



City of Waco's
**Financial
Empowerment
Blueprint**

Summer 2020

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Special Thanks

The creation of this blue print would not be possible without the contributions from financial security stakeholders including City leadership, non-profit organizations, funders, and bankers who not only attended the initial conference and bootcamp sessions, but continued to provide guidance throughout the project. Additionally, a special thanks goes out to Aimee Solheim and Keiaron Randle from Baylor’s Philanthropy and Social Innovation course for their hard work collecting and organizing the information forming the basis of this report.

This blue print was created in conjunction with and support from the Cities for Financial Empowerment Fund as a participant in their CityStart program. Waco appreciates the guidance, support, and funding to bring about this project to fruition.



The long-term impact and direction of this work is to see the programs and policies in this blueprint enacted within the city through empirical and data-driven initiatives. The current work done by so many valued community partners is supported and enhanced and the overall financial wellbeing of our citizens meaningfully improved through implementation of the strategies outlined herein.



Cover photo by Jed Owen on Unsplash

Introduction & Alignment

In 2019, the City of Waco was selected to participate in the second cohort of cities to receive a CityStart grant from the Cities for Financial Empowerment (CFE) Fund. The CityStart initiative offers a structured approach for cities and stakeholders to understand the current state of financial security efforts in Waco, convene stakeholders in meaningful and productive ways, develop strategies, and craft a blueprint for successful programs and policies encompassing financial empowerment.

Waco has gained significant ground over the past few years promoting financial stability for all Waco residents. The anchor institutions of Waco, including the City, Prosper Waco, United Way, and Baylor University, have culminated around common financial security goals, many of which align with CFE Fund's Financial Empowerment work. The groundwork has been laid through preparation, collaboration, and a focus on pragmatic data-driven initiatives. This report capitalized on these elements and aims to provide stakeholders with a tangible road map for future action.

The CityStart funding accelerated the development of a cohesive blueprint, outlining steps the City and community partners can take. Echoing the culture of collaboration and cooperation in Waco, this report combines the knowledge from the CFE Fund experts, input from local stakeholders, and the needs of the community to create an actionable plan for immediate use.

What is Financial Empowerment?

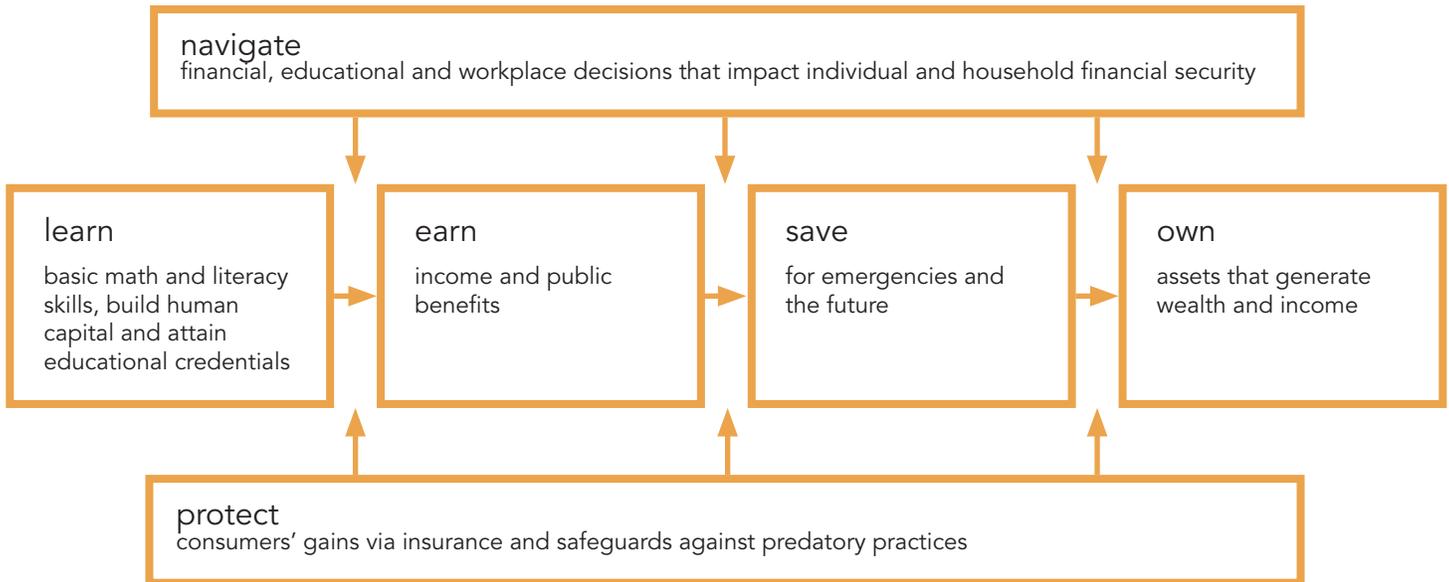
The Cities for Financial Empowerment Fund categorizes financial empowerment efforts into four categories which, in addition to business and workforce goals identified by local stakeholders guide, develop, and outline the blueprint.

- 1 Asset Building:** saving for the future and being able to weather financial shocks and setbacks.
- 2 Banking Access:** having access to safe, affordable financial services, including deposit accounts and credit facilities, to be integrated into mainstream financial institutions. Keep earnings secure by saving.
- 3 Consumer Financial Protection:** Being protected and keeping assets safe from predatory practices.
- 4 Financial Education and Counseling:** Supporting household financial security with professional financial counseling and coaching; often integrated with social services.
- 5 Small Business Development and Financing:** Providing space, education, and funding to support the creation of a healthy small business ecosystem.
- 6 Workforce Development and Support:** Providing skills, education, and support (through good and services) designed to elevate the workforce.

What does Financial Security mean in Waco?

Not only does a city's financial security significantly increase with the presence of the six components listed in our financial empowerment framework, but they must also work and intertwine in a harmonious way to support through continuously and mutually reinforcing activities. Prosperity Now (formerly CFED) has developed a framework to illustrate the dependence:

Household Financial Security Framework



While this framework for household financial security acts to inform the creation of this blueprint, it leaves out the crucial components of small business development and other entrepreneurial ecosystem factors. After reviewing feedback from stakeholders, the team concluded that there should be a simultaneous focus on improving the financial security of individuals as well as improve the ecosystem as a whole.

Waco's Financial Security Goal & Objectives

The City of Waco reaffirms its commitment to sustainable and equitable economic growth and development through the Waco Comprehensive Plan 2040. Illustrating its importance to the city, economic development is **Goal 1: Create an economic environment that stimulates investment in sustainable development while providing employment opportunities at all skill levels through fully engaging the region's human, educational and financial resources.**

Applicable Objectives include (others can be found on page 2 of the Comprehensive Plan):

1.02 Provide quality housing, neighborhoods and community facilities to attract and retain business and industry.

1.03 Encourage and development employment opportunities for all segments of Waco's population.

1.04 Increase educational opportunities for all Waco citizens through the utilization of continuing education, work-study programs, financial assistance, GED programs, customized training, and night and weekend curricula.

