



Part II: The Quality of Life Plan for North Highland Park



Vision of North Highland Park

North Highland Park is the place we call home. We, the fabric of North Highland Park, are people of all ages, backgrounds, beliefs and abilities.

- We will revive North Highland Park as a community distinguished by leadership, cooperation and community engagement, where we will create family among neighbors and come together to help one another.
- We will create a community of actively engaged citizens who live, work, play, pray and grow in a safe, healthy and sustainable environment that meets the needs of today while constantly looking forward to a better tomorrow.
- We will empower our youth by providing enrichment and learning opportunities and encourage all residents to value and engage in educational endeavors.
- North Highland Park will be a community where people of all ages can have an impact and we will foster a sense of pride to create an identity visible to the outside community.
- We will constantly strive to make our community the very best it can be—a safe place where children are raised, neighbors interact, spirits are engaged and better lives are built.

We are a community whose greatness has yet to be fully realized -
we are North Highland Park.



Goals, Objectives and Implementation Strategies

SUMMARY OF GUIDING PRINCIPLES

Leadership and Neighborhood Connections

Leadership and neighborhood connections gets at the heart of community, and requires an encompassing approach to cultivate trust, progress, growth, accountability and respect among residents. In order to maintain leadership and neighborhood connections, the existing talents, culture and assets of the community must be leveraged to create stronger networks between residents, community organizations, and civic leaders in North Highland Park.

Strengthening Neighborhood Youth

Strengthening neighborhood youth requires creating a safe but monitored environment for interaction and friendship formation. Youth strengthening is about providing informal educational opportunities where if kids need help with homework, they can get it! Where discussions about current events help them understand the world around them and their community.

Neighborhood Safety

Neighborhood safety is vital to fostering a sense of community in North Highland Park. Facilitating communication between community members and law enforcement as well as strengthening community involvement in crime prevention strategies will decrease the threat of crime in the neighborhood. Improving the image of the neighborhood for both community members and the general public is also an important step towards changing the perception of the area.

Building Foundations for Success

Every person needs a foundation to stand on to reach their fullest potential. Fulfilled, passionate neighbors are the building blocks of a vibrant community. Laying groundwork to have a neighborhood where all residents have the opportunity to be meaningfully and gainfully employed; where residents have access to resources that help them prepare for, locate, and retain quality jobs.

What follows are the plan recommendations derived from community input and community meetings. In each case, all partners have been contacted and their interest has been confirmed.



Leadership and Neighborhood Connections

INDICATORS

Volunteerism: The volunteer rate for the City of Richmond is consistently lower than the average volunteer rate across Virginia. In 2008, 21% of people in Richmond over the age of sixteen were engaged in volunteer service, while 29% were engaged across Virginia¹⁹.



Neighbor Relationships: Data collected from the Quality of Life survey indicate that North Highland Park residents have relationships with their neighbors. When asked to agree or disagree with the statement "I have a relationship with my neighbors in North Highland Park", 69% of respondents agreed while only 5% disagreed.

Civic Engagement: Only 44% of respondents indicated that they are aware of a civic association for the North Highland Park area. The majority of respondents were not aware (31%) or not sure (15%) of a civic

association for the neighborhood. Of those surveyed, 38% reported never having attended a meeting with any civic association.

Community Action: Surveyed residents reported that if they have a concern or question about a neighborhood issue, they are most likely to contact a City of Richmond department (37%), and second most likely to contact a local neighborhood organization (28%). This shows there is a relationship between residents, city services and community organizations.

Information Circulation: North Highland Park currently has no comprehensive community newsletter, blog or website. In 2005 there was a neighborhood blog, "Connecting Highland Park", run by the Highland Park Community Development Corporation (HPCDC) that provided information and a space for community dialogue. This blog has not been updated since the summer of 2005²⁰.

Community Development Organizations: In the last decade, North Highland Park has had two community development corporations, HP-RAPP and the HPCDC, but neither are currently active²¹. Recently the Six Points of Hope CDC was formed, showing the commitment to neighborhood revitalization.

"As you engage people—that's when change happens, it's about getting to know people and engage people...anything is worthwhile when you cross boundaries and make connections."



COMMUNITY EXPERIENCE

Volunteerism: Community organizations are working to engage residents and other individuals in building community. Boaz & Ruth has more than doubled the number of volunteers at community engagements and events, from 61 volunteers in 2009 to 160 volunteers in 2010.



Neighbor Relationships: Residents expressed concerns about getting to know their neighbors. One resident reported that they "just talked to the person who's lived beside me for a year for the first time yesterday"²²

Meaning of Community: Residents described "community" as a feeling that your neighbors are looking out for you, and that neighbors work together to solve problems and keep the neighborhood safe. As one individual said, "community means working together. I love my neighbors"²³. Another respondent explained that community means

"recognizing each person as a contributing member to the success of individuals in that community"²⁴.

Civic Engagement: Residents see a need for more engagement with civic leadership to improve quality of life. One respondent commented, "You know, we're missing a lot because Ellen has a community meeting every month and only one resident shows up"²⁵.



Community Trust: "With church every year we might have activities, events, and try to reach out, but I feel that there is this unspoken 'stay to myself' spirit or mentality because we don't have that trust, people are like, 'why are you coming to my house?' 'Why you commin' to knock on my door?' 'Who is this person?' People have to be able to trust in community, and that there can be something different".²⁶

Neighborhood Image: "If you want negativity you can find it, like in any community. But what we're missing is the positive. I'm gonna try and make it out to something, do something, share my voice, you never know what could happen"²⁷.



GOAL 1: Empower people to stay, cross boundaries and make a difference in North Highland Park.

Objective 1.1: Develop a Block Leader team

Why: Community change starts with engaged residents. Neighborhood Block Leaders will increase neighbors' visibility and awareness of opportunities for engagement in the community, build community trust, and foster neighborly connections among people living on the same block.

Who: Current Block Captains for the Neighborhood Watch or other interested individuals on each block.

What: The Block Leaders will be a leadership team that represents each block of the neighborhood. They act as the information and engagement link between neighbors on their block and the rest of the neighborhood. They will act as the point of contact for residents about community news, events and activities.

When: The Block Leader team will be assembled in year 1.



Objective 1.2: Enhance existing opportunities for open and frequent communication among residents

Why: Open and frequent communication is integral to building and maintaining relationships among residents. When residents can easily share and receive information about their neighborhood then there is quicker resolve to issues and more visibility to successes.

Who: Volunteers from the blocks, Block Leaders, the Guardian Angels, Boaz & Ruth, and the Youth Steering Committee (See Objective 2.1).

