



CHOICE NEIGHBORHOODS: *Sustaining The Work*

November 28, 2012

URBAN
STRATEGIES

HUMAN CAPITAL DEVELOPMENT AND COMPREHENSIVE COMMUNITY REVITALIZATION MILESTONES

Urban Strategies, Inc.

30+ Years Experience Nationwide

Human Capital Planning in 10 Major Cities

Connected to Over 10,000 Units of Housing;
More than 19,000 Families Supported

10 HOPE VI Communities;
3 Choice Neighborhoods

\$61 Million in Choice Implementation Grants

Over \$100M in Public and Private Resources
Leveraged for Innovative Support Service
Programs and Initiatives

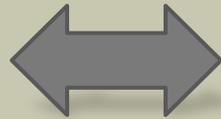
5 Enhanced Schools

Elderly Services in 11 Senior Living
Communities



BUILDING THE SUSTAINABILITY PLATFORM

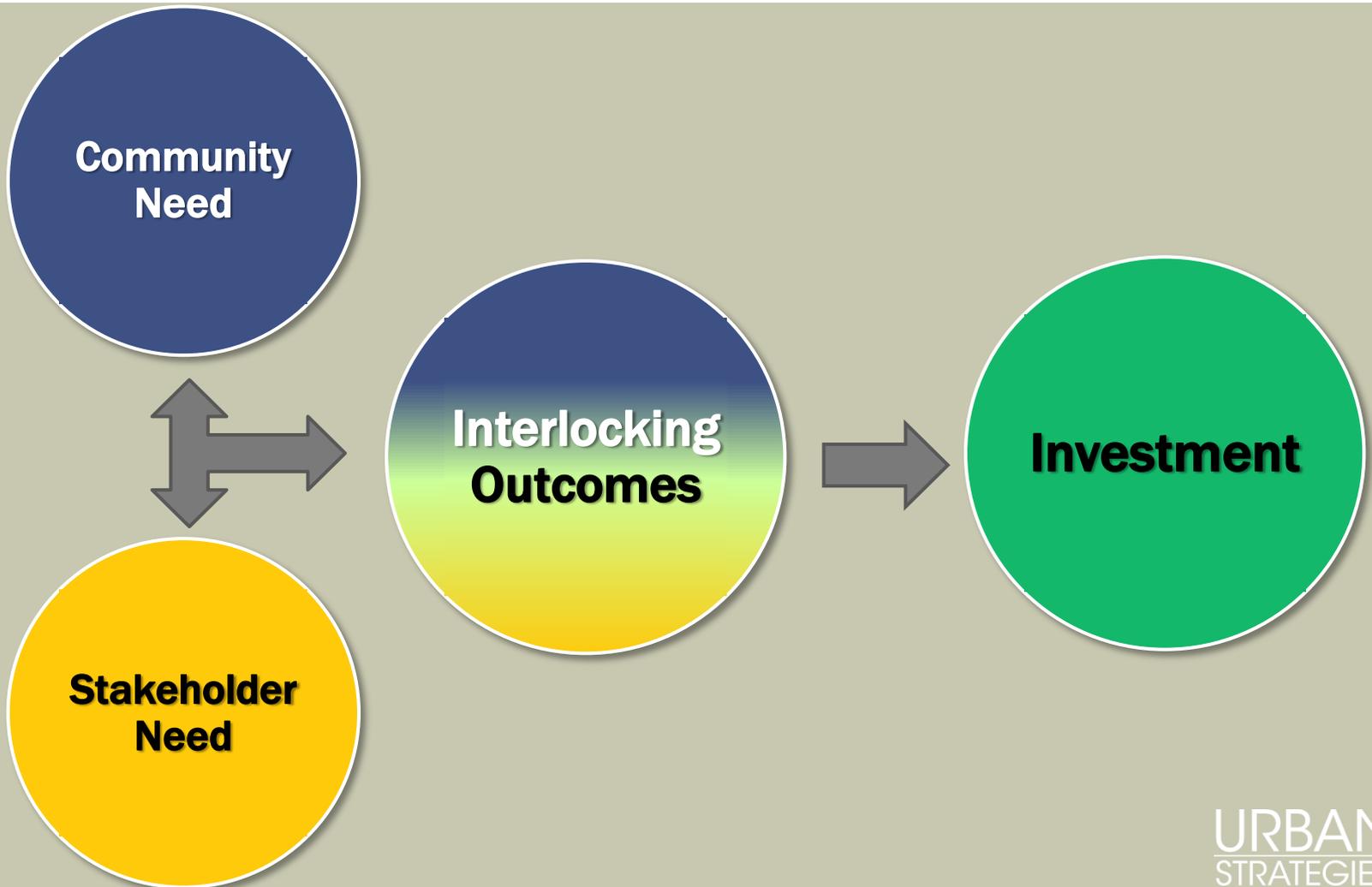
Philanthropic
stakeholders



Front End
Long term
Leverage Resources
Policy Shifts
Measurable and Visible Change

Sustained community change is most likely to happen when philanthropic stakeholders are deeply engaged from the start, can find a basis for making a long-term investment, can see their resources leveraged, and can measure and mark change

