

MEMPHIS FAST FORWARD
THE POWER OF
COLLECTIVE
IMPACT
RESULTS FROM 2007-2011



Table of Contents

Introduction.....	1
Five-Year Highlights.....	3
Looking Ahead.....	5
Operation: Safe Community	7
Five Year Highlights.....	8
Results by Strategy.....	9
Memphis Economic Development Plan (MemphisED)	20
Five Year Highlights.....	21
Results by Strategy.....	22
PeopleFirst	42
Five Year Highlights.....	43
Results by Strategy.....	44
Government Efficiency	59
Five Year Highlights.....	60
State Legislative/Budget Wins	67
Leadership and Partners	72

INTRODUCTION

Memphis Fast Forward – a unique, highly structured and strategic, interlocking, collaborative effort – was launched in response to growing concern among Memphis and Shelby County leaders that their community was underperforming and that the absence of a shared agenda was contributing to fragmentation and lack of focus on the key levers for economic success and quality of life.

Now, five years after its initial launch, Memphis Fast Forward has realized success on numerous fronts, and has been featured as a national model of “collective impact” by the *Stanford Social Innovation Review*.

Thanks to the hundreds of people and organizations working collectively toward the shared vision and goals of the initiative, crime is dramatically down, job creation is up, an entrepreneurial ecosystem has emerged, anti-gang and anti-blight programs are reclaiming neighborhoods, school reform programs lead the nation, talent is at the top of the civic agenda, and government is executing programs to save money and become more efficient.

The seeds of Memphis Fast Forward were planted in 2005 with a conversation and a pledge of cooperation. Then-Shelby County Mayor A C Wharton and then-Memphis Mayor Willie W. Herenton met with Memphis Tomorrow officials to express their concern about the community’s economic lethargy and to discuss ideas that could accelerate economic growth and improve quality of life. The discussions led to the shared conclusion that Memphis and Shelby County needed a clear strategic agenda, public and private sector alignment around it, and a detailed roadmap to achieve it.

In-depth research was conducted to assess Memphis' competitive context, to discover opportunities for major progress, and to set specific goals for Memphis Fast Forward. A broad cross section of experts, civic-minded citizens, and nonprofit organizations were convened and four major initiatives for Memphis Fast Forward were set:

to create jobs, make our community safer, produce a better-educated workforce, and create a more efficient local government.

In keeping with a core founding principle of Memphis Fast Forward, each of the initiatives was backed with a data-driven plan of action, a scorecard to measure results, a team of engaged players quarterbacking each initiative, and a leadership team - the Memphis Fast Forward Steering Committee - with a bias for collective action in which the strengths of diverse people are engaged for specific responsibilities within a disciplined, higher performing, mutually reinforcing collective framework.

An overriding operating principle of Memphis Fast Forward was to set bold goals and ambitious benchmarks for all four initiatives. These initiatives would have required the community to stretch itself in the best of times, but as Memphis Fast Forward was beginning, so was the global recession that rocked cities around the globe. And yet, despite the formidable obstacles created by the economic meltdown, Memphis weathered the storm better than many cities as a result of its strategic plan and collective action.

In keeping with its emphasis on accountability and its pledge to report results publicly, Memphis Fast Forward is providing this comprehensive report for the people of Memphis and Shelby County.



FIVE YEAR HIGHLIGHTS

- Major violent crime down by 22.8%.
- Major property crime down by 25.5%.
- National policing models established: Blue C.R.U.S.H. (Crime Reduction Utilizing Statistical History) and Real Time Crime Center.
- New mandatory sentencing for gun crimes and aggravated robberies enacted.
- Business robberies down by 67.7%, carjackings by 69.5%, and bank robberies by 60.6%.
- New anti-blight laws enacted and 500 problem properties lawsuits pursued.
- Family Safety Center established for victims of domestic abuse.
- \$2.5 million in state funding secured for drug treatment/ drug court for nonviolent offenders.
- More than 15,000 new jobs created with average annual wages of \$39,943.
- New capital investment of \$4.2 billion generated.
- New minority business receipts of \$576 million generated.
- Innovation and entrepreneurship accelerated by new investment firm for startups/high growth ventures (INNOVA); new minority business incubator (CEED); Memphis Bioworks biosciences incubator; new Office of Tech Transfer at University of Memphis; Emerge Memphis expansion; and the founding of LaunchYourCity.
- Memphis Music Resource Center established, with membership grown to 2,300.

- Memphis Research Consortium established and \$10 million in State funding secured to spark new research and jobs in targeted industries.
- Revenues at Memphis Cook Convention Center increased by 20% and bookings by 41%.
- MemphisConnect.com marketed Memphis to more than 100,000 unique visitors from 3,800 cities worldwide.
- Shelby Farms Park Master Plan developed and implementation begun; Greenline established.
- Memphis and Shelby County Economic Development Growth Engine (EDGE) established to streamline City/County economic development operations under one entity and to establish a single economic development policy chief who can speak and act on behalf of both City and County Mayor.
- State legislative and policy changes, combined with the Gates Foundation-funded Teacher Effectiveness Initiative and Tennessee's Race-to-the-Top award, have placed Memphis on the cutting edge of national K-12 education reform.
- Revisions to Tennessee's K-12 school funding formula (Basic Education Program) enacted, providing \$65 million in new revenues for city and county school systems.
- Memphis City Schools expanded the number of students in Pre-K by 50%, from 2,746 to 4,120.
- Memphis City Schools' new teacher recruitment partnership with The New Teacher Project increased the pool of high-potential teacher candidates from 21 in April 2010 to 1,800 in April 2011.
- New teacher evaluation systems were enacted by the State of Tennessee and implementation is well underway at Memphis City Schools (MCS) and Shelby County Schools (SCS).
- Stand for Children bolstered parent engagement among Memphis City Schools' parents with the creation of 44 parent/teacher teams.
- Memphis Bioworks established sector-based workforce development consortia, and secured nearly \$7 million in federal grants, for workforce training to fill jobs in renewable energy/energy efficiencies, medical research and health information technology, and environmental occupations.
- Ready, Set, Grow! at University of Memphis assisted 17 childcare centers in primarily low-income neighborhoods in achieving the gold standard of national accreditation from the National Association for the Education of Young Children (NAEYC). These centers serve approximately 1500 children.
- City and county government-executed efficiency strategies saved more than \$75 million.

LOOKING AHEAD

If there is a lesson to be learned from Memphis Fast Forward, it is the power of a community joined by a shared vision for the future and guided by a collective plan of action that is implemented by multi-sector partnerships.

Memphis Fast Forward began with a blend of realism about the challenges and optimism about the ability of citizens to shape their community's own future. That continues today as Memphis Fast Forward embarks on its second five-year agenda with the addition of Health & Wellness as a major new component. The progress that has been made, the new attitude that has been activated, and the momentum that is under way position Memphis and Shelby County for milestone achievements.

In reflecting and reporting on the first five years of work of all those associated with Memphis Fast Forward, we are pleased by the success recorded, and most of all, we are exhilarated by the breakthroughs that lie ahead if we stay the course. The work of building a great city and county is never done, and the next five years represent an era of exciting promise and of potentially transformative results.

All it takes is our continued best efforts and steadfast determination to move ahead, together. As Memphis Fast Forward has proven, all things are possible when we join hands, aim high, and act boldly.

AC WHARTON

Memphis Mayor

“Memphis Fast Forward is a unique community strategic plan that proves once and for all that when we come together as a community and set bold goals, we can move Memphis and Shelby County ahead. I can recall many major community strategic plans that have come and gone, often starting with a bang and then dying when leadership changes, when public support wanes, and when progress doesn’t come fast enough.

“Memphis Fast Forward is different. It is an ambitious, comprehensive initiative with the staying power and sustained commitment that are central to its success. Its impressive results are a tribute to the hundreds and hundreds of citizens who stepped up to lead, to support, and contribute on the front lines to its work.”

MARK LUTTRELL

SHELBY COUNTY MAYOR

“Memphis Fast Forward is remarkable because its ambitious community initiatives and strong public support have led to significant improvement throughout Shelby County. Its effectiveness has and continues to be a great example of how to chart and measure important programs which have dramatically affected the lives of so many of our citizens.

“At first, some questioned whether it could really be done. Those questions have been conclusively answered with measurable progress. An important reason for this success is because the people and organizations involved in Memphis Fast Forward have been willing to work strategically, learn from their mistakes, hold themselves accountable to each other, embrace new partners, and seize new opportunities.”

GARY SHORB

CEO OF METHODIST
LE BONHEUR HEALTHCARE AND
MEMPHIS TOMORROW'S
DESIGNATED CO-CHAIR FOR
MEMPHIS FAST FORWARD

“When we launched Memphis Fast Forward in 2007, no one could have predicted that within months, our country would be facing the most major serious economic recession most of us have ever known. But in spite of the context, five years later the results are pretty extraordinary.

“With more than 15,000 new jobs, nearly 25% reduction in major violent and property crime, significant efficiency gains in Memphis and Shelby County governments, and groundbreaking policies and initiatives that have established Memphis and Shelby County as a major center for education reform in the United States, it’s clear that the hundreds of people and organizations advancing progress collectively against the goals of Memphis Fast Forward are truly moving the needle of community progress.”

OPERATION: SAFE COMMUNITY

A Memphis Fast Forward Initiative

Launched in late 2006, Operation: Safe Community (OSC) is an historic and ambitious crime reduction initiative spearheaded by top government, criminal justice, and business leaders in partnership with schools, citizens, and faith and community-based organizations.

Its foundation is a strategic plan comprised of 15 research-backed, data-driven strategies for how law enforcement – both by itself and in specific types of strategic community partnerships – can produce a meaningful reduction in crime. But beyond the plan, the initiative was a call to action — to governments, houses of worship, neighborhoods, schools, businesses, media, and others — to help advance the implementation of that plan.

The goal was quite simple: to make Memphis-Shelby County one of the safest communities of its size in the nation by 2011. It was an ambitious – some thought audacious - goal, and while it has not yet been fully realized, today Memphis and Shelby County can celebrate a dramatic and momentous reduction of crime since Operation: Safe Community's baseline year of 2006.

FIVE YEAR HIGHLIGHTS

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- New anti-blight laws enacted and 500 problem properties lawsuits pursued.
- Family Safety Center established for victims of domestic abuse.
- \$2.5 million in state funding secured for drug treatment/drug court for nonviolent offenders.

Strategy One: Expand data-driven police deployment.

In 2006, Memphis Police Department (MPD) piloted and studied a new approach to policing involving systematic deployment of officers to crime “hot spots” based on careful crime data analysis. OSC’s objectives for this strategy were a) for MPD to expand its new *Blue C.R.U.S.H.* program of data-driven deployment to full coverage by increasing the number of officers from approximately 2,100 to 2,500; b) for the Sheriff to implement data-driven policing; and c) to expand opportunities to share data among all Shelby County municipal police departments and the Sheriff’s Office.

Strategy leaders: Memphis Police Director; Shelby County Sheriff

Results:

- **MPD’s *Blue C.R.U.S.H.* was expanded significantly by increasing the number of officers from approximately 2,100 to 2,400.** While the original target “full complement” of 2,500 officers has not been reached, officer overtime pay was used for a period of time to expand total policing hours to fill the gap.
- **The MPD *Real Time Crime Center (RTCC)* was established.** Arguably the best facility in the country for monitoring, evaluating, and predicting criminal activity, the RTCC has been widely acclaimed as a best practice for the use of technology. The Real Time Crime Center has increased the effectiveness of MPD’s data-driven approach and is serving as a model facility for police departments across the nation.
- **The Shelby County Sheriff launched “Data Smart Policing” by incorporating aspects of MPD’s *Blue C.R.U.S.H.***
- **Millington Police Department adopted a data-driven policing strategy modeled on MPD’s *Blue C.R.U.S.H.***

“Blue C.R.U.S.H., established through a collaboration between MPD and the University of Memphis, has become a widely heralded model for policing both throughout the United States and internationally.”

Professor Richard Janikowski, University of Memphis

Strategy Two: Expand Project Safe Neighborhoods (PSN).

The nationally recognized *Project Safe Neighborhoods (PSN)* Task Force is a multi-agency team comprised of the U.S. Attorney's Office, District Attorney General's Office, Memphis Police Department, and Shelby County Sheriff that uses tougher federal laws to prosecute local offenders of gun-related violence and other serious crimes.

Strategy leader: U.S. Attorney

Results:

- From its inception through the end of 2011, the PSN Task Force reviewed 18,955 cases involving individuals arrested with firearms. Of those, 5,849 were identified as individuals previously convicted of a felony. Of this total, 2,762 were designated for prosecution by the U.S. Attorney's Office under federal law, with the remainder being handled under state law by the District Attorney's Office.
- Through the Safe Streets Task Force, PSN expanded its focus to include carjackings and business robberies, resulting in 67.7% fewer business robberies, 69.54% fewer carjackings, and 60.6% fewer bank robberies from 2006-2010 (2011 numbers are pending).
- Drug Market Intervention initiative launched (see description under Strategy Six).

Strategy Three: Toughen state laws for gun crime.

Research clearly proves that tougher laws for gun crime reduce crime both by having a deterrent effect and by putting the most egregious repeat offenders behind bars for longer sentences. In the past, Tennessee had some of the weakest gun crime laws in the nation. This strategy was about strengthening them, and although not all the goals were fully achieved, significant progress was made.

Strategy leaders: State Representative John DeBerry; State Senator Mark Norris

Results:

- Legislation was enacted for tougher, mandatory sentences for possessing or using a gun when committing certain crimes, including murder, attempted murder, carjacking, kidnapping, burglary, and illegal drug possession.
 - For possession of a gun during the crime: Additional mandatory sentence of three years, or five years if defendant has a prior felony conviction.

- **For using a gun during the crime:** Additional mandatory sentence of six years, or 10 years if defendant has a prior felony conviction.
- **Tougher sentences were established for aggravated robbery.** Changed the amount of sentence which must be served before offender is eligible for parole from 30% to 70%; no parole for two or more aggravated robbery convictions.
- **Aggravated burglaries established as separate prior convictions.** All aggravated burglaries a defendant commits within a 24-hour period count as separate prior convictions for purposes of determining if the defendant is a multiple, persistent, or career offender under the criminal sentencing reform act.

Strategy Four: Reduce prosecutor caseload.

Lowering caseloads of the Shelby County District Attorney General's Office to be more in line with peer cities will yield more effective prosecution and improved support for victims. Among other things, lower caseloads can allow for "vertical prosecution," a proven best practice in which a single prosecutor handles a particular case from beginning to end, as opposed to the typical "assembly line" approach where cases are handed off from one prosecutor to another at varying stages of the criminal case. OSC's goal was to add 24 additional prosecutors to the District Attorney's team to allow for more vertical prosecution.

Strategy leaders: State Senator Jim Kyle; County Commissioner Mike Carpenter

Results:

- Eleven additional assistant District Attorney positions (of the 24 sought) were funded by state and county governments, and vertical prosecution has been expanded to cover all domestic violence cases and rape cases.

Strategy Five: Expand drug court.

Shelby County has a full-time Drug Court that gives non-violent offenders an alternative to jail with the voluntary completion of a prescribed treatment program. Local and national studies have proven that an effective drug court reduces recidivism, plus it is extremely cost-effective, with one day of treatment costing about \$11, compared to about \$100 a day in Shelby County Jail and \$58 a day in Shelby County Corrections Center. In 2006, the Drug Court was operating at half capacity due to limited treatment funds. OSC's goal was to get it fully funded and operating at full capacity.

Strategy leaders: Shelby County Mayor; Shelby County Sheriff

Results:

- **Funding.** The State of Tennessee funded \$2.5 million over five years to provide non-violent drug offenders with supervised drug treatment instead of incarceration. Other funding came from Shelby County Mayor, Shelby County Sheriff, and Memphis Police Department that together enabled the Shelby County Drug Court to handle approximately 500 offenders per year.
- **Program results.** Since 2006, the number of Drug Court graduates increased and re-arrest rates remained low.

Strategy Six: Implement a gang intervention strategy.

As of 2006, Memphis/Shelby County did not have a plan to significantly reduce gang activity, so OSC called for establishing one.