What: Expand the North Richmond Revitalization Coalition newsletter to include community news, highlight recent achievements, advertise upcoming events, as well as neighborhood classifieds, personal stories, recipes and other items of interest. A community blog will also be created as a virtual space for residents to get news and information, share stories, post pictures, videos, and have online conversation and discussion.

When: The newsletter will be a quarterly distribution through the Block Leaders and their volunteers. The blog will be more frequent, with weekly to bi-weekly updates.





"There is no reason to embrace the community that gives nothing back; you have to create that community involvement."

Objective 1.3: Create a community directory and calendar

Why: To help build an awareness of the available resources, assets and events in North Highland Park and to highlight residents' individual talents and abilities.

Who: The Implementation Organization (See Part III), the Richmond Redevelopment and Housing Authority (RRHA), The Northside Outreach Center (NOC), North Richmond Revitalization Coalition (NRRC) and the office of the Councilperson.

What: The calendar will include all programs, events and activities that are being held in the community. The community directory will include the local asset map, individual assets from community mapping and a listing of resources available through community organizations. The Implementation Organization will contact local organizations to get listing approval. It will be available to citizens in community gathering spaces such as at the Fire House and Ann M. Hardy Community Center, as well as online on the community blog and councilperson's website. The RRHA and the office of the Councilperson will update and advertise the directory and calendar.

When: The calendar and directory will be created in Year 1.



Objective 1.4: Establish community mapping that highlights community assets

Why: Identifying individual assets, gifts, talents and skills of neighbors (e.g. Janet makes great pumpkin pie) can propel progress and aid in community involvement.

Who: Block Leaders, community youth, the NOC and the KRA Corporation (See Objective 4.2).

What: Block Leaders and other volunteers will organize teams of residents, particularly youth, and utilize community mapping tools and templates that are created by our team (Appendix) to gather diverse and fun neighborhood assets from neighbors on each block. Block leaders will designate days for community-wise mapping to increase participation and safety. This information will be added to the community directory as the Community Asset Bank.

When: The community mapping of North Highland Park will begin in the summer of Year 1 and conclude in the summer of Year 2.

"We are really a neighborhood resource center. We believe in giving people second chances, so a lot of ex-prisoners came to us but that wasn't how we first intended it. We are about helping folks get their lives back on track, and we have kind of been branded as a re-entry program. Really what we're about is healthy communities and healthy people."

~Boaz & Ruth



Objective 1.5: Establish a collection of oral histories from North Highland Park residents

Why: The North Highland Park neighborhood has a rich history that older residents are eager to share with others in the community. This project will keep the personal histories of residents and families alive, honor the legacies of the neighbors of North Highland Park, and build intergenerational pride and understanding of the neighborhood.

Who: The Guardian Angels, the Youth Steering Committee, Youth Ministry Entertainment, Richmond Public Schools, church youth groups, the NOC, the local library and Ann M. Hardy Plaza Community Center.

What: A collection of stories, interviews, photos, videos, music and artwork will be gathered from neighborhood residents and recorded and presented by community youth. The projects will be displayed in community spaces, such as the library and the Ann M. Hardy Plaza Community Center, as well as online on the community blog. The project should be highlighted in the newsletter and calendar.

When: This project will begin in Year 2 and end in Year 4.



Objective 1.6: Expand community celebrations to foster community connectedness

Why: Residents reported that their relationships with their neighbors are not very good. Many residents expressed hesitation and uncertainty about getting to know their neighbors. Expanding some existing events, such as regular block parties held by the Guardian Angels and the popular National Night Out, would help develop neighborhood support systems through a safe and fun activities that recognize and reinforces the relationships that are the fabric of the community.

Who: Block leaders, the Implementation Organization, the NRRC, the NOC, the Fourth Precinct Police, and any other City departments or community organizations.

What: Neighborhood events will be simple gatherings of neighbors to rekindle friendships, welcome new neighbors, catch up on each other's families, interests and needs, and share food, fellowship and fun. They should be advertised in the community newsletter, calendar, blog and through the Block Leaders. Block Leaders will be responsible for getting neighbors in their block involved, and the Implementation Organization will coordinate with other organizations to organize the events.

When/Where: The activities will take place on throughout the year on the Blocks for Block Parties, on Meadowbridge Road for National Night Out, and at other locations for other events.





Objective 1.7: Create a Welcome Wagon to assist new residents in North Highland Park.

Why: Welcoming new residents into the community is important in continuing to build strong community connections and neighbor relationships. The Welcome Wagon will engage new residents in the community and foster an inclusive atmosphere.

Who: Implementation Organization, Block Leaders, Housing Task Force, community organizations and local businesses.

What: The Welcome Wagon will be a group of individuals and organizations who welcome new residents with a packet of civic information to familiarize them with the neighborhood. Materials will include a Neighborhood Information Packet, a letter from the Councilperson, information on the rights of renters and maintaining a home, a copy of the asset map, transit schedules, recycling days, descriptions of local businesses, and a neighborhood 'value card' or coupon for a local service, such as a \$5.00 coupon for the Firehouse Restaurant if you bring your neighbor.

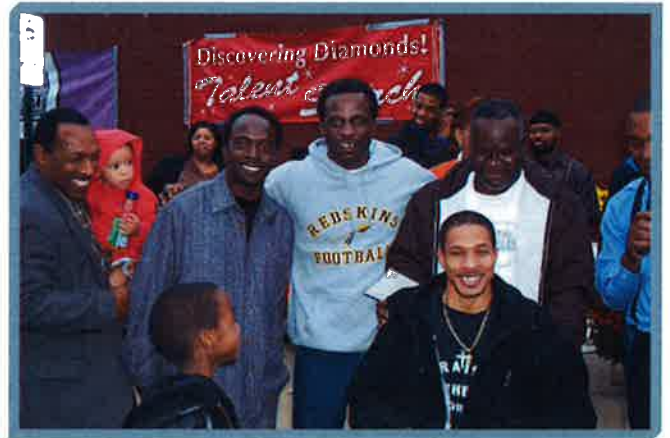
When: The Welcome Wagon will go out quarterly to welcome new residents in their homes.



Objective 1.8: Grow the annual Discovering Diamonds community festival in North Highland Park

Why: To celebrate the rich culture and beautiful talents of the residents of the historic North Highland Park community.

Who: Boaz & Ruth, the Youth Steering Committee, Venture Richmond, City Parks and Recreation, the RRHA and the NRRC.



What: This celebration showcases the unique talents of all members of the North Highland Park community. It is a festival to end the summer season, send kids back to school, and will be expanded to kick off the annual 2nd Street Festival. The festivities will include a school supply drive, raffle, live entertainment provided by the Talent Show, and information booths for residents to learn about community organizations and city departments.

