I am truly grateful to work with the most dedicated, talented and courageous teammates, residents, and partners who have stepped up to our various challenges in order to help individuals and families thrive.

Dear friends of Memphis,

My transition as President has been met with great optimism and even greater opportunities as I lead our team of dedicated, professional and passionate individuals along with a diverse yet aligned network of partners and stakeholders around the country. Nationally, our Memphis team partners with a results-driven focus that supports the 30,000 families and nearly 100,000 individuals who seek a safe, stable and thriving neighborhood.

Our Memphis team is a uniquely designed opportunity to bring that exact change to the community of 38126. This USI Memphis HOPE team is led by director, Eva Mosby. She is tasked with strategically promoting, protecting and partnering to present the best to the residents of Shelby County, and I am very proud of the results we’ve been able to accomplish for the people of Memphis.

As we continue to lift the stories of Memphis while creating pathways and policies for each family, let us be reminded that our work is not done until all children and families are stable and thriving, in Memphis and across the United States.

THANK YOU FOR BEING A PART OF THIS GREAT WORK.

Sincerely,

Esther Shin, President & CEO

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Program & Population Result:

FAMILIES ARE STABLE AND THRIVING

Memphis HOPE addresses case management and social service coordination gaps for low-income families living in mixed-income communities based on a testing and refinement approach underpinned by four pillars of building social stability:

1) Education

2) Health & Wellness

3) Economic Mobility

4) Case Management

Each of these pillars addresses the most critical factors working as barriers for low- to moderate-income families’ ability to access affordable housing in communities of choice.

WHO: All families living in subsidized housing in the United States

WHOLE POPULATION: All families living in subsidized housing in the United States

(1 Million HH; 3 Million People)

TOTAL POPULATION: Families living in mixed-income communities served by Urban Strategies

(11,145 HH; 33,418 People)

City of Memphis: 652,717 People


Neighborhood:

11,192 HH and 33,400 People

Thank you for being a part of this great work.

Sincerely,

Esther Shin, President & CEO
Using an economic stability model to reduce debt among lower-income, low-wealth African American families, US focuses on five strategies:
1) asset building and increasing income,
2) empowering families to generate wealth,
3) providing financial counseling,
4) supporting access to non-predatory financial products and services, and
5) creating individualized strategies to escape debt collections.

Turning the curve will occur as the result of changes in both mindsets and behaviors, which have been identified as critical restricting factors that inhibit individual progress. The US approach utilizes a three-year minimum sustained engagement strategy. Success rates are greater when retention is maintained over longer periods of time allowing new behaviors and mindsets to become internalized. However, individual intervention elements remain relatively fluid based upon the need to quickly respond to any performance measures indicating negative trends.

Empowerment Coaches utilize service linkages to community partners based on individualized debt reduction needs; following a comprehensive financial needs assessment. They meet regularly with each resident; ensuring individualized debt reduction, wealth building strategy benchmarks are being met, and provide support where any issues may arise.

Additionally, Memphis HOPE has aligned its efforts with the Women's Foundation for a Greater Memphis to reduce poverty in 38126 by five percent over five years. Vision 20/20 is the actionable response, and is characterized by its five goals:
1) support 38126 families in securing basic needs
2) equip residents with marketable, living wage job skills
3) ensure all 38126 children will be prepared to enter and learn in kindergarten,
4) develop positive outcomes in youth, and
5) help families gain the financial education skills to help them reduce poverty.

Southwest Tennessee Community College is a community college operated by the Tennessee Board of Regents in Memphis, Tennessee, USA. As the product of a merger between two colleges in 2000, the school has two campuses in Memphis and several satellite centers. Southwest Tennessee Community College has a Women Healing Memphis from the Women's Foundation for a Greater Memphis where they provides women with training and multiple credentials to acquire living wage jobs with local employers. The program provides career coach to assist students with resume development and interviewing skills.

EKG TECHNICIAN - this is a comprehensive 50 hours certification program that prepares students to function as EKG Technicians and to take the APST – Electrocardiograph Technician exam and other National Certification Exams. This program will include important practice and background information on anatomy and physiology of the heart, medical disease processes, medical terminology, medical ethics, and legal aspects of patient contact, electrocardiography and stress testing. Students practice with EKG equipment and perform hands-in-labs work.

DIALYSIS TECHNICIAN - provides students with knowledge and skills needed to perform the duties required of Dialysis Technicians. This 50 hour program is under the supervision of physicians and registered nurses. Dialysis Technicians operate kidney dialysis machines, prepare dialyzer reprocessing and delivery systems as well as maintain and repair equipment. They also work with patients during dialysis procedures and monitor and record vital signs as well as administer local anesthetics and drugs as needed. They will be trained to provide at-home dialysis treatment.
## Responsibility, Initiative, Solutions, Empowerment

### RISE FOUNDATION

- **GOAL CARD** - This program teaches students how to set and achieve academic, career, and personal goals; structured academic mentoring and support from adult volunteers who lend time and insight to provide encouragement and guidance. Students in grades 5-12 earn points for their achievements to be redeemed for school supplies, gift cards and small electronics. Foote Homes households as well as students attending Booker T. Washington Middle and High Schools and other target schools can participate in the program.

