

MEASURING THE ECONOMIC IMPACTS OF THE WORD TABERNACLE CHURCH

Fall 2016

Methodology & Data Analysis

Prepared for Word Tabernacle Church and
The Impact Center in
Rocky Mount, North Carolina

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Measuring the economic impacts of the Word tabernacle church

METHODOLOGY & DATA ANALYSIS

PROJECT OVERVIEW

As central institutions in communities across North Carolina, the country, and the world, places of worship are well-suited to improve their communities' economy. With active and passionate membership, access to economically disadvantaged populations, a call to service inherent in faith, and established community trust, religious institutions have a diverse array of resources at their disposal to initiate local economic development. Despite these strengths, tax-exempt churches, like other non-profit non-governmental organizations, have felt pressure from municipalities aiming to maximize tax revenue.

The North Carolina Word Tabernacle Church (WTC) and its non-profit organization, the Impact Center of Rocky Mount, and Dr. Lester's Economic Development Workshop partnered to analyze and assess the economic impact of WTC in Rocky Mount and the communities it serves. The workshop team used a variety of skills, indicators, and metrics to measure the impact of WTC and its activities.

The team assessed WTC's impact by completing two principal tasks. The first task measured WTC's direct economic impacts in Rocky Mount. The second seeks to measure the indirect economic impact of WTC's activities within the wider community.

The goal of the workshop was to examine how non-profit services associated with religious institutions can play positive and efficient roles in fostering local economic development. The student team worked with available data and provided analysis to help WTC understand its current economic impacts and put strategies in place for continued evaluation. The following are the results, and in the cases where data was not available, proposed methodologies for future data collection.

ECONOMIC & FISCAL IMPACT ANALYSIS OF PROJECT THRIVE

Background and Objectives

The following impact analysis was conducted on behalf of Word Tabernacle Church. The purpose of this analysis is to understand the potential economic and fiscal impacts of Project Thrive at The Impact Center. This analysis is based on the development plan and project goals outlined by leadership at Word Tabernacle Church and The Impact Center. The development entails the buildout and upgrade of a 125,500 square foot building that was previously the location of a Home Depot. The site of this project is located at the intersection of U.S. Highway 64 and Highway 301 in Rocky Mount, NC.

While the anchor tenant of this facility is Word Tabernacle Church, this project is unique in that it will also host a regional development organization known as Project Thrive at The Impact Center (henceforth The Impact Center). The Impact Center is a non-profit committed to providing social services to enrich human, economic, and community development in Rocky Mount and the surrounding region. The services and economic benefits The Impact Center will provide to the region include a performing arts center, conference space, a charter school, counseling services, recording studios, financial advising, and workforce development. Recognizing that private sector non-profit organizations, such as those to be housed within The Impact Center, play a critical role in service provision, advocacy, and information sharing, it is important to evaluate the economic and fiscal impact of said activities.

As Word Tabernacle Church and its affiliate The Impact Center embody a unique approach to growing and serving the region's human, financial, and social capacities, this analysis is motivated to capture the economic and fiscal impacts of its presence and its activities in Nash County.

Project Scope

Geography

This report defines the study area as Nash County, North Carolina. While the City of Rocky Mount, where The Impact Center is located, includes both Nash and Edgecombe Counties, this model includes only Nash County so as to more accurately capture the fiscal implications of The Impact Center. Since the property is located in Nash County, it is Nash County taxes that are most immediately affected by The Impact Center's property tax-exempt status. The model for Nash County was constructed using IMPLAN software, which features a set of extensive databases including demographic statistics, economic indicators, and industry multipliers specific to the identified study area. It is worth noting that The Impact Center and Word Tabernacle Church both have a geographic reach that extends beyond Nash County, though for the purpose of analyzing fiscal impacts in particular, this analysis limited the geography to Nash County.

Activities Modeled

Activities modeled within the framework of this study were initiated to capture the positive effect manifested in the 1) buildout of the existing facility, 2) operations of The Impact Center, 3) operations of Word Tabernacle Church, 4) Word Tabernacle out-of-county member spending, and 5) visitor spending for events held in the performing arts center.

Data Sources

This analysis uses both original and secondary data provided by Word Tabernacle Church and The Impact Center. Secondary resources include St. Anne's Chapel in Tarboro, NC for event space rental pricing; Wise Bread, referenced for ticket pricing and sales distribution; LifeWay Architecture, referenced for church space and use recommendations; and The Special Event Guru, referenced for industry standards of conference rental rates.

Economic Impact Analysis Methodology

This research calculates the direct, indirect, and induced impacts of Project Thrive at The Impact Center using Impact Analysis for PLANners (IMPLAN) software.¹ IMPLAN is an econometric model originally developed for use by the U.S. Department of Agriculture and is accepted as an industry standard input-output modeling program. For any change in final demand in a given industry, IMPLAN allows researchers to assess the projected effects on a specified study region. Such analyses assume that new spending would not occur but for the new economic activity in the region.

The question which this analysis seeks to answer is: **What will be the economic consequence of Project Thrive at The Impact Center be for Nash County?**

This analysis examines five distinct phases of economic activity related to The Impact Center:

- ACTIVITY ONE – buildout and facility upgrades necessary to transform the shell of Home Depot to a sanctuary, educational facility, and performing arts center
- ACTIVITY TWO – The Impact Center ongoing operations, which includes the delivery of social services and conference space rentals
- ACTIVITY THREE – Word Tabernacle Church ongoing operations
- ACTIVITY FOUR – Visitor spending for events held in the performing arts center
- ACTIVITY FIVE – Visitor spending for out-of-county members at Word Tabernacle Church

All five activities were modeled separately in IMPLAN. Taken together, the three activities represent the total economic impact of Project Thrive at The Impact Center. IMPLAN software estimates initial rounds of spending in addition to subsequent spending. This is realized in direct, indirect, and induced impacts.

- Direct impacts: changes in spending in a given industry. Such changes are the result of the increase in final demand for products in that industry. The direct impact of construction sales, for example, includes individuals that work in the construction industry.

¹ IMPLAN uses a Social Accounting Matrix to describe the relationships and economic transactions between producers, intermediaries, and final consumers. The software uses these detailed relationships to construct a model of industry spending patterns specific to a given geography. IMPLAN models are static in that they are unable to adjust for future structural changes in a regional economy. As such, it is prudent to limit study periods. This study captures the effects of a one-time investment in construction and operation of The Impact Center.

- **Indirect impacts:** changes in spending related to inter-industry spending patterns. Indirect impacts account for relationships between the construction industry and, for instance, material suppliers or administrative industry sectors.
- **Induced impacts:** changes in spending by household consumers that are the result of increase in income and population due to new direct and indirect economic activity.
- **Total economic impact:** sum of all direct, indirect, induced, impacts.

Modeling results included in this analysis detail employment, labor income, and output, which is the value of increased economic activity in one year. IMPLAN allows this work to measure “backward linkages” between an industry and its suppliers, though it is unable to capture the “forward linkages” that would describe the relationship between producers and consumers.

The results also allow for a better understanding of change in demand, or spending, that may result from the purchasing associated with the construction and operation phases of development. The investment in The Impact Center stimulates activity captured in a regional multiplier. A multiplier predicts how many dollars or jobs will be added to an economy as a result of the dollars or jobs created by the initial event.

Modeling Assumptions and Direct Input Calculations

In this section, we will address the key assumptions made and the calculations from which we derived the direct inputs for each activity.

Activity 1: Construction

Inputs for modeling the buildout and facility upgrades necessary to transform the shell of Home Depot to a sanctuary, educational facility, and performing arts center were informed by data provided by Word Tabernacle Church. Details of WTC’s construction budget indicate that an initial investment of \$950,000 was dedicated to the temporary sanctuary side. At the time of this report, a total of \$2,514,000 has been dedicated to the construction of the education wing. Considering that the sanctuary and educational space account for nearly half of the building square footage, the building upgrade specific to the performing arts space was modeled as a \$3,464,000 investment which is equivalent to the total amount invested to date for the educational wing and temporary sanctuary. This assumption will lead to an economic impact that is likely to be more conservative than what the final construction budget will produce.

Table 1.1 Activity 1 Inputs

Event	IMPLAN Sector	Industry Sales
Buildout of temporary sanctuary side	57 Construction of new commercial structures, including farm structures	\$950,000
Buildout of education wing	55 Construction of new educational and vocational structures	\$2,514,000
Buildout and upgrade for performing arts center	62 Maintenance and repair construction of nonresidential structures	\$3,464,000

Activity 2: Operations, The Impact Center

Inputs for modeling the operations of The Impact Center were also derived from information provided by leadership at Word Tabernacle Church. The data indicates that The Impact Center employs 1 full time worker and 3 part-time workers. In addition to the social services delivered by the employees and volunteers at The Impact Center, there will also be opportunity for conference space rentals in the newly renovated facilities. To model this event, our model assumes that one conference per month at a cost of \$500 a day. This model further assumes that a conference would be a two day event, which brings the valuation to \$1,000 per conference to then total \$12,000 for a one year period. Rental prices were determined after referencing comparable rental facilities in the surrounding area.