When: Between June and August annually.





GOAL 1: Empower people to stay, cross boundaries and make a difference in North Highland Park

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Objective 1.1: Develop a Block Leader team.								
Build upon the Guardian Angel's Block Captain group to identify Block Leaders	■	■	■	■	■	Guardian Angels, Boaz & Ruth, Implementation Organization	NRRC and Local Churches	Commitment of 10 – 15 Block Leaders
Establish channels of communication and regular meetings		■	■	■	■	Guardian Angels, Boaz & Ruth, Implementation Organization	NRRC and Local Churches	Attendance of regular meetings
Objective 1.2: Enhance existing opportunities for open and frequent communication among residents.								
Expand the North Richmond Revitalization Coalition newsletter to encompass community-wide news	■	■	■	■	■	Block teams, RVAnews, Boaz & Ruth, North Richmond Revitalization Coalition	Guardian Angels, Northside News	Quarterly publication of the community newsletter, and effective circulation: number of residents contributing and number of newsletters released/sent.
Recruit youth interested in journalism to start a community blog	■	■	■	■	■	Guardian Angels, John Marshall High and Henderson Middle Schools, Youth Steering Committee	VCU Service Learning, University of Richmond Bonner Program, local library	Create blog team of youth and connect them with mentors to establish blog. Start a Wordpress or Blogspot blog for North Highland Park
Connect the community blog to the Richmond online news network			■	■	■	RVAnews Network, Northside News	Guardian Angels	Submit blog entries and design to RVAnews network for acceptance into the network.
Establish a blog training apprenticeship program for aspiring youth journalists			■	■	■	Guardian Angels, RVAnews, Northside News, Youth Steering Committee	VCU Service Learning, University of Richmond Bonner Program	Establishment of a recurring apprenticeship program with RVAnews or other news network
Maintain a monthly calendar for all events and activities in North Highland Park	■	■	■	■	■	Boaz & Ruth, Guardian Angels, Implementation Organization	Block Leaders, Churches, Northside Outreach Center, Council Person's office	Number of events and activities that are submitted.

Table Key
 ■ = start year ■ = continuation



Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Assemble a community directory with information from community organizations, businesses, and Block Leaders	■	■	■	■	■	Boaz & Ruth, Guardian Angels, Council Person's office, Block Leaders, Implementation Organization	Churches, Northside Outreach Center, local businesses	Number of organizations, businesses, and residents listed who identify personal skills, quarterly updates to the listings.
Distribute the calendar and directory in community gathering spaces and online	■	■	■	■	■	Boaz & Ruth, Guardian Angels, Council Person's office, Block Leaders, Implementation Organization	Churches, Northside Outreach Center, North Richmond Revitalization Coalition	Number of venues where the calendar is available, number of calendars that are circulated, and number of clicks on the website/blog where posted.
Objective 1.4: Establish community mapping to highlight community assets.								
Organize Block Teams and provide them with block mapping templates (Appendix)	■	■	■	■	■	Block Teams, Youth and Adult Discipleship groups,	Community Volunteers, KRA Corporation, the Northside Outreach Center	The number of blocks participating in the initial meeting where block mapping templates will be distributed
Designate community mapping days to collect individual assets and talents by block	■	■	■	■	■	Block Teams, Guardian Angels, Neighborhood watch	Community organizations, KRA Corporation	Advertise the events and collect information from 50 neighbors per day scheduled
Integrate asset maps into the community directory as the Community Directory Asset Bank	■	■	■	■	■	Block Teams, Implementation Organization	Community Volunteers, KRA Corporation	Successful listing of neighborhood assets
Objective 1.5: Establish a collection of oral histories from community residents.								
Enlist area youth to interview elderly residents	■	■	■	■	■	Richmond Public Schools, Church Youth Groups, Youth Steering Committee	Y-ME, Northside Outreach Center, Saving Our Youth, area Senior Centers	Collection of 150 stories
Compile the histories to post on the community blog and publish as a written booklet	■	■	■	■	■	Richmond Public Schools, Church Youth Groups, Boaz & Ruth, Saving Our Youth	Northside Outreach Center, Senior Centers, local library, Ann M. Hardy Plaza Community Center	Assembly and display of oral histories at local library, places of worship and community center. Posting on the blog and in the community newsletter.
Incorporate oral histories in the Discovering Diamonds Talent Search	■	■	■	■	■	Community youth, Boaz & Ruth, Youth Steering Committee	Richmond Public Schools	The creative interpretation of neighborhood history



Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Objective 1.6: Expand community celebrations to foster community connectedness								
Expand existing community gatherings	■	■	■	■		Block Leaders, Friends of the Park, Boaz & Ruth, Guardian Angels	Community Churches, 4 th Precinct Police, the Northside Outreach Center	Number of blocks that participate each year
Re-establish the Christmas Crawl and New Years brunch to welcome neighbors to North Highland Park		■	■	■		Block Leaders, Friends of the Park, Residents	Community churches, Guardian Angels	Number of neighbors that participate in the event, number of people from across Richmond that participate
Advertise community celebrations using the newsletter, calendar, blog and the Block Leaders	■	■	■	■		Block Leaders, Boaz & Ruth, Guardian Angels	Community Churches, North Richmond Revitalization Coalition	Number of places where the events are advertised, number of residents that are contacted personally about the events, number of residents that participate
Objective 1.7: Create a Welcome Wagon to assist new residents in North Highland Park.								
Establish a Welcome Wagon team that will welcome new neighbors quarterly			■	■		Implementation Organization	Block Leaders, Housing Task Force	Welcome new neighbors at least four times per year
Assemble a packet of community materials to bring to new neighbors			■	■		Boaz & Ruth, Implementation Organization	Block Leaders, Housing Task Force	Track use of coupons at local establishments, survey residents to find out if information is useful.
Objective 1.8: Grow the annual Discovering Diamonds community festival in North Highland Park								
Connect the celebration to other Richmond events, such as the Second Street Festival	■	■	■	■		Venture Richmond, City Parks and Recreation, Boaz & Ruth	Local Business and Block Leaders, North Richmond Revitalization Coalition	Number of participants, number of sponsorships obtained
Promote and coordinate resident involvement in planning of the annual community festival		■	■	■		Boaz & Ruth	Block Leaders	Number of residents involved in the planning process.



Strengthening Neighborhood Youth

INDICATORS

Youth Activities: Organizations like Saving Our Youth and the Northside Outreach Center provide education, mentoring, and service opportunities for youth. The Quality of Life Survey showed that people believe that providing opportunities for youth in the community would lead to an overall improvement in quality of life.

