



CITIES OF SERVICE
HIGH IMPACT SERVICE PLAN
MEMPHIS, TENNESSEE

MAYOR A C WHARTON, JR.

ONE MEMPHIS HIGH IMPACT SERVICE PLAN

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Letter from Mayor Wharton



The city of Memphis is known for civil rights, blues music, and barbecue but also for our generous people. Memphians take pride in our city and share a strong sense of community.

This is what my vision of *One Memphis* has always been about--people working together, growing together to make our whole city stronger, safer and better for all. Our *One Memphis* Service Plan will harness the power of volunteers and direct it towards three specific areas of need—youth wellness, cleaning and greening and senior services. Investing in people and in each other is how we will make our great city even greater. Together, we can better this city for our children, take pride in our clean neighborhoods and lend a helping hand to our seniors.

So much great work is being done every day by volunteers throughout Memphis. My hope for *One Memphis* is to build on these achievements and to make a noticeable difference throughout our whole city.

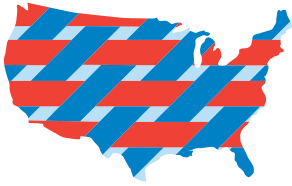
Working together, serving together, there is nothing we cannot accomplish as *One Memphis*.

Yours in service,

A handwritten signature in black ink, appearing to read "A C Wharton, Jr.", with a large, stylized flourish at the end.

Mayor A C Wharton, Jr.

ABOUT CITIES OF SERVICE



CITIES OF SERVICE

Founded in New York City on September 10, 2009 by 17 mayors from cities around the nation, Cities of Service (CoS) is a bipartisan coalition of mayors who have committed to work together to engage citizens in a multi-year effort to address pressing city needs through impact volunteerism. The coalition has rapidly grown since its inception and now includes more than 100

mayors, representing more than 49 million Americans across the nation.

American cities face serious challenges, and many mayors want to take advantage of every resource available to them – including the time and energy of public-spirited residents — to address those challenges. But in cities across America today, citizen service is often an underutilized or inefficiently utilized strategy by municipal governments. Cities of Service supports mayors to leverage citizen service strategies, addressing local needs and making government more effective.

All Cities of Service efforts are characterized by a concept called “impact volunteering” – volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress.



CITIES OF SERVICE METHODOLOGY

All Cities of Service coalition members receive technical assistance and support from Cities of Service to develop high-impact service plans. Much of this support follows a methodology outlined in the *Cities of Service Playbook*.¹

Like other coalition members that have developed high-impact service plans, Memphis first conducted a landscape analysis to identify both the specific challenges the City would address through service and the resources and opportunities available to support the effort. This landscape analysis included:

- Focus groups with key stakeholders, including representatives from city agencies, nonprofit organizations, colleges and universities, local businesses, and foundations; interviews with Volunteer Mid-South and city non-profits
- After completing the landscape analysis, Memphis developed a unique set of Cities of Service initiatives--“Impact Service Initiatives” to address specific challenges in the City’s priority need areas and “Infrastructure Initiatives” to address cross-cutting service challenges. Next, the City developed metrics to gauge the progress of each initiative and operational plans for implementation.



1. *The Cities of Service Playbook* is available for download at citiesofservice.org



INTRODUCTION



Mayor A C Wharton signed the Cities of Service Declaration of Service in May 2011 because he knew the powerful

effect that all citizens could have on the City of Memphis when they give their time, talents, and abilities. He committed to develop a High Impact Service Plan to call the community to action, getting Memphians involved in bettering their city. The initiative has been named *One Memphis* because its goal is to unite the citizens by engaging them in positive local change.

Mayor Wharton identified three priority areas: youth wellness; cleaning and greening; and serving our seniors, where current efforts are making an impact, but they could expand with more volunteers.

