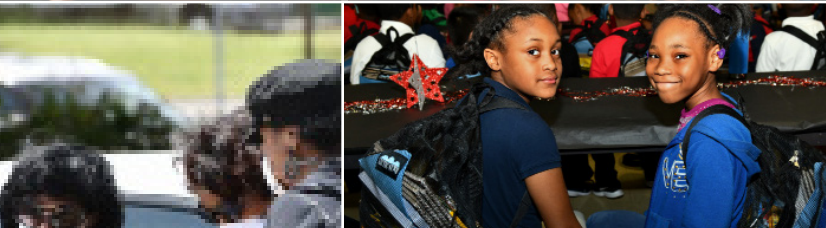


# MEMPHIS, TENNESSEE

## IMPACT REPORT

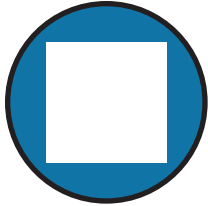
2020



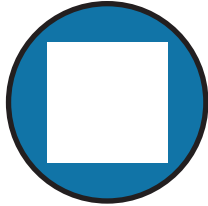
**USI | URBAN STRATEGIES, INC.**  
Families at the Center of Results

## MEMPHIS DATA SNAPSHOT\*

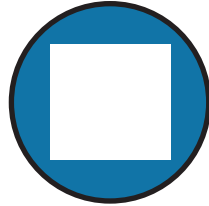
During the past four years, USI and other grantee and community partners have made strides toward our collective success in these five strategic goal areas:



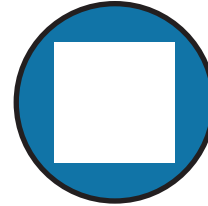
Family support and wrap-around services



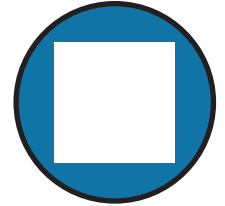
Job skills and employment



Early childhood development



Youth development



Financial education and asset building

\*As of May 2020



Individuals placed in jobs



Individuals who started a business or micro-enterprise



Residents who purchased homes



Children enrolled in early education and childcare programs



Caregivers and parents engaged in early childhood development and parenting education



Young people who participated in programs supporting positive youth development



Programs supported



Girls who participated in Girls Earn It and Young Women's Initiative

\$6,600 = \$18,000



Since 2014, the average household income has increased from \$6,600 to \$18,000 annually, which equates to a 41% increase in average household income.



## LEADERSHIP

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Sonya Abram, 2Gen Family Support Specialist

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Lori Davis, 2Gen Family Support Manager

Rose Dugger, 2Gen Family Support Specialist

Tracie Hale, Service Coordinator

Terinary Houston, Service Coordinator

Dallas Kelly, 2Gen Family Support Specialist

Eva Mosby, Regional Vice President

Sandy Ricks, Service Coordinator

Deborah Talley, CNI Family Support

Sharon Taylor, CNI Health Specialist

Rhagan Thomas, JPP Family Support

Latoya Young, JPP Family Support



## DEAR FRIENDS OF USI,

In the history of our organizations' existence, never have we faced such unprecedented challenges. Both nationally and globally, we are currently facing a pandemic health crisis and widespread social unrest in response to the tragic deaths of George Floyd and Breonna Taylor, and others at the hands of law enforcement. The increasingly visible occurrences of racism and the disproportion of COVID-related hardships have burdened the most vulnerable in our nation. For Memphis and the residents of South City, these challenges are compounded with years of disinvestment in a community that represents a rich history and that which is on the precipice of significant change.

Though the obstacles are great, especially for the residents of South City, it is the USI mission and obligation to our communities to continue with our important equity work to ensure that families are stable and thriving.

Together, with our partners, we stand boldly to promote investment and commitment to the people in the South City Neighborhood to ensure that individuals and families are safe, supported, and able to thrive. We reject institutional racism and antiquated systematic practices that have historically marginalized entire generations of people of color.

We're proud to present this report to the Memphis community to celebrate the partnerships and crucial collaboration that we believe is required to lift up and equalize Memphians.

Your partner,

Esther Shin, President & CEO  
USI



## DEAR FRIENDS OF USI,

2020 will go down as a year to remember. A year of high hopes of reaching 70% employment rate, 100% high school graduation rate, and having a health and wellness program for our families in Memphis to thrive. We were steady in our journey of ensuring all families were stable and thriving.

