

DRESS FOR SUCCESS®  
PROFESSIONAL WOMEN'S GROUP  
*SUCCESS SUMMIT*

"I AM A WOMAN OF POWER!"

JULY 24-26, 2009  
SAN FRANCISCO, CA



PRESENTING SPONSORS



*Worldwide Leader in Specialized Consulting & Staffing Services Since 1948*

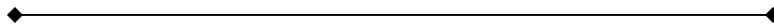
RONA JAFFE FOUNDATION



## What is the *Success Summit*?

The **Professional Women's Group *Success Summit*** is a conference for both Professional Women's Group members and Professional Women's Group coordinators to develop leadership capabilities through networking, by learning new personal and professional skills and by exploring issues surrounding employment retention. The Professional Women's Group *Success Summit* will require members to take on a charge: members will leave the conference with the tools to lead their local Professional Women's Group chapter members, mobilize additional resources in their community and bring awareness to a local community initiative. The Professional Women's Group *Success Summit* will train our Professional Women's Group coordinators on current recruitment and retention program trends and on the skills necessary to implement cutting edge employment retention programming.

The *Success Summit* was held on July 24-26, 2009 at the Sir Frances Drake, a Kimpton Hotels and Restaurants property in San Francisco. Kimpton Hotels, a San Francisco-based company known for its collection of stylish independent lifestyle hotels, is the exclusive hospitality sponsor for **Dress for Success** and one of the *Success Summit's* Presenting Sponsors. Kimpton Hotels and Restaurants is providing hotel and meeting rooms for the conference. All other costs associated with the conference including air travel for the attendees will be raised through corporate sponsorships.



## DRESS FOR SUCCESS FACTS

**Dress for Success** promotes the economic independence of disadvantaged women by providing professional attire, a network of support and the career development tools to help women thrive in work and in life.

Each **Dress for Success** client receives one suit when she has a job interview and a second suit and business separates when she gets hired. She is then invited to join the **Professional Women's Group** – an international networking association exclusively for **Dress for Success** clients. Created to promote employment retention and career advancement, this program consists of monthly seminars in a supportive environment in which to develop professional skills and learn how to network. It is the first and only retention model that moves low-income women towards self-sufficiency by addressing their social and economic needs in relation to work, home and community.

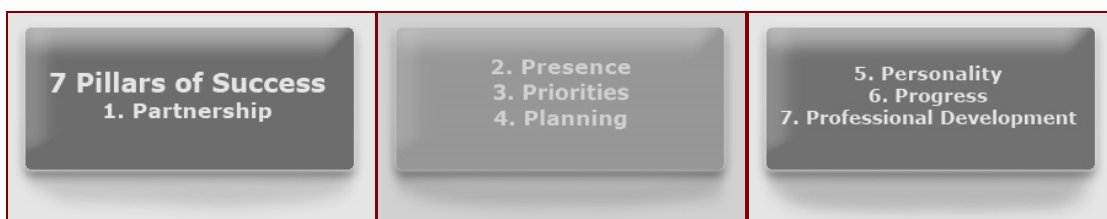
**Dress for Success** has over 100 affiliate locations across the United States, Poland, Mexico, West Indies, Canada, United Kingdom and New Zealand. The following is a list of the 63 active city **PWGs**.

Albany, NY	Delaware	Memphis, TN	Racine, WI
Atlanta, GA	Denver, CO.	Mid-Fairfield Co., CT	Regina, Canada
Austin, TX	Detroit, MI	Midwest St. Louis, MO	Rio Grande Valley, TX
Baltimore, MD	Greater Orlando, FL	Morris County, NJ	San Antonio, TX
Boise Valley, ID	Halifax, Canada	Newark, NJ	San Diego, CA
Boston, MA	Hampton Roads, VA	New Hampshire	San Francisco, CA
Brookhaven, NY	Hartford, CT	New York, NY	Seattle, WA
Charlotte, NC	Houston, TX	Northland, New Zealand	Shreveport-Bossier, LA
Chicago, IL	Hudson County, NJ	NW Minnesota	South Central, PA
Cincinnati, OH	Indianapolis, IN	Portland, OR	Southern Maine, ME
Cleveland, OH	Jackson, MI	Palm Beach Co., FL	Tampa Bay, FL
Colorado Springs, CO.	Joliet, IL	Peoria, IL	Triangle NC
Columbus, OH	Little Rock, AK	Pittsburgh, PA	Vancouver, Canada
Dallas, TX	Louisville, KY	Wichita, KS	Warren-Youngstown, OH
Western Massachusetts, MA			Washington DC

