



WILSON
20|20
COMMUNITY VISION

**Report and
Recommendations**

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UNC
SCHOOL OF GOVERNMENT

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of NORTH CAROLINA
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The Vision

The Greater Wilson Community is dynamic and vibrant, with a diversified, entrepreneurial economy and inclusive, compassionate culture, enriching all with an unparalleled quality of life.

WE are a regional employment center. Our strategic location, transportation and information technology infrastructure, abundant water and land resources, and highly trained workforce sustain a diverse commercial and industrial base. We nurture new and existing business growth.

WE carefully manage commercial, industrial, and residential growth in ways that preserve open space and our history and encourage investments across all parts of the community. Our vital, historic downtowns are hubs of cultural and commercial activity. Sidewalks, bikeways, and greenways connect our beautiful neighborhoods.

WE are a community of educational excellence, with a culture that embraces life-long learning, providing opportunities for all. Our families, early childhood programs, K-12 schools, Barton College, Wilson Technical Community College, business, faith-based, and other community organizations, work together to prepare students for a rapidly changing world.

WE enjoy a rich variety of social, educational, cultural, and recreational activities for persons of every age and income. Our superb athletic facilities, parks,

arts, cultural attractions, and other amenities make our community highly desirable for young adults, families, and retirees to call home and for tourists to visit.

WE are a healthy community with a holistic view of wellness for all our citizens at all stages of life and socioeconomic status. Healthy lifestyles are supported by excellent health care professionals and facilities; comprehensive, caring, community-based wellness programs; and a clean environment.

WE are “one” community that respects and celebrates our diversity with active efforts to assure justice, harmony, and understanding. We take pride in our beautiful, safe neighborhoods where civic engagement is strong and local leadership is developed.

WE are a community that works together to support this shared vision. Our local governments and other community institutions cooperate extensively to create a friendly climate for home grown businesses, community betterment efforts, and excellent quality of life. We create and achieve our vision because we are a collaborative community.

About This Report

This document has been prepared by faculty and staff of the University of North Carolina at Chapel Hill's School of Government, the consultants chosen to assist in designing and facilitating this community visioning project. The information herein documents the history related to the consultant-guided portion of the project and outlines the work conducted over the course of approximately 12 months, from the fall of 2006 until summer 2007, to engage the community, solicit feedback and ideas, create a vision statement, and begin to form teams to implement the community's vision for its future.

Decisions made through the process to date include adopting a statement of the community's desired future state (vision statement) as well as specific targets for improvement (goals). Project

leadership determined that an ongoing, citizen-centered engagement strategy led by many diverse community partners was the way to move from *vision* to *action* to *change*. This report chronicles these proceedings, documents decisions, and provides recommendations for moving forward.

It is important to note that this report represents a snapshot in time and can never fully capture the spirit and energy generated and sustained by the community throughout this portion of the project. The Wilson 20/20 process is a dynamic one, involving all facets of the Greater Wilson Community. The process will continue to play out in the upcoming years through the work of the Wilson 20/20 management committee and action teams, in collaboration with citizens, groups, and organizations across the community.

Project Phases

Setting the Stage

From the beginning, Wilson's community visioning process was a broad-based effort including the City and County of Wilson, business and community groups, schools and colleges, nonprofit organizations, and churches. Growing out of a mutual understanding of the necessity of creating a shared vision for the future of the Greater Wilson Community (comprising all of Wilson County), a group of about 40 citizens representing diverse interests began meeting to discuss how to accomplish that ambitious goal. This group, called *Wilson Forward Together*, agreed that a visioning process was necessary due to numerous forces and changes occurring across the community that were potentially irreversible and detrimental. These forces include the declining influence of agriculture, the potential of becoming a bedroom community to Raleigh, the large number of high school dropouts, the lack of development in East Wilson, the surge of commercial development in Wilson and the subsequent loss of open space and farmland. *Wilson Forward Together* quickly came to an understanding that addressing these and other challenges would require coordination and support beyond that available from volunteers.

Wilson Forward Together requested the *Wilson Leadership Roundtable* begin a search for a consultant to support a strategic visioning effort. The Roundtable (a group of community leaders representing business, government, schools, colleges, health services, and economic development) appointed a search committee to recommend a consultant. After extensive conversations with a wide variety of consultants, regionally and nationally, followed by public presentations by select consultants to the Roundtable and the *Wilson Forward Together* group, the UNC School of Government (SOG) was selected to facilitate and support

an historic local initiative with two broad intentions: articulate a vision for the Greater Wilson Community and enhance the community's capacity to set a course for the future and direct change. As the work continued, "Wilson 20/20 Community Vision" was selected as the official name for the effort.

Choosing the Approach

Wilson 20/20 Community Vision leaders selected a process that went beyond a typical economic development or strategic planning process. Instead, community leaders devised a visioning process that would be more comprehensive in scope. They pursued a method that would both engage community members to participate in and learn from the planning process, and give leaders and the entire community a better sense of how "just plain folks" view the current and future state of their community. This approach enabled the entire community to participate in co-creating a plan for the future rather than having only traditional leaders or organizations set the community's goals.

This more holistic approach focused on both outlining a vision for the future *and* building capacity of the community to realize its vision. It emphasized community and economic development rather than only traditional economic or industrial development and is consistent with what research has shown is vital to community change efforts. Suzanne Morse, Director of the Pew Partnership for Civic Change, summarizes it this way: "Communities need an everyday strategy that produces better decisions and also builds a stronger sense of community for all who live there" (2004, ix).

As a result of this chosen approach, the role of SOG consultants was not to make definitive

recommendations regarding economic development, for instance, or to outline best practices for specific issue areas. Rather, the SOG team facilitated a process of community learning aimed at generating a vision and goals reflective of the particular challenges, assets, and values of the community. Consistent with that approach, the SOG recommendations contained in this document focus on the characteristics of communities whose change efforts are successful and how those approaches and characteristics can be adapted and utilized in the Greater Wilson Community as Wilson 20/20 moves forward. The goals, outcomes, and strategies created by participants during the Community Summit and subsequently revised during the summer of 2007 comprise the preliminary action plan, included here as Appendix I.

Planning, Process, and Participants

Participants from a variety of sectors, geographic areas, and perspectives shaped and guided this effort, including primary, secondary and higher education institutions, local government, business, nonprofits, health care, media, and the faith community. The 16 individuals who made up the original management committee were in key community leadership positions. They served as the primary planners and overseers of the organizational structure, financial resources, consultants, and logistics of what became Wilson 20/20.

As the planning process began, the management committee determined that other important stakeholder groups also needed to be represented. They recruited and engaged additional community members from across the county to form a 50-member steering committee. The steering committee rallied community support for the work, determined, tested and approved various community engagement strategies, facilitated community forums, and guided the integration of different data sources.

Table 1 shows the four-phase model that describes the Wilson 20/20 visioning process proposed by the SOG team and adopted by the steering committee in October 2006.

Various data-gathering methods were employed during the “building the infrastructure” and “gathering information” phases. These activities were designed to help leaders better understand how the community is viewed by various stakeholder groups and to give every citizen an opportunity for input and involvement.

Specifically, there were four primary components to the building infrastructure and data gathering effort:

- SOG faculty and staff conducted *telephone and in-person interviews* with 41 members of the Wilson 20/20 steering committee during the fall of 2006. These interviews assessed the strengths, weaknesses, opportunities, and challenges in the Greater Wilson Community, and recorded phrases and ideas that represented the ideal vision for Wilson. A summary of this data is found in Appendix A.
- Additional data was gathered during 39 *community forums* that were conducted throughout the community in January and February 2007 (see Appendix B). Steering committee members were trained by the SOG team and sessions were facilitated by both SOG consultants and steering committee members. Most meetings were single gatherings while some involved large groups broken out into smaller discussion groups. Approximately 640 people participated, who generally reflected the racial, ethnic, and gender composition of the county. Some of these input sessions were for specific populations and others were geared to the general public. Two sessions were conducted in Spanish. At each session neighbors and fellow citizens expressed their views about the current and future state of the Greater Wilson Community. The discussions were recorded by the facilitators and then catalogued and analyzed by SOG staff. This huge body of data was coded into themes and is presented in Appendix C.
- A more comprehensive but comparable *online survey* was available on the Wilson 20/20 website, www.wilson2020vision.org, during January and February 2007. Over 900 surveys were filed. The format allowed respondents to skip questions or sections they did not want to complete. For example, many opted out of the demographics section. As a result, some questions have higher response rates than others. The existing data suggests, however, that the survey respondents were less diverse racially and economically than the general population of Wilson County. The survey report is included here as Appendix D.
- Research on available secondary community indicator data was conducted by SOG staff. The *Community Scan* document

Table 1 - The Process

Wilson 20/20 Visioning Process Overview				
	Building the Infrastructure	Gathering Information	Visioning/Summit	Action Planning & Implementation
Purpose	Develop community engagement strategy	Identify trends, patterns, perceptions for directing change	Come to agreement about the future vision and identify issue areas	Compile action plan and implementation steps
Activity	<ul style="list-style-type: none"> • Groundwork • Interviews with steering committee members • Community Scan 	<ul style="list-style-type: none"> • Community engagement activities • Community analysis • Development of draft vision 	<ul style="list-style-type: none"> • Communitywide summit • Formation of action teams • Develop and work on recommendations in each issue area 	<ul style="list-style-type: none"> • Refinement of action plan by Action Teams • Implementation of action plans, continued dialogue, and projects in each issue area
Timeline	August 2006 to October 2006	October 2006 to April 2007	April 2007 to June 2007	June 2007 to ongoing

(Appendix E) provided a factual “snapshot” of the community as the visioning began. The Steering Committee examined the implications and usefulness of this baseline data, identified gaps in the data currently available, and suggested additional information for collection and analysis. A comprehensive set of data will need to be collected and maintained on an ongoing basis to measure progress and facilitate future community planning. The Community Scan will provide a starting point for that important data-tracking exercise.

The comprehensive nature of Wilson 20/20 as a community visioning effort required a continued flow of messages to the Greater Wilson Community. This outreach was especially important for the success of the various community engagement strategies. Early on, a website was developed by SOG staff. Subsequently, it was housed and maintained by Lynne Medlin at Barton College. The *Wilson Daily Times* supported the project with newspaper coverage throughout the process and extensive advertising of project-related events. Many project-related editorials and articles helped increase public awareness and discussion of Wilson 20/20. Additionally, a marketing sub-committee, chaired by then-steering committee member (now

management committee member) Luella Gunter, kept a steady stream of advertising, radio spots, and stories running.

The large body of data documented in Appendices A through E was used by the steering committee to craft a unified vision and set of goals. After the steering committee worked through the data and identified themes, a vision drafting sub-committee met for several hours to craft a provisional vision statement. The steering committee then revised the provisional vision statement and sent it out to numerous leaders from throughout the community for response and feedback. In a final pre-Summit meeting the steering committee considered feedback received, slightly revised a few sentences, and then agreed upon a final draft of the vision statement. This statement would serve as the foundation for the upcoming Summit.

The vision statement (below) includes one overall vision for the community in the year 2020, along with sub-statements outlining how the vision is reflected in seven specific issue or “action” areas: Economy; Managed Growth; Quality of Life; Health and Wellness; Education; Community; and Collaboration. Corresponding with each Action Area are a few broad goals (long range targets) that support the overall vision. These seven issue-related areas determined the action teams for the Summit.

Vision Statement and Goals

The Greater Wilson Community is dynamic and vibrant, with a diversified, entrepreneurial economy and inclusive, compassionate culture, enriching all with an unparalleled quality of life.

We are a regional employment center. Our strategic location, transportation and information technology infrastructure, abundant water and land resources, and highly trained workforce sustain a diverse commercial and industrial base. We nurture new and existing business growth.

We carefully manage commercial, industrial, and residential growth in ways that preserve open space and our history and encourage investments across all parts of the community. Our vital, historic downtowns are hubs of cultural and commercial activity. Sidewalks, bikeways, and greenways connect our beautiful neighborhoods.

We are a community of educational excellence, with a culture that embraces life-long learning, providing opportunities for all. Our families, early childhood programs, K-12 schools, Barton College, Wilson Technical Community College, business, faith-based, and other community organizations, work together to prepare students for a rapidly changing world.

We enjoy a rich variety of social, educational, cultural, and recreational activities for persons of every age and income. Our superb athletic facilities, parks, arts, cultural attractions, and other amenities make our community highly desirable for young adults, families, and retirees to call home and for tourists to visit.

We are a healthy community with a holistic view of wellness for all our citizens at all stages of life and socioeconomic status. Healthy lifestyles are supported by excellent health care professionals and facilities; comprehensive, caring, community-based wellness programs; and a clean environment.

We are “one” community that respects and celebrates our diversity with active efforts to assure justice, harmony, and understanding. We take pride in our beautiful, safe neighborhoods where civic engagement is strong and local leadership is developed.

We are a community that works together to support this shared vision. Our local governments and other community institutions cooperate extensively to create a friendly climate for home grown businesses,

community betterment efforts, and excellent quality of life. We create and achieve our vision because we are a collaborative community.

The following statements represent goals (long-range targets) that come directly from the vision statement.

Economy

- Develop a highly trained and employable workforce throughout the Greater Wilson Community.
- Be a regional employment center with a diverse commercial and industrial base.
- Nurture and support new and existing business growth and development through local programs and organizations.

Managed Growth

- Manage commercial, industrial, and residential growth carefully; consider and preserve open space and history in all future development.
- Encourage investment and development in all parts of the community, not just certain sections.
- Create vital, historic downtowns that are hubs of cultural and commercial activity.
- Beautify connections between neighborhoods and roadways, sidewalks, bikeways, and greenways.

Education

- Develop a community culture that sets and achieves high standards of education excellence and supports life-long learning.
- Provide collaborative opportunities for all levels of educational attainment and for life-long learning.
- Prepare students for a rapidly changing world.

Quality of Life

- Maintain a variety of social, educational, cultural, and recreational activities for persons of every age and income.
- Attract tourists and residents to superb athletic facilities, parks, arts, cultural attractions, and other amenities.
- Market the Greater Wilson Community as a “community of choice” for young adults, families, and retirees.

Health and Wellness

- Offer comprehensive, community-based health care and wellness programs for all our citizens at all stages of life and socioeconomic status.
- Establish local hospital and medical facilities that are regional centers of excellence.

- Make local government and civic decisions that support healthy lifestyles and a clean environment.

Community

- Celebrate and respect diverse cultural traditions and heritage.
- Ensure that community governance and civic life promotes justice, inclusiveness, harmony, and understanding.
- Develop neighborhoods and their identity to their fullest potential by connecting residents both physically and philosophically, and involving them in governing and planning the community's future.
- Fill area leadership and elected positions with locally-developed, diverse, and representative leaders.

Collaboration

- Encourage better working relationships, joint projects, and cooperative agreements among and between area local governments and other institutional partners.
- Expect community organizations to work closely together and to explore, support, and implement mutual and communitywide interests and this shared vision.

The Summit and Action Teams

These seven issue areas were considered at the April 19, 2007, community-wide summit, where about 150 people gathered at Barton College. The purpose of the summit was to extend the visioning process to a widening circle of participants and involve them in responding to the strategic vision and goals drafted previously. The summit agenda and supporting documents are included as Appendices F-H.

Working in action teams, participants identified specific outcomes and strategies to move from vision to action in each of the seven issue areas. That work to date is presented in the preliminary action plan (Appendix I). The summit participants formed the core of the action teams. As the work progresses, more community members may be added to implement the plans.

Mrs. Gunter (on behalf of the marketing subcommittee) arranged for a videographer to film the summit. Afterward, they produced a 20-minute video summarizing the summit and visioning process. The video was aired multiple times on the local cable access channel and will be streamed on the project website. The intent is to use the video to help residents better understand the history and intent of this process and how they can become involved as the project moves forward.

As of August 2007, action teams are continuing to: expand their membership to be most reflective of the resources needed on each team; refine outcomes to make them measurable, succinct, and meaningful; and develop a mix of strategies, both short-term, relatively easily achieved, and long-term, more difficult ones. This work will be refined, documented, tracked, and evaluated as it proceeds (see Appendix J). Throughout the remainder of action planning and implementation stage, the management committee will coordinate the work of the teams and set priority areas for action. This will result in a "final" action plan to be shared with the entire community.

Achieving the vision will require the collaborative engagement of citizens across the county. Local governments, schools, businesses, and community-based organizations should seek to integrate the Wilson 20/20 vision, goals, and outcomes into their plans and daily work. Both the organizations and the community as a whole will benefit by aligning their priorities with one another.

While the steps leading up to and during the summit were fundamental, the reality is that the most important work lies ahead: refining and prioritizing the plans and then making them happen. Outcomes achieved are the true test of whether or not Wilson 20/20 is a success. And that success depends heavily on the continued hard work of the action teams and the oversight and direction set by the management committee. SOG recommendations for proceeding with the successful implementation of this work in the months ahead are described in the next section of this report.

Principles of Successful Community Change

Community visioning is an ongoing process of investing time, energy, and resources into the development of a community's capacity for leadership; creating a new level of civic engagement as well as defining and continually updating the vision of a community's future. It is a dynamic course of action. And it is hard work to continually engage the community at a meaningful level in developing, implementing, and overseeing change; the benefits of which may not be readily apparent for years or make headline news. Yet the payback of stronger community connections and involvement can have lasting impact on the way a community perceives and presents itself to others.

Each community is unique in its strengths and assets, community make-up and leadership, history and geography, politics and outside influences. These distinctions make it imperative that each community adapt basic community visioning principles that work where they are rather than adopt a cookie-cutter approach to planning and visioning. There are many examples of community visioning projects that were successful (and many others that were unsuccessful). Resources and citations about other projects are included in another section of this report for Wilson 20/20 to consider.

The SOG team wrote and collected a series of important community change principles, relevant to the Wilson 20/20 situation and experience, and present them here for the Wilson 20/20 management committee and action teams to consider as they proceed along the implementation path. These principles are consistent with those outlined in Suzanne Morse's book *Smart Communities* (2004) – the book that was given to each management committee member as the project got underway. The management committee might find it helpful to discuss the book in their meetings as they move forward guiding the process. Its pages are full of inspiring examples of successful community change

efforts, many of which are directly applicable to Wilson's experience.

The "best practice" principles identified by SOG staff are outlined below and include examples of how those broad principles are applied. Following the seven principles is a list of "next step" recommendations that support these principles and are specific to the Wilson 20/20 community visioning project.

Broad Principles of Successful Community Change

1. Value and seek broad community recognition of and support for the civic importance of community change work.
 - Obtaining formal and true support (buy-in) for the effort from existing governing institutions, civic organizations, and other important entities (e.g., formal resolutions of support or other formal endorsements).
 - Collecting, sharing, and utilizing agreed upon, communitywide indicators to measure progress.
 - Adopting the vision, values, and philosophy on a communitywide and personal basis.
2. Structure and formalize the leadership and management functions of the community change effort.
 - Continuing to adhere to regular meeting times, arrangements, and documentation.
 - Routinely sharing information between meetings.
 - Recruiting, informing, and orienting new leaders.
 - Dedicating staff and professional support for the effort (i.e., through direct hire; job share; designated responsibilities for existing position; contract; rotation of responsibilities or functions, etc.).

3. Emphasize shared responsibility between the public and private sectors.
 - Contributing local assets or resources beyond the public sector to implement strategies (fully or partially).
 - Weaving together of comprehensive and strategic planning efforts by both sectors with each other and with the community vision and goals.
 - Undertaking joint pilot programs.
 - Planning for, seeking and leveraging outside resources together.
4. Intentionally build upon local assets to increase civic capacity and leadership.
 - Focusing community development and planning efforts on what the community is doing well (assets) rather than what is lacking (needs).
 - Recognizing and valuing methods and practices that emphasize the processes of leading, not just the end product. Equipping community members to be “process literate” enhances a community’s ability to mobilize, manage, and sustain effective working relationships.
 - Recognizing, valuing, and demonstrating the importance of relationships and networks of relationships thereby creating a stronger civic infrastructure.
5. Continually seek pertinent and valid information and the input and perspective of the community as community change work is planned, organized, and executed.
 - Ensuring planning efforts mirror community intent by checking in with community members and incorporating community involvement in all phases, stages, and strategies.
 - Periodically revisiting existing feedback and material generated during the community visioning stage for integration going forward.
6. Focus on achieving visible results that get the community closer to the vision and stimulate continued commitment.
 - Choosing a mix of short term and long-term priorities demonstrates results quickly and continuously.
 - Developing a successful collaborative effort early—even if it is on a relatively small project—shows a community that they can work together effectively and makes it more likely that they will want to continue working together.
 - Reporting of progress to the community on an ongoing basis.
 - Celebrating accomplishments.
7. Continuously evaluate and monitor process and products (outcomes) against the action plan.
 - Using group and self-critiques to improve effectiveness.
 - Updating of initial indicators using new and customized information.
 - Setting up an evaluation system for integration across teams, projects, and partnerships.

School of Government Staff Recommendations

School of Government Staff Recommendations

<i>Recommendation</i>	<i>Community Change Principle Addressed</i>
a. Offer training and support for volunteers in sustaining the effort and transitioning to community leadership, ownership, and action.	(2) (3) (4)
b. Set accountability expectations and deadlines for work by the action teams.	(2) (3) (4) (5)
c. Indicate to action teams what resources they have available to complete their work, develop relationships, and implement strategies.	(2) (7)
d. Formalize the sustainability of this effort through professional support with the following skills: <ul style="list-style-type: none"> • Group facilitation • Grant writing • Strong written and verbal communication skills • Organizational and analytical abilities • Demonstrated success working with diverse groups of people and perspectives • Development or fundraising experiences 	(1) (2) (3) (4)
e. Ensure the completion of writing all seven action plans as the most immediate priority. (See template in Appendix J)	(5) (7)
f. Prioritize all action team outcomes for sequential implementation. Ensure proper mix between short-range, “low-hanging fruit” and more ambitious, long-term outcomes and strategies.	(1) (5) (7)
g. Provide (at least) annual opportunity for the community to check progress toward achievement of the goals and the work of the action teams.	(1) (3) (4) (5) (6) (7)
h. Offer encouragement, space and opportunities for continued community dialogue and conversation on important issues.	(1) (4) (5) (6) (7)
i. Review comments/data generated during community engagement phase to ensure that process and work continues to reflect community intentions and suggestions.	(5) (6) (7)
j. Use action teams to assess or confirm community will by meeting with various groups; e.g., Health and Wellness action team meets with Council on Aging to discuss current SWOC (Strengths, Weaknesses, Opportunities, and Challenges) or to report on implementation efforts.	(5) (6) (7)

continued

School of Government Staff Recommendations *(continued)*

<i>Recommendation</i>	<i>Community Change Principle Addressed</i>
k. Fully develop and utilize existing human capital. Fill positions of leadership with people representative of the entire community.	(1) (4) (5)
l. Use the Wilson 20/20 website www.wilson2020vision.org to inform citizens, report progress, and get feedback.	(4) (5) (6) (7)

Community Indicators Analysis and Recommendations

A major component of the visioning process was the gathering of information to bring into sharp focus for the steering committee the opportunities and challenges confronting the community. This included consulting secondary data regarding key community indicators to understand issues and trends (see Appendix E), surveying community perceptions and attitudes (Appendix D), interviewing over 40 prominent community members (Appendix A), and conducting dozens of small “forums” (or focus groups) that discussed strengths, weaknesses, opportunities, and challenges (Appendix C). Taken together, this data from over 1,500 informants constitutes a robust community profile that helped steering committee members understand: (a) current realities and trends in the Greater Wilson Community, (b) how the community is viewed by different stakeholders, and (c) the specific opportunities for directing change.

The management committee understands that community indicators are an important accountability component for ongoing planning efforts. That is, as Wilson 20/20 moves forward, it will be useful to have a specific set of data that can be kept and updated on a continual basis to both monitor progress and facilitate future planning. The SOG team was asked to make recommendations for this comprehensive set of data that will be compiled and updated on a regular basis by the Wilson 20/20 management committee. This task included examining readily obtainable data (found in the Scan document in Appendix E) as well as identifying gaps in the data and recommending other data points that may be useful.

In considering the composition of a comprehensive set of community indicators, it will be helpful to distinguish two categories that are somewhat distinct, though there may be some overlap. First, there are several “global” indicators that are eas-

ily obtainable and comparable with other counties and (at least) the state. Many of these indicators were included in the Community Scan document utilized by the steering committee and summit participants (Appendix E). These broad indicators of community well-being can be organized around the six action area categories of Community, Economy, Education, Health, Managed Growth, and Quality of Life. (Note: the seventh action area of Collaboration does not have any obvious “global” indicators.) It is recommended that the management committee agree on a specific set of these global indicators to be monitored by Wilson 20/20 and reported conspicuously, perhaps as a page on the website, in an annual report, or in the newspaper.

The second category of indicators is more specific to the vision statement. Each action area includes a set of goals, outcomes, and strategies. Each outcome should have associated with it *at least one measurable indicator*. Some of these indicators may be found in the list of “global” indicators. Most indicators, however, are likely to be more community specific. The data may need to be collected locally. These indicators should also be compiled and monitored by the management committee as a more specific means of tracking progress toward the goals and overall vision. Progress against all of these indicators should be reported to the community as time progresses.

Table 2 lists recommended global indicators to be considered by the management committee. It is not anticipated that all of the indicators below will be included in the final, agreed-upon set of indicators to be tracked over time. Keeping the list of global indicators concise and focused is preferable to pages and pages of indicators. The management committee should think about which indicators are *critical markers* of well-being for the Greater Wilson Community. In other words, they should

consider the issues, challenges, and values of the local community. Table 3 lists the set of outcomes identified *during the summit* and suggests possible indicators, though ultimately the decisions on out-

comes and indicators are the responsibility of the action teams in consultation with the management committee.

