

MSS ANNUAL REPORT

Metropolitan Social Services

Fiscal Year 2012-2013



Metro Social Services promotes positive change for individuals and families in times of crisis and economic hardship through case management, direct services to fill identified gaps, and regular community needs assessments that help influence solutions to poverty.

The department has served thousands of Davidson County residents in need through its Homeless and Family Support Services units, its Homemaker program, the Nutrition services, and burial assistance.

In addition, Metro Social Services is partnering with community organizations to reach out into neighborhoods and schools linking people with services in an attempt to help individuals and families prosper. Two new efforts include the Ride 2 Thrive community outreach event and a partnership with the Financial Empowerment Center (see page 6).

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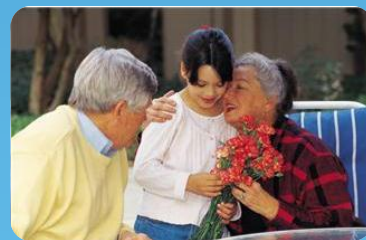
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"Metro Social Services' goal is to assist people who have exhausted most of their resources. We are in many ways an agency of last resort."

- Renée Pratt.

Note from the Executive Director

Dear Partners and Friends,

The department of Metro Social Services (MSS) continues our mission of assessing and documenting the patterns of poverty and seeks solutions that promote a positive impact on the most vulnerable people in Davidson County.

The past year has yet again been very busy and productive. Metro Social Services program areas continued to provide services and sponsor events that assisted the neediest in our communities. MSS along with community partners held its first annual Ride to Thrive event. This event provided health screenings, social service information, cooking classes, kids' activities, food, and fun for the region. Over 1,100 individuals and families attended this spring event. Later in the year, we continued our annual Thanksgiving and Christmas holiday events along with our partners to assist families in our case management system.

In addition, Metro Social Services produced the fourth annual Community Needs Evaluation. MSS remains committed to bringing data, social issue analysis and recent research findings to Nashville. The Community Needs Evaluation:

- Uses data from a variety of sources to demonstrate poverty in Nashville.
- Reports on findings from the Grassroots Community Survey it has conducted for 5 years.
- Includes an array of local, state and federal data, particularly from the U. S. Census Bureau.

The Community Needs Evaluation also describes the complex interaction of poverty and needs in the areas of:

- Food and Nutrition.
- Health and Human Development.
- Housing and Neighborhoods.
- Long-Term Services and Supports for Adults.
- Workforce and Economic Opportunity.

The report includes information about Evidence-Based Practices, which emphasizes service approaches that have already been proven effective. Evidence-Based Practices use data in multiple ways:

- Evidence-Based Practices are designed to achieve desired outcomes for services that are most needed.
- Evidence-Based Practices are based on effective models and processes that have been shown to work.

It is through the hard work and commitment of the MSS staff with the support of the Board of Commissioners and community partners that we are able to meet the needs of the most vulnerable citizens in Davidson County through continuous monitoring of gaps in services and identified trends.

I hope you find this information helpful and beneficial. If you would like additional information please go to our website at www.nashville.gov/social-services or contact MSS Administration at 862-6400.

Renee Pratt



Renée Pratt serves the Executive Director of Metro Social Services.

Prior to her appointment, Ms. Pratt was the department's Director of Administration and also led the Division of Planning and Coordination.

Metro Social Services Commission

The Metropolitan Social Services Commission consists of seven members who are appointed by the Mayor in accordance with the Metropolitan Charter 11.1101. The board meets on a monthly basis in a building of the Metropolitan Government. The meetings are open to the public. In accordance to the Commission's bylaws, the regular meeting in May will serve as the annual commission meeting during which officers are elected and the bylaws may be reviewed and considered for re-adoption. Officers, which served for two years, include a chairperson and a vice-chairperson. The executive director or her designee serves as secretary to the Commission.

The Commission chair has the authority to call special meetings upon the requests of three members of the Commission. Written notification of the time, place, and purpose of the meeting shall be delivered to each commissioner at least five days prior to the meeting, which is also to be announced to the public. During special meetings, only business that was designated as the purpose for calling the meeting shall be conducted.

The Commission will meet a quorum with four members are present. Each commissioner has one vote and the majority of the vote prevails. Duties of the Commission includes appointing an executive director. The Commission will then enter into an employment contract with the executive director. The executive director is required to attend all meetings and report as requested by the chairperson. Standing committees of the Commission include the Finance, Personnel, Nominating, and Bylaws committees.