Youth wellness is the mental, physical, and

nutritional health of school-aged children and teenagers. Being healthy includes living in a safe community, learning leadership skills, and practicing good nutritional habits. *One Memphis* has partnered with Memphis Athletic Ministries (MAM), an organization that encourages physical activity, leadership, and financial literacy for youth. Students are attracted to MAM programs because they offer a variety of sports. Lessons such as teamwork and improving physical health are taught on the court, but off the court MAM provides a healthy snack plus mentoring. The goal is to provide more time mentoring the students by sending General Services volunteers and additional coach-mentors.

Additionally, *One Memphis* is working with the nonprofit Literacy Mid-South to tutor children with the Academy Tutoring project. This program aims to help students who have fallen behind catch up to grade level.

Tutors work with students in both reading and math. *One Memphis* is also partnering with KIPP Memphis Collegiate School's "KIPP Through College" program, a college mentoring program with Literacy Mid-South. The program's goal is to mentor high school students through the college process, beginning with setting college as a goal, practicing skills needed for standardized tests, and concluding with the interview and application phase. The desired outcome is to improve how the students view higher education and to show them it is attainable.

Community engagement coupled with Mayor Wharton's emphasis on beautifying our public spaces will be the keys to success for the cleaning and greening priority area. *One Memphis* is partnering with Memphis City Beautiful and their Memphis Make-Over campaign. In addition to beautification, the goals are to remove litter and blight from neighborhood communities.

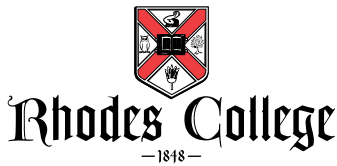
The third priority area is senior services with a focus on citizens over the age of fifty-five years. The goal is to improve the quality of life for the elderly, who make up almost 11% of the City's population. By partnering with Metropolitan Inter Faith Association's (MIFA) Meals on Wheels, *One Memphis* volunteers are supporting one of the largest advocates for the elderly. Meals on Wheels fed 2,909 clients last year with meals delivered to homes and taken to congregate sites. This program is more than just a meal; it is time with the elderly who are often homebound and missing daily social interactions. Volunteers will deliver meals, clean coolers, and tabulate survey data in the office to support

MIFA and the seniors they serve. In addition to MIFA, *One Memphis* is working with Literacy Mid-South's adult reading classes. The classes focus on reading and writing skills with seniors composing 40% of the student body. By sending more tutors to Literacy Mid-South, the senior learners will receive more small-group tutoring time, improving their reading and writing skills at a faster rate. Lastly, *One Memphis* is supporting Meritan's "Closing the Digital Divide" program, which teaches technology and computer classes to the elderly. Often seniors are unable to find employment because they lack basic computer skills, so these classes provide introductions to Microsoft Office, the Internet and email with the goal of making the elderly more employable. The goal is to increase the number of classes offered to reach more seniors looking to learn new technology skills.

To achieve these goals for each priority area, there will be kick-off events for each category to alert the public of these goals and organizations that need volunteers. Mayor Wharton will advocate by advertising and recruiting volunteers for *One Memphis* initiatives. The chief service officer will help recruit volunteers by advertising *One Memphis* and managing the website. Numbers of new volunteers will be reported to the officer along with specific impact metrics in order to track progress. The *One Memphis* website will be a portal where prospective volunteers can find information on all the organizations partnering with *One Memphis* and learn how to make positive change in the city through service.

A CITIES OF SERVICE PARTNERSHIP

Rhodes College and the City of Memphis



Through the Memphis Urban Fellows Program, Mayor A C Wharton provided Memphis college students with first-hand experience working in city government on pressing social issues as they earned college credit hours. As part of his continuing work to engage, retain, and attract young talent to serve the City of Memphis, Mayor Wharton conceived this unique college internship program when he was Shelby County mayor, but the program was given life in January 2011 under the leadership of Dr. Douglas Scarborough, Executive Director of the Mayor's Office of Talent and Human Capital. The Memphis Urban Fellows Program served as the incubator for Memphis' Cities of Service initiative launched in 2011.