"It's not about what this neighborhood can do for me but what I can do [...] the neighborhood needs to be revitalized, we need places for youth to go, role models."

Aging Population: The adult and elderly populations are expected to increase with little population increases among the youth age groups²⁸.

School Safety: Henderson Middle School had 16% of all offenses that involved weapons or misconduct against others in Richmond. Most offenses at John Marshall High School involved drug and alcohol use with 17%²⁹ of all such offenses in Richmond Public Schools.

Family Structure: Single female-headed households included 39% of families with children under 18.³⁰ This has serious implication for family stability and support, indicating that youth and families may need services aimed at serving single working mothers, such as evening day care.

Family Income: About 18% of all families with children under 18 are below the poverty line and 76% of those families, are female-headed households below the poverty line³¹.

Neighborhood Activities: Forty-one percent of respondents disagree or strongly disagree that there are adequate youth programs and community service opportunities within North Highland Park. In addition, 39 % agree or strongly agree, while 26% disagree or strongly disagree that there are ample community activities through churches, nonprofits, schools and civic associations.

Recreational Opportunities: Responses from the Gateway 6th District Community Meeting indicated that most of the youth agreed that the existing recreational opportunities should be expanded.

Community Center: Ann M. Hardy Community Center management agreed that the park and community center was not utilized enough.

Education: Dropout rates for North Highland Park schools are less than 5%.³²

Mentoring Gap: As little as 20,000 Virginia youth are in formal mentoring partnerships. Up to 140,000 Virginia youth are in need of a mentor.³³



COMMUNITY EXPERIENCE

Youth Activities: Through conversations with both the adults and youth of the community, we discovered a disconnect between the attitudes towards the youth. It came up several times that disengaged youth lead to the crime and violence within the community. Residents expressed a need for engaging youth, particularly young males, in positive ways.

Education: Saving Our Youth's Higher Education program assists college-bound students with mentoring and college preparation. The Northside Outreach Center provides elementary, middle school, and teen mentoring programs. The youth expressed that they would like to see more "... [t]utoring, after schools programs, and playgrounds" (Appendix).



Volunteerism and Youth: Residents have expressed that some of the seniors need assistance with daily chores. Connecting the youth with these seniors will promote volunteerism, teach discipline and establish a positive relationship between the youth and seniors.

School Safety: Some of the youth also indicated that school safety was a concern, citing school violence as being an issue. Students shared stories of school violence they had seen, and expressed serious concern for the safety of themselves and their teachers.

Affordable Programs: Often single parent households lack financial stability, making it difficult to make ends meet. Offering affordable after school programs for the youth will help alleviate some of the financial costs associated with child enrollment in mentoring, tutoring, or recreational activities.

Community Relationships: The Quality of Life survey showed that community organizations and churches provide important services to youth and families. Residents expressed a desire to see more coordination between community organizations to expand programs.

Purpose for Mentoring Youth: "We believe the whole foundation of taking these kids anywhere is getting them to believe in themselves and make them know that their minds are like a weapon and they can go far. That you are not indoctrinated in what you should believe in. We are not looking for average, even if you go to college you want to keep growing stronger and this is the value of the free thinking class."

Mentoring Gap: Many organizations are working to match youth with mentors. However as one individual explained, "...we have been trying to collaborate with other organizations for a long time but they don't have enough mentors either."

Lessons from Violence: A memorial for youth in the north-side area that have been killed due to violence will be built in the Gabriel Prosser Park located in North Highland Park. This memorial will signify the importance of investing in the neighborhood youth, so their future is made possible.



Strengthening Neighborhood Youth

GOAL 2: Increase youth participation in programs and recreational activities that encourage success

Objective 2.1: Establish a Youth Steering Committee

Why: A steering committee is needed to help ensure that the goals and objectives related to youth strengthening are achieved in a timely and adequate manner.

Who: A diverse group of community leaders, parents, teachers and youth representatives.

What: This group will be a special committee of the Implementation Organization. The steering committee is responsible for general policies, procedures and administration of the strategies outlined within this plan in relation to youth strengthening. It will include community members with a passion and dedication for strengthening and empowering youth.

When: Year 1 to Year 2.



Objective 2.2: Increase the utilization of community assets that are targeted at youth

Why: To connect youth and their families with the programs, services and resources available to them within the community. Get kids excited about doing something. Showcase successful programs and youth achievements to increase awareness of these programs and hopefully encourage more kids to participate in activities within the community.

Who: Providers of youth programs and services, the Youth Strengthening Steering Committee, Fifth Street Baptist Church, City of Richmond Parks and Recreation, City of Richmond Public Schools.

What: An all-day event aimed at the youth of the community and their families. Providers should have booths set up with information regarding their programs to give to the youth and their families. It can begin as part of the Fifth Street Baptist's School Kickoff Family Day and could then evolve into a separate event.

When: It should begin Year 1 in accordance with Fifth Street Baptist's School Kickoff Family day.





Objective 2.3: Engage youth in service opportunities within the community.

Why: Engaging youth in service projects helps develop a sense of community for the youth while serving the North Highland Park community. This is also an opportunity for youth to see that they can make a difference for others as well as the greater community.

Who: Youth Ministries Entertainment Community Service Youth Program (Y-ME), Boaz & Ruth, Hands on Greater Richmond, Daily Planet, Feed More, and the Richmond SPCA.

What: Establish youth service days and events in the community for youth to give back to their neighborhood. These events can include community cleanup, landscaping/gardening, oral history project, participation in food shelters within the North Highland Park community, as well as utilization of the programs provided through the Richmond SPCA aimed at youth.

When: In Year 1.



Objective 2.4: Connect youth to seniors within the community

Why: It is important to provide an opportunity for youth and seniors to connect with each other, so youth can learn from the seniors of the community and seniors can understand youth views and activities. Councilwomen Robertson mentioned there is a vicious circle involving the perception of youth and the youth's desire to engage and change that perception.

Who: Youth Steering Committee, Y-ME, Brookhaven Rest Home, Chamberlayne Assisted Living, the Madison Home and the Guardian Angels.

What: Youth will go to senior/retirement homes and visit with the elderly. This is also an opportunity to develop the oral history of North Highland Park through the collection of oral stories (see Objective 1.5). Community youth will connect to seniors in the community through visits to seniors' homes for help with chores and everyday tasks that may be difficult for seniors to take care of on their own.

When/Where: In Year 1 at the senior centers or homes.