Table 2 – Recommended Global Indicators

Indicator	Source
<i>Community</i>	
Population Projections (white/non-white)	N.C. State Demographics, http://demog.state.nc.us
Population (by race and ethnicity)	U.S. Census Bureau, American FactFinder, General Characteristics, http://factfinder.census.gov
Violent Crime Rate Domestic Violence Child Abuse	NC State Bureau of Investigation, http://sbi2.jus.state.nc.us/crp/public/Default.htm www.nccadv.org/homicides.htm http://www.schs.state.nc.us/SCHS/deaths/child/cd2005.html
Property Crime Rate	NC State Bureau of Investigation, http://sbi2.jus.state.nc.us/crp/public/Default.htm
<i>Economy</i>	
Unemployment Rate	Employment Security Commission of N.C., www.ncesc.com/lmi/laborStats/laborStatMain.asp
Median Household Income	U.S. Census Bureau, Data Integration Division, Small Area Estimates Branch, www.census.gov/hhes/www/saipe/
Poverty Rate	U.S. Census Bureau, Data Integration Division, Small Area Estimates Branch, www.census.gov/hhes/www/saipe/
Food Stamp Recipient Rate	U.S. Census Bureau, Data Integration Division, Small Area Estimates Branch, www.census.gov/hhes/www/saipe/
Per Capita Income	Bureau of Economic Analysis, www.bea.gov/regional/reis
Top Employers (by number of employees)	U.S. Census, County Business Patterns, www.census.gov/epcd/cbp
Annual Payroll per Employee for Top Industries	U.S. Census, County Business Patterns, www.census.gov/epcd/cbp
Adjusted Property Tax Rate (using adjusted rate allows comparisons across jurisdictions with differing reevaluation years)	N.C. Department of State Treasurer, North Carolina County and Municipal Financial Information, www.treasurer.state.nc.us/lgc/units/unitlistjs.htm
Net Job Growth	U.S. Census, County Business Patterns, www.census.gov/epcd/cbp
County and Municipal Bond Ratings	N.C. Department of State Treasurer, North Carolina County and Municipal Financial Information, www.treasurer.state.nc.us/lgc/units/unitlistjs.htm
Location Quotient	Bureau of Labor Statistics, http://data.bls.gov/LOCATION_QUOTIENT/servlet/lqc.ControllerServlet

Table 2 – Recommended Global Indicators *(continued)*

Indicator	Source
<i>Education</i>	
High School Retention Rate Percent of high school graduates attending 2 year or 4 year college	N.C. State Board of Education, www.ncpublicschools.org/fbs/resources/data/
Educational Attainment of Population older than 25 years	U.S. Census Bureau, American FactFinder, Social Characteristics, http://factfinder.census.gov
<i>Health</i>	
N.C. State and County Trends in Key Health Indicators Report – Report of 16 indicators:	N.C. State Center for Health Statistics, www.schs.state.nc.us/SCHS/data/trends/pdf/
<ol style="list-style-type: none"> 1. Percentage of Resident Live Births Classified as Low Birthweight 2. Percentage of Resident Live Births Where Mother Smoked During Pregnancy 3. Resident Teen Pregnancies per 1,000 Female Population 4. Percentage of Resident Live Births Where Mother Received Late or No Prenatal 5. Age-Adjusted Heart Disease Death Rates 6. Age-Adjusted Cancer Death Rates 7. Age-Adjusted Diabetes Death Rates 8. Number of Primary Care Physicians per 10,000 Population 9. Youth Death Rates (Ages 0-17) 10. Number of Dentists per 10,000 Population 11. Age-Adjusted Breast Cancer Incidence Rates 12. Age-Adjusted Prostate Cancer Incidence Rates 13. Age-adjusted Colon Cancer Death Rates 14. Age-Adjusted Lung Cancer Death Rates 15. Age-Adjusted Stroke Death Rates 16. Age-Adjusted Unintentional Injury Death Rates 	
Sexually Transmitted Disease (STD) rates (AIDS, Gonorrhea, Syphilis)	N.C. State Center for Health Statistics, www.schs.state.nc.us/SCHS/data/databook/

continued

Table 2 – Recommended Global Indicators (continued)

Indicator	Source
<i>Managed Growth</i>	
Actual and Projected Net Migration	N.C. State Demographics, http://demog.state.nc.us
Actual and Projected Overall Population Growth	N.C. State Demographics, http://demog.state.nc.us
Percent Owner-occupied Housing	U.S. Census Bureau, American FactFinder, Housing Characteristics, http://factfinder.census.gov
Median Value Owner-occupied Homes	U.S. Census Bureau, American FactFinder, Housing Characteristics, http://factfinder.census.gov
Residential Building Permits	U.S. Census Bureau, Construction, http://censtats.census.gov/bldg/bldgprmt.shtml
Total Cost of Construction, Single Family Homes	U.S. Census Bureau, Construction, http://censtats.census.gov/bldg/bldgprmt.shtml
Cost of Construction per unit, Single Family Homes	U.S. Census Bureau, Construction, http://censtats.census.gov/bldg/bldgprmt.shtml
<i>Quality of Life</i>	
Persons Employed in Arts, Entertainment, and Recreation Industry	U.S. Census, County Business Patterns, www.census.gov/epcd/cbp
Annual Tourism Revenues	N.C. Department of Commerce, Tourism Division, www.nccommerce.com/tourism/econ/countybycounty.asp
Air and Water Quality Benchmark Data	www.scorecard.org
Cost of Living Index	Sperling's Best Places, www.bestplaces.net

In addition to the specific data sources cited above, there are several excellent data aggregation resources online, including:

- The North Carolina State Data Center, <http://sdc.state.nc.us/>
- The U.S. Census Bureau's American FactFinder, <http://factfinder.census.gov> (county and municipal profiles)
- DataPlace™ (can do some maps and charts with Census and some other data), www.dataplace.org
- Community Economic Toolbox (economic data search engine), www.economictoolbox.geog.psu.edu
- North Carolina Demographic and Statistical Data Sources on the Web, <http://statelibrary.dcr.state.nc.us/iss/ncdataresources.html>

- EconData.Net, Regional Economic Data tool, www.econdata.net
- Economic Development Information System, N.C. Department of Commerce, County Profiles, <http://cmedis.commerce.state.nc.us/countyprofiles/default.cfm>
- Finally, a nice compilation of sites for North Carolina community profiles is available at www.schs.state.nc.us/SCHS/pdf/resguid.pdf

The management committee can use these sites to quickly browse the broad universe of readily available indicators to supplement the list provided here. Once a set of global indicators are agreed upon, the task at that point is to designate someone to update data annually and report it out to the community. The project website would be a logical repository for this data.

Many potential indicators will require creatively transforming existing data into usable indicators or, in some cases, collecting data that has not been collected before. Each action team will need to choose indicators that make the most sense for each outcome and determine how the data for those indicators will be collected and monitored

over time. Also, not all of the outcomes originally identified lend themselves to measurement. Some are similar to strategies and some are too vague. Further refinement (and prioritization) of goals, outcomes, and strategies will support the process of identifying clear indicators to track and evaluate progress over time.

Table 3 – Identified Outcomes¹ by Action Area with Some Suggested Indicators

Outcome	Possible Indicator
<i>Collaboration Action Area</i>	
A-1. Organizations with shared interests meet regularly to share information and problem-solve	Track anecdotal evidence of this
A-2. We begin defining our communities beyond race, and we respect and support all cultures	Qualitative assessment
A-3. We are transparent in how we set priorities and allocate resources	Process documented and reported
A-4. We are committed to building relationships to bring about desired changes	Track anecdotal evidence of this
B-1. The expectation of collaboration is automatic and sustained	?
B-2. We pool resources to solve problems and achieve success	Total dollar amount of community-oriented projects funded by more than one entity
<i>Community Action Area</i>	
C-1. Specific cultural celebrations are planned, attended, and celebrated by members of the entire community and not just representatives of a specific population or culture	Qualitative assessment
D-1. Wilson becomes known for consistently promoting positive community values—in the media, civic and governmental organizations, etc.	Collecting anecdotal evidence via “best places” lists, articles, websites, etc.
D-2. All children (and families of all forms and functions) are valued regardless of income or social status	?
D-3. Gay/lesbian citizens are legally protected from discrimination	Number of hate crimes reported to law enforcement Ordinances passed and policies adopted that protect gay/lesbian citizens
D-4. Crime has been “drastically” reduced	See crime rates (part of global set of indicators)

1. As originally identified at the community summit (April 16, 2007).

continued

Table 3 – Identified Outcomes by Action Area with Some Suggested Indicators (continued)

Outcome	Possible Indicator
E-1. Existing neighborhood/community associations are strengthened and the number of these is increased	Number of neighborhood-based organizations meeting at least quarterly
E-2. Neighborhood/community associations encourage locally developed leadership	Number enrolled in leadership programs Number running for public office by neighborhood
E-3. All neighborhoods have equal access to social and economic infrastructure. (All can go throughout their daily activities and have their needs met within their own neighborhoods, e.g., shopping, banking, personal services, employment, social.)	Number of building permits by neighborhood Number of real estate closings by neighborhood Analysis of Community Reinvestment Act Compliance by banks
F-1. All civic and government organizations (elected and/or appointed, volunteer boards) are representative, contested, and have waiting lists to fill.	Number of vacancies in government or civic boards and commissions Number running and elected for local office by gender, race, neighborhood Number of applicants for municipal or county volunteer boards and commissions
<i>Managed Growth Action Area</i>	
G-1. Calls for growth to occur in or adjacent to existing municipalities and encourage mixed use and walkable communities	List of “walkable” projects completed by neighborhoods Analysis of local government planning documents/ordinances List of appropriate changes to local ordinances
G-2. Calls for open space and agricultural land preservation	Total number of acres in land conservation trust Total county acres in farms (N.C. Dept. of Agriculture and Consumer Services, www.ncagr.com/Stats/cntysumm/wilson.htm) Total number of acres in parks, farms, greenways, trust, scenic byways, etc.
G-3. Requires growth to pay for itself and matches our ability to provide services (i.e.; education, parks, emergency services, roads, etc.).	Ratio of residential to commercial and industrial development Amount and number of development impact fees assessed
H-1. Older and blighted areas are revitalized	Number and value of building permits in designated areas Number of blighted properties improved (would need a countywide inventory of blighted property) Tax assessment value of targeted parcels within specific boundary over time
H-2. Grant programs and other funding resources (other than increased taxes) are in place to support these outcomes	Total dollars available in grants and other programs for community improvements Number of incentive programs implemented

Table 3 – Identified Outcomes by Action Area with Some Suggested Indicators *(continued)*

Outcome	Possible Indicator
H-3. Countywide unified plan to provide water/ sewer and other essential services that encourages appropriate land use exists	Yes/no – presence of plan
I-1. A plan exists for what is envisioned for all downtowns, zoning and other programs to carry out plan, through effective leadership	Yes/no – presence of plans/ordinances
I-2. Tax code encouragement exists for preservation and reuse of property with other governmental incentives to discourage property neglect or misuse	Yes/no – presence of plans, incentives, ordinances
I-3. Downtowns appear and are perceived as safe environments with restaurants, shops and residential living in place	Results from survey of residents, visitors Presence of appearance improvement plans Crime rates for downtown areas Analysis of land use by category and change over time
J-1. A master plan exists for greenways, bikeways, neighborhood landscaping, etc. Greenways, sidewalks, street trees, neighborhood landscaping exist in an interconnected and attractive manner	Yes/no – presence of master plan Presence of plans, incentives, and programs
J-2. Village-type subdivisions with shopping, schools, recreation, etc. interconnected with sidewalks, walking trails, and safe traffic patterns (includes historically designed streetlights, signage, etc.)	Total miles of sidewalks and trails Zoning ordinances encouraging village-type subdivisions Presence of appearance improvement plans
<i>Health and Wellness Action Area</i>	
K-1. There is a reduction in the abuse and neglect of vulnerable populations	Number of domestic violence and sexual assault calls, http://www.doa.state.nc.us/cfw/cfw.htm (N.C. Council for Women/Domestic Violence Commission) Child Abuse & Neglect Indices (Child Welfare Program, http://ssw.unc.edu/cw/index.html)
K-2. There are services that help elderly live at home	Number of home health care services employees (available in County Business Patterns, U.S. Census) Number of new programs/services developed Number of enrolled in related programs
K-3. Education about and advocacy for healthy lifestyles is adopted throughout the community	Number attended at health education programs Number of new programs introduced See global indicators list
K-4. Risky youth behaviors are reduced	See teen pregnancy, youth death rates in global indicators list

continued

Table 3 – Identified Outcomes by Action Area with Some Suggested Indicators (continued)

Outcome	Possible Indicator
K-5. The rate of obesity in the community is decreased	Overall and child overweight and obesity rates (compiled and reported by the Eat Smart, Move More program, N.C. Division of Public Health: www.eatsmartmovemorenc.com/data/index.html)
K-6. Comprehensive mental health services available to all (including substance abuse)	Number of out of county placements Presence of and definition of comprehensive mental health services
K-7. All have access to quality healthcare regardless of income	Achievement against county health plan Number of children enrolled in SCHIP Number of Medicare/Medicaid enrollees Number of indigent treated
K-8. All resources, actors working together and collaborating	Multiple portals of entry into system for client
L-1. There is a facility to meet “daily hospital-type needs for the mentally ill”	Yes/no
L-2. Local crisis services to meet and treat needed mental health concerns, 85% of all crisis cases.	Percent of mental health crisis cases treated within-county Number of out of county placements
L-3. Hospital and information are known to elderly and some others.	Local survey demonstrates knowledge of resources
L-4. The hospitals and the medical facilities are able to recruit and fill all open specialty positions.	Yes/no – number of specialty physicians
L-5. Various areas of medical expertise are focused on.	?
L-6. We can attract more ‘specialized’ physicians.	Number of specialty physicians
L-7. We can invest in the best (not necessarily the latest) technology for diagnosing and treating all areas of the body.	Number of Certificates of Need filed and approved
M-1. All understand and appreciate natural resources.	Wellness and recreation programs incorporate activities with focus on natural resources, e.g., kayak/canoeing, biking or hiking trails,
M-2. Homelessness for the mentally ill is decrease by 25%.	Number of homeless who are mentally ill
M-3. Government and civic spaces are 100% smoke-free.	Percent of public places (identified by committee) that are smoke-free Presence of county/local government ordinances/policies for smoke-free spaces
M-4. There is no smoking in public places and there are smoke-free businesses in Wilson County.	Percent of business establishments that are smoke-free Presence of county/local government ordinances/policies for smoke-free spaces

Table 3 – Identified Outcomes by Action Area with Some Suggested Indicators *(continued)*

Outcome	Possible Indicator
M-5. Numerous walking trails are established, promoted and maintained county wide.	Miles and location of publicly-accessible walking trails in county
M-6. Bike trails exist to promote healthy activity.	Miles and location of bike trails in county
M-7. All who want them can access recreational facilities	Percent of recreational facilities that are ADA-compliant Geographic distribution of recreational facilities
M-8. More natural walking trails and bicycle tracks are accessible for wheelchairs	Percent and location of bike and walking trails that are wheelchair accessible
M-9. A zero tolerance for domestic violence is adopted and enforced	See global indicators Number of domestic violence calls and convictions by local law enforcement
<i>Economy Action Area</i>	
N-1. The skill levels of local workers are such that they have equal opportunity to compete for employment	Number of new jobs filled by existing county residents Number of local residents graduating in key community college curricular areas
N-2. Focused, coordinated and well-funded industrial training is provided by public, private, and nonprofit organizations	Number of person-hours of industrial training, countywide
N-3. High school graduation rates are increased	See retention rate (part of global set of indicators)
O-1. Investments in business product and infrastructure are increased	?
O-2. In-migration of workers is increased.	Number of county residents working outside Wilson County (U.S. Census, U.S. FactFinder)
P-1. Local support for entrepreneurship increases	Total value of entrepreneurship support offered in community (in dollars)
P-2. The number of new small businesses increases	New Industry Investment (WebSARAS, http://eslmi40.esc.state.nc.us/websaras/index.asp) Number of new jobs from new business (Wilson EDC)
P-3. The number of expanded businesses increases	Industry Expansion Investment (WebSARAS, http://eslmi40.esc.state.nc.us/websaras/index.asp) Number of new jobs from existing businesses (Wilson EDC)
P-4. Resources that enhance a strong business climate are increased.	Need to specify resources and measure them
<i>Education Action Area</i>	
Q-1. A communications network to inform the Greater Wilson Community of educational opportunities available is created.	Yes/no

continued

Table 3 – Identified Outcomes by Action Area with Some Suggested Indicators (continued)

Outcome	Possible Indicator
Q-2. The number enrolled (____#) and the level of proficiency in adult literacy programs increases to _____.	Number enrolled and proficiency levels in adult literacy programs
Q-3. Local teacher and staff salary supplements increase from 6% to a level at or above the regional average.	Local teacher and staff salary supplements percentage as compared to counties in region
Q-4. The percent of students who start ninth grade and graduate in 4 years increases to ____%.	See retention rate (part of global set of indicators) On-time graduation rate Cohort rate
R-1. An education roundtable to promote collaboration among partners representing all educational levels is organized.	Yes/no – presence and engagement of Roundtable
R-2. Each school has an active, engaged, and functional parent-teacher program.	Yes/no (parent-teacher program by school)
R-3. Students can easily transition between varying levels of education because of strong working relationships through formal agreements between Wilson County Schools, Wilson Technical Community College, Barton College, and others.	Number of articulation agreements between various entities Number of students matriculating from one entity to another
S-1. Communities and students are workforce-entry prepared as measured by state-mandated tests and other acceptable tools of measurement.	“State tests” and “acceptable tools of measurement” need to be clarified by committee
S-2. The community participates in lifelong-learning opportunities, as measured by increased enrollment at WTCC (____%), Barton College (____%), and in personal and professional development opportunities (____%).	Number of person-hours of continuing education, countywide Number of enrolled at WTCC and Barton College Number of participants in Leadership Programs (Chamber?)
S-3. The unemployment rate is lowered to ____%, the median income increases to \$____, and other socio-economic indicators improve to _____.	Unemployment rate, median income, and socio-economic indicators in global indicators list
<i>Quality of Life Action Area</i>	
T-1. Downtown is architecturally preserved and revitalized.	Percentage of downtown buildings occupied by use (per community, with parameters of “downtown” locally determined) Number of buildings adhering to the U.S. Secretary of Interior’s guidelines Number of building permits for downtown Number of buildings receiving federal and state tax credits and using other incentives
T-2. Our educational programs and facilities are second to none	Yes/no – achievement against plan

Table 3 – Identified Outcomes by Action Area with Some Suggested Indicators *(continued)*

Outcome	Possible Indicator
T-3. We have created a diverse nightlife that serves all sectors of the population	Citizen satisfaction surveys, broken down by age, marital status, etc.
U-1. The new recreation center is complete	Yes/no – presence of recreation center
U-2. Comprehensive master plans for parks and recreation and the cultural arts are complete	Yes/no – presence of plan
U-3. The new YMCA opens	Yes/no – YMCA
V-1. There is a state-of-the-art civic center for large groups in the region	Yes/no – presence of civic center
V-2. We have a full time tourism marketing director to promote our community	Yes/no – hiring of marketing director
V-3. We have an agenda of unique, large events to attract visitors and residents	Number of communitywide events Attendance at community events Visitor profile of attendees Visitor survey regarding economic impact Number of room nights

Cited and Additional Resources

Books

- Chrislip, David D. 2002. *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*. San Francisco: Jossey-Bass.
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- Stallings, Trip. 2007. *Missing Persons: Understanding and Addressing High School Dropouts in North Carolina*. *North Carolina Insight*. Vol. 22, Nos. 2 and 3. Raleigh: North Carolina Center for Public Policy Research.

Online Resources

- The Asset-Based Community Development Institute
<http://www.northwestern.edu/ipr/abcd/abcdbackground.html>
- Sustainable Communities Network
<http://www.sustainable.org/creating/vision.html>
- National Civic League
<http://www.ncl.org/>
- Southern Growth Policies Board
<http://www.southern.org/>
- Southern Rural Development Center
<http://srdc.msstate.edu/>

Examples of Other Visioning Efforts

Helena/Phillips County, Arkansas (pop. 15,000), 2005

<http://www.deltabridgeproject.com/>

Waco, Texas (pop. 120,465), 2005

<http://www.communityvisioningproject.org/report.htm>

Bend, Oregon (pop. 75,290), 2006

http://www.bend2030.org/Final_Vision/

Sunnyvale, California (pop. 128,902), 2007

<http://sunnyvale.ca.gov/Departments/Community+Development/community+visioning.htm>

Sumter County, South Carolina (pop. 104,656), 2004

<http://www.sumtersc.gov/NewcomerInfo/CommunityVision.aspx>

Winter Haven, Florida (pop. 29,501), 1998

<http://www.whfuture.com/>

University of North Carolina Resources: Programs and Contacts

- Master of Public Administration students, UNC School of Government, Student Capstone Projects
<http://www.mpa.unc.edu/applicants/capstone.html>
- Center for Urban and Regional Studies <http://curs.unc.edu/smart.html>
- School of Public Health outreach <http://www.sph.unc.edu/nciph/>
- Economic Development http://research.unc.edu/oebd/economic_development.pdf
- Community and Economic Development program of the School of Government,
<http://www.cednc.unc.edu/>
- Public Intersection Project, cross-sector/organizational collaboration,
<http://www.publicintersection.unc.edu/>

Acknowledgments

Management Committee

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Reggie Williams (original Co-chair), Bridgestone-Firestone, Inc.
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Rev. Philip Byrum, St. Timothy's Episcopal Church
Rev. Darryl Canady, Jackson Chapel First Baptist Church
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Appendix A

Narrative Summary of Interviews

This following narrative is a compilation of information gathered from telephone and in-person interviews with forty members of the Wilson 20/20 Steering Committee during the fall of 2006. The people interviewed are representative of a range of occupations and leadership roles in Wilson. They are members of the business community, various community institutions (such as churches and schools), and community leaders. Of the 40 people interviewed, eight are female, and 32 are male; 14 are “native” (lived here most or all of their lives) and 26 are “newcomers” (moved to Wilson as adults). Most interviewees are over 40 years of age. The interviews were used by the SOG team to refine and tailor the process to the needs and desire expressed by the committee members.

Demographics

In recent years there have been steady increases in Wilson’s population. The people interviewed generally identified themselves as either “insiders/old timers/natives” or “outsiders/newcomers.” Several people commented on the positive and negative aspects of each perspective. While newcomers indicated less institutional and local knowledge about the community and less about political dynamics than people born and raised in Wilson, they look more neutrally at conflicts and see themselves as bringing a fresh perspective to the table. Increases in the school age population indicate that more young families have been relocating to Wilson. However, in interviews many people remarked anecdotally that their own children have moved away and do not plan to return to raise their own families in Wilson.

Changing racial and ethnic demographics continue to make Wilson County very racially diverse. There remains a larger than state average African-American population. Like North Carolina as a

whole, there has been a large increase in the Hispanic population. Some interviewees commented that there are increasing tensions between the African-American and Hispanic populations.

The racial division between African-Americans and whites in Wilson is a key challenge according to many of the people interviewed. One interviewee noted there is “complete segregation” in the community. Others noted a lack of representation on boards, formal leadership that is mostly white, persistent “score-keeping” between African-Americans and whites, and geographic divisions between races (East Wilson is predominately African-American; West Wilson is predominately white).

Interviewees explained that, in Wilson, politics are often drawn along racial lines. In some issues the racial split is apparent, and some African-Americans wonder “why don’t you treat our side of town like you treat the other side of town?” Some commented on what they see as persistent residential segregation, including realtors steering Hispanic families into African-American neighborhoods, and African-American families away from white neighborhoods. However, some interviewees commented that “we are starting to get a sprinkling of salt and pepper neighborhoods.”

Interviewees indicated that racism in Wilson is less overt than it used to be, but people have a difficult time talking about racial problems. People still face racial barriers, and race is not talked about openly. According to one interviewee, attempts by government to include African-Americans have been perceived as being done “for show” without significant meaning or commitment. One person commented that racial barriers have indeed lessened but still exist without much social crossover among middle class African-Americans and whites. According to multiple interviewees, there is a perception that the black and white ministerial associations do not talk to one another.

Interviewees also referred to disparities between the rich and poor in Wilson. Some perceive that Wilson is a very wealthy county; but most of the wealth is concentrated among very few families. There are a large number of families living in “generational poverty.”

Economy

Many interviewees commented on the recent increase in development and economic expansion. Most growth is in the western part of Wilson. There have been improvements to infrastructure both within Wilson City and County, as well as between Wilson and other counties. Many see this economic expansion and growth potential as a very positive thing for Wilson. Many also remarked that Wilson needs a “roadmap” or a vision to guide this growth. Overall, some commented that despite the recent economic growth, the county is still dependant on just a few major industries. Because an increasing number of people live in Wilson, but commute to work in the Triangle, some expressed the worry Wilson will turn into a “bedroom community.”

The economic transformation in Wilson over the last decade has led to an increase in better paying jobs for higher skilled workers, and a dramatic decrease in lower paying jobs for lower skilled workers. This has lead to a relatively high unemployment rate, which does not reflect individuals who have dropped out of the labor force. According to one interviewee, this has led to the highest welfare caseload in county history. The underemployment problems stems from both a lack of jobs and from low levels of education among a large portion of the population. Interviewees pointed out that Wilson County imports employees from outside, because the local workforce is not well-skilled (see the “Education” section below). Some commented that the legacy of the tobacco-based economy impedes economic progress, as families formerly dependent on seasonal tobacco work and welfare money now qualify for few employment opportunities.

