



B.E.S.T

Blight

Elimination

Steering Team

Action Plan 2020-2021

Introduction

The members of the Memphis Neighborhood Blight Elimination Steering Tea are proud to release the 2020-2021 Memphis Neighborhood Blight Elimination Action Plan. This is the fourth such plan in as many years. We remain committed to the shared vision and principles outlined in the Memphis Neighborhood Blight Elimination Charter in 2016, especially its guiding principle that “Every neighborhood in Memphis and in Shelby County has the right to be free from the negative impacts and influences caused by vacant, abandoned, and blighted properties.”

Past Action Plans led to successes such as:

1. Memphis Blighted Property Dashboard launched to track key blight indicators
2. Neighborhood Reports launched as a component of the Memphis Property Hub
3. Monthly community engagement sessions hosted for interested stakeholders
4. Creation of a citizen advocate approach to addressing problem multi-family properties
5. International Property Maintenance Code drafted and adopted by Memphis City Council
6. Amendments to Neighborhood Preservation Act passed by state legislature
7. Maps and data about “Top ten code violators” released quarterly
8. Plan to resolve top ten vacant properties completed
9. Small Developers Bootcamp launched with community partners
10. Toolkit of resources for BEST Roadshow presentations created

Collectively, we work hard to achieve agreed upon action items that will move the City of Memphis closer to a “blight-free” future where there are no vacant and abandoned properties and where communities do not suffer the financial and social costs of having blighted properties as neighbors. We undertake our work as a team to further our individual efforts to empower and improve neighborhoods.

Blight Elimination Steering Team Members

| | | |
|--------------------|-----------------------|-------------------|
| Aaron Hall | Janet Boscarino | Ryan Van Dinter |
| Abby Miller | Jessica Buttermore | Ryun Jackson |
| Abe Lueders | Jim Robinson | Shay Stevens |
| Amy Shaflein | John Cameron | Sheila Cunningham |
| Andrew Murray | John Paul Shaffer | Steve Barlow |
| Arash Shaban | Joseph Byrd | Steve Shular |
| Archie Willis | Julie Ellis | Susan Dalton |
| Ashley Cash | Julie Romine | Tameka Jameson |
| Austin Harrison | Juliet Douglas | Tanja Mitchell |
| Benjamin Rednour | Justin Entzminger | Tommy Pacello |
| Beth Wall Flanagan | Justin Merrick | Vincent Sawyer |
| Bradyn Carson | Kasia Smith-Alexander | Vivian Ekstrom |
| Brett Hanover | Kate Kananura | Will Gibbons |
| Brett Roler | Kathy Cowan | |
| Brigid Welsh | Kenya Hooks | |
| Britney Wright | Kenneth Cauley | |
| Brittany Williams | Kirk Bobo | |
| Cerita Butler | Larry Potter | |
| Chris Jones | Lauren Kennedy | |
| Chris Reeder | Lisa Brown | |
| Courtney Melton | Lenell | |
| Cruz Iglesias | Leslie Smith | |
| Cynthia Perez | Lydia Feng | |
| Daniel Schaffzin | Lisa Overall | |
| David Burgess | Lynda Whalen | |
| David Wright | Margie Smith | |
| Deveney Perry | Mairi Albertson | |
| Donna Olds White | Matt McCaffrey | |
| Donnell Cobbins | Mariko Krause | |
| Doreen Graves | Mary Baker | |
| Doug McGowen | Melanie Neal | |
| Dwayne Spencer | Mia Madison | |
| Dylan Holzemer | Michelle McGuire | |
| Eldra White | Michelle Wilson | |
| Ellery Ammons | Missy Marshall | |
| Emily Trenholm | Nadine McLean | |
| Eric Hall | Naveen Kumar | |
| Eric Neimeyer | Otis Tidwell | |
| Eric Robertson | Patrice Thomas | |
| Erik Stevenson | Paul Young | |
| Eun Shin | Paula Middlebrooks | |
| Freeman Foster | Philip Spinosa | |
| George Cates | Quincy Jones | |
| Ian Nunley | Robert Rowling | |
| Imani Jasper | Roshun Austin | |

Code Enforcement Committee Members

Steve Barlow
John Cameron
Corey Davis
Will Gibbons
Quincy Jones
Robert Rolwing
Vincent Sawyer
Danny Schaffzin
John Paul Shaffer
Brigid Welsh
Esther Sykes Wood
David Wright

Goal:

Focus code enforcement and anti-blight interventions and coordinate with public and private-sector neighborhood maintenance and community development efforts and investments.
Develop a streamlined, effective, and sustainable neighborhood maintenance system that encourages collaboration and coordination.
Deploy compatible blight fighting tools, strategies, and initiatives across different departments, agencies and in concert with nonprofit, civic and business partners.

