



## **PROGRESS REPORT TO COMMUNITY**

Presented on November 14, 2018

Thank you.

Thank you for taking time to read this progress report and list of recommendations. Thank you for engaging in this process. Thank you, most of all, for caring about our community and for wanting everyone to have the opportunity to build a better future for themselves and their families.

WAYne Forward is a coalition of people and organizations who care – just like you. It is a coalition that is striving to work together to address the symptoms and the causes of poverty. It is a coalition of people who believe that the poverty conditions that exist in our community affect not just the residents of certain neighborhoods or Census tracts, but really, all of us.

We are a coalition that wants to do something about this issue of poverty, and we, by your reading this, are a coalition that now includes you.

WAYne Forward was born out of a report that was released in January that crystallized the challenge –and the opportunity – facing our community. However, WAYne Forward is community-based and community-driven. Since its formation in February, WAYne Forward has been guided by an advisory committee made up of community residents and leaders. During our initial community engagement process, we conducted 1,500 surveys asking folks what they saw as the most important areas to address in terms of poverty. Floating to the top of that list were education, workforce development, health and affordable housing – the areas that we then divided up into community-based workgroups to focus on during the summer.

Today we offer our progress report and some recommendations for further action or attention in these four areas. Some of these recommendations are for specific programs or policies. Some are identifying areas for further research and investigation. We do not hold any illusions that these recommendations are enough to fully meet the challenge that poverty presents in our community. However, we do view these recommendations as the first step in this process – the first step in figuring out how we turn talk into action.

And so we hope you will take this opportunity to continue to engage. We can't do this ourselves. We need the community, our civic organizations, our schools, our community college, our cities and county, our elected officials and YOU to engage.

In partnership,  
Patricia Beier, Matthew Whittle & Michele Wiggins  
WAYne Forward Co-Advocates



## INTRODUCTION

Since its initial launch in January, 2018 WAYne Forward has been on a mission to bring the community of Goldsboro and WAYne County together to build the systems and implement effective strategies to combat poverty. In January, Gene Nichol of UNC Chapel Hill presented a poverty study that highlighted the concentrations of poverty found in Goldsboro and the growing barriers to opportunity for all that persistent hardship has created.

This data, in combination with emerging national research on the decline of Goldsboro's middle class and roadblocks to economic mobility for young children, was a call to action for a community that has long worked to address these challenges but continued to search for a path to greater collective impact. In February, a then nascent advisory group of non-profit leaders presented to the community a plan to distribute community wide surveys to gauge the concerns of citizens and what they believe contribute to the poverty issues. This led to multiple city wide canvasses and neighborhood meetings designed to engage the community on a deeper more personal level. The surveys were a great start to discovering how the community perceived their issues but the additional information from conversations at doors, community centers and churches further contextualized those findings and the path forward.

The goal of WAYne Forward is to connect the community to opportunity that will drive better outcomes. This will result in access to healthcare, better education system, good quality careers, and affordable housing.

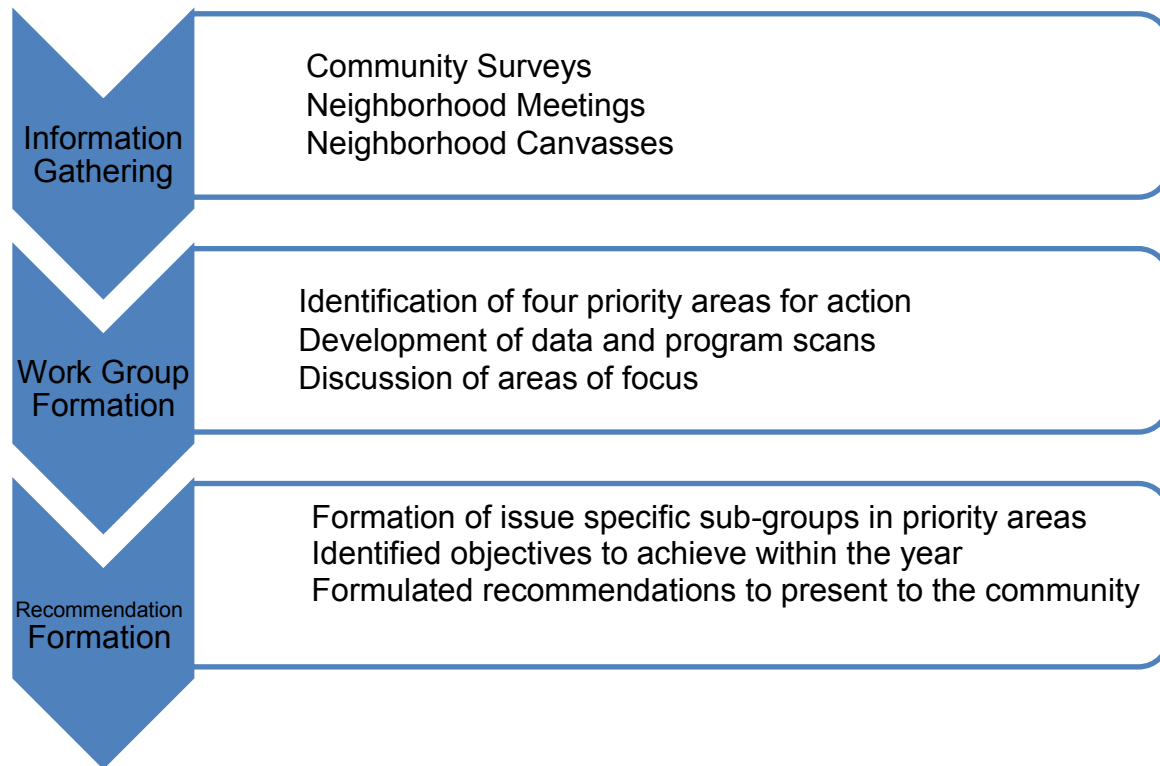
The principles of WAYne Forward are outlined below:

1. We will take a strength-based approach that builds connections and bridges.
2. We will conduct a process that includes all voices.
3. We recognize that we are all in this together.
4. We will hold each other accountable to the activities and milestones we have established.
5. We will consider the human experience alongside the statistics.

The goals of WAYne Forward will be measured by:

1. Public understanding and will to support solutions to poverty increased
2. Sustainable solutions are formed and established in systems.
3. Improved living conditions for residents.

## TIMELINE OF ACTIVITIES



## COMMUNITY INPUT

Results from the survey helped inform the WAYne Forward effort and provide greater detail on how the community perceived, experienced and saw possible solutions to poverty.

