
Crisis to Thriving

Assessing ReWork Member stability along the Crisis to Thriving continuum

This document reviews the measurement and methodology approach used by ReWork to assess its Members' stability, and to evaluate the progress Members are making along their individual paths towards thriving – as a result of having attained meaningful employment.

The approach enables ReWork to monitor and evaluate individual Member success as Members navigate the organization's programmatic support experiences and ultimately achieve a stable, meaningful career position with Richmond area employers.

Rethinking the path to meaningful employment.

The Crisis to Thriving Model

	In-Crisis	At-Risk	Safe	Stable	Thriving
Housing	Homeless or unstable housing	Temporary or transitional housing in East End	Housing is stable and affordable and in the East End (maybe with subsidy)	Housing is stable and affordable without subsidy	Housing is permanent and affordable without subsidy, and costs no more than 30–33% of household income.
Employment	No income or assets or work experience	Seeking job or temp/seasonal job. Has some work experience	Employed in stable job. Significant work experience.	Permanent and stable job with benefits and room for upward mobility	Permanent employment sufficient to build assets. Making a living wage with benefits
Income	Expenses exceed income with inability to meet basic financial needs	Expenses exceed income or just meet financial needs with no ability to address a crisis	Income exceeds expenses with partial ability to resolve a crisis with a budget plan	Income exceeds expenses with at least 3 months of reserve and solid budget plan for future investments	Income exceeds expenses with at least 6 months of reserve, solid budget plan and investments
Education	No skills or credentials	Seeking GED or vocational training	Has high school diploma, GED or vocational training	Career and educational plan actively in place	Implementing education and career path
Childcare	No or unreliable childcare	Uses childcare but it is not consistently available or affordable	Childcare is generally affordable and generally reliable	Childcare is affordable and reliable	Childcare is affordable and reliable or no need for childcare
Mobility	No or unreliable transportation and no licence	May utilize public transportation or ride share but no license	May utilize public transportation or ride share, has a license but no access to a vehicle	Functions with public transportation or has access to a vehicle and license	Owns a reliable vehicle and license

Increasing Stability →

The Crisis to Thriving Model

1 Origins and ReWork’s Application

The Crisis to Thriving continuum model has been used by numerous social service and educational institutions in recent years as a means of assessing a broad range of personal and family development criteria essential to ensuring social stability. Using the model as a basic framework, ReWork, together with Richmond’s Office of Community Wealth Building (OCWB), has uniquely reinterpreted and adapted aspects of the model’s criteria so they can be applied to evaluating family employment prospects, and to managing or eliminating social and economic barriers to meaningful employment.

In short, ReWork uniquely applies the model as a metaphorical ladder to assess the economic and social position of its Members’ households. With this information, ReWork can determine a household’s status by placing the household in categories ranging from **in-Crisis, at-Risk, Safe, Stable** and **Thriving**. A family’s position on the ladder determines its overall **stability measure** and serves as a helpful guide to measuring future member progress along the path to securing employment.

The graph below shows how ReWork defines each category across the continuum.

	In-Crisis	At-Risk	Safe	Stable	Thriving
Housing (0–25 points)	0	3	8	15	25
Employment (0–25 points)	0	3	8	15	25
Income (0–20 points)	0	2	6	12	20
Education (0–15 points)	0	2	5	9	15
Childcare (0–10 points)	0	1	3	6	10
Mobility (0–5 points)	0	1	2	3	5
Crisis-to-Thriving (100-point range)	0–11	12–25	26–51	52–75	76–100

2 Measuring Stability

ReWork assessment teams assign a numeric value to key categories within each Member household as a means of determining the progress of a household. This stability measurement process assesses progress in six focus areas: **Housing, Employment, Income, Education, Childcare** (access), and **Mobility** (transportation).