- **SILVER NEIGHBORS PROGRAM** - This program empowers older adults through learning circles to make better choices about personal finances. Trained volunteers serve as peer ambassadors who travel to community sites to educate seniors about critical issues including scams and fraud, Medicare, life insurance products, budgeting and benefits.

### COMMON CENTS – This workplace financial education program teaches participants the proper way to manage their money. The curriculum includes banking, budgeting, debt management, spending strategies and retirement planning. Classes are available to non-profits, businesses, church and civic groups.

### RISE was initially designed to help Memphis’ public housing residents achieve financial self-sufficiency, thereby making the city, as a whole, a fiscally healthier community. Through community support, the RISE program has expanded tremendously over the years to serve a broader demographic.

### AN EMPOWERED COMMUNITY: A WORLD OF RESULTS

### A WORLD OF RESULTS

- **Dental Service in the Past Year**
- **Reporting Stress or Psychological Distress**
- **Adults with Health Insurance**

### URBAN STRATEGIES | MEMPHIS HOPE

- **HEALTH & WELLNESS**

### Save Up – A matched savings account program to help low-wage earners learn to manage their income, improve credit; save money, purchase assets—including homes, computers, and post-secondary education and micro-enterprise goals.

### The Choice Neighborhood Initiative identifies an outcome ladder where children, youth and adults are physically and mentally healthy. The priority services and programs of this initiative are characterized as:

1. **Community Health Assessment**

   - We partner with Memphis Health Center (MHC), a Federally Qualified Health Center (FQHC), to conduct a full community Health Impact Assessment analyzing service access, depth of available services, usage patterns, neighborhood-wide health issues and needs, and level of resident knowledge regarding available services and health education. The assessment will assist Urban in understanding whether the primary health issues in the community are access, health conditions or perceived ideas about local health care providers. While the neighborhood survey provided some understanding of the general health needs of residents, a deeper understanding of health care usage will assist us in developing appropriate and accessible solutions.

2. **Increase Number of Residents Who Access Quality Physical and Mental Healthcare for Needed Medical Services Through the Following**

   - Partnership with the local FQHC, Memphis Health Center (MHC) to link residents to their primary care services and their Social Services Program which provides mental health services through aggressive outreach;
   - Partnership with Methodist LeBonheur to link children to the LeBonheur Community Health and Well-Being Services which provides health screenings and direct health services;
   - Nurse home visits provided by Shelby County Health Department (SCHD) to support mothers with new born infants;
   - HIV Early Intervention Services provided by Cocaine Alcohol Awareness Program (CAAP); and,
   - Counseling and addiction services through CAAP’s outpatient and inpatient alcohol and drug abuse treatment services, and their Domestic Violence Advocacy program; and,
   - Advance Memphis’ Anger Management program and weekly addiction recovery meetings.

3. **Increase Preventative Health Care Programs to Support Healthy Lifestyles Through**

   - USMH’s Healthy Homes Initiative (HHI). The HHI is a comprehensive health initiative to help improve the overall health and wellness of residents of FH and the surrounding community through the provision of health and wellness activities. Capitalizing on current health partnerships, HHI consists of three components: (1) healthy eating and cooking; (2) health education; and (3) healthy recreation.
   - SCHD will also provide their Chronic Disease Management School Health program which seeks to increase access to healthy and active living for children and youth by working with local afterschool partners to implement projects that encourage healthy lifestyle choices.

Also, under the Blueprint for Prosperity plot, each household will be assigned to a Coordination Team. Each Coordination Team will consist of a USMH Case Manager, Workforce Specialist, Health Specialist, a Neighborhood Data Specialist (from the City) and a Education Specialist responsible for a complete social and economic assessment of the family that trages and identifies the family risk level; developing and implementing a family development plan which includes a supportive services strategy to eliminate barriers to success (i.e. child care, housing security, or transportation); coordinating with existing service systems that are supporting the participant (i.e. justice system or behavioral health), coaching and mentoring the participant through the program; and, follow up. Each Coordination Team is charged with meeting weekly to review participant progress, and evaluate and amend individualized plans.

### URBAN STRATEGIES | MEMPHIS HOPE

- **HEALTH & WELLNESS**

### Save Up – A matched savings account program to help low-wage earners learn to manage their income, improve credit; save money, purchase assets—including homes, computers, and post-secondary education and micro-enterprise goals.

### Goal Card - This program teaches students how to set and achieve academic goals, structured academic mentoring and support from adult volunteers who lend time and insight to provide encouragement and guidance. Students in grades 5-12 earn points for their achievements to be redeemed for school supplies, gift cards and small electronics. Foote Homes households as well as students attending Booker T. Washington Middle and High Schools and other target schools can participate in the program. Through the Goal Card Program, participants have opportunities and gain exposure to building personal integrity, civic awareness, work place literacy and academic achievement.