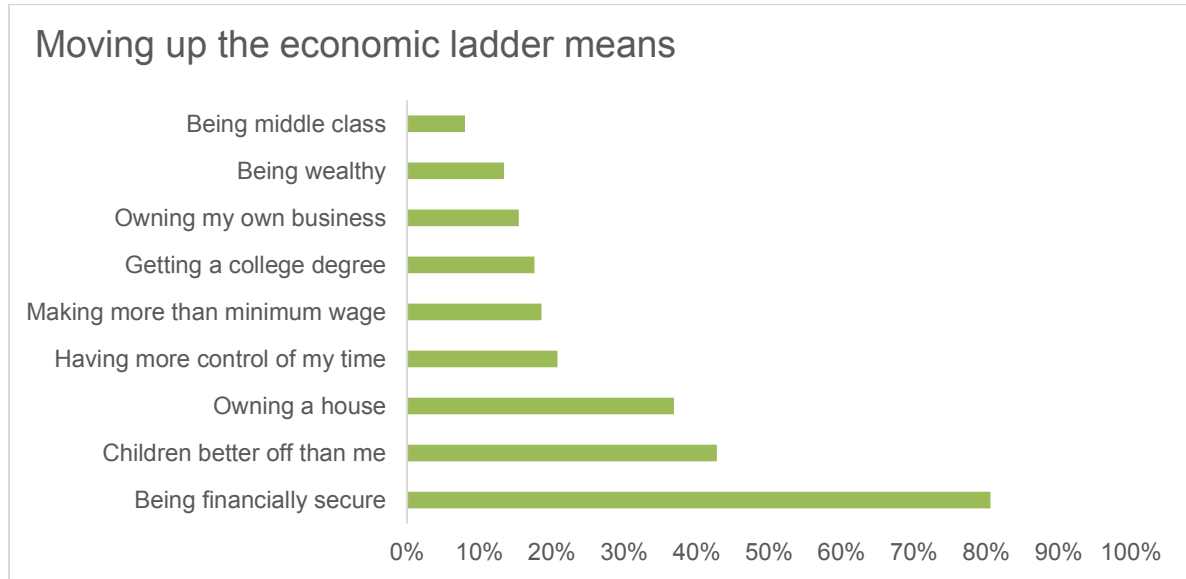
Just 13 percent said that they were regularly or frequently active in advocating to address poverty. 52 percent of respondents, however, felt that their economic situation would be better in five years than it is today showing a sense of economic optimism unlike those measured nationally.

Those who completed the survey were citizens who came from all walks of life.

- 48 percent of respondents were white; 45 percent were Black or African-American and 3 percent were Latinx
- 35 percent of respondents had poverty level incomes for a family of four and 22 percent of respondents had incomes over \$75,000.
- 53 percent of respondents lived in the City of Goldsboro.

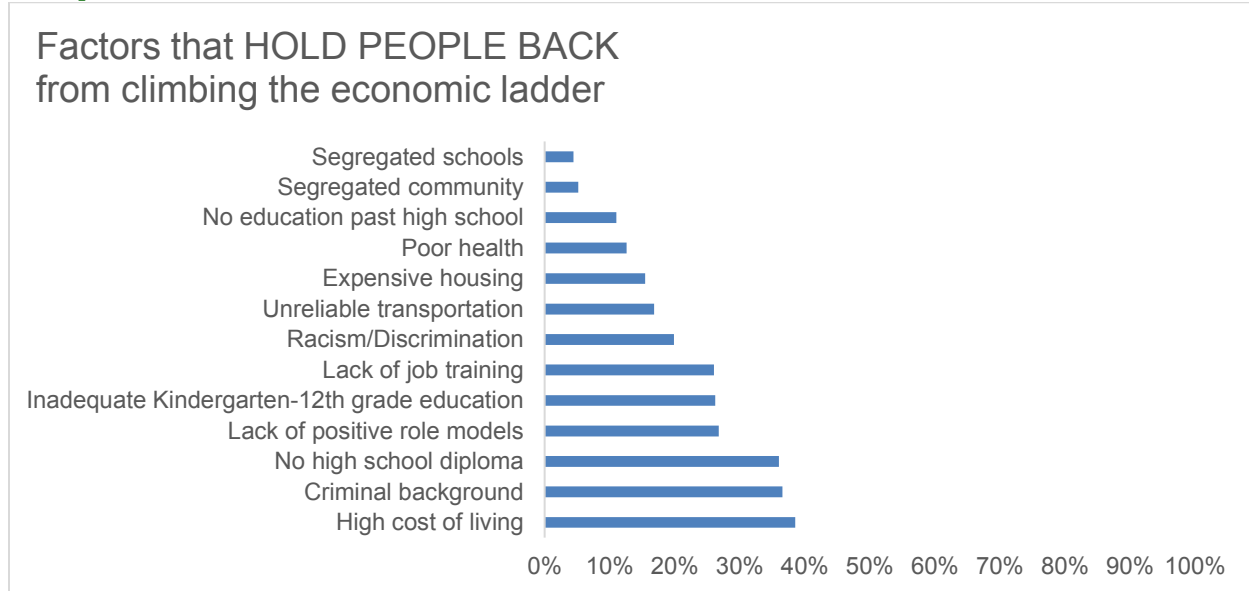
Surveys were distributed in a variety of ways. The housing authority distributed the survey through their recertification team, groups of volunteers canvassed the neighborhoods around Goldsboro that were affected by poverty, as well local non-profits and leaders posted the online survey links on their Facebook pages and sent out among their email groups. Across all methods, 1,540 surveys were completed.

## Survey Result Summary

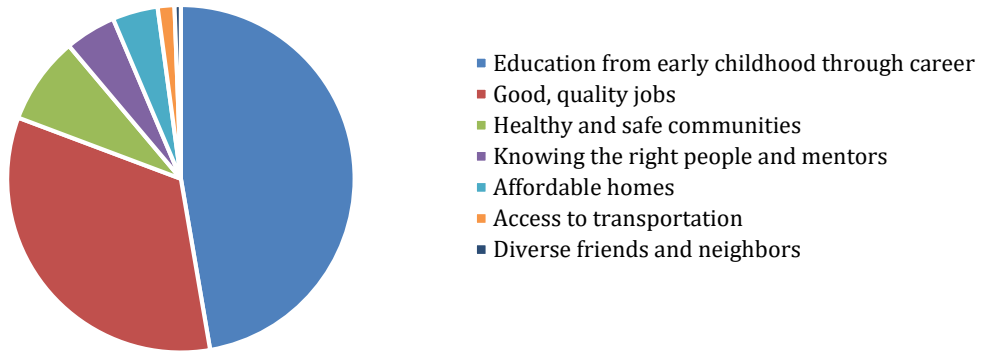


**57 percent** defined poverty as an ability to afford the basic necessities of life.

**15 percent** felt the federal poverty level (\$24,600 for a family of four) best defined poverty.



## These are the most important factors that MOVE PEOPLE UP the economic ladder



Most people shared that the high-cost of living, a criminal background, and lack of high school diploma were the main contributing factors to persistently high economic hardship. Education and good, quality jobs were considered the key foundations to move people out of poverty in Wayne County.

