

REPORT

The Forsyth Story: A Strategy for Creating a More Inclusive Economy

A Report to the Kate B. Reynolds Charitable Trust

June 2018



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Executive Summary

Established in 1947, the Kate B. Reynolds Charitable Trust (the Trust) stands as a prodigious legacy of Forsyth County benefactor Kate Gertrude Bitting Reynolds (1867–1946). In 2015, befitting Ms. Reynolds’ legacy, the Trust launched Great Expectations—an effort to ensure that all children living in Forsyth County reach developmentally appropriate milestones in their first five years, enter kindergarten ready to learn, and leave the early grades set for success in school and life.

Great Expectations is the cornerstone of the Trust’s philanthropy through its Local Impact Funding program. The Trust has pledged \$30 million to Great Expectations over 10 to 15 years. In the summer of 2017, the Trust engaged the ncIMPACT Initiative to give advice on developing an overall strategy for its Local Impact Funding. The questions to resolve included the connections between Great Expectations and other Local Impact Funding, the root causes that contribute to Forsyth’s persisting experience with poverty and other related socioeconomic conditions, and how the Trust’s focus should change to address these causes.

The ncIMPACT team analyzed demographic data, the results of an electronic survey of Forsyth residents and workers, and comments recorded during interviews and focus groups to distill the county’s present challenges to ten overarching themes:

1. The barriers to employment that pays a living wage are significant for many residents, even as the county begins to create more jobs.
2. Residential segregation in Forsyth County is high and problematic.
3. Forsyth County will not make the progress it seeks without a strategy for bringing all races and ethnicities forward. High poverty rates, for example, are being driven by specific subgroups.
4. Residents have few opportunities, and relatively low motivation, to “mix it up” socially with people who represent different demographics (race, ZIP code, income, and generation).
5. The public transportation system is inefficient and presents a barrier to mobility, literally and figuratively.
6. The future is compromised for the substantial number of children enrolled in elementary schools characterized by low educational outcomes and pervasive segregation by race and income.
7. Disconnected youth need more attention. Unless there is a connection with the criminal justice system, few resources seem to be focused on this group.
8. Resources exist to support disadvantaged residents, but they are not well coordinated and are often insufficient for such high-need concerns as mental health and substance abuse.
9. Residents of low-income neighborhoods are growing weary of well-meaning folk who want to “do for” rather than “do with.”
10. There remain strong, present effects of the county’s past legacy of patriarchal, “company town” leadership.

To address these challenges at the root-cause level, we recommend that the Trust focus its Local Impact Funding on building a more inclusive economy in Forsyth County. An inclusive economy is one in which there is expanded opportunity for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being. The Trust can implement this strategy by following four related approaches in its grantmaking: one that sets the stage, two that focus on specific subpopulations, and a final one that ensures no one gets left behind.

Building the will for increased economic mobility through ecosystem change.

The Trust must work collaboratively with the community to identify and support high-impact policies and programs that connect often excluded groups to greater opportunities as workers, consumers, and business owners and to civic life as leaders and engaged residents. The ncIMPACT team recommends that the Trust begin with a focus on the working poor in Forsyth County. Of the issues facing low-income residents, participants in the surveys, focus groups, and interviews all made clear that none is more important or more challenging than the difficulty too many working residents face in earning enough to support themselves and their families.

Maximizing Great Expectations. The concept of intergenerational social mobility lies at the heart of the American dream. Through this funding strategy, the Trust should move beyond an exclusive focus on early learning for children and align some of its Local Impact Funding to advance outcomes and opportunities for parents whose children are being served by Great Expectations. Investments in the educational attainment and career advancement of their working parents will improve the probability for economic mobility of children in low-income households.

Launching the next generation of leaders through systemic, multisectoral opportunities. Forsyth County must offer greater support to its growing number of disconnected youth—those aged 16–24 who are not connected to work or education. ncIMPACT’s research indicates that about 14 percent of the county’s youth are in this cohort. We recommend that the Trust aim to move half of them to living wage jobs by 2025.

Maintaining the safety net. Through this funding strategy, the Trust should seek to create community resiliency to shocks and stresses, especially among low-income people, who are disproportionately impacted by such disruptions. Funding will continue to focus on emergency assistance and supportive housing connected to a comprehensive system of services.

The ncIMPACT team estimates it will take four years to fully implement this strategy. In the first year of implementation, we recommend that the Trust invest 50 percent of Local Impact Funding in the Inclusive Economy strategy. The amount of Inclusive Economy funding should increase to 60 percent in year two and to 70 percent in year three. By year four, all funding would fit within the Inclusive Economy model, with 25 percent of that funding focused on maintaining the safety net.

I. Background on the Trust's Funding in Forsyth County

Established in 1947, the Kate B. Reynolds Charitable Trust (the Trust) stands as a prodigious legacy of Forsyth County benefactor Kate Gertrude Bitting Reynolds (1867–1946). As Mrs. Reynolds wished, 75 percent of the Trust's funding is dedicated to improving health and wellness in North Carolina, and 25 percent is dedicated to improving the quality of life and supporting basic needs in Forsyth County. In 2015, the Trust launched Great Expectations—an effort to ensure that all children living in Forsyth County reach developmentally appropriate milestones in their first five years, enter kindergarten ready to learn, and leave the early grades set for success in school and life.¹ Great Expectations is the cornerstone of the Trust's Local Impact Funding, to which it has pledged \$30 million over 10 to 15 years.

As Great Expectations geared up, the Trust told the community that

- Great Expectations represents a belief in community and a commitment to collaborating with local organizations and residents to develop solutions;
- priority will be given to projects that involve community members in the process, engage unlikely partners in the conversation, and apply an equity lens to the overall work; and
- there will be ongoing strategic review to refine Local Impact Funding and continuing consideration of whether and how those funding interests might align with the goals of Great Expectations.

At the same time, the Trust maintains a Local Impact Funding strategy that includes a focus on

Community assets. Efforts that are locally sparked and involve multiple stakeholders committed to improving such critical local assets as food access, land use, mixed-use housing, playgrounds and open spaces, safety, and transportation.

Middle school success. Efforts to help students in middle school achieve academic success and to prepare them for high school graduation and beyond.

Post-secondary completion. Programs and activities that enable individuals of all ages to seek post-secondary opportunities and further support students already enrolled to successfully complete their courses of study. Post-secondary programs include community college, trade school, professional certification and licensure, apprenticeships, and 4-year programs.

Behavioral health. Programs and activities that provide prevention, treatment, and recovery support in the fields of mental health and substance abuse. This category includes integration with primary medical care.

Oral health. Programs and activities that provide access to appropriate preventative and restorative dental care.

1. For more information, visit the Great Expectations website at <https://greatexpectationsforsyth.org/>.

Emergency assistance. Proposals that provide assistance as part of a coordinated community response and that are connected to a comprehensive system of services to prevent future crises.

Supportive housing. Efforts to provide affordable housing for people who have experienced or are at risk of experiencing homelessness that are combined with flexible, comprehensive services, such as job training, substance abuse programs, or case management.

Capital funding. The Trust agreed to consider a limited number of capital projects (up to \$350,000 per request) in the four core issue areas that relate to enhancing the quality of life for underserved residents in Forsyth County.

In the summer of 2017, the Trust engaged the ncIMPACT Initiative at the UNC School of Government to provide advice on developing an overall strategy for its Local Impact Funding. The questions to resolve included:

- Did Mrs. Reynolds envision support for the financially disadvantaged to include (1) helping people in Forsyth County survive poverty or (2) moving people in Forsyth County out of poverty? Or both?
- If the answer is both, what is an acceptable allocation of resources between the two?
- What narratives most define the “Forsyth Story” on poverty?
- What are the core root causes for those narratives?
- What focus on groups and strategies would allow the Trust to address the narratives and their root causes in ways that make subpopulation-level improvements?
- How would the Trust’s work need to change to engage in this new focus?
- How closely should this focus be aligned with Great Expectations?

Over the course of eight months, ncIMPACT conducted original research, interviewed community leaders, convened focus groups, and surveyed Forsyth residents and workers. In Section II we summarize Forsyth County’s current challenges as revealed during that work, while in Section III we propose a strategy for addressing their root causes.

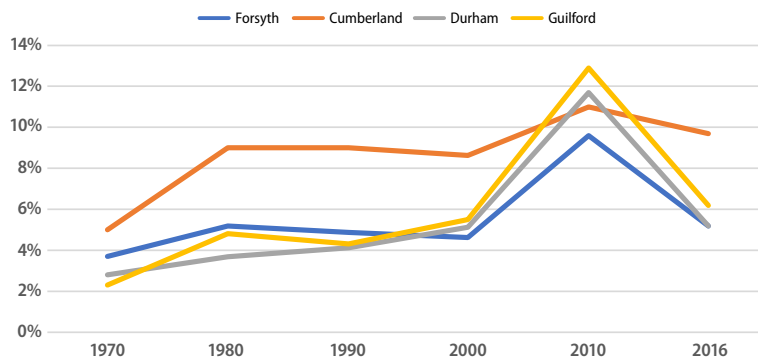
II. Forsyth County's Present Challenges

In Section I we recapped the Trust's past and current funding priorities with Forsyth County and how, over time, it has aligned its funding to meet the county's specific needs. In this section, we turn to Forsyth County's present needs, which offer new opportunities for alignment—but also challenges. Evidence reported here comes from Census Bureau and other public data, the electronic survey we administered, and comments recorded in interviews and focus groups. After reviewing these various materials, we distilled Forsyth County's present challenges to ten overarching themes. While each of the ten themes is discrete, most interact with one or more of the other nine in important ways. Below we discuss each theme and the evidence that informed our analysis.

1. The barriers to employment that pays a living wage are significant for many residents, even as the county begins to create more jobs.

Figure 1 presents the average unemployment rate for Forsyth and its three peer counties in each of the past several decennial census years and then in the latest year for which Census Bureau data are available.¹ The specific rates are less important than the relationship between Forsyth's trend and that of its peers. As the chart shows, at each measured year, Forsyth tracked with Durham and Guilford, and actually had the lowest unemployment of the four counties in 2010, in the continuing aftermath of the Great Recession. Still, an average unemployment rate of nearly 10 percent for that year put Forsyth residents in a precarious position.

