

SHELBY COUNTY GOVERNMENT

VOL. 2 | DEC 2022

# OUR NEXT ERA

THE CHALLENGE

FEATURING

KEVIN WOODS  
REGINALD MILTON  
RAUSHANAH MORGAN

PRESENTED ON DECEMBER 15, 2022







# OUR NEXT ERA

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# OUR NEXT ERA

## *About the “Our Next Era” Planning Committee*

Modeled after Mayor Lee Harris’ 2018 Transition Team, the “Our Next Era” Planning Committee includes more than three dozen community volunteers who are charged with presenting the Mayor’s Administration with bold ideas that can guide his four-year term. The planning committee is led by three highly-regarded public leaders, including Shelby County School Board Commissioner Kevin Woods, Education and Youth Services administrator Reginald Milton, and rising neighborhood development leader Raushanah Morgan. In addition, Paul Morris, 2018 transition team co-chairman, served in an advisory capacity.

The planning committee’s membership is a diverse sampling of Shelby County’s residents. It includes advocates and experts who work in education, workforce training,

neighborhood planning, entertainment, community organizing, and healthcare. Two high school students were also selected to present ideas to guide Mayor Harris’ priorities. All members serve on five sub-committees: Student Achievement, Inclusive Economic Development, Expanded Healthcare Access, Neighborhood Development, and Community Empowerment.

On December 15, 2022, at Central Station Hotel in Downtown Memphis, the Planning Committee presented their recommendations to Mayor Lee Harris and dozens of members of his cabinet during a culminating program.



# FROM MAYOR LEE HARRIS

On August 4, 2022, Shelby County residents made a statement. Voters aligned with a new style of bold leadership that prioritizes the needs of families, advances the public's interests, and values execution much more than announcement.

During my first term as Mayor of Shelby County, I partnered with labor unions, faith-based leaders, neighborhood associations, non-profit organizations, activists, community advocates, and other government leaders. With their collaboration, and under the advisement of my 2018 transition team, we were able to secure new (and recurring) funding for public transit, establish the County's first Office of Education, create a resource center for youth and families, #BanTheBox, drastically expand access to mental health support, open the County's Crime Victims & Rape Crisis Center, and hire the County's most diverse administrative cabinet to date.

Upon re-election, I immediately reaffirmed my commitment to our next generation, our children. For the next four years, I am laser-focused on improving outcomes for children and their families. That's what "Our Next Era" is all about.

Shelby County can potentially become a regional model for inclusive innovation and



sustainable solutions that can help change lives in urban communities. I appreciate the service of the committee chairs, sub-committee members, community experts, and government leaders who helped shape these recommendations. I look forward to the ongoing collaboration to make these recommendations a reality for all of Shelby County.

Thank you to the "Our Next Era" Planning Committee for your dedicated service.

All the best,

A handwritten signature in black ink that reads "Lee Harris". The signature is written in a cursive, flowing style.

Lee Harris  
Mayor



*Scan the QR code to learn more about the five focus areas of the "Our Next Era" Planning Committee.*

## Inclusive Economic Development

# SHELBY COUNTY IS FOR “ERRRRBODY”

### OUR VISION

To recommend attainable centric solutions to support economic and social mobility of all Shelby County residents.



### OBJECTIVE #1: Favor a local living wage to reduce poverty for families and a more equitable labor market.

*With adjustments to a local ordinance and bold advocacy, the Harris Administration can promote information symmetry that leads to a more transparent labor market and the adoption of a local living wage for more members of our workforce.*

### SUGGESTED APPROACH:

1. Update Shelby County Government's wage-setting policies to align with a national standard for how a local living wage should be calculated. In 2019, Shelby County Government adopted a minimum wage ordinance that was set at \$15 with an annual adjustment based on inflation. The current minimum wage for Shelby County Government employees is \$16.00, which currently is only slightly above MIT's Living Wage Calculator for a local family with two working adults and one child. The County should incorporate language about the MIT's Living Wage calculator in its wage ordinance to ensure that the County's wage for its workforce will always meet or exceed MIT's living wage recommendation for a family of two working adults and one child living in Shelby County. This standard is supported by the US Census Bureau's quick facts, which note an average of 2.58 persons per household in Shelby County.
2. Advocate for other large employers to adopt a similar wage-setting standard, where their minimum wage meets or exceeds the MIT Living Wage Calculator's recommendation for a local family with two working



Scan the QR code to learn more about the MIT Living Wage Calculator.

adults and one child.