Urban Fellow Madeline Patterson was selected to work on the Cities of Service project during the spring semester of 2011. A native of Carmel, Indiana, Ms. Patterson saw her fellowship as an opportunity to learn more about the culture of service in Memphis. Upon completion of her Urban Fellowship, Ms. Patterson applied for a Rhodes College Summer Fellowship to extend the internship. Having secured this grant for summer 2011, she was able to continue building Memphis' CoS program, called "*One Memphis*."

Rhodes College saw the unique value in this internship, particularly the skills learned leading the *One Memphis* project, and sought to formalize a long-term relationship with the Mayor's office. A fellowship was created at Rhodes that will continue to send one student to the Mayor's office every year to implement and continue refining the *One Memphis* program beyond Summer 2011. This relationship will allow the Rhodes student community to be more intimately involved in city government and allow the Mayor's office to benefit from the wealth of talent, energy, and creativity that Rhodes' students have to offer.



VOLUNTEER SERVICE IS NOTHING NEW TO THE PEOPLE OF MEMPHIS. IN FACT, SERVING OTHERS AND HELPING OUR CITY IS ONE OF OUR STRONGEST AND PROUDEST TRADITIONS.

HISTORY OF SERVICE

Volunteer service is nothing new to the people of Memphis. In fact, serving others and helping our city is one of our strongest and proudest traditions.

In 1879 after the devastating Yellow Fever epidemic, Robert Church purchased the first \$1000 bond to buy back the City's charter from the state of Tennessee. Church, a former slave was a self-made millionaire who believed in the City of Memphis, and gave generously to rebuild it after so much was lost during the outbreak.

In 1930, Memphis City Beautiful was created, the first such volunteer civic beautification organization in the country. Thanks to the diligent efforts of thousands of volunteers, Mem-



phis won awards for its beauty throughout the 1930's, '40s, '50s, and early '60s including the coveted Ernest T. Trigg "Nation's Cleanest City" award twice. The tradition was carried on through the 1980s and '90s with Memphis earning eight national awards from Keep America Beautiful.

Memphis' history is closely intertwined with the civil rights movement. The sanitation workers strike in the early spring of 1968 brought Dr. Martin Luther King, Jr. to Memphis

to support the public employees who were protesting unfair treatment. Following Dr. King's tragic assassination, faith leaders throughout Memphis came together to mobilize community faith around a vision of healing and social change. This vision resulted in the creation of the Metropolitan Inter Faith Association (MIFA) in April 1968, whose goal was to unite Memphis using volunteers from the faith community to serve others.

In moments of sadness and in moments of triumph, in times of struggle and in times of glory, the people of Memphis persevered thanks to their innovative spirit, profound sense of compassion for one another, and sheer hard work. This Cities of Service plan builds on those uniquely Memphis qualities to focus on organizations and programs that can make the greatest difference for the greatest number of people today and moving forward. Working hard and working together, we are *One Memphis*, growing stronger, safer, healthier, and more unified every day.

HOW WE SERVE

The estimated monetary worth of a volunteer’s hourly time in Tennessee is \$20;² however, the benefits for the community, individuals and volunteers cannot be defined with dollars. Those who volunteer often lead longer, healthier lives. Retired citizens who volunteer enjoy even more benefits in health from their service. Volunteering sometimes takes the place of a job, keeping the volunteer active and engaged, giving purpose to their time. Volunteers experience positive feelings about themselves and their communities when they make a difference, which could lead to a healthier life. Regardless of the reason, volunteering is good for both the community and the volunteer.

Memphis struggles with poverty and unemployment, both of which are serious barriers to volunteering. Cities with higher poverty rates and unemployment levels above the national average tend to have fewer volunteers. Memphis, however, is not a typical city. Memphians have historically shown extraordinary capacity for service and selflessness in the face of great civic challenges.

One Memphis provides a way for citizens to give their time to make a difference in the community. By partnering with organizations, *One Memphis* will support programs at these organizations that align with Mayor Wharton’s priority areas; youth wellness, cleaning and greening and senior services.

