

**Garden Street Community
Lee County**

**An Action-Oriented Community Diagnosis:
Findings and Next Steps of Action**

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DEDICATION

This document is dedicated to the memory of Clyde “Foley” McLeod (1952-2004). In the autumn of 2003 Clyde welcomed us into the Garden Street Community. At the end of our first meeting Clyde said to us “Now, don’t leave me hanging.” We hope we didn’t.

Kristen, Amy, Jenny, April, and Heather

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The Garden Street team would like to thank our preceptor, Sandra Petty, for her guidance, enthusiasm, dedication, and for being our friend and liaison to the community.

We would also like to thank the many members of the Garden Street community and Sanford service providers who spoke with us, both formally and informally, during the process. We enjoyed meeting and working with everyone!

Those who helped plan the Garden Street Community Meeting were instrumental in helping make the event a success. Thank you so much for your hard work!

The team thanks the following organizations and individuals for their contributions to the Garden Street Community Meeting: Bojangles, Café Carolina, Darrell's Catering, Food Lion, Papa John's, Sandra Petty, Reive's Barber Shop, Sanford Police Department, Sanford Housing Authority and Winn Dixie.

EXECUTIVE SUMMARY

Between November 2003 and April 2004, five students from the School of Public Health at the University of North Carolina worked in conjunction with community members and service providers to conduct an Action Oriented Community Diagnosis (AOCD) in the Garden Street community in Sanford, North Carolina. The goal was to identify strengths and needs of this small public housing community and bring community members and service providers together to create action steps for positive change. The information and dialogue generated are intended to help guide programs for promoting the health and well-being of the Garden Street community. This document summarizes the team's research process and findings, explains the outcomes of the Garden Street Community Meeting, and provides recommendations for the future.

A total of 30 people were interviewed, including 16 community members and 14 service providers. Secondary data was collected from several sources, and team members kept field notes to document experiences and reflections throughout the process. Data analysis revealed several themes of importance to the Garden Street community members and service providers.

Relationships, both within the community and between community members and service providers, emerged as an important topic. Many feel that Garden Street has a supportive, family-like atmosphere, while some feel that community members may avoid social interaction in order to prevent conflict. Relationships between community members and service providers seem to be characterized by a need for more direct communication regarding programs and services.

Policies related to living in public housing also surfaced as a key issue. While many believe that policies are in place to keep people safe, some community members feel that policies are enforced too strictly and do not allow community members enough freedom. One policy that generates mixed feelings is the community service requirement. While community members are

not necessarily opposed to doing community service, some feel that the policy is carried out unfairly. Some service providers see potential benefits of community service and may be willing to help community members find ways to fulfill this requirement.

Community members and service providers have some concerns regarding crime and drugs, especially in regards to “outsiders” coming in to Garden Street, but most agree that the community has undergone some significant improvements over the past several years.

Both parties recognize a need for structured activities in Garden Street. The community center has not been consistently open, but both community members and service providers agree that it should be open and used for programs, especially for children and youth. Community members place a high priority on family and community life and enjoy informal social gatherings in Garden Street, which help foster a sense of community.

Transportation also came up as fairly important issue; some community members see the limited availability of affordable transportation in Sanford as a significant barrier. Service providers also feel that the lack of public transportation and cost of other options is problematic.

The Garden Street Community Meeting generated discussion about a few of these topics. From these discussions, action steps were created to improve communication lines between community members and service providers, open the Garden Street community center and plan activities for children, and help community members fulfill the community service requirement in a potentially more feasible way.

Overall, the AOCD in Garden Street provided an opportunity for community members and service providers to voice their views on the assets of the community, share concerns about areas needing improvement, and dialogue together about ways to enhance the quality of life in Garden Street.

I. ACTION ORIENTED COMMUNITY DIAGNOSIS

Philosophy

An Action Oriented Community Diagnosis (AOCD) is a process by which information is collected from a community on the needs, problems, skills and assets of its members as they relate to the overall quality of life of the population. It “aims to understand many facets of a community including culture, values and norms, leadership and power structure, means of communication, helping patterns, important institutions and history” (Steckler et al., 1993). This process builds on the already existing ties and strengths of the community to ensure that in the end, the process is transferred to the hands of the community and service providers in order for change to occur. The AOCD has six phases, including identifying the target population, reviewing secondary data sources, interviewing service providers, interviewing community members, analyzing the findings, and presenting the findings to the community (Eng & Blanchard, 1991).

