COMMUNITY
SERVICES AGENCY

Shelby County Community Services

2023 Community Needs Assessment Report

Written By:
Dr. Stacia E. Kelly, SCG Quality Improvement Manager &
Dana Brooks, Executive Director

EXECUTIVE SUMMARY

Shelby County Community Services Agency

In 2022, Community Services Agency (CSA) updated its mission to create a thriving community through education, resources, and partnerships that promote growth and economic stability for individuals and families in Shelby County. The vision is that Shelby County Community Services Agency is "focused on helping people improve their lives through economic security and independence and on helping our community by creating changes today that will bring about a brighter tomorrow." Knowing where CSA is today through assessment, examination, and strategy will drive the organization to an effective and efficient future state.

CSA's facility is strategically located on a public transportation route in Midtown close to several other social service agencies in Memphis, Tennessee serving Memphis and Shelby County. The company has approximately 45 employees with a structure designed to cater to the community's needs and programming is determined by grant funding sources.

CSA customers include but are not limited to low-income, cost-burdened, and/or displaced individuals and families needing assistance with the following services:

- Utility and Energy Assistance
- Utilities Arrearages and Deposits for the Elderly and Disabled
- Rent and Mortgage Assistance for those in Arrears
- Medical Prescription Cost Assistance
- Displacement Assistance with Deposits Required for Move-Ins
- Case Management and Family Support for those seeking Long-Term Stability

Data collected during the community needs research shows that the demand is high for many of CSA's current services as well as services the agency does not provide. Feedback resulted in identifying drivers for future strategic initiatives, service delivery, partnership expansion, potential funding expansion, and intent around how customers are connected to wrap-around supports that meet their needs. This Community Needs Assessment Report will be dialectic in uncovering those needs of returning and potential customers.

CONTENTS

FIGURES AND TABLES LIST

Partners

Community Needs Assessment Committee

Community Focus Group Agenda

SWOT Analysis Question Handout

Community Needs Survey

Customer Satisfaction Survey

COMMUNITY NEEDS ASSESSMENT REPORT

A.   INTRODUCTION

A Community Needs Assessment is a report usually constructed by governmental agencies through research to provide management, advisory board, and the community at-large with a snapshot of a community profile and the needs centered around the community to form future strategies. Community Services Agency (CSA) is a Shelby County governmental public agency that facilitates a Community Needs Assessment every three years, with the last being conducted in 2019. The Community Needs Assessment is then utilized to create and implement a 3 to 5-Year Strategic Plan.

PROBLEM STATEMENT

As of 2020, the Shelby County, Tennessee poverty rate stands at 19.1%, which is 7.2% points higher than the national poverty rate of 11.9% (US Census Bureau, 2020). Accessible and supportive programming that addresses both immediate needs as well as underlying barriers to long-term stability is needed to decrease the poverty rate in Shelby County, TN.

PURPOSE OF THE STUDY

This Community Needs Assessment Report aims to identify improvement opportunities within education, housing, employment, finance, and social support services based on the Family National Performance Indicators (FNPI). Furthermore, the assessment intends to align CSA's potential strategies with the agency's mission to promote growth and economic stability in Memphis and Shelby County.

SIGNIFICANCE OF THE STUDY

This research will provide direct insight from the community that CSA serves into public need, barriers, gaps, as well as capacity concerns among services that are crucial to stability, independence, and well-being. The community will consider CSA as an agency working toward practical solutions. Moreover, the analysis of this assessment aims to convey valuable information for future research as a part of historical needs assessments.

STAKEHOLDERS

Shelby County Residents – People living in Shelby County permanently or on a long-term basis that qualify for local governmental services.

CSA Employees and Staff – Individuals (Full-time or Temporary) hired by Shelby County Government to perform job functions relevant to the mission statement of the Community Services Agency.

Shelby County Government – Shelby County operations is overseen by an administration comprised of the County Mayor and County Commissioners, who serve four-year terms. The administration employs 6,270 civil servants to provide services for 936,611 citizens.

Community Partners – Organizations/Service Providers that offer support and human services related to stabilizing household needs; sharing referrals to accomplish service connection and aligning with the mission and vision for change in Shelby County.

Advisory Board – A group of Shelby County experts that live and/or work with low-income populations, partnering social service agency representatives, and private entities who offer guidance, recommendations, and knowledge to CSA.

Until 1982, CSA was a private non-profit organization called Community Services Administration (Harris, 1983). The entity at that time aided Shelby County residents with their utility bills and facilitated Head Start (Harris, 1983). However, the 1981 Ronald Reagan's Omnibus Reconciliation Act the year prior led to the organization being abolished (Richmond & Mooney, 2020).

In 1983, the organization made a comeback reorganizing under the name Community Services Agency (CSA) and joining Shelby County Government (Harris, 1983). The agency continued to provide the same services but added the Community Services Block Grant (CSBG) in 1986, which assisted families with rent, mortgage, and self-sufficiency initiatives (Harris, 1983). The organization then began to add the CSBG internal organizational standards as a requirement of the grant (Richmond & Mooney, 2020). In addition, Results-Oriented Management and Accountability (ROMA) was introduced in 1994 to ensure that outcomes were achieved in the CSBG program (Richmond & Mooney, 2020).

As a Community Services Block Grant requirement, CSA must conduct a community needs assessment every three years to assist in facilitating a 3 to 5-year Strategic Plan. The organization uses primary collected data and secondary data on populations served from the Community Needs Assessment to establish mission, vision, objectives, and action items for day-to-day operations and services that in turn have the largest community impact.

C. COMMUNITY PROFILE

The scope of CSA's work is to provide education, assistance, and resources to the Shelby County community for households experiencing the direct and indirect effects of poverty. According to the US Census Bureau (2016-20), the poverty rate is 19.1% in Shelby County, with 174,664 individuals in poverty. However, symptoms of poverty are a revolving door, with one million Shelby County residents susceptible. The income levels in Shelby County could be more conducive to the community's success. The current per capita income level for Shelby County is $31,272, which is lower than the national average (US Census Bureau , 2016-20). The US Bureau of Labor Statistics suggests that an annual income of $51,480 or above is sufficient to remain out of the specter of poverty (2022). CSA is tasked to find these individuals to empower them through services.

Moreover, CSA operates from Income Guidelines that correlate with the Federal Poverty Level set within each program by the state. These guidelines assist with keeping individuals out of poverty as a preventative measure. The most current information shows that 35% of Shelby County residents are below 185% Federal Poverty Level, which is 8% above the national average (US Census Bureau , 2016-20). This report will analyze this population's secondary data through a demographic breakdown.

There is baseline demographic information that is essential to understanding the community profile. CSA historically tailors its programs to ensure that demographics based on data are served. These individuals are families experiencing a crisis, women and children experiencing poverty, veterans, seniors, and individuals with a disability.

