

THEORY OF CHANGE: How we believe change will happen in Memphis

Current State

Memphis has many distinctive assets including a spirit of grit and entrepreneurship, strong civic pride (among many, but not all), and a rich arts and cultural identity. Additionally, significant investment has been made in K-12, which will be critical to the city's rebirth.

While there are many reasons change has been slow at times (e.g., siloed city-building efforts, history of racial division), there is real and growing momentum (e.g., K-12, greenways, riverfront, medical district, 4th fastest growing millennial population).

Memphis is now at an opportune moment. Memphis' size makes scaling change attainable, and presents a ripe period for leaders and community members' coalescing around a shared vision, committing to align, and listening to one another.

Change Happens When

Bold and aligned cross-sector investments are made to the cornerstones of place-based investment: reduced barriers to economic opportunity, physical assets that contribute to city-level vibrancy and inclusion, and innovative leadership that enables residents to thrive

Memphians are better aware of the progress taking place, feel empowered to contribute, and actively support city-building efforts

Short-Term Outcomes

Teaching and learning improvements are made with fidelity throughout the public education system, and barriers to learning are minimized

Public spaces and cultural anchors serve as centers of activity and interaction

Memphians experience and identify with arts and culture in much greater numbers

Strong and more diverse leadership bench grows for the public, private, and social sectors

More people and institutions support Memphis' city-building efforts through charitable giving; giving is more aligned and effective

Intermediate Outcomes

Education outcomes improve; better prepared workforce materializes

Neighborhoods across the city are vibrant, connected, and offer opportunity

Young people increasingly stay in Memphis and migrate to Memphis

Leaders are diverse, entrepreneurial, and work across sectors

A positive, shared narrative emerges as Memphians experience more points of unity

Long-Term Outcomes

Students are college and career ready

Memphis is known for job creation, opportunity, and career progression

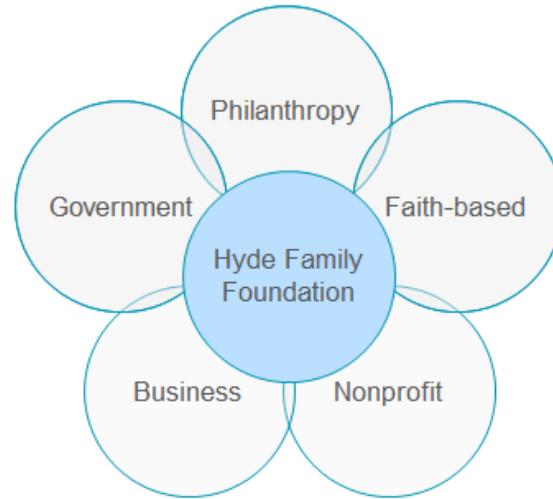
Economic vitality substantively grows a diverse middle class

All Memphians enjoy great quality of life

THEORY OF ACTION: How the Hyde Family Foundation will selectively help change happen in Memphis

HFF's North Star: A thriving, unified Memphis for all

Work across and connect all sectors...



...while turbocharging and communicating progress in four core areas

High Quality Education



Thriving Arts & Culture



Vibrant Spaces & Communities



Engaged Leadership & Civic Pride



HFF's unique role is to...

...to enable the three cornerstones of place-based success...

...measured through concrete outcomes by 2022

Access and Opportunity
Equipping all Memphians for upward mobility

- From preschool through postsecondary, achievement gaps close dramatically
- Public systems better serve residents by being aligned, high-quality, and accountable
- All Memphians have the opportunity and tools to complete a postsecondary program that helps them earn a family-sustaining wage and grow in the workforce
- Pipeline talent consistently meets employer need across all sectors

Connectivity and Vibrancy
Spaces and places throughout Memphis that are dynamic and foster interaction

- A network of public spaces throughout the city encourages diverse resident interactions
- Neighborhoods in the urban core are vibrant, connected, and primed for opportunity via better housing, small business development, and transit access
- Greenways and trails serve as connectors
- Arts and culture contribute to Memphis' economic and social vitality, and reflect the soul of Memphis

Aligned and Visionary Leadership
Leadership that enables residents to thrive

- Leaders in Memphis are diverse, entrepreneurial, and work across sectors
- Philanthropic and business leaders are aligned, effective, and increase their financial support of city-building efforts
- Public sector leaders have the vision, management skills, and support to make the best use of the city's resources
- Memphians are aware and proud of the progress being made in their city