

20  
21

OFFICE OF COMMUNITY WEALTH BUILDING

# ANNUAL PERFORMANCE REPORT

## A JOURNEY TO RESILIENCE



OFFICE OF  
**COMMUNITY  
WEALTH BUILDING**

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# Acknowledgements

The 2021 Annual Performance Report was produced on behalf of Mayor Levar M. Stoney, by the City of Richmond's Office of Community Wealth Building.

## **City of Richmond**

Levar M. Stoney, Mayor

## **Council, City of Richmond**

Cynthia I. Newbille, Council President

Ellen F. Robertson, Council Vice-President

### **1st Voter District**

Andreas D. Addison

### **2nd Voter District**

Katherine Jordan

### **3rd Voter District**

Ann-Frances Lambert

### **4th Voter District**

Kristen M. Nye

### **5th Voter District**

Stephanie A. Lynch

### **6th Voter District**

Ellen F. Robertson

### **7th Voter District**

Cynthia I. Newbille

### **8th Voter District**

Reva M. Trammell

### **9th Voter District**

Michael J. Jones

## **Maggie Walker Citizen's Advisory Board (2021)**

Councilwoman Ellen Robertson, Co-Chair

Albert Walker, Co-Chair

Kamala Allen

Dominic Barrett

Chanel Bea

Avohom Carpenter

Jewel Gatling

Charles Hall

Sandra Laws

Aquanetta Scott

Patrice Shelton

Carmen Simon

Valaryee Mitchell



# Preface from the Mayor

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The City of Richmond is committed to ensuring all residents have access to economic empowerment. During fiscal year 2021 (FY21), however, like many cities across the nation, the Covid-19 pandemic continued to amplify inequities in opportunity, historically rooted in racism and systemic oppression. This makes the work of our Office of Community Wealth Building (OCWB) even more important. And as we plan our recovery to return to a new normal, we must address and disarm the barriers that keep some of our residents from having a clear path to economic mobility. OCWB's mission is rooted in an unwavering belief: Every Richmonder has a right to thrive.

The goal is for every citizen to build wealth and well-being throughout their lives. While we have made positive progress in reducing poverty, it remains too high and concentrated in certain parts of our City. Lifting residents out of poverty requires a strategic and unified approach that crosses many City, state, and federal departments and leverages our community stakeholders. Together, we must support and advocate for our neighbors from underserved communities, so they can earn a living wage and support their families and live in dignity.

Over the last year, I'm pleased to report significant progress in this effort. Our Administration's guaranteed income pilot program, the Richmond Resilience Initiative, provided a fiscal hand-up to 18 working families who no longer qualified for benefits assistance but did not earn a living wage. Families receive \$500 a month in supplemental income, and I'm excited that we will continue this assistance for another year and expand this program to stabilize more families.

More than 220 residents found jobs or better jobs. And more than 171 businesses employed those served by the office. Finally, the OCWB produced an impressive Return on Investment (ROI). For every dollar invested by the City, the community experienced an ROI of \$4.25, and the same dollar yielded \$4.64 for the Commonwealth of Virginia.



## Preface from the Mayor, Cont'd.

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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 implementing its comprehensive poverty reduction strategy. This document provides an update on the strategy and action plan led by the Office of Community Wealth Building.

I am pleased to submit this report to the City Council and the Maggie L. Walker Citizens Advisory Board. I am deeply appreciative for the work of this office, the support of City Council, and the efforts of committed stakeholders throughout the Richmond community to improve the quality of life for all of our residents.

Sincerely,

Mayor Levar M. Stoney



**Levar M. Stoney**  
Mayor, City of Richmond



# Letter from the Director

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FY21 was a year of resilience for our residents and network, alike. It inspired an "all hands on deck" approach for the Office of Community Wealth Building (OCWB) in order to prevent interruption of service to the residents who needed our resources the most amid the pandemic.

Our fervor, however, didn't wane. Our achievements were realized because of the commitment and compassion of our dedicated staff and diligent partners, as well as the investment of the City of Richmond's administration.

In spite of the obstacles the pandemic caused, our services were not abandoned. We were able to manage a continuum of care for the 18 families who participated in the Mayor's Guaranteed Income: Richmond Resilience Initiative (in partnership with the Robins Foundation and others). We expanded our network of training providers to create pathways for in-demand careers in industries such as cybersecurity, solar power, carpentry and energy applying non-traditional methods of instruction, when necessary.

In FY21, we increased and diversified our workforce session offerings. We were also successful in implementing new ways to improve access to our services for residents, especially those impacted by the digital divide, in partnership with the City Ambassadors and the Richmond Public Libraries. We are poised to employ even more creative strategies and daring initiatives designed to foster economic mobility for our residents in FY22.

FY21 also marked the tenth anniversary of the Anti-Poverty Commission; an occasion that also marks the inception of our office.





## Letter from the Director, Cont'd.

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As we reflect on the last decade, we have confirmed that lifting the residents out of poverty requires many things, including immense systems transformation, strategic and effective community collaborations, the creation of new and equitable social policies, and a culture of compassion that demands that every man, woman, and child have full access and opportunity to more than just self-sufficiency . . . but to a thriving future.

We are committed to this cause and remain hopeful in spite of the challenges ahead. As we forge forward, we stand ready to continue advocating for those for whom this journey has been the hardest. Our residents deserve the peace afforded by adequate provision and equitable access. Until all of our residents can enjoy that freedom, our work on the front lines will remain a priority!

My best to you,

Caprichia Smith Spellman



**Caprichia Smith Spellman**  
OCWB Interim Director

# Office of Community Wealth Building Staff

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## Interim Director

Caprichia Smith Spellman

Chaya Braxton

Erika Love

James Davis

Janette McGrady

Bernadine Doggett

Valaryee Mitchell\*  
(former Director)

La'Tina Doughty\*

Pamela Newton

Patrick Graham\*

Lori Payne

Kelvin Harris

Jenee Pearson

Wilma Harris

Evette Roots\*

Calvin Headley

Sandra Smith

Sherrilyn Hicks

Suzette Street

Quandra Holmes

Derrick Wadley

Darcel Jones

Travis Woods

Lerone Joseph

Darrick Young\*

John Korusek\*

Keith Lewis

\*The Office of Community Wealth Building would like to thank the following individuals for their valuable service and contributions as a part of our team during the fiscal year 2021.