Figure 1: Unemployment rate by county, annual average for specified years, 1970–2016

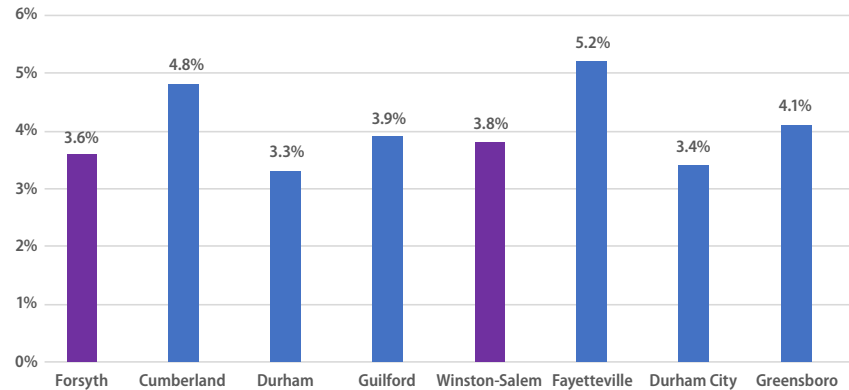


Source: Census Bureau decennial counts (1970–2000) and American Community Survey (ACS) 1-year estimates (2010, 2016). The ACS is the Census Bureau's annual sampling of the population to produce detailed estimates on age, race, housing, poverty, and other characteristics of interest.

1. See the Appendix for an explanation of how we chose Forsyth's and Winston-Salem's peer counties and cities, respectively.

More recent numbers are much better for those looking for work in Forsyth County (see Figure 2). The economy has generally improved since 2010, and as of April 2018, the latest data available from the North Carolina Department of Commerce show an unemployment rate of 3.6 percent for the county and 3.8 percent for Winston-Salem.

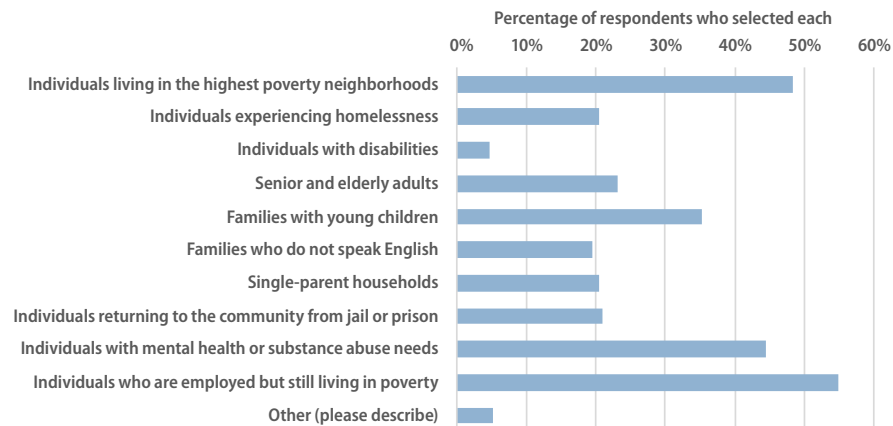
Figure 2: Unemployment rate by county and city, April 2018



Source: NC Department of Commerce, Labor and Economic Analysis Division.

Still, for both those who have a job and those who continue to look for work, there are barriers to employment that pays a living wage—the kind that can be expected to contribute to financial stability and, over time, an improved standard of living. In our survey, 55 percent of respondents chose “Individuals who are employed but still living in poverty” as one of Forsyth County’s three most important Specific Populations needs (Figure 3). It was the most-chosen response.

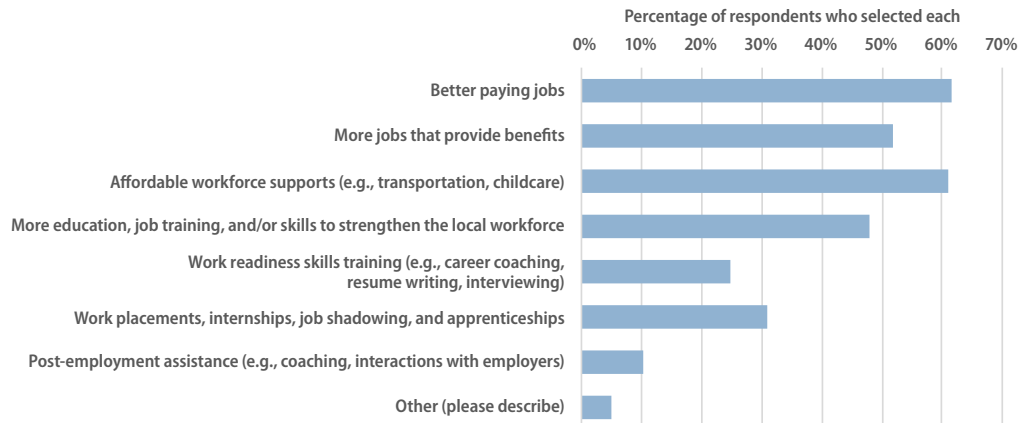
Figure 3: Selections in response to, “Select up to three Specific Populations needs you believe will be most important in Forsyth County over the next decade”



Source: ncIMPACT survey.

In addition, 62 percent of respondents chose “Better paying jobs” as one of the three most important Employment Support needs (Figure 4). It was the most-chosen response.

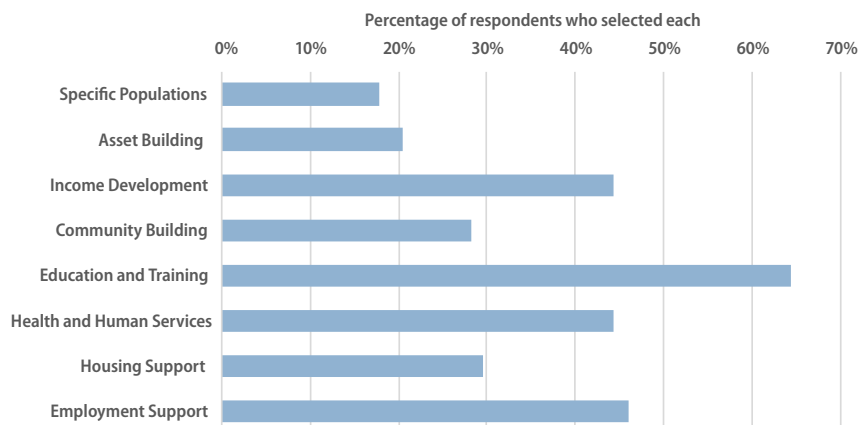
Figure 4: Selections in response to, “Select up to three Employment Support needs you believe will be most important in Forsyth County over the next decade”



Source: nclIMPACT survey.

Taken together, these results show an obvious desire for working people to be able to make more money. One common way to increase compensation is to increase a worker’s level of education and training, and indeed, among the eight overall categories of needs in our survey, 64 percent of respondents chose “Education and Training” as one of the three most important. It was the most-chosen response, with “Employment Support” the next highest at 46 percent (Figure 5).

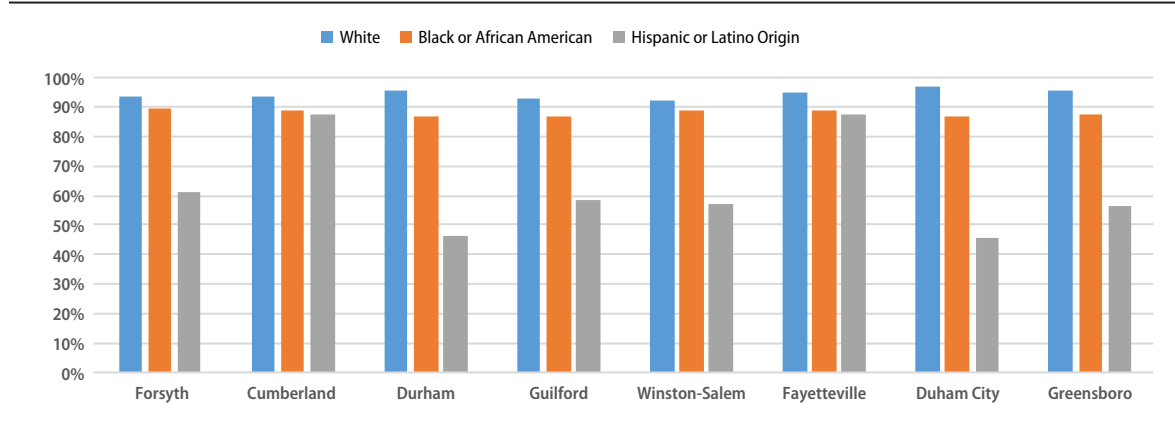
Figure 5: Selections in response to, “Thinking back over the eight categories of needs detailed in the preceding questions, please indicate up to three you think are most important in the list below”



Source: nclIMPACT survey.

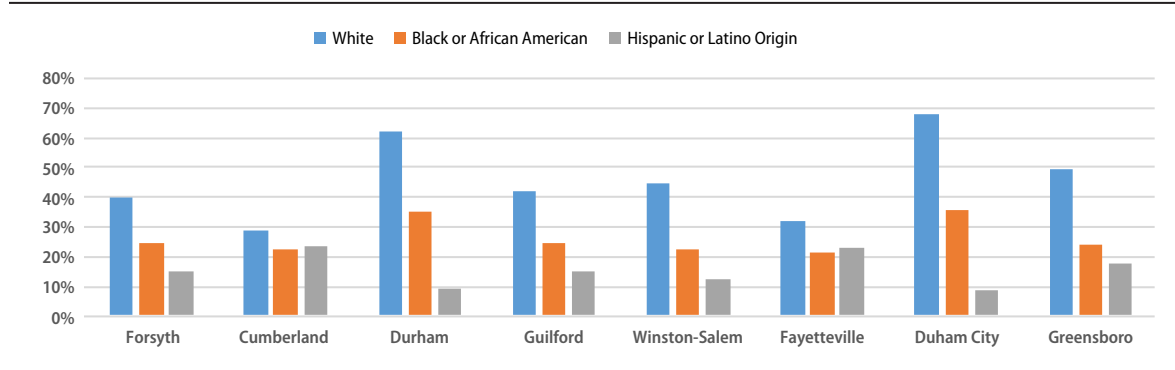
Both Forsyth County and Winston-Salem have education rates generally in line with their respective peers, as shown in Figures 6 and 7, the data for which are disaggregated by race and ethnicity. In the aggregate, about 89 percent of those aged 25 and older in Forsyth County have at least a high school degree (or equivalent), but only about 34 percent have a bachelor's degree or higher; for Winston-Salem, the rates are nearly identical. These education attainment rates vary considerably across racial and ethnic groups.

Figure 6: Attainment of high school degree or higher, by race and ethnicity



Source: Census Bureau, ACS 1-year estimates (2016).

