





# PEOPLE PLAN

WE ENVISION A SUSTAINABLE COMMUNITY WHERE CHILDREN AND ADULTS HAVE ACCESS TO THE KNOWLEDGE, RESOURCES, AND AMENITIES THAT ALLOW THEM TO BE ACTIVE, HEALTHY, AND SELF-SUFFICIENT SO THAT THEY CAN THRIVE.

## GOALS

1. IMPROVE ACCESS TO QUALITY HEALTH SERVICES
2. REDUCE FOOD INSECURITY & ENCOURAGE HEALTHY LIVING
3. INCREASE AVAILABILITY OF & STRENGTHEN EARLY EDUCATION PROGRAMS
4. CREATE CONTINUUM OF ENRICHED LEARNING & SUPPORT OPPORTUNITIES
5. STRENGTHEN SCHOOL-TO-CAREER PATHWAYS
6. FILL IN THE SKILLS GAP AND BOLSTER JOB READINESS
7. BOOST EMPLOYMENT OPPORTUNITIES
8. FOSTER RESILIENCY & SELF-SUFFICIENCY





HO  
MARS





## INTRODUCTION

Unemployment, poverty, and a large number of single-parent households pose a number of challenges in MRCN. Through extensive community engagement and a comprehensive needs assessment, residents identified the top barriers to employment as reliable transportation, skills or training, a disability, and adequate childcare. The majority of Ridley Place residents identified on-the-job training as the educational training or skill development that would be most valuable to them, followed by help with acquiring their GED, information on how to start a business, and job fairs. A significant number of residents are not aware of most programs that are available to them – from parenting and coping sessions to health screenings, and adult sports leagues.

The People Lead will provide monthly community outreach events to promote resources available to residents. HRCAP will hire an intake/neighborhood specialist to assist and direct residents to resources and follow up to see if resources were obtained. The mobility mentoring model will be used for each resident receiving case management services. HRCAP/Family Investment Center will coordinate with tenant councils to schedule community partner speaking engagements.

Developed from community input, quantitative and qualitative data, the People Task Force rooted its vision in three overarching goals that connect to the goals of the housing and neighborhood plans: health, education, and employment. NNRHA, the



City, and all the partners have come together to align their resources to commit over \$38 million in leverage to achieve the overarching goals.

Our People strategies will yield a sustainable community that fosters thriving residents, where people of all ages have access to the health-related services they need; where students graduate from high school with skills that enable them to support themselves and pursue their career goals; and where all residents have access to fresh, affordable, nutritious food.



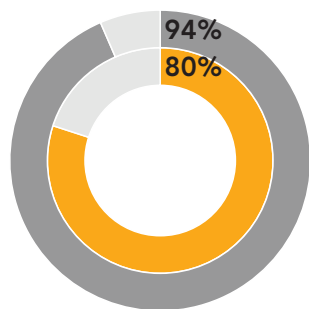
# HEALTH GOAL 1

**Improve access to full-range of quality health services and foster primary care relationships.**

## NEEDS & CHALLENGES

*(Identified in the Needs Assessment Survey)*

■ MRCN ■ RIDLEY PLACE



Ridley Place survey respondents reported a lower rate of health insurance coverage than the surrounding neighborhood.

**80%**  
OF RIDLEY PLACE  
RESPONDENTS REPORT  
HAVING COVERAGE

**vs. 94%**  
OF NEIGHBORHOOD  
RESPONDENTS

Of those with coverage

**83%**

OF RIDLEY PLACE  
RESPONDENTS RECEIVE  
MEDICAID

**vs. 30%**

OF NEIGHBORHOOD RESPONDENTS

Of those without coverage, cost was cited as the primary factor.



OF RIDLEY PLACE RESPONDENTS  
GO TO THE EMERGENCY ROOM  
OR URGENT CARE WHEN THEY  
OR THEIR CHILDREN ARE SICK

**65%** 

OF RIDLEY PLACE RESPONDENTS  
SAID THAT THEY WOULD BE MORE  
LIKELY TO EXERCISE IF THERE WAS  
A GYM IN THE NEIGHBORHOOD

## OVERVIEW

MRCN residents report that the biggest challenges with increased medical coverage and improved health are cost of insurance and the lack of health and dental facilities in the neighborhood. The top health problems reported by residents include high blood pressure, asthma/breathing issues, and vision/dental problems. Lack of access to recreation facilities, including playground equipment are cited as barriers to improved health.

The intent of this goal is twofold: (1) to ensure that both Ridley Place and non-Ridley residents in the neighborhood have a healthcare facility where they regularly go, other than an emergency room, when they are sick or need advice about their health; and (2) to increase the number of Ridley Place and non-Ridley neighborhood residents who have health insurance. A navigator will be assigned to work in the MRCN to conduct outreach and education activities, as well as working one-on-one with individuals to connect them to health insurance options.