Objective 2.5: Build upon the existing recreational opportunities within the neighborhood

Why: Expanding program offerings at the Ann M. Hardy Community Center, will improve access to various recreational programs that will encourage youth and family involvement in the community. These activities build healthy relationships and stronger community bonds.

Who: The Implementation Organization, Youth Steering Committee, The City of Richmond, Parks, Recreation and Community facilities, Pine Camp Culture Arts and Community Center, Art on Wheels, Lewis Ginter Recreation Association.

What: The current recreational programs at Ann M. Hardy Community Center and Park will be expanded and improved, and new programs will be established to engage youth and families. Four different programs will be developed: a cultural arts program, a special events program, an athletic program, and an entertainment program. These programs can be modeled after the Pine Camp Culture Arts and Community Center.

When/Where: This should start in Year 1. The events and programs will be held at the Ann M. Hardy Community Center and Park.



Objective 2.6: Engage youth in academic and leadership activities.

Why: A common theme in resident feedback was the lack of youth programs and activities. Strengthening youth organizations will provide youth with greater educational opportunities.

Who: Capital One Boys and Girls Club programs: Keystone Leadership and Torch Club, Northside Outreach Center, Saving Our Youth.

What: Engage more youth by promoting these programs in the schools, churches, Parent Teacher Networks (PTNs), and neighborhood blog to increase awareness of this community asset and connect youth to engaging programs.

When: This will begin in Year 1.



Objective 2.7: Increase the number of mentors available to neighborhood youth.

Why: Providing more mentors will allow organizations in North Highland Park to serve more youth in the community. Having more mentors that exemplify leadership and integrity will serve as the building blocks to offering more youth oriented programs. This will also ensure that the mentees have more positive role models.

Who: Saving Our Youth (Young Debaters: Free Thinking Class, Juvenile Re-Entry, and Higher Education Program), the VCU Service-Learning Program, and the Virginia Mentoring Partnership.

What: The VCU Service-Learning Program can connect VCU students to neighborhood youth organizations. In addition, the Virginia Mentoring Partnership can serve as a training agent for mentors for the Saving Our Youth program. This resource can be used on an as needed basis.

When: This process will begin in Year 1. The Virginia Partnership Program holds mentoring orientations frequently.



GOAL 2: Increase youth participation in programs and recreational activities that encourage success

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Objective 2.1: Establish a Youth Steering Committee.								
Identify key individuals in the community to form the Youth Steering Committee	■	■	■	■	■	Implementation Organization	Saving Our Youth, Community Directory Asset Bank, Block Leaders	Number of active members of the Youth Steering Committee.
Objective 2.2: Increase the utilization of community assets that are targeted at youth.								
Establish an Annual Community Youth Fair	■	■	■	■	■	Implementation Organization and the Youth Steering Committee, Discovering Diamonds Talent Search, Friends of the Park	Neighborhood Watch, Guardian Angels, Ann M. Hardy Park, City of Richmond Parks and Recreation, City of Richmond Public Schools	Participation of youth organizations, attendance of youth and their families
Objective 2.3: Engage youth in service opportunities within the community.								
Collaborate with community organizations to provide community service opportunities	■	■	■	■	■	Youth Steering Committee, Y-ME, Boaz & Ruth, Guardian Angels	Richmond City Public Schools, Hands on Greater Richmond, Feed More, Daily Planet	Number of youth service days, number of neighborhood youth who participate, total volunteer hours
Provide volunteer opportunities for community youth.	■	■	■	■	■	Youth Steering Committee	Richmond SPCA: Animal Brigade, Running Buddies and Teenie Greenie	Volunteer hours at the SPCA
Objective 2.4: Connect youth to seniors within the community.								
Coordinate with oral history project to establish a youth/senior connection	■	■	■	■	■	Youth Steering Committee, Implementation Organization	Guardian Angels, Richmond Public Schools	Youth volunteer hours, collection of 150 stories

Table Key	
■ = start year	■ = continuation



Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Objective 2.5: Build upon the existing recreational opportunities within the neighborhood.								
Arrange arts workshop, athletic programs, entertainment offerings, and teen-specific special events	■	■	■	■	■	Youth Steering Committee, City of Richmond Parks, Recreation and Community Facilities	Pine Camp Culture Arts and Community Center, Art on Wheels, Lewis Ginter Recreation Association	Participation number for each event, enrollment in programs
Objective 2.6: Engage youth in academic and leadership activities.								
Strengthen existing organizations to encourage youth development	■	■	■	■	■	Capital One Boys and Girls Club, Northside Outreach Center, Saving Our Youth	Block Leaders, Providence Park Baptist Church, Friends Association for Children	Number of youth that attend programs
Promote organizations at local schools, PTN meeting and churches	■	■	■	■	■	Capital One Boys and Girls Club	Providence Park Baptist Church, Friends Association for Children	Number of youth that attend programs
Objective 2.7: Increase the number of mentors available to neighborhood youth.								
Establish a relationship between youth mentoring organizations and the Service-Learning Program	■	■	■	■	■	Saving Our Youth	VCU Service-Learning Program	Increased mentors for the Saving Our Youth organization
Complete and submit the proposal to participate in a service learning program	■	■	■	■	■	Saving Our Youth	VCU Service-Learning Program	Admittance into the service-learning program
Register to participate in new mentor training programs	■	■	■	■	■	Saving Our Youth	Virginia Mentoring Partnership	Increased amount of mentors serving as positive role models to the youth



Neighborhood Safety

INDICATORS

Vacancy: In 2010, North Highland Park had a vacancy rate of 19%, 8% higher than the City of Richmond. This rate increased by 8.3% since 2000. A significant number of properties are in disrepair and many of these properties are located in residential areas.



Actual Crime: The amount of total crimes in the North Highland Park neighborhood decreased nearly 7% from 2009 to 2010 and 26 % since 2006. However, there has been a 140% increase in burglaries over the past year, but a decrease in homicides, sex offenses and robberies. Many of these burglaries are concentrated in the southern portion of the neighborhood, while the violent crimes tend to be located near vacant properties.

Perceived Crime: Negative perceptions of local crime can damage the image of North Highland Park. In the Quality of Life Survey, 38% of respondents did not feel safe walking during the day and 46% did not feel safe at night.

Relationship with Law Enforcement: Survey respondents agree that there is a police presence in North Highland Park, but they feel their presence should be more widely realized to improve trust, communication and overall safety. In the Quality of Life Survey, 43% of respondents stated that the police have satisfactory response times while 32% of respondents felt as if the police response times were inefficient.

