



Social & Economic Vitality Working Plan

May 11, 2017

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Executive Summary

Social & Economic Vitality (SEV) efforts are being designed to positively impact Wake County's most vulnerable communities in priority areas inclusive of employment, health, education and upward mobility for low-wealth families experiencing significant challenges unique to specific geographic areas. Coordination of resources designed to be **community-based** and **community driven** will be centralized out of the Crosby-Garfield Center in Southeast Raleigh (East Central) and in the Wendell, Zebulon and Knightdale (East) communities. The intended goal for SEV is to ignite community-engaged, collective impact strategies which result in the reduction of poverty through workforce development, entrepreneurship, human capital development and educational advancement; community wellness inclusive of the reduction of food insecurity and homelessness and community empowerment through leadership development and advocacy. In short, Social and Economic Vitality Pilots are purposed to create thriving neighborhoods by ***amplifying the community's voice, stimulating community wellness, promoting educational and human capital development and ultimately reducing poverty.***

The purpose of this working plan is to establish a point of reference for the Social and Economic Vitality work. As more information is gained, additional targets will be established along with the budgetary and operational supports which will be required to further and sustain the work. It should be noted that the Social and Economic Vitality Program Manager was hired in January of 2017 and is very much still learning both the Wake County Human Services culture and environment as well as the vulnerable communities, resident, existing partners and resources. As such, this is not intended to be an all-inclusive solution for the community development work to be done but rather a compilation of what is currently in operation as well as what is projected over the course of the next three years.

Utilizing Results Oriented Management & Accountability (ROMA) for Framework

Important tenants of Social and Economic Vitality efforts include but are not limited to creating a culture of collaboration through establishing a common agenda around which grassroots leaders, partners and elected officials can convene with a shared vision; developing and managing a process for resource coordination and defining and implementing a shared measurement system for data collection and reporting of outcomes. ROMA provides a framework in which a continuous cycle of Assessment, Planning, Implementation, Results and Evaluation takes place which can be used to appropriately guide and monitor resource allocation, intervention effectiveness and scaling of results to demonstrate incremental change from in-crisis to thriving. Social and Economic Vitality goals and related activities can be folded into this framework to ensure effective oversight and integrity for accountability.



The Foundation... Community Engagement

Given the deep sense of pride and appreciation for family, friendship physical space and grassroots leadership in the vulnerable pilot areas, social and economic vitality efforts must begin the community revitalization work with an investment in the neighborhoods' social infrastructure. The development of positive, healthy and energizing social interactions in communities lays the foundation for more active participation in community decision-making, organizations and associations. Community Engagement is the first tenant in the Social and Economic Vitality framework. Therefore, investing in these communities social capital must be strategically intentional. "Social Capital" is defined as specific processes among people and organizations, working collaboratively in an atmosphere of trust, that lead to accomplishing a goal of mutual social benefit; it is a relational term that suggests interactions among people through systems that enhance and support community development.

Vulnerable community residents need not be “subject to” anti-poverty programming but rather the “voice” that guides the development of community change and revitalization. As such all efforts coordinated through Social and Economic Vitality will be developed inclusive of and for community residents. Launching pads to encourage this are folded into every strategy and/or related activity. For instance a carefully crafted Poverty Simulation can lead to action teams composed of community residents, partners and policy-making officials. Through participation, community residents learn how to build consensus and energy around an issue, connect with those who can inform and impact change and ultimately lead advocacy and implementation efforts to inform and implement the desired solution. Engagement activities will center around topics related to neighborhood opportunities and challenges, health matters, social equality, educational advancement and economic stability which to some degree will address the social determinants of health. Specific topics generated to date based on information gathered from community residents, internal and external partners in the vulnerable communities targeted for Social and Economic Vitality work include Understanding the Value of Your Home & Home Ownership (ways to combat the less positive impacts of gentrification), Food Insecurity Solutions, Parental Advocacy for School-Aged Children (anti-bullying), Successful Community Re-Entry and Socialization and Information Exchanges.

Strategic Initiative Target 1: *During year 1, 300 community residents along with 75 potential community partners in the East Central Zone and 175 community residents along with 35 potential partners in the East Zone will have documented participation in Social and Economic Vitality community engagement programming.*

Measures for Community Engagement

- % increase in and/or number of volunteer hours community residents donate to service providers
- % increase in and/or number of residents participating in homeowner associations, advisory councils and/or advocacy groups
- % increase in and/or number of residents/parents participating in parent teacher conferences, parent teacher associations and/or school related advocacy efforts.
- % increase and/or number of residents exercising their rights to vote
- % increase in knowledge, skills or information from pre/post surveys to be collected from engagement activities

Strategic Initiative Target 2: *During year 2, a Leadership Development training series will be developed and offered to neighborhood residents specific to advancing residents’ ability to advocate for, rebuild and sustain their communities. (Measures will be developed once series offerings are finalized. It is anticipated that the framework for this strategy will be in place by August 2017.)*

Note: The Social and Economic Vitality Program Manager is currently participating in Cityzen Pilot. This will allow Manager to gather geographic baseline data to determine how best to engage the targeted

communities, determine to some extent how needs have shifted since the initial listening circles conducted through the Crosby-Garfield Initiative and to help inform Social and Economic Vitality Plan going forward.

Crosby Garfield Building

The historic Crosby-Garfield Center is located in the heart of SE Raleigh. This building is currently underutilized but holds the promise of becoming a mini- service delivery hub for community engagement and resources specific to the East Central Zones. Currently the building houses some of Wake County's 4-H Program Staff, along with Telamon Head Start and the Learning Together Program. With the goal of ensuring the tenants of the building are making a measurable difference in the Social and Economic Vitality target areas, it should be noted that of the 125 children served on site by Telamon, 60% reside in the community. This location also recruits Early Head Start Children for other SE Raleigh based facilities such as Safe Place Crosslink, Word of God Fellowship and King's Kids. Similarly, the Learning Together Program serves 105 children of which 61% live in poverty and 57% are based within the SE Raleigh community.

Plans are currently being explored to maximize use of this facility by housing Wake County's Social and Economic Vitality Manager and Specialist in addition to other Family Services staff in the space, along with community partners who have documented service delivery practices impacting this community as well as new partners with resources specific to Social and Economic Vitality priority areas as identified by community residents. Initially, the following is proposed:

Social & Economic Vitality Program Manager

The Social & Economic Vitality Program Manager will be housed within the Crosby-Garfield Center for the purpose of having ongoing visibility in one of the pilot areas that does not have the same type of "regional center" presence as in other Human Services Zones. The manager will be responsible for creating a culture of collaboration, convening grassroots leaders, community partners and elected officials from within the designated pilot areas around a shared vision. This will include both community and center-based revitalization efforts that focuses on developing and managing a process for coordination of resources, increasing access to and utilization of services, ensuring data collection & reporting and building the community's capacity to respond to critical needs. It is projected that Crosby Advisory Group will host meetings, events and help inform center-based service delivery as part of the Managers efforts to build infrastructure and shared ownership with community leaders and stakeholders to enable collective action to achieve desired results.

Social & Economic Vitality Project Specialist (MCE Program Coordinator)

The Social & Economic Vitality Project Specialist will be housed within the Crosby-Garfield Center for the purpose of assisting with the coordination of projects relative to creating collective impact strategies in Wake County's most vulnerable communities with specific emphasis on human capital development, addressing food insecurity and economic development. Duties will include assisting with development and implementation of human capital development strategies, ongoing partnership development, coordination of social and

economic vitality events/activities, data collection and reporting. Participation on advisory boards, task forces, community councils, etc. will occur as deemed appropriate and approved by the Social and Economic Vitality Program Manager and will strategically align with SEV efforts.

Wake Food Security Food Cooperative Project Coordinator VISTA

The Wake Food Security Food Cooperative Project Coordinator VISTA will be housed within the Crosby-Garfield Center for the purpose of geographic systems development to identify and create an alignment of various Social and Economic Vitality strategies in the East Central Zone of Wake County. Areas of focus will include Food Access, Education and Advocacy, Health & Wellness, and Microenterprise. This position will be supervised by the Social and Economic Vitality Program Manager.

Family Services Worker

The Family Services Program is looking to house a social worker on site at Crosby-Garfield for the purpose of providing services specifically to East Central families and East as needed to align with Social and Economic Vitality efforts. Service delivery would include: (1) Information, resources and referral services accessible to any community resident seeking assistance; and (2) Case Management services for families that meet Wake County Human Services criteria. These services are currently provided in each WCHS Regional Center and in satellite offices, including Millbrook and Sunnybrook and would allow ease of access for families residing in the East Central Zone. While this position would not be supervised by the Social and Economic Vitality Program Manager, it would provide a point of connection for internal collaboration.

4-H @ Crosby (This is a placeholder as 4-H leadership is still exploring best use of staff here)

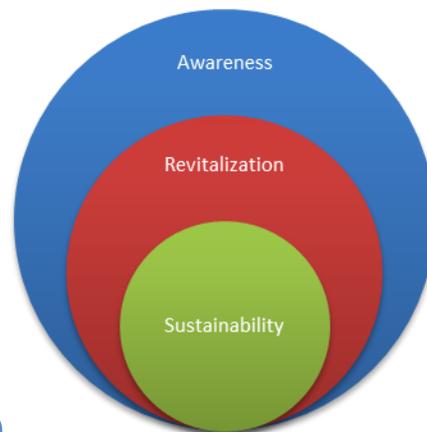
Strategic Initiative Target 3: *During year 1, (preferably within the first 6 months) Crosby Garfield will be renovated for occupancy and will serve as home base for Social and Economic Vitality programming and collaborative partnership development.*

Measures for Crosby Garfield Revitalization

- By September 2017, Social and Economic Vitality and other Wake County Human Services staff will occupy office space within the Crosby Garfield to assist with establishing a community based presence within the East Central Zone (drop in space will also be identified within the Eastern Regional Center for work to be done in the East Zone).
- 100% of current building occupants will be required to review space utilization and contracts to ensure appropriate space is maximized and eliminate underutilized space due to unnecessary clutter/storage.
- Number of community residents, services organizations and/or community partners accessing Crosby Building space for meeting, trainings, information and referral, etc.

Strategic Initiative Target 4: *During year 2, Crosby Garfield will be showcased to the community via a grand reopening.*

Strategic Initiative Target 5: *During year 2, Crosby Garfield will staff a receptionist/administrative position and security presence as deemed necessary to support Social and Economic Vitality operations (potential positions should include targeted recruitment efforts for candidates residing in the Crosby Garfield neighborhood)*



Crosby Advisory Group

The Crosby Advisory Group was initially formed in 2014 for the purpose of supporting what was called the *Crosby-Garfield Initiative*. Existing notes suggest that the group would provide continuous input in strategy development and marketing as well as connecting partners and resources. Representatives were to include families receiving services in the building, community partners, Raleigh CAC representatives and representatives from the immediate neighborhood.

Strategic Initiative Target 6: During year 1, the Crosby Advisory Group will reestablish its purpose to include efforts to support the overall work of Social and Economic Vitality in its scope. Specifically, the Crosby Advisory Group will be reconstituted to: 1) Increase awareness of and participation in community based events and opportunities that address the needs of goals of community residents 2) Assist with establishing the Crosby-Garfield Building as vital resource hub for community engagement and service delivery and 3) Sustain the historic presence and community pride of SE Raleigh residents through leadership development and advocacy efforts.

Measures for Crosby Advisory Group

- Increased number of community residents participating in Crosby Advisory Group meetings who are not members of partner organizations and/or staff to provide the “authentic” voice of the community.
- Number of Crosby Advisory Group sponsored Social and Economic Vitality Impact Days.
- 10% increase in community partners participating in Crosby Advisory Group meetings.

Note: The Social and Economic Vitality Program Manager is currently responsible for planning, convening and documenting the meetings of the Crosby Advisory Group.

The Eastern Regional Center has an active Eastern Coalition Meeting. As additional observation is gained, we will explore if there needs to be a similar body inclusive of additional community residents to assist with guide Social and Economic Vitality efforts in the East Zone.

Human Capital Development

(Numerous strategic target initiatives as currently embedded in this area due to an existing framework.)

In collaboration with internal and external partners, Social and Economic Vitality efforts will include an investment in the most valuable resource, Human Capital, by developing citizens' personal and professional skills and cultivating opportunities for them to maximize their contribution to their families, their employers and their communities.

Since 2008, Wake County has implemented a human capital development strategy known as the Middle Class Express. The Middle Class Express was deemed an innovative approach to help citizens of Wake County make progress toward economic and social stability through access to gainful employment, healthy living, safe and affordable housing, educational and financial development opportunities and other health and human service resources. This approach provided life coaching and life planning to participants desiring live and thrive in a middle class lifestyle within five years. It is based on eight success tracks (Employment, Financial Literacy & Entrepreneurship, Formal Education, Training/Skill Sets, Attitude & Mindset, Access & Utilization of Resources, Healthy Lifestyle and Family, Community, & Civic Engagement).

In 2016, an evaluation of the Middle Class Express was conducted by Godette Research Intelligence, LLC. From the evaluation report released in January 2017, the following key takeaways are being used to guide the transition of this strategy into the Social and Economic Vitality work:

- ✦ Clear leadership and structure are needed to alleviate ambiguity around an overall HCD initiative (organizational, partnership & programmatic development) and HCD programmatic service delivery model prototype (MCE)
- ✦ Coaching as a strategy yields positive outcomes
- ✦ Data collection, reporting and evaluation needs emphasis
- ✦ The sufficiency of resource allocation and utilization can be debated since documentation was insufficient for producing a cost-benefit-analysis
- ✦ Partnerships are overwhelmingly valuable but need mutual accountability agreements to maximize benefit

Strategic Initiative Target 7: During year 1, the Social and Economic Vitality Program Manager will work with existing staff supporting the current MCE program to engage participants and/or alumni and partners in creating human capital development strategies geared towards maximizing available resources and partnerships specific to the East Central and East Zones. The vision is to create a human capital development pipeline as described below:

HCD PIPELINE

TRIAGE INFORMATION & REFERRAL

- Baseline Assessment
- Resource Coordination
- Follow-Up Tracking

MULTIPLE HCD HOMES

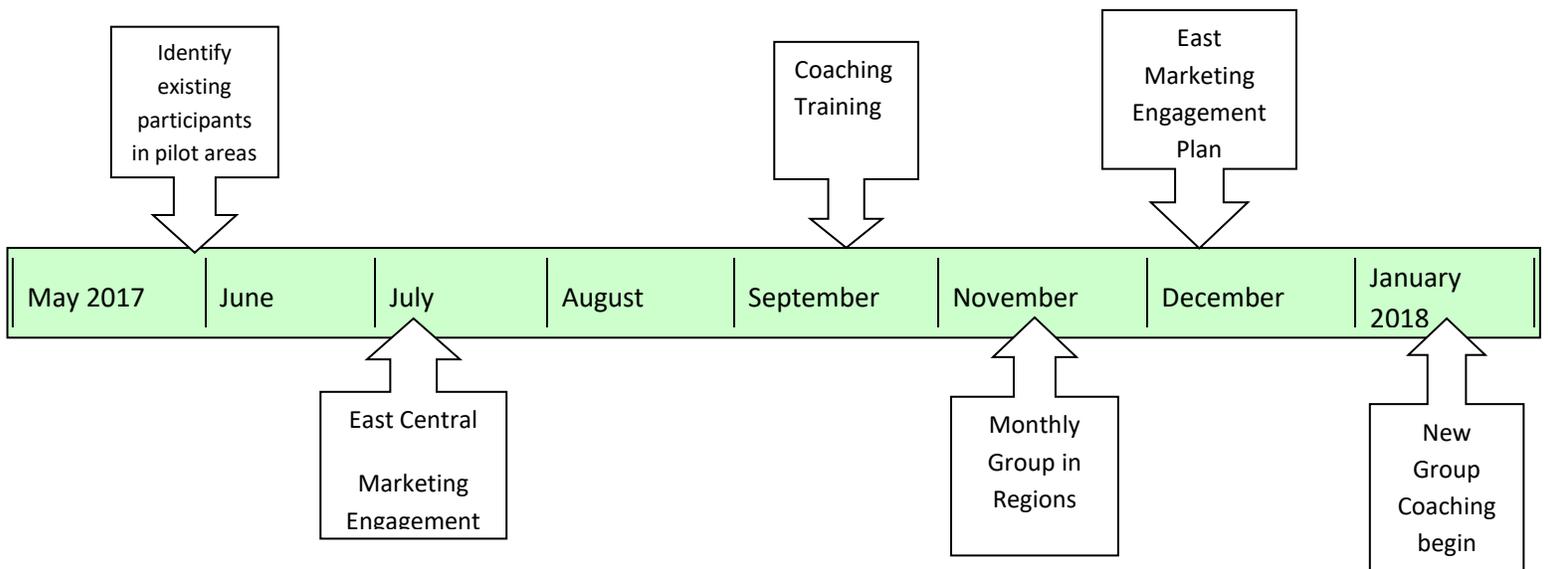
- Develop Partner Agencies Coaching Capacity
- Connect to Case Management as Needed
- Obtain Outcome Information

GROUP COACHING (ADULT & YOUTH)

- Employment/Entrepreneurship
- Financial Literacy
- Access to Resources
- Healthy Living
- Mindset/Motivation
- Community /Civic Engagement

Strategic Initiative Target 8: During year 1, the Social and Economic Vitality Program Manager convene an internal team of Wake County Human Services program/service providers to inventory and align human capital development supports for the East Central and East Zones. (It is anticipated that at a minimum a bi-monthly meeting would be established and at a minimum the following units would be represented: Economic Services, Family Services/Child Welfare, Faith/Community Partnerships, Public Health, Housing, Transportation, Cooperative Extension along with Business/Technology and Wake County Planning as needed).

Strategic Initiative Target 9: During year 1, provide 2 group coaching series in the East Central and East Zones.



Strategic Initiative Target 10: During year 2, have coaching strategy and/or curriculum reviewed for certification.

Strategic Initiative Target 11: Post certification review (between years 2 and 3), provide coaching model to partners to increase their capacity to support human capital development work.

Measures for Human Capital Development (indicators to be aligned with community engagement, community wellness, poverty reduction and education in addition to the targeted populations of economically disadvantaged, justice-involved, opportunity youth and susceptible seniors)

Individual/Family Level *(demonstrate incremental change, using established scale of In-Crisis, Vulnerable, Safe, Stable & Thriving)*

- The number of individuals who obtained a job.
 - Of this indicator, the number who retained employment for at least 90 days.
- The number of individuals who increased net income.
 - Of the above, the number of individuals who increased an income level as measured by the Federal Poverty Guideline (FPG).
 - 51% to 75% of the FPG
 - 76% to 100% of the FPG
 - 101% to 125% of the FPG
 - 126% to 150% of the FPG
 - 151% to 175% of the FPG
 - 176% to 200% of the FPG
 - 201% and over of the FPG
- The number of individuals who reduced reliance on economic subsidies/benefits.
- The number of individuals who increased savings.
- The number of individuals who reduced debts.
- The number of individuals who completed post-secondary education and obtained a certificate or diploma.
- The number of individuals who obtained safe and affordable housing.
 - Of the above, the number who maintained safe and affordable housing for 90 days.
- The number of individuals who obtained reliable transportation.
- The number of individuals who obtained health insurance.

- The number of seniors who maintained an independent living situation.
- The number of individuals demonstrating an increase use of preventive health care practices (exercise, healthy eating, smoking cessation, etc.)

(additional indicators can be developed based on training modules offered through the coaching strategy)

Partnering Agency/Community Level

- Increased scope of services provided
- Expanded service delivery population
- Increase value of leveraged resources (volunteers, in-kind support, partnerships etc.)
- Development of and/or improved human capital development related policies/communications
- Improved program efficiency/effectiveness

Note: In order to support the human capital development focus, there must be the establishment of and/or access to a data collection system. Efforts are currently underway to explore various web-based portals for data collection and reporting. For accountability purposes, related performance plans should include data collection responsibilities in addition to determining the frequency and format for reporting.

It should also be noted that other human capital development strategies are being explored in both the East Central and East Zones. For example, the Social and Economic Vitality Program Manager has plans of working with the Eastern Regional Director on Classroom to Career strategy for high school students who can be exposed to a curriculum coordinated through the community college system and local employers through which they would have guaranteed career-based employment post-graduation. There is also exploration of STEM youth development offerings.

Social Innovation Challenge

The goal of the Innovation Challenge SE Raleigh Edition is to expand economic opportunity for community members through skill-building, entrepreneurship, mentorship and connection to resources that strengthen resident's quality of life socially and economically. This will be achieved by connecting community residents, small businesses, faith-based groups and other organizations for the purpose of developing solutions and opportunities that are innovative yet practical. This Challenge represents an investment in the future of the SE Raleigh community with a vision to complement other ongoing initiatives aligned with Social & Economic Vitality.

Strategic Initiative Target 12: In partnership with the United Way of the Greater Triangle, the City of Raleigh, SE Raleigh Promise and the Carolina Small Business Development Fund, an Innovation Challenge

will be implemented by December of 2017 which will afford SE Raleigh residents, youth, small businesses and/or faith-based, community-based organizations a skill-building and funding opportunity for owning, growing and/or sustaining a business in their community of residence. The Challenge will be structured through development of a Co-Design Team and will have a prize pool of not less than \$120,000.

Measures for Social Innovation Challenge

- The number of SE Raleigh community residents and partners participating in the initial innovation pitch process
- The number of innovation challenge participants who successfully complete at least 75% of the accelerator trainings and establishing entrepreneurial supports
- The number of additional business partners obtained to support the challenge to include funding, space and mentor supports for the overall challenge
- The number of innovated ideas funded

Note: While the measures indicated are tangible, it should be noted that the co-design team which consists of community residents, business and faith-based partners in addition to service organizations has outlined that success will also include the excitement and pride generated in the community around entrepreneurship and a sense of ownership for positive, community-driven solutions as well as the designing a documented process that can be replicated with demonstrated growth annually.

Raising Places... Building Child-Centered Communities

North Carolina State University's Department of Social Work in collaboration with Wake County's Social and Economic Vitality is working to further community development via seeking resources potentially available through the Robert Wood Johnson Foundation (RWJF). RWJF's Raising Places: Building Child-Centered Communities program is structured to move communities beyond diagnosing the problems of children's environments to improving those environments.

Raising Places catalyzes local momentum for cross-sector collaboration, engaging diverse partners to build healthier communities where all children and their families can thrive. Up to six grants will be awarded to communities from across the country to participate in a nine-month, lab-based process, designed and facilitated by Greater Good Studio. Each award will provide \$60,000 budgeted towards supporting three, two-day design team meetings, or labs, taking place over nine months. Designated team members will coordinate between-labs work on proto-projects and team generated ideas.

Social labs are an internationally recognized approach with a flexible structure that brings together diverse stakeholders to engage with complex challenges in new ways. Through Raising Places, Greater Good Studio leverages the labs process to help communities explore the intersection of two important perspectives: what it takes to create better communities and what it takes to support better childhoods.

Local leaders drawn from these perspectives will collaborate to develop actionable, practical solutions to pressing community challenges.

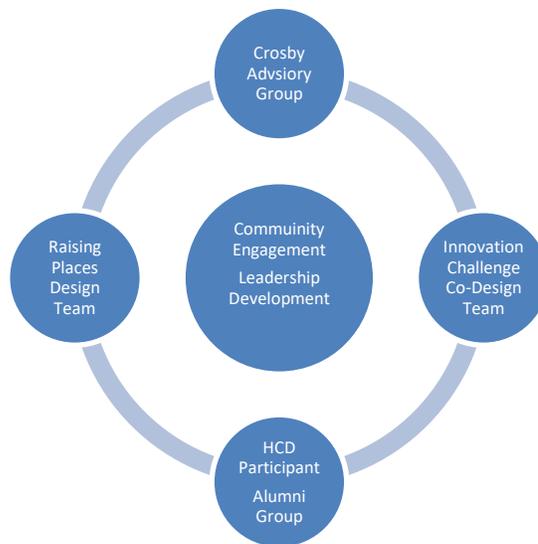
Strategic Initiative Target 13: In partnership with North Carolina State University’s Department of Social Work, a Raising Places Grant Application will be submitted in May 2017. While securing the grant funding and opportunity is the optimal goal, participation in the process will prove to be mutually beneficial for NSCU as well as Social and Economic Vitality.

Measures for Raising Places

- Successful implementation of the Raising Places Pre-Application Workshop
- Expanded partner base for Social and Economic Vitality via required Raising Places Design Team
- Acquisition of the RWJF Raising Places Grant
- Utilization of the Raising Places Design Team to inform and support the Social and Economic Vitality work with or without RWJF Raising Places funding

Note: The compilation of the design team and implementation of the pre-application workshop provided Social and Economic Vitality with an opportunity to bring together community residents, grassroots leaders, services providers and county officials with expertise in community building and childhood perspectives for the purpose of identifying challenges, strengths, resources and opportunities specific to the projected work in the East Central Zone. Plans are underway to continue engaging this group to inform and guide the work going forward.

It should also be noted that the Raising Places opportunity along with every strategy currently outlined in the working plan contains an element of community engagement which also supports leadership development.



Building Strategic Alliances

Recognizing that community development and collective impact work requires partnerships, an adaption of the Neighborhood Change Model can be utilized to build strategic alliances for the Social and Economic Vitality work. This model will include:

- 1) Developing
 - a. Organizing
 - b. Recruiting
 - c. Training
- 2) Nurturing
 - a. Relationship Development
 - b. Assessment
 - c. Visioning
- 3) Implementing Visions
 - a. Community Projects
 - b. Action Steps
- 4) Connecting
 - a. Learning Forums
 - b. Sharing Expertise
 - c. Creating Networks

Measures for Building Strategic Alliances

- Development of MOU's with Social and Economic Vitality partners with performance-based outcomes
- Amount of Community Investment dollars mobilized for Social and Economic Vitality
- Value of in-kind and donated non-monetary resources donated for Social and Economic Vitality

Social and Economic Vitality Thriving Community Visual at a Glance