1.05 Implement an employer driven workplace readiness skills and training program.

1.09 Development target industry career fairs.

1.10 Extend the activities of the Consortium of Employers to include shared training needs.

1.12 Improve the City's delivery of economic development services.

1.15 Work with Baylor University's John F Baugh Center for Entrepreneurship and Free Enterprise and McLennan Community College's Small Business Development Center to provide technical assistance and training for persons wishing to start or expand a business in Greater Downtown Waco.

Methodology for Developing the Blueprint

Waco has a strong history of collaboration and leveraged, trusted partnerships with non-profits, community organizations, foundations, and private entities to create an actionable financial empowerment blueprint. The input gathered in the steps outlined below guided the final recommendations.

Step 1. Financial Empowerment Boot Camp with CFE Fund Technical Assistance October 2019

With the support of a CFE Fund Technical Assistance team who traveled to Waco for the event, Waco hosted a Financial Empowerment Boot Camp with local leaders and community partners to gather first hand information about the current efforts towards financial empowerment and present information about the process to the stakeholders. The information gathered in these sessions laid the foundation for subsequent work. Stakeholders present at the Boot Camp included:

- John Bible, Cen-Tex African American Chamber
- Patricia Chisolm-Miller, McLennan County Commissioner, Precinct 2
- Kris Collins, Greater Waco Chamber of Commerce
- Deidra Emerson, City of Waco
- Jon Passavant, Start Up Waco
- Suzii Paynter-March, Prosper Waco
- Cuevas Peacock, Baylor University
- Matthew Polk, Family Health Center
- Hector Sabido, City of Waco Councilman
- Jeff Schultz, Zelle, Inc.
- Alfred Solano, Cen-Tex Hispanic Chamber of Commerce
- Nicole Wynter, Waco Foundation
- Libby Cain, ExtraCo Banks

Additional meetings were held with city leadership, non-profit leadership, local philanthropic funders, and the banking community.

Step 2. Landscape Analysis

For a mid-size city, Waco has many individuals and organizations who are doing good work to further the equitable growth of Waco. In an effort to minimize duplication and increase impact, the team first conducted a landscape analysis. The landscape analysis included two components: (1) a review of local resources, activities, and organizations to identify possible gaps, and (2) a comparison of community-level indicators related to financial security between Waco and comparable cities. Recommendations noted at the end of this report address both components by filling gaps in coverage as well as prioritizing areas where Waco is falling behind similar cities.

Step 3. Gathering Feedback: Organizational Capacity & Strategy Prioritization

To gather additional information and thoughts around prioritization of strategies, the blueprint team fielded two surveys in the Spring of 2020. The first survey was sent to organizations identified in the landscape analysis to determine their organizational capacity and other program-specific information. The second survey was sent to stakeholders who originally participated in the Boot Camp to help prioritize potential strategies. The survey results are included in this document and influenced the final recommendations.

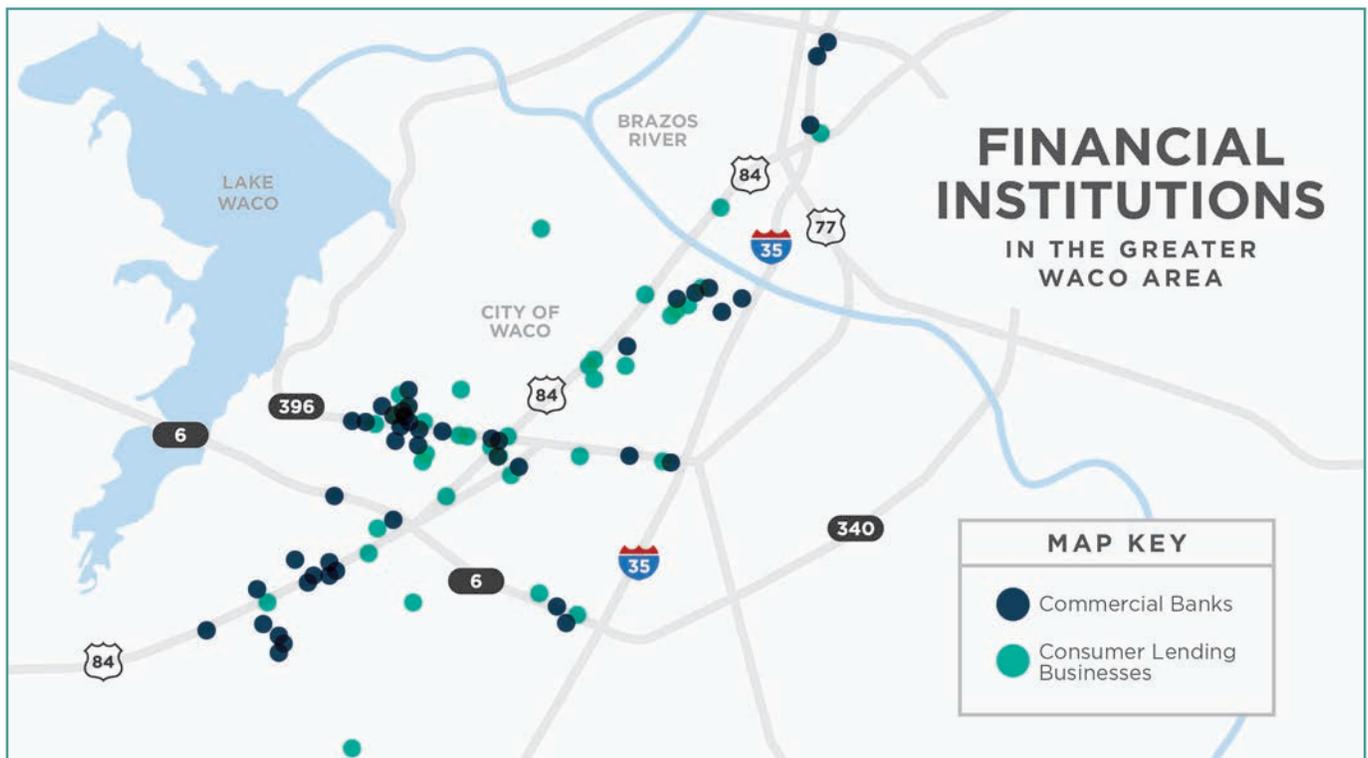
Landscape Analysis: Review of Local Resources

During the initial visit with CFE Fund, community stakeholders identified three areas of opportunity: small business development (space, funding, and training); equity and inclusion (partnerships, visibility, race equity training); and access (transportation, housing, banking, and childcare). While organizations and programming exist in each category, more information was needed to determine how they align with the four components of the financial empowerment goals outlined by the CFE Fund.