From a business perspective, several interviewees pointed out that the lack of a skilled labor pool makes it very difficult for the large employers, competing in the global economy, to remain in Wilson. Smaller businesses within downtown Wilson also have difficulty competing with the larger retailers expanding in West Wilson.

Quality of Life

Wilson is very special to the people who live here. Interviewees remarked on the high quality of life in Wilson. Most people said that they love Wilson’s small-town atmosphere, with easy access to the big-city culture of Raleigh. According to one person, “it is small enough that we can make it the best community in North Carolina.” Several interviewees said it is a great place to raise children.

Interviewees commented on the positive and negative aspects of Wilson’s spatial structure. Several people commented on the “railroad track mentality” of the community. According to some interviewees, this spatial segregation is a sign of the pervasive inequality between East and West Wilson. One example of this inequality is that there are no banks in East Wilson. The fact that the government, population, and commercial activities are in the center of the county is seen by some as a benefit to the community. Some say that it is easy to get around, although others mentioned the lack of public transit as a barrier. The improved access to the Triangle and RDU is a benefit, as is the Amtrak station located in Wilson. While one person commented that proximity to other competing cities makes development problematic; others see proximity to other similar sized cities as a potential resource.

Some interviewees stated that they feel very connected to Wilson because their families have lived there for generations. For newcomers, many find parallels between Wilson and the places they have come from. People described the close knit aspects of the community. It is very friendly and there is “a palatable, fundamental kindness.” There is a high level of community involvement as many are active in community affairs, serving on boards of directors, and being active in church, clubs, and the arts community. Many appreciate the low cost of living. Some articulated that the community has a “progressive” attitude. “The community is not frozen in time.” Many say that while problems—such as persistent racial inequality—exist, things are getting better because the younger generations do not buy into this mentality.

Almost all interviewees described a number of tensions the county faces in balancing growth while maintaining the “small town feel” and high quality of life. First, there was general consensus that Wilson suffers from a lack of “cultural infrastructure.” For example, there are only a few restaurants downtown. While there is easy access to entertainment in Raleigh, several people suggested

that with more arts and cultural offerings locally, Wilson would be more attractive to the younger demographic which often relocates to bigger cities.

Wilson could be a preferred alternative to the Triangle, by offering substantial cultural and recreational attractions and without becoming a bedroom community. Second, in order to give young families the option to stay here, many envision a strong economy with ample opportunities to find gainful employment. Wilson should be a regional employment center with jobs available for all skill levels. The workforce needs to be well-educated, and the schools should be excellent. Most see a strong connection between lack of jobs, lack of education, and poverty. Third, in order to maintain its tax base and services, Wilson needs the right mix of business and residential development. Finally, interviewees said Wilson must address serious social issues related to poverty and racial segregation. There was a distinction between some interviewees who viewed the poor as “victims of the system” and other interviewees who saw “apathy among a large portion of the citizenry.” In the future Wilson will need to bridge the racial and economic divide and agree on solutions to these problems.

People noted a sense of urgency in deciding how to approach the issues mentioned above. Some said if Wilson does not decide what it wants to be, it will end up like Cary, a bedroom community. Interviewees said Wilson needs a “brand” or a “roadmap” to inform future growth.

Education

Many people mentioned the importance of education as a key way to break the cycle of poverty and unemployment that affects a large portion of the population. Providing a good public education system gives people an opportunity to “better themselves.” However, some commented that while the population must be better educated, “we need to recognize that not everyone is college material.” Several people stressed the importance of vocational or technical colleges that provide practical job preparedness.

One interviewee noted the high unemployment rate (8%), which in part is a factor of the population’s low education level. There are a high numbers of adult residents with 8th grade education levels, low skill levels among members of the workforce, and a high adult illiteracy rate (30%).

Several interviewees commented that much of the unskilled members of the labor force are African-American. Many observe that there are fewer African-American males enrolling in the technical college while more African-American males are going to jail (though no hard data was given to support either observation). Many also cited a high dropout rate in the schools as a major challenge.

A few interviewees commented on the role of good public schools as economic development tools. Good schools will attract new people to the community. However, some interviewees noted resistance within the county government to building new infrastructure for the county schools. Some companies have offered to pay higher taxes to help offset the costs of new school infrastructure.

Concerns

Local Government

Several interviewees mentioned conflict between elected officials in the city and elected officials in the county. Many interviewees mentioned that there is an ineffective relationship between the city and the county. The “silo effect” and lack of cooperation between city and county is a problem. Some suggested that there is too much duplication between city and county activities, but that consolidation of resources is too politically charged to talk about. One interviewee expressed the problem as an overall lack of unity and “score-keeping between city and county governments, among the public and private sectors and among various public agencies.” Reflecting on the recent vote to move the headquarters out of downtown, many consider the move symbolic of the tension between the city and the county, while others do not think the move is as big a problem as it has been made to seem.

Some view the city’s overall influence and leadership as positive and forward looking and the county’s as more reactive or short-term. There were conflicting statements over whether business interests are more or less influential than elected officials in the city and the county. Some stated that elected leadership was weak overall, and that more has been accomplished when government involves the private sector.

Leadership

Several interviewees said the community needs a new generation of leaders to help guide Wilson as it grows. Some hope one outcome of the Wilson 20/20 process is to develop new leadership within the community. Leadership is necessary to “tackle the tough issues”.

In many interviews, people mentioned the distinction between “Old Wilson” and “New Wilson.” To some, “Old Wilson” represents a small segment of very wealthy and influential families who have held power in the community for a long time and still maintain a high degree of clout. “New Wilson” is less well defined, though there is a general sense of a new generation of young professionals who are as-of-yet not very involved in community leadership.

There is a growing awareness that change is coming to the community. Recent turnover in many high-level positions may be an indicator of this transition. More women are holding positions of leadership than before. And in a recent letter to the editor (Wilson Daily, November 6, 2006) a community member called for the Wilson 20/20 group to draw on the entire community, rather than “the same people that have held this town back” to plan for Wilson’s future.

Civic Engagement

Groups and individuals that have traditionally been engaged in civic decision-making in Wilson include elected officials, business leaders, developers and the media. One person noted the emerging Leadership Roundtable was gaining power in terms of being able to get things done, but that it is somewhat exclusive. Some interviewees mentioned the behind the scenes influence that “Old Wilson” property owners have. One interviewee commented that “the people who understand the value of participation, they are usually of wealth.”

Many commented on the lack of civic engagement of the Hispanic community. The African-American community is seen by some as well represented in terms of elected positions; however, many noted that the black community is still not well represented or engaged in terms of decision-making. The churches are the power structure within the African-American community. Other groups that are not currently represented in decision making include all of the other small towns within Wilson county, service clubs, small business leaders, religious groups and the faith community. Some noted that parents of school-age children are

not engaged in decision making, nor are newcomers, younger professionals, artists or musicians. One minority business owner remarked that being asked to get involved in the community’s issues, “changed my attitude. I became a citizen of Wilson and I saw things very differently. It broadened my world. Before I would have seen everything as race – black and white. The issues are not always as they appear.”

Finally, the recent rejection of a grant by the Golden Leaf Foundation highlighted to many interviewees the need for the community to “get our game together.” Some suggested that too many associations and groups dilute each other in terms of power and representation. By joining forces, more could be done.

Wilson 20/20 Process

When asked about challenges that influence the success of this process, some people mentioned the need to ensure that all participants are supportive of the visioning project. Some indicated that the county is perceived as lacking buy-in to the visioning process. One person commented on the difficulties of making this a holistic visioning process, when it seems like the city’s viewpoints tend to dominate. While some are skeptical, others said they think this visioning process is a key way to guide development in the future, and many were hopeful that the city and county elected officials will overcome conflicts to support the process and its outcomes.

Interviewees were asked to name other groups, organizations or specific individuals who need to be involved and brought into this process. The most common suggestion was to bring in representatives and leaders from the Hispanic community and the African-American community. Several suggested “tapping into the faith community.” More women should also be included in this process. Representatives of social service agencies should be invited to the table. Notably, many interviewees cautioned that the Steering Committee may be too large. With over 40 members, some worried that it would be difficult for such a large group to get things done.

Several community resources may help make this visioning project a success. First, there is a strong group of people “who are truly concerned and want the process to succeed.” The influx of new residents is seen as a positive resource. Several

mentioned the Chamber of Commerce and downtown economic development as key resources. In addition, many people expressed that the community will “get past city/county difficulties.” There was hope that new leadership and new cooperation coupled with a sense of urgency will help make this project a success.

When asked about outcomes, people primarily noted elements that will be necessary for successful implementation of the plan in the long run, such as community and institutional buy-in, strategies to meaningfully address the issues that come out of this process, and affordability and money for implementation. Ability to monitor progress and update the plan is also important. However, some were less concerned with tangible outcomes, voicing the opinion that “the process may be more valuable than the product,” since it will help people come together.

Secondly, many people noted the need for the process to be inclusive, so that it involves all com-

ponents of the community. An inclusive process is necessary in order to “get everyone on the same page.” Consensus is important in this process “to have an open dialogue across the community about the tough issues...without being defensive.” The plan must reflect the input of the community to not make people “feel they’ve been slighted.” And “we need to make sure we have buy-in, and that we don’t skew our vision to that of a few, for the sake of a majority.”

Finally, some people commented on the holistic nature of the process. Although one person wants specific guidance about future community problems, more people want this product to be less specific and more systematic. Rather than creating a plan with detailed recommendations, people want this to be a true community capacity building process to guide the community in a distinct direction. Several expressed hope that the vision plan will serve to guide future strategic planning efforts within individual organizations.

Appendix B

Schedule of Community Forums

Description	Location	Date	# Attendees
Steering Committee	Barton College	1/11/2007	35
Faculty of Barton College	Barton College, Hardy Alumni Hall	1/30/2007	12
Faculty of Barton College	Barton College, Hardy Alumni Hall	1/30/2007	10
Faculty of Barton College	Barton College, Hardy Alumni Hall	1/30/2007	5
Faculty of Barton College	Barton College, Hardy Alumni Hall	1/30/2007	16
Faculty and staff of Sallie B. Howard	Sallie B. Howard Charter School	1/30/2007	22
Faculty and staff of Sallie B. Howard	Sallie B. Howard Charter School	1/30/2007	24
Faculty and staff of Sallie B. Howard	Sallie B. Howard Charter School	1/30/2007	23
Wilson Multicultural Business Partnership	Chamber of Commerce Building	1/30/2007	16
Wilson County Agricultural Center	Wilson County Agricultural Center	1/31/2007	16
Wilson County Agricultural Center	Wilson County Agricultural Center	1/31/2007	18
Wilson County Agricultural Center	Wilson County Agricultural Center	1/31/2007	15
Staff of Barton College	Hardy Alumni Hall, Barton College	2/1/2007	8
Staff of Barton College	Hardy Alumni Hall, Barton College	2/1/2007	10
Staff of Barton College	Hardy Alumni Hall, Barton College	2/1/2007	8
La Semila	Farmington Heights Church	2/4/2007	55
La Iglesia de la Guadalupe	St. Marks Episcopal	2/4/2007	22
Gee Corbett Village—Seniors and Staff	Gee Corbett Village	2/5/2007	31
Wilson Technical College Faculty	Wilson Technical Community College (WTCC)	2/5/2007	15
Open Community Forum	Darden Alumni Center	2/6/2007	18
Open Community Forum	Darden Alumni Center	2/6/2007	20
Open Community Forum	Darden Alumni Center	2/6/2007	20
Business Executives	Wilson Country Club	2/7/2007	12
Wilson Technical College Staff	Wilson Technical Community College (WTCC)	2/8/2007	8
Wilson Police Department	City Operations Center	2/8/2007	16
Wilson Fire and Rescue Services	City Operations Center	2/8/2007	25

continued

Description	Location	Date	# Attendees
Wilson Committee for Persons with Disabilities	City of Wilson Operations Center	2/8/2007	14
Wilson gay, lesbian, bisexual, transgender group	Home of a Wilson resident	2/10/2007	7
Greenfield 11 and 12 grade students	Greenfield School	2/12/2007	16
Cavalier Terrace Neighborhood	Williams Day Camp - Wilson	2/12/2007	11
Washington Carver Heights Neighborhood	S. District Police	2/8/2007	13
Wilson Youth Council—high school students	City Hall	2/14/2007	3
WTCC Student Government Association	Wilson Technical Community College (WTCC)	2/15/2007	11
Wilson Medical Center	Wilson Medical Center Auditorium	2/15/2007	7
WTCC Board of Trustees	Wilson Technical Community College (WTCC)	2/19/2007	12
Five Points Neighborhood	Omega Center	2/19/2007	23
Council on Aging	Wilson County Senior Activity Center	2/20/2007	15
Human Relations Commission	City Hall	2/20/2007	9
Chamber of Commerce, Wilson Economic Development, Downtown Wilson	Chamber of Commerce building	2/20/2007	11
Chamber of Commerce, Wilson Economic Development, Downtown Wilson	Chamber of Commerce building	2/20/2007	10

Appendix C

Community Forum Report and Analysis

Forum Overview

In January and February 2007, 39 community forums were conducted. Most meetings were single groups while some involved large groups broken out into smaller discussion groups. Approximately 640 people participated, who generally reflected the racial, ethnic, and gender composition of the county. The approximate racial make-up was 50/50 white/non-white; and approximate gender make-up 55/45 male/female. Some of these input sessions were geared to specific populations and others were open to the general public. Some sessions were facilitated by School of Government consultants while others were facilitated by steering committee members. At each session neighbors and fellow citizens expressed their views about

the current and future state of the greater Wilson community. The discussions were recorded on flip-charts by facilitators, typed-up, then catalogued and analyzed by School of Government staff.

Methodology

- Forum participants reported on the strengths, weaknesses, opportunities, and challenges (SWOC) in Wilson, and reported phrases and ideas that represented the ideal vision for Wilson.
- Comments were coded into the following themes.
- Data analyzed based on how frequently themes were mentioned.

Theme Code	Description
COL	Cost of living / Affordability
JOB	Jobs / Industry / Economy / Business
COM	Commerce / Retail
INF	Infrastructure: Roads, Housing, Transportation, Technology etc.
GRO	Balancing Growth and Development
FIN	Financial Resources / Tax Base / Spending / Investments
LOC	Location / Access to Amenities / Proximity to other Cities
NAT	Natural Resources / Climate / Geography / Physical Beauty / Environmental Resources
REC	Recreation Facilities / Recreation Activities and Opportunities
FAM	Family Friendly / Close-knit Community / Neighborhoods / Small Town Feel
CUL	Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant
INC	Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson
CED	Community and Economic Development; Revitalization of Downtown and East Wilson
RAC	Race / Racism / Race relations
POV	Poverty / Economic Inequality / Un/Under-employment / Low job skills

continued

Theme Code	Description
CRI	Crime / Drugs / [Safety; Lack of Crime]
SEN	Senior Citizens / Aging community
HEA	Community Health / Health Care System / Medical Services
YOU	Youth
PAR	Community partnerships / Cooperation / Taking responsibility / Taking action
PRO	Progressive / Willingness to change / Open to new ideas / [Conservative; No Changes]
EDU	Educational Institutions / Education System / Level of Education / Intelligence
PRI	PR / Identity / Marketing / Local Media / Branding / Tourism / Downtown Aesthetics
HUM	Human Capital / Investment in the Community / Population
GOV	Government / Leadership / Civic Engagement / Provision of services

Top 5 Theme Ranking per Forum Questions

	Strengths	Weakness	Opportunity	Challenge	Greatest Challenge	Vision	Total Frequency
1	CUL	EDU	INF	GRO	EDU	INC	EDU
2	FAM	GOV	EDU	EDU	GRO	CUL	INF
3	INF	HEA	JOB	JOB	GOV	FAM	JOB
4	EDU	INC	CUL	INC	JOB	PRO	GRO
5	LOC	INF	GRO	HEA	INC / CED (tie)	CRI	GOV

The table above lists the top five themes that appeared throughout the forum SWOC analysis. The final page of this report gives detailed frequencies for each of the themes that came up during the forums. The following pages of the report provide a sample the kinds of comments that came up during the forums. Key points were:

- The theme of education was mentioned most frequently by people who participated in the forums. Some see it as strength of this community. Others think that the education system is one of the community’s weaknesses. Many also think that there is opportunity in working on education issues in Wilson. And many others think that education poses the greatest challenge to the community.
- Participants noted that the education system, intergovernmental relations, and the community’s health and healthcare system are major weaknesses in Wilson.
- Participants said that balancing future growth and development is a major challenge that the community faces.
- Participants commented that the strongest parts of Wilson include the culture and the small-town, family-friendly feel of the community. Beyond these “soft strengths,” Wilson also is strong because of the infrastructure, the educational opportunities, and its location.
- Forum participants said that there is opportunity in the community’s growing infrastructure, including the existing road networks as well as the fiber-optic plan for the city. Participants also say that there is opportunity to improve on the education system, the economy and job opportunities, and the culture of Wilson.

Strengths

Theme	Strength
CUL	62
FAM	59
INF	54
EDU	54
LOC	53
JOB	35
GOV	33
INC	25
COL	24
NAT	21
REC	20
HEA	20
COM	16
HUM	14
CED	11
GRO	10
PRI	7
PRO	6
SEN	5
PAR	4
FIN	3
CRI	3
YOU	2
RAC	0
POV	0

CUL: Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant

- Churches
- Access to cultural opportunities
- Antiques, Architecture, Arts
- Faith Community
- Churches
- Historic neighborhoods
- Sense of History
- Museums
- Vibrant Arts Community
- Whirlygig Festival
- Restaurants

FAM: Family Friendly / Close-knit Community / Neighborhoods / Small Town Feel

- Close knit, connected
- Community spirit, get along
- Family oriented
- Friendly people
- Pace is comfortable
- Safe to raise kids
- Small town atmosphere

INF: Infrastructure: Roads, Housing, Transportation, Technology etc.

- City commitment to growth
- Water supply
- Fiber optic network
- Good Transportation
- Highway System
- No traffic congestion
- Housing market

EDU: Educational Institutions / Education System / Level of Education / Intelligence

- Barton College and Wilson Tech
- Public and Private educational options
- Public School system, Schools

LOC: Location / Access to Amenities / Proximity to other Cities

- Access to other parts of the state
- Proximity to amenities
- Big city facilities without high cost / rural but close to big city
- Center of 5 counties / Geographic location
- Close to I-95
- Location near RTP

JOB: Jobs / Industry / Economy / Business

- Business incubators
- Diversified economic base
- Industries
- Job opportunities
- Pharmaceutical / high tech companies
- Regional employment center

GOV: Government / Leadership / Civic Engagement / Provision of services

- Citizen have access
- Dedicated leaders / public officials
- Fire Department
- Police Department (friendly; have great outreach programs; quality)
- Government – willingness to get input from citizens
- Leadership

INC: Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson

- Beginning to adjust to new cultures
- Diversity of community
- Diversity: cultural, social, economical
- Newcomers – growing community
- Reaching special needs population

COL: Cost of living / Affordability

- Adequate and affordable housing
- Affordability – tied to diversity
- Cost of living – lower
- Good single-income town
- Relatively affordable cost of living
- Utility Company program for donation

REC: Recreation Facilities / Recreation Activities and Opportunities

- Athletics; recreational league opportunities (soccer, tennis, golf)
- Excellent parks and recreation
- Kids sports
- Recreational facilities

Weaknesses

Theme	Weakness
EDU	82
GOV	48
HEA	41
INC	39
INF	38
YOU	35
POV	34
CED	33
CRI	33
JOB	28
COL	24
PAR	22
RAC	22
PRI	20
GRO	19
CUL	17
PRO	17
COM	11
REC	10
FIN	10
HUM	6
LOC	5
NAT	5
FAM	2
SEN	2

EDU: Educational Institutions / Education System / Level of Education / Intelligence

Big teacher turnover rate
 Board of Education elected but do not represent and do not listen
 County schools: no diversity
 Dropouts / high drop out rate
 Education and tech training / technical skills
 Inability to keep college grads in community
 Lack of commitment to raising expectations about obtaining education
 Lack of parental guidance
 Lack of supplies / funds
 More options for higher achievers
 No after school activities
 Public schools, School System (overcrowded, safety, quality of education)
 Uneducated parents
 Unskilled labor

GOV: Government / Leadership / Civic Engagement / Provision of services

Apathy in community to be involved
 Convenience of services (concentrated in city, not county)
 Decisions made behind closed doors
 Duplication of services; County vs. City government (combine them)
 Lack of civic engagement
 Lack of leadership / planning
 Lack of interaction / communication between City and County governments
 No follow through on community efforts
 Police patrol depending on neighborhood

HEA: Community Health / Health Care System / Medical Services

Community health
 Health care received as lacking
 Health issues: high HIV
 Help for Latino community on issues, especially domestic violence
 High numbers of uninsured
 High rates of some health issues cause high social costs (diabetes, heart disease, dental, STD, teen pregnancy rates)
 Lack of mental health providers
 Limited sex education
 Medical professionals inadequate; Quality of doctors needs improving
 Medical community challenging to keep up with technology
 Need more medical professionals on East side

INC: Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson

City/County lacks gay non-discrimination clause
 Cliquis attitudes
 City leaders don't address needs of East Wilson
 Discrimination by race, gender, age economics, class, outsider/insider
 East / West Wilson divide
 Elitism
 Harder to meet people
 Lack of exposure to multi-cultural opportunities
 More language interpreters / more bilingual police officers
 No Handicapped access in public buildings
 Same people make the same decisions
 Too much fragmentation

INF: Infrastructure: Roads, Housing, Transportation, Technology etc.

Damaged condition of streets / roads not maintained
 Houses not suitable to live in
 Imbalance in city services
 Inadequate public transportation / internal transit system / not enough transportation to specific sites on the East side
 Lack of unified building codes
 Poor signage in the county

YOU: Youth

Brain drain; youth don't return
 College students want downtown
 Lack of activities for kids / teens
 Lack of entertainment for youth /
 nothing trendy or hip for young
 people to go to
 Lack of youth participation in political
 arena / young leaders not developed
 No appropriate gathering spots for
 youth
 No vocational outlets, youth just hang
 out
 Youth are not involved in the
 community; they feel they have no
 stake in the future; leads to apathy

POV: Poverty / Economic Inequality / Un/Under-employment / Low job skills

Economic disparities
 High unemployment
 Lack of skilled labor
 Poverty in center of town
 Rental housing is terribly managed /
 housing substandard
 Lack of skilled labor and unwillingness
 of unskilled workers to be trained
 Large population of poor,
 undereducated, no skills, no voice
 Lot of poverty, racial and economic
 division

JOB: Jobs / Industry / Economy / Business

Economic growth not balanced
 Job creation
 Good paying jobs
 Lack of jobs
 Need more non-retail jobs
 Not enough qualified workers...will this
 encourage industries to move?
 Professional jobs held by people who
 live in other communities
 Undiversified economy

CRI: Crime / Drugs / [Safety; Lack of Crime]

Children not feeling safe: gangs, drugs,
 violence
 Drug-use
 Need more police in high crime areas
 Police department ignores major drug
 problems (drugs, gangs violence) in
 some neighborhoods until something
 big happens

COL: Cost of living / Affordability

Affordable child care
 Affordable housing (east side of town)
 Cost of fuel
 High utility costs
 Substandard housing

RAC: Race / Racism / Race relations

East Wilson separated from West
 Wilson by race and economic class
 Prejudice (inter & intra races) / We
 are strangers and still three separate
 communities (Black, Hispanic/Latino,
 White)
 Segregation originating from tobacco
 origins
 State needs to analyze the immigration
 issue / Hispanics cannot get drivers
 licenses
 There are no bilingual police officers
 which leads to discrimination within
 the Hispanic community
 Training for public workers on who to
 deal with a multi-cultural community

CED: Community and Economic Development; Revitalization of Downtown and East Wilson

Deteriorating downtown
 Economic depression in east Wilson
 Lack of financial institutions on the east
 side
 Neglect of interests and needs of small
 businesses
 No strategic plan for economic and
 community development

PAR: Community partnerships / Cooperation / Taking responsibility / Taking action

Community leaders say they're about
 change but there is not a lot of action
 Lack of communication and positive
 attitudes
 Lack of cooperation among groups
 Lack of direction of the various
 community groups. Each has own
 agenda; no collaborative efforts
 Less turf; more community benefit

Opportunities

Theme	Opportunity
INF	58
EDU	53
JOB	32
CUL	30
GRO	29
COM	18
CED	15
REC	15
INC	14
HUM	14
LOC	12
PRO	11
RAC	9
HEA	6
GOV	5
FIN	5
PAR	4
PRI	4
SEN	4
YOU	2
COL	2
NAT	2
POV	0
CRI	0
FAM	0