The Garden Street team was assigned to conduct an AOCD in the public housing complex named “Garden Street”, located on Clark Circle and West Rose Street just off Garden Street, in the City of Sanford, County of Lee, North Carolina. Garden Street¹ is managed by the Sanford Housing Authority (SHA).

Methods

Defining the community

Eng and Blanchard note that “community is not simply a place that is geographically defined by physical boundaries, such as a town or neighborhood. It can also be characterized by the social cohesion that develops with interpersonal ties” (Eng & Blanchard, 1991). Defining the Garden Street community was one of the team’s first steps in the AOCD process. This was

¹ Unless otherwise stated, the phrase “Garden Street” refers to the public housing complex.

somewhat of a challenge, because there were service providers who did not live in Garden Street but had strong interpersonal ties with those who did. However, the team noticed that when residents of Garden Street referred to their “community”, they were usually talking about only the residents of the housing complex. For that reason, and to simplify the distinction between the “community member” and “service provider” perspectives, the team decided to define Garden Street community members as those who were residents of the housing complex. Throughout this document, the term “community member” will be used to refer to a resident of the Garden Street housing complex, except in a few places where “resident” is used as part of a direct quote.

Development of Interview Materials

The AOCD team developed semi-structured interview guides for individual and focus group interviews with community members and service providers for use in the interview process (Appendices A-D). Interview and focus group guides included questions to be asked of each interviewee or group as well as probes to help facilitate the discussion. As a means of gaining informed consent, the team developed fact sheets that displayed all information about the project, interview process, role of the interviewee, use of data, risks to the interviewee, and confidentiality (Appendices E-I). The development of the interview materials was divided among team members, who used past AOCD documents as templates for the format and content of the guides and fact sheets. The final community member interview guide consisted of questions relating to the geography and history of Garden Street, and the interviewees’ lives (Appendix A). The service provider interview guide included questions relating to the service providers’ roles, the services they provide, and communication and collaboration between the organization and the Garden Street community (Appendix B). Both guides asked questions about interviewees’

views of the Garden Street community's strengths, limitations and needs as well as their ideas for planning the community forum (Appendix A-B).

The team pre-tested the interview guides with a community member and service provider. The pretests gave the team the opportunity to practice using the guides, observe the flow of questions, and assess the relevance of each question. After the pretests, the team adjusted the guides based on their own assessment and the feedback given by interviewees. Irrelevant questions were removed from the guide, and awkward or ambiguous questions were clarified and reworded.

All interview guides, focus group guides, and fact sheets were submitted to and approved by the University of North Carolina School of Public Health's Institutional Review Board (IRB) (Appendix I). An addendum was submitted at a later date to include youth focus groups in the data collection (Appendix J). The IRB reviews all research in the UNC School of Public Health involving human subjects, and the board must approve each research project conducted by the School of Public Health before its initiation.

Gaining Entrée into the Community

The team's first visit to Garden Street involved a meeting with the project preceptor, two community members, and a few service providers. During this meeting, the team was able to meet several key people, listen to initial concerns from all parties, and briefly explain the AOCD process and what would be happening over the next several months. During this visit, the team also had the opportunity to meet and interact with several Garden Street children. For the next trip to Garden Street, the team and preceptor organized an event for the children at the Garden Street community center. Building relationships and trust with children was an important step toward gaining the trust of the overall Garden Street community.

Additionally, the involvement and assistance of the team's preceptor was crucial in gaining entrée throughout the AOCD process. She introduced the team to everyone in the community, referring to team members as her "friends". Because the community members had a very open and trusting relationship with this person, they were quick to accept and welcome the team into the Garden Street community.

Recruitment of Interviewees

The team's goal was to interview key community members who had extensive ties within Garden Street and a general sense about what happens and how people think and feel within the community, as well as people in organizations that provided services to the community members of Garden Street. Based on personal knowledge of the community, the preceptor helped make initial contact with several community members and service providers in order to ensure that the team did not have to make "cold calls" and would be well received by potential interviewees.

