

RICHMOND SUMMIT

**RICHMOND BLACK-ON-BLACK CRIME SUMMIT
FINAL REPORT**

PREPARED BY

**Richmond Improvement Association
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It ended with nine minutes of photographs of the dead projected onto a large screen in the Richmond middle school auditorium. As “Amazing Grace” filled the room, the faces of scores of murdered youth passed before the anguished eyes of the old and the young at the close of the June 4 Black-on-Black Crime Summit.

The conference organizers had called on the people of Richmond to end street violence, but the procession of the dead continued in the weeks that followed the meeting. With ten homicides, June, 2005 was the most violent month in the Richmond Police Department’s 75 years of recorded history.

The Summit organizers, led by the Richmond Improvement Association and the “Blessed are the Peacemakers” coalition, had designed the Summit as an opportunity for Richmond residents to suggest ways to make their communities safer. By the end of the day, we had gathered a wealth of innovative, thoughtful and challenging recommendations to address the causes of street violence and hasten its end.

In the aftermath of the Summit, the organizers also gathered unprecedented attention and support from community stakeholders who are now focusing new strategies and resources on the crisis. We believe that without a Crime Summit, there would have been no such attention and support.

Rev. Andre L. Shumake, President
Richmond Improvement Association
The Richmond Post
July 23, 2005

I. ORIGINS AND ORGANIZERS

The August, 2004 slaying of the Richmond college-bound football star, Terrance “T.K.” Kelly, was the inspiration for the founding of the “Blessed are the Peacemakers” campaign, a grassroots coalition co-founded by the Richmond Improvement Association, a group of 80 churches that serve the African American community; the Richmond Mosque of the Nation of Islam; and the Richmond Chapter of the NAACP.

During the closing months of 2004, the organization’s leaders, Rev. Andre L. Shumake of the Richmond Improvement Association, Minister David Muhammad of the Richmond Mosque of the Nation of Islam, and Rev. Charles Newsome of the Richmond Chapter of the NAACP, appealed to the city’s elected leadership to take strong action to end youth violence in the city’s streets. They were discouraged, however, by the institutional unresponsiveness they encountered.

In early January, 2005, Rev. Shumake represented the coalition at a planning meeting with former City Manager, Phil Batchelor, to discuss strategies to address the closing of youth community centers by the city’s Recreational Services Department. Such centers were regarded as important recreational outlets for youth in at-risk neighborhoods, and the department’s staff reduction from 168 employees to 21, in 2004, was of great concern.

Frustrated by the lack of support from official Richmond, the “Peacemakers” decided to invite the people of Richmond to roll up their sleeves and do their part to end street crime.

On March 2, 2005, the Richmond Improvement Association, with its fellow “Peacemakers” convened a facilitated meeting to engage Richmond residents in a dialogue to 1) identify what the community saw as the root causes of youth violence, and 2) propose long-term, community-based, anti-crime strategies. Forty individuals representing 32 Richmond-based organizations attended this first meeting. (See Attachment A.)

The goals established at the March 2 meeting were to:

- Organize a community-wide summit.
- Identify major concerns in Richmond’s African American community.
- Lay the foundation for a long-term, community-driven effort to reduce crime and violence.

The meeting’s participants represented a broad range of community stakeholders, and included such organizations as: the Richmond Police Department, Richmond Main Street Initiative, City of Richmond Crime Prevention, Greenridge Heights Neighborhood Council, Coronado Neighborhood Council, Santa Fe Neighborhood Council, Parkchester Neighborhood Council, East Bay Environmental Group, Mothers Against Senseless Killings, San Francisco Foundation, Walter L. Ross & Associates, Sustainable Systems, Inc. and local clergy and civic groups.

All were acquainted with the overwhelming statistics about homicide in Richmond: of the 103 people murdered in Richmond in the previous 3 years, 87 had been young men of color. For the meeting participants, the proposed summit would become the Richmond Black-on-Black Crime Summit.

Working through the group facilitator, participants generated a list of 42 community issues that contribute to street violence in Richmond, and organized the issues into six discussion areas for consideration during the summit's breakout sessions. It was the participants' view that these topics should become the basis for a comprehensive anti-crime action plan for the city.