Fifty two percent of females in Shelby County are single parent households and experience the most effects of poverty (US Census Bureau , 2016-20). Black and Native American/Alaska Native children experience the most alarming poverty percentages in the county. Specifically, 53% of children are below 200% of the Federal Poverty Level, with black male children ages 0 to 4 being impacted the most.

Thirty one percent of Shelby County residents have children living in the household (US Census Bureau , 2016-20). Families with a Head of Household Female have the highest number of impoverished households, 68.8% (US Census Bureau , 2016-20).

Shelby County's race consists mainly of individuals identifying as Black, at 54% (US Census Bureau , 2016-20). The other races are as follows: Whites at 38%, Asian at 3.1%, Native American/Alaska 0.2%, other races at 2.8%, and mixed race is 2.9% (US Census Bureau , 2016-20). The African American population is also less likely to make the earning potential of Whites or Asians.

CSA serves the Latinx population with the addition of a Hispanic Affairs Coordinator position. Eight percent of the total population in Shelby County identifies as Hispanic or Latino (US Census Bureau , 2016-20). The population identified as disabled is 13% (US Census Bureau , 2016-20). Additionally, 7% of the population is comprised of Veterans, with individuals over 65 being the most significant population of Veterans (US Census Bureau , 2016-20). Seniors ages 65 and older represent 13% of the population, with 11% impoverished (US Census Bureau , 2016-20).

D. RESEARCH METHODOLOGY

CSA conducted research that was qualitative and quantitative in nature using needs surveys, focus groups, and satisfaction surveys. The research will be analytical and provide information to achieve the best pragmatic outcomes. Exploratory research will be found within the secondary data and then extended into primary data. Furthermore, CSA used SWOT analysis, Quantitative, and Qualitative Analysis to synthesize data for the construction of goals.

CSA conducted a Community Need Assessment Survey of 384 subjects that included unique and returning customers during events and normal operational flow. Specifically, intake events were in targeted location types. The intake events took place at colleges and universities, Latinx Events, Health Related Events, and Faith-Based Institutions. Sixteen Community Partner Organizations participated by providing feedback utilizing the Community Need Assessment Survey. Advisory Board members also participated by completing the Community Need Assessment Survey. CSA ensured that all stakeholders were included in plans to strategize and make decisions.

The organization uses a client information database system called THO Solutions that provides a standardized assessment of consumer needs, allows for the creation of individualized service plans, and records the use of direct and indirect services that can be used to identify gaps in the local service continuum and develop outcome measurements. The THO solutions database for Shelby County provides past program performance correlated with the data from previous or returning customers.

Customers took part in a Customer Satisfaction Survey to provide a snapshot of the satisfaction level of current services and the delivery of client-facing support. Customers were allowed to rank the organization's performance from very disappointing to exceptional. With the customer satisfaction survey, descriptive interpersonal exchanges and challenges with the processing are identified. Each descriptor in the customer satisfaction survey is quantitatively scored to provide measurable data.

CSA employees participated in an Employee Satisfaction Survey to provide details about the satisfaction level of procedures, policies, and leadership practices. The data received will provide insight into CSA systems and oversight. Results from employee satisfaction surveys allow managerial interventions that are practical.

INTEGRATION OF FINDINGS WITH RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY (ROMA) AND ORGANIZATIONAL STANDARDS

According to Richmond & Mooney (2020), Results Oriented Management and Accountability (ROMA) was created by the Monitoring and Assessment TASK Force (MATF) to ensure the effectiveness of programs that governmental agencies create. ROMA is driven by a performance-based methodology toward services provided within each agency (Richmond & Mooney, 2020). CSA utilizes ROMA to put into practice the method expressed in the framework using Logic Models to create services and targets that result in outputs and outcomes that prove effectiveness and efficiency. ROMA addresses the community's needs through a focus on family, community, and agency. This report will speak in the same terms as ROMA to connect with the framework's guiding principles. Moreover, CSA uses duality to apply CSBG Organizational

Standards built into CSBG grant-funded programs and services. The CSBG Organizational Standards are used to provide structure to entities allocating funding toward services in a way that connects with the vision of the CSBG Act (Community Action Partnership, 2015).

E. SWOT ANALYSIS

CSA works to understand what is helpful and harmful to the organization to improve and mitigate risk. CSA utilized SWOT Analysis to identify areas where the organization excelled—moreover identifying matters where CSA was not meeting customer expectations. CSA conducted a focus group of 10 unique and returning customers to give their feedback regarding the organization through the framework of the SWOT tool. A focus group was conducted twice in which it was open to all mixed gender, ages, race, and income. CSA made questions available to the focus group to help guide the discussion. Figure 1 shows the results from the SWOT analysis.

The following questions guided the SWOT analysis.

a. Strengths

- What good things come to mind when you think about CSA?
- What do you like about CSA that differs from other rent/mortgage programs?
- How likely are you to recommend our service to a friend? How?
- What ultimately pushed you to seek out our services?

b. Weaknesses

- What kind of problems have you experienced with the application?

- What kind of problems have you experienced with obtaining the required personal documentation?

- What kind of problems have you experienced with the intake/pending process?

- What kind of problems have you experienced with the level of customer service that we provide?

c. Opportunities

- If you could change one thing about our service, what would it be?

- What is the first thing you consider when utilizing our services?

- How well have we incorporated feedback or your opinions in the past?

- How do you prefer to receive communication from CSA?

- What other services would you like assistance with?

d. Threats

- What is the biggest challenge you face when it comes to the problem that our service is supposed to solve?

- How have you been impacted by the current job market?

- Why are some individuals working while others choose not to work? (Hours? Pay? Transportation?)

SWOT ANALYSIS CONCLUSIONS

Strengths

The focus group discussed that the Low-Income Household Energy Assistance Program (LIHEAP) offered the most value. The focus group participants felt that the program bridges the gap for many experiencing financial troubles, leaving space to take care of

other responsibilities. Additionally, participants felt that CSA's application process was the least stressful out of competing organizations offering the same assistance programs. Participants highly recommend CSA as a place to alleviate financial burdens through utility and rental assistance. Moreover, the participants conveyed that the online status check portal improved communication with customers. CSA found that the portal alleviated the internal backlog of calls to the agency on the standing of applications.

Weaknesses

The focus group participants discussed two weaknesses that were highlighted during the sessions. Participants felt that long wait times for rent assistance payments increased the risk of being evicted from housing. Also, participants stated that the wait time to speak to a customer service representative was longer than average.