In the case of community members, the preceptor personally spoke with many people to explain what the team was doing and ask if they would like to participate in an interview. If community members agreed, their names and contact information were given to the team, and team members contacted them to schedule interviews. Recruiting for the youth focus group followed this same pattern, but in order to recruit youth participants, initial contact and consent was obtained through the parents.

Possible service provider names were compiled by the preceptor and team members, and the team prioritized those who had direct contact with Garden Street community members. Each team member was then assigned a list of people to contact. The team members called the service providers, explained the AOCD and interview process, and asked if they would be willing to talk with the team. Interviews were scheduled with those who agreed.

Another method of recruitment the team used was asking all interviewed community members and service providers to consider people they thought would have insight into the Garden Street community and might be interested in being interviewed as well. The team provided interviewees with a Participant Referral Form (Appendix K) outlining the participant referral process, which was as follows:

1. The person who had been interviewed contacted the new potential interviewee, explained the team's project, and asked if it was okay for the team to contact him/her
2. A team member followed up with the initial interviewee to find out if he/she had made contact with a potential interviewee and received a positive response
3. If so, a team member contacted the potential interviewee to schedule an interview

Data Collection

Primary Data

The team conducted 14 service provider interviews, 13 community member interviews, and one focus group with three Garden Street youth. Two team members were in attendance at each interview and focus group, with one conducting the interview and the other taking notes. All interviews and the focus group were tape-recorded. After each interview or focus group, the note taker transcribed the interview or focus group from the tape recording, often adding field notes and observations as footnotes. Once a transcription was completed, it was sent to the interviewer and a third team member to be coded. For each interview or focus group, these two team members coded the transcriptions to ensure precision, consistency and completion.

To ensure confidentiality, each interviewee or focus group participant was assigned a unique identification number through the use of random digits. The team did not collect demographic information on the interview participants because Garden Street is a small

community with men, whites and older adults in the minority, and collecting and reporting demographic information could possibly lead to a breach of confidentiality for interviewees. The only time such information was noted was in recruiting and conducting the youth focus group participants. However, youth perspectives are not reported separately from the views of other community members in this document, because the team was concerned that community members may be able to easily identify which youth participated and wanted to ensure confidentiality. Also, youth views did not differ significantly from those of adults, so reporting them all as “community member perspectives” was deemed appropriate.

Secondary Data

Secondary data sources provided a history of Garden Street and the surrounding area. In some cases, information from these sources supported primary data analysis, but in other cases, it contradicted what was reported by community members and service providers.

All team members collected secondary data throughout the AOCD process. Initially, team members collected general information on Sanford and Lee County. As the AOCD process progressed, team members collected data on health, education, employment, crime and safety, transportation, and demographics. Because data specific to Garden Street was not often available, the team utilized state, county and city data when needed. The team used many sources, including Sanford Herald archives, websites, online databases, and past AOCD documents on Garden Street and Lee County.

Field Notes

During each trip to Sanford, team members tracked observations and informal interactions with community members. These field notes were used to provide setting and background, track each field visit’s events, and supplement the interviews and focus groups.

Data Analysis

Coding

Primary data analysis began with coding² each interview transcript. Each team member employed a personally preferred method for coding the first few interviews. Once each team member had coded at least one interview, the team met as a whole to discuss the codes each person used, combine similar codes, and develop a preliminary codebook³. The first version of the codebook was malleable enough to account for new information and code changes as additional data was collected, and a final version of the codebook was developed prior to data analysis (Appendix L). This codebook was used to code all community member and service provider interviews and the focus group.

Theme Generation

Once the interviews and focus group were coded, team members sorted their data according to codes. The team then met as a whole to discuss which codes seemed to be most prevalent throughout the data. These major codes became topic areas, which are indicated in this document by the major section headings within the chapters “Background and Setting” and “Themes and Findings”. Within these topic areas, the team identified and pulled out themes, or patterns that seemed to define community member and service provider perspectives.

Field notes, although not formally coded through the previously described process, were used to inform individual team members’ views about what which topics were most salient to the Garden Street community. These views were shared as a group during theme discussions and helped formulate the final themes. Themes were further supplemented by secondary data.

² A code is a label assigned to a specific topic that was discussed in an interview.

³ A codebook is a listing of codes with a description of what each code means.