A vertical banner on the left side of the page features a dark, semi-transparent background. It contains a statue of Maggie Lena Walker, a prominent African American woman in historical attire, standing on a pedestal. Overlaid on the statue is the official seal of the City of Richmond, which is circular and includes the text 'CITY OF RICHMOND' and 'ESTABLISHED 1737'.

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## Lessons Learned

### Impact and Return on Investment

# Executive Summary

The Office of Community Wealth Building (OCWB) is committed to developing pathways for the economic mobility of Richmond residents. The following report outlines OCWB's five focus areas: Systems Transformation, Quality of Service Delivery, Community-Centric, Two-Generation Approach, and Wealth-Building.

During fiscal year 2021 (FY21), we executed a successful plan to emerge from a completely pandemic virtual environment. As a result of that transition, new lessons were learned. We were reminded that lifting our residents out of poverty requires a strategic and unified approach, which includes the efforts of many policymakers and stakeholders in our city. We also learned to celebrate "small" victories.

We realized that engaging the narratives of our residents served as a valuable tool to inspire an honest dialogue around poverty-reduction and wealth-building; their stories helped us see the impacts and possibilities of our work. Some residents who participated in our programs have become first-time homeowners, moved out of public housing with their families, secured positions after extended periods of unemployment, and discovered new passions and careers.

During the last quarter of FY21, the Mayor's Guaranteed Income: Richmond Resilience Initiative (RRI) provided hope for 18 working families who did not qualify for public benefits, yet did not earn a living wage. Families in this initiative received \$500 per month of supplemental income as a way to foster their stability.





## Lessons Learned

### Impact and Return of Investment

# Executive Summary, Cont'd.

During FY21, OCWB maintained a strong return on investment, as well. Participants of OCWB's workforce programs earned over \$9,189,559 in wages and health benefits.

Over 223 participants gained, retained, or advanced employment. In addition, 171 businesses employed residents served by OCWB. These impacts yielded a solid return on investment for the City of Richmond and the Commonwealth of Virginia.

For every \$1 invested in OCWB by the City of Richmond, the community experienced a return on investment of \$4.25 through newly employed participants' earnings. In addition, the same \$1 investment yielded a \$4.64 return for the Commonwealth of Virginia. This data highlights the best practices of OCWB's Crisis to Thriving Model.

As we forge ahead in the fiscal year 2022, OCWB renews its focus to enhance its impact in the following areas: employment and training, social enterprise, living wage increases, and wealth-building strategies.



*The Maggie Lena Walker statue located downtown Richmond is a symbol of hope, wealth building, and hope.*



## OCWB Strategy and Framework

Crisis to Thriving Model  
OCWB Ladders

# The OCWB Strategy and Framework

OCWB recognizes that economic mobility out of poverty requires an integrated approach to the barriers residents face. Poverty is more than a function of inadequate income, but includes intersections of determinants such as employment stability, affordable housing, education, transportation, access to childcare, among other barriers.

OCWB addresses the intersections between determinants by establishing activities and programs through the implementation of our strategy. We engage the **Crisis to Thriving Model** and the **OCWB Ladders** to measure the success of our participants as they move toward stability.

## The OCWB Strategy

Our strategy aligns with the City of Richmond's goals to reduce poverty. In addition, our five-point strategy provides a blueprint for all of our activities. They include the following:

- 1 Transform systems that impact poverty** through collective impact, systems coordination, and policy.
- 2 Provide quality service delivery** to Richmond residents.
- 3 Improve connection to the community**, including planning and increasing knowledge of resources.
- 4 Strengthen the Two-Generation Approach** provided to families.
- 5 Increase opportunities for wealth building** provided to people who live or have lived in poverty.



OCWB Strategy and  
Framework

Crisis to Thriving Model  
OCWB Ladders

## The OCWB Strategy and Framework, Cont'd.

### Crisis to Thriving Model and the OCWB Ladders

The Crisis to Thriving Model is a continuum that defines and measures a household's economic position ranging from "In Crisis" to "Thriving." The Model incorporates the OCWB Ladders which provide a visual guide for a household's progression of economic mobility.

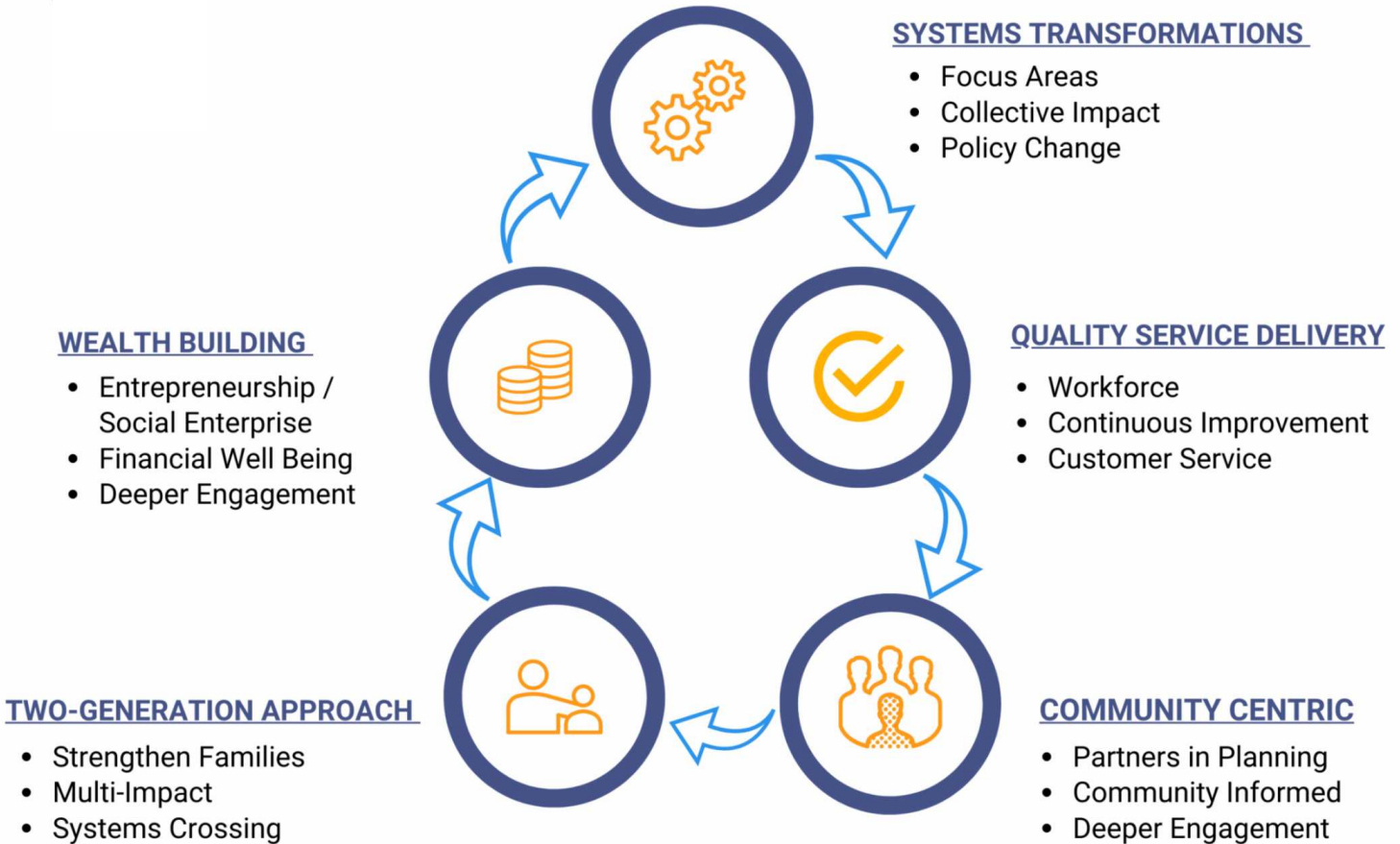
The ladders are designed based on MIT's annual report on national wages.