Table 1.2. Activity 2 Inputs

Event	IMPLAN Sector	Industry Sales or Employment
Delivery of Social Services provided by The Impact Center	485 Individual and family services	2.5 employees (1FT, 3PT)
Conference Space Rentals	503 All other food and drinking places	\$12,000

Activity 3: Operations, Word Tabernacle Church

Inputs for modeling the operations of Word Tabernacle Church were derived from information provided by leadership at Word Tabernacle Church. The data indicates that Word Tabernacle Church employs 13 full time workers and 9 part-time workers.

Table 1.3. Activity 3 Inputs

Event	IMPLAN Sector	Employment
WTC Operations	513 Religious organizations	17.5 employees (13 FT, 9PT)

Activity 4: Event Center

Inputs for modeling the economic activity affected by the performing arts center were designed to capture revenues to The Impact Center from ticket sales and revenues to the surrounding area from meal sales at nearby restaurants by concert-goers eating out before the event. This model assumes a conservative 4 concerts per year with an average ticket price of \$15. Additionally, the model assumes that these are not sold out events, rather the events entail an 80% sales rate. With 2300 seats to be in the completed venue, these assumptions bring us to \$110,400. Research revealed that 74% of ticket sales are dedicated to talent compensation which leaves 26% of these revenues to be received by the venue. Given that breakdown, we can expect that The Impact Center would receive \$28,704 for one year of event center operations. This model assumes that these concertgoers are also purchasing meals, which are here valued at \$12.50 per person. Using the same 80% sales rate for concert ticket sales with four concerts in a year, we arrive at \$92,000 worth of meal purchases for 7,360 concertgoers throughout the year.

Table 1.4. Activity 4 Inputs

Event	IMPLAN Sector	Industry Sales
Hosting a concert in the performing arts center	491 Promoters of performing arts and sports and agents for public figures	\$28,704
Meal purchases at area restaurants	501 Full-service restaurants	\$92,000

Activity 5: Word Tabernacle Out-of-County Visitor Spending

Finally, this model uses an input to capture the impact of out-of-county visitor spending to account for the Word Tabernacle Church members that travel from outside of Nash and Edgecombe Counties to attend weekly services. Though the model otherwise accounts for Nash County alone as the study area, we chose to model out-of-county members as those outside of both Nash and Edgecombe since they function as one geographic unit when considering church members coming from the larger Rocky Mount area. This input referred to data provided by Word Tabernacle leadership whereby 342 of WTC's 2012 members live outside of Nash and Edgecombe Counties. Referencing area meal prices, this model used \$12.50 for average inexpensive meal costs. With 342 meals a week at \$12.50 each, this model captures \$222,300 worth of area spending by out-of-county church members. This estimate is, again, conservative in that we would expect church members to often have guests, family, or friends joining them for a meal after church services.

Table 1.5. Activity 5 Inputs

Event	IMPLAN Sector	Industry Sales
Out-of-county church member spending on local dining	502 Limited-service restaurants	\$222,300

Economic and Fiscal Impact Results

The analysis indicates that The Impact Center development project as a whole will directly employ 72 workers. The direct effect takes into account the temporary jobs necessary to support the construction phase of development in addition to the permanent jobs necessary to support the ongoing operation of the church, educational and social services, and event services associated with the conference and performing arts facilities.

Table 1.6. Summary of Direct Employment Impacts – Project Total

Direct Impact: Job Creation	Associated Activity	Number of Jobs
Temporary Jobs	Construction	47
Permanent Jobs	Operations: WTC, Impact Center	20
	Visitor Spending: Events, Out-of-County WTC members	5
Total Jobs		72

Measuring the economic impacts of the Word tabernacle church

In addition to the direct employment impacts, IMPLAN calculates the indirect and induced effects to be realized in inter-industry spending and household spending that results from the direct industry sales and jobs created. The following table details the overall effects of job creation and increased labor income that The Impact Center is expected to create. Considering direct, indirect, and induced effects altogether indicates that The Impact Center will lead to the creation of 119 jobs, while contributing to an increase of \$ 17.29 million of economic output for Nash County.

Table 1.7. The Impact Center – Summary of Total Economic Impact²

IMPACT TYPE	EMPLOYMENT	LABOR INCOME	OUTPUT
Direct Effect	72	\$4,394,963	\$11,601,971
Indirect Effect	23	\$815,748	\$2,927,407
Induced Effect	24	\$852,099	\$2,764,862
Total Effect	119	\$6,062,810	\$17,294,240

Source: IMPLAN

Taking a closer look at the industries most notably affected by this project, the following chart captures the top ten most affected industries by The Impact Center.

Table 1.8. The Impact Center – Summary of Top Ten Affected Industries

Sector	Employment	Labor Income	Output
Maintenance and repair construction of nonresidential structures	25	\$1,144,776	\$3,605,131
Religious organizations	18	\$2,170,061	\$4,322,376
Construction of new educational and vocational structures	14	\$639,333	\$2,514,000
Construction of new commercial structures, including farm structures	8	\$366,272	\$950,000
Limited-service restaurants	5	\$88,937	\$365,952
Full-service restaurants	4	\$89,177	\$191,484
Real estate	4	\$29,567	\$480,514
Other financial investment activities	3	\$86,594	\$510,911
Individual and family services	3	\$64,223	\$96,145
Wholesale trade	2	\$122,919	\$412,694

² Figures are listed in 2016 dollars. *Labor Income* is a portion of *Output*. Average annual total employee compensation including benefits and all costs to the employers is determined by dividing *Employment* into *Labor Income*.

Fiscal Impacts

The IMPLAN analysis was also used to conduct a basic fiscal analysis of all five activities combined. With the study area defined as Nash County, these fiscal impacts are affected at the county level. The economic activities generated by The Impact Center are expected to result in a positive fiscal impact of over \$1.8 million across all levels of government (federal, state, local, and county government).

Table 1.9. Overall Fiscal Impact – State and Local, Federal, and County Level Governments

	Employee Compensation	Proprietor Income	Sales Tax	Households	Corporations	Total
State and Local Tax	\$8,389	-	\$206,064	\$172,800	\$14,293	\$401,546
Federal Tax	\$677,259	\$28,152	\$108,846	\$409,478	\$139,787	\$1,363,522
County Tax	-	-	\$58,766	\$7,514	\$65	\$66,345

Source: IMPLAN

Results by Major Activity

This report now turns to identify and discuss the economic impacts specific to the five activities modeled. The activities include: construction, operations of The Impact Center, operations of Word Tabernacle Church, event center visitor spending, and Word Tabernacle visitor spending.

Activity 1: Construction

Table 1.10. Construction: Summary of Total Economic Impact

Impact Type	Employment	Labor Income	Output
Direct Effect	46	\$2,105,567	\$6,928,000
Indirect Effect	11	\$440,532	\$1,371,524
Induced Effect	12	\$416,163	\$1,350,728
Total Effect	69	\$2,962,261	\$9,650,252

Table 1.11. Construction: Summary of Top Ten Affected Industries

IMPLAN Sector	Sector Description	Employment	Labor Income	Output
62	Maintenance and repair construction of nonresidential structures	24	\$1,105,746	\$3,482,219
55	Construction of new educational and vocational structures	14	\$639,333	\$2,514,000
57	Construction of new commercial structures, including farm structures	8	\$366,272	\$950,000
395	Wholesale trade	2	\$99,850	\$335,241
501	Full-service restaurants	1	\$22,990	\$49,365
403	Retail - Clothing and clothing accessories stores	1	\$16,165	\$61,143
502	Limited-service restaurants	1	\$16,806	\$69,155
401	Retail - Health and personal care stores	1	\$36,214	\$71,761
411	Truck transportation	1	\$22,629	\$112,954
399	Retail - Building material and garden equipment and supplies stores	1	\$31,747	\$75,373

Activity 2: Operations, Impact Center

Table 1.12. Impact Center Operations: Summary of Total Economic Impact

Impact Type	Employment	Labor Income	Output
Direct Effect	3	\$62,859	\$93,652
Indirect Effect	0.13	\$3,966	\$14,106
Induced Effect	0.31	\$10,925	\$35,454
Total Effect	3.29	\$77,749	\$143,212