Our partnering with the Memphis Medical District Collaborative ensured space for ten of our residents to apply and enroll in their Housekeeping Attendant training program. This program would give residents the opportunity to interview for Housekeeping Attendant positions at Methodist LeBonheur Hospital. Just as our residents were being selected and training schedules were slated to start at the end of March, COVID-19 paralyzed us and disrupted the momentum of the program.

The USI team had to pivot in a matter of days but because of the heart of our staff and the commitment of our organization, the team without hesitation rolled up our sleeves and began calling all residents weekly to determine their needs. The team even delivered much needed household and personal supplies, food boxes, diapers, and donated computers to our school-age children so that they could continue their new virtual education. One example of community came in the form of The Tarik Black Foundation, which donated 10 new computers to families residing in the 38126-zip code. Our team also began assisting families with applying for unemployment benefits and completing the 2020 Census.

As I reflect on the dedication, commitment, bravery, courage, thoughtfulness, and temerity that was exhibited in the face of this pandemic. I am encouraged by the spirit of the USI Memphis team and all Memphians, who stepped up during these unprecedented times. USI is no stranger to being on the frontline for our families, and this pandemic was no different.

USI will continue to strive to uplift our families, work with employers to provide living-wage employment opportunities and work collaboratively with our network of partners for the betterment of our community.

I AM PROUD TO LEAD A TEAM FOR AN  
ORGANIZATION THAT SUPPORTS AND VALUES ITS  
EMPLOYEES AND THE FAMILIES THAT WE SERVE.

A handwritten signature in blue ink that reads "Eva E. Mosby". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Eva E. Mosby, Regional Vice President  
USI

# SUCCESS STORIES:

## Overcoming Anxiety and Never Giving Up

If public speaking is the most common phobia, interview anxiety must be a close second. For LaTasha Harwell, this debilitating fear was keeping her from living her best life and getting the job she sought. With support from USI and her efforts to build her soft skills, LaTasha's anxieties lessened, but she was still having a hard time connecting to the right opportunity.

While working to support LaTasha's transition into full-time employment in a manner consistent with the goals outlined in her IDP, she provided excellent service as a Jobs Plus Ambassador. The Jobs Plus Initiative is a locally based, jobs-driven program of the U.S. Department of Housing and Urban Development to increase earnings and improve employment outcomes. In that capacity, LaTasha had the opportunity to travel to Washington, D.C. to represent Memphis during the last conference session for the first Jobs Plus cohort.

Ultimately, LaTasha was matched with a job earning a livable wage working for Regional One Health. This outcome was the result of our outreach to the BTW Community Resource Center (BTWCRC) team, and our growing relationship with the Memphis Medical District Collaborative, who used its medical center network resources to locate a suitable job.

## A Series of Disasters Cannot Hold Her Back

After five years living in Memphis Housing Authority sites, Toni Bates was thrilled to have a great new opportunity for herself and her family in Jonesboro, Arkansas.

That thrill was abruptly stifled when a tornado ripped through the city in March 2020, causing Ms. Bates to lose everything—including her housing. Under stress, Ms. Bates reached out to USI and the office manager asking if she could come back to Memphis Housing Authority. MHA granted her the opportunity to move back to her original unit. After a short time trying to again get back on her feet, Ms. Bates lost her job due to the COVID-19 pandemic.

Reeling from these disasters and her loss of income, Ms. Bates got behind on her bills. At a loss for what to do, she turned to USI and its utility assistance program. With a little extra assistance, Ms. Bates is now able to work on obtaining at-home employment while assisting her children with virtual learning.

## Generosity in Uncertain Times

During a time when uncertainty and adversity has affected many across the globe, it is uplifting to see the generosity of people come through. While recently completing the COVID-19 assessment at Foote Homes in Memphis, Katrice Nelson declined to receive any assistance. Instead, she offered supplies to others.

As a single mother, Ms. Nelson learned a long time ago to clip coupons and stockpile household supplies and groceries when she could. We were inspired by her willingness to donate during a time of a crisis—when supplies have been limited, and sometimes scarce.

# PARTNER SPOTLIGHT:

## The Women's Foundation for a Greater Memphis

Since 2004, the Women's Foundation for a Greater Memphis (WFGM) has partnered with USI to provide comprehensive supportive services to women, families and children in the areas of education, health/wellness, economic mobility, and family support for more than 2,500 current and former public housing residents, advocating a whole-family approach.