Overall, the Social Services Commission oversees the work of the Metro Social Services Department, which administers general assistance to residents of the Metropolitan Government area and emergency assistance to residents and nonresidents; and makes social investigations and reports to the Metro Council, selective service and other government agencies. The Commission also engages in study and research regarding the cause of financial dependency, and methods of better treating such dependency, to administer public and private grants for welfare and relief purposes.

The Commission decided to assign each commissioner to a MSS program and meet with the program managers one-on-one on a monthly basis, go on customer visits or attend activities with the program manager or a staff person. The goal is to gain personal insight into daily activities. During FY 2012-2013, the following assignments were made:

Commissioner Sinclair to Family Support (Tarver Smith, manager); commissioner Rolando to Homeless Services (Giovanni Achoe, manager); Commissioner François to the Homemaker Program (Pat Wingfield, manager); Commissioner Harris to the Indigent Burial Program (Carol Wilson, manager); Commissioner LaLonde to the Nutrition Program (Carol Wilson, manager); and Commissioner Kirkwood to Planning & Coordination (Dinah Gregory, Program Director).

Name	Term ending
Dr. Frank Boehm, chair	April 3, 2014
Bill Sinclair, vice chair	April 3, 2015
Mary Rolando	April 3, 2015
The Rev. William R. Harris, Sr.	April 2, 2014
Krissy Kirkwood	April 3, 2016
Renard François	July 20, 2014
Kristine LaLonde	April 3, 2016



Poverty in Davidson County and the Role of Social Service Agencies

For the past four years, Metro Social Services' Planning & Coordination unit produced the city's Community Needs Evaluation, which is based on different national, state and local data sources including grassroots community surveys.

The goal of the document is to outline emerging trends based on demographic projections and allow for policy makers to consider long-term implications of unmet needs.

"During all four years in which the grassroots community survey has been conducted, the two most highly ranked gaps between available services and needs were for Housing and Related Assistance and Workforce & Economic Opportunity. This is especially noteworthy because each year, the surveys were conducted in different venues" (p. 26).

The percentage of the overall Davidson county population in poverty increased from 14.9% in 2007 to 19.3% in 2011. After a steady increase in the poverty rate during the Great Recession, the poverty rate slightly decreased from 2010, when it had reached 20.2%, to 19.3% in 2011.

For children under the age of 18, the poverty rate has increased from 14.7% in 2007 to 30.5% in 2011. Mirroring the trend of the overall poverty rate, the percentage of Davidson county children in poverty decreased from 32% at its peak in 2010 to 30.5% in 2011.

The document lists the poverty threshold for a person under the age of 65 at \$11,702, and for a family of four with two under-age children at \$22,811.

In 2011 and 2012, the grassroots surveys conducted with more than 4,000 Davidson County households identified Housing & Related Assistance as the top need in Davidson County closely followed by Workforce & Economic Opportunity. Health was ranked as the third highest need, followed by Home and Community Based Services for Seniors/Adults; Transportation; and Food & Nutrition. Child Care and Neighborhood Development were the least frequently identified needs.

When comparing the data with the previous year, Home and Community Based Services for Seniors/Adults were identified as way more urgent than in previous years. As a

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matter of fact, in 2011, 4.8% of respondents had identified Community Based Services for Seniors/Adults as the service area of greatest need. In 2012, 13.6% of respondents claimed that Community Based Services for Seniors/Adults showed the greatest gap between available services and needs in Davidson County.

The reason, according to the report's authors, could possibly be "due to the aging population or the level of awareness about aging patterns and increased needs" (p. 27).

With government budgets continuing to decrease, best-practice and outcome-oriented approaches provide an opportunity to leverage resources across a community that is willing to collaborate.

Based on the past three annual Community Needs Evaluations, the Planning and Coordination unit developed policy recommendations for the consideration of policy makers of the metro government of Nashville and Davidson County.

The recommendations were approved by the Metro Social Services Board of Commissioners in March 2012 and include General Policy Recommendations as well as Specific Issue Recommendations.

The General Policy Recommendations were as follows:

1. Strategically Align Metropolitan Government Resources.
2. Enhance Coordination.
3. Refine Funding Allocation Process to Nonprofit Organizations.



The Specific Issue Recommendations follow the Community needs Evaluation's study areas, which are Child Care, Food & Nutrition, Health, Home & Community Based Services, Housing, Neighborhood Development, and Workforce & Economic Opportunity.