Strengths and Limitations of the Process

The main strength in this entire AOCD process was the way the team was received by the community. People were open and honest with the team every step of the way. They were willing to invite the team into their homes, and they wanted to help whenever possible. Without such a warm and open reception by the community, this process would not have been possible, much less successful.

The team strove to remain neutral during the data collection process, yet personal biases may have affected the process. Beginning with the development of the interview guides, the team chose to include questions that they believed to be important based on the team's objectives. Likewise, the team coded transcripts according to what they believed to be important. Although the AOCD process is intended to be participatory, the community had very little input during the data collection and analysis process. The team developed the interview guides, collected the data, and analyzed the interviews. The main ways the community participated were by providing the team with information regarding their lives and their community through interviews and by participating in the planning process for the Garden Street Community Meeting.

Another limitation was that none of the team members spoke Spanish. There is a small Latino/a population in Garden Street, some of whom speak only Spanish. Because of this language barrier, these individuals were not interviewed. As a result, their perspectives are not reflected in this document.

The time constraint placed on the team because of the short duration of the project was a major limitation of the AOCD process. Due to class deadlines, it was not feasible to consult with the community in every turn of the process. More time would have allowed for more community input and participation.

II. BACKGROUND AND SETTING

The following section of this document includes information about Garden Street's history, physical characteristics, demographics, and reputation. This information is intended to provide context for understanding the findings presented later in the document.

History

Garden Street History

The Sanford Housing Authority built Garden Street in the 1971, and it has been low-income public housing since it was constructed. The student team found little information about Garden Street prior to 1991, and very few secondary sources provided data about any part of Garden Street's history. The more recent history (1991–2004) information was primarily through primary sources. The team was able to talk with community members and service providers that had lived in and/or worked with Garden Street over the past several years. These interviews were instrumental in helping the student team understand the historical context of the Garden Street public housing community.

Garden Street in the early 1990s

Service providers and community members indicated that Garden Street used to be considered by many to be a bad neighborhood. One service provider commented:

there were a lot of problems out in Garden Street, whereas even the police didn't go into Garden Street unless they had to. It was pretty much the bad guys running it. They were selling drugs. Just a real troubled place...considered the worst place in Sanford during that time.

At that time, there was an apartment that operated as a "night club" that sold drugs, liquor, and "hot plates" [of food]. Community members who lived in Garden Street and Sanford in the early 1990's recall that Garden Street had a negative reputation. One current community member

remarked, “it used to be pretty bad. If it was like it was before, no, I wouldn’t have moved over here. No, they couldn’t have gave me an apartment for free over here.”

One service provider indicated that in 1991 tensions reached a “boiling point” after the police shot a woman who was coming at them with a knife. More police were called to the scene, but were met with resistance from the community members:

it was probably two hundred residents that had came out of the apartments...they would not let the police take these people to jail...Some of the residents on Garden Street was taking canned goods and launching from the top floor, hitting the police cars...we had to call in the highway patrol, we had to call in every available agency that was working that day...it got real ugly.

The service provider indicated that following the riot, the housing authority requested funds to institute community policing in the area.

The Sanford Housing Authority met with Garden Street community members and identified several problems (W.K. Kellogg Foundation, 1992). These problems included:

1. Drug dealers selling drugs openly in their community.
2. Drug dealers concealing their goods on resident’s property.
3. Increased car traffic speeding through the complex to purchase drugs which endangers the children in the complex.
4. Loitering by persons who don’t live within the complex.
5. The use of firearms in their community.
6. A lack of police sensitivity to the problem being encountered in the community (lack of enforcement, slow response time).
7. Lack of disciplined, organized activities for youth to give them an alternative to substance abuse and criminal activity.

Interviews with service providers and community members confirmed that these were the main problems at the time. Lee County Coalition’s Community Based Public Health Initiative, funded by the W.K. Kellogg Foundation and formed as a partnership between the UNC School of Public Health, local health agencies, and community-based organizations, worked with Garden Street to address several of these problems.

Additionally, SHA received a Drug Elimination Grant that paid for a community policing program including two full-time officers to police only Garden Street; the program ended in

approximately 1998. In 1993, a police sub-station was set-up in Garden Street and working with the community members, the police were able to make many improvements in the area. The relationship between the community and the community police officers ended up being very positive. Service providers indicated that community policing and “cleaning up” the neighborhood paved the way for community organizing in Garden Street.

