

FEBRUARY 26, 2018



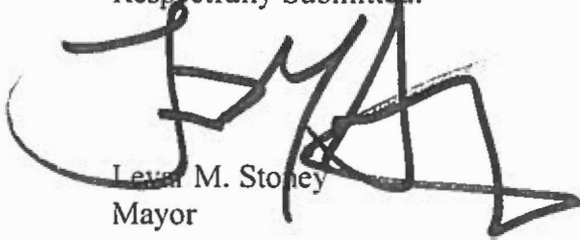
OFFICE OF COMMUNITY WEALTH
BUILDING
ANNUAL REPORT

Preface from the Mayor

Ordinance 2015-240 requires the Mayor of Richmond to file an annual report to City Council and make a presentation at a Council meeting prior to March 1st each year providing an update on the City's progress in the implementation of the comprehensive poverty reduction strategy. The report must include evaluative metrics that are as consistent as possible from year to year, and must provide an account of the major activities of the Office of Community Wealth Building.

I am pleased to submit this report to City Council and the Maggie L. Walker Citizens Advisory Board. This document provides an update on the strategy and action plan, which is being led by the Office of Community Wealth Building.

Respectfully Submitted:

A large, stylized handwritten signature in black ink, appearing to read 'L. M. Stoney', is written over the printed name and title.

Leva M. Stoney
Mayor

Acknowledgements

Network Focus Group Meetings

The Office of Community Wealth Building (OCWB) wishes to acknowledge the participation of the agencies, ministries, foundations, for-profits and nonprofits that participated in the city-wide network focus group meetings. We also wish to acknowledge the participation of the following individuals who served in workgroups to inform the final policy recommendations from the series of network focus group meetings.

Workforce

Valaryee Mitchell (OCWB), Clarence McGill (City of Richmond Sheriff's Office), Boyd Headley (OCWB), Brian Davis (Capital Area Workforce Partnership), Cordelia Starks (KES Consulting), Altise Street (211 Virginia), Christa Motley (VFFI – RCHD), Britteny Taylor (VFFI – VDH), Mary Jo Washko (J. Sargeant Reynolds Community College), and Sheba Williams (Nolef Turns, Inc.)

Income

Kelvin Harris (OCWB), Melissa Krumbein (OCWB), Derrick Wadley (OCWB), Tara Heckstall Virginia Credit Union (VACU), Katina Williams (United Way of Greater Richmond and Petersburg), Daniella Nelson (Neighborhood Resource Center), Shekinah Mitchell (Virginia Local Initiatives Support Corporation), Billy Poarch (ACTS), Victor McKenzie Jr. (Neighborhood Resource Center), and Kim Bobo (Virginia Interfaith Center on Public Policy).

Housing

MaryKay Huss (Rebuilding Together Richmond – RTR), Caroline Stokes (Graduate student - Virginia Commonwealth University), and Christina Mastroianni (OCWB).

Recovery

Marilyn Milio (CARITAS/The Healing Place), John Lindstrom (Richmond Behavioral Health Authority), and Christina Mastroianni (OCWB).

Transportation

Nelson Reveley (RVA Thrives), LaBarbra Jones (LBJ Transportation), and Zane Robinson (OCWB).

Childcare

Lucy Mitzner (The Community Foundation), Becky Lee (YWCA), Toria Edmonds-Howell (OCWB: Mayor's Youth Academy), Rich Schultz (Smart Beginnings of Greater Richmond), Chanel Bea (Center on Society and Health: Virginia Commonwealth University), Jenee Pearson (OCWB), Janet Burke (ChildSavers), Risha Berry, PhD (OCWB) Shanika McClelland (Partnership for Families), and Lakeshia Tinsley (Department of Social Services).

Legal

Sheba Williams (Nolef Turns, Inc.), Jennifer MacArthur (Department of Justice Services), Emily Wavering (Federal Reserve Bank of Richmond), Chrissy Wengloski (YWCA), Betsy Brinson (Richmond Peace Education Center), Eric Reynolds (Richmond Criminal Justice Board), Gregory Gallop (The Community Foundation), Richard Walker (Bridging the Gap in Virginia), Stephen Dickinson (Central Virginia Legal Aid), Toni Randall (Henrico Commonwealth's Attorney Office), Natasha Miller (Engage The Foundation), Tyroshia Richardson (Richmond Probation and Parole), Annette Cousins (The Community Foundation), and Reginald Gordon (OCWB).

Quality of Life

Reginald Gordon (OCWB), Tanya Simms (Virginia Commonwealth University), Delores Kimbrough (Greater Richmond Age Wave Coalition), and Shenee McCray (Richmond Behavioral Health Authority).

Food

Dominic Barrett (Shalom Farms), Elizabeth Theriault (VDH), Amory James (Feedmore), Sally Schwitters (Tricycle Gardens), Debbie McArthur Repp (Family Restoration Network), Melissa Krumbein (OCWB), and Reginald Gordon (OCWB).

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Preface from Mayor Levar Stoney

Ordinance 2015-240 requires the Mayor of Richmond to file an annual report to City Council and make a presentation at a Council meeting prior to March 1st each year providing an update on the City's progress in the implementation of the comprehensive poverty reduction strategy. The report must include evaluative metrics that are as consistent as possible from year to year, and must provide an account of the major activities of the OCWB. By ordinance, the report also must carry the signature of the Mayor. I am pleased to transmit this report to City Council and the Maggie L. Walker Citizens Advisory Board. The attached document provides an update on the strategy and action plan, which is being led by the OCWB.

Introduction and Background

2018 marks the third year of the establishment of the OCWB. This report will update the status of the work plan by highlighting major accomplishments since last year's annual report, and will also identify additional opportunities for refinement of the strategy in the years to come.

Citizens Advisory Board

Councilwoman Ellen Robertson (chair)

Ms. Patrice Shelton

Ms. Ceonna Johnson

Ms. Chimere Samantha Miles

Mr. Elliot Haspel

Dr. Elsie L. Harper-Anderson

Mr. Domingo Caratachea Torres

Mr. Albert Walker (co-chair)

Ms. Chanel Bea

Ms. Kamala Benjamin

Rev. Dwayne Whitehead

Community Wealth Building Ambassadors

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Ms. Porsche Pettaway

Mr. James Davis

Ms. Cotina Brake

Ms. Marva Russell

Ms. Jessica Ortiz

Ms. Sharon Thomas

Mr. Ricardo Anderson

Mr. Sherwood Hartso

Mr. Alkendrick Wright

Ms. Merle Mitchell

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Ms. Ashley Singleton

Ms. Karen Imes
Ms. Heather Jones
Mr. Clifton Rawls
Ms. Lafonda Page
Ms. Tomorrow Page
Mr. Claude Hodges
Mr. Curtis Franklin
Mr. Ian Young

EXECUTIVE SUMMARY

Poverty is a complex societal issue, and is an outgrowth of structural barriers that restrict access to income, and ultimately wealth building. Since the creation of the OCWB (2015) we have worked to plan, align, establish, and refine our collective impact strategy for economic mobility.

Over the past year, the OCWB worked in partnership with Virginia First Cities to secure statewide funding for community wealth building funds through the General Assembly. Leveraging OCWB funding from the City, the OCWB was awarded \$1.9M to expand workforce services to City residents who receive TANF.

We have also adopted the Living Wage Model. The federal poverty level does not take into consideration costs like childcare and health care that draw from one's income but also determines one's ability to work and endure potential hardships associated with balancing employment and other aspects of daily living.

The Richmond Area Living Wage Certification Program will be kicked off next month. It is a joint program of the Virginia Interfaith Center for Public Policy and the OCWB. The program encourages employer commitment to a living wage.

Our collective impact work is informed by many best practices. We are building categories for wealth building that will also aid in decreasing the racial wealth gap, as recommended by the Center for Global Policy Solutions¹. We have added strategies in addition to promoting access to jobs and higher wages, such as increasing access to entrepreneurship, savings and financial services, and making retirement secure for all.

Our community engagement aims are designed to involve a wide array of the community in efforts inform the community wealth building agenda and build support for systems change. Our approach to citizen engagement has received national attention from organizations like LeaderComm, Living Cities and the Robert Wood Johnson Foundation.

While much progress has been made in measuring and analyzing poverty, the OCWB will now tune its focus to wealth building, which means that we will look at strategies that are tactically crafted to identify systemic barriers that block access to wealth building, and mobilize city-wide community wealth building networks based upon nine economic mobility domains (Employment Stability, Income, Mobility, Childcare, Housing, Quality of Life, Food, Legal and Recovery). Utilizing our community wealth building networks, we will holistically identify systemic barriers to wealth building with the aim of ensuring that labor market problems are eliminated, so that all members of our community can reach economic stability.

¹ <http://globalpolicysolutions.org/report/policy-agenda-close-racial-wealth-gap/>

INTRODUCTION

Five Top Tier Recommendations²

In 2013, five top-tier recommendations were made by the Mayor's Anti-Poverty Commission that served as a foundation for the framework of poverty reduction in the City of Richmond. They are:

1. Expanded workforce development

Invest in workforce development targeted towards low-skilled and long-term unemployed and underemployed residents, while integrating workforce development with economic development strategies

2. Targeted job creation

Recruit or develop one or more major employers capable of creating hundreds of jobs accessible by underemployed Richmond residents

3. Improve educational outcomes

Develop an effective educational pipeline that prepares Richmond Public Schools graduates for either college or the workforce

4. Development of a regional transportation system

Create a regional rapid transit system, so that thousands more jobs are accessible to metropolitan Richmond Residents by effective public transportation, linking the regional economy together

5. Pursue the redevelopment of public housing communities with a commitment to no involuntary displacement

Achieve the redevelopment of much of the city's housing stock without involuntary displacing residents, with the aim of weakening the concentration of poverty and improving the physical and social environments of public housing residents

The Mayor's Anti-Poverty Commission's recommendations helped craft the community wealth building agenda for the City of Richmond's OCWB. The OCWB is charged with providing an annual update on the progress of these recommendations.

² Mayor's Anti-Poverty Commission Report, 2013

Year 3 in Review: Accomplishments

Recommendation 1. Expanded workforce development

Invest in workforce development targeted towards low-skilled and long-term unemployed and underemployed residents, while integrating workforce development with economic development strategies

Recommendation 2. Targeted job creation

Recruit or develop one or more major employers capable of creating hundreds of jobs accessible by underemployed Richmond residents

FY 2018 Aim: Expand access to jobs and higher wages

\$1.9M grant to expand workforce services provided to City residents

The OCWB worked in partnership with Virginia First Cities to secure funding for statewide community wealth building funds through the General Assembly. OCWB was awarded a \$1.9M grant to expand workforce services provided to City residents.

Strengthen long-term tracking of participants

The OCWB is working with the City's Department of Information Technology to develop a case management and data tracking system.

Expand the Building Lives to Independence and Self-Sufficiency (BLISS) program

The BLISS model is being expanded into service delivery at the Career Stations³. All participants will be assessed and tracked based on the BLISS matrix. The BLISS program methodology is also being expanded into a new partnership with St. Stephens Episcopal Church and select parents of the children at Peter Paul Development Center, Anna Julia Cooper School and Challenge Discovery.

Refine Mayor's Youth Academy to leverage the resources and opportunities available through the Career Stations

The Mayor's Youth Academy has incorporated a workforce focus in the model. This is evidenced in the implementation of the Jr. Founders group that encourages and supports entrepreneurship in youth. Catapult is a new partnership with Capital One that provides onsite training and mentorship at Capital One for recent high school graduates. Individuals who successfully complete the program are hired by Capital One as permanent employees.

Build strong collaborations with other workforce providers

OCWB participates on the Capital Region Workforce Partnership Workforce Development Board, Regional Workforce Partnership Team, Human Services Collaborative Case Management Workgroup and Business Solutions Team. The following organizations are partners on the VDSS grant: American Association of Retired Persons Foundation, Associated Educational Services of Virginia, Bridging the Gap in Virginia, Capital Area Health Network, Caritas

³ The OCWB has given the Center for Workforce Innovation a new name – Community Wealth Building Career Station at Marshall Plaza, and added two new CWB Career Stations at Conrad Center (Oliver Hill Way), and Southside Community Center (Old Warwick Road).

Furniture Bank, City of Richmond Department of Economic Community Development, City of Richmond Justice Services, Community College Workforce Alliance, Daily Planet, Dream Academy Adult Education Center, Freedom Marketing, HumanKind/Ways to Work, LBJ Transportation Services, Richmond Behavioral Health Authority, Richmond Department of Social Services, Senior Connections, and Virginia Department for Aging and Rehabilitative Services.

Grant from the Virginia Department of Agriculture: MathScience Innovation Center and Envirable Solutions, LLC

OCWB partnered with the MathScience Innovation Center and Envirable Solutions, LLC, and received a grant from the Virginia Department of Agriculture. The EnviraGrow Urban Farming Initiative, focuses on experiential learning, workforce development training, direct community engagement and local food production. Its design allows participants to learn about the benefits of agriculture in their communities and gain access to relevant, educational, vocational and entrepreneurial agribusiness trends in the region. This grant resonates with social entrepreneurship because of the potential to create employment opportunities through an emerging industry – indoor farming.

Career Pathway to Culinary – J. Sargeant Reynolds Community College

OCWB and J. Sargeant Reynolds College are collaborating to create a career pathway to culinary by creating a middle college exploratory curriculum, in the Conrad Center. This partnership will allow individuals who are interested in culinary careers to build capacity in both education and workforce development in an area that is meaningful and marketable. Currently Richmond is experiencing a shortage in skilled workers in the culinary and hospitality industry. However, by using resources from J. Sargeant Reynolds Community College’s Middle College program, the Conrad Center and the future culinary school in Church Hill - educational and occupational training will support the needs of a growing industry.

Creation of a Living Wage Certification Program - Virginia Interfaith Center for Public Policy

In another example of collaboration, the OCWB is partnering with the Virginia Interfaith Center for Public Policy to create a Living Wage Certification Program. This program is designed to highlight those businesses and organizations that are currently paying a living wage. This group will also review policies that encourage livable wages and work to increase community and stakeholder engagement around this very important topic. In the OCWB, we know that to be successful in moving our residents up the ladder toward economic stability, we must ensure that employment opportunities provide a stable and living wage.

Mini Grant from the Annie E. Casey Foundation

While working to create the Living Wage Certification program, OCWB received a mini grant from the Annie E. Casey Foundation to help with establishing the program in the Richmond area. The Annie E. Casey Foundation is currently working with seven southern cities around the country, including Richmond, to develop strategies to increase equity and economic inclusion in the areas of workforce, business and community development. The OCWB and the Office of Minority Business Development represent the city and recently hosted all seven cities for a three-day learning exchange at the Federal Reserve Bank of Richmond.

Continued Collaboration with the Department of Economic and Community Development

The OCWB collaborated with ECD to serve multiple businesses including Owens and Minor, ICMA, and CoStar. The City leverages the job training capacity of the OCWB in order to attract and incentivize companies to relocate or expand their employment opportunities in Richmond.

Recommendation 3. Improve educational outcomes

Develop an effective educational pipeline that prepares Richmond Public Schools graduates for either college or the workforce

FY 2018 Aim: Support the RVA Education Compact

The RVA Education Compact is an agreement among local elected officials to establish a shared vision and work collaboratively to improve children's lives and family outcomes in Richmond. It has two major community-wide complimentary goals:

- Raising RPS academic achievement to levels matching or exceeding statewide benchmarks, and
 - Implementing a concerted strategy to reduce child poverty by 50% by 2030 while mitigating the impact of poverty on learning.
-

Recommendation 4. Development of a regional transportation system

Create a regional rapid transit system, so that thousands more jobs are accessible to metropolitan Richmond residents by effective public transportation, linking the regional economy together

The OCWB convened a series of network focus group meetings that identified policy recommendations in a variety of domains. Recommendations from the transportation network focus group meeting will be discussed in the network focus group overview in this report.

Recommendation 5. Pursue the redevelopment of public housing communities with a commitment to no involuntary displacement

Achieve the redevelopment of much of the city's housing stock without involuntary displacing residents, with the aim of weakening the concentration of poverty and improving the physical and social environments of public housing residents

FY 2018 Aim: Housing

Continue to support the Affordable Housing Trust Fund

We are supportive of the fund however the administration is not the purview of OCWB. It is held and managed in ECD. We are however, are working with additional stakeholders to ensure that the Maggie Walker Land Trust and the Land Bank are sufficiently funded.

Continue development and possible expansion of the Good Neighbor Initiative

OCWB and the Richmond City Health District work closely to ensure that the Community Health Worker (CHW) program is aligned with goals of the Anti-Poverty Commission report and the current work of the OCWB.

The Housing Advocate program began in March of 2015 with part-time hourly-wage contract employees. The Housing Advocate program provided assistance to public housing residents to seek out resources such as employment, affordable housing, and education. Building peer to peer relationships and developing trust is a goal through outreach and community engagement.

In July 2017, the former Community Navigator and Housing Advocate programs were merged into one CHW program. The CHWs connect public housing residents to health and community services, provide education on health management and other topics, and advocates for public housing residents and communities.

CHWs are now full-time, salaried, state-funded employees. Six of the seven CHWs hired were previously employed in the Community Navigator or Housing Advocate program. The Richmond City Health District operates satellite clinics (Resource Centers) in six public housing communities and one school based community center. They are staffed by Community Health Workers (CHWs). CHWs are current or former residents of public housing communities that foster deep networks in public housing. They are guided by their personal knowledge of the experience of living in a public housing community.

From RCHD Report July 1, 2017 – December 31, 2017.

Community	Number of Referrals	Completed Referrals	Number of Doors Knocked on
Broad Rock	357	304 (85%)	215
Creighton	924	697 (75%)	1070
Fairfield	684	415 (61%)	923
Gilpin	378	280 (74%)	535
Hillside	383	333 (87%)	258
Mosby	407	344 (85%)	830
Whitcomb	649	424 (65%)	605
Total	3,782	2,797 (74%)	4,436

Due to the close professional relationship and mission alignment with RCHD, the CHWs are included in OCWB staff events and are treated as part of the OCWB team.

Serve as convener for service providers committed to the People Plan for the East End

The OCWB along with additional partners designated Richmond Opportunities, Inc. (ROI) as the backbone organization for the Creighton Court People plan. OCWB serves as a partner in the management strategy, strategic planning and identification of resources to ensure alignment with OCWB priorities.

Family Transition Coach Program (FTCP)

The Family Transition Coach Program assists families in the Creighton Court public housing community with preparation for a variety of regional housing opportunities as part of Richmond’s East End Transformation. Family Transition Coaches (FTC) provide direct services and outside referrals for prerequisites of housing permanency/social determinants of health, including healthcare, income stability and education. Services for these residents includes supportive counseling, spending planning, and other bridges from long-term residency in public housing to privately-managed units. FTCs also participate in community events and agency

partner meetings to build relationships and gain understanding of Richmond's East End Transformation and other wealth-building endeavors.

The OCWB and RCHD partnership designed the case management strategy that the FTC's use on a daily basis. The OCWB receives monthly FTC program progress reports and meets with the staff regularly to share information and resources. .

Continue development of relationships and partnerships with local philanthropic institutions, universities, health systems, business organizations, and other local stakeholders supportive of CWB goals.