“PEOPLE WORKING TOGETHER, GROWING TOGETHER TO MAKE OUR WHOLE CITY STRONGER, SAFER AND BETTER FOR ALL”



2. Independent Sector “Value of Volunteer Time” 2010. http://independentsector.org/volunteer_time



ONE MEMPHIS

MISSION STATEMENT

One Memphis seeks to engage and empower Memphians to better their community through impact volunteerism. By working with each other and partnering with local businesses, non-profit organizations, schools, religious congregations, and community groups, citizens will unite to improve our city and make Memphis a “city of choice.”

PRIORITY AREAS MISSION STATEMENTS

YOUTH WELLNESS

Being healthy means living in a safe community, learning leadership, and practicing good nutritional habits. By partnering with organizations that promote holistic wellness – including physical and emotional health – *One Memphis* will encourage healthy lifestyles among young people. Once accomplished, these goals have the potential to positively influence school performance and reduce incidences of youth violence.

CLEANING AND GREENING

By partnering with organizations that encourage beautification, trash, blight and graffiti removal, *One Memphis* will engage citizens to improve their environment and the aesthetics of their city. Once accomplished, volunteers will feel a stronger connection to their surroundings, which is essential for long term community growth and environmental sustainability. Scores for the city’s litter index will decrease while property values rise over time as neighborhoods are cleaned.

ELDERLY SERVICES

By partnering with organizations that provide care to the elderly, *One Memphis* will address the needs of the city’s growing senior population including meal delivery and community-based care. Once accomplished, the program will have increased the number of meals delivered to the elderly and improve the quality of life for the senior citizens by providing volunteer and social opportunities.

ONE MEMPHIS INITIATIVES

YOUTH WELLNESS

MEMPHIS ATHLETIC MINISTRIES : PRESSING CHALLENGE A

Mentors are needed to form relationships with at-risk youth to encourage positive behavior and healthy lifestyles. In order to increase mentoring time, volunteers are needed to assist in performing the tasks that may detract or subtract time from working with youth.

INITIATIVE

To address these challenges, *One Memphis* is promoting volunteering at Memphis Athletic Ministries (MAM) because their programs focus directly on improving the physical and mental health in children. The goal of MAM is to provide afterschool athletics while teaching life skills, teamwork, and financial literacy. These programs are not only designed to keep students off the streets, but they also encourage growth in leadership, physical wellness, and financial literacy.

OVERVIEW

Youth wellness consists of mental, physical, and nutritional health for school-aged children and teenagers. Over 600 students are involved in small group mentoring; with more volunteers, that number could increase. MAM serves students through their thirteen centers around the city. There are three ways *One Memphis* volunteers can become involved in MAM's efforts:

- 1.** The Team Fan program consists of volunteers who cheer on the MAM teams during games. Often, these volunteers provide a snack, but more importantly they play the "cheerleader" role for the student athletes. MAM found that often students were missing the cheering parent component of athletics and began the Team Fan program to fill that void. A Fan sticks with one team throughout their season, sometimes throughout multiple seasons, supporting the student-athletes. During the season, volunteers must commit to weekly involvement, but they can share a team with other volunteers to reduce the time commitment if necessary.
- 2.** In addition to the Team Fan program, more General Services volunteers are needed in the evenings to prepare and serve snacks and dinner. An increase in volunteers, especially on weeknights at dinnertime, would allow the current coaches and staff to spend more time with the students instead of preparing and distributing food. When the trained mentor staff and mentor volunteers have more time with students, a connection can be made and mentoring time will increase. The General Services volunteer commitment can vary based on the volunteer's schedule.

3. Lastly, coaches are needed to practice with the team and attend games. A team may be shared by more than one coach, and the coach commits for at least one season of basketball. Coaches serve as mentors, teaching leadership, self-esteem, and sportsmanship. An increase in the coaching staff will allow MAM to spend more mentoring time with each student.