INVESTING IN COMMUNITY CHANGE – BEGINNING TO END



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What Must Happen

Deeper understanding of community problems and needs

Shared understanding on immediate and long term outcomes

Identify effective programs with collaborative design, innovative strategies, and best in class solutions

INVESTING IN COMMUNITY CHANGE - LEVERAGING

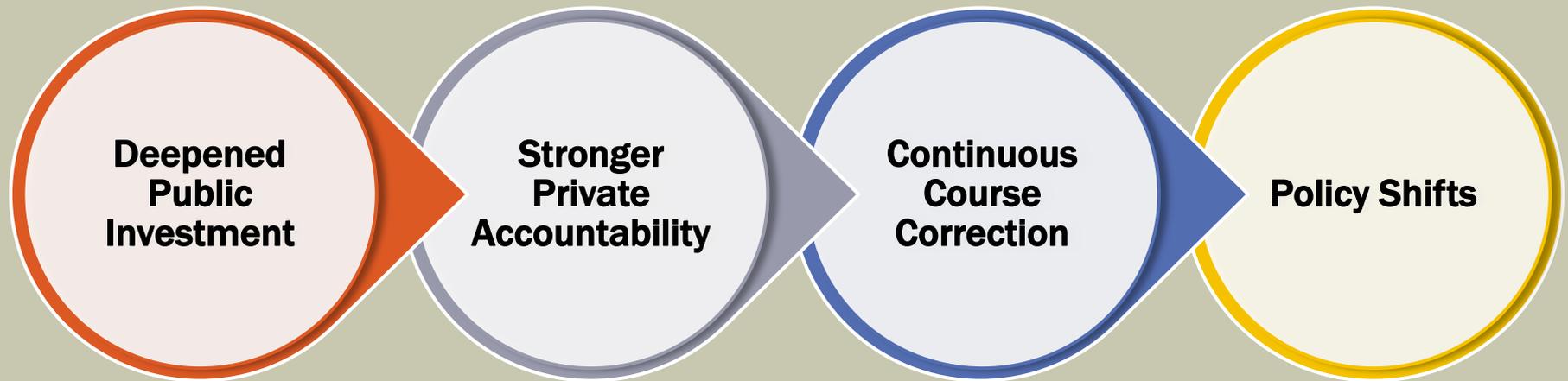
COLLABORATIVE DESIGN



COLLABORATIVE SOLUTIONS

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INVESTING IN COMMUNITY CHANGE - IMPACT



BENEFITS OF BUILDING DEEPLY ENGAGED STAKEHOLDERS

Philanthropic Stakeholders

- Assess community impact and benefit
- Evaluate effectiveness of grant-making
- Build healthy, trustful relationships with community

Community

- Better understanding of how philosophy works
- Knowledge and expertise from philanthropic community on specific policies and issues
- Improves ability to deliver better results