Opportunities

The focus group identified opportunities to improve CSA programs. Participants discussed how CSA could improve by increasing education on program eligibility requirements and offering services. The eligibility criteria are based on income, household size, financial need, and hardship. Participants explained how emails and texts would be practical for disseminating educational materials. Moreover, participants felt that improving eligibility requirements for seniors on a fixed income and providing volunteer services for those individuals would engage the community. The focus group concluded that improving information broadcasting and program criteria would drive customers to the organization.

Threats

The focus group participants identified that landlord concerns, the current job market, and living wages pose the most significant risks. Participants discussed that landlords are

reluctant to work with CSA and make payment arrangements due to the 30-day wait time, which adds to the threat of being evicted. Participants felt that the living wage in Tennessee needs to be higher and align with the residents' expectations. The residents expect that the living wage will eventually increase due to the rising cost of groceries.

SWOT Analysis

S Strengths ⊘
- The utility assistance program offers the most value to families.
- CSA has the least stressful process among similar organizations that provide the same type of assistance in Shelby County.
- Highly recommended for Utility and Rent/Mortgage assistance
- The online status check portal is helpful in managing the application process.

W Weaknesses ⊘
- Waitt times to speak to a customer service representative.
- Wait time to receive payment for rental assistance is too long and could put residents in less favorable circumstances.

O Opportunities ⊘
- Educating customers on eligibility requirements and services.
- Using email and text to educate customers and obtain feedback.
- Improve the eligibility requirements for seniors that are on a fixed income.
- Implement a volunteer network and mentorship program.

T Threats ⊘
- Reputation with Landlords and leasing offices.
- Customer preference do not align with the expectation of employers in the workforce.
- Living wae in the state of TN is too low.

Figure 1 – SWOT ANALYSIS

F. COMMUNITY NEEDS SURVEY FINDINGS AND ANALYSIS

The findings for the Community Need Survey are aligned with the intended outcome indicators achieved through the Results Oriented Management and Accountability methodology (ROMA). The need statements are established after an assessment identifies the needs to be addressed. CSA is then tasked to determine the desired outcomes. The report's findings allow the agency to strengthen current service connection tactics while evaluating how those outcomes align with the mission and objectives in a strategic plan. The findings fall under seven themes correlated with Family

National Performance Indicators (FNPI): Education/Cognitive Development and Parenting Skills, Employment, Health, Housing, Income and Asset Building, Social Support Services, and Overall Need. Under each theme, a description of the data from the Community Needs Survey is described in highlights coupled with supporting information.

SURVEY RESULTS

TOP FIVE RESPONSES IN ALL CATEGORIES

EDUCATION/COGNITIVE DEVELOPMENT AND PARENTING SKILLS

Seventy percent of respondents felt that the top need under the theme of Education is more parental involvement in their children's education. According to Muller and Kerbow (2018), along with other elements that impact student success in schools, such as income, family history, and marital status, parent contribution is vital to positive academic performance. The other four highest rated responses: 44% selected affordable transportation options to and from school; 42% chose preschool activities for developing school readiness; 41% more accessible counseling to prepare for tech or college; 39% affordable high-quality childcare for parents seeking continued education.

EMPLOYMENT

Seventy nine percent of respondents said Shelby County needs more jobs with better pay and benefits. Kalleberg states that the United States has transformed into a differentiated assessment of individualism and collectivism with factors in social, political, and economic impacting workers leading to uncertainties (2011). There is a point in history when workers felt secure as pay and benefits lived up to the quality of life; however, with

the rising cost of goods, less job security, and businesses failing, there is hesitation to feel comfortable in the job market (Kalleberg, 2011). The other four highest rated responses: 52% chose affordable childcare during work hours; 47% affordable transportation; 46% more workforce training that matches the types of available jobs in our area; 34% selected improving work readiness skills for able-bodied individuals.

A well-paying profession can contribute to socioeconomic advancement, but employers that provide benefits such as paid time off, health, and retirement options tend to assign more stable employment for employees (Boushey, 2008). This practical thinking is relevant in today's job market. Moreover, a study reported that lawmakers implementing a living wage policy could improve global health and the continuum of care for the entire household (Bhatia & Katz, 2001).

HEALTH

Sixty-one percent of respondents felt that the top need under the Health theme was an increased focus on preventative healthcare. According to Chung et al., social determinants of health significantly impact families experiencing poverty, and often those individuals face more significant health risks because of those factors such as transportation and other aspects (2016). In Shelby County alone, for every primary care physician 166 residents in poverty need preventative health services (Health Resources & Services Administration, 2022). The other four highest rated needs: 59% chose more culturally centered mental health services; 52% affordable transportation to healthcare services; 52% payment assistance for dental/vision/hearing; 36% more education on maintaining personal hygiene.

HOUSING

Sixty-three percent of respondents feel that more monthly rental assistance programs should be available. Affordable housing is defined as expenses that do not exceed 30% of a household's gross income (U.S. Department of Housing and Urban Development, 2006). In Shelby County, the availability of affordable quality housing for low-income families has decreased over the past three years. Achieving and maintaining home ownership among impoverished populations is also a challenge that entails both income barriers as well as fiscal literacy gaps. Aaronson suggests that educational attainment is directly correlated with homeownership (2000). The other four top rated responses: 43% selected access to more grants that would make home ownership attainable and affordable; and 37% for programs offering home repair; community supports for homeless families; and safe and affordable housing options; 33% wanted to see an increase in income-based housing for seniors and disabled.

INCOME AND ASSET BUILDING

Fifty six percent of respondents prioritized a need for more education on how to build assets. Some experts agree. There is a discussion about community development and asset building that states many organizations look toward being more practical rather than theoretical by looking at process or outcome (Green, 2015). Green suggests looking at community theories centered around asset building as a starting point for change (2015). The other top four responses were: 55% free credit counseling access; 51% access to low interest loans; 45% confidential budget counseling; 38% information on accessing financial resources.

SOCIAL SUPPORT SERVICES

Forty-seven percent of respondents stated that youth services are the most significant need under Social Supports. Children that experience poverty face a higher risk of inadequate development (Zolkoski, 2012). Ungar reports that youth services provide children with healthier basic and shared outcomes that play a part in bouncing back from hardships (2011). The remaining top responses included: 43% prioritizing a need for legal services; 37% child support services; 32% life skills programming; 30% meal programs and 29% sexual/emotional/physical abuse services.