- Crime and Violence
- Education and Youth
- Economic Development
- Political Action
- Cultural Awareness
- Spiritual Responsibility

Planning and Community Support

A small group of participants volunteered to serve as a summit planning sub-committee, and met bi-monthly in March, April and May to develop and implement programming, logistics and outreach for the effort. By early April, it was agreed that the Richmond Black-on-Black Crime Summit would be held on Saturday, June 4, 2005 in Richmond at the Lovonya DeJean Middle School, from 9 a.m. to 5 p.m.

Captain Cleveland Brown of the Richmond Police Department joined sub-committee members on a tour of the facility with school principal, Antoinette Henry-Evans. They reviewed the site, arranged for the services needed to hold the summit at the school, and Brown later filed a formal application to convene the event there.

Several Richmond residents who had lost family members to street violence were invited to speak at the summit, and others brought photos of their slain offspring to the organizers for inclusion in the video memorial that would be produced for the event.

Chicago-based Dr. Jawanza Kunjufu, a distinguished scholar on the subject of black youth and the black family, was invited to deliver the keynote.

Summit organizers knew that effective community outreach would be essential to building support and enthusiasm, and the Contra Costa Times proved to be an invaluable partner in advancing the summit's message. The Times provided summit organizers with the services of its graphics department to design the artwork for the theme that was printed on the summit's lapel pins: *We want them to live.*

In addition, the paper provided the opportunity for summit organizers to share their vision for a peaceful, safe and prosperous Richmond through a series of guest commentaries that it published on the three Sundays leading up to the June 4 event.

Funding support for the event was received from such corporations, small businesses and foundations as: Chevron Oil Company, Kaiser Permanente, Richmond Joint Venture, Richmond Improvement Association, San Francisco Foundation, Bay Area Council, East Bay Community Foundation, Faith Initiatives (San Francisco Foundation) and RF Harris & Associates. (See Attachment B.)

The West Contra Costa Unified School District partnered with summit organizers to provide public school students with information about the summit and to encourage students to write personal essays about their experience of crime in Richmond.

The Golden State Warriors provided premium items as gifts for summit participants, and offered to continue working with Richmond's anti-crime initiative after the event.

On the day of the summit, employees from Kaiser Permanente served as volunteers to staff the registration desk at Lovonya DeJean Middle School, and provide logistical support for participants.

Local media also gave attention to the summit proceedings. Both KGO-TV and KRON-TV sent a reporter and cameraman to broadcast coverage from the conference venue, and the Contra Costa Times assigned a reporter to cover the conference from start to finish.

II. JUNE 4 SUMMIT AND RECOMMENDATIONS

An estimated 350 to 400 Richmond residents and community stakeholders attended some part of the all-day conference. (See Attachment C.)

During the morning plenary session, Rev. Shumake asked everyone to stand who had lost a loved one or acquaintance to gun violence in Richmond – or who had been personally affected by such violence. All but a handful rose to their feet.

The conference, thus, established the truth that Richmond's murder epidemic had touched the lives of everyone in the audience, and connected them to a common mission: ending street violence.

The morning and afternoon breakout sessions were the "meat and potatoes" of the conference. Summit organizers had selected as facilitators individuals who had the capacity both to adhere to time constraints, and to draw comments from all session participants. The facilitators for the breakout sessions were: Omowale Satterwhite

(Cultural Awareness), Walter Ross (Economic Development), Joe Brooks (Political Action), Barbara Williams (Education & Youth), Minister David Muhammad (Crime & Violence), and Pastor Mitchell Martinez (Spiritual Responsibility). (See Attachment D.)

During the Summit's breakout sessions, participants were asked to focus on their topic area, highlight key concerns and recommend strategies to address the concerns. Although there were participants who were eager to use the sessions to vent their anger and frustration about crime in Richmond, summit organizers – at the end of the day -- had successfully collected rich, thoughtful, inspired and actionable recommendations.

Following are key recommendations from the six breakout sessions. During the post-Summit period, the organizers focused on identifying implementation strategies for these.

- **Crime and Violence**

- Develop strategies to “mainstream” repeat offenders
- Increase law enforcement presence in “hot spots”
- Improve monitoring of parolees and probationers as they travel within Richmond

- **Education and Youth**

- Introduce career training for youth at all levels of schooling.
- Engage non-traditional institutions in efforts to build literacy among black youth.
- Insist on an institutional commitment to graduating black youth from high school.

- **Economic Development**

- Increase African American participation in the economic growth of the area.
- Offer entrepreneurship training for young black men and women.