In October 1991, the community members formed a Residents’ Council with the help of SHA. With the help of the Community Based Public Health Initiative, the Residents’ Council received its own 501(c)(3) non-profit status in 1996 (Lee County Health Department, 1997). The non-profit status is current, however the Residents’ Council is inactive at this time (Internal Revenue Service, 2004). The Residents’ Council was partially responsible for instituting a block captain program. The plan was that block captains would be people to whom community members could bring their concerns, and block captains would bring the concerns to the housing authority. This system was in place for a while but was stopped at some point, because block captains were seen as “tattle-tales” by other community members.

In the mid-1990s Garden Street underwent many structural changes, including renovation of the units, demolition of sub-standard units, construction of the playground and new community center, installation of speed bump, and improvements to landscaping. Service providers and community members who spoke about tearing down sub-standard units talked about as one of the positive changes that happened in the mid-1990s. One community member added “[now], you can see everybody’s front door, back door. You couldn’t do that before. It was real big and bad.” Renovations of existing units included central heat and air, new siding, and washer and dryer hook-ups. The community members also mentioned that the speed bumps were an important improvement: “there used to be...cars speeding up and down the street, now

they got speed bumps...that's a whole lot better, safer for the kids." Additionally, a fence was installed to keep people from private housing adjacent to Garden Street from "bothering" the Garden Street community members.

Several service providers mentioned that Garden Street's reputation as a bad neighborhood impacted the community members so significantly that they had to change the name of the streets within the housing complex. "I remember it was just that bad, the kids didn't want go to school and talk about where they lived," mentioned one provider. Working with the city council and county commissioner's office, SHA was able to get the streets renamed. The street named "Turner Drive" was changed to "Clark Circle" to honor Joe Clark, a deceased SHA Board member. Both service providers and community members indicate that Garden Street is not as bad today as it was in the early 1990s. Crime has decreased, the apartments have undergone significant improvements, the grounds are nicer, and there is a place for the children to play. It is now a better place to live in all aspects.

Garden Street Characteristics

Garden Street Location

The team asked service providers and community members to describe the boundaries of the Garden Street community. To help clarify this question, some were asked to describe Garden Street's location within Sanford as they would to someone who has never been there. The majority of service providers and community members described Garden Street as the public housing area including Clark Circle and West Rose Street. One community member gave specific directions: "it's down Fields Drive, down Washington Ave, passed Reive's barbershop—then left and across the railroad tracks. Then turn left into Clark Circle which is

right beside Horton Park.” This description of Garden Street’s location matches the team’s field notes from informal conversations with other community members.

Physical Characteristics of Garden Street

Garden Street consists of approximately 50 housing units. The units are 2-3 bedrooms on one or two levels. Service providers and community members consistently mentioned that the units are in good shape, and the team also observed that the units are, for the most part, in good physical condition both on the outside and inside. Some service providers mentioned that the landscaping could be improved, but that it is difficult to maintain grass on the red clay soil with so many kids running around.

Community members and service providers alike pointed out both the Garden Street playground and the community’s close proximity to Horton Park as assets:

The kids have that park out there near them. They got a park with fields, in the summer a swimming pool, basketball courts...it’s a pretty good little situation...where it’s located.

The community center was also mentioned as an asset to Garden Street. Community members mentioned, and the team observed, that the community center has computers, a TV with DVD and VCR equipment, game tables (foosball, ping-pong) and a full kitchen.

Community Member Demographics

Racial and Ethnic Diversity

In recent years, Garden Street has become more ethnically diverse and reflects the influx of Latinos into Lee County and the surrounding area. In the early 1990s, Garden Street was mainly African American. Service providers and community members report that Garden Street currently has a mix of African American, Caucasian and Latino community members, although it is still predominantly African American. According to SHA statistics, there are seven white, non-Hispanic families, five families of Latino descent and thirty-four non-white/non-Hispanic

families living in Garden Street (Appendix M). One service provider discussed how this may be seen by some as a potential problem or source of conflict, but that Garden Street community members of different races have good relations: “some people would think that we would (get calls about law enforcement) because we have White, Black, Latino and they’re all mixed in together, but they get along.” Community members also reported that mostly everyone gets along, and Garden Street does not have any trouble with race relations.

