



Whole Child Strategies Accomplishments Since Founding (2017)

Whole Child Strategies (WCS) is committed to developing strong, nurturing relationships built on trust and on a commitment to unmuting the voices of Memphis communities disproportionately affected by poverty. By collaborating with neighborhood schools and businesses, as well as local and national non-profits, we seek to create economic equity for residents, social stability for families, and educational success for students by identifying and addressing the **ROOT-CAUSES** hindering children from graduating on time, career and college-ready.

As an emerging partner in this important work, we expected to encounter challenges and obstacles along the way. But our team sees every obstacle as an opportunity to win the hearts and spirits of the schools, children, and families of Klondike and Smokey City. Through hard work and determination, we were able to foster authentic relationships with some of the neighborhood champions who had long been leading the battle for change and equity in their communities.

As a result, we have begun to establish a reputation among community leaders, as well as local and national funders, as an organization dedicated to supporting neighborhoods and communities with the resources that allow them to address those barriers that hinder children from graduating on time, career and college-ready.

There are four tenets that lie at the very core of what we do:

- Self Determination
- Coordination of Efforts
- Community Cohesiveness
- Resource Reallocation

When the global pandemic struck, our communities were hit hard by the economic and health crises that struck so many communities in our nation. However, we saw this as a chance to test the strength of our relationships and our ability to mobilize and meet their needs. The crisis afforded us the rare opportunity to stress test our efforts in serving communities in some of the most adverse conditions. We more than met the mark and now have the foundation needed to accelerate our work.



Partnership Network

Our network partners, summarized below, consist of the schools in the Klondike-Smokey City neighborhood, service partners whose efforts WCS is coordinating across those schools, and data partners who assist with collecting and processing the data needed for informed decision-making.

	2017-18	2018-19	2019-20	2020-21	2021-22
<i>Schools</i>					
Manassas High	Green	Green	Green	Green	Green
Humes Middle	Green	Green	Green	Green	Green
Believe Academy	Green	Green	Green	Green	Grey
Caldwell-Guthrie Elem	Green	Green	Grey	Hatched	Green
Vollentine Elementary	Green	Green	Green	Green	Green
Perea Elementary	Green	Green	Green	Green	Green
<i>Service & Resource Partners</i>					
City Year	Green	Green	Green	Green	Green
Communities in Schools	Green	Green	Grey	Grey	Grey
Family Safety Center	Green	Green	Green	Grey	Grey
ALL Memphis	Green	Green	Green	Green	Green
Cathedral of Faith	Green	Green	Green	Green	Green
<i>Data Partners</i>					
Innovate Memphis	Green	Green	Green	Green	Green

School years where the school or organization actively participated in the network are colored green. Believe Academy and Perea Elementary did not begin operations until the 2018-19 school year.

Capacity Building

For Whole Child Strategies to accomplish our goals, we need infrastructure. For place-based work that means having functional results-oriented working groups and other tools and processes to plan and implement solutions. At the same time, community members need to feel that something is happening and there are benefits to engagement. They need wins. Supporting residents in developing short-term interventions that are aligned with the problems as they define them is fundamental to trust-building, which is the most important element of place-based work.

Internal

Initially conceived as a program within the Memphis Education Foundation, three weeks in, we were asked to start a new organization. Whole Child Strategies, Inc. was then re-imagined as an independent organization, taking a new approach to ensuring children graduate on time, career and/or college-ready. Without a blueprint, we were tasked with conducting a program while building an organization. Essentially, building the plane while we flew it. Over the first 18 months, we reorganized; became a non-profit; designed and developed a data management system originally not contemplated, but necessary; in partnership with Shelby County Schools Administration and Board, KSC Community representatives, KSC charter school representatives, and a University of Memphis School of Education representative researched, designed and piloted a community-wide family engagement model; and raised additional dollars for our work.

Accomplishment	Date(s)	Notes
Implementation of centralized data management and processing plan, including a secure data storage system and a data dashboard for the partnership network.	2018-2019	
Restructured Internal Operations to accommodate work.	Fall 2019	
Family Engagement Framework. Developed through the Flamboyant Family Engagement Fellowship, with partners from the community organizations (KSC CDC and Cathedral of Faith), University of Memphis School of Education, SCS Board Member and Administrative Staff, and ASD Charter School;	Spring 2018 to present	Prototyping in 5 schools (ASD Charter and SCS schools) during the 19/20 SY: <ul style="list-style-type: none"> • MLK • Westside MS • Grandview MS • Springdale ES • Humes MS
Fundraising and Development Kresge Grants <ul style="list-style-type: none"> • \$50,000 • \$100,000 • \$100,000 (COVID-19 relief, shared with COMMONS) CARES Act Grant <ul style="list-style-type: none"> • \$100,000 (COVID-19 relief, shared with COMMONS) Shelby County Commission Grant <ul style="list-style-type: none"> • \$17,500 Community Foundation Grant <ul style="list-style-type: none"> • \$200,000 (COVID-19 relief, shared with COMMONS) • \$100,000 (from an anonymous donor via Community Foundation) 	2020	The Coalition of Metropolitan Memphis Organizations for Neighborhood Services (COMMONS) is a new (April 2020) collaboration between place-based nonprofits across the city, formed in response to the COVID-19 pandemic, but now also extending coordination of efforts beyond the immediate crisis.