**The outcomes goal** of the *Success Summit's* is to have participants unveil accomplishments and prepare new task for the following year. The conference involved interactive workshops, networking opportunities, skills development, increased economic awareness, workforce development tools and resources, as well as achievement awards recognizing outstanding women and their affiliate. Participants received tools to help create an annual action plan based on three areas: leadership, community action, and self improvement. After the conference, participants are to be involved in interactive PWG activities to help achieve specific tasks on their annual action plan. By the end of the conference, the *Success Summit's* short and long-term impact was seen in the following ways:

- Through the workshops and networking opportunities, delegates and coordinators developed hard skills such as project management, networking, public speaking, mobilizing resources and goal setting.
- The aim of the Community Action Project is to increase the self-esteem of conference participants so that they can impart this same confidence to their fellow Professional Women's Group members-and benefit their community in a very tangible way. This initiative instills in each woman a sense of responsibility and competency.

By the end of August 2009, the participants will have developed a 12-month personal development work plans that include measureable action activities for goals setting as agreed upon by individual and affiliate-based objectives. By the end of August 2010, at least 65% of the participants will have shown at least an 80% achievement rate in terms of their personal and affiliate-based goals as tracked on their action plans.



# SUCCESS SUMMIT ATTENDEES

One **Professional Women's Group (PWG)** member from each affiliate was invited to attend the *Success Summit*. Nominated by her group's coordinator, the delegate chosen has demonstrated leadership skills and was enthusiastic not only about learning, but leading their local Professional Women's Group members on a new journey. Our **Professional Women's Group** coordinators are dedicated full-time and part-time staff and volunteers who serve as trainers, role models, counselors and mentors to our members. They are responsible for marketing, recruitment, strategic planning and program evaluation. Dress for Success is dedicated to ensuring they receive the most up-to-date research on employment retention programs and the resources, support and guidance that they need in order to continue running effective programs. The *Success Summit* promotes leadership development.

## 2009 PWG Statistics Based On Typical Year:

**42 is the average age of a Professional Women's Group member.** Women between the ages of 14 and 80 utilize programs offered by the Professional Women's Group.

**More than 69% of our members are women of color.**

**76% of Professional Women's Group members remained employed after one year.**

**27% work more than one job.**

**20% of members enrolled in or completed educational programs.** 12% of members have either a 2- or 4-year college degree.

**84% of Professional Women's Group members stated they were the primary wage-earner.** Nearly half of our members have children under the age of 18 and many have their 20-something children still living at home.

**Most women have 2 or more children.** 12% also care for their parents or grandchildren.

**More than 25% are married or in long-term stable relationships.**

**12% own their own home.** The majority of members rent, but many members either live with relatives or in supportive housing such as homeless/domestic violence shelters or drug treatment programs.

**Only 27% have employer-sponsored health insurance.**

**60% of members said they had Internet access at home.**

**85% of members own cell phones.**

## 2009 Success Summit Delegates /Coordinators Facts:

- Delegates have been Professional Women's Group members for an average of 2.4 years.
- Delegates range in age from 22 to 60; 42 is the average age.
- 84% of delegates have children, ranging in age from 1 year old to adult.
- 81% of delegates are women of color.
- 100% of delegates are employed.
- Nearly 40% supervise others as a responsibility.
- Some of the industries represented include 26% working in Government, 19% in Clerical, and 14% in Health Care.
- 29% of delegates have earned an undergraduate or graduate degree and 63% have earned some college credits.