Renters: Despite a higher rate of home-ownership in North Highland Park (62%) than the City of Richmond (46%), renters and absentee landlords still pose specific challenges to the image of North Highland Park, perceptions of community cohesion, and property maintenance issues.

Land Use: Public and private spaces each provide specific challenges for safety. Private spaces make up a majority of the area with 88% being residential properties and 4% classified as commercial or industrial. Another 8% of the neighborhood is designated as public open space or semi-public institutional space.

Neighborhood Watch: In the Quality of Life Survey, community members noted that crime prevention and actively engaging citizens in neighborhood safety were vital to their quality of life. Currently, North Highland Park has a Neighborhood Watch program which encourages residents to actively participate in crime awareness and facilitate the police. The program retains 101 members, though only three are involved in patrols.

"I am not afraid to walk to church. I have a car but I still ride the city bus. We have people who say...oh Highland Park lock your doors! Crime is everywhere and people think the crime is only in Highland Park or in black neighborhoods. You never hear about the good things. The bad things will be in the media for two weeks!"



COMMUNITY EXPERIENCE

Vacancy: Many residents of North Highland Park have expressed concerns over vacant and mismanaged properties in the community. In the Quality of Life Survey blighted rental properties and absentee landlords were mentioned as causing issues of safety. Improvements of such conditions would increase the sense of well-being.

Actual Crime: Many residents have first-hand experience with violent crimes and those who do not, often have fears over the possibility of crime. Residents have mentioned the prevalence of guns and the amount of crimes they have witnessed or experienced.

Perceived Crime: Perceptions of the neighborhood inform choices surrounding community involvement. Many residents expressed concerns over their safety or the safety of their children. While these perceptions may not reflect actual crime statistics, they reflect the reality experienced by the community. There exists a real need to improve the perception of crime in North Highland Park.

Relationship with Law Enforcement: Police officers have existing programs and information that community members can utilize to establish relationships and increase communication. Building relationships between community members and officers establishes rapport and increases trust which is essential for actively reducing crime in the North Highland Park community.

Property Maintenance: A community survey revealed that one aspect the community could address to improve quality of life, was more open space for the community to share and improved maintenance of public and private properties.

Neighborhood Watch: Though the program has 101 members, community members have cited the need for improved program marketing, membership recruitment, and communication between members and block leaders.





Neighborhood Safety

GOAL 3: Increase neighborhood safety for community members and visitors by reducing real and perceived crime

Objective 3.1: Facilitate communication between community members and law enforcement officers to enhance relationships

Why: It is important for community members to work with police in order to collectively fight against the crime in their community. Establishing rapport between community members and police officers will create a sense of security among citizens. Numerous community residents expressed fear that someone was watching them in their home or that someone would rob their home while they are away on vacation.

Who: Fourth Precinct Police Officers and community members, including adults, youth, business owners and organization leaders.

What: Officers should periodically patrol the business corridors and neighborhood streets in order to make their presence known. Officers should also be informed about the "Good Neighbor Next Door" program and the home down payment incentive that encourages them to move into the neighborhood they serve. Police officers should coordinate with community members to participate in National Night Out, an event that was established to increase awareness about drug and crime prevention, generate support for local anti-crime programs and to encourage collaborations between residents and police officers.

When: Relationship building between officers and community members should begin in Year 1.

Objective 3.2: Strengthen community involvement in crime prevention

Why: Proactive community vigilance is required in reducing real and perceived crime. Community members, groups and law enforcement agencies possess resources suitable and necessary for fighting crime and must work together. The Neighborhood Watch and Guardian Angels programs effectively combat crime and perceptions of crime while strengthening bonds between community members and law enforcement. Both programs could benefit from volunteers coordinating membership, facilitating program communication, and expanding involvement.

Who: Members of the North Highland Park Community, Guardian Angels, City of Richmond Department of Police, City of Richmond Sheriff.

What: A volunteer coordinator position should be established to streamline resource management, raise awareness of the programs, and keep track of volunteer hours. The volunteer coordinator should also keep an inventory of current Neighborhood Watch signage and establish new locations where appropriate. The current regular community meeting within North Highland Park should be enhanced with increased participation from community members, Neighborhood Watch leaders, Guardian Angels, and at least one representative law enforcement officer convene.

When: This should start in Year 1.





Objective 3.3: Improve the perceived image of North Highland Park

Why: Increasing awareness of the North Highland Park community through distinctive, recognizable, visual markers and positive news stories will foster a stronger sense of community and instill pride among residents and members of the community. A community identity to which people can easily associate will empower the community, encourage participation and enhance well-being.

Who: Ron Brown, Program Coordinator, Carver-VCU Partnership; John Malinoski, Associate Professor of Graphic Design at VCU; VCU School of Mass Communications; Lynn Pelco, Service Learning at VCU; RVANews Network.

What: The North Highland Park community will facilitate a design contest or event to design 1) a logo or brand which represents North Highland Park; 2) a statue or mural for a significant location within the neighborhood (gateways), which embodies North Highland Park. The community can work with the VCU School of Mass Communications to write positive news stories, magazine articles, blogs and newsletters about activities and other goings-on in the community (See Objective 1.2).



When: In Year 1, start positive news distribution. In Year 2, hold design contest for logo. In Year 3, hold design contest for physical structure.

Objective 3.4: Foster increased sense of safety through renewed investments in public and private spaces

Why: More community interaction and presence in public spaces will decrease real and perceived crime. By taking better care of public and private spaces, the neighborhood will be perceived more positively. Investments in the physical environment will encourage community members and visitors to spend more time in public spaces and interact with each other. Relationships built between neighbors, landlords, and other community members will increase the community cohesion and create a safer environment for all.

Who: Housing Task Force, Property Maintenance Division of the Department of Community Development, Permits, and Inspections; Department of Public Utilities, Urban Forestry, Richmond Tree Stewards, Department of Parks and Recreation, Welcome Wagon and H.O.M.E.

What: A Housing Task Force will be created to serve as a resource to residents concerning property maintenance as well as the enforcing body of the adopted guidelines for the North Highland Park area. The Housing Task Force will distribute flyers quarterly to remind residents of ongoing and seasonally related maintenance tasks; survey public properties for landscape upkeep and lighting; provide a property maintenance pamphlet that will serve as tool kit for residents; and hold annual workshops to educate housing providers and renters of their rights and responsibilities. The Welcome Wagon will help distribute materials and recruit new residents for the yearly classes.

When: The Housing Task Force will be created in Year 1.





GOAL 3: Increase neighborhood safety for community members and visitors by reducing real and perceived crime.