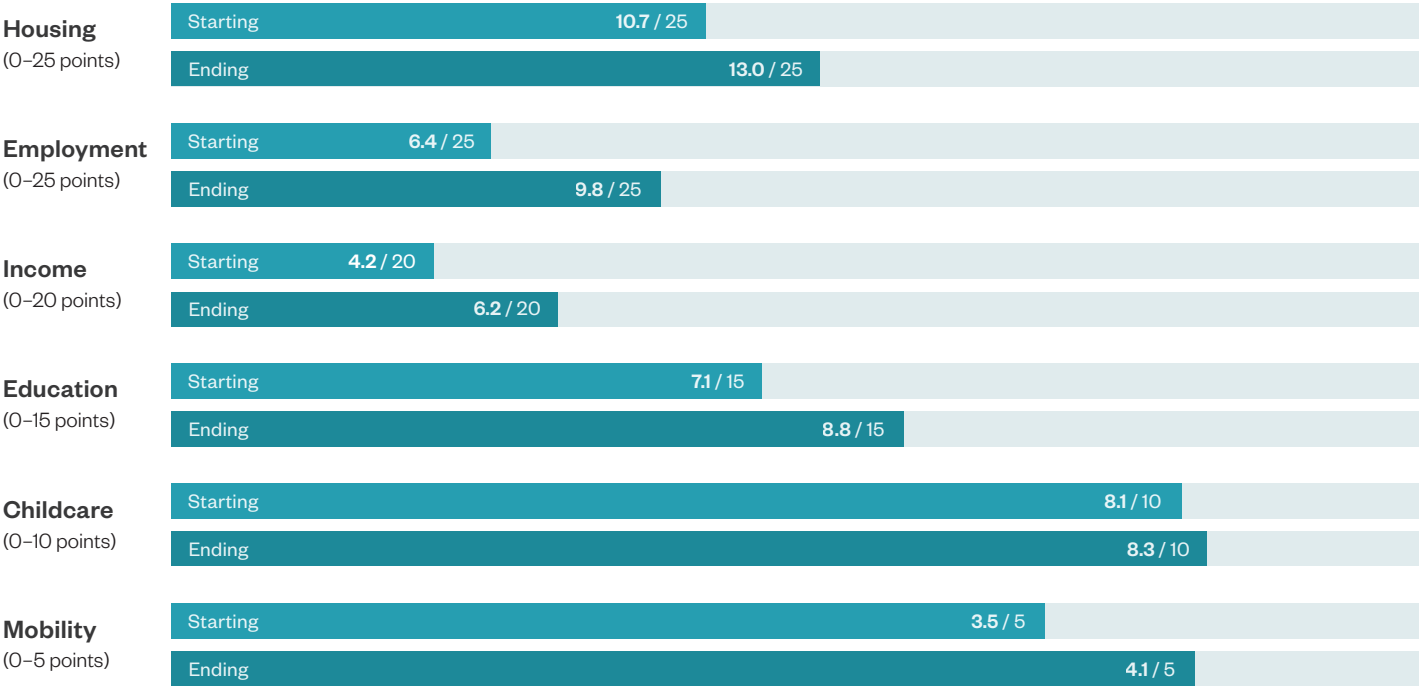
The chart below illustrates how numerical values are assigned to each focus category across the stability continuum. The higher the assigned value, the closer a Member is toward attaining Stability in each category, with Thriving being the ultimate goal.

The Crisis to Thriving Model

3 Methodology

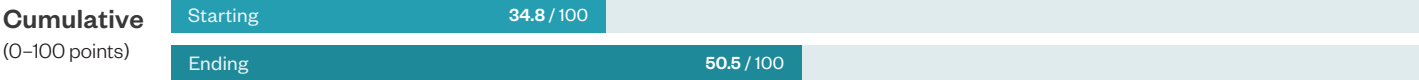
ReWork formally measures the progress of each Member’s household on a quarterly basis, although informal assessments are often conducted more frequently as Member needs and circumstances evolve. The measurement process is conducted by

a team of senior ReWork program counselors and outside experts from financial, education and social service community partners, who have professional insights into the stability focus areas and familiarity with Richmond’s employment dynamics.



The progress chart above represents the cumulative rankings for all ReWork Members in each focus category along the Thriving continuum. The top bar in each category shows cumulative

Member rankings at the beginning of 2021, while the lower bar illustrates Member progress at the end of 2021.



The chart above summarizes the aggregate or combined cumulative scores for 2021, for all active ReWork members who have been in the program for at least one year, across all categories.

Notably, the increase from 34.8 to 50.5 represents a 45.1% collective increase towards stability in FY 2021 for all active ReWork members who have been in the program for at least one year, across all categories.