RICHMOND HUMAN PROGRESS AND HUMAN SERVICES
2035 WORKSHOP REPORT

June 2018

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INTRODUCTION

In 2035 – what will human progress, human need and human services be in Richmond? What implications does that have for shared community goals, and what modifications or recommendations may be needed over the years? And what implications does it have for today's strategies for public and private human service providers and community partners?

On May 23rd, the Richmond Office of Community Wealth Building (OCWB) hosted a "scenario workshop" to discuss these questions and "step into" the alternative futures represented by the four scenarios. Participants were from the Department of Social Services, Department of Human Services, OCWB and other leading organizations in the community. The scenarios had been developed by more than 40 community leaders in February, using the Institute for Alternative Futures' framework for understanding the future of human services and their environment.

The Richmond Human Progress and Human Services 2035 Scenarios offer a tool for the local human services community to explore opportunities and threats, to imagine preferred futures, bound uncertainty and to assess the implications of these futures for One Richmond and the OWCB's goals and strategies.

Richmond was chosen to be one of the 8 state and local efforts of the Human Progress and Human Services 2035 project for their bold leadership in building community wealth through building more equitable opportunities while addressing structural and historic oppression.

These Richmond scenarios and the Scenario Workshop are a part of the Human Progress and Human Services 2035 project, supported by The Kresge Foundation. This report identifies highlights from the Scenario Workshop, including key recommendations, scenario likelihood and preferability, and next steps and feedback.

IMPLICATIONS AND RECOMMENDATIONS ON CURRENT GOALS AND PRIORITIES

After the scenarios were presented – and participants were given the opportunity to share their insights, comments and questions – the full group separated into four teams. Each team was assigned one of the four scenarios and given the opportunity to "step into" that future, considering how successful Richmond priorities and goals (See Appendix A) would be and develop short term and long term recommendations. Presented here are highlights from each of the four scenario groups.

SCENARIO 1: OLDER DOMINION

Will the Richmond goals and priorities be successful in this scenario? Are adjustments or changes needed?

Yes, if the following are achieved:

- Reformation of the criminal justice system by eliminating disenfranchising legislation
- Addressing racism and racial barriers through intentionality and advocating against the structural and institutional racism within education, criminal justice, housing and regional transportation
- OCWB must empower upward mobility beyond poverty

Recommendations for human services and poverty reduction in the next three years

- Use technology for a centralized database and apps that integrate Social Service needs, such as applications and renewals
- Align services better for ideal programming for a more seamless execution of service delivery and less resources splintering
- Develop a cross collaborative case management system to promote communication between Human Services Key Agencies that work with the most vulnerable populations.
- Regional collaboration is key - develop MOU and MOA with other jurisdictions to enhance communication, collaboration, and resources

Recommendations for human services and poverty reduction focused on the 2020s and 2030s in your scenario

- Use predictive analytics in Human Services effectively, without profiling
- Develop programs to engage older and younger members of the population

- Technical Education programs for employment instead of SOL's
- Use education as a tool to retain families to be successful in urban environments
- Integration of communities - facilitate the successful merging of different cultures
- Develop a contingency management system for Human Services (Intentional programming)

SCENARIO 2: A TALE OF TWO CITIES

Will the Richmond goals and priorities be successful in this scenario? Are adjustments or changes needed?

- No, the goals for decreasing poverty will not be achieved in this scenario (poverty levels will drastically increase)
- Job creation and growth will be slow due technological advances making more jobs automated
- Development of a regional transportation system can be achieved, if driven by free market innovation

Recommendations for human services and poverty reduction in the next three years

- Funding for the expansion of the workforce development must begin during 2024/2025 to start the recovery process from the 2023 Great Recession
- Accessible technology is a strategy - reinvest FCC fees back to the communities for technology advances
- Richmond will need neighborhood assessment and education on adverse childhood experiences (ACEs)
- Pursue intensive case management for all to make sure everyone is receiving the benefits they are eligible for
- Find a way to drastically lower the cost of food or make food free for everyone
- Let capitalism and market innovation develop shared transportation, rather than the transportation development being a governmental venture

Recommendations for human services and poverty reduction focused on the 2020s and 2030s in your scenario

- Businesses incentivized to have a percentage of their earnings invested into the community (i.e. building/reconstructing new schools)
- Mandate that businesses invest in non-profits
- Increased boundaries and accountability for localities competing for business
- Transferable equity for families

- o Richmond to provide 50-year home loans that are easily transferable to family members, allowing for transference of wealth and assets

SCENARIO 3: MONUMENTS OF EQUITY

Will the Richmond goals and priorities be successful in this scenario? Are adjustments or changes needed?