### Partnership Highlights

- WFGM, with the support of USI, implemented the two-generation approach with their comprehensive, personalized family support services for low-income families.
- WFGM provides funding support to USI to serve as the lead People Partner to ensure that viable, scalable approaches to the Choice Neighborhood Initiative South City neighborhood revitalization, while improving residents' living standards.
- WFGM monitors program goals and evaluations, ensuring responsible use of local and national partners' investments.
- USI has played an integral role in implementing employer driven strategies to cultivate partnerships with corporation such as FedEx to provide support to facilitate job placements.
- WFGM supported nine USI clients in completing the EKG and Dialysis Technician course at Southwest Tennessee Community College. USI was instrumental in recommending that WFGM pursue the Annie E. Casey Foundation Evidence2Success grant, making Memphis one of six cities to be award a grant implement this project nationally.
- WFGM was able to create a public private partnership with USI, City of Memphis, and Memphis Housing Authority that lead to winning the Secretary's Award for Public-Private Partnerships in 2013 by the U.S. Department of Housing and Urban Development (HUD).

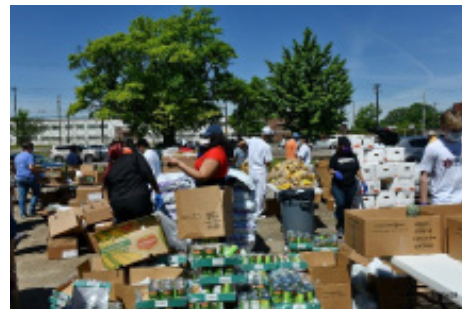
“Our authentic and innovative partnership with USI has enhanced the Women's Foundation of Greater Memphis' capacity to seamlessly link programs, build knowledge that impacts cross-sector investments and advance positive outcomes in economically distressed communities.”

—Ruby Bright, WFGM Executive Director



**WOMEN'S FOUNDATION**  
FOR A GREATER MEMPHIS

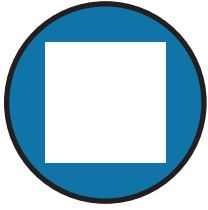
WFGM and USI partnered to collect backpacks for school-age children in Memphis.



As the community reeled from the impact of the COVID-19 global pandemic, USI and WFGM banded together to provide extra food and supplies to struggling Memphians.

- Over the past 25 years, WFGM has awarded more than \$31 million to more than 530 programs involving more than 150 local non-profits.
- WFGM has served as a lead agency and backbone organization to the Memphis community to secure federal and local funds and leveraged over \$147.7 million to support community and economic development and programs. These funds provided quality services for 10,906 individuals.
- WFGM made an additional \$10 million commitment to secure funding from local and national foundations through and our public and private partnerships to provide comprehensive social services to individuals and families.

The WFGM mission is to encourage philanthropy, foster leadership among women, and support programs that enable women and children to reach their full potential. The vision of WFGM is to be an agent for change committed to a community of well-being and prosperity, where women live in sufficiency, strength, and safety, sharing their leadership and empowering their children.



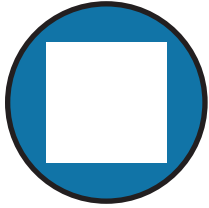
## WORKFORCE AND JOB-TRAINING MEASURES

USI will partner Midtown Medical District Collaborative to provide applicants for the housekeeping attendant training program. The residents will have an opportunity for employment with Methodist Le Bonheur Healthcare at \$13.50 per hour. Southwest Tennessee Community College is conducting non-traditional job skill training (i.e. CDL) to assist the residents in becoming more employable.

Workforce/Job Training Strategies	Employment/Income Strategies	Economic Self Sufficiency Strategies
Connect with Southwest Tennessee Community College and the local American Job Center's workforce program to obtain job training opportunities and gainful employment.	Raise awareness and create partnerships that increase participation around employment and financial empowerment.	Develop and implement a comprehensive network that produces opportunities that lead to gainful employment with a living wage.
<ul style="list-style-type: none"> <li>Labor market demand occupation job skills training</li> <li>Job Search Assistance</li> <li>Resume Development</li> <li>Interview Preparation</li> </ul>	<ul style="list-style-type: none"> <li>Assessment and Plan Development – address the barriers to employment.</li> <li>Employment Connection – create relationship with Amazon, Midtown Medical District Collaborative and Methodist Hospital system</li> <li>Maximize employment retention by consistently implementing Retention Support Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with the RISE Foundation and the Greater Memphis Financial Empowerment Center to provide credit counseling, VITA services, and one on one financial coaching.</li> <li>Access careers that pay a living wage.</li> <li>Measure the impact of the “benefit cliff” (losing benefits because of economic improvement).</li> </ul>