Additionally, the Peninsula Health District has committed to providing Chronic Disease Self-Management classes to residents. The classes will address a variety of health-related topics designed to enhance resident's self-advocacy skills when negotiating treatment, foster understanding of age-specific annual exams, promote formal exercise and walking clubs, and create a better understanding of barriers and removal (e.g., insurance, transportation, and incentives).

**STRATEGY A: Increase and enhance the services provided by the neighborhood free clinic while exploring the potential of providing mobile health services and screenings within the neighborhood.**

Neighborhood mobile health clinics are already in place, funded and operated by partners such as HRCAP, Riverside Health, and Southeastern Virginia Health System (SEVHS). SEVHS is a Federally Qualified Health Center that is a full-service provider of outpatient care to the community and has agreements in place with specialists who visit

## WHY IS A MEDICAL HOME SO IMPORTANT?

People need doctors who they feel they can trust to help them take better care of themselves. Everyone wants doctors and staff who really care about helping people. In a community like the Marshall-Ridley Choice Neighborhood, there are high rates of chronic illnesses such as mental illness, respiratory illness, hypertension, diabetes, and heart disease, which require ongoing care that can be more effective if a patient sees a physician consistently. Healthy people lead to healthy families, which in turn leads to healthy neighborhoods and communities.

monthly to provide specialized care to MRCN residents. Research conducted by Christopher Newport University shows that mobile health clinics “are extraordinarily efficient with health screenings, initiating preventive care, managing chronic diseases, enabling self-efficacy, and addressing preventive care issues which are related to social determinants of health.” They also result in “significantly lower use of emergency departments, lower hospitalization, more symptom-free days (especially for those with chronic conditions), and economic value as calculated through quality-adjusted life years.” The mobile clinic provides immediate care, but could also be the facilitator for connecting patients to other primary healthcare providers for follow up and continued long-term care. As the success of mobile clinics necessitate permanent solutions, some of the non-residential space on the ground floor of mixed-use buildings on Jefferson Avenue will be dedicated to brick-and-mortar clinic space to serve residents on-site.

Peninsula Health District is committed to providing the following services on the Mobile Health Van for one eight-hour day/per month: sexually-transmitted infections, HIV testing, and family planning services. Those with positive HIV results will be referred to a care provider and those at high risk for will be referred to the pre-exposure prophylaxis (PrEP) program. Family Planning services will also be provided, except for annual examinations.

### **STRATEGY B: Host regular health fairs to promote affordable health insurance and provide health screenings to address residents’ concerns.**

Neighborhood health fairs are currently being led by Peninsula Health District, SEVHS (Federally Qualified Health Center that serves this neighborhood), Riverside Health, the YMCA, and Bon Secours. As guided by research, health fairs as part of the MRCN People Plan will be conducted by qualified professionals and focus on follow-up care. The Peninsula Health District is also committed to conducting monthly blood pressure screenings on site or on the mobile unit, in addition to any health fairs planned for the neighborhood. The screenings will be held in conjunction with health education programming that addresses healthy life styles and hypertension control.

### **STRATEGY C: Establish mental health awareness forums in the neighborhood to showcase local services.**

There is a growing understanding that children and families living in communities exposed to violence and poverty experience potentially serious traumatic effects similar to those of Post-Traumatic Stress Disorder. Based on needs assessment findings and feedback from residents, Newport News Department of Human Services and Hampton-Newport News Community Services Board will establish mental health awareness forums for neighborhood residents in convenient times and locations.

In advance of these forums, specific outreach programs to educate residents about the effects of trauma-related experiences will be developed, with the goal of de-stigmatizing the process of seeking mental health services. In addition to community forums, parent support/peer support groups will be conducted to accommodate individuals who are more comfortable discussing these issues in smaller groups.

### **STRATEGY D: Establish a full-service gym in the neighborhood.**

As planned for by the community, the Housing Implementation Team will provide the ground floor of a mixed-use building on-site for a community fitness center that will be monitored by building management and accessible to community residents year round. This center will be a for-profit enterprise by a third-party vendor to be selected later.

## METRICS

Quantitative progress will be tracked through the count and percentage of both Ridley Place and non-Ridley residents in the neighborhood who have a healthcare facility where they regularly go, other than an emergency room, when they are sick or need advice about their health; and count and percentage of Ridley Place and non-Ridley neighborhood residents who have health insurance. Data will be collected through service providers and annual satisfaction surveys.

Up to 80 percent of target population will have regular access to a healthcare facility.

Up to 75 percent of target population will acquire health insurance.