Member of Richmond Community Development Alliance (RCDA)

The Richmond Community Development Alliance is a group of nonprofits that work together to address affordable housing needs in the Richmond region. In 2012, Richmond Community Development Alliance (RCDA) became a division of Partnership for Housing Affordability (PHA) merging the resources, values and goals of both organizations. RCDA member organizations produce and rehabilitate affordable housing, coordinate programs for those experiencing homelessness or who are seeking home-ownership, and provide housing counseling or supportive services. RCDA helps these organizations speak with a unified voice for funding resources, increase awareness about the range of housing needs in our area, and share information about best practices and activities within partner organizations.

Member of the Promise Neighborhood Housing Action Team

Action Teams serve as the conveners for collaborative initiatives in the Peter Paul community and meet as needed throughout the year.

Member of the Housing and Community Development Task Force

The OCWB will help with resident engagement as the affordable housing discussion and planning moves forward. (In response to a request from the Mayor, the Affordable Housing and Community Development Summit was held on October 13, 2018.)

Member of Invest Health RVA Team

Funded by the Robert Wood Johnson Foundation and Reinvestment Fund, Invest Health RVA is part of a national network of 50 cities aimed at supporting community leaders as they work together across the health and development sectors to help low-income communities thrive. The RVA team was selected from more than 170 communities nationwide.

Invest Health RVA⁴ developed a three-pronged strategy in 2017 to prepare the region for greater investments in low-income neighborhoods that promote improved health and housing stability for local residents. This strategy includes:

- Creating an objective real estate map that identifies opportunities for equitable development and a pipeline of bankable real estate options where investments will benefit the health of low-income populations,

⁴ <https://www.rmhfoundation.org/invest-health-rva>

- Assessing existing public policy around affordable housing in the region and identify gaps in research and knowledge that need to be addressed in order to pursue effective strategies for equitable development, and
- Engaging a broader spectrum of the community in efforts to foster equity and improved health in neighborhoods, and build support for sustainable activism and engagement.

Community Engagement

Our community engagement efforts are designed to connect a wide array of the citizens in efforts to inform the community wealth building agenda and build support for systems change. Our approach to citizen engagement has received national attention from organizations like – LeaderComm, Living Cities and the Robert Wood Johnson Foundation.

Listening Sessions

Established in September 2016, the OCWB hosts listening hours between 1:30-3:30 pm on Fridays. Listening Sessions are designed so that we are accessible to all citizens. When requested or invited, we have listened to people in their environment or neighborhood (e.g. home, civic meeting, or street corner).

Community Wealth Building (CWB) Ambassadors

CWB Ambassadors work to promote the CWB agenda in the community. They are trained to promote understanding, or clear up misunderstanding about the mission and focus of the OCWB. They are also trained in the CWB mission and inform the CWB process via their perspectives from the community.

Citizens Advisory Board

The Citizens Advisory Board was created as an independent citizen body tasked with ongoing monitoring of the city’s progress in implementing the OCWB agenda and related policies.

City-Wide Network Focus Groups

Nine focus groups (Employment Stability, Income, Mobility, Childcare, Housing, Quality of Life, Food, Legal and Recovery) have been convened since 2016 to focus on developing city-wide community wealth building networks aimed at informing the development of a city-wide economic mobility matrix.

Partnerships

The OCWB has robust and constructive partnerships with many entities; many, but not all are found in this report. It is clear that the magnitude of systems change required to have transformative economic mobility impact on an entire City cannot be approached as a unilateral initiative of the OCWB.

The work of the OCWB is enriched by the relationships with the Commonwealth of Virginia, VCU, the Commonwealth’s Attorney Office, Richmond Memorial Health Foundation, the Robins Foundation, The Community Foundation, United Way of Greater Richmond and Petersburg, ChamberRVA, Capital Region Collaborative, University of Richmond, Virginia Union University, RRHA, Virginia First Cities, African American Nonprofit Leaders Network,

Federal Reserve Bank of Richmond, LeaderComm, Prosperity Now (Corporation for Enterprise Development), ChildFund, Initiatives of Change, J. Sargeant Reynolds Community College, St. Stephen's Episcopal Church, Circles RVA, Communities in Schools, James River Virginia Chapter Jack and Jill of America, Kresge Foundation, fellow City departments, members of City Council, OCWB community volunteers and many more.

East End RVA Stakeholders

Councilwoman Dr. Cynthia Newbille helped convene various stakeholders in the East End to work on synthesizing a coherent strategy for action in the East End. Too many organizations have too much uncoordinated activity in the East End. With the guidance of MB² consultants as supported by The Community Foundation, the stakeholders agreed that collaboration, coordination, and integration of efforts will be undertaken to achieve 100 % communications transparency with all Creighton Court public housing residents to ensure that all residents fully understand that their current housing circumstance will end within 5 years and, pursuant to same, all "Tier Level Assessments" will be completed by the end of 2018 to expedite the host of next steps necessary to provide Creighton Court residents with new housing opportunities.

It was also confirmed that Richmond Opportunities Inc. (ROI) would create and execute a work plan designed to operationalize that consensus statement.

Mosby Community Initiative

Councilwoman Ellen Robertson convened a cross section of community organizations to examine gaps in service and strategies for the Mosby Community.

Culture of Health Prize

We are one of eight communities across the nation honored in 2017 by the Robert Wood Johnson Foundation (RWJF), the nation's largest philanthropy devoted exclusively to improving health and health care. More than 200 cities applied for this award. The Culture of Health Prize is a recognition of the hard work, the innovative ideas, and the extensive partnerships in Richmond that support our community's goal to give all residents the opportunity to live healthier lives.

While OCWB and RCHD may be the most visible part of the community engagement work, many nonprofits and agencies in Richmond played a part in creating a Culture of Health here in Richmond. The Culture of Health Prize should open doors to future initiatives.

Virginia Commonwealth University - iCubed

Dr. Risha Berry from OCWB is a visiting scholar with iCubed at Virginia Commonwealth University. iCubed strategically invests in academic and research programs that employ transdisciplinary approaches to solve challenging and persistent problems in urban communities. Plans are underway to develop a poverty focused policy lab in collaboration with the L. Douglas Wilder School of Government and Public Affairs, School of Social Work, and School of Education

“In a policy lab, government officials collaborate with experienced researchers to study problems, learn about the effectiveness of existing programs, and test new approaches. Programs that are shown to be effective can be replicated and scaled, while those that do not deliver the hoped-for effects can be improved. Governments then commit to a process of continual evaluation and learning in order to build the evidence base for social interventions”⁵.

Root Cause Summit with the Commonwealth’s Attorney

The Root Cause Summit is being designed to proactively identify and address the root causes of violent crime in urban communities. The upcoming Root Cause Crime Summit is a partnership between the Commonwealth’s Attorney and the City of Richmond.

A Day in the Life of Community Wealth Building

The OCWB has given the Center for Workforce Innovation a new name – Community Wealth Building Career Station at Marshall Plaza, and added two new CWB Career Stations at Conrad Center (Oliver Hill Way), and Southside Community Center (Old Warwick Road) as a result of grant funding. Career Stations utilize the Employment Stability domains depicted below to ensure participants are employment ready.

Employment Stability Domain

<i>Scale Number</i>	<i>Self Sufficiency Category</i>	<i>General Description</i>
1	In Crisis	No job.
2	Vulnerable	Temporary, part-time or seasonal; inadequate pay, no benefits.
3	Safe	Employed full time; inadequate pay; few or no benefits.
4	Building Capacity	Employed full time with adequate pay and benefits.
5	Thriving	Maintains permanent employment with adequate income and benefits.

Last year there were 11,960 duplicated visits, roughly 1,000 visits per month to the CWB Career Station at Marshall Plaza.

Characteristics of Visiting Participants

- Unemployed
 - Long-term unemployed (those jobless for 27 weeks or more)
 - Persons unemployed 15 weeks or longer
- Experienced job loss and who completed temporary jobs
- Marginally attached to the labor force (those who currently are neither working nor looking for work but indicate that they want and are available for a job and have looked for work sometime in the past 12 months).

⁵ <http://www.arnoldfoundation.org/policy-labs-research-partnerships-effective-government/>

- Discouraged workers (have given a job-market related reason for not currently looking for work such as school attendance or family responsibilities⁶. They may also believe that no jobs are available for them.)
- Involuntary part-time workers, and shift work (those who want and are available for full-time work, but have to settle for a part-time schedule; ex. hours had been cut back or because they were unable to find a full-time job)

CWB Career Station Activities

Last year 1,841 participants attended training activities.

A typical day at the CWB career station may encompass an array of activities including but not limited to: assistance with job search, application, direct staff support, assessment, training, and interviewing.

Last year 350 participants were served, and 155 were hired with an average wage of \$10.42.

Community Wealth Building Career Station participants may interview with a case manager to develop a career plan with goals that are monitored on a regular basis. Case managers provide support with goals the participant identifies.

Attrition

Most participants served by CWB Career Stations are unemployed. Many assert their main goal is to get a job, any job. Those that are able to find a job typically start at a wage that is at least 10% lower than the wages they earned before they became unemployed. For some participants, once they become employed depending on their job, they make the decision to stop case management services.




For others, finding employment may take longer. They may need additional skills, credentials or training. Interventions implemented at CWB Career Stations are on the job training, or attaining additional training or credentials to increase their eligibility for employment. Some drop out here because they may require a continued job search while they are employed.

For those that remain, they may experience sideways mobility, meaning that their wages remain the same for an extended period of time. This becomes frustrating, as moving from downward mobility requires great patience as wages are often at entry level.

The attrition we see is the result of many factors that are captured in the Career Station Mobility Table that follows.

⁶ <https://www.bls.gov/news.release/empsit.nr0.htm>

Table 1. Community Wealth Building Career Station Mobility Patterns

Downward Mobility⁷ (1)	Mobility Intervention	Sideways Mobility (2)	Mobility Intervention	Upwards Mobility (3)
Mean wage at least 10% lower than the mean wage in previous occupation	On the Job Search	Mean wage remains the same within 10% in previous occupation	On the Job Search	Mean wage at least 10% higher than mean wage
	OJT Training, Credentials		OJT Training, Credentials	

Mobility to a living wage⁸ is complex, and requires staying the course, which often means supplementing the journey with additional mobility strategies such as looking for another job while you are employed, on the job training, or acquiring additional certifications and or credentials that may make an individual more eligible for attaining a job, or being promoted. However, once an individual is promoted to a higher income and if they were on subsidies they will experience the cliff effect (as income increases, subsidies decrease). If they are not planning for this phenomenon, it may cause financial crisis.

Living Wage Model⁹

The OCWB has adopted the Living Wage Model. After careful analysis we have learned that the federal poverty threshold does not take into account living costs beyond a basic food budget. This means that the federal poverty measure does not take into consideration costs like childcare and health care that draw from one’s income but also determines one’s ability to work and endure potential hardships associated with balancing employment and other aspects of daily living. The poverty thresholds also do not account for geographic variation in the cost of essential household expenses.

Table 2 Career Station at Marshall Street Participant Employer Information below provides a snapshot of the characteristics of thirty eight job types participants at the Career Station at Marshall Street received over the past year.

⁷ Rebecca S. Powers , Michelle M. Livermore & Belinda Creel Davis (2013) The Complex Lives of Disconnected Welfare Leavers: Examining Employment Barriers, Social Support and Informal Employment, Journal of Poverty, 17:4, 394-413, DOI: 10.1080/10875549.2013.833158

⁸ The living wage is perhaps better defined as a minimum subsistence wage for persons living in the United States. <http://livingwage.mit.edu/resources/Living-Wage-User-Guide-and-Technical-Notes-2016.pdf>

⁹ <http://livingwage.mit.edu/pages/about>

Table 2. Career Station at Marshall Street Participant Employer Information

Employer Name	Full Time	Part Time	w/Benefits	Starting Wage	Jobs in Career Pathways**
Paschall Truck Lines, Inc.	x			\$18.82	Transportation
Amazon	X		Within 90 days	\$18.75	Distribution/Logistics
Amazon Flex		X		\$18.00	Distribution
ResCare	X		X	\$17.50	Human Services/ Workforce Dev.
IRS	X		X	\$16.17	Government
Sixth Mount Zion	X		X	\$15.00	Administrative
City of Richmond (Recs. & Parks)	X		X	\$15.00	Government
Food Lion	X		X	\$14.25	Distribution/Logistics
P.G. Staffing		X		\$12.50	Administrative
Amazon	X			\$12.00	Distribution
Express Temp./Distribution International	X			\$12.00	Distribution/Logistics
Zans Refuse Services	X			\$12.00	Transportation
Spring Arbor	X		X	\$11.25	Health Science
Commonwealth Club		X		\$11.00	Hospitality

Table 2. Career Station at Marshall Street Participant Employer Information cont.

Employer Name	Full Time	Part Time	w/Benefits	Starting Wage	Jobs in Career Pathways**
UPS		X		\$10.50	Transportation, Distribution & Logistics
Select Staffing/Palletizer	X			\$10.00	Administrative
XPO Last Mile, Inc.	X			\$10.00	Distribution
Denny's		X		\$10.00	Food
Air BNB	X			\$10.00	Hospitality
New Freedom Transportation	X			\$10.00	Transportation
Aramark - VCUHS		X		\$9.50	Environmental Services
Delta Hotel	X		X	\$9.50	Hospitality
U.S. Security	X			\$9.50	Law, Public Safety, Corrections & Security
Walmart		X		\$9.00	Distribution
McDonalds		X		\$9.00	Food
Windshield Express	X			\$9.00	Repair Installation
J.C. Penney		X		\$8.75	Retail
Virginia Laundry	X		X	\$8.50	Cleaning
Aramark		X		\$8.25	Food
Richmond Public Schools		X		\$8.25	Food Service/Hospitality
Blessed Hands & Hearts	X			\$8.25	Health Science
Popeye's	X			\$8.00	Agriculture, Food & Natural Resources

Table 2. Career Station at Marshall Street Participant Employer Information cont.

Employer Name	Full Time	Part Time	w/Benefits	Starting Wage	Jobs in Career Pathways **
SSC Compass	X			\$8.00	Hospitality
J.C. Penney	X			\$8.00	Retail, Business, Customer Service
Admiral Security	X			\$8.00	Security
Dollar Tree		X		\$7.35	Customer Service
Buffalo Wild Wings		X		\$7.25	Food Service

Virginia’s 16 Career Pathway Cluster Areas ** (from above)

Agriculture, Food & Natural Resources	Government & Public Administration	Manufacturing
Architecture & Construction	Health Science	Marketing
Arts, A/V Technology & Communications	Hospitality & Tourism	Science, Technology, Engineering & Mathematics
Business Management & Administration	Human Services	Transportation, Distribution & Logistics
Education & Training	Information Technology	
Finance	Law, Public Safety, Corrections & Security	

A Career Cluster is a grouping of occupations and broad industries based on commonalities. Within each career cluster, there are multiple career pathways that represent a common set of skills and knowledge, both academic and technical, necessary to pursue a full range of career opportunities within that pathway – ranging from entry level to management, including technical and professional career specialties. http://www.doe.virginia.gov/instruction/career_technical/career_clusters/index.shtml

OCWB Vision for the Future

Poverty is a complex societal issue, and is an outgrowth of structural barriers that restrict access to income, and ultimately wealth building. While much progress has been made in measuring and analyzing poverty, the OCWB will now turn its focus to wealth building, which means that we will look at strategies that are strategically crafted to identify systemic barriers that block access to wealth building. We plan to accomplish this by mobilizing city-wide community wealth building networks based upon nine economic mobility domains (Employment Stability,

Income, Transportation (Mobility), Childcare, Housing, Quality of Life, Food, Legal and Recovery). Utilizing our community wealth building networks, we will holistically identify systemic barriers to wealth building with the aim of ensuring that labor market problems are eliminated, so that all members of our community can reach economic stability.

Top Tier Recommendation Updates

Since the creation of the OCWB, three of the five top-tier goals: 1) improvement of educational outcomes, 2) development of a regional transportation system, and the 3) redevelopment of public housing communities with a commitment to no involuntary displacement, are now being led by dedicated staff or organizations.

Improve educational outcomes¹⁰.

This work is being guided by the RVA Education Compact. The RVA Education Compact is an agreement among local elected officials to establish a shared vision and work collaboratively to improve children's lives and family outcomes in Richmond. It has two major community-wide complimentary goals:

- Raising Richmond Public Schools' (RPS) academic achievement to levels matching or exceeding statewide benchmarks, and
- Implementing a concerted strategy to reduce child poverty by 50% by 2030 while mitigating the impact of poverty on learning.

Development of a regional transportation system

The goals of the Pulse BRT project are 1) improved mobility among regional and local transit users and a more efficient transit system, both of which will enhance access to jobs, 2) revitalize an economically distressed corridor, 3) support existing transit-oriented land use, 4) generate new transit-oriented development (TOD), and 5) provide an attractive alternative to the automobile for east-west travel. The work is being led by the Multimodal Transportation and Strategic Planning unit in the Department of Economic and Community Development.

Pursue the redevelopment of public housing communities with a commitment to no involuntary displacement

Richmond Opportunities, Inc. (ROI) is an independent, nonprofit organization that provides holistic support to all of Richmond's public housing residents. ROI is responsible for the coordination of services among nonprofit and government agencies, efficient allocation of resources and evaluation of short and long-term goals.

While the OCWB will remain a key influencer in each of these strategies, we are taking a more prominent leadership role in: 1) expanded workforce development, and 2) targeted job creation.

Tracking Economic Mobility

Since the creation of the OCWB (2015) we have worked to plan, align, establish, and refine our collective impact strategy for economic mobility.

¹⁰ <http://www.richmondgov.com/PressSecretaryMayor/robocopy/documents/RVAEdCompactFAQ.pdf>

Part of this strategy is to reduce redundancies in government. One of these reductions is related to how city-wide metrics are reported. The Department of Budget and Strategic Planning launched a City of Richmond Profile and Statistical Digest in 2016. This digest is reported to provide relevant data that City officials can use as a starting point to facilitate strategic plans, programs, and initiatives to further improve the quality of life of citizens of the City of Richmond.

We will continue to report on annual data with respect to Community Wealth Building efforts that relate to: unemployment, income, labor force participation, educational attainment, occupational participation, and industry participation. These items can be found in the appendix. Previously, we have reported on other metrics that will now be tracked through the City of Richmond's Statistical Digest.

Our collective impact work is informed by many best practices. We are building categories for wealth building that will also aid in decreasing the racial wealth gap, as recommended by the Center for Global Policy Solutions¹¹. We have prioritized the following: access to jobs and higher wages, access to entrepreneurship, increasing savings and financial services, and making retirement secure for all.

Economic Mobility

The economic mobility matrix is designed to demonstrate success of local programs, as well as sharing information about community conditions. As the use of the Matrix grows, it promises to be an effective communication tool for illustrating the strengths, as well as weaknesses, of our community to help families work towards economically stable living. In addition, a collective analysis of the results generated by programs using the economic mobility matrix will aid the community and policy makers in their understanding of what economic stability looks like in Richmond, and where system level efforts are required to improve opportunities for low-income working families.

Expand access to entrepreneurship

In October 2017¹², the Annie E. Casey Foundation, the City of Richmond and the Federal Reserve Bank of Richmond led a multi-city group in exploring strategies, policies, and best practices that have the potential to bolster economic inclusion by enabling disinvested and underserved communities to fully contribute to the economy.