### COMMON CENTS – This workplace financial education program teaches participants the proper way to manage their money. The curriculum includes banking, budgeting, debt management, spending strategies and retirement planning. Classes are available to non-profits, businesses, church and civic groups.

### Silvers Neighbors Program - This program empowers older adults through learning circles to make better choices about personal finances. Trained volunteers serve as peer ambassadors who travel to community sites to educate seniors about critical issues including scams and fraud, Medicare, life insurance products, budgeting and benefits.
South City Community Resource Center

CONNECTING FAMILIES TO MORE

The South City Community Resource Center
The South City Community Resource Center is an initiative of the Choice Neighborhood Initiative Grant that will revitalize the Foote Homes Housing Project community into a multi-income housing community and will provide some improvements to the surrounding the 38126 zip code. As a result of this grant, the South City Community Resource Center has been created to assist the former residents with skills, information and services that will allow them to make better life choices, obtain skills and enhance their educational goals. There are about 40 community agency partners that have committed to providing services to the community in the center. The center is approximately 5000 sq. ft. housed inside the Booker T. Washington School. The center houses a computer lab with a projector and smart board, two white boards, 8 desktop computers, and 10 laptop computers that are all ready to be used. The conference room has a table that will comfortably seat 10 to 12 people. Multipurpose tables and chairs that will allow for multi size group meetings and collaborative group sessions up to 125 people. The Conference room is also available. Crenshaw Library has tablets that they will bring for the students to use as well.

Some of the community partners include:
- HOPEWORKS - GED/HiSET
- RISE FOUNDATION - Financial literacy
- THE EXCHANGE CLUB - Parenting classes
- CRENSHAW LIBRARY - 90-minute Computer classes

Memphis HOPE’s Housing Stability work is aligned with that of its’ parent, Urban Strategies, Inc. Specifically, strong families are built using a housing platform that is linked intrinsically to the physical transformation of neighborhoods. The belief is that families thrive in neighborhoods that are stable and sustainable. The greatest success is achieved when revitalization of people and place are concurrent and comprehensive. This is accomplished by working cooperatively with real estate developers, residents, neighborhood leaders, and community stakeholders to create pathways that create pathways and produce positive outcomes for children and adults that yield stable and thriving families.

Urban Strategies’ Theory of Change provides that a dual-generation approach, applied effectively in the delivery of broadly scoped selection of human service programs that collectively nurtures and strengthens the capacity of children and their parents. This approach is followed in a manner that intentional and oriented to empower families to reach housing independence and to be economically mobile.

Urban Strategies Theory of Change

- Building and sustaining people sustains physical development
- Physical development inspires people to transform
- Resident Engagement fosters sustainability
Residents: Audrey Jones discussed the final examination, while the other earned 99%. One resident earned a 92% on her examination, and in the other instance and in the other merely a week. Their frustration with their instructor and with the program, which is included in the total of 36 who graduated May 30th.

Excellent case management support contributed significantly to the high completion rate. Two (2) residents reached the program, which is included in the total of 36 who graduated May 30th.

Rise To Success: Memphis Hope hosted Rise To Success on April 28th utilizing the 2 Gen model as its platform. Invitations were mailed to residents between the ages of 15-19 as well as their parents/guardians. Several community partner organizations participated.

Rise Foundation: Kimberly Morgan-West discussed the importance and advantages of saving from a long-term and short-term perspective. She also provided an opportunity for the participants to enroll in their student-based Gold Card program.

A Step Ahead: Audrey Jones discussed the various forms of birth control and the benefits of each as well as the benefits of abstinence. She also discussed the importance of practicing safe sex while in high school as well as college, and the benefits of enrolling in their program.

SUNTRUST BANK: Joshua Evans provided insight as to how credit works, the importance of maintaining good credit as well as how bad credit affects one. He provided a hands-on demonstration that explained how a budget works. Participants were able to schedule a time to open a bank account with SunTrust bank.

Job Corps: Bruce Young provided an overview of all of the opportunities that are provided through Jobs Corps and the long-term benefits that they could receive by enrolling in one of the programs. He also provided a breakdown and comparison of the cost of a two-year institution, four-year institution in comparison to that of attending a two-year institution.

BTW Resource Center: Deborah Turner spoke briefly about the purposes of the center so that more of the community residents would be informed of the new resource.

Urban Strategies Memphis Hope: Stephanie Moody of USMH gave an introduction to her role as the Education Specialist and provided assistance for students who needed to complete the FAFSA.

Education Specialist
In April of 2018, Stephanie Moody joined the Urban Strategies, Memphis HOPE team as our Education Specialist, a position funded by the Choice Neighborhoods grant.

Health Specialist
Sharon Jones joined the Urban Strategies, Memphis HOPE team in December of 2017. Her efforts produce positive results that produce outcomes in core areas of physical and mental health for children, youth and adults.

Sharon’s work is guided by four (4) indicators: 1) Number and percentage who have a place where they regularly spend time, 2) Number and percentage reporting good physical health, 3) Number and percentage reporting stress or psychological distress, and 4) Number and percentage of residents who have health insurance.
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