Table 1.13. Impact Center Operations: Summary of Top Ten Affected Industries

IMPLAN Sector	Sector Description	Employment	Labor Income	Output
485	Individual and family services	2.51	\$54,666	\$81,838
503	All other food and drinking places	0.36	\$8,596	\$12,403
440	Real estate	0.04	\$308	\$5,013
501	Full-service restaurants	0.03	\$574	\$1,233
464	Employment services	0.03	\$947	\$1,795
502	Limited-service restaurants	0.02	\$426	\$1,751
405	Retail - General merchandise stores	0.02	\$386	\$977
475	Offices of physicians	0.01	\$1,190	\$1,820
400	Retail - Food and beverage stores	0.01	\$353	\$809
436	Other financial investment activities	0.01	\$285	\$1,681

Activity 3: Operations, Word Tabernacle Church

Table 1.14. Word Tabernacle Operations: Summary of Total Economic Impact

Impact Type	Employment	Labor Income	Output
Direct Effect	17.5	\$2,127,355	\$4,237,315
Indirect Effect	12	\$354,764	\$1,485,679
Induced Effect	12	\$406,092	\$1,317,299
Total Effect	41.5	\$2,888,211	\$7,040,293

Table 1.15. Word Tabernacle Operations: Summary of Top Ten Affected Industries

IMPLAN Sector	Sector Description	Employment	Labor Income	Output
513	Religious organizations	17.67	\$2,147,767	\$4,277,970
436	Other financial investment activities	2.75	\$78,511	\$463,220
440	Real estate	2.67	\$22,172	\$360,321
501	Full-service restaurants	1.06	\$21,573	\$46,322
502	Limited-service restaurants	0.90	\$16,735	\$68,859
62	Maintenance and repair construction of nonresidential structures	0.82	\$38,173	\$120,214
469	Landscape and horticultural services	0.74	\$15,629	\$34,212
435	Securities and commodity contracts intermediation and brokerage	0.70	\$24,119	\$68,896
464	Employment services	0.68	\$23,082	\$43,766
405	Retail - General merchandise stores	0.60	\$14,541	\$36,816

Activity 4: Event Center

Table 1.16. Event Center Visitor Spending: Summary of Total Economic Impact

Impact Type	Employment	Labor Income	Output
Direct Effect	2.45	\$45,158	\$120,704
Indirect Effect	0.31	\$7,848	\$27,004
Induced Effect	0.25	\$8,670	\$28,128
Total Effect	3.01	\$61,675	\$175,836

Table 1.17. Word Tabernacle Operations: Summary of Top Ten Affected Industries

IMPLAN Sector	Sector Description	Employment	Labor Income	Output
501	Full-service restaurants	2.13	\$43,402	\$93,194
491	Promoters of performing arts and sports and agents for public figures	0.35	\$2,339	\$29,046
492	Independent artists, writers, and performers	0.06	\$201	\$1,175
440	Real estate	0.04	\$298	\$4,845
464	Employment services	0.03	\$988	\$1,874
412	Transit and ground passenger transportation	0.03	\$261	\$1,123
438	Insurance agencies, brokerages, and related activities	0.03	\$709	\$3,501
502	Limited-service restaurants	0.02	\$370	\$1,522
405	Retail - General merchandise stores	0.01	\$337	\$853
474	Other educational services	0.01	\$233	\$445

Activity 5: Word Tabernacle Out-of-County Spending

Table 1.18. WTC Out-of-County Visitor Spending: Summary of Total Economic Impact

Impact Type	Employment	Labor Income	Output
Direct Effect	2.92	\$54,025	\$222,300
Indirect Effect	0.25	\$8,638	\$29,094
Induced Effect	0.29	\$10,250	\$33,253
Total Effect	3.46	\$72,913	\$284,646

Table 1.19. WTC Out-of-County Visitor Spending: Summary of Top Ten Affected Industries

IMPLAN Sector	Sector Description	Employment	Labor Income	Output
502	Limited-service restaurants	2.95	\$54,600	\$224,665
440	Real estate	0.05	\$428	\$6,950
501	Full-service restaurants	0.03	\$637	\$1,369
464	Employment services	0.02	\$752	\$1,426
395	Wholesale trade	0.02	\$1,362	\$4,572
405	Retail - General merchandise s...	0.02	\$444	\$1,124
468	Services to buildings	0.02	\$297	\$574
475	Offices of physicians	0.01	\$1,118	\$1,709
400	Retail - Food and beverage sto...	0.01	\$340	\$779
503	All other food and drinking pl...	0.01	\$288	\$416

Conclusion

Overall, this report indicates that The Impact Center will have a marked positive economic and fiscal impact on Nash County, NC. The project will support 119 jobs across all the industry sectors stimulated and will generate over \$17 million in economic output across all activities modeled in this analysis. Of the 72 direct jobs created by The Impact Center, the largest share accrue to the construction sectors stimulated during the buildout and facility upgrades.

The Impact Center will be a valuable economic asset for the Town of Rocky Mount and Nash County. It is important to consider, however, that this study does have notable limitations which result in economic figures on the conservative side in terms of measuring The Impact Center's overall economic impact. As mentioned previously, IMPLAN analysis only captures backward economic linkages and does not account for any businesses that choose to move into Nash County as a result of this project and its various services and amenities. Furthermore, this analysis is conservative on estimates of how the performing arts center and events space will impact the regional economy as the type and frequency of concerts and performances that might take place at The Impact Center remain to be determined. We can expect that this development will offer significant economic benefit that can not be adequately captured within this model as these benefits extend to human and community development in ways that do not readily translate to jobs created or industry sales amounted.

INDIRECT ECONOMIC IMPACTS OF WTC

In order to capture the economic impacts of WTC's programs beyond those captured by IMPLAN, the team also measured indirect economic impacts. We used both publicly available data and data collected and provided by the WTC.

Demographic Analysis

Overview

Based on data provided by WTC, here is an overview of participants who accessed services through the REACH (Responsive Empowerment Assistance to Cooperating Households) Center, which is WTC's mission-based outreach group. The demographic data provided was for people who came to the REACH Center to receive utility and/or rent assistance through FEMA's Emergency Food and Shelter Program (EFSP). This demographic data, which includes county of residence, educational attainment and labor force participation, is then compared to the greater Rocky Mount community. Unsurprisingly, non-graduates, high school graduates and the unemployed were overrepresented in the pool of those accessing EFSP, as compared to both the city of Rocky Mount and its two surrounding counties.

For all comparisons, demographics for the greater Rocky Mount community come from the U.S. Census American Community Survey 2014 5-Year Estimates. Geographies used are the city of Rocky Mount, and Nash and Edgecombe counties.

Motivation

The initial motivation for comparing the populations served by Word Tabernacle Church and the Impact Center to the greater Rocky Mount community was to illuminate what types of people access WTC programs and services. County officials may be concerned that WTC serves a select population. A demographic analysis of both the Rocky Mount population and those served by WTC programs and services will yield insight into disparities. Based on data availability, we were only able to compare people who accessed ESFP funds through the REACH Center to the greater Rocky Mount community in terms of county of residence, educational attainment and labor force participation. Data on race, age and gender was not available.

Methodology

In the future, if WTC and the Impact Center collect demographics of those using their services and participating in other programs, they will be able to aggregate individual information to create a profile of the population they serve. Ideally, the demographic data collected would include race, gender, age, educational attainment, employment status and county of residence. Standardizing the demographic data collected—for example using a single intake form for all WTC and Impact Center programs and services—would allow WTC to prepare profiles for its various activities. They could, for example, have a profile of workforce development participants, a profile for children accessing early educational services, and a profile of general Church attendees.

This can then be compared to the overall demographics of the city of Rocky Mount, as well as Nash and Edgecombe counties. The necessary demographic data for these geographies is publicly available through the U.S. Census, as well as from city and county government websites. Having a comprehensive