Age and Family Structure

Garden Street’s age-range and family characteristics reflect the public housing requirements (see Housing Policies section). Garden Street is comprised of many single mothers with children, a few elderly people, and a few people with disabilities. The children are mostly young, with just a few teenagers living in Garden Street. The team observed that there were very few men living in Garden Street. When this was mentioned to a resident, she laughed and said “well, I believe you can actually count them...on your fingers!”

Employment

Interviews provided unclear data regarding the proportion of community members who are employed. Views seem to differ among service providers; some believe Garden Street community members are mostly employed, while others speculate that they are primarily unemployed. One provider estimated that “90% of the tenants in Garden Street work” and went on to say that “some work at the hospital...home health care...at fast food, and at the factory.”

Information in secondary data from SHA indicates that 43% of the community members work, and 67% of the community members have non-work income sources which could include child support, welfare, and other sources (Appendix M).

Community members indicated that people work in a wide variety of industries and occupations, including factory work, nursing, fast-food, and retail. Others mentioned that some people “do hair” to earn money. In informal conversations with community members, the team heard that several people worked in the nearby Tyson chicken factory or as Certified Nursing Assistants (CNAs) in local health-care organizations.

Community Reputation

This section of the document describes how the Garden Street community is perceived in general, both by those who live there and those who do not. The team felt this was an important background topic to address, because reputation seems to have played a large role in Garden Street’s history and the community members’ sense of pride and dignity.

Community members consistently said that Garden Street is quiet and a “good place to live”. Many feel it is now the best public housing community in Sanford. Although some community members referred to Garden Street as “the projects”, several others expressed a desire for Garden Street not to be known by that term. One resident expressed this concern:

It upsets me very much for people to say ‘you live in the projects.’ I say ‘No, it’s a community, a housing community, it’s not a project. That’s something that’s unfinished, we are finished, you know?’

Service providers also made special effort not to refer to Garden Street as “the projects”:

“[Some people] call them the projects, not a good word, but...housing area is what I [call them].” Providers often referred to Garden Street as a “community” and had positive views of Garden Street’s community members. Service providers indicated that “Garden Street [has] a good attitude.” Several providers said that the changes that were made in the 1990s had a positive effect on the community. One provider recounted a common theme:

It used to be that people didn’t want to move to Garden Street, and now Garden Street is one of the better places to live in the public housing in Sanford. I mean it’s right next door to the park, and the crime rate is not really that bad...

III. THEMES AND FINDINGS

The following section presents each of the individual topics and themes that emerged through community member and service provider interviews and collection of secondary data. Under each topic heading, a theme statement summarizes the findings. Community member views are then presented, followed by service provider views. Secondary data is then summarized, as applicable; not all sections include secondary data. Team members' views are woven throughout each section as they directly relate to information presented.

Community Member Relations and Internal Leadership

There is a family-like atmosphere within the community, and people can turn to their neighbors for support, yet community members sometimes keep to themselves in order to avoid conflict. Additionally, there appears to be a desire and need for strong internal leadership in the Garden Street community.

Community Member Perspectives

During interviews, community members consistently reported that Garden Street feels like a family and is a place where people know each other and care for one another's children:

People are like family... We try to keep the kids happy, you know stuff like that... it's really a nice community. Every area has its problems, but I really think it's better over here.

[A male resident is] out there all day with the kids. If you let your kids go out and play, he's got them on that end, and most likely I got them on this end, because I sit on the porch, to watch them. And there will be a lot of kids out here playing, and I'll watch all of them, not even my own.

The team's informal conversations with community members and direct field observations supported the notion that people watch out for each others' children when they are playing in the community, even if they do not know whose children they are watching.

In reference to social support between adults, another community member said, "you might need someone to talk to, you know, someone to help you out. You let [new residents] know there's always someone who will be there for you." This sentiment was expressed by many

people in Garden Street, and this type of support was also observed by the team, as community members were often seen spending time together in their homes and on their front porches.

On another note, community members reported that conflicts exist, and they sometimes stay to themselves in order to avoid them: “people ask about other folks’ business, and I don’t get into that gossip.” Some community members speculated that conflicts among adults may start with spats between children and grow from there: “...if the parents get into it (an issue between children), it would be a big [argument]...” Some suggested these conflicts were due to people not having enough structured activities to stay busy:

When you have nothing to do but sit around, you have nothing to do but talk about people and it seems like that is when stuff starts getting all involved – because there’s nothing to do but sit around and start commotion...