- Yes, they can be achieved but Richmond must be intentional about bringing together efforts that address and engage both those living in poverty and the privileged
- Richmond must fund and engage work on the mindset change towards truly embracing equity
- Must develop ways to support people in the jobs they desire and ensure all feel welcomed in the society

Recommendations for human services and poverty reduction both in the next three years, and through the 2020s and 2030s

- Redesign schools and after school programs
    - o Focus not only on kids, but programming that instills feelings of compassion for community members of all stages of life
    - o Integrated education
    - o Change the way we train and teach children (and adults), emphasizing compassion as a skill
- Intensify partnership with corporations and nonprofits for funding
    - o Philanthropy is crucial, but it is not enough – funding will require corporate involvement
    - o To engage corporations in donating money to human services, there must be a shared sense of caring and community to want to advance the greater good combined with personal responsibility
    - o There is an opportunity with Corporate Social Reasonability and counseling the corporations in how and why they should help community causes
    - o Create socially responsible corporations
- GBI will give equal payments; more will be needed to achieve equity
- Speaking with each other across the community is critical
    - o Facilitate and develop a personal and shared sense of belonging, contribution, and success

SCENARIO 4: COME ONE, COME ALL

Will the Richmond goals and priorities be successful in this scenario? Are adjustments or changes needed?

- Yes, but this success is contingent on getting all stakeholders and members of the community on the same page
    - o Leverage the historic pride of Richmond through a communication campaign

- One Richmond
- Get people to buy into the future at all levels
- Begin with shared communication and shared messaging, which contain human service principles, infused into every discussion of action; for example, as Richmond is developing business models human services must be a part of that process

Recommendations for human services and poverty reduction both in the next three years, and through the 2020s and 2030s

- Richmond to identify other successful communities and efforts and do their own demonstration projects
- Some programs will need to be retooled, particularly those for workforce development to be intentional about new jobs, gig work and avoiding jobs likely to be automated.
- Some presently successful programs need to be better promoted
- Integrate and incentivize business and human services coordination at all levels
    - Provide tax breaks to organizations locating or relocating in Richmond
- Incremental assessments should be done, and conditions around tax breaks and other incentives must be built into the front end of conditions
- Teaching of new skills needs to begin in schools around 8th grade
    - Link education to job opportunities and develop business incentives; for example, if a company wants to locate in Richmond they have to work with schools or hire local graduates to some extent
- Preparations must be made to prepare for the economic shift towards a gig economy
    - Involve businesses in partnerships with Richmond public schools
    - Certify students in vocational and other skills, to empower them to transition into employment with a living wage
- Partnership strategies
    - Services must meet people where they are
    - Ensure partnerships are true; integration must really come together from a business and human service collaboration and join perspective
- Housing strategies
    - As houses are built, apply the office of minority business concept where this is a minimum or a quota of low income residents
    - Ensure there is sustainability of housing and homeownership; for example, inform new homeowners of the market value of their house and aid in financial literacy and wealth/asset management
- Tech financial literacy, housing literacy
    - Coach new homeowners on sustainability - identify costs of running and maintaining a home and budgeting for that

LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS

The workshop participants were asked to consider both the likelihood and the preferability of each scenario. After each scenario was presented, a poll was conducted and results were revealed in the afternoon. Each participant judged the four scenarios' likelihood and preferability with a value from 0 to 100; 0 represented not likely or not preferable at all, and 100 represented complete likelihood or preferability. The scenarios were not to be considered as mutually exclusive sets, so the sum of values in each column could exceed 100. Presented in the table below are the average values.