The blueprint team created an Organizational Census utilizing the input from the community stakeholders, categorizing resources into five areas: non-profits/philanthropy, education, government, private sector, and financial sector. Identified entities must mention some financial security topic in their mission statement or have an applicable program description. For the complete list of identified entities, please see page 17.

Category	Number of Identified Entities
Non-profit	23
Education	15
Government	9
Private Sector	2
Financial Sector	10

The team also reviewed the physical locations of each financial institution in the greater Waco area. This illustrated a gap in services provided to the areas of East and South Waco. Map provided by Start up Waco.



Landscape Analysis: Community Indicator Summary

Wealth and Savings	Liquid Asset Poverty Rate	51.7% of Waco households are without sufficient liquid assets to subsist at the poverty level for 3 months in the absence of income.
	Income Poverty Rate	18.7% of Waco households with income below the federal poverty threshold.
	Asset Poverty Rate	36.6% of Waco households without sufficient net worth to subsist at the poverty level for three months in the absence of income.
	Unbanked Households	12.4% of households with neither a checking nor savings account.
	Underbanked Households	21.1% of Waco households that have a checking and/or a savings account and have used non-traditional forms of lending in the past 12 months.
	Credit Stress	71% of McLennan County residents have "good credit" meaning they are current or less than 60 days over due on any account.
	Income Inequality	5.7 times more annual income in the top income quintile as compared to the annual income in the bottom quintile.
Business Development	Unemployment Rate	6.6% of Wacoans are unemployed, but actively seeking employment.
	Business Value	The average value of businesses in Waco is \$520,211; \$621,204 for white owned businesses, \$114,663 for owners of color.
Social Determinants	Four-year College Degree	22.9% of Waco residents have at least a college degree.
	Homeownership Rate	45.2% of housing units in Waco are owner-occupied meaning the primary owner takes residence at the location.
	Housing Cost Burden - Own	31.0% of mortgaged owners are spending 30% or more of their household income on housing costs.
	Housing Cost Burden - Rent	57.6% of Waco renters are spending more than 30% of their household income on rent and utilities.

*a complete version of this dashboard is found on pages 13-16. It includes comparisons to peer cities in Texas as well as data disaggregated by race/ethnicity where possible.

Observations and Lessons Learned from Review

1. Almost 60 entities in the Waco area mention addressing financial empowerment in some capacity.
2. Non-profits tend to focus on Workforce Development and Asset building over Consumer Protection.
3. Non-profits are more likely to list financial security or independence as one piece of their larger mission, reinforcing the intertwined nature of financial security with other needs such as education and health.
4. Several organizations have the potential to host a Financial Empowerment Center (FEC) because of their already existing financial counseling programs, but officially there is not FEC currently operating within our community nor is there consistency between the curriculums or financial education program currently offered.
5. Educational opportunities start at the high school level for many school districts through Career & Technical opportunities and Early College models.
6. The Chambers of Commerce (Cen-Tex African American Chamber of Commerce, Cen-Tex Hispanic Chamber of Commerce, and the Greater Waco Chamber of Commerce) support mostly entails supporting the small business development and financing as well as workforce development and support.
7. No banking institutions exist in areas broadly defined as East or South Waco, and these and other parts of the community are underserved with traditional financial services.
8. Waco does not have a functioning CDFI organization as outlined by CFE Fund's standards.

Results and Recommendations

Recommendations below are grounded in the site visit, the follow-up meetings with stakeholders, the landscape analysis, or subsequent rankings. Every recommendation was suggested and voted on by the stakeholders for its impact and difficulty and well as aligned with needs discovered in the landscape analysis and components for successful financial empowerment.

Recommendation 1: The work encompassed in this strategic plan will require two things to ensure its success:

1. Identification of Financial Empowerment as a goal of the City of Waco and this community as part of its continued emphasis on equity and inclusion
2. A purposeful, dedicated facilitator to guide, promote, and ensure the implementation of the Plan and the programs and policies recommended herein

Prosper Waco has already identified financial security as one of its three pillars of focus and has supported other CFE Fund projects in conjunction with the city, including the Bank On Coalition and the Financial Navigators program.

Acknowledging the city plays a supportive role in their residents' financial security, the City should consider funding a full-time position housed at Prosper Waco, possibly in conjunction with private funding sources as able.

Recommendation 2: Expand current involvement with Financial Counseling services and track impact through a shared data platform.

Several non-profit organizations offer financial counseling or coaching for Waco residents, but they lack a common curriculum and data platform. Additionally, many organizations offering counseling operate under the goal of homeownership, which may not prove to be the best answer for many residents. With nearly 40% of Waco households lacking sufficient net worth to subsist at the poverty level for three months, and 12% of households with neither a checking nor savings account, the need is even more basic than homeownership.

1

Asset Building

2

Banking Access

4

Financial
Counseling

Strategy 2.1: The City, through the guidance and facilitation of Prosper Waco, is currently working with the CFE Fund to implement the **Financial Navigators program** in collaboration with other local agencies. This effort seeks to provide ‘counseling-lite’ services to our community, helping guide and direct individuals to resources within our community. This platform will also provide a shared database to help track outcomes and specific areas of need that may not be otherwise readily identified.

This work, and the collaboration and underlying focus on counseling that it targets, can easily lay the groundwork for more robust collaboration counseling services in our community. The CFE Fund has a programmatic template for this type of endeavor, the Financial Empowerment Center. The Navigators program should be supported and tracked with the vision of eventual transition into the more intensive and encompassing FEC model.

Strategy 2.2: Expand the support and capacity of existing counseling programs by offering a **common data platform** to ensure each organization is measurably improving the lives of those they work with. Prosper Waco has already begun efforts towards a community-wide resource repository with its Waco Working Together effort and reporting, and this could be supported and enhanced through the databases and information gleaned from the Navigators, and eventually Financial Empowerment Centers

Strategy 2.3: Expand the reach of **savings incentive programs** and **small dollar consumer loan programs**, such as scaling the capacity of the Community Loan Center, and by providing additional funding for culturally responsive approaches and social marketing. Revitalize the Bank On initiative’s marketing materials and outreach.

Strategy 2.4: Create a functional, operating, and community identified **CDFI organization** to support and facilitate this work mentioned in strategies 2.1 through 2.3.

Recommendation 3: Support Financial Empowerment through equitable access and reduction of barriers to support services either directly or through tangentially institutions such as healthcare or education.

Finding employment is only the first hurdle for Waco families. Establishing reliable transportation and child care often prove taxing to the family's situation. Additionally, with the City and several other companies moving to an online application system, it is disadvantaging individuals who do not have reliable internet access. All of these factors make up the support systems that allow an employee to be not just retained, but successful.