### **AN ASSET-BASED, COMMUNITY-DRIVEN APPROACH**

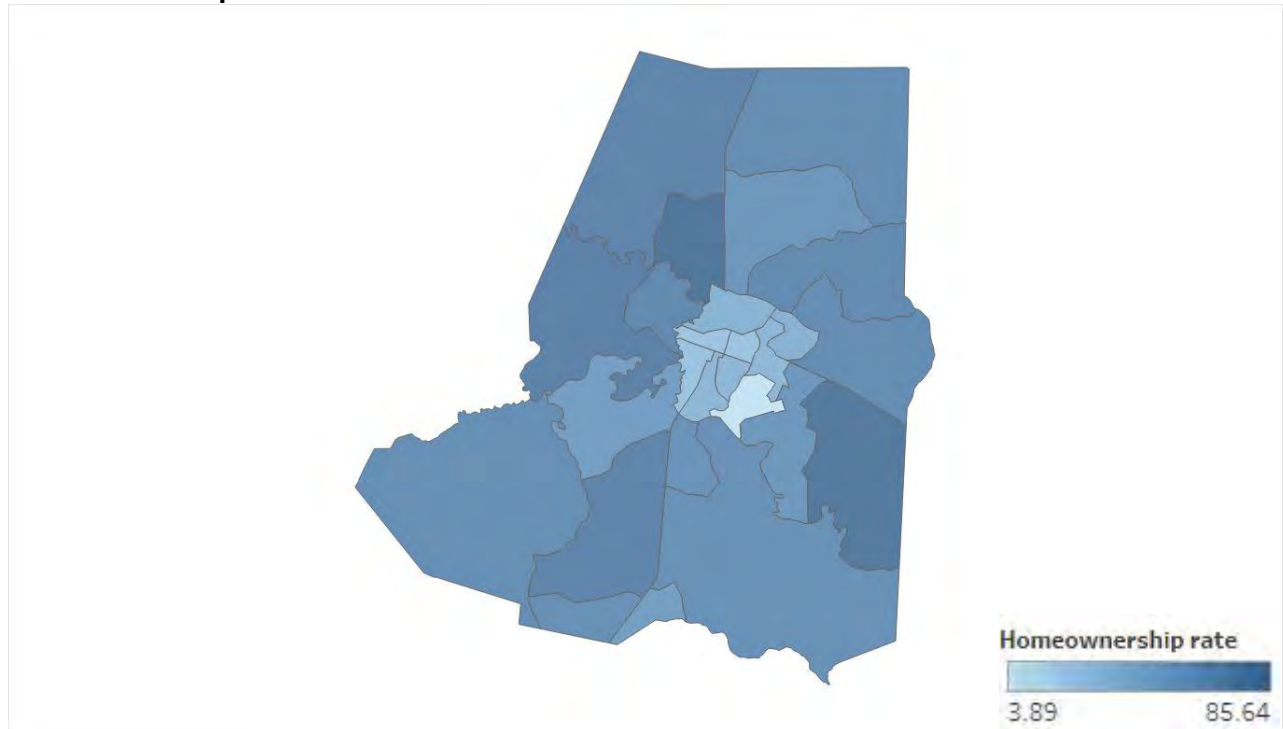
WAYne Forward identified and focused on four main issue areas that if addressed would improve the quality of life and decrease poverty in the community. The areas identified were health, workforce development, education, and housing. Since June 2018, work groups have met monthly to identify clear objectives for their work and explore solutions that could support the community.

A key finding across these work groups and through the contributions of the advisory group is that there are existing assets that the community can build on. In fact, one major effort undertaken was to map the institutions delivering programs and services that address these key areas of focus for WAYne Forward. This asset map can be found here:

Findings from review of the map and discuss across work groups is that there are a number of programs and services that aren't fully engaging the community or known about, that there are disconnects between services offered and where people who need the services live and that there are opportunities to achieve greater scale through collaboration and referral.

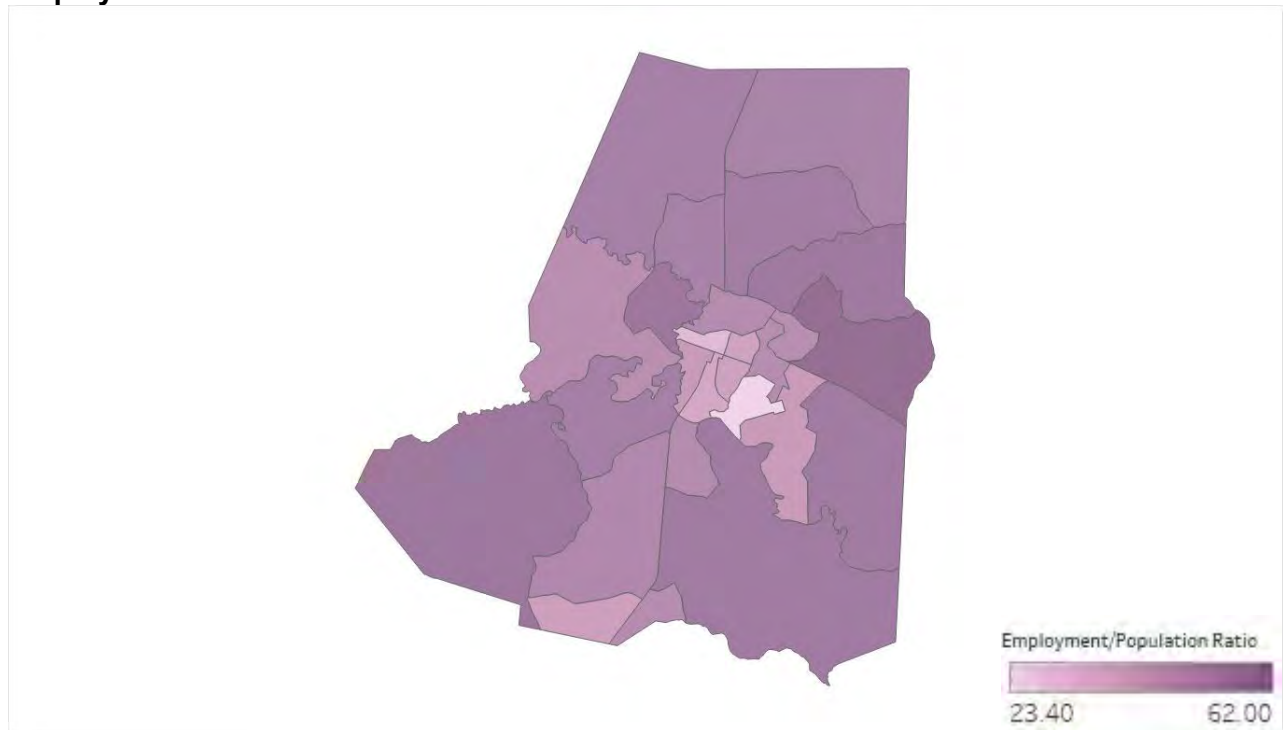
Rather than solely focus on the challenges, it was also important in discussions and in this work to lift up the goals—stable housing, employment, educational attainment and access to health care. Here are some maps on where Wayne County stands at the neighborhood (or census tract level) on these outcomes.