- Design an economic agenda for the black community with an emphasis on supporting local businesses.
- **Political Action**
 - Organize volunteers to make presentations in schools about how the political process works.
 - Encourage attendance by the black community at City Council meetings to express advocacy for issues of concern.
- **Cultural Awareness**
 - Create modified “extended families” in communities to expand accountability for others in your “family”
 - Circulate positive messages about African American people to stimulate greater respect and trust among black people.
 - Change the culture at community centers and other places where youth gather to effectively model respect and trust as alternatives to hostility and aggression.
- **Spiritual Responsibility**
 - Cultivate a partnership between faith-based organizations and the mental health establishment to access an “early warning” alert for a young person who may be at risk.
 - Cultivate a partnership between faith-based organizations and public sector agencies to foster greater access by African Americans to public sector resources, including information about housing, education, health care and employment.

Breakout Session Commentary

In addition to a review of the key recommendations from each session, there is value in reflecting on the subjective tone that characterized the sessions. Noteworthy in the reports from each group is the extent to which recommendations from one session, say, Education & Youth, were echoed in reports from other groups.

Thus, the recommendation, “Community needs to get involved,” from the Education group appeared with only a slight change in emphasis as the recommendation, “African Americans need to come together in unity toward a common goal,” from the Political Action group. From the Cultural Awareness session, it was “Get people involved in the process.” And from the Crime & Violence session, it appeared as “Community Unity-Organizing.”

The following presents the “large ideas” or the “sense of the group” from each of the sessions:

- **Crime & Violence**

With 53 comments recorded by the session’s facilitator, one participant made an effort to capture the matrix of what all the others said: “anger, fear of our children, lack of community policing, ignorance, guns, white supremacy/black inferiority, alcohol/drugs, no parental guidance, no hope for future/despair, and culture of violence.”

- **Education & Youth**

With 47 comments recorded by the session’s facilitator, the remarks generally focused on these areas:

- the need for more material resources at predominantly black schools;

- the need to improve the classroom experience for black students by either increasing the pool of black teachers available to teach black students, or by improving the “cultural competence” of the non-black teachers who teach black students.
- the need for schooling that includes anger management and conflict resolution skills development.
- the need to infuse the schooling experience for black students with a sense of greater hope, optimism and possibility.

- **Economic Development**

This group organized its discussion around these issues:

- the need to have the city enforce local hiring rules that would enable black contractors to have greater opportunities to secure public sector contracts.
- the need to have black contractors meet standards and be qualified to do a job.
- the need to have job training that prepares individuals for real jobs.
- the need to have churches and community development organizations in the black community build affordable housing and provide job training.
- the need for parity between Marina Bay and Downtown Richmond with respect to access to public resources.
- the need for the County to assist Richmond address the social ills that plague the city.

- **Political Action**

With 30 comments recorded by the facilitator, the remarks generally focused on these areas:

- African Americans need to feel a greater sense of community about the political process. Feeling shut out, they experience apathy and isolation, and feel discouraged from voting.
- The mechanics of voting need to be more user friendly.
- Politicians and elected officials are not trusted.
- African Americans want to have a real focus for their political energy and activity.

- **Cultural Awareness**

With 37 comments recorded by the facilitator, the remarks generally focused on these areas:

- Knowledge of black history, the presence of respected elders in the community and nurturing relationships with family and extended family will significantly address the “identity” challenges that lead youth to negative social behaviors.
- Black youth need to know that they are protected and cared for by the adults in their immediate circle and in the larger society.
- Black youth need to get the message that the broader society is committed to their future.

- **Spiritual Responsibility**

This group organized its discussion around the capabilities of faith-based institutions to address crime in the city:

- they are resources for professional mental health care services.
- they can sponsor recreation and social activities.
- they can sponsor workshops and support groups to address moral issues

Other recommendations from the Summit looked more like a “wish list,” and illuminated the perception among many that the roots of the crime epidemic are deep and complex.

- Strengthen communication between the police and community.
- Provide lifestyle and quality-of-life training programs to Richmond residents
- Introduce a cadre of professional grief counselors to provide “talk therapy” for Richmond residents who need support in processing their anger, fear and loss.
- Engage and negotiate with Contra Costs County administrators to address complaints that Richmond is used as a dumping ground for the county’s ills.