Figure 7: Attainment of bachelor's degree or higher, by race and ethnicity

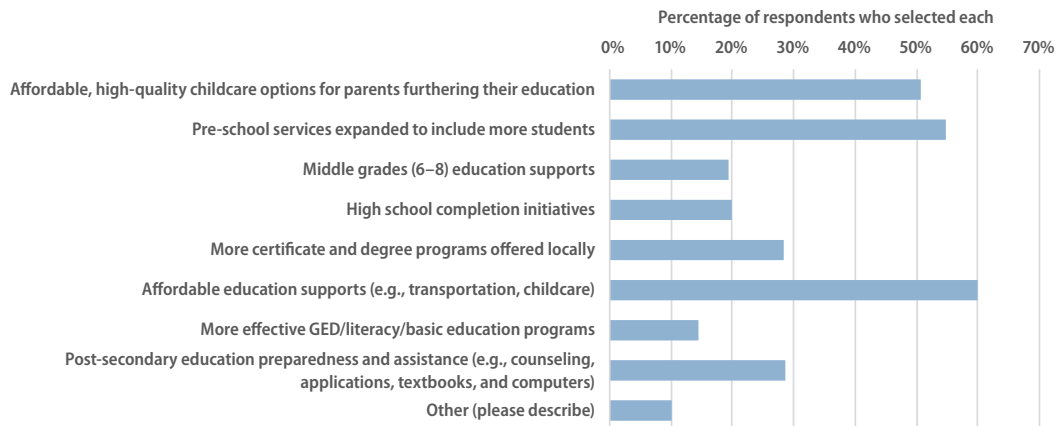


Source: Census Bureau, ACS 1-year estimates (2016).

Anticipating the demand for more education and training, and the possible gap, we asked survey respondents to drill down into specific Education and Training needs. The most-chosen one was “Affordable education supports (e.g., transportation, childcare),” selected by 60 percent of respondents as one of the three most important (Figure 8). There appears to be a clear desire to enhance education and training, which would likely increase wages, but for many, the impediments to doing so are equally apparent.

“You don’t see much middle class anymore.”

Figure 8: Selections in response to, “Select up to three Education and Training needs you believe will be most important in Forsyth County over the next decade”

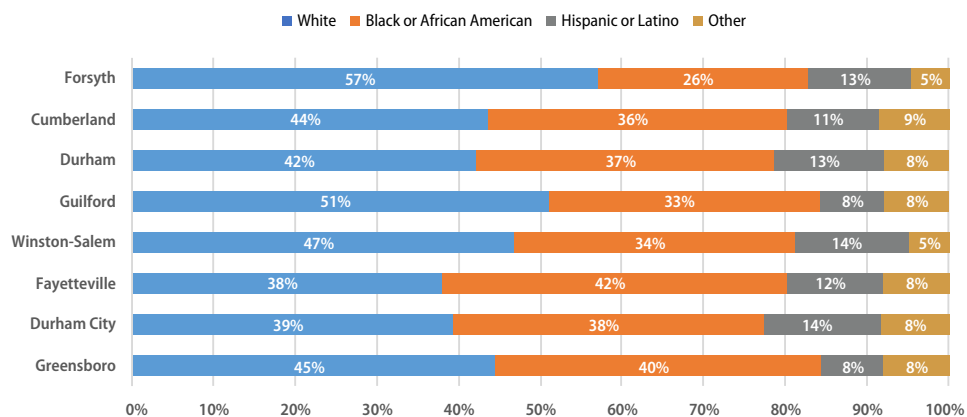


Source: ncIMPACT survey.

2. Residential segregation in Forsyth County is high and problematic.

Data from the 2016 American Community Survey (ACS) show the relative proportions of Whites, Blacks, and Hispanics in Forsyth County and Winston-Salem relative to the peer counties and cities we chose.² As shown in Figure 9, Blacks’ share of the population in Winston-Salem and in Forsyth County especially is relatively smaller than in the peer jurisdictions. Along with other factors, this may contribute to the overwhelming sense relayed by the survey responses and our conversations with Forsyth residents: segregation between Whites and Blacks in the county, and in Winston-Salem especially, is higher than in peer counties and is a barrier to community progress.

Figure 9: Racial and ethnic composition, by county and city

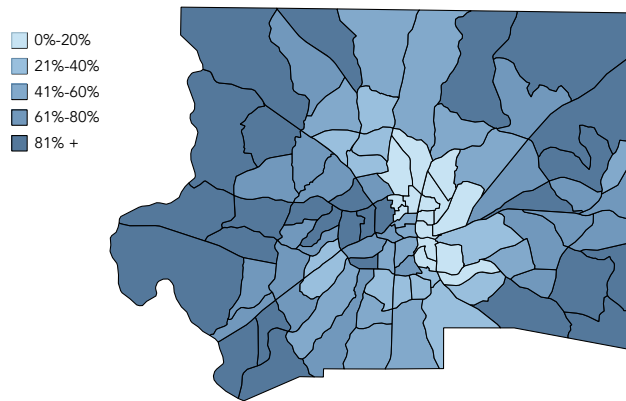


Source: Census Bureau, ACS 1-year estimates (2016).

² In our survey and in the figures below, we adopt the Census Bureau’s terminology in referring to racial categories such as “White” and “Black or African American” and to the ethnic category “Hispanic or Latino.” For the purposes of the accompanying discussion, we simplify those terms to “White,” “Black,” and “Hispanic.”

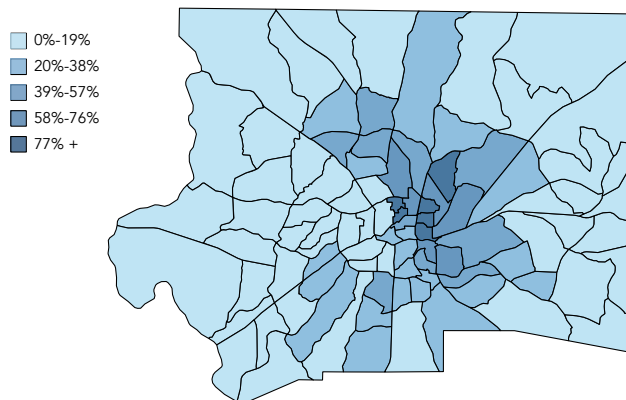
Residential clustering by race was one oft-cited characteristic of Forsyth County segregation. To analyze this we used the latest available census tract–level data to create maps showing where Forsyth’s White and Black populations reside, from least to most concentrated. The “East of 52” divide, describing the poorer neighborhoods east of Highway 52 and often mentioned by interviewees, is clearly visible on the maps (see Figures 10 and 11).

Figure 10: Concentration of White residents, by Forsyth County census tract



Source: Census Bureau, ACS 5-year estimates (2016).

Figure 11: Concentration of Black residents, by Forsyth County census tract



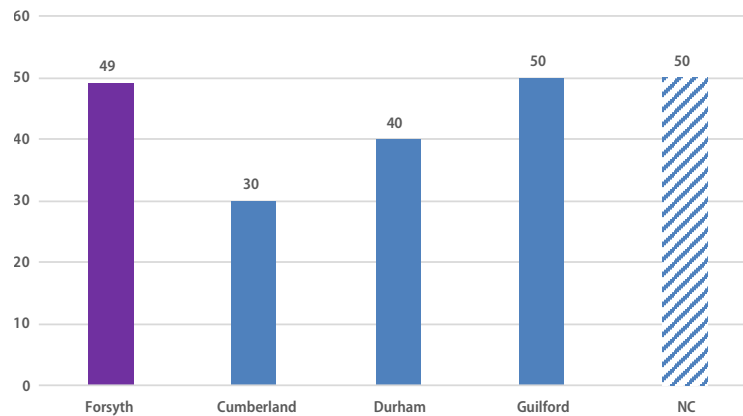
Source: Census Bureau, ACS 5-year estimates (2016).

In addition, we used a metric from the County Health Rankings & Roadmaps Program—a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute—to compare Black–White residential segregation in Forsyth County with that of other counties across North Carolina.³ The program’s residential segregation index ranges from 0 (complete integration) to 100 (complete segregation): North Carolina counties have an index

3. For more information, visit the County Health Rankings & Roadmaps Program website at <http://www.countyhealthrankings.org/app/north-carolina/2018/measure/factors/141/data>.

ranging from 5 to 70 on the scale. Although Forsyth's index (49) is about the same as the overall index for North Carolina (50), the county was tied for 14th-most segregated among the 92 North Carolina counties for which data were available. (See Figure 12 and Table 1.) It should be noted that, of the counties listed in Table 1, only Mecklenburg has a moderately diverse population.

Figure 12: Residential segregation index, by county and for North Carolina overall



Source: County Health Rankings & Roadmaps Program using Census Bureau data.

Table 1: Residential segregation index, by county

County	Index
Dare	70
Caldwell	67
Swain	67
Davidson	61
Yancey	59
Alleghany	58
Macon	58
Haywood	56
Carteret	54
Buncombe	53
Mecklenburg	53
Rowan	51
Guilford	50
Forsyth (and 3 others)	49

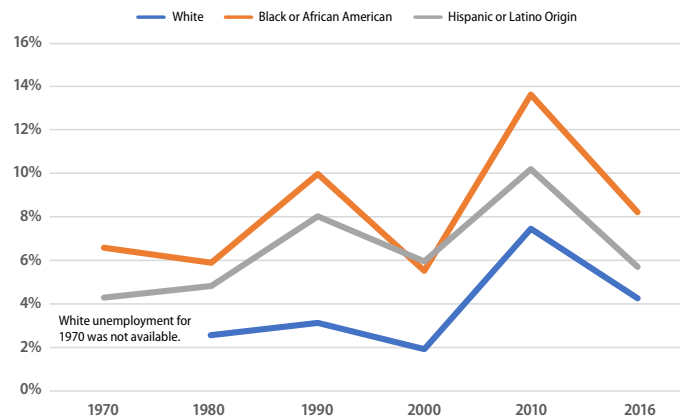
Source: County Health Rankings & Roadmaps Program using Census Bureau data.

"Where you live in Winston-Salem has implications."

3. Forsyth County will not progress without a strategy for bringing all races and ethnicities forward. High poverty rates, for example, are being driven by specific subgroups.

By various metrics, it is clear that Whites, Blacks, and Hispanics are, on average, living in different economies in Forsyth County. First, looking at the trend of average annual employment in census years and in 2016, we can see that Hispanic and especially Black unemployment remained significantly above that of Whites during periods of both growth and recession (Figure 13).