Code Enforcement

- Action Item #1: Promote strategic geographic focus of code enforcement by coordinating ongoing place based initiatives such as Memphis 3.0 “Anchor” neighborhoods, the Memphis Affordable Housing Trust Fund, Convergence: Memphis and Memphis Transformed with ongoing activities of city and county code enforcement agencies such as receivership litigation, environmental enforcement and sign and zoning enforcement. Ongoing with twice yearly status reports on challenges and successes in coordination efforts.
- Action Item #2: Coordinate quarterly technical trainings about available code enforcement tools, taught by code inspectors from various city and county agencies. Invite community leaders at the neighborhood level and provide follow up to the training to assist in implementation. Commence: Q3 – 2020, and ongoing once per quarter. Coordinate with Community Engagement Committee.
- Action Item #3: Develop a recommended inter-agency operating protocol to more consistently enforce existing rental housing quality standards in support of renters’ rights to quality housing. Connect this effort to tenant education and outreach efforts of other local and state agencies. Due: Q4 – 2020.
- Action Item #4: Develop a recommended inter-agency operating protocol and a framework for a shared database between city and county code enforcement offices, the county land bank and city and county property tax collection offices. Due: Q1 – 2021.
- Action Item #5: Provide support and guidance to city and/or county government in the development and adoption of a rental property registry and licensing protocol for multifamily and single-family rental properties. Due: Q2 – 2021.

Community Engagement Committee Members

Andrew Murray
Ashley Cash
Brett Hanover
Britney Wright
Eldra White
Cruz Iglesias
Daniel Schaffzin
Donnell Cobbins
Ellery Ammons
Eric Neimeyer
Janet Boscarino
Lisa Brown
Michelle Wilson
Missy Marshall
Tanja Mitchell
Deveney Perry
David Burgess
Donna Olds White

Goal:

Develop and administer blighted property elimination programs and policies in close collaboration with neighborhood residents, businesses and organizations, then connect programs to neighborhood values, circumstances, needs, and priorities. Improve communication and awareness about resources available. Improve sensitivity of all involved to historic preservation, neighborhood planning, and racial and economic disparities across neighborhoods.

Community Engagement

- Action Item #1: Implement an outreach campaign in neighborhoods in North Memphis, including Klondike-Smokey City, designed to reduce the high propensity of solid waste/outside the cart violations, and identify additional target neighborhoods to campaign utilizing Division of Solid Waste data. Measure success by tracking the number of violations and awareness gaps for the identified target neighborhoods. Due Q4 - 2020
- Action Item #2: Create and deliver before and after presentations on illegal set-outs, including methods used to reduce the number of illegal set-outs; conduct windshield surveys, before and after those presentations, and community meetings to quantify the number of illegal set-outs in target neighborhoods to measure improvements; and prepare a detailed report for community leaders regarding those findings. Due Q3 - 2020
- Action Item #3. Work with community leaders to create and disseminate an SOP (standard operating procedure) and resource guide related to outside the cart and waste disposal issues, which will include: (1) detailed instructions for using the City of Memphis Curbside application; (2) a contact guide for Solid Waste Departments, including responsibilities and phone numbers; and (3) a FAQ guide, including a “do’s” and “don’ts” list. Due Q3 - 2020
- Action Item #4. Work with Code Enforcement committee to explore Citizen Code Enforcement Program to support City of Memphis Code Enforcement Inspection efforts Due Q3 - 2020
- Action #5: Community Engagement committee will take on additional projects to support property blight fighting efforts and other committee projects. Due: Ongoing, with reports on new projects biannually

Data Committee Members

Abe Lueders
Arash Shaban
Austin Harrison
Chris Reeder
Eun Shin
George Cates
Jessica Buttermore
John Paul Shaffer
Julie Ellis
Justin Entzminger
Lydia Feng
Melanie Neal
Nadine McLean
Susan Dalton

Goal:

Adopt Standard Indicators of Blighted Property. Compile, update, and broadly use best available data to more accurately document, measure, and track trends about different types of blighted properties in Memphis and Shelby County.

Data

- Action Item #1: Create a Data Dictionary cataloguing information found in publicly available data sources, by adding any missing public data sets to the data currently found in the Civic Data Hackathon. After determining the best website to utilize, publish the Data Dictionary and create a strategy to disseminate the information. Due Q4 - 2020
- Action Item #2: Create a publicly accessible repository for studies and reports related to blight, neighborhood data collection, neighborhood plans, and other materials of interest to communities, which will include compiled studies and reports completed by various community development agencies in Memphis. After determining the best website to utilize, publish the Data Dictionary and create a strategy to disseminate the information. Due Q4 - 2020
- Action Item #3: Operationalize the Equity Scorecard to evaluate key indicators impacting Memphis communities by building a neighborhood project evaluation tool, using the Equity Scorecard indicators, that can be integrated into the Memphis Property Hub. Due Q1 - 2021
- Action Item #4: Incorporate a Memphis-specific displacement typology into the Memphis Property Hub and identify categories of displacement relevant to Memphis neighborhoods to better understand the local causes of displacement. Due Q2 - 2021
- Action Item #5: Collaborate with the Reclaim and Reuse Committee to produce a Memphis version of the vacants2values website by: (1) determining the elements and indicators to be included in the Memphis V2V maps; (2) creating an embedded map that can live on home901.org as a proof of concept; and (3) deciding which long-term host to utilized for this tool. Due Q2 - 2021

