



# **HUMAN SERVICES CONTRACTED TO URBAN STRATEGIES/ MEMPHIS HOPE**

## **Brief Overview**

The Memphis Housing Authority (MHA) has contracted USI | Urban Strategies, Memphis HOPE (USMH) to provide Social Services for its residents. Serving MHA households, USMH provides comprehensive case management using individualized service delivery strategies to assist clients with employment placement, job readiness training, childcare, transportation, after-school programs, home ownership counseling, health care, and any other wraparound services needed to transition families towards self-sufficiency. USI uses two-generation approach to address the needs of both the children and the adults. A Results Based (RB) framework guides the USMH approach, meaning desired outcomes drive the development of strategies to move children and families towards stability and the ability to thrive.

Within the MHA portfolio, for which USMH has the responsibility to serve residents are: 1) The High Rises; Barry Towers, Paul Borda Towers, Jefferson Square, and Dr. R. Q. Venson Center, 2) Bishop G.E. Patterson Pointe, 3) Montgomery Plaza, 4) Kefauver Terrace, 5) Askew Place, and 6) Foote Homes. Although Foote Homes has been demolished, its residents remain the focus of extensive case management. Services are driven by a robust collection of grants and supported USMH's network of community partnerships.

Culturally Competent Case Managers use the Developmental Assets Framework to engage adults in goal setting activities creating flexible, time-sensitive road maps towards personal goals. In-depth assessment of socioeconomic risks provides all adults an Individual Development Plan (IDP) and Family Development Plan (FDP) to overcome instability. Assessed risks include: risk of eviction; risk of unemployment; household instability; risk of incarceration; health or mental health risks; and risk of being disconnected from school, job or caring adult (for children and youth). Case Managers work with residents to coordinate linkages with the relevant referral partners, problem solving, and track the outcomes of those service connections.

USMH utilizes a proprietary performance management system: LEARN (Learning for Effective Action to Revitalize Neighborhoods). This is unique in that it is the only one designed to provide longitudinal case file tracking, while analyzing the impact of human capital programs. It also includes a Family Risk Index; a proprietary component that determines and mitigates the risks that threaten stability. The system assists the entire team with understanding neighborhood

conditions, and accounts for assets and needs related to human development — including access to economic opportunities and essential services such as schools, health clinics, banking, fresh food and transportation. LEARN also assists the team in fully understanding the impact(s) of workforce interventions.

**Grant Driven Services**

USMH supports MHA residents based on the overall objective to assist families in transition towards becoming self-sufficient. Services are also guided by a collection of grants that align with specific populations and communities within the MHA portfolio.

**ROSS (Resident Opportunities and Self-Sufficiency)**

Funding under ROSS is for hiring program coordinators who link residents with training opportunities, job placement organizations, and local employers. USMH employs 3 service coordinators under this grant who provide services to the families of Foote Homes (344 Households/857 Individuals), Bishop G.E. Patterson Pointe (32 Households/98 Individuals), Montgomery Plaza (85 Households/285 Individuals), and Askew Place (25 Households/83 Individuals).

The six areas of targeted services are: 1) Homeownership Supports, 2) Job Creation/Employment, 3) Capacity Building/Knowledge Sharing, 4) Self-Sufficiency, 5) Financial Literacy, and 6) Education.

Annual Goal	Targeted Service Areas	Cumulative Outcomes Since Inception
	<b>Homeownership Supports</b>	
10	Pre-Purchase Education/Counseling	36
3	Mortgage Pre-Approval	4
2	Down Payment Assistance	0
	<b>Job Creation/Employment</b>	
1	WIB Apprenticeship Program	0
10	# of Job Placement through WIB	72
	<b>3) Capacity Building and Knowledge Sharing</b>	
4	Meet w/local PCC & conduct gap analysis	7

2	# of New Partners Resulting from Gap Analysis	53
150	Service Coordination / Needs Assessment Conducted	664
20	Households Service Coordination	237
	<b>4) Self-Sufficiency</b>	
50	Self-Sufficiency: Improved Living Conditions/Quality of Life	1658
	<b>5) Financial Literacy</b>	
75	Financial Literacy/Financial Management Education - Enrollments	107
20	Monthly Bills: On Time 6 Months	138
30	IDA Accounts Established	76
30	IDA Accounts Deposits	76
30	Credit Repair Counseling: Enrollments	67
10	Credit Score Improved	9
	<b>6) Education</b>	
20	Adult Basic Education: Enrollments	32
10	Earn HS Diploma	8
20	GED: Enrollments	33
10	GED: Earned	4

### **FSS (Family Self-Sufficiency): Public Housing**

Family Self-Sufficiency (FSS) is a HUD program designed to help public housing residents, Housing Choice Voucher participants, and residents of multifamily assisted housing to increase their earnings and build assets and financial capability. Starting in fiscal year 2014, FSS funding for the PH and the HCV FSS programs was combined. USMH is currently responsible for services delivered to MHA's Public Housing residents. USMH submitted a grant renewal for 2019 on November 30, 2018 to ensure that the services continue.