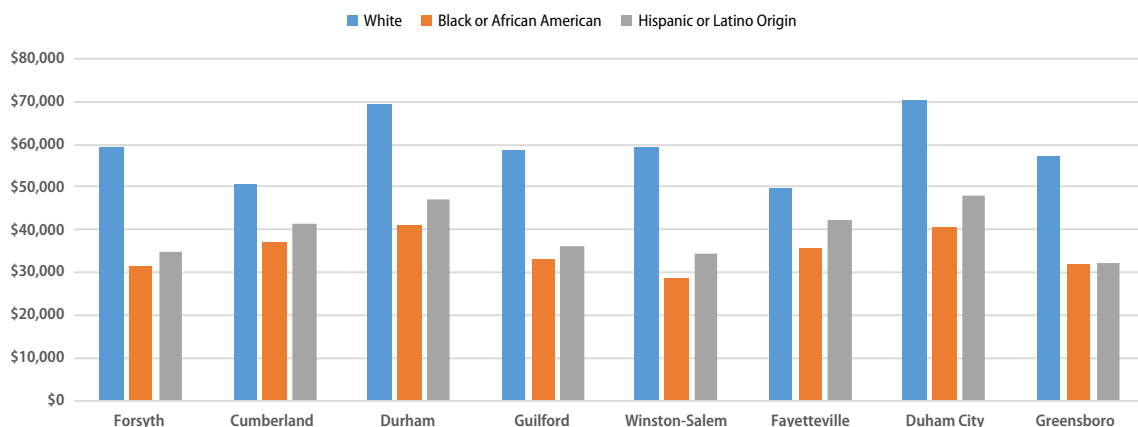
Figure 13: Unemployment in Forsyth County, annual average for specified years, 1970–2016, by race and ethnicity



Source: Census Bureau decennial counts (1970–2000) and ACS 1-year estimates (2010); Bureau of Labor Statistics (2016).

Racial and ethnic disparities like these are mirrored in the Census Bureau's most recent measure of median household income for Forsyth and Winston-Salem (see Figure 14).

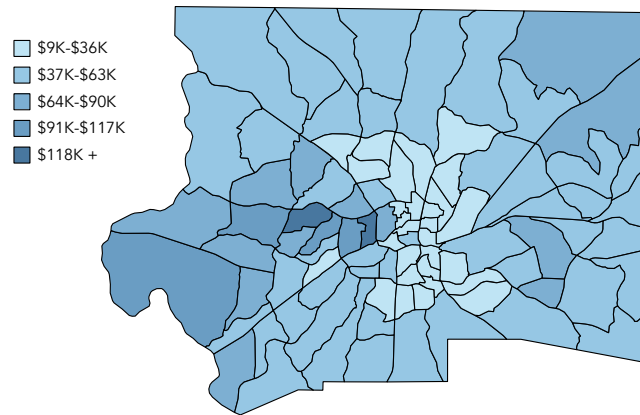
Figure 14: Median household income, by race and ethnicity



Source: Census Bureau, ACS 1-year estimates (2016).

Further, if those median income ranges are mapped by census tract, we see a clustering of poorer households on the east side of Winston-Salem (Figure 15).

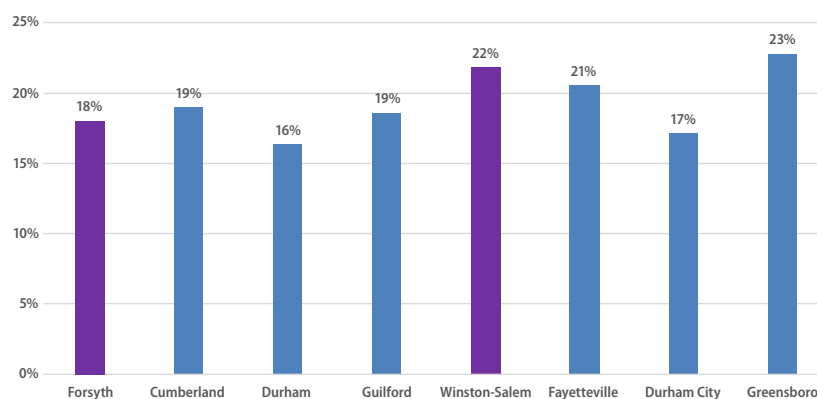
Figure 15: Median household income, by Forsyth County census tract



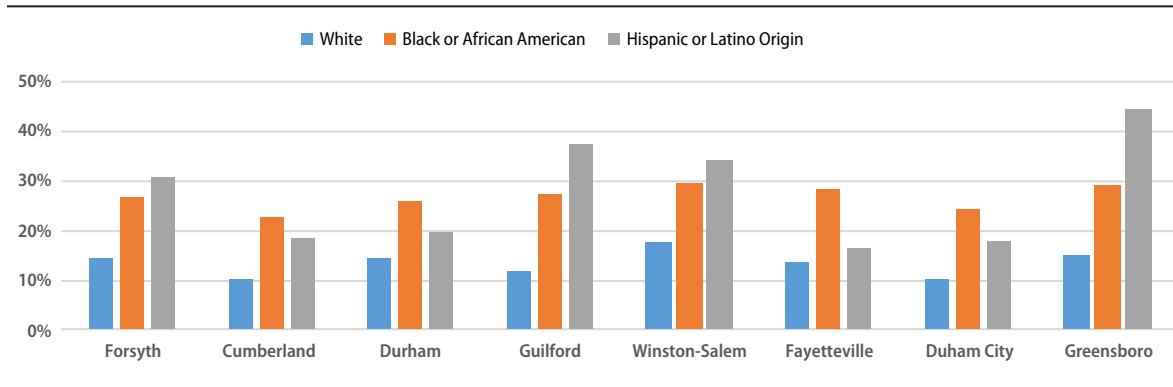
Source: Census Bureau, ACS 5-year estimates (2016).

Turning to poverty rates, Forsyth and Winston-Salem are in line with their respective peers (Figure 16). However, the various racial and ethnic groups residing in Forsyth and Winston-Salem experience poverty at significantly different rates (Figure 17).

Figure 16: Residents in poverty in the past 12 months

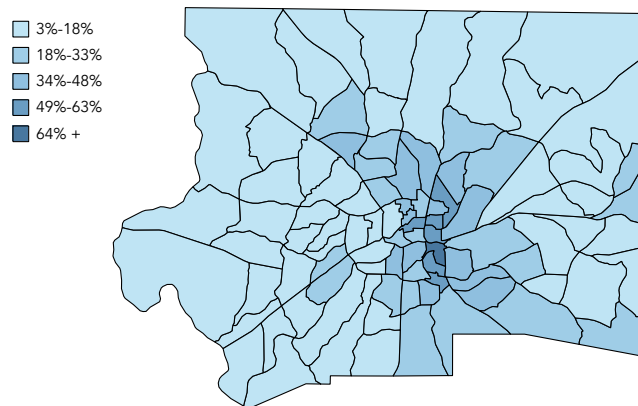


Source: Census Bureau, ACS 1-year estimates (2016).

Figure 17: Residents in poverty in the past 12 months, by race and ethnicity

Source: Census Bureau, ACS 1-year estimates (2016).

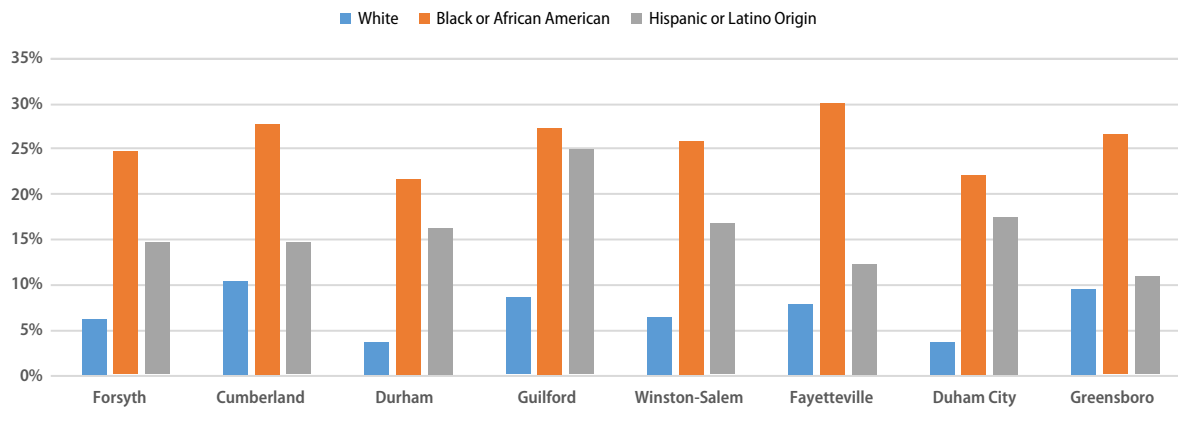
This disparity is also evident in the clustering of high poverty in neighborhoods “East of 52” (Figure 18).

Figure 18: Concentration of residents in poverty in the past 12 months, by Forsyth County census tract

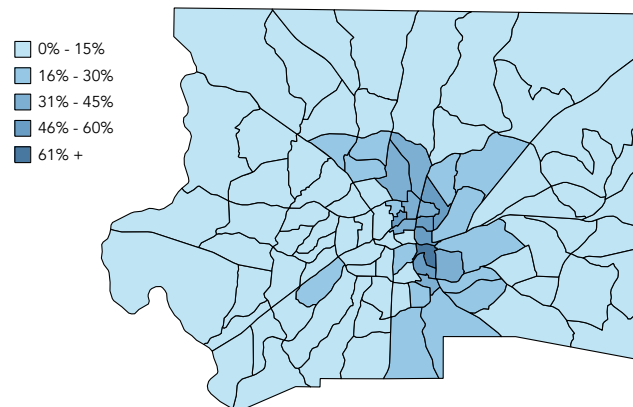
Source: Census Bureau, ACS 5-year estimates (2016).

These observations are further corroborated by (1) disaggregating the percentage of households that receive Supplemental Nutrition Assistance Program (SNAP) benefits by race and ethnicity and (2) mapping the aggregated data by census tract, as shown in Figures 19 and 20.