3. Identify opportunities to incentivize or recognize local employers of all sizes who adopt Shelby County Government's updated model for wage setting, an initiative that would help guide the local workforce to responsible local employers who offer fair wages.

**OBJECTIVE #2: Ensure lasting change in wage trends and career readiness for Shelby County residents.**

*By convening informed stakeholders on a regular basis, a Shelby County-led inclusive economic development committee can facilitate comprehensive and collaborative change through evidence-based interventions for the Harris Administration's full term.*

**SUGGESTED APPROACH:**

1. Develop and convene a group of Inclusive Economic Development stakeholders on a regular basis, to curate an intentional space for collaboration, information exchange, and advocacy for a local, living wage for Shelby County residents.
2. Provide a constructive avenue for interactional dialogue between government, potential employers and non-profits, community residents, and other constituents to develop and coordinate solutions
3. Mobilize multi-sector agencies and community coalitions as a means of facilitating comprehensive, collaborative change for the advocacy, promotion, and implementation of evidence-based interventions to address job barriers,

readiness, creation, and adoption of local, living wages through a community action plan (CAP). Such a plan should incorporate recommendations regarding the development of a household adjustment to the MIT calculator that can respond to unique challenges experienced locally.

4. Empower the advisory group to make strategic recommendations to the Mayor based on trends in other progressive communities, including a potential recommendation to join "Mayors for a Guaranteed Income" and similar coalitions that support the unique needs of urban cities and counties.
5. Committee representation could include (but not limited to): Shelby County Government, Greater Memphis Chamber, Bank of America and other banking institutions, Workforce MidSouth, post-secondary institutions to include Memphis' only HBCU LeMoyne-Owen College, human resource executives, nonprofit organizations like BLDG Memphis and The Collective Blueprint, entrepreneurial agencies such as Society of Entrepreneurs, and community residents.

**OBJECTIVE #3: Promote fair chance hiring for the formerly incarcerated in Shelby County.**

*Reduce recidivism and expand training and employment opportunities for those with conviction histories by building a defined talent pipeline from correctional institutions.*

**SUGGESTED APPROACH:**

1. The Mayor should sign an executive order requiring county agencies to remove questions about criminal history on job applications and initial interviews and extend

**“Convene a group of Inclusive Economic Development stakeholders [... like] Memphis' only HBCU LeMoyne-Owen College.**

## OUR NEXT ERA: THE CHALLENGE

the policy to contractors doing business with SCG.

2. SCG to review its talent practices and policies. SCG should create tiered-level decision trees to determine necessity of background and/or credit checks as prerequisite for employment and lean more heavily on initial assessment of fit for justice-impacted candidates.
3. The Office of Innovation should collect employment data and outcomes after implementation and present findings to employers and the public of its success.
4. The Division of Corrections, Pretrial Services Office, Office of Reentry, and other applicable agencies should (1) provide career assessments to the formerly incarcerated population, (2) partner with post-secondary institutions and non-profit organizations to expand training offerings, (3) and coordinate pre-release programming that includes program completion of varied training programs to increase workforce readiness within the rehabilitative corrections process.

*Provide lead time for small businesses to secure or acquire needed resources and capacity to be a certified, competitive bidder for government contracts.*

### SUGGESTED APPROACH:

1. SCG should forecast contractual opportunities and disseminates the information to both small businesses and the organizations which support small business growth.
2. Incentivize larger companies of a certain size to pair with smaller businesses and/or minority-owned businesses.
3. Create a centralized infrastructure for microbusinesses to obtain referrals for a suite of wrap-around support services and streamline information flow utilizing technological applications by start-ups (ex. Backbone Technologies).
4. The Office of Innovation should serve as a liaison to convene private equity investors and venture capital firms targeting the southeast region interested in investing in underrepresented founders in Shelby County.