# THE OCWB STRATEGY



## CRISIS TO THRIVING MODEL

IN CRISIS	AT RISK	SAFE	STABLE	THRIVING
<ul style="list-style-type: none"> <li>• Very low or no income</li> <li>• No skills, credentials, or assets</li> <li>• Homeless or unstable housing</li> <li>• No reliable transportation or childcare</li> <li>• Safety and mental health risks are high</li> <li>• Addiction and/or legal problems</li> </ul>	<ul style="list-style-type: none"> <li>• Underemployed or subsidized income</li> <li>• Low probability of employee benefits</li> <li>• Temporary or transitional housing</li> <li>• Transportation and child care available, but not affordable or reliable</li> <li>• Seeking GED or vocational training</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfactory and safe employment</li> <li>• Some probability of employee benefits</li> <li>• Housing is stable and is affordable (maybe with subsidy)</li> <li>• Transportation and child care are generally reliable and affordable</li> <li>• Has high school diploma, GED, or vocational training</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent, stable employment paying a living wage</li> <li>• High probability of employee benefits</li> <li>• Housing is stable and is affordable without subsidy</li> <li>• Transportation and child care are reliable and affordable</li> <li>• Career and educational plan in place; active and ongoing learning</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent, stable employment sufficient to build assets and wealth</li> <li>• Has employee benefits</li> <li>• Housing is permanent and affordable</li> <li>• Transportation and childcare are reliable and affordable</li> <li>• Implementing career and educational plan</li> </ul>





# OCWB LADDER

## Upward Mobility of One Individual

### **Level 5: Stable (80% + ↑ AMI)**

"My income is above \$48,000. I can have an actual wealth plan and focus on ownership."

### **Level 4: Stable (60-80% AMI)**

"My income is between \$36,000 - \$48,000. I may be eligible for housing subsidies. I may be impacted completely by the Cliff Effect. I generally have safe, reliable and affordable transportation."

### **Level 3: Safe (40-60% AMI)**

"My income is between \$24,000 - \$36,000. I may be eligible for housing subsidies. I am now facing the Cliff Effect. I generally have safe and reliable transportation."

### **Level 2: At Risk (30-40% AMI)**

"My income is between \$18,150 - \$24,500. If available, I am eligible for housing (with limited options). I cannot afford safe or reliable transportation beyond the bus line"

### **Level 1: In Crisis (↓ 30% AMI)**

"My income is between \$0 - \$18,150. If available, I may be eligible for a housing subsidy (with limited options). If my salary goes above \$16,248, I will no longer be eligible for food subsidy (SNAP). I cannot afford safe or reliable transportation."

## Thriving

I make \$23.27 and up / hr.

## Stable

I make \$17.45- \$23.27 / hr.

## Safe

I make \$11.63 - \$17.45 / hr.

Living Wage - \$13.23 / hr.\*\*

## At Risk

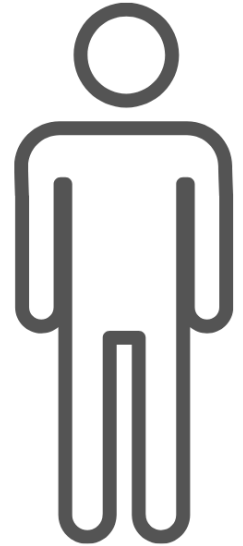
I make \$8.73 - \$11.63 / hr.

Minimum Wage - \$7.25 / hr.\*\*

## In Crisis

I make \$0 - \$8.73 / hr.

Poverty Wage - \$5.84 / hr.\*\*



### Average Household Expenses

1 Adult	Monthly	Yearly
Food	\$249	\$2,994
Medical	\$206	\$2,472
Housing	\$864	\$10,368
Transportation	\$385	\$4,623**
Total	\$1,704	\$15,834

### Sources

Area Median Income (AMI) :  
\*<https://www.vhda.com/BusinessPartners/PropertyOwnersManagers?Income-Rent-Limits/Pages/HUDMedianIncome.aspx>

- Massachusetts Institute  
Living Wage Calculator  
<https://livingwage.mit.edu/states/51>  
Office of Community Wealth Building

Rides and Fares - GRTC \*\*: <http://ridegrtc.com/fares/and-rates>



# OCWB LADDER

## Upward Mobility of an Individual with One Child

### Level 5: Stable (80% + ↑ AMI)

"My income is above \$55,000. I can have an actual wealth plan and education plan for my child and focus on ownership."