Scenario	Likelihood	Preferability
Scenario 1: Older Dominion	64	48
Scenario 2: A Tale of Two Cities	54	16
Scenario 3: Monuments of Equity	52	72
Scenario 4: Come One, Come All	37	72

The participants found Scenario 1 to be relatively likely and the most likely of the four, which reflects the intended construction of this expectable scenario; however, Scenario 1 is not the most preferable. Scenarios 3 and 4 (visionary) are significantly more preferable, but perceived as less likely.

The results from Richmond were similar to the averages found across the seven-other state and local participants in the project. These may reflect some shared perception and preference across leading organizations.

One lesson from looking at these results is the risk of reinforcing a suboptimal future. Scenario 1 represents the type of forecasts that are often used in strategic planning, particularly in assessing the opportunities and threats the community faces (the O & T of a classic SWOT analysis). But Scenario 1 is not as preferable as either Scenario 3 or 4. Communities are at risk of building their plans in reaction to the most likely future.

ROBUST RECOMMENDATIONS FOR EQUITY AND WEALTH BUILDING IN RICHMOND

After participants presented on each of the scenarios, recommendations which were 'robust' – meaning, those that worked across two or more scenarios – were identified.

ROBUST RECOMMENDATIONS

- Increased coordination among service providers
- More collaboration with agencies and human services with the business community to effect change
    - Develop an incentivized business model to support that change
- Restructuring education, both to increase preparedness for the evolved economy and to fundamentally reconsider how schools operate
    - Change curriculum to aid future employment
    - Develop schools to more fully serve the entire community
- Promote a widespread mindset change, driven by an intentional communications campaign, to help community members embrace equity
    - Get people on the same page of a shared vision
- Develop better and intentional use of technology to directly aid services and community empowerment
- Richmond should increase learning from other communities' successes and innovations, while modeling our own projects

Participants ended the meeting providing their individual sense of next steps and feedback on the meeting. These further next steps for pursuing wealth building, equity and enhanced human services in Richmond are identified in Appendix A.

CONCLUSION

To conclude the Workshop, participants were encouraged to continue to **aspire** and **monitor their aspirations**. Participants were reminded that **the vision is a Richmond that provides high quality of life and educational and economic opportunity to all residents**. This exercise of stepping into alternative futures has served to: provide a long-term view, makes service deliverers more flexible in dealing with the likely challenges and opportunities, enables us to be more strategic and increases Richmond's ability to create our vision.

Participants provided their feedback on the Scenario Workshop (see Appendix C).

APPENDIX A: NEXT STEPS FOR EQUITY AND WEALTH BUILDING IN RICHMOND

A. What do you see in terms of an integrated public and private health and human services continuum in Richmond?
- Shift focus to younger groups of 15 years old
- Pick one or two areas that can be the area to drive and stimulate a shift, such as workforce or housing
- An all-inclusive community focused on city meeting the needs of all citizens regardless of poverty or privilege status
- What is needed to bring private entities to buy in to human services needs for Richmond
- Connection not only to communities (grass roots) but also organizations that can help the funding side of all this, like corporations
- Such a continuum is very positive and necessary to make any progress
- Need multi locality and regional collaboration systems
- Need conversations, common goals and metrics, and shared visions
- OCWB can lead this, especially if reworked with a multi-local or regional convener
- This is a BIG endeavor, but the impact would also be big
- Shared data including basic information (family size, demographics, services) that is accessible to public and private organizations. It would establish invisible pipelines, reduce duplication and hopefully improve effectiveness and efficiency
- The OCWB needs to build a big RVA social media campaign around creating the future we want. Leverage our RVA pride. Get a shared vision for the future
- Reattempt true collaboration despite of personalities and prejudices; and recognize there is value in all our jobs
- The continuum and the vision are achievable with a connected and selfless effort directed toward the needs of the citizens, driven by the Mayor
- There are many leaders in various sectors who have given time, talent and treasure towards 'gaps' that need closing. However, there are myriad smokestacks and silos that need to have an all hands-on deck approach to change current patterns