Community - Outreach & Coordination of Efforts

Accomplishment	Date(s)	Notes
Creation of initial community resource map to facilitate resource coordination and root cause data collection.	2017-2018	Identified starter list of 27 businesses, 12 churches/FBOs, and 11 other local resources (food pantries, community centers, etc.).
Organizer face-to-face contact with each residence and business in KSC through on-ground neighborhood canvassing and partnership activities.	2017 to present	Approx. 5,000 residents and over 30 businesses
Neighborhood Council Peace Rally planned and implemented by KSC youth members in response to earlier gang shootings and the violence experienced in the community. Planning and attendance by the community is evidence of community cohesion - one of WCS goals.	July 2018	256 attendees

WCS community newsletter.		629 subscribers; 19-29% “opens”. Significantly above the industry standard of 21-22%.
Established Outreach Team Fellowship. Designed to build capacity within the community by hiring residents as organizers to promote self-sustaining organizing, support, and mobilizing of community around community issues and solutions.	Summer 2018	3 fellows hired from KSC, 1 who was hired as a full-time WCS employee.
Conducted 6 windshield surveys with community volunteers identifying blight.	2019	Partnership with city and nonprofit officials to drive through the neighborhood, identify (through the windshield) blighted properties, and report for mitigation.
Community events <ul style="list-style-type: none"> • Supported North Branch Library Thanksgiving. • Supported Cathedral of Faith Foster Care Parade & Community Festival. • Supported (to date) 10 Humes Soup Kitchens. • Held joint soup kitchen/holiday celebration with est. 	2019 2018, 2019, 2020 2018 to present December 2019	130 attendees at joint soup kitchen/holiday celebration.
COVID-19 resources: Identified, vetted, and shared 20 pandemic relief resources for community support.	Spring 2020	Enabled residents and stakeholders to find support for additional needs during the COVID-19 crisis.
Built community resource relationships with business owners, service providers, faith leaders, and government officials.	2017-present/ongoing	115 separate relationships.

WCS Direct Action Plans

Accomplishment	Date(s)	Notes
In cooperation with MATA, developed “KSC Residents on the Move”, a new bus line servicing Klondike and Smokey City.	2020-present	Per MATA statistics, 1,800 trips were taken during 2021.
Collaborated on Humes Place , a redevelopment plan to bring affordable housing for families and teachers to Smokey City.	2020-present	
Began a partnership with the Memphis Medical District Collaborative to expand the reach of their job assistance program.	2021-present	

Neighborhood Council

The Neighborhood Council consists of community stakeholders (students, parents, schools, residents, community-based organizations, faith-based entities, and business leaders) who identify community assets, needs, and gaps; prioritize the needs; identify and address the root causes creating the prioritized needs; and create and execute community-led plans designed to address root causes to out-of-school barriers. It is the mechanism that provides communities with the voice, information and resources to identify their problems, solve them, and remain accountable.