### Level 4: Stable (60-80% AMI)

"My income is between \$41,500 - \$55,300. I may be impacted completely by the Cliff Effect. I can have a real financial literacy plan for myself and my child. I generally have safe, reliable and affordable transportation."

### Level 3: Safe (40-60% AMI)

"My income is between \$27,680 - \$41,520. I may be eligible for housing subsidies. I am now feeling the impact of the Cliff Effect. I may be eligible for housing and childcare subsidies. I generally have safe and reliable transportation."

### Level 2: At Risk (30-40% AMI)

"My income is between \$20,270 - \$27,680. If available, I am eligible for housing and child subsidies. If my salary increases above \$21,984, I lose my benefits. I cannot afford safe or reliable transportation beyond the bus line. \*\*"

### Level 1: In Crisis (↓ 30% AMI)

"My income is between \$0 - \$20,750. If available, I may be eligible for a housing subsidy (with limited options). I am eligible for childcare and food subsidy (SNAP). I cannot afford safe or reliable transportation beyond the bus line. \*\*"

## Thriving

I make \$26.58 and up / hr.

## Stable

I make \$20.44 - \$26.58 / hr.

**Living Wage - \$26.52 / hr.\*\***

## Safe

I make \$13.41 - \$20.44 / hr.

## At Risk

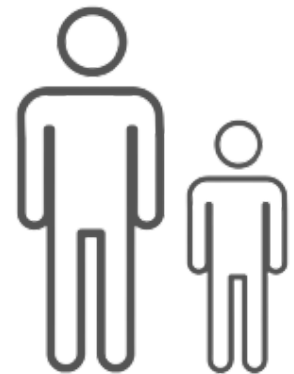
I make \$9.98 - \$13.31 / hr.

**Minimum Wage - \$7.25 / hr.\*\***

## In Crisis

I make \$0 - \$9.98 / hr.

**Poverty Wage - \$7.91 / hr.\*\***



### Average Household Expenses

1 Adult / 1 Child	Monthly	Yearly
Food	\$368	\$4,413
Child Care	\$702	\$8,427
Medical	\$669	\$8,023
Housing	\$1,042	\$12,504
Transportation	\$702	\$8,424
<b>Total</b>	<b>\$3,483</b>	<b>\$41,791</b>

### Sources

Area Median Income (AMI) :  
\*<https://www.vhda.com/BusinessPartners/PropertyOwnersManagers?Income-Rent-Limits/Pages/HUDMedianIncome.aspx>

Massachusetts Institute  
Living Wage Calculator  
<https://livingwage.mit.edu/states/51>  
Office of Community Wealth Building

Rides and Fares - GRTC \*\*: <http://ridegrtc.com/fares/and-rates>



# OCWB LADDER

## Upward Mobility of Two Individuals with Two Children

### Level 5: Stable (↑ 80% AMI)

"My income is above \$69,100 per year. We have an actual wealth plan and education plan for my child and focus on ownership."

### Level 4: Stable (70-80% AMI)

"Our income combined is between \$60,470 - \$69,100. We are fully impacted by the Cliff Effect. We can have an actual financial literacy plan for ourselves and our children. We have safe, reliable and affordable transportation."

### Level 3: Safe (60-70% AMI)

"Our combined income is between \$51,680 - \$60,470 per year. We experience the Cliff Effect with no childcare subsidies. We may be eligible for a housing subsidy. We generally have safe and reliable transportation."

### Level 2: At Risk (40-60% AMI)

"Our income combined is between \$34,560 - \$51,840 per year. If available, I am eligible for housing and child subsidies. Safe and reliable transportation is still an issue. We are facing the Cliff Effect."

### Level 1: In Crisis (40% AMI)

"Our income combined is between \$34,560 a year. If we earn more than \$33,480, we are ineligible for a food subsidy. If available for childcare and housing subsidies (with limited options). We cannot afford safe or reliable transportation beyond the bus line.\*\*"

## Thriving

Combined, we make \$33.22 and up / hr.

## Stable

Combined make \$29.07 - \$33.22 / hr.

Living Wage - \$33.42 / hr.\*\*

## Safe

I make \$24.92 - \$29.07 / hr.

## At Risk

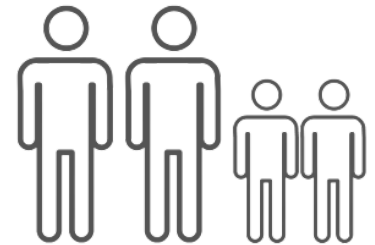
I make \$16.62 - \$24.92 / hr.

## In Crisis

I make \$0 - \$9.98 / hr.

Minimum Wage - \$7.25 / hr.\*\*

Poverty Wage - \$6.05 / hr.\*\*



### Average Household Expenses

2 Adults / 2 Children	Monthly	Yearly
Food	\$735	\$4,413
Child Care	\$702	\$8,427
Medical	\$669	\$8,023
Housing	\$1,042	\$12,504
Transportation	\$702	\$8,424
<b>Total</b>	<b>\$3,850</b>	<b>\$41,791</b>

### Sources

#### Area Median Income (AMI) :

\*<https://www.vhda.com/BusinessPartners/PropertyOwnersManagers?Income-Rent-Limits/Pages/HUDMedianIncome.aspx>

#### Massachusetts Institute Living Wage Calculator

<https://livingwage.mit.edu/states/51>  
Office of Community Wealth Building

Rides and Fares - GRTC \*\*:

<http://ridegrtc.com/fares/and-rates>



**Maggie L. Walker  
Citizen's Advisory Board**

**City of Richmond  
Ambassadors Program**

**The Giving Wall**

# Community Centric

OCWB continues to integrate the perspectives of community leaders and residents in our service delivery system. Our Maggie L. Walker Citizens Advisory Board and City Ambassador Program are examples of how we plan with our partners, keep the community informed, and employ deeper levels of engagement to advance our mission and accomplish our goals.