*“Our community
appears more
stable than it is.”*

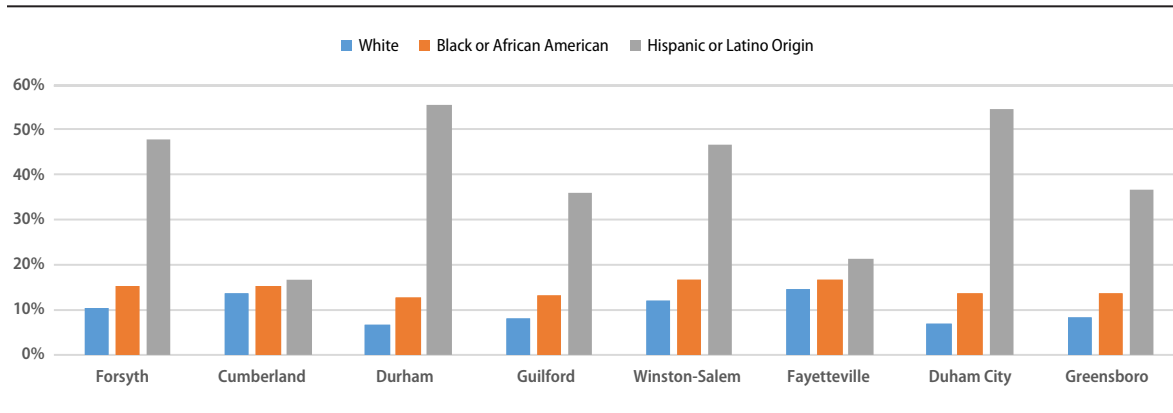
Figure 19: Percentage of each racial and ethnic group receiving SNAP benefits, by household

Source: Census Bureau, ACS 1-year estimates (2016).

Figure 20: Concentration of households receiving SNAP benefits, by Forsyth County census tract

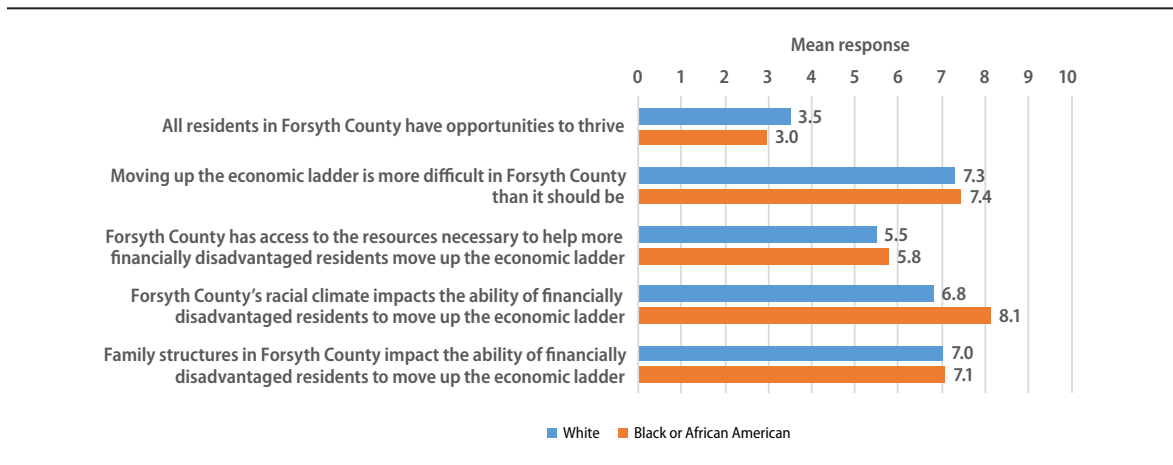
Source: Census Bureau, ACS 5-year estimates (2016).

A final data point concerns the differing rates of health insurance coverage experienced by White, Black, and Hispanic communities (Figure 21). In this case, Hispanics are dramatically underinsured, with un-insurance rates approaching 50 percent in both Forsyth and Winston-Salem.

Figure 21: Percent uninsured by race and ethnicity, ages 18–64

Source: Census Bureau, ACS 1-year estimates (2016).

Considering this information in the context of the residential segregation described in the second theme, it is not surprising that Blacks responded differently than Whites to certain survey questions about economic conditions in Forsyth County (Figure 22). Most notably, on a scale of 0 to 10, the mean Black response—reflecting intensity of agreement—was about 20 percent higher than the mean White response for the statement, “Forsyth County’s racial climate impacts the ability of financially disadvantaged residents to move up the economic ladder” (8.1 and 6.8, respectively).

Figure 22: Arithmetic mean of selections in response to, “Indicate how strongly you agree or disagree with each of the five statements about Forsyth County,” by race

Source: nclIMPACT survey.

4. Residents have few opportunities, and relatively low motivation, to “mix it up” socially with people who represent different demographics (race, ZIP code, income, and generation).

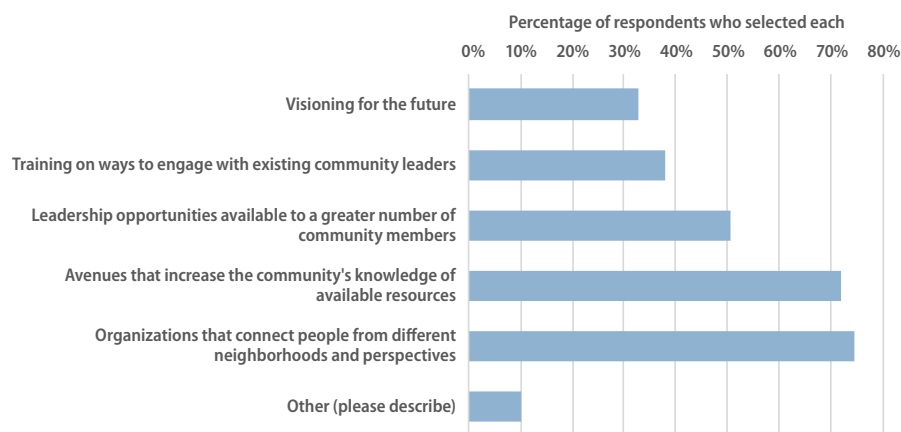
In our discussion of the second and third themes, we saw that residential segregation and economic disparity can combine to produce increasingly separate economic communities living within the same civic boundaries of Forsyth County and Winston-Salem. This situation can produce social segregation as well. As one participant put it, “There is a lack of connection with others who are of different socioeconomic backgrounds. Where does it happen? Not usually in schools. Not usually in neighborhoods. Maybe at work and during volunteer opportunities.”

Some of the other comments we recorded were similarly direct and, in some cases, striking. For example:

- “These options are really limited and assume we have a community. I don’t think we do. I think we have several groups, each of which pursue their own interests. I would suggest our community needs spaces where people encounter difference and work collectively together.”
- “Isolation and lack of connectedness to one another appears to be the vector for our community’s (and our country’s) most insidious illnesses. We all—not just those with the financial means—need our community to do all it can to draw us in, because when we’re ‘in’ ... we will naturally do what needs to be done for ourselves and our community.”
- “The pools in the summer are segregated. Even the [social justice] marches are segregated.”

Our survey provided further evidence of this feeling of disconnectedness in the community. Among six Community Building need options in our survey, 74 percent of respondents chose “Organizations that connect people from different neighborhoods and perspectives” as one of the three most important (Figure 23). It was the most-chosen response.

Figure 23: Selections in response to, “Select up to three Community Building needs you believe will be most important in Forsyth County over the next decade”



Source: nclIMPACT survey.

5. The public transportation system is inefficient and presents a barrier to mobility, literally and figuratively.

One key factor that appears to exacerbate residential, economic, and social segregation in Forsyth County is the region's public transportation infrastructure. We heard repeatedly from participants that the system's buses, especially, tend to under-serve minority neighborhoods and make it harder for residents to expand their horizons regarding where to live, work, and play. While we did not study the transportation system, some of the more specific comments we received include:

- “The whole area around public transportation—which seems to be in a self-imposed death spiral—needs to be reimagined and revamped to make it a compelling option for all residents, not just disadvantaged ones.”
- “Expanded public transit would afford greater mobility for the poor who are public transit dependent and constrained by limited transit options.”
- “Transportation services/supports seem like an obvious target for expansion given our struggling population—services are of no use if you can't get there.”
- “Transportation is often a barrier for many families and providing improved transportation services to underserved neighborhoods would be ideal.”
- “Public transportation (bus service) as a mobility asset for the entire community is a creative subsidy for the poor.”

6. The future is compromised for the substantial number of children enrolled in elementary schools characterized by low educational outcomes and pervasive segregation by race and income.

In September 2017, the NC Department of Public Instruction (DPI) published its NC Innovative School District list of 48 schools facing possible state takeover. Eight Winston-Salem/Forsyth County district elementary schools were on the statewide list, which DPI compiled using the following criteria:

- schools that earned an overall school performance score in the lowest 5 percent of all schools in the state in the prior school year, and
- include all or part of grades K–5, and
- did not exceed growth in at least one of the prior three school years and did not meet growth in at least one of the prior three school years, and
- did not adopt one of the established reform models in state statute in the immediate prior school year.

Further, in its 2018 publication *Stymied by Segregation*, the North Carolina Justice Center used several indexes to measure racial segregation in North Carolina school districts.⁴ The first, the racial dissimilarity index, calculates the percentage of students who would have to change schools in order to equalize the racial distribution of students across schools within a given district. Winston-Salem/Forsyth County Schools' index (43 percent) was third highest among the state's ten largest school districts for the 2016–17 school year (Table 2).

4. Kris Nordstrom, *Stymied by Segregation: How Integration Can Transform North Carolina Schools and the Lives of Its Students* (Raleigh: North Carolina Justice Center, 2018).

Table 2: Racial dissimilarity index of North Carolina's largest school districts, 2016–17 school year

County	Index
Mecklenburg	55%
Guilford	45%
Forsyth	43%
Durham	42%
Union	39%
Gaston	36%
Cumberland	34%
Wake	30%
Johnston	26%
Cabarrus	21%

Source: North Carolina Justice Center.

Similarly, the Justice Center's income dissimilarity index reflects the percentage of students who would have to change schools in order to equalize the economic distribution of students within a school district. Again, Winston-Salem/Forsyth County Schools ranked third highest among large districts, this time with an index of 54 percent (Table 3).

Table 3: Income dissimilarity index of North Carolina's largest school districts, 2016–17 school year

County	Index
Mecklenburg	59%
Guilford	58%
Forsyth	54%
Union	53%
Gaston	48%
Cumberland	47%
Wake	41%
Cabarrus	38%
Durham	37%
Johnston	37%

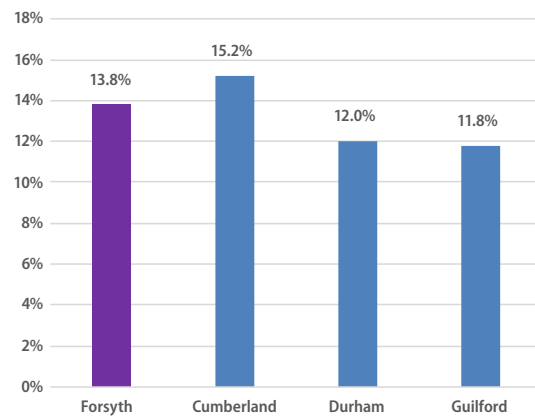
Source: North Carolina Justice Center.