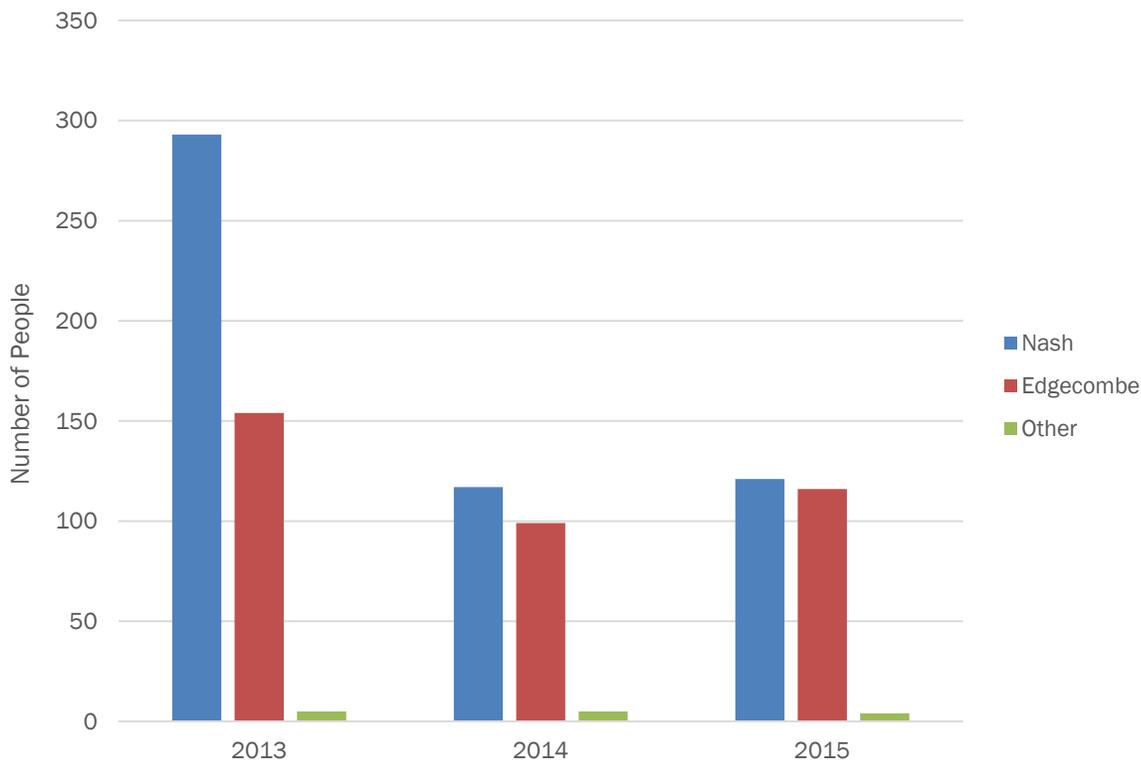
demographic profile will allow WTC to better understand the demographic that their programs serve and adjust outreach accordingly.

Results

Table 2.1 Sample Size for REACH participants included in this demographic analysis

	Sample Size (number of families)
2013	452
2014	221
2015	241

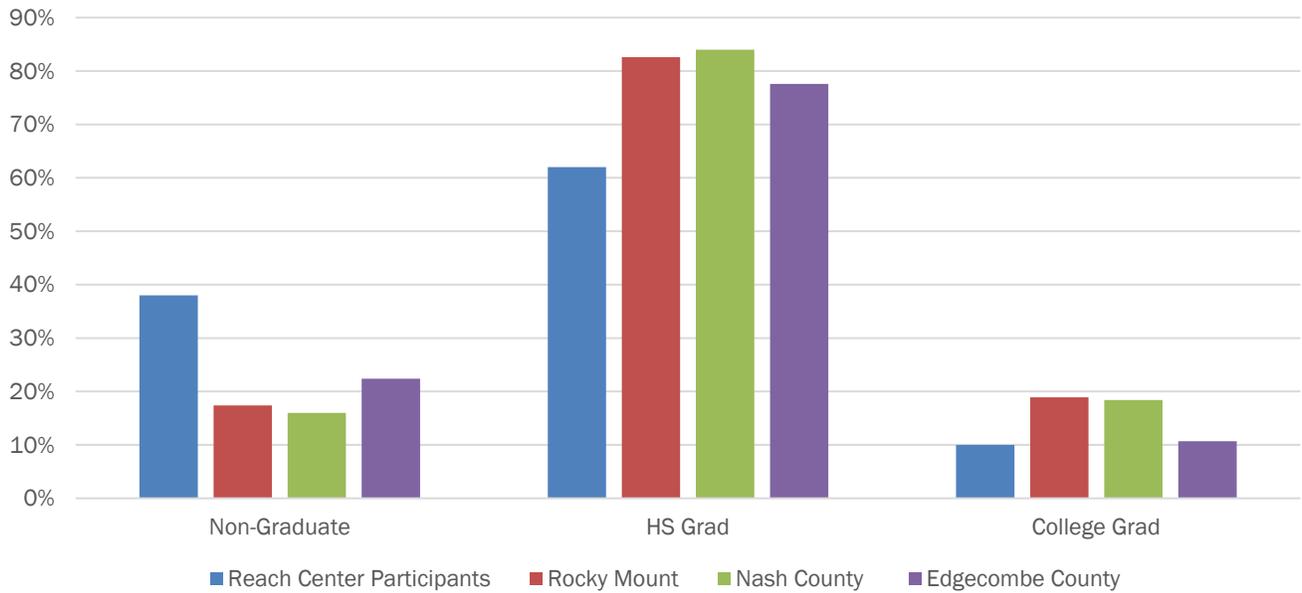
Figure 2.1. REACH Participants County of Residence



- From 2013 to 2015, the geographic split between Nash and Edgecombe county residents who came to the REACH center to access EFSP funds has been equalizing. Overall, the split is fairly even, with participants coming in almost equal numbers from either county in 2015.

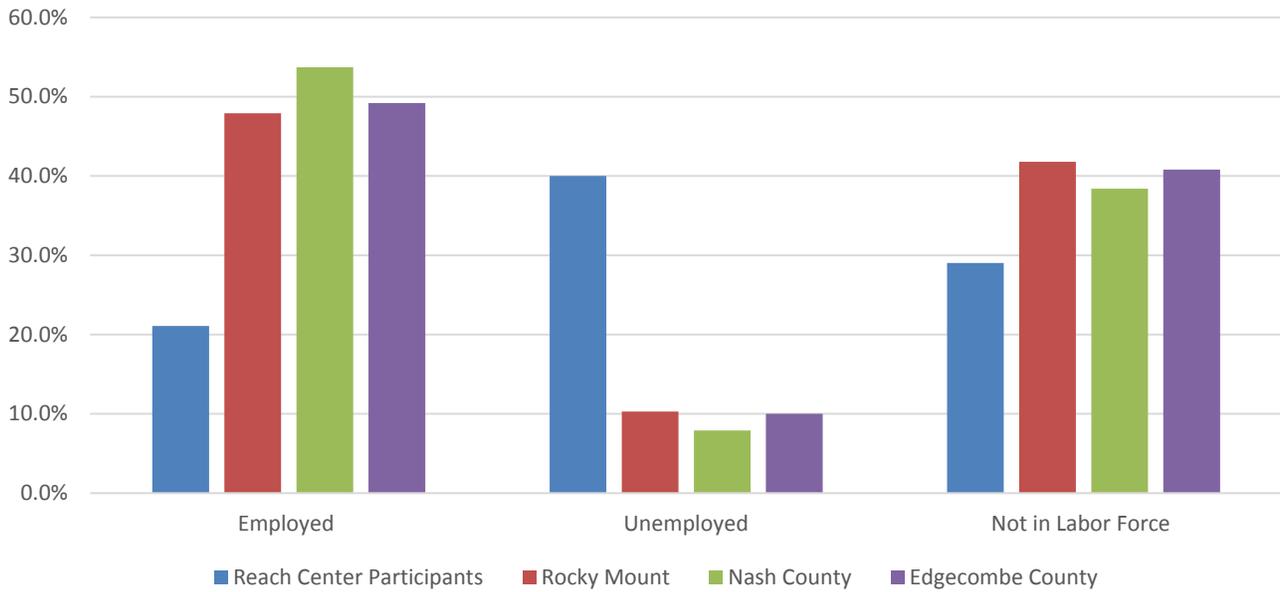
- While slightly more Nash County residents came to the REACH Center for this program from 2013 to 2015, overall EFSP funds have been accessed by both Nash and Edgecombe residents in almost equal numbers.

Figure 2.2. Educational Attainment, 2014: REACH Center Participants compared to overall Rocky Mount population



- The majority of REACH participants were high school graduates (62%).
- The rate of non-graduates amongst REACH participants (38%) in 2014 was more than double that of Rocky Mount (17%) and Nash County (16%).

Figure 2.3. Labor Force Participation, 2014: REACH Center Participants compared to overall Rocky Mount population



- Only 20% of those who accessed EFSP funds in 2014 were employed, compared to over 45% of people in all Rocky Mount geographies.
- 40% of participants were unemployed. Both Rocky Mount and Edgecombe counties had unemployment of 10%.
- Rocky Mount and both counties have greater shares of people not in the labor force than those accessing EFSP funds through the REACH Center. People not in the labor force include full-time students, retirees and disabled individuals unable to work.

Impact Center and Property Values

Methodology

Property values are determined by a variety of factors such as similar properties, the condition of the structure, its location, as well as access to community amenities, such as schools and churches. Homes in close proximity to WTC are thus likely to be appraised at a higher value than homes that are not near a church and provide economic benefit to homeowners in the immediate area. In order to accurately measure the impact of WTC on nearby properties, Nash County tax assessed data from evaluation periods before and after the acquisition of Home Depot is preferred. This data would allow for the measurement of changes in property values in Nash County and the City of Rocky Mount compared to changes in property values for the parcels located adjacent to and in close proximity to WTC. However, Nash County has not had a tax reassessment since WTC acquired Home Depot.