Consumer Financial Protection



Workforce Development & Support

Strategy 3.1: Provide **widespread broadband internet access** for the community and invest in **wifi connected devices** for job applications, financial empowerment trainings, and access to financial accounts.

Strategy 3.2: Provide incentives for businesses that provide **high-quality, low-cost child care** for employees. Support child care services with expanded hours serving shift workers or providing after school care.

Strategy 3.3: Enhance the reach **Waco's transportation system** through vouchers and providing additional services, such as ride sharing.

Recommendation 4: Propel the economic development of Waco through programming supportive of entrepreneurship and small business growth.

Before the chaos of COVID-19, just less than 7% of Wacoans were actively seeking, but not finding employment and all estimates suggest that unemployment rates will continue to rise. One of the hardest hit sectors in the upheaval is the small business and entrepreneurship communities who rely on their dedicated staff and clientele to stay open. The importance of this recommendation continues to grow as the situation evolves.



Asset Building



**Small Business
Development & Finance**

Strategy 4.1: Promote accessible and affordable housing, create jobs, and incentivize neighborhood revitalization and collaborative and affordable real estate development utilizing City of Waco foreclosures, vacant owned tracts, or other strategically identified land and potentially in concert with an existing CHDO, through the creation of a **Community Land Trust**.

Strategy 4.2: In conjunction with StartUp Waco, work towards the creation of a **loan guarantee fund** (LGF) that couples wrap-around business support services with local banking relationships to provide entrepreneurs access to affordable credit facilities while leveraging existing resources and fostering accountability.

Also consider implementation of a micro-finance project in association with a platform such as Lift Fund or Kiva, working with existing funders for technical assistance and support.

Strategy 4.3: Create a **Community Investment Trust** to offer individuals the opportunity to invest in income producing real estate collectively.

Additional Documentation

Waco's Financial Landscape

Wealth and Savings, part 1

<i>Metrics</i>	Income Poverty Rate Percent of households with income below the federal poverty threshold				Asset Poverty Rate % of households without sufficient net worth to subsist at the poverty level for three months in the absence of income	Liquid Asset Poverty Rate % of households without sufficient liquid assets to subsist at the poverty level for three months in the absence of income.	
	Avg.	Black	Latino	White	Avg.	Avg.	
Waco	18.7	30.4	27.3	7.6	36.6	51.7	
Benchmark Cities	Abilene	12.9	19.4	23.0	8.1	27.6	41.4
	Beaumont	15.1	21.5	14.9	6.5	32.4	47.6
	Bryan	18.5	37.5	20.6	8.1	36.8	45.1
	College Station	12.8	25.3	24.4	7.9	36.8	45.1
	Denton	10.4	13.4	23.0	5.0	30.0	37.5
	Killeen	12.2	15.7	15.2	7.4	35.3	47.1
	Temple	14.2	24.3	20.7	8.5	27.2	39.0
	Tyler	13.4	25.2	24.9	4.6	29.1	42.3
	Wichita Falls	16.9	37.2	29.4	10.6	28.3	42.6
	Texas	14.0	19.9	20.6	8.7	23.5	42.2
USA	12.7	22.7	20.9	9.8	24.1	36.9	
Year(s) of data	2013-2017				2014	2014	
Source	American Community Survey				SIPP & ACS	SIPP & ACS	

Waco's Financial Landscape

Wealth and Savings, part 2

<i>Metrics</i>	Unbanked households % of households with neither a checking nor savings account.	Underbanked households % of households that have a checking and/or a savings account and have used non-bank money orders, non-bank check-cashing services, non-bank remittances, payday loans, rent-to- own services, pawn shops or refund anticipation loans (RALs) in the past 12 months.	Income inequality Ratio of the annual household income of households in the top income quintile to households in the bottom income quintile.	Credit stress For each individual in the credit economy, credit stress status is determined into one of five categories. Good history is the percent of individuals that were never 60+ days past due during any of the quarters analyzed (County Level).
	Avg.	Avg.	Avg.	Avg.
Waco	12.4	21.1	5.7	71 McLennan Co.
Abilene	7.5	18.4	4.5	76/73 Jones Co./Taylor Co.
Beaumont	11.7	22.5	5.4	71 Jefferson Co.
Bryan	9.4	20.0	4.6	79 Brazos Co.
College Station	9.4	20.0	7.9	79 Brazos Co.
Denton	6.8	18.2	5.0	82 Denton Co.
Killeen	9.6	24.0	3.6	67 Bell Co.
Temple	7.6	18.5	4.4	67 Bell Co.
Tyler	8.7	19.2	4.6	75 Smith Co.
Wichita Falls	8.0	18.4	5.2	72 Wichita Co.
Texas	9.5	24.2	4.9	73
USA	6.5	18.7	4.9	80
Year(s) of data	2017	2017	2017	2019
Source	FDIC & ACS	FDIC & ACS	FDIC & ACS	NY FED CCP/ Equifax

Waco's Financial Landscape

Business Development

Metrics	Unemployment Rate Annual average unemployment rate of the civilian labor force				Business Value Ratio of the average business value, in terms of sales, receipts or revenue, of White, non-Hispanic-owned businesses to businesses owned by workers of color				
	Avg.	Black	Latino	White	Avg.	Black	Hispanic/Latino	White	
Waco	6.6	15.3	4.4	5.5	\$520,211	n/a	\$54,542	\$621,204	
Benchmark Cities	Abilene	3.8	2.4	3.1	4.3	\$348,726	\$40,754	\$42,282	\$364,441
	Beaumont	4.2	3.9	n/a	3.6	\$495,609	\$55,033	n/a	\$800,531
	Bryan	6.0	n/a	6.1	6.3	\$427,759	\$427,759	n/a	\$502,046
	College Station	3.4	n/a	n/a	2.0	\$319,409	\$218,357	n/a	\$306,080
	Denton	5.2	6.3	n/a	4.6	\$486,681	n/a	n/a	\$530,038
	Killeen	8.6	7.9	9.1	9.7	\$286,710	\$27,213	\$53,278	\$486,087
	Temple	n/a	n/a	n/a	n/a	\$917,027	\$26,421	n/a	\$1,158,817
	Tyler	4.6	5.7	n/a	5.7	\$396,768	\$41,648	\$59,239	\$444,716
	Wichita Falls	4.5	5.9	6.7	4.2	\$407,680	\$15,260	n/a	\$547,729
	Texas	3.5	5.4	4.0	2.7	\$460,079	\$69,669	\$144,669	\$839,279
USA	3.7	6.4	4.4	3.1	\$440,190	\$73,226	\$155,806	\$641,742	
Year(s) of data	2017				2012				
Source	American Community Survey				Survey of Business Owners				