The OCWB along with the Office of Minority Business development is exploring strategies that consider local hiring and community benefit agreements that support minority and local business participation. These benefits are used between community members and developers of publicly funded projects. These are examples of economic inclusion tools currently being implemented across the country.

¹¹ <http://globalpolicysolutions.org/report/policy-agenda-close-racial-wealth-gap/>

¹²

https://www.richmondfed.org/community_development/community_highlights/2018/20180118_economic_inclusion

Establishing defined protocols for an inclusive market economy ensures that access is full and fair including finance, entrepreneurship, and economic opportunity. Understanding data on race and inequality is critical to wealth building. Understanding the role of intentional procurement and hiring policies, and how businesses should move toward more inclusively provide broader opportunities.

Increase savings and improve financial services

Continue to explore opportunities to mitigate intergenerational barriers to wealth accumulation. Create an asset-building strategy in the form of children's development accounts that create opportunities to lay the foundation for strong asset-building and wealth accumulation.

Make retirement secure for all

Rutgers School of Management and Public Relations

We have been attending the Louis O. Kelso workshops at Rutgers School of Management and Public Relations to study broad-based forms of capital ownership and capital income such as employee stock ownership, equity compensation, profit sharing, gain sharing, and worker cooperatives in the corporation and approaches to broadened citizen capital ownership and dividend funds.

We were tapped to participate through Dr. Elsie Harper-Anderson, an assistant professor at the Virginia Commonwealth University L. Douglas Wilder School of Government and Public Affairs. She serves as Chair of the Research and Evaluation workgroup on our Citizens Advisory Board. Her research examines the impact of macroeconomic transformation on regional economies and urban labor markets with a focus on social equity and sustainability concerns. Her recent work focuses on understanding entrepreneurial ecosystems and their impact on building inclusive economies. Her other scholarship has focused on understanding and enhancing the connection between workforce development and economic development.

Promising practices include Mayor's Employee Ownership Initiative in the City of Newark.

Networked Focus Groups

Goal: Establish a city-wide goal of supporting the economic mobility of 1,000 residents annually and track their mobility. We will accomplish this aim by developing nine economic mobility networks (partners, stakeholders, city staff, for profit and nonprofit organizations) according to the economic mobility framework (1- crisis to 5 – thriving).

The economic mobility matrix is an adaptation of the self-sufficiency matrix, an assessment and outcome measurement tool based on the federal outcomes standard ROMA (Results Oriented Management and Accountability). The impact measurement tool has 25 individual scales, each measuring observable change in some aspect of self-sufficiency.

We consolidated the scale in 9 domains: Employment Stability, Income, Mobility, Childcare, Housing, Quality of Life, Food, Legal and Recovery and created network focus groups. Policy recommendations from the focus group meetings follow. The format of the findings include vignettes from case notes, followed by policy recommendations.

Policy Recommendations from Network Focus Groups

The following pages contain an actual scenario lifted verbatim from the case files of one of the OCWB Career Specialists. Under the scenario are the recommendations from the Network Focus group that provide direction on how to improve the systemic challenges for each domain. The recommendations are not necessarily in direct response to each issue exposed in the scenario. The scenarios are intended as a reference point to illustrate the types of life challenges faced by thousands of Richmond citizens on a daily basis.

Workforce

Mother completed the 11th grade in school and does not have a GED. She has 3 children two of which are twin girls 6 years of age. One of the little girls has developmental disabilities. Staff have been trying to work with her to get her connected to employment as she stated she is in dire need of a job, but each time she is scheduled for an event she is either a no call, no show or she has to reschedule for some reason. Staff continues to emphasize the importance of her active participation if she expects to move forward through the program. She needs assistance with childcare and possibly connection to resources for her daughter. She can benefit from participation in a GED class, soft-skills training, and occupation training.

Policy Recommendations

- Develop a comprehensive workforce network that focuses on integrating systems including a centralized database, collaborative case management, and leveraging resources for individuals with intense challenges to employment.
- Collaborate with the business solutions team, economic development, and area businesses to develop a consistent process to deem individuals “ready for work” and develop true pipelines to employment for individuals living in poverty.
- Create a comprehensive strategy and pipeline to employment for individuals living in poverty to obtain employment with the City of Richmond.
- Develop a “standard of excellence” for moving individuals on the pathway towards career pathways, living wages, and thriving.
- Develop a pipeline to employment for individuals living in poverty to obtain employment at the Port of Richmond/Commerce Road Corridor.
- Establish an economic development opportunity fund focused on career pathways and workforce training.
- Identify specific areas for policy development and recommend changes to legislation that will impact low income individuals gaining employment with a livable wage.

Income

A 40 year old single mother of two. Her sons are 18 and 19 years of age and are currently living with her in the residence. Neither of them completed their requirements for their High School Diploma/GED. Neither of them are currently employed. Mother is currently employed part-time. Her goal is to secure full-time employment and to move. During her interview she expressed a strong desire to work on completing the requirements for her GED. She also informed me that staff wants her to get into a training program that will lead to a better paying full-time job. The mother and her sons can all benefit from participating in the GED or high school equivalency program and occupational skills training. Completion of the GED and obtaining credentials will better their chances of securing full time employment at a higher wage.

Policy Recommendations

- Continue developing a Living Wage Certification program that will honor these employers in Richmond (paying or aspiring to pay better wages); piloting a program around training volunteers to help with both identifying and finding these businesses. The Richmond Area Living Wage Certification Program is a joint program of the Richmond Chapter of the Virginia Interfaith Center for Public Policy and the City of Richmond's OCWB.
- Support changes in policy or regulations that provide for a transition period or a sliding scale for reducing benefits to ease the cliff effect on participants working toward self-sufficiency.
- Standardize a model for Financial Education for our target population (in Crisis (1) and at Risk (2) building on the Virginia LISC Financial Opportunity Center programs that include more one-on-one training.
- Work with designated OCWB partners through Memorandums of Understanding to increase capacity of groups with demonstrated success with target population, (i.e., ACTS, United Way, VA LISC).
- Work with financial Institutions to explore options for creative savings programs, i.e. Saving Sharing Programs, Child Savings accounts.

Housing

Single mom with (2) boys, oldest attends elementary school and 18 month old needs daycare. A year ago she was homeless, CARITAS services assisted her with finding shelter. She's been working on getting her family back on track. Her energy level is high and her focus "to do what's best for her family" is there. She has a high school diploma and some college. Receiving assistance with obtaining employment at a living wage will benefit this mom. If she has consistent living wages she can stabilize housing for her and her children.

In the housing domain, we observed many cases where providers served residents along the self-sufficiency continuum, but at different points along the way. For example in the crisis domain,

there was a presence of providers that offered transition interventions for residents, options, and supports. In the at risk domain, the same was true, followed by supports in the safe domain. There was a clearer concentration of supports along the continuum from crisis, to at risk, and safe. The supports were not strongly noted in the stable or thriving domain. This may be due to the targeted approach of the network to ensure that residents are safe with housing supports.

Policy Recommendations

Improve the quality-of-life in low-income communities through housing policy.

- Designate the Maggie Walker Community Land Trust as the City’s Land Bank. The Land Bank’s purpose is to provide a transparent, strategic, and streamlined process for turning vacant, blighted, tax-delinquent properties into community assets, with a primary focus on affordable homeownership as a means of stabilizing and diversifying neighborhoods.
- Implement mandatory inclusionary zoning throughout the City of Richmond.
- Create a Safety Net Fund (crisis fund) to be drawn down upon by area providers for reoccurring needs such as rental assistance, rental down payment assistance, repairs and maintenance.
- Increase transparency and clarity on the part of landlords as to eligibility criteria for individuals with felonies. In conjunction with increased transparency, work with landlords to relax stringent criteria using education (examples of best practices i.e. Better Housing Coalition).
- Note: The Housing workgroup firmly supports all the draft recommendations laid out in One Richmond: A Housing Plan for City’s Future (<http://bit.ly/2C5UvqQ>)

Recovery

Mother has two school aged children in the home. She has been in recovery for several years and is a client at the methadone clinic. She currently works as a caregiver, making \$7.75 hr. She wants to go back to school to advance her career in healthcare and get a better job. She has (3) goals: better job, education and improve her current living situation. She needs continued support in her recovery plan to complete training and maintain employment. She can benefit from occupational skills training.

Policy Recommendations

“For the small group of TANF recipients that do struggle with substance abuse and addiction, it can be a significant barrier to self-sufficiency, and substance abuse treatment can be vital”¹³.

Create a collaborative case management system that:

- Provides the client a single point of contact for multiple health and social services systems;
- Advocates for the client;
- Is flexible, community-based, and client oriented; and

¹³ <https://www.clasp.org/sites/default/files/public/resources-and-publications/files/Helping-TANF-Recipients-Overcome-Addiction.pdf>

- Assists the client with needs generally thought to be outside the realm of substance abuse treatment (Substance Abuse and Mental Health Services Administration, 2000).

Create a Case Management University and offer classes and training on subjects such as:

- ASAM Criteria (American Society of Addiction Medicine, 2017);
- Motivational interviewing;
- Redirection;
- Triage; and
- Executing warm handoffs.

Create a fund to be used by providers -- who are part of a Collaborative Case Management network – for ongoing recovery support so that an individual can receive care on an uninterrupted continuum.

Legal

24 yr. old mother with (5) kids, her youngest (twins) are on the Early Head Start wait list. She is currently working part-time as a personal care assistant. She has her high school diploma and is currently attending community college studying to be an optometrist. She is focused and wants a better life for her kids. She has a misdemeanor, 2006 on her record. She feels it may set her back, but she can't let that stop her. She has a positive outlook on life. She needs assistance setting realistic goals based on her conviction to ensure she has the ability to obtain a job in her field of interest despite the conviction. She may benefit from a federal fidelity bonding letter and coaching on navigating a job search with a conviction.

In the legal domain, we categorized the domains according to the following:

- Q1. Pre-Trial – no conviction
- Q2. Post-conviction/release within 12 mos.
- Q3. Civil/Financial
- Q4. Services for people with convictions
- Q1. Post-conviction/release within 12 mos.
- Q2. Post-conviction/release within 12 mos.
- Q3. Civil/Financial
- Q4. Services for people with convictions

We learned that some agencies provided targeted links to support along the self-sufficiency continuum, from crisis to thriving, while others specialized in particular domains. We also learned that access to legal aid was contingent on federal poverty guidelines with respect to income.

Policy Recommendations

Barriers preventing navigable pathways toward financial well-being:

- Felony threshold of \$200.00. Virginia is tied for the lowest felony threshold in the nation.
- Past criminal convictions and/or arrests currently prevent people from getting a job and taking care of their respective financial responsibilities. People who commit crimes are placed in a perpetual state of punishment for the rest of their lives. There would be an exponential increase in citizens who were able to move toward financial well-being, if the prevailing political and cultural attitude embraced the belief that people can be redeemed and deserve a second or third chance to retain employment that will allow them to pay debts, take care of their respective families and be a constructive tax paying citizen.
- Poor credit rating.

Recommendations for interventions

- Grand Larceny Threshold: Increase the level at which a crime rises from petit larceny to grand larceny from \$200.00 to \$500.00.
- Soft skills training and cognitive behavior intervention during and after release.
- Expungement of police and court records; crimes defined. Police and court records for all felony or misdemeanor offenses or traffic infractions, are potentially eligible for expungement if the person seeking expungement qualifies under the statute.
- Automatic expungement of record for charges dismissed, not guilty or nolle prosequi or if the individual can pay out of pocket for nonviolent offenses.
- Provide additional free legal and credit counseling services.
- Support of policies that restrain unregulated business loans with usurious interest rates.
- Examine and document the predatory use of credit checks and the impact on economic opportunity in low wealth communities.
- Allow citizens to get an identification card without a permanent address.
- Examine and document the rationale behind the rules of driver's license suspension particularly for people who need to drive as part of their work requirements.
- Increased flexibility in business policies regarding sick leave.

Transportation (Mobility)

A mother of three has a job working security. She is good at her job. She received a promotion in September to armed security. Her pay increased from \$11.00/hour to \$12.25/hour. She works six (6) days a week and she makes 20 hours in overtime. The promotion required her to work at a new location. The new location is not on the bus line. She spends \$35.00 a day for Uber one way. Her children's grandmother picks her up from work each day and she pays her \$25.00 a week for gas. This mother would benefit from adequate regional transportation. Her promotion is not financially benefitting her family because she must use increased wages on transportation to work.

Policy Recommendations

In order to decrease the “special mismatch” between where jobs are and where low-income populations live, this committee was charged with identifying and proposing strategies that might be deployed as to provide improvements to the current transportation system. We focused on those strategies that would have the greatest impact in removing the systemic and structural barriers that preclude those in crisis and at risk from being able to find navigable pathways to financial well-being. Studies show that just 26.5% of jobs metropolitan-wide are accessible to residents living in transit-served neighborhoods, ranking Richmond 92nd among the 100 largest metropolitan cities in American in the combined ranking of access to transit and employment.

- Use fleet vehicles that have aged out due to mileage, years and maintenance (police, fire, fleet, etc.) – provide a training program for participants where they are able to learn how to fix the cars that come from these agencies. After working more than 6 months with steady income the OCWB Career Station¹⁴ offers the opportunity to lease to buy the vehicle.
- Good drivers can also use fleet vehicles to provide rides to people who need them outside of the bus line.
- Transportation companies per MOU with the City of Richmond Department of Finance and the Career Stations, receive reduced car sales tax for ride reduction of at least \$1 in rate of transporting person from Career Station. The card will only be allowed to be used to and from work (2 rides/day limit on the card). 1 company per 20 participants at a total of 140 participants.
- Pilot with 20 Career Station clients – discount card created and given to each Career Station client.

Childcare

A 42 year old mother is married with six children. Her children range in age from 1 month to 17 years old. She is currently unemployed with work experience in cleaning and housekeeping. Her husband is currently working doing general maintenance and custodial work. She has no formal education but has attended adult school in the past. She has a language barrier and is in need of some ESL training. She has a new born child to which she has to provide focused care. She Seemed very interested in participating in the program but missed multiple appointments. Lack of childcare is hindering her ability to move forward with participating in services (ESL, GED, occupational training) that will help her reach her goals. She would benefit from childcare assistance, ESL, GED classes, and occupation training.

¹⁴ Now called the Community Wealth Building Career Station at Marshall Street

Policy Recommendations

While a reported range of high quality early childcare supports exists for heads of households with children ages 0-5 living in poverty, a seamless continuum of supports is missing to connect families with the next rung of early childhood supports available to their child as they grow. Developing a quality childcare continuum or network of early childhood supports for families in poverty with children from 0-5 will serve to seal leaks in the system, due to waitlists, or unused slots.

Create:

- A well-coordinated, seamless quality early childcare network for families in poverty with children ages 0-5 in need of quality childcare;
- An inventory, including eligibility criteria, to document the number of slots that are available by council district for families living in poverty with children between the ages of 0-5; and
- A seamless pipeline of early childhood supports aligned with the MIT living wage calculator, with special attention given to the family transitions a head of household and child may encounter while stabilizing their journey to economic stability.

Upon enrollment, the child is automatically linked to a network of service providers that provide access to quality care, until they are enrolled in kindergarten.

- A quality early childhood continuum of care network will identify quality childcare providers that are affordable and accessible to the family until age 5. As the child grows, the continuum supports their journey with quality early childcare supports.
- Citywide, multiple entry points will be identified by council districts to ensure citywide accessibility. This network of support should continue as the family stabilizes (up to five years), or as the child ages out of the network.
- A citywide coordinator could ensure alignment with the network and “hold the hand” of agencies to follow up and follow through with progress, while ensuring that the network is aligned with the DSS eligibility protocol.

Food

A mother of three (3) received a promotion. Her pay increased from \$11.00/hour to \$12.25/hour. She works six (6) days a week and she makes 20 hours in overtime. Her SNAP benefits prior to her promotion were \$400.00. Her caseworker told her that due to her increase in income, her SNAP benefits are now \$100.00. She would benefit from policy that addresses and corrects the cliff effect.

Policy Recommendations

Barriers¹⁵ limit participation in all the nutrition programs. They include: Lack of awareness that the programs exist or who is eligible, perception of stigma applied to participating in the programs, benefit inadequacy that lessens the attractiveness of the programs, unnecessary administrative burdens and red tape that make it difficult for program providers and recipients to participate, and federal, state or local eligibility criteria or other access barriers that keep out low-income people.

Barriers preventing navigable pathways toward financial well-being:

- Access and availability
- Shortage of WIC vendors

Recommendations for interventions

- System redesign to provide for food access for individuals and families who have an increase in household income, but would spiral into food insecurity if their SNAP benefit was abruptly reduced – the Cliff Effect. Gradual reduction in SNAP over a period of a year or more would address the issue. In the alternative, open access to food pantries for a year or more would address the issue.
- Healthy corner store initiatives.
- Increase the frequency of mobile food pantries in low wealth communities.

Quality of Life

A 51 year old single mother of one. Her son is currently enrolled in middle school and he is reported to be doing well. She is currently employed, has her high school diploma and has completed one year of college. She reported that she has a mental illness diagnosis in which she was being prescribed medication by her psychiatrist but has ceased to continue to take her medications or see her psychiatrist on a regular basis. She informed staff that her doctor did not release her but she stopped taking the medication and has not seen the doctor in over a year. She reported having verbal altercations when confronted with stressful situations. It is necessary that she receives quality mental health services to maintain employment and complete college. Completion of college will assist her with finding living wage employment.

Policy Recommendations

We grouped the self-care domain in the following related categories: health care, mental health, physical health, support networks, and community Involvement. We felt that these domains were interdependent upon each other. A unique feature of this convening revealed a new category “in between” crisis and at risk. This category helped providers target their interventions

¹⁵ <https://www.hungercenter.org/wp-content/uploads/2011/07/Barriers-to-Food-and-Nutrition-Programs-FRAC.pdf>

to clients that fell between crisis and at-risk. Based upon the matrix we used, providers felt that individuals actively using, were not eligible for services. They only became eligible as a result of some form of treatment. The at-risk domain was the most prevalent followed by the safe domain. The continuum revealed that there were supports available to those in the stable domain as well. There were fewer supports available in the crisis domain.

Barriers preventing navigable pathways toward high quality of life and then toward financial well-being:

People are searching for resources while in crisis can experience confusion trying to navigate between agencies. Individuals have to give their information multiple times to multiple agencies. There are gaps in coordination between service providers.

Those providing service do not always see the "individual" and individuals are not always treated with respect. Those being served, today, have commented that quality of service is an issue.

We also discussed "burn out" experienced by those providing service.

Recommendations for interventions

- Wealth building strategies for those who are poor must be "person-centered", seeking to understand the specific goals and desires and abilities of the individual and not making assumptions because of age, sex, race, ability, etc.
- Broad application of the No Wrong Door system for service coordination.
- Greater Richmond's demographic landscape will continue to change dramatically, and the number of older adults age 60 and over will outnumber school-aged children for the first time in history by 2020. Interventions must adjust to reflect this change.