Due to the unavailability of current tax data, a different method was utilized to measure the effect of the Impact Center on surrounding property values. The alternative method involves comparing the ratio of recent sales prices to tax assessed values for properties within a 1/2 mile radius of the Impact Center before and after WTC opened in 2014. Nash County tax assessed data (including recent sales data) from the years 2009 and 2016 were retrieved.

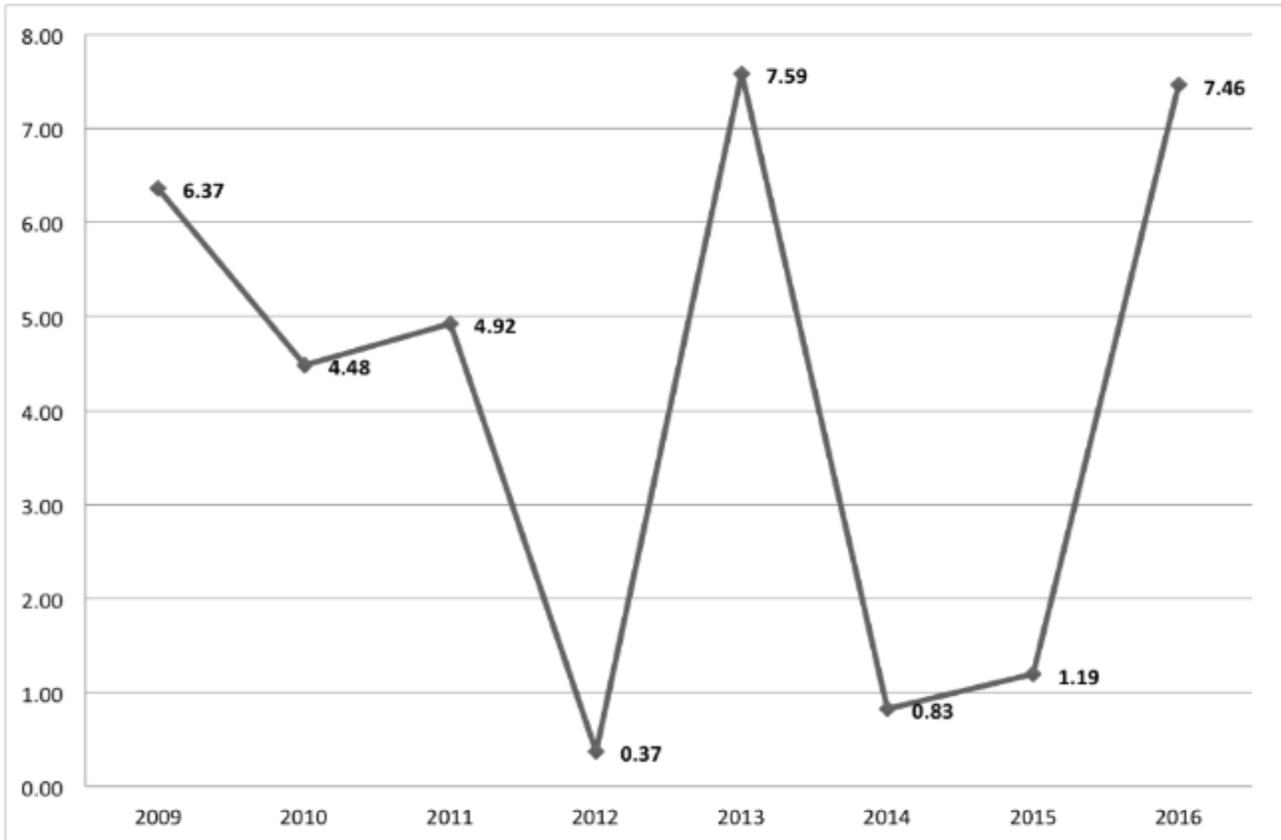
Analysis

The sale price to tax value ratio reflects the difference between a property's sale price and its tax assessed value. A trend in sales ratios estimates the change in property values. In order to measure the change in property values before and after the Impact Center, a sale price to tax value ratio was calculated for all sales from 2009 to 2016 within a 1/2 mile radius of the Impact Center. Table 2.2 displays the average sale price to tax value ratios as well as the number of sales transactions for each year. Ratios declined from 2009 to 2012, then sharply increased in 2013. The area surrounding the Impact Center declined again from 2013 to 2014 but has grown every year since 2014. (See Figure 2.4 for this trend). According to this analysis, the acquisition and renovation of the old Home Depot store into the Impact Center appears to have some correlation with the rise in property values in the surrounding area but does not show direct causality.

Table 2.2. Recent Sales Price to Tax Assessed Value Ratio (2009 – 2016)

Sale Year	Ratio	# of Sales
2009	6.37	5
2010	4.48	7
2011	4.92	8
2012	0.37	4
2013	7.59	7
2014	0.83	6
2015	1.19	7
2016	7.46	10
Grand Total	4.54	54

Figure 2.4. Recent Sales Price to tax assessed value ratio from 2009-2016



Early Childhood Education

Early childhood education programs play an important role in society and perhaps an even larger one in low-income communities. Though early childhood education programs benefit all, those with the most to gain are those in distressed communities that have very lower access to resources than families in higher income communities. The indirect monetary resources available to children in higher income communities include daily intentional interaction, food security, expanded social interaction and cognitive enhancement activities among others. Lower income communities are often bombarded with many anxiety producing situations as parents struggle to find money daily, often providing barely enough to keep those in the household fed. Word Tabernacle Church and the Impact Center have made efforts to combat anxiety filled familial environments through its child care program. By doing so, they have helped relieve the burden of many families and have aided public and community efforts in fostering an environment where younger generations have the opportunity to live up to their fullest potential. This report will examine critical research in the economic gains to society from early childhood education programs and suggest ways high quality childhood education benefits communities.

There have been many efforts to analyze the effects of early childhood education. These efforts have aimed to measure its effect both on disadvantaged youth and how such investments bring a return to the larger society. Two of the most influential studies in this effort are the High Scope/Perry Project and the Abecedarian project. The High Scope/Perry Project took 123 children born into poverty and conducted a longitudinal study that examined the effects of a half day of preschool, every weekday, with a 90-minute home visit for eight months of the year for two years.³ The study would go on to measure outcomes with check-ins on participants through the next 49 years. The Abecedarian Project included 111 children, 57 treatments and 54 controls. The participants in this experiment were chosen randomly at birth to receive enriched child care services for 8 hours a day, five days a week, 50 weeks per year from birth to age 5. ⁴The children were then randomized again and given a “Resource Teacher” who aided them by providing additional instruction for both students and parents as they entered kindergarten. Two follow- up studies measured the progress of participants at age 15 and 21.⁵ With such intentional longitudinal research, the High Scope/Perry Project and the Abecedarian project provide the empirical information needed to substantiate support for the smart investment of public funds into early childhood educational programs.

The areas of cost savings for local governments in early childhood programs vary between both research projects but broadly affect seven areas. These included long-term earnings of participants, earnings of their future generations, maternal earnings, local government savings from k-12 education, cost savings from improved health, cost savings from decreased crime, and cost savings on the need for welfare. Both the Perry Project and the Abecedarian project have observed gains in income among program participants relative to controls and this has economic reverberations throughout the economy

³ Currie, Janet. “Early Childhood Education Programs.” *Journal of Economic Perspectives* 15, no. 2 (May 2001): 213–38. doi:10.1257/jep.15.2.213.

⁴ Schweinhart, Lawrence J. and David P. Weikart. “The High/scope Perry Preschool Study.” *Prevention in Human Services* 7, no. 1 (February 6, 1990): 109–32. doi:10.1300/j293v07n01_06.

⁵Ibid.

well into the next generation. The time children spend with education services frees up the time a mother has so that it could be invested in either human capital development or participation in the labor force. Early childhood education has demonstrated an effect of decreased need for special education classes, classes more costly than traditional classes. It has also demonstrated a lower likelihood of grade retention. This reduces the expenses of the total required spending (public or private) for the educational tenure of students. The Perry Project measured a high effect of early childhood education on instances of crime and quantifies this cost to society in its return on investment. Although the Abecedarian project did not see a statically significant difference in the number of crimes committed, the experiment took place in a wealthier region where there was a stark difference in the crime rate when compared to the Perry school project’s location. Perhaps for this reason, the Perry school project was able to account for substantial savings to government due to lower incidents of crime among participants relative to those not provided the education services. Though the returns on investment differ drastically because of how the research was designed and implemented, the academic consensus is that a well-developed early childhood education program produces at minimum a 7% return on the cost of the program in the long run.⁶ Table 2.3 lists the financial data collected by each of the studies and their respective monetary benefit to society per child.

