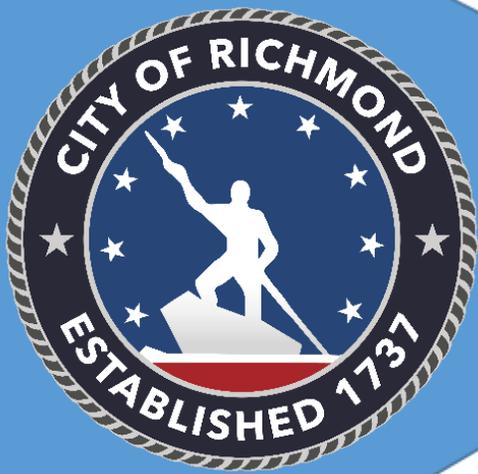


Annual Performance Report

2018



**Office of
Community Wealth
Building**

Richmond, VA
March 2019

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Richmond, Virginia

2018 Annual Performance Report

Office of Community Wealth Building
March 2019

Acknowledgements

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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 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.

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:

Levar M. Stoney, Mayor

Table of Contents

EXECUTIVE SUMMARY	9
Community Wealth Building as a Poverty Reduction Strategy.....	10
Statistical Snapshot	13
Five Top Tier Recommendations.....	21
Community Engagement	30
Partnerships.....	31
OCWB Vision for the Future	36
Appendices	39

EXECUTIVE SUMMARY

2019 marks the fourth 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.

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 \$2.2M 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 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 community engagement aims are designed to involve a wide array of the community in efforts to inform the community wealth building agenda and build support for systems change.

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.

In the year of 2018, OCWB is focused on serving those who have complex barriers to employment (e.g., criminal background, substance abuse, mental health challenges, lack of transportation, lack of child care, trauma due to living in poverty). Thousands of Richmond residents fit the targeted profile.

OCWB's vision for the future includes expanding access to entrepreneurship and economic inclusion, as well as continuing to move more individuals along the CWB ladder toward "thriving."

Community Wealth Building as a Poverty Reduction Strategy

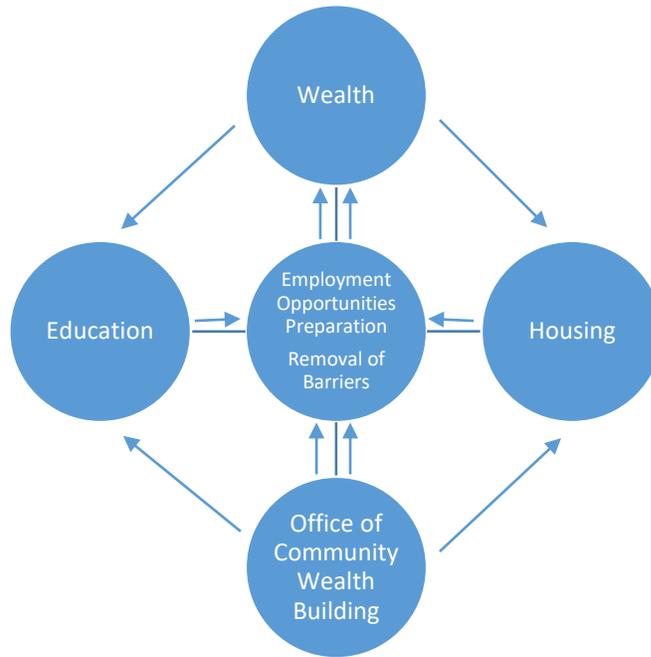
Strategic Overview

Richmond's community wealth building initiative recognizes that poverty is a function of inadequate income, and that sustained full-time employment at a decent wage is the best antidote to poverty. Developing more effective mechanisms to connect under-employed residents to existing job opportunities, as well as creating more job opportunities accessible to high-poverty neighborhoods, must be at the core of an effective poverty-fighting strategy. However, success in employment is closely linked to preparation through education, as well as the removal of common barriers under-employed residents face such as inadequate transportation and inadequate access to child care. Both access to quality employment and educational success, in turn, are deeply impacted by the dense concentration of poverty present in Richmond, particularly in and around the City's major public housing communities.

Richmond's community wealth building program aims at both short term and long term goals. In the shorter term, the City can most immediately impact poverty by connecting residents to quality employment opportunities and preparing them to succeed in such opportunities. In the longer term, the City needs to dramatically improve educational outcomes and also improve the neighborhood and housing environment of our most concentrated areas of poverty. Success in the short-term work of expanding employment will facilitate the achievement of substantial long-term improvements in education and in housing.

Employment (including self-employment) is the principal mechanism for achieving a living wage above the poverty threshold. Success in employment requires access to opportunity, preparation to succeed, and removal of barriers to success. Education impacts preparation and ability to compete for jobs; housing and neighborhood environment impact access to jobs (via transportation and social networks). The Office of Community Wealth Building is driving improvement in all three major policy areas: employment, education, and housing.

Figure 1: Overall Logic of Richmond's Community Wealth Building Program



Goals and Strategy

The City of Richmond has set the following long-term goals for poverty reduction:

- Reduce the number of residents living in poverty in the City of Richmond by **40%** overall by **2030**, relative to 2014 benchmark (excluding college students)
- Reduce the number of children living in poverty by **50%** by **2030** relative to 2014 benchmark

Progress Report: The current poverty rate for the City of Richmond is **24%** overall and **38%** for city residents under the age of 18¹.

To substantially reduce poverty, the City of Richmond must assist as many families as possible in achieving lasting economic stability. The achievement and sustenance of economic stability involves more than just individuals obtaining a paycheck. Human beings have multiple needs—for health, for community affiliation and connection, for stable family support, as well as for day-to-day supports. A crisis in any of these areas can undermine or destroy the capacity of an individual to sustain steady employment. Further, most persons are members of a larger household or family

¹ U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates

unit, and a crisis experienced by one member of the unit can easily impact the ability of all household members to thrive.

Consequently, in measuring and assessing progress in lifting households out of poverty, it is important to not simply track earned income, but to employ a holistic assessment tool. The following chart, adopted from the HUD Self-Sufficiency Index, illustrates a holistic approach in which several domains (employment, health, housing, education and career plan) are ranked on a continuum ranging from “In Crisis” to “Thriving.” The Office of Community Wealth Building’s BLISS program, initiated in 2015, utilizes a more detailed version of this index, tracking wellness across eighteen domains.

Helping families obtain and sustain quality employment will have the most direct, immediate impact on reducing the number of persons (adults and children) in poverty in the City. In the long term, improvements in education and housing environments are also essential both to impacting employment as well as to expanding pathways for upward social mobility for young people growing up in or near poverty in the City.