New volunteers are screened for criminal history, then participate in a mini training and take a test on the Internet. MAM has the capacity to increase its volunteer numbers and has a broad range of facilities across the city, making it both easy to reach students and convenient for volunteers.



MEASUREMENT

75 new volunteers will be sent to participate in MAM programming; number of volunteers will be sent to *One Memphis* coordinator monthly

IMPACT GOAL

The desired result is to expand programming to reach an additional 200 students in the next year.

YOUTH WELLNESS

LITERACY MID-SOUTH : PRESSING CHALLENGE B

In 2009-10 academic year, the State of Tennessee implemented a more rigorous academic curriculum, higher standards, and elevated test scores. TCAP testing results that year showed a great need to accelerate the academic performance of all students. Only 26% of students in grades 3-5 scored proficient or advanced in Reading/Language Arts. Twenty-four percent of students in grades 6-8 passed the exam and 38-37% scored proficient or advanced in English 1 and English 2 respectively. Scores for math proficiency were similarly discouraging; 24% of 3-5th grade students scored proficient or advanced, 13% of 6-8th graders met or exceeded grade level expectations, and 34% of Algebra 1 students were proficient or advanced. Of the students eligible for free or reduced lunch in grades 3-8, only 20% scored proficient or advanced in Reading/Language Arts. Similarly, only 15% of these students scored proficient or advanced in math.

INITIATIVE

To address these challenges, *One Memphis* is partnering with Literacy Mid-South's Academy Tutoring Project to help low-performing students in Memphis charter schools improve their reading and math skills.

OVERVIEW

Literacy Mid-South's Academy Tutoring Project recruits and trains community volunteers to provide one-on-one or small group tutoring for students below grade-level in math or reading. The program is offered at selected charter schools who serve students from low-income neighborhoods. Volunteers can work with elementary, middle, or high school students and must tutor at least one hour a week for the entire school year. A variety of timeslots are available to fit most volunteers' schedules.

MEASUREMENT

One Memphis will send 50 new volunteers to the Academy Tutoring Project over the school year. The number of volunteers will be reported at the conclusion of each training session. Teachers will be surveyed to see if students in the program had positive academic or behavioral changes. Further, the charter schools have a pre and post-test assessment for all students which *One Memphis* will use to compare the average student's improvement to a student in the program's pace and level of improvement.

IMPACT GOAL

The desired result is for teachers to see a noticeable difference in their student's behavior and academic performance, measured by an end-of-year survey and for students receiving tutoring to improve at a faster rate than those not enrolled, measured by the pre and post-test of all students.

YOUTH WELLNESS

KIPP MEMPHIS COLLEGIATE SCHOOL : PRESSING CHALLENGE C

The average ACT score for all Memphis City Schools graduating seniors is 16.6 (out of a possible score of 36). Only 5% are considered college ready based on ACT benchmarks. Forty percent of MCS graduates enrolled in a post-secondary education institution, but only 15.3 % can show that they completed a degree within 6 years of graduation. The challenge is to prepare high school students for the college application process with the final goal of success in higher education.

INITIATIVE

One Memphis is partnering with the Academy Tutoring Project and the KIPP Memphis “KIPP Through College” program that supports eighth grade completers plan, prepare, matriculate to and graduate from college.

OVERVIEW

In addition to tutoring, the Academy Tutoring Project recruits and trains volunteers for a new college guidance program called “KIPP Through College” at KIPP Memphis Collegiate Schools. This program needs volunteers to provide ACT/SAT test taking strategies, academic support, and guidance for KIPP students interested in attending college. The volunteers will be trained but the preferred volunteer is a current or recent college student, or a parent of a recent college applicant with firsthand knowledge of the process.

MEASUREMENT

One Memphis will send 20 new volunteers to the Academy Tutoring Project to support high school students in the “KIPP Through College” program. The number of volunteers will be reported at the conclusion of the school year in May 2012.