B. Where are the next opportunities for partnerships and shared work?
- Intentional partnering within the city first
- Lower food costs
- Transportation
- Getting communities involved including small business and large corporations
- Partners in education
- Mental health
- Justice entity

- Businesses
- I don't know but our group spoke in depth about connecting communities and helping build a caring for what happens in our communities
- Recruit cross division and cross sector partners
- OCWB to have greater autonomy
- OCWB determine their approach forward
- Partners who play role in the vison invited to identify the role they play both in services provided and changed they'll need to make
- Build awareness with constituents, funders, regional partners, legislative, etc. of the shared plan with an invitation to find their role in the shared vision
- Ensure the people we are primarily planning for are included in shaping the vision in order to have shared ownership and be certain that we're on the right track. We don't want to build it and "hope" they'll come
- Partnerships with school system and corporations for achieving One Richmond goal #1 and OCWB
- Schedule a reporting out session with recommendations for all departments
- This must evolve into an inclusive and deliberate effort – our "north star" that is the starting point for every business, human services, government meeting in RVA for the next 10 years
- Define what services are provided from each entity and likely connections and cross paths
- To develop models of success for each entity to define where collaboration is feasible, appropriate and desired
- Gather leaders to project out to 2035 and lead their ideas to close gaps

C. The scenarios forecast significant impacts of data and technology on our work, including automated eligibility processing; more comprehensive family needs/resource analysis; predictive analytics anticipating/preventing problems; cognitive computing apps doing counseling and case management.

What other data and technology applications do you see in the years ahead for Social Services and OCWB?
- Drones and droids and 3D printing technology
- Aging of adults; data base that is inclusive and opened to shared information system
- Security of data
- Navigator kiosk throughout city in which an individual can input challenge, what's needed, and the kiosk outputs one page on services, contacts, etc.

a. How do we get ready to use these changes appropriately and effectively?
- One universal data collection process even if using different systems
- Education and hands on training directly in one's own community starting with a pilot program in a targeted area
- Create planning for the future to include real time changes/ solutions/ outcomes to reduce poverty and increase equality in all areas
- One example is how/if we start tracking things like evictions to give more focus
- Ask people what they need, want, are comfortable with
- Training in PM, communications, relationships and trust underpin effectiveness of systems
- Digital literacy
- Prioritize where relationships should still be the prime or only option in order to build trust, reduce apathy, etc.
- Work to ensure that the technology is not biased
- Our school system has to advance its technology and increase access/ student laptop programs. These to take home to practice and build skills taught
- Paradigm shift
- Be intentional about creating our future RVA – powerful!
- Be willful and intentional in data sharing to identify and engage citizens in support of wealth building and self-sufficiency
- This will be determined when there is a unified division and commitment to proposed changes

APPENDIX B: RICHMOND GOALS AND PRIORITY AREAS

One Richmond Vision and Goals

The vision of One Richmond is to build a City that provides a high quality of life and educational and economic opportunity to all residents.

Building **One Richmond** has five key goals. Each of these challenges must be addressed within an equity framework that makes sure that people and neighborhoods who have too often been left out are always included in these efforts on an equal footing.

1. Improving the quality of public education and the lives of children and families in Richmond through a comprehensive approach that supports the needs of children inside and outside the classroom. Richmond needs and deserves schools that all residents and potential residents have confidence in, and our children need and deserve the support of the entire community.
2. Promoting social and economic inclusion of those who have been left out of our City's prosperity, through inclusive economic development and community wealth building strategies that both grow the pie and assure that those who most need employment and business opportunities have not only access to opportunities but the support needed to succeed.
3. Promoting public safety in all our neighborhoods, both through policing strategies and long term investments in crime prevention efforts (including addressing the needs of young people).
4. Providing high-quality public services to all residents while being wise stewards of our City's infrastructure and natural resources and planning intelligently for continued growth .… [The] growth and usage of our limited space should balance careful planning and the flexibility to respond to catalytic opportunities and investments, especially in challenged neighborhoods.
5. Ensure a well-functioning City government that re-establishes citizen confidence by transforming City Hall into a high-quality public sector organization with a culture of successful project execution and strong citizen service. Achieving this goal also means creating an organization that can attract and retain quality public servants, at all layers of all the organization, and assure that those public servants are motivated by a shared mission of building a stronger city.