HUD has advanced a new metric for evaluating FSS program performance. Essentially it will now utilize a scoring system based collectively on: 1) Graduation Rates, 2) Increasing Earned Income, and 3) Growing the Participant/Coordinator Ratio. Currently the Public Housing portion of the program has 53 active participants. Of those, 34 participants are employed. 14 participants receive escrow with a collective balance of \$36,134.00.

### **Jobs Plus and Choice Neighborhoods: Foote Homes**

Prior to demolition, Foote Homes was the last of the large public housing communities in Memphis. It was home to 414 Households and 1,000 residents. Today, following the demolition of that property under the Choice Neighborhoods (CN) grant there are 344 households and 857 individuals from this community who now live in areas all across Memphis. Reconciling the place based nature of the Jobs Plus grant, which is an employment based initiative and Choice Neighborhoods, which relies on community redevelopment utilizing comprehensive supportive services, USMH created 5 Zones that represent zip code clusters into which groups of families relocated.

There are a total of five case managers serving Jobs Plus (JP) and CN. Each of them supports Foote Homes residents. To advance service delivery efficiency, all residents have been divided into five caseloads. Each of those caseloads is also aligned with a geographic area that represents a post-relocation cluster. Having oriented a distributive share of residents in this manner ensures that case managers serve a specific area of the city; which prevents duplicative service efforts and from having case managers regularly traversing large distances at opposite portions of the city. This process also allows service delivery to advance critical aspects of both grants, such as preserving the process of Community Supports for Work (CSW) under JP, which is currently achieved by using established hub sites in each zone—area libraries, faith-based organization and at community centers where regular meetings are initiated. The case managers are having at least one quarterly meeting in South City so that they residents can see the progression of the redevelopment of Foote Homes.

<b>Zone</b>	<b>Zip Codes That Define The Zone</b>
Zone 1	38053, 38103, 38127, 38128
Zone 2	38104, 38105, 38126, 38107
Zone 3	38111, 38114, 38115
Zone 4	38106, 38109
Zone 5	38109, 38116, 38118

**Scope of Services: Pre- and Post-Relocation**

Intensive case management during the relocation period and throughout the revitalization program

Employment preparation, skills training, placement and retention services

Coordination of health and mental health services including access to care, preventive health programs and disease management programs

Support for participation in developmentally appropriate early childhood education/childcare programs

Opportunities for youth to participate in enrichment and recreation programs including academic support, sports, arts, technology and leadership training

Partnerships to enhance the neighborhood schools that will serve the new Foote Homes site so that these schools will be an asset in attracting and retaining families as they progress economically

Strategies to improve quality of life and self-sufficiency of residents who are elderly or disabled

Leadership development opportunities to encourage and build the capacity of residents to represent their neighbors

Opportunities and incentives for residents to manage their finances, repair credit and accumulate assets

<b>Participants</b>	857
<b>Adults (18+)</b>	480
<b>Children (&lt;18)</b>	377
<b>Families (based on Family Names)</b>	344
<b>Families (based on HoH Status)</b>	344
<b>Families w/t Children (based on age only)</b>	166
<b>Families (all demographics complete)</b>	286
<b>Families w/t Children (all demographics complete)</b>	137
<b>Single Female-headed with children</b>	129
<b>Average Household Size</b>	2.48

<b>Gender</b>	<b>Count</b>	<b>Percentage</b>
<b>female</b>	573	66.9%
<b>male</b>	282	2,9%
	2	0.1%

Marital Status, 16+	Count	Percentage
Divorced	1	0.3%
Married	5	1.4%
Separated	2	0.5%
Single	380	96.4%
Widowed	6	1.5%
Race	Count	Percentage
African American	853	99.5%
Caucasian or White	1	0.1%
Asian		
American Indian or Alaska Native		
Hawaiian or Pacific Islander		
Other	1	0.1%
More than one Race	2	0.2%
Hispanic/Latino?	Count	Percentage
No	855	99.8%
Yes	2	0.2%
Disability?	Count	Percentage
Disabled - All Ages	92	10.7%
Disabled, Adults	87	18.1%
Disabled, 18 to 64	60	13.9%

### **Process Goals (As outlined in the Jobs Plus Grant) – Includes Current Achievement**

- 1) Enroll 291 adults/out of school youth into program – 316
- 2) Complete 291 Assessments and Individual Development Plans (IDPs) – 459
- 3) Enroll 291 adults/out of school youth into Job Readiness Training – 35
- 4) Enroll 50 adults/out of school youth into Adult Education Program – 22
- 5) Enroll 200 Adult/out of School Youth into Hard Skills Training – 22
- 6) Enroll 100 Adult/out of School Youth into Financial Literacy Training – 82
- 7) Employment Search Assistance - 123

### **Outcomes (As outlined in the Jobs Plus Grant) – Includes Current Achievement**

- 1) 20 Adults/out of school youth complete adult education program – 0
- 2) 115 Adults complete hard skills training – 13
- 3) 60 Adults placed into gainful employment – (JP Participants Job Placements, Part/Full-time – 149, Part-time – 67, Full-time – 86)
- 4) 35 Adults employed six months or more – 97
- 5) 35 Adults complete financial literacy training – 82
- 6) 20% Increase in income from employment – 24
- 7) Create 5 new entrepreneurships – 0

- 8) 66% Section 3 hiring rate for the program – 0.04%
- 9) 50 Youth placed into summer jobs/internships – 5
- 10) 50 Youth provided with information on financial literacy/empowerment – 12

The Jobs Plus program is scheduled to end on September 2019; however, Memphis Housing Authority has requested a year extension due to the unspent funds.