Others commented on conflict arising when community members “turn in” one another to the housing authority: “...you got people over here snitching for no reason...they’re just looking for something wrong. As soon as they find something wrong they turn you in [to SHA]”.

Community members indicated that leaders exist within Garden Street: “I don’t know if they’re formal or not, but everybody knows there are leaders in the community.” In the past, the Residents’ Council has met to provide leadership, but as previously stated, that group has ceased functioning. The team observed some community member interest in participating in the Residents’ Council, but it seems to the team that these residents may need some information to initiate the reestablishment of the group.

Service Provider Perspectives

Many service providers did not have close enough contact with Garden Street community members to comment specifically on their interpersonal relationships, and those providers seemed to rely mainly on stereotypes of public housing communities in general to generate ideas about how community members relate. However, a few providers who did interact regularly with

the community discussed that people in Garden Street have good relations and a sense of personal investment in their neighborhood. One provider in particular mentioned that Garden Street was a “model community because of the diversity, and people get along.” Another provider stated that the ability of the community members to get along and get things done was one of the reasons that they were able to “maintain” after the community policing program ended.

Some service providers commented on this issue of internal leadership within Garden Street and noted a lack of sustained leadership within the community. Providers speculated that this is due to the transient nature of public housing:

I have found that it’s hard to find leaders...you have a lot of decent people, but to find a leader that is willing to step up to the plate and kind of make something happen ...is kind of hard to find. ... if they can move, they move...our leaders would leave and they would move their families on. And you can’t blame them, but then we would be stuck with no leader, and...programs would collapse a lot of times.

From interactions with some providers, the team sensed a contradiction between the desire to build a sense of community and the notion that public housing is intended to be temporary. This may have implications for leadership building within the Garden Street community.

Communication between Community Members and Service Providers

Community members and service providers both desire more direct communication with each other. There are varying opinions about how SHA responds to community members’ requests and complaints.

Community Member Perspectives

When discussing how Garden Street community members and service providers communicate with one another, community members primarily focused on concerns they had regarding their communication with SHA. Some expressed frustration because they feel that

communication with SHA seems to depend on the type of relationship individual community members have with staff in the SHA office:

[Those with a previous relationship with SHA (block captains)] can do a lot of things – they can do what we’re not allowed to do. You have to let them know that you’re having a party...if they don’t approve it, then...you got to go to the housing and talk to [SHA employee], and ask [her or him].

Although some community members noted that they can call SHA office personnel directly, others want more direct communication “between the residents and the office people.” Another community member commented on a lack of communication regarding programs that have ended: “We never know why [programs] leave, but they always just leave.” In regards to SHA responding to community members’ complaints, some community members desire quicker responses, but others expressed understanding that action can be slow: “...if [service providers] don’t do it right then and there, [community members] got a complaint, [but] anything that you do and it concerns the government, it takes time.”

The team observed that communication with SHA is a higher priority for Garden Street community members than communication with other outside service providers. The strongest communication between SHA staff and community members appears to come from relationships built on mutual respect and focused on interpersonal connections, not merely on providing services.

Service Provider Perspectives

SHA and other service providers reported various methods of communicating with the community members of Garden Street. In advertising services, some use newsletters and fliers, while others rely on word of mouth.

Service providers indicated that some methods of communication are underutilized. Some providers referred to SHA’s Resident Advisory Board, which was started in 2003 to allow

members of the various SHA housing communities to bring issues to SHA's attention. However, team members' field observations and notes from informal conversations with community members suggest that many are unaware of the existence of the Resident Advisory Board.

One potential communication concern is that the availability of some services and programs depends on the level of interest shown by community members:

[We'll hand out a flyer and] if [community members are] interested we'll put [their] name down. And we go out there and pick them up and bring them back home. But, I never get any calls from Garden Street. And maybe they're just not interested in going...

However, based on field interactions, the team perceived possible problems in using community members' interest level as a gauge for whether to offer programs and events. Although service providers may sometimes be correct in concluding that there is no interest in programs or events, it seems that community members may not know that they must take initiative to show interest in order for the program or event to happen.