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- The coordinators who attend are both volunteers and paid staff at Dress for Success affiliates.
  - Average length of time coordinators have been involved with DFS is 3.35 years; the range is 5 months to 10 years.
  - 26 of the 44 coordinators hold paid positions in either full or part time DFS positions.
  - 18 of the 44 coordinators are volunteers; 15 of these volunteers hold full-time jobs outside of DFS.
  - Of the 44 coordinators, their roles in the organization and their responsibilities are as follows:
    - 37 are responsible for coordinating the PWG.
    - 7 are responsible for coordinating the PWG and another aspect of the program (suing program, volunteer management, etc.).
    - 4 are executive directors who are directly involved with their PWG members.
    - 8 are board members and coordinate the PWG (either as a PWG sub-committee member, as a co-chair on their own.)

# Success Summit Impact

## 2009 Professional Women's Group Success Summit Overview

The *Success Summit* is a leadership conference designed for Professional Women's Group members to develop and enhance their leadership skills. The Summit also provides PWG coordinators with professional development opportunities and a platform to learn best practices from other PWGs across the country.

This year, 44 affiliates were represented at the fifth annual *Success Summit* from the United States, Canada and New Zealand by 52 delegates and 44 coordinators. Each PWG delegate was nominated by their affiliates to attend the *Success Summit* and were selected based on their demonstrated leadership qualities and commitment to the Professional Women's Group. Also in attendance at this year's *Summit*, Worldwide board members, Dorria Ball, Clarice Kennedy, and Niki Leondakis. In attendance from Dress for Success Worldwide was Joi Gordon, chief executive officer, Denalerie Johnson, EVP of workforce development, and Jill Simonson, director of corporate relations.

PWG coordinators and delegates found the networking opportunities of connecting, relating and sharing their stories with one another very rewarding. In addition, the participation of corporate sponsors at workshops and seminars was appreciated by all *Success Summit* attendees. With the help of corporate sponsors, Dress for Success has created a remarkable interactive learning experience for PWG members and coordinators. The *Success Summit* has impacted many of our Professional Women's Group members by giving them the drive, determination and perseverance to become leaders in their local communities.

We surpassed our target goal of 85 women, inclusive of Professional Women's Group delegates and coordinators, attending the 2009 Summit, we had noticed a markedly increased level of enthusiasm, engagement, and commitment from all attendees over last year's event. The participation of over 100 people was coupled with an increased level of involvement and is key to a truly effective and inspirational *Success Summit*. We are very happy to report that we had continued participation from New Zealand and Canadian affiliates at the Professional Women's Group *Success Summit*.

In addition to workshops, later detailed in this document, there is a focus on leadership, entrepreneurship and financial literacy. **Professional Women's Group** members are given the skills and information they need to effect change in their own communities. By the end of the conference members:

- Learned about community activism from expert guest speakers and discussions
- Explored ways to research an issue affecting their local community
- Began to construct a step-by-step plan and desired outcomes for this plan
- Developed ways to involve their local Professional Women's Group members and community members

The *Success Summit* gave Professional Women's Group members the opportunity to meet each other and share experiences. For some, this was the first time leaving their home town, flying or traveling to another country.

The *Success Summit* gave **Professional Women's Group** coordinators the opportunity to share best practices. Participants attended workshops designed to help them establish more effective employment retention programs. With workshops centered on the following, Coordinators took on the charge of improving their recruitment and retention practices:

- Group-work skills: how to effectively lead a supportive and educational group
- Goal setting/strategic planning for local programs
- Effective marketing practices to attract potential clients and volunteers
- How to enlist the assistance of Professional Women's Group members to recruit and retain new members
- Current trends in employment retention programs

The *Success Summit's* short and long-term impact will be seen in the following ways:

- Through the workshops and community project, members and coordinators will develop hard-skills such as project management, networking, public speaking, mobilizing resources and goal setting
- By creating a participating in a local community project, we hope to increase the self-esteem of the conference participants and of local Professional Women's Group members. This project will instill in each woman a sense of responsibility, competency and trustworthiness.
- The activities of the charge will at minimum have a measurable impact on the number of people registered to vote and awareness of the importance of voting amongst our members.
- The ability to train the Professional Women's Group coordinators will directly increase the effectiveness of our employment retention programs, specifically in the number of women we are able to recruit and retain in our programs.