### **The Social Service Coordination (High Rises)**

Services are provided by Urban Strategies, Memphis HOPE but funded by the Memphis Housing Authority. These services are only recorded as they are performed and there no matrix driven goals.

The services provided as of 11/30/2018 are as follows:

1. Service assessments for new move-ins: 133
2. The distribution of commodities: 1,868
3. Outreach Activities: 2,709
4. Service re-assessments: 63
5. Senior Companion visits: 1,122
6. Supportive Service Referrals: 658
7. Transportation Set-ups: 257

### **Kefauver Terrace**

Currently, an Urban Strategies, Memphis HOPE Social Service Coordinator visits Kefauver Terrace two days each week to provide any needed services.

### **Service Provider Network**

Service strategies include leveraged support systems with key service delivery organizations. Although not inclusive of all, partnerships; both formal and informal include: a) Advance Memphis, b) Boys & Girls Clubs of Greater Memphis, c) Cocaine Alcohol Awareness Program, Inc., d) Knowledge Quest, e) Lemoyne-Owen College, f) Memphis Bioworks Foundation, g) Memphis Health Center, h) Methodist Le Bonheur Healthcare, i) RISE Foundation, j) Shelby County Health Department, k) Shelby County Schools, l) Southwest Tennessee Community College, m) University of Memphis, n) Women’s Foundation for a Greater Memphis, and o) Workforce Investment Network; which represents \$16,957,890 in total leveraged funding.

#### **IV. Service Delivery Overview**

**MIFA** (Metropolitan Interfaith Association) provides hot home delivered meals to the frail elderly meeting the program guideline five days a week.

**A Family Home Health Clinic** is present in Jefferson Square Tower. The clinic is staffed with a nurse and medical assistant. The clinic is open one day a week from 10:00 a.m. to 1:00 p.m. They conduct blood pressure checks, weight management and nutrition and monitor medications. The total estimated service is approximately 25-50 residents monthly.

**The RISE Foundation** (Responsibility, Initiative, Solutions and Empowerment) provides programs and services that are available to all residents. Programs include the SAVE-UP program which allows residents to establish a relationship with a bank and open IDA'S (Individual Development Accounts). The SAVE-UP initiative provides \$2.00 in local funding for every \$1.00 saved after attending the six weeks financial education classes.

*RISE's Goal Card* program teaches students in grades 5-12 how to set and achieve academic, financial and life goals. It provides structured academic mentoring and support from adult volunteers, who lend their time and insight to provide ongoing encouragement and guidance.

As rewards for reaching their goals, students earn points redeemable for school supplies, gift cards and small electronic items. They can also choose to bank their points for even bigger rewards. Goal Card participants have been shown to outperform their peers, and more than 90 percent continuing on to higher education.

- Students in Bellevue, Cummings Elementary, LaRose Elementary, Vance Middle School, Booker T. Washington High School and Melrose High School are participating.
- Goal Card incentives include gift cards, small electronic items and toys for children.

*Common Cents* is a workplace financial education program that teaches people the proper way to manage their money. Employee financial stress can result in decreased productivity, higher rates of tardiness and absenteeism, higher healthcare costs, wage garnishment and turnover. One in five employees have financial problems enough to affect productivity.

**HopeWorks** is the network partner providing GED education and assistance earning a HS diploma through the HiSet. During orientation, students will receive an introduction to HopeWorks' Adult Education program and will be able to choose a class that fits their schedule. Students will also take the CASAS test to help determine the appropriate class level. HopeWorks host GED classes at the Resource Center three days per week.

### **Boys & Girls Clubs of Greater Memphis Career Training Center**

Soft Skills: Interview Techniques, Goal Setting, Customer Service, Conflict Resolution, Resumes, Cover Letters, Basic Computer Literacy, College Preparation, ACT Math Tutoring, and Literacy Tutoring.

Career Field Training: Culinary, Logistics, Automotive, Welding, and IT.

### **Advance Memphis**

Work Life: is a soft job-skills training program for people who are unemployed or underemployed. The program inspires and equips participants to find and keep meaningful work.

GED/HiSET: Passing the GED or HiSET opens the door to more employment opportunities and is a first step leading to higher education and higher wages. Students can attend day or evening high school equivalency classes and are given the opportunity to meet individually with tutors to focus on problem areas.

Employment Support: Employment Support assists program graduates with resumes, employment applications, job searches, workshops addressing various roadblocks graduates may encounter in seeking employment, and temporary/temp-to-hire opportunities for work through Advance Memphis Staffing.