Strategy leader: Professor Richard Janikowski, University of Memphis

Results:

Three pilot initiatives were established and implemented. Two are planning for scale-up. The pilots included:

- **School-based pilot.** *Gang Reduction Assistance for Saving Society's Youth (G.R.A.S.S.Y.)* is a program that uses a Department of Justice “best practice” model to identify and provide services to gang-affiliated high school youth. **Results:** The pilot program is currently being managed by Memphis City Schools and is serving 103 youth from Trezevent and Frayser High Schools. Preliminary outcomes analysis reveals that of the 103 students enrolled in the program, only approximately 14% have had contact with Juvenile Court since joining the program; 60% of program enrollees had a recorded contact with Juvenile Court prior to enrollment in the program.
- **Apartment communities-based pilot.** *SAFEWAYS* is a model program to fight crime in apartment complexes by using Tennessee anti-trespassing laws and “authorization of agency” by which a property owner can submit a photograph of an offender on private property so he can be arrested if there is a second offense. The *SAFEWAYS* pilot was implemented in two apartment complexes (Kensington Manor and Autumn Ridge) and one concentrated area of apartment complexes in Ward 923. **Results:** Reported crimes reduced from 60 monthly to 16 monthly in Kensington Manor. In the Ward 923 area, crime declined 33%.
- **Neighborhood-based pilot:** *The Drug Market Intervention Initiative (DMI)* is a national model focused on eliminating the drug market (often gang-related) in a specific neighborhood by identifying local drug traffickers and offering selected offenders services to improve their lives in lieu of prosecution. **Results:** DMIs have been launched in two neighborhoods. In Hollywood-Springdale, more than

50 individuals were indicted for federal and state drug offenses and five individuals entered into a service plan in lieu of prosecution. None of the individuals enrolled in the service plan was rearrested during the one-year monitoring period. While crime had declined substantially following implementation of the initiative in 2010, those declines have not been sustained in 2011. A second DMI was launched in 2011 in the Pershing Park area with preliminary results indicating some decline in serious crime, but as with the first DMI, these decreases have not been sustained. Revisions to the strategy are currently being explored.

Strategy Seven: Establish comprehensive school safety plans.

Upon beginning his role as superintendent of Memphis City Schools, Superintendent Kriner Cash implemented an array of security measures throughout the school system, including:

- Assigning at least one police officer to all 67 middle and high schools, with specialized training given to all officers serving at MCS schools (37 MPD officers and 84 MCS security officers).
- Creating two Special Response Units to address potentially volatile situations and to assist with high incident schools.
- Establishing weekly Command Staff meetings to analyze incident data and adjust strategies accordingly.
- Certifying all teachers in Nonviolent Crisis Intervention; 60,000 youth and teachers have been trained in Kingian Non-Violence Training.
- Expanding use of metal detectors and cameras and implementing electronic student ID system in elementary schools.
- Establishing *SHAPE* program in partnership with Juvenile Court to expand counseling and support services for students and their families in lieu of going to Juvenile Court for students committing less serious infractions such as simple assault, disorderly conduct, criminal trespassing, and gambling.
- Establishing *TRUST PAYS* which allows students to report criminal behavior to school officials anonymously.
- Launching Youth Court where students are judged by their peers for inappropriate conduct or behavior.
- Launching *G.R.A.S.S.Y.* gang reduction program with University of Memphis to provide alternative to gang involvement (see Strategy Six).
- Establishing four Regional Truancy Centers, a truancy hotline, and two MCS two-person cars to combat truancy on Memphis city streets.
- Establishing Hope Academy in partnership with Juvenile Court to continue schooling for students detained at Juvenile Court.

Under Superintendent John Aitkins' leadership, Shelby County Schools implemented Project *C.L.A.S.S.* (Crucial Lessons Addressing Student Safety), a Safe Schools/Healthy Schools federal grant initiative, in partnership with several community organizations – including

the Shelby County Sherriff Department, LeBonheur Center for Children and Parents, Shelby County Schools Education Fund, Shelby County Juvenile Court, Comprehensive Counseling Network, Southeast Mental Health Center, and JustCare for Kids – to provide services to promote positive mental health and positive social behavior, emphasizing a safe, alcohol and drug-free lifestyle.

Strategy leader: Memphis City Schools Superintendent; Shelby County Schools Superintendent

Results:

- **Memphis City Schools:** Serious targeted police incidents including murder, aggravated assault, robbery, drug offenses, and weapons offenses decreased by 22% in all middle and high schools from 470 in the 2007/08 school year to 368 in the 2010/11 year. They decreased by 37% in high incident schools.

Intimidation, simple assault, and sex offenses (90% of which are forcible fondling), while not counted as serious targeted police incidents, are closely tracked and monitored by MCS. Those numbers have all increased when comparing 2010/11 to 2007/08; however, they all decreased over the past year, with 1754 in 2009/10 down to 1588 in 2010/11, due to specially targeted programming to address the problems.

- **Shelby County Schools:** “Zero tolerance” offenses decreased by 32% from 163 in the 2006/07 school year to 111 in the 2010-2011 year. Zero tolerance offenses include murder, aggravated assault, robbery, drug offenses, weapons offenses, intimidation, simple assault, and sex offenses.

Strategy Eight: Expand mentoring for truant youth.

Chronic truancy is a serious problem with at least 25% of juvenile crime committed on school days by truants or suspended youths. A comprehensive strategy is needed to address the interlocking issues of school safety, truancy, youth gang involvement, and youth offender re-entry. OSC supported a pilot project administered by the Shelby County District Attorney’s office in nine MCS middle schools, giving truant students and their parents the option of being assigned a mentor in lieu of prosecution.

Strategy leader: Harold Collins, Special Assistant to District Attorney

Results:

A program evaluation by the University of Memphis will be completed in 2012.

Strategy Nine: Launch the Justcare 180 program.

This strategy called for a pilot program in two neighborhoods that would help connect at-risk youth and their families to needed social services in their own neighborhoods.

Strategy leaders: Juvenile Court Judge

Results:

A pilot program implemented by the Lemoyne Owen Community Development Corporation and the Southeast Community Development Corporation (with financial support from the City of Memphis) was created to connect 119 neighborhood youth and their families (424 family members) to social services. Through the term of the pilot, only 10% of the youth demonstrated delinquent behavior. Funding was not sustained beyond the pilot effort so the program was terminated.

Strategy Ten: Reduce juvenile repeat offenses.

The U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) has identified a number of proven program models for reducing repeat offenses and the OSC plan called for the expansion of Juvenile Court programs based on these models. Specifically, the plan called for:

- Twenty more specialized probation counselors to provide individualized support to all reentering youth and their families.
- Increased community-based services and partnerships to establish and improve access to job placement and career counseling, life skills training, mental and behavioral health treatment, and educational and recreational resources.
- A supervised independent living facility for older youths at high risk for re-offending.

Strategy leaders: Juvenile Court Judge; Tennessee Department of Children's Services Deputy Commissioner

Results:

- Youth reentering the community from state 'hardware secure' residential rehabilitation facilities. In 2008, the Tennessee Department of Children's Services (DCS) ended its contract with Juvenile Court for management of hardware secure facilities (Tall Trees, Shelby

Training Center, and Reconciliation Academy) for delinquent youth in Shelby County. Juveniles in these facilities were returned home after achieving treatment goals in the facilities and supported in their re-entry by Juvenile Court's Youth Services Bureau (YSB) Case Managers. In 2011, 269 Shelby County delinquent youth were placed in DCS Corrective custody.

- **Youth adjudicated delinquent / under supervision by Juvenile Court.** Juvenile Court's Youth Services Bureau provides varying levels of supervision (GPS bracelets included) and support through Case Managers and Intensive Case Managers (ICMs) for youth adjudicated as delinquent and not placed in DCS corrective custody. While staffing levels for the Youth Services Bureau have fluctuated with Shelby County and grant funding over the past years, Juvenile Court currently has four ICMs toward its original goal of 21. In 2011, there were 17,192 complaints brought to the attention of Juvenile Court and of those, 5,250 were admitted to Detention, of which 576 youth were adjudicated delinquent and referred to the Youth Services Bureau for supervision.
- **Other support services provided by Juvenile Court to youth under supervision as well as to those involved with the Court to a lesser degree.**
 - Formal partnership established with Tennessee Career Center for employment training and placement for Court-involved youth.
 - Partner in Memphis City Schools' Gang Awareness and Intervention Strategic Planning program (G.R.A.S.S.Y.).
 - Partnership established with Memphis City Schools (MCS) Student Transition Center to expand services (50 slots) to youth under supervision by Juvenile Court.

Strategy Eleven: Expand and coordinate adult offender re-entry programs.

Nearly two out of three criminals who are convicted and serve prison sentences will commit another crime within 18 months of leaving prison. Offender re-entry programs are proven to reduce repeat crimes through intensive case management and services during and after incarceration. Shelby County has minimal re-entry resources. To address this, OSC – led by Charles Traughber, Chairman of the Tennessee Board of Probation and Parole – has initiated a joint City/County pilot program for 200 offenders. It is hoped that it will be expanded statewide.

Strategy leaders: Tennessee Board of Probation and Parole Chairman; Memphis Mayor; Shelby County Mayor

Results:

A pilot project was launched in 2011 with anticipated funding by the State of Tennessee at \$110,000 yearly for two years.

Strategy Twelve: Address problem properties.

Research clearly shows that neighborhood deterioration and blight breed crime. OSC addressed this problem from several angles:

1) OSC aggressively supported key changes to the Tennessee Neighborhood Preservation Act; 2) With the leadership of the District Attorney General, aggressive use of the nuisance law was deployed to help close crime-ridden properties such as clubs or drug houses; and 3) The City of Memphis launched a two-pronged attack to combat the influence of problem properties on neighborhood crime. First, the Wharton Administration signed a contract with attorney Steve Barlow to file lawsuits against the owners of 500 problem properties using the 2007 Neighborhood Preservation Act amendment that allows for a “private cause of action to abate public nuisance.” Second, the Wharton Administration began a new “25 block program” in which it saturates a neighborhood with city services to clean up, address code enforcement issues, and cut weeds, particularly in high-crime areas and along the walking routes of students to school. To directly involve neighborhoods, City of Memphis is hiring neighborhood-based organizations for clean-up programs.

Strategy leaders: Memphis Mayor

Results:

- **Aggressive use of the state nuisance law.** The Shelby County District Attorney closed more than 350 nuisance properties between January 2007 and December 2011.
- **Neighborhood Preservation Act.** The Act was amended in 2007 to allow for a “private cause of action to abate public nuisance.” It was strengthened again in a 2009 amendment allowing the court to prohibit a sale of property that has been declared a nuisance unless the nuisance has been abated. The amended act also allows the court to award reasonable attorney’s fees to the party who files suit under the Act. The Act was further strengthened in 2011 to address problem properties by specifically giving jurisdiction to the Environmental Court, clarifying the meaning and intent of key terms, and generally cleaning up the legislation.
- **City of Memphis litigation.** The objective is for 500 lawsuits to be filed against owners of problem properties between July 2011 and June 2012, and as of January, two-thirds of the lawsuits have resulted in rehabilitations or demolitions by the owners. Because of its success, City of Memphis is continuing its litigation efforts to address the most blighted properties in the city. Another round of lawsuits

will be filed in early 2012, paid for with the funds collected by the court from defendants in the first round of lawsuits.

- **City of Memphis 25-block cleanup initiative.** In 2011, the strategy was tested in a dozen neighborhoods and is being expanded and fine-tuned in 2012. The first contracts with two neighborhood-based organizations were signed for them to handle the cleanup and grass cutting in their areas. Three city divisions have been merged by Mayor Wharton to better align the deployment of city services to address problem properties and blight.

Strategy Thirteen: Build an aggressive communication campaign that promotes tough consequences for crime.

Intensive marketing of tough consequences for gun crime has been proven to reduce it. Operation: Safe Community sought to fund and sustain a previously successful multi-media campaign at the \$450,000 annual level.

Strategy leaders: Councilman Shea Flinn; Councilman Jim Strickland

Results:

The effort was sustained for three years but funding ultimately was insufficient to sustain the effort.

Strategy Fourteen: Implement a domestic violence initiative.

OSC called for reestablishing a dedicated *Shelby County Domestic Violence Court* and providing the resources to make it successful. These resources include a *Family Safety Center*, a “one-stop shop” that provides services to encourage victims to pursue prosecution, access support services, and take other steps to decrease repeat domestic violence. Additionally, the OSC plan called for a coordinated community response to domestic violence (CCRDV) to include research, public awareness, and initiatives to address funding and coordination of resources.

Strategy leaders: Commissioner Mike Carpenter; Bartlett Mayor Keith McDonald

Results:

- **A dedicated domestic violence court was re-established.** All domestic violence cases at the General Sessions Court level are currently being handled in this court, and vertical prosecution is being used by the District Attorney’s Domestic Violence prosecution team.

- **The Family Safety Center had a soft launch in 2011.** Funding was secured, the executive director hired, and the Center has planned a formal launch for Spring 2012.
- In partnership with the University of Memphis Department of Criminology, OSC produced an **assessment of Shelby County's current response to domestic violence.** There were multiple findings: the need for domestic violence education for court officials, law enforcement, attorneys, and others involved in domestic violence cases; more shelter beds for adult and child victims of domestic violence; and enhanced focus on domestic violence in suburban areas. The findings were communicated to the public and specific guidance was shared with certain agencies and organizations that have as a result either made improvements or are in the process of addressing the recommendations.

Strategy Fifteen: Implement Fugitive Safe Surrender initiative.

United States Marshal's Service's (USSM) partnered with New Salem Missionary Baptist Church for "Fugitive Safe Surrender," a program that offered fugitives the chance to turn themselves in at courtrooms set up in the church. Fugitives did not receive amnesty, but did receive the opportunity for a peaceful and non-violent surrender.

Strategy leaders: U.S. Marshall; New Salem Missionary Baptist Church

Results:

- 1,717 outstanding warrants were cleared over a four-day period, reducing outstanding warrants by 4.6%.

"Memphis and Shelby County have taken a huge step toward ensuring the safety of our community by making the Family Safety Center a reality. Victims of domestic violence now have a hand to hold through the process of healing, as well as an advocate to encourage them through the prosecution of their offenders. By empowering these victims, we lessen the chances for repeat offenses and ultimately reduce incidents of domestic violence in our community."

Olliette Murry-Drobot, Executive Director of the Family Safety Center

"The Operation: Safe Community plan has been our roadmap to a safer community. We have focused on following that roadmap, and the result has been very significant reductions in major categories of crime. Now is not the time to slow down. We must keep moving forward."

Bill Gibbons, Commissioner, State of Tennessee Department of Safety and Homeland Security and Chairman of Operation: Safe Community

MEMPHIS ECONOMIC DEVELOPMENT PLAN (MemphisED)

A Memphis Fast Forward Initiative

Government, nonprofit, and business leaders launched the aggressive MemphisED economic development agenda for Memphis and Shelby County just as the worst recession in generations began to grip the global economy. It was both the worst time and the best time to embark on an economic development plan of action. While on the one hand the recession was a strong dampener, it was fortuitous that our community had a definitive agenda to pursue while other cities were left to scramble to address the global economic meltdown.

The results of MemphisED, as an integral part of Memphis Fast Forward, would be impressive if the economy had been high-performing, but with most of its first five years coinciding with the recession, its results are nothing short of momentous. Through its emphasis on levers for change – entrepreneurship, talent, distinctive assets, target industries, and stepped-up business recruitment and expansion – MemphisED was able to generate more than 15,000 new jobs with average annual wages of \$39,943; new capital investment of \$4.2 billion; and new minority business receipts of \$576 million in spite of the storms of recession.

Additionally, the plan called for a streamlining of government economic development decision-making through a joint City and County economic development policy leader that could speak on behalf of both City and County Mayor. That objective was met and exceeded with the establishment of the Memphis Shelby County Economic Development Engine (EDGE).

FIVE YEAR HIGHLIGHTS

- More than 15,000 new jobs with average annual wages of \$39,943.
- New capital investment of \$4.2 billion.
- New minority business receipts of \$576 million.
- Innovation and entrepreneurship accelerated by new investment firm for startups/high growth ventures (INNOVA); new minority business incubator (CEED); Memphis Bioworks biosciences incubator; new Office of Tech Transfer at University of Memphis; Emerge Memphis expansion; and the founding of LaunchYourCity.
- Memphis Research Consortium established and \$10 million in state funding secured to spark new research and jobs in targeted industries.
- Memphis Music Resource Center established with 2,300 members.
- Revenues at Memphis Cook Convention Center increased by 20% and bookings by 41%.
- MemphisConnect.com marketed Memphis to more than 100,000 unique visitors from 3,800 cities worldwide.
- Shelby Farms Park Master Plan developed and implementation begun; Greenline established.
- Memphis and Shelby County Economic Development Growth Engine (EDGE) established to streamline City/County economic development operations under one entity and to establish a single economic development policy advisor who can speak and act on behalf of both City and County Mayor.