III. TOWARD A COMPREHENSIVE ACTION PLAN : A “BEST PRACTICES” APPROACH TO BRINGING PEACE TO RICHMOND

The summit organizers are aware that the concerns identified during the summit are not unique to Richmond, and that our city has an opportunity to be the beneficiary of “best practices” interventions that have proven to be effective in other communities.

In addition, there are existing “best practices” programs in Richmond that could be expanded and/or reworked to advance the community development objectives that lie at the heart of many summit recommendations.

In preparing these “best practices” recommendations, we take a page out of former Richmond City Manager, Phil Batchelor’s play book when, at his planning meeting in January, 2005, he scoured the city’s infrastructure to locate support, resources and staff to augment his drastically downsized department.

For Batchelor’s community center programming objectives, possible resources were available through the police department, the library system, a network of

volunteers, and financial support from foundations and corporations.

For the summit organizers, our possible resources are also to be found in the public, corporate and voluntary sectors. In this report, we now direct the reader to the “best practices” we regard as worthy of support.

- **BEST PRACTICES AT-A-GLANCE**

- **PROJECT “CLEAN SLATE”**

One of the most important recommendations to surface in the Crime and Violence session was the need to assist black men and women whose status in the criminal justice system makes it impossible for them to gain access to employment, education or housing. Stigmatized by criminal records that marginalize their participation in mainstream society, such individuals are at great risk of repeating the behaviors that led to their arrest, conviction, incarceration and/or probation.

A signature project in the Bay Area that summit organizers regard as worthy of implementation in Richmond is the Alameda County Clean Slate program. Under the program, ex-offenders use existing California state law to clear their criminal records to show their prior convictions as “dismissed.”

Clean Slate, thus, has the effect of granting people a second (or third) chance to clear up criminal and civil matters; reinstate their driver’s license after meeting certain criteria; and obtain a tax paying job, instead of “alternative methods of income.”

The East Bay Community Law Center (EBCLC), a criminal justice advocacy organization, has been providing leadership to successfully reintegrate ex-offenders into society. The Center provides training clinics to individuals and community groups about

criminal records remedies, and performs the legal work to have criminal convictions dismissed.

While individuals whose crimes resulted in state or federal prison sentences are not eligible for dismissals, those who have fulfilled the terms of their probation and not committed additional offenses, can petition the court. Upon completion of the remedy process, ex-offenders can legally say “no” to employers, landlords or insurance companies who ask if they have ever been convicted of a crime.

EBCLC works in collaboration with the Alameda County Superior Court, and the Alameda County District Attorney to ensure that bimonthly court dates run smoothly and efficiently. Between April 2005 and September 2005, the court processed 1,800 petitions and 336 people – having 549 Alameda County convictions – received dismissals. Special calendars in multiple courts in July greatly increased the numbers of Alameda County criminal records remedies petitions granted.

Summit organizers believe that Clean Slate would significantly help Richmond’s ex-offenders overcome the cycle of poverty and incarceration, and will work with funders and other stakeholders to bring the program to Richmond.

- **B.U.I.L.D. (Businesses United in Investing, Lending and Developing)**

BUILD is a Menlo Park-based social venture that provides real-world entrepreneurial experience, empowering youth from under-resourced communities to excel in education, lead in their communities, and succeed professionally. It was founded by Suzanne McKechnie Klahr in 1999 to bridge the divide between youth in East Palo Alto and Eastern Menlo Park, and the business and intellectual resources of Silicon Valley.

BUILD empowers youth from low-income communities to excel in the classroom,

on the job and beyond by giving them an education in entrepreneurship. By encouraging students to develop their own small businesses, BUILD extends traditional entrepreneurial education far beyond the classroom and provides students with real-world business experiences.

BUILD's approach is based on an established and award-winning business and entrepreneurial curriculum designed by the National Fellowship for Teaching Entrepreneurship (NFTE), whose founder discovered that when low-income youth are given the opportunity to learn about entrepreneurship, their innate "street smarts" can easily develop into "academic smarts" and "business smarts." Through entrepreneurship, youth discover that what they are learning in the classroom is relevant to the real world.

BUILD is currently available to all high school students in East Palo Alto and East Menlo Park, but only those students who commit to its rigorous demands are accepted. Ninth graders who are being oriented to entrepreneurship have high school-based instruction five days a week and an evening session on one week night. Tenth through twelfth graders meet at BUILD's Menlo Park headquarters one evening per week from 4:00 to 7:00 pm. The twelfth graders who are enrolled in the program's college preparation course also attend an evening meeting each week.