How Much	How Well
<p>GOAL: 203 (70%) of actively participating work-able adults who are working</p> <p>ACHIEVED: 139 (47.9%)</p> <p>GOAL: \$18,963 Average HH Income</p> <p>ACHIEVED: 5 of actively participating Households with increased annual income by \$3,000 or more</p> <p>GOAL: 14 of active Participants earning a living wage</p> <p>ACHIEVED: 10 (7.19%)</p>	<p>GOAL: 208 UNDUPLICATED WORKFORCE DEVELOPMENT REFERRALS/129 COMPLETIONS (62%) of residents who have a LEARN documented service linkage to workforce development (comparing referral status)</p> <p>ACHIEVED: 62%</p> <p>GOAL: 38 UNDUPLICATED REFERRALS/ 34 COMPLETIONS (89%) of residents referred to resource to assist with non-skill related job readiness</p> <p>ACHIEVED: 89%</p> <p>GOAL: 21 UNDUPLICATED REFERRALS/ 15 COMPLETIONS (71%) of residents referred to vocational or job skills training programs.</p> <p>ACHIEVED: 71%</p>
Difference Made	Better Off
<p>GOAL: 139 (47.9%) of able-bodied adults attaining employment</p> <p>ACHIEVED: 47.9%</p> <p>GOAL: 46 (33.9%) of households w/ annual income =&gt; \$18,963</p> <p>ACHIEVED: 33.9%</p>	<p>ACHIEVED: 7.19% of participating households who attained a living wage.</p>





## EMPLOYMENT, INCOME AND ECONOMIC MOBILITY STRATEGIES

USI will develop and create partnerships that increase participation around financial empowerment (i.e. the RISE Foundation and the Greater Memphis Financial Empowerment Center). We will develop and implement a comprehensive network that produces opportunities that lead to gainful employment with a living wage. We will assist families by developing an Individual Development Plan, resume development, job search assistance, interview preparation and employment retention support.

And we work with families to ensure that they are participating in the Earned Income Disregard.

Strategy 1	Strategy 2
Workforce training and Job Development Strategies with Employers and American Job Center Board	Build Economic Self Sufficiency and Economic Mobility
<ul style="list-style-type: none"> <li>• Create employer relationships for job creation               <ul style="list-style-type: none"> <li>– Amazon</li> <li>– Health Corridor/ Midtown Medical District Collaborative</li> </ul> </li> <li>• 20 Individuals complete American Job Center's workforce program and obtain gainful employment.</li> <li>• Maximize employment retention – Consistently implement Retention Support Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Work with RISE foundation to develop a Financial Empowerment Center that will provide Credit counseling, VITA services, and one on one financial coaching (Wealth Creation)</li> <li>• Access careers that increase the living wages</li> <li>• Ensure all families are participating in the Earned Income Disregard (Employment incentive)</li> <li>• Measure impact of the "benefits cliff effect" (losing benefits because of economic improvement)</li> </ul>

## ECONOMIC SELF SUFFICIENCY

How Much	How Well
GOAL: 197 (70%) (12/31/2020) of actively participating able bodied adults who are working ACHIEVED: 139 OR 47.9%	GOAL: 25% of adults assessed have received financial literacy training ACHIEVED: 12.8%
GOAL: AVERAGE HH INCOME = \$18,963 ACHIEVED: 5 of actively participating households increase annual income by \$3,000 or more	GOAL: FROM 12/31/17 TO 3/12/20, assessed adults who reported receiving TANF went from 3.1% to 1.8%, and Food Stamps went from 78.9% to 65.3% ACHIEVED: 13.6% of families that reported a change in their benefits
GOAL: 2 WORKFORCE DEVELOPMENT 1 FINANCIAL LITERACY ACHIEVED: 3 of MOUs for workforce development and financial literacy services	
Difference Made	Better Off
GOAL: 70% (12/31/2020) of able-bodied adults attaining employment ACHIEVED: 47.9%	GOAL: 25% (12/31/20) of participating households who attained a living wage ACHIEVED: 7.19%
GOAL: HH INCOME => \$18,963 OR 36.1% (12/31/20) OF HOUSEHOLDS W/ ANNUAL INCOME ACHIEVED: 21% (42 HOUSEHOLDS)	GOAL: 57 OR 13% ASSESSED ADULTS (3/13/20) of actively participating residents who have savings account ACHIEVED: 13%

# USI MEMPHIS STRATEGIC PARTNERSHIP NETWORK



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