The following section highlights some of the recommendations that were included in the document and is by no means comprehensive.

Child Care: Metro government should invest in early childhood development for low-income preschool children to involve better alignment between preschool and school-based learning, improve transitions as children move from one level to the next, and enhance resources to respond to unmet needs.

Food & Nutrition: Metro government should improve coordination between Metro agencies and nonprofit organizations in the distribution of food to disadvantaged populations. Metro government should revisit the structure and support of the current Food Policy Council to enable it to take on this coordination role.

Health: Nashville should improve a cohesive and coordinated safety net system that includes preventive, primary, dental and all specialty care. In addition, Metro government should explore alternatives such as the expansion of the Safety Net Consortium, potential philanthropic involvement of the Nashville Health Care Council, etc.

HCBS – Seniors/Adults: Metro government agencies should share data and update their services to coordinate an align resources with the growing needs as baby boomers retire.

Housing: Nashville should create a Housing Trust Fund and promote inclusionary zoning that would equitably disperse affordable housing across the county.

Neighborhood Development: Metro government should clarify its role in neighborhood development and coordinate efforts of different departments through the Mayor's Office of Neighborhoods.

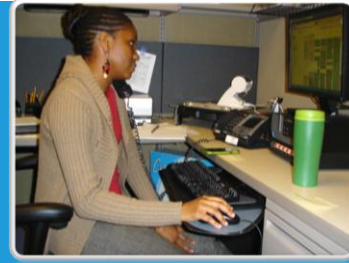
Workforce & Economic Opportunity: Nashville has a shortage in workers with needed skills. Metro government could help prepare high school graduates for college and trades by enhancing paid internship opportunities.

The full recommendations are available at www.nashville.gov/social-services, go to Planning & Coordination, then click on Resource Guides and Reports.

New Programs established and implemented in 2012

Ride 2 Thrive

Ride 2 Thrive, a free community event organized by Metro Social Services and held on Saturday, April 20, 2013, at Hartman Park in North Nashville, provided a wealth of resources and information including free food, health screenings (vision, hearing, clinical breast exams, blood glucose, glaucoma) and fun for the entire family. About 1,000 individuals and families took advantage of the services offered.



Financial Empowerment Center

Metro Social Services is one of the sites selected by the Nashville Financial Empowerment Centers to provide free, professional financial counseling to Davidson County residents.

As people who come to Metro Social Services for assistance receive help, they also are connected to financial counseling to ensure they understand their budgets, reduce debt, and build assets.

Nashville received a \$2-million grant from the Cities for Financial Empowerment (CFE) Fund, which is a project of Bloomberg Philanthropies.

The Nashville Financial Empowerment Center is headed by Erik Cole out of the Office of the Mayor. The program works in partnership with United Way of Metropolitan Nashville and is open to all residents of Davidson County.

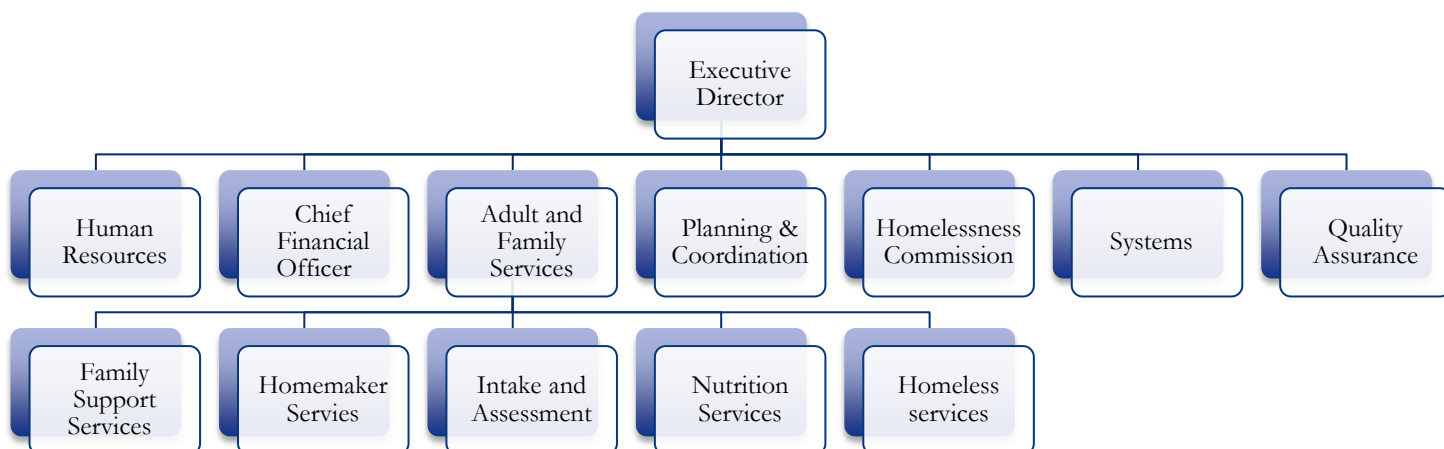
People interested in talking to a professional financial counselor can call the United Way 2-1-1 Helpline to make an appointment at one of multiple locations across the city including Metro Social Services, at 800 2nd Avenue North.