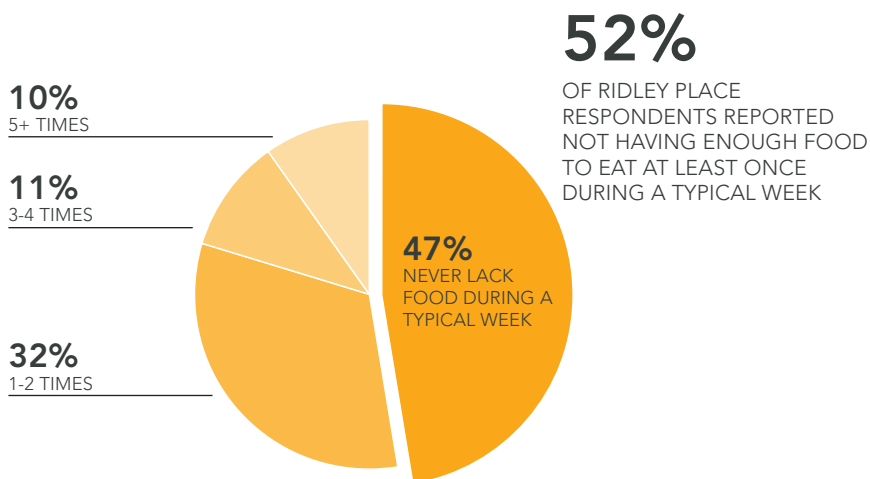


# HEALTH GOAL 2

Reduce food insecurity; expand access to fresh, affordable, nutritious food, and encourage healthy living.

## NEEDS & CHALLENGES

(Identified in the Needs Assessment Survey)



**52%**  
OF RIDLEY PLACE RESPONDENTS REPORTED NOT HAVING ENOUGH FOOD TO EAT AT LEAST ONCE DURING A TYPICAL WEEK

The most common reasons that respondents lacked food in the past 30 days were:



**35%**  
NOT ENOUGH MONEY TO PURCHASE FOOD



**22%**  
IT'S TOO HARD TO GET TO THE STORE



**74%**  
OF RIDLEY PLACE SURVEY RESPONDENTS **WOULD USE A COMMUNITY GARDEN** IF THERE WERE ONE NEAR WHERE THEY LIVED

## OVERVIEW

The intent of this goal is to ensure that both Ridley Place and non-Ridley neighborhood residents have access to fresh foods in an effort to improve the nutritional intake of residents and reduce the number of people who do not have enough food to eat during a typical week. This effort also endeavors to foster healthy living habits through access to educational workshops focused on cooking for special diets, and integrating healthy habits into daily living. Currently, many residents have to purchase expensive and unhealthy food from local convenience stores.

**STRATEGY A: Establish community gardens in conjunction with redevelopment of Ridley Place to make fresh, affordable food readily available.**

A redeveloped Ridley Place will include community gardens integral to the design. In the interim, temporary raised bed gardens will be established in underutilized publicly-owned land. Partners who are committed to the construction and maintenance of temporary and permanent community gardens include: Housing Implementation Team, The Mission Continues (veterans volunteer organization), Serve the City Newport News, Newport News Green Foundation, Master Gardeners, and Virginia Cooperative Extension.

**STRATEGY B: Hold monthly workshops on healthy meal preparation, food budgeting, wellness, exercise, health programs, and local physicians.**

Because improved access to fresh foods alone do not result in healthier community outcomes, the MRCN People Plan will include regular workshops to educate residents on healthy eating and lifestyle habits. A new community center at the redeveloped Ridley Place will include a kitchen that will host monthly healthy meal prep workshops by committed partners—Virginia Cooperative Extension, W.I.C., and Virginia Peninsula Food Bank.

**STRATEGY C: Establish a pick-up and delivery service in partnership with a local market to serve the neighborhood.**

Even though grocery store is less than a quarter mile from Ridley Place, many residents still face daily challenges in accessing fresh produce and healthy foods. Lack of transportation was cited as a top barrier for residents. To overcome this barrier, committed partners such as the Housing Implementation Team, private companies (Porter Cab Company) and Peninsula Agency on Aging will coordinate existing and new transportation resources to arrange pick-up and delivery service to and from the grocery store. In addition, the Virginia Peninsula Foodbank's Mobile Food Pantry Program will continue to deliver and distribute fresh, healthy food directly to the community.

**METRICS**

Progress towards this goal will be measured by the number of households provided with improved access to affordable, nutritious food and the number of people who participate in workshops on healthy eating and lifestyle habits.