Community Wealth Building Goals and Strategies

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 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. This will be achieved through developing and using strategies to identify and tackle barriers to community wealth building. The mobilization of city-wide community wealth building networks is based upon nine economic mobility domains: Employment Stability, Income, Transportation, Childcare, Housing, Quality of Life, Food, Legal and Recovery.

> The City of Richmond has set three long-term goals for its poverty reduction initiative:
> - **Reduce the total number of residents in poverty (apart from college students) by 40% by 2030**
> - **Reduce the number of children in the city living in poverty by 50% by 2030**
> - **Reduce the City's overall poverty rate to 15% or less by 2030**

Key Priorities

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

Targeted Job Creation
- Recruit or develop one or more major employers capable of creating hundreds of jobs accessible by underemployed Richmond resident

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

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

Pursue the redevelopment of public housing communities with a commitment to no involuntary displacement
- Achieve the redevelopment of much of the city's housing stock without involuntary displacing of residents, with the aim of weakening the concentration of poverty and improving the physical and social environments of public housing residents

APPENDIX C: FEEDBACK ON THE SCENARIO WORKSHOP

Feedback on the Scenario Workshop

1. What were the most meaningful things you learned from the Richmond 2035 Scenarios or experienced at the workshop?

    - A lot of hope and optimism in the room
    - How very <u>critical</u> it is for the City and our partners to be very intentional and specific in developing our strategy that will move us to a <u>desired</u> future, not just a future in which we need to be prepared to react. How do we need to prepare our workforce <u>NOW</u>
    - The four general scenarios
    - Redesigning how we speak to create value change
    - How the future will transform how we interact and serve others
    - The most meaningful thing I learned is that as the economy is changing we have to be in a position to change and have programs and support in place to reach the goals
    - The scenarios offer some hope for change in Richmond
    - Talking to people who work with the city and hearing optimism
    - Variety of changes coming. Overwhelming!
    - The knowledge, wisdom of OCWB, HS people is amazing
    - The most meaningful thing I learned were about the vast improvements that need to take place to ensure students attending Richmond public schools are adequately prepared for college and the workforce and realizing how much more needs to take place to decrease the poverty levels
    - The dialogue with colleagues was really helpful and the scenarios helped frame and guide the discussion
    - To remain intentional with a forward-thinking approach
    - Not to get caught up in the negative forecast
    - Anticipate risk and opportunity
    - Pursue common goals with partners
    - Build a shared vision
    - All practitioners should be ready to be visionaries to begin strategizing success in a changing world. A defined and likely plan should be devised based on data and predict the state of the City in 2020, 2035
    - Everyone is wanting to be more collaborative in sharing ideas and resources. There is no interest in duplicating efforts. Everyone is interested in sustainability

2. In what ways may your learning or insights from the scenario process affect:

    a) How you monitor the environment, the forces, shaping your organization?
- Stay involved in the spaces where the conversations are happening
- Watching for things mentioned in future scenarios
- Use the "who moved my cheese" perspective and highlight trends during staffing
- As a facilitator, I will incorporate compassion into my lessons
- My organization will be more mindful of other agencies and organizations to collaborate
- How we interact with the department (OCWB) and what we may be able to do to help their efforts
- I'll be looking for evidence (early indicators) of change
- Share this futurist data with my circles, in my plans
- I will take back the information from the scenarios presented and talk with the administration to evolve our organization in taking the necessary steps to help decrease poverty levels in Richmond
- It made me ask where we may be contributing to institutional racism and perpetuating racism
- Processing more of the best case/ worst case scenarios as we are in active strategic planning
- Sharpen my thinking around education, employment and technology
- I will make decisions keeping short term and long term goals in mind
- This workshop has helped me listen to my community partners and know that everyone wants to more effectively and efficiently make Richmond a better City!
- I will be able to be more intentional and strategic in planning and developing programs with partners that reflect and responds to the needs of the entire community
- As we work towards equity, we need a lens or rubric to evaluate our actions/work/progress so it's not just empty jargon that we are using but accountability is in place

    b) The strategies or tactics you pursue?
- Need to ensure strategies are integrated (public, not for profit, corporate, faith based, community, etc.)
- Need to prepare City leadership based on the actual activities/vision/goals/priorities of the City