Figure 2: From Crisis to Thriving: The Pathway out of Poverty

In Crisis	At Risk	Safe	Stable	Thriving
<ul style="list-style-type: none"> • No income or assets • No skills or credentials • Homeless or unstable housing • No or unreliable transportation or childcare • Safety and mental health risks are high • Addictions and/or legal problems 	<ul style="list-style-type: none"> • Seeking job or temporary/seasonal job or other legal income • Temporary or transitional housing • Transportation and child care available, but not affordable or reliable • Seeking GED or vocational training 	<ul style="list-style-type: none"> • Employed in semi-stable job • Housing is stable and is affordable (maybe with subsidy) • Transportation and child care are generally reliable and affordable • Has high school diploma, GED, or vocational training 	<ul style="list-style-type: none"> • Permanent and stable job paying living wage • Housing is stable and is affordable without subsidy • Transportation and child care are reliable and affordable • Career and educational plan in place; active and ongoing learning 	<ul style="list-style-type: none"> • Permanent, stable employment sufficient to build assets • Housing is permanent and affordable without subsidy • Transportation and child care are reliable and affordable • Education and career plan being implemented

Statistical Snapshot

During the fall of 2017, OCWB and VCU partnered to create a statistical snapshot report. Statistics in this section have been updated by the staff of OCWB, but are based off of the work of 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 employment²”. 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). The statistical snapshot answers the question: “Who are the most economically left behind in Richmond?”

Wage Inequality

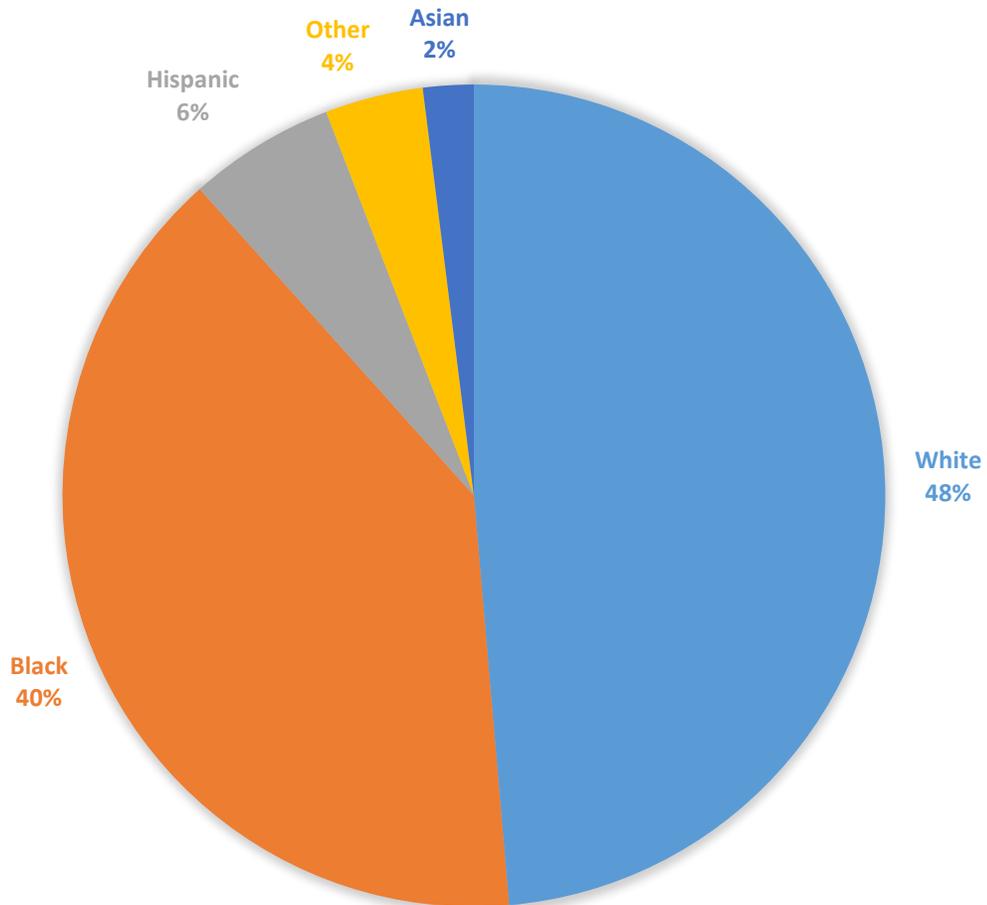
In Richmond, the most left behind are Blacks, who have the highest: 1) unemployment rate; 2) concentration of household incomes in the lowest bracket (less than \$10,000); and 3) percentage of individuals considered “in crisis” and “at risk” based on the “OCWB ladder: The Climb for an Individual”, as 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.

² 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

Whites in Richmond comprise the highest percentage of the labor force (48.0 percent) followed by Blacks (40 percent). Asians make up 2 percent and all others make up 4 percent. Hispanics, who can be of any race, constitute 6 percent of the labor force.

Figure 3: Composition of Labor Force³



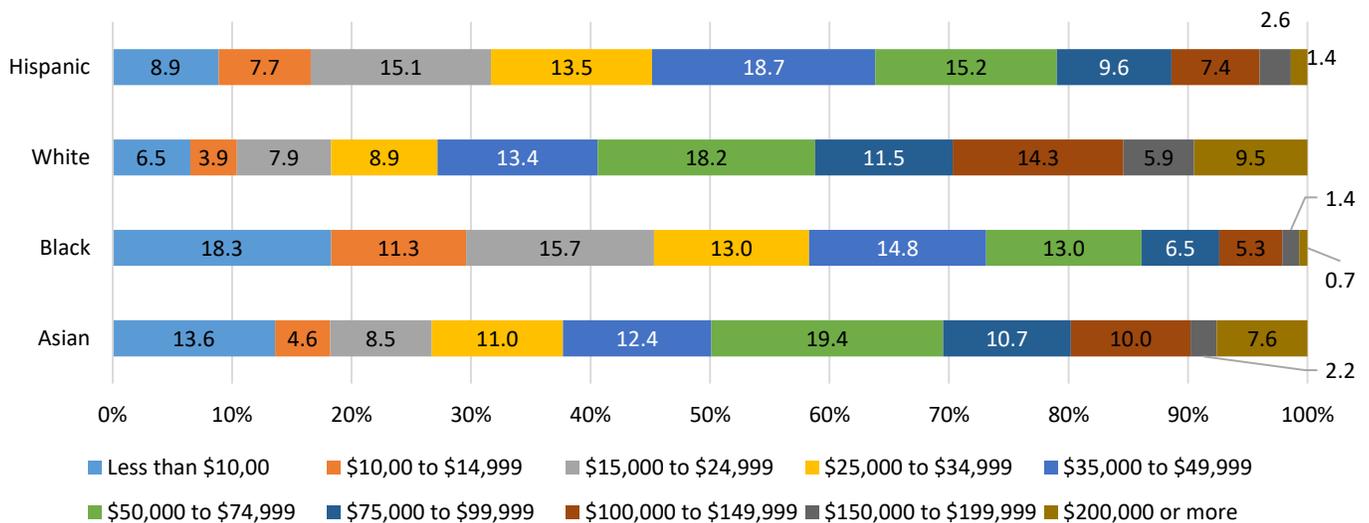
³ Source: American Fact Finder (2019). Table DP02 - Selected social characteristics in the United States: 2013-2017 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