Accomplishment	Date(s)	Notes
WCS facilitates and supports the KSC Neighborhood Council (“NC”) as it progresses toward becoming a self-sustaining, community-led organization.	2017 to present	15 KSC Neighborhood Council meetings 343 distinct attendees
In addition to arranging and leading formative meetings, WCS provided or assisted the NC with:		
<ul style="list-style-type: none"> ● Implementation of a NC membership plan with tiers and incentives for participation and project involvement. 	February 2019	Planning began March 2018, approved by residents February 2019
<ul style="list-style-type: none"> ● Identification of 7 root-cause out-of-school factors affecting Attendance, Behavior, and Course Performance. <ul style="list-style-type: none"> ○ Community Engagement ○ Community Maintenance ○ Youth Engagement ○ Health and Wellness ○ Crime and Safety ○ Pathway to Employment ○ Transportation 	Spring 2019	Over the course of the first 18 months, through NC meetings, on-the-ground organizing, focus groups, and data from Network Partners and Schools, we collated all the qualitative and quantitative data and categorized the information. The NC reviewed, revised, and accepted the 7 categories and proposed projects.
<ul style="list-style-type: none"> ● 34 potential projects were proposed as short, intermediate and long-term solutions to the root cause of out-of-school factors 	Spring 2019-present/ongoing	15 have been initiated and 9 completed.
<ul style="list-style-type: none"> ○ NC membership rules development. 	February 2019	
<ul style="list-style-type: none"> ○ Summer camp for Humes and Manassas with. 	Summer 2019	22 participants
<ul style="list-style-type: none"> ○ Smokey City Neighborhood Watch 	Initiated September 2018	Ongoing, avg 20 members
<ul style="list-style-type: none"> ○ Historic, unprecedented Klondike and Smokey City Community Block party to bring together Klondike and Smokey City, building community cohesion as measured by neighborhood interest, and generating revenue for KSC 	August 2019	644 attendees <ul style="list-style-type: none"> ● 1.8 times the total number of NC attendees <i>since founding</i> ● 2.5 times the number of attendees at the July

based businesses, representing a demand for local business services.		2018 Peace Rally 22 KSC-based vendors Vendor revenue: \$5,534.78
<ul style="list-style-type: none"> ○ Humes clothing closet 	August 2019	Ongoing - Open to Humes students and families, and KSC residents.
<ul style="list-style-type: none"> ○ Humes school beautification. 	Spring 2019	<i>Completed</i>
<ul style="list-style-type: none"> ○ ACT prep workshop. 	Spring 2019	
<ul style="list-style-type: none"> ○ Blue light cameras. 	Spring 2019	<i>Completed</i>
<ul style="list-style-type: none"> ○ Community Grief Group: 2 full sessions complete and 3rd session in planning stages; total household impact still being measured. 	Initiated April 2019	<i>Ongoing</i> , 20 total participants (including 4 children)
<ul style="list-style-type: none"> ○ Uptown Lots Reimagined (in conjunction with the Shelby County CRA). 	Fall 2019	<i>In progress</i>
<ul style="list-style-type: none"> ○ Bus rider advocacy. 	Fall 2019-present	<i>In progress</i>
<ul style="list-style-type: none"> ○ Community food resource center 	Fall 2019-present/ongoing	<i>In progress</i>
<ul style="list-style-type: none"> ○ School food drive 	Fall 2018	<i>In progress</i>
<ul style="list-style-type: none"> ○ NC logo & swag 	Spring 2019	<i>Completed</i>
<ul style="list-style-type: none"> ○ Blight patrol/window surveys 	Fall 2018-Spring 2019	<i>In progress</i>
<ul style="list-style-type: none"> ● 3 ROOT-CAUSES PRIORITIZED - NC subcommittees formed to develop action plans for specific issue areas. 	Fall 2019	
<ul style="list-style-type: none"> ○ Crime and Safety 	Fall 2019-Spring 2020	12 participants (6 residents, 1 non-resident parent, 3 service employees, 1 educator, 1 community advocate).
<ul style="list-style-type: none"> ○ Transportation 	Fall 2019-Spring 2020	8 participants (5 residents, 3 educators).
<ul style="list-style-type: none"> ○ Housing/Homelessness 	Fall 2019-Spring 2020	14 participants (9 residents, 3 non-resident parents, 1 service employee, 1 business owner).
<ul style="list-style-type: none"> ● Neighborhood Champions identified for Klondike and Smokey City. Champions are community leaders who partner with Whole Child to identify resources, build 	Spring 2019 to present	6 champions

capacity, and take the lead on community projects.		
School-Based Activities		
• School-Based Focus Groups at Humes and Manassas	Fall 2018	4 focus groups 29 participants
• Manassas High School FAFSA workshop	Fall 2018	4 sessions 37 participants

Basic Needs & Resource Partner Grants

The impact of Basic Needs and Resource Partner Grants was tracked through funds and items disbursed in 2017-2018. The number of students impacted was not tracked until the 2019-2020 school year.