Table 2.3. Per Child Study Cost and Benefits⁷

Study		Perry	Abecedarian
Program Total Cost		15,386	63,476
Benefits (Per Child)	Description of Benefit	Monetary Effect	
Child Care	Savings produced from forgone child care.	\$919	\$27,612
Compensation	Growth in participant future wages because of program	\$79,743	\$37,531
K-12 Schooling	Savings produced by a lower likelihood of grade retention.	\$556	\$836

⁶ Heckman 2010

⁷ Barnett & Masse 2007

College/Adult ed.	Program's effect on cost of higher education pursued by increased likelihood of higher education	\$(1,309)	\$(8,128)
Crime	Savings produced by lower likelihood of crime	\$73,959	\$-
Welfare	Government savings due to decreased likelihood of welfare use.	\$774	\$196
Compensation Future Generation	Estimated Increase in wages for a participant's child induced.	unknown	\$5,722
Maternal Compensation	Increase in mother's compensation due to an increase likelihood in labor force	0	\$687,281
Health/smoking	Healthcare savings due to lifestyle choices of program participants	unknown	\$17,781
Total Benefit		\$262,642	\$158,278

Three important factors should be considered before the Perry Project and the Abecedarian program effects can be generalized to other early childhood programs. These factors are: one, what is offered by the program; two, who attends the program; and three, the socio- economic context in which the program is offered.⁸ The two previously mentioned studies offered varying service; a half day for so many weeks of the year and the other a full day of intentional instruction. These equate to different returns to relative communities serviced by the relative child care programs. Additionally, who program participants are and the community the program is embedded in also affects the program economic

⁸ Barnett & Masse 2007

benefits due to factors outside of the program. Perspectives, climate, fears, cost of living and attitudes will differ from community to community. Tellingly, however, dollars invested in low resourced areas might have a higher impact on cost saving to government due to the availability of needed intentional programs available to youth in more wealthy areas.

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Workforce Development Programs

Purpose

To attract donors, partners, and clients to workforce development programs, it is important for program administrators to track key workforce development indicators. These indicators can be used to determine both the performance of the workforce program and the status of a particular labor market (USAID 2015). The most common workforce development indicators are listed in Table 2.4 below. By tracking and reporting these indicators longitudinally in annual reports, workforce development program administrators can actively engage clients, private and public sector partners in their work (University of Chicago 2012).

Table 2.4: Most Common Workforce Development Indicators

Indicator	Description	Example metrics
Training	The process of acquiring a set of skills required for a particular job	Enrollment in training; completion of training; achieving competency standards; returning to formal schooling; improving “soft” skills
Placement	Assisting client in pursuing and securing employment	Placement in internships; placement in jobs by program staff; placement in further education
Employment	Condition of having legal, paid, regular work, and associated changes in income	Employment status (better/new) after 6 and 12 months; number who start an enterprise; quality of employment (e.g. inclusion of benefits, training, flexibility)
Wages/Income	Fixed, regular payment/includes money earned from any other activity or investment	Hourly/weekly/monthly/annual wage totals; individual income; household income; benefits
Satisfaction	Client’s level of contentment with services provided and/or current employment situation Employer’s level of contentment with employee’s skills and performance	Survey client on his/her level of contentment with services; survey employer on his/her satisfaction with employee’s skills and performance
Return on investment	Profitability ratio comparing program expense with program output	Number of clients with improved outcomes over dollars spent; percentage of training costs covered by non-donor sources

Measuring the economic impacts of the Word tabernacle church

Market facilitation	Linkages between workforce development program providers and firms	Strengthened relationships; improved sales
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Source: USAID 2015

Workforce development program administrators can also use these indicators to compare their progress with that of local economic development sources and other workforce development programs serving a similar population. The Bureau of Labor Statistics (BLS) collects data illustrating local employment and unemployment by metropolitan area, county, state, and nation annually (BLS 2016). If percentage of clients employed after completing a workforce development program is higher than the local average or the average of other workforce development programs, for example, this notable achievement should be illustrated in annual reports.

Methodology

This section is geared towards developing and/or deepening relationships with a broad scope of workforce intermediaries, and tracking and reporting clients' progress in Impact Center annual reports after clients complete their training programs.

Links to job posting boards are included in the "Dream Ministry-Opportunities" section of the Center's website, and it is clear that the Center has hired a staff member tasked with assisting clients in meeting their employment goals⁹. It is unclear whether or not the Center has invested in building relationships with a broad array of workforce development intermediaries beyond job boards and Nash Community College¹⁰. Workforce intermediaries are organizations and agencies that are effective at connecting employers with low-income, and less-skilled job seekers (Fitzgerald 1004). These intermediaries include not only traditional job-training providers, but also community organizations, community colleges, and government agencies (including both workforce development and economic development agencies).

By deepening relationships with both workforce development program providers and regional economic development departments, The Impact Center will be able to understand workforce needs from both the supply and demand-side, respectively. This market facilitation can be advantageous to The Impact Center on both the supply and demand side; the Impact Center can benefit from more clients enrolling in workforce development programs (supply-side), and businesses recruiting in the area (demand-side) may also eventually partner with the Center and provide additional funding for the Center's workforce development program(s).

In order to track clients' progress longitudinally, the Center can develop an intake form that collects information shown in Figures 2.5 and 2.6:

⁹ http://wordtab.net/pages/page.asp?page_id=295423

¹⁰ http://www.wordtab.net/uploads/Fall2014II_OffCampusClasslocations.pdf

Figure 2.5. Initial client intake form

- Name
- Age
- Citizenship status
- Education level
- Employment status
- Current income
- Career goals/reasons for enrollment in course
- Signature confirming client's permission to be contacted in 6 months and 12 months after program completion

Figure 2.6. Client intake form after 6 and 12 months of program completion

- Name
- Age
- Citizenship status
- Education level
- Employment status (internship/part-time/full-time)
- Skills gained
- Current income
- Satisfaction with workforce development training program

These metrics can be tracked by program administrators to understand clients' progress. Return on investment (i.e. students' educational, employment, skills, income, and satisfaction gains) can then be quantified and reported out to engage partners seeking data on workforce development programs' direct impact. By tracking and reporting performance indicators, The Impact Center can better understand its impacts, contribute to the future prospects of its clients, and engage partners to improve its programs.

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Rate of Recidivism

Overview

The Bureau of Justice Statistics (BJS) reports nation-wide recidivism rates based on age, sex, race/hispanic origin, number of prior arrests, and most serious commitment offense. All of these factors greatly impact an inmate's chances of recidivating. However, prior incarceration is the most significant indicator of recidivism.

- In 2005, 67.8% of released prisoners were arrested within 3 years; 76.6% were arrested within 5 years.
- Within 5 years of release, 82.1% of property offenders were arrested for a new crime, 76.9% of drug offenders, 73.6% of public order offenders, and 71.3% of violent offenders.
- The average released prisoner has 4.9 prior convictions.¹¹
- The three-year recidivism rate for 2010 prison releases in North Carolina was 28.9%^{12,13}

Collecting and Analyzing Data

In order to compare WTC service recipients to nationwide data, service recipients must be surveyed over a period of time. Then, according to each individual's characteristics, they can be compared to the most up-to-date state average available or to individuals with comparable characteristics:

1. The most recent recidivism rate reported by the state of North Carolina, 28.9%, was for prisoners released in 2010 and tracked for the following three years.
2. The [BJS Prison Recidivism Analysis Tool](#), published in 2005, allows you to enter an individual's data and will return with the expected recidivism rate of that individual. You can then project how likely and when a service recipient may recidivate and measure program success based on that information.

Unfortunately, there is no standardized methodology for measuring rates of recidivism.¹⁴ Therefore, use caution when comparing collected data to existing control data; jurisdictions often calculate recidivism differently resulting in widely varied figures.¹⁵ It is advised to keep track of program participants for three years by collecting appropriate contact information, surveying them every 12 months after the completion of their program, in order to compare sample rates to statewide rates.

¹¹ Durose, Matthew. (2014). *US Department of Justice: Recidivism of Prisoners Released in 30 States in 2005: Patterns from 2005 to 2010*. Retrieved from <http://www.bjs.gov/content/pub/pdf/rprts05p0510.pdf>

¹² The National Reentry Resource Center (2014). *Reducing Recidivism*. https://csgjusticecenter.org/wp-content/uploads/2014/06/ReducingRecidivism_StatesDeliverResults.pdf

¹³ This figure reflects a return to prison while the first three figures reflect only arrest, not conviction and/or incarceration.