OVERALL NEEDS

Employment 79%

Education 70%

Housing 63%

Health 61%

Income and Asset Building 56%

Youth Support Services 47%
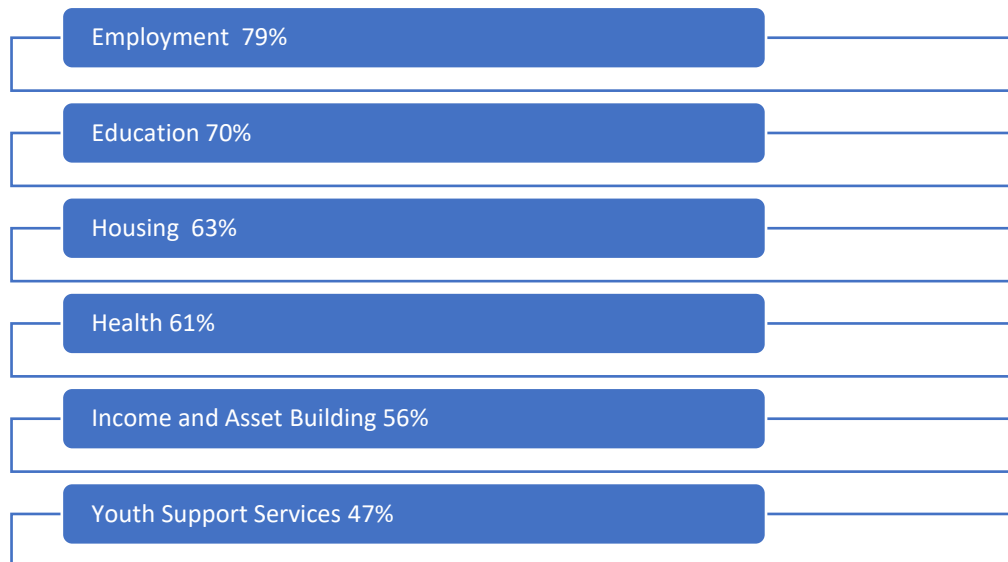
Shelby County residents agree that the top three overall needs were centered around Employment (74%), Education (70%), and Housing (63%). Health (61%) and Income/Asset Building (56%) rounded out the top five priorities of our community members.

According to the US Census Bureau, Shelby County has an unemployment rate of 4.4%, higher than the national rate of 3.4%. Economically vulnerable populations face the most challenges in escaping unemployment (Antipova & Momeni, 2021). A report demonstrates how communities of color, the majority being African Americans, are strategically not being selected for jobs and are let go first in the job market (Antipova & Momeni, 2021). It is vital that CSA address these themes not only to fulfill the agency mission but to generate lasting impact among socioeconomic barriers.

G.   OTHER APPLICABLE FINDINGS AND ANALYSIS

CUSTOMER DATABASE

The client information system called THO Solutions generates quantitative information on unique and returning customers regarding demographics, services used, and outcomes. Specifically, the database keeps track of numbers served and details regarding those customers entered. The analysis section of this report provides a visual portraying the demographic characteristics of those customers. Those programs that are currently available to Shelby County residents are Low Income Household Energy Assistance Program (LIHEAP), Low Income Household Water Assistance Program (LIHWAP), Comprehensive Emergency Assistance Program (CEAP), Homeless Displacement Assistance Program, and Direct Appropriation Grant (DAG). The program that serves the most customers is the LIHEAP program. The program that experienced the most growth from 2019 to 2022 is LIHEAP. Specifically, in the CSBG program, the demographics of

the CSA's customer base are tracked. CSA has served 66,943 individuals and 29,330 households between the start of the program year in 2019 through 2022.

Many of the available programs at CSA are income-driven regarding eligibility requirements, of which 40% live up to 50% of the federal poverty level. Although many residents receiving assistance from CSA have income, those individuals are considered low-income and qualify for the programs. Forty two percent of customers are unemployed and seeking employment, which correlates with the need for job placement. Only 5.5% of customers hold a full-time job, and 3.6% are employed part-time, adding to the need for better-paying jobs with benefits for the demographic considered employed. Within the households served, 67% rent and 19% own their home.

CSA reports that 27% of those customers beyond 25 years of age have a high school diploma or equivalency, 8.3% having a 9th to 12th-grade level education, and 1.5% having 0 to 8th-grade level education. Only five percent of customers have post-secondary education. Many residents reported from the Community Needs Survey that better-paying jobs would provide better opportunities. It is widely known that education level correlates with advancement.

Thirty seven percent of the overall population served at CSA are ages 18 through 54. It is important to note that Millennials will cover the most significant margin of the workforce in the next two years (U.S. Bureau of Labor Statistics, 2020). Figure 2 makes a depiction of how the generations make up the workforce. As stated, most of CSA's customer base believes that there is a need for more jobs with better pay and benefits. The assumption

would be if these customers were afforded better paying jobs, their need for CSA services would decrease, and their level of stability would increase.
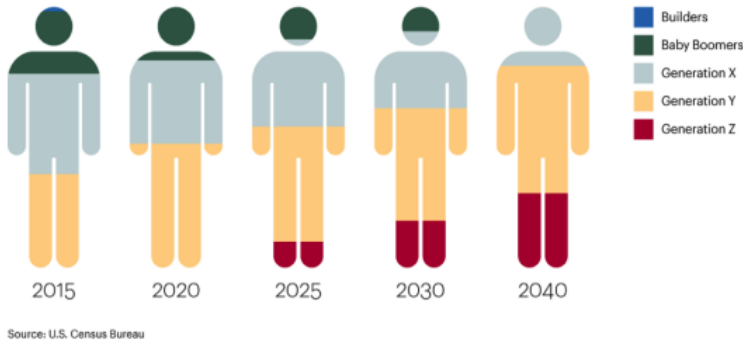
Figure 2 – Millennials in the Workforce

CSA reaches many households that would be deemed as marginalized or vulnerable populations. A vulnerable population can be defined as individuals or families that are socioeconomically disadvantaged. Figure 3 depicts comparative graphs of demographic information that show vulnerable populations of individuals and families that are either underserved or overserved in Shelby County by CSA.

Figure 3 --Disproportionality of Vulnerable Populations

CSA serves the Shelby County area at-large. Conversely, individuals in some zip codes seek out assistance more than others. The top 10 Zip Codes that CSA served from 2019 to 2022 in Shelby County are 38106, 38107, 38109, 38111, 38114, 38115, 38116, 38118, 38127, and 38128. Figure 4 depicts the areas that use CSA's service the most.
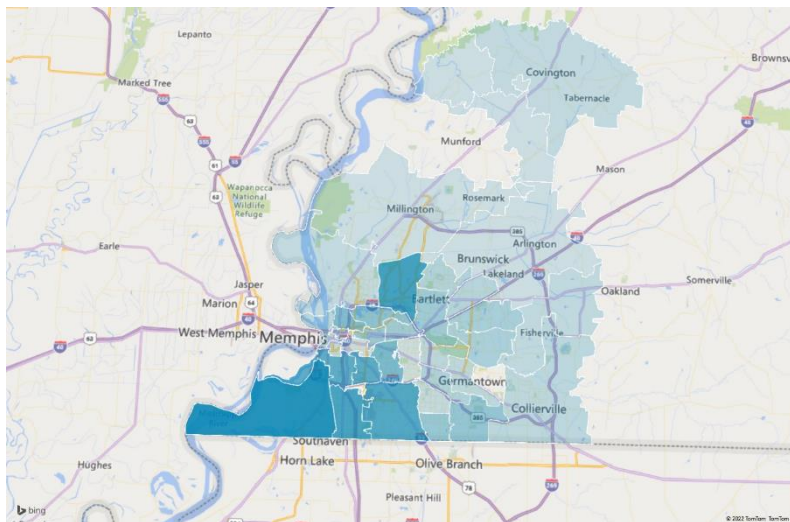
Figure 4 – CSA Zip Codes Served Saturation Map