Strategy One: Create a national entrepreneurship “center of excellence” to drive the creation of new high-value ventures and jobs.

EFFORT 1 — The Memphis Bioworks Foundation formed:

- a) the *Bioworks* incubator, 34,700 square feet of incubator space including wet labs and support equipment for bioscience technology and clean technology startups.
- b) *Innova*, a venture capital firm dedicated to finding and growing promising local startup companies by filling the gap for seed and early-stage funding in Shelby County.
- c) *TECworks* to provide mentorship for startup companies in technology, bioscience, and cleantech sectors.
- d) the *Greater Memphis Regional Accelerator*, a collaboration of organizations providing entrepreneurship services and aligning resources to provide intensive support for startup companies throughout a four-county area.

Strategy leader: Memphis Bioworks Foundation

Results:

Innova:

- Innova is recognized nationally as a leader in innovative programs in entrepreneurial support and funding. Innova has provided critical early-stage investment funding that allows startups to prove their products and companies can be successful. It has also provided mentoring as the companies have grown to allow them to secure further funding and expand their operations.
- Innova has invested in 16 companies that currently employ 115 people and generated more than \$21 million in revenue in 2011. Most of Innova’s investments have been in the Greater Memphis area.

“With the support of many stakeholders and collaborators, Memphis Bioworks Foundation has successfully created a nationally recognized model for entrepreneurship in the biosciences which will pay dividends, in terms of jobs, greater investment, and a national reputation for innovation, for Memphis and Shelby County for decades to come.”

Steven J. Bares PhD, President and Executive Director, Memphis Bioworks Foundation

- It has invested more than \$7.7 million in Tennessee startup companies and attracted nearly \$22 million in angel and institutional investment funds for those same companies.
- It was selected as one of the 10 venture capital firms to participate in the State of Tennessee's TNInvestco program, which provided Innova with more than \$14 million to invest in startup companies.
- Innova has directly licensed, or supported portfolio companies in licensing, multiple technologies from Tennessee universities and research institutions. Innova's portfolio companies hold over 80 patents.

Memphis Bioworks Bioscience Incubator:

- The BioScience Incubator is now home to 24 companies with 72 employees.
- Three former incubator tenants have "graduated" into larger facilities. One incubator tenant (RXBio) recently won a \$15 million federal grant and will be hiring 20 additional staff members. Another former incubator tenant (Dr. James Dale, Chief Technology Officer for Vaxent) recently won a \$315,000 National Institutes of Health (NIH) grant that is renewable for up to five years.
- Other tenants – Biopeptides and Translational Sciences – have successfully raised capital through federal grants, and Discgenics raised capital through angel funding.
- Memphis Bioworks Foundation organized a consortium of stakeholders in the local entrepreneurial community that successfully competed for the Tennessee Department of Economic and Community Development's Regional Entrepreneurial Accelerator program award. The initial award was \$250,000 with potential renewals of up to \$500,000.
- Bioworks recently started the ZeroTo510 accelerator program, a first-ever program of its kind in the United States focused on medical devices.

EFFORT 2 — EmergeMemphis, a business and technology-based incubator that assists high growth startups and early stage companies in becoming self-sustainable, accomplished the following: a) completed the build-out of their fourth floor; b) renewed agreement with tenant FedEx Labs for five years; c) formed an Entrepreneur in Residence Network of five mentors; and d) participated in a local coalition that won a \$250,000 Tennessee Regional Entrepreneurial Accelerator grant.

Strategy leader: Memphis Bioworks Foundation

Results:

- Raised \$1,500,000 from federal, state, and local sources to build out the fourth floor to accommodate additional entrepreneurs.
- Graduated 14 companies with 70 jobs that have become independent and self-sustaining and have remained in Memphis.

EFFORT 3 — LaunchYourCity Inc. is a platform to rapidly equip and advance potential entrepreneurs with raw ideas and grow them into high growth potential startups. There are three pillars of this platform:

- 1) LaunchMemphis serves as a sandbox for untested founders and their ideas;
- 2) Seed Hatchery, the first cohort startup accelerator operating in the State of Tennessee, invests mentors and capital into promising tech startups;
- 3) Wolf River Angels, still under development, will provide risk capital to proven entrepreneurs.

Strategy leaders: LaunchYourCity Inc., operator of LaunchMemphis, Seed Hatchery, and Wolf River Angels

Results:

- Advanced more than 150 founding teams through the early stages of starting up from raw idea to failure or continued growth and advancement.
- Helped groom and secure follow-on investments into 11 companies; one acquired.
- 1,000 individuals reached each year with programming.
- 25% of participants are women or minorities.

Strategy Two: Make the University of Memphis Technology Transfer Office one of the best in the country.

The FedEx Institute of Technology (FIT) launched the University of Memphis Office of Technology Transfer to analyze new University inventions and file patent applications on those with commercial potential, and to license technologies to companies, including local startups which have the resources to develop and sell products based on the invention.

Strategy Leader: University of Memphis FedEx Institute of Technology; University of Memphis Office of Technology Transfer

Results:

MED

- Signed four licenses with four more in negotiation. Two current licenses and all four in negotiation are to local startups.
- Filed 52 U.S. and foreign patent applications and received seven issued U.S. patents.
- Helped secure \$150,000 in State of Tennessee technology maturation funding to advance the development of a tool to give surgeons a way to directly measure blood levels of anesthetic and a drinking water quality assurance instrument.
- Hosted the first annual Memphis Research and Innovation Expo showcasing technology from University of Memphis, St. Jude Children's Research Hospital, University of Tennessee Health Sciences Center and companies from Memphis/Shelby County in October 2011.
- Organized and hosted two technology showcases - medical technology and software - which highlighted technology of University of Memphis faculty for local investors and entrepreneurs.
- Raised more than \$1.1 million to build a technology startup incubator on campus with the goal of launching the facility by Fall 2012.
- The FedEx Institute of Technology established two new multidisciplinary research centers on campus funded by a FedEx corporate donation. The first was the Center for Large-Scale Integrated Optimization and Networks (CLION), which recently won a prestigious award from the Defense Advanced Research Projects Administration in Physical Intelligence. The second center is SENSORIUM, which is focused on chemical sensors for industry, defense, clinical, and research applications. A third center focused on informatics is in development.

Strategy Three: Grow market share of minority firms through an incubator and loan fund.

The MMBC Continuum developed a loan fund to assist minority firms in funding larger contracts and developed the *Center for Emerging Entrepreneurial Development (CEED)*, the state's only incubator focused on growing minority firms in industries underrepresented by minorities.

Strategy leader: The Mid-South Minority Business Council (MMBC) Continuum

Results:

- The MMBC completed 14 loans to minority and women-owned businesses, with no defaults to date, which helped create and/or retain 77 jobs in those companies.

- The CEED has hosted 17 minority and women-owned firms since its inception in 2007.
- Aggregate revenue of CEED firms grew from \$4,357,904 in 2007 to \$11,587,123 in 2011.

Strategy Four: Implement an internal marketing campaign.

EFFORT 1 — In a partnership between public sector and economic development marketing organizations, artesia, a Los Angeles and Zurich-based branding company, developed recommendations to create brand equity through consistent use of key descriptors and a shared framework for projecting Memphis' distinctiveness both internally and externally. Specific actions are being developed.

Strategy leaders: Greater Memphis Chamber; Memphis Convention & Visitors Bureau; City of Memphis

Results:

- Pending.

EFFORT 2 — Leadership Academy established MemphisConnect.com, a website spotlighting the positive attributes of Memphis, and SpeakOut, a program urging more positive news coverage by the news media and promoting a positive self-image by Memphians.

Strategy leader: Leadership Academy

Results:

- More than 135 diverse authors have posted nearly 1,500 articles on MemphisConnect.com highlighting all that Memphis has to offer.
- The MemphisConnect.com site has been visited by more than 100,000 unique visitors from 3,800 cities worldwide since its launch.
- More than 6,000 people receive SpeakOut facts through Facebook and LinkedIn that encourage them to support important education, crime reduction, and greening initiatives and urge positive news coverage of Memphis through the news media. In a typical two-month period, 10 positive news stories and op-ed columns were generated.

Strategy Five: Recruit new businesses.

The Greater Memphis Chamber is responsible for attracting new firms to Memphis/Shelby County through a combination of marketing and project management. Specific accomplishments include the following:

- 1) Its International Development Council is partnering with FedEx to develop and execute the company's "Three Hub Strategy" that has led to a formal memorandum of understanding with the Paris, France Chamber of Commerce to jointly recruit business. A similar agreement is being developed with Quanzou, China, the location of the Asian hub of FedEx.
- 2) It hosted more than 300 foreign delegations that led to multiple referrals to Memphis companies on trade opportunities with foreign companies seeking partners in the U.S.
- 3) The Chamber serves as the data resource for the community's One-Stop-Shop team facilitating more than 150 annual major requests for information and more than 75 annual site location visits by consultants and corporate executives.

Strategy leader: Greater Memphis Chamber

Results:

- Led efforts which created 3,592 new jobs from 26 recruited companies.
- Led efforts which generated \$676 million in new capital investment from those recruited companies.
- Led efforts to attract Electrolux, ranked the third best economic development project in the U.S. by *Site Selection* magazine.
- Memphis ranked #1 in 2011 for project and relocations in the Mississippi River Corridor by *Site Selection* magazine.

Strategy Six: Strengthen the Memphis and Shelby County tax/incentive structure.

The Chamber works to create a favorable business environment at the state and local levels that supports business and economic development through appropriate legislation and regulation. Specifically, the Chamber 1) develops state and federal legislative agendas annually based upon input from business and economic development officials; 2) responds to legislation that is proposed by the Tennessee General Assembly; and 3) addresses issues affecting the local business environment including new local codes for construction, various ordinances regulating business-related activities, economic development incentives, and capital improvement programming and investments.

Strategy leaders: Greater Memphis Chamber

Results:

- Helped amend state legislation that would have dramatically increased costs and potentially caused Valero refinery to be uneconomical, affecting its long-term viability.
- Helped amend legislation at the state level that would have reduced Blues City Brewery's employment from 500 to 250.
- Helped enact legislation at the state level to clarify the property taxation for bio-devices to support growth of the bioscience industry.
- Helped secure funding from the State of Tennessee for Electrolux (\$97 million) and Mitsubishi Electric Power Products, Inc. (\$11 million).
- Developed new Payment-in-Lieu-of-Tax (PILOT) incentive policies and procedures that reversed the "redlining of Memphis" by site consultants.
- Helped establish a hospital fee at the state level that contributed significant funds for the Regional Medical Center at Memphis (The MED).
- Secured \$6 million state and \$2.1 million local dollars for \$20 million President's Island rail loop supporting Cargill and other companies.
- Secured approximately \$4 million in state funds to support infrastructure needed for Smith & Nephew's regional corporate headquarters.
- Obtained distressed status from the U. S. Dept of Commerce and Delta Regional Authority enabling New Markets Tax Credits for Pinnacle Airlines headquarters in Downtown Memphis.

Strategy Seven: Continue growth of the logistics industry and development of the Aerotropolis.

Promote the logistics sector, particularly the Aerotropolis initiative, through infrastructure development, community development in and around the Airport City area, and marketing/branding the Memphis community as the leading Aerotropolis and Logistics Center in the U.S.

Strategy leader: Greater Memphis Chamber

Results:

- Helped secure approximately \$65 million in transportation project funding for I-269 (outer loop), Lamar/Hwy 78, new Mississippi River Bridge Environmental Impact Statement, Airways/I-240 Interchange study at entrance to Airport, and Plough/Winchester Interchange.

- Helped secure \$2.1 million challenge grant from the U.S. Department of Housing & Urban Development in conjunction with City of Memphis for Airport City Master Plan.
- Helped secure \$1.5 million in funding from City of Memphis for landscape enhancement to the Plough Boulevard entrance to the Memphis International Airport.
- Completed first Memphis Regional Freight Plan for 16 counties in Tennessee, Arkansas, and Mississippi, addressing roads, bridges, ports, railroads, airports, and telecommunications.
- Secured special Memphis supplement in *InBound Logistics* magazine in 2008 and 2010, reaching 200,000 subscribers each year.
- Hosted Airport Cities World Conference in Memphis in April 2011, with 700 attendees from more than 50 countries.
- Supported FedEx's Three-Hub Strategy for economic development in Paris, Guangzhou, and Memphis by hosting delegations of government and business officials and executing mutual development agreements.
- Executed agreements to foster strategic partnerships with Monterrey, Mexico; Prince Rupert and Halifax, Canada; and Liege, Belgium.
- Developed logo and secured a trademark for *Memphis: America's Aerotropolis* and produced new Aerotropolis signage for installation at the key entrances to the Airport City. This logo and signage have been adopted by Paris, France, and are being considered for use in China.
- Secured \$95,000 for a Real Estate Feasibility Study for the Memphis Airport Area Development Corporation (Airport West) to guide revitalization of the areas adjoining the airport.
- Executed Blight Management Strategy in Airport West Area leading to properties being brought in compliance to code, demolished, or renovated.

Strategy Eight: Execute Battelle bioscience plan and develop/execute strategies for bioagriculture and biologicistics.

Memphis Bioworks Foundation brings together public, private, academic, and government entities in a collaborative effort to expand the three primary bioscience sectors: Biomedical, BioAgriculture, and Biologicistics. Specifically, MBF: 1) manages the UT-Baptist Research Park, facilitating a 10-year, \$500 million project expected to produce 4,000 direct jobs and an estimated 5,000 indirect jobs; 2) launched

AgBioworks Initiative, a regional bio-based products economic development initiative; and 3) led the development of workforce development programming for emerging occupations in health information technology, biotechnology, renewable energy, energy efficiency, and brownfields remediation.

Strategy leader: Memphis Bioworks Foundation (MBF)

Results:

Biomedical Sector

- Regional BioContainment Laboratory, completed in June 2009 for \$30 million, is one of only 13 facilities in the U.S.
- University of Tennessee College of Pharmacy's 183,000 square foot, \$60 million facility opened in August 2011, consolidating pharmacy training and research activities that were previously housed in six separate buildings. The sixth floor of the facility houses the Plough Center for Sterile Drug Delivery Systems, a 5,800 square foot facility that will support specialized pharmaceutical research activities.
- Memphis Specialized Laboratory began construction in October 2011 on the \$22 million biomedical research laboratory that will anchor the UT-Baptist Research Park.

BioAgriculture Sector

- Completed a five-state, 98-county region analysis in August 2009.
- Established a model farmer network of 22 farmer champions in 21 West Tennessee counties who experimented with alternative crops funded under a \$600,000 Tennessee Department of Agriculture grant. The farmer network is being replicated in southwestern Kentucky and southeastern Missouri.
- Supported a Rural Sweet Sorghum Biorefinery in Whiteville, Tennessee, in a renovated cotton gin that is currently processing sweet sorghum from 100 acres for use in bioethanol production with the bagasse (leftover cane and leaves) being processed for animal feed. The project has attracted more than \$1 million in private investment and has secured federal/state grants.

Workforce Development

- U.S. Department of Labor Energy Training Partnership Grant: Memphis Bioworks Foundation established the Southern Energy Training Consortium (SETC) to develop curriculum, train, and employ workers in jobs related to energy efficiency and renewable energy fields.

More than 500 trainees have been enrolled in training programs sponsored under the \$2.9 million grant and are currently being placed in related employment.

- Environmental Protection Agency Brownfields Technical Skills Training Program: Memphis Bioworks Foundation received a training grant in 2011 for \$299,999 to prepare workers for jobs related to brownfields remediation projects in north Memphis.
- U.S. Department of Labor H-1B Visa Technical Skills Training Grant: Memphis Bioworks Foundation organized a consortium of training programs, employers, and workforce development agencies to apply for this \$3.7 million, four-year training program in the fields of biotechnology technician and health information technology.

Strategy Nine: Establish a business development center specifically for the music industry.

The Music Foundation established the *Memphis Music Resource Center* (MMRC), the first-of-its-kind small business development center and workspace offering expert staff, tools, and resources to help local musicians, technicians, managers, agents, and others in the music industry manage their careers and succeed in business.

Strategy leader: Memphis Music Foundation (MMF)

Results:

- Established the first and only business and community-supported Music Resource Center in the country with more than 2,300 members.
- 60% of members report earning more revenue due to the programs at MMF.
- Assisted in the creation of more than 1,000 new jobs.
- Created the successful Memphis Music Launch program that took multiple groups through the entire music process in 48 hours, resulting in one group winning a recording and performance contract.
- Attracted major local, national, and international press for Memphis Music and the city in *The Wall Street Journal*, *Billboard Magazine*, and the BBC.
- Created annual *All Memphis Music* night at the BlueBird Café in Nashville where Memphis talent is showcased.