Household Income⁴

Among the groups, Blacks have the highest percentage of household incomes in the brackets of less than \$10,000 (18.3 percent), \$10,000 to \$14,999 (11.3 percent) and \$15,000 to \$24,999 (15.7). Blacks have the lowest percentage of individuals in the \$200,000 or more bracket (0.7 percent), followed by the \$150,000 to \$199,999 bracket (1.4 percent), then the \$100,000 to \$149,999 bracket (5.3 percent). Hispanics have the highest percentage for \$25,000 to \$34,999 (13.5 percent), and \$35,000 to \$49,000 (18.7 percent). Whites have the highest percentage for all brackets above \$50,000 (18.2 percent, 11.5 percent, 14.3 percent, 5.9 percent, and 9.5 percent respective to income bracket levels). In the highest income bracket, \$200,000 or more, 9.5 percent of Whites are represented whereas only 1.4 percent of Hispanics and 0.7 percent of Blacks are represented. Whites (31.6 percent) and Hispanics (33.9 percent) have the highest concentration within the lower middle class range.⁵ For the upper class,⁶ Whites (29.7 percent) and Asians (19.8 percent) have the highest concentration.

Figure 4: Household Income

Household Income Bracket by Race/Ethnicity in Richmond, Virginia in 2017



⁴ 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

⁵ \$35,000 - \$74,999

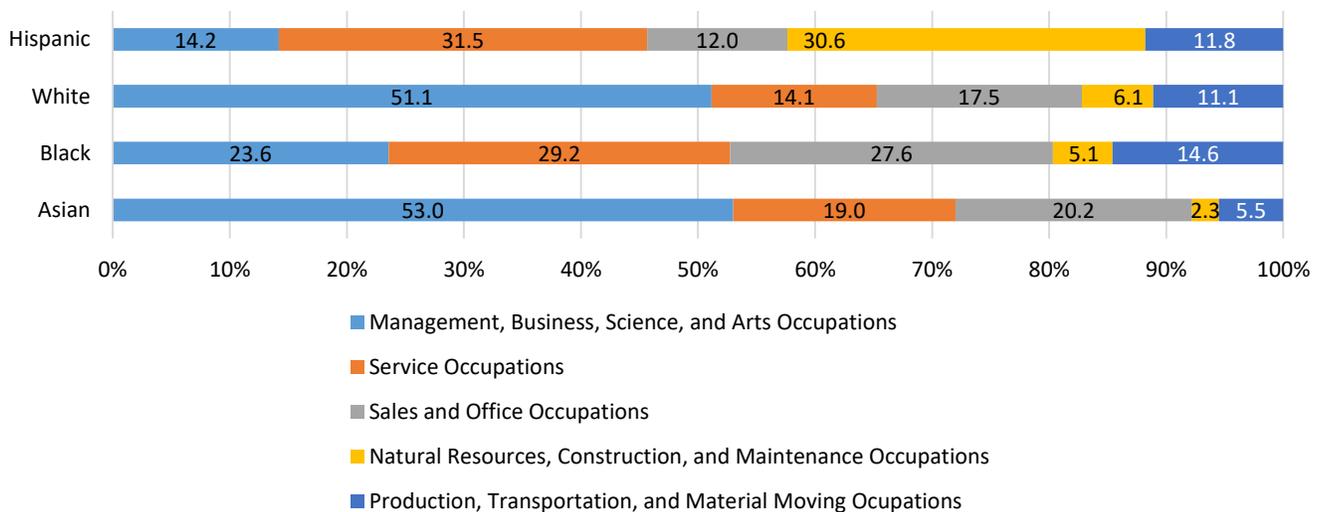
⁶ \$100,000 and above

Occupational Participation⁷

51.1 percent of employed Whites and 53.0 percent of Asians work in management, professional, and related occupations, which is the highest paying occupational category (Bureau of Labor Statistics, 2015). 23.6 percent of Blacks and 14.2 percent of Hispanics work in this occupational category. 29.2 percent of employed Blacks and 31.5 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.

Figure 5: Occupational Participation

Occupational Participation by Race/Ethnicity in Richmond, Virginia in 2017



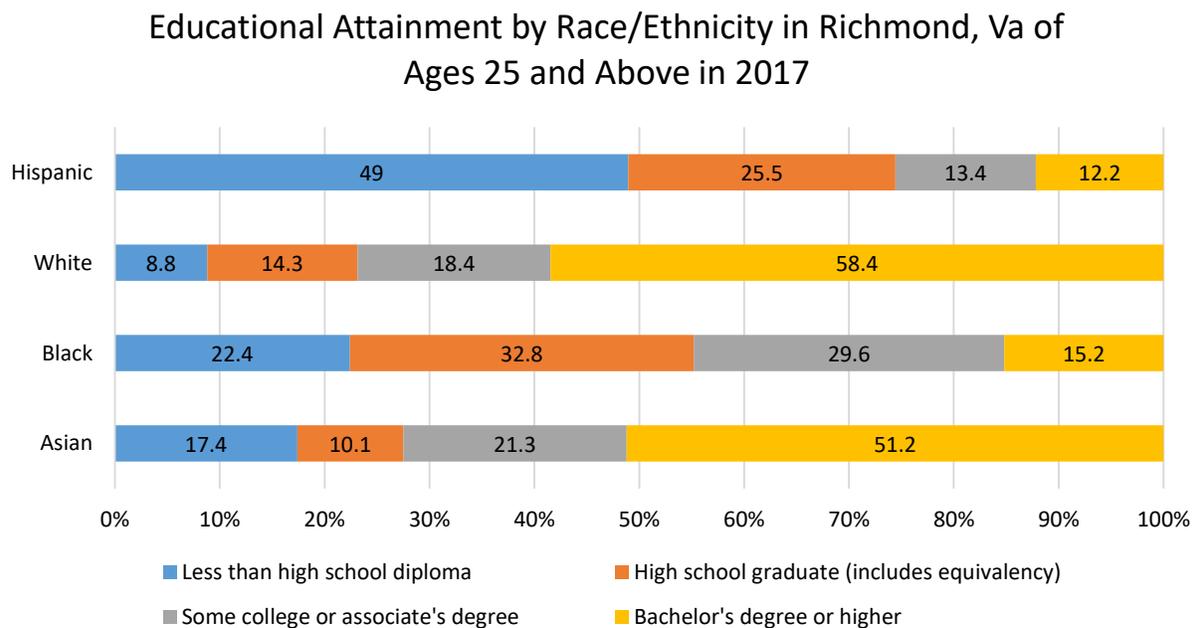
⁷ Source: American Fact Finder (2017). Table DP02 - Selected social characteristics in the United States: 2011-2015 American Community Survey selected population tables. United States Census Bureau. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/guided_search.xhtml

Educational Attainment by Race/Ethnicity in Richmond, Virginia Age 25 and Above⁸

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.