During FY 2011/12, about 700 families received a turkey for Thanksgiving.



Metro Social Services Organizational Overview



Executive Director

Renée Pratt has worked with Metro Social Services since 1992. Ms. Pratt held several positions within Metro Social Services before becoming the Director of Administration in 2005. She then served as interim director and consequently was appointed by the board as the executive director. As such she oversees and manages a staff of 89.

Human Resources

Metro Social Services has its own HR manager who serves as a link between the department and Metro Human Resources. The HR manager helps in the hiring process and ensures Metro Social Services employees have all the information needed to follow policies and receive benefits as directed by the Metropolitan government.

Chief Financial Officer

The Chief Financial Officer oversees the budget of Metro Social Services and ensures the department is accountable of all public funding it receives. The CFO updates the MSS Board of Commissioners on a monthly basis to allow for informed budgetary decisions and recommendations.

Adult and Family Services

Adult and Family Services oversees the direct services provided by the different units. (see page 8)

Planning and Coordination

Metro Social Services added a strong component of planning and coordination in 2005. As part of its research and coordination functions, the Planning and Coordination unit has released four Community Needs Evaluations since 2009 and assisted the Poverty Council with the implementation of the city's Poverty Reduction Initiative.

Homelessness Commission

The Metropolitan Homelessness Commission was established in 2005 within Metro Social Services. It moved under the umbrella of the Metropolitan Development and Housing Agency (MDHA) in June of 2007 until July 1, 2011. The Commission last year launched an effort called *How's Nashville* (see updates on page 10).

Systems

The IT Systems unit ensures all technological and software systems within Metro Social Services are working. The IT Systems unit consists of one staff member who supports the entire department.

Quality Assurance

Metro Social Services' Quality Assurance officer oversees contractual agreements the department enters with other entities. This unit also regularly surveys customer satisfaction and ensures that all direct services meet efficient and high quality standards.



Adult and Family Services

Family Support Services

The Family Support Services program assists customers with the development and improvement of their life skills.

Through intensive case management, this staff of seven works to increase independence and to stabilize families.

While the Family Support Services program does not provide direct financial assistance, case workers provide customers with grief counseling, life management, self-help empowerment skills, budgeting and connect them with other resources within the Davidson County community.

Homeless Services

The Homeless Services program addresses the needs of individuals and families who are homeless or at the imminent risk of homelessness.

The program offers case management to assist customers in obtaining or maintaining housing and employment. Case managers work one-on-one with customers to assess their situation and link them with resources within the community.

Homeless Services case managers also screen customers for the Roof Top program, which is a community-based program managed by a consortium of congregations to

For many individuals and families, Metro Social Services is a last resort for help. In FY 2012/13, the Homeless Services and Family Support programs were able to assist 2,492 Davidson County residents.

One individual who received assistance from Metro Social Services heard about the agency on a Metro bus. He had moved from Memphis to Nashville to remove himself from the environment, where he had abused drugs for years, and get a fresh start.

After successfully completing a drug treatment program, he was referred to a group home. However, he was not doing well and was in need to find independent housing where he felt he could focus on getting employment and maintaining sobriety.

The social worker assigned to him helped him fill out paperwork and worked with community partners to help him find his own apartment. He also received assistance to connect utilities and cover additional move-in costs.

Overall, the Homeless & Family Support Services units placed 67 individuals and families in housing during the last fiscal year.

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provide financial assistance to eligible individuals and families.

Homemaker Services

The Homemaker Services unit consists of two programs. The Adult Homemaker Program provides caring assistance that allows eligible adults to maintain independent living in their homes. Homemakers assist their customers with household tasks and/or personal care.