**Up to 80 percent of target households will have access to affordable, nutritious food.**

**Up to 80 percent of target population will have increased knowledge and skills regarding food selection and preparation.**





# EDUCATION GOAL 1

**Increase availability and strengthen quality of early education programs in the neighborhood so that 100% of children living in Ridley Place will enter Kindergarten ready to learn.**

## NEEDS & CHALLENGES

*(Identified in the Needs Assessment Survey)*

According to data collected by NNPS,

**24%**

OF RIDLEY PLACE CHILDREN PARTICIPATED IN CENTER-BASED OR FORMAL EARLY LEARNING SETTINGS OR PROGRAMS FROM BIRTH TO KINDERGARTEN

Ridley Place and neighborhood survey respondents had similar levels of early childhood education. Primary reasons for those who did not send their child to preschool were availability of slots, cost, and lack of information.

**56%**

AVAILABILITY (LIMITED NUMBER OF SLOTS)

**19%**

COST

**19%**

LACK OF INFORMATION

**14%**

LOCATION (TOO FAR/LACK OF TRANSPORTATION)

**92%**

OF TARGET RESIDENT CHILDREN ENTERING KINDERGARTEN IN 2017 DEMONSTRATED APPROPRIATE FUNCTIONING AT THE BEGINNING OF THE SCHOOL YEAR AGE

## OVERVIEW

NNPS will hire a dedicated 0.5 FTE Educational Resource Coordinator to assist residents of Ridley Place over the five-year term, connecting families to the educational and mentoring resources available in the neighborhood. The coordinator will track Ridley Place residents from birth to Kindergarten until they are entered into the School System's data tracking software, Synergy, and will support the attendance of children in these programs by intervening with a continuum of resources and wrap-around services, as needed if a child's absence becomes too frequent.

The Education Resource Coordinator and the NNRHA's Family Engagement Specialist will host a monthly information session on-site at Ridley for parents on different educational opportunities, accompanied by story time for children and youth. This monthly engagement event will not only help parents understand all of the available opportunities for their children, but it will also help NNPS track the children from birth to Kindergarten, and ensure that they are receiving high-quality early education programming. NNPS will also host a five-week-long summer Kindergarten Readiness program as part of the Summer Program for Arts Recreation and Knowledge (SPARK) Program.

It is vital to educate parents on the importance of early childhood development as a primary prevention strategy to reduce the incidence of poor outcomes for children. Outreach efforts will ensure that parents are informed about the advantages of early childhood education and that they are aware of the resources available in their community. The goal is for children to enter school ready to learn.

**STRATEGY A: Collaborate with local Head Start providers to set aside slots for Ridley Place residents and increase awareness and enrollment in evidence-based early childhood home visiting programs.**

HRCAP Head Start is a federally funded early childhood pre-school program for 1,277 three

and four-year-old children of low income families living in Chesapeake, Hampton, Newport News, Norfolk and Portsmouth, Virginia. HRCAP has been providing Head Start services to the residents of the MRCN for over 50 years and operates three Head Start/Early Head Start facilities in the neighborhood. HRCAP currently provides: comprehensive preschool education, case management, health services, nutrition, family services, mental health/disability services, community/family partnerships, parent involvement activities and transportation to over 162 Ridley Place households. As a core strategy in the MRCN Education Plan, HRCAP will set aside slots for Ridley Place residents in its existing Head Start and Early Head Start programs. In addition to HRCAP, the Newport News Public Library System and Foster Grandparent Program will provide in-kind and volunteer services.

### **STRATEGY B: Encourage/incentivize and assist community childcare providers in obtaining Virginia Quality accreditation.**

Through needs assessment findings and community input, the plan identified ad hoc home daycares as both an issue and an opportunity in the MRCN. By legitimizing these establishments through a quality rating system, the plan ensures that young children are getting quality early childhood care without criminalizing the entrepreneurial spirit of neighborhood residents.

### **STRATEGY C: Create a childcare facility with a sliding fee scale to provide affordable childcare based on income.**

A redeveloped Ridley Place will include a ground floor Early Childhood Education facility with capacity to serve 48 children, along with the requisite security and outdoor space.

### **METRICS**

Progress toward this goal will be measured by: (1) the number and percentage of target resident children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or programs; and (2) the number and percentage of target resident children in kindergarten who demonstrate, at the beginning of the program or school year, age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures.

**Up to 70 percent of resident children will participate in comprehensive preschool education activities.**

**Up to 65 percent of five-year-old resident children will be ready to enter kindergarten.**

## **HOW DOES PARTICIPATION IN A PRE-SCHOOL PROGRAM HELP A CHILD SUCCEED ACADEMICALLY?**

Comprehensive preschool programs promote academic, social and emotional development that help set up young children for future success. Preschool helps prepare children for kindergarten by exposing them to a structured setting where they learn basics such as how to share, follow instructions, and make choices. It is also an environment that expands a child's vocabulary and strengthens their cognitive skills.