Waco's Financial Landscape

Social Determinants

Metrics	Four-Year College Degree Percentage of population 25 years old and over who have at least a 4-year degree.				Homeownership Percentage of occupied housing units that are owner-occupied				Housing Cost Burden Owner Percentage of mortgaged owners spending 30% or more of household income on selected monthly owner	Housing Cost Burden Renter Percentage of renter-occupied units spending 30% or more of household income on rent and utilities.
	Avg.	Black	Latino	White	Avg.	Black	Latino	White	Avg.	Avg.
Waco	22.9	7.6	11.3	35.1	45.2	27.5	52.4	50.6	31.0	57.6
Benchmark Cities										
Abilene	22.1	6.9	10.7	29.0	54.5	59.4	52.4	59.4	23.5	48.8
Beaumont	23.2	11.7	14.2	34.5	56.3	46.0	60.4	67.4	29.5	50.7
Bryan	26.3	9.1	7.6	43.4	47.0	32.9	45.9	54.5	29.4	50.2
College Station	55.8	45.9	24.8	57.8	35.5	26.0	17.2	41.1	23.5	64.9
Denton	38.1	19.3	26.4	42.8	47.8	28.2	37.1	54.1	25.7	60.0
Killeen	18.7	15.6	18.5	21.6	45.1	42.5	45.3	48.6	29.9	44.5
Temple	27.3	10.1	15.4	35.8	54.0	37.7	47.9	61.8	20.5	47.0
Tyler	27.6	7.3	11.6	38.7	52.7	35.6	58.4	59.0	26.8	52.2
Wichita Falls	23.6	11.0	14.7	35.1	56.8	29.9	62.6	60.3	25.5	50.7
Texas	30.3	15.2	25.0	39.3	61.7	39.3	57.3	70.5	27.3	48.8
USA	32.6	17.0	22.0	36.3	63.9	41.4	47.4	72.1	27.7	49.7
Year(s) of data	2013-2017				2013-2017				2013-2017	2013-2017
Source	ACS				ACS				ACS	ACS

Waco's Financial Landscape Organizational Census

This organizational census is a singular point in time count of programs and services in the Greater Waco area. The blueprint team understands the fluid nature of services. This list is not meant as a determinant list, but demonstrates the starting place of this report.

	Asset Building	Access to Financial Services	FEC/ Financial Counseling	Consumer Protection	Small Business Development/ Financing	Workforce Development & Support	CDFI Designated Organization
Nonprofit Agencies							
Better Business Bureau				x			
Care Net			x				
Caritas			x				
Christian Men's Job Corps						x	
Christian Women's Job Corps						x	
Community Loan Center of the HOT		x	x	x			
Compassion Ministries			x				
Economic Opportunities Advancement Corp		x					
Friends for Life Money Management Program				x			
Grassroots Community Development	x		x				
Habitat for Humanity	x		x				
HOT Goodwill Industries			x			x	
HOT MHMR							
Mission Waco	x					x	
NeighborWorks Waco	x		x				x
Start Up Waco					x		
Tri Cities Ministries			x			x	
Waco Employer Resource Network						x	
Workforce Solutions for the HOT						x	
Goodwill Job Industries						x	
Salvation Army Fresh Start Program			x			x	
Reintegration Roundtable						x	
Communities In Schools						x	
Education							
China Spring ISD							
Connally ISD						x	
La Vega ISD						x	
Midway ISD						x	
Robinson ISD						x	
Waco ISD						x	

Waco's Financial Landscape Organizational Census

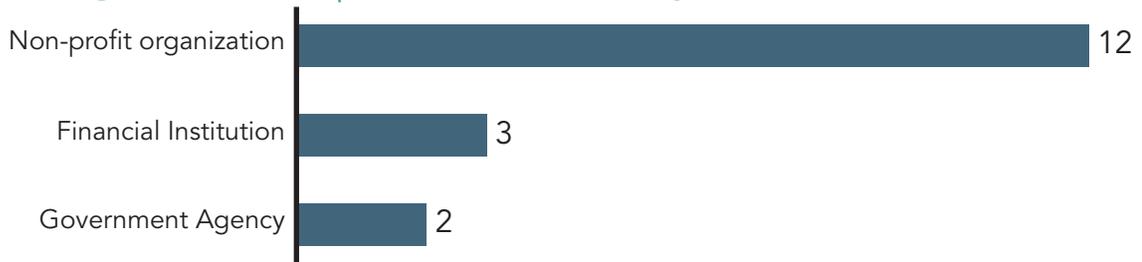
	Asset Building	Access to Financial Services	FEC/ Financial Counseling	Consumer Protection	Small Business Development/ Financing	Workforce Development & Support	CDFI Designated Organization
Education Continued							
Baylor University					x	x	
McLennan Community College					x	x	
Texas State Technical College						x	
ESC Region 12						x	
Texas Tech at Waco						x	
Tarleton State Waco						x	
Rapoport Academy						x	
GWAMA						x	
GWAHCA						x	
Government Entities							
Cen Tex Afr Am Chamber of Commerce					x		
Cen Tex Hispanic Chamber of Commerce					x		
City Center Waco (WIBO)					x		
Greater Waco Chamber of Commerce					x		
HOT Council of Governments						x	
Texas Workforce Commission						x	
Waco Housing Authority			x				
Waco McLennan County Library			x				
City of Waco				x	x		
Private Sector							
Total Placement Staffing Solutions						x	
Jack Of All Trades						x	

Organizational Capacity Survey

Feedback from local entities

To further understand the community context and potential impact of the recommendations outlined in this blue print, the team initiated a survey to identified partners working, in some part, to financial empowerment. The survey was administered in the spring of 2020, during the early stages of the COVID-19 responses. In total, 17 organizational representatives responded to the survey.

What types of organizations responded to the survey? (n=17)



Each responding organization offers some type of direct service related to financial empowerment; service recipients could be either an individual or a small business. Organizations were asked to align their work into one of seven categories, each a different aspect of financial empowerment work. The most popular categories were asset building and financial literacy/coaching.

What types of financial empowerment services are provided by your organizations? (n=17) *respondents could select multiple options*

Asset Building: My organization helps to generate assets for families to weather unexpected financial emergencies through products or policies that allow them to invest in their future.

Access to financial services: My institution offers a traditional bank account meeting BankOn standards or offers a product similar in nature to BankOn.