## Maggie L. Walker Citizen's Advisory Board

The Maggie L. Walker Citizens Advisory Board (CAB) is an independent body recognized by Richmond City Council under ordinance 2014-234-215. The CAB is comprised of those impacted by poverty, community organization representatives, business owners, and service providers. The CAB reviews and provides recommendations for the poverty reduction strategies and policies of OCWB.

## The Ambassador Program

The City Ambassadors are a group of current or former workforce participants who have a strong interest in serving the community. City Ambassadors share resources with their respective neighborhoods and networks. They also provide valuable assistance by informing OCWB's community initiatives and projects. In FY21, Ambassadors played an essential role in achieving the goals for workforce and business service teams by mobilizing residents to attend recruitment events. Though we remain active partners, the expansion of the Ambassadors Program will be administered through the Human Services portfolio.

## The Giving Wall

The Giving Wall is a digital platform that connects people living beneath the poverty line and their urgent needs to members of our community who want to help. It is a collaboration between Mindful Mornings, the EnRichmond Foundation, and OCWB. Since its launch in 2018, the Giving Wall has fulfilled over 400 needs, totaling \$97,653.50.



## OFFICE OF COMMUNITY WEALTH BUILDING

# FY21 IMPACT DATA SNAPSHOT

### FUNDING & INVESTMENT RATIOS

The amount of funding granted to the OCWB to expand workforce services provided to City Residents

**\$4.4 million**

**\$2.16** MILLION  
City of Richmond  
+  
**\$1.98** MILLION  
Commonwealth of Virginia

FOR EVERY \$1 INVESTED  
by the City of Richmond, the  
OCWB can push that invest-  
ment to \$4.25<sup>(ii)</sup>



LOCAL INVESTMENT RATIO (CITY OF RVA)

FOR EVERY \$1 INVESTED  
by the State TANF,  
the OCWB can push that  
investment to \$4.64<sup>(ii)</sup>



STATE INVESTMENT RATIO (STATE TANF)

### WORKFORCE DEVELOPMENT SERVICES

#### OUTCOMES



**64,000**  
CONTACTS MADE\*



**24,000**  
UNITS OF SERVICE\*



**337**  
RECEIVED INTENSIVE JOB  
PLACEMENT SERVICES



**223**  
PLACED IN EMPLOYMENT &  
RETENTION SERVICES

#### IMPACTS

**\$9,189,559**  
IN SALARIES AND BENEFITS  
BY PARTICIPANTS

TOTAL SALARIES EARNED:

**\$7,068,892**

+

TOTAL BENEFITS EARNED:

**\$2,120,667<sup>(iii)</sup>**

**\$15.24**

AVERAGE WAGE EARNED BY  
PARTICIPANTS PLACED IN  
EMPLOYMENT

### Office of Community Wealth Building

City of Richmond | 900 East Broad Street, Suite 1502 | Richmond, VA 23219 | (804) 646-3108  
askcommunitywealthbuilding@rva.gov | [www.rva.gov/community-wealth-building](http://www.rva.gov/community-wealth-building)





## OFFICE OF COMMUNITY WEALTH BUILDING

# FY21 IMPACT DATA SNAPSHOT

(CONT'D)

### BUSINESS SERVICES



**171**

Employers  
received talent placement  
and development services



**103**

Employer  
events  
for job placement



**56**

Richmond businesses  
signed on as "living wage certified"

### MAYOR'S YOUTH ACADEMY



**274**

**Youth Served**

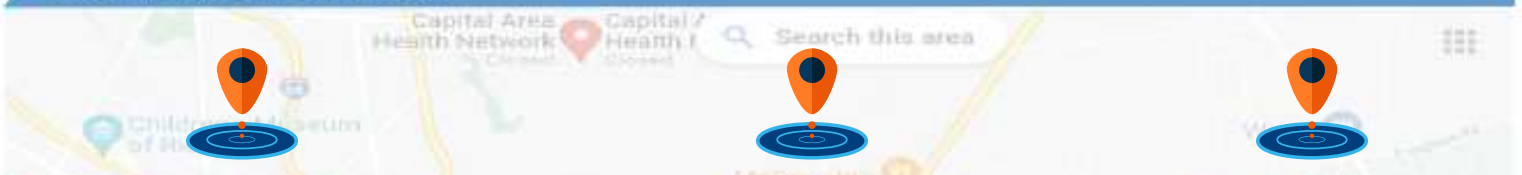
**256**

youth participated in  
the MYA Summer Work Experience.  
(A six-week program  
with pre-employment training)

**18**

youth participated in  
the Youth Council  
(MYA's leadership  
development initiative)

### OCWB CAREER STATIONS



#### Marshall Street

900 E. Marshall Street, Suite 160  
Richmond, VA 23219

#### East District Initiative

701 N. 25th Street, 2nd Floor  
Richmond, VA 23223

#### Southside Community Center

6225 Warwick Road  
Richmond, VA 23225

### Office of Community Wealth Building

City of Richmond | 900 East Broad Street, Suite 1502 | Richmond, VA 23219 | (804) 646-3108  
askcommunitywealthbuilding@va.gov | [www.rva.gov/community-wealth-building](http://www.rva.gov/community-wealth-building)

<sup>1</sup>Total participant wages and benefits divided by City of Richmond investment (\$9,189 / \$2,600,000)

<sup>2</sup>Total participant wages and benefits divided by State TANF investment (\$9,189 / \$1,900,000)

<sup>3</sup><https://www.mercer.us/content/dam/mercero/attachments/north-am->





## Living Wage Certification Program

# Wealth Building

Outside of workforce development services, the OCWB fosters wealth building opportunities for our residents. We partner with organizations like the Virginia Interfaith Center for Public Policy, Office of Minority Business Development and the Richmond City Treasurer's Office (Office of Financial Empowerment). Wealth building continued to be our primary area of opportunity during FY21. OCWB has a renewed plan to explore how we can facilitate additional opportunities for residents to create foundational wealth as this is the next step along the ladder of self-sufficiency.

## The Living Wage Certification Program: Results

This program was launched three years ago in partnership with the Virginia Interfaith Center for Public Policy. We encouraged businesses to pay living wages to their employees and advocated increasing the hourly minimum wage in Virginia. Because of our work and the strong advocacy of the Virginia Interfaith Center for Public Policy, the 2020 General Assembly voted to increase the hourly minimum wage to \$9.50 beginning May 1, 2021, to \$11.00 on January 1, 2022, and to \$12.00 on January 1, 2023. The increases to \$13.50 on January 1, 2025, and \$15.00 on January 1, 2026, will be contingent on the General Assembly's enactment by July 1, 2024.