# EDUCATION GOAL 2

**Create a continuum of enriched learning and support opportunities.**

## NEEDS & CHALLENGES

*(Identified in the Needs Assessment Survey)*

32%

OF SCHOOL-AGED RESIDENTS IN RIDLEY PLACE ARE AT OR ABOVE GRADE LEVEL ACCORDING TO STATE MATHEMATICS, AND ENGLISH LANGUAGE ARTS ASSESSMENTS

### OVERVIEW

NNPS offers extended learning time in schools attended by Ridley Place students, and if awarded an implementation grant, NNPS will give those students priority enrollment in the program. The Wonderful Extended Learning, Enrichment, and Advancement Program (WE LEAP) provide students with after school, Saturday, and summer enrichment including academic support, art, music, health and fitness, and STEM, reinforced with programming from community partners providing cultural engagement and enrichment activities. Thirty-four students from Ridley Place attend Hidenwood Elementary School and would be provided priority enrollment in this program if awarded this Choice Neighborhood Implementation grant.

Another aspect of the WE LEAP extended learning program is the Summer Program for Arts, Recreation, and Knowledge (SPARK), which serves a total of 6,000 students from across the city. The program will work to have on-site resources available at Ridley Place on school nights. Tutors will be available for help with homework, and mentors and guidance counselors will be available to help school-age students take advantage of the many college- and career-focused opportunities available. Working with the Family Engagement Specialist, school-age students will build confidence by reading aloud to younger children during monthly story time events.

The school division is working to find a solution to the challenge of maintaining students in the neighborhood middle school. Busing is largely the result of options for students/families who voluntarily want to attend magnet programs, which may or may not be in their neighborhood. With regards to the neighborhood elementary school, An Achievable Dream Academy is FULLY Accredited by the state and demonstrates an award-winning partnership between the school division and private and non-profit partners.

### STRATEGY A: Improve quality and expand after-school programs to provide support to at-risk youth.

NNPS, the Boys and Girls Club, and NNRHA will coordinate efforts to provide after-school programs to Ridley and neighborhood students at Achievable Dream Academy and Discovery STEM Academy that are specially customized for at-risk youths. NNPS has a substantial after school program that provides students with free transportation, as well as meals. For students who want to attend a different after school program, there is a provision to allow families to request an alternative drop-off site if the location is on a bus route.

### STRATEGY B: Establish a youth leadership academy in the neighborhood for Ridley Place and area youth.

NNPS, the Boys and Girls Club, and C. Waldo Scott Center for H.O.P.E. will establish a leadership academy for Ridley and neighborhood youth.

### METRICS

Quantitative measures will include the number and percentage of target resident students at or above grade level, according to state mathematics and English language arts assessments, in at least the grades required by the ESEA (3rd through 8th and once in high school).



Up to 85 percent of target resident students will score at or above grade level on state mathematics and English language arts assessments.

# EDUCATION GOAL 3

**Strengthen school-to-career pathways by fostering college and career preparedness to maintain a 100% on-time graduation rate for youth, including youth with disabilities.**

## NEEDS & CHALLENGES

*(Identified in the Needs Assessment Survey)*



### 100%

OF HIGH SCHOOL SENIORS RESIDING IN RIDLEY PLACE GRADUATED FROM HIGH SCHOOL IN THE 2016 – 2017 SCHOOL YEAR.

### OVERVIEW

The Education Resource Coordinator will coordinate on-site resources at Ridley Place on school nights. These resources, including tutors, mentors and guidance counselors, will be available to help school-age students explore college- and career-focused opportunities available. NNPS will provide priority registration in magnet programs for students residing in Ridley Place.

All high schools in the area currently offer college and financial aid counseling services, as well as career counseling services. The school division also offers multiple resource fairs across the city that include these services. These are held at schools, community centers, and locations such as the Boys and Girls Clubs. The HRCAP Project Discovery Program conducts weekly college prep workshops at eight schools in Newport News and Hampton. Additionally, the annual NNPS and Alpha Phi Alpha Fraternity's Zeta Lambda Education Foundation conduct a full-day program that encourages and prepares students to attend college. NNPS will work with students in the MRCN to promote awareness of and attendance at these opportunities. With a 100 percent high school graduation rate for students in Ridley Place, it is essential that they have the knowledge and tools to continue their education.

**STRATEGY A: Increase access for resident students to career and technical education courses through New Horizons Career & Technical Education Center, Thomas Nelson Community College or other institutions.**

Additionally, the Shipyard's Career Pathways program will target neighborhood youth and schools through their STEM Mobile Experience Trailer, exposing MRCN high school students to careers at Newport News Shipbuilding.