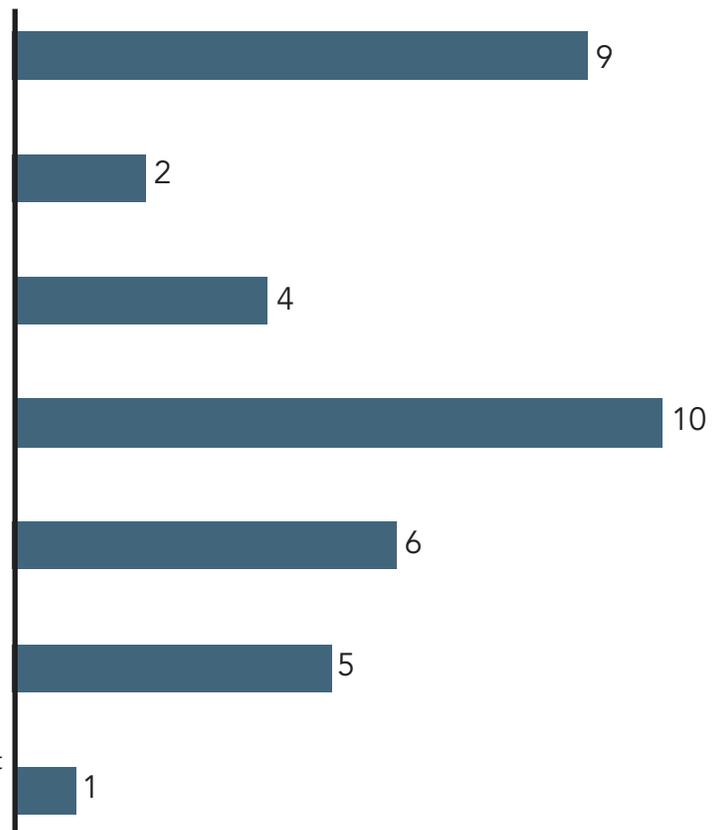
Consumer Protection: My organization provides an alternative to predatory financial services or regulatory services in the form of policy and advocacy to promote fair small dollar consumer lending.

Financial Literacy or Coaching: My organization provides financial literacy training or professional financial counseling to tangibly improve household financial stability

Small Business Development: My organization contributes to the entrepreneurial ecosystem by providing physical space, education, or lending services to the small business community.

Workforce Development and Support: My organization strengthens the workforce through the acquisition of human capital.

CDFI: My organization is a functioning Community Development Financial Institution (CDFI) or has a structured partnership with a functioning CDFI.

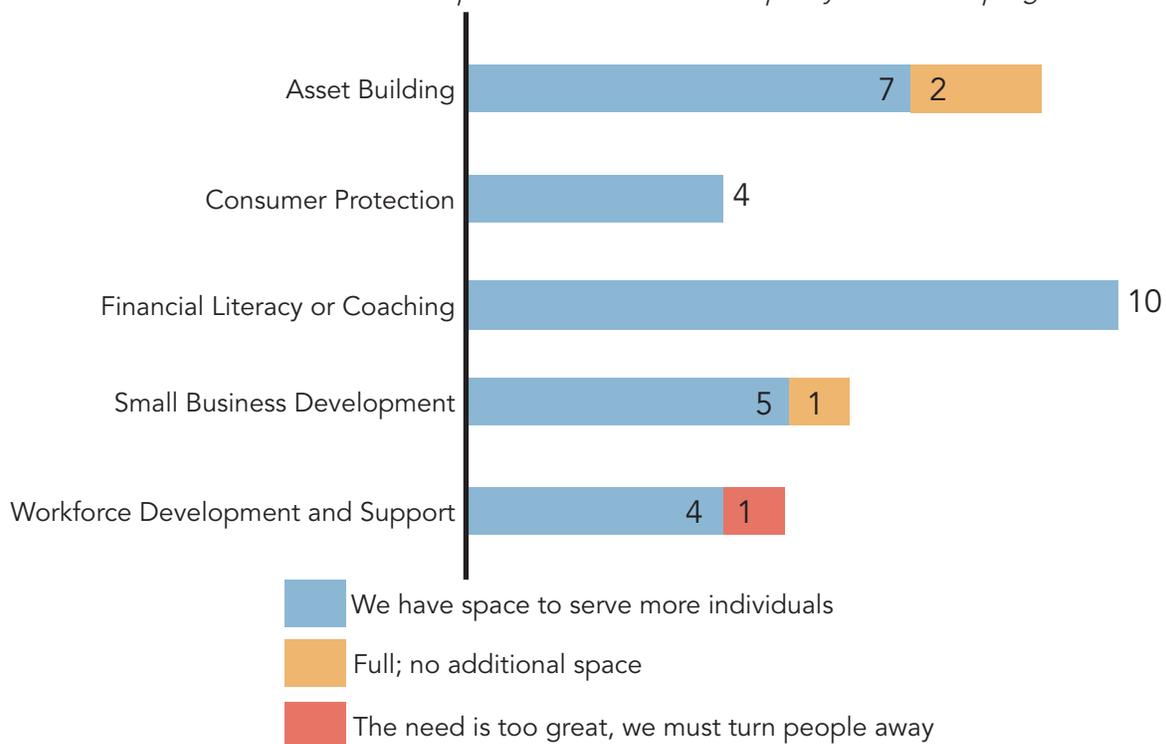


Organizations who focus on financial literacy or coaching approach the service delivery with different methods and curriculum. Across the 10 organizations who offer financial literacy or coaching, courses are offered in group settings and individual counseling sessions of varying duration. Courses are lead by case managers, staff members, or a partner from a financial institution. Courses also have different focuses from budgeting, savings through IDAs, and homeownership. Lastly, the curriculum also differs. Financial literacy curriculum includes: Money Smart, Building Wealth, Dave Ramsey courses, and organization-developed coursework.

Of the four organizations who aligned their work with workforce development and support, only one mentioned specific job advancing certifications or credentials. The other organizations focus their work on soft skills such as interview skills, resume building, mentoring, time management, and personal wellness.

Are your financial empowerment programs at capacity? (n=17)

respondents were asked to choose one of three options to describe their capacity within their programs



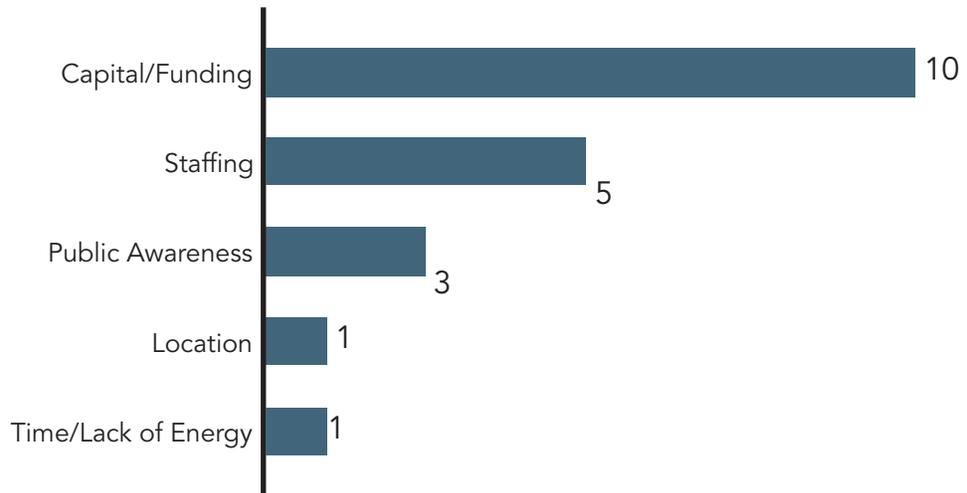
Most of the programs who responded to the survey have not reached their capacity to serve individuals or small businesses in Waco. Two of the organizations with no additional space offer training and financial capital for small businesses, although one of the organizations considered the work to be asset building, not directly small business development. Only one workforce development program is at capacity. It is important to note the organization has a limited capacity and intensive program.