## BLISS

Mayor's Youth Academy

# Two-Generation Approach

Family structure is one of the strongest determinants of economic mobility. According to the 2020 US Census, 68 percent of adult workforce participants are responsible for children. The two-generation approach describes a strategy that identifies children and parents in the same household from impacted communities, combining child and parent interventions to disrupt cycles of poverty. At OCWB, we consider this as we design our service delivery models, Building Lives to Independence and Self-Sufficiency (BLISS) and the Mayor's Youth Academy.

## BLISS

BLISS programming addresses the common barriers to employment and sustainability by tracking families across eighteen domains, including housing, employment, income, food, childcare, education, quality of life, and more. The goal is to help the entire family achieve long-term, self-sufficiency, social growth, and economic mobility for each family member.

### BLISS Community Partners

BLISS relies on a deep community engagement model to accomplish its program outcomes. There are several partner agencies who help with our work:

- Richmond Department of Social Services
- Richmond Redevelopment & Housing Authority
- Richmond Behavioral Health Authority
- Richmond Public Schools
- Communities-In-Schools
- Southside Community Development & Housing Corporation

### BLISS Program Outcomes

As of FY21, BLISS has fostered the stabilization of approximately 40 families. Participants have obtained jobs, completed school and training programs, and moved out of public housing. Two families have even purchased homes with the tools and resources they accessed by participating in BLISS.



BLISS

Mayor's Youth Academy

## Two-Generation Approach, Cont'd

### BLISS is Recognized: PBS HEARD Documentary

BLISS Program Manager, Sandra Smith, was featured for her personal experience with poverty and her work with families in the Emmy award-winning PBS documentary, **HEARD**. The documentary captures the inspiring stories of five people who grew up in "public housing," surviving and thriving despite, and often because of the challenges they've had to overcome. Now they're giving back to their home communities, trying to make a better life for those who come behind (PBS.org, 2021).



### Mayor's Youth Academy

The Mayor's Youth Academy (MYA) develops Richmond's future leaders and workforce. MYA strives to provide extensive training for youth, develop employability skills, promote civic engagement, and expose youth to postsecondary educational or vocational opportunities. We provide professional mentors and instructors from various career paths, provide safe and constructive social outlets through supervised out-of-school time activities, and encourage continued school enrollment. MYA incorporates a workforce and talent development focus for youth through its Youth Council, Counselors in Training Program, and Summer Work Experience.



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BLISS

Mayor's Youth Academy

## Two-Generation Approach, Cont'd

### BLISS is Recognized: PBS HEARD Documentary

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*MYA participants hard at work.*



BLISS

Mayor's Youth Academy

# Two-Generation Approach, Cont'd

## MYA Partnerships

MYA's program success can be attributed in part to the strategic partnerships that have been cultivated and are expressed through the following programming:

- Teen Workforce and Counselors in Training (Facilitated by Department of Parks, Recreation and Community Facilities)
- Community Health Workers Certification (Facilitated by Richmond City Health District)
- RVA Ground Works (Facilitated by RVA Ground Works)
- Policy Pathways (Facilitated by Virginia Union University's Policy Pathways)

We had employers from the Greater Richmond area that hosted our youth, including Kings Dominion, Virginia Department of Motor Vehicles, Dominion Energy, and more.

## MYA Program Outcomes

During FY21 youth participated in our six-month Youth Council program with over 200 hours of community service for additional leadership training. In the fiscal year 2021, MYA had the following outcomes:

**Total applicants enrolled = 394**

**Total applicants enrolled = 256**

Program	# Enrolled
Counselors in Training	32 (limited spaces due to COVID)
Teen Workforce	30 (limited spaces due to COVID)
Community Health Workers	10 (enrolled) 8 finished training
RVA GroundWorks	6 youth employed
Policy Pathways	6 youth employed
Virtual Earn and Learn	106 youth employed
Kings Dominion	66 youth employed





BLISS

Mayor's Youth Academy

## Two-Generation Approach, Cont'd

### Youth Council

- Eighteen youth from six different high schools in Richmond participate, researched, and developed a proposal on youth violence that they presented to City Council.



*Members of the Mayor's Youth Council gave their final presentations at J. Sargeant Reynolds Community College in February 2022.*





## Mayor's Guaranteed Income: Richmond Resilience Initiative

### Stability Measure Tool

# Systems Transformation

## Mayor's Guaranteed Income: Richmond Resilience Initiative

By the end of FY21, the Mayor's Guaranteed Income: Richmond Resilience Initiative (RRI) pilot had been in operation for six months, serving eighteen participants. RRI is made possible by the financial support of key partners like the Robins Foundation and Mayors for a Guaranteed Income. For twenty-four months (December 2020 through December 2022), participants receive a supplement of \$500 per month. There are no restrictions on the spending, as with most traditional social safety net programs. RRI emphasizes the dignity of the participating individuals above all else.

RRI is unique because it targets a sudden, unexpected decrease in public benefits as a result of an increase in earnings known as, **The Cliff Effect**. Generally, when wages increase, families lose some, or all, economic supports. RRI aims to show how the benefit of a living wage may reduce the impact of the cliff effect, preventing economic instability.

OCWB is recruiting 37 additional individuals for a 2022 cohort, bringing the total amount of participants to 55.

## Stability Measure Tool

OCWB's Stability Measures Tool was used to establish a baseline on the Crisis to Thriving continuum. This tool is used to provide a snapshot of the participants' present condition. It also helps determine if employment, housing, education, transportation, and childcare barriers exist. The tool is formatted as a matrix in which scores are assigned based on participants' responses during the assessment. The range of scores is 1-5 with intervals of .5 to indicate increments of stability.



## Stories that Inspire Us

### Shining Stars

### Watch Us Work

Richard Fuller

Angela Long

Viola Lambert

# Agents of Empowerment: Narratives and Storytelling

In 2021, OCWB focused on amplifying the stories of adults and youth who come through our programs. We also are highlighting the work of our very own team.