**STRATEGY B: Establish/expand mentoring opportunities to expose middle and high school students to careers, encourage skill building, and graduation.**

A mentorship program will be led by Big Brothers Big Sisters, HRCAP, NNPS, and Boys and Girls Clubs that is focused on graduating MRCN students from high school. Additionally, private companies in the area such as WM Jordan and Tidewater Partners will mentor students towards pathways to careers.

**STRATEGY C: Increase access to technology for students in middle and high school with take-home devices.**

Based on the needs of Ridley Place and neighborhood students who have limited access to technology, NNPS will provide a Chromebook to every Ridley Place student enrolled in NNPS.

**STRATEGY D: Develop arts and after-school programs for youth in the neighborhood in shared community space.**

A redeveloped Ridley Place will include a groundfloor community facility that will provide programming during after-school hours for arts, culture, and youth activities sponsored by partners such as HRCAP and Downing-Gross Cultural Arts Center.



## **STRATEGY E: Promote STEP to connect youth to local employment opportunities and career paths.**

The Summer Training Enrichment Program (STEP) as administered by the City of Newport News, will be focused on the MRCN to serve neighborhood youth.

### **METRICS**

Quantitative measures will include the number and percentage of target resident students who graduate from high school as well as the number and percentage that pursue post-secondary education. These are metrics that NNPS strives to capture. Tracking of post-secondary enrollment is handled by the counseling offices at each high school. Data is not always complete, however, because schools must rely on self-reporting to know which postsecondary school students are attending.

**Up to 95 percent of target resident students will graduate from high school.**

**Up to 80 percent of target resident students will attend a postsecondary educational institution.**

# EMPLOYMENT GOAL 1

Fill in skills gap and bolster job readiness.

## NEEDS & CHALLENGES

(Identified in the Needs Assessment Survey)



**33%**

OF RIDLEY PLACE RESIDENTS BETWEEN 18 AND 64 HAVE EARNED INCOME



**\$8,512**

IS THE AVERAGE ANNUAL INCOME OF RIDLEY PLACE HOUSEHOLDS

### OVERVIEW

Similar to other areas in the region and across the country, MRCN is experiencing a skills gap; that is to say, the skills of many workers do not meet the skills requirements of many of the region's current in demand jobs, let alone future jobs. Workers may lack fundamental skills such as the ability to use basic math or read technical manuals, or they may lack specialized skills to fill trade positions or STEM jobs. To expand employment opportunities for Choice Neighborhood residents and support local and regional economic growth, the City and its partners will need to conduct an assessment that will guide development of more effective training programs. The intent of this goal is to ensure that MRCN residents get the education and training needed to secure high-quality jobs.

To assist and encourage residents in participating in employment programs, community partners will provide transportation services and milestone recognition to ensure the completion of pre-existing programs, e.g. the Neighborhood Leadership Series model. Childcare providers available for drop-in care will also be identified for parents of young children who wish to participate.

**STRATEGY A: Work with TNCC, New Horizons or any other qualified providers to offer day/evening classes for residents that provide industry-specific credentials.**

TNCC offers 27 FastForward workforce programs leading to nationally recognized credentials and licensures in high-demand career fields within the Hampton Roads region, including IT, healthcare, manufacturing, skilled trades and commercial truck driving. TNCC will market and make accessible these programs to residents of the MRCN. Additionally, New Horizons will also offer training in electrical, HVAC, welding, medical assistant, nurse assistant, and pharmacy technician for Ridley and MRCN residents. Eligible ex-offenders will be connected to the SNAP E&T program to secure training and certifications that will increase their employability and access to employment.

**STRATEGY B: Identify shared community space to post job bank opportunities, training programs, eligibility requirements, and GED programs.**

This shared space will be developed as part of the Shipyard's new engineering office development at Brooks Crossing. Other key partners such as NNPS and NNRHA will program this space to serve Ridley and neighborhood residents. Other organizations will utilize the space to provide training that helps adults who lack basic literacy or math skills, including Peninsula READS and budgeting workshops from HRCAP and other partners with financial literacy expertise.



**STRATEGY C: Promote volunteer program for job seekers to gain job exposure and work experience.**

Volunteering can be a cost-effective way to gain experience and prepare residents for the workforce. To this end, the City of Newport News, along with its Department of Human Services and the local chapter of the AARP will lead a coordinated volunteer program for job seekers.

**METRICS**

Quantitative analysis will include: (1) the number and percentage of target residents between the ages of 18-64 years with wage income; and (2) the average annual income of target households (excluding those households who cannot work due to being elderly or disabled).