### OBJECTIVE #4: Ensure small businesses can compete for SCG contracts.

2 Adults (Both Working)				
	0 Children	1 Child	2 Children	3 Children
<b>Living Wage</b>	\$11.96	\$15.95	\$20.40	\$23.89
<b>Poverty Wage</b>	\$4.19	\$5.28	\$6.37	\$7.46
<b>Minimum Wage</b>	\$7.25	\$7.25	\$7.25	\$7.25

Source: MIT Living Wage Calculator

Tables 5 – The Poverty Intersection of Race and Age: Shelby County

Shelby County, Tennessee				
Population Size (in thousands)	Overall	Non-Hispanic White	Black	Latinx or Hispanic
		924	314	490
Median Household Income	\$54,841	\$82,594	\$41,543	\$45,102
Overall Poverty Rate	17.9%	7.6%	23.8%	27.2%
Child (Under 18) Poverty rate	24.1%	4.4%	33.0%	30.8%
Adult (18-64) Poverty Rate	16.1%	8.1%	20.5%	23.7%
Senior (65+) Poverty Rate	14.6%	9.0%	19.8%	35.0%

Source: Dr. Elena Delavega and Gregory M. Blumenthal's 2022 Memphis poverty fact sheet



A Message from an “Our Next Era” Co-Chair

# THE PUBLIC MUST GET SOMETHING OUT OF “THE DEAL”

by Raushanah Morgan, MPA

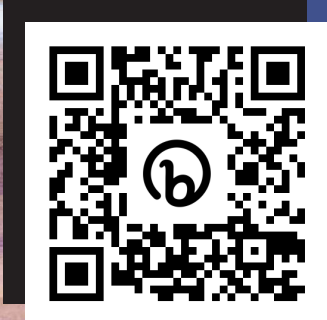


The three months I've spent with the “Our Next Era” Planning Committee have been a career highlight. The spirited meetings filled with thoughtful banter about how to “move our community forward” are a reminder of the promise and possibilities right here in Shelby County. The members I met with on the various sub-committees offered big ideas to support Mayor Lee Harris’ vision. One theme that was consistent in every room (even the virtual ones) was a belief that Shelby County residents must be engaged fully when decisions are made in their communities.

While studying at Harvard University’s John F. Kennedy School of Government, I studied this issue. Specifically, I researched the role that Community Benefits Agreements could play between private developers (or corporations) and members of the public when the former aims to benefit from public subsidies (i.e. direct cash or tax breaks).

As local leaders continue on a path to make Memphis and Shelby County a thriving economic environment for businesses, residents should be prioritized before the deal is done. Through the use of Community Benefits Agreements, families and members of our local workforce stand to gain a seat at the negotiating table. And through thoughtful and cooperative negotiation, our entire community – enterprising business executives and the engaged public – will be better served.

We’ve seen Community Benefits Agreements take shape in major communities all across the country, from San Francisco to St. Louis to Nashville. As a commercial real estate broker, community developer, public-sector advocate, and Co-Chair of the “Our Next Era” Planning Committee, I invite the Mayor Lee Harris Administration to take appropriate action to establish community benefits in Shelby County.



Scan QR Code to view an adaptation of Raushanah Morgan’s 2016 Presentation about Community Benefits Agreements for Harvard University.

## Student Achievement

# CRADLE TO CAREER

### OUR VISION

This sub-committee will provide recommendations for how Shelby County Government can best complement existing government agencies and non-profit partners who are tasked with educating and supporting the County's youth, cradle to career.

### OBJECTIVE #1: Support children's learning from the start

*Shelby County Government should build off of its historic investment in 4-year-old pre-K, by expanding access to high quality educational opportunities for infants to children age 3.*

### SUGGESTED APPROACH:

The County can leverage its existing partnerships, emerging local solutions, and national models to expand high-quality early learning opportunities so that the community sees an improvement in educational and developmental outcomes, as well as improved economic security for families.

This can be achieved by:

1. Expanding existing programs (ex. Next Memphis) to provide access to high quality seats in every county district for infant-3-year old's (recommendation: a goal of 4000-8000 seats based on need).
2. Enabling 3-year old children to participate in existing pre-k programs, as appropriate.
3. Aligning existing departmental, local, state, and federal resources (including Office of Innovation, Community Services, Workforce Mid-south, and recovery funding) to support high-quality learning.



Scan the QR code to learn more about "Next Memphis" and other institutions and research that helped guide this sub-committee's work.