The program's projected 2005 – 2006 enrollment is approximately 200, and includes students in the ninth through twelfth grades.

The program's expectations are high, and 100% of BUILD's graduating classes have gone on to college -- some attending such schools as Harvard, Stanford, Columbia and UC Berkeley. BUILD students have also become nationally recognized entrepreneurs and winners of NFTE's "Entrepreneur of the Year" distinction.

A recent study published by the Harvard University School of Education reported that students who progressed through the NFTE entrepreneurship curriculum increased measurements in the following areas: interest in independent reading, interest in

attending college, leadership behaviors, and belief that attaining one's goals is within one's control.

In discussions with Ms. McKechnie-Klahr, the summit organizers learned that BUILD has established a pilot project in Oakland, and would be interested in bringing the program to Richmond high schools.

- **PRE-APPRENTICESHIP PROGRAM IN CONSTRUCTION**

The Pre-Apprenticeship Program in Construction is sponsored by the West Contra Costa Unified School District and the Contra Costa County Building and Construction Trades Council, a consortium of more than 25 trades that serve the local construction industry.

With dwindling memberships, the building and construction trades unions have been developing strategies to: 1) attract new workers to the trades, and 2) protect the legacy of union participation on local construction jobs. Accordingly, the unions have partnered with the school district to deliver hands-on, high school-based training to enable youth to learn the performance requirements, use of tools, and safety concerns of the trades, and prepare for the test that will certify them as full apprentices.

While such training represents an opportunity for employment and advancement for Richmond youth, the facts show that nearly half of the program's participants are testing below grade level in reading and math, the essential competencies for passing the end-of-year apprentice exam.

Anecdotal evidence sheds light on the challenge. Of the 190 pre-apprentices who took the Plumbing and Pipefitting exam in spring 2005, only 30 passed and

became full apprentices. The implications for those who fail are of concern to the summit organizers.

To the extent that several breakout sessions raised issues about job training and career development for black youth, summit organizers saw the aborted career paths of these pre-apprentices as worthy of attention. We saw the need to identify strategies to shore up the weak reading and math skills that lead to such disappointment.

Statistics from the State of California Department of Education's March 2005 Academic Performance Index show that Richmond's elementary, middle and high schools all rank 1 or 2 (on a scale from 1 to 10, with ten being the highest) in the "similar schools" ranking -- that is to say "well below average for elementary, middle or high schools with similar characteristics."

Acknowledging the need to provide remedial reading and math instruction to youth who have completed high school without having mastered basic competencies, summit organizers met with senior administrators at Contra Costa College to discuss utilization of the school's tutorial training program to establish a remediation program for pre-apprentices and others, and to offer support for securing funds to implement the program.

Eager to share its resources with the city's youth and to create community-based "on-ramps" into the college's programs, Contra Costa College will continue its dialogue with summit organizers to identify additional programming opportunities.

- **RICHMOND STEELERS YOUTH FOOTBALL & CHEERING PROGRAM**

For the past 30 years, this brainchild of Art Cruz, former director of Richmond's Recreational Services Department, has been preparing city youth, aged 6-14 to win football games. Now under the guidance of Athletic Director, Fred Harris, the Richmond Steelers are competing for their third successive championship (2003 and 2004 were the most recent seasons).

From late July until the season ends in late November, 150-200 boys, divided among five teams, with 30 to 35 boys on a squad train on the baseball field behind Richmond's John F. Kennedy High School. Some 30 to 40 girls aged 6 to 14, are divided among the five teams that are training to cheer them on.

For two weeks, starting on the last Monday in July, the team undergoes two hours of physical conditioning five days a week. When school starts, practice is scheduled three days a week, with games played every weekend during the season on Saturday or Sunday. Most games are played in Sacramento. It is a rigorous and demanding – but rewarding – experience.

The annual budget for the program is approximately \$30,000, with the \$200.00 per child fee charged to parents (parents who can pay) narrowly covering the cost of equipment, travel and insurance.

The Steelers program inculcates the values of structure, discipline and respect into the lives of its participants, earning it the reputation as one of the city's most respected programs.

Summit organizers have begun discussions with the program's Chair, Adrienne Mohammad, and Coach Fred Harris to identify opportunities to expand the Steelers program with an academic component. The Steelers' adult volunteers have observed

that some youth in the athletic program are struggling in school, and should have access to tutorial services on afternoons when they are not practicing.