<p>INF: Infrastructure: Roads, Housing, Transportation, Technology etc.</p> <p>Fiber optic / wireless downtown is attractive to business</p> <p>Buckhorn Reservoir</p> <p>Highway bypasses (I-540, 117, 264)</p> <p>Housing development</p> <p>Land use / utilization of existing buildings</p> <p>New convention center</p> <p>Airports</p> <p>EDU: Educational Institutions / Education System / Level of Education / Intelligence</p> <p>Barton College</p> <p>Change in K-12 education system (High school reform, theme based academies)</p> <p>ECU / Wilson Tech partnership</p> <p>Education classes for Seniors</p> <p>Help unemployed be prepared for jobs; high skills training; WTCC innovative technical training opportunities towards local/industrial employment needs</p> <p>Learning a second language (English, Spanish)</p> <p>School program development, athletics</p> <p>JOB: Jobs / Industry / Economy / Business</p> <p>Attracting new businesses</p> <p>Business development incubator</p> <p>Ending of tobacco era presents new opportunity</p> <p>Health related industries / new jobs</p> <p>Job fairs for bilingual people</p> <p>New industrial jobs (growth)</p> <p>Private businesses / community colleges collaborating for job opportunities</p> <p>CUL: Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant</p> <p>Festivals</p> <p>Museums</p> <p>Convention center / cultural arts center</p> <p>Historic preservation could be done; Rich history (old homes, downtown potential)</p> <p>New theater at Barton (more arts in community, Arts Council)</p> <p>GRO: Balancing Growth and Development</p> <p>Highway bypasses cause growth towards Greenville / Raleigh</p> <p>Farmland converting to housing, outdoor rec space, need plan for growth</p> <p>Growth without losing character, quality of life (challenge)</p> <p>Greatest asset is East Wilson – the growth factor</p> <p>Growth in West Wilson</p> <p>Keep community balanced between residential and businesses (commercial); need good planning</p>	<p>Potential growth from Raleigh within western county especially. We need a draw to pull those people downtown</p> <p>REC: Recreation Facilities / Recreation Activities</p> <p>Athletic opportunities; development of recreation park</p> <p>Buckhorn reservoir (recreation, retirement village?)</p> <p>Master recreation plan exists, but with no money to fund, nothing is happening</p> <p>Sporting events; soccer, golf course; other sports</p> <p>INC: Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson</p> <p>Community becoming more bilingual (teachers, Wal-Mart)</p> <p>Diverse culture – opportunities for cultural enrichment</p> <p>Engagement of non-traditional leaders, especially females, black males, Hispanics</p> <p>Hiring policy provides a lot of opportunity for employment in Fire Department</p> <p>People coming here from all over the country</p> <p>Plan communities with a good mixture of age groups / race / economic level</p> <p>COM: Commerce / Retail</p> <p>Development of land, shopping centers</p> <p>Retail employment</p> <p>Vacant retail space</p> <p>Opportunity to spend money locally with retail stores</p> <p>CED: Community and Economic Development; Revitalization of Downtown and East Wilson</p> <p>Current economic development efforts (small business support, industrial recruitment, tourism development)</p> <p>Downtown is ready for development; Downtown revitalization and connection to east Wilson</p> <p>East Wilson is easily within commuting distance to Raleigh and has plenty of development opportunities. Need to remember East Wilson. Need development opportunities on the east side of Wilson.</p> <p>Financial literacy programs</p> <p>Sustaining community with local resources</p> <p>PRO: Progressive / Willingness to change / Open to new ideas / [Conservative; No Changes]</p> <p>Wilson 2020 opportunity</p> <p>Fresh ideas coming from outsiders; new blood in key positions</p> <p>Asking for our opinions; this is a first at Barton.</p>
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Challenges

Theme	Challenge
GRO	49
EDU	42
JOB	34
INC	32
HEA	27
INF	23
GOV	22
YOU	22
CRI	20
POV	18
COL	16
CED	14
PAR	12
PRI	12
SEN	12
CUL	10
FIN	10
NAT	10
RAC	9
PRO	7
FAM	7
COM	5
HUM	5
LOC	5
REC	4

<p>GRO: Balancing Growth and Development</p> <p>Balancing growth; Becoming a bedroom community</p> <p>Demands for services will stretch resources</p> <p>Disaster preparedness</p> <p>Expansion of some areas at detriment of downtown</p> <p>Landscape / Agriculture vs. residential</p> <p>Managing the growth in West Wilson</p> <p>Need organized land planning</p> <p>School system keeping up with growth</p> <p>Traffic increase – may lose small town atmosphere</p> <p>EDU: Educational Institutions / Education System / Level of Education / Intelligence</p> <p>Accountability of parents; Parents who are under educated... How can you get them to see the value of investing in the future?</p> <p>Better schools</p> <p>Bringing civics back to classroom</p> <p>Drop out training</p> <p>Equitable education. How can you build new schools on West but don't have money for existing East side schools</p> <p>Funding for schools</p> <p>High school drop out rate</p> <p>Literacy</p> <p>Overcrowded schools</p> <p>JOB: Jobs / Industry / Economy / Business</p> <p>Agriculture (will it continue to be important?)</p> <p>Attracting a mix of jobs that provide employment to all levels of education</p> <p>Better paying jobs</p> <p>Business retention</p> <p>Bringing in jobs and industry – not just a bedroom community</p> <p>How to fill niche if big employers leave</p> <p>Hard for small businesses to compete with big box retailers</p> <p>Regional competition; Global economy</p> <p>Matching entry level jobs and workers.</p> <p>Can't get them into training programs because they fail drug tests, do not have GED, and/or have criminal record</p> <p>INC: Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson</p> <p>Addressing the two Wilsons / Old Wilson / New Wilson</p> <p>Bilingual language barrier; Not enough opportunities for English and a Second Language (ESL) students and families to learn English. Kids never catch up. Adults can't integrate into community</p>	<p>Bringing all community groups together (ethnic, racial, city and county)</p> <p>Communicating to those not reading the newspaper or otherwise “in the loop”</p> <p>Create “One Wilson” bring East up to West; Remaining mindful of development in East Wilson and not creating a divided community of haves/have nots</p> <p>Incorporate voice of non-city residents</p> <p>Increasingly visible and viable LGBT (Gay) community</p> <p>HEA: Community Health / Health Care System / Medical Services</p> <p>Access to healthcare;</p> <p>Affordable health care / medicine / Social Security</p> <p>Aging population</p> <p>Crisis pregnancy center needed</p> <p>Health care for all</p> <p>Homeless</p> <p>Mental health system – inadequate resources – impacts crime and homelessness,</p> <p>The same social ills – teen pregnancy, crime, drop out, drugs</p> <p>INF: Infrastructure: Roads, Housing, Transportation, Technology etc.</p> <p>Build infrastructure to support population growth, especially if Raleigh area moves this way</p> <p>Lack of housing codes</p> <p>Jails being over-crowded</p> <p>Overcrowding, congestion; planning ahead for traffic</p> <p>Public transportation problems; safe and quality public transportation</p> <p>Technology updating for the masses and have this technology available</p> <p>YOU: Youth</p> <p>Churches being more active with youth</p> <p>Educating youth</p> <p>Employment for youth</p> <p>Juvenile delinquency; lowering drop out rate</p> <p>Opportunities and activities for youth to stay and be active – skate parks. Rock climbing, kayaks</p> <p>Making community attractive to young adults</p> <p>To live in a supportive community for gay youth</p> <p>Youth leadership; recruiting younger adult to be involved in community leadership</p>
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GOV: Government / Leadership / Civic Engagement / Provision of services

City county government overlap; consolidation of city/county government
Committed, good politicians
Cost of government
Get more citizens involved
More Hispanics involved in politics in community
More fire protection; Police protection
Old political leadership. Challenge is to develop leadership capacity of younger, more diverse community members

POV: Poverty / Economic Inequality / Un/Under-employment / Low job skills

Affordable housing for the displaced; home ownership vs. renting; Housing... Affordable (credit issues)
Classism – how will locals be able to compete with others with greater world experiences? What tools and jobs will be available to them?
Drug abuse, gangs, teenage pregnancy, drop-outs, lack of education, parental involvement—poverty cycle
Economic balance (eliminate economic gap),
Poverty will increase (separation of Wilson—east and west)
Today, there are an average of 25 ex-offenders returning to Wilson with less than adequate or no skills for employment.

COL: Cost of living / Affordability

Affordable housing
Energy costs
Gentrification
Keeping services affordable
Keeping the Cost of living and cost of doing business competitive in Wilson vs. surrounding cities. We are not offering the economic incentives other places in NC are.

CRI: Crime / Drugs / [Safety; Lack of Crime]

Crime
Drugs
Gang activity; gang violence
Slums created within the city; (undesirable activity at convenience stores)

CED: Community and Economic Development; Revitalization of Downtown and East Wilson

Future of downtown with westward growth
Decaying neighborhoods
need to protect, support, and promote small business,
Proper employment training needed
Remodeling of downtown – beautification of the community
Revitalization of East Wilson

PAR: Community partnerships / Cooperation / Taking responsibility / Taking action

City county governments working together as opposed to being antagonist; Division between the city and county governments. No teamwork leads to no progress
Clashes
Close generational gap – old Wilson, new Wilson
Communication
Including small towns in planning
Follow through; working together; collaborating and promoting working together
Overcoming NIMBY and taking responsibility for community

Greatest Challenge

Theme	Greatest Challenge	EDU: Educational Institutions / Education System / Level of Education / Intelligence	JOB: Jobs / Industry / Economy / Business
EDU	76	Better education – take the politics out Education (schools); school system	Attracting business and industry to foster employment growth that will support families
GRO	55	Better after-school programs	Better paying jobs; greater prosperity for all citizens of Wilson through jobs
GOV	47	College prep	Growth of industries; Making Wilson the first choice for industry
JOB	46	Countywide literacy	Jobs for citizens of all ages
INC	34	Keeping up with advanced technology	INC: Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson
CED	34	Expanding Barton College and improving it so more people will want to attend	Bringing all factions together for a common plan
YOU	27	Make sure our current and future high school graduates are workforce ready upon high school graduation	Create One Wilson – bring East up to West
HEA	24	World class education – real thinking and life long learning leads to higher skilled jobs	Create an atmosphere in which all segments of the community are valued and welcomed as equal stakeholders in the well-being of the community.
INF	18	GRO: Balancing Growth and Development	Equal opportunity; Unity
CRI	18	Strategic plan for balanced growth;	To be sensitive of the needs of all citizens
PAR	18	Controlled growth so as to not outpace the infrastructure and schools	Maximize the opportunity that diversity presents
RAC	16	Diversification of growth	CED: Community and Economic Development; Revitalization of Downtown and East Wilson
PRO	14	Keeping economic growth while keeping community values intact; Keeping Wilson’s small town feel while	Challenge to develop and to empower East side of Wilson economically – with Black businesses.
PRI	11	brining needed jobs, shopping and entertainment	Clean up deteriorating neighborhoods
CUL	11	Resources for growth outward (West)	Developing Downtown; redevelopment East Wilson – needs businesses, grocery stores, restaurants
POV	9	role of downtown Wilson in regards to westward growth	Housing- Increase owner occupied housing, decrease rental ratio to maintain neighborhood integrity.
FIN	7	To create equal growth and development throughout this diverse community in an environmentally friendly manner	Revitalize older neighborhoods owner occupied
FAM	7	GOV: Government / Leadership / Civic Engagement / Provision of services	YOU: Youth
COL	6	Better continuity between county and city government; city and county government relationship	Attracting younger adults to stay and get involved in Wilson
SEN	6	Combining the city and county governments to reduce redundancy and lower cost by spreading costs over a larger base. Will require people to work together and help each other;	Get more youth involved in the community
COM	6	Merge city and county governments together so make a strong and unified government system	Job opportunities for youth and young families
HUM	5	Development of effective political leadership	Provide more opportunities for juveniles because they are the future and will create the City of Wilson in 20/20
NAT	1	Equity in all programs and financial commitments	Teen center; structured youth programs; youth activities
REC	1	Lack of citizen support	HEA: Community Health / Health Care System / Medical Services
LOC	0	Leadership needed by city/town/county officials to move the community forward in the new economy. Critical to long-term sustainability	Lower cost medical insurance
		People get involved with local politics	Improved prevention of STD/teen pregnancy
			Keeping the hospital competitive; attracting doctors to Wilson
			Social security

Town does not promote a healthy lifestyle

Health services

INF: Infrastructure: Roads, Housing, Transportation, Technology etc.

Development of I-95/246

Modernizing infrastructure

Help for those who lack transportation

Housing improvement; resources for home repairs; regulation of housing stock

The road system; signage

CRI: Crime / Drugs / [Safety; Lack of Crime]

A safe community

Crime control; decrease crime

Drugs

Gang violence

To find ways to eliminate and eradicate crime by creating / find a variety of recreational and sporting activities to keep the children occupied and stimulated

RAC: Race / Racism / Race relations

Eliminate discrimination; racial equality (education, housing, jobs, legal system, clubs, businesses)

Inequality: particularly the racial and class animosity around the inequality so pervasive in Wilson

Race line; Racism; to resolve racial problems

PAR: Community partnerships / Cooperation / Taking responsibility / Taking action

Better relations between county government and businesses.

Change in attitudes about HOW to accomplish. I am PART of the vision; it is not YOUR responsibility to do for me.

Citizens acting as a team

Developing a shared view of our future

City/ County co-operation

Plan in detail for growth focusing on partnerships

The one essential challenge that needs to be addressed is the lack of communication between generations

Vision		INC: Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson	FAM: Family Friendly / Close-knit Community / Neighborhoods / Small Town Feel
Theme	Vision		
INC	125	Accepting	Caring
CUL	121	Affirming	Family oriented; family friendly
FAM	72	Blended community	Friendly
PRO	71	Caring	Homey
CRI	64	Diverse	Neighborly
EDU	56	Embracing of new ideas	Nurturing
JOB	51	Equality and opportunity	Quaint
HEA	44	Fair	Stable
GRO	43	Harmonious	Traditional
NAT	37	Hospitable	Wholesome
PRI	32	Inclusive	EDU: Educational Institutions / Education System / Level of Education / Intelligence
PAR	24	Tolerant	Accomplished
GOV	20	Unified; Unity	Educated
COL	15	Welcoming	Enlightened
REC	10	CUL: Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant	Excellent schools; strong education system
CED	7	Alive	Interesting
FIN	7	All-American	Knowledgeable
INF	6	Artistic	Potential
RAC	6	Bustling	Well-informed
YOU	5	Christ-like: objectivity; integrity; real diversity	HEA: Community Health / Health Care System / Medical Services
POV	4	Community-centered	Appealing
HUM	4	Cosmopolitan, Metropolitan	Clean
SEN	3	Cultural	Energetic
COM	3	Dramatic	Happy
LOC	3	Energetic	Healthy
		Entertaining	Joyful
		Fun	Pleasant
		Historic	Pleasure
		Lively	Wonderful
		Metro appeal with small town feel	JOB: Jobs / Industry / Economy / Business
		Outgoing	Booming economy
		Vibrant Downtown	Diversified economy with minimal unemployment
		Vital	Economically balanced
		PRO: Progressive / Willingness to change / Open to new ideas / [Conservative; No Changes]	Economic and educational opportunities available widely
		Active in challenges	Industrial
		Ahead of the curve	Industrious
		Conservative	Opportunity-driven
		Cutting edge, growing	Productive
		Enlightened	Prosperous
		Forward looking	GRO: Balancing Growth and Development
		Innovative	Balanced growth
		Leader – Pacesetter	Developed
		New decision makers	Growing
		Open minded	Large
		Opportunistic	Livable
		Progressive; Progressive thinkers	Planned growth; honest growth; responsible growth
		Visionary	Viable
		CRI: Crime / Drugs / [Safety; Lack of Crime]	
		Crime-free	
		Peaceful	
		Safe	
		Secure	
		Wilson without violence	

Frequency Table

	Strength	Weakness	Opportunity	Challenge	Greatest Challenge	Vision	SWOC Frequency
COL	24	24	2	16	6	15	72
JOB	35	28	32	34	46	51	175
COM	16	11	18	5	6	3	56
INF	54	38	58	23	18	6	191
GRO	10	19	29	49	55	43	162
FIN	3	10	5	10	7	7	35
LOC	53	5	12	5	0	3	75
NAT	21	5	2	10	1	37	39
REC	20	10	15	4	1	10	50
FAM	59	2	0	7	7	72	75
CUL	62	17	30	10	11	121	130
INC	25	39	14	32	34	125	144
CED	11	33	15	14	34	7	107
RAC	0	22	9	9	16	6	56
POV	0	34	0	18	9	4	61
CRI	3	33	0	20	18	64	74
SEN	5	2	4	12	6	3	29
HEA	20	41	6	27	24	44	118
YOU	2	35	2	22	27	5	88
PAR	4	22	4	12	18	24	60
PRO	6	17	11	7	14	71	55
EDU	54	82	53	42	76	56	307
PRI	7	20	4	12	11	32	54
HUM	14	6	14	5	5	4	44
GOV	33	48	5	22	47	20	155
Category Total	541	603	344	427	497	833	2412

APPENDIX D

Report of Results from Online Survey

The online survey was open to the public during February and March 2007. During these two months, 952 people completed some portion of the online survey, with 633 finishing every section. The survey was set-up to allow people to skip questions or sections that they did not want to complete, therefore, some questions have higher response rates than others. Because participants were not forced to, many opted out of the demographics section. Therefore, the demographic summary below may *not accurately reflect the demographics of the larger group of survey respondents*. However, the implications of the demographic data are that the pool of respondents is less diverse racially and economically than the general population of Wilson County.

Demographics of Survey Respondents

- 64% live in the City of Wilson, 14% in unincorporated Wilson County, 14% from other municipalities in Wilson County, and 8% in surrounding counties (722 respondents)
- 54% have lived in the Wilson area for more than 20 years while 27% have live in the community 10 years or less (608 respondents)
- 77% are married (620 respondents)
- 71% have a bachelors degree or higher (625 respondents)
- 85% are white and 11% are black (617 respondents)
- 65% have household incomes of \$50,000 or more (594 respondents)

Frequency Tables

1. How involved are you in the following local groups and organizations?

	Several times a month	Once a month	6-11 times a year	1-5 times a year	Not at all
Service and fraternal organizations (for example: Lions, Kiwanis, Rotary)	10%	4%	2%	10%	75%
Recreational Groups (for example: softball, bowling, book clubs, gardening clubs, card clubs)	14%	8%	6%	15%	58%
Civic and political groups (for example: boards and commissions, historical groups, neighborhood associations, local development organizations)	8%	10%	6%	16%	60%
School-related groups (for example: PTA, student clubs, band and athletic boosters, etc)	21%	15%	11%	15%	38%
Church or other religious groups outside of worship services (for example: committees, Bible study groups)	46%	7%	6%	12%	29%

Total Responses: 873

2. Which of the following are the most desirable things about living in Wilson?

Close to big-city cultural amenities in Raleigh, Rocky Mount and Greenville	53%
Affordable cost of living	42%
Small town atmosphere where you know your neighbors	36%
Great place to raise children	30%
History and family connection to the community	29%
Climate and natural beauty	23%
Good access to transportation (RDU airport, Interstate, Rail)	22%
Quality Schools	20%
Community is not “frozen in time” — there is a progressive attitude here	9%
High level of community involvement	6%
Good industrial base with quality jobs	5%
Quality health care	3%
Total Responses: 873	

3. Please rate your experience with the following community services and facilities on a scale from “very good” to “poor.”

	Very Good	Good	Fair	Poor	Don't Know or N/A
Law Enforcement (Police and/or Sheriff)	24%	53%	16%	2%	5%
Condition of streets	4%	42%	42%	11%	1%
Recreation facilities	7%	41%	34%	10%	8%
Recreation programs	12%	47%	24%	6%	12%
Parks	8%	48%	31%	8%	5%
Water	12%	52%	25%	6%	5%
Fire protection	30%	55%	6%	0%	8%
Garbage collection	27%	46%	8%	1%	17%
Public libraries	34%	50%	9%	1%	6%
Emergency response service	23%	51%	9%	2%	15%
Planning/zoning	4%	30%	29%	13%	23%
Overall quality of government services	6%	49%	30%	6%	9%
Total Responses: 873					

4. Please rate your experience with the following community services and facilities on a scale from “very good” to “poor.”

	Very Good	Good	Fair	Poor	Don't Know or N/A
Economic development	6%	39%	33%	9%	13%
Public school facilities	7%	45%	33%	7%	7%
Public school education	11%	45%	28%	9%	7%
Senior citizen programs	3%	26%	23%	4%	44%
Programs for youth	5%	38%	30%	10%	17%
Low-income housing	3%	17%	25%	10%	45%
Health care facilities	5%	47%	33%	8%	7%
Health care services	5%	44%	35%	9%	7%
Retail shopping facilities	5%	39%	41%	15%	1%
Child care services	7%	36%	16%	3%	37%
Arts and cultural opportunities	9%	44%	29%	8%	10%
Tourism	2%	21%	37%	24%	17%
Entertainment options	2%	16%	41%	38%	3%
Quality jobs	3%	33%	43%	16%	5%
Availability of jobs	2%	20%	43%	25%	11%
Vocational training opportunities	6%	31%	30%	11%	23%
Total Responses: 855					

5. Community Attitudes: How strongly do you agree or disagree with the following statements?:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know / No Opinion
This is a good place to live	18%	70%	7%	2%	3%
Our community has a positive future.	14%	65%	13%	3%	5%
People here are satisfied with things as they are.	5%	35%	44%	9%	8%
This place is good enough as it is without starting any new community improvement programs.	1%	6%	53%	36%	3%
Residents have pride in their community.	6%	67%	18%	3%	6%
Residents in our community continually look for new solutions to local problems rather than being satisfied with things as they are.	4%	46%	30%	9%	11%
People work together to get things done for the community.	3%	49%	27%	9%	12%
Total Responses: 837					

6. Community Resources: How strongly do you agree or disagree with the following statements?:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know / No Opinion
Our community is just the right size.	6%	57%	25%	3%	8%
This is a good place to raise children.	14%	66%	9%	3%	8%
There are many opportunities to belong to groups sharing similar interests in our community.	8%	59%	19%	4%	10%
Facilities here are adequate to conduct youth programs.	4%	37%	39%	7%	13%
The quality of education in our community is excellent.	8%	41%	34%	10%	7%
Local businesses serve the needs of residents in the community.	4%	57%	27%	4%	7%
There are sufficient employment opportunities in this area.	2%	24%	50%	14%	10%
Younger residents would like to stay in our community after completing their education.	1%	14%	49%	23%	12%
Younger residents are able to stay in our community after completing their education.	1%	28%	43%	15%	13%
This is a good place for senior citizens to live.	7%	60%	8%	4%	22%
Our community provides adequate services for senior citizens.	4%	34%	19%	4%	39%
There are sufficient social service programs to assist people in need.	7%	34%	21%	9%	29%
Total Responses: 813					

7. Community Leadership: How strongly do you agree or disagree with the following statements?:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know / No Opinion
Local leaders are making an effort to increase community attractiveness.	6%	63%	16%	4%	11%
We need new community improvement programs.	19%	67%	6%	1%	7%
We have excellent community leaders.	3%	45%	28%	7%	17%
Local leaders are providing support to create new jobs.	3%	43%	24%	6%	25%
Community leaders should clearly manage growth in the community.	17%	56%	11%	3%	13%
Total Responses: 792					

8. Community Growth: How strongly do you agree or disagree with the following statements?:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know / No Opinion
Adequate resources are being used to develop new jobs in the community.	2%	31%	34%	7%	26%
Local government here actively promotes industrial development.	5%	49%	19%	5%	22%
Residents have a positive attitude toward attracting new business and industry.	6%	54%	22%	6%	12%
We should clearly define those parts of the community where growth is permitted.	18%	66%	5%	1%	9%
We should aggressively protect our agricultural lands from urban development.	24%	41%	21%	4%	10%
Local government should restrict residential growth.	12%	27%	42%	8%	11%
Local government should restrict industrial growth.	6%	21%	48%	14%	11%
Local government should restrict commercial growth.	7%	22%	47%	14%	10%
Total Responses: 750					

9. Which of the following are most critical for the positive development of Wilson in the future?

Bringing in more jobs of all skill levels	46%
Bringing in more high-skilled and high-paying jobs	37%
Improving our county schools	37%
Job training for unemployed and underemployed in the community	24%
Overcoming persistent racial divisions in the community	24%
Creating more employment opportunities for youth to stay in the community	23%
Better cooperation between city and county governments	22%
Developing more recreational and cultural opportunities	20%
Revitalizing Wilson's downtown	19%
"New blood" in community leadership positions	16%
Total Responses: 744	

Survey Comments Overview

Respondents were asked the following two open-ended questions: “1) What situation or problem in Wilson most needs to change? 2) In a sentence or two, describe your ideal vision of the Greater Wilson Community in the year 2020.” There were 515 separate comments on the first question and 495 on the second.

Methodology

Comments coded into the following themes
Data analyzed based on how frequently themes were mentioned

Theme Code	Description
COL	Cost of living / Affordability
JOB	Jobs / Industry / Economy / Business
COM	Commerce / Retail
INF	Infrastructure: Roads, Housing, Transportation, Technology etc.
GRO	Balancing Growth and Development
FIN	Financial Resources / Tax Base / Spending / Investments
LOC	Location / Access to Amenities / Proximity to other Cities
NAT	Natural Resources / Climate / Geography / Physical Beauty / Environmental Resources
REC	Recreation Facilities / Recreation Activities and Opportunities
FAM	Family Friendly / Close-knit Community / Neighborhoods / Small Town Feel
CUL	Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant
INC	Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson
CED	Community and Economic Development; Revitalization of Downtown and East Wilson
RAC	Race / Racism / Race relations
POV	Poverty / Economic Inequality / Un/Under-employment / Low job skills
CRI	Crime / Drugs / [Safety; Lack of Crime]
SEN	Senior Citizens / Aging community
HEA	Community Health / Health Care System / Medical Services
YOU	Youth
PAR	Community partnerships / Cooperation / Taking responsibility / Taking action
PRO	Progressive / Willingness to change / Open to new ideas / [Conservative; No Changes]
EDU	Educational Institutions / Education System / Level of Education / Intelligence
PRI	PR / Identity / Marketing / Local Media / Branding / Tourism / Downtown Aesthetics
HUM	Human Capital / Investment in the Community / Population
GOV	Government / Leadership / Civic Engagement / Provision of services

“What situation or problem in Wilson most needs to change?”

This table highlights the top five issues that survey-takers noted need to change. Representative samples from the top 10 most frequent comments follow the summary table.