**OBJECTIVE #2: Connect high school students to more opportunities so they can thrive.**

*The County can leverage its position as lead education funder to focus on high school achievement and defining college and career pathways to promote a smooth transition from high school graduation to young adulthood.*

**SUGGESTED APPROACH:**

1. Enhance students' connections to technical courses/dual enrollment/internship opportunities by investing in a post-secondary support specialist or counselor within the Shelby County Office of Education and Youth.
2. Provide funding to expand high-quality Career Training Education (CTE) in a variety of high-tech or high-growth sectors.
3. Work with County school systems to align 1-time CTE funding as part of new State funding formula in FY2024.

**OBJECTIVE #3: Empower students and families to attend school by eliminating disruptions to learning.**

*Shelby County Government can take a leadership role in reducing absenteeism and student transiency so that more students take full advantage of classroom learning opportunities.*

**SUGGESTED APPROACH:**

1. Work collaborative with local school districts to identify communities with high transiency rates and identify solutions to respond to specific barriers affecting targeted families.
2. Work through the Youth & Family Resource Center to create a searchable and location-based solution to respond to connect

families with urgently-needed resources to reduce student transfers caused by family instability.

3. Partner with Memphis-Shelby County Schools to identify five schools with high rates of chronic absenteeism and help reduce student absenteeism by at least 10% within the next three years.

**OBJECTIVE #4: Improve early literacy.**

*Shelby County should release its planned book for early readers and prioritize distribution to 2nd grade learners all over the community.*

**SUGGESTED APPROACH:**

1. Partner with Literacy Mid-South, the Memphis Grizzlies, Read Across America, Books from Birth, School Districts, and other existing distribution channels to ensure the majority of students receive the book.
2. Engage hard to reach populations and neighborhoods beyond schools to maximize distribution.



## Neighborhood Development

# “THE 901” IN FOUR YEARS

### OUR VISION

“Where would we like to see Shelby County neighborhoods in the next four years?” This sub-committee will help define what “**vibrant and livable communities**” means to our neighbors and will provide solutions that directly impact residents.

### OBJECTIVE #1: Establish an Affordable Housing Trust Fund

*Affordable Housing Trust Funds around the country have proven to meet some of the most critical housing, neighborhood development, and revitalization needs in urban communities. Such funds might enable renters to transition into homeownership. They also provide financial support for new construction projects or rehabilitation of existing homes to promote livability. The best Affordable Home Trust Funds seek to address blight, identify and meet the unique needs of special populations, and leverage the use of common-use facilities (ex. community rooms, health and wellness facilities) to help revitalize neighborhoods.*

### SUGGESTED APPROACH:

Shelby County Government is home to several elected official offices, divisions, and departments that can play a role in the establishment of an Affordable Housing Trust Fund. We implore relevant leaders to work together in assessing the community's housing challenges, elevating the negative health outcomes related to subpar housing, reviewing overall community revitalization needs, and analyzing fiscally-practical options for the creation of a suitable Affordable Housing Trust Fund. Specifically, we encourage the Harris Administration to take the following actions:

1. Initiate a research period that includes the following Shelby County Government stakeholders and partners:
  - a. Land Bank Office
  - b. Division of Housing (P&D)
  - c. Neighborhood & Economic Development (Innovation Office)
  - d. Health Department
  - e. Code Enforcement
  - f. Finance & Administration
  - g. Office of the Assessor of Property
  - h. Environmental Court
  - i. Community Redevelopment Agency
2. Earmark \$2 million to fund affordable housing needs in



**“Best-resourced... Still, too many residents continue to struggle.”**

alignment with outcome of County's in-depth assessment.

3. Roll out a plan for a Shelby County Affordable Housing Trust Fund.

**OBJECTIVE #2: Embed leaders throughout the County to serve as “Community Connectors”**

*Shelby County is one of the best-resourced jurisdictions in the country, with hundreds of agencies eager to provide support to residents in need. Still, too many residents continue to struggle as they try to find a path to critical financial assistance, job placement services, immigration support, disability services, healthcare resources, reliable transportation, financial planning education, and tools to overcome criminal histories. Too often, the systemic maze of complexity becomes an added burden on already strained individuals.*

**MORE ABOUT COMMUNITY CONNECTORS:**

Because the status quo doesn't work, we encourage Shelby County Government to adopt a model that engages Community Connectors, hired ambassadors who serve at the neighborhood level to bridge the gap between residents in need and the public-private resources that can help make life easier. Building upon a foundation of agencies that are ready to serve, Community Connectors will strengthen our neighborhoods by serving as a lifeline to help families avoid harmful outcomes like housing destabilization, unemployment, or other crises.