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Objective 3.1: Facilitate communication between community members and law enforcement officers to enhance relationships.								
Strengthen relationships between police officers and community residents	■	■	■	■	■	4 th Precinct Police	Neighborhood Watch Program and Guardian Angels	Survey residents of perception of relations with police
Increase awareness of police presence in the neighborhood	■	■	■	■	■	4 th Precinct Police	City of Richmond Police Department, Neighborhood Watch Program and Guardian Angels	Survey residents on perception of police presence
Increase police patrol of business corridors	■	■	■	■	■	4 th Precinct Police	Highland Park Merchants Association	Number of officers patrolling business corridors
Inform officers about incentive programs	■	■	■	■	■	The U.S. Department of Housing and Urban Development	City of Richmond Police Department	Number of police officers using these programs
Increase participation in the National Night Out event	■	■	■	■	■	4 th Precinct Police	Guardian Angels, Block Leaders	Participation numbers
Objective 3.2: Strengthen community involvement in crime prevention.								
Establish volunteer coordinator position for community safety programs.	■	■	■	■	■	Neighborhood Watch, Guardian Angels	VCU Service-Learning	Volunteer coordinator hired
Build awareness of safety programs among residents and community members.	■	■	■	■	■	Neighborhood Watch, Guardian Angels, Block Leaders	VCU Service-Learning	Measure increase in awareness and member engagement.
Increase resident participation in community safety programs.	■	■	■	■	■	Neighborhood Watch, Guardian Angels	VCU Service-Learning	Increase in program membership and neighborhood patrols.

Table Key	
■ = start year	■ = continuation



Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Strengthen community meetings between residents, safety programs, and law enforcement	■	■	■	■	■	Councilperson	Block Leaders, Neighborhood Watch, Guardian Angels, City of Richmond Police Department	Increased attendance at regular meetings
Objective 3.3: Improve the perceived image of North Highland Park.								
Facilitate a design contest or event to design a logo or brand and a physical structure	■	■				Implementation Organization, Carver-VCU Partnership	John, Malinoski, Associate Professor of Graphic Design at VCU	Survey residents to determine logo recognition, structure designed by 2014.
Distribute positive news about the community	■	■	■	■	■	VCU School of Mass Communications	RVAnews network, Block Leaders	Track number of hits in the local news media and visits to the blog.
Objective 3.4: Foster increased sense of safety through renewed investments in public and private spaces.								
Identify individuals to serve on the Housing Task Force	■					Councilperson, Implementation Organization	Community Directory Asset Bank, Block Leaders	Housing Task Force established by 2012
Distribute materials relating to property maintenance	■	■	■	■	■	Housing Task Force	Block Leaders, Property Maintenance Division of the Department of Community Development, Permits, and Inspections	Distribution on a quarterly basis
Assist individuals with maintenance problems		■	■	■	■	Housing Task Force	Elder Homes, Workforce Development Apprenticeship Program, Rebuilding Together	Number of property owners assisted
Increase street and sidewalk lighting		■				Housing Task Force	Department of Public Utilities	Lighting on all major corridors
Improve landscaping in public areas	■	■	■	■	■	Housing Task Force	Urban Forestry, Richmond Tree Stewards, Department of Parks and Recreation	No dead or hazardous trees/branches in neighborhood
Hold workshops to educate home providers and renters about rights and responsibilities	■	■	■	■	■	Housing Task Force, Welcome Wagon	Virginia Housing Development Authority, H.O.M.E.	Number of home providers and renters that attend workshops



Building Foundations for Success

INDICATORS

Job Opportunities: Respondents to the Quality of Life Survey indicated that the neighborhood lacks sufficient job opportunities. When asked "In your opinion, what is the one action that your neighborhood or community could address on its own that would have the biggest impact on your quality of life," 8% of respondents reported a need for better quality, higher wages, or more jobs.

Economic Conditions: In 1999, per capita income in the North Highland Park neighborhood was \$11,863 compared to \$20,337 for the City of Richmond, and 24% of the population was living in poverty. Additionally, 6% of the households in North Highland Park received public assistance, and unemployment was 13% compared to 8% for the City of Richmond.

Educational Attainment: In 2000, 37% of adults over the age of 25 residing in North Highland Park reported that they did not graduate from high school compared to 24% for the City of Richmond.

Female-Headed Households: In 2000, 39% of households in North Highland Park were headed by single females.

Transit Dependent Workers: In 2000, 11% of workers 16 years of age or older reported that they were dependent on public transportation to get to their jobs. This shows that there may be a need for more accessible employment opportunities.

COMMUNITY EXPERIENCE

Job Availability: Residents feel there are a lack of jobs available in the neighborhood, which negatively impacts their quality of life. On many occasions, residents expressed the importance of employment for having a healthy community, explaining that work gives dignity and a sense of belonging.

*"Every man wants to work. Work gives dignity.
With no work a person can have low self-esteem."*

Application Process: Residents feel there are missed employment opportunities because individuals are unaware of available jobs or are disconnected from the job market. Additionally, many residents are hesitant to apply for jobs because they feel unqualified or have a criminal record.

Re-Entry Transitions and Connections: When residents graduate from rehabilitative or re-entry programs, such as those provided by Boaz & Ruth, there need to be opportunities to transition into a job-placement firm. Participants in such programs are aware that they cannot remain in these programs forever and understand the need to grow, however they often have no connection to the job market. Residents report that there need to be connections between local organizations that provide workforce development resources and larger job-placement firms.



GOAL 4: A neighborhood where all residents have the opportunity to be meaningfully and gainfully employed and have access to resources that help them prepare for, locate, and retain quality jobs.

Objective 4.1: Collaborate on the development of a workforce development SHARE site in North Highland Park.

Why: With the help of neighborhood organizations already focusing on workforce development, this site will connect job seekers to employment resources and job-readiness workshops.

Who: City of Richmond, Workforce Investment Board, RESOURCE Workforce Center, Boaz & Ruth, and Fifth Street Baptist Church.

What: Collaborate with neighborhood organizations and other workforce training providers to develop a Showing How Access to Resources Empowers (SHARE) site that will serve as "one-stop shop" for residents seeking job services and employment information. Create a marketing campaign and recruitment strategy for the North Highland Park SHARE site by utilizing the community blog, newsletter, calendar, and directory to reach neighborhood residents. Create signage, flyers, and pamphlets to promote services offered at the site.

When: This process should begin in Year 1.



Objective 4.2: Determine the workforce skills community members possess.

Why: Neighborhood residents possess a variety of professional skills that can increase workforce capacity in the neighborhood. Formal and informal organization of shared skill groups can promote employment opportunities.