According to the job vacancy survey, 4 percent of vacant jobs in Virginia require an associate's degree or higher.⁹ 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 and Whites. The percentage is lowest for Blacks and Hispanics.

Figure 6: Educational Attainment



⁸ 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

⁹ Accordino, Fasulo, Suen, & Adhikari, 2016

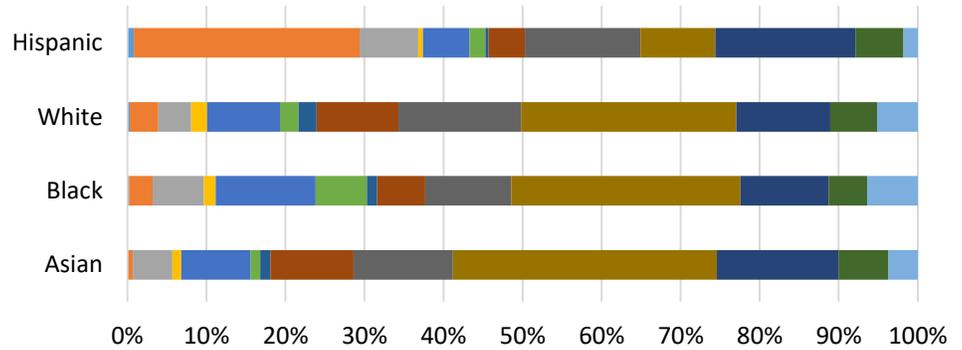
Industry Participation by Race/Ethnicity in Richmond, Virginia¹⁰

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.

¹⁰ 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

Figure 7: Industry Participation

Industry Participation by Race/Ethnicity in Richmond, Virginia

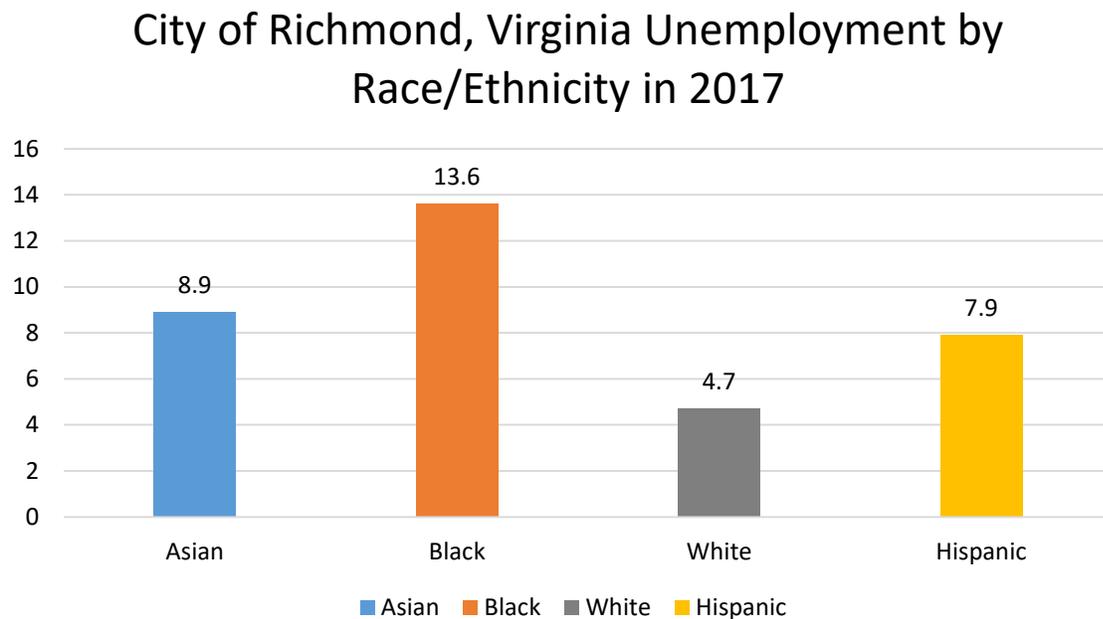


	Asian	Black	White	Hispanic
■ Agriculture, forestry, fishing and hunting, and mining	0.0	0.2	0.3	0.8
■ Construction	0.7	3.0	3.6	28.6
■ Manufacturing	5.0	6.5	4.1	7.4
■ Wholesale trade	1.1	1.5	2.0	0.6
■ Retail trade	8.8	12.7	9.2	5.9
■ Transporting and warehousing, and utilities	1.2	6.5	2.3	2.0
■ Information	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

Unemployment¹¹

The current unemployment rate in Richmond, Virginia is 2.8 percent and the unemployment rate over the five year 2013-2017 American Community Survey Population Estimate period is 8.8 percent.¹² 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 (13.6 percent), Hispanics (7.9 percent) and Asians (8.9 percent), compared to Whites (4.7 percent).

Figure 8: Unemployment



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).

¹¹ 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

¹² U.S. Bureau of Labor Statistics, 2019

Five Top Tier Recommendations¹³

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 involuntarily 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.

¹³ Mayor's Anti-Poverty Commission Report, 2013

Year 4 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 2019 Aim: Expand access to jobs and higher wages

\$2.2 million grant to expand workforce services provided to City residents

The OCWB renewed a 1.9 million dollar grant from the Commonwealth of Virginia and gained 300,000 of additional funding from VDSS to expand services and bring to scale strategies that help participants, particularly those with multiple barriers, get trained and obtain the assistance necessary for them to enter the workforce and maintain employment with the prospect of a career path and wage growth.

Strengthen long-term tracking of participants

A Data and Case Management System is being created in partnership with the Department of Information Technologies that will have the ability to assign cases managers to participants and manage all aspects of a program from a case manager's point of view. The program will have the ability to integrate a method of tracking participants across multiple programs. Front line staff can record progress on shared outcome indicators such as employment, income, and use of public benefits. To view this data, all career stations will gain the ability to generate reports that are needed to execute and program manage effectively with the use of the new system. The reports generated will help track the progress within each career station and system wide. The Data and Case Management System's target date to launch is March 1, 2019.

Working Internally with Various City Departments

The City of Richmond made a commitment to creating pathways to City employment for individuals living in poverty. The Office of Community Wealth Building is partnering with City departments to create training and employment opportunities for individuals to gain employment with the City of Richmond. To date the following City department have partnered with OCWB on creating the City employment pathways: Parks and Recreation, the Sherriff's Department, Department of Public Works, 311 Call Center, and Department of Public Utilities. OCWB also partners with the following departments to further the City's goal of wealth building and poverty reduction: Economic Development, Housing and Community Development, Department of Social Services, and Justice Services.

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

The BLISS model was expanded into service delivery at the Career Stations. All participants were assessed and tracked based on the BLISS matrix. In the year of 2018, one case manager provided intensive case management to 14 families, which translated into 53 people (parents and children).

OCWB manages the 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 Club Academy, FLiPM Project Management Academy, Counselor in Training Program and a partnership with Kings Dominion.

One hundred ten (110) youth participated in the MYA summer work experience. MYA Summer Work Experience interns are provided with diverse employment placements and introduced to a variety of industries and career paths. Prior to the six-week internship, interns receive four weeks of pre-employment training designed to strengthen the skills needed to succeed in the working world.