### Homeownership Rate



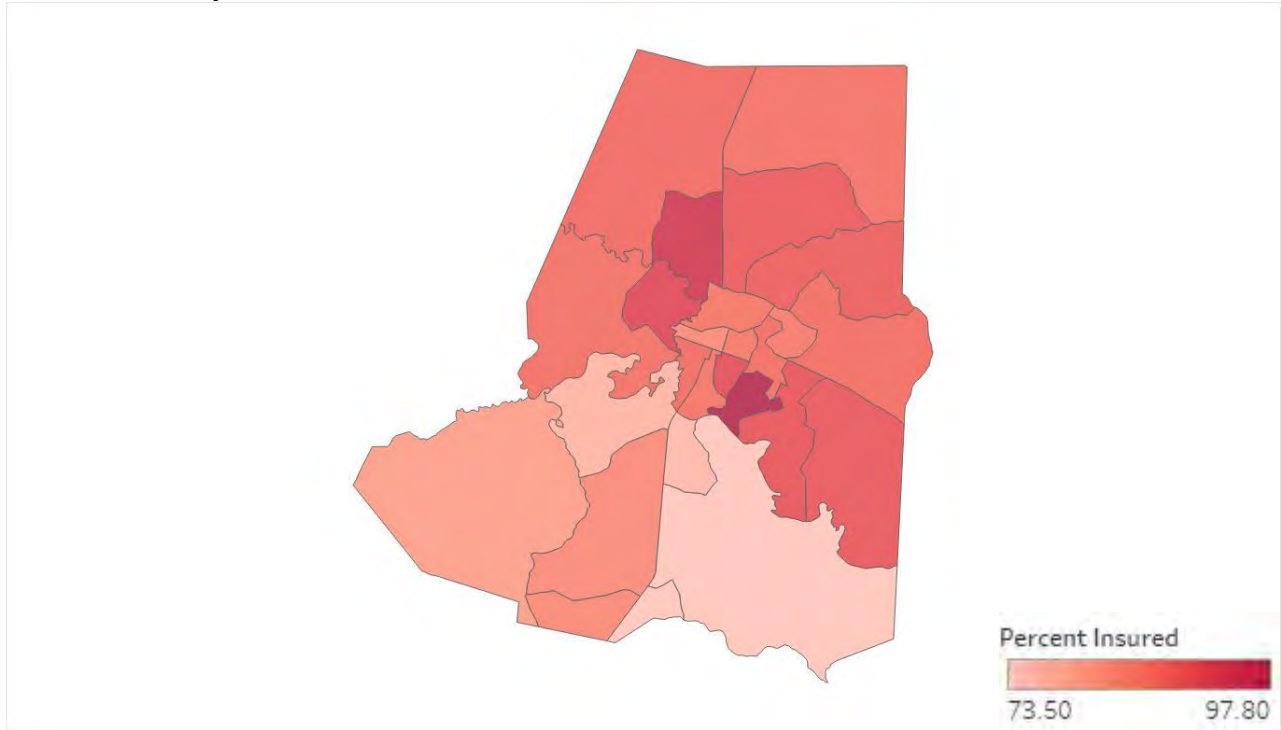
Source: ACS 2016 (5-Year Estimates)(SE), ACS 2016 (5-Year Estimates), Social Explorer; U.S. Census Bureau, SE: TE94. Tenure.

### Employment Rate



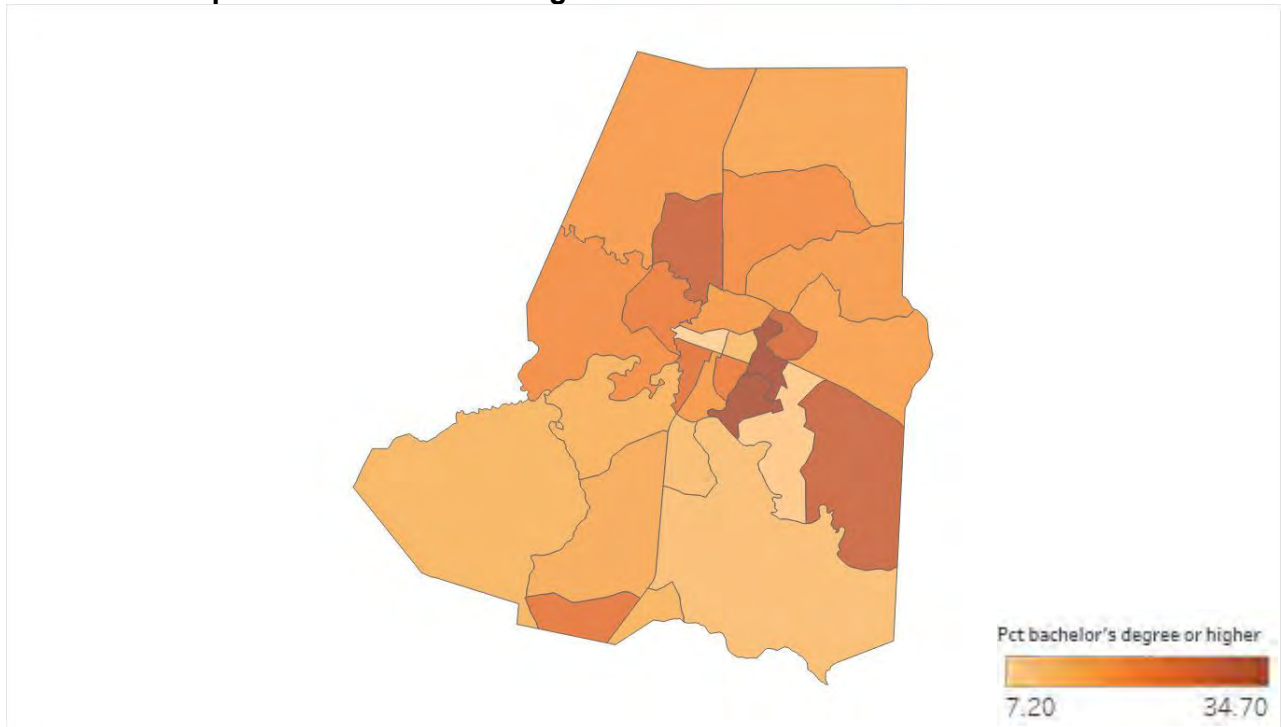
Source: ACS 2016 (5-Year Estimates)(SE), ACS 2016 (5-Year Estimates), Social Explorer; U.S. Census Bureau, SE: T33.  
Employment Status for Total Population 16 Years and Over