- Helped prepare and promote four American Idol finalists over three years.
- Funded several local groups on regional tours through the Piggyback program which allowed them to break into new markets.
- Assisted in the signing of several groups to major record contracts, including Free Sol and Justin Timberlake, from the first MMF Showcase

Strategy Ten: Grow film and TV production.

The Film and Television Commission attracts film, TV, video, and other production projects to the Shelby County economy by marketing the community's assets and providing acclaimed project assistance. Through the MemphisED program, the Commission 1) expanded the Wage Refund Incentive Program; 2) compiled annual online and printed versions of the Memphis & Shelby County Production Resource Directory; 3) established an award-winning website showcasing local resources; 4) implemented industry standard, "Reel-Scout," to digitize and market filming locations; and 5) marketed Memphis internationally through the Berlin-Brandenburg Alliance and nationally through Location Expo.

Strategy leader: Memphis & Shelby County Film and Television Commission

Results:

- Recruited and/or assisted 22 feature films, 57 network TV programs, 42 TV commercials, 17 corporate and promotional videos, 11 web-based projects, 40 documentaries, 27 music videos, 28 still photography shoots, and 15 short films.
- Since 2008, commission clients have documented spending \$10.2 million in Memphis/Shelby County.
- Wage Refund Program provided on-the-job training for 56 local crew members; training workshops attracted 400 trainees.
- Distributed 1,650 printed directories; information obtained through online directory by 450,000 unique site visits.
- Used "Reel-Scout" to market community to 424 productions using 582 area locations added since inception.
- Began "Work Exchange" program through Berlin-Brandenburg Film Commission, which was credited with Memphis' selection as a "Top Ten City in Which to Make a Movie."

Strategy Eleven: Grow the tourism industry.

The Memphis CVB is the official tourism marketing organization for Memphis and Shelby County. Its purpose is to maximize tourism and convention opportunities in pursuit of a mission to strengthen and expand the tourism industry, to increase jobs in tourism, to market tourism and convention assets, and to increase Memphis' competitiveness as convention city. The CVB has three subsidiaries: Memphis Tourism Education Foundation, the Memphis Sports Development Corporation, and the Memphis Management Group LLL (which operates Memphis Cook Convention Center).

Strategy leader: Memphis Convention & Visitors Bureau

Results:

- Pushed citywide hotel occupancy to 53% and downtown occupancy rate to 67% despite recession.
- Stabilized economic impact following the damaging impacts of the recession with 48,000 jobs, \$2.7 billion in visitor expenditures, and \$1.8 billion in payroll.
- Developed new website for CVB – memphistravel.com – and integrated social media more intensely into the site to reflect the authentic character of Memphis; 1.2 million yearly visits.
- Sponsors highly popular, widely-read *I Love Memphis* blog, which is a source for positive self-image among Memphians; 62% increase in visits and 80% increase in page views in 2011.
- Sponsored *Flipside*, a series of documentary short films produced in association with MTV New Media that highlight Memphis' vibrant creative scene.
- Co-sponsored special Memphis performances at *South by Southwest* that produced major national media coverage.
- Organized media familiarization visits to Memphis by national reporters and New York press conferences about Memphis.
- Established Memphis Tourism Foundation to attract funds for the training of tourism employees.
- Funded and produced "I Am A Man," an award-winning video about the heroism of sanitation workers in 1968.

- Stepped-up marketing of Memphis Cook Convention Center resulted in 20% increase in revenues and 41% increase in convention bookings.
- Established strong position in amateur sports marketplace with events in gymnastics, tennis, fencing, volleyball, soccer, baseball, equestrian, and basketball (including NCAA Men's and Women's regional tournaments, and C-USA championship).

Strategy Twelve: Retain and expand existing businesses and facilitate supplier diversity.

EFFORT 1 — The Greater Memphis Chamber has a major focus on helping existing Shelby County firms with all aspects of their growth. Specifically, the Greater Memphis Chamber: 1) manages an in-house Existing Business Team responsible for more than 400 in-depth consultations each year to identify potential expansion opportunities and companies at-risk for relocation; 2) coordinates One-Stop-Shop meetings with 25 agencies for companies considering expansion in Memphis/Shelby County; 3) manages an International Development Council that educates local businesses on exporting and foreign trade opportunities; and 4) spearheads efforts to implement “retention” incentives to encourage local companies to keep facilities in Memphis/Shelby County.

Strategy leader: Greater Memphis Chamber

Results:

- Led efforts which created 10,049 new jobs from 104 existing company expansions.
- Led efforts which retained 22,661 jobs that might otherwise have been lost.
- Led efforts which generated \$2.525 billion in new capital investment from existing company expansions.

“More than 85% of all new jobs in Tennessee come from existing businesses, and those businesses grow faster and bigger when they are able to access a well-coordinated set of resources to support their growth. That’s why the Chamber formed and continues to coordinate the work of the Memphis/Shelby County Existing Business Team, a public/private sector collaborative of 28 local, state, and federal agencies that collectively offer a myriad of valuable resources to promote business retention and expansion.”

John Moore, President & CEO of the Greater Memphis Chamber of Commerce

EFFORT 2 — The Mid-South Minority Business Council (MMBC) Continuum focuses on growing scalable minority firms and creating and retaining jobs for inner-city residents. Specifically, the MMBC Continuum: 1) hosted private “matchmaker” events that allowed hundreds of scalable minority firms to present their businesses to corporate decision makers and senior purchasing staff; 2) graduated 40 minority business owners from the Memphis Business Academy, a rigorous management skills training program; 3) created the *Model Diversity Corporation Initiative* (MDCI) which assisted nine of the largest global, national, and regional corporations headquartered in Memphis in institutionalizing diversity and inclusion in their organizations; 4) created the *Alliance for Purchasing Excellence* (APEX) to connect senior purchasing decision makers to scalable minority firms for additional contract and growth opportunities; and 5) created the *Memphis to Atlanta Business Exchange*, a Minority Business Enterprise (MBE) recruitment platform designed to connect larger minority firms with local minority firms for possible joint venture opportunities.

Strategy leader: The Mid-South Minority Business Council Continuum

Results:

- Helped minority firms generate \$425.7 million in contract awards.
- Assisted 78 minority firms in securing more than \$1 million in contract awards.
- Recognized in 2011 by the U. S. Department of Commerce as the Advocate Agency of the Year for the Southeast Region.
- Presented a national financial seminar to equip minority firms with the financial tools needed to become more competitive and have sustained business growth.
- Featured in *DiversityInc*, a national industry magazine for corporate diversity that highlighted the innovative scalable business model.

“Support from the Memphis Fast Forward collaborative has provided a major boost to minority business development in Memphis and Shelby County. Through that support, we’ve been able to successfully identify existing businesses poised for growth and help take them to scale by presenting them to local corporations in need of their services, and by facilitating joint ventures and strategic alliances.”

Luke Yancy, President and CEO of the Mid-South Minority Business Council Continuum

Strategy Thirteen: Enhance Downtown and riverfront development.

EFFORT 1 — The Riverfront Development Corporation (RDC) manages, maintains, and operates the city's 250 acres of riverfront parks and open spaces, including Mud Island River Park and 10 other waterfront parks, and plans, promotes, and coordinates the development and operation of amenities that enhance the attractiveness, accessibility, and economic value of the Memphis waterfront.

Strategy leader: Riverfront Development Corporation

Results:

- Generates more than \$1 million in annual savings for the City of Memphis budget.
- Spearheaded the effort to make Memphis and the Beale Street Landing the home port of the *American Queen* and to attract the Great American Steamboat Company's corporate headquarters to Downtown Memphis, creating 250 new jobs and generating more than \$90 million in economic impact.
- Led successful efforts to relocate the U.S. Postal Service from the U.S. Customs House, paving the way for the University of Memphis to bring the Cecil C. Humphreys School of Law to Downtown Memphis and the riverfront.
- Attracted more than \$22.6 million in federal and state grants to the Memphis riverfront.
- Constructed publicly funded capital projects, including Cobblestone Walkway, a planted median on Riverside Drive, stairways from the top of the bluffs to Tom Lee Park, a new pedestrian connection between Tom Lee and Martyrs Parks, upgraded Martyrs Park, a traffic roundabout at A. W. Willis and Island Drive, and the Court Avenue Pedestrian Bridge.

EFFORT 2 — The City of Memphis and Shelby County Governments established the Downtown Memphis Commission to capitalize on Downtown's role as the economic, cultural, and governmental heart of the city and county. The Downtown Memphis Commission is the official partnership between local government and the private business community working to ensure Downtown Memphis is 1) safe, attractive, and livable; 2) a thriving regional hub; 3) inclusive and diverse; 4) an asset that is valued and supported by the entire region; and 5) an exemplification of Memphis' unique character and authenticity.

Strategy leader: Downtown Memphis Commission (DMC)

Results:

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- Led efforts to reduce blighted and vacant properties in Downtown.
- Managed the public safety program for Downtown with a private security team, and in conjunction with the Memphis Police Department, lobbied for successful anti-panhandling legislation.
- Oversaw Downtown public realm improvement efforts, including installation of newspaper corrals, light pole painting, bike racks, cleaning crews, landscaping, and streetscape improvements.
- Helped recruit Pinnacle Airlines' corporate headquarters to Downtown Memphis.
- Led the construction and opening of a new public parking garage and mixed-use project.
- Recruited four restaurants, 15 retailers, and 17 offices with a total of 872 employees.
- Ensured all DMC-incentivized projects maintained at least 20% Minority/Women Business Enterprise (M/WBE) compliance.
- Provided bond issues of more than \$200 million dollars for public and nonprofit projects.
- Facilitated incentives of more than \$167 million dollars in Downtown construction projects that would not have happened if not for the Payment-in-Lieu-of-Tax (PILOT) incentive program.

Strategy Fourteen: Establish Shelby County's park system as one of the premier in the country, beginning with the development of a Master Plan for Shelby Farms Park.

At 4,500 acres, Shelby Farms Park is one of the nation's largest urban parks within a major metropolitan area. Located at the geographic center of Shelby County and at the crossroads of two emerging greenways, Shelby Farms is an essential quality-of-life resource for the entire region. The goal is for Shelby Farms Park to play a prominent role in the life of all residents of Memphis and Shelby County and to become a signature amenity that greatly enhances quality-of-life in Memphis.

Strategy leader: Shelby Farms Park Conservancy

Results:

- Conservation Easement secured with Land Trust for Tennessee.
- Shelby Farms Park Conservancy established as nonprofit 501(c)(3) organization.
- Management Agreement signed with Shelby County Government for Conservancy to manage and operate the park.
- Master Plan established.
- Successful opening and operation of Shelby Farms Greenline, improving access to Park with seven-mile walking and biking trail.
- Successful opening of award-winning Woodland Discovery Playground as Master Plan Phase One demonstration project.
- \$35 million raised for Phase One capital projects.
- Shelby Farms Park Conservancy's active membership grown to over 2,000.
- 50% increase in number of Park users.

“Shelby Farms Park, the Shelby Farms Greenline, and the many other initiatives shaping our greenways and blueways add another set of reasons to why people choose Memphis as a place to live, work, and play. Our region’s world class green amenities contribute to quality of life and place—and therefore economic developments.”

Laura Adams, Executive Director of the Shelby Farms Park Conservancy

Strategy Fifteen: Recruit and retain knowledge workers.

EFFORT 1 — MPACT Memphis is a 501(c)3 nonprofit organization founded in 2001 by a group of emerging Memphis leaders who recognized the vast untapped resource in the city’s growing population under 40 years of age. MPACT Memphis, a national best practice, engages and supports today’s diverse, creative generation of young professionals who want to connect with each other and contribute their unique talents to the community.

Strategy leader: MPACT Memphis

Results:

MED

- Published *The Voice of MPACT*, one of the largest local surveys of young professionals in the nation.
- Hosted the annual *Soul of the City Gala* and presented the MPACT Maker Awards.
- Launched the MPACT Outlet event series, a unique general membership event combining live music, art, festivities, and spotlighted nonprofits.
- Produced the MPACT Memphis/Volunteer Memphis Nonprofit Expo which showcased more than 100 area nonprofit organizations and was attended by more than 2,000 people.
- Hosted an URBANEXUS event with *Next American City Magazine* on “The New Face of Civic Engagement in Memphis,” attracting more than 150 people.
- Increased membership by 120%.
- Hosted 1,100 - 1,500 young professionals annually at MPACT civic events and 3,000 - 4,000 for social and networking events.

EFFORT 2— The Leadership Academy recruits, cultivates, and engages diverse knowledge workers while also equipping businesses with the tools needed to attract and retain these highly sought workers. Specifically, Leadership Academy: 1) created and managed MemphisConnect.com, the online gathering place where diverse, city-shaping Memphians highlight local vibrancy and livability by sharing the initiatives, organizations, and activities that inspire them to make Memphis home; 2) created and managed *Memphis-The Summer Experience* in which undergraduate students, professional degree students, and recent graduates are acquainted with Memphis and encouraged to choose Memphis when launching their careers; and 3) established tools to equip human resources executives and hiring managers on the front line in Memphis’ battle for talent with resources to help them recruit and retain knowledge workers.

Strategy leader: The Leadership Academy

Results:

- In 2010, The Leadership Academy retained 1,846 highly sought workers in Memphis, resulting in an economic impact of \$54.5 million.
- MemphisConnect.com is used as a recruiting tool to showcase the best of Memphis to potential hires. More than 135 diverse authors have posted nearly 1,500 articles highlighting all that Memphis has to offer. The site has attracted more than 100,000 unique visitors

from 3,800 cities worldwide. It is currently used by and linked to the websites of a number of major employers.

- *Memphis 101* – a crash course about the culture, history, people, and politics that have shaped our city’s personality – has inspired loyalty to Memphis for more than 4,000 students, professionals, newcomers, and native Memphians. *Memphis 101* is licensed exclusively to The Leadership Academy by *archer>malmo*.
- Through *Memphis – The Summer Experience*, 433 participants have become acquainted with our city’s top amenities, and 92% of participants say they are more likely to choose Memphis as a place to launch their careers.
- Placed more than 350 knowledge workers on nonprofit boards and governmental commissions.
- Connected 386 newcomers in senior executive positions, representing 76 different companies, with local peers based on shared background and interests.
- Organized annual *Recruit-Relocate-Retain* forums for HR professionals from 129 companies to arm them with the innovative tools and resources necessary to attract and retain highly sought talent.

EFFORT 3—The Leadership Memphis FastTrack Program is a community leadership development program that builds on each participant’s personal leadership skills and expands their Community IQ. Leadership Memphis is also leading the Memphis Talent Dividend, a College Attainment Initiative which facilitates a collaboration of stakeholders in the seven-county area to increase the number of college graduates by 1% by 2014.

Strategy leader: Leadership Memphis

Results:

FastTrack

- Since 2008, 333 individuals have completed the FastTrack program. An average of 47% of participants said their knowledge of Memphis increased and 27% said they had a more positive outlook of the Memphis region. Approximately 93% of participants have remained in Memphis following completion of the program.

Talent Dividend

- Developed a plan to launch a College Resource Center to provide individualized counseling services, an online resource, and a telephone hotline for students seeking help in attending college.

- Launched a website with information to guide decision-making about college enrollment.
- Produced two college fairs in partnership with Memphis Public Library.
- Partnered with WHBQ-TV: FOX13 for a weekly segment on college attainment in the *Good Morning Memphis* program.

PeopleFirst

A Memphis Fast Forward Initiative

From the beginning of Memphis Fast Forward, the partners knew the ultimate success of the ambitious economic development strategies hinged on a workforce with higher educational attainment and with skills for a knowledge-based economy.

Memphis and Shelby County are fortunate to have a wide array of programs and resources that support human capital development along the full “cradle-to-career” pipeline, as well as a unique-in-this-lifetime reform context within which to transform public education.

At the same time, there are critical gaps in educational achievement and workforce preparation. In Memphis, about one-third of the labor force is unemployed or not looking for a job, and when combined with underemployment, workforce issues create one of the community’s most serious obstacles to optimal economic performance.

PeopleFirst was established to identify and accelerate promising and potentially game-changing education and workforce development initiatives, and to align and propel existing resources that are helping move citizens into the economic mainstream.

There are no quick fixes or easy answers to creating the workers needed for a new economy, and PeopleFirst has been deliberate and methodical in organizing its strategies and setting them in motion. PeopleFirst is a work in progress, and to be successful, it always will be. While this initiative of Memphis Fast Forward has not moved into implementation as quickly as others, the emphasis on collaboration and innovative answers has produced a rich, new conversation in our community about the importance of workforce and talent development that is producing encouraging new answers for the future.