Forty one (41) youth participated in The Future Leaders Program. The Future Leaders Program is a youth advocacy program for youth ages 14-18 that live in the City of Richmond. The Future Leaders Program has two leadership tracks to choose from; the Youth Council Track and the Youth Justice Track. Participants represented all 8 RPS high schools, Maggie Walker Governor's School, and one private school.

- Youth Justice Members were trained on the judicial process, completed mock bar training and exam, and presided over real cases involving their peers to provide positive alternative sanctions for first-time offenders.
- Youth Council Members researched issues affecting teens in Richmond, developed a Youth Advocacy Agenda, facilitated a youth town hall series, and drafted policy recommendations that they hope to share with elected officials in the upcoming year.

Nine (9) youth participated in the Jr. Founders Club Academy. MYA partnered with the Jr. Founder's Club to offer entrepreneurship programming in which young people are taught to think with an entrepreneurial mindset. Participants receive mentorship from local entrepreneurs while learning business basics such as product development, finance, marketing, branding, and sales. They then apply this knowledge by founding and developing their own real businesses. The program culminates in a Founder's Fair where participants showcase their companies to the community. This is a 13 week after school program for current 9th - 12th graders offered twice a year.

Eight (8) youth completed the CAPM Training course through the FLiPM Project Management Academy. Future Leaders in Project Management (FLiPM) is a non-profit 501c3 organization founded for the purpose of providing Project Management training to youth to empower a workforce of competent, well trained, professionally certified employees needed in over 100 diverse industries. MYA has partnered with FLiPM to offer project management training to current 12th grade students and recent high school graduates. This is a 6 week training course that is currently offered during the summer, in conjunction with MYA's Summer Work Experience.

Sixty (60) youth participated Counselor in Training program. The Counselor In Training (CIT) program is in partnership with the Department of Parks, Recreation and Community Facilities and is designed to give youth ages 14-16 an opportunity to develop skills related to recreational and educational careers. CIT's will be responsible for assisting the counselors in daily administration of the Summer Camp Program. Upon successful completion of all required training, candidates will be assigned to a recreation facility and serve as counselors for nine weeks.

Forty (40) youth successfully completed the required MYA pre-employment trainings for Kings Dominion and Twenty One (21) of those youth accessed transportation supports from MYA for Kings Dominion employment. The MYA partners with Kings Dominion to offer summer employment opportunities for city youth. Youth receive pre-employment training and transportation assistance from MYA. Youth hold positions in various park sectors, including entertainment, retail, ride operations, food & beverage, and aquatics.

Build strong collaborations with other workforce providers

OCWB participates on the Capital Region Workforce Partnership Workforce Development Board, Regional Workforce Alliance, Regional Workforce Partnership Team, Human Services Collaborative Case Management Workgroup, RRHA Residence Service Coordinators Collaboration, ROI Collaboration, East End Partners Collaboration, and Regional 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 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.

The following organizations partner with the OCWB Career Stations: Bridging the Gap Virginia, International Consortium of Minority Cybersecurity Professionals, Virginia State University Equal Opportunities Center, Senior Connections, AARP, University of Richmond/Bonner Scholars, Help Me Help You, J & G Consulting, and Unbound RVA.

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

The OCWB partnered with the Virginia Interfaith Center for Public Policy to establish 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. Richmond currently has 34 businesses that have signed on as living wage certified businesses. To learn more about the Living Wage Model, refer to Appendix 1.

Mini Grant from the Annie E. Casey Foundation helped to launch the Living Wage Program

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. In March the Living Wage Certification program launched with a breakfast for key stakeholders and community leaders. Mayor Levar Stoney was the guest speaker and announced his intentions to commit funds in his budget to include a living wage for entry-level city employees. The measure was recently approved by City Council and salaries were adjusted at the beginning of the year for entry level workers. Because of the work in Richmond to create this program, Alexandria now has a living wage certification program and there is momentum around this topic in Charlottesville and Williamsburg, VA.

Continued Collaboration with the Department of Economic and Community Development

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 2019 Aim: Expand MYA employment pipeline for Richmond Public School graduates.

The Office of Community Wealth Building's Mayor's Youth Academy has broadened its aim to develop a pipeline to employment for Richmond Public School graduates. Some of the pipeline initiatives include Project Management training and the Catapult program. MYA has partnered with FLiPM to offer project management training to current 12th grade students and recent high school graduates. This is a 6 week training course that is currently offered during the summer, in conjunction with MYA's Summer Work Experience.

The City of Richmond and Mayor Stoney launched a major out-of-school time initiative. Over the next two school years, the expansion of new and existing after-school programs will ensure that every public elementary and middle school in Richmond will host a quality, full-service extracurricular program, opening the door for more than 1,000 additional students to receive supervised care, ranging from help with homework to recreation and enrichment activities.

Recommendation 4. Development of 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 Office of Community Wealth Building continues to be involved in regional transportation discussions and planning. The City of Richmond launched the Pulse in June of 2018 in partnership with the U.S. Department of Transportation, the Commonwealth of Virginia (Virginia Department of Rail and Public Transportation - DRPT and Virginia Department of Transportation - VDOT), the City of Richmond and Henrico County, and GRTC. GRTC Pulse is a rapid transit system that serves a 7.6-mile route along Broad Street and Main Street, from Rocketts Landing in the City of Richmond to Willow Lawn in Henrico County. GRTC Pulse was jointly sponsored by Bon Secours Richmond Health System and VCU Health System.

The OCWB Career Stations provided the following transportation resources to ensure participants had adequate transportation to employment and training:

- OCWB Sponsored over 19,000 trips on GRTC for participants to attend training, conduct employment searches, attend workshops, other needed appointments and supplemental work transportation to help participants transition to self-pay
- Provided transportation for MYA students to participate in training at Capital One that enabled students to obtain living wage employment
- Supported through RVA-GPS grant \$67,000.00 in additional funding for transportation services
- Purchased over 6500 Go Cards for Richmond Rides
- Partnered with CCWA to provide transportation to training at Reynolds Parham Road Campus
- Partnered with CSI to provide transportation to CDL training at John Tyler Community College in Chester
- Provided Gas Cards to participants that secured employment as they transition to self-pay

- Distributed bikes through partnership program with Capital One, OAR Bike Build Project
- Kings Dominion Express: continued for summer months to allow youth with summer work experience and for the first time, GRTC will operate limited seasonal service for Kings Dominion after peak season

Transportation continues to be one of the major barriers to individuals gaining and retaining employment. Although, the OCWB strives to ensure all participants are able to get to employment and training through our direct services we understand that the Richmond Area needs a comprehensive regional transit system that effectively and efficiently connects residents to employment opportunities. The development of a strong regional transit system continues to be a systemic goal of OCWB's.

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 involuntarily 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

The OCWB is supportive of the fund however the administration is not within the purview of the OCWB. It is held and managed in the Department of Economic Development. The OCWB is however, working with additional stakeholders to ensure that the **Maggie Walker Community Land Trust** (MWCLT) is sufficiently funded.