## 2009 Professional Women's Group Success Summit Delegates Workshops

The workshops held during the 2009 Professional Women's Group Success Summit, provided delegates from our affiliates with a wide range of topics designed to increase their leadership skills and give them the resources needed to excel in work and life. The following is a detailed description of each of the workshops presented at this year's summit exclusively for our delegates:

- **Making Your Voice Heard-You can Make a Difference-Community Action Projects:** Knowing that there is a problem is the first step in creating change or making a difference. Next, you have to take action. But just what is it that you should be doing? No matter what you are passionate about, this session will provide you with practical tools and strategies for becoming an effective advocate for change and developing leadership skills! Special best practices module by the 2009 CAP Winners-Brookhaven & Memphis.
- **Career EKG: Is Your Professional Health What It Should Be?:** How does this all relate to my work/life balance? Maybe it's time to stop a moment and think about where you are in your career in relation to what you set out to do. Are you on track? Ahead of the game? Or are you starting to doubt whether you'll ever reach your goals? Well, don't give up yet. Let's perform a little career triage and figure out what's holding you back. Are you too comfortable to risk change? Perhaps the barriers you're facing aren't the ones you anticipated? Whatever the cause, the cure is at hand. This session helps you regroup, refocus, and relight that fire to strive for your peak along with managing stress and wellness. This session also concludes with an industry trends highlight focus on Women & Technology—a transition into the IT lunch session.
- **Renovate Yourself & See a Brand New You-How to Mind Your Own PQ...The Importance of Managing Perception Quotient vs. Reality:** Guts, grit, and talent got you this far, but the world has changed and you've yet to change with it. If you want to be a player in this new era, you may have to bite the bullet and trade in the old model you for a new you! This session is all about rebranding yourself to stay competitive and move forward. Learn the fundamentals of reinvention, such as how to know when change is necessary, how to conquer your fear of the new, the difference between personal and professional reinvention, and how to win support from colleagues, employers, and women. Go ahead and take that first step toward a brand new brand—a brand new you! Renovate Yourself is an interactive session with self-assessment, mapping, and power plans to the desired you.

There were also multiple sessions targeted at both delegates and coordinators during this year's Success Summit. Everyone in attendance participated in the welcoming ceremony, a session on action planning and goals setting, a session on networking, a breakfast session on what it means to be a woman of power, a lunch session about understanding and using information technology to advance your career, an inspirational dinner with a special presentation from our key note speaker, actress and entertainer Niecy Nash, of the Style Network, a seminar on healthy living, a closing ceremony on creating courage, and more. The women also had the opportunity to take advantage to of the spa pampering party provided by Cinta Aveda and a movie night pajama party. The reaction by delegates over the 2009 Professional Women's Group Success Summit were, overall, very positive and reflected how motivated and inspired each of them were as a result of this event. Here are some of the comments that were collected from delegates in their workshop exit surveys:

*"It was an honor & a pleasure to serve the community and represent such an amazing organization which has taken me to the next level in my life."*

*"I will remain inspired about what is possible to accomplish no matter what challenges come my way, while remaining grateful and optimistic."*

*"This was an amazing summit. I have attended so many and have never walked away before feeling like a Queen. I am truly 'a woman of power'."*

## 2009 Professional Women's Group Success Summit Coordinators Workshops

The workshops held during the 2009 Success Summit, provided the PWG coordinators from our affiliate offices with a wide range of topics designed to increase their leadership skills and ability to continue the growth and development of their local **Professional Women's Group**. The following is a detailed description of each of the workshops presented at this year's Success Summit for our Professional Women's Group coordinators:

- **Labor Market Trends & Recession Proofing Your Career: Surviving an Economic Downturn:** We are in an economic storm, but that doesn't mean you can't weather-proof your career. It all starts with being prepared for anything, and this session will help get you here. Hear from workforce experts initiatives, labor markets, non-traditional employment, green jobs, IT, etc. Our focus is on keeping our women's skills and outlook current. Helping women be on the lookout for ways to advance education, get to know their company's needs and values, proactively taking on special assignments and additional responsibilities, and let's not ignore the need for a contingency plan when the economic downturn hits too close to home. These topics and others will help you recognize danger signs, maintain viability in the job market, and always, always, stay a step ahead of bad news. Great coaching tips for our women!
- **Second Acts and New Beginnings-How to Successfully Help Women Negotiate Major Career Shifts:** Did you know that Kimpton Hotels & Restaurants was listed in top 100 places to work? Join a panel of outstanding achievers who know a thing or two about change and positive work environments. If your members are confronting a dramatic career shift—from work to retirement, one industry to another, staff to manager, or even from employed to downsized—then you'll appreciate the diverse perspectives of those who've been there and thrived. Listen as they share their insights on honest self-assessment and personal branding, creating a transition plan, negotiating for what you deserve, and keeping big work changes from taking too great a toll on your home and family. Join us for a rewarding conversation about second acts and new beginnings. In this session HR professionals and career coaches give you the inside scoop on what's discussed behind closed doors, how to ensure that our women are evaluated fairly, and also hear about the DFS/Kimpton management training program! General coaching strategies to help women navigate career paths. Also includes overview of RHI SkillSoft and AARP WorkSearch tools!
- **The Pursuit Beyond the Suit-Career Transformations & Rules of Successful Client Engagement:** An engaging session around our programs, employment retention focus, career center development, online learning, PWG enhancements, and more!!! This session will examine strategies for connecting with women—including steps that can be taken before women walk through the door, during suiting appointments and beyond. Do not miss this opportunity to discover ways to enhance your services—and make them even more effective. Struggling with how to keep job seekers in your PWG program, on the job, and moving up the career ladder? Tired of retention approaches that just don't work? Want your women to see you as a resource rather than an obligation? Many women get stuck in the revolving door of short-term minimum wage positions that pay far below the level needed to survive, leaving them exhausted and demoralized. This workshop will help you break that cycle by focusing on two core components of workforce development: Retention and Career Advancement. Overview of the PWG strategic plan, survey results, programs, and career center growth as well as sharing best practices.

The PWG coordinators who attended the 2009 Professional Women's Group Success Summit gave us some very positive feedback. Here are some of the comments collected in workshop exit surveys:

*"The Summit exceeded my expectations. I didn't know so much information, encouragement and camaraderie could fit into one weekend."*

*"I have new ideas on how to handle issues, and new programs to implement."*

*"I loved the branding exercises introduced by one of the coaches. This is so important to help my PWG ladies become more positive."*

## 2009 Professional Women's Group Success Summit Overview and Next Steps

Overall, the 2009 **Professional Women's Group** Success Summit was very well received. Here are some of the comments that we collected in exit surveys:

*"I knew deep inside that I could be a strong leader and the Success Summit gave me the tools to achieve my personal and professional goals," shared Eileen Beaman, CAP Award Winner.*

*"What I learned about myself [through this experience, is that] I am a leader, resourceful and have the ability to bring others together around a common cause," said Marceline Vaughn, CAP Award winner.*

As with the previous PWG Success Summit, delegates were presented with a challenge: to lead their local PWG members to make a community difference through a Community Action Project. With the tools that Dress for Success Worldwide has provided delegates with during the 2009 Success Summit, their own ambition and intelligence, and the assistance of their fellow PWG members, these women are working to identify a critical issue that affects their community. Once they have identified an issue impacting their community, delegates will develop a plan to make changes that will improve the existing situation. By leading other PWG members in their group or on their own, delegates will continue to develop new leadership skills while helping others.