Summary

It is our aim to design a Community Wealth Building Scorecard that will be reported annually to update our city-wide progress in aligning systems to create a Community Wealth Building ecosystem. The ecosystem's charge is to strengthen economic mobility networks using the self-sufficiency matrix. A sample of the Community Wealth Building Scorecard is below.

A City-Wide Community Wealth Building Scorecard

	Matrix Dimension (9 representing a key element of economic stability)	In-Crisis (1)	At Risk (2)	Prevention Line (Benchmarks above the prevention line are considered achievements of stability or strengths)	Safe (3)	Stable (4)	Thriving (5)	Average Score	
1.	Housing								
2.	Employment								
3.	Income								
4.	Food								
5.	Child Care								
6.	Quality of Life								
	• Health care								
	• Mental health								
	• Physical health								
	• Support networks								
	• Community Involvement								
7.	Mobility (Transportation)								
8.	Legal								
9.	Substance Abuse								

TOTAL SCORE: _____ AVERAGE _____

Funding

In FY19, the OCWB staff will continue to utilize a collective impact strategy and set a goal of moving 657 individuals along the CWB ladder toward “thriving”. A critical success factor is whether or not one has the requisite training and credentials needed to obtain living wage employment.

We believe a reduction in poverty will occur, when those that are unemployed and underemployed have a living wage job. Tracking economic mobility is critical to understanding the “climb” from unemployment/underemployment to living wage employment. This is one of the major priorities of the current Administration. Without a clear understanding -- on the part of the Richmond community -- of the leadership role of the CWB in developing and implementing the collective impact strategy for this effort, this work cannot progress.

We are responsible for organizing and aligning the energy and programmatic objectives of hundreds of currently disjointed nonprofits, ministries and agencies throughout Richmond who have a mission to help residents who are unemployed/underemployed. No other entity in Richmond is tasked with this overarching mission for collective impact.

Goals

We will continue to track the progress of the following goals over the next fiscal year.

Community Wealth Building Career Stations
Expand the service levels provided by the Career Stations
of enrolled Career Station participants who attained employment.
of enrolled Career Station participants who are earning a living wage.
of on-the-job training work experience slots.
of BLISS participants enrolled
of youth Participating in Mayor’s Youth Academy (MYA) Programs
of MYA Youth Participating in Work Experience Employment Placements
of students employed at King's Dominion
of students enrolled in Future Leaders program (representing all 8 RPS high schools
of events, training classes and job fairs per year
BLISS
Expand the BLISS program from current enrollment annually
Expand the BLISS program methodology city-wide
Social Enterprise
Expand programming at Conrad Center
Continued implementation of the Richmond Social Enterprise Plan
Continued business recruitment activities
Continued collaboration with the Department of Economic and Community Development on business recruitment activities with the aim of strengthening connections with employers

Community Outreach
Continued community outreach
Building Brighter Futures Magazines Quarterly – Documenting Economic Mobility Success Stories
Continued development of the Maggie L. Walker Citizens Advisory Board
Continued development of relationships and partnerships with local philanthropic institutions, universities, health systems, business organizations, and other stakeholders supportive of community wealth building goals
Increase the total number of viewers by 50%, and increase the number of videos posted by 25%
Increase the number of newsletter subscribers 25%
Increase the number of Facebook posts by 50%
Increase the number of Facebook views by 50%
Increase the number of YouTube subscribers by 75%
Track the # of listening session scheduled/conducted
Track the # of resident ambassadors trained
% increase in posts, shares, likes and views on all social media pages

Data Tracking and Reporting
Continued development and maintenance of systems for tracking data and regular reporting across all program areas
Strategic pursuit of grant opportunities with potential to substantially advance aims of the community wealth building initiative

CWB Networks
Strengthen long-term tracking of city-wide mobility networks
Build collaborations with other workforce providers

APPENDIX A

Network Focus Group Inventories

Description of Inventories

We convened a series of network focus groups. The tables that follow document findings from workforce, housing, legal, recovery and quality of life. During the network focus group meetings we asked agency representatives to answer a series of categorical questions about the characteristics of most of the clients they serve by placing their responses on post-it notes according to the self-sufficiency matrix. The tables that follow document their responses. For consistency, the self-sufficiency categories are color coded: In Crisis (Red), At Risk (Orange), Safe (Yellow), Stable (Blue), and Thriving (Green).

The glossary below includes categories from the first network meeting. This meeting focused on workforce, and included workforce supports such as: application, assessment, direct staff support, interviewing, job search assistance, and training; and a variety of questions related to the characteristics of services they provided or referred out by selected self-sufficiency categories.

The subsequent network focus group meetings concentrated only on categorical questions that related to housing, legal, recovery and quality of life interventions. (The participants at these focus group meetings did not answer questions related to workforce categories, as they only focused on categorizing the characteristics of clients within their specialized domains.

Glossary

AP – Application

ASM – Assessment

DSP – Direct Staff Support

INT – Interviewing

JSA – Job Search Assistance

TRN – Training

AE – Adult Education

CC – Child Care

CE – Children’s Education

FOOD

HOUS – Housing

INC (FL) – Income (Financial Literacy)

LEG – Legal

QOL – Quality of Life (Disability, Mental Health, Family Social Relations, Community Involvement, Safety, Parenting Skills, Life Skills, Healthcare)

RECOV – Recovery

TRANS – Transportation

Workforce

CAT	Agency	In				
		Crisis	At Risk	Safe	Stable	Thriving
AE	Alliant Global Strategies	0	0	0	4	0
AE	BLISS	0	0	3	0	0
AE	Commonwealth Catholic Charities (CCC)	0	2	0	0	0
AE	HumanKind FOC	0	0	3	0	0
AE	Job Corps	0	2	0	0	0
AE	Region 15	0	0	3	0	0
AE	VA SAVOR/OAR	0	2	0	0	0
AP	BLISS	0	0	3	0	0
AP	Caritas Works	1	2	3	4	0
AP	CHAT	0	0	3	0	0
AP	OCWB Career Station	0	0	3	0	0
AP	DARS	0	2	0	0	0
AP	Humankind Financial Opportunity Center	0	0	3	0	0
AP	ITN Application	1	2	0	0	0
AP	Jobs Corps	1	0	0	0	0
AP	Region 15 Rescare Workforce Services	0	2	0	0	0
AP	RVA Future	0	0	3	0	0
AP	VASAVOR at OAR	0	2	0	0	0
ASM	Adult Alternative Program	0	0	3	0	0
ASM	Adult Alternative Program	0	2	0	0	0
ASM	Caritas Works	1	2	3	4	0
ASM	CCC provides assessments for Homeless/At Risk Individuals/Families	0	2	0	0	0
ASM	CHAT	0	0	3	0	0
ASM	Circles Ashland	0	0	3	0	0
ASM	OCWB Career Station	0	0	3	0	0
ASM	DARS (Department for Aging and Rehabilitative Services)	0	0	3	0	0
ASM	Humankind FOC	0	0	3	0	0
ASM	ITN	0	0	3	0	0

Workforce cont.

CAT	Agency	In				
		Crisis	At Risk	Safe	Stable	Thriving
ASM	ITN	0	2	0	0	0
ASM	Job Corps	0	2	0	0	0
ASM	Jobs for Life	0	0	3	0	0
ASM	Region 15	0	0	3	0	0
ASM	VASAVOR at OAR	0	0	3	0	0
ASM	VIEW Henrico	0	0	3	0	0
CC	Adult Alternative Program	0	2	0	0	0
CC	BLISS	0	0	3	0	0
CC	Circles Ashland	0	0	3	0	0
CC	Rescare Workforce Services	0	2	0	0	0
CE	Alliant Global Strategies	0	2	3	0	0
CE	CHAT	0	2	0	0	0
CE	Circles Richmond	0	2	3	0	0
CE	Hands Up Ministries	0	2	0	0	0
CE	RVA Future	0	0	3	0	0
DSP	Alliant Global Strategies	0	0	3	0	0
DSP	BLISS	0	0	0	4	0
DSP	OCWB Career Station	0	0	3	0	0
DSP	DARS	0	0	0	4	0
DSP	HumanKind FOC	0	0	3	0	0
DSP	ITN	0	2	0	0	0
DSP	Job Corps	0	2	0	0	0
DSP	Region 15	0	0	0	4	0
DSP	Rescare Workforce Services	0	0	3	0	0
DSP	VASAVOR at OAR	0	0	0	4	0
FOOD	Adult Alternative Program	1	2	0	0	0
FOOD	BLISS	0	0	3	0	0
FOOD	CHAT	0	2	0	0	0
FOOD	Chat Front Porch Café	0	2	3	0	0
FOOD	Circles (Ashland)	0	2	3	0	0
FOOD	OCWB Career Station	0	0	3	0	0
FOOD	Jobs for Life	0	0	3	4	0
FOOD	Rescare Workforce Services	0	2	3	0	0

Workforce cont.

CAT	Agency	In				
		Crisis	At Risk	Safe	Stable	Thriving
HOUS	Adult Alternative Program	0	2	0	0	0
HOUS	BLISS	0	0	3	0	0
HOUS	Circles (Ashland)	0	0	3	0	0
HOUS	OCWB Career Station	0	0	3	0	0
HOUS	DARS	0	0	3	0	0
HOUS	Humankind FOC	0	2	0	0	0
HOUS	JOBS Corps	0	2	0	0	0
HOUS	Jobs for Life	0	2	0	0	0
HOUS	Rescare Workforce Services	0	2	0	0	0
HOUS	Richmond Jail	0	2	0	0	0
HOUS	VASAVOR/OAR	0	2	0	0	0
INC						
(FL)	BLISS	0	0	3	0	0
INC						
(FL)	CHAT	0	0	3	0	0
INC						
(FL)	DARS	0	0	3	0	0
INC						
(FL)	HumanKind FOC	0	2	0	0	0
INC						
(FL)	ITN	0	2	0	0	0
INC						
(FL)	Jobs for Life	0	0	3	0	0
INC						
(FL)	Region 15	0	0	3	0	0
INC	Rescare Workforce Services	0	0	3	0	0
INC						
(FL)	RVA Future	0	0	3	0	0
INC						
(FL)	VASAVOR/OAR	1	0	0	0	0
INC						
(FL)	Ways to Work	0	0	0	4	0
INC						
(FL)	Ways to Work	0	0	0	4	0
INT	Alliant Global Strategies	0	0	0	4	5
INT	Alliant Global Strategies	0	2	0	0	0
INT	BLISS	0	0	3	0	0

Workforce cont.

CAT	Agency	In				
		Crisis	At Risk	Safe	Stable	Thriving
INT	Caritas Works	1	2	3	4	5
INT	OCWB Career Station	0	0	3	0	0
INT	DARS	0	0	3	0	0
INT	Humankind FOC	0	0	3	0	0
INT	ITN	0	2	0	0	0
INT	Job Corps	0	2	0	0	0
INT	Jobs for Life	0	0	3	0	0
INT	VASAVOR at OAR	0	2	0	0	0
INT	VIEW Henrico	0	0	3	0	0
JSA	Alliant Global Strategies	0	0	0	4	0
JSA	Alliant Global Strategies	0	0	3	0	0
JSA	BLISS	0	0	3	0	0
JSA	Caritas Works	1	2	3	4	0
JSA	CCC	1	0	0	0	0
JSA	CHAT	0	2	0	0	0
JSA	Circles Ashland	0	2	0	0	0
JSA	OCWB Career Station	0	0	3	0	0
JSA	DARS	0	2	0	0	0
JSA	HumanKind Financial					
JSA	Opportunity Center	0	2	0	0	0
JSA	ITN	1	2	0	0	0
JSA	Job Corps	1	0	0	0	0
JSA	Jobs for Life	0	0	3	0	0
JSA	Region 15	0	0	3	0	0
JSA	Rescare Workforce					
JSA	Services	0	2	0	0	0
JSA	Richmond Jail	1	2	0	0	0
JSA	RVA Future	0	0	3	0	0
JSA	VASAVOR at OAR	0	2	0	0	0
LEG	CCC	0	2	0	0	0
LEG	Humankind FOC	0	0	3	0	0
LEG	VASAVOR/OAR	0	2	0	0	0
LEG	Adult Alternative					
QOL	Program	0	2	0	0	0
QOL	Adult Alternative	1	0	0	0	0
QOL	Program	1	0	0	0	0
QOL	Alliant Global Strategies	0	0	3	0	0
QOL	BLISS	0	0	3	0	0
QOL	Caritas Works	0	2	0	0	0

Workforce cont.

CAT	Agency	In				
		Crisis	At Risk	Safe	Stable	Thriving
QOL	CCC	0	2	0	0	0
QOL	CHAT	0	0	3	0	0
QOL	CHAT	0	2	0	0	0
QOL	Circles Ashland	0	0	3	0	0
QOL	OCWB Career Station	0	0	3	0	0
QOL	OCWB Career Station	0	2	0	0	0
QOL	DARS	0	0	3	0	0
QOL	DARS	0	2	0	0	0
QOL	Hands Up Ministries	0	2	0	0	0
QOL	Humankind FOC	0	0	3	0	0
QOL	ITN	0	2	0	0	0
QOL	Jobs Corps	0	2	0	0	0
QOL	Jobs for Life	0	0	0	4	0
QOL	Jobs for Life	0	0	3	0	0
QOL	Region 15	0	0	0	4	0
QOL	Region 15	0	0	3	0	0
QOL	Resource Workforce	0	0	3	0	0
QOL	Richmond Jail	0	2	0	0	0
QOL	VASAVOR/OAR	0	0	3	0	0
QOL	VASAVOR/OAR	0	2	0	0	0
QOL	Ways to Work	0	0	0	4	0
	Adult Alternative					
RECOV	Program	0	2	0	0	0
RECOV	BLISS	0	0	3	0	0
RECOV	CCC	0	2	0	0	0
RECOV	OCWB Career Station	0	0	3	0	0
RECOV	OCWB Career Station	0	2	0	0	0
RECOV	ITTNI	0	2	0	0	0
RECOV	OARS	0	2	0	0	0
RECOV	Richmond Jail	0	2	0	0	0
RECOV	VASAVOR/OAR	0	2	0	0	0
	Adult Alternative					
TRANS	Program	0	0	3	0	0
TRANS	BLISS	0	0	3	0	0
TRANS	Caritas works	0	0	3	0	0
TRANS	Caritas works	0	2	0	0	0

Workforce cont.

CAT	Agency	In Crisis	At Risk	Safe	Stable	Thriving
TRANS	OCWB Career Station	0	0	0	4	0
TRANS	OCWB Career Station	0	0	3	0	0
TRANS	Humankind FOC	0	0	3	0	0
TRANS	ITN	0	2	0	0	0
TRANS	Job Corps	0	0	0	4	0
TRANS	Jobs for Life	0	0	0	4	0
TRANS	Resource Workforce	0	0	3	0	0
TRANS	Richmond Jail	0	2	0	0	0
TRANS	VASAVOR/OAR	0	2	0	0	0
TRANS	Ways to Work	0	0	0	4	0
TRN	Caritas Works	1	2	3	4	5
TRN	Church Hill Activities & Tutoring	0	0	3	0	0
TRN	Circles Ashland	0	2	3	0	0
TRN	OCWB Career Station	0	0	3	0	0
TRN	DARS	0	0	3	0	0
TRN	HumanKind FOC	0	0	3	0	0
TRN	ITN	0	2	0	0	0
TRN	Job Corps	0	2	0	0	0
TRN	Region 15	0	0	3	0	0
TRN	Rescare Workforce Services	0	0	3	0	0
TRN	Richmond Sheriff	0	2	3	0	0
TRN	VEDP	0	0	3	0	0
TRN	VIEW Henrico	0	0	3	0	0
TRN	Ways to Work	0	2	0	0	0

Housing

CAT	Agency	In Crisis	At Risk	Safe	Stable	Thriving
Supports	Adult Alternatives Program	0	0	3	0	0
Supports	Adult Alternatives Program	0	2	0	0	0
Transition	Adult Alternatives Program	0	0	3	0	0
Transition	Adult Alternatives Program	0	0	3	0	0
Transition	Adult Alternatives Program	0	2	0	0	0
In Crisis	Better Housing Coalition	1	0	0	0	0
Supports	Better Housing Coalition	0	2	0	0	0
Supports & Options	Better Housing Coalition	0	2	0	0	0
Supports/Optio ns	Better Housing Coalition	0	0	3	0	0
Transition	Better Housing Coalition	0	0	3	0	0
Transition	Better Housing Coalition	0	2	0	0	0
Transition	Better Housing Coalition Partnerships	1	0	0	0	0
Supports	BLISS	0	0	3	0	0
Options	Caritas	1	0	0	0	0
In Crisis	Carol Adams Foundation	1	0	0	0	0
Supports/Optio ns	Carol Adams Foundation	0	0	3	0	0
Transition	Carol Adams Foundation	0	0	3	0	0
Transition	Carol Adams Foundation	0	2	0	0	0
Transition	Carol Adams Foundation	1	0	0	0	0
Supports	City of Richmond	0	0	3	0	0
Supports	Commonwealth Catholic Charities	1	0	0	0	0
Supports	CPDC	0	0	3	0	0
In Crisis	Emergency Shelter	1	0	0	0	0
In Crisis	Greater Richmond Continuum of Care Resources	1	0	0	0	0
Supports	Habitat for Humanity	0	2	0	0	0
Transition	Habitat for Humanity	0	2	0	0	0
Options	Home Again	1	0	0	0	0
Supports	Neighborhood Housing Services of Richmond	0	0	3	0	0
Supports	PHA (All)	0	2	0	0	0
Supports	PHA (Partnership for Affordable Housing)	0	0	3	0	0
Supports	Project Homes	0	0	3	0	0
Transition	RCHD	0	2	0	0	0
Supports	Rebuilding Together	0	0	3	0	0
Supports	Rebuilding Together	0	2	0	0	0
Supports	Rebuilding Together	1	0	0	0	0

Housing cont.