The Neighborhood Development subcommittee believes that with Community Connectors, residents will find an informed and caring liaison to essential services when they need support the most. Community Connectors could potentially eliminate intentional or unintentional gatekeeping practices that favor in-the-know residents more than residents with the greatest need. Through the Community Connector approach,

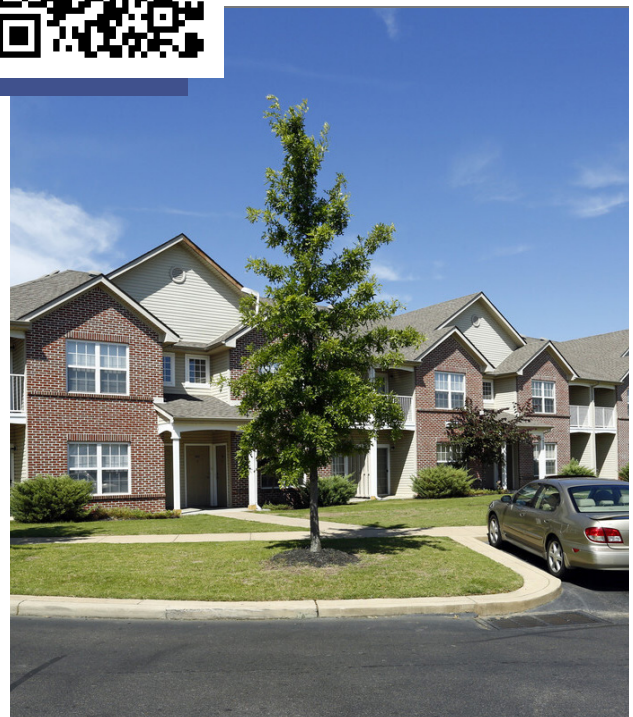
Shelby County Government will play a unique role in making sure that available resources reach real individuals, families, and small businesses in a way the community has never seen before.

**SUGGESTED APPROACH:**

1. Identify targeted areas of Shelby County to embed Community Connectors.
  - a. Promote job opportunity to neighborhood residents first.
  - b. Identify high-visibility, convenient location for residents to connect with hired Community Connector.
  - c. Promote the Community Connector and his/her/their role to area residents.
2. Work with the Shelby County Nonprofit Committee to create a user-friendly resource brochure or packet designed to educate residents about essential resources.
  - a. Update and improve the SCG website and create an easy-to-understand brochure or packet that is accessible to residents and neighborhoods
  - b. Bring nonprofits together to share information and collaborate on various projects



*View the Proposed Job Description for SCG Community Connectors. Do you know someone who is great for the job? Tell them all about it!*



## A Message from an “Our Next Era” Co-Chair

### WHAT HAPPENS WHEN NEIGHBORHOOD DEVELOPMENT PRIORITIZES SCHOOLS?

# THE 1-MILE INITIATIVE

by Kevin Woods

In 2018, I served as a member of Mayor Lee Harris’ Economic Development Sub-Committee, where we provided recommendations to support then-Senator Harris’ transition to the executive branch of local government. We encouraged greater accountability to increase minority and women-led business participation in government. We suggested that he adopt a more streamlined path to paying small business invoices when they contract with Shelby County Government. We also proposed a plan for Shelby County’s workforce development agency, now known as “Workforce Mid-South,” to establish employment centers throughout Shelby County. I’m honored to see the Harris Administration adopt these recommendations along with many others.

Four years later, I am now honored to make recommendations from the perspective of a Co-chair with development experience in our local community and public service experience as a Shelby County Schools board member.