- Focus hard on workforce
- Building collaboration across agencies
- Understanding the impact of having business community n everything we do
- I am going to collaborate with other community partners
- Ending structured racism in legislation
- I think that from now on I will focus more on how strategies and best practices we use in our office to assist clients can align to help those people reach a more preferable future
- It affirmed the need to integrate digital literacy with clients
- Communication, outreach and buy in
- Yes – future skills needed to navigate
- Create succession planning, share 2035 scenarios

c) Your communications and relationships with partners in the community?
- Create connecting advisory groups
- More education on the possibilities
- Look for opportunities to enhance caring perspective
- Strengthened! Understanding the talent that we have in the City but using it in a more coordinated way
- My communications relationships will be more 'inclusive' focused
- Seek to suggest more collaborative efforts towards change
- Not much I can guarantee, but we can take this all into consideration
- I believe more collaboration is needed with community partners to ensure there is no overlaps of services and to gain a better understanding of what is currently being offered
- We need to pursue more collaboration and partnership
- I wish and hope it gives a common language and vision to start from
- Collaborate with intention around growth and sustainability

3. From today's workshop itself, what did you like most about it?
- Continuity from February to May; small group discussions
- Small group breakouts
- I enjoyed the recap of the after scenarios
- The opportunity to have dialogue and colleagues about issues we generally don't discuss
- I like that Richmond is becoming One Richmond
- Diversity of ideas towards common goals

- Discussion/ breakouts! Wonderful size, not enough time to talk
- Focus on "recommendations" – forced to talk results
- Conversation, directed by topic, with participants
- I liked breaking down into small groups and discussing one scenario. It gave us a chance for everyone's voice and opinion to be heard and not a few people monopolizing the conversation
- Break out groups for dialogue
- Exchange of ideas and proactive discussions
- Learning and engaging
- The comments from other agency practitioners and the ability to network and share ideas
- Breakout sessions to discuss in small groups that weren't self-selected

4. For today's workshop, what improvements would you suggest for future Human Services scenario workshops?
   - Not really an improvement, maybe a next step. Ensure schools (p-k-12 and post-secondary)0 are at the table with corporate partners, law enforcement, etc. How do the other areas (not traditionally thought of as human services) play a role? What do our finance and planning folks need to consider, how about our human resource professionals?
   - Make it two days – second day move through all 4 scenarios
   - Climate in the meeting space a bit cold – offer tea for non-coffee drinkers
   - Incorporate more videos expanding the future
   - Focus more on developing a viable and realistic plan in addition to spending lots of time for next steps
   - It is my hope that people from the scenarios (poverty teens, elders, immigrants) be invited to participate in future workshops
   - None
   - More discussion time
   - Less slide reading, or using participants more
   - Less lecture on what could happen and as much time as possible generating solutions and strategies for what's predicted
   - Involve higher level leadership in "commitment" discussion specific to recommendations
   - Can you paint the scenarios more robustly – visually – more story like, maybe adding a person
   - No suggestions at the future
   - Have youth present and current beneficiaries of human services

Other comments

Please share any other comments you have regarding this project, including any other impact this effort has had or may have on your work.

- Love the opportunity to step into the future. Plan to learn more about 3D printing and ADUs! Thank you!

- Create a class for looking in the future for young people

- I think this project is awesome. I wish I would have attended the initial one in February

- The project was a motivator for change. The workshop/project addresses the problems/issues, as well as solutions for change

- Include more constituents who are receiving services so they can help shape what our collective future will be. Shared ownership and creation is critical to the effectiveness of what we do

- This process is energizing. It forces you to learn, unlearn and relearn

- Excellent

- Motivating

- I leave here thinking differently and thinking deliberately about the future

- The lunch was delicious and appreciated. I enjoyed the entire day. Thank you.

- Sometimes I feel like, as a librarian, I do not work as hard as human services caseworkers – but we do provide different services and can do a lot as a connection