### Percent of People with Health Insurance



Source: ACS 2016 (5-Year Estimates)(SE), ACS 2016 (5-Year Estimates), Social Explorer; U.S. Census Bureau, SE: T145. Health Insurance

### Percent of People with a Bachelor's Degree or More



Source: ACS 2016 (5-Year Estimates)(SE), ACS 2016 (5-Year Estimates), Social Explorer; U.S. Census Bureau, SE: T150. Highest Educational Attainment for Population 25 Years and Over

**WORK GROUP PROGRESS REPORTS**

Work groups have been meeting to dig deeper into the data and best practices in their issue areas. To date, all four have identified areas of focus and begun to prioritize the work that they would like to make happen in the community. Below is a summary of the current progress in identifying objectives and strategies to achieve the shared goal across all work groups of increasing opportunity for all in Wayne County.

**AFFORDABLE HOUSING**







**OBJECTIVE 1: Decrease the amount of substandard & dilapidated housing stock in Wayne County.**

**Strategy 1 to achieve Objective 1:** Increase minimum housing inspections and code enforcement throughout Wayne County.

**Change in policy/program:** The county ordinances governing minimum housing standards state very clearly what is considered to be a violation of that minimum housing code, particularly as they relate to mobile homes. WAYne Forward is not requesting a change to these standards. However, we are requesting that they be more strictly enforced.

**Change in agency practice/local systems:** This may require Wayne County to add additional personnel and procedures to enforce minimum housing standards outside the boundaries of its municipalities. Within municipal limits, enforcement should still be left to those local officials with the support of the County.

**Progress Measures:** Increase in minimum housing enforcement actions, decrease in amount of substandard/dilapidated housing stock.

**Strategy 2 to achieve Objective 1:** Create targeted areas for inspection.

**Change in policy/program:** Utilizing new abilities granted to it by the General Assembly, WAYne Forward is recommending that Wayne County, the City of Goldsboro and other municipalities create targeted areas for inspection to allow for periodic building inspections in blighted areas with the goal of targeted enforcement moving more quickly to address problems (NCGA 153A-364).

Such areas must not exceed one square mile or 5 percent of the total area of a jurisdiction. Local governments also must:

- Determine that the area is blighted or in danger of becoming blighted as defined by NC's Urban Redevelopment Law (North Carolina General Statutes (G.S.) Chapter 160A, Article 22) and determined by the local planning commission.
  - "The growth of the area is impaired by the presence of dilapidated or obsolete buildings, overcrowding, or other unsafe conditions."
- Ensure the targeted area reflects the local government's revitalization strategy
- Develop a plan to address the ability of low-income residential property owners to comply with minimum housing code standards
- Hold a public hearing

**Change in agency practice/local systems:** This will require local governments to create a new tracking system, or enhance existing systems, as well as increase the capacity of



their minimum housing code inspections departments.

**Progress Measures:** Increase in number of homes inspected; reduction/elimination of substandard housing conditions within targeted areas; increase in property values in targeted areas; decrease in crime rates in targeted areas.

**Strategy 3 to achieve Objective 1:** Implement registration and/or fee program for vacant and abandoned residential and commercial properties

**Change in policy/program:** Currently, there is no mechanism in place for Wayne County or any of its municipalities to enact this type of program. It's also not something being widely used in North Carolina. However, according to Tyler Mulligan with the UNC School of Government, this is a viable option for local governments to explore in order to encourage properties to be maintained and utilized. While the Pew Research Center reports that this approach has seen mixed results, WAYne Forward would like to explore the potential of this program with the City of Goldsboro, Wayne County and other

municipalities, with considerations given to its pros and cons and how it could best be administered.

Such a program would require that properties be registered and then be subject to periodic exterior inspections, as well as interior inspections as required. The associated fees would help reimburse the costs of inspections and program administration.

The goal is to allow local governments the ability to better monitor and track those properties that are vacant and abandoned and hopefully prevent them from becoming dilapidated nuisances that require demolition. The goal also is that this will act as an added incentive to property owners, whether residential or commercial, to not simply allow properties to sit vacant or unoccupied, and lead to earlier interventions and a higher likelihood of rehabilitation. This should also provide at least partial funding for the new systems/personnel necessary to administer the program.

**Change in agency practice/local systems:** This will require local governments to create a new tracking program/system, as well as increase the capacity of their minimum housing code inspections departments.

**Progress measures:** Creation of a system for addressing local vacant/abandoned properties; increase of homeowners on the registration list and of fees paid; decrease in the number of structures being brought into the condemnation process.



**Strategy 4 to achieve Objective 1:** Streamline and speed up minimum housing enforcement process in the City of Goldsboro and other municipalities.

**Change in policy/program:** Currently Goldsboro ordinances give property owners 90 days to bring structures to code. However, WAYne Forward is unclear where City procedures for various warnings are delineated.

According to Tyler Mulligan with the UNC School of Government, once the order is given for repair or demolition and a deadline set (in one case, the courts approved a 60 day period for repair or removal), the City can take action after the deadline without the need for multiple warnings.

WAYne Forward requests that the City of Goldsboro (and other municipalities if appropriate) speed up its enforcement process and raise its thresholds for acceptable progress before taking action. And that any repair, demolition or nuisance liens placed against the property be weighed equally to tax liens when considering properties for foreclosure.

**Change in agency practice/local systems:** This may require the City of Goldsboro and other municipalities to add additional personnel and procedures.

**Progress Measures:** Increase in minimum housing enforcement actions; decrease in amount of substandard/dilapidated housing stock.

**OBJECTIVE 2: Increase the amount of affordable housing stock in Wayne County.**

**Strategy 1 to achieve Objective 2:** The creation of an affordable housing task force (or the continuation and expansion of the WAYne Forward Affordable Housing Work Group).