¹⁴ The Urban Institute,. (2014). *Improving Recidivism as a Performance Measure*. Retrieved from <https://www.bja.gov/Publications/UI-ImprovingRecidivism.pdf>

¹⁵ The Urban Institute. *Measuring Recidivism at the Local Level: A Quick Guide*. http://www.urban.org/sites/default/files/recidivism-measures_final-for-website.pdf

Rules of Thumb

In an attempt to standardize recidivism data reporting, the National Reentry Resource Center suggests service providers, local jurisdictions, and states adopt the following best practices:

1. A common definition of recidivism: a return to prison for a new offense or a technical violation within three years of release.
2. Differentiating between various recidivism measures, including returns to prison, arrests, convictions, and violations of probation or parole conditions.
3. Collecting information about the recidivism event, including whether it was a new offense or a technical violation, the offense type, and the geographic region.
4. Collecting information about the offender, including risk level, age, gender, prior criminal histories, and behavioral health needs.
5. Consistent follow-up periods of one, two, and three years post-release.
6. Annual recidivism calculations.
7. Collecting data on all releases, not just a representative sample.¹⁶

Other survey questions will help WTC track its own success among local recidivism programs.

Considerations/Caveats

- Sample size - The fewer people surveyed the higher the chance for statistical error.
- Sampling bias - If those who take the survey do not represent the general population or the control sample (the state or the nation), the data will not be accurate.
- Causation - If data collected at WTC differs from national data, it is very difficult to prove that the cause of this difference is due to WTC programming and not due to external factors.

¹⁶ The National Reentry Resource Center (2014). *Reducing Recidivism*. https://csgjusticecenter.org/wp-content/uploads/2014/06/ReducingRecidivism_StatesDeliverResults.pdf

Sample Recidivism Survey

- 1) Age
 - a) 24 or younger
 - b) 25-39
 - c) 30-24
 - d) 35-39
 - e) 40 or older
- 2) Sex
 - a) Male
 - b) Female
- 3) Race/Hispanic Origin
 - a) White
 - b) Black/African American
 - c) Hispanic/Latino
 - d) Other
- 4) Have you ever been arrested, convicted, or incarcerated
 - a) Yes, one or more of the above
 - b) No, none of the above
- 5) Have you been arrested, convicted, or incarcerated in the last 12 months?
 - a) Yes, one or more of the above
 - b) No, none of the above
- 6) Number of prior arrests
 - a) 4 or fewer
 - b) 5 to 9
 - c) 10 or more
- 7) Most serious committed offense
 - a) Homicide
 - b) Rape/Sexual Assault
 - c) Robbery

- d) Assault
 - e) Other Violent Crime
 - f) Burglary
 - g) Larceny and Motor Vehicle Theft
 - h) Fraud/Forgery
 - i) Other Property
 - j) Drug Trafficking
 - k) Drug Possession
 - l) Other Drug
 - m) Weapons
 - n) DUI
 - o) Other Public-Order
- 8) Most recent committed offense
- a) Homicide
 - b) Rape/Sexual Assault
 - c) Robbery
 - d) Assault
 - e) Other Violent Crime
 - f) Burglary
 - g) Larceny and Motor Vehicle Theft
 - h) Fraud/Forgery
 - i) Other Property
 - j) Drug Trafficking
 - k) Drug Possession
 - l) Other Drug
 - m) Weapons
 - n) DUI
 - o) Other Public-Order
- 9) Have you participated in a re-entry program?
- a) Yes

b) No

10) If yes, which services did you use (circle all that apply)?

a) The Impact Center

b) PTRC Project Re-entry

c) H.O.P.E. (Helping Offenders Pursue Excellence)

d) S.T.A.R. (Striving To Achieve Recovery)

e) NEW Reentry Council

f) Other_____

Marriage Rates

Purpose

Marriage has both economic and social benefits that help communities thrive by legally allowing individuals to share financial risk and responsibilities, while decreasing the likelihood of children being born into poverty. WTC offers several services to strengthen the relationships of wed couples, including premarital and marital counseling. As such, the marriage rate of Word Tabernacle Church members, and that of those having utilized the counseling services offered by Word Tabernacle Church, can be used as one aspect of WTC impact on local household economic stability.

Metric | Marital Status of Church Members compared to Regional Statistics

The American Community Survey publishes survey-based estimates of marriage and divorce rates per 1,000 adults. This data is specific to the population of people 15 years and over. Additionally, the population is organized into five distinct categories: never married, now married (not including separated), separated, widowed, and divorced. As this data is available at the county and level, it would be beneficial to compare the marital status of Word Tabernacle Church members to that of Nash County, Edgecombe County, and the City of Rocky Mount.

Methodology

To measure the impact of World Tabernacle Church on Marriage Rates, WTC should collect annual data regarding marital status of its church members. The data should be specific to members of the ages 15 years and over so as to match the ACS methodology. The survey responses should, similarly, be limited to the options made available to ACS respondents.

Categories are to include 1) Never married, 2) Now married (not including separated), 3) Separated, 4) Widowed, 5) Divorced. Once this data is collected it can be effectively compared to estimates amounted by the American Community Survey.

As an initial reference, the 2014 ACS 5-Year Estimates are as follows for the region:

	Nash County	Edgecombe County	Rocky Mount, NC
Population 15 years and over:	76,967	44,883	45,962
Never married	31.1%	35.5%	38.3%
Now married (not including separated)	46.0%	39.9%	36.4%
Separated	3.8%	5.1%	4.9%
Widowed	7.6%	8.5%	8.3%
Divorced	11.5%	11.0%	12.2%

Available Statistics (*from WTC*)

1. The number of couples that participated in Premarital Counseling class is 178.
2. The marital status of couples after participation is:
 - a. 7 couples separated $14/356 = 3.9\%$
 - b. 2 couples divorced $4/356 = 1.12\%$
3. Program started in 2008

At this point, these statistics are incomparable to ACS data and other national databases that provide similar information regarding marriage and divorce rates due to the small sample size. Despite this limitation, we recommend that data continue to be gathered as we expect comparisons to be valuable in the future in demonstrating the effect The Impact Center's services have on the community.

Banked vs. Unbanked Status

Purpose

Access and use of a bank provides a clear path towards stability, financial independence, and economic mobility for millions of Americans. Institutional, societal, economic, and cultural barriers prevent millions of Americans from fully obtaining their banking needs from the formal banking system. According to the FDIC, 7% of American households are currently “unbanked,” meaning that no one in their family has a checking or saving account, and nearly 20% are “underbanked” meaning that the household has an account with an insured financial institution, but still meets some of their banking needs in informal or otherwise non-insured sources.¹⁷

Increased access and understanding of the benefits of a bank account can have marked positive impacts on family’s wellbeing, including:

- *Protection:* assets are safeguarded against fraud and decreased vulnerability to discriminatory loan practices
- *Accessibility:* money is easily reached through legitimate checking accounts and are a stable of establishing a credit history, which increases access to loans, mortgages, and credit cards.
- *Accumulation:* households can invest savings to grow asset and build an emergency fund to plan for unforeseen events.¹⁸

Barriers to full access to the financial system is great. Chief among these barrier, unbanked families often cite a lack of money needed to open a bank account, unpredictability of bank fees, lack of trust and privacy in the banking system. WTC’s financial counselling services however are likely to help address these barriers. This methodology is intended to be a roadmap to measuring the impact of WTC’s program its participant’s banked/unbanked status. It includes an outline and initial predicted estimates of banked rates in Nash County, a recommended path to collecting data on participants, and finally some possible conclusions that may be reached once data is collected and analyzed.¹⁹

Results: Estimated banked rates in Nash County

Using regression analysis developed by the Urban Institute on official records collected by the FDIC in 2013, we are able to provide a predicted level of banked, unbanked, and underbanked populations in Nash County based on local socio-economic and demographic factors found in the American Community Survey.²⁰ Summary results are reported below; this data suggests that Nash County has a slightly higher percentage of its population that is unbanked as compared to North Carolina and the country as a whole. Edgecombe County shows similar results with slightly higher rates of under and unbanked status due to demographic and socio-economic differences between the two counties.

¹⁷ Federal Deposit Insurance Corporation. *FDIC National Survey of Unbanked and Underbanked Households*. “Executive Summary.” 2015. Retrieved from <https://www.fdic.gov/householdsurvey/2015/2015execsumm.pdf>.

¹⁸ Council of Economic Advisors. *Financial Inclusion in the United States*. June 2016. Retrieved from https://www.whitehouse.gov/sites/default/files/docs/20160610_financial_inclusion_cea_issue_brief.pdf.

¹⁹ *FDIC National Survey of Unbanked and Underbanked Households*

²⁰ Ratcliffe, Caroline, Signe -Mary McKernan, Emma Kalish, and Steven Martin. "Where Are the Unbanked and Underbanked in New York City?" The Urban Institute. September. 2015. Retrieved from <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/2000430-Where-Are-the-Unbanked-and-Underbanked-in-New-York-City.pdf>.