## Stories that Inspire Us

Stories that Inspire is about adult participants enrolled with OCWB Career Stations. These narratives demonstrate how our participants are moving along the ladder from crisis to thriving. Typically these stories may include: new employment, pay raises, credentials earned, and degrees earned. In addition, some of the stories show how individuals have moved out of public housing. Three of our participants have become homeowners.

## Shining Stars

Shining Stars is about Richmond Public School youth who participated in the Mayor's Youth Academy. These stories focus on student activities, academic achievement, and civic involvement.

## Watch Us Work

We are excited about highlighting the work and accomplishments of our staff through this new series launched during FY21.





Stories that Inspire Us

Shining Stars

Watch Us Work

**Richard Fuller**

Angela Long

Viola Lambert

# Agents of Empowerment: Narratives and Storytelling, Cont'd

## Richard Fuller, The Game Changer



*Mr. Fuller takes a break between bus routes in front of a GRTC bus in Richmond, Virginia.*

Richard Fuller enrolled in OCWB's workforce program in November of 2019. He came to our Career Stations seeking a new career pathway. A thirty-year retired school teacher from Richmond Public Schools, Mr. Fuller was ready to start his second career. His Barrier Navigator, Shawanda Clark, encouraged him to attend a work session with the Greater Richmond Transit Company (GRTC), which was looking for bus operators. GRTC offered him employment the same day.

He began his training with them in December 2019. Mr. Fuller's starting salary was above the living wage. After 19 months, he received an \$8.00 raise.

"The staff at OCWB are very professional and totally committed to job excellence...They continued to work closely with [me] throughout the entire [job search] process until I was [employed]," says Mr. Fuller.

As a GRTC bus driver, Mr. Fuller comes into contact with hundreds of Richmond residents. He passes information along about OCWB's workforce program and encourages community members to attend virtual information sessions to learn more about our services.



Stories that Inspire Us

Shining Stars

Watch Us Work

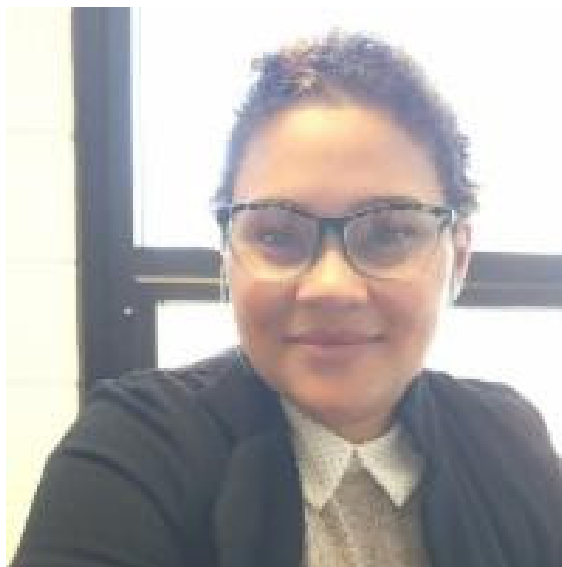
Richard Fuller

**Angela Long**

Viola Lambert

# Agents of Empowerment: Narratives and Storytelling, Cont'd

## Angela Long, Aspiring Childcare Leader



*Angela Fuller is at the Career Station at East End.*

Angela has been a participant with the OCWB Career Station at East End since 2018. She is a single mother of four daughters and raising three nieces. Angela came to the program with a background in childcare, massage therapy, and customer service. However, she was seeking help to develop an individualized career plan that could help her accomplish her goals of advancing in her field and earning more income.

During her time at the Career Station, Angela has honed her soft skills. She attended the mock interviewing and resume writing workshops. Through the program, Angela was able to secure employment at a local university daycare - where she worked for nearly eighteen months before the onset of the pandemic.

Angela renewed her CPR/AED Training and took a customer service certification class at J. Sargeant Reynolds. She will complete her coursework to receive an Infant/Toddler teacher's license in four months. One of Angela's long-term goals is to become a childcare administrator.





## Stories that Inspire Us

Shining Stars

Watch Us Work

Richard Fuller

Angela Long

**Viola Lambert**

# Agents of Empowerment: Narratives and Storytelling

## Viola Lambert Expresses Gratitude

Viola Lambert was a participant in our workforce program. Here is what she has to say about her experience:

"I just wanted to take this time to thank the Office of Community Wealth Building for everything you all have done for me. Not only did I get emotional and moral support, but I enrolled in a program where people care. It took me 30 plus years to even attempt to obtain my high school diploma. I never thought it was possible ever again to obtain something that was hindering me most of my life. I never thought I would ever be able to get my High School Diploma but I did and it was because of you!"

Again Thank You,  
Viola Lambert





## **GOAL 1** **Strengthen Wealth Building** **and Social Enterprise Initiatives**

### **GOAL 2** **Increase Access to** **our Services**

### **GOAL 3** **Expand and** **Strengthen Partnerships**

# Forging Ahead Fiscal Year 2022

Though we have been successful at providing more than 10,000 services this fiscal year alone, this only compliments the 1,400 softs skills, job readiness and occupational training opportunities our participants have completed amid the pandemic, as well as the child care, emergency financial assistance, food and housing resources, transportation, learning materials (i.e. books, nursing kits, barber/cosmetology sets, boots, hard hats and tools) and mental health support our participants have received through our office.

As we move into the fiscal year 2022, we believe the following multi-year goals will enable us to improve our odds of providing equitable solutions that reduce the impact of poverty and enhance wealth development opportunities for the hardest to serve in the City of Richmond.

## **Strengthen Wealth Building and Social Enterprise Initiatives**

In order to help individuals build wealth, OCWB is poised to strengthen its resource network to expand social enterprise initiatives and wrap around financial supports. A few of these offerings include:

### **Financial Literacy Programming**

This program will be conducted in seamless partnership with the Office of Financial Empowerment, RVA Financial and other related entities. These collaborations will enable us to offer our participants access to skill enhancement opportunities regarding: banking, credit management, mortgages, savings plans, entrepreneurship mini grants, life insurance, estate planning, cryptocurrency and investing.