This is an area that WAYne Forward is still working to explore and which it would like to explore in cooperation with officials from Wayne County, the City of Goldsboro and other municipalities, as well as those community agencies such as Habitat for Humanity of Goldsboro-Wayne and the Housing Authority of the City of Goldsboro committed to affordable housing solutions. Ideas to be explored include the impact of zoning restrictions and potential requirements, the creation of a land bank, incentives to developers and use of federal CDBG and other dollars to create the infrastructure needed for new development, as well as how new affordable housing developments are impacted by available transportation, food, health, education and workforce development opportunities

**Progress Measures:** Creation of a master plan of how, when and where to bring additional affordable housing opportunities to the community.



### **OBJECTIVE 3: Better define and educate community about homelessness**

**Strategy 1 to achieve Objective 3:** Hold a secondary count of homeless population in Wayne County – separate from official Point in Time – to better define the breadth of the challenge of homelessness.

**Change in policy/program:** There are a number of definitions of homelessness that are used by various programs and agencies. However, for the purposes of the federal Department of Housing and Urban Development, the definition is rather restrictive.

The goal of this objective and strategy is NOT to change the applicable HUD definition or how the Point in Time count operates.

The goal is to supplement that effort in order to better define and explain for our community all the many different faces of homelessness, with the hope that doing so will raise community awareness and engagement, and provide local data points for various grants and funding opportunities.

**Change in agency practice/local systems:** This will require a number of nonprofit, community and governmental agencies to work together similar to the Point in Time count, but in an expanded format. A committee of those already involved in Point in Time, the Down East Housing Committee and the WAYne Forward Affordable Housing Work Group would be the logical choice to organize and lead this effort.

**Progress Measures:** A tangible homelessness event, increase in media coverage of homelessness; comparative homelessness counts; more comprehensive picture of who and how many are homeless in Wayne County.

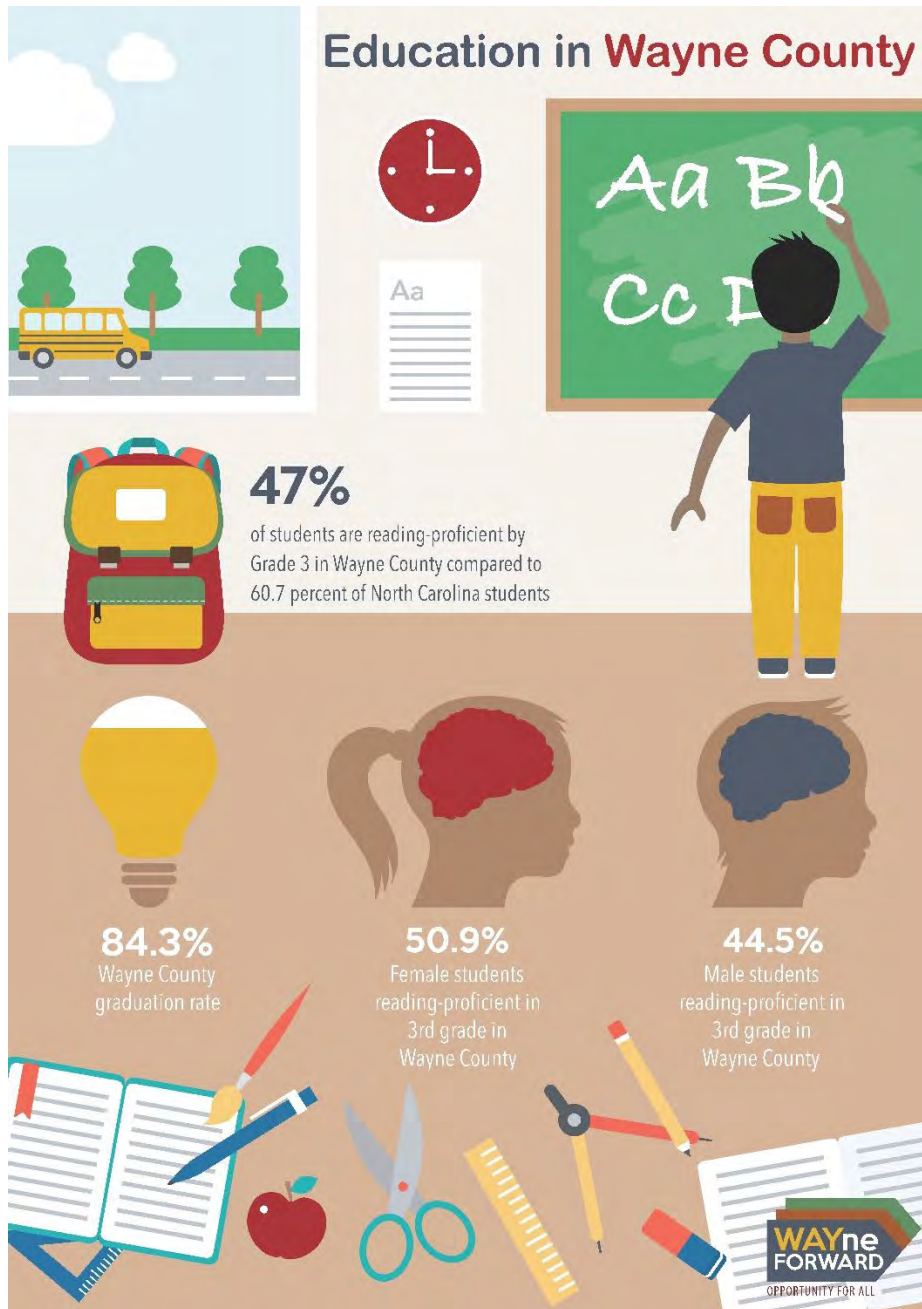
### **OBJECTIVE 4: Increase shelter options & resources**

**Strategy 1 to achieve Objective 4:** The creation of a homelessness task force of local officials, the Down East Housing Committee and the current WAYne Forward Affordable Housing Work Group.

This is an area that WAYne Forward is still working to explore and which it would like to explore in cooperation with officials from Wayne County, the City of Goldsboro and other municipalities, the NC Coalition to End Homelessness, as well as those community agencies such as the Salvation Army, The Fordham House, Eastpointe, The Mephibosheth Project and Wayne Re-entry Council, MLFL, Four-Day Movement, Wayne Uplift and others committed to homelessness solutions. Ideas to be explored include what specific emergency shelter and transitional housing needs exist (i.e. women/children, re-entry population, etc.) and what wrap-around services are needed to transition them to permanent solutions.