Are you aware of the Bank On program? (n=11)

73% of responding organization either offer an account matching Bank On standards or are aware of the program in Waco.

What barriers to deploying services are faced by your organization?

respondents could select multiple options or provide their own



Most organizations cited “capital” as a barrier to providing services in Waco. This concern is also reflected when the team asked stakeholders to reflect upon how COVID-19 is impacting their services with one organization sharing, “We are quite concerned about the giving climate in the aftermath of the pandemic as the global economy will be strained. We are concerned that we will face cutbacks that would limit our ability to expand services and hire more staff...”

“Staffing” was the second most popular options and reflects a few of the comments from the stakeholder meetings that there is a large turnover rate for employees within the non-profit sector.

How have you seen the needs of your clients change as a result of the current COVID-19 climate?

Because of the timing of this survey, the team was able to ask organizations about how COVID-19 has impacted their clients.

Most organizations serving individuals note a change from long-term planning to needing immediate assistance whether that be food assistance or help finding employment. The organizations serving small businesses notes that most forms of government relief are time consuming and not easy to navigate.

Comments from respondents:

- In the short term, our clients are less likely to pursue new small business training and real estate projects as they respond to the crisis. We have pivoted to sharing resiliency information, but for the most part we are waiting to work with them once things pick back up.
- People are just focused on surviving
- Job losses and lack of healthcare
- We have seen a significant increase in people needing food assistance over the last few weeks.
- We have seen a slight drop-off in services as clients have had to relocate to more secure housing or family support during this time. Most of our clients report stable needs and are still involved with their education on our adapted online platform. We are concerned for their mental health during this time and staff is working hard to connect personally with our clients. The majority of our clients are sheltering safely in place and caring for their children but staying committed to the education platform we provide. Increased requests for rental assistance.
- SBA/ Government relief act has been extensive and time consuming.

Prioritizing Strategies

Feedback from Engaged Stakeholders

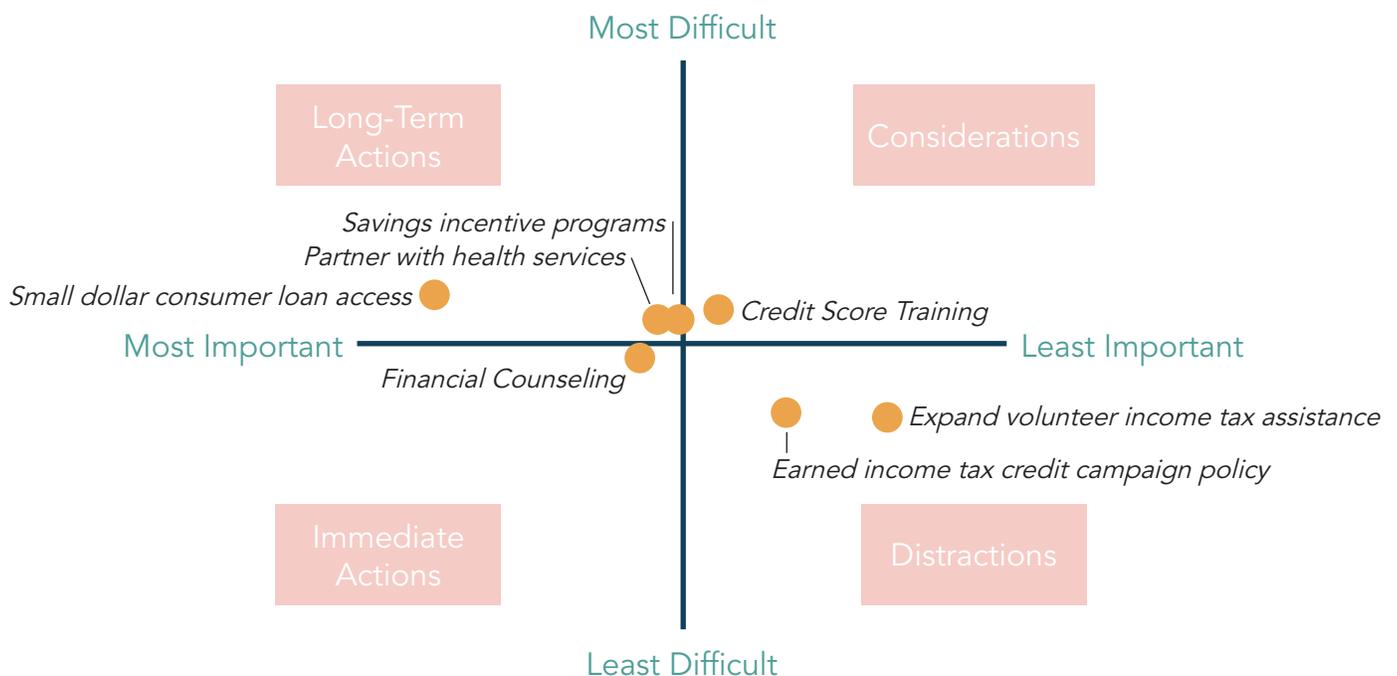
In addition to the strategies brainstormed at the stakeholder meetings and site visit, the Blue Print team did additional research to provide options in subject areas with few strategies. The team focused on providing strategies that target individual financial empowerment, but also address systemic gaps. Strategies were grouped into three categories: access to financial services and coaching; workforce development and support; and asset building and small business development.

In total, the stakeholders were asked to prioritize 20 strategies across the three categories. In order to aid this process, the Blue Print team constructed a survey designed to align the responses into an importance/difficulty matrix. Trying to thoughtfully prioritize strategies and programs with varying components is difficult and often leads to confusion or gridlock. By placing the potential impact (importance) on the x-axis and level of effort (difficulty) on the y-axis, the strategies begin to settle into four categories, or quadrants, leading to actionable plans.