Activities	Date(s)	Students Impacted
Humes Preparatory Academy - 274 students enrolled for SY 2019-20. During the course of the partnership, targeted with the following programs:		
• Supplies	2017-2018	Provided school-wide
• Soup Kitchen	2018	Provided school- and community-wide
• Clothing Closet	2018 & 2019	Provided school-wide
• May 8th Grade Prom	2019	Provided for eighth grade
• Football Jackets 2019-20 State Championships	2019-2020	42
• Calculators	2019-2020	274
• School supplies	2019-2020	274
Believe Memphis Academy - 198 students enrolled for SY 2019-20. During the course of the partnership, targeted with the following programs:		
• Backpacks	2019-2020	203
• Resource Partner Grant #1 ALL Memphis literacy training	2019-2020	81
• Resource Partner Grant #2: athletic enrichment	2019-2020	198
Perea Elementary - 140 students enrolled for SY 2019-20. During the course of the partnership, targeted with the following programs:		
• School supplies and resources	Spring 2018	72
• Backpacks	Fall 2019	140
• Laundry and clothing closet	Spring 2020	140

Vollentine Optional School		
• Garden and outdoor learning	Spring 2020	358
Neighborhood Basic Needs (not including Family Safety Center services)		
• Access to city-wide summer camp opportunities	Summer 2018	11
	Summer 2019	22
• Clothing Closet to be available for residents at community events, Humes Soup Kitchen, community hours.	Planning began Spring 2019 for launch in March 2020	



Network Partner Activities

WCS conducts regular network partner and school leader meetings to share annual and monthly goals and adjustments.

City Year

2018-2019: Met their aggregate goals for the year as measured in on-track academic performance (increases from 35% to over 65% from Q1 to Q4 in ELA, and from 60% to over 70% in math).

City Year 2018-19	Humes	MSCG
Students Monitored	73	46
Interventions		
ELA	49	40
Math	39	
Attendance	1	14

2019-2020: Active in Humes Middle, Believe Memphis Academy, and Vollentine Elementary.

2020-2021: Active in Humes Middle and Vollentine Elementary.

Communities in Schools

2018-2019: Met internal metric goals for attendance and discipline outcomes at Humes, but not at Manassas.

CIS 2018-19	Humes	Manassas	Perea
Students Monitored	228	442	77
Interventions			
Attendance	27	68	20
Behavior	15	30	30

Family Safety Center

Basic needs and case management services for the community at large.

2017-2018: Program initiated. 73 instances of direct service provision in KSC; 25 cases under management at the end of the 2017-18 SY.

2018-2019: Caseload increased to 37, with 132 individuals impacted.

2019-2020: 172 direct service instances totaling \$33,526.

Cathedral of Faith

Basic needs and case management services for the community at large.

2020-2021: 242 direct service instances totaling \$47,930.

2021-2022: To date, 115 direct service instances totaling \$26,396.

ALL Memphis

2019-2020: Active in Believe Memphis Academy.

Disbursements by Category

FSC 2019-20	
Transportation	41
Food	48
Housing - Facilities	13
Housing - Utilities	60
Other	10
Subtotal	172
Value	\$33,526.23

CoF 2020-21	
Transportation	6
Food	35
Housing - Facilities	75
Housing - Utilities	93
Other	33
Subtotal	242
Value	\$47,930.31

CoF 2021-22	
Transportation	8
Food	11
Housing - Facilities	24
Housing - Utilities	59
Other	13
Subtotal	115
Value	\$26,396.27

Total Disbursements 529

Total Value \$107,852.81

COVID-19 Pandemic Response

Spring 2020

In reaction to the sudden increase in community needs, WCS provided direct aid to the Klondike Smokey City area, and also initiated the formation of a coalition of place/neighborhood-based organizations (Coalition of Metropolitan Memphis Organizations of Neighborhood Services, aka



COMMONS) to coordinate information gathering and aid distribution efforts.

WCS Aid Distribution Summary

June 13, 2020

Month	Type of Aid	Recipients	Households	Individuals	Value
Total					\$192,039.30
March	Food	Families of Humes & Perea Students	250	590	\$25,000.00
April	Food	KSC Residents	89		\$10,242.71
	Computers	Believe Students		201	\$10,050.00
	Computers	MSCG Students		479	\$23,950.00
	Gift Cards	Humes Students		228	\$15,141.50
	Gift Cards	Perea Students		142	\$7,100.00
May	Cash for Lost Income	KSC Residents	106	417	\$30,975.00
	Cash for Lost Income	Vollentine Students	67	251	\$16,050.00
	Food	KSC Residents	149		\$14,039.62
June	Computers	Perea Students		68	\$12,580.00
	Computers	Humes Students			\$15,000.00
	Masks (3,000 total)	KSC Residents			\$6,250.00
	Community Support	Neighborhood Champions			\$5,660.47

Winter 2020-21

During November and December of 2020, WCS administered (in collaboration with the COMMONS coalition) a \$100,000 CARES Act grant for COVID relief. WCS directly distributed \$25,530 of this grant, with \$14,904 going toward rent & utility payment relief, and the remaining \$6,825 given as cash support for economic hardship.