As a result, the MWCLT has been able to acquire and rehab high-quality housing around Richmond and sell the properties to low and moderate income families. Using a shared equity model of home-ownership, MWCLT sells homes but retains ownership of the land, reducing the initial sales price. Upon resale, the owner agrees to limit the sales price to the next buyer, guaranteeing the home remains affordable for generations.¹⁴

Richmond Opportunities Inc.

Regarding public housing, the OCWB continues to support the work and strategy of Richmond Opportunities Inc., which includes creating pathways of self-sufficiency for residents of Richmond Redevelopment and Housing Authority.

RVA Eviction Lab

Additionally, the OCWB has paid close attention to the news accounts, articles and the work that is being done around the high rate of evictions in Richmond. Richmond has the second-highest eviction rate in the country, and five of the top 10 cities in the country with high eviction rates are located in Virginia. However, Virginia Commonwealth University, with the help of the Ford Foundation, has established the RVA Eviction Lab at VCU's Wilder School, to help us understand the causes and the impact of this process as it relates to Richmond families living in poverty.

¹⁴ Maggie Walker Community Land Trust; The Richmond Land Bank Annual Report, July 2018-June 2019, p.6.

Community Engagement

Our community engagement efforts are designed to connect a wide array of the community 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.

Citizens Advisory Board

The Maggie L. Walker Initiative Citizens Advisory Board was created as an independent citizen body tasked with the ongoing monitoring of the City’s progress in implementing the initiative agenda and related policies. Additional duties of the board include review reports and evaluations concerning the progress of the City’s poverty reduction and community wealth building initiatives, review and evaluate proposals for poverty reduction and community wealth building initiatives submitted to the City, educate the citizens of the city of Richmond on issues of poverty and the City’s efforts to address such issues, engage the citizens of the city of Richmond in public forums concerning the progress of the City’s poverty reduction and community wealth building initiatives and concerning urgent issues affecting low-income communities in the city of Richmond. On December 8, 2014, the City Council passed an ordinance 2014-234-215 formally establishing the Maggie L. Walker Initiative Citizens Advisory Board.

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). During the year of 2018, 95 listening sessions were held.

Community Wealth Building (CWB) Ambassadors

In 2018, the OCWB continued its Ambassador Program. The prospective Ambassadors were selected from individuals who had participated in OCWB workforce initiatives and were willing to help spread information about OCWB opportunities, as well as provide a feedback loop to the OCWB from individuals in their respective communities who are facing challenges to employment. The Ambassador training was designed in collaboration with Virginia Commonwealth University and Richmond Opportunities Inc. On November 17th, 2018, the second class of Ambassadors (13 people) completed Ambassador Training, certifying completion of the program.

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, ChildFund, Initiatives of Change, J. Sargeant Reynolds Community College, St. Stephen's Episcopal Church, ReWork, Circles RVA, UnBound 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.

Giving Wall

The Office of Community Wealth Building partnered with an advocate group named Mindful Mornings and the Enrichmond Foundation to create a website called the Giving Wall. The Giving Wall is a digital platform that has the ability to meet the urgent or non-traditional "needs" of OCWB participants. Behind the Giving Wall interface are caseworkers who receive and approve the practical and necessary needs of members of the Richmond community living beneath the poverty line. Not only are the "needs" chosen and posted to the Giving Wall vetted and approved, they are ones that cannot be met by other local organizations, and ones that, if fulfilled, will either lift that person or family out of poverty, or stop them from being pulled into it more deeply. Community members can use the Giving Wall website to donate money towards specific "needs" in their community. Ultimately, the Giving Wall platform will fill a longstanding gap in assistance for participants who are trying to reach self-sufficiency.

VA Interfaith for Public Policy

The Richmond Living Wage Certification Program is a joint initiative of the Virginia Interfaith Center for Public Policy and the Richmond Office of Community Wealth Building. This voluntary process is designed to:

- Recognize employers who are already paying their workers a living wage.
- Assist consumers in patronizing businesses that provide living wages.
- Encourage employers who are not currently paying a living wage to adopt the Campaign's thresholds.
- Challenge employers who could raise wages and choose not to do so, by publicizing and promoting an ethical alternative to discourage practices that drive down wages and standards.

Stephens Episcopal Church and St. Peters Episcopal Church

The Office of Community Wealth Building is partnering with St. Stephens Episcopal Church and St. Peters Episcopal Church to provide workforce and community wealth building services to residents of the East End. Re:Work Richmond has been established to provide holistic and community based services directly in the community.

Richmond Regional Planning District Commission

In 2018, OCWB started creating an OCWB Resource Guide. The goal of the OCWB's Resource Guide is to have a common resource that describes the type of services provided by agencies, nonprofits and ministries in Richmond who align with the goals of the OCWB. Since May of 2018, OCWB has been making adjustments to its OCWB Resource Guide to ensure all regional organizations, nonprofits and ministries are correctly listed in OCWB's organization inventory. Throughout the adjustment process, OCWB found that various other agencies are working on similar projects to the OCWB Resource Guide. Because the OCWB saw this as an opportunity to advance the Resource Guide, the OCWB has partnered with the Richmond Regional Planning District Commission (RRPDC) to gather the various agencies' data regarding to the project. In February 2019, OCWB joined a steering committee with RRPDC and other agencies to create a regional Resource Guide.

Unbound RVA

Unbound RVA is a nonprofit located in the City of Richmond that has the mission to help encourage and create successful entrepreneurs by sustaining a program that utilizes the untapped talents individuals already possess. The nonprofit is now specifically focusing on empowering individuals from low-income backgrounds, and to do so, Unbound RVA and the Office of Community Wealth Building (OCWB) partnered in 2018. OCWB's BLISS Program has assisted Unbound RVA with the assessments that can grant acceptance into Unbound's entrepreneur program. After assessing Unbound RVA's candidates, BLISS scored and tallied the results to send to Unbound for review. Unbound then chose candidates that moved forward in its program, and the candidates who did not gain acceptance into the entrepreneur program were referred to OCBW for workforce development. The ultimate purpose of this partnership was not only to assist a local nonprofit, but to ensure that every candidate left the assessment process with the next steps needed to move forward to gain self-sufficiency, whether those being through entrepreneurship or workforce development. Twenty-four participants were chosen for Unbound RVA's entrepreneurship program.

OCWB Career Station Activities

The Office of Community Wealth Building expanded workforce operations adding three additional Career Stations. This has given OCWB the ability to serve City residents in their communities. OCWB Career Stations operate in the following locations:

1. Marshall Street Career Station – 900 E. Marshall Street, Suite 160
2. Southside Community Center – 6255 Old Warrick Road
3. East District Innovation Center – 701 N. 25th Avenue
4. Huguenot Community Center – 7945 Forest Hill Avenue

In the year of 2018, OCWB is focused on serving those who have complex barriers to employment (e.g., criminal background, substance abuse, mental health challenges, lack of transportation, lack of child care, trauma due to living in poverty). Thousands of Richmond residents fit the targeted profile. 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. 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. Appendix 3 can be referenced for “A Day in the Life of Community Wealth Building.”