Although multiple participants attributed these relatively high rates of segregation by race and income to the school choice policy, an obvious contributing factor is the residential segregation reported on in the second theme.

7. Disconnected youth need more attention. Unless there is a connection with the criminal justice system, few resources seem to be focused on this group.

Disconnected youth are young people aged 16–24 who are not in school and not working. The chart in Figure 24 depicts the percentage of disconnected youth in Forsyth and its three peer counties.

Figure 24: Percentage of disconnected youth, by county



Source: Measure of America (Social Science Research Council) using Census Bureau data.

Disconnected youth emerged as a cohort of significant concern in both the survey responses and the focus groups and interviews, where we heard the following:

- “One-third of the shelter population is aged 16–24.”
- “I volunteered as a high school mentor for two years. What I found were students anxious to graduate, but with no idea on next steps unless they knew they were heading out to college or community college and already had the needed support to go to school. Often kids have parents who cannot maneuver the system and/or don’t have the tools to help their kids search.”
- “Should greatly expand capacity (numbers served plus breadth and depth) for mentoring 16–25 year olds—including those with and without children, and those who never were in foster care—who lack parents, grandparents or other relatives capable of getting them through the ‘transition to adulthood’ phase of life.”

“The community does not take ownership in educational opportunities for all children. Instead, the attitude seems to be, ‘As long as my child is okay’...”

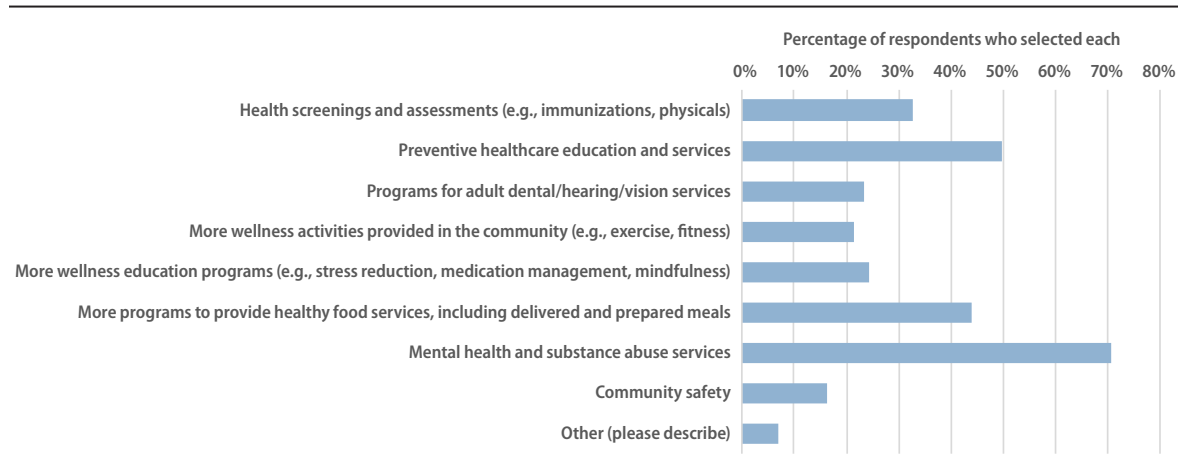
- “There is a wealth of talented older tradesmen who could teach young unemployed males and females the crafts needed to gain entry onto the ‘economic mobility highway’ if we would validate that concept with the necessary resources to the appropriate neighborhoods.”

8. Resources exist to support disadvantaged residents, but they are not well coordinated and are often insufficient for such high-need concerns as mental health and substance abuse.

Many participants applauded the nonprofits, government entities, and private enterprises that are responsible for providing a diverse array of resources intended to help those who are struggling in Forsyth County. However, they also voiced the sense that these resources were underpublicized, and perhaps underutilized as a result. Among six Community Building need options in our survey, 72 percent of respondents chose “Avenues that increase the community’s knowledge of available resources” as one of the three most important. (See Figure 23.) Participants also suggested that resources could be better coordinated among the various sectors and individual providers. Coordination among such disparate types of public and private groups is admittedly a tall order, but additional coordination could produce efficiencies in targeting and delivery.

As for the type of assistance provided, mental health and substance abuse services were a clear area of emphasis. Among nine Health and Human Services need options, 71 percent of respondents chose “Mental health and substance abuse services” as one of the three most important (Figure 25). It was by far the most-chosen response.

Figure 25: Selections in response to, “Select up to three Health and Human Services needs you believe will be most important in Forsyth County over the next decade”

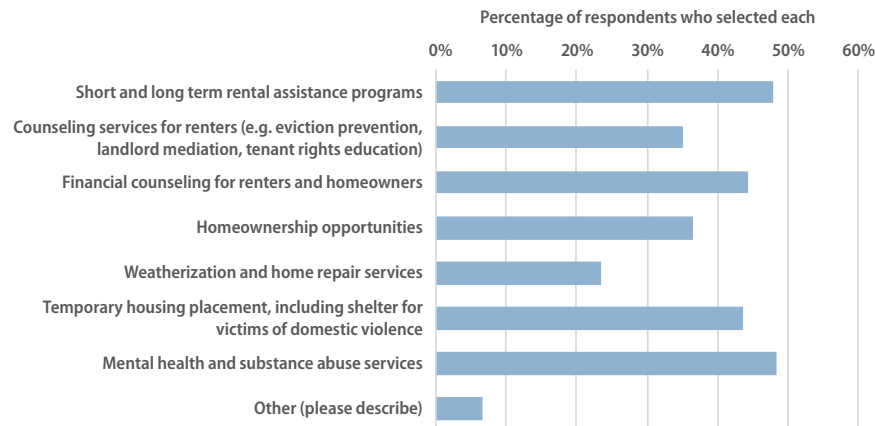


Source: nclIMPACT survey.

Further, among eight Housing Support need options, 48 percent of respondents chose “Mental health and substance abuse services” as one of the three most important (Figure 26). Again, it was the most-chosen response.

“Often people try to prescribe solutions without talking to people involved.”

Figure 26: Selections in response to, “Select up to three Housing Support needs you believe will be most important in Forsyth County over the next decade”



Source: nclMPACT survey.

Finally, “Individuals with mental health or substance abuse needs” was the third-most selected of 11 Specific Populations need options (44 percent), as shown in Figure 3.

These needs for public awareness, coordination, and services directed at mental health and substance abuse are reflected in the following representative quotes we heard from participants:

- “With 500 nonprofits in Winston-Salem competing for money, connections have advantages. It’s who you know—if you don’t know the ‘right people,’ how do you get ahead?”
- “I don’t know that we don’t have resources, we have not done a great job of connecting the financially disadvantaged to the services that currently exist. We don’t need to create more, we need to leverage more and connect more. That could be in the form of neighborhood resource centers and one-stop wrap-around services in neighborhoods.”
- “We now have collaborative silos instead of organizational silos.”
- “Many financially disadvantaged have drug abuse problems, which has caused them to get into trouble, lose jobs, incur court fines and fees, etc. There needs to be more community based treatment centers that offer an array of services such as detox, treatment, legal assistance, job search and placement services and in general help an addict in recovery get back on their feet so they can become financially stronger.”
- “Programs focusing on early and earlier mental/physical/financial health behaviors seem important to prioritize, as prevention and early intervention are much more cost-effective than trying to repair problems after the fact.”

9. Residents of low-income neighborhoods are growing weary of well-meaning folk who want to do for rather than do with.

The final two themes are related but not easily quantifiable. Participants told us one of the more intractable issues in Forsyth County is the “for us, without us” mentality that assumes leaders outside the community know best and are the only ones who can solve problems. This habit of deference was seen by some as stemming from experience with the old “mill town” ethos of doing

for, rather than *with*. A related complaint is sometimes heard in communities with a history of involvement in interventions by nonprofits and local universities, where long-time residents may bristle at being the subjects of yet another pilot program or social science innovation. One participant recommended that efforts to build engagement among diverse stakeholders should be encouraged, including both the helpers and the helped—not just to coordinate for better outcomes, but also to foster empathy and solidarity while doing the work. Other participants worried that some communities may have become acclimated to poverty and may no longer believe a brighter future is even possible.

10. There remain strong, present effects of the county's past legacy of patriarchal, "company town" leadership.

The final theme is closely related to the prior one, but broadens the focus to consider constraints on upward mobility in Forsyth County due to the weight of history and culture. The economic drivers of Winston-Salem prior to World War II were primarily tobacco and textile titans along with all the companies that existed to serve them. Community development revolved around manufacturing, and many aspects of residents' economic and social lives were tied to their employment. Residents perceived that corporate leadership cared about them, as employees and as neighbors. In some ways, corporations had more power than elected officials. As some participants explained, it was a fairly patriarchal, top-down arrangement, but by and large this benevolent model worked for people at all income levels. Although the actual influence of companies like these has waned, the perception of corporations wielding outsized power and decisions being made "behind the scenes" remains pervasive in Forsyth County. Without transparency and openness, residents and communities that feel left behind may surrender to despair, either not realizing or not believing they have sufficient power to effect change.



"There is a culture of immobility, a sort of fatalism."

III. Proposed Implementation Plan for the Trust to Address Forsyth’s Challenges

A. Strategy and Justification

Based on the extensive research we conducted and the many discussions we facilitated, the ncIMPACT team recommends that the Trust focus its Local Impact Funding on building a more inclusive economy in Forsyth County. As recently defined by the Rockefeller Foundation, an inclusive economy provides expanded opportunities for a more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being (challenges that are detailed in Section II).¹ Simply stated, an inclusive economy offers more opportunities for more people.

Inclusive economies are defined by five interrelated characteristics:

1. **Participation.** People are able to participate fully in economic life and have a meaningful say over their community’s future.
2. **Equity.** True opportunities are available to enable upward mobility for all groups of people.
3. **Growth.** The local economy produces enough goods and services to enable broad gains in well-being and opportunity.
4. **Stability.** Individuals, communities, businesses, and governments have a sufficient degree of confidence in their future and an increased ability to predict the outcome of their economic decisions.
5. **Sustainability.** Economic and social wealth is sustained over time, thus maintaining intergenerational well-being.²

In 2017, the Brookings Institution evaluated the nation’s 100 largest metropolitan areas along three dimensions: growth, prosperity, and inclusion.³ Based on the indicators used and composite scores generated, the Winston-Salem metropolitan area ranked 79th for growth, 73rd for prosperity, and 85th for inclusion. The authors explain, “Inclusion indicators measure how the benefits of growth and prosperity in a metropolitan economy—specifically, changes in employment and income—are distributed among individuals. Inclusive growth enables more people to invest in their skills and to purchase more goods and services.”

For too many Forsyth County residents, the barriers to jobs that pay a living wage seem insurmountable. These conditions exist even as Forsyth County creates many good paying jobs. The local economy is transitioning from its historical reliance on tobacco and textiles while a

1. For more information on inclusive economies, see <http://inclusiveeconomies.everettprogram.org/>.

2. These characteristics were originally posited by the Brookings Institution Metropolitan Policy Program, in an experimental analysis of economic inclusion using U.S. metro areas as a test case. See <https://www.brookings.edu/blog/the-avenue/12/05/2016/measuring-inclusive-economies-in-metropolitan-america/>.

3. The rankings dashboard Brookings created can be found at <https://www.brookings.edu/interactives/metro-monitor-2017-dashboard/>.

significant percentage of the local labor force does not have the skills required for this new economy. In essence, the local economy is not inclusive.

From 2010 to 2015, relative poverty in the Winston-Salem metropolitan area increased 2.1 percent. Relative poverty refers to the share of people earning less than half of the local median wage (among people at least 16 years old). It decreased for White residents and increased for Black and Hispanic residents. While the employment rate increased for Black and Hispanic residents during this period, the median wages for these residents decreased (by 11.6 percent for Black residents and 7.0 percent for Hispanic). These data represent a sample of the indicators Brookings used to evaluate inclusion in metropolitan areas.⁴

B. Proposed Guiding Vision

All individuals in Forsyth County are able to participate in, benefit from, and contribute to economic and community development.

C. Grantmaking Parameters—Four Funding Approaches

1. Building the Will for Increased Economic Mobility through Ecosystem Change

The Trust must work collaboratively with the community to identify and support high-impact policies and programs that connect disproportionately excluded groups to opportunities as workers, consumers, and business owners and to civic life as leaders and engaged residents. This is profound, long-term work that will require a deeply invested, possibly embedded staff. There should likely be no more than two projects at any given time, and they should be funded for no less than five years.

Through this funding strategy, the Trust should support interventions designed to help participants work together in innovative new ways to

- see how the support systems for economic mobility are operating,
- shift mindsets toward more effective systems,
- change the norms, rules, and structures of the systems, and
- enable participants in the systems to self-organize in new ways.

This focus on “working together” reflects the Trust’s recognition that traditional top-down strategies are inadequate and sometimes serve to reinforce existing power structures. Forsyth County needs unconventional approaches that bring multiple viewpoints together, drawing residents both historically empowered and disempowered into new relationships in order to imagine and develop effective ways to build an inclusive economy. The Trust believes systems can change for the better if people come together around shared purpose and explore mutual interests. The Trust should award funds to collaborations representing diverse stakeholders that have the potential to unfreeze the status quo and discover new ways forward.

The research suggests that a poverty-elimination strategy is more likely to succeed if (1) it addresses the specific problems of concern to groups and communities, (2) general agreement exists among policy makers and community problem solvers about the nature of these problems,

4. Brookings rankings dashboard.

and (3) both “success” and “failure” can be visualized and measured. Finding examples of specific poverty challenges requires looking behind aggregate poverty data and identifying the very different characteristics of those households grouped together as “poor.” These include the following:

- children facing regular food insecurity,
- older rural residents watching their community languish as jobs and working-age residents move away,
- young adults living in a prosperous community but disconnected from its educational and employment opportunities,
- immigrant families living in neighborhoods struggling to feel a sense of belonging,
- workers holding more than one job but unable to earn enough to make ends meet,
- families devastated by substance abuse, and
- groups facing disproportionate and discriminatory entanglement with the criminal justice system.

There are obviously many other possible examples. They are all different problems, which cannot be solved with a single anti-poverty approach or specified with a single measure of poverty. Each requires different responses and measurements.

ncIMPACT recommends that the Trust start with a focus on the working poor in Forsyth County. Of the issues facing those in poverty in Forsyth, participants in the surveys, focus groups, and interviews we conducted made it clear that none is more important or more challenging than the difficulty too many residents face in earning enough to support themselves and their families. Even in the current economy, when the official unemployment rate is low and Forsyth County is thriving, many families struggle to earn enough to put food on the table, afford a decent place to live, cover basic health care expenses, provide adequate care for their children, and otherwise enjoy the essential elements of a decent life. For too many in the county, the American social compact seems broken. They can no longer rely on the promise that if you work hard and play by the rules, you can enjoy a good life for yourself and a better life for your children.

The problems are not merely for individuals and families, many of whom struggle with multiple part-time jobs with no benefits to pay bills, manage debt, raise children, gain new skills, and navigate a dynamic, rapidly changing economy. They also pose challenges for the health and well-being of the county as a whole. Economically stressed individuals will struggle in their marriages, parenting, and in engaging with and in their community. The community suffers as individuals have less time to volunteer through local clubs, churches, and organizations. Businesses suffer because their customers do not have more money to spend and because their workers are economically insecure and do not have the means to advance training, skillsets, and work habits. All would be better off if more Forsyth residents were able to increase their incomes and savings through work, put their talents to use, contribute more to the tax base, reduce the cost of social services ranging from Medicaid to criminal justice, and participate more actively in their families and communities.

As identified by the North Carolina Leadership Forum in 2017, the challenges of the working poor may manifest as:⁵

A skills gap. Many middle-skill jobs are going unfilled because employers cannot find workers with the right skills. Even employers in low-skill sectors struggle

5. Report is available at <https://sites.duke.edu/nclf/first-year-report/>.

to find and keep employees. Skills that are lacking may include those traditionally characterized as “soft” as well as adaptable technical and knowledge-based skills. There is a disconnect between high school graduation rates and graduates’ readiness for college or work. This problem will likely be compounded further by schools preparing students for jobs that exist today as opposed to ensuring that today’s students possess the skills necessary for the jobs of the next decade and beyond.

Availability of jobs. Some neighborhoods in Forsyth County simply do not have enough jobs. The reasons may include lack of infrastructure, proximity to markets, quality of life factors, lack of incentives, lack of access to capital to start and grow a business, and increasing competition as a result of globalization and trade policy.

Adequacy of compensation. Even when sufficient numbers of jobs are available, many simply do not pay enough to support a family. The problems may include low wages, less than full-time employment, the absence of health care or other benefits that once accompanied full-time employment, underemployment, employment that provides no pathway to higher wages, and discriminatory wage practices.

Obstacles to employment. Even with the right technical skills and available jobs, many workers face significant barriers to finding and keeping jobs. Obstacles may include a history of incarceration, high childcare costs, lack of transportation, drug use, and discriminatory hiring practices.

Financial resiliency. Even with full-time employment, some households remain in a state of financial fragility and asset poverty (not having enough liquid assets to provide for basic needs for a period of three months). Lack of health insurance or access to quality health care, a decrease in marriage and an increase in single-parent households, lack of social support networks, lack of affordable housing, increasing levels of student debt, lack of financial literacy and irresponsible spending, and predatory lending are among some of the factors that place households under greater financial strain.

ncIMPACT recommends that the first ecosystem supported by the Trust be one that focuses on building a collaborative that helps lift the working poor out of poverty. In addition to funding the work of the collaborative, the Trust should provide technical assistance to help stakeholder groups with

- scoping the specific challenge through data analysis, including community input,
- agreeing on the measures to decide whether and when progress is being made,
- generating innovative options,
- testing innovations, and
- learning and improving.



2. Maximizing Great Expectations

Efforts to stimulate an inclusive economy will need to follow a two-generation strategy. The Trust has made a significant commitment to the children of Forsyth County through its Great Expectations program. Through this new inclusive economy funding strategy, the Trust should align some of its Local Impact Funding to advance outcomes and opportunities for parents of low-income children being served by Great Expectations. These new investments will support the economic mobility of children in low-income households by also supporting the educational attainment and career advancement of their working parents. Grants will be open to organizations supporting intensive, high-quality education, job training, and career-building programs in high-demand industry sectors for low-income parents with children receiving services.

The concept of intergenerational social mobility lies at the heart of the American dream. The nation's identity derives from a sense that the family into which one is born should not determine one's prospects for the future, and that by climbing ladders of opportunity each subsequent generation can do better than the one before it. However, prospects for intergenerational upward mobility in Forsyth County significantly lag behind those of other North Carolina counties.

There is a growing consensus that children cannot thrive in homes where their parents struggle to make ends meet; conversely, low-income parents cannot succeed without meaningful support for their children. Investments that focus solely on adults or only on children constrain potential impacts by not engaging with families holistically to support and sustain growth and opportunity. In contrast, two-generation or dual-generation approaches address the challenge of intergenerational poverty by (1) aligning and coordinating services for children with services for their parents and (2) developing programs that serve both together.

Education is one of the strongest predictors of income in the United States. Incomes in highly educated families are three times larger than in families with low levels of education. Children have much to gain when parents increase their education and income, including greater knowledge, skills, availability, and financial resources, all of which directly benefit children's educational achievement. From a motivation prospective, two-generation programs may inspire parents to succeed in meeting their own educational goals as they see their children succeeding in school. Two-generation programs will improve educational outcomes for children and parents as well as subsequent earnings for parents, which is likely to have positive effects across generations and build a more inclusive local economy.

3. Launching the Next Generation of Leaders through Systemic, Multisectoral Opportunities

Efforts to build an inclusive economy must focus on positioning the next generation of parents and community leaders. Thus, Forsyth County must offer greater support to its growing number of disconnected youth—those aged 16–24 who are not connected to work or education. Through this funding strategy, the Trust should seek to support evidence-informed strategies that:

- improve job information accessibility and connect youth to employers,
- provide high-demand skills training,
- combine work-based learning with education, and
- invest in business ideas of youth.

Educational and work supports currently exist for this group of Forsyth County residents. The Trust's role in this strategy is to help take these existing programs to the next level by funding gap needs that catalyze success. The Trust should seek to support, not replace, funding partners in the public and private sectors.



Improving mobility outcomes for this subpopulation is likely the most ambitious part of delivering on an inclusive economy. That said, success here may implicate success everywhere. It is high-risk work that can yield substantial returns.

As shown in Section II, about 14 percent of youth in Forsyth County are disconnected (Figure 24). ncIMPACT recommends that the Trust aim to move half of them into living wage jobs by 2025. To do so, the Trust will need to partner with educational institutions, employers, and other service providers. This demographic focus for the Trust will allow for new partners and

Why an Inclusive Economy?

- **Wages matter.** Too many residents who work full-time or have multiple part-time jobs earn too little to support their families.
- **Economic mobility matters.** The Forsyth County economy has a large number of low-wage jobs that provide few, if any, pathways to higher wages.
- **A changing economy matters.** Globalization has increased competition for both North Carolina workers and businesses. The older manufacturing and agricultural economies are shifting dramatically to a knowledge- and service-based economy and experiencing a rise in contingent and part-time employment.
- **Geography matters.** Forsyth County's economic growth is very uneven across areas.
- **Education matters.** Adaptable technical skills, knowledge, and educational attainment are strongly associated with higher wages and increased economic security. "Soft skills" (e.g., interpersonal skills, timeliness, professional attire) also are crucial to gaining and keeping employment, and many North Carolinians lack these skills.
- **Government regulations matter.** Regulations, from taxation to occupational licensing, play an important role in affecting economic environments, determining the level of job growth and creation, and mitigating some of the negative consequences of a changing economy while providing enough flexibility for disruptive innovation to occur.
- **Business climate matters.** The availability of infrastructure, proximity to major markets, energy availability and costs, strong public schools, and quality of life factors influence the decisions of employers.
- **Two-parent households matter.** Single-parent households are at much higher risk of poverty and severe economic insecurity, and children living in poverty often face more obstacles to successful academic and life outcomes.
- **Personal choices matter.** Some decisions individuals make create barriers to finding or keeping jobs. Factors outside of or in addition to individual choice may contribute to these decisions or exacerbate the consequences they face as a result of them.
- **Inequities matter.** Long-standing and historic inequities along racial and gender lines entrench and exacerbate the problem for many. For example, people of color, on average, have fewer assets, must bear greater financial responsibility for their extended family, and receive fewer transfers of wealth from previous generations.
- **Cost of living matters.** The rising costs of health care, housing, tuition, and other basic expenses, coupled with stagnating family income, keep many families in a constant state of financial fragility, with little, if any, ability to save money or cover even relatively small financial shocks.
- **Assistance matters.** For families with low incomes, public and private assistance and subsidies play an important role in helping them overcome barriers to employment and meet basic needs if employed in low-wage jobs. Childcare subsidies, unemployment benefits, and tuition assistance are just a few examples of how public assistance and subsidies help North Carolinians stretch their earnings to support their families.

targeted, measurable outcomes. It will be important, however, to engage the active leadership of community-based organizations that are closest to the population and thus best able to ensure community learning.

4. Maintaining the Safety Net

Through this funding strategy, the Trust should seek to develop resiliency to shocks and stresses, especially those disruptions that have a disproportionate impact on low-income people. Funding will continue to focus on the following areas:

Emergency assistance. Priority should continue to be given to proposals that provide assistance as part of a coordinated community response and that are connected to a comprehensive system of services designed to prevent future crises.

Supportive housing: Efforts to provide affordable housing for people who have experienced or are at risk of experiencing homelessness will continue to be combined with flexible, comprehensive services, such as job training, substance abuse programs, or case management. These services address the reasons for housing loss and help people live more stable, healthy lives.

D. Measures of Success

Sample indicators that the Trust might use to evaluate outcomes of investments to stimulate a more inclusive economy in Forsyth County include:⁶

Participation

- Labor force participation rate of working-age population (disaggregated by race)
- New business density (new registrations per 1,000 people disaggregated by age and race)
- Civic engagement measures, e.g., volunteering (disaggregated by age and race)

Equity

- Intergenerational income mobility
- Percentage of children (36–59 months old) who participate in early childhood educational programs (aligns with Great Expectations strategies)
- Infant mortality rate disaggregated by race
- Percentage of households with incomes below 50 percent of median income (relative poverty data)
- Proportion of population that has convenient access to public transport
- Income segregation by census tracts

Growth

- Employment to population ratio (of working-age population)
- Percentage of the population experiencing food insecurity

6. Based on the 2016 report *Inclusive Economy Indicators* by Chris Benner and Manuel Pastor. See <http://www.inclusiveeconomies.everettprogram.org/wp-content/uploads/2018/03/Inclusive-Economies-Full-Report.pdf>.

Sustainability

- Measure of affordable, durable housing
- Change in life expectancy at birth

Stability

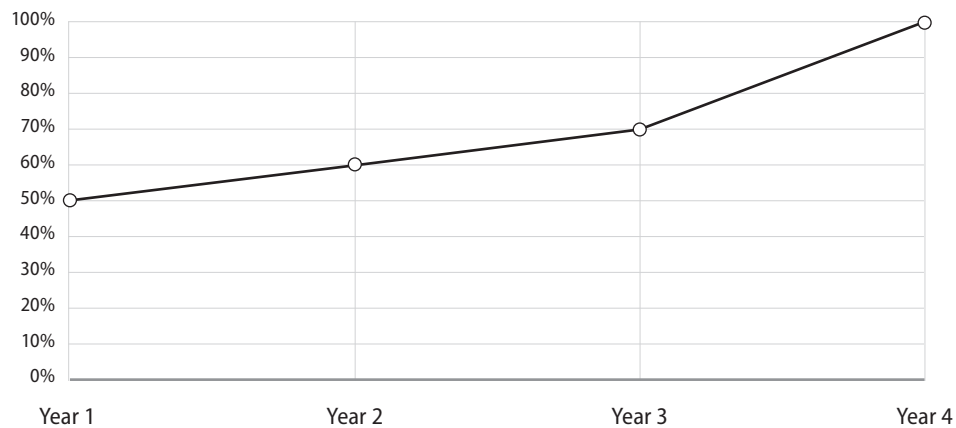
- Percentage of population using banking services
- Percentage of population aged 15 and older who have borrowed from a financial institution
- Eviction rates

E. Time Frame for Implementation

The ncIMPACT team estimates it will take four years to implement this strategy fully and responsibly. While increasing its commitment to systemic changes designed to build a more inclusive economy and reduce the number of people living in poverty in Forsyth County, the Trust should continue to fund safety net programs. However, the balance of these two types of investments will shift over time.

In the first year of implementation, we recommend that the Trust invest 50 percent of Local Impact Funding in the Inclusive Economy strategy. The amount of Inclusive Economy funding could increase to 60 percent in year two and 70 percent in year three. By year four all funding could fit within the Inclusive Economy model, and 25 percent of that funding could focus on Maintaining the Safety Net (Figure 27).

Figure 27: Proportion of Local Impact Funding applied to Inclusive Economy strategy

**Next Steps**

Research on efforts to build more inclusive economies suggests that such initiatives are most effective when embedded in a theory of change. Experts also suggest that organizations seeking to do this work should be intentional about determining why residents in their communities encounter

barriers to improving their well-being. Are there only limited resources available to them (passive exclusion), or are they being actively marginalized by those with power in their community?⁷

The Trust should consider these recommendations in light of the conditions particular to Forsyth County as they make long-term investments to help the local economy become more inclusive. ncIMPACT's work to identify root causes of challenging conditions in Forsyth County has informed these recommendations for strategic investments of the Trust's Local Impact Funding and fulfillment of its mission to improve the quality of life and support basic needs in Forsyth. However, the work ahead will be more effective if the theory of change is embraced, and contributed to, by community stakeholders. That is the next step.

7. See Benner and Pastor, *Inclusive Economy Indicators*.

Appendix. Process and Methodology

The work described in this report was conducted from October 2017 through June 2018. It involved original research; creation, deployment, and analysis of an electronic survey; interviews of community leaders; focus groups of community residents; and meetings with Trust management and staff. Our process is detailed in the project plan below.

Table 4: nclMPACT project plan

Project Milestone	Completion Date
Kickoff Meeting with Committee	October 24, 2017
Staff Meetings	
Presentation and discussion	October 25
Focus groups	
Share Findings and Next Steps with Committee via Written Correspondence	November 2
Design Survey and Distribute to Community Stakeholders	December 5
First draft to committee	November 2
Feedback from committee	November 15
Revised draft to committee	November 20
Final feedback	November 28
Survey in field	December 5
Conduct 4–6 Focus Groups with Community Stakeholders	January 31, 2018
Final list of participants from committee	November 15
Protocol to committee	December 5
Focus groups scheduled	December 15
Focus groups conducted	January 31
Prepare Data on Macro Trends Impacting the Work	January 31
First draft of macro trends	January 17
Feedback from committee	January 24
Final draft of macro trends	January 31

(continued)

Table 4: ncIMPACT project plan (*continued*)

Project Milestone	Completion Date
Conduct Five Interviews with Key Stakeholders	January 31
Initial list of proposed interviewees from committee	November 15
Final list of proposed interviewees to committee	December 12
Interviews scheduled	December 19
Interviews conducted	January 31
Analyze Survey Data	March 9
Draft report to committee	February 16
Feedback from committee	March 2
Final report to committee	March 9
Share Models of National Place-Based Work	March 9
Draft report to committee	February 16
Feedback from committee	March 2
Final report to committee	March 9
Develop Strategy for Collecting Staff and Community Input	March 9
Recommend Processes for Decision-Making	March 23
Offer 2–3 processes for review by committee	March 9
Committee decision	March 23
Select the Path Forward	April 6
Facilitate “Destiny” Meeting with Committee Timelines, Responsibilities, and Milestones for Moving Forward with Implementation	April 30
Host “Destiny Continued” Webinar with Committee	May 15
Deliver Implementation Plan Who Needs to Do What, by When	May 25
Final Report	June 29
Assist with Communications Plan	July

Finally, a few specific notes about our research methodology:

- Much of the research in Section II relies upon Census Bureau data: decennial counts, 5-year estimates, and 1-year estimates. Given that the last decennial count was conducted in 2010, we often had to choose between 5-year estimates and 1-year estimates. We generally chose 1-year estimates for conditions that could change substantially year over year, such as unemployment and poverty rates. While we recognize that 1-year estimates are not as accurate as 5-year estimates, we also reviewed the 5-year estimates for those same conditions to confirm certain trends where possible.
- Some of the charts in Section II include three peer counties that we compare to Forsyth: Cumberland, Durham, and Guilford. Drawing on ncIMPACT's work with communities of all sizes across the state, we perceive those counties to have roughly similar economies and racial demographics and note that they contain medium-sized cities, which serve as the economic engines at their core. In many of the same charts, we compare Winston-Salem to those medium-sized cities: Fayetteville, Durham, and Greensboro, respectively.
- We distributed our electronic survey via email lists and social media and to specific recipients recommended by Trust staff (including focus group participants). Respondents submitted 226 completed surveys through our online platform. Another 116 surveys that respondents opened and partially completed were recorded automatically when we closed the survey period. The maximum number of respondents across all questions was 306, while the minimum was 224.