These volunteers are proving to be an “early warning” mechanism to secure additional resources from within the city – community centers, Contra Costa College – to provide Steelers youth with the academic support they deserve. Summit organizers will seek to identify funding opportunities for the Steelers.

- **MANCHESTER BIDWELL**

Founded in the 1960s, the Pittsburgh, PA-based Bidwell and Manchester Craftsmen’s Guild have developed an array of educational, training and cultural programs that have become national models, drawing support and recognition from foundations and cities across the U.S..

When summit organizers met with sponsor, Kaiser Permanente, before the June conference, the company discussed its interest in utilizing Bidwell’s training and placement activities in the fields of medical coding and transcription. Kaiser acknowledged its need for trained medical claims processors and health system coders, and recognized that such jobs would create opportunities for Richmond residents.

In the Bidwell 30-week program, trainees develop the knowledge needed to analyze claims and coordinate claims processing in compliance with applicable federal, state and insurance laws. The coursework prepares them for entry-level insurance claims processor/preparer positions with hospitals, physicians, clinics and insurance companies.

In Bidwell’s 38-week program for health system coders, trainees gain the technical skills needed to analyze medical records and properly assign the correct codes to medical diagnoses and procedures. Coursework includes medical

terminology, human anatomy and physiology, ICD-9-CM and CPT coding, pathophysiology, and specialized computer skills.

Summit organizers are aware of the high demand for individuals trained to work as claims processors and coders, and have begun preliminary discussions with several foundations about bringing such training to Richmond.

- **WILDCAT SERVICE CORPORATION**

New York City-based Wildcat Service Corporation was established to act as "the program of last resort" for chronically unemployed individuals with limited work histories and little or no job skills.

It began as an experiment to test the effectiveness of the Supported Work concept, by providing participants with "work habits training" and familiarizing them with the demands of the workplace. Work sites were developed at public and nonprofit agencies. Using the principles of sensitive management, graduated stress, and peer support, participants are prepared for their eventual placement in unsubsidized mainstream employment.

Summit organizers are recommending that a Wildcat-type project be piloted in Richmond as job-readiness transition for the city's chronically unemployed. The program typically recruits through presentations to local government officials, nonprofit social service providers and welfare centers; bilingual mass media campaigns; and mailings to potentially eligible public assistance recipients.

- **S.T.R.I.V.E. (Support and Training Result in Valuable Employees)**

STRIVE was founded in East Harlem in 1985 to help people who face significant barriers to employment achieve economic independence through work.

Its innovative model, which ran counter to the conventional wisdom in employment and training at that time, combined a short, intense period of training in

attitude – the “soft” skills needed to survive and excel in any workplace – and job search techniques with rapid placement and long-term follow up.

As the value of STRIVE’s training model became more recognized by the mainstream, and interest in workforce development and welfare reform grew in the 1990s, STRIVE responded to the demand for replication of its East Harlem program. By embedding the program within independent, community-based organizations, STRIVE expanded within New York, then replicated into a national network across the continental U.S..

Summit organizers recommend that Richmond consider participating as an affiliate in the STRIVE program.

- **GREYSTON**

Located in Yonkers, New York, Greyston Foundation is an integrated system of nonprofit and for-profit organizations that offer a wide array of programs and services to more than 1,200 men, women and children annually.

Beginning in 1982 as a small bakery to employ Zen Buddhist students, Greyston is now a \$14 million organization of 180 employees (many entry level) that provides jobs, housing, social services and health care to low-income residents of southwest Yonkers and surrounding areas.

Recognized as a pioneer in "social enterprise," Greyston uses entrepreneurship to solve the problems of the inner city and reduce the reliance of nonprofit organizations on external sources of funding.

What distinguishes it is its entrepreneurial culture and its spiritually rooted

philosophy that combine community development and a commitment to human growth and potential.

Summit organizers were impressed by the fact that Greyston (as well as Bidwell) produces goods and services that can be marketed to local non-inner-city businesses. Such models appear to us an excellent points of departure for the community-based economic engine that several breakout sessions acknowledged as essential to peace and prosperity in Richmond's black community.

CONCLUSION

Each program discussed above represents a matrix of stakeholders – civic, voluntary, philanthropic, corporate and government. We will explore these arrangements to discover new possibilities for the stakeholder network in Richmond as it seeks to implement strategies to end street violence.