Considering the majority of those served range in age from 18-54, CSA intends to continue to develop more easily accessible methods of receiving assistance utilizing technology that includes email, QR scanning codes, and potentially text message capability. CSA currently uses emails to assist in processing applications. Emails allow caseworkers to message customers through the online portals directly and provide a status on an application being processed. The Application Status Check portal empowers the customer to feel reassured that caseworkers work to relieve hardships and crises. Additionally, customers can apply online for energy assistance, reserve slots for rent and mortgage assistance, and email various support outlets based on programmatic need – all checked by a designated team of staff.

OUTPUTS AND OUTCOMES

The top three domains that CSA has excelled in that produced a high number of outcomes are Housing, Health, and Income and Assets Building. Over the last three years, CSA has helped over 1,400 families move toward economic stability through the prevention of homelessness and lack of financial knowledge. CSA has also championed the prevention of utility cut-offs. CSA provides incredible value to the community of Shelby County through direct services, community outreach, and extensive training for front-line staff. Future outcomes will strive to anticipate needs and prevent recurring circumstances through long-term planning, advocacy, and more intentional case management using holistic approaches.

FOUR FACTOR ANALYSIS

CSA is a Title VI compliant organization. It is essential that a Four Factor Analysis is performed periodically to ensure reasonable steps are taken to accommodate individuals with Limited English Proficiency (LEP). This ensures that language barriers are addressed to avoid discriminatory practices. Items to point out about the current statuses of LEP for CSA:

- Factor 1: Shelby County has 3.7% of individuals in the population that are considered LEP which is below the 5% requirement for a Language Access Plan (US Census Bureau , 2016-20).

- Factor 2: CSA provides direct services to less than 1% of individuals with LEP (.003%). CSA has in place process to that accommodate LEP through a language

translator line and having on staff bilingual (Spanish and English) speaking personnel.

- Factor 3: Although not specifically required of CSA based on Factor 1 and Factor 2, CSA plans to create a series of translated documents to address gaps in LEP application processing.

- Factor 4: CSA currently uses funding toward a language translator for the call center, receptionist, and website.

Figure 5 – **Four Factor Analysis for LEP**

- Speaks English Less than Very Well 3.7%
- Spanish 2.4%
- Indo-European 0.3%
- Asian Pacific Islander 0.7%
- Other languages 0.3%

- .03% of individuals served by CSA are LEP between 2019 and 2022

Factor 1 **Factor 2**

Factor 3 **Factor 4**

- Updating documentatio to close language barri and gaps in service regarding language:
- Applications
- Flyers
- Supporting Documentation

- Current funding toward LEP:
- Website
- Call Center
- Receptionist

EMPLOYEE SATISFACTION AND BUY-IN

CSA distributed an employee satisfaction survey to all front-line staff to assess the level of satisfaction with the procedures, policies, facilities, and leadership within the organization. Sixty six percent of staff felt that they were satisfied with CSA employment. Twenty-three percent felt neutral about their employment at CSA. The remaining 11% of individuals dislike working at CSA or provided no response. The top three categories that CSA's staff

felt needed improvement are Compensation/Wage/Salary, Career Advancement, and Management Styles.

CSA will use data from the employee satisfaction survey to recommend opportunities for improving employee engagement. Organizations should work to move those actively disengaged employees toward higher satisfaction levels to eliminate a hostile workplace (Sorenson, 2013). Over the last four years, CSA has maintained an 11% turnover rate and retains employees through high engagement. CSA encourages employees to attend offered training courses, and many have participated. Notably, an average of 407 training hours have been completed over the last two years among CSA employees. While CSA ensures that the necessary training for internal customers is provided so that teams are high performing, increasing engagement, employees are also invited to give their professional insight into the business at all levels. CSA queried our employees about gaps in our current operations. The following is a list of gaps in services from our internal customers:

- Relationships with the Landlord have been a challenge

- Lack of education on Landlord/Tenant Laws

- Ineffective communication with customers that repeatedly change or update

- Only using Websites and Facebook to communicate information

- Ineffective Service level for approval letters

- Ineffectively helping seniors to explain hardships

CUSTOMER SATISFACTION

CSA values our unique and returning customers and works to ensure that Shelby County residents are not heavily impacted by the factors associated with poverty. CSA regularly conducts satisfaction surveys to ensure that we follow the four ethical principles: Autonomy, Beneficence, Justice, and Non-Maleficence (Figure 6). Autonomy is the duty to ensure that each customer's rights are respected. Beneficence is increasing benefits and well-being for those served. Next, non-maleficence is to ensure the mitigation or elimination of a harmful situation. Lastly, justice is to treat all the same under Title VI, treating all fairly and equitably.

Figure 6 – Four Ethics Principles

A Customer Satisfaction Score, in most industries, is used as a measurement tool to compute Customer Experience with a direct correlation to the level of happiness with services and customer support. Currently, CSA's Customer Satisfaction Rating is 85%. Organizations that are proactive in computing customer satisfaction scores seek to provide value-driven results for customers but also address decision-making (Aguwa, Monplaisir, & Turgut, 2012). CSA works to implement managerial interventions and strategies to improve this score daily. Below (Figures 7 and 8) are depictions of customer satisfaction by zip code and program.