FIVE YEAR HIGHLIGHTS

- State legislative and policy changes, combined with the Gates Foundation-funded Teacher Effectiveness Initiative and Tennessee's Race-to-the-Top award, have placed Memphis on the cutting edge of national K-12 education reform.
- Memphis City Schools expanded the number of students in Pre-K by 50%, from 2,746 to 4,120.
- Memphis City Schools' new teacher recruitment partnership with The New Teacher Project increased the pool of high-potential teacher candidates from 21 in April 2010 to 1,800 in April 2011.
- BEP 2.0 Funding formula enacted, providing \$65 million in new revenues for city and county school systems.
- Stand for Children bolstered parent engagement among Memphis City Schools parents with the creation of 44 parent and teacher teams.
- Memphis Bioworks established sector-based workforce development consortia, and secured nearly \$7million in federal grants, for workforce training to fill jobs in renewable energy/energy efficiencies, medical research and health information technology, and environmental occupations.
- Ready, Set, Grow! at the University of Memphis has assisted 17 childcare centers in primarily low-income neighborhoods in achieving the gold standard of national accreditation from the National Association for the Education of Young Children (NAEYC). These centers serve approximately 1,500 children.

Strategy One: Prenatal health and early parenting.

In 2008, the Early Success Coalition was founded by Le Bonheur Children's Hospital's Division of Community Health & WellBeing, the Shelby County Office of Early Childhood and Youth, the Shelby County Early Home Visitation Collaborative, the Urban Child Institute, and the University of Tennessee Health Science Center to promote healthy babies, strong families, and foundations for lifelong success. The team won a five-year grant to staff the Coalition comprised of 80+ local and state agencies working together to expand and improve programs targeting better pregnancy outcomes, improved parenting skills, and quality early childhood development.

Strategy leader: Le Bonheur Division of Community Health & WellBeing, Shelby County Office of Early Childhood and Youth

Results:

- Secured funding for approximately 395 new evidence-based early home visitation slots in Shelby County, an increase of 68%.
- Launched study to determine costs and return-on-investment of evidence-based early home visitation to drive future investment allocations.
- Launched outreach initiative that increased enrollment in prenatal and early home visitation programs by 13% in 2011.
- Secured federal grant for \$4.2 million to assist 300 pregnant and parenting teens to improve birth outcomes, to delay second pregnancies, and to increase their own educational attainment.
- Secured \$300,000 to train parents and childcare workers in high-risk neighborhoods on techniques for quality early childhood development.

Strategy Two: High-quality early learning.

EFFORT 1 — In 2005, the Tennessee General Assembly passed the *Voluntary Pre-K (VPK) for Tennessee Act* and increased the state's investment in early childhood education and access for students. The program currently serves more than 18,000 students in 934 classrooms statewide, which accommodate 22% of all Tennessee's four-year olds, and 35% of Tennessee's at-risk four-year olds. Its voluntary structure allows local communities to decide if and how they want to add Pre-K classrooms, and local communities are encouraged to seek outside financial partners to help match funding from the state. Expansion of Pre-K to all at-risk children has been a major priority for Memphis Fast Forward.

Strategy leader: Memphis City Schools/Shelby County Schools Pre-K Program

Results:

- Memphis City Schools expanded the number of Pre-K classrooms from 146 to 206, and the number of students served from 2,746 to 4,120.
- Shelby County Schools expanded the number of Pre-K classrooms from 6 to 14, and the number of students served from 120 to 280. Additionally, SCS expanded the number of special education Pre-K classrooms for children with developmental and language delays from 19 to 28, and the number of special education students served in those classrooms from 137 to 262.

EFFORT 2 — Early Head Start (EHS) is a federally funded program provided at no charge to low-income families that blends classroom and early home visitation for children birth to age three. Research demonstrates that EHS has lasting positive effects for children, including better vocabulary and improved cognitive and social-emotional development, better healthcare, and improved parenting skills. Federal funding for this program had remained static for many years, resulting in no growth of local EHS slots. In 2010, Shelby County Head Start responded to a competitive application that offered new federal funding to expand EHS in high-need communities.

Strategy leader: Shelby County Head Start/Early Head Start

Results:

- Secured funding for 128 new Early Head Start slots in Shelby County, effectively more than doubling the number, from 95 to 223. These funds are provided to three community-based childcare centers in neighborhoods with highly concentrated poverty, including two that are accredited by the National Association for the Education of Young Children.

Note: Porter-Leath also secured a direct grant from the U.S. Department of Health and Human Services to provide Early Head Start services to children ages 0-3.

EFFORT 3 — Accreditation from the National Association for the Education of Young Children (NAEYC) is the standard of quality for early childhood education programs. Research indicates that children attending NAEYC-accredited child care/education programs are better prepared to enter kindergarten ready to learn, effectively closing the achievement gap between middle and low-income children. In 2007, only one NAEYC-accredited center in Shelby County was located in a low-income area. The Ready, Set, Grow! (RSG) program at the University of Memphis was launched to help more childcare programs achieve NAEYC accreditation throughout Shelby County with an emphasis on low-income neighborhoods.

Strategy leader: Ready, Set, Grow! at University of Memphis

Results:

- The RSG Directors Leadership Program at the University of Memphis resulted in 16 childcare directors earning an Early Childhood Leadership Credential, 12 earning a Master's Degree in Early Childhood, and two earning their Ph.D.
- RSG has supported 17 new childcare centers in achieving NAEYC accreditation, which collectively serve approximately 1,500 children primarily in low-income neighborhoods. These centers include all Head Start delegate agencies in Shelby County.
- RSG has supported 10 previously accredited childcare centers in achieving reaccreditation based on new higher accreditation standards implemented in 2006.

Strategy Three: Great teachers and leaders.

Aided by legislative and policy changes that instituted a new state teacher evaluation system, as well as Tennessee's successful bid in the federal Race-to-the-Top competition, both Memphis City Schools and Shelby County Schools have moved ahead with implementing groundbreaking new work in improving teacher effectiveness.

Additionally, through the support of the Bill & Melinda Gates Foundation (\$92 million) plus approximately \$20 million from local foundations and corporations, Memphis City Schools launched the Teacher Effectiveness Initiative (TEI).

Results:

Memphis City Schools:

- Won Gates Foundation support for the District's Teacher Effectiveness Initiative (TEI), becoming one of four school systems in the nation to receive the award.
- Designed, developed, and deployed a system-wide teacher evaluation system that received unanimous approval from the State Board of Education and continues to be the source of local, state, and national media attention. Completed approximately 12,000 classroom observations.
- Initiated a successful partnership with The New Teacher Project (TNTP) for the recruitment of high-potential teachers from across the region and nation; the pool of high-potential teacher candidates in April 2011 was 1,800, where it had been only 21 in April 2010.

- Deployed a system-wide principal evaluation system as a key component to the District's Leadership Effectiveness Initiative (LEI) and a strong complement to the TEI work.

Shelby County Schools:

- SCS incorporated the state's new TEAM evaluation model, which provides a consistent and focused approach to growing teacher effectiveness. To date, SCS has completed more than 7,000 classroom observations that are often 50 minutes or more in length.
- SCS PIT (Performance Improvement Team) Crew is comprised of classroom-released, highly effective teachers who support, grow, and assess new and struggling teachers. This team of 10 completed over 1,000 TEAM observations in the Fall 2011 semester and facilitates large caseloads of Learning Coaches, school-based mentors who provide 1:1 or 1:3 support for new teachers.
- SCS's Professional Learning Communities (PLCs) are teams of teachers who, with administrative guidance, pursue continuous improvement through a focus on common formative assessments, results, and collaboration.
- SCS's TILS (TN Instructional Leadership Standards) Principal Evaluation model provides a consistent and focused approach to growing administrator effectiveness. To date, SCS has completed over 350 observations that comprise a rigorous review of practices, dispositions, and skills.
- SCS's Teacher Incentive Fund (Project A.I.M) is designed to recruit and retain effective teachers to teach hard-to-staff subjects.

“The Teaching Effectiveness Initiative being led by Memphis City Schools is groundbreaking work. It is remarkable not just because of the quality of the work, but because of the community collaboration that holds it together. The Gates Foundation is proud to support this thoughtful, comprehensive initiative to ensure every child has a great teacher in every class, and is on track to graduate high school ready for college and career. We are impressed by the level of commitment to Memphis' children demonstrated by local businesses, foundations, teachers, grassroots and community-based organizations, parents, and government leaders who have worked together to launch and implement this challenging but very promising work. Ultimately, it is their commitment that will ensure the long-term sustainability of this work.”

Josh Edelman, Senior Program Officer, Bill & Melinda Gates Foundation

Strategy Four: Instructional reform and higher standards.

In 2007 Tennessee was graded an “F” by the U.S. Chamber of Commerce for its academic standards – how it advertised student proficiency in a given subject. To rectify the situation, in 2008 the Tennessee State Board of Education adopted new, more rigorous curriculum standards to take effect beginning in the 2009/2010 school year. Both Memphis City Schools and Shelby County Schools have taken steps to adopt the new standards and implement corresponding instructional reform.

Results:

Memphis City Schools:

- Adopted Common Core State Standards (CCSR), increased instructional rigor, and aligned student assessments.
- Created robust Pre-K – 12 weekly, online, accessible instructional guides aligned to CCSR.
- Established 11 schools with new optional programming bringing the total number of MCS Optional Schools to 44; combined with the 25 charter schools in the District, MCS now offers 69 schools of choice for students and parents.
- Developed an International Baccalaureate (IB) feeder pattern (two elementary schools, one middle school, one high school) to prepare students for a rigorous academic pipeline established for IB at Ridgeway High.

Shelby County Schools:

- 100% of SCS teachers are engaging in creating, administering, scoring, and assessing common formative assessments. These teacher-created assessments are not graded and serve as checks for understanding to assess student learning and inform teaching practices. Common formative assessments provide specific, diagnostic feedback so mid-course corrections can be made proactively.
- SCS has prioritized the TN State and Common Core standards so that every teacher is afforded the opportunity to teach with depth and creativity. SCS “Power Standards” ensure that the redundancy of previously mastered grade-level skills is eliminated and allows for the monitoring of progress in spiraling the SCS curriculum.

Strategy Five: Student supports: academic, health, and mental health.

Strategy leader: Memphis City Schools

Results:

- Launched regional health clinics and enhanced the District's partnership with Well Child, Inc. to serve more than 42,300 students with health screenings – a 69% increase over 2008-09 figures.
- Expanded the Urban Debate League Team to 20 high schools, providing students an opportunity to participate locally and nationally in an extracurricular activity shown to be correlated with academic excellence.
- Provided accelerated graduation and credit recovery to students over-age for grade through four region-based MCS Prep Academies.

Strategy leader: Shelby County Schools

Results:

- 100% of SCS elementary and middle schools have fully engaged in a structured three-tiered intervention program for students in grades K-8.
- Elementary Schools have embedded a 90-minute reading block and 60-minute math block daily and middle schools have embedded a period for intervention/enrichment that is offered daily. SCS's intervention program received a Recognition Award from the TDOE Special Education Division in February 2012.
- Effectively designed an English as a Second Language (ESL) program that has been recognized at both the state and national level for outstanding programming. The ESL Program was recently selected as one of 20 Promising Language Instructional English Programs (LIEP) in the United States. In connection with this honor, the district ESL Program will be featured in an ESL best practices handbook to be distributed by the U.S. Dept. of Education during 2012.
- Provided comprehensive health education by District Health Education Facilitators according to National Health Education Standards to over 11,000 middle school students in SCS.
- School nurse with daily presence provided for each school to serve health needs of all students.

- Developed Prevention Advisory Councils of high school junior and senior leaders in each high school with focus on prevention of distracted teenage driving, health and obesity prevention awareness, leadership training, and general knowledge of the Coordinated School Health Model.
- Provided grade recovery and course recovery at high schools to improve student success.

Strategy Six: Post-secondary preparation in middle and high school.

Strategy leader: Memphis City Schools

Results:

- Expanded use of ACT's Educational Planning and Assessment System (EPAS) beginning in middle school (PLAN, EXPLORE and ACT assessments and related materials); involved students in targeted college preparation provided by the school system and local non-profit organizations.
- Increased the percentage of 11th and 12th grade students enrolled in AP courses from 11.4% to 15.1% overall, including an increase from 9.2% to 12.1% for African American students and 12.7% to 20.7% for Hispanic students.

Strategy leader: Shelby County Schools

Results:

- Increased the 8th grade TCAP Writing averages in grades 8 and 11 from 4.3 to 4.4 and 4.4 to 4.5, respectively. Results are attributed to the Writing Across the Curriculum emphasis.
- Expanded High School Foreign Language (Spanish) to 100% of SCS's middle schools. Twenty-four percent of eighth graders are currently enrolled.
- Expansion of seventh grade S.T.E.M. (Science Technology Engineering Math) course to 100% of middle schools for 2012-2013.
- Expanded the International Baccalaureate program to Bolton High School. The IB program is now offered at two high schools in the district.
- Number of African American students enrolled in IB/AP/Dual Enrollment has increased 36% over the last three years.

Strategy Seven: Parent involvement.

Strategy leader: Memphis City Schools

Results:

- Recruited more than 10,000 community volunteers, parents, and others to support students through the annual district-wide Exhibition of Student Work/*ThinkShow!*
- Conducted quarterly community-wide parental involvement activities and events including regional Town Hall Meetings and Demand Parent Summits which attracted thousands of community participants.

Strategy leader: Shelby County Schools

Results:

- Policy 7006 – Every school in the Shelby County Schools System is required to have an active and engaged PTA.
- The Shelby County Council PTA has 38,000 members, which constitutes 1/3 of Tennessee's overall PTA membership.
- Superintendent's Roundtable – The Superintendent meets quarterly with all of the PTA Presidents of all 51 schools.
- A member of the Superintendent's Staff is on the PTA's Executive Board and meets monthly with the PTA leadership.
- Parents are included on Board committees to provide parental input and perspectives.

Strategy leader: Stand for Children

Results:

- Built 44 school and community-based teams of parents and teachers across the county who are working together with district and school leaders to improve their schools and student outcomes. Examples of their engagement include:
 - Help develop and implement plans to improve school safety.
 - Advocate for services to ESL, ELL, and bilingual families.
 - Advocate for school funding.
 - Review and share input on the district's academic plan.

- Review how funding is reaching the classroom.
 - Advocate for the work underway through the Teacher Effectiveness Initiative.
 - Help bring new programming, such as S.T.E.M. academy at East High School.
- Stand for Children has developed a Parent Engagement Curriculum that has been field-tested and which will be piloted in Memphis in spring of 2012. It's designed to equip parents of children in the public school system to help their children succeed in school.

Strategy Eight: Post-secondary completion.

EFFORT 1 — The University of Memphis Comprehensive Completion Strategies were launched five years ago to address the issue of helping students complete their degrees. The following strategies and initiatives were key contributors to improved outcomes:

- Student “learning communities”: The University of Memphis implemented two types of learning communities that help foster student engagement, enhance the academic experience, and promote student retention and degree completion.
 - *“Fresh Connections” Learning Communities* foster freshman engagement with the University.
 - *Living Learning Communities* support students through a residential experience where a residential community is supported by an academic program or other University department.
- Early identification and interventions for struggling students is a priority for the University. Systems have been built and refined in recent years, and faculty participation has increased dramatically.
- Course redesign, especially in lower-division courses, has been a key strategy to promote student success rates.
- Expanded academic planning and career advising is a priority for the University. Academic Advising and Career Services joined forces to develop a Four Year Plan for Career and Academic Advising which can serve as a checklist for advisor and student. UM degree (DegreeWorks) for undergraduate students, completed as of Fall Semester 2011, is a course that helps students expand a coordinated career and academic advising plan.
- Growing high quality, academically sound internship opportunities: Significant programming and policy changes have been recently implemented to ensure students are connected to internship opportunities.
- Back-on-Track Program: This program is designed to attract and retain students entering with partial credits toward their bachelor’s degree. Its biggest challenge is recruiting potential students.

Results:

- Increase of 6% in six-year graduation rates and an 80% progression rate from freshmen to sophomore year.
- Success rates in lower-division math, accountancy, and economics have improved by over 20% in each area since 2007.

EFFORT 2 — In 2010, Southwest launched its Graduation and Completion Initiative to strengthen resources proven to increase student completion, particularly for first-generation students and those with low basic academic skills. Specifically, the effort focuses on: 1) expanded academic advising, 2) accelerated remedial or pre-college coursework, 3) mentoring for all students, and 4) enrolling more adult students who have had some college before.