IMPACT GOALS

In the first year the goal is to see students’ attitudes about college and higher education attainment improve, tracked by a pre and post program survey.

WE DEFINE CLEANING AND GREENING AS THE REMOVAL OF LITTER AND BLIGHTED PROPERTY, COUPLED WITH USING BEST PRACTICES THAT MAINTAIN THE LONG-TERM BEAUTIFICATION OF OUR URBAN COMMUNITIES.

CLEANING AND GREENING

MEMPHIS CITY BEAUTIFUL PRESSING CHALLENGE

Once famed for its beauty, the City now struggles with litter and blight removal. Blighted neighborhoods decrease property values and do not bring new businesses with jobs to the area. The City does not have the resources to sustain cleanliness and, thus, looks towards communities to assist in the effort.

INITIATIVE

To address these challenges, *One Memphis* is partnering with Memphis City Beautiful and their Memphis Make-Over campaign to coordinate volunteers to clean neighborhoods and beautify the City. We define cleaning and greening as the removal of litter and blighted property, coupled with using best practices that maintain the long-term beautification of our urban communities.

OVERVIEW

Memphis City Beautiful and the neighborhood councils are the key groups spearheading clean-up efforts in the City. Memphis Make-Over has setup demonstration areas where the best practices will be tried with the goal of long term sustainability. The best practices for cleanups and beautification have been researched in depth and the demo areas will help Memphis City Beautiful and *One Memphis* to see which practices are ideal for our city. Long term, these efforts-- removal of blight and litter and beautification, will increase property values and city pride.

MEASUREMENT

Sustained absence of trash and blight, judged by *One Memphis* and Memphis City Beautiful

IMPACT GOAL

The goal is to promote self-sustainable neighborhoods in target areas, which will be regularly evaluated.

**“MY HOPE FOR ONE
MEMPHIS IS TO BUILD ON
THESE ACHIEVEMENTS AND
TO MAKE A NOTICEABLE
DIFFERENCE THROUGHOUT
OUR WHOLE CITY.”**



SENIOR SERVICES

METROPOLITAN INTER FAITH ASSOCIATION : PRESSING CHALLENGE A

MIFA's (Metropolitan Inter Faith Association) Meals on Wheels delivers meals to at risk seniors and the disabled around Shelby County. Due to their shortage of volunteers, MIFA staff members are often forced to deliver meals, in addition to their regular office duties. The holidays are even busier for MIFA and having more volunteers would allow the staff to use their time more efficiently.

INITIATIVE

To address this challenge, *One Memphis* is partnering with MIFA's Meals on Wheels program to send volunteers to deliver meals and provide other general volunteer services.

OVERVIEW

Meals on Wheels delivers free meals to the elderly over the age of 60 or disabled citizens. They deliver 1800 meals per week day thanks to 100 volunteers, with 750 meals home delivered and the rest at congregate dining centers that are located in senior centers. Meals on Wheels services four counties (Shelby, Fayette, Tipton, and Lauderdale Counties).

Last year 2,909 clients were served 399,166 meals to nutritionally at risk seniors and the disabled.

Many seniors come to the congregate sites for the social element of the meal and not just for the food. The social aspect is present for the home delivered meal recipients because they have a volunteer come to their home daily to talk with them as the food is dropped off. All meals are made at MIFA and are distributed throughout the service area.

Logistically, there are forty routes everyday with approximately 70-100 volunteers per week day. To be a driver, one must pass a background check, be over the age of 18, and have a current driver's license and proof of auto insurance.

One Memphis volunteers can join MIFA's volunteer corps in two ways. First, volunteers can drive a meal route if they meet the prerequisites listed above. MIFA can work with the volunteer's available time commitment to set the route and frequency. Small groups of three to four could go on a route together and meet the seniors receiving the meal.