Figure 7 - Customer Satisfaction by Zip Code

Figure 8 Customer Satisfaction by Programming

CUSTOMER SATISFACTION BY PROGRAMMING

Legend: Disappointing, Very Disappointing, Neutral, Great, Exceptional

Categories: Utilities, None, Medical Prescription, Housing

X-axis: -20, 0, 20, 40, 60, 80, 100
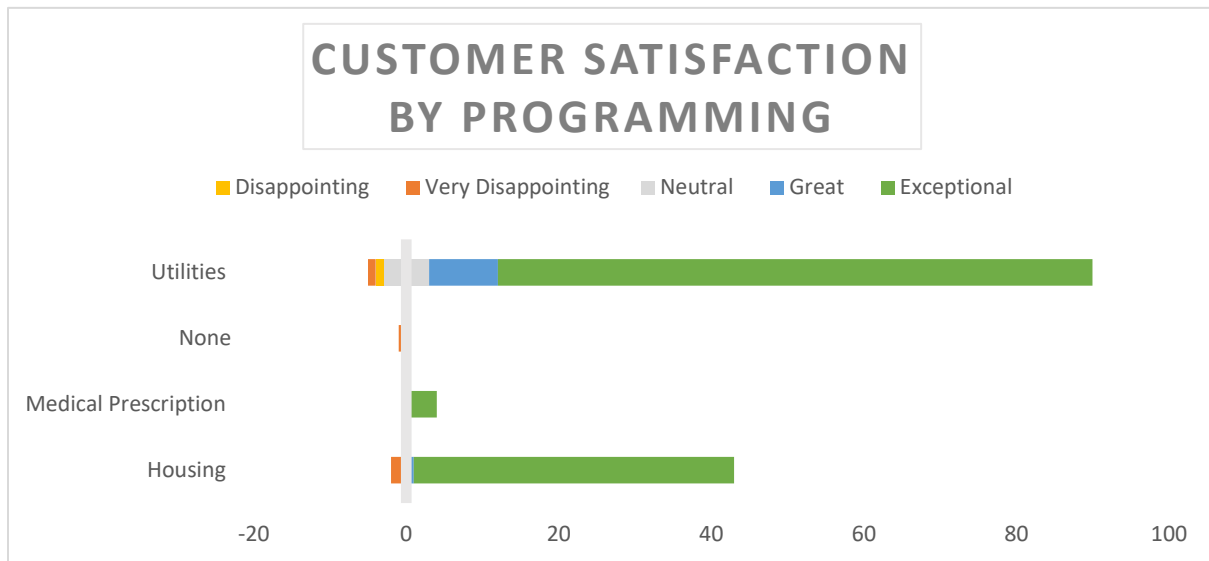
H. IDENTIFIED GAPS IN SERVICE

Policy Gap
- Adherence to service quality
- Task standardization

Communication Gap
- Communication with customer and landlord

Customer Service Gap
- Understanding a customer's true needs
- Fast growing need for convenience and access through technology

Knowledge Gap
- Engaging the actively disengaged frontline worker
- Relationship management and education
- Communication between the management and the customer-facing employees

Delivery Gap
- Implementation of service delivery processes
- Requisite training
- Technology

I. TRENDS – THEN AND NOW

Although the 2019-2022 Community Needs Assessment Report and Strategic Plan's methodology and use of language throughout that survey was a bit different, the key components of need are still comparable. The question worth evaluating in future strategic planning then becomes, is the agency making the greatest impact in both crisis and prevention or are we seeing the same concerns year after year?

Comparing the prior study's results with this year's results, the following findings can be continuously evaluated for severity of ongoing need, the effectiveness of how CSA delivers programming, as well as the types of programming being offered.

PRIORITIES	THEN - 2019	NOW - 2023
EMPLOYMENT	66%	79%
EDUCATION	80%	70%
HOUSING	90% / 86% landlord	63%
HEALTH	55%	61%
INCOME / ASSETS	85%	56%
SUPPORT SERVICES	Youth Education – 85%	Youth Support – 47%
OTHER NEEDS	**THEN - 2019**	**NOW - 2023**
CHILDCARE	46% non-traditional	52% flexible hours
SENIOR SPECIFIC	90% utilities and home repair combined	33% senior specific 37% home repair
TRANSPORTATION	50+% across responses to and from specific services and/or general accessibility	50+% across responses to and from specific services and/or general accessibility

J. CONCLUSION

CSA is committed to understanding the needs of its customer base and establishing strategies that assist with fulfilling those needs either by direct service or service connection. First, the problem statement was identified and defined. It is essential to define the problem to progress toward the purpose of the study. Even more significant than finding purpose, it is the intentionality to provide significance to the community to which CSA serves. CSA knows its stakeholders well and continues to seek their feedback to close gaps in service. CSA has a history of providing grant-funded assistance to the community. CSA's strengths, weaknesses, opportunities, and threats present a snapshot of the current market status of the organization.

Furthermore, in this report, the community's profile was discussed along with findings that will be utilized to analyze the business. All information presented in this report will empower the next phase of completing the ROMA cycle toward planning for the 3-year Strategic Plan. Based on Shelby County residents' responses to the Community Needs Survey and other collected system data, the organization will work on programming, partnerships, linkage, and services that target Employment, Education/Parental Support, Housing, Healthcare Connection, and Fiscal/Asset Planning.

REFERENCES

Aaronson, D. (2000). A note on the benefits of homeownership. *Journal of Urban Economics*, 356-369.

Aguwa, C. C., Monplaisir, L., & Turgut, O. (2012). Voice of the customer: Customer satisfaction ratio based analysis. *Expert Systems with Applications*, 10112-10119.

Antipova, A., & Momeni, E. (2021). Unemployment in Socially Disadvantaged Communities in Tennessee, US, During the COVID-19. *Frontiers in Sustainable Cities*.

Bhatia, R., & Katz, M. (2001). Estimation of Health Benefits from a Local Living Wage Ordinance. *American Journal of Public Health*, 1398-1402.

Boushey, H. (2008). Opting out? The Effect of Children on Women's Employment in the United States. *Feminist Economics*, 1-36.

Bureau of Labor Statistics. (2022). *USUAL WEEKLY EARNINGS OF WAGE AND SALARY WORKERS: Fourth Quarter 2022.* US Department of Labor.

Chetty, R., Jackson, M. O., Kuchler, T., Stroebel, J., Hendren, N., Fluegge, S. G., . . . Wenerfelt, N. (2022). Social capital I: measurement and associations with economic mobility. *Nature*, 108-121.

Chung, E. K., Siegel, B. S., Garg, A., Conroy, K., Gross, R. S., Long, D. A., . . . Fierman, A. H. (2016). Screening for Social Determinants of Health Among Children and Families Living in Poverty: A Guide for Clinicians. *Current problems in pediatric and adolescent health care*, 135-153.

Community Action Partnership. (2015). *COE Developed CSBG Organizational Standards.* Washington D.C.: Community Action Partnership.

Economic Mobility Catalog. (2022). *Community health workers*. Retrieved from results4america.org: https://catalog.results4america.org/programs/community-health-workers

Economic Mobility Catalog. (2022). *increasing Acces to Healthcare*. Retrieved from Results4america.org: https://catalog.results4america.org/strategies/access-health-care

Fernandez, E. (2022, April 13). *San Francisco's One-Stop Affordable Housing Application Portal Could Be a Model for Other Cities*. Retrieved from housingmatter.urban.org: https://housingmatters.urban.org/articles/san-franciscos-one-stop-affordable-housing-application-portal-could-be-model-other-cities

Foley, Y. C., Popkin, M., Mullis, F., & Cooper, P. J. (2019). Active Parenting Now and Active Parenting of Teens: An evaluation of two neo-Adlerian parenting programs. *The Journal of Individual Psychology*, 272-286.