**Up to 45 percent of target residents will obtain living-wage employment or benefits.**

**Up to 50 percent of target residents will have increased household income.**

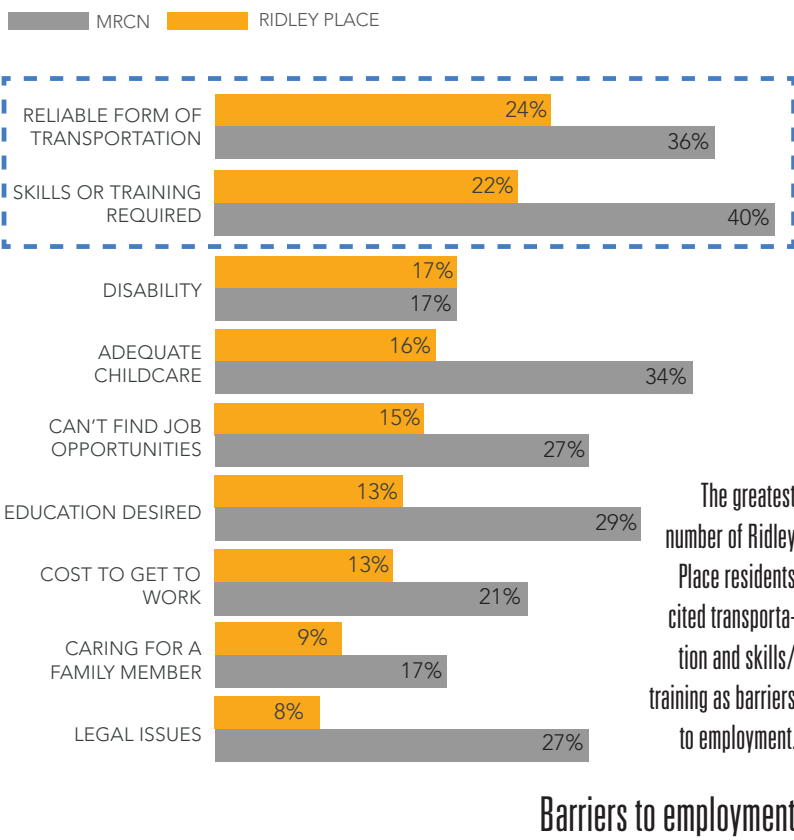


# EMPLOYMENT GOAL 2

**Boost employment opportunities.**

## NEEDS & CHALLENGES

(Identified in the Needs Assessment Survey)



### OVERVIEW

As part of the drive to close the skills gap for MRCN residents, the City and its partners will encourage employers to establish apprenticeship programs leading to full-time employment, nurture local entrepreneurs, and identify opportunities to reduce non-skills barriers to employment. Many current job placement services are located outside of the targeted area, making transportation a key barrier to participation by residents of the MRCN. The Peninsula Council for Workforce Development and the Peninsula Worklink offices are located on Butler Farm Road in Hampton, between 10 to 12 miles

from the MRCN (a 13- to 20-minute drive or 2.58 hour walk). Neighborhood-based programming will enable more local residents to participate in these services.

### STRATEGY A: Utilize and market economic incentives for employers who establish new full-time jobs designated for residents.

- Leverage and expand STEP, which provides summer employment opportunities for Newport News youth ages 16 to 24 to connect workers with employers for opportunities that may lead to full-time jobs.
- Market and increase awareness of the HUBZone program and the benefits afforded to companies locating in and hiring from within the HUBZone. Work with new and existing companies to become certified HUBZone businesses.
- Market the Virginia Enterprise Zone program and associated State and local incentives to new and existing businesses within the MRCN that are creating new jobs and making capital investments.
- Seek to attract businesses that will create jobs in the fields of interests identified by Ridley Place residents, including Hospitality, Retail, Medical Billing, and Transportation.

### STRATEGY B: Collaborate with existing and new area employers to set up training/apprenticeship programs for Ridley Place residents leading to full-time employment.

- Market and utilize the existing Partnership for Advancing Certification Training (PACT) Grant Program to support companies partnering with local public education institutions to establish workforce development programs resulting in an industry certification.
- Make connections between employers, Thomas Nelson Community College, Peninsula Council

for Workforce Development, Goodwill and Old Dominion University to develop workforce training and apprenticeship programs that are tailor-made to address specific company workforce needs.

- Leverage existing grant programs available for job training, such as the Virginia Jobs Investment Program, to assist employers with employee training.
- Encourage partners in the Brooks Crossing development to provide training opportunities to local residents, in order to meet the needs for the construction jobs required to complete the proposed business and commercial construction.

**STRATEGY C: Form a pipeline to nurture local entrepreneurs and connect them to opportunities in the neighborhood.**

- Connect entrepreneurs to small business development and counseling resources, including the Small Business Development Center, to provide technical assistance and expertise in establishing a new business.
- Market the small business loan programs available from the City and EDA to local entrepreneurs.
- Utilize the planned co-working space as a hub to provide services and assistance to local entrepreneurs, and to connect them with opportunities and resources available within the community.