Secondly, MIFA needs volunteers for logistical and office work like cooler cleaning, survey data entry, and gift basket packaging. Surveys are given to the meals clients, and volunteers are needed to organize the data. Around the holidays volunteers will be used in the office to coordinate donations for seasonal baskets. These tasks could occur less frequently than a meal route or be appropriate for the volunteer who does not meet all the qualifications for a route.

All volunteers must fill out an application and participate in a brief new volunteer orientation.

MEASUREMENT

Number of volunteers, goal of 50 for first year, to be reported to *One Memphis* coordinator monthly

IMPACT GOAL

The goal is to have all Meals on Wheels routes run by volunteers, with additional volunteers standing by in case of a shortage, freeing up staff time to work on other programming needs.

SENIOR SERVICES

MERITAN : PRESSING CHALLENGE B

As technology rapidly changes, senior learners often find themselves struggling to keep up. Further, the digital divide prevents some seniors from re-entering the workforce.

INITIATIVE

To address these challenges, *One Memphis* is partnering with Meritan to form a “Closing the Digital Divide” class for senior learners seeking to learn new computer skills to become more employable.

OVERVIEW

Meritan is a nonprofit organization providing services to seniors and the disabled. Their goal is to help individuals reach their optimum potential throughout life’s stages and the “Closing the Digital Divide” class is part of this mission.

“Closing the Digital Divide” will meet weekly or more frequently as the volunteer instructor sees fit. Classes should run for about three weeks covering appropriate computer and technology topics such as the Internet, email, Microsoft Office software, and keyboarding skills. The volunteer instructor will teach the class at a computer lab in one of three congregate sites: Ruth E. Tate Senior Center, Urban League or St. Andrews. The volunteer instructor is free to choose his/her topic with approval from the contact at Meritan.

MEASUREMENT

One Memphis will send two volunteers to Meritan for each month of classes running from August-May, with no class in December. The number of volunteer instructors will be emailed to the *One Memphis* coordinator monthly.

IMPACT GOAL

To reach 400 seniors during the next academic year and to keep the post-test performance high in these classes.

**“TOGETHER, WE CAN BETTER
THIS CITY FOR OUR CHILDREN,
TAKE PRIDE IN OUR CLEAN
NEIGHBORHOODS AND LEND A
HELPING HAND TO OUR SENIORS”**

SENIOR SERVICES

LITERACY MID-SOUTH PRESSING : PRESSING CHALLENGE C

120,000 adults in Memphis cannot read well enough to fill out applications or teach their children. Seniors especially feel isolated and depend on others to assist them with daily tasks involving reading and writing.

INITIATIVE

To address these challenges, *One Memphis* is partnering with Literacy Mid-South to combat illiteracy. Volunteers will tutor senior learners to better reading and writing skills in a small group and individual setting.

OVERVIEW

For adults and seniors, Literacy Mid-South has private tutoring during the day and evenings Monday through Friday and group classes. Students are taught how to better their reading and writing skills, increasing their confidence. At Literacy Mid-South, 40 percent of students in the adult classes are seniors over 55 years old. Tutoring has proven to be the best practice for improving reading and writing skills for senior learners.

MEASUREMENT

One Memphis will add fifteen volunteers for the adult classes over the year. The number of new volunteers will be reported to *One Memphis* coordinator bimonthly.

IMPACT GOAL

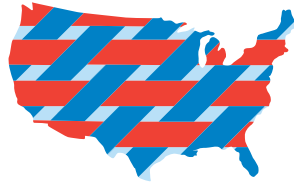
Over the academic year, the goal is to increase the hours spent tutoring so students improve at least one grade level.