Simply put, local public schools are the nucleus of our neighborhoods. They are a source of pride and a magnet for nearby families who rely on them to provide a high-quality education for their children. So, what might happen if we focused our development projects on these areas? How might lives change if we invest in high-quality and affordable housing strategies to allow for greater density and more options for growing families on the hunt for great schools? How might our youth respond to new investments in green spaces and safe havens for fun experiences in the neighborhoods they call home? Finally, with a targeted approach to recruiting more competitively-priced grocers to help feed families where they are, what other complementary businesses might we recruit?



Shelby County, Tennessee is over 780 square miles. Our opportunities to develop are vast, which means that sometimes the areas that could provide the greatest good are overlooked for the ease of “go-to districts” and suburban environments. However, through my daily experiences supporting our families, I know that we have an opportunity to change lives by meeting them where they are and by providing them with the quality of life every family deserves.

My proposal for the adoption of a 1-mile initiative allows Shelby County Government and collaborative partners to address blight in our neighborhoods, respond to demands for modern and affordable housing, and meet the needs of children and families who deserve a comfortable community to call home.



## Community Empowerment

# EDUCATED & INFORMED

### OUR VISION

An informed population that provides community-based perspectives to help guide the mayor's agenda.



### OBJECTIVE #1: Simplify Government

*Ensure residents are educated and informed on the functions of Shelby County government.*

1. Create a "government simplified" webpage on the county website that includes:
  - A user-friendly summary of available resources.
  - A guide on how residents can support government functions when community input is needed.
  - FAQs that address common misconceptions, particularly as it pertains to the functions of City of Memphis versus Shelby County government.
  - Details on how residents can submit questions, share ideas, and contact elected officials.
  - A summary of the current budget that visually maps out how county dollars are allocated.
  - A brief outline of the mayor's key administrative priorities.
2. Periodically extend county offices' hours to ensure all residents have access to services.

### OBJECTIVE #2: Convene Community Ambassadors

*Build a database of diverse community leaders across the county to serve as community ambassadors.*

#### SUGGESTED APPROACH:

1. Build on existing network of community leaders to create adequate representation of zip codes, ethnic groups, and religions with emphasis on young adults, under-resourced neighborhoods, and the LGBTQ+ community.
2. Create an online community ambassador application and orientation process then promote the application on all media platforms to ensure equitable participation.
3. Identify a staff liaison to the ambassadors and establish minimum response times for feedback.

4. List community ambassadors publicly on the county website (including name, title/organization, zip code, and contact information) and encourage residents to contact ambassadors for open dialogue that can be directly communicated to the Mayor's Office.
5. Frequently engage the committee through virtual and in-person meetings, conference calls, surveys, and town halls.

**OBJECTIVE #3: Enhance Digital Presence**

*Establish digital and social media platforms as primary sources of community interaction.*

**SUGGESTED APPROACH:**

1. Provide ongoing, mandatory trainings for all county government departments on best practices in social media and website management to increase community engagement.
2. Create short video reels to share updates and to simplify complex issues.
3. Significantly increase and establish a minimum number of monthly social media posts for all relevant departments.

**OBJECTIVE #4: Commit to community outreach.**

*Create opportunities to demonstrate a commitment to community input by connecting with residents in meaningful ways.*

**SUGGESTED APPROACH:**

1. Encourage ambassadors to develop community task forces for participatory budgeting and other critical initiatives.
2. Administer surveys to targeted communities to assess needs then share survey data with potential developers as community benefit options. (or... Develop a community needs-based survey and mandate potential developers through legislation to use the data as community benefit options).
3. Enlist the assistance of local nonprofits and institutions of higher education to help administer surveys to residents in the community.
4. Host quarterly or semi-annual meet-and-greet receptions for residents to engage with key government leaders. Create online registrations with a maximum number of participants and provide an opportunity to submit specific questions pertaining to the mayor's agenda. Give status updates on initiatives, respond to questions that were pre-submitted through online registration and preview new objectives.

**“The Community Empowerment sub-committee has provided several great suggestions to maximize our existing communications strategies and establish new ones to expand our connection to the public. Great work!”**

*Jennifer Sharp, I-Team Strategic Communications Specialist*





*A Message from an “Our Next Era” Co-Chair*

# CHALLENGE THE COMMUNITY TO CHALLENGE LOCAL GOVERNMENT

by Reginald Milton



For eight years, I served on the Shelby County Board of Commissioners as the representative for District 10. My favorite aspect of my time in elected public service was the connection that I felt with the community. Non-profit leaders, neighborhood advocates, parents, and even youth would write letters and visit our Shelby County Commission meetings to ask tough questions, share their aspirational goals for their community, and hold local government accountable.