EDU Educational Institutions / Education System / Level of Education / Intelligence
JOB Jobs / Industry / Economy / Business
GOV Government / Leadership / Civic Engagement / Provision of services
CRI Crime / Drugs / [Safety; Lack of Crime]
GRO Balancing Growth and Development

Challenge Ranking	Theme		Greatest Challenge
1	Educational Institutions / Education System / Level of Education / Intelligence	EDU	83
2	Jobs / Industry / Economy / Business	JOB	64
3	Government / Leadership / Civic Engagement / Provision of services	GOV	60
4	Crime / Drugs / [Safety; Lack of Crime]	CRI	41
5	Balancing Growth and Development	GRO	32
6	Race / Racism / Race relations	RAC	28
7	Poverty / Economic Inequality / Un/Under-employment / Low job skills	POV	24
8	Community and Economic Development; Revitalization of Downtown and East Wilson	CED	22
9	Progressive / Willingness to change / Open to new ideas / [Conservative; No Changes]	PRO	19
10	Commerce / Retail	COM	18
11	Youth	YOU	17
12	Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson	INF	15
13	Infrastructure: Roads, Housing, Transportation, Technology etc.	INC	15
14	Cost of living / Affordability	COL	13
15	Human Capital / Investment in the Community / Population	HUM	10
16	Financial Resources / Tax Base / Spending / Investments	FIN	8
17	Community Health / Health Care System / Medical Services	HEA	8
18	Community partnerships / Cooperation / Taking responsibility / Taking action	PAR	8
19	PR / Identity / Marketing / Local Media / Branding / Tourism / Downtown Aesthetics	PRI	8
20	Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant	REC	7
21	Recreation Facilities / Recreation Activities and Opportunities	CUL	7
22	Senior Citizens / Aging community	SEN	4
23	Family Friendly / Close-knit Community / Neighborhoods / Small Town Feel	NAT	1
24	Natural Resources / Climate / Geography / Physical Beauty / Environmental Resources	FAM	1
25	Location / Access to Amenities / Proximity to other Cities	LOC	0
TOTAL			515

EDU Educational Institutions / Education System / Level of Education / Intelligence

We need to stop building new homes if we can't provide the space for education. Our kid's are being put into modular homes and having to leave the building to go into the school with no covers and when it is cold and raining outside that increases their chances of getting sick. Before new development starts build some schools first. This has been a problem for many years now and instead of a solution to solve the problem it seems that it's only getting worse.

We need to better prepare our young people for employment. More focus needs to be put on those students who are going to technical jobs. It seems to me that students who are not college bound are not given much support.

Overcrowded schools—If residents knew the direction of growth 25 years ago, the county government should also know! If government is going to allow residential growth, then they best provide the proper tools for the schools!

I want our schools to be the best in the country. Educating our children so that they may become competitive in a global job market has to be our #1 priority at any cost. This needs to be a local, state, and national priority before it's too late, otherwise, Americans will no longer be employable in the future.

JOB Jobs / Industry / Economy / Business

Wilson needs to do a better job of bringing in more high paying, skill jobs from top industrial and other companies.

Employment opportunities. We have a workforce that is largely composed of low-skill workers, resulting in low-paying jobs. We need to turn that around. We need a highly skilled workforce and higher paying jobs. That means focused education and job training.

MORE JOB TRAINING AND OPPORTUNITIES FOR THE UNEMPLOYED.

Too many people on assistance. Wilson area has more assisted living than anywhere I've ever lived. Make it harder for people to stay on assistance. Work to get them jobs, off welfare. Everyone could use a helping hand at some point but it should not end up being their lifestyle. More people paying taxes would mean lower taxes for everyone. **JOBS! JOBS! JOBS!**

Need to be a more business friendly environment Bring in more high paying jobs to keep the young people here in Wilson for the city to have a constant growth pattern.

Better paying jobs, better medical benefits, lower property taxes and car taxes

GOV Government / Leadership / Civic Engagement / Provision of services

There needs to be a consolidation of the City of Wilson and County of Wilson into a unified government to avoid conflicts and to move this county forward with one voice and one strategic plan for future needs.

The leadership in both City and County needs to change. The "good ole boy" system has been in place for many years and needs to end.

Relationship between City and County Government Leadership needs to have new blood. If a person is on the school board, they need to have school age children. Any person in leadership should have something at stake for that position. Otherwise they are in it for themselves. We need things for youth to do. Entertainment venues, etc. Baseball fields. Soccer is not the only sport. Ask the community, what do you want us to do? And then listen to what they say. Create reasons for people to visit Wilson.

Government officials need to really listen to what the public wants and address those specific needs instead of trying to advance their own agenda.

Currently, the spat between the City and County governments. If this is resolved, the two need to resume a close, cooperative relationship so that problems that involve the whole community can be dealt with by administrations representing the "whole community."

County Commissioners, Planning Board, Councils need to depart from the "Buddy System" that seems to aid select friends rather than the majority.

Corruption in local governments
Cooperation between city and county government; perhaps consolidating them
City/County Government relations and cost

CRIME Crime / Drugs / [Safety; Lack of Crime]

The gang situation should not be tolerated. When you have issues at schools and have metal detectors before games and shootings afterwards that is a problem.

The gang situation in Wilson definitely needs to be remedied.

Gangs and overall violence particularly among our youth—They need to be punished more severely and parents need to be held accountable with judicial involvement

Drugs, gangs, animal control, school overcrowding
Drug problems, Certain areas being "bad" part of town

Crime—especially young people becoming involved with gang related activities that lead them to commit crimes.

GRO Balancing Growth and Development

Wilson needs to plan for growth and economic development.

Wilson is growing in all ways and needs to continue to do this—grow in all areas.

Wilson has a residential growth problem. There are too many houses and apartments being built compared to the number already existing. Long term, this will jeopardize housing values for established neighborhoods.

The type of growth seen in Wilson (convenience stores, 'Jiffy Lube' type business) seems to be growth just to say we're growing, but are we growing in the right direction?

It breaks my heart to see the empty businesses in Wilson (i.e. K-Mart, Winn Dixie, Pay Less Shoes). Will Harris Teeter be another empty building when/if it relocates just down the street?

New subdivisions are creating a surplus of “used” housing. New subdivisions do not appear to be resulting from a plan, but rather from speculators buying up farm land and planting houses. The only sector that receives economic benefit are the speculators and builders. No net add to the revenue base.

Loss of farmland

Letting Wilson grow but with limited growth so that it does not lose its old southern town heritage but at the same time letting it grow as a bedroom community for the greater RDU area. Wilson does not need to become another outlier of that area, it needs to retain its own characteristics as an independent city not dependent on the jobs, amenities, and economy of RDU.

Less residential growth. I fear more growth will cause more flooding.

RAC Race / Racism / Race relations

There is a division between the races. West Wilson is continually growing and developing and East Wilson looks like Iraq on a good day. I think that we need to focus money that we put into the fiber optic lines back into the community and fix up a lot of the historical houses with men and women who have been trained in a skill. Half of Wilson is economically disadvantaged and will not be able to reap the benefits that the new fiber optic line will give the city. Therefore I believe, that the town should have used that money in a manner that will help all of Wilson and not just those that have.

The underlying racism. Not just between blacks and whites, but between whites and all other races in Wilson.

The racial divide

The obvious racial division between northwest and southeast. As a newcomer to Wilson, I was appalled.

A better racial balance school system.

“East” Wilson needs to help themselves by addressing teen pregnancy, drugs and gangs and crime. They blame “West” Wilson for their problems. They receive more social services and help than any other group. They cannot get over past discriminations and blame our schools and other institutions for their problems. They are the main reason downtown is blighted. People do not want to go downtown because of the “bad element” and crime. They are divisive and want to blame, instead of helping themselves.

POV Poverty / Economic Inequality / Un/Under-employment / Low job skills

Unemployment which leads to hunger and believe it or not there are numerous families in Wilson County who are hungry.

The ongoing economic inequalities are fueling the racial divisions.

The lower socio-economic groups need more support and encouragement to seek a better way of life.

All neighborhoods in Wilson should be safe for all adults and children. Child abuse is definitely high in the city of Wilson.

Poverty - it leads to teen pregnancy, gang activity, low interest in education and perpetuation of the poverty cycle.

Economic and social inequality limits the potential of Wilson.

Disparity between east and west Wilson

Amount of people receiving public assistance is overwhelming

CED Community and Economic Development; Revitalization of Downtown and East Wilson

The trend toward locating everything in west Wilson.

The direct efforts to damage/destroy certain parts of town (exemplified by the effort attempting to thwart the Carmike cinema and the revitalization of the mall) are despicable and destructive to the community). Banks, restaurants, and other businesses have abandoned that portion of the city seemingly in an effort to undermine the growth and vitality of that area. The city should offer incentives to stop this from happening.

The fact that it is so hard to start a business in Wilson NC. Word of mouth is that it is the hardest city in NC to start a business. With this said, why would someone or some company want to come here.

The abandonment of near-downtown residential areas for the outskirts. The lack of sidewalks. The lack of concern for bicycle riding. The lack of support for higher education.

PRO Progressive / Willingness to change / Open to new ideas / [Conservative; No Changes]

There is still the strong divide between east and west and the old money of Wilson does not like change and they still like being in control.

There is still a core group that wants Wilson to remain as it was in 1950. Growth needs to be managed - not restricted. For example - don't put an industrial park in a residential growth area.

The way we think.....

The “we have always done it this way” attitude
People need to be less fearful of change and more willing to try something new, to do it a new way, to embrace a new idea, to welcome new people ... in other words, a lot of our population needs to be more open-minded.

Old money southern attitude

City Government - Its still the OLD BOY type politics.
“Old timers” not wanting change. Growth

COM Commerce / Retail

Wilson needs to play catch up. Compared to other counties, Wilson is lagging behind in technology, retail establishments, quality health care, just to name a few.

Wilson needs more retail and industrial growth.

Higher paying jobs with more places to spend to spend money locally.

We need more shopping centers like Target. Keep improving those things to keep tax dollars in the community

Need to expand opportunities in many areas—retail growth, industrial/commercial growth to offer better jobs at all levels

YOU Youth

We need to offer more appealing activities/programs that are aimed specifically at our older teens. Activities/Events that will give them something to do on Friday and Saturday nights instead of “hanging-out” in parking lots, especially for those teens who are not involved in other extracurricular school activities (i.e. sports, music, etc.). In addition, we need to continue to work toward soliciting chain stores to come to our Wilson Mall that are equal to what you find in the Raleigh Malls (i.e. Aeropostle, American Eagle, Macy’s, Ann Taylor Loft, GAP, etc.) These type of stores would help keep the money within the Wilson community as well as being a catalyst for new jobs.

We need to get more younger individuals to participate in committees and boards. The younger generations can bring new and fun ideas to help Wilson progress.

Providing opportunities for employment to keep a younger work force in Wilson

Our youth/teens need a place to go to “hang out” with friends. It would be nice to see some sort of “teen club” with supervision and positive interaction. It is quite disturbing to see so many young people either walking the streets or hanging out and making a mess of empty parking lots.

Increase attention to the youth from all area’s of the county. We lead the state in teenage births, std’s, and unemployment. This is shameful! We need more schools to decrease overcrowding; lower the drop-out rate by valuing education and engaging our students; and provide a work force capable of being in a variety of job opportunities.

“In a sentence or two, describe your ideal vision of the Greater Wilson Community in the year 2020.”

This table highlights the top five issues that survey-takers noted when reflecting on their vision for Wilson in the year 2020. Representative samples from the top 10 most frequent comments follow the summary table.

JOB Jobs / Industry / Economy / Business

EDU Educational Institutions / Education System / Level of Education / Intelligence

GRO Balancing Growth and Development

INC Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson

CUL Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant

Vision Ranking:	Theme		Vision
1	Jobs / Industry / Economy / Business	JOB	88
2	Educational Institutions / Education System / Level of Education / Intelligence	EDU	65
3	Balancing Growth and Development	GRO	38
4	Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson	INC	36
5	Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant	CUL	30
6	Youth	YOU	25
7	Family Friendly / Close-knit Community / Neighborhoods / Small Town Feel	FAM	23
8	Government / Leadership / Civic Engagement / Provision of services	GOV	23
9	Crime / Drugs / [Safety; Lack of Crime]	CRI	21
10	Commerce / Retail	COM	19
11	Community and Economic Development; Revitalization of Downtown and East Wilson	CED	18
12	Poverty / Economic Inequality / Un/Under-employment / Low job skills	POV	16
13	Progressive / Willingness to change / Open to new ideas / [Conservative; No Changes]	PRO	16

continued

Vision Ranking:	Theme		Vision
14	Race / Racism / Race relations	RAC	14
15	PR / Identity / Marketing / Local Media / Branding / Tourism / Downtown Aesthetics	PRI	11
16	Community partnerships / Cooperation / Taking responsibility / Taking action	PAR	9
17	Community Health / Health Care System / Medical Services	REC	8
18	Recreation Facilities / Recreation Activities and Opportunities	HEA	8
19	Infrastructure: Roads, Housing, Transportation, Technology etc.	INF	7
20	Cost of living / Affordability	COL	4
21	Financial Resources / Tax Base / Spending / Investments	FIN	4
22	Location / Access to Amenities / Proximity to other Cities	LOC	4
23	Human Capital / Investment in the Community / Population	SEN	3
24	Senior Citizens / Aging community	HUM	3
25	Natural Resources / Climate / Geography / Physical Beauty / Environmental Resources	NAT	2
TOTAL			495

JOB Jobs / Industry / Economy / Business

Wilson will be an industrious community which will attract citizens from all over the state.

Wilson will be a town with ample avenues for employment, recreation, education, satisfied living conditions, and medical care.

Wilson will be a thriving suburb of Raleigh, offering high quality jobs, education, cultural opportunities, etc.

Wilson will be a thriving city, offering a wide variety of employment with competitive pay scales and the school system is one of the best in the state. Wilson is the ideal place to live and work!

Wilson has the potential to be a vibrant community with options for employment and opportunity so people will want to spend their free time here instead of driving to neighboring cities.

The ideal vision for the Wilson community is to have better paying jobs, decrease high electrical services and school where all students can learn and graduate from High School. We need to also look at the people at the bottom and include them in our planning process. Everyone is not college material.

[A] new hi-tech industry should be sought after that would attract people that will contribute to the tax base rather than thrive off of the tax base.

More jobs, more commerce, and continued support of education.

I see Wilson with better high skilled, high paying jobs that will incent young people to remain in and be involved in the community. That will foster other growth and with proper training programs to help some of the unemployed and underemployed get more gainful employment, Wilson will be an ideal place to live and raise families.

I see a community where good well paying jobs are plentiful. Education is a top priority. A thriving retail zone both in a revitalized downtown and in the suburbs.

I envision a community with job opportunities and quality schools. We need a the type of community that also offers cultural and recreational activities as well. Wilson has great potential but I doubt very seriously college graduates would be excited about making Wilson their “home”.

EDU Educational Institutions / Education System / Level of Education / Intelligence

Wilson would become a visionary in terms of education so more people would be able to become good citizens and contribute to the community.

Wilson will have better education services and more recreational things to take part in.

Wilson should be a growing community that provides education, opportunity, and recreation to its citizens.

Wilson has the best technical school in the state and the largest hightech industries available to provide top pay for its citizens.

Well-educated, full of industries/jobs that look to the future not the past. With a growing diversity of activities, stores, and attitudes.

Smaller classroom sizes so our children can have the focus and attention needed to succeed, which would be a win for all because test scores would be better and children would be better prepared for life.

More residents, more retail, better improved schools

More pay for teachers who have to deal with the problem children that come from disfunctional families. Less pay for Leadership in the public school system who has everyone else do the work for them.

More opportunities to teach unemployed how to acquire jobs
More educational opportunities for unemployed and underemployed residents. Put more effort into attracting new major corporations to the city.

GRO Balancing Growth and Development

Wilson should work provide balanced residential, industrial, and recreational growth throughout the county and water and sewage service countywide, Wilson should be a community where the services (health, educational, financial, retail, etc.) should not be determined by the section of the county where one lives. Many (all) better services follow upscale (middle and upper income) housing patterns; therefore, all communities should have plans for mixed housing. City and county should coordinate and urge developers to do what is best for all the people.

Wilson has the potential to become a sprawling metropolis with amenities commonly found in Raleigh. In 2020, Wilson could well be a major suburb of the greater Raleigh area

My vision of Wilson for 20/20 involves a cohesive plan for development—residential, commercial, and industrial with effective zoning and land use policies and with an end to the current every man for himself approach.

More growth in jobs and businesses, but self managed by leaders in business, with solid community regs and leaders who or which are fair to all; better quality schools with emphasis on developing advanced skills for all children, but reasonable expectations for children with cognitive limitations.

More compact growth management policies need to be encouraged. Infill and redevelopment of existing areas needs to be encouraged. Growth towards the interstate needs to be carefully monitored and managed.

A lovely community with planned growth, nice greenspace and a vital, vibrant downtown.

A growing town, equipped with an educated labor pool, with relatively high skilled jobs.

A great place to live, grow, provide and enjoy.

A community with a well balance of commercial, industrial businesses and residential housing.

A community appreciative of its history and past but with a eye on the future developing itself from within and not to always just expand the city limits of the town for new growth the 301 area and the downtown area need to be restored why does wilson have to have a bad part of town

INC Inclusive / Diversity / Accepting / Welcoming / Bridging Divisions between East / West Wilson

Wilson would be a place will anyone wishing to be a contributing resident is welcome but distructive people find little comfort.

Wilson would be a community that embraces diversity and the arts. It would exercise some control over growth, helping small businesses revitalize the downtown before building more on the outskirts of town.

Wilson should become a community whereby each and every individual and any worthwhile projects will feel that their ideas are embraced and supported by the community as a whole. We should be a community where no one's ideas are excluded because the person is not a part of the social elite.

Intergenerational, interracial, intergovernment mutual respect and cooperation working together for the well being of all our citizens.

If all cultures could come together in Wilson County, I believe that things will be better any way.

I would love to see a place where people get along, work, worship together regardless of race or money. I would love to see downtown have even more opportunities for cultural, educational and recreational activities in a SAFE looking area.

A place that is inclusive, that is open to new ideas and people, that has more independent retail than big box developments, and that can continue to boast that it is the city of beautiful trees.

CUL Cultural Attractions / History / Places of Worship / Sense of Place / Community Pride / Vibrant

Wilson should be a small city with business, education, leisure opportunities void of urban challenges and sprawling suburbs and exurbs.

Wilson needs to be a community that attracts people with festivals, sports, and entertainment. This would encourage more hotels, restaurants, arenas, theater etc.

Wilson in the year 2020 should be seen not only as a neighboring city to Raleigh or Greenville, but a sustainable place, where people live, work and play, and not a home place for people who work and seek entertainment opportunities in other places.

Vibrant, attractive downtown, with good restaurants, places to go, things to see.

The Greater Wilson community one of the top 25 "most Livable Arts towns" in the U.S. a thriving Towne

That Wilson will become a metro city.

Poulation over 50,000 with more culture events of different variety.

People headed downtown at night for an evening of food and entertainment

A place where there are excellent cultural, recreational, educational, and retail facilities.

YOU Youth

We should provide the youth of our county an opportunity to gain employment utilizing the best of their abilities. We should have alternative programs such as plumbing, electrical, brick masonry, auto mechanics, hair styling, ect. for those students who are not college material or college bound.

The youth would do positive things in their life being able to find jobs without going to temp agency where there are no benifites

More youth programs that bridge the gaps between different cultures

More students are finishing school and not dropping out. More options, not everyone is going to attend

college. Our school system is set up for our students to fall. EOG's are ruining our students and schools. More programs for our youth. Especially are teens. I sometimes feel that Wilson is geared toward older individuals. We should try to bring Barton College and Wilson Technical Community College students into the planning of certain aspects of Wilson's life so that people who graduate from Barton will add themselves to the Barton community permanently.

FAM Family Friendly / Close-knit Community / Neighborhoods / Small Town Feel

Wilson would be a place that is friendly to families, has low crime statistics, and has an active citizenry in all areas of government.

Keep the "small town" feel but increase the metropolitan opportunities (i.e. shopping, culture, nightlife)

IDEALLY THERE WOULD BE LESS CRIME, LESS TRAFFICE, MORE LIKE MAYBERRY NC

I want the heart of big city in a small city's body.

I want Wilson to be a smaller community, where you feel at home no matter where you are in the city, but where the cultural opportunities of big city life are still available. I want to see more good restaurants, more shopping, more privately owned businesses, more museums, more concerts, better schools.... I WANT IT ALL!

I envision Wilson as a family centered community, with walking and biking trails. I hope it will be a community where we embrace our diversity, celebrate the arts and where we can encourage our children to live and work as they become adults.

A great place to come to raise a family and work while still being a small community however still have lots of shops for people to buy things and keep their money in the Wilson community instead of having to go elsewhere.

GOV Government / Leadership / Civic Engagement / Provision of services

It should function through a combined city/county government. The Wilson community should benefit as much as possible from its proximity to the triangle area.

I would like to see a community very much the same it is now in size and opportunities, however, I would like to see more diversity in government and leadership. I would also like to see more diversity in housing.

I do feel that the community leaders are preparing Wilson for the flat world. I have a concern that the good ole boy network will do so for they gain rather than the overall community's gain.

City and County to join hands in attracting companies that will provide good jobs for all ages, all races, and for all education levels. This county should be known, not for adding new programs, but for new programs to be worth something and not just be words on a paper to satisfy some highly paid official setting in a desk in Raleigh or Washington, DC.

City and County leadership on the same page and working together to improve the Community. A unified government, a completely reformed public school system, a thriving economy with good paying jobs, a place where our youth want to return to live and work, and a community taking pride in its diversity.

CRI Crime / Drugs / [Safety; Lack of Crime]

Wilson should be a safe place to live with resources that correlate with the needs of the community. Wilson needs to be a community where everyone gets along and there are no gangs/violence anymore. This can be accomplished by providing our kids with programs that show kids that it is ok to be a good student and citizen. We need to get prayer back in school.

NO GANGS, NO DRUGS, FEWER HIGH SCHOOL DROPOUTS, MORE AFFORDABLE HOUSING. MORE CONTINUITY BETWEEN CITY AND COUNTY AGENCIES. BETTER COMMUNICATION BETWEEN NUMEROUS CIVIC GROUPS AND COMMITTEE GROUPS.

I believe we in Wilson need to see integration of our citizens in every area, starting with the local churches. We need to rid the city of gangs, dangerous neighborhoods, and "class" consciousness.

Eliminate the gang issue and provide better services for the elderly.

Crime free

COM Commerce / Retail

WILSON NEEDS MORE INDUSTRIES AND BETTER SHOPPING FACILITIES TO ATTRACT PEOPLE TO OUR AREA.

What we need is to keep our residents from spending the money they earn in Wilson in Wilson. People are constantly going to outside cities to dine, shop and entertain.

Better shopping, more choices and something to ease the growing traffic congestion. Wilson's leaders should also reconsider the nightclub ordinance and let some open around here if they wish younger people to stay in town.

An equal balance of retail/banking facilities in east and west Wilson along with residential growth in East Wilson. More learning opportunities in area schools for different arts and sciences.

A thriving commercial and industrial city with adequate tax base to fund schools, development, etc. Not just a bedroom community of Raleigh.

A Suburb of Raleigh with better stores such as a nicer grocery chain and a few larger city type cultural opportunities.

CED Community and Economic Development; Revitalization of Downtown and East Wilson

1. Wilson needs to revitalize Downtown Wilson
2. Wilson as a "college town" (providing more entertainment for college age kids)

An ideal vision would be to build more businesses (restaurants and gas stations) on the SOUTHEAST

side of the county along the major highways (ex-US 264 bypass).

Best overall choice to live in the eastern area, excellent schools and career opportunities. Cost of living is affordable which allows for more private support. Cleaning up downtown and making it a place that people feel safe to visit.

The historical district is revitalized (Grove, Gold, Vance, etc) and it is a more desirable place to live.

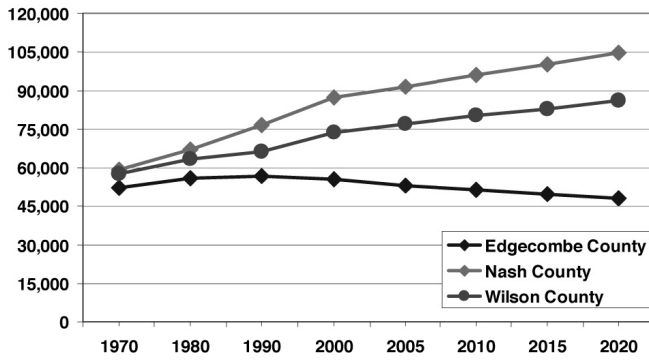
Use of buildings that are vacant. Revitalize the east side of town and the downtown area. Make use of what we have.