Strategy leader: Southwest Tennessee Community College

Results:

- Expanded Academic Advising: Mandatory advising for degree-seeking students was piloted in one academic program faculty, setting the stage for expansion across all programs in 2012. In addition, the use of *AdvisorTrac*, an online tool that allows faculty members to easily access student advising history, was expanded.
- Accelerated Remedial or Pre-College Coursework: Southwest has worked for three years with a consortium across Tennessee to “unbundle” remedial/developmental courses so that students are only required to participate in modules that pertain to their specific learning needs. This allows students to progress more quickly to college-level coursework. This process will be finalized by Fall 2013. In addition, Southwest expanded its LEAP program for students with ACT scores below 13.
- Student Mentoring: The SMARTS Mentoring Program was piloted to embed mentoring into the fabric of the college as an expectation of its employees, both faculty and staff. A SMARTS Toolkit for mentors and mentees was developed as a foundation for scaling the program to serve more students.

EFFORT 3 — As part of their Memphis Talent Dividend initiative, Leadership Memphis has collaborated with local colleges and other partners to encourage and provide a series of information and outreach tools for adults considering a return to college.

Note: This initiative was funded by and included as part of MemphisED as well as being part of PeopleFirst.

Strategy leader: Leadership Memphis/Memphis Talent Dividend

Results:

- Developed a plan to launch a College Resource Center to provide individualized counseling services, an online resource, and a telephone hotline for students seeking help in attending college.
- Launched a website with information to guide decision-making about college enrollment.
- Produced two college fairs in partnership with Memphis Public Library.
- Partnered with WHBQ-TV: FOX13 for a weekly segment on college attainment in the *Good Morning Memphis* program.

EFFORT 4 — Memphis Shelby Achieves is part of TNAchieves, a statewide model for last dollar scholarships for Tennessee students. Led by Mayor Wharton and Mayor Luttrell, the program provides participating Memphis and Shelby County public high school graduates with up to \$3,000 annually for community college tuition at either Southwest Tennessee Community College or the Tennessee Technology Center at Memphis.

Strategy leader: Memphis Shelby Achieves

Results:

- Met fundraising goal for the 2012-13 school year.
- Trained more than 125 mentors to work with students.

Strategy Nine: Career pathways and workforce development.

EFFORT 1 — Memphis Bioworks established sector-based workforce development consortia, and secured nearly \$7 million in federal grants, for workforce training to fill jobs in renewable energy/energy efficiencies, medical research and health information technology, and environmental occupations.

Strategy leader: Memphis Bioworks Foundation

Results:

- Renewable Energy/Energy Efficiencies: MBF received a \$2.9 million Department of Labor (DOL) Energy Training Partnership grant

(effective 2010 to 2012) to provide training to 395 individuals in a 26-county region in West Tennessee and East Arkansas in various technical areas of renewable energy/energy efficiency. The training goal was exceeded with approximately 470 individuals trained and completion/placement goals currently on target. Grant activities are being conducted with a consortium of six partners in addition to MBF including four post-secondary institutions, one nonprofit, and one union membership organization.

- **Medical Research and Health Information Technology:** The H-1B Technical Skills Training HIT Program is designed to provide education, training, and job placement assistance to long-term unemployed and underemployed residents of Shelby and Fayette County. Funding for the HIT Program has been made possible by a \$3.7 million H-1B Visa Technical Skills Training Grant through the U. S. Department of Labor Employment and Training Administration (DOL-ETA), effective 2011 through 2015.
- **Environmental Occupations:** MBF recently won a \$300,000 grant from the Environmental Protection Agency (EPA) for Environmental Jobs Training (effective 2012 –2014). The EPA contacted MBF personally to note the extensive use of business and community providers participating in the delivery of training services – many being provided at no cost to the grant. Training will be provided for 100 individuals in areas including various environmental awareness programs, HAZWOPER, Hazardous Material Transport & Lift-Truck, and Lead Paint/Asbestos/Mold Remediation certifications.

EFFORT 2 — The Greater Memphis Chamber – together with Memphis City Schools, Tennessee Technology Center, Southwest Tennessee Community College, Mid-South Community College, Workforce Investment Network and the Regional Logistics Council – launched an education/training initiative in the TDL (transportation, distribution, and logistics) sector that would start preparing students for TDL careers beginning in high school and continue advancing their training through post-secondary.

Strategy leader: Greater Memphis Chamber

Results:

- Memphis City Schools will open the Academy School for Logistics within Sheffield High School in Fall 2012. MCS students will take special classes in subjects designed to prepare them for logistics careers, and can also choose to incorporate a dual enrollment program to get college credit for coursework taken during the last two years of high school.

EFFORT 3 — In Shelby County, an estimated 3,000 entry-level positions in advanced manufacturing are projected over the next three years. While at the lower-wage end of this sector, these jobs still offer higher salaries than entry-level positions in most other industries. However, many adults and dislocated workers served by LWIA 13 have low educational attainment and are unprepared to enter post-secondary training for these available jobs.

LWIA-13's new "Made in Memphis" Advanced Manufacturing Workforce Collaborative will address local workforce challenges by reengineering service delivery and other processes, policies, and partnerships to create a high impact public/private workforce solution. The goal is to develop an Advanced Manufacturing sector collaborative that prepares and connects low-skilled workers to high-demand semi-skilled jobs as the first step in a career pathway. The program components are: 1) Establish an Advanced Manufacturing Skills Panel; 2) Conduct an advanced manufacturing needs assessment; 3) Transform post-secondary programs to provide "stackable" industry credentials; 4) Enhance LWIA outreach, recruitment, service delivery, and supportive services for job seekers and employers; and 5) Implement policy and funding improvements.

Strategy leader: Workforce Investment Network

Results:

- Secured commitments from state and local workforce and economic development agencies to participate on an Advanced Manufacturing Skills Panel.
- Partnered with Southwest Tennessee Community College to successfully pilot an employer-driven program that combines a Career Readiness Credential with basic mechanical skills to successfully prepare entry-level workers.
- Launched employer skills requirement survey in partnership with the Memphis Chamber.
- Secured state funds to implement an advanced manufacturing job training recruitment campaign.

Strategy Ten: Talent outreach and engagement.

PeopleFirst embraces the research that says the more that people feel connected to or embedded in a company or, by extension, a community, the more they are likely to stay. That's why much of the work around talent attraction and retention is designed to help people get to know the great things about the Memphis community, engage them with other great people, and help them feel a connection to

the community. Both the work of MPACT Memphis and Leadership Academy are dedicated to this end.

Note that these initiatives are also included under the MemphisED section of this report.

EFFORT 1 — The Leadership Academy recruits, cultivates, and engages diverse knowledge workers while also equipping businesses with the tools needed to attract and retain these highly sought workers. Specifically, Leadership Academy: 1) created and managed MemphisConnect.com, the online gathering place where diverse, city-shaping Memphians highlight local vibrancy and livability by sharing the initiatives, organizations, and activities that inspire them to make Memphis home; 2) created and managed *Memphis-The Summer Experience* in which undergraduate students, professional degree students, and recent graduates are acquainted with Memphis and encouraged to choose Memphis when launching their careers; and 3) established tools to equip human resources executives and hiring managers on the front line in Memphis' battle for talent with resources to help them recruit and retain knowledge workers.

Strategy leader: The Leadership Academy

Results:

- In 2010, The Leadership Academy retained 1,846 highly sought workers in Memphis, resulting in an economic impact of \$54.5 million.
- MemphisConnect.com is used as a recruiting tool to showcase the best of Memphis to potential hires. More than 135 diverse authors have posted nearly 1,500 articles highlighting all that Memphis has to offer. The site has attracted more than 100,000 unique visitors from 3,800 cities worldwide. It is currently used by and linked to the websites of a number of major employers.
- *Memphis 101* — a crash course about the culture, history, people, and politics that have shaped our city's personality — has inspired loyalty to Memphis for more than 4,000 students, professionals, newcomers, and native Memphians. *Memphis 101* is licensed exclusively to The Leadership Academy by archer>malmo.
- Through *Memphis – The Summer Experience*, 433 participants have become acquainted with our city's top amenities, and 92% of participants say they are more likely to choose Memphis as a place to launch their careers.
- Placed more than 350 knowledge workers on nonprofit boards and governmental commissions.
- Connected 386 newcomers in senior executive positions, representing 76 different companies, with local peers based on shared background and interests.
- Organized annual *Recruit-Relocate-Retain* forums for HR professionals from 129 companies to arm them with the innovative tools and resources necessary to attract and retain highly sought talent.

EFFORT 2 — MPACT Memphis is a 501(c)3 nonprofit organization founded in 2001 by a group of emerging Memphis leaders who recognized the vast untapped resource in the city's growing population under 40 years of age. MPACT Memphis, a national best practice, engages and supports today's diverse, creative generation of young professionals who want to connect with each other and contribute their unique talents to the community.

Strategy leader: MPACT Memphis

Results:

- Published *The Voice of MPACT*, one of the largest local surveys of young professionals in the nation.
- Hosted the annual *Soul of the City Gala* and presented the MPACT Maker Awards.
- Launched the MPACT Outlet event series, a unique general membership event combining live music, art, festivities, and spotlighted nonprofits.
- Produced the MPACT Memphis/Volunteer Memphis Nonprofit Expo which showcased more than 100 area nonprofit organizations and was attended by more than 2,000 people.
- Hosted an URBANEXUS event with *Next American City Magazine* on "The New Face of Civic Engagement in Memphis," attracting more than 150 people.
- Increased membership by 120%.
- Hosted 1,100 - 1,500 young professionals annually at MPACT civic events and 3,000 - 4,000 for social and networking events.

GOVERNMENT EFFICIENCY

A Memphis Fast Forward Initiative

In Memphis Fast Forward's first five years, it has been a driving force in making local government more efficient and effective, and by working as a full partner with the Memphis and Shelby County mayors, major milestones have been achieved. Few of these improvements in operations and cost savings receive headlines, but they are no less newsworthy, because they are substantially reducing costs and creating a culture of excellence in Memphis and Shelby County Governments.

As the economic growth program for our community, Memphis Fast Forward recognized early that the presence of a high-performing government is fundamental to creating an environment in which businesses feel confident in creating new jobs and making investments. Wise stewardship of tax dollars through strategic investments, efficient operations, and leadership contribute to a vision that can be supported by both the public and private sectors.

The concentration on government efficiency has produced a battery of significant changes to improve operations, advance financial planning, align functions, and reduce costs. Mayor Wharton, while county mayor from 2002-2009, launched, with the strong support of Memphis Fast Forward, a comprehensive plan of government efficiency, and once elected mayor of Memphis in October 2009, he immediately began a similar initiative there. Upon taking office in September 2010, Mayor Luttrell continued county government's emphasis on efficiency programs and built on them by adding his own objectives and priorities.

FIVE YEAR HIGHLIGHTS

- Put efficient and effective government as a major priority on the civic agenda.
- Executed a variety of strategies that saved more than \$75 million.
- Cuts costs and added new revenue streams as city and county governments dealt with the negative impact on revenues caused by the recession and cuts in federal funding.

City of Memphis Government – The Wharton Administration

Upon taking office as city mayor, Mayor Wharton set “efficient, responsive, and accountable” government as a top priority to bring more discipline to city finances, to pursue improvements to operations, and to create a culture of customer service. Highlights of initiatives undertaken by the Wharton Administration include:

- Appointed Strategic Assessment of Business Model Committee to recommend targeted improvements in city operations and processes. These recommendations are in the process of being implemented.
- Improved financial systems and fiscal management to bring revenues and expenditures in line:
 - Implemented zero-based budgeting.
 - Began Five-Year Strategic Fiscal and Management Plan to bring more stability to budgeting process and better forecasting of the city’s financial position.
 - Reduced use of temporary employees.
 - Revamped paid holiday schedule and reduced workforce; approximate savings: \$26 million.
 - Increased court costs for moving violations and parking tickets; approximate new revenues: \$4.8 million.
- Eliminated two divisions of city government to cut costs and improve alignment of core services.
- Began analysis to address Other Post-Employment Benefits (OPEB) and to reform pension program.
- Created, with Shelby County Mayor Mark Luttrell, Economic Development Growth Engine (EDGE) to place all city-county economic development tools and incentives under one agency for better coordinated and targeted use.
- Redeployed firefighters and equipment to align the location of equipment, trucks, and ambulances more directly with the kinds of calls in a specific area; purchased eight smaller response vehicles and initiated reorganization that will reduce the payroll by 111 people over three years; approximate savings: \$20 million over three years.
- Issued executive order on transparency.
- Signed new contract for outsourced Information Technology; approximate savings: \$1.5 million.

- Began evaluation of additional opportunities for outsourcing and it continues with an eye to recommendations during the FY13 budget deliberations.
- Reformed pension program by increasing employee contributions, raising retirement ages, and reducing benefits accrual rates.
- Consolidated anti-blight and cleanup functions into single division for more efficiency and effectiveness and adopted comprehensive blight strategy.
- Began work to create ChoiceStats program for performance measurement system and to implement first phase of 311 system in early 2012 (311 is a phone number for all non-emergency calls to City of Memphis and a data source for performance management program).
- Created award-winning homeless plan that reduces public costs in the areas of law enforcement, transitional housing, and crisis services while establishing comprehensive, individualized responses to the target population.
- Began program to assess condition of every city park and establish equipment and programming standards.
- Began comprehensive review of Memphis Police Department by Police Executive Research Forum; timetable and scope of work being developed.
- Created innovative financing plans so no city tax dollars are needed for Pyramid redevelopment, Fairgrounds redevelopment, and development of Pinch Historic Retail District.

“The creation of EDGE is a great example of government innovation at its best. Pulling previously disparate, poorly coordinated government economic development functions under a new, nimble umbrella entity has created a strategic and laser-focused effort needed to drive job creation for years to come.”

Johnny B. Moore, Jr., President of Suntrust Memphis and EDGE board member

Shelby County Government– The Luttrell Administration

From the first days after taking the oath of office, Mayor Mark Luttrell has emphasized the need for his administration to increase efficiencies and cut costs through functional consolidations and better operating procedures. The Luttrell Administration continues to pursue efficiencies and cost savings and is creating a performance management system to encourage them. Highlights of efficiencies achieved include (most of the stated savings are on an annual basis):

- Established a dependable rapid response system for citizens' complaints and created 10 grassroots groups to provide input and recommendations for improvements.
- Completed a comprehensive Business Process Assessment by Public Health Foundation Enterprises for the Shelby County Health Department that realigned systems to support core functions.
- Completed organizational efficiency study to realign and streamline cross-divisional functions; approximate overall savings: \$1.1 million:
 - Nine departments in Division of Community Services reorganized; approximate savings: \$140,000.
 - Personnel changes in Division of Corrections; approximate savings: \$200,000.
 - Reorganization of Division of Planning and Development; approximate savings: \$220,000
 - Merger and co-location of two departments in Division of Public Works; approximate savings: \$340,000.
 - Training and development section created in Human Resources Department.
 - Elimination of positions in Division of Administration and Finance; approximate savings: \$190,000.
- Created, with Memphis Mayor A C Wharton, EDGE to place all city-county economic development tools and incentives under one agency for better coordinated and targeted use.
- Co-located Shelby County Crime Victims Center with Mid-South Sexual Assault Resource Center to increase coordination and reduce costs and confusion.
- Reduced county bonded indebtedness by approximately \$6 million with refinancing.
- Executed budget control by developing strategies for reduced funding:
 - Elimination of 2% raise for employees; approximate savings: \$4.6 million.
 - Reduction of 46 positions; approximate savings: \$4.9 million.

- Changes to health insurance benefits; approximate savings: \$1.5 million.
- Increase in employee contributions to pensions: \$1 million.
- Adopted new pension plan for all employees hired after July 1, 2011 to address unfunded liabilities and protect financial stability of pension program.
- Began process with Tennessee County Technical Assistance Service to establish performance measurements for all departments and divisions and to produce county-wide scorecard.
- Established a comprehensive county-wide Strategic Plan and aligned Division plans to focus on three major objectives: (1) Building Trust and Confidence in Government, (2) Ensuring Maximum Efficiency in Government Operations, and (3) Delivering Programs and Services Effectively.
- Developed a plan to consolidate all computer systems throughout county government and, upon compliance by all elected officials, savings are projected at more than \$4 million annually.
- Established with Mayor Wharton the first joint city-county legislative agenda to more successfully influence the Tennessee Legislature by uniting on issues enhancing the community's health, safety, and economic development.