Green, G. &. (2015). *Asset buidling & community development.* Sage publications.

Harris, S. (1983). *Commissioner Report.* Memphis: Community Services Agency.

Health Resources & Services Administration. (2022). *Area Health Resources Files.* Health Resources & Services Administration.

Kalleberg, A. (2011). *Good jobs, bad jobs: The rise of polarized and precarious employment systems in the United States, 1970s-2000s.* Russell Sage Foundation.

Muller, C., & Kerbow, D. (2018). *Parent involvement in the home, school, and community.* Routledge.

Reeves, R., & Fall, C. (2022, August 2). *Seven key takeaways from Chetty's new research on friendship and economic mobility*. Retrieved from Brookings.edu: https://www.brookings.edu/blog/up-front/2022/08/02/7-key-takeaways-from-chettys-new-research-on-friendship-and-economic-mobility/

Richmond, F., & Mooney, B. (2020). *Introduction to Results-Oriented Management and Accountability .* The Center for Applied Management Practices Incorporated.

Sorenson, S. (2013). How Employee Engagement Drives Growth. *Gallup Business Journal*, 1-4.

Superior DataWorks, LLC. (2019). *2019 Community Needs Assessment Study .* Memphis, TN : Superior Data Works, LLC.

Swanson, L. (2017). *The Need for Affordable, Accessible, & Service Enriched Housing for Older Adults in Tennessee.* Tennessee Housing Development Agency.

Title IV-E Prevention Services Clearinghouse. (2022, December). *Active Parenting*. Retrieved from Prevention Services: https://preventionservices.acf.hhs.gov/programs/446/show

U.S. Bureau of Labor Statistics. (2020, November). *Millennials in the labor force, projected 2019-29*. Retrieved from https://www.bls.gov/careeroutlook/2020/data-on-display/millennials-in-labor-force.htm

U.S. Department of Health & Human Services. (2023). *Enhanced Early Head Start (EHS)*. Retrieved from Pathways To Work Evidence Clearinghouse : https://pathwaystowork.acf.hhs.gov/intervention-detail/338

U.S. Department of Housing and Urban Development. (2006). *Glossary of Terms to Affordable Housing*. Retrieved from HUD.org: https://archives.hud.gov/local/nv/goodstories/2006-04-06glos.cfm

Ungar, M. (2011). Community resilience for youth and families: Facilitative physical and social capital in contexts of adversity. *Children and Youth Service Review*, 1742-1748.

US Census Bureau . (2016-20). *American Community Survey .* Washington D.C.: US Census Bureau .

US Census Bureau. (2020). *Small Area Income and Poverty Estimates (SAIPE).* Washington D.C.: US Census Bureau .

Zolkoski, S. &. (2012). Resilience in children and youth: A review. *Children and youth services review*, 2295-2303.

APPENDIX

PARTNERS

Memphis Shelby County Schools

University of Tennessee Health Science Center (UTHCS)

Maximus – Child Support

One by One Ministries

Boys and Girls Club of Memphis

Neighborhood Christian Center

Hope House

YWCA of Memphis & The Midsouth

Catholic Charities of West Tennessee

Agape Child and Family

PEARL With You

Shelby County Landlord

Metropolitan Inter-Faith Association (MIFA)

My City Rides, Non-profit

Send Relief

Memphis Lights, Gas, and Water (MLGW)

COMMUNITY NEEDS ASSESSMENT COMMITTEE

Stephanie Duckett

Sharon Holloway

Eugenia Mather

Lorann Robinson

Bianca Weatherspoon

Aisha Hall

Dr. Stacia E. Kelly

COMMUNITY FOCUS GROUP AGENDA

Location: 1188 Minna Place

                   Memphis, TN 38104

                   Training Room

Date: June 11, 2022, and January 12, 2023

Time: 11:00 AM – 12:30 PM **(Please be on time. We will follow this strict schedule)**

Facilitator: Dr. Stacia E. Kelly

Agenda items

11:00 AM — 11:10 AM   Introductions and Icebreaker

11:10 AM — 11:35 AM   Lunch

                                 What does CSA do? Why does your

                                 opinion matter?

11:35 AM — 12:20 PM   Focus Group Discussions with Guiding

                                 Questions

12:20 PM — 12:25 PM   Privacy of Information

                                 How will this information be used?

12:25 PM — 12:30 PM   Closing Remarks

Additional information

Thank you for accepting the call out for residents to be a part of the community focus group for Community Services Agency. We are honored to have your opinions. We will explore Strengths, Weaknesses, Opportunities, and Threats relating to our services as we progress toward excellent service for the Shelby County residents that we serve daily. **PLEASE DO NOT BRING ADDITIONAL GUEST(S). FOOD and GAS CARD WILL ONLY BE PROVIDED TO PARTICIPANT.**

My name is Dr. Stacia E. Kelly. I am super excited to be facilitating this meeting as Quality Improvement Manager. My education and experience are robust. My professional experience is working with big-name companies such as Maximus, Disney, JoAnn's Fabrics, NYX, and various governmental entities performing in the Quality and Safety Support job function. My expertise is coming up with solutions for organizations through data.

I look forward to meeting everyone this Saturday.

Thank you

Strengths

- What good things come to mind when you think about CSA?
- What do you like about CSA that differs from other rent/mortgage assistance programs?
- How likely are you to recommend our service to a friend? How?
- What ultimately pushed you to seek out our services?

Weaknesses

- What kind of problems have you experienced with the application?
- What kind of problems have you experienced with obtaining the required personal documentation?
- What kind of problems have you experienced with the intake/pending process?
- What kind of problems have you experienced with the level of customer service that we provide?

Opportunities

- If you could change one thing about our service, what would it be?
- What is the first thing you consider when utilizing our services?
- How well have we incorporated feedback or your opinions in the past?
- How do you prefer to receive communication from CSA?
- What other services would you like assistance with?

Threats

- What is the biggest challenge you face when it comes to the problem that our service is supposed to solve?
- How have you been impacted by the current job market?
- Why are some individuals working while others chose not to work? (Hours? Pay? Transportation?)

Shelby County Community Service Agency

Community Needs Survey

EDUCATION - Mark the three most important needs.

☐ More parents involved in student's education

☐ Preschool activities for child(ren) to develop school readiness skills

☐ More accessible counseling to prepare students for tech or college

☐ More certificate/degree programs offered locally

☐ Affordable transportation options to and from school

☐ Affordable, high-quality childcare options for a parent who would like to further their education

☐ Increasing the community's knowledge of available education resources

☐ Access to parenting programs or courses for new or current parents

☐ Other

EMPLOYMENT - Mark the three most important needs.