Most Important	Least Difficult	Immediate Actions (High-value)
Most Important	Most Difficult	Long-Term Actions (Strategic)
Least Important	Least Difficult	Considerations
Least Important	Most Difficult	Distractions (Luxuries)

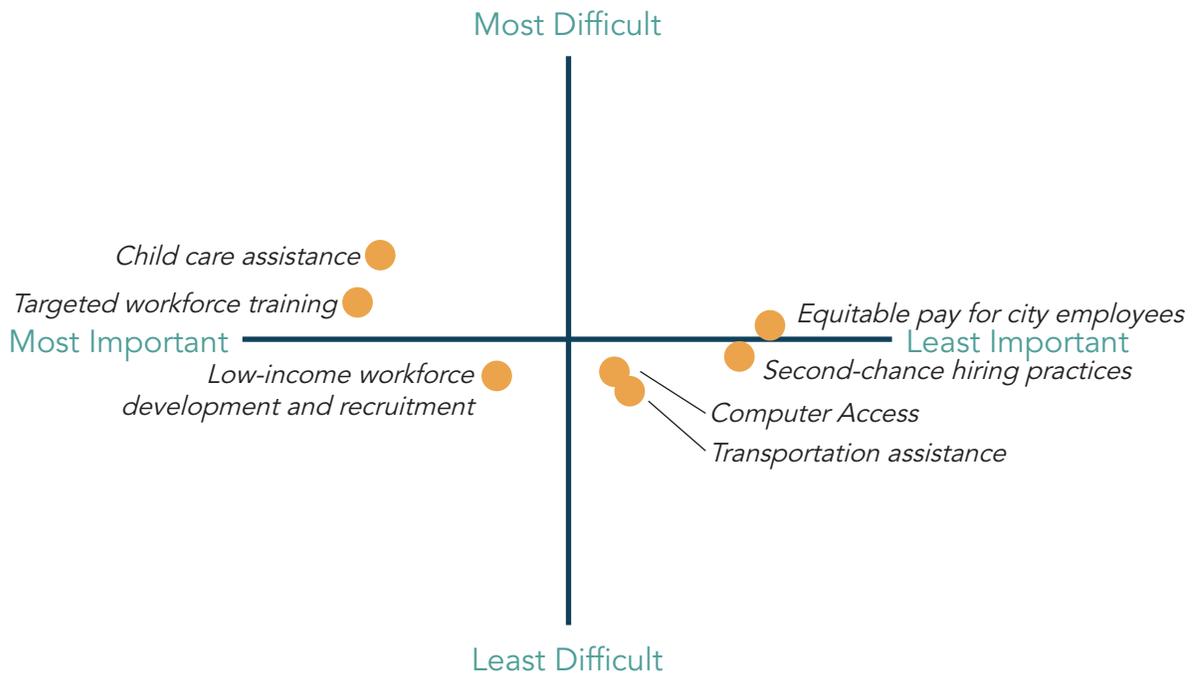
Category 1 - Access to Financial Services and Coaching/Counseling

Providing holistic financial literacy training to those who need it, either individually or in a small group setting, ranked as a high-value strategy for immediate action. Strategic, long-term actions include utilizing health services as an access point to providing financial services and support, providing short term consumer loans to individuals to bridge a financial gap between pay periods or during periods of financial difficulty, and training young adults (16 to 24) to develop an understanding of the importance of savings and set up a secure savings.



Category 2 - Workforce Development and Support

One strategy ranked as high-value and for immediate action is ensuring workforce development programs exist in low-income areas to reduce transportation costs. Strategic, long-term actions include providing childcare to families in need while parents are at work and access to targeted workforce training opportunities such as accreditation programs, community college courses, or certificate programs for all Wacoans.



Category 3 - Asset Building and Small Business Development

The two strategies ranked as high-value and for immediate action include the development of an environment for local entrepreneurs and small businesses to receive business training or capital as well as providing legal assistance to clear names of individuals facing financial/legal issues. Strategic, long-term actions include creating a community land trust, a community-based organization with a mission of providing perpetually affordable homes and promoting stewardship of the land, and a community investment trust that offers a long-term path to collective, communal ownership of real-estate for investors starting with small monthly contributions.



Blue Print Definitions and Terminology

Accessible Housing Programs: vouchers, rent guarantees, etc.

Additional Child Care Availability: Provide childcare to families in need while parents are at work

Capital Access/Support for Entrepreneurs: Develop an environment for local entrepreneurs and small businesses to receive business training or small business capital

Community Investment Trust: Offers a long-term path to collective, communal ownership of real-estate for investors starting with small monthly contributions

Community Land Trust: Nonprofit, community-based organizations with a mission of providing perpetually affordable homes and stewardship of the land

Computer Access: Provide additional access to Internet for job applications financial empowerment training and easier access to financial accounts

Consumer Protection/Legal Assistance: Provide legal assistance to clear names of individuals facing financial/legal issues

Credit Score Training: Provide specific information on the importance of strong credit for future purchases such as home and auto

EITC Campaign Policy: Ensure that eligible families are receiving the benefits of the EITC

Equitable Pay for City Employees: In 2018, the City of Tulsa adopted a policy to ensure pay equity among city employees. Through annual audits, the City of Tulsa reviews compensation for groups of employees performing similar work and makes adjustments as needed to ensure that employees performing equal work receive equal pay.

Expanded VITA (volunteer income tax assistance): Organize yearly volunteer income tax filing assistance for individuals who cannot otherwise file their taxes

Financial Counseling: Provide holistic financial literacy training on an individual or small group basis to those who need help with banking, budgeting, or improving financial stability

Low-income Workforce Development Recruiting: Ensure promote workforce development programs exist in low-income areas to reduce transportation costs for low income individuals

Partner with Health Services: Utilize health services as an access point to providing financial services and support

Payday Lending Policies: Zoning policies that limit the concentration of payday businesses; requirements that payday lending businesses implement "good neighbor" practices that limit hours of operation and/or burdensome signage and lighting; and requirements that payday lending businesses provide information about other credit options available in the community. In addition, at the state level, legislation can be passed to cap the interest rate that payday lenders can charge.

Real Estate Investment Cooperatives: Work together to secure permanently affordable space for civic, cultural, and cooperative use in a geographic region.

Savings Incentive Programs (especially ages 16-24): Train young adults to develop an understanding of the importance of savings and set up a secure savings account

Second-chance Hiring Practices: Currently this policy prevents the City from requesting information about job applicants' criminal history at the onset of the hiring process. With this policy in place, the City of Tulsa plans to further increase the number of second-chance employers by launching a communications campaign that demystifies and humanizes adjudicated citizens

Small Business Succession Planning/Mentorship: Create an environment for small business owners to collaborate and learn from other entrepreneurs

Small Dollar Consumer Loan Access: Provide short term consumer loans to individuals to bridge a financial gap between pay periods or during periods of financial difficulty

Targeted Workforce Training /Skills Development: Provide access to accreditation programs, community college courses, or certificate programs or general skills development for the workplace

Transportation Assistance (either transit vouchers or vehicle access/sharing): Organize reliable transportation services to help individuals get to and from work, interviews, etc.