts investment and talent to the city but also instills a sense of

pride and innovation among residents. By embracing cutting-edge technologies and prioritizing communication strategies, Memphis can position itself as a leader in tech-driven solutions, driving sustainable development and prosperity for all residents.

Responsibilities & Resources:

Internal

- IT Team sets the policies and roadmap for the City's new technology applications and advises on how to integrate/centralize platforms for the best customer experience and staff performance.
- Office of Community Affairs gathers community feedback on strengths, weaknesses and opportunities for current platforms and educates residents on how to access new/enhanced information and service portals.
- Office of Communications makes design decisions on how to enhance website, social media and customer-facing service portals to improve user experiences.
- The Mayor's Office or designee determines internship, apprenticeship and job opportunities to embed technology innovation in relevant City offices.
- The Mayor's Office or designee works with HR to outline requirements of those determined positions that are inclusive of non-traditional educational programs.

External

- Local industry leaders and businesses advise City leaders on emerging technology trends and tools as well as workforce and economic development opportunities to improve Memphis' tech outlook.
- Agencies that serve vulnerable populations and families provide feedback for improvement and enhancement on current City information resources and service portals; help residents navigate these resources.
- Educational institutions and workforce development agencies align training and credentialing programs with workforce needs and longer-term industry trends.
- Traditional and non-traditional media outlets promote technology enhancements to the general public.

Success Measures & Milestones:

- First 3 Months: Get user feedback on existing City website/platforms to identify opportunities for improvement, establish a shared strategic plan and roles/MOUs with key partners
- First 6 Months: Launch multidisciplinary teams to enact plan, begin implementing website enhancements (ex: more language translations, live chat)
- First 12 Months: Support the launch of workforce development/internship and tech business incubation programs outlined in the strategic plan with partners

Peer City Models:

- Oakland (for website accessibility): <https://www.oaklandca.gov/>

- Louisville (for digital inclusion):
<https://www.brookings.edu/articles/how-louisville-ky-is-leveraging-limited-resources-to-close-its-digital-divide/>
- Smart City examples:
<https://www.digi.com/blog/post/smart-cities-in-the-us-examples>

Recommendation #5: Implement Efficient Foreign Language Support Systems

Overview: Memphis is rapidly growing into an international city with a huge influx of diverse populations establishing their homes here. One of the most rapidly growing populations is the Hispanic/Latinx population with a growth rate of about [19% between 2010-2021](#)¹. In accordance with the law and *Good Governance* principles, we recommend The City Memphis includes language support systems such as professional translators and translation for all public facing materials for the top three growing foreign languages across the city: Spanish, Arabic, and Vietnamese; as well as provide ASL services where needed.

- In Shelby County overall, 10.2% speak a language other than English at home. Among those, the language spoken at home is Spanish for 61.4% and another language for 38.6%. The majority of the Latinx population, 87.3%, speak a language other than English at home. Among those, Spanish is the language spoken at home for 99.2%. Among those in the Latinx population that speak Spanish at home, 42.1% speak English less than "very well."² Current statistics place Spanish as the most spoken language other than English in Memphis making up about 4.65% of the population. Arabic (0.42% of population) and Vietnamese (0.37% of population) are the second and third most spoken foreign languages.³

Purpose:

- Up until the late 90's Memphis, TN was solely a majority African-American and Caucasian population, however the city experienced a rapid influx of international immigrants. The fastest growing population is the Hispanic/Latinx community with an estimated growth rate of about 334%⁴ since the late 1990's. Due to the growing diversity in Memphis, in order to maintain a *Good Governance* framework that includes the voices of all citizens it is imperative to provide language support services so that the populations seeking those services can more easily navigate the City of Memphis resources. Moreover, this will increase

¹<https://mlk50.com/2021/08/13/which-populations-are-growing-which-are-falling-how-shelby-county-is-doing-on-diversity/>

² US 2020 Census

³<https://stacker.com/tennessee/memphis/most-common-languages-spoken-home-greater-memphis-and-surrounding-regions>

⁴<https://www.southernfoodways.org/oral-history/latino-memphis-and-oxford/#:~:text=There%20was%20little%20growth%20in,1980%20to%20177%2C735%20in%202010.>

the civic engagement of underserved communities currently not included due to the language barrier.

Responsibilities & Resources:

Internal:

- Appoint 1-3 foreign professionally certified and trained language liaison(s) to the Mayor's office that specialize(s) in translating for Mayor Young and City Council at public events and meetings.
 - Acquire translation technology such as microphone and headphones (for translator and constituents) that Mayor's personal translator and the public can utilize for live translation that will not require the Mayor to pause for translation when in public.
 - If budgetary constraints are a challenge, begin with Spanish then expand to Arabic and Vietnamese the following budgetary years.
- Staff 211 and 311 hotlines with 5-10 live professionally certified and trained foreign language staff members, so that services can be more easily accessible by residents.
- Research tools such as the [Language Line](#) to support and enhance current services and immediately respond to the foreign language needs of community members. Analyze the efficiency of business and customer service in local government; Shelby County government currently uses this technology. Implement a 6 month pilot program to gauge the impact on services, and expand if it has a positive impact.
- Expand the Office of Multicultural Affairs to include at least 3-5 high-level staff members fluent in the top three foreign languages spoken in Memphis, TN. These roles can serve as director or administrative positions, and provide guidance on translating all of the materials that are printed, aired, or electronically published through City of Memphis services. Alternative can be to contract a local agency to provide support in translating all city materials.
- LONG TERM for the duration of the Mayor's tenure: Hire at least 5-10 supporting staff positions at each City of Memphis agency or agencies that have the highest foreign language interactions across the entire city that speak the top three foreign languages. Ex: Each location can have 2 staff members that speak Vietnamese, 2 that speak Arabic, and 6 that speak Spanish.