Table 2.5 Household Banking Status, 2015

	Unbanked	Underbanked	Fully Banked	Unknown
United States	7%	19.9%	68%	5%
North Carolina	7.7%	20.6%	66.2%	5.5%
Nash County	8.3%	25.4%	59.8%	6.5%
Edgecombe	8.5%	27.0%	55%	9.2%

Recommended WTC Data Collection

To put the figure above in context and make conclusions regarding WTC’s impact on the rate of banked status locally, we recommend that the Impact Center’s financial counselling services require participants to list their banked status before the program, upon its completion, and every year thereafter for at least five years if possible. Below are samples of the type of question that would be most useful for drawing conclusions.

- Do you or your family currently have a checking or savings account at a bank?
- If no, please list the reason.
- Have you or your family received banking services form alternative financial services in the past 12 months, including payday loans, rent-to-own agreements, pawnshops, refund anticipation loans, some subprime mortgage loans and car title loans, and non-bank check cashing, money orders, and money transfers?
- Since participating in WTC’s financial education, have you or your family received banking services from the alternative financial services listed above?

Analyzing Results and Making Conclusions

The results of survey participants will allow WTC to compare the rate of banked or unbanked families in their program with what we would expect to see in Nash County. If program participants have a higher banked rate after completing the program than the county expected rates WTC can use this as evidence that this program is beneficial to the economic health of the county’s residents. The specific impact of such a program, in dollar value to the county, may not be inferred from this data alone. A demonstrable trend towards improved banked rates among participants will be a strong signal, however, to the impact of WTC on local economic capacity.

DATA PRIVACY

Data privacy laws may apply to the collection of personal information. Prior to implementing these surveys, we recommend WTC seeks legal counsel.

CONCLUSION

As indicated by the economic impact analysis, the work of The Impact Center has positively impacted Nash County and the surrounding area through contributions to job creation and fiscal impacts. While the property does not offer the same benefit to the county as it did when previously operated as a commercial retailer, the property's current economic, social, and community development benefits arguably outweigh those of its previous operations. Records of previously paid property taxes indicate that \$47,500 worth of property taxes were being levied on the site. When reviewing the fiscal impacts indicated in our IMPLAN analysis, the \$66,345 worth of taxes received at the county level by Project Thrive at The Impact Center point to the positive benefit to the local economy of having Word Tabernacle Church operating in this facility, which is especially true when considering that this analysis is limited in scope and markedly conservative with its projections.

The analysis presented is based on the data made available by the WTC staff. As a result of data limitations, we recognize the limited scope of our results. It is likely that the indirect economic impacts of WTC's activities are greater than what we were able to capture and quantify with the existing data. We hope though that the methodologies provided can be used as a guide to inform future data collection and analysis. These methodologies will enhance WTC's ability to demonstrate the efficacy of its programs. Going forward, improved record keeping and data collection will allow WTC and the Impact Center to fully capture the significance of their work within the greater Rocky Mount community. WTC staff will be equipped with the information necessary to successfully convey the full impacts of their social service provisions, allowing them to share a replicable model with other faith-based and/or non-profit institutions.

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Katrese is a second-year Master's student in the Department of City and Regional Planning at the University of North Carolina at Chapel Hill specializing in Housing and Community Development. Her hometown, Garysburg, is a small rural town in Northeastern North Carolina with a reputation of being an underserved low-income community. She now makes her home in Durham, NC. She's interested in providing efficient affordable housing to minority and low-income communities. She has volunteered with Habitat for Humanity, which solidified her passion for Housing and Community Development. She holds a bachelor's degree in Sociology from the University of Pennsylvania.

Shamsa Mangalji, MCRP Candidate

Shamsa is a second year Master's candidate and native of Houston, Texas specializing in Economic Development and Real Estate Development. During her most recent summer internship with an economic development organization in Houston, Shamsa developed a portfolio illustrating Houston's labor competitiveness to attract companies to the region. She also assisted the organization's workforce development department in creating a multimedia marketing platform around high-growth, middle-skill job opportunities. Having worked as a sustainability consultant and an adult ESL instructor prior to entering graduate school, Shamsa is interested in the intersection between workforce development and economic development. She is currently researching public-private partnership models for cost-effective real estate ventures geared towards supporting responsible community development.

Estefany Noria, MCRP Candidate

Estefany Noria is a second-year graduate student in the Department of City and Regional Planning at the University of North Carolina at Chapel Hill specializing in Land Use and Environmental Planning. She spent the summer working for RW Ventures, an economic development firm based in Chicago, IL. She conducted data analyses and created visualizations to inform a regional economic growth strategy leveraging underutilized land assets in Cleveland, OH. Her previous research work explored employment outcomes of a HOPE VI redevelopment project with the Center for Urban and Regional Studies at UNC-

Chapel Hill and neighborhood walkability with 1000 Friends of Oregon. Estefany graduated from Duke University with an A.B. in Environmental Sciences and Policy. She ultimately aims to contribute to equitable economic development and land use policies in her hometown of Chicago.

Sarah Odio, MCRP Candidate

Sarah is a second-year Master's student in the Department of City and Regional Planning at UNC Chapel Hill. She is also a community revitalization fellow at the School of Government's Development Finance Initiative, focusing on public-private partnerships for downtown redevelopment. Prior to graduate school, she served as a policy aide for a Miami-Dade County commissioner. In that role, she drafted policy on issues related to economic development, growth management, and community relations. Among other projects, she worked with private and community partners to develop a county-wide internship program and created a dialogue series between police officers and local youth that was incorporated into the Miami-Dade Police training curriculum. Sarah holds a B.A. in Sociology from Vassar College.

Elizabeth Packer, MCRP Candidate

Elizabeth is a second year master's student in the Department of City and Regional Planning, specializing in economic development and working as a graduate Fellow for the Development Finance Initiative at the UNC School of Government. Her primary interests are food systems planning and sustainable community development. Prior to graduate school, Elizabeth worked in the non-profit sector in farm to school education, urban agriculture and international food policy. She also worked as an environmental educator in rural Massachusetts and as an English language teacher in France. Elizabeth has a BA from the University of California, Los Angeles in Geography & Environmental Studies.

Jonathan Peterson, MCRP Candidate

Jonathan Peterson is a second year Master's degree candidate in the Department of City and Regional Planning specializing in Economic Development and Real Estate development. He received his BA in Economics from Mississippi State University where he also spent a summer as an associate student studying political and economic theory at Oxford University. He is passionate about urban reinvestment and creating sustainable, inclusive communities. He is currently a Fellow at the Development Finance Initiative at the UNC School of Government where he works to provide predevelopment real estate advisory services to distressed communities across North Carolina. In addition to his work in fostering urban reinvestment through real estate development, Jonathan has worked as a consultant in creating an inclusive, green entrepreneurial ecosystem and actively volunteers with the M.A.N.H.O.O.D.S project at the Gillings School of Global Public Health that seeks to explore and document the physiological responses of men in relation to the physical environment they inhabit.

Dana Schoewe, MCRP Candidate

Dana is a second-year master's candidate in the Department of City and Regional Planning specializing in economic development. Her primary interests in planning include analyzing the locational preferences of self-employed and remote workers, as well as the economic impacts they have on local economies. Dana is a current economic development intern at RTI International, where she works on several inclusive economic development research projects for county government clients in North Carolina. Prior to attending UNC, she worked as a ski instructor and as a city planning intern in a small ski town in Colorado. Dana received her undergraduate degree from Vanderbilt University in Economics and History.

Taylor Smith, MCRP Candidate

Taylor is a second year Master's student in the Department of City and Regional Planning with a specialization in Economic Development. Prior to her graduate studies at UNC, Taylor worked at a community development corporation in Portland, Oregon as a project associate focused on expanding affordable office space for Latino entrepreneurs. In Spring 2016, Taylor worked with InnovateNC, a cross-city learning collaborative directed by the Institute for Emerging Issues, as a consultant to the Town of Pembroke's Strategic Planning Committee. More recently, she has conducted research with the UNC School of Government in partnership with the Center for Environmental Farming Systems at NC State regarding local food systems as an asset to community and economic development.

Rachel Wexler, MCRP Candidate

Rachel is a graduate student in the department of City and Regional Planning at University of North Carolina at Chapel Hill. Her studies focus on creative economic development with special attention to social justice. Wexler's bachelor's degree is in literature and art from the University of California at Berkeley; her professional background is in writing, editing, and design. Prior to her graduate studies, Wexler was the managing editor of a magazine Oakland, California; conducted interviews with Iraqi migrants and wrote publicity articles for a UN agency in Amman, Jordan; and wrote public health policy recommendations implemented at the national level at the UC Berkeley School of Public Health. Wexler is currently working with Self-Help Credit Union developing an artist in residency program in a mixed-use real estate development project.

Professor T. William Lester, Faculty Advisor

Dr. T. William Lester is Associate Professor of City and Regional Planning at the University of North Carolina, Chapel Hill. His research interests are broad within the field of urban and regional economic development, but generally focus on the role of social institutions and policy interventions in reducing income inequality and promoting balanced economic growth. He is also an expert in policy evaluation and impact analysis.