CAT	Agency	In Crisis	At Risk	Safe	Stable	Thriving
	Richmond Region Energy					
Supports	Alliance	0	0	3	0	0
Supports	RRHA	0	0	3	0	0
Transition	RRHA – BLISS	0	2	0	0	0
Transition	RRHA – RAD	0	2	0	0	0
Transition	RRHA – Section 3	0	2	0	0	0
Transition	Salvation Army	1	0	0	0	0
Transition	SCDHC, Home Inc., City	0	2	0	0	0
Transition	SCDHC, Pathways, City	0	2	0	0	0
Supports	Serenity	1	0	0	0	0
Options	St Joseph's Villa	1	0	0	0	0
In Crisis	St. Joseph's Villa	1	0	0	0	0
Supports	Thriving Family Network	0	0	3	0	0
Supports	Thriving Family Network	0	2	0	0	0
Supports	Thriving Family Network	1	0	0	0	0
Supports	United Way	0	0	3	0	0
In Crisis	Urban Hope	1	0	0	0	0
Supports/Options	Urban Hope	0	0	3	0	0
Transition	Urban Hope	0	0	3	0	0
Transition	Urban Hope	0	2	0	0	0
Transition	Urban Hope	1	0	0	0	0
Supports	VHDA	1	0	0	0	0
Supports	VHDA	0	0	3	0	0
In Crisis	Virginia Supportive Housing	1	0	0	0	0
Options	VSH	1	0	0	0	0
In Crisis	YWCA	1	0	0	0	0

Legal

Category	Agency	Crisis	At Risk	Safe	Stable	Thriving
Q1	Caritas Work program	0	0	3	0	0
Q1	Central Virginia Legal Aid	1	0	0	0	0
Q1	Credit Restoration Associates	0	0	0	0	5
Q1	CVLAS	0	0	0	0	5
Q1	CVLAS	0	2	0	0	0
Q1	CVLAS	0	0	0	4	0
Q1	CVLAS	0	0	3	0	0
Q1	OCWB Career Station Employment Service	0	0	0	0	5
Q1	OCWB Career Station Employment Services	0	0	0	4	0
Q1	OCWB Career Station Employment Services	0	0	3	0	0
Q1	OCWB Career Station Employment services	0	2	0	0	0
Q1	Goodwill Goodwill Community	0	0	3	0	0
Q1	Employment Center	0	0	0	4	0
Q1	Goodwill Employment Center	0	0	0	0	5
Q1	Goodwill Employment Specialist	0	0	0	4	0
Q1	Goodwill Reentry Services	1	0	0	0	0
Q1	Krumbein Law	0	0	0	0	5
Q1	Krumbein Law	0	0	0	4	0
Q1	Krumbein Law	0	0	3	0	0
Q1	Krumbein Law	0	2	0	0	0
Q1	Krumbein Law	1	0	0	0	0
Q1	LAJC	0	2	0	0	0
Q1	LAJC	0	2	0	0	0
Q1	OAR	0	0	3	0	0
Q1	OAR	0	2	0	0	0
Q1	OAR	1	0	0	0	0
Q1	Probation Supervisor – DJS RISE (Reinvesting in Supportive Environments)	1	0	0	0	0
Q1	The Day Reporting Center – DJS	0	2	0	0	0
Q1	Virginia Poverty Law Center	1	0	0	0	0
Q1	Virginia Poverty Law Center	1	0	0	0	5
Q1	VPLC	0	0	3	0	0
Q1	VPLC – See crisis	0	2	0	0	0
Q1	VPLC (see Crisis)	0	0	0	4	0
Q2	Cap-Up	1	0	0	0	0
Q2	Caritas Works	1	0	0	0	0

Legal cont.

CAT	Agency	In Crisis	At Risk	Safe	Stable	Thriving
Q2	Central Virginia Legal Aid Society	0	0	0	0	5
Q2	Central Virginia Legal Aid Society	0	0	0	4	0
Q2	Central Virginia Legal Aid Society	0	0	3	0	0
Q2	Central Virginia Legal Aid Society	0	2	0	0	0
Q2	Central Virginia Legal Aid Society	1	0	0	0	0
Q2	Community Tax Law Project	0	2	0	0	0
Q2	OCWB Career Station	0	0	0	0	5
Q2	OCWB Career Station	0	0	0	4	0
Q2	OCWB Career Station	0	0	3	0	0
Q2	OCWB Career Station	0	2	0	0	0
Q2	OCWB Career Station	1	0	0	0	0
Q2	Goodwill	0	0	0	0	5
Q2	Goodwill	0	0	0	4	0
Q2	Goodwill	0	0	3	0	0
Q2	Goodwill	0	2	0	0	0
Q2	Goodwill	1	0	0	0	0
Q2	Goodwill Employment Center	0	0	0	0	5
Q2	Goodwill Employment Center	0	0	0	4	0
Q2	Goodwill Employment Center	0	2	0	0	0
Q2	Goodwill Re-entry services	0	2	0	0	0
Q2	Local Churches	0	0	3	0	0
Q2	Local Churches	0	2	0	0	0
Q2	OAR	0	0	0	0	5
Q2	OAR	0	0	0	4	0
Q2	OAR	0	0	3	0	0
Q2	OAR	0	2	0	0	0
Q2	OAR	1	0	0	0	0
Q3	Community Law Project	0	0	3	0	0
Q3	Credit Restoration Associates	0	0	0	4	0
Q3	Credit Restoration Associates	1	0	0	0	0
Q3	CVLAS and LAJC (both)	0	0	0	4	0
Q3	Goodwill	0	0	3	0	0
Q3	Goodwill	0	0	3	0	0
Q3	LAJC	0	0	3	0	0
Q3	LAJC	0	2	0	0	0
Q3	LAJC	0	2	0	0	0
Q3	LAJC	1	0	0	0	0
Q3	LAJC	0	0	3	0	0
Q3	OAR	0	0	3	0	0
Q3	Pro Bono Legal Services	0	2	0	0	0
Q3	Pro Bono Legal services	1	0	0	0	0

Legal cont.

CAT	Agency	In Crisis	At Risk	Safe	Stable	Thriving
Q3	Pro Bono Legal Services	0	0	0	0	5
Q3	Pro Bono Legal Services	0	0	3	0	0
Q3	The Community Tax Law Project	0	0	3	0	0
Q3	Virginia Lawyer Referral Service	0	0	3	0	0
Q4	Goodwill	0	0	0	4	0
Q4	Goodwill	0	2	0	0	0
Q4	Goodwill	1	0	0	0	0
Q4	Goodwill Employment Center	1	0	0	0	0
Q4	Krumbein Law	0	0	0	0	5
Q4	LAJC	0	2	0	0	0
Q4	OAR	0	0	0	4	0
Q4	OAR	0	2	0	0	0
Q4	OAR	1	0	0	0	0
Q4	Virginia Lawyer Referral Service	0	2	0	0	0
Q4	Virginia Lawyer Referral Service	1	0	0	0	0
Q4	Virginia Lawyer Referral Service	0	0	0	4	0

Recovery

Crisis	Agency	Crisis	At-Risk	Safe	Stable	Thriving
Q1	Tuckers	1	0	0	0	0
Q1	OCWB Career Station	1	0	0	0	0
Q1	CSU	1	0	0	0	0
Q1	RBHA	0	2	0	0	0
Q1	OCWB Career Station	0	2	0	0	0
Q1	THP	0	2	0	0	0
Q.2	N/A	0	0	0	0	0
Q.3	N/A	0	0	0	0	0
Q1	NAMI	0	0	3	0	0
Q1	OTSII THP	0	0	3	0	0
Q1	Various Churches	0	0	3	0	0
Q1	OCWB Career Station	0	0	3	0	0
Q1	RBHA	0	0	3	0	0
Q.2	McShin	0	0	3	0	0
Q.2	THP	0	0	3	0	0
Q.2	Commonwealth Catholic Charities	0	0	3	0	0
Q.2	Chippenham Hospital	0	0	3	0	0
Q.3	Caritas Works	0	0	3	0	0
Q.3	Caritas Afterworks	0	0	3	0	0
Q.1	OCWB Career Station	0	0	0	4	0
Q.1	THP	0	0	0	4	0
Q.2	Adult Drug Court – DPW	0	0	0	4	0
Q.2	Goodwill	0	0	0	4	0
Q.2	Caritas Works	0	0	0	4	0
Q.2	DARS	0	0	0	4	0
Q.2	Day Reporting Center	0	0	0	4	0
Q.3	Caritas Works	0	0	0	4	0
Q.3	Caritas	0	0	0	4	0
Q.1	OCWB Career Station	0	0	0	0	5
Q.1	THP	0	0	0	0	5
Q.3	Caritas Works	0	0	0	0	5
Q.3	Caritas	0	0	0	0	5

Quality of Life

Category	Agency	In					Stable	Thriving
		Crisis	Between	At Risk	Safe			
Q1.	Associated Educational Services	1	0	0	0	0	0	
Q1.	Metropolitan Day School	1	0	0	0	0	0	
Q2.	RBHA – Targeted (TCM)	0	1.5	0	0	0	0	
Q2.	RBHA – MH Division	0	1.5	0	0	0	0	
Q3.	Sixth Baptist church	1	0	0	0	0	0	
Q1.	Housing Advocates	0	0	2	0	0	0	
Q1.	ALP	0	0	2	0	0	0	
Q1.	Metropolitan Day School	0	0	2	0	0	0	
Q1.	RPEC (youth)	0	0	2	0	0	0	
Q1.	Associated Educational Services	0	0	2	0	0	0	
Q1.	Richmond Public	0	0	2	0	0	0	
Q1.	RRHA	0	0	2	0	0	0	
Q1.	Richmond Community of Caring	0	0	2	0	0	0	
Q2.	Mental Health Services	0	0	2	0	0	0	
Q2.	Outpatient Therapy Services for all adults (Frank Nelson Jr, LCSW)	0	0	2	0	0	0	
Q2.	Housing Advocates	0	0	2	0	0	0	
Q3.	RPEC	0	0	2	0	0	0	
Q4.	ALP	0	0	2	0	0	0	
Q1.	Salvation Boys & Girls Club	0	0	0	3	0	0	
Q1.	Healthy Families	0	0	0	3	0	0	
Q1.	Sixth Baptist Church	0	0	0	3	0	0	
Q2.	Richmond Community of Caring	0	0	0	3	0	0	
Q2.	RPEC	0	0	0	3	0	0	
Q3.	RDSS	0	0	0	3	0	0	
Q3.	AEP	0	0	0	3	0	0	
Q4.	RDSS	0	0	0	3	0	0	
Q1.	Richmond Community of Caring	0	0	0	0	4	0	
Q2.	Richmond Community of Caring	0	0	0	0	4	0	
Q3.	St. Peter’s Church	0	0	0	0	4	0	
Q3.	OCWB Career Station	0	0	0	0	4	0	
Q4.	St. Peters Church	0	0	0	0	4	0	
Q4.	ALP	0	0	0	0	4	0	

Statistical Snapshot

The following selected statistics are from a Masters of Public Administration (MPA) Capstone Project entitled “A Tale of Two Cities: An analysis of the intersection of race, poverty, and workforce in Richmond, Virginia and its impact on access to quality employment¹⁶”.

The project was a collaboration between the OCWB and the VCU L. Douglas Wilder School of Government and Public Affairs. The capstone is intended to connect theory to practice. Student groups work directly with local government and nonprofit agencies on a selected topic of interest. The fall 2017 capstone project was supervised by Dr. Susan Gooden (VCU L. Douglas Wilder School of Government and Public Affairs), and Dr. Risha Berry (OCWB).

Who are the most economically left behind in Richmond?

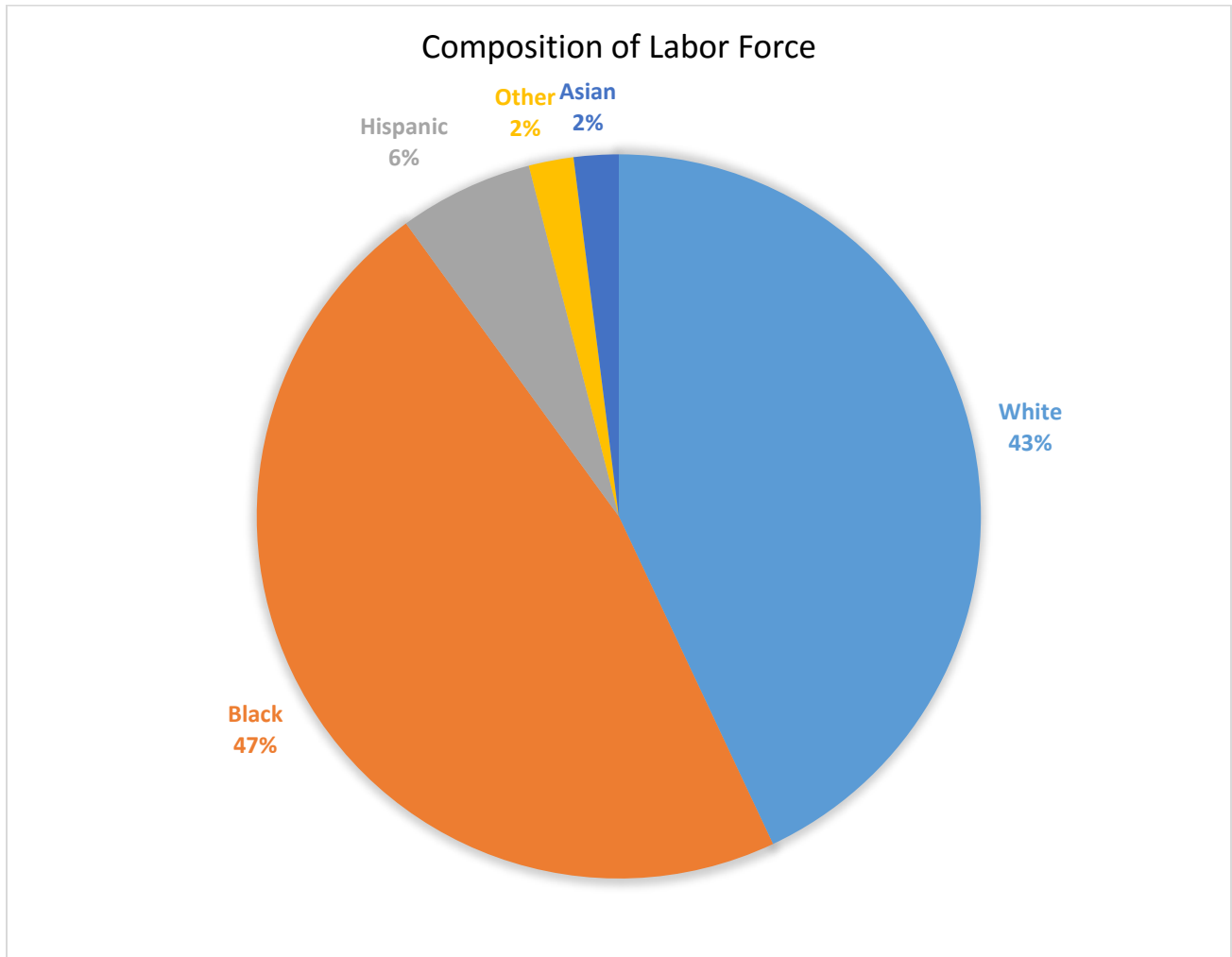
Wage Inequality

In Richmond, the most left behind are Blacks, who have the highest: 1) unemployment rate; 2) concentration of household incomes in the lowest bracket (less than \$10,000); and 3) percentage of individuals considered “in crisis” and “at risk” based on the “OCWB ladder: The Climb for an Individual”, as well as the lowest percentage of households in the wealthiest income bracket (greater than \$200,000). The second most left behind in Richmond are Hispanics, who despite experiencing a population double in the past 15 years, have undergone a 5 percent increase in poverty rate, have a high unemployment rate, and have a large concentration of their household incomes below the \$25,000 bracket. The following paragraphs describe the findings that led to this conclusion.

¹⁶ Source: Carter, Gonzalez, Stewart & Trussell (2017). A Tale of Two Cities: An analysis of the intersection of race, poverty, and workforce in Richmond, Virginia and its impact on access to quality employment.

Composition of Labor Force

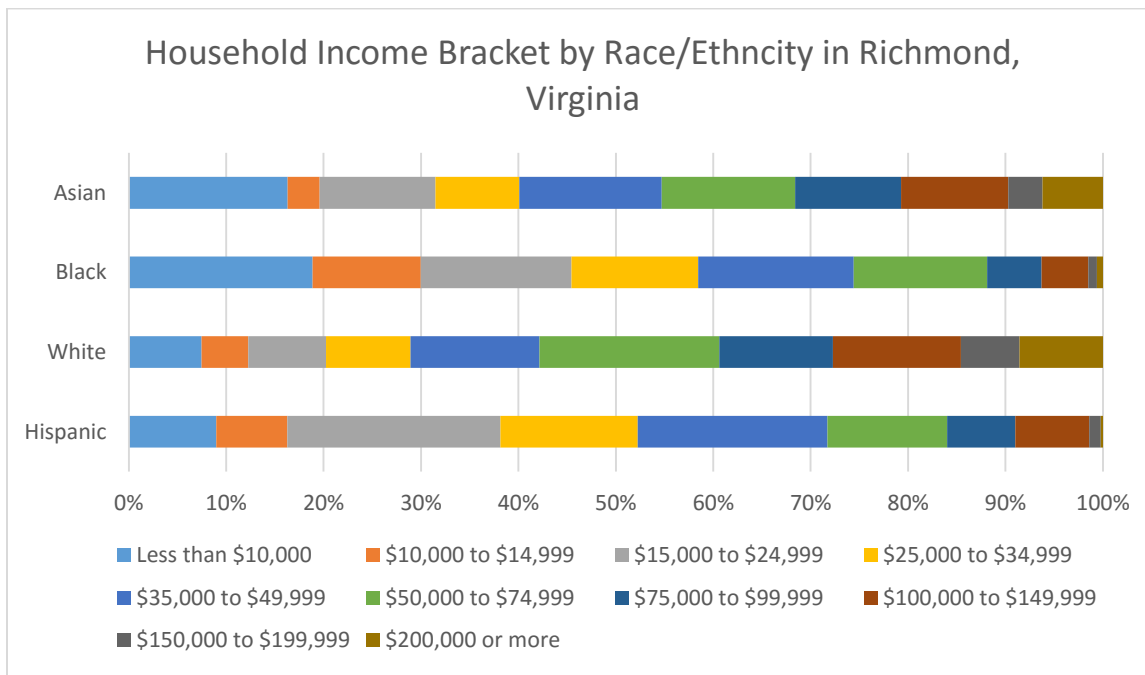
Blacks in Richmond comprise the highest percentage of the labor force (47.0 percent) followed by Whites (43.5 percent). Asians make up 2.4 percent and all others make up 1.7 percent. Hispanics, who can be of any race, constitute 5.6 percent of the labor force.



Source: American Fact Finder (2017). Table DP02 - Selected social characteristics in the United States: 2011-2015 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

Household Income

Among the groups, Blacks have the highest percentage of household incomes in the brackets of less than \$10,000 (18.9 percent) and \$10,000 to \$14,999 (11.1 percent). Blacks have the lowest percentage of individuals in the \$200,000 or more bracket (0.6 percent), followed by the \$150,000 to \$199,999 bracket (0.9 percent), then the \$100,000 to \$149,999 bracket (4.8 percent). Hispanics have the highest percentage for \$15,000 to \$24,999 (21.9 percent), \$25,000 to \$34,999 (14.1 percent), and \$35,000 to \$49,000 (19.5 percent). Whites have the highest percentage for all brackets above \$50,000 (18.5 percent, 11.7 percent, 13.2 percent, 6.0 percent, and 8.6 percent respective to income bracket levels). In the highest income bracket, \$200,000 or more, 8.6 percent of Whites are represented whereas only 0.2 percent of Hispanics and 0.6 percent of Blacks are represented. Whites (31.8 percent) and Hispanics (31.8 percent) have the highest concentration within the lower middle class range.¹⁷ For the upper class,¹⁸ Whites (27.8 percent) and Asians (28.3 percent) have the highest concentration.