The 2009 CAP Award nominees were so inspiring that Dress for Success honored two PWG members this year. Eileen Beaman from Dress for Success Brookhaven and Marceline Vaughn from Dress for Success Memphis are the 2009 delegate honorees. With the support of her PWG members, Eileen created a career development and suiting program for female veterans and the wives of veterans returning from Afghanistan and Iraq. In addition to providing services to these deserving women, the group conducted a successful fundraiser and raised awareness of this great need in their community. Marceline created *Change for a Healthier Lifestyle*, a health education, information and resource fair for women. By building support with non-profits in the community, Marceline and her Professional Women's Group conducted a successful fair attended by more than 130 women.

The overwhelming reaction to the CAP workshop was tremendously positive and delegates were already showing signs that they were very eager to become involved in this initiative.

The number of people impacted by the 2008-2009 PWG Success Summit is 1,500. In addition to each delegate who attended the 2008 Professional Women's Group Success Summit being encouraged to take part in a Community Actions Project, most often a sizable number of their fellow Professional Women's Group members join in running the Community Action Project working with a PWG with an average size of 20 (the highest PWG memberships are in excess of 100).

We have a 2010 goal of at least 30 affiliates participating in the Community Action Project and we thank Robert Half International (\$1,500) and Charles David (\$300) for their generous financial contributions to the CAP winners.

## Success Summit Corporate Sponsors

Dress for Success San Francisco hosted a grand opening boutique tour for our speakers, corporate partners, etc. at our newly renovated San Francisco boutique on July 23. This event was an opportunity to bring together existing and potential partners to network with each other and for Dress for Success to thank them for their dedication to the organization. Joi Gordon, CEO of Dress for Success Worldwide, also took the opportunity to announce our launching of the Dress for Success Worldwide – West Coast office. By opening this office, Dress for Success will be better equipped to support affiliates in the region and provide suiting and career development services to thousands of disadvantaged women each year in Los Angeles County and surrounding communities.

The financial support, speakers and gift bag items (with a total gift bag value \$176.25) that were provided by our sponsors for the 2009 Success Summit helped make the conference a tremendous success. Guests were very appreciative of the actual gift bag itself that was donated by Liz Claiborne. The gift bags contained items such as Style Network lip gloss, Power is a 4 Letter Word empowerment books, Dress Barn picture frames, Tea samples, Journals, Body powder, Pearls, Botox Cosmetic myth's, fact cards, mirrors and pens, Degree deodorant, Steve Madden bags, Shoe insoles, lia sophia bracelets and earrings, t-shirts from enviga, travel toiletry bags, Wal-Mart eco-friendly tote bags, coffee packets, Umbrellas from Kinetic, etc. Corporate sponsors for the 2009 Success Summit leadership conference included: Kimpton Hotels and Restaurants, lia sophia, Robert Half International, Rona Jaffe Foundation, and Wal-Mart.

A special thank you is extended to Cinta Aveda and their many staff members who donated their time as volunteers throughout day one of the Summit. In addition, they created an extraordinary beauty lounge for attendees to relax, mingle and be treated to hair styling, massages, facials, and more courtesy of their beauty team on Friday evening. All who attended enjoyed the chic décor and delicious food and drink provided by Kimpton. The Aveda beauty lounge was a perfect way to spend the evening and it would not have been possible without the dedication of their hardworking events team.

### Kimpton Hotels & Restaurants

Kimpton Hotels & Restaurants provided hotel rooms for attendees and meeting rooms for all sessions and workshops at the conference. Niki Leondakis, chief operating officer of Kimpton Hotels & Restaurants and Dress for Success Worldwide Board Member, was a panelist during the "Women to Know-Women of Power Board Members" panel session. A special thank you to the entire staff of the Sir Frances Drake Hotel, all of which worked around the clock to ensure our stay was nothing short of perfect.

### lia sophia

lia sophia donated \$3,400 worth of jewelry for the 2009 conference gift bags, which were presented to all delegates, Professional Women's Group coordinators and speakers. The company's *Success Summit* sponsorship is a part of their overall commitment as a Worldwide corporate partner, contributing \$75,000 in 2008.