# Forging Ahead Fiscal Year 2022, Cont'd.



**GOAL 1**  
**Strengthen Wealth Building  
and Social Enterprise Initiatives**

**GOAL 2**  
**Increase Access to  
our Services**

**GOAL 3**  
**Expand and  
Strengthen Partnerships**

## **Mayor's Guaranteed Income: Richmond Resilience Initiative**

OCWB currently administers the Richmond Resilience Initiative that is designed to lift individuals out of poverty through a two-year cycle of monthly income boosts. The program follows a data-driven, research-tested capacity model similar to those applied in other cities.

## **Training in High Growth Careers**

We will develop a "homegrown," locally-based, tech-savvy, City of Richmond workforce, equipped with the marketable business, technology, and communications skills sought by regional industry partners. During FY22, we will continue to explore and offer training opportunities in areas of Cybersecurity, Solar Panel installation, logistics, and health care.

Social Enterprise development involves developing, nurturing, and expanding firms that are specifically geared towards hiring persons experiencing poverty. These initiatives contribute to the stabilization and development of emerging neighborhoods marked by high poverty. Two of these projects are:

## **The Foodies: Urban Social Enterprise Project**

OCWB is working with potential partner RVA Street Foodies to advance and pilot a Workforce Development/Urban Social Enterprise model that would be a case study to explore positive outputs and outcomes in the community around food justice and creating jobs in the food industry.

## **Entrepreneurship Project**

Last year, OCWB partnered with Elliott Eddie to plan a simulated fun day where we introduced the Entrepreneur Game to the community as a way to teach about the principles of business and entrepreneurship. We plan to expand entrepreneurship opportunities for more participants and provide mini-grant resources to budding entrepreneurs in partnership with the Office of Financial Empowerment.

# Forging Ahead Fiscal Year 2022, Cont'd.



**GOAL 1**  
Strengthen Wealth Building  
and Social Enterprise  
Initiatives

**GOAL 2**  
Increase Access to  
our Services

**GOAL 3**  
Expand and  
Strengthen Partnerships

## Increase Access to our Services

Expanding the community's access to our services is an integral part of the plan for our long-term impact. The following is a list of programs or initiatives that we will expand, implement or strengthen:

### Career Stations on the Go

OCWB partners with others to make services accessible in the community. Barrier Navigators are located in local library branches and hold office hours at three of the "big six" RRHA communities within the city, with the remaining site locations already in view. OCWB hosts the DMV's community mobile unit and various partners with resource opportunities for our participants. To continue our efforts to increase access for all who desire our services, we have been in communication with City Council members to explore the possibilities of expanding our reach into each of their respective districts, as well. In the same way, we plan to open several more satellite locations in the next twenty-four months.

### RVA Women at Work (RWW)

Black and Latinx women make up 60-70% of our program's caseload. OCWB is adjusting its program model to make workforce development services, especially in non-traditional career pathways, more accessible for Black and Latinx women in the City of Richmond; we also want to expand their access to higher-paying jobs in these careers. Women from single-parent households have reported limited childcare as the primary reason for not participating or completing workforce activities at OCWB Career Stations, where 80% of program services are administered, typically. With RWW, Barrier Navigators will bring services to the homes of participants. RWW will provide a compelling case study to model innovative workforce development strategies that can yield more significant impacts for vulnerable communities in the City of Richmond.



**GOAL 1**  
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# Forging Ahead Fiscal Year 2022, Cont'd.

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## Super Saturdays

We will provide in-person and virtual information sessions for residents who work during the week and want to learn more about to enroll in our programs. Offering these sessions during the weekend allow us to help those are underemployed.

## Virtual Workforce Sessions

During the pandemic, we migrated our workforce sessions to a virtual platform. Though our Career Stations have opened fully reopened, we will continue to offer virtual workforce sessions as a way to provide content and information to residents who may not be able to visit Career Stations.

## QR Codes

QR Code technology allows easy access to data of any kind. Engagement and interaction through smartphone devices is one scan away just by using the phones camera feature or any efficient QR Code Reader application. We will increase our use of QR codes as a way to make our events more accessible.

## Expand and Strengthen Partnerships

We are committed to expanding our reach by planning initiatives with our internal and external partner agencies. Though our interdepartmental partners (i.e. City Ambassadors, Departments of Economic Development, Justice Services, Parks, Recreation and Community Facilities, Social Services and Public Works, Richmond Public Libraries and the Offices of Equity and Inclusion, Financial Empowerment, Immigration and Refugee Engagement and Minority Business Development) continue to be strong contributors to our joint success, we have also expanded our partnerships and will continue to engage additional partners who can help us provide more comprehensive service delivery in the next five years.



# Forging Ahead Fiscal Year 2022, Cont'd.



GOAL 1  
Strengthen Wealth Building  
and Social Enterprise  
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Expand and Strengthen  
Partnerships

**These external partners include, but are not limited to:**

**Befriend** partners with OCWB to provide supportive services to participants, including organic “issue management.”

**Dream Academy** provides OCWB participants with an opportunity to earn a high school diploma by focusing on academic excellence, personal integrity, and interpersonal responsibility.

**ReWork** is our sister agency that provides wrap-around services for participants. As a result, many residents in our caseload are dually enrolled in our program and OCWB’s to receive the maximum support.

**SCORE** serves as subject matter experts and mentors to our participants who choose entrepreneurship as their pathway to economic mobility.

**Additional external partners include, but are not limited to:**

Capital Area Partnership  
Uplifting People (CAPUP)  
CARITAS  
Chmura Economics &  
Analytics  
Community College Workforce  
Alliance (CCWA)  
CW Consulting  
Federal Reserve Bank  
Feed More  
Foundation for Family &  
Community Healing  
Help Me Help You (HMHY)  
H.O.M.E  
Homeward  
Lenore Coaching  
Radio One  
Robins Foundation  
RVA Financial

Richmond Behavioral Health  
Authority  
Richmond Public Schools  
Richmond Sheriff’s Office  
Richmond Technical Center  
RVA Financial  
Policy Pathways  
Truist  
University of Virginia  
UpTogether  
Virginia Commonwealth  
University  
Virginia Department of  
Health  
Virginia State University  
Virginia Union University  
YMCA  
YWCA





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