Who: The North Highland Park SHARE site, the Implementation Organization, Boaz & Ruth, RESOURCE Workforce Center, Small Business Administration, Block Leaders

What: Block Leaders will conduct a survey of community members to determine which skills they currently possess and facilitate communication among residents who share similar skill sets to promote small business opportunities and informal networking. Identify neighborhood organizations where residents can utilize these skills.

When: This process should begin in Year 1 and end in Year 3.



Objective 4.3: Help residents acquire skills for job-readiness and career advancement.

Why: Residents reported feeling unqualified when applying for jobs. Job coaching classes could help residents build their ability to find and apply for jobs.



Who: The RESOURCE Workforce Center, Boaz & Ruth and the Community College Workforce Alliance.

What: Collaborate with Richmond workforce development organizations to organize application, resume writing, and interview strategy workshops. Collaborate with Richmond workforce development organizations to provide job coaching and job readiness workshops to help residents obtain appropriate levels of certification for employment.

When: This process should begin in Year 1.



Objective 4.4: Expand re-entry services for residents.

Why: Building off the success of Boaz & Ruth, increased awareness of re-entry services will allow more residents to get the help they need.

Who: Boaz & Ruth, North Highland Park SHARE site, RESOURCE Workforce Center, City of Richmond Offender Aid and Restoration, and the Virginia Prisoner and Juvenile Offender Re-Entry Council.

What: Re-entry programs help those who have been through the experience of incarceration to reconnect to the job market and the community. Boaz & Ruth and other organizations currently provide these services, but there is a need for greater support so that these programs can benefit more residents. Encourage exceptional graduates in these re-entry programs to dialogue with the neighborhood and re-entry funding providers to inform others of the need for support of these programs.

When: This process should begin in Year 1.

Objective 4.5: Inform area residents of training opportunities.

Why: Vocational and technical degrees are an alternative to a four-year degree. These skills are highly marketable and can improve employment opportunities for residents.

Who: ECPI, J. Sargent Reynolds Community College, RESOURCE Workforce Center, Boaz & Ruth, Community College Workforce Alliance, Richmond Technical Center, The College Place – Richmond, and Project Gate.

What: There are several technical and vocational training institutes in Richmond. The Youth Steering Committee can help connect students with area institutes that provide vocational training opportunities by holding informational sessions to inform students about admission requirements and scholarship opportunities. Identify areas where organizations can provide training opportunities to residents, particularly young adults (ex. carpentry, child-care, or computer skills). Develop an apprenticeship program with Habitat for Humanity, Elder Homes, and United Contractors of Virginia.

When: This process should begin in Year 4.





Objective 4.6: Expand opportunities for affordable child-care for working parents, adult students, and neighborhood residents.

Why: Working residents and adult students often have trouble finding affordable childcare which could be a barrier to permanent employment or completing their degree.

Who: North Highland Park SHARE site, Fulton Neighborhood Resource Center, Capital One Boys and Girls Club, American Red Cross, and residents interested in providing community daycare.

What: Identify residents interested in providing in-home child-care. Use Fulton Neighborhood Resource Center as a model for affordable child-care. Inform residents attending workforce classes and workshops in the community of the availability of child-care opportunities.

When: This process should begin in Year 2.





GOAL 4: A neighborhood where all residents have the opportunity to be meaningfully and gainfully employed and have access to resources that help them prepare for, locate, and retain quality jobs.

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Objective 4.1: Collaborate on the development of a workforce development SHARE site in North Highland Park.								
Create a marketing campaign and recruitment strategy for the planned North Highland Park SHARE site	■					RESOURCE Workforce Center, Workforce Investment Board, Boaz & Ruth	City of Richmond Economic & Community Development, Fifth Street Baptist Church	Number of blog entries and newsletter articles
Create pamphlets and flyers to promote available services at the site	■					RESOURCE Workforce Center, Workforce Investment Board, Boaz & Ruth	City of Richmond Economic & Community Development, Fifth Street Baptist Church	Creation of signage, flyers, and pamphlets
Objective 4.2: Determine the workforce skills community members possess.								
Use the Community Asset Bank to identify skill sets	■	■	■			North Highland Park SHARE site, Block Leaders	RESOURCE Workforce Center	Number of surveys coded for Workforce Skills
Promote small business opportunities through informal networking.	■	■	■			North Highland Park SHARE site	RESOURCE Workforce Center	Creation of a NHP workforce pamphlet identifying the skills of the neighborhood workforce
Identify organizations where specific skill sets can be used	■	■	■			North Highland Park SHARE site	RESOURCE Workforce Center, Community College Workforce Alliance	Number of residents matched with local organizations
Objective 4.3: Help residents acquire skills for job-readiness and career advancement.								
Organize job-readiness and career advancement workshops	■	■	■	■	■	RESOURCE Workforce Center, Boaz & Ruth	Workforce Investment Board, Community College Workforce Alliance	Attendees at workshops

Table Key
■ = start year ■ = continuation



Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
Objective 4.4: Expand re-entry services for residents.								
Encourage exceptional graduates of re-entry programs to dialogue with the neighborhood and re-entry funding providers	■	■	■	■	■	RESOURCE Workforce Center, Goodwill, Boaz & Ruth	City of Richmond Offender Aid and Restoration, Home Again, Virginia Prisoner and Juvenile Offender Re-Entry Council	Increased funding, number of graduates participating
Objective 4.5: Inform area residents of training opportunities.								
Connect residents with area schools and organizations that provide vocational training opportunities				■	■	RESOURCE Workforce Center, Boaz & Ruth	Community College Workforce Alliance, Richmond Technical Center, The College Place, Project Gate	Number of Informational sessions with schools, number of positions obtained with local organizations
Establish an apprenticeship program with community organizations				■	■	Habitat for Humanity, Elder Homes	United Contractors of Virginia	Number of participants in program
Work with Youth Steering Committee to hold informational meetings			■	■	■	Youth Steering Committee	ECPI, J. Sargent Reynolds Community College	Number meetings held
Objective 4.6: Expand opportunities for affordable child-care for working parents, adult students, and neighborhood residents.								
Identify residents interested in providing in-home child-care	■	■	■	■	■	Block Leaders, Fifth Street Baptist Church	RESOURCE Workforce Center, American Red Cross	Development of a Child Supervision Certificate program
Use Fulton Neighborhood Resource Center as a model for affordable child-care				■	■	Fulton Neighborhood Resource Center	RESOURCE Workforce Center	Development of child-care center within the North Highland Park SHARE site
Inform residents of child-care opportunities during work hours	■	■	■	■	■	American Red Cross, Fifth Street Baptist Church	RESOURCE Workforce Center	Number of children in child-care centers

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