**Progress Measures:** Creation of a master plan of how, when and where to bring additional emergency shelter, transitional housing and other services to the community.

**EDUCATION**





## **Objective 1: Suggesting Implicit Bias training for educators and school leadership**

**Strategy 1 to achieve objective 1:** Training on implicit biases

### **Change in policy and practice:**

For this training to take effect, it will call for a change in policy by the school board. The school board would need to require their faculty and staff members to participate in an implicit bias training annually. This would be helpful to ensure that faculty and staff stay current in best practices in working with students from diverse backgrounds.

### **Progress measured:**

The progress can be measured by distributing pre and post implicit bias test to all faculty and staff. This way the schools will be able to measure if effective change has been made and what should be done to improve upon their scores moving forward.

## **Objective 2: Bi-annual reviews and analysis of the suspension and expulsion rate per school with a demographic breakdown**

**Strategy 2 to achieve objective 2:** Data collection and data review

### **Change in policy and practice:**

For this process to take place the school board would have to implement a change in policy. First, the policy change should require that schools provide a breakdown of suspensions and expulsions per semester by demographic. As well, it will also require the school board to assess these findings and meet with the faculty and teachers to assess better alternative methods to reduce their rate of suspension

### **Progress measured:**

The progress will be measured by examining the school rates of expulsion and suspension, and determining if there has been a reduction.

## **Objective 3: Providing extensive professional development and implicit bias, cultural responsiveness and other training for the school personnel of the schools experiencing the greatest disparity**

**Strategy 3 to achieve objective 3:** Training for professional development

### **Change in policy and practice:**

A change in policy would require the school board to first identify which schools in their districts are experiencing the greatest racial disparities. As well, this will require the school board to research diversity training programs and require staff, faculty, and other personnel to attend at least once as a condition of their employment.

This will also require a change in practice as all staff, faculty, and personnel should be required to have these trainings in order to work for the school system. Especially for



schools with high racial disparities.

**Progress Measures:** Self-reporting and pre and post-test before and after completion of training. Examination of reduction in rates of suspension and expulsion in schools with high racial disparities.

**Objective 1: Formalize community resource map of all YD opportunities, programs and current partnerships.**

**Strategy 1 to achieve objective 1:** Launch community YD resource map via WAYne Forward website

**Change in policy and practice:** Facilitate information share, increase knowledge of both available resources and areas in need of support/ more programming.  
Progress measured: # of users/ visitors to website.

**Objective 2:**

Create a community-wide parent contract of support (how parents can contribute and support their children) to help increase participation in existing YD and mentoring opportunities.

**Strategy 2 to achieve objective 2:** organize facilitated community forums / conversations and parent advocacy trainings with parent leaders to convey the importance and availability of existing supports and programs (with youth leaders providing testimony).

**Change in policy and practice:** Create community-level buy in and demand for such programming

**Progress measured:** attendance and frequency of community level meetings and trainings.

**Objective 1: Have the school board secure results from proposed desegregation model**

**Strategy 1 to achieve objective 1:** Ask the school system about the status of the study which was supposed to review school desegregation lines

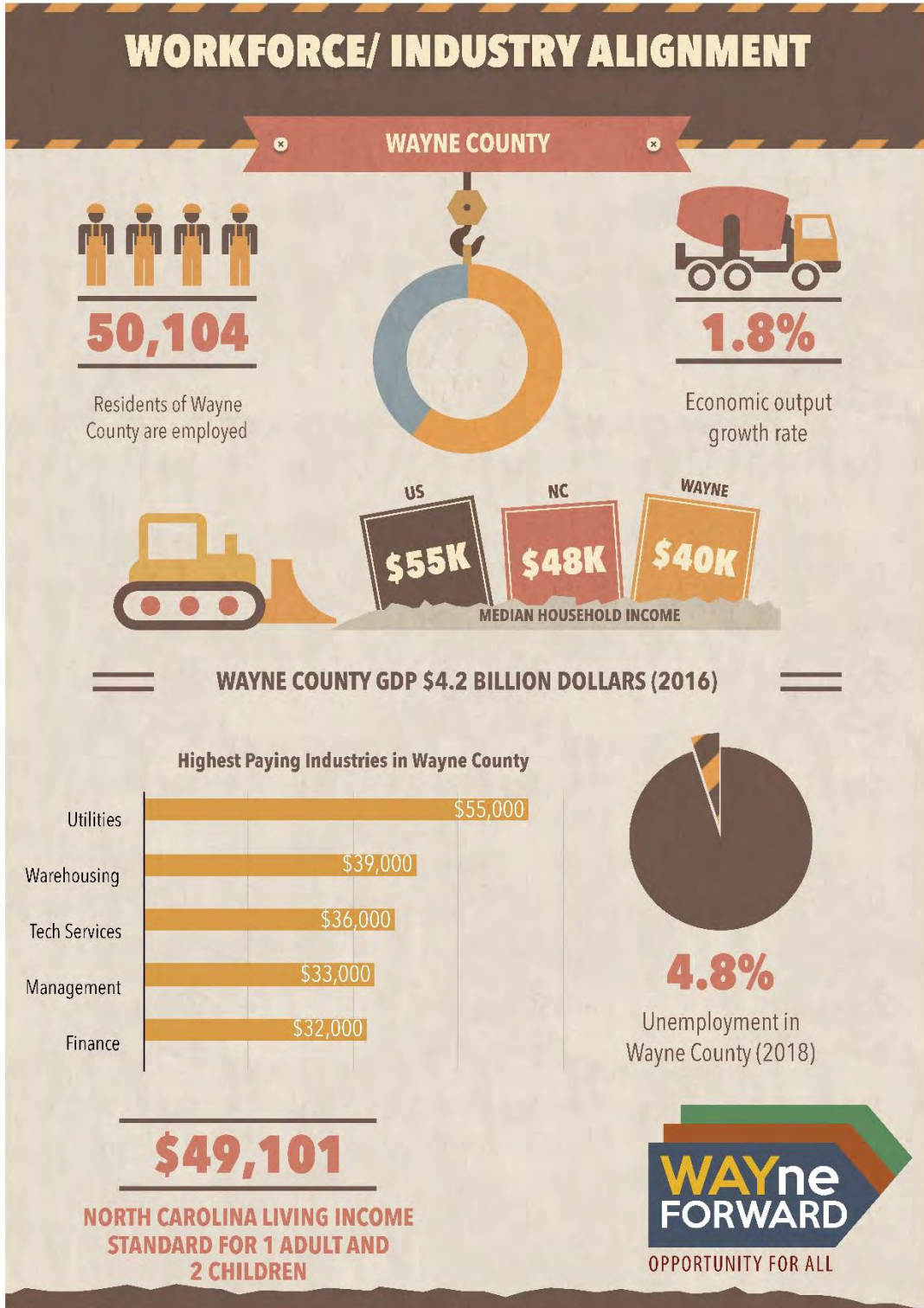
**Change in Practice:**

For this ask to take effect it will require for groups of individuals to attend school board meetings routinely and consistently bring up the consultant study and ask to be updated on the progress made.