I loved every moment of it. But I also know that we didn't see them often enough.

The unfortunate reality of being a public servant is that we have a finite amount of time and far too few financial resources to meet 100% of the public's needs. That's what led me to create Community Enhancement Grants, which infuse seed funding into local non-profits to help advance initiatives that were spearheaded by everyday leaders throughout Shelby County. With residents and small businesses facing innumerable challenges, there is still a role that local government must play.

That's why I was honored to accept Mayor Lee Harris' request to serve as a Co-chair of the “Our Next Era”

Planning Committee. Just like during my tenure as a Commissioner, I attended each meeting with an open mind and an eagerness to lend support. I found over thirty solution-focused innovators with a heart for service. Frankly, I was humbled by their gracious approach to solving some of Shelby County's most significant challenges. I was inspired by their grand ideas and practical paths forward. Finally, I was reminded that we need more of this type of advocacy and accountability in public service.

I now lead the Mayor's Office of Education & Youth Services where I consistently challenge myself to challenge the status quo, just like our Mayor Harris. It's with that same vigor that I issue my own challenge to the Harris Administration. Keep the “Our Next Era” momentum going. Think about ways to engage neighborhood associations, our local faith-based community, and labor unions in a way that is sustainable beyond your tenure. I'm confident that this administration is the ideal mix of diverse leaders to bring more voices to the table in a meaningful way.

If I know one thing about Mayor Lee Harris, I know that he isn't afraid of a challenge.



*Scan QR Code to learn more about the Shelby County Board of Commissioners' “Milton Community Enhancement Grant Program”.*

## Expansion of Healthcare Access

# HEALTHCARE IS A HUMAN RIGHT

### OUR VISION

Social determinants of health are conditions in which people are born, live, work, worship, and age that affect a range of health, functioning, risks, and quality-of-life outcomes. These conditions are shaped by the distribution of money, power, and resources, and influenced by policy decisions. This committee envisions removing barriers and inequities that deter Shelby County residents from having a fair opportunity to optimize their health regardless of race, ethnicity, disability, sexual orientation, gender identity, socioeconomic status, geography, preferred language, or other factors impacting health outcomes and access to care.



### OBJECTIVE #1: Advance language access, health literacy, and implement culturally congruent healthcare services.

1. Establish a **Center for Excellence Model** to close gaps in care and align health services and resources (particularly for types of care that are difficult to access in Shelby County; for example, transgender health care and inpatient mental health services) that are crucial to improve health outcomes for our communities.
2. Support health care providers and other organizations by developing and disseminating training resources and tools for providing culturally congruent health care services. For example:
  - Harm Reduction
  - LGBTQIA+ Sensitivity Training
  - Cultural Humility Training
  - Implicit Bias Training
3. Create and deliver actionable, culturally congruent, and appropriate media educational campaigns to increase public awareness regarding:



Scan QR code to learn more about the Center for Excellence Model.



**“This committee envisions removing barriers and inequities that deter Shelby County residents from having a fair opportunity to optimize their health..”**

- Importance of access to a primary care physician
- Addressing stigma regarding addiction treatment and prevention
- Addressing stigma regarding Sexually Transmitted Infections (“STI’s”) testing and treatment
- Addressing stigma regarding suicide and self-harm prevention, especially in the LGBTQIA+ community

**OBJECTIVE #2: Enhance capacity of health care organizations and workforce to reduce health disparities and improve outcomes.**

**SUGGESTED APPROACH:**

1. Increase funding for and otherwise enhance the community health workforce to assist with accessing services and connecting patients to community service providers.
2. Develop a framework for health care providers and systems that identifies, directs, and ensures access for special populations eligible for home base services (e.g., TennCare Choices, TennCare Mental Health Safety Net).
3. Develop a process for health care providers and community partners (such as local emergency rooms, community health partners, and others) to connect and direct residents, whether insured, uninsured, undocumented, or underserved, to appropriate primary care providers.
4. Raise awareness regarding healthcare insurance programs such as Affordable Care Act providers, TennCare, Medicaid, and Medicare to increase the number of insured residents.
5. Establish a discipline-specific coalition to address the administrative deficiencies negatively impacting wait times and access to mental health services (e.g., outpatient and inpatient services) for individuals in the criminal justice system.