Appendix E

Wilson Community Scan

(Data Referenced in Steering Group Discussions
and Community Summit, Spring 2007)

Population Growth



Percent Change in Population		
	1970-2005	2005-2020
Edgemombe County	1.3%	-9.6%
Nash County	54.8%	14.4%
Wilson County	33.7%	12.2%
North Carolina	70.8%	23.4%

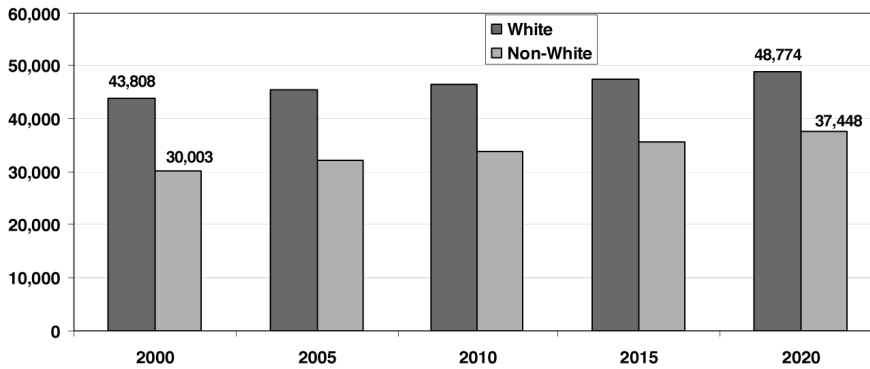
Source: NC State Demographics and U.S. Census Bureau



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Population Growth

White/Non-White

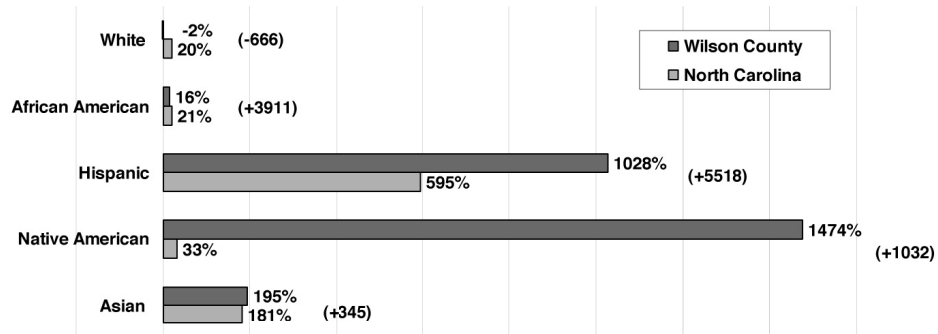


Source: NC State Demographics



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Population Growth By Race and Ethnicity, 1990-2005



Source: U.S. Census Bureau, American FactFinder



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Five Fastest Growing Industries in NC Employment % Change 2000-2005

	North Carolina	Wilson County
Health Care and Social Services	21.5%	12.4%
Education Services	19.4%	8.4%
Accommodation and Food Services	11.9%	4.0%
Professional and Technical Services	10.7%	61.8%
Finance, Insurance and Real Estate	10.6%	77.0%

Source: NC Employment Security Commission



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Five Fastest Growing Industries in Wilson County

Employment % Change 2000-2005

	Wilson County	North Carolina	No. New Jobs in Wilson
Finance, Insurance and Real Estate	77.0%	10.6%	565
Professional and Technical Services	61.8%	10.7%	712
Agriculture, Forestry, Fishing and Hunting	18.6%	-6.5%	78
Health Care and Social Services	12.4%	21.5%	514
Arts, Entertainment and Recreation	11.8%	2.8%	28

Source: NC Employment Security Commission



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Declining Industries in Wilson County

Employment % Change 2000-2005

	Wilson County	North Carolina	Jobs Lost in Wilson
Management of Companies and Enterprises	-55.9%	-25.8%	926
Retail Trade	-12.2%	-1.9%	504
Administrative and Waste Services	-11.4%	-2.7%	273
Manufacturing	-11.2%	-25.0%	1,073
Construction	-2.4%	0.4%	88

Source: NC Employment Security Commission



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Top Employment Sectors in Wilson County By Average Annual Employment 2005

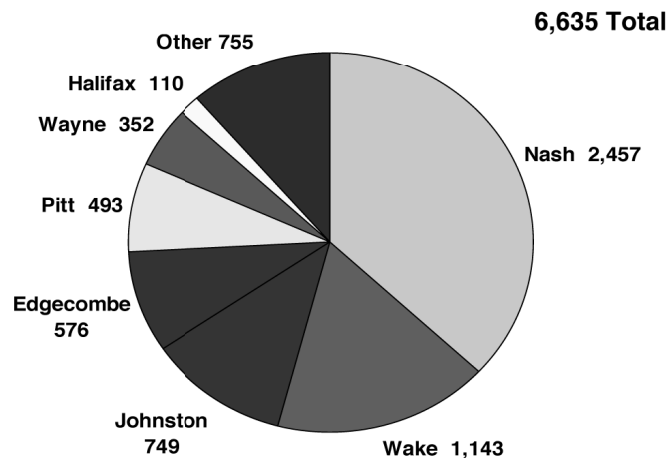
	Annual Avg. Employment	Annual Wages Paid	Annual Avg. Wage Per Employee
Manufacturing	8,525	\$398,720,621	\$46,770.75
Health Care and Social Assistance	4,673	\$147,922,017	\$31,654.62
Retail Trade	3,619	\$77,510,515	\$21,417.66
Construction	3,550	\$121,301,953	\$34,169.56
Educational Services	2,794	\$85,435,467	\$30,578.23

Source: NC Employment Security Commission



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Workers Commuting to Jobs from Wilson County, 2000

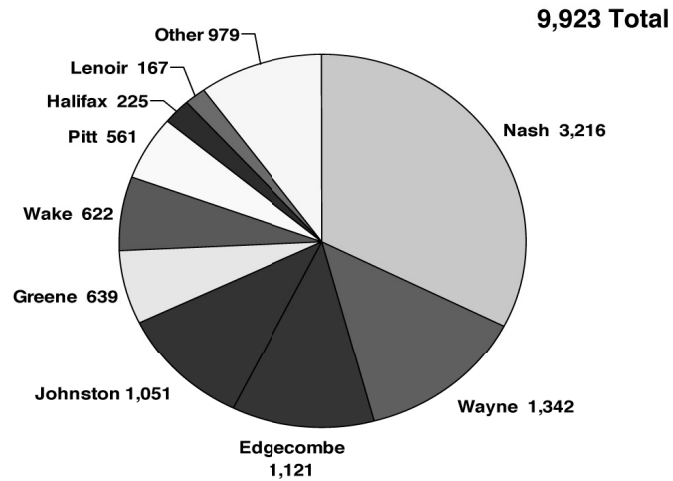


Source: U.S. Census Bureau



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Workers Commuting to Jobs in Wilson County, 2000

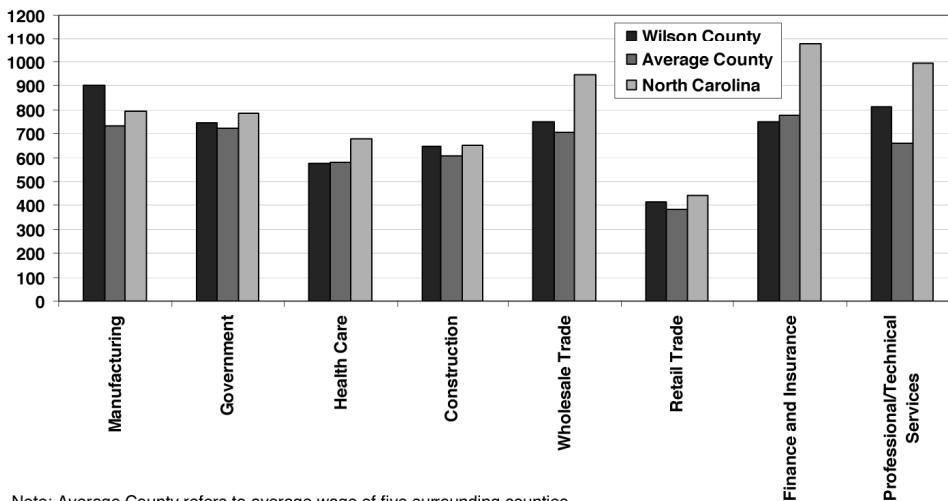


Source: U.S. Census Bureau



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Average Weekly Wage Top Employment Sectors, 2005

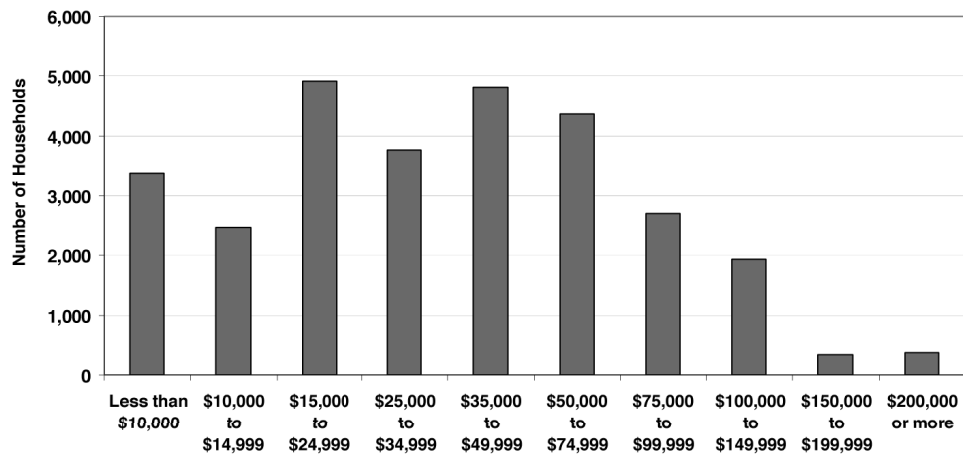


Note: Average County refers to average wage of five surrounding counties.
Source: NC Department of Commerce, County Profiles



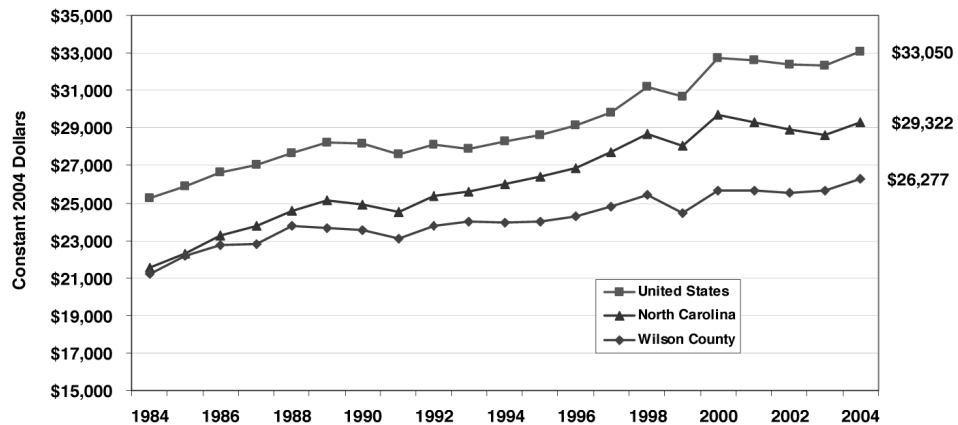
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Wilson County Income Distribution, 2005



Source: U.S. Census Bureau

Per Capita Income, 1984-2004

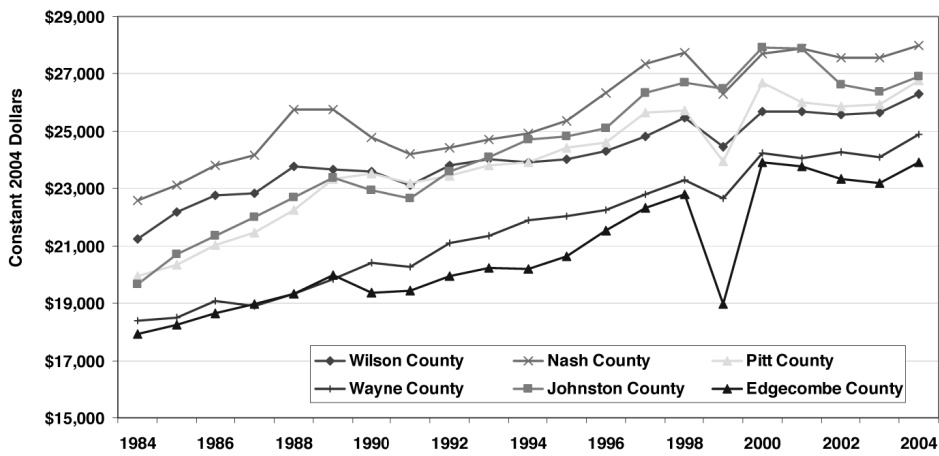


Source: Bureau of Economic Analysis



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Per Capita Income Regional Comparison, 1984-2004

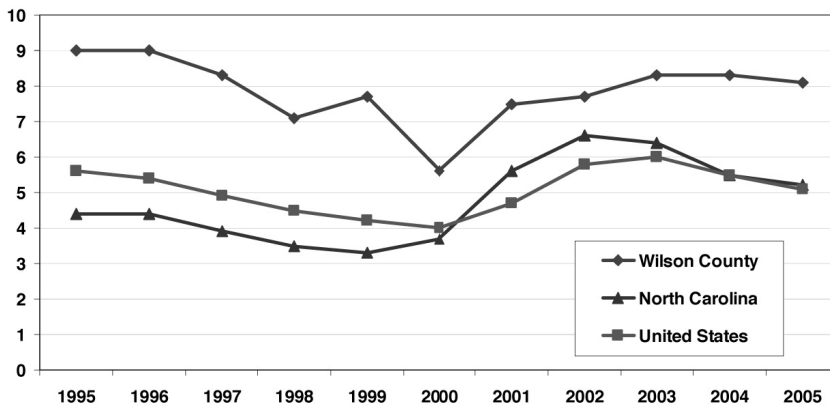


Source: Bureau of Economic Analysis



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Unemployment Rate, 1995-2005

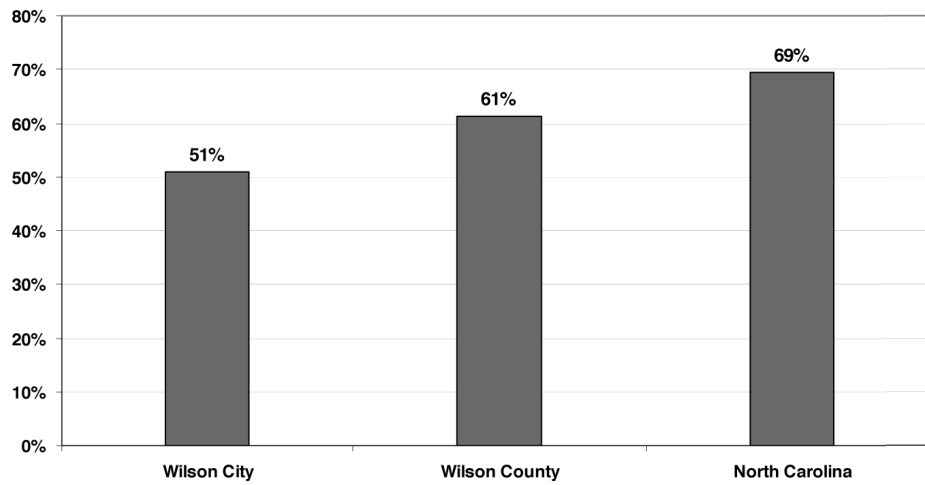


Source: U.S. Bureau of Labor Statistics



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Home Ownership Rates, 2000



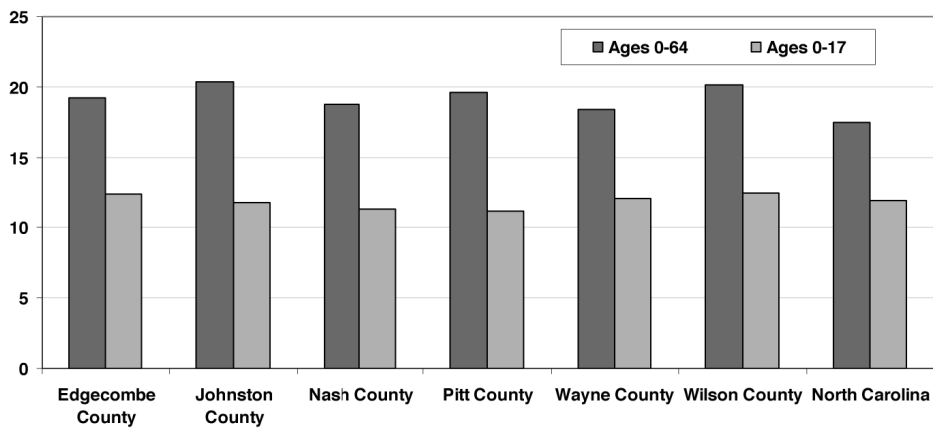
Source: U.S. Census Bureau



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Percent Uninsured, 2004



Source: UNC-Sheps Center for Health Services Research



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Measures of Poverty

Percent Population below Poverty Level, Subsidized Lunches, 1995-2003

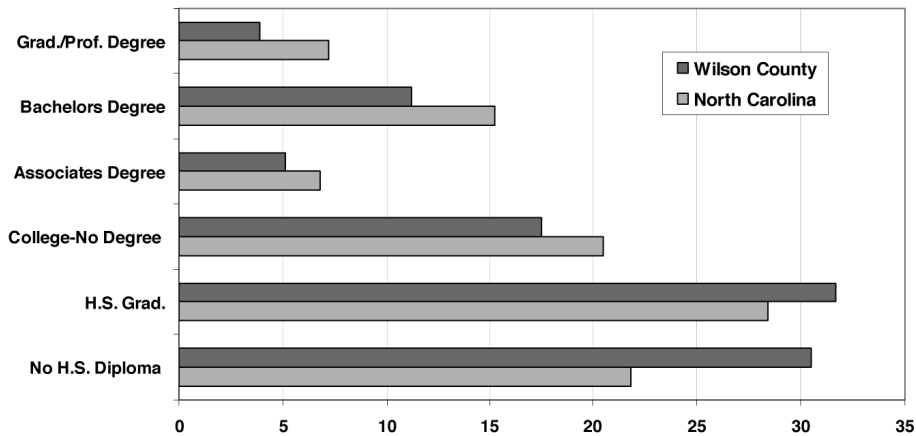
	1995	1997	1999	2001	2003	% Receiving Free/Reduced Priced Lunches 2004-2005
Wilson County	19.4	18.7	16.8	15.7	16.7	69
North Carolina	13.1	12.6	12.3	11.9	13.4	48

Source: U.S. Census Bureau



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Educational Attainment, 2000

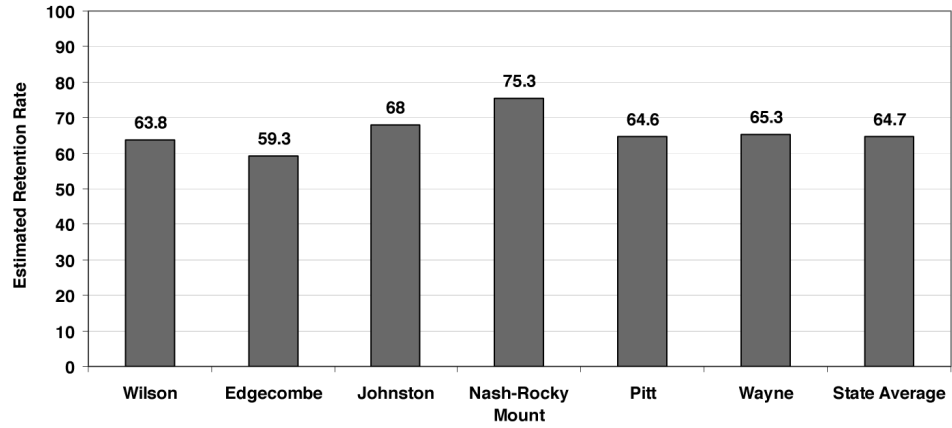


Source: U.S. Census Bureau



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High School Retention Rates, 2004-05



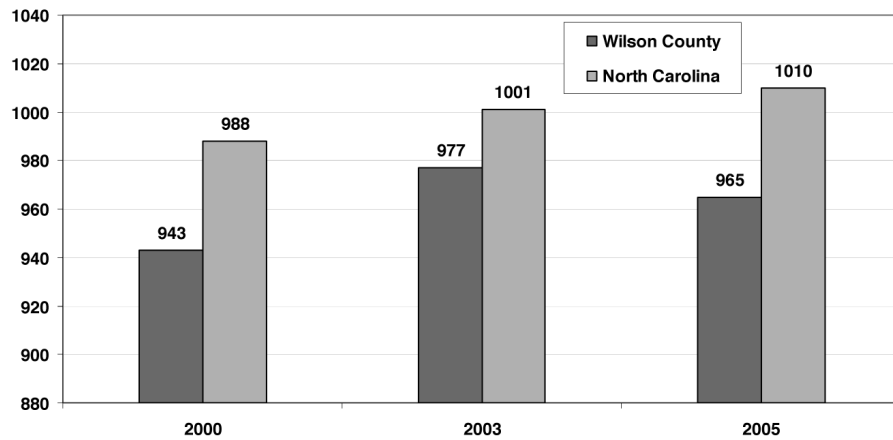
Note: Retention rate is the ratio of graduates in current year to ninth grade final enrollment four years earlier.

Source: North Carolina Public Schools Statistical Profile



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Average SAT Scores



Source: NC Department of Public Instruction



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SAT: Percent Tested

	Wilson County	North Carolina
2000	51	64
2003	46.5	68
2005	48.6	79

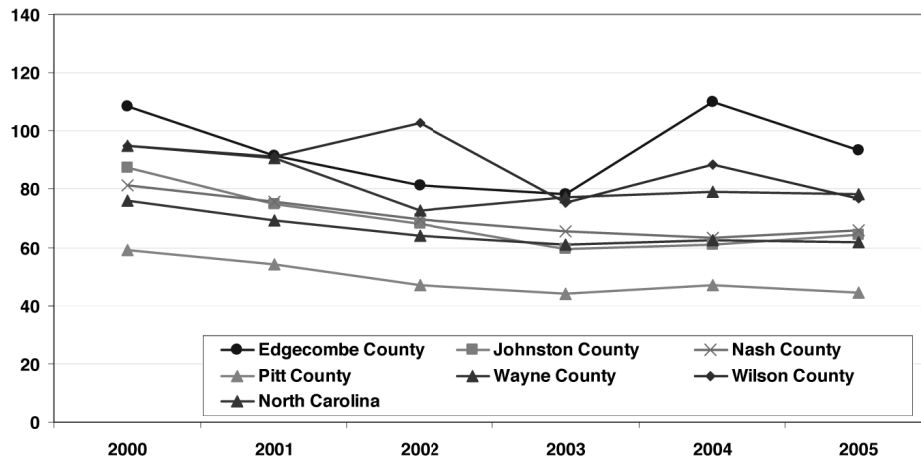
Source: NC Department of Public Instruction



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Teen Pregnancy Rates

(Ages 15-19)



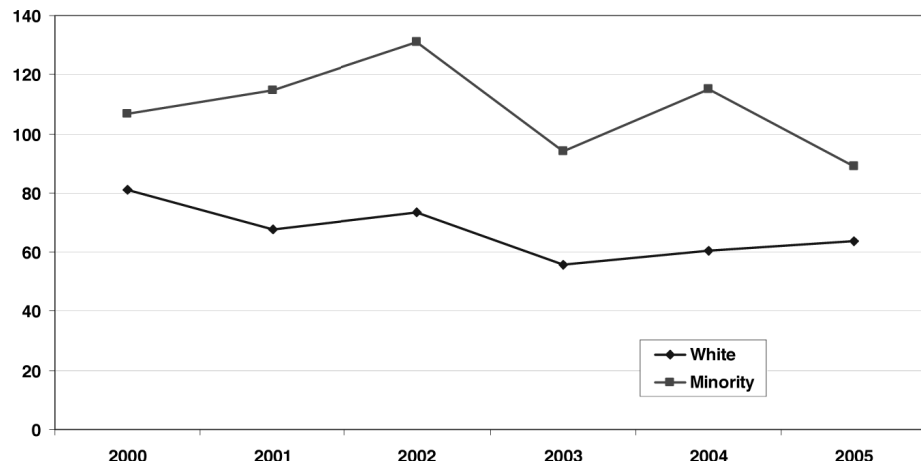
Note: Rate is number of pregnancies per 1,000 women ages 15-19

Source: NC State Center for Health Statistics



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Teen Pregnancy Rates by Race Wilson County (Ages 15-19)



Note: Rate is number of pregnancies per 1,000 women ages 15-19

Source: NC State Center for Health Statistics



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2004 Crime Rates

	City of Wilson	North Carolina
Violent crime	486.6	447.8
Murder and nonnegligent manslaughter	23.6	6.2
Forcible rape	32.2	27.4
Robbery	188.6	137.9
Aggravated assault	242.2	276.2
Property crime	5382.3	4160.2
Burglary	1277.5	1184.8
Larceny theft	3761.8	2659.4
Motor vehicle theft	343	316

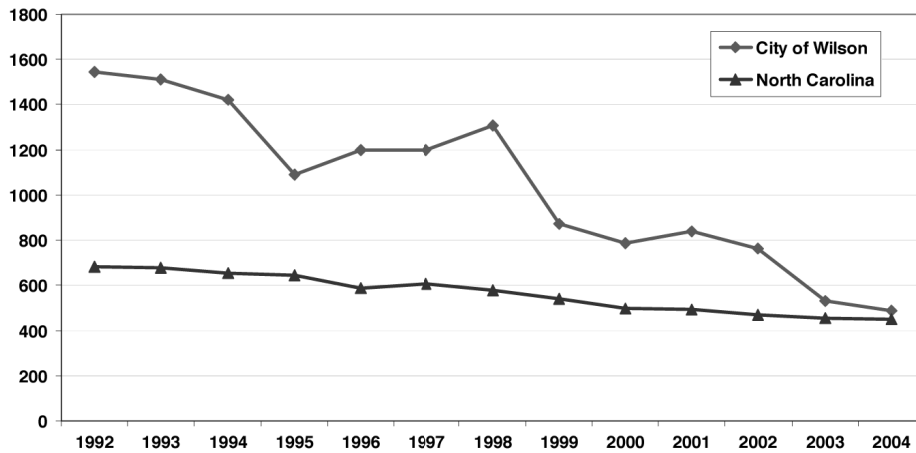
Note: Rate is number of offenses of offenses per 1,000 population

Source: U.S. Department of Justice



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Violent Crime Rate, 1992-2004



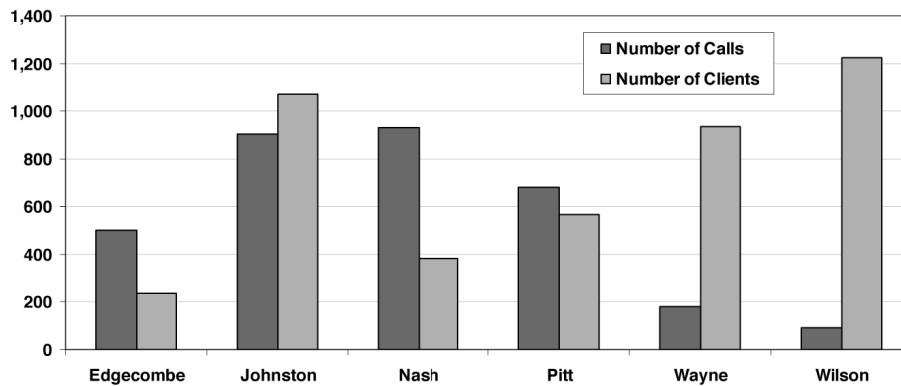
Note: Rate is number of offenses of offenses per 1,000 population

Source: U.S. Department of Justice



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Domestic Violence by County, 2004-2005



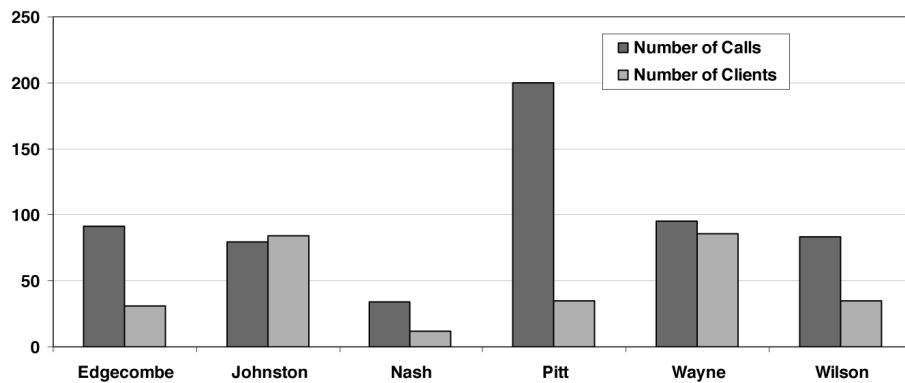
Note: Number of calls represents annual calls to county domestic violence hotline.
Number of clients represents number of clients served by county domestic violence agency.

