



**Federal Reserve Bank of St. Louis  
Investment Connection Proposal**

Proposal title	Pathways: Stable and Thriving Families
Contact	Eva Mosby
Title	Executive Director
Email address	eva.mosby@urbanstrategiesinc.org
Phone	(901) 505-0199
Organization name/address	Urban Strategies, Memphis HOPE 720 Olive Street, Ste. 2600 Memphis, Tennessee 38126
Mission statement	"All Families are Stable and Thriving"
Overview of organization	<p>Urban Strategies, Inc. (USI) is a national nonprofit with extensive experience in implementing place-based human capital development strategies in public housing communities undergoing comprehensive physical revitalization. Founded in 1978, USI helps communities build safe neighborhoods, enhanced schools, and a range of comprehensive human service supports. Work is focused in urban core residential communities; designed to build social and economic mobility for low-income families living in mixed-income communities.</p> <p>USI has successfully performed as the resident services provider for the Memphis Housing Authority (MHA) since 2012. Its selection for this role resulted from an excellent track record providing data driven, case management led services for families. In 2003, MHA and the Women's Foundation for a Greater Memphis (WFGM) engaged USI to serve as the Community and Supportive Services Coordinator for the Dixie Homes, HOPE VI project. Following successful management of that project, USI assumed the same role for the Lamar Terrace HOPE VI, which yielded the public private partnership, Urban Strategies, Memphis HOPE (USMH); continuing as the contracted provider of social services for MHA.</p> <p>Currently USMH is the lead for the People portion of the \$30M Choice Neighborhoods Initiative, managing 413 Foote Homes households (38126); which represents 1,038 individuals. USMH holds responsibility for program design, staff training and supervision, and resource coordination. Supports include resident relocation coordination, fiscal and programmatic oversight across a diverse landscape of data driven interventions, oversight of re-</p>

	occupancy, job placement, educational advancement, and financial literacy. USMH leads the Jobs Plus Initiative program; providing locally-based, job-driven approaches to increase earnings and advance employment outcomes through work readiness, employer linkages, job placement, educational advancement technology skills, and financial literacy.
Website	<a href="http://urbanstrategiesinc.org/">http://urbanstrategiesinc.org/</a>
Social media link(s)	
Location of project/activity	Memphis, TN-MS-AR (MSA) Tennessee Shelby County
Geographic Impact	Neighborhood(s)
Support request	Grant
Requested dollar amount	\$6,067,719.69
Proposal description and structure	<p>Urban Strategies' work is driven by four pillars for building social stability:</p> <ol style="list-style-type: none"> <li>1) Education,</li> <li>2) Health &amp; Wellness,</li> <li>3) Economic Mobility, and</li> <li>4) Case Management.</li> </ol> <p>Each pillar addresses the most critical barriers for low-income families' ability to access affordable housing in communities of choice.</p> <p>Culturally Competent Case Managers use the Developmental Assets Framework to assist clients with employment, job readiness, home ownership counseling, and any other wraparound support needed to transition towards self-sufficiency. They also engage adults in goal setting, creating flexible time-sensitive road maps. In-depth risk assessments provide a resident-directed Individual Development Plan and Family Development Plan to overcome instability. Risk factors assessed include risk of: eviction, unemployment, and household instability. Case Managers work with residents, coordinating linkages with referral partners, problem solving, and tracking the outcomes.</p>
Issues addressed	Economic/Workforce Development Financial Access, Capability and Empowerment
Target population/geography	<p>The target population is families on our existing caseload living in the 38126 and 38106 zip codes, who are African American and are led by a single, female head of household. Each area is among the poorest areas in the city. The former is characterized in part by a poverty rate of 60% with a child poverty rate of 75.6%, and the later by a poverty rate of 42.2% with a child poverty rate of 64.2%; compared to Memphis overall at 26.7% with a 44.2% child poverty rate.</p> <p>Also disparaging are the low income levels. The median household income for Memphis is \$36,975. For 38126 and 38106 respectively, the median incomes are \$15,305, and \$22,196, each less than 80% of the city median income.</p>
Population served including income	The target population served are families living in the 38126 and 38106 zip codes.

	<p>The median household income for Memphis is \$36,975. For 38126 and 38106 respectively, the median incomes are \$15,305, and \$22,196, each less than 80% of the city median income. Each area is among the poorest areas in the city. 38126 is characterized in part by a poverty rate of 60% with a child poverty rate of 75.6%, and 38106 by a poverty rate of 42.2% with a child poverty rate of 64.2%; compared to Memphis overall at 26.7% with a 44.2% child poverty rate.</p> <p>This data was retrieved from American Fact Finder:  <a href="https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF">https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF</a></p>
<p>Anticipated outcomes/impact</p>	<p>The process goals are to:</p> <ul style="list-style-type: none"> <li>a) Enroll 150 adults into job readiness programming</li> <li>b) Enroll 150 adults in Adult Education programming</li> <li>c) Enroll 150 adults into hard skills training</li> <li>d) Enroll 150 adults in financial literacy programming</li> </ul>
<p>How will the program be evaluated</p>	<p>Urban Strategies (US) employs a Results-Based Accountability (RBA) framework; governing all work to improve residents' quality of life. As an RBA "Hub" partnering with the Annie E. Casey Foundation, US is a leader in this data-driven process. To obtain key insights to better serve families and build more evidence of what works, US created a performance measurement system called LEARN (Learning for Effective Actions to Revitalize Neighborhoods) which allows for the measuring and tracking of resident success over time, and provides quantifiable data; building stronger evidence on what works best, and to identify course corrections when trends are negative.</p> <p>The anticipated outcomes by the end of the award period:</p> <ul style="list-style-type: none"> <li>a) 80 adults completing Adult Education programming</li> <li>b) 80 adults completing hard skills training</li> <li>c) 125 adults placed into employment</li> <li>d) 125 adults employed six months or more</li> <li>e) 135 adults completing financial literacy programming</li> <li>f) 20% increase in employment income</li> </ul>
<p>Project time frame</p>	<p>Existing Program  Project Duration: 3-5 Years</p>
<p>Other significant partners in the proposal</p>	<p>Women's Foundation for a Greater Memphis  Other  Intermediary  <a href="http://www.wfgm.org">www.wfgm.org</a></p> <p>Workforce Investment Network (WIN)  Other  Employment Supportive Services  <a href="http://workforceinvestmentnetwork.com/">http://workforceinvestmentnetwork.com/</a></p> <p>RISE Foundation  Other  Financial Literacy</p>

	<a href="http://risememphis.org/">http://risememphis.org/</a>
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