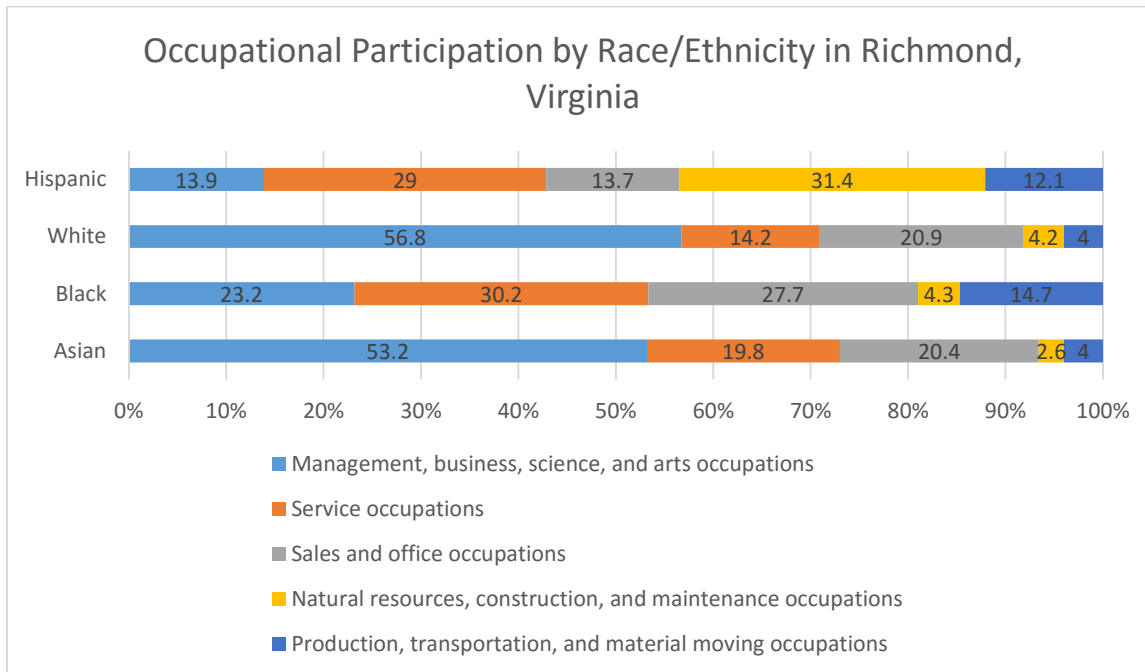
Source: American Fact Finder (2017). Selected social characteristics in the United States: 2011-2015 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

¹⁷ \$35,000 - \$74,999

¹⁸ \$100,000 and above

Occupational Participation

56.8 percent of employed Whites and 53.2 percent of Asians work in management, professional, and related occupations, which is the highest paying occupational category (Bureau of Labor Statistics, 2015). 23.2 percent of Blacks and 13.9 percent of Hispanics work in this occupational category. 30.2 percent of employed Blacks and 29.0 percent of employed Hispanics work in service occupations – which is the lowest paying occupational category (Bureau of Labor Statistics, 2015). 19.8 percent of employed Asians and 14.2 percent of employed Whites work in service occupations in Richmond.

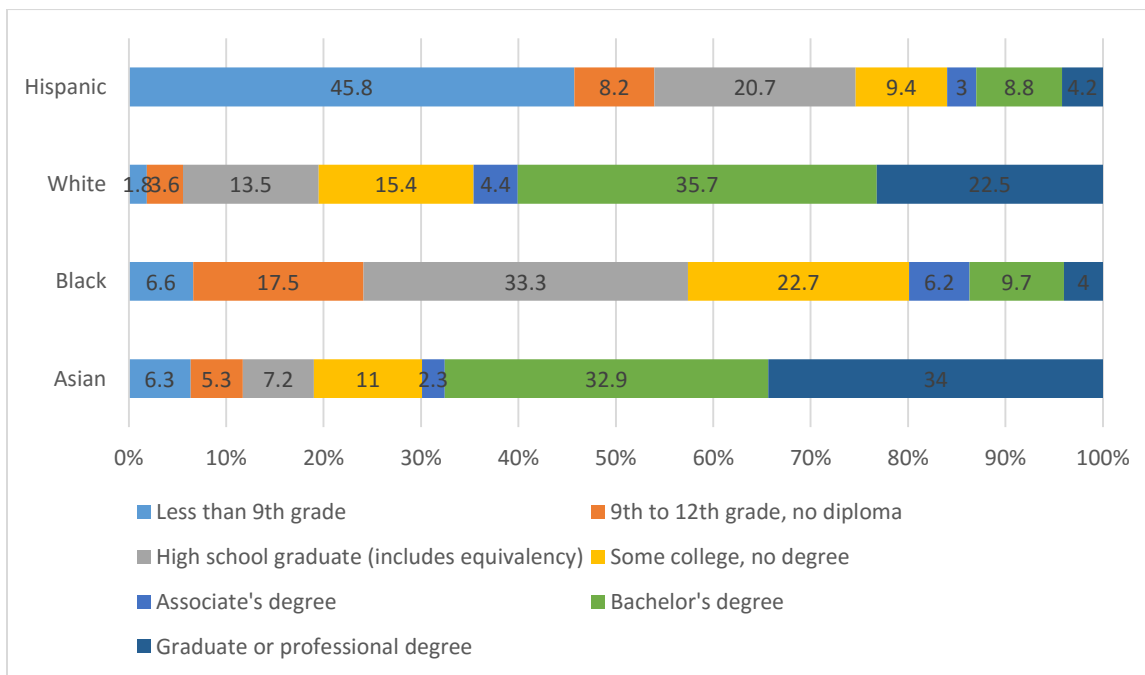


Source: American Fact Finder (2017). Table DP02 - Selected social characteristics in the United States: 2011-2015 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

Educational Attainment by Race/Ethnicity in Richmond, Virginia Age 25 and Above

In a job vacancy survey completed by VCU’s Center for Urban and Regional Analysis (2016), it was projected that 63 percent of vacant jobs in the Commonwealth of Virginia require a high school diploma or equivalent. In the City of Richmond, the location quotient¹⁹ for occupations that typically require a high school diploma for entry is 0.99 (Bureau of Labor Statistics, May 2016). Approximately 356 individuals are employed per 1,000 individuals and 227,140 individuals are currently employed in occupations typically requiring a high school diploma (Bureau of Labor Statistics, May 2016).

According to the job vacancy survey, 4 percent of vacant jobs in Virginia require an associate’s degree or higher (Accordino, Fasulo, Suen, & Adhikari, 2016). As seen below, among people age 25 and older in Richmond the percentage of the group with at least an associate’s degree is highest for Asians (69.2 percent) and Whites (65.6 percent). The percentage is lowest for Blacks (19.9 percent) and Hispanics (16.0 percent). In the City of Richmond, the location quotient for occupations that typically require an associate’s degree for entry is 0.92 (Bureau of Labor Statistics, May 2016). Approximately 22 individuals are employed per 1,000 individuals and 14,020 individuals are currently employed in occupations typically requiring an associate’s degree (Bureau of Labor Statistics, May 2016).



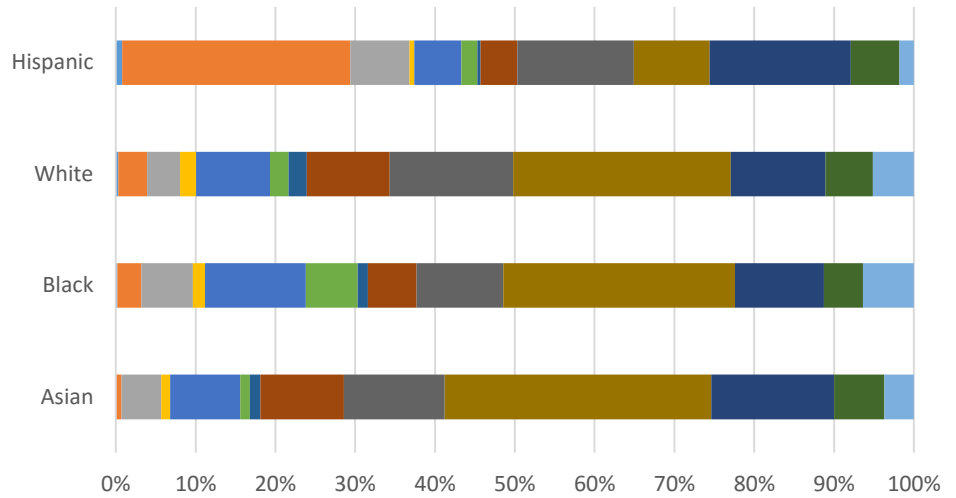
Source: American Fact Finder (2017). Table B15002 - Sex by educational attainment for the population 25 years and over universe: Population 25 years and over: 2011-2015 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pagesguided_search.xhtml

¹⁹ Accordino, J., Fasulo, F., Suen, I., & Adhikari, S. (2016). Virginia job vacancy survey. Retrieved from <http://www.cura.vcu.edu/reports-and-publications/>

Industry Participation by Race/Ethnicity in Richmond, Virginia

A large share of all employed Asians (33.4 percent), Blacks (29.1 percent), and Whites (27.1 percent) work in the educational services industry compared to 9.5 of Hispanics as shown below. Among the employed, Hispanics are more likely to work in the construction (28.6 percent), manufacturing (7.4 percent), and food services (17.7 percent) industries. Employed Blacks are more likely to work in the retail trade (12.7 percent), transportation and warehousing (6.5 percent), and public administration (6.4 percent) industries. Employed Asians are more likely to work in the finance, insurance and real estate (10.5 percent), educational services (33.4 percent), and other services except public administration (6.3 percent) industries. Whites are most likely to work in the wholesale trade (2.0 percent), information (2.3 percent), and professional and scientific (15.4 percent) industries.

Industry Participation by Race/Ethnicity in Richmond, Virginia

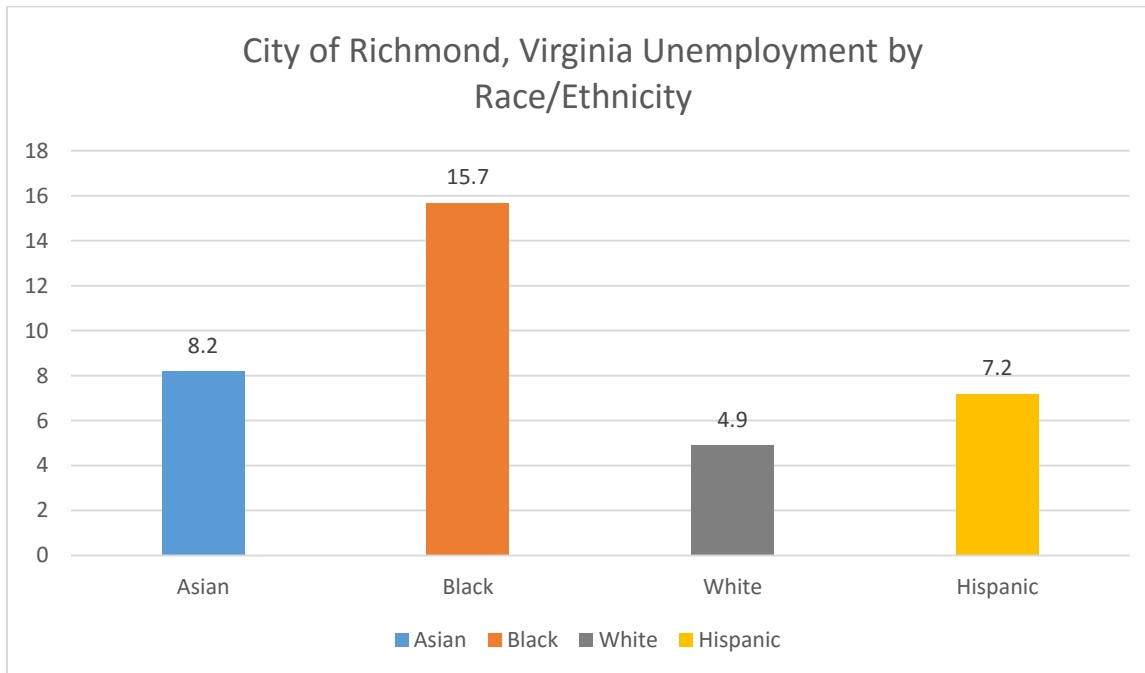


	Asian	Black	White	Hispanic
■ Agriculture, forestry, fishing and hunting, and mining	0.0	0.2	0.3	0.8
■ Construction	0.7	3.0	3.6	28.6
■ Manufacturing	5.0	6.5	4.1	7.4
■ Wholesale trade	1.1	1.5	2.0	0.6
■ Retail trade	8.8	12.7	9.2	5.9
■ Transporting and warehousing, and utilities	1.2	6.5	2.3	2.0
■ Information	1.3	1.3	2.3	0.4
■ Finance and insurance, and real estate and rental and leasing	10.5	6.1	10.3	4.6
■ Professional, scientific, and management, and administrative and waste management services	12.6	10.9	15.4	14.6
■ Educational services, and health care and social assistance	33.4	29.1	27.1	9.5
■ Arts, entertainment, and recreation, and accomodation and food services	15.4	11.2	11.8	17.7
■ Other services, except public administration	6.3	4.9	5.9	6.1
■ Public administration	3.7	6.4	5.1	1.8

Source: American Fact Finder (2017). Table DP02 - Selected social characteristics in the United States: 2011-2015 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

Unemployment

The current unemployment rate in Richmond, Virginia is 4.3 percent and the unemployment rate over the five year 2011-2015 American Community Survey Population Estimate period is 6.5 percent. But, this unemployment rate in the City of Richmond varies greatly across race and ethnicity. As seen in below, jobless rates are much higher for Blacks (15.7 percent), Hispanics (7.2 percent) and Asians (8.2 percent), compared to Whites (4.9 percent).



Source: American Fact Finder (2017). Selected social characteristics in the United States: 2011-2015 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

VCU's Center for Urban and Regional Analysis (2016) projected that Virginia's future top job industries are accommodation and food services (19 percent); health care and social assistance (16 percent); retail trade (16 percent); professional, scientific, and technical services (11 percent); and administrative support and waste management and remediation services (9 percent). Hispanics are more likely to fill vacancies in accommodation and food services (average full-time salary of \$29,810). Asians are more likely to fill vacancies in health care and social assistance (average full-time salary of \$35,853). Blacks are more likely to fill vacancies in retail trade (average full-time salary of \$31,653). Whites are more likely to fill vacancies in professional, scientific, and technical services (average full-time salary of \$59,996) as well as administrative support and waste management and remediation services (average full-time salary of \$30,100).

MIT Living Wage User Guide

The following is an excerpt from the MIT Living Wage User Guide that further elaborates on the living wage model.

The living wage model is an alternative measure of basic needs. It is a market-based approach that draws upon geographically specific expenditure data related to a family's likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency.

The living wage model is a 'step up' from poverty as measured by the poverty thresholds but it is a small 'step up', one that accounts for only the basic needs of a family. The living wage model does not allow for what many consider the basic necessities enjoyed by many Americans. It does not budget funds for pre-prepared meals or those eaten in restaurants. It does not include money for entertainment nor does it does not allocate leisure time for unpaid vacations or holidays. Lastly, it does not provide a financial means for planning for the future through savings and investment or for the purchase of capital assets (e.g. provisions for retirement or home purchases). The living wage is the minimum income standard that, if met, draws a very fine line between the financial independence of the working poor and the need to seek out public assistance or suffer consistent and severe housing and food insecurity. In light of this fact, the living wage is perhaps better defined as a minimum subsistence wage for persons living in the United States.²⁰

²⁰ <http://livingwage.mit.edu/pages/about>

Living Wage Calculation for Richmond City, Virginia (adapted from the MIT Living Wage Calculator)²¹

Hourly Wages	A1	A1 C1	A1 C2	A1 C3	A2 (W1)	A2 (W1) C1	A2 (W1) C2	A2 (W1) C3	A2 (W1) (PT) C1	A2	A2 C1	A2 C2	A2 C3
Living Wage	\$12.79	\$26.29	\$29.99	\$37.46	\$19.75	\$23.20	\$26.20	\$29.12	\$18.16	\$9.88	\$14.01	\$16.55	\$19.05
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$7.00	\$9.00	\$11.00	\$13.00		\$3.00	\$4.00	\$5.00	\$6.00
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25		\$7.25	\$7.25	\$7.25	\$7.25

(A1 – 1 Adult, C1 – 1 Child, C2 – 2 Children, C3 – 3 Children, A2 – 2 Adults, W1 – 1 Working, PT – Part Time)

Family Compositions²²

The living wage calculator estimates the living wage needed to support families of twelve different compositions: one adult families with 0, 1, 2, or 3 dependent children, two adult families where both adults are in the labor force with 0, 1, 2, or 3 dependent children, and two adult families where one adult is not in the labor force with 0, 1, 2, or 3 dependent children. For single adult families, the adult is assumed to be employed full-time. For two adult families where both adults are in the labor force, both adults are assumed to be employed full-time. For two adult families where one adult is not in the labor force, one of the adults is assumed to be employed full-time while the other non-wage-earning adult provides full-time childcare for the family’s children. Full-time work is assumed to be year-round, 40 hours per week for 52 weeks, per adult. Families with one child are assumed to have a ‘young child’ (4 years old). Families with two children are assumed to have a ‘young child’ and a ‘child’ (9 years old). Families with three children are assumed to have a ‘young child’, a ‘child’, and a ‘teenager’ (15 years old)²³.

²¹ <http://livingwage.mit.edu/counties/51760>

²² <http://livingwage.mit.edu/resources/Living-Wage-User-Guide-and-Technical-Notes-2016.pdf>

²³ <http://livingwage.mit.edu/pages/about>

APPENDIX B

TARGETS AND METRICS

Establishing and publicizing clear targets and metrics of evaluation is an essential component of sustained success in the community wealth building effort. The 2016 report of the Office of Community Wealth Building introduced a system of eighteen metrics of progress across the three major policy areas of employment, education and housing, as well as baseline measures for each metric. Note that attaining progress in these goals is a collective responsibility, involving not only the Office of Community Wealth Building but all City agencies, partner agencies such as Richmond Public Schools, Richmond Redevelopment & Housing Authority, and the Greater Richmond Transit Company, as well the nonprofit, business, and education sectors.

This report updates each of those measures using the most recent available data from the U.S. Census Bureau and other authoritative sources. Throughout this report, the most recent trend line data is marked in bold. New to this year's report, wherever possible data is also reported by racial/ethnic category. Understanding Richmond's racial disparities is critical to building stronger community understanding of Richmond's challenges in building community wealth.

TOP-TIER METRICS: POVERTY, CHILD POVERTY, and POVERTY RATE

The City of Richmond has set three long-term goals for its poverty reduction initiative:

- Reduce the total number of residents in poverty (apart from college students) by 40% by 2030 (relative to 2014 baseline)
- Reduce the number of children in the city living in poverty by 50% by 2030 (relative to 2014 baseline)
- Reduce the City's overall poverty rate to 15% or less by 2030

To measure progress towards achieving these goals, the City will track the following four indicators:

- Number of persons in poverty (total and excluding college students)
- Number of children (persons aged 17 and under) in poverty
- The City's overall poverty rate, as measured and reported by the U.S. Census
- The City's child poverty rate

All four of these indicators are measured and reported by the U.S. Census Bureau. Prior to 2005, the decennial Census was the primary authoritative source of local poverty data. The 1960, 1970, 1980, 1990 and 2000 Censuses reported the poverty rate for each county unit in the U.S. in the previous year. (For instance, respondents to the 1970 Census were asked about their household income in 1969). No authoritative poverty data is available prior to 1959. The measure of poverty utilized in this report is the official poverty measure established by the federal government.

While the top-tiered indicators identified by the City are closely related to one another, each is of independent significance.