Metro Social Service is a Choices provider and during FY 2012-2013 employed 27 homemakers. Each homemaker saw approximately four customers per day.



The Children's Homemaker Program offers specialized services to support families with children under the age of 18 who are in imminent risk of entering state custody. Homemakers in this program work closely with the primary caregiver to ensure that the children's needs are met and that they are in a safe, healthy and clean home environment.

Homemaker customers receive 2-2.5 hours of services per week. On average there were 257 customers in the adult program and 106 customers in the children's program.

In early May, the Homemaker programs went through a state audit



and came away with no findings, which is the result of a dedicated staff that provides high standards.

Intake & Assessment

Metro Social Services provides intake & assessment services for all of its customers.

Proper assessment allows for the evaluation of needs and helps with appropriate referrals to services within and outside of Metro Social Services.

Nutrition Services

Metro Social Services provides nutritionally sound meals to eligible seniors and disabled persons to promote better health, reduce isolation of the elderly, and help them continue to live independently.



The Nutrition Services program provides home-delivered meals as well as congregate meals at strategically located sites across Davidson County.

During FY 2012-2013, Metro Social Services delivered close to 200,000

meals to a total of 11,859 customers, making it the largest Meals on Wheels provider in Davidson County.

The Nutrition Services unit started holding open houses at different congregate sites on a monthly basis to inform potential customers of services the department offers.

The minimum age of customers served by the Nutrition program was 60. However, Metro Social Services identified an increasing need for nutrition services for people between the ages of 50 and 59.



Indigent Burial Program

The Indigent Burial program is available to persons who at the time of death were residents of Davidson County or died in Davidson County without leaving any means behind to cover the cost of a burial.

Metro Social Services works with several funeral homes to provide burial or cremation services. Applications for services must be made by the family member closest in relation to the deceased. If no family member is available, friends or agency representatives may apply for burial assistance.

During FY 2012-2013, Metro Social Services assisted with 115 burials and 43 cremations.

Metropolitan Homelessness Commission

New Leadership:

The Metropolitan Homelessness Commission hired a new director, Will Connelly, in January. He immediately aligned Nashville with the national 100,000 Homes Campaign, with a focus to end chronic homelessness by assisting people with permanent supportive housing.

Boot Camps:

A team of local leaders participated in two boot camps – a Registry Week Boot Camp in San Antonio, Texas, and a Rapid Results Housing Boot Camp in Chicago, Ill. Both boot camps resulted in a collaborative team effort creating momentum and setting goals for Nashville. The boot camps created ongoing network opportunities with peer cities and federal partners including HUD, USICH, and the VA.

Registry Week:

From May 28-31, more than 150 volunteers participated to survey people who sleep in the streets of Nashville and create a priority list called Vulnerability Index, which identifies the most medically vulnerable persons and now serves as a housing priority list for the *How's Nashville* campaign.

How's Nashville Campaign Launched on June 4:

How's Nashville is a collaborative community campaign to end chronic homelessness in Nashville. This effort is aligned with the national 100,000 Homes Campaign. Nashville receives technical assistance and support from the national team.

100 Day Goal:

At a public briefing at the downtown Library on June 4, the *How's Nashville*



campaign set a goal to house 200 people in the next 100 days. Partner agencies meet weekly to work toward that goal. In addition, the Homelessness Commission represents Nashville in 30-, 60-, and 100-day calls with federal partners and participates in regular conference calls with peer cities.

Funds Raised:

At the public launch of *How's Nashville* on June 4, the audience pledged a total of \$35,000 to cover move-in costs for people being housed. As of June, \$35,500 was collected. The money will be used to cover rent and utility deposits, essential furniture, and household goods.

Campaign Structure:

MHC serves as the backbone organization of *How's Nashville*,

which is driven by community organizations.

Workgroups include:

Steering Committee (meets weekly)

Housing (meets monthly)

Outreach & Support Services (weekly)

Data & Cost Savings (being formed)

Housing Placement Goals Met:

Nashville, as a community, has met the *How's Nashville* campaign goal of housing 2.5% of its vulnerable and chronically homeless population for the three consecutive months.

In addition, the community met its goal to house 43 chronically homeless people in June to meet its 100-day goal.

Collaboration effort:

How's Nashville partners include organizations that already house homeless individuals. They now work together to focus on people who have been homeless for long periods of time and are medically vulnerable according to the Vulnerability Index and VAT.