13,400 people were served by the 4 Career Stations.

2430 people attended training programs and workshops.

More than **300** unduplicated persons were matched with a case manager for more intensive job coaching.

More than **370** people were helped with specific job readiness activities, allowing them to retain or advance in their employment.

The average wage that was obtained by the people who participated in OCWB workforce activities was **\$11.32**. (The federal minimum wage is \$7.25.)

AARP / Senior Connections Program

In September 2018, OCWB enrolled 74 participants from the AARP/ Senior Connections programs. This was due in part to a federal mandate for all participants of the AARP and Senior Connections Programs to be registered with a Work Force Training/Job Services Program. OCWB was selected to assist the participants in both these programs to find permanent Full-time/Part-time positions prior to exhausting their eligibility in the perspective programs.

Business Services

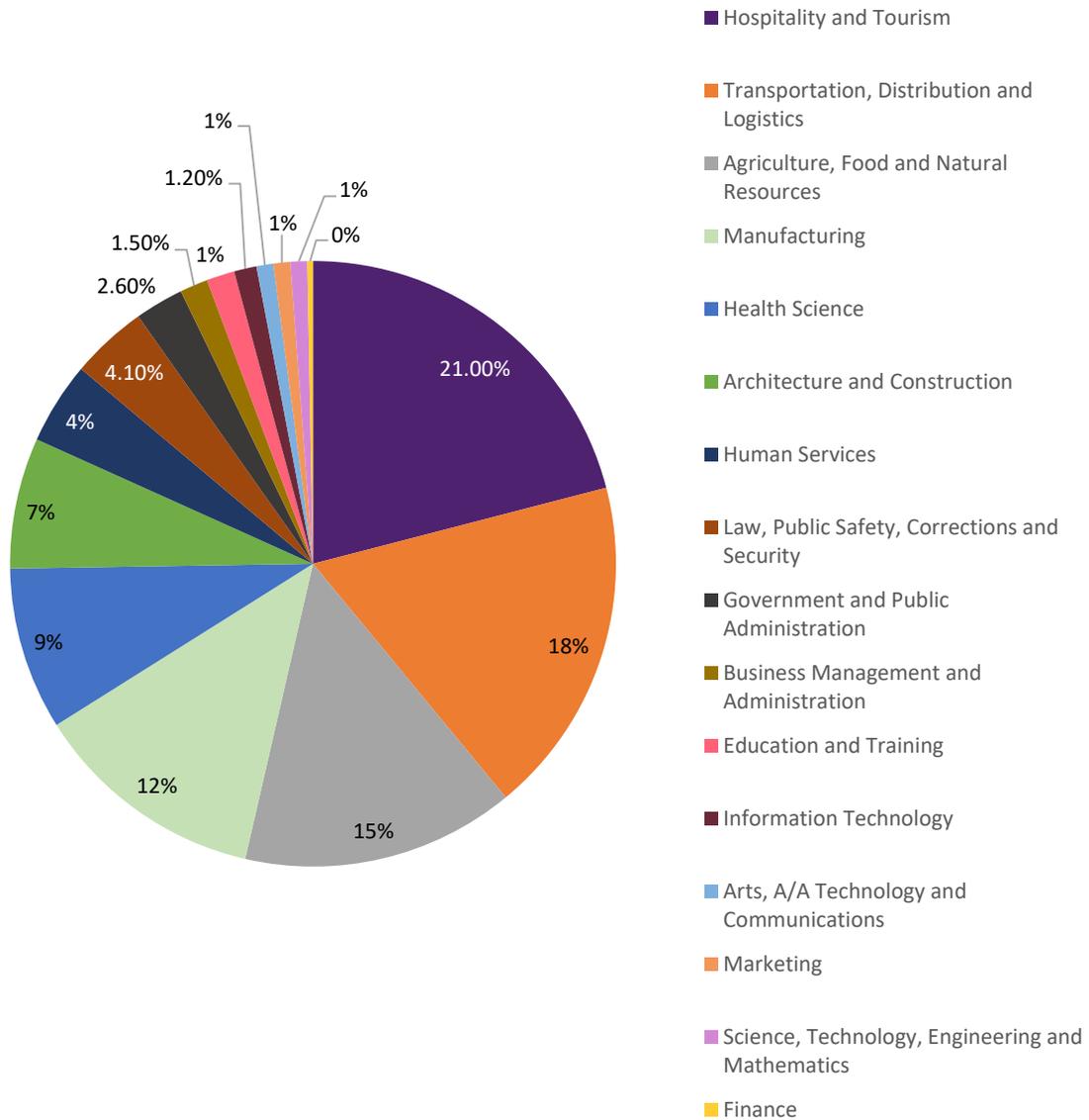
Over the year of 2018, OCWB's business services team conducted 50 employer events. Some highlights for these events are as followed:

- Southside Job Fair - 300 Job Seekers, 26 employers and training programs attended. **15** confirmed Hires
- East End Resource Fair Event – 18 vendors and 80 participants attended.
- Richmond's Got Talent - Richmond's Got Talent received 80 referrals from 15 partners. 20 employers conducted about 200 interviews. **22** confirmed hires
- Department of Social Services/Office of Community Wealth Building Job & Resource Fair - 236 job seekers attended, 20 employers conducted and 45 onsite interviews.
- Veterans & Family Resource & Employment Fair- 259 job seekers and 32 employers attended.
- The Market at 25th Street - 200 Applicants and **36** confirmed hires.

Participant Employer Information¹⁵

Figure 9 below provides a snapshot of the percentages of job types participants received through OCWB’s Career Stations over the year of 2018. To accompany the types of jobs, Appendix 2 lists the various employers that offered participants these jobs in 2018.

Figure 9: Types of Job OCWB Participants Received in 2018



¹⁵ 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

Wealth Building

The OCWB will work with area partners to strengthen resources for wealth building. Employment with a living wage provides a pathway out of poverty. Implementing wealth building activities can help an individual build wealth. The wealth building activities that OCWB will focus on include the following:

- Credit repair and financial stability
- Entrepreneurship
- Anchor institution strategies
- Social enterprise
- Home ownership

Pathways to “City” Careers

The City of Richmond made a commitment to creating pathways to City employment for individuals living in poverty. The Office of Community Wealth Building is partnering with City departments to create training and employment opportunities for individuals to gain employment with the City of Richmond. OCWB will expand internal departmental partnerships to ensure individuals living below the poverty level have pathways to employment into City positions.

Two Generation Approach

The Office will strengthen the focus on a two generational approach. Previous efforts have included BLISS, MYA and partnerships with youth focused organizations. Moving forward the Office wants to emphasize services and strategies that not only serve youth and adults but intentionally serve families or ensure all members in the family are working towards success simultaneously.