The City's *poverty rate* is the most widely cited metric in public discourse concerning poverty in Richmond. It is important both because it illustrates the share of the City population at any given time experiencing severe economic distress and because it illustrates the magnitude of the strain poverty places on the City's fiscal and economic condition. A city with a higher proportion of persons in poverty is going to have a larger number of residents in need of services from city government (and other providers), and will have fewer residents capable of making a significant contribution to local revenues via property and sales taxes.

The total *number of persons* in poverty is the most direct measure of the number of residents of Richmond in severe economic need. The ethical goal of a poverty reduction initiative must be to provide pathways to higher incomes and economic self-sufficiency for residents currently in poverty. Because the City of Richmond is currently in a period of strong population growth that is expected to continue for the foreseeable future, it is quite possible that the City's *poverty rate* could reduce while the number of persons living in poverty in the City remains largely unchanged. *This is not an acceptable outcome.* Rather, the aim is to reduce the number of people in poverty in absolute terms through community wealth building strategies.²⁴

Finally, number of *children in poverty* and the *child poverty rate* carry special significance for the City of Richmond. In ethical terms, children are often the worst victims of poverty. Children, until at least high school age, typically have no ability to impact their household's income or other family circumstances impacting well-being. Yet children suffer the consequences of economic deprivation, stress, and other adverse events, all of which may inhibit health physical, emotional, and cognitive development. For a child to grow up without the resources and supportive environment required to reach his or her full potential is a fundamental injustice. Hence there is an ethical imperative to reduce as rapidly as possible the number of children growing up in poverty in Richmond. The *child poverty rate* is also significant, as a high concentration of child poverty has profound impacts on the nature and success of public education and the degree to which children are schooled in diverse environments that prepare students for success in a wider world.

²⁴ Note here that the policy focus of City government is appropriately on long-term residents living in poverty, not on college students classified as living in poverty while attending college in the City of Richmond. About 7,000 persons in Richmond classified as in poverty are college students living off campus. Consequently, we report both the total number of persons in poverty and the total number of residents in poverty excluding college students. (College students living in dormitories are automatically excluded from the U.S. Census poverty calculations.)

Table A. Poverty and Child Poverty in the City of Richmond, 1959-2015

	Poverty Rate	Excluding Undergraduates	Child Poverty
1959	28.9% (60,501)	N/A	N/A
1969	18.0% (43,355)	N/A	N/A
1979	19.3% (40,228)	N/A	N/A
1989	20.9% (40,103)	N/A	N/A
1999	21.4% (40,185)	N/A	33.4% (14,040)
2005-09	22.1% (42,208)	N/A	35.2% (14,212)
2006-10	25.3% (48,452)	22.7% (39,916)	38.7% (14,952)
2007-11	26.3% (50,825)	23.8% (42,009)	40.5% (15,517)
2008-12	26.7% (52,260)	24.3% (43,508)	40.4% (15,548)
2009-13	25.6% (50,681)	23.1% (41,988)	38.8% (14,730)
2010-14	25.5% (51,295)	23.4% (43,371)	39.5% (15,101)
2011-15	25.5% (51,828)	23.7% (44,739)	40.0% (15,303)
2012-16	25.4% (52,470)	23.6% (45,362)	40.5% (15,604)
-- <i>African-American</i>	33.8% (34,394)		54.8% (12,778)
-- <i>Hispanic (any race)</i>	30.6% (3,923)		38.4% (1,560)
-- <i>Non-Hispanic White</i>	13.7% (11,233)		4.9% (432)

Source: American Community Survey, 2012-2016, Table S-1701, Tables B-17001B, B-17001H, B-17001I.

Trend change with respect to poverty is best assessed over a fairly long time horizon. While it is possible and desirable to track year-to-year changes in the Census poverty numbers for the City, the annual figures have uncertainty attached to them (the statistical margin of error). It may take five to ten years to definitely detect long-term trend change in the poverty rate: that is, to be able to state with near or total certainty that the poverty rate has declined (or increased).

In addition, these Top-Tier Metrics—the overall number of persons in poverty, the number of children in poverty, and the poverty rate for children and for all persons—reflect the cumulative impact of multiple factors. The ability to earn enough money to lift one’s family above the poverty line is influenced by the skills, workforce experience, and education one has attained. But a child’s ability to learn in school is directly influenced by the home environment, including the household’s economic situation and overall stress level. The ability of both individual families and entire schools to attain educational success are deeply impacted by the

circumstances of the surrounding neighborhood. Meaningful change in the long-term poverty rate can only be attained by making strong progress in the three core areas of employment, educational outcomes, and housing.

For both these reasons, in addition to reporting the Top-Tier Metrics, this report also presents a system of **Intermediate Metrics** aimed at tracking and capturing more specific indicators in the three core areas of **Employment, Education, and Housing**. Improvements in these indicators portend improvements in the long-term poverty rate, and in many cases substantial changes in the Intermediate Metrics may become evident more quickly than changes in the overall poverty rate. In short, if progress is being made in the Intermediate Metrics, progress in the Top-Tier Metrics should soon follow.

It is important to understand that these Intermediate Metrics, like the Top Tier Metrics, reflect the results of a combination of factors. **It does not fall on any one initiative or even institution to bear sole responsibility for driving progress in these metrics. Success or failure is rather a collective byproduct of multiple institutions as well as the scale, scope and effectiveness of the resources devoted to driving improvement in each specific area.**

EMPLOYMENT, EARNINGS and ACCESS-RELATED METRICS

Poverty as officially measured by the federal government is a direct reflection of earned household income. The primary source of household income for the overwhelming majority of the population is income earned through employment. To reduce poverty, more people who are now unemployed or under-employed must obtain and maintain full-time employment.

The fundamental relationship between employment and poverty can be illustrated through 2012-2016 Census Data.

Table E-0. Employment Status and Poverty (persons age 16 and over), City of Richmond, 2012-16

	Above Poverty Line	Below Poverty Line	% in Poverty
Worked Full-Time, Year-Round	68,842	2,320	3.3%
Worked Part-Time or Part-Year	31,558	15,222	32.5%
Did Not Work	32,357	20,471	38.8%

Source: American Community Survey, 2012-2016, Table S-1701.

As Table E-0 shows, 93.9% of City residents aged 16 or above living in poverty do not work full-time, year-round.

This report utilizes the following indicators of employment and earnings:

E-1. *Official Unemployment Rate (relative to state average)*

E-2. *Proportion Adults Aged 25-64 Employed Full-Time (relative to state average)*

E-3. *Employment Level for High School Graduates (relative to state average)*

E-4. *Median Earnings for High School Graduates (relative state average)*

E-5. *Proportion of Full-Time Year-Round Workers Earning Less than \$30,000 (relative to state average)*

E-6. *Proportion of Jobs in City of Richmond, Henrico County, and Chesterfield County Currently Being Accessed by Public Transportation*

Data and notes for these indicators are presented in the following pages.

Table E-1. Official Unemployment Rate, City of Richmond and Commonwealth of Virginia, 2005-2016

		City of Richmond	Commonwealth of Virginia
2005-09	<i>Total</i>	10.2%	5.4%
2008-12	<i>Total</i>	11.0%	6.9%
2010-14	<i>Total</i>	10.7%	6.9%
2011-15	<i>Total</i>	10.0%	6.5%
2012-16	<i>Total</i>	9.1%	5.9%
	<i>African-American</i>	14.1%	9.9%
	<i>Hispanic (Any Race)</i>	7.2%	6.0%
	<i>White (Non-Hispanic)</i>	4.5%	4.8%

Sources: American Community Survey Table S-2301.²⁵

²⁵ Note: Estimates of unemployment from the Census are distinct from those produced by the Bureau of Labor Statistics. For consistency with other employment indicators based on the Census, the Census measure of unemployment is used in this report.

Table E-2. Full Time, Year-Round Employment, by Gender, City of Richmond and Commonwealth of Virginia (Aged 16 and Over, Excluding College Students in Dorms)

	City of Richmond	Commonwealth of Virginia
2006-10	40.2%	46.7%
2008-12	39.9%	46.9%
2010-14	40.6%	46.0%
2012-16	Total: 41.7%	46.1%
	Male: 45.6%	54.2%
	Female: 38.2%	38.6%

Source: American Community Survey, Table B-17004.

Table E-3. Employment Status of Adults with High School Diploma Highest Level of Educational Attainment, Aged 25-64

	City of Richmond	Commonwealth of Virginia
	Employed (Unemployment Rate)	
2006-10	65.0% (11.3%)	71.9% (5.9%)
2008-12	63.2% (11.7%)	79.2% (7.2%)
2010-14	62.9% (11.9%)	69.3% (7.4%)
2011-15	61.7% (12.3%)	69.4% (6.9%)
2012-16	62.6% (11.5%)	69.5% (6.4%)

Source: American Community Survey, Table B23006.

Notes: Tables E-1, E-2, and E-3 track employment levels in the City of Richmond over time, using statewide figures as a benchmark. Official unemployment (persons in the labor market who are actively seeking work), is currently 4.5% higher in the City compared to the Commonwealth. Full-time year-round employment rate in the City, as a percentage of the population above 16, lags the statewide average overall by 5%, and nearly 10% among men. Likewise, the employment rate of high school graduates (but no further education) in the City is nearly 8% lower than the statewide benchmark. Increasing both overall employment and full-time employment in particular are major goals of Richmond’s community wealth building agenda.

Table E-4. Median Earnings of Adults with High School Diploma Highest Level of Educational Attainment, By Gender, Aged 25-64

	City of Richmond	Commonwealth of Virginia
2006-10	\$23,628	\$29,064
2008-12	\$23,723	\$29,464
2010-14	\$23,550	\$29,421
2011-15	\$22,675	\$29,303
2016-16	\$22,724	\$29,730
<i>Male</i>	\$25,004	\$34,799
<i>Female</i>	\$21,006	\$23,924

Source: American Community Survey, Table B20004.

Table E-5. Proportion of Full-Time Year-Round Workers Earning Less than \$30,000 (relative to state average)

	City of Richmond	Commonwealth of Virginia
2006-10	36.3%	26.1%
2008-12	33.1%	24.6%
2010-14	31.6%	23.7%
2011-15	32.3%	23.8%
2012-16	30.8%	23.4%
	<i>Male</i> 28.5% (10,445 persons)	<i>Male</i> 19.7%
	<i>Female</i> 33.2% (11, 526 persons)	<i>Female</i> 28.3%

Source: American Community Survey, Table B200005. ²⁶

Notes: Tables E-4 and E-5 track the median earnings of two groups: persons with a high school diploma but no further formal education, and persons working full-time year-round. Earnings of high school graduates in the City lag the statewide median by over \$6,600, with an even wider gap among males. Just under one-third of full-time year-round workers in Richmond earn less than \$30,000, compared to less than one-quarter statewide. Workers earning this level of income often will be above the federal poverty line, but lack genuine economic security and the ability to build wealth while meeting all basic needs. Closing these earning gaps must be a significant indicator of success in Richmond’s community wealth building effort.

²⁶ In Tables E-4 and E-5, dollar values are inflation-adjusted for the last year in each series (i.e. 2006-2010 figure is in 2010 dollars). Dollar values are *not* adjusted for inflation over time between data points (i.e. between 2011 and 2015.)

E-6. Number and Proportion of Jobs in City of Richmond, Henrico County, and Chesterfield County Currently Being Accessed by Public Transportation

	Richmond	Henrico	Chesterfield
2005-09	6,996 (4.4%)	1,400 (0.9%)	476 (0.4%)
2008-12	7,628 (4.7%)	1,452 (0.9%)	408 (0.4%)
2010-14	6,198 (3.7%)	1,304 (0.8%)	451 (0.4%)
2011-15	6,456 (3.8%)	1,219 (0.7%)	503 (0.4%)
2012-16	6,144 (3.5%)	1,041 (0.6%)	553 (0.5%)

Source: American Community Survey, Table S-0804.

Notes: The three core localities of the Richmond metropolitan area together have some 467,163 jobs. 37.2% of these jobs are located within the City of Richmond, and the remainder in Henrico (36.6%) and Chesterfield (26.2%). It is important to understand that about 49% of workers in these three jurisdictions (including nearly 44% of City workers) do not work in the same locality in which they live (American Community Survey: Table B-08007). Fewer than 2% of jobs within these jurisdictions are currently being accessed primarily by public transportation, compared to just over 5% nationwide. Nearly 80% of the jobs now being primarily accessed by public transit are within the City of Richmond. The development of a regional transportation system should produce significant increases in all three localities, but with a disproportionate increase in Henrico and Chesterfield. As jobs become accessible by transit lines in (for instance) Henrico, some employees will begin to use public transit to get to work at those jobs (whether they reside in Henrico, Richmond, or Chesterfield). But as transit lines extend regionally, we should also expect a significant increase in the proportion of jobs within the City being accessed by public transit, as suburban residents working in the City acquire the choice of using public transit to get to their job. A more transit-accessible regional labor market has major positive implications for low-income, carless residents in all jurisdictions as well as additional ecological and community benefits.

EDUCATION-RELATED METRICS

Both educational attainment (the earning of diplomas and degrees) and the quality of education received have a profound impact on the economic prospects of both individuals and communities. The relationship between poverty and educational attainment is illustrated in Table ED-0 below, for both the City of Richmond and the United States as a whole.

Table ED-0. Poverty Level by Educational Attainment, Richmond and U.S., 2012-2016

	Richmond	U.S.
Less than High School	36.1%	27.1%
High School or Equivalent	23.7%	14.3%
Some College	18.4%	10.4%
Bachelor's Degree or higher	6.4%	4.5%

(American Community Survey, 2012-2016: Table S-1701).

This report utilizes the following six metrics of educational attainment. Community progress towards improving these indicators over the next decade portend both improvements in educational outcomes and poverty reduction in Richmond.

Table ED-1. Proportion of entering Kindergartners in Richmond Public Schools meeting PALS assessment of school readiness (compared to state benchmark).

Table ED-2. Proportion of 3rd graders in Richmond Public Schools passing Reading SOL test (compared to state benchmark).

Tables ED-3a and ED-3b. Proportion of 8th graders in Richmond Public Schools passing Reading and Math SOL tests (compared to state benchmark).

Table ED-4. Graduation rate of Richmond Public Schools and percentage of class graduating with advanced diploma (compared to state benchmark).

Table ED-5. Proportion of Richmond Public Schools graduates going on to post-secondary education--technical training, two-year college, or four-year college (compared to state benchmark)

Table ED-6. Number of teenagers in City of Richmond not enrolled in school and not employed (i.e. "disconnected youth").

Data and notes for these indicators are presented in the following pages.

Table ED-1. Proportion of Entering Kindergartners in Richmond Public Schools Successfully Meeting PALS Benchmark for School Readiness

	Richmond	Commonwealth of Virginia
2013	78.3%	87.5%
2014	76.3%	87.1%
2015	74.8%	86.2%
2016	75.0%	85.4%

Source: United Way Indicators of Community Strength 2017, <https://www.yourunitedway.org/wp-content/uploads/2017/11/2017-18-Indicators-Report-FINAL-11-13-17.pdf>, p. 41.

Notes: The PALS (Phonological Awareness Literacy Screening) assessment tool measures the readiness of Kindergarten students to engage in the process of learning to read. Tasks Kindergartners are measured on include recognizing rhymes, recognizing letters, recognizing letter sounds, recognizing the concept of words, and related tasks. In Richmond, a significantly greater proportion of children are not meeting this benchmark upon entering Kindergarten compared to statewide. The PALS measure is a good summary statistic of the community’s collective success or failure in adequately providing quality early childhood education to Richmond residents.

Table ED-2. Proportion of 3rd graders in Richmond Public Schools Passing Reading SOL Test (Compared to State Benchmark).

Overall Pass Rate, with Advanced Pass in Parentheses

	Richmond	Commonwealth of Virginia
2012-13	56% (13%)	72% (19%)
2013-14	54% (11%)	69% (16%)
2014-15	64% (17%)	75% (21%)
2015-16	62% (11%)	76% (17%)
2016-17	58% (10%)	75% (19%)

Source: Virginia Department of Education: Virginia School Report Card, Richmond City Public Schools, 2015-16; 2016-17 data from doe.virginia.gov.

Notes: The gap in literacy readiness between Richmond children and the Commonwealth as a whole evident in Kindergarten is reflected in differences at the third grade reading level as well. In 2016-17, Richmond third graders passed the Reading Standards of Learning test at a rate sixteen points below the statewide average.

Table ED-3a. Proportion of 8th graders in Richmond Public Schools Passing Reading SOL Test (Compared to State Benchmark).

Overall Pass Rate, with Advanced Pass in Parentheses

	Richmond	Commonwealth of Virginia
2012-13	39% (2%)	71% (12%)
2013-14	33% (2%)	70% (11%)
2014-15	46% (4%)	75% (11%)
2015-16	45% (5%)	75% (14%)
2016-17	45% (7%)	76% (16%)

Tables ED-3b. Proportion of 8th graders in Richmond Public Schools Passing Math SOL tests (Compared to State Benchmark).

Overall Pass Rate, with Advanced Pass in Parentheses

	Richmond	Commonwealth of Virginia
2012-13	35% (1%)	61% (6%)
2013-14	37% (3%)	67% (9%)
2014-15	44% (2%)	74% (10%)
2015-16	43% (1%)	73% (9%)
2016-17	40% (1%)	74% (10%)

Source: Virginia Department of Education: Virginia School Report Card, Richmond City Public Schools, 2015-16.

Notes: While the academic gap between Richmond students and the Commonwealth as a whole is visible at the elementary level, this gap widens into a chasm during the middle school years. This chasm is illustrated by Table ED-3a and ED-3b, show math and reading performance of 8th graders in Richmond compared to statewide. In 2016-17, fewer than half of Richmond eighth graders passed the reading and math SOLs, compared to about three-quarters of students on each test statewide, a gap exceeding 30 percentage points in each subject.

Table ED-4. Graduation Rate of Richmond Public Schools and Percentage of Class Graduating with Standard or Advanced Diploma (Compared to State Benchmark).

	Richmond			Commonwealth of Virginia		
	Overall	Standard	Advanced	Overall	Standard	Advanced
2011	71.0%	61.2%	22.6%	86.6%	82.7%	47.3%
2013	76.2%	65.3%	27.2%	89.1%	85.4%	49.7%
2015	81.3%	70.6%	27.0%	90.5%	86.7%	51.5%
2016	80.5%	69.9%	27.0%	91.3%	87.7%	51.7%
2017	76.8%	70.1%	25.7%	91.2%	88.3%	52.2%

Left-hand column shows the official graduation rate (including special and modified diplomas); middle-column shows proportion of cohort graduating with a Standard OR Advanced diploma; right-hand column shows proportion of cohort graduating with Advanced Diploma only.

Source: Virginia Department of Education: Virginia Cohort Reports (4 Year).

Notes: For many years the City of Richmond has ranked at or near the bottom of official graduation rates in the Commonwealth of Virginia. The gap between overall graduation rates between the City and statewide exceeds 14%. Moreover, the gap between the number of Richmond students receiving at least a standard high school diploma, a baseline standard for career readiness, and the statewide average remains larger still—18.2%, despite recent gains. The largest gap of all can be found in the proportion of students graduating with an advanced diploma (requiring completion of a more rigorous high school academic program). Over half of students statewide graduate with an advanced diploma—a good measure of basic readiness for college-level work—compared to 25.7% in Richmond. That gap of 26.5% portends poorly for the economic competitiveness of Richmond graduates vis-à-vis their peers statewide.