- Connect local entrepreneurs to mentors within the community through existing business associations and networking groups.

**STRATEGY D: Work with HRT to review bus routes and schedules to increase connectivity to jobs.**

- Identify typical employment schedules and locations for MRCN residents and coordinate with HRT to ensure that the current bus service is responsive to community needs.
- Work with HRT to evaluate the current bus routes to identify unnecessary or underutilized stops and identify new bus stop locations or bus routes.
- Coordinate with employers hiring MRCN residents to encourage flexibility and recognition of bus schedules as it impacts shift or work hours.

**METRICS**

Quantitative measures will include: (1) number and percentage of target residents between the ages of 18-64 years with wage income; and (2) average annual income of target households (excluding those households who cannot work due to age or disability).

**Up to 45 percent of target residents will obtain living-wage employment or benefits.**

**Up to 50 percent of target residents will have increased household income.**

Which type of training or skills are Ridley Place residents most interested in?



**41%**

ON-THE-JOB TRAINING



**25%**

GED PROGRAM



**24%**

JOB FAIRS



**20%**

HOW TO START A BUSINESS

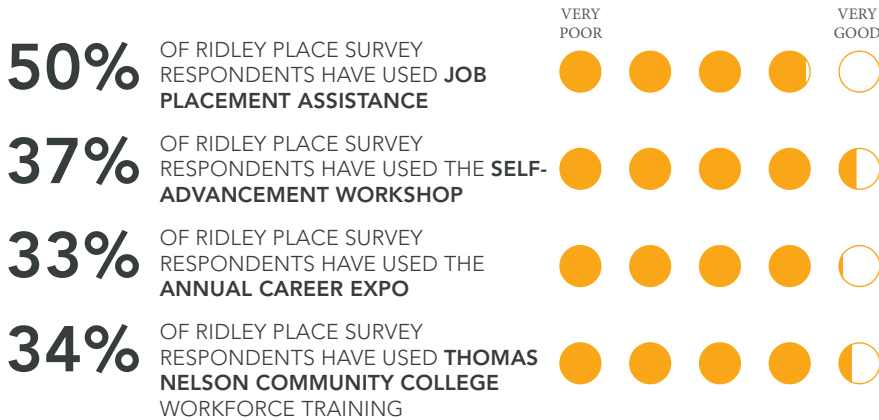
# EMPLOYMENT GOAL 3

Get connected: foster resiliency and self-sufficiency.

## NEEDS & CHALLENGES

(Identified in the Needs Assessment Survey)

### Use and effectiveness of existing programs



64%

OF RIDLEY PLACE SURVEY RESPONDENTS DO NOT HAVE ACCESS TO A COMPUTER WITH INTERNET AT HOME



49%

OF RIDLEY PLACE SURVEY RESPONDENTS ACCESS THE INTERNET ON A MOBILE PHONE

### Digital Divide

## OVERVIEW

For a community to thrive, adult residents must have the ability to economically support themselves and their dependents and feel secure with their long-term prospects for sustained well-being and financial independence. The purpose of this goal is to help low-income families with tools to become self-sufficient.

**STRATEGY A: Secure affordable in-home internet services for residents to connect to them opportunities and increase work-from-home jobs.**

The City of Newport News is currently conducting a study to support the case for reduced fare high speed internet in the neighborhood. Additionally, all new construction homes will come fully wired for high speed internet access, and will be within walking distance of a shared community computer lab.

**STRATEGY B: Provide affordable GED program in a centrally-located community space in the neighborhood with childcare.**

This is currently in service at the Family Investment Center at Ridley Place administered by NNRHA and NNPS. Additional programs can be organized easily in off-site locations.

**STRATEGY C: Raise awareness of workforce training, job-readiness, customer service, and work etiquette programs in the neighborhood.**

Boys and Girls Clubs and the Shipyard's Career Pathways program will address this and help residents be fully prepared to enter the workforce.

**STRATEGY D: Increase financial literacy through expanded/new credit counseling and homeownership programs.**

HRCAP and NNRHA, along with Virginia Tech Hampton Roads Center and Virginia Cooperative



Extension, will provide this much needed service to Ridley Place and neighborhood residents. HRCAP and NNRHA already have programs in place in the neighborhood and have placed over 100 households into affordable homeownership units in the past two decades.

### **STRATEGY E: Establish community hotspots with free internet.**

Recommended locations can be in new public parks, plazas, community rooms

### **METRICS**

Quantitative measures will include: (1) number and percentage of target residents between the ages of 18-64 years with wage income; and (2) average annual income of target households (excluding those households who cannot work due to being elderly or disabled).

**Up to 45 percent of target residents will obtain living-wage employment or benefits.**

**Up to 50 percent of target residents will have increased household income.**