Economic Inclusion

The OCWB along with the Office of Minority Business Development are working with the Department of Procurement Services to review and examine the language and procedures that are being used in the city’s RFP process. Understanding the role of intentional procurement and hiring policies, and how businesses should move toward being more inclusive, provide broader opportunities. We are working with PolicyLink, a national research and action institute advancing racial and economic equity by Lifting Up What Works[®], to help inform us about this work. 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.

Funding

In FY19, the OCWB staff will continue to utilize a collective impact strategy and set a goal of moving 700 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.

OCWB believes 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.

OCWB is 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
Social Enterprise
Expand programming at Career Stations
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

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

Appendices

Appendix 1: 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.¹⁶

¹⁶ <http://livingwage.mit.edu/pages/about>

Living Wage Calculation for Richmond City, Virginia (adapted from the MIT Living Wage Calculator)¹⁷

Hourly Wages	A1				A2 (W1)			A2 (W1) (PT)		A2			
	A1	C1	C2	C3	(W1)	C1	C2	C3	C1	A2	C1	C2	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 Compositions¹⁸

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)¹⁹.

¹⁷ <http://livingwage.mit.edu/counties/51760>

¹⁸ <http://livingwage.mit.edu/resources/Living-Wage-User-Guide-and-Technical-Notes-2016.pdf>

¹⁹ <http://livingwage.mit.edu/pages/about>

Appendix 2: Employers of OCWB participants in 2018

A&J Hauling	F&R Engineering	People Ready
Aaron Cleaning Services	Family Dollar	Peter Paul Development Center
Admiral Security	Partnership for Families	Petroleum Carriers
ADT	Fareva Richmond	Pies & Pints
Aerotek	Feed More	Pizza Hut
AES	Fiorucci	Popeye's
All Team	First Student, Inc.	PostalMile, Inc
Allan Myers	First Transit, Inc.	PrimeFlight
Allegiance Logistics, LLC	Flagger Force	Private Duty
Allied Security	Flying Squirrels	Progressive Turnout Project
Allied Security	Food Lion	Provair Filtration Group
Allied Universal	Foster Made	Publix
Altria	Galati Celesti	Qdoba
Amazon	General Dynamic	Quirk Hotel
American Pallet, Inc	Genworth	Raising Canes Chicken
Anthem	Golden Gate Services	Randstad Staffing
Aramark at VCU Health System	Good Neighbor	Riggins Residential, LLC
Armada Health	Goodwill Industries	Residence Inn-Marriott
Ashland Nursing Home	Goodwin William Staffing	Richmond City Public Schools
Ashland Square Apartments	Green Thumb Lawn Maintenance	Richmond Convention Center
Askew Group, LLC	GRTC	Richmond international Airport
Aspen Products, Inc.	Guardian Healthcare	Richmond Times Dispatch
Beaufont Health Rehab	Hampton Inn	River City Roll
Bee Bat & Birdmen	Heath Consultants	River City Roofing
Benmor Construction	Hendricks Chevrolet	Rock Solid
Boca Raton Regional Hospital	Henrico Doctors Hospital	Roots Natural Kitchen
Big Lots	Henrico Health	Ross
Bill Gosling Outsourcing	Henrico Public Schools	Rubicon
Blake Contractors	Heritage Green	Rudd Trailer Park
Blessed Hands & Hearts	Home Depot	Save-A-Lot
Bright Star	Housing Families First	Schneider National
Brooks Diner	Hulu	SD Dunn Trucking
Buffalo Wild Wings	Human Kind	Service Master
Burger King	Humphreys Retirement Home	Service Solution
Caliper/State Council of Higher Education	Hunter Holmes McGuire Medical Center	Shades of Light
Caliper Staffing	Hyatt Hotel	Shoe Show
Westminster Canterbury	Hy-Tech	SHS Personnel
Capital One	International Paper	Slurry Paving
Care Advantage	InterSpan	Sonic

Caritas	J.R. Crickett	Southern Transport
Chesterfield Auto	Jan Pro	SRT, Inc
Chesterbrook Academy at Stony Point	Jumpstart University	SSPI
Chesterfield County Public Schools	Kavanna Group	St. Christopher's School
Chimbo Supermarket	Kleane Kare	Steves and Son
Chippenham Hospital	Knight Transportation	Sunrise Senior Living
Christmas Tree Shops	Krispy Kreme	Surge Staffing
Circle Center Adult Services	LaserShip	Tarrants Café
Cisco	Lawyer's Staffing	Telecommunication, Inc.
City of Richmond - DPU	Lee's Chicken	Teleperformance
City of Richmond - 311 Call Center	Lidl	The Crossing Harmony
City of Richmond - DPW	Lingo Staffing	The Resorts Company
City of Richmond - OCWB	LMC Industrial Construction	Tiffany Adult Living Home
City of Richmond - Parks and Recreation	Local Electrician Union	Top Guard Security
City of Richmond - Teleperformance	Loomis	Towne Park
Coca Cola	Lowes	Tradesmen International
Commercial One	Lumber liquidators	Trans Am Trucking
Commonwealth Assisted Living	Maggie Walker	TreX
Companion Services	Managed Labor Solutions	Trillium Staffing
Concentrix	Market at 25th	Tijuana Flats
Container Centralen	Maruchan Shipping	United Road Services
Correctional Officer	Masonomics	UPS
Cortech	Massey Wood and West	Uptown Alley
Covenant Homes	McDonalds	US Express
CS Savers	McKesson	US Security Associate
CSS	Mending Fences	U-Tech
Custom Ornamentation, Inc	Mental Health Experience Supportive Services	VA Concrete Pumping
CVS	Meridian Senior Living	Value City Furniture
Davis/Green Electrical	Metromont	Vessel
Department of Health	Metropolitan African American Baptist Church	Virginia Hospital Laundry
Diane's Food & Desserts	Microtel Inn	WACO
Direct Mail Solution	New Image Cleaning Services	Waffle House
Diversified Maintenance	Nutech Janitorial Services	Walmart
Dollar Tree	Onvoy Senior Care	Western Express
Dominion Packaging	Open Door	White Orthodontics
Dunbar Moving Systems	Orkin	Whole Foods
E&G Anderson, Inc	Owens and Minor	Wilder Construction
Eagle Transportation	P&C Group, LLC	Wilson's Auto Transport, LLC
Elite Contracting Group	Parallon Shared Services	Windsor Senior Living
Epoxy System	Parham Healthcare	WIS International

Expo Temp Agency	Patia Thai	Wood Lawn Cemetery
Express Staffing	Paxton Painting	YRC Freight
Exxon	Peggs Co	Zaxbys

Appendix 3: A Day in the Life of Community Wealth Building

Career Stations utilize the Employment Stability domains depicted below to ensure participants are employment ready.

Employment Stability Domain

Scale Number	Self Sufficiency Category	General Description
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.

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).
- Discouraged workers (have given a job-market related reason for not currently looking for work such as school attendance or family responsibilities²⁰. 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)

²⁰ <https://www.bls.gov/news.release/empsit.nr0.htm>