While some service providers indicated that they communicated about problem solving by going to other service providers before speaking with the community members, others described going directly to community members to help solve problems. The team observed that service providers with more direct and personal relationships with community members tended to focus more on involving them in communication about problem-solving efforts.

Service providers consistently cited language as a communication barrier. Some providers cannot speak Spanish, making communication with the Latino population minimal, and some expressed that they would like to learn Spanish in order to improve communication. However, providers indicated that Garden Street's Latino community members do not perceive a language barrier when communicating with SHA due to the assistance of bilingual staff.

Community Center

The Garden Street community center has not been consistently open for use by community members due to staffing and funding issues, but both community members and service providers agree that it should be open and used for programs, especially for children and youth.

Community Member Perspectives

Community members identified the community center as a resource for the community in the past and often favorably described things inside the center: “They have a lot of nice stuff...they have computers...for the kids”. Others noted the community center’s games and TV with VCR and DVD player. The team spent time in the center and noticed all the equipment mentioned by community members, and the equipment seems to be in fairly good shape.

Most community members were aware that activities used to be held in the community center but were no longer taking place. Some conveyed frustration that the community center was no longer open for the community’s use: “They should open it to everybody and let us have access like we used to. We used to come in here and use the computers...We can’t even come in here at all.” During the teams’ first trip to the community, the community center was open for a small gathering. However, on most other trips to the community, the team has observed that the community center has been locked. Through informal conversations with community members and service providers, the team learned that people from outside the community can, on occasion, gain access to the center for events such as meetings and church services.

Almost all community members indicated a desire for the community center to be open again in the near future, especially for the use of the children and youth of Garden Street. One community member commented:

It would be real nice if this place [community center] could be open-there are games here and computers. The kids would have something to do, and the adults who are in school...can do their work here too on the computers.

Service Provider Perspectives

For the most part, service providers' views were in accord with the views of community members, although not all providers realized the center was not being utilized. Those who were aware that the center is not open for the community's use expressed a desire for it to be open, especially for the children and youth. They recognize the center as an asset and resource for the community: "And of course [there is] a nice community center out there- that's really an asset". They would like: "to open it up in the afternoon, let the kids utilize it for homework, things like that". However, due to staffing, funding, and no "set schedule", some service providers noted that opening the community center may not be currently feasible.

Crime, Drugs, and Safety

Overall, while community members and service providers were somewhat concerned about crime and drugs within Garden Street, the safety of the community has improved drastically from "how it used to be". Current issues seem to be attributed to "outsiders" bringing problems in, not to the people living in Garden Street.

Community Member Perspectives

As stated previously in the earlier sections of this document, community members mostly stated that they feel as though Garden Street is much safer now than in the past, and it is the best public housing community in Sanford. However, safety concerns are increasing as the presence of "outsiders" in the community increases, in addition to violence and drugs in neighboring communities. One community member reported that the "shooting, fighting...that kind of stuff" was something that she really did not have to "worry about here," but mentioned that these problems exist nearby. Several community members similarly told stories of people who "come over here...and start stuff":

It's the people who don't live here but come around visiting or having parties.
Seems like every Friday night I hear gunshots, but it's not coming from this

neighborhood-it's coming from over there, behind the woods...it's other people coming over...walking through the woods or just driving in, turning around and driving out.

The team members seldom felt as though their personal safety was in jeopardy while spending time in Garden Street, but did experience some discomfort while at Horton Park, the park adjacent to Garden Street, when seeing strangers cut through the woods. These feelings were confirmed by community members and providers who referred to "random men" and said that at times it is not safe to be in Horton Park.

One proposed solution to safety concerns is the initiation of a community watch, or a system similar to the previous method of having "block captains" who watched out for different areas within the community:

If there was more of a community watch – like if one apartment for each area was a community watch then if they saw anything they could call the police and... no problem. But right now they're saying 'I'm not getting involved' and that is the way it is.

There are conflicting opinions regarding this approach; as previously mentioned, some feel that in the past it resulted in "tattle-telling" on neighbors, causing some community members to feel they should just "stay to themselves."

Several community members also mentioned that the SHA policies against crime and drugs in the apartments help keep the community members from being involved, but do not keep outsiders from bringing drugs and crime into the area:

Crime is not a problem over here. It's only a problem when people come over there with something 'hot'. You see, people know...it's in their lease. If you get arrested for stealing