**OBJECTIVE #3: Increase the collection and use of data to improve resources and desired health outcomes.**

**SUGGESTED APPROACH:**

1. Complete a **County-Wide Needs Assessment**, surveying the community and workforce connectivity of wrap-around services, to determine needs, gaps, and inequities in a data-driven way. Administer surveys to targeted communities to assess needs then share survey data with potential developers as community benefit options. (or... Develop a community needs-based survey and mandate potential developers through legislation to use the data as community benefit options).
2. Analyze and share health data and information among health care organizations, the Center for Excellence, and community health organizations, as appropriate, to drive quality improvement and inform decision-making.
3. Support and develop a seamless exchange of health care data between health care and community health organizations to better inform decision-making for individuals and their health care professionals, thereby creating a connected health care system that can enable new, innovative, engaging, and effective approaches to health care delivery.

# THE DATA THAT BACKS US UP

To include stats or figures as a basis for their final recommendations, all sub-committee members were required to provide evidence of the qualified sources that guided their work. While we did not scrutinize their sources or interpretations of source information, we share this information with interested readers so that you may better understand the recommendations included in their final draft. – Innovation Team Reviewers

## **INCLUSIVE ECONOMIC DEVELOPMENT:**

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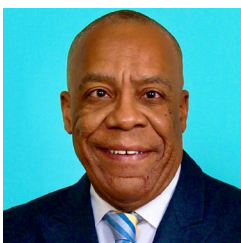


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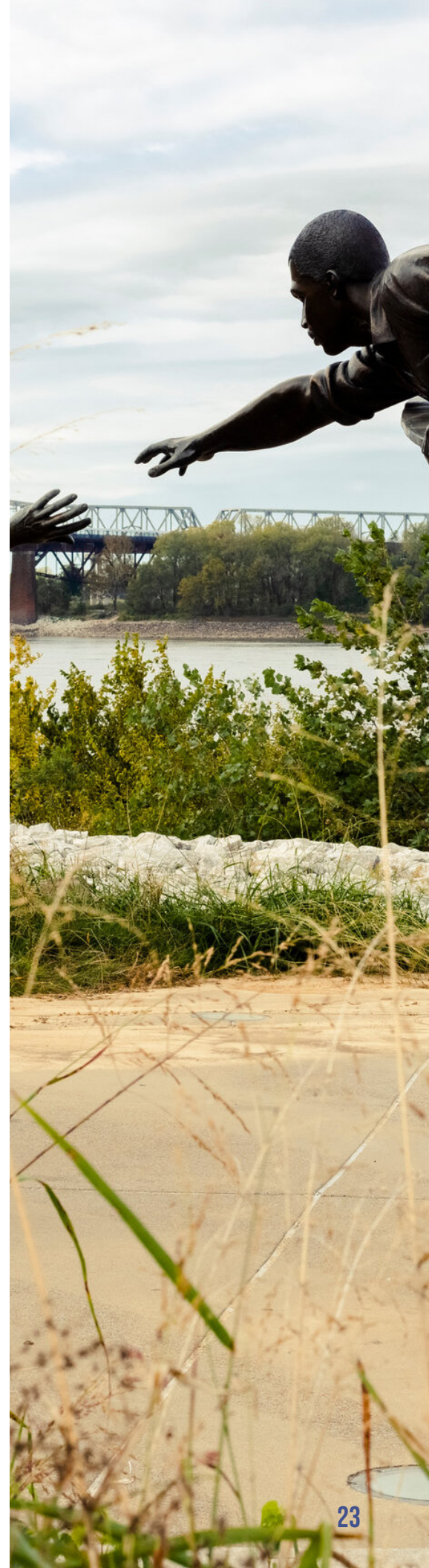
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Thank you to the following organizations and sections of Shelby County Government for supporting the work of the “Our Next Era” Planning Committee.

*(listed in alphabetical order)*

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LeMoyne-Owen College  
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OUTMemphis  
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Shelby County Office of Innovation, Neighborhood and Economic Development  
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