Vulnerability Index:

While the Homelessness Commission in the past created a Vulnerability Index, under this new effort, community organizations send their outreach specialists to a weekly meeting. In that meeting, participants sign a confidentiality agreement and work together through a list of names to match people with housing.

Project Homeless Connect:

- 943 people served
- >600 volunteers
- 73 service providers
- \$47,250 raised



MDHA Partnership:

Immediately after starting his new job, Will Connelly identified opportunities to house people experiencing chronic homelessness. He approached MDHA and starting July 1, 2013, MDHA is prioritizing housing for chronically homeless individuals by setting aside 18 Housing Choice Vouchers (Section 8 Vouchers). MDHA and the Homelessness Commission entered an MOU for this one-year demonstration project. Other cities have voiced their interest in this new model applied by Nashville.

VAT Training:

The Commission organized the training of six street outreach specialists in the Vulnerability Assessment Tool (VAT), which allows for an in-depth, more objective evaluation of people who experience homelessness. The VAT also determines vulnerability and will be used for people applying for the prioritized housing through MDHA.

Private Landlord Partnerships:

Under the leadership of Kirby Davis, several private landlords set aside a few units at discounted rates to house people identified by *How's Nashville* partners as being vulnerable. The private landlord partnership has been crucial to implement a Housing First model.

Case Management Contract:

The Commission created a new case management contract following the Critical Time Intervention model, bidding it out to the community. The contract was awarded to Centerstone. Eckman/Freeman & Associates provides case management services during the transition phase.

Social Media Platform:

MHC updated its Metro website and created Facebook and Twitter (@MHCNashville) pages. Commission staff also maintains the *How's Nashville* media platform, which can be reached at <http://howsnashville.org>.

How's Nashville Partners:

- | | | |
|-----------------------------|---|-----------------------------|
| • Metro Social Services | • Urban Housing Solutions | • Operation Stand Down |
| • MDHA | • UNHS | • Downtown Partnership |
| • VA | • Safe Haven Family Shelter | • CRC |
| • Mental Health Cooperative | • Tennessee State University | • Nashville Rescue Mission |
| • Park Center | • Nashville Downtown Partnership | • First Management Services |
| • Open Table Nashville | • Room in the Inn | • Ghertner and Company |
| • Colby's Army | • Southern Alliance for People and Animal | • Randy Phillips |
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Metropolitan Homelessness Commission Budget for FY2012/13

	FY 13 Operating Budget	FY 13 PHC Budget
Expenditures		
Salaries	307,200.00	
Fringe Benefits	<u>99,200.00</u>	
Sub-total Personal Services	<u>406,400.00</u>	
Contract - Day Center	250,000.00	
Contract - Guest House	200,000.00	
Contract - Eckmann Freeman	357,300.00	
Contract - Park Center	173,000.00	
Other Contractual Services	18,800.00	13,300.00
Internal Service Fees	16,300.00	
Care of Persons	-	
Supplies	5,400.00	15,200.00
HMIS Software Support	27,800.00	
Contributions to Others	10,200.00	4,400.00
	<u>1,465,200.00</u>	<u>32,900.00</u>
Total Expenditures	<u>1,465,200.00</u>	<u>32,900.00</u>
Funding		
Donations		32,900.00
Local Funds	1,465,200.00	
	<u>1,465,200.00</u>	<u>32,900.00</u>
Total Funding Sources	<u>1,465,200.00</u>	<u>32,900.00</u>

Metro Social Services Budget for FY2012/13

	FY 13 Funding	
	percentage	amount
Metro funds	80.4%	6,355,800
Federal/state funds	18.9%	1,493,200
Customers pay	0.7%	<u>54,600</u>
Total Revenue		<u><u>7,903,600</u></u>

Program	FY 13 Operating Budget	FY 13 Non- Metro Revenue
Homeless program	528,700	-
Homemaker Program	1,704,300	340,600
Nutrition Program	1,650,400	1,196,800
Family Support	839,100	1,400
Burial Assistance	<u>312,900</u>	<u>9,000</u>
Family Services	<u>5,035,400</u>	<u>1,547,800</u>
Planning and Coordination	635,600	-
Homelessness Commission	<u>1,465,200</u>	<u>-</u>
Planning and Coordination	<u>2,100,800</u>	<u>-</u>
Administration	<u>767,400</u>	<u>-</u>
Administration	<u>767,400</u>	<u>-</u>
Total	<u><u>7,903,600</u></u>	<u><u>1,547,800</u></u>