**Progress Measured:**

The progress can be measured by documenting the meetings that are attended by the group and how many times the question has been asked in those time frames.

**WORKFORCE DEVELOPMENT**







## **Strategy Development**

### **Focus Area: Workforce Development**

#### **Objective 1: Increase awareness of existing assets and programs providing Workforce Development services in Wayne County**

##### **Strategy 1 to Achieve Objective 1:**

**Change in program:** Adequately marketing services from a state level to a local level to enhance brand recognition, program offerings, and collaboration between agencies

##### **Strategy 2 to Achieve Objective 1:**

**Change in program:** Increase support of the 2-1-1 system, assist agencies with updating information in the system, and increase collaboration with state 2-1-1 and local United Way.

##### **Strategy 3 to Achieve Objective 1:**

**Change in local systems:** Collaboration between multiple agencies to provide various points of view of Workforce Development and what is needed for success. Agencies needed to create a robust integrated plan would include Wayne County Development Alliance, Wayne County Public Schools, local private schools, NC Works Career Center, Wayne Community College, Seymour Johnson Air Force Base, Wayne County Re-entry Council (MPI), and local employers from various industries. Continuing to streamline services will benefit the community at large.

**Progress Measures:** evidence of increased collaboration between stakeholders; increase in number of program participants; decreased unemployment rate (contributed by increased successful outcomes)

#### **Objective 2: Encourage strengthened inclusion of workers with criminal backgrounds to increase family opportunity, to strengthen the workforce, and to decrease recidivism**

##### **Strategy 1 to Achieve Objective 2:**

**Change in local systems:** Educate local employers on “Ban the Box” initiative and increase participation where possible. “Ban the Box” is the name of an international campaign by civil rights groups and advocates for ex-offenders, aimed at persuading employers to remove from their hiring applications the check box that asks if applicants have a criminal record.

##### **Strategy 2 to Achieve Objective 2:**

**Change in program:** Support the local re-entry council. The Mephibosheth Project, known as MPI, has been officially recognized by the N.C. Department of Public Safety as a re-entry program for ex-offenders. The program began in 2007 and was officially recognized in 2018 as a re-entry council for Wayne County.

**Progress Measures:** Increase in number of individuals with backgrounds working; decrease in recidivism; job retention



**Objective 3: Streamline protocols for Workforce Development Program inclusions to create minimum service thresholds to include NCRC testing, drug screen preparation, financial literacy, and skills-based learning.**

**Strategy 1 to Achieve Objective 3:**

**Change in program:** Support the revitalization of the Works Board (Wayne Occupational Readiness Keys for Success). The mission of the Wayne WORKS Board is to create a highly effective workforce system for Wayne County. This system will provide employers with productive, skilled workers and offer citizens training and employment opportunities that promote job satisfaction and economic stability.

**Strategy 2 to Achieve Objective 3:**

**Change in program:** Create program or materials to better prepare individuals for pre-employment screening.

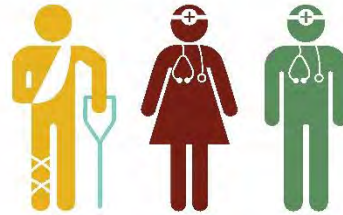
**Strategy 3 to Achieve Objective 3:**

**Change in program:** Revitalize marketing of NCRC testing and job profiling by employers to determine if workers would be a good fit for available positions.

**Progress Measures:** number of meetings of Works Board; county labor data; survey of employers; funding attracted

**HEALTH**

**HEALTH IN**  
**+ WAYNE**  
**COUNTY**



**76.8 years**  
Life Expectancy in  
Wayne County



**1 to 51**  
Clinician to Patient Ratio  
(Primary Care)



of Wayne County  
adults report no  
leisure physical  
activity

**27%**

**34%**

of Wayne  
County adults  
are obese

**49%**

of Wayne County  
residents have  
access to locations  
for physical activity

**17%**

Percent Uninsured in  
Wayne County

**21%**

of Wayne  
County adults  
smoke



**Objective:** Develop a system that coordinates health in the county to best utilize assets, recognize gaps, and meet the health needs of disadvantaged individuals and populations.

**Strategy 1:** Lead stakeholders will convene to initiate planning for the system, beginning with development of a vision, mission, goals, and objectives with a unifying framework to address health problems and promote wellness. The development process will be progressive, transparent, and accessible as it cultivates partnerships and connection to the community. The development effort will draw upon evidence and experience from actively working systems in other communities. The lead stakeholders will be prepared by the end of 2019 to present a plan for community review, input, and collaboration to establish a coordinated system of health in Wayne County.

**Strategy 2:** A working group that involves major entities responsible for health in Wayne County will form. This may include representatives from County and City government, Wayne UNC hospital, the Wayne County Health Department, and the Board of Health. Work will involve a number of stakeholders in Wayne County health. This may include the private medical sector and non-profits, and experts for different populations such as pediatrics, women's health, adult health, geriatrics, and mental health. Consideration will be given to both the medical system and the social determinants of health and how they interact. The focus will be directed toward those living in, near, or at risk of poverty although the expectation is for a system that better serves health for all who live in Wayne County.

**Strategy 3:** The working group will develop an asset map for health services and better understand the role, capacity, impact, and limitations of present health entities. The group will seek to establish means of communication and coordination among individuals and groups to better screen, identify, triage, and manage poverty related health issues. There will need to be a unified approach to the work, which will ideally utilize an evidence based framework for progress. The process will establish a leadership entity that connects to the community and most effectively address the health of the county as a whole and particularly those most in need.

## **NEXT STEPS**

WAYne Forward will provide quarterly updates on the work towards these goals through the website: [www.wayneforward.org](http://www.wayneforward.org) and Facebook page: <https://www.facebook.com/wayne4ward/>

A formal advisory group will form to work beginning in January 2019 to:

1. Meet monthly or every other month to plan activities, support community leadership and workgroups/action teams and draw connections across efforts to maximize impact.
2. Connect to regional efforts and engage with elected leaders and agency leaders to pursue systems change.
3. Monitor and report quarterly on progress to the broader community.

Work Groups will continue to meet regularly as Action Teams to move forward on the objectives identified and conduct activities that all community members can engage in to advance the goals of WAYne Forward.