“ A high-performing, efficiently run government is fundamental to creating an environment in which businesses feel confident in creating new jobs and making investments. We are incredibly fortunate that Mayor Wharton and Mayor Luttrell both understand and are committed to wise stewardship of our tax dollars and continue to do the hard work required to continuously improve and streamline government operations. ”

Steve Reynolds, President & CEO of Baptist Memorial Healthcare Corporation and 2012 Chairman of Memphis Tomorrow

Shelby County Government – The Wharton Administration

While serving as chief executive of county government, Mayor Wharton conducted the first comprehensive efficiency study of county operations in its history and completed its first five-year Strategic Financial and Management Plan. County government's mission statement was rewritten to add: "We achieve this mission through...an open, efficient, and ethical government that is fiscally responsible and responsive to Shelby County's diverse needs."

Highlights of efficiencies achieved include (most of the stated savings are on annual basis):

- Reduced county bonded indebtedness by approximately \$200 million with refinancing and swaps, and reduced corresponding annual debt service.
- Reorganized and restructured management of The MED; approximate savings to the hospital's budget: \$20 million.
- Implemented functional consolidations that merged similar functions spread through several county departments:
 - Joined with City of Memphis to negotiate petroleum products at lower price; approximate savings: \$44,000.
 - Improved information technology in Division of Planning and Development; approximate savings: \$200,000.
 - Implemented the Jericho Project with Sheriff's Office to divert people with serious mental illnesses from Shelby County Jail; approximate savings: \$200,000.
 - Implemented joint maintenance agreement between Fire Department and Sheriff's Department; approximate savings: \$110,000.
- Developed master plan for county facilities to better use space, and ensure energy efficiency and ADA compliance; expected energy savings: 15-25%.
- Changed road and bridges maintenance procedure; approximate savings: \$110,000.
- Revised organizational chart and cross-trained staff of Division of Planning and Development to streamline and reduce workforce.
- Implemented annual physical verification of all county machinery and equipment, improved budgetary controls over positions, and revised travel policy.

- Adopted new staffing and cross-training programs:
 - Reduced temporary positions in Road Department; approximate savings: \$200,000.
 - Reduced staff in Housing Department; approximate savings: \$230,000.
 - Reduced staff in Regional Services; approximate savings \$500,000.
 - Reduced staff in Code Enforcement; approximate savings: \$200,000.
 - Reduced number of Head Start bus routes and staffing; approximate savings: \$115,000.
- Applied better technology to reduce costs and improve processes:
 - Standardized PCs to increase efficiency, outsourced information technology functions, and developed new IT plans to cut costs and digitize county services.
 - Purchased new computer-aided dispatch (CAD) equipment and re/co-located certain Fire Department operations; approximate savings: \$300,000
 - Eliminated postal costs for Land Use Control Board; approximate savings: \$20,000.
 - Implemented data-sharing between Code Enforcement and Clerk's Office to improve tracking of business licenses.
 - Improved processes at Code Enforcement for tracking and reporting complaints.
 - Improved shared access to tracking of criminal cases.
 - Reduced number of individual computer servers; approximate savings: \$12,000.
 - Reduced number of shared files to reduce paper and increase coordination; approximate savings: \$135,000.
- Reviewed all cell and land telephone lines to remove unused lines and implemented trunk balancing; approximate savings: \$280,000.
- Reviewed employee parking and office leases; approximate savings: \$260,000.
- Implemented In Lieu of Indictment Program between Public Defender's Office and Attorney General's Office; approximate savings: \$1.5 million.
- Changed inmate transportation system; approximate savings: \$200,000.
- Sold Oakville Memorial Hospital, one of the public nursing homes, to a private company to provide the same services; approximate savings: \$3 million.

STATE LEGISLATIVE/ BUDGET WINS

Each year the Memphis Fast Forward Steering Committee looks to the leadership of the four initiatives for state legislative agenda items needed to help advance progress in their respective domains. The Steering Committee then makes a decision on which items to adopt and advance as the Memphis Fast Forward legislative package. Below is a summary of the wins from the 2008, 2009, 2010, and 2011 legislative sessions. There was no package advanced for the 2007 winter/spring session since the Fast Forward initiative was just launched that January.

Operation Safe Community

Drug Court Expansion

- **The State of Tennessee funded \$2.5 million over five years to provide non-violent drug offenders with supervised drug treatment instead of incarceration.**

Domestic Violence Abatement

- **The State of Tennessee reestablished a division of the Shelby County general sessions court as a domestic violence court. All domestic violence cases at the general sessions court level are now being handled in this court, and vertical prosecution is being used by the District Attorney's Domestic Violence prosecution team.**

Problem Properties

- **Neighborhood Preservation Act.** The Act was successfully amended in 2007 to allow for a “private cause of action to abate public nuisance.” It was strengthened again in a 2009 amendment allowing the court to prohibit a sale of property that has been declared a nuisance unless the nuisance has been abated. The amended act also allows the court to award reasonable attorney's fees to the party who files suit under the Act. The Act was further strengthened in 2011 to address problem properties by specifically giving jurisdiction to the Environmental Court, clarifying the meaning and intent of key terms, and generally cleaning up the legislation.

Tougher State Law for Crimes Involving Guns

- **Legislation was enacted for tougher, mandatory sentences for possessing or using a gun when committing certain crimes, including murder, attempted murder, carjacking, kidnapping, burglary, and illegal drug possession.**
 - **For possession of a gun during the crime:** Additional mandatory sentence of three years, or five years if defendant has a prior felony conviction.
 - **For using a gun during the crime:** Additional mandatory sentence of six years, or 10 years if defendant has a prior felony conviction.
- **Tougher sentences were established for aggravated robbery.** Changed the amount of sentence which must be served before offender is eligible for parole from 30% to 70%; and no parole for two or more aggravated robbery convictions.

- **Aggravated burglaries were established as separate prior convictions.** All aggravated burglaries a defendant commits within a 24-hour period count as separate prior convictions for purposes of determining if the defendant is a multiple, persistent, or career offender under the criminal sentencing reform act.

Reducing Repeat Offenses by Adult Offenders

- **The State of Tennessee funded \$110,000 yearly for two years** in for a Shelby County Offender Re-entry Demonstration project.

PeopleFirst

Voluntary Pre-K

- **State funding for Pre-K classrooms** has been maintained, with adjustments for inflation, since 2007, and currently serves 35% (approximately 18,000) of Tennessee's at-risk four-year-olds. Expansion to all Tennessee's at-risk four-year-olds continues to be the goal for advocates.

K-12 Reform

- **The BEP 2.0 funding formula** for K-12 education was enacted, with significant financial benefit for both Memphis City Schools and Shelby County Schools. In the first year approximately \$48 million additional dollars went to MCS, and approximately \$17 million more went to SCS.
- **The First to the Top (FITT) Act** was passed, making significant policy changes instrumental in strengthening Tennessee's winning position in the federal Race To The Top (RTTT) competition, including adoption of a **new teacher evaluation system** and the establishment of an **Achievement School District** to help boost performance in the state's lowest-performing 5% of schools.
- **School Choice** has been significantly expanded. Since Tennessee first authorized the creation of charter schools in 2002, there have been incremental legislative modifications, with changes made in 2011 being especially significant toward expanding school choice. There are now 41 charter schools in Tennessee, serving 9,500 students (1.6% of Tennessee's student population).

Post-Secondary Reform

- **Complete College Tennessee Act.** In January 2010, Tennessee passed the Complete College Tennessee Act (CCTA), a comprehensive reform agenda that established new academic, fiscal, and administrative policies to drive growth in higher education attainment.

Specifically, CCTA established:

- For possession of a gun during the crime: Additional mandatory sentence of three years, or five years if defendant has a prior felony conviction.
 - A direct link between the state's economic development and its educational system through regional plans.
 - A new funding formula that gives greater weight to student outcomes rather than enrollment.
 - A new Performance Funding program which focuses on completion and graduation.
 - Institutional mission statements or profiles which distinguish each institution by degree level, program offerings, and student characteristics.
 - A common set of courses, offered and accepted by all public community colleges and universities, to ease the process of transferring from one institution to another, especially from two-year to four-year institutions.
- **The Hope Scholarship was expanded to summer school.** In 2011 Tennessee enacted legislation allowing students who have received the HOPE scholarship to apply for funding equivalent to what is available for fall and spring semesters for the summer semester as well. This important step accommodates many students eager to expedite the timeline for achieving their degrees.

MemphisED

Startups, High Growth Investments, and Innovation

- **Tennessee established the TNINVESTCO Program** to seed small businesses with the capital needed to bring a new idea to the broader marketplace and create jobs. The program allocated \$200 million in tax credits to a cross-section of venture capital funds to develop new companies in Tennessee. Memphis-based Innova was one of the first six firms awarded the tax credits.
- **The Memphis Research Consortium (MRC)** was established as part of the Complete College TN Act and received state funding of \$10 million. MRC is a collaborative venture to focus on long-term economic development and job creation by enhancing research and development in industries including public health, medical devices, medical and healthcare, bio-based products and chemical manufacturing, logistics and supply chain, computational and computer sciences, and learning technologies and related fields. The Consortium is comprised of the University of Memphis, the University of Tennessee Health Science Center, St. Jude Children's Research Hospital, Methodist Le Bonheur Health Care System, Baptist Memorial Health Care Corporation, the Memphis Bioworks Foundation, FedEx Corporation, Smith & Nephew, Wright Medical Technology, Inc., and Medtronic.

- **UT-Baptist Research Park.** The State of Tennessee funded \$7 million toward the Memphis Specialized Laboratory currently under construction with a scheduled completion date of March 2013.

Business retention, expansion, and attraction

- **Special designation of Shelby County** by the U.S. Dept of Commerce and Delta Regional Authority allows for draw-down of nearly double the amount of tax credits and other incentives for qualifying economic development projects.
- **Bio-device tax law clarification.** The State of Tennessee prevented significant additional burdensome taxation on the bio-device industry through a clarification of property tax law.
- **Incentives to promote in-state film, TV, and music production** made some progress. The State of Tennessee recapitalized the 2006 Visual Content Act with \$10 million and then another \$2 million.
- **President's Island rail loop.** State funded \$6 million toward President's Island rail loop to support logistics for local companies.

LEADERSHIP AND PARTNERS

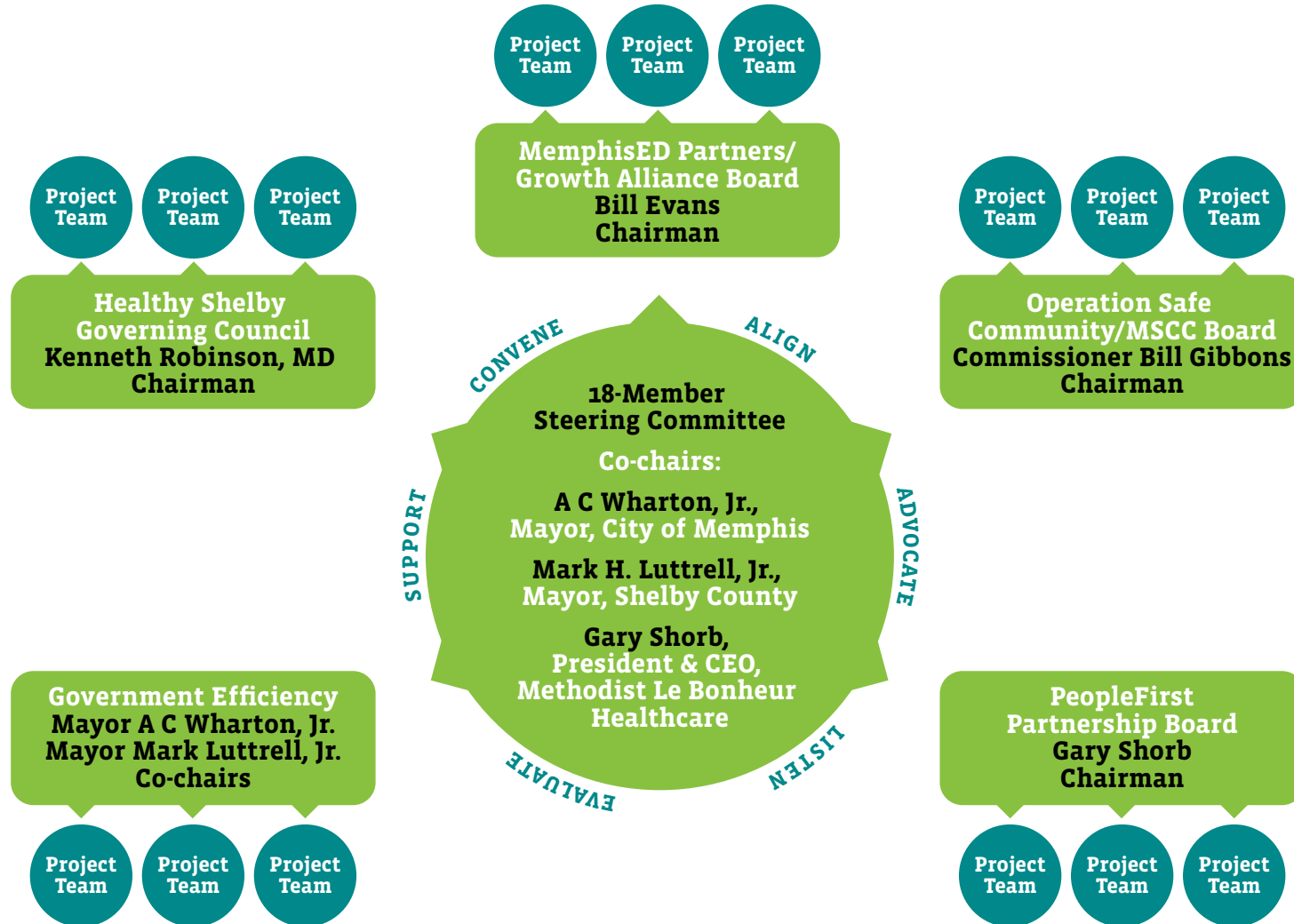
Memphis Fast Forward has a very highly structured organizational system to coordinate what would otherwise be a very messy conglomeration of people and organizations working in silos. This structure is the *backbone* of the effort, ensuring the many moving parts work in alignment while emphasizing individual accountability for specific pieces of the work. The components of this backbone are as follows:

- The Memphis Fast Forward conveners/co-chairs of the overall initiative are the City of Memphis Mayor, the Shelby County Mayor and Memphis Tomorrow.
- The Memphis Fast Forward Steering Committee supports the conveners/co-chairs by serving as champions and as a coordinating entity for the overall effort.
- “Quarterbacking” entities. For planning and implementation, all components of Memphis Fast Forward including PeopleFirst, Operation: Safe Community, MemphisED and now, Growth Alliance and Healthy Shelby, but with the exception of Government Efficiency, have multi-sector Governing Councils or Boards supported by a small staff which “quarterback” planning, implementation, and community engagement.
- Project teams and collaborating partners. Many of the strategies/projects within each major initiative are themselves implemented by collaborations of two or more organizations.
- Accountable Partners. While the work is embedded in partnerships and collaboration, each specific strategy/project has one or more accountable partners that bear responsibility for executing the work themselves or for making sure the work gets done by a team.

ORGANIZATIONAL INFRASTRUCTURE



This graphic provides a snapshot of the Memphis Fast Forward organizational infrastructure. Impossible to depict here, but *essential to the initiative*, are the hundreds of people and organizations – including businesses, members of academia, faith communities, neighborhoods, governments, members of the nonprofit sector, parents, caregivers, youth, and foundations – who have helped shape the Memphis Fast Forward goals and priorities and supported their implementation.