### Robert Half International

Robert Half International's community relations manager, Amanda Beck, participated in all workshops and seminars at the conference. In addition, Sharon Black, Jackie Kim, David Knapp, and Julie Sims

participated on career management sessions and general presentations. The company's *Success Summit* sponsorship is part of their overall commitment as a Worldwide corporate partner, contributing \$25,000 in 2009.

#### Rona Jaffe Foundation

The Rona Jaffe Foundation donated \$25,000 to the *Success Summit*.

#### Wal-Mart

Wal-Mart donated \$7,500 to the *Success Summit*.

#### **Promotion of Corporate Sponsors at Success Summit**

*Success Summit* sponsors were included in signage at the conference and in the program booklet. They were also acknowledged in Joi Gordon's speech at the Inspirational Dinner.

### **Success Summit External Public Relations**

To promote the *Success Summit* as one of the most innovative Dress for Success programs, celebrate the accomplishments of the delegates chosen to represent their affiliate, and acknowledge the contributions of its sponsors, Dress for Success Worldwide organized a public relations effort that included distribution of a press release to San Francisco and select national media outlets.

Following the *Success Summit*, Dress for Success Worldwide distributed a press release to local media in Brookhaven, Memphis, and San Antonio announcing the winners of the Dress for Success Achievement Awards. The affiliates followed-up with local media contacts to urge them to write a story about the summit.

Pictures from the 2009 Dress for Success Professional Women's Group *Success Summit* follow:



Delores Pressley, Renovate Yourself Empowerment Speaker and DFS Participants.



DFS San Francisco (Host Affiliate) & Denalerie Johnson, EVP Workforce Development



Felecia Jackson, DFS Oregon Delegate & The Kimpton Beefeater



Jill Simonson, director of corporate relations & Mary Crawford DFS Cincinnati Delegate



Dorria Ball, Clarice Kennedy, & Niki Leondakis: DFS Women of Power Board Panel



I Am A Woman of Power Registration Table



Ellington Gift Bag "Thank You" From Our Delegates



YSC Leadership Development & Action Planning Session



Mary & Donna DFS Cincinnati and Joi Gordon, CEO



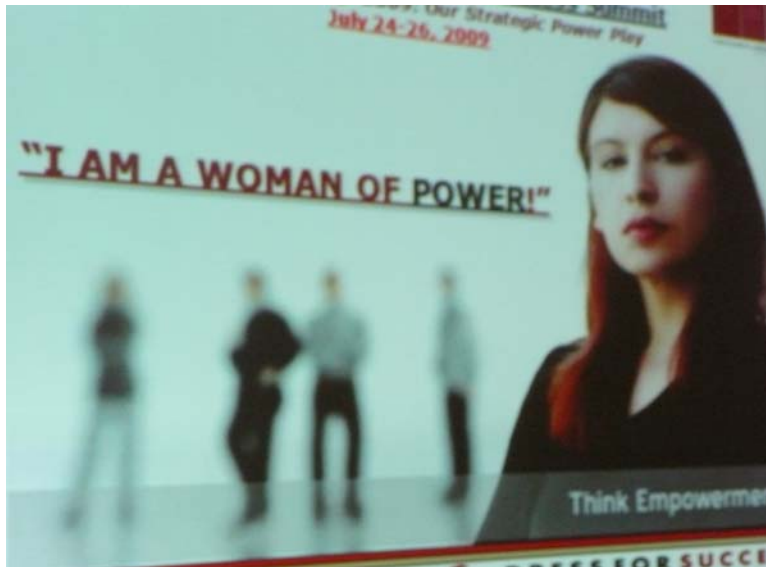
DFS Staff and Niecy Nash, Awards Dinner



DFS San Antonio: PWG Affiliate of the Year Award



DFS San Francisco Boutique Tour



2009 Theme



Delegate Session : Community Action Projects



Joi Gordon, CEO and Community Action Project Winners, Eileen Beaman-DFS Brookhaven & Marcy Vaughn-DFS Memphis