External

- Encourage City of Memphis agencies, City of Memphis grant recipients, and other City leadership such as City Council to always provide oral, written, or audio translation services during public events and customer service.
- Collaborate with local community organizations to identify any gaps in services.
- As mentioned in the previous recommendation, ensure that the website is available in at least the top three foreign languages so that it can be more easy to navigate.

Success Measures & Milestones:

- First 3 Months:
 - Conduct an internal audit of City of Memphis services and identify what services currently have language gaps or barriers.
 - Questions to consider: How many staff in those departments currently solely focus on providing translation for that specific service, or are they a bilingual staff member hired with a completely different job description and because they are bilingual they are asked to translate when needed?
 - Appoint 1-3 foreign language liaison(s) to the Mayor's office that specialize(s) in translating for Mayor Young and City Council at public events and meetings.
 - Acquire translation technology such as microphone and headphones (for translator and constituents) that Mayor's personal translator and the public can utilize for live translation that will not require the Mayor to pause for translation when in public.
 - Conduct a study to identify how many non-English speaking citizens the City of Memphis touches on a daily, weekly, or monthly basis, then scale translation services based on that data.
 - Begin hiring process for high level directors, administrators or local contractors that can focus on translating ALL materials into Spanish, Arabic, and Vietnamese.
 - Research the effectiveness and implementation of the Language Line as a service in Shelby County Govt and evaluate usefulness in City services through a controlled pilot program.
- First 6 months:
 - Have at least half of the City of Memphis literature fully translated into Spanish, Arabic and Vietnamese.
 - Continue to have visibility among non-English speaking populations, but ensure to provide your own trusted translators.
 - Create a customer service survey for non-English speaking populations to analyze the effectiveness of providing services in Spanish, Arabic, and Vietnamese.
 - Review Language Line pilot program and examine its effectiveness when engaging foreign language constituents through customer service.
- First 12 months:
 - Have at ALL of the City of Memphis literature fully translated into Spanish, Arabic and Vietnamese.
 - Ensure agencies with highest customer engagement representing the City of Memphis have at least 5-10 staff that speak one of the top three languages, including Memphis City Council public meetings, town halls, City Hall on the Go, MLGW, etc.
 - Continue to survey and analyze customer service quality with foreign language services.

- o Work with Memphis Police Department to ensure the proper hiring and training of at least 50 -100 foreign language speaking officers and detectives.
- 12 months and Beyond:
 - o Ensure all translators hired are professionally certified for services.
 - o Establish a strategic pipeline of foreign language talent from local colleges and universities to ensure professional opportunities in The City of Memphis post-graduation. This closes the gap between foreign language services and talent recruitment and establishment in our city.
 - o Ensure ALL agencies representing the City of Memphis have at least 5-10 staff that speak one of the top three languages, including Memphis City Council public meetings, town halls, City Hall on the Go, MLGW, etc.
 - o
- Key points to consider:
 - o *The recommendation of hiring 5-10 foreign language staff members per agency does not mean 5-10 staff in the entire City of Memphis. It means at least 5-10 in each department or public facing agency that engages with the community through any form of public services the City of Memphis provides.*
 - o *Bilingual staff with separate job descriptions from a professional translator should not be covering the gaps of translation services unless they are certified and receiving adequate compensations for their labor.*
 - o *It's important to establish a system such as a professional certification program/pathway for professional translators to ensure language fluidity, knowledge, efficiency, and strong written, reading, and oral skills.*

Peer City Models:

- Oakland, CA: <https://www.oaklandca.gov/>
- Los Angeles, CA : <https://lacity.gov/>
- Houston, TX: <https://www.houstontx.gov/>

Resources:

Garcia, Melissa J. "Understanding the Strengths and Barriers of a Growing Latino Population in Memphis, Tennessee ." *University of Memphis Digital Commons*, University of Memphis, 2017, digitalcommons.memphis.edu/cgi/viewcontent.cgi?article=2952&context=etd

Delorme, Simone. "Latino Memphis and Oxford." *Southern Foodways Alliance*, 24 June 2020, www.southernfoodways.org/oral-history/latino-memphis-and-oxford/#:~:text=There%20was%20little%20growth%20in,1980%20to%20177%2C735%20in%202010

Márquez, Cecilia. *Making the Latino South: A History of Racial Formation*. The University of North Carolina Press, 2023.



Odem, Mary E., and Elaine Cantrell Lacy. *Latino Immigrants and the Transformation of the U.S. South*. University of Georgia Press, 2009.