☐ More jobs with better pay and benefits

☐ More training for the types of jobs available in the area

☐ Affordable transportation to and from job

☐ Affordable childcare during work hours

☐ Early reinforcement of the values of entering the workforce

☐ Increasing the community's knowledge of available employment resources

☐ Improve the workforce readiness skills of people who are able to work

☐ Affordable adult daycare during work hours

☐ Other

HEALTH - Mark the three most important needs.

☐ More community focus on preventative healthcare

☐ More culturally centered mental health services

☐ Affordable transportation for health care services

☐ Provide more education on maintaining personal hygiene

☐ More payment assistance programs for adult dental, hearing, and/or vision services

☐ More access to affordable, comprehensive (or primary) healthcare services

☐ Increasing the community's knowledge of available health resources

☐ More emphasis on early childhood nutrition education

☐ More emphasis on reinforcing healthy eating habits

☐ More nutritional counseling (one on one and free)

☐ More knowledge of available food resources

☐ More assistance and resources for victims of domestic violence

☐ More assistance and resources for victims of elderly abuse

☐ Other

HOUSING - Mark the three most important needs.

☐ More monthly rental assistance programs

☐ Increased availability of security/utility deposit programs

☐ More counseling resources for homeowners

☐ More grants to make home ownership and home rehab affordable

☐ More grants to provide services that reduce energy cost

☐ More programs to provide free home repair

☐ More income-based rental housing for disabled and seniors

☐ More community supports for homeless families

☐ More safe and affordable housing options

☐ Other

INCOME AND ASSET BUILDING - Mark the three most important needs.

☐ Anonymous and confidential budget counseling

☐ More education on how to build assets

☐ Information on how to access free credit counseling

☐ Anonymous and confidential savings counseling

☐ More access to low-interest loans

☐ More information on how to access financial resources

☐ Increasing the community's knowledge of available

☐ How to build wealth via life insurance policies

☐ Other

SUPPORT SERVICES - Mark the three most important needs.

☐ Child Support

☒ Legal Services

☐ Youth Services

☐ Meal Programs

☐ Life Skills Programs and Services

☐ Substance Abuse Resources

☐ Elderly Services

☐ Sexual/Emotional/Physical Abuse Services

☐ Transportation Services

☐ Disabled Services

☐ In-home services - Seniors

☐ Senior Centers

Based on the items you selected above, please mark the TOP THREE (3) MAIN SERVICE

CATEGORIES you feel your community/county needs the most.

OVERALL NEED

☐ Employment

☐ Education

☐ Income and Asset Building

☐ Housing

☐ Health

☐ Civic Engagement

☐ Support Services (supporting multiple domains)

Need Statement	Responses	Percent
EDUCATION		
More parents involved in student's education	269	70%
Preschool activities for child(ren) to develop school readiness skills	163	42%
More accessible counseling to prepare students for tech or college	156	41%
More certificate/degree programs offered locally	124	32%
Affordable transportation options to and from school	168	44%
Affordable high-quality childcare options for parent who would like to further their education	151	39%
Increasing the community's knowledge of available education resources	136	35%
Access to parenting programs or courses for new or current parents	122	32%
Other	28	7%
EMPLOYMENT		
More jobs with better pay and benefits	304	79%
More training for the types of jobs available in the area	176	46%
Affordable transportation to and from job	179	47%
Affordable childcare during work hours	199	52%
Early reinforcement of the values of entering the workforce	76	20%
Increasing the community's knowledge of available employment resources	102	27%
Improve the workforce readiness skills of people who are able to work	129	34%
Affordable adult daycare during work hours	104	27%
Other	13	3%
HEALTH		
More community focus on preventative healthcare	236	61%
More culturally centered mental health services	227	59%
Affordable transportation for health care services	200	52%
Provide more education on maintaining personal hygiene	138	36%
More payment assistance programs for adult dental, hearing, and/or vision services	199	52%
More access to affordable comprehensive (or primary) health care services	89	23%
Increasing the community's knowledge of available health resources	84	22%
More emphasis on early childhood nutrition education	76	20%
More emphasis on reinforcing healthy eating habits	74	19%
More nutritional counseling (one on one and free)	73	19%
More knowledge of available food resources	91	24%
More assistance and resources for victims of domestic violence	120	31%
More assistance and resources for victims of elderly abuse	74	19%
Other	10	3%
HOUSING		
More monthly rental assistance programs	243	63%
Increased availability of security/utility deposit programs	125	33%
More counseling resources for homeowners	104	27%
More grants to make home ownership and home rehab affordable	165	43%
More grants to provide services that reduce energy cost	122	32%
More programs to provide free home repair	143	37%
More income based rental housing for disabled and seniors	125	33%
More community supports for homeless families	141	37%
More safe and affordable housing options	141	37%
Other	15	4%
INCOME AND ASSET BUILDING		
Anonymous and confidential budget counseling	171	45%
More education on how to build assets	216	56%
Information on how to access free credit counseling	212	55%
Anonymous and confidential savings counseling	120	31%
More access to low interest loans	196	51%
More information on how to access financial resources	144	38%
Increasing the community's knowledge of available	118	31%
How to build wealth via life insurance policies	120	31%
Other	21	5%

SUPPORT SERVICES		
Child Support	142	37%
Legal Services	165	43%
Youth Services	180	47%
Meal Programs	114	30%
Life Skills Programs and Services	122	32%
Substance Abuse Resources	91	24%
Elderly Services	93	24%
Sexual/Emotional/Physical Abuse Services	110	29%
Transportation Services	109	28%
Disabled Services	81	21%
In-home services - Seniors	67	17%
Senior Centers	50	13%
OVERALL NEED		
Employment	286	74%
Education	233	61%
Income and Asset Building	126	33%
Housing	240	63%
Health	161	42%
Civic Engagement	32	8%
Support Services (supporting multiple domains)	101	26%
Total Surveys	384	

Customer Satisfaction Survey

Please take a moment to complete the Customer Satisfaction Survey.

Required

1. Please provide us with your Zip/Postal Code

[   ]

2. What services did you apply for during the intake process?

☐ Rent/Mortgage Assistance (CEAP)

☐ Utility Assistance (LIHEAP or LIHWAP)

☐ Housing Assistance

☐ Medical Prescription Assistance

☐ SERF/Case Management

☐ Other

☐ None of the above

3. Please rate the quality of your experience.

Very Disappointing ★ ★ ★ ★ ★ Exceptional

4. lease provide a comment regarding your experience or tell us what services would better assist you. Optional: Please provide your name and household ID so that we may address your concern immediately.