Reclaim and Reuse Committee Members

Amy Shaflein
Archie Willis
Beth Wall Flanagan
Brittany Williams
Dylan Holzemer
Emily Trenholm
Kirk Bobo
Mariko Krause
Mary Baker
Patrice Thomas
Paula Middlebrooks
Roshun Austin
Sheila Cunningham
Doreen Graves
Eric Stevenson
Leslie Smith
Vivian Ekstrom

Goal:

Encourage and incentivize productive reuse of vacant and abandoned properties, including repurposing vacant land and buildings, increased demolition of useless structures when appropriate, urban greening and other nontraditional land uses. Promote a culture across Memphis that when it comes to vacant and abandoned property, "Doing Nothing is Not an Option."

Reclaim and Reuse

- Action Item #1: Continue to deploy a citizen advocate approach to the resolution of the current top 20 vacant and abandoned multi-family complexes, which will continue to be led by committee members specifically assigned to each property. As properties are resolved, update the top 20 list with new properties and assignments. Due: Ongoing, with quarterly updates
- Action Item #2: Collaborate with the Data Committee in enhancing the home901.org website to work in conjunction with the housing corners on the Memphis Public Libraries.
- Action Item #3: Identify at least 1 lot or parcel within a Memphis 3.0 “Anchor” neighborhood and collaborate with the area’s local community group to revitalize or reclaim the lot or parcel with a desired project chosen by the local community.

COVID-19 Response

- Action Item #1. The Blight Elimination Steering Team will continue to support city-wide efforts to reduce evictions when possible, including advocating for the City of Memphis and Shelby County Eviction Settlement Program expected to launch July 1, 2020.
- Action Item #2: The Blight Elimination Steering team will support enhancing the efforts of Whole Child Strategies and CTC in their targeted place based initiative

The following members of the Blight Elimination Steering Team agree to work collaboratively to achieve the goals and milestones described in the preceding sections.

Shelby County Chancery Court
Memphis Medical District Collaborative
Downtown Memphis Commission
United Housing
CRA
UTHSC
ComCap Partners
Office of Planning and Development

Pigeon Roost
Neighborhood Preservation, Inc.
Memphis 3.0
Urban Art Commission
Downtown Memphis Commission
Neighborhood Preservation Clinic
Neighborhood Preservation Clinic
Dept of Public Works
Shelby County Schools
IOBY
Memphis Habitat
Public Health
MLGW
THDA
University of Memphis Cecil C. Humphreys School of Law
Memphis City Beautiful
MLGW
BLDG Memphis
BLDG Memphis
Shelby County Trustee's Office
THDA
City of Memphis
Habitat For Humanity of Greater Memphis
Shelby County Chancery Court
Memphis City Beautiful Commission
DMC
High Ground News

THDA
The Works, Inc.
Community LIFT
DMC
UTHSC
City of Memphis Attorney
Neighborhood Preservation, Inc.
Innovate Memphis
Neighborhood Preservation, Inc.
Clean Memphis
CAESER
Shelby County district Attorney General Office
Shelby County Environmental Court
BLDG Memphis
MLGW
Butler Snow PLC
Habitat For Humanity of Greater Memphis
Habitat For Humanity of Greater Memphis
Innovate Memphis
Center for Transforming Communities
Shelby County Health Department
Center for Transforming Communities
Regions Bank
City of Memphis
NPI
Hnedak Bobo Group, Inc
Former judge
Urban Art Commission
Memphis Transformed
Center for Transforming Communities
Blight Authority of Memphis
CAESER
Shelby County Health Department

MLGW
Division of Housing & Community Development, City of Memphis
BLDG

The following members of the Blight Elimination Steering Team agree to work collaboratively to achieve the goals and milestones described in the preceding sections.

Memphis Medical District Collaborative
NPI Memphis, Community/Neighborhood Planning
Specialist
Neighborhood Improvement Department, City of Memphis
Memphis Tilth
Shelby County
Neighborhood Preservation, Inc.
Keep Tennessee Beautiful
Innovate Memphis
University of Memphis
City of Memphis Neighborhood Improvement
Shelby County CAO
Housing and Community Development
TDEC
Greater Memphis Chamber
ComCap Partners
County Attorney/ Code
The Works, Inc.
HCD
Mayor's Office
Center for Transforming Communities
Neighborhood Preservation, Inc.
Neighborhood Preservation, Inc.
City of Memphis
Innovate Memphis
Habitat for Humanity of Greater Memphis
Uptown Partnership
Memphis Medical District Collaborative
Neighborhood Preservation, Inc.
Memphis-SC Office of Sustainability
SCDAG