ONE MEMPHIS INITIATIVES OVERVIEW

PRIORITY AREA	CHALLENGE	IMPACT SERVICE INITIATIVE	DESCRIPTION
Youth Wellness	Student athletes do not have support in the stands during games	Team Fan	Volunteers will cheer on a youth athletic team at their games during a season
Youth Wellness	MAM staff spends less time mentoring because they are doing set-up or serving snack	General Services volunteer	Volunteers will set-up and assist with after school snacks and programming
Youth Wellness	MAM cannot reach more students with current levels of volunteers	MAM team coach	Volunteers will coach a MAM athletic team
Youth Wellness	Shortage of vital tutors for below grade-level students	Academy Tutoring Project	Below grade-level students receive one-on-one tutoring in math or reading
Youth Wellness	KIPP Students need additional college preparation and guidance	KIPP Through College	Select students receive standardized testing tutoring and college guidance
Cleaning & Greening	The city struggles to sustain clean-up results	Blight and litter removal	Blight and litter plague neighborhoods
Elderly Services	MIFA staff often delivers meals because of shortage of volunteers	Meal delivery	Volunteers will assist in meal delivery process including cleaning coolers and running delivery routes
Elderly Services	Many over the age of 55 cannot read or write well enough for daily tasks	Senior Literacy	Illiterate seniors learn to read or improve their current skills
Elderly Services	Seniors need technology skills to be more employable	"Closing the Digital Divide"	Teaching computer & technology classes

BASELINE	IMPACT METRIC	MANAGING PARTNER	TIMING	OUTCOME
n/a	Crowd involvement at games	Memphis Athletic Ministry	August 2011 -May 2012	All teams will have one Team Fan
n/a	Number of new volunteers	Memphis Athletic Ministry	August 2011 -May 2012	Increase in mentoring time
1,100 students	Create additional teams	Memphis Athletic Ministry	August 2011 -May 2012	Reaching 200 additional students
250 current tutors	Number of students reached	Literacy Mid-South	August 2011 -May 2012	Accelerated rate of improvement by students receiving tutoring
3 guidance counselors and college mentors	Pre/post attitude survey	KIPP Memphis Collegiate Schools and Literacy Mid-South	August 2011 -May 2012	Students' attitudes about college attainment improve
Periodic clean-ups	Increase number of clean-ups	Memphis City Beautiful	July 2011 -July 2012	Sustained litter free neighborhoods
70-100 volunteers deliver 2,000 meals each weekday	MIFA staff are not delivering meals	MIFA	July 2011 -May 2012	All meals delivered by volunteers
350 volunteer tutors	Reduce class size	Literacy Mid-South	August 2011 -August 2012	All adult learners improve one grade level
0 current classes	Number of seniors reached	Meritan	Fall 2011 -Spring 2012	To reach 400 seniors who feel more comfortable with technology after the class



CITIES OF SERVICE

DECLARATION OF SERVICE

WHEREAS America has a proud tradition of service and volunteerism that dates back to the colonial era and today can be found in communities across the fifty states;

WHEREAS the bipartisan Edward M. Kennedy Serve America Act, signed into law by President Barack Obama on April 21, 2009 builds on this tradition, encouraging all Americans to serve their communities in new ways;

WHEREAS cities, home to many of the nation's most persistent challenges, are positioned to bring new leadership, facilitation, and innovation to the service movement;

WHEREAS the current need for public-spirited residents to help address increased hardship resulting from the global financial and housing crises is clear;

WHEREAS service enriches the lives of Americans of all ages, and each new generation of young Americans must be engaged to tackle emerging challenges;

NOW, THEREFORE, we resolve to develop a coalition of mayors from cities large and small to work together to harness and focus the energies of our citizens. Cities of Service coalition members will support efforts to increase service opportunities in our cities by:

Developing a comprehensive service plan and a coordinated strategy focused on matching volunteers and established community partners to the areas of greatest local need;

Working with other mayors and elected officials to advance strategies and best practices that accelerate the service movement and produce measurable results;

Encouraging other mayors to join this national effort to engage our citizens; and

Ensuring that the voice of cities is heard in federal legislative, policy, and program discussions related to service, which will help the country achieve the ambitious goals of the Serve America Act.

A handwritten signature in black ink, appearing to read 'A C Wharton, Jr.', written over a horizontal line.

A C WHARTON, JR.

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