SUSTAINING THE INVESTMENT PARTNERSHIP

Be deliberate
about keeping
stakeholders
engaged and
informed



Stay current on
programs,
initiatives, and
activities



Report
thoroughly,
frequently, and
honestly

APPROACHES THAT WORK: THE MEMPHIS HOPE MODEL

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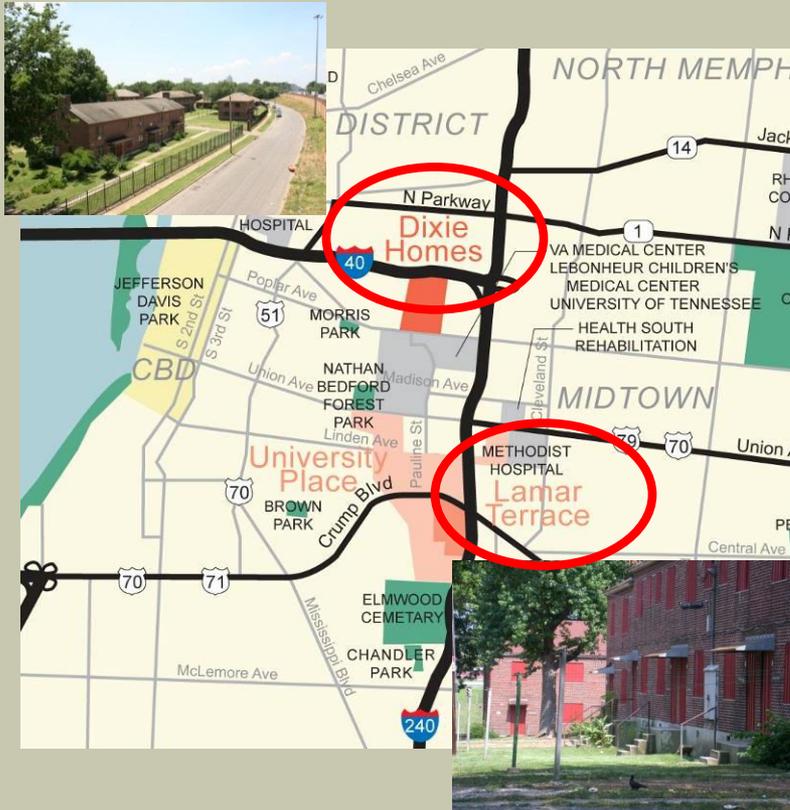
Memphis HOPE

marshals support from both public and private sources to deploy innovative approaches to human capital building and family strengthening efforts.

6 years old and growing

- Formed in 2006 to develop and execute effective strategies to help families break the cycle of poverty
- Strong partnerships with local leaders in the private, non-profit and public sectors

THE MEMPHIS HOPE MODEL



Lamar Terrace & Dixie Homes – Memphis, TN

- 543 total households
- Of 381 employable adults, only 77 (or 20%) were employed
- 54% of adult residents lack a high school diploma or GED
- Household income range from \$0 to \$21,432, with a median household income of \$5,724 per year
- Nearly 1,400 crimes reported in the community in the year prior to community revitalization

THE MEMPHIS HOPE MODEL



Physical Development

- Estimated \$160 million in new construction, physical infrastructure and capital improvements
- Over 650 units of new affordable housing

Human Capital Development

- Integrated service connection and case management support
- 313 new job placements and nearly 60% of adults employed, an increase of 30% from 2005 to 2009
- Area crime reduced 30% from 2005 to 2009



THE MEMPHIS HOPE MODEL



Management and Sustainability

Developments maintain high occupancy rates and low turnover and eviction rates.

	University Place	Legends Park
Occupancy Rate	97.06%	96%
Turnover Rate	18.67% annually	23% annually
Eviction Rate	Average 2 / month	Average 2 / month

STRONG STAKEHOLDER ENGAGEMENT - RESULT



Bold, innovative partnership now provides blueprint for family empowerment in Memphis, and

An integrated Federal, State and Local initiative...

Pathways to Prosperity



STRONG STAKEHOLDER ENGAGEMENT – THE IMPACT LOCALLY

Residents services and supports from the Public Housing Agency moved to Memphis HOPE, the public-private Partnership

Magnet for additional comprehensive innovative programming approaches

- ***Bloomberg SIF Site***
- **\$9 Million in supportive services for families**

STRONG STAKEHOLDER ENGAGEMENT – THE IMPACT NATIONALLY



Over \$9 million in supportive services for families and \$52 million in housing and neighborhood revitalization funds



Integrated federal dollars with state, local and private sector funds to impact the city by creating a replicable model for community transformation



A new enhanced school in New Orleans and school partnerships in St. Louis, Memphis and San Francisco opened in October of 2012

CHOICE NEIGHBORHOODS: SUSTAINING THE WORK

Q and A