Table ED-5. Proportion of Richmond Public Schools Graduates with Standard or Advanced Diploma Enrolling in Two-year College or Four-year College Within 16 Months of Graduation (Compared to State Benchmark)

	Richmond	Commonwealth of Virginia
	Total/4-Year College Only	Total/4-Year College Only
Class of 2011	60% /37%	71%/42%
Class of 2013	58%/36%	72%/43%
Class of 2014	55% /34%	72%/43%
Class of 2015	54%/34%	72%/44%

Source: Virginia Department of Education: High School Graduates Postsecondary Enrollment Report.

Notes: Table ED-5 reports the proportion of Richmond high school graduates *with at least a standard diploma* going on to a two-or-four year college within 16 months of graduation. The gap between Richmond college-going and the statewide average appears to have actually grown slightly since 2011, to 17% (54% compared to 72%) for the class of 2015, the last year for which complete data is available. This table is best understood in combination with the previous table, Table ED-4. When one combines the difference in the share of the class cohort graduating with a standard diploma or higher, and the likelihood of those graduates going on to college, the combined effect is that in 2014-15, only 38% of Richmond’s senior cohort graduated high school with a standard diploma or higher and then enrolled in a two or four-year school, compared to 62% statewide. This gap is equivalent to over 340 students a year from the class of 2015 who either did not graduate with a standard diploma or did not continue their education after high school. That gap can be describe as creating a virtual pipeline into poverty, and helps explain the high rate of “disconnected youth” in Richmond (see Table ED-6, just below).

Table ED-6. Number of Teenagers (16-19) in City of Richmond Not Enrolled in School and Not Employed (i.e. “Disconnected Youth”), Total and as Percentage of All Teenagers, by Gender.

	Richmond	Commonwealth of Virginia
2006-2010	1,256 (8.6%)	29,024 (6.4%)
2008-2012	1,488 (11.2%)	30,248 (6.8%)
2010-2014	1,501 (12.0%)	29,924 (6.7%)
2011-2015	1,442 (12.0%)	28,388 (6.4%)
2012-2016	992 (8.1%)	27,970 (6.3%)
<i>Male:</i>	663 (11.8%)	15,770 (7.0%)
<i>Female</i>	329 (5.0%)	12,200 (5.6%)

Source: American Community Survey, Table B14005

Notes: In most recent years, data has shown that one in eight teenagers aged 16-19 in the City are neither enrolled in school nor employed. In the absence of meaningful interventions offering employment, training or educational opportunities to this group, many are likely to fail to grab an economic foothold at this critical period of life. Not a few, as well, are likely to slip into trouble with the criminal justice system. The “disconnected youth” indicator is in a sense the logical inverse of Tables ED-4 and ED-5: it captures the consequence of school failure and failure to provide adequate career and educational pathways to all children in Richmond. The most recent data point shows an apparent recent decline in the number of youth in this category; more years of data will be needed to determine whether this data point can be confirmed as a lasting trend.

HOUSING, QUALITY-OF-LIFE, and HEALTH

Housing is a basic human need and fundamental to the stability of individuals and families. Housing insecurity is a major source of stress for economically disadvantaged residents. It is also a major cost, and often the highest priority cost, for families with limited economic resources. But a decent society and an inclusive city should do more than simply assure access to safe housing; it also should work to create neighborhoods that are safe, thriving, and encouraging social and economic inclusion and integration rather than isolation. Enormous social science research documents the manner in which extreme concentrations of poverty multiply the stress and impact of low-income families. Richmond’s approach must aim both at building community wealth and seeking ways to redress extreme concentrations of poverty, specifically neighborhoods with poverty rates exceeding 40%. Health outcomes, another fundamental measure of well-being, are also closely associated with neighborhood context. The following measures assess the City’s affordability, its efforts and results in weakening concentrated poverty, the safety of its neighborhoods, and the access to health coverage and life expectancy of its residents.

Table H-1. % of Housing-Burdened Households in City, All Households and Households Earning < \$35,000

Table H-2. Number of Large Public Housing Communities Redeveloped According to Process Assuring One-for-One Replacement and Community Engagement in Process

Table H-3. % of City Residents Who Are in Poverty AND Live in Census Tract with Greater Than 40% Poverty Rate

Table H-4. Violent Crime Rate Citywide and by Council District

Table H-5. Health Insurance Coverage—Number and Proportion of Residents Lack Insurance Coverage

Table H-6. Years of Life Lost to Premature Death (Before Age 75) per 100,000

Table H-1. Number and Proportion of Housing-Burdened Households in City, All Households and Households Earning < \$35,000

	Richmond	Commonwealth of Virginia
2006-2010 All:	38,585 (46%)	34%
Under \$35k Income:	28,401 (77%)	67%
2008-2012 All:	39,113 (47%)	34%
Under \$35k Income:	29,048 (80%)	70%
2010-2014 All:	38,464 (45%)	33%
Under \$35k Income:	28,366 (82%)	71%
2011-2015 All:	38,524 (44%)	32%
Under \$35k Income:	28,883 (81%)	72%
2012-2016 All:	38,679 (43%)	31%
Under \$35k Income	29,167 (82%)	72%

Source: American Community Survey, Table B-25106. Data based on household incomes within all occupied housing units.

Notes: Housing-burdened households refer to households paying more than 30% of their total income on housing costs (rent or mortgage). Household spending beyond this level on housing needs crowds out expenditure on other needs as well as savings and household wealth building. Conversely, having the ability to meet one’s housing needs within this threshold permits greater investment in other needs. The proportion of housing-burdened households in a community is a function of two factors: first, the supply of housing in general and affordable housing in particular; and second, the income level of residents. 82% of Richmond residents with household income below \$35,000 are considered to be housing-burdened, a rate that is comparable to yet substantially higher than the statewide average. (This figure excludes persons with no income at all.) Meaningful reductions in this proportion will require a major community commitment to build affordable housing to meet the needs of both current residents and newcomers, but also effective wealth building strategies to allow more Richmond residents to increase household income past the \$35,000 threshold and beyond.

Table H-2. Number of Large Public Housing Communities Redeveloped According to Process Assuring One-for-One Replacement and Community Engagement in Process

Status Update	
2016	The first phase of Creighton Court redevelopment, involving 256 new units, 128 of which will be public housing equivalent, on old Armstrong High School site is expected to break ground in 2018. In 2016, through collaboration between RRHA, RCHD, the Office of Community Wealth Building, and RPS, a comprehensive People Plan was developed in support of this process, and initial implementation began with the hiring of two Family Transition Coaches to work with Creighton residents. Following Mayor Stoney’s October 2017 housing summit and the anticipated creation of a Department of Housing and Community Development in 2018, the Office of Community Wealth Building and the City of Richmond are committed to finding ways to support the improvement of public housing units and conditions in ways that empower residents.

Table H-3. Proportion of City Residents Who Are in Poverty and Live in Census Tract with Greater Than 40% Poverty Rate

2008-12	12.2% (23,958)
2010-14	9.5% (19,087)
2011-15	8.1% (16,456)
2012-16	5.6% (11,537)

Source: Derived from American Community Survey, Table S-1701.

Table H-3 is related to yet distinct from Table H-2. Nearly 22% of Richmonders below the poverty line also live in census tracts with poverty rates exceeding 40%. In the most recent American Community Survey, 7 of 58 census tracts in the City have this level of poverty. (This is down from 14 in 2008-12, helping explain the improvement in this metric seen in the most recent data.) Extreme concentration of poverty multiplies disadvantage by exposing residents, especially children, to greater stress and fewer visible signs of opportunity, hope, and possible success. One key goal of public housing redevelopment is to allow more residents in poverty to reside in neighborhoods with a greater mix of income levels, and likely, greater overall community resource level. Public housing redevelopment that simply relocates residents to other extremely high poverty communities will not achieve that goal.

It also should be noted, that while over 11,500 low-income residents live in extremely high poverty tracts, many low-income residents (about 21,700) live in tracts with poverty levels between 30 and 40%. As the community wealth building agenda proceeds another goal should be to reduce this number as well—less via housing redevelopment strategies than by generating more employment, income and wealth within these areas so that the poverty rate itself falls in these neighborhoods.

Table H-4. Violent Crime Rate Citywide and by Council District, 2015

Homicides (Assaults in Parentheses)

	Citywide	1st	2nd	3rd	4th
2000	73 (5867)	2 (109)	9 (629)	7 (540)	0 (237)
2005	83 (5244)	1 (109)	5 (652)	5 (545)	4 (196)
2011	39 (4698)	0 (69)	0 (577)	5 (479)	1 (204)
2013	38 (4483)	0 (76)	4 (357)	4 (687)	0 (193)
2015	42 (4406)	1 (76)	1 (305)	5 (623)	2 (185)
2016	62 (4306)	1 (74)	2 (307)	10 (659)	3 (180)
2017	60 (4067)	0 (75)	0 (248)	9 (584)	3 (169)
	5th	6th	7th	8th	9th
2000	4 (575)	19 (1343)	11 (895)	14 (963)	7 (576)
2005	4 (478)	19 (1074)	19 (851)	16 (819)	10 (520)
2011	2 (432)	13 (1085)	8 (617)	7 (684)	3 (551)
2012	5 (417)	8 (1017)	6 (630)	14 (664)	3 (637)
2013	3 (411)	10 (1006)	6 (584)	5 (609)	6 (560)
2015	2 (408)	13 (938)	7 (640)	4 (656)	7 (575)
2016	8 (426)	9 (869)	11 (612)	8 (651)	10 (528)
2017	4 (400)	14 (829)	8 (602)	13 (658)	9 (502)

Source: Richmond Police Department Crime Incident Information Center,
<http://eservices.ci.richmond.va.us/applications/crimeinfo/index.asp>

Note changes in District totals over time reflect redistricting plan adopted in 2011 as well as real trend changes.

Table H-5. Health Insurance Coverage—Proportion and Number of Residents Lacking Insurance Coverage

	Richmond	Commonwealth of Virginia
2008-12	17.6% (35,590)	12.3%
2010-14	17.5% (36,408)	12.1%
2011-15	16.9% (35, 719)	11.4%
2012-16	15.7% (33,591)	10.7%

Source: American Community Survey, Table S-2701.

Table H-6. Years of Potential Life Lost to Premature Death (Before Age 75) per 100,000 persons

	Richmond	Commonwealth of Virginia
2007-09	11,786	6,566
2009-11	10,364	6,270
2011-13	9,668	6,147
2012-14	9,626	6,088

Source: Healthindicators.gov, via County Health Rankings (www.countyhealthrankings.org).

Notes: The final two indicators are measure of health coverage and health itself. Despite the recent national health care reforms, Richmond residents still lack coverage at a substantially higher rate than the Commonwealth average of 11.4%. Virginia has not approved expansion of Medicaid under the Affordable Care Act, thereby creating a large gap in coverage for families who are not extremely poor but make too little income to qualify for or afford the health insurance exchange. This gap is particularly damaging to persons just above the poverty line, and represents a major threat to thousands of Richmond households struggling to escape poverty in a sustainable way or avoid falling from modest but decent income into poverty.

The final measure tracks the level of premature death in the community, measured as years of life lost prior to age 75 per 100,000 residents in the community. Richmond’s current measure of nearly 10,000 years per 100,000 persons is notably down since the late 2000s, but still is over 50% higher than the statewide average and nearly double the rate in neighboring Chesterfield and Henrico Counties. This measure of premature death can be taken as a result of the cumulative impacts of poverty, stress, violence, and poor health on life expectancy itself. Poverty, and community wealth building, are literally life and death matters.

Office of Community Wealth Building
2018 Annual Report
Executive Summary for Richmond City Council



February 26, 2018

Poverty is a complex societal issue, and is an outgrowth of structural barriers that restrict access to income, and ultimately wealth building. Since the creation of the OCWB (2015) we have worked to plan, align, establish, and refine our collective impact strategy for economic mobility.

OCWB Case Note from November 2017 – Veronica

She is a 35 year old mother of three. She lives in public housing. The OCWB helped her secure a job in security in February 2017. She started as an unarmed security guard. She did well at the job and received a promotion to armed security in September. Her pay increased from \$11.00/hour to \$12.25/hour. The promotion moved her to a new location. The new location was beyond the GRTC bus route. Therefore, she now spends \$35.00 a day for Uber one way. She works six days a week and she makes 20 hours in overtime. Her children's grandmother picks her up from work daily and Veronica pays her \$25.00 a week for gas.

Her rent prior to her promotion was \$500.00/month. She reported the increase in her pay to RRHA, as required. Due to her increase in income, she thinks her rent will increase to \$900.00/month. Her SNAP benefit prior to her promotion was \$400.00/month. Due to her increase in income, her SNAP benefit will decrease to \$100.00.

With the promotion at work, the increase in transportation costs, the increase in rent and the decrease in SNAP, Veronica and her family are facing an economic crisis. She is stressed. She is trying to manage these challenges, while maintaining her good performance at work and keeping her children focused on school and childhood activities.

She makes enough money to move out of public housing. She believes she could find a three bedroom apartment in Richmond for \$900.00/month. However, her credit is not good. So, until she can improve her credit rating, she feels trapped. She felt like life was more manageable and she was more financially secure when she made less money.

There are approximately 40,000 people living in Richmond who are living a version of Veronica's story right now. Each story is unique with its own complications and multilayered challenges. There is no straight path out. There is no cookie cutter approach to wealth building for the masses in Richmond. (The people who were able to find a path out are financially stable.) Unfortunately, for thousands of Richmonders this is a difficult journey. In fact, it is a journey that is intergenerational. For some people, with slight guidance from an OCWB Career Specialist knowledgeable about the breadth of community resources, a person like Veronica could find a way to economic stability within months. For others, their personal history and other barriers caused by the current system are so debilitating that it might take years for the person to move forward. These are the types of people who turn to the OCWB for help.

Facts about the OCWB

We are responsible for organizing and aligning the energy and programmatic objectives of hundreds of currently disjointed nonprofits, ministries and agencies throughout Richmond who have a mission to help residents who are unemployed/underemployed. No other entity in Richmond is tasked with this overarching mission for collective impact.

With the funding from the City, seven staff work on the myriad projects and initiatives that relate to systems change, office administration, improving educational success through RVAReads and the Mayor's Youth Academy. Four staff people carried caseloads. With the funding from the Commonwealth of Virginia that we received in July 2018, we were able to significantly expand our reach and training capacity. We now have nine people with caseloads. Our footprint has extended to the East End and the Southside.

2018 Highlights

The 2018 Annual Report contains a comprehensive update on what we are doing to create a different reality for Veronica and the thousands of Richmond citizens who might feel overwhelmed, marginalized or hopeless due to their financial situation. We need to have a community where people like Veronica know how to move forward, up and out.

The report includes information about:

- the number and characteristics of the of people served
- the importance community engagement and the Ambassador program
- the pending launch of the Richmond Area Living Wage Certification Program
- A description of some of the partnerships that are enhancing systems change
- policy recommendations from the Network Focus Groups; and
- some analysis of the racial demographics of the Richmond workforce.

We are grateful that we were able to receive more than 11,000 visits from people who needed assistance with job searching or career planning. 1841 Richmond citizens came into our Career Station seeking help through training. 350 people were able to accept full intensive case management from one of our Specialists.

Moving Forward

While much progress has been made in measuring and analyzing poverty, the OCWB will now tune its focus to wealth building, which means that we will look at strategies that are tactically crafted to identify systemic barriers that block access to wealth building, and mobilize city-wide community wealth building networks based upon nine economic mobility domains (Employment Stability, Income, Mobility, Childcare, Housing, Quality of Life, Food, Legal and Recovery). Utilizing our community wealth building networks, we will holistically identify systemic barriers to wealth building with the aim of ensuring that labor market problems are eliminated, so that all members of our community can reach economic stability.

The Annual Report will be emailed to you. The report is rich in content. Please review it when you have the opportunity. Of course, the OCWB team would be happy to meet with you to discuss any of the information.



OFFICE OF COMMUNITY WEALTH BUILDING 2018 ANNUAL REPORT* SUPPLEMENT

February 26, 2018

Year Three Highlights:



We Listened

- Friday Listening Sessions
- CWB Ambassadors
- Citizens Advisory Board
- Citywide Network Focus Group Meetings
- Community Events
- Partner Meetings

We are creating a Community Wealth Building Ecosystem so that individuals and families have a clear pathway to move from crisis to thriving

—Reggie Gordon

We Learned

- Critical facts about the people who turn to us for help and the systemic barriers they face each day.
- In the City of Richmond, the jobless rates are much higher for African-Americans (15.7 percent), Hispanics (7.2 percent), and Asians (8.2 percent), compared to Whites (4.9 percent). 30% of African-Americans work in the service industry — the lowest paying occupational category.
- Moving up the ladder toward a living wage and no reliance on government subsidies is a unique journey for each individual.
- This climb is complex, riddled with pitfalls and most of all it takes time—up to two years of intensive dedicated support.



We Worked

- Received a \$1.9m TANF Grant from the Commonwealth of Virginia for expanded workforce services
- Designed a Living Wage Certification Program in partnership with Virginia Interfaith Center on Public Policy
- Opened two new Career Stations — Conrad Center and Southside
- Refined Mayor's Youth Academy to be more workforce focused
- Held Job Fairs and provided on the job training and workforce services to employers relocating to Richmond
- Continued to enhance the strategic partnerships we have built and leverage new and ongoing initiatives

Thriving

Stable

Safe

At Risk

In Crisis



1,841

participants attended training activities

350

participants received intensive services

2018— Looking Ahead

Priority Areas:

Craft strategies to identify and take action on bringing down the systemic barriers to wealth.	Create interventions to decrease the racial wealth gap.
Build out the Ambassador Training to include Faith and Corporate Communities.	Support interdisciplinary teams with other City Agencies to address the challenges faced by some Richmond citizens.

Creating a Community Wealth Building Ecosystem:

OCWB is in the process of developing a **Community Wealth Building Scorecard** based upon the nine domains shown below. Each domain will have its own network of partners, stakeholders, city staff, for profit and non profit organizations. If a viable network already exists then we will join that network. The charge of this Community Wealth Building Ecosystem — comprised of members of these networks — is to ensure the network is strong enough to sustain action in finding solutions to systemic and structural barriers in order to support the economic mobility of 1,000 residents annually. By creating this ecosystem we will be able — as a community — to plot the economic mobility of residents along their journey toward financial independence.



Looking for more information?

CALL us at 804-646-6374

EMAIL us at: AskCommunityWealthBuilding@Richmondgov.com

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Twitter and **Facebook** @ MaggieWalkerRVA

Instagram @ RVACommunityWealthBuilding

YouTube @ Community Wealth Building RVA

#IAMCWB

COMMUNITY WEALTH BUILDING CAREER STATIONS

- Marshall Plaza 900 East Marshall Street
- The Conrad Center 1400 Oliver Hill Way
- Southside Community Center 6255 Old Warwick Road

Hours:

Monday—Thursday 8:30a—4:30p Friday 8:30a—1:00p

Call 804-646-6464 for more information