Memphis Fast Forward Co-Chairs and Steering Committee

- Co-Chair: Mayor, City of Memphis
- Co-Chair: Mayor, Shelby County
- Co-Chair: Memphis Tomorrow Board Designee
- Chair PeopleFirst!
- Chair Operation: Safe Community
- Chair MemphisED / Memphis Shelby Growth Alliance
- Chair Healthy Shelby
- Chairman, Shelby County Commission
- Chairman, Memphis City Council
- Two Suburban Municipal Mayors
- Chairman of Shelby County Legislative Delegation
- Six Business Leaders

PeopleFirst Partnership Board

- John Aitken, Superintendent, Shelby County Schools
- Sandra Allen, Director, Center for Children and Parents
- Austin Baker, Chairman, Society for Human Resources Management, Memphis Chapter
- Steve Bares, President & Executive Director, Memphis Bioworks Foundation
- Cheryl Beard, Executive Director, Urban Youth Initiative
- Miska Clay Bibbs, Chairman, MPACT Memphis
- Kenya Bradshaw, Tennessee Executive Director, Stand For Children
- Shannon Brown, Senior Vice President - Personnel, FedEx Express
- John Carson, CEO, Morgan Keegan, Inc.
- Dr. Kriner Cash, Superintendent, Memphis City Schools
- Nancy Coffee, President & CEO, Leadership Academy
- John Daniel, Executive Vice President, First Horizon National Corporation
- Edward J. Dobbs, President, Dobbs Management Service, LLC
- Reid Dulberger, President, EDGE
- Dr. Nate Essex, President, Southwest Community College
- Scott Fountain, Senior Vice President and Chief Development Officer, Baptist Memorial Healthcare
- Michelle Fowlkes, Executive Director, Operation Safe Community/Memphis Shelby Crime Commission
- Desi Franklin, Executive Director, Workforce Investment Institute
- Dr. Hank Herrod, Executive Director, The Urban Child Institute
- Dottie Jones, Director, Shelby County Community Services
- Mark Luttrell, Mayor, Shelby County Government
- Scott McCormick, Executive Director, Plough Foundation
- Dexter Muller, Senior Vice President, Greater Memphis Chamber
- Joe Pepe, President & Publisher, The Commercial Appeal
- Johnny Pitts, President, Lipscomb & Pitts Insurance, LLC

- Dr. Shirley Raines, President, University of Memphis
- Roland Rayner, President, Tennessee Technology Center
- Dr. Douglas Scarboro, Executive Director, Talent and Human Capital, Office of the City Mayor
- Gary Shorb, President & CEO, Methodist Le Bonheur Healthcare
- Teresa Sloyan, Executive Director, Hyde Family Foundation
- Blair Taylor, President, Memphis Tomorrow
- Regina Walker, Senior Vice President, Community Initiatives, The United Way of the Mid South
- A C Wharton, Mayor, City of Memphis
- David Williams, President & CEO, Leadership Memphis
- Fenton Wright, Director, Memphis Shalom Project

Memphis Shelby Crime Commission Board

- Ben C. Adams, Jr., Attorney, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
- John Aitken, Superintendent, Shelby County Schools
- Toney Armstrong, Director, Police Services Division City of Memphis Government
- Eric Bolton, Chairman & CEO, MAA
- Stephen Bush, Public Defender, Shelby County Government
- Dave Carlson, Director of Marketing, Smith & Nephew
- Kriner Cash, Superintendent, Memphis City Schools
- Kevin Clarkson, Senior Vice President, CB Richard Ellis
- Lee V. Coffee, Judge, Shelby County Government
- Harold Collins, Special Assistant to the DAG's Office, Shelby County Government
- John DeBerry, State Representative, Tennessee State Government
- John Dudas, Vice President, Belz Enterprises
- Randolph T. Dupont, Professor and Chairman, Univ. of Memphis Dept. of Criminology & Criminal Justice
- Ryan Ehrhart, Senior Vice President, Morgan Keegan
- Shea Flinn, Councilman, City of Memphis Government
- William L. Gibbons, Commissioner, Tennessee Department of Safety and Homeland Security, State of Tennessee
- Sharon Goldsworthy, Mayor, City of Germantown
- Terry Harris, Vice President, Customer Security Service, Federal Express Corporation
- Jeffrey Higgs, Executive Director, Lemoyne-Owen College Community Development Corporation
- Henry Hooper, Agent/Owner, State Farm Insurance
- Barbara Jacobs, Program Director, Plough Foundation
- Larry Jensen, President, Commercial Advisors
- Lisa Kranc, Senior Vice President, Marketing, AutoZone
- David Kustoff, Attorney, Kustoff & Strickland, PLLC
- Jim Kyle, State Senator, Tennessee State Government
- Pierce Ledbetter, CEO, LEDIC Mgt. Group, LLC
- Mike Longo, President, The ML Group LLC
- Mark Luttrell, Mayor, Shelby County Government
- Keith McDonald, Mayor, City of Bartlett

- Glenn Moore, President of Memphis Area Association of Realtors, Glenn Moore Realty
- Olliette Murry-Drobot, Executive Director, Family Safety Center
- Keith Norman, Pastor, First Baptist Church-Broad
- Mark Norris, State Senator, Tennessee State Government
- Kate O'Day, Commissioner, Tennessee Department of Children's Services
- Bill Oldham, Sheriff, Shelby County Sheriff's Office
- Chris Peck, Editor, The Commercial Appeal
- Curtis Person, Judge, Memphis and Shelby County Juvenile Court
- David Popwell, Chief Operating Officer, Banking First Horizon National Corporation
- Bill Powell, Shelby County Criminal Justice Coordinator, Shelby County Government
- Ed Stanton, U.S. Attorney, Western District of Tennessee U.S. Attorney's Office
- Jim Strickland, Councilman, City of Memphis Government
- Blair Taylor, President, Memphis Tomorrow
- Charles Traugher, Chairman, Tennessee Board of Probation and Parole
- Chris Turner, Judge, General Sessions Criminal Court
- Steve West, Senior Vice President, Methodist Le Bonheur Healthcare
- Amy Weirich, Shelby County District Attorney General
- A C Wharton, Mayor, City of Memphis Government
- Steve Zito, President of Sports & Entertainment Div., Andy Frain Services

MemphisED Accountable Partners

- Downtown Memphis Commission
- EmergeMemphis
- FedEx Institute of Technology
- Greater Memphis Chamber
- Innova
- LaunchMemphis/LaunchYourCity
- Leadership Academy
- Leadership Memphis
- Memphis & Shelby County Film & TV Commission
- Memphis Bioworks Foundation
- Memphis Convention & Visitors Bureau
- Memphis Music Foundation
- Mid-South Minority Business Council Continuum
- MPACT Memphis
- Riverfront Development Corp.
- Shelby Farms Park Conservancy
- University of Memphis FedEx Institute of Technology

Growth Alliance Board Members

Launched in 2011 as the new governing council for Memphis Fast Forward's job creation agenda.

- Jan Bouten, Partner, Innova
- Henri Brooks, Commissioner, Shelby Co. Board of Commissioners
- Scott Carmichael, Mayor, City of Lakeland
- Elizabeth Cawein, CEO & Founder, Signal Flow PR
- Paul Criss, President, Lakeland Area Chamber of Commerce
- Jonathan Cross, President, Jonathan Cross Ventures & Holdings
- Alandas Dobbins, Executive Director, M.O.R.E.
- Reid Dulberger, President, EDGE
- Meka Egwuekwe, Sr. Architect/Co-Dir. of Dev., Lokion
- Brian Elder, President, Arlington Chamber of Commerce
- Dr. Bill Evans, Director & CEO, St. Jude Children's Research Hospital
- Sharon Goldsworthy, Mayor, City of Germantown
- Charles Gulotta, President, Millington Chamber of Commerce
- Carolyn Hardy, President, Chism Hardy Enterprises
- Cato Johnson, Sr. V.P. of Corporate Affairs, Methodist LeBonheur Healthcare
- Stan Joyner, Mayor, City of Collierville
- Anna Kelly, Chairperson, Memphis Hispanic Chamber of Commerce
- Kevin Kern, Director of Public Relations, Elvis Presley Enterprises
- Terence Lewis, President & CEO, Trust One Bank
- Myron Lowery, Councilman, Memphis City Council
- Mark Luttrell, Mayor, Shelby County
- Keith McDonald, Mayor, City of Bartlett
- Tony Milton, Owner, Synergy Technologies Group
- John Moore, President & CEO, Greater Memphis Chamber
- Johnny B. Moore, President & CEO, SunTrust Bank
- Hank Mullany, CEO, ServiceMaster
- Iddo Patt, Director & Exec. Producer, Modern Production Concepts
- Fran Persechini, President & CEO, Collierville Chamber of Commerce
- Joe Royer, Co-owner, Outdoors Inc.
- Pat Scroggs, President & CEO, Germantown Area Chamber of Commerce
- David Slott, President & COO, ARS Investment Holdings, LLC
- Blair Taylor, President, Memphis Tomorrow
- John Threadgill, President & CEO, Bartlett Area Chamber of Commerce
- Ted Townsend, Regional Director of Greater Memphis, Tennessee Department of Community and Economic Development
- Floyd Tyler, President, Preserver Partners, LLC
- Mark Wender, COO, Soulsville Foundation
- Jason Wexler, President, Henry Turley Company
- A C Wharton, Mayor, City of Memphis
- Duncan Williams, President, Duncan-Williams, Inc.
- Archie Willis, President, Community Capital
- Mike Wissman, Mayor, City of Arlington

Healthy Shelby Governing Council

Launched in 2011 as the governing council for Memphis Fast Forward's new health and wellness agenda.

- Sandra Allen, Director, LeBonheur Center for Children and Parents
- Calvin Anderson, Chief of Staff and SVP Corporate Affairs, Blue Cross and Blue Shield of Tennessee
- Dave Archer, CEO, St. Francis Hospital
- Ruby Bright, Executive Director & CAO, Women's Foundation for Greater Memphis
- Eugene Cashman, President & CEO, The Urban Child Institute
- Michael Cates, Executive Director, Memphis Medical Society
- Dr. Reginald Coopwood, CEO, Regional Medical Center at Memphis
- Brian Dobbins, Executive Director, AmeriChoice
- Dawn Fitzgerald, CEO, Q Source
- Renee Frazier, CEO, Healthy Memphis Common Table
- Cevette Hall, Healthy Memphis Common Table Board Representative, Blue Cross and Blue Shield of Tennessee
- Willeen Hastings, CEO, Memphis Health Center
- Sally Heinz, Executive Director, Metropolitan Inter-Faith Association
- Russell Ingram, CEO, Memphis Research Consortium
- Doug, King, SVP & President – Spine, Medtronic Spinal Restorative Therapies Group
- Dr. Lisa Klesges, Dean & Professor of Epidemiology, School of Public Health, University of Memphis
- Shirley Lockett-Black, Interim Director, DHS
- Mark Luttrell, Mayor, Shelby County Government
- Yvonne Madlock, Director, Shelby County Health Department
- John Moore, President, Greater Memphis Chamber
- Dr. Scott Morris, Executive Director, Church Health Center
- Keith Norman, Pastor, First Baptist Broad
- Dr. Jarvis Reed, President, Bluff City Medical Society
- Steve Reynolds, President & CEO, Baptist Memorial Healthcare
- Eric Robertson, President, Community L I F T Corporation
- Dr. Kenneth Robinson, Public Health Policy Advisor, Mayor's Office, Shelby County
- Diane Rudner, Chairman, The Plough Foundation
- Douglas Scarboro, Executive Director Talent and Human Capital, Office of the City Mayor
- Dr. Steve Schwab, Chancellor, University of Tennessee Health Science Center
- Gary Shorb, President & CEO, Methodist Le Bonheur Healthcare
- Blair Taylor, President, Memphis Tomorrow
- Cristie Travis, CEO, Memphis Business Group on Health
- Regina Walker, SVP, Community Initiatives, United Way of the Mid South
- Burt Waller, Executive Director, Christ Community Health Services
- A C Wharton, Mayor, City of Memphis
- Jan Young, Executive Director, Assisi Foundation
- Donna Abney, Executive Vice President, Methodist Le Bonheur Healthcare
- Rose Lindsey, Administrator System Quality, Baptist Memorial Hospital
- Dr. George Mazell, CEO, Health Choice
- Bob Waller, Former Chairman, Mayo Clinic

Other Accountable Partners and Collaborators

- Agape-Powerlines Community Network
- AmeriChoice
- Art for Life's Sake
- Bill & Melinda Gates Foundation
- Black Business Association
- Boys Incorporated
- Center for Community Building & Neighborhood Action
- Center for Research on Women
- Children's Foundation
- Christ Community Health Center
- City of Bartlett
- City of Germantown
- City of Memphis
- City of Memphis Division of Community Enhancement
- City of Memphis, Legislative Advocacy
- City of Memphis, Office of Youth
- Community Foundation of Greater Memphis
- Community LIFT (Leveraging Investments for Transformation)
- Congregational Health Network
- Consilience Group, LLC
- Department of Children's Services
- Department of Human Services
- Early Success Coalition
- Erase Domestic Crime Collaborative Shelter and Supportive Housing Taskforce
- Exchange Club Family Center
- Family Child Care Alliance
- Family Safety Center
- Family Safety Center of Memphis and Shelby County
- Fight Crime Invest in Kids
- First Baptist Church – Broad
- Hadassah
- Healthy Memphis Common Table
- Hyde Family Foundations
- JustCare Family Network
- Juvenile Intervention & Faith-Based Follow-Up (JIFF)
- Le Bonheur Center for Children and Parents
- Le Bonheur Children's Medical Center
- Lemoyne-Owen Community Development Corporation
- Maximus
- Mayor's Innovation and Delivery Team (Bloomberg Philanthropies Initiative)
- Memphis and Shelby County Juvenile Court
- Memphis Area Women's Council
- Memphis Association for the Education of Young Children
- Memphis Child Advocacy Center
- Memphis City Schools
- Memphis City Schools Teacher Effectiveness Initiative Advisory Board
- Memphis Education Association (MEA)
- Memphis Shelby County Airport Authority
- Memphis Shelby County Existing Business Team
- Memphis Shelby County Health Department
- Memphis Shelby County Health Department FIMR

- Memphis Police Department
- Memphis Talent Dividend
- Meritan
- Methodist Congregational Network/County Commissioner
- Methodist Le Bonheur Healthcare
- Methodist Le Bonheur Healthcare – Congregational Health Network
- Neighborhood Christian Center
- New Leaders for New Schools
- New Mothers Study
- Nurse-Family Partnership
- Nursing Institute of the Mid-South, Inc.
- Office of Congress Woman Marsha Blackburn
- Office of Congressman Steve Cohen
- Office of Senator Bob Corker
- Office of Senator Lamar Alexander
- One by One Ministries
- Plough Foundation
- Porter-Leath Children's Center
- Qual-T
- Rangeline Community Development Center
- Ready, Set, Grow
- Shelby County Child Support/Maximus
- Shelby County Community Services
- Shelby County District Attorney General's Office
- Shelby County Division of Corrections
- Shelby County Drug Court
- Shelby County Early Home Visitation Collaborative
- Shelby County Government
- Shelby County Head Start
- Shelby County Mental Health Summit
- Shelby County Office of Early Childhood & Youth
- Shelby County Public Defender
- Shelby County Safety Net Collaborative
- Shelby County Schools
- Shelby County Sheriff's Office
- Smart City Consulting
- South Memphis Alliance
- Southeast Memphis Community Development Corporation
- Southwest Tennessee Community College Child Care Center
- Southwest Tennessee Community College
- Society for Human Resources Management
- Stand for Children
- Teach for America
- Teacher Effectiveness Initiative Advisory Board
- TECTA
- Tennessee Achievement School District
- Tennessee Board of Probation and Parole
- Tennessee Children's Trust Fund
- Tennessee Commission on Children & Youth
- Tennessee Department of Children's Services
- Tennessee Department of Correction
- Tennessee Department of Economic and Community Development
- Tennessee Department of Mental Health & Developmental Disabilities
- Tennessee Department of Safety and Homeland Security
- Tennessee Early Intervention System (TEIS)
- Tennessee Home Visitation Coalition
- Tennessee S.C.O.R.E.

- Tennessee State Department of Health
- Tennessee Voices for Children
- The Blues Project
- The Tennessee Department of Health
- The New Teacher Project
- The Urban Child Institute
- United States Attorney's Office – Western District of Tennessee
- United States Marshall
- United Way of the Mid-South
- University of Memphis Center for Community Building and Neighborhood Action
- University of Memphis Center for Community Criminology and Research
- University of Memphis Center for Research on Women
- University of Memphis Department of Criminology
- University of Memphis School of Social Work
- University of Tennessee Medical Group
- University of Tennessee Memphis - College of Preventive Medicine
- Urban Youth Initiative
- Vance Avenue Choice Neighborhood
- VSHP Medical Management
- Women's Foundation of Greater Memphis
- Workforce Investment Network

Funders

Partial List

There are so many financial supporters for the programs and activities that are associated with Memphis Fast Forward that is impossible to list them all. As a result, the list below is of funders that were a part of major collective fundraising efforts specifically under the banner of Memphis Fast Forward, one of its four major initiatives (such as Operation: Safe Community) and a few select major programs (such as Memphis City Schools Teacher Effectiveness Initiative). We appreciate greatly all the people, corporations, foundations, and government entities that contributed financially and with in-kind support to this collective progress of which our whole community can be proud.

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St. Jude patient Jonathon:
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