Source: NC Council for Women and Domestic Violence Commission



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Sexual Assault by County, 2004-2005



Note: Number of calls represents annual calls to county sexual assault hotline.
Number of clients represents number of clients served by county sexual assault agency.

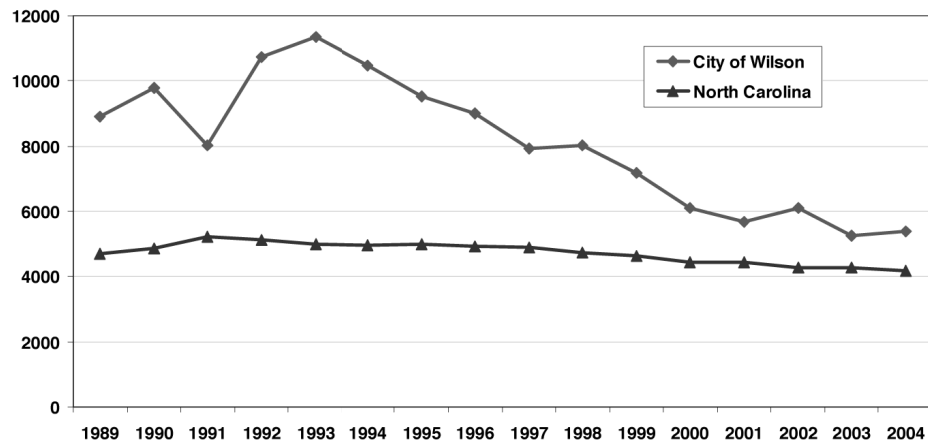
Source: NC Council for Women and Domestic Violence Commission



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Property Crime Rate, 1989-2004



Note: Rate is the number of offenses per 100,000 population

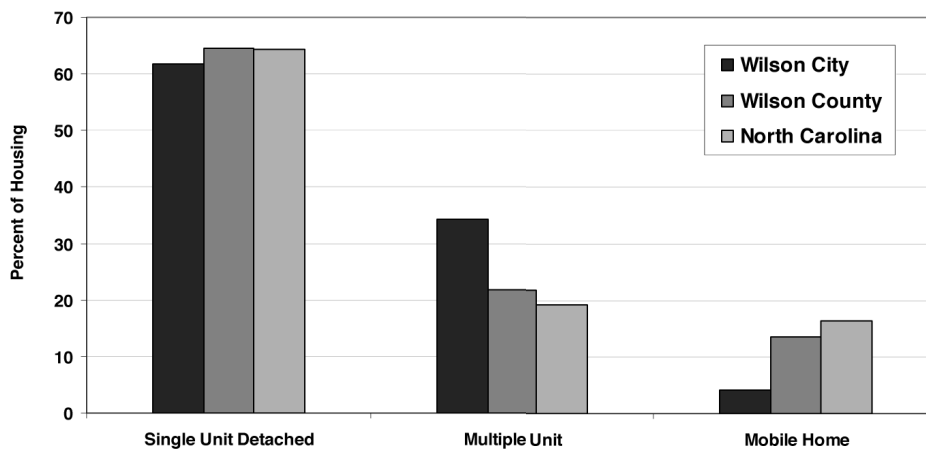
Source: U.S. Department of Justice



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Housing Type, 2000



Source: U.S. Census Bureau



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Availability of Health Services, 2004

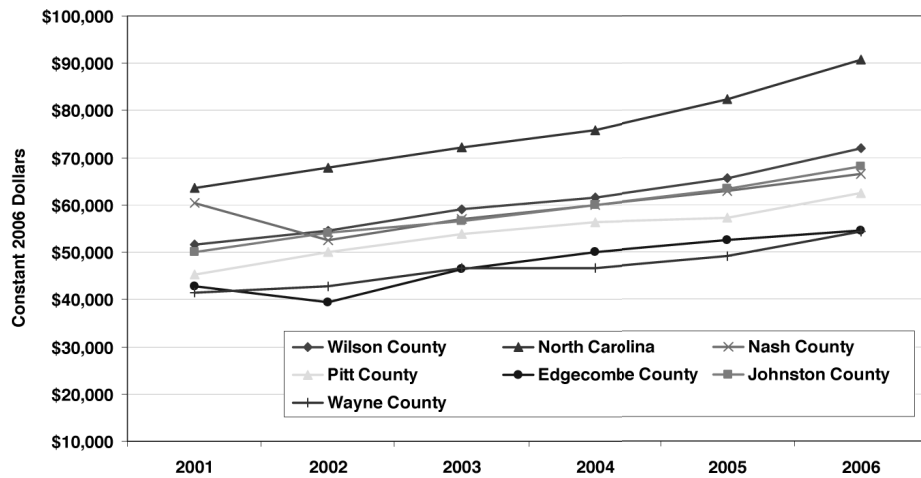
	Wilson	Edgecombe	Nash	Pitt	Wayne
Population-to-Physician ratio	720:1	1,415:1	514:1	231:1	627:1
Population-to-RN ratio	123:1	197:1	102:1	56:1	117:1
Population-to-dentist ratio	3,634:1	7,682:1	2,012:1	2,564:1	2,669:1

Source: NC Department of Commerce, County Profiles



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Per Capita Assessed Valuation



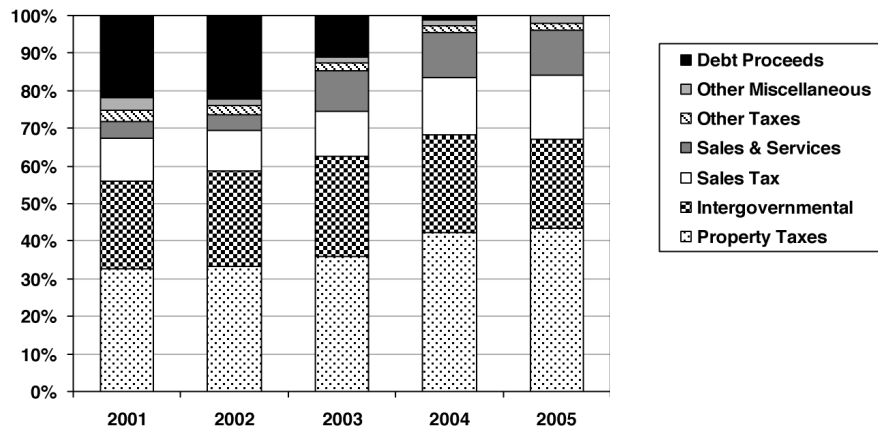
Source: NC Office of the State Treasurer



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Per Capita Revenues by Source



Source: NC Office of the State Treasurer



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Effective Tax Rate

	2006	2005	2004	2003	2002	2001
City of Wilson	0.4263	0.4406	0.4511	0.4530	0.4657	0.470
Wilson County	0.6894	0.6750	0.6911	0.6939	0.6737	0.660
City of Rocky Mount	0.4554	0.4541	0.4554	0.4408	0.4231	0.3233
Nash County	0.6011	0.5993	0.6011	0.6061	0.6347	0.4850
Edgecombe County	0.7907	0.7814	0.7740	0.7926	0.8462	0.6664
City of Greenville	0.5418	0.5537	0.4903	0.4892	0.5052	0.4717
Pitt County	0.6773	0.6922	0.5580	0.5409	0.5586	0.5832
Johnston County	0.7569	0.750	0.7673	0.6566	0.6588	0.6991
Wayne County	0.6947	0.6483	0.6591	0.5215	0.5127	0.5066

Source: NC Office of the State Treasurer



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Appendix F

Community Summit Agenda

Community Visioning Summit

April 19, 2007
10:00 a.m. – 4:00 p.m.
Hardy Alumni Hall, Barton College
Wilson, North Carolina

Agenda

- 10:00 WELCOME – Gathering Session — Reggie Williams
- 10:05 SETTING THE STAGE — Dr. Norval Kneten
- 10:15 SHARING THE VISION — Dr. Rusty Stephens
- 10:30 KEYNOTE ADDRESS — Valeria Lee, President, Golden LEAF
- 11:15 ACCOMPLISHING THE VISION (Part 1): — Action Teams
- Goals: What are the Long-Range Targets that Will Get Us to the Vision?
 - Current Realities: Data from Action Team Resource Persons
 - Desired Outcomes: What Specific Results are Needed to Achieve Each Goal?
- 12:15 BOX LUNCH IN BREAKOUT ROOMS
- 12:45 ACCOMPLISHING THE VISION (Part 2) — Action Teams
- Strategies: What Specific Way(s) and Means will be Used to Achieve Each Outcome?
 - Key Partners: Who Can Help Us Accomplish Our Goals?
 - Group Closure: Preparing to Report Out
- 2:45 BREAK
- 3:00 WHAT'S NEXT FOR THIS WORK AND ACTION TEAM REPORTS — Dr. Norval Kneten
- 4:00 ADJOURN — Dr. Norval Kneten

Appendix G

Key Planning Terms

Glossary of Terms

Vision	The Ideal or Future State of the Greater Wilson Community As determined by the citizens participating in Wilson 2020.
Action Area	Thematic Component of Vision Teams organized by topical areas in order to develop and implement goals and strategies.
Goal	Long-Range Target that Stems from the Vision Sets direction for a specific action area.
Desired Outcome	Specific Result Needed for Goal Achievement A measurable or observable condition that should exist when the goal has been achieved satisfactorily. A standard for success.
Strategy	Means by Which an Outcome is Realized Action that will be taken in the near or long term. Includes clearly specified responsible parties and time-frames.
Key Partners	Entities, Organizations, and Individuals (Stakeholders) Who Are Engaged Others Who Share Your Interest in the Goals and Who Might Be Willing to Accept Responsibility for Particular Strategies.

Example:

Vision

Roxboro is a community of choice – a place people choose to live, work, play, and raise a family.

Action Area

Sustainable growth

Goal

The City is fully “walkable” by sidewalk to enable physical activity as a part of daily life.

Desired Outcome

Sidewalks exist in areas of the City where people do not have easy access to sidewalks (within 2 blocks of their home or business) at this time.

Strategy

Fund the sidewalk line item of the Capital Improvement Plan for \$_____ for _____ years, so that _____ miles of sidewalk is built each of the next 5 years.

Key Partner

Coordinate plans with the Main Street Project.

Relationship of Vision, Goals, Outcomes, Strategies:



Appendix H

Action Team Members (as of June 2007)*

Collaboration

Dave Allgood	Wilson County Fair
Paul Blake	Rose Rand Attorneys
Duran Broadhurst	Wachovia
Frank Emory	County of Wilson
Greg T. Godard	Upper Coastal Plains COG
Tommy Hawkins	Town of Saratoga
Norval Kneten	Barton College
Theresa Mathis	Wilson City Human Relations
Phil Mooring	Families in Action
C. Bruce Rose	City of Wilson
Elaine Saunders	Town of Saratoga
Agnes Speight	Merck
Judi Thurston	Volunteer Action Center

Community

Barbara Blackston	Wilson Community Improvement Association
Doug Boone	Boone's Antiques
Andy Chunn	Human Relations Commission
Barbara Conklin	Barton College
Veronica Creech	Wilson City Human Relations
Nicholas Davis	The Heritage Bank
Ricardo Dew	Bridgestone-Firestone
Susan Jaquith	City Council/301 Advisory Comm
Doris Jones	City Council/301 Advisory Comm
Sheryletta Lacewell	Allstate
Willie Lucas	JSC
Emelina Marsh	Wesley Shelter
Bill Myers	
Bea Newton	First Wilson Properties
Susan Parker	Wilson Co. DSS

Annabelle Rowe	Fil-Am
James Smith	WRC/WCPD
Rebecca Tew	Chamber of Commerce
Harry Tyson	
Carletha Ward	BB&T
Otis Weaver	ECIA

Economy

Bruce Beasley	Chamber of Commerce
Rev. Michael Bell	St. John AME Zion Church
John Bethune	Barton College
Kathy Bethune	Wilson Downtown Development
Carol Bowen	Wilson on the Move
Tom Corbett	First Venture Properties
Amber Denning	Wilson Co. DSS
Alice Freeman	City of Wilson
Mitch Gay	BB&T
Sharryn Johnson	Citizen
Wayne Johnson	The Wilson Daily Times
Howard Jones	Wilson OIC
Pat Kilette	Wilson Tech Small Bus. Ctr
Billy Lamm	North Side Bus. Park
Jennifer Lantz	Wilson EDC
Eliot Smith	Chamber of Commerce
Carol Stevens	Action Staffing
Elisa Suarez	City of Wilson Human Relations
Jack Wiggins	Towe Insurance Services
David Woodard	
Gerald Zemble	Purdue Pharma

Education

Zhixiong Cai	Barton College
Susan Carnahan	Barton College
Charles Chestnut	Wilson Co. Schools

*Almost all of the action team members listed participated in the community summit. Since that time action team membership has expanded in most cases.

Education (continued)

Rachel Cozart Wilson Co. Schools
 Joseph Davis Bridgestone/Firestone
 Sarah Ellington Wilson Co. Schools
 Terry Grimes Barton College
 Kay Hannaford Citizen
 Angela Graham Wilson Tech
 Debra Holley Wilson Tech
 Claren Howell BB&T
 Deborah King Barton College
 David Lyndon Wilson Co. Schools
 Nick Mazur Youth of Wilson County
 Pandora Sowell Human Relations
 Commissioner
 City of Wilson Police
 Citizen
 Denise Sessoms Wilson Tech
 Rusty Stephens Wilson Tech
 Catherine Taylor Retired Educator
 Martha Vick WEP

Health and Wellness

Rusty Benton NC Special Care Center
 Milo Gibbs, Jr. The Planning Group
 Jennifer Hancock Mental Health Assoc
 Rick Hudson Wilmed Healthcare
 Larry Hysler AARP
 Delores Hysler AARP
 Doretha W. Kent NC Love in Action
 Louis Latour Wilson Co. Dept. of Public
 Health
 Council on Aging
 Barbara Massey Wilson Co. DSS
 Linda Mercer Barton College
 Paula Michalak Wilson Medical Center
 Rebecca Newton Wilson Co. DSS
 Glenn Osborne Wilson Co. Sr. Citizens
 Debbie Raper Wilson County Mgrs Office
 Denise Stinagle
 Melva Wallace Comprehensive Rehab
 Eileen Watkins Wilson Co. Health Dept.
 Barbara Williams Barton College
 Patricia Yeoman

Managed Growth

Lisa Anderson Wilson Downtown
 Development
 Robert Bartlett Bartlett Engineering
 Vaughn Berry-Daniel Berry Development

Jim Bradshaw
 Bryant Bunn
 Susan Evans
 Frank Eagles
 Bill Edmundson
 Ed Etheridge
 Rae Flowers
 Randy Godwin
 Grant Goings
 Richard Herring
 Michael Holt
 Ken Hyde
 Cindy Ingram
 Dwayne Jones
 Susan Kneten
 Alan Lane
 Steven Leder
 Rodger Lentz
 Eldon Newton
 Norm Osborn
 Bucky Robbins

Hal Tarleton
 E. Jerome Vick
 Jerome Vick

Quality of Life

Wallace Briley Wilson Community
 Improvement
 Theater of Am. South
 Wilson YMCA
 The Wilson Times
 Barton College
 United Way
 Wilson Tech
 Gary Cole
 Kathie Davis
 Morgan Dickerman
 Mark Gordon
 Gary Hamilton
 Donn Holt
 Ashley Hooks
 James Johnson, III
 David Lee
 Mark Levin
 Ann McEntee
 Wendy Moore
 Barry Page
 Tim Rogers
 Leslie Spencer
 Frans vanBaars
 Will Winslow
 City of Wilson
 City of Wilson
 Wilson Appearance
 Commission
 Arts Council
 Arts Council
 Wilson Daily Times
 Imagination Station
 House of van Baars
 Wilson County Board of
 Education /The Chesson
 Agency

Appendix I

Provisional Action Plans

(Originated at Community Summit, Updated as of August 2007)

Note: As this report is being written, the seven action teams are all at different stages of planning and organization. The plans below—organized by action area in the order that each topic appears in the vision statement—are similarly at different stages of completeness. Some are well developed while some are still very early in development. *The SOG team strongly recommends that each team*

complete a thorough action planning process, following the template in Appendix J. In so doing, it is imperative that each team: 1) establishes leadership; 2) communicates and coordinates efforts through the Wilson 20/20 management committee; and 3) identifies near-term strategies to complete and celebrate as a way of forming a basis for future, long-term successes.

Economy

Goal — Develop a highly trained and employable workforce throughout the Greater Wilson Community.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
The skill levels of local workers are such that they have equal opportunity to compete for employment.	Decline in Wilson County Poverty Rate	Identify gaps between skills needed and resources available locally/regionally	On Going	ESC, Job Link, Wilson Tech, Barton College, K-12 Schools (Public & Private), Churches, WCIA, Diversified Opportunities, IMC, OIC, WEDC, Wilson Chamber of Commerce, Wilson Social Services	Develop a Survey
	# of students taking classes # of times IMC/WEDC communicates Wilson job opportunities annually	Work ethic and soft skill training in K-12. Better communicate job opportunities to K-12	On Going	Public & Private Schools, WEDC, IMC	Develop a Presentation
	# of mailings to parents annually # of industry contacts to employees who are parents	Encourage parental support for workforce & education initiatives	On Going	Public & Private Schools, IMC	Employee meeting presentation. Develop schools marketing program.
Support industrial training initiatives	Creation of appropriate classes # of people passing the class annually	Support industrial training initiatives and collaboration between industries, colleges and other training institutions	On Going	ESC, Job Link, Wilson Tech, Barton College, K-12 Schools (Public & Private), Churches, WCIA, Diversified Opportunities, IMC, OIC, WEDC, Wilson Chamber of Commerce, Wilson Social Services	Holding First Class
The business community communicates specific current & future workforce needs to all entities with responsibilities for training, educating and assisting the workforce.	# of industries/businesses participating in “train the teachers” program Diversity of groups participating in the meeting	Train teachers from various entities WEDC Annual Meeting on Current Skills Needed	On Going	IMC, Educational Institutions ESC, Job Link, Wilson Tech, Barton College, K-12 Schools (Public & Private), Churches, WCIA, Diversified Opportunities, IMC, OIC, WEDC, Wilson Chamber of Commerce, Wilson Social Services	Expand program to include more industries Plan Meeting
	Diverse non-traditional sites for adult education are utilized more.	Market non-traditional sites for adult education.	On Going	ESC, Job Link, Wilson Tech, Barton College, K-12 Schools (Public & Private), Churches, WCIA, Diversified Opportunities, IMC, OIC, WEDC, Wilson Chamber of Commerce, Wilson Social Services	Prepare Marketing Materials

Economy

Goal — Be a regional employment center with a diverse commercial and industrial base.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Investments in business product and infrastructure are increased	Annual CIP Plans Towns, City, County, NCDOT Purchase of Woodard Parkway and Right of Way for Rail Spur Wilson Corporate Park Final Land Purchase Completion of UCP Incubator	Catalog and prioritize infrastructure needs Land/buildings for business recruitment (especially Woodard Parkway)	Annual approved plan 2012	Towns, City, County, DOT City, County, Wilson County Properties	Next plan revision Option property
Better prepare our resident workers for jobs while maintaining an in-migration of workers	Support Airports' Comprehensive Plans, including lengthening Wilson Industrial Air Center runway Creation of appropriate classes # of people passing the class annually Creation of a Wilson job bank & resume posting website (ie: worktriangle.com)	Expand local airports Provide skills training for workers without skills Encourage businesses to hire local workers (with skills)	2012 Ongoing Ongoing	Wilson Industrial Air Center, City of Wilson, & Rocky Mount/Wilson Wilson Tech, Educational entities WEDC, IMC, & private enterprise as needed	Wilson Industrial Air Center back on Federal Funding List Development & enrollment in classes Develop a website
		Grow the manufacturing workforce regionally	Ongoing	WEDC	Locate additional industries

Economy

Goal — Nurture and support new and existing business growth and development through local programs and organizations.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Local support for entrepreneurship increases	# of students passing the courses	Encourage & expand high school curriculum in entrepreneurship and business skills	2011	Public & private schools, WEP, Upper Coastal Plains Region	Expand curriculum
The number of new and existing businesses increases	# of privilege licenses issued annually	Director for Business Development Partnership assists existing and new business	Ongoing	Chamber & City	Employ Director by 2008
	Study completed	Conduct a study to determine if a local incentive program for business and entrepreneurial start ups is needed	4th Quarter 2008	City, County	Study funded
	# of Businesses that benefit from state policies	Advocate at the state level for balanced business incentive policy and tax reform	Ongoing	Chamber	Develop agenda to lobby for
Resources that enhance a strong business climate are increased	Funding for branding campaign	Branding campaign (internal and external to Wilson)	2012	Chamber, Tourism, City, County	Begin to build funding
	Maintain a 35%+ commercial, agricultural and industrial tax base	Lower combined city/county tax rate, through new and expanded business investment	2020	WEDC, Chamber, Tourism, City, County, WDDC	Implement various entities' strategic plans

Economy

Goal — Attract tourists and residents to our superb athletic facilities, parks, arts cultural attractions and other amenities.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Educate NC, USA (north & southeastern region) and Canadian markets about Wilson's existence, attractions and quality of life	A Visitors Center	Find a location for a visitors center	2009	Tourism Board	Community consensus on location
Increase tourism business through group visitation and overnight stays in Wilson	Increase visitor per capita spending	Continue to market Wilson facilities to tour operators	Ongoing	Tourism staff, Tourism Board, facility owners	Implement annual plan
	Increase volume of visits to various attractions including downtown(s)	Continue to market to tour operators & visitors to visit Wilson attractions	Ongoing	Tourism staff, Tourism Board, attraction managers	Implement annual plan
We have an agenda of unique, large events to attract visitors and residents	Implement and complete plans for Burt Gillette Complex	Pursue completion of Phases 1-3 for facilities @ complex	2015	Parks & Rec, City, Tourism	Funding
	Hire a Sales & Marketing person to market Civic Center	Work with City/County to pursue, locate and construct a civic/community center for Wilson	2011	City, County, Chamber, Tourism, WDDC	Funding

Managed Growth

Goal — Manage commercial, industrial and residential growth carefully; consider and preserve open space, history and farmland in all future developments.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
We have a long range plan (city-county wide) that calls for growth to occur in or adjacent to existing municipalities, encourages mixed use walkable communities, develops strategies to preserve open space and farm land, and ensures that growth does not outpace our ability to provide and pay for essential services (i.e. education, parks, emergency services, roads, etc.).	Yes/No - we have plans for each jurisdiction and the concepts in those plans are incorporated in each jurisdictions development regulations (optional) Measure the overall percentage of building permits in Wilson County that are issued in designated growth areas	Create a multi-jurisdictional planning work group that discusses common planning issues, shares ideas, and coordinates planning efforts Define municipal growth areas within the current county-wide comprehensive planning effort (each jurisdiction will define their own growth boundary based on a common method)	6 to 12 months 12 to 18 months	Chief elected officials, planning board chairs and planning directors or managers from each local government (municipality, county, school board) Elected Boards of the County and each Municipality and the planning director or manager of each.	Call a meeting of chief elected officials to discuss the concept and get their buy in. (Rodger and Mark will send out a letter of invitation) Attend the county plan meetings on August 15 and 16 (each jurisdiction should appoint a representative to attend county comprehensive plan meetings)
	Yes/No - we have a multi-jurisdictional planning work group	Each Municipality will develop a master plan for their designated growth area and the recommendations of those plans are incorporated within their development regulations	2 to 5 years	Elected Boards and Planning Boards of each Municipality and the planning director or manager of each	Attend the county plan meetings on August 15 and 16 (each jurisdiction should appoint a representative to attend county comprehensive plan meetings)
	(optional) Track the percentage of rezonings and development approvals that are in conformance with a jurisdictions comprehensive plan	Develop a common regulatory tool box that provides examples of best practices in dealing with growth, development, redevelopment, and enforcement issues	1 year to start (ongoing afterwards)	Multi-jurisdictional planning work group, Local planning offices and Council of Government	Discuss concept of a best practices repository after creation of the planning work group

Managed Growth

Goal — encourage investment and development in all parts of the community, not just certain sections.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Older and blighted areas are revitalized	Number of boarded up and/or vacant structures is reduced	As may be applicable, jurisdictions create redevelopment plans and examine development regulations to ensure that private and public investment is encouraged and that the historic integrity of these areas are preserved. Each comprehensive plan should also include redevelopment strategies as appropriate.	3 to 5 years	Planning Directors, Community Development Directors, Housing Agencies, Elected Officials, and Planning Boards	Each jurisdiction with redevelopment issues should identify an area to do a redevelopment plan. (Note: The group felt this was an individual exercise. For example, it was felt that the strategies that might work to revitalize the Highway 301 Corridor in the City of Wilson may not apply to Elm City's downtown.)
Total value of new construction within a designated revitalization area		Seek grant funding and develop incentives to assist with redevelopment efforts	6 months (ongoing afterwards)	Designate a person(s) to seek grants and develop incentives for redevelopment	Chief elected official or manager of a jurisdiction with redevelopment issues should designate an individual to take on this task
Reduction in crime rates		Coordinate enforcement efforts related to nuisances and junk vehicles between the County and small towns through an interlocal agreement or service contract	6 months	County Planning Director and Chief Elected Officials from the towns and county	Call a meeting of chief elected officials to discuss the concept and get their buy-in.
Total grant dollars obtained and spent within a designated redevelopment area		Create a tool box of model nuisance related ordinances for jurisdictions to consider for adoption	1 year to start (ongoing afterwards)	Multi-jurisdictional planning work group, local planning offices and Council of Government	Discuss concept of a best practices repository after creation of the planning work group
Encourage the formation of and meet with neighborhood organizations to work through revitalization strategies		Encourage the formation of and meet with neighborhood organizations to work through revitalization strategies	6 months (ongoing afterwards)	Designate a neighborhood coordinator(s)	Chief elected official or manager of a jurisdiction with redevelopment issues should designate an individual to take on this task. (Note: Rodger added this one, as in order to do a redevelopment plan, there should be neighborhood or business owner leadership in place)

continued

Managed Growth (continued)

Goal — Encourage investment and development in all parts of the community, not just certain sections.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Countywide unified plan to provide water/sewer and other essential services that encourages appropriate land use exists	A plan is completed and incorporated into each jurisdiction's Capital Improvement Plans Such plan is coordinated with each jurisdictions designated growth areas and comprehensive plans	Create a unified board (inclusive of city/county/towns) to plan and coordinate the appropriate extension of water and sewer utilities within Wilson County This board will coordinate with the Planning Work Group mentioned previously or could be the same board	1 year	Chief elected officials from each local government (municipality and county)	Call a meeting of chief elected officials to discuss the concept and get their buy-in. (Note: The group understood that development "follows the pipes". As such, uncontrolled extension of water and sewer utilities can have unintended consequences. If this board is separate from the Planning Work Group then they need to coordinate their efforts.)

Managed Growth

Goal — Create vital, historic downtowns that are hubs of cultural and commercial activity.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
A plan exists for what is envisioned for all downtowns with zoning and other programs to carry out the plan through effective leadership	Yes/No - A plan is completed and implemented for each downtown	Each jurisdiction develops a downtown master plan that reflects their desired pattern of development	2 to 5 years	Planning Directors, Downtown Development agencies, chambers of commerce, merchants and property owners	If not already created, each downtown should begin development of a downtown merchants and property owners group to begin discussing downtown issues. (Note: The group feels that each downtown has different issues and approaches should be customized to each situation. The group did not feel that uniform zoning regulations for downtown would be beneficial, as each has a unique identity that should be preserved.)
	Develop a best practices toolbox of development regulations that each jurisdiction can choose from		1 - 2 years (ongoing afterwards)	Planning Directors, Downtown Development agencies, Council of Government	Discuss concept of a best practices repository after creation of the planning work group

Managed Growth (continued)

Goal — Create vital, historic downtowns that are hubs of cultural and commercial activity.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Tax code encouragement exists for preservation and reuse of property with other governmental incentives to discourage property neglect or misuse	Total value of new construction within a designated revitalization area	Designate areas/buildings that qualify as historic districts or landmarks	2 - 3 years	Chief elected officials, planning board chairs and planning directors or managers from each local government	If not already created, each downtown should begin development of a downtown merchants and property owners group to begin discussing downtown issues
Downtowns appear safe and are perceived as safe environments with restaurants, shops and residential living in place	Compare crime rate for downtown to municipality as a whole	Develop a package of incentives that encourages downtown revitalization and land uses that are appropriate for each jurisdiction	1 to 2 years	Chief elected officials, planning board chairs and planning directors or managers from each local government	If not already created, each downtown should begin development of a downtown merchants and property owners group to begin discussing downtown issues
Downtowns appear safe and are perceived as safe environments with restaurants, shops and residential living in place	Track changes in periodic consumer surveys over time	Designate a law enforcement officer to work with downtown merchants and property owners on issues of crime and safety	6 to 12 months	Chief elected officials, police chief and sheriff	If not already created, each downtown should begin development of a downtown merchants and property owners group to begin discussing downtown issues
Downtowns appear safe and are perceived as safe environments with restaurants, shops and residential living in place	Track changes in periodic consumer surveys over time	Perform a yearly survey of downtown shoppers to determine their likes and dislikes about downtown	1 year (ongoing afterwards)	Planning Directors, Downtown Development agencies, chambers of commerce, merchants and property owners	If not already created, each downtown should begin development of a downtown merchants and property owners group to begin discussing downtown issues. (Note: Roger added this one. You often see shopping malls performing similar surveys, so the same concept could be applied to our downtowns. This could be done at a very low cost.)

Managed Growth

Goal — Beautify connections between neighborhoods and roadways, sidewalks, bikeways and greenways.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
A master plan exists for greenways, bikeways, neighborhood landscaping, etc. Greenways, bikeways, street trees and neighborhood landscaping exist in an interconnected and attractive manner	Yes/No - Each comprehensive plan includes a discussion of the desire for greenways, bikelanes, and sidewalks within each jurisdiction Miles of greenways, bikelanes and sidewalks created	Within each jurisdiction comprehensive landuse plan, a chapter on bicycle and pedestrian facilities should be included to determine the desires of each jurisdictions residents Coordinate planned pedestrian and bicycle facilities through the planning work group to ensure that they can connect to form a regional system Implement the recommendations of the comprehensive plan, once developed. This may include development regulations that require sidewalks and preservation/dedication of land for greenway corridors.	2 to 5 years 2 to 5 years	Elected Boards and Planning Boards of each Municipality and the planning director or manager of each Planning work group (once created)	Discuss concept after creation of the planning work group Discuss concept after creation of the planning work group
Village type subdivisions with shopping, schools, recreation, etc. interconnected with sidewalks, walking trails and safe traffic patterns are established	Yes/No - each jurisdiction ordinance allows (not necessarily requires) mixed use, walkable developments	Develop model standards for mixed use developments that can be modified and implemented by each jurisdiction Each jurisdiction should develop a vision for what they want new development to look like and implement that vision within each jurisdictions development regulations.	1 - 2 years 1 to 3 years	Planning work group (once created) Elected Boards and Planning Boards of each Municipality and the planning director or manager of each	Elected Boards and Planning Boards of each Municipality and the planning director or manager of each Begin taking pictures of developments that are liked and share them with planning boards and elected boards so a larger debate can be started. (Note: This should be done as part of the comprehensive planning efforts called for previously.)

Education

Goal — Develop a community culture that sets and achieves high standards of education excellence and supports lifelong learning.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Education becomes the top priority in Wilson County	100% of education budget needs are funded by county commissioners	Educational needs are given priority in establishing budget allotments	1 year	County Commissioners	
	Using 07-08 as baseline, increase community participation in public hearings, forums, meetings, etc. about educational issues	Link relevant websites to educational websites across Wilson County Promote opportunities for public engagement via all available resources	1 year Ongoing	WDT, Community WEB Page/Calendar All Stakeholders	
Increased teacher retention in all educational institutions	Decrease teacher turnover by 25%	Increase locally-funded supplements to a level competitive with the region	5 years	County Commissioners, WCS, WTCC	
		Develop a community awareness/PR campaign to elevate professional status of teachers	2 years	WCS, WTCC	
Increased literacy level of Wilson County residents.	Increase number of literacy programs and initiatives within Wilson County	Create community literacy council to recruit, educate, and retain under-educated adults in programs	1 year	WTCC, WCS, All Stakeholders	
	Increase enrollment/participation in literacy programs		Ongoing	WTCC	
The immigrant and transient population in Wilson County becomes more educated	Increase school attendance	Provide more family enrichment and learning opportunities for these audiences	Ongoing	WCS	
	Increase test scores	Create language-engaged learning opportunities at all levels	Ongoing	WCS, WTCC, BC, UNC	
	Increase parental involvement in schools		Ongoing	WCS	

Education (continued)

Goal — Develop a community culture that sets and achieves high standards of education excellence and supports lifelong learning.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Increased student graduation rates	% of students who start 9th grade and graduate in 4 years increases incrementally to 80%	High school academies	2020	WCS	
	% of students who graduate from higher educational institutions increases incrementally to 2.5%	Dual enrollment Teacher retention strategies	2020 Ongoing	WCS, WTCC, BC, UNC WCS, WTCC, BC, UNC	
		Variety of programs	Ongoing	WCS, WTCC, BC, UNC	
		Engage churches and faith community to instill value of education	Ongoing	Wilson Ministerial Association	

Education

Goal — Provide collaborative opportunities for all levels of educational attainment and for lifelong learning.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Develop stronger relationships between public schools and higher education	Create new collaborative initiatives between public schools and higher education	Create a task force to develop early entry options	3 months	WCS, WTCC, BC, UNC	
		Create dual enrollment and internship opportunities	1 year	WCS, WTCC, BC	
Develop a seamless transition for all academic changes beginning with preschool and continuing through elementary school, middle school, high school, college, and lifelong learning	Increase enrollment in lifelong learning classes and/or educational opportunities	Hold collaborative counselor training between each transition level	1 year	WCS, WTCC, BC, UNC	
		Vertical teaming/planning to link educators at various levels	Ongoing	WCS	
	Increase rate of students transitioning at each level	Provide educational opportunities through various forms of media	Ongoing	WCS, WTCC, BC, UNC	
		Survey community to determine needs	1 year	WCS, WTCC, BC, UNC	
		Create, coordinate, and maintain an educational community calendar	1 year	WDT Community Calendar	

Education

Goal — Provide an educational structure which prepares our community and students to be successful in a globalized and rapidly changing environment, economy and culture.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Workforce readily adapts to changing factors in the workplace(s)	Employment rate increase	Close collaboration among workforce training providers and employers	Ongoing	EDC, WTCC, IMC, ESC	
	Seamless transition between employments	Create Collaborative Advisory Council for workforce adaptability	1 year	EDC, WTCC, ESC, OIC	
	New and varied industries locate to Wilson to take advantage of highly qualified workforce	Employer provides formalized training/educational opportunities	Ongoing	IMC, EDC, WTCC	
Community participates in lifelong learning opportunities	Increase participation/enrollment in professional development and personal enrichment courses	Develop alternative marketing techniques to reach a more diverse audience	1 year	All Providers	
	Increase circulation of library materials	Create formal learning community for targeted generations - Gen X, Baby Boomers	2 years	Wilson County Library, WCS, WTCC, BC, UNC	
Recent graduates at all levels secure employment in the global economy	Increase number of high skilled opportunities	Develop internship programs	Ongoing	WCS, WTCC, BC, UNC, ESC	
	Attract “creative class” industries (Richard Florida)	Incorporate soft skills training into all levels of education	Ongoing	WCS, WTCC, BC, UNC	
		Increase knowledge of and appropriate use of technology	Ongoing	WCS, WTCC, BC, UNC	
		Promote cultural diversity awareness in educational programs	Ongoing	WCS, WTCC, BC, UNC	

Education (continued)

Goal — Provide an educational structure which prepares our community and students to be successful in a globalized and rapidly changing environment, economy and culture.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Instill awareness of sustainability (environmental, economic, and social)	Decrease overall energy consumption in Wilson County	Education on environmental issues, principles and environmental sustainability practices	Ongoing	City, County, WCS, WTCC, BC, UNC	
	Increase green technology in new and renovation of existing buildings	Education on green technology	1 year	City, County, WCS, WTCC, BC, UNC	
	Improve recycling efforts and participation	Adoption of sustainable practices	Ongoing	City, County, WCS, WTCC, BC, UNC	
	Increase use of native plant palette	Weekend workshops sponsored by neighborhood associations, Wilson County Master Gardeners Association, Wilson Botanical Gardens, Wilson County Extension Agent, nurseries that specialize in native plants, NC Wild Native Plant Society		City, County, WCS, WTCC, BC, UNC, Lawn & Garden Suppliers	

Quality Of Life

Goal — To continue to develop our recreational, cultural and social activities so that the Greater Wilson Community will be a wonderful place to live and visit.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
A comprehensive master plan for parks and recreation, involving all sectors of the community, is complete	Surveys and/or forums are used to identify the wants and needs of the Wilson community An inventory of all available facilities is done Programs are expanded or created to meet unmet needs.	NOTE: The Quality of Life Action Team identified the following (left) items as indicators for the outcomes, however, they appear to be closer to strategies (see Appendix G for definition of key planning terms).			
	All providers – including City, County, YMCA, Boys and Girls Club, and Schools – are participants				

Quality Of Life (continued)

Goal — To continue to develop our recreational, cultural and social activities so that the Greater Wilson Community will be a wonderful place to live and visit.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
A comprehensive master plan for the cultural arts, involving all sectors of the community, is complete	A formal effort is made to identify all existing cultural arts efforts, enabling a baseline to be established	All of the entities involved in providing cultural arts are identified			
Social activities, including daytime opportunities for youth to seniors, and evening activities that are diverse enough to provide opportunities for all citizens, are readily available	The community develops a master calendar of activities	Efforts are made to increase multi-cultural opportunities			
	A retail specialist is hired within the Wilson Community whose duties include identifying restaurant and night-life needs in Wilson and developing a plan to help make it happen				
	The community works together to make downtown retail and restaurant friendly while still preserving downtown's architectural heritage				
	Philanthropic activities and opportunities are promoted within the Greater Wilson Community				
A selection of unique community events, to attract both residents and visitors, is developed	A location and facility study is completed				
	An effort to establish "ownership" of community events is undertaken				
	Tourism's scope is extended beyond "heads in beds"				
	Revenue generating opportunities with community events are investigated				

Health and Wellness

Goal — Offer comprehensive, community -based health care and wellness programs for all our citizens at all stages of life and socioeconomic status.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
There is a reduction in the abuse and neglect of vulnerable populations	Community resources need to be given support to stop repeat offenders		Immediate		
Risky youth behaviors are reduced		Talk to Jackson Chapel Church about the success of their “after school program” (This program is tutored by National Honor Society Students.)			
The rate of obesity in the community is decreased	Decrease in obesity rate	Encourage <i>The Wilson Daily Times</i> to do articles on “how to prepare healthy meals” Request to local neighborhood grocery stores that they only advertise healthy foods, following a similar successful project in S.E. Raleigh			

Health and Wellness

Goal — Establish local hospital and medical facilities that are regional centers of excellence.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
There is a facility to meet “daily hospital-type needs for the mentally ill”	There is a facility in Rocky Mount; however, after the initial call is made, there is a two-week wait for a response	Barbara Williams of the Health Department told of a program that Rev. Michael Bell and members of St. John’s AME Zion Church have initiated to help meet this need. Our committee should invite Rev. Bell to our next meeting to explain how they are reaching out to the mentally ill of our community	NOTE: The following text is taken directly from what was sent to the SOG team by the vice-chair of the Health and Wellness Action Team. It appears that while there are many ideas, they have not been mapped to the action planning template very well.		
Hospital and information are known to elderly and some others	Many new people have moved to Wilson and may not be aware of resources	Help develop resources, such as websites and information guides and encourage <i>The Wilson Daily Times</i> to print this information on a regular basis. Coordinate this with the Council on Aging			

Health and Wellness

Goal — Make local government and civic decisions that support healthy lifestyles and a clean environment.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Homelessness for the mentally ill is decreased by 25%		<p>Barbara Massey of Social Services recently attended SOAR training at Pitt Community College, where Stepping Stones to Recovery was presented. We should become more familiar with this program</p> <p>Teach people why the homeless are not getting disability</p> <p>Partner with WillMed. Social Services cannot do this alone</p> <p>Document and tie-in with doctors SSI and SSDI</p>			

Community

Goal — Celebrate and respect diverse cultural traditions and heritage.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Specific cultural celebrations are planned, attended, and celebrated by members of the entire community and not just representatives of a specific population or culture		<p>Identify all cultural groups represented in the community</p> <ul style="list-style-type: none"> • Target established events to encourage more diverse participation • Encourage additional cultural groups to share their celebrations community-wide <p>Start cross-cultural conversations at an early age</p>	Spring 2008	Human Relations Office, Local Units of Government, DSS, Community Groups, faith based community, civic clubs, school, sororities/fraternities any other organizations addressing diversity	Community Team liaisons will coordinate with identified key people to obtain desired information on culture groups
		<p>Develop a single resource, community-wide calendar. Identify existing calendar and events, including civic clubs, faith-based organizations, school, sororities/fraternities (any and all organizations that are open).</p>	2 years		Develop a yearly listing of cultural celebrations

Community

Goal — Ensure that community governance and civic life promotes justice, inclusiveness, harmony and understanding.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Wilson becomes known for consistently promoting positive community values- in the media, civic and governmental organizations, etc.	Positive stories, projects, people, accomplishments representative of entire community		1 year	Local TV Channel WDTI, Nonprofits, Dept. of Social Services, churches, civic clubs, Neighborhood Associations, sororities/fraternities Local units of Governments, Schools, Law Enforcement, Mental Health Association	Develop a communication medium to share good news, stories and showcase community accomplishments
All children (and families of all forms and functions) are valued regardless of income or social status	Ordinances that promote shared community values		Ongoing		Develop an “Adopt a Family or similar Program.” e.g., Enable parents to raise their children in a healthy community environment (expand affordable housing, increase quality early childhood education and health care, etc.)
Gay/lesbian citizens are legally protected from discrimination.					Sensitivity Training?
Crime has been “drastically reduced”			2 years		Create Neighborhood watch groups that work closely with law enforcement Increase support to law enforcement program and agency Continue to support and develop outreach program to combat addictions

continued

Community (continued)

Goal — Ensure that community governance and civic life promotes justice, inclusiveness, harmony and understanding.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Fill area leadership and elected positions which locally-developed, diverse, and representative leaders	All civic and government organizations (elected and/or appointed, volunteer boards) are representative, contested, and have waiting lists to fill	Community-based mentoring and leadership development programs Recruiting programs within the school system	5 years	Citizens Academy, Police academy, Chamber of Commerce, Nonprofits, Local Units of Government, schools, civic organizations	Increase the number of youth serving on voluntary boards and committees Host an annual leadership conference Encourage representatives of the faith community to collaborate on community building industries
		Open forums by the city and county to educate on the local political system			Create opportunities for citizens to share ideas, issues, concerns and to get involve (Annual Town Hall Meeting)

Community

Goal — Develop neighborhoods and their identity to their fullest potential by connecting residents both physically and philosophically, and involving them in governing and planning the community's future.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Existing neighborhood/ community associations are strengthened and the number of these is increased		<p>ID existing neighborhood associations, their missions and geographical areas</p> <p>Develop, improve coordination of association efforts</p> <p>Educate communities about issues, activities, resources/</p> <p>Recruit volunteers.</p> <p>Use local churches as meeting places.</p>	Spring 2008	<p>Human Relations Office, neighborhood associations, Law Enforcement, nonprofits, local units of government, DSS, community groups, faith based community, churches, civic clubs, schools, sororities/fraternities, Chamber, developers</p> <p>Economic Development Council, mental health associations, Historic Preservation, Recreation Department, UCP</p>	<p>Community Team liaisons will coordinate with identified key people to obtain desired information on neighborhoods.</p> <p>Apply for grant funds that are earmarked to strengthen neighborhoods</p>
Neighborhood/ community associations encourage locally developed leadership		<p>Offer leadership training for neighborhood associations.</p>			
All neighborhoods have equal access to social and economic infrastructure. (All can go throughout their daily activities and have their needs met within their own neighborhoods, e.g., shopping, banking, personal services, employment, social.)				<p>Human Relations Office, neighborhood associations, Law Enforcement, nonprofits, local units of government, DSS, community groups, faith based community, churches, civic clubs, schools, sororities/fraternities, Chamber, developers</p> <p>Economic Development Council, mental health associations, Historic Preservation, Recreation Department, UCP</p>	

Collaboration

Goal — Encourage better working relationships, joint projects, and cooperative agreements among and between area local governments and other institutional partners.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Organizations with shared interests meet regularly to share information and problem-solve		One community calendar Quarterly meetings of a joint city/county committee Engage in joint problem-solving Funding decisions support collaborations Incentives for collaboration are established			
We begin defining our communities beyond race, and we respect and support all cultures		Value the “mosaic” of our community Events to celebrate each other, for example: First Fridays, Whirligig festival, Taste of Wilson, Wilson County Fair and the Human Relations Humanitarian Award			
We are transparent in how we set priorities and allocate resources		Be intentional in encouraging broad participation across cultures and more opportunities to intersect are created Share data Explain processes Utilize multiple means of communicating Narrow gaps between perception and reality			

Collaboration (continued)

Goal — Encourage better working relationships, joint projects, and cooperative agreements among and between area local governments and other institutional partners.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
We are committed to building relationships to bring about desired changes		Develop a leadership program that is consensus-based and collaboration-oriented. <ul style="list-style-type: none"> • Welcome all types of people into the training. • Facilitate the training as a collaborative effort by government/nonprofits/others. 			
The expectation of collaboration is automatic and sustained		Leadership is inclusive of race, gender, age, socio-economic status			
We pool resources to solve problems and achieve success		Funding entities in the Greater Wilson community explicitly encourage collaboration			
		Collaboration occurs in subsequent grant applications			

Collaboration

Goal — Expect community organizations to work closely together and to explore, support, and implement mutual and community-wide interests and this shared vision.

Outcomes	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
Organizations with shared interests meet regularly to share information and problem-solve		One community calendar			
We begin defining our communities beyond race, and we respect and support all cultures		Collaboration entities like the Community Council are actively encouraging working together			
We are transparent in how we set priorities and allocate resources		Community organizations are participating in collaborative initiatives to share data, priorities, and information			
We are committed to building relationships to bring about desired changes		There is an active community volunteer development program			
		There is an intentional effort to involve young adults in community volunteerism			

Appendix J

Action Planning Template

Vision - The Greater Wilson Community is dynamic and vibrant, with a diversified, entrepreneurial economy and inclusive, compassionate culture, enriching all with an unparalleled quality of life.

Goal - A long range target that stems from the vision

Outcomes*	Indicator(s)	Strategies	Time to Completion	Key People Involved	Immediate Next Step
<i>A specific result needed for goal achievement. Each expressed so that it can complete the sentence "This goal will be achieved when..."</i>	<i>Information that reflects the status of a larger system presented so that the community can have some sense of progress toward a desired outcome (and, ultimately) an overall goal</i>	<i>A specific means by which an outcome is realized.</i>	<i>Estimated time to complete this strategy**</i>	<i>Who is involved in the planning and execution of this strategy?</i>	<i>What needs to happen within the next 30 days and who is responsible?</i>
Outcome A	Indicator A1 Indicator A2 (optional) Indicator A3 (optional)	Strategy A1 Strategy A2 (optional) Strategy A3 (optional)			
Outcome B	Indicator B1 Indicator B2 (optional) Indicator B3 (optional)	Strategy B1 Strategy B2 (optional) Strategy B3 (optional)			
Outcome C	Indicator C1 Indicator C2 (optional) Indicator C3 (optional)	Strategy C1 Strategy C2 (optional) Strategy C3 (optional)			
Outcome D	Indicator D1 Indicator D2 (optional) Indicator D3 (optional)	Strategy D1 Strategy D2 (optional) Strategy D3 (optional)			

*Each action team should prioritize outcomes and strategies within those outcomes. And ultimately the management committee should prioritize goals and outcomes across the seven groups to keep the effort focused.

**When prioritizing outcomes and strategies, action teams should be sure to identify at least one strategy that can be completed in the near-term. Achieving “small-wins” early is critical to sustaining collaborative efforts over the long-run.

Note: Once priority strategies are agreed upon, a more detailed planning process will need to be commenced for each. In other words, the “immediate next step” for most strategies will be to convene a meeting of the principles and plan out in detail the who, when, what, and how of that particular strategy. At this point designating a “leader” for the strategy—someone who will ultimately be responsible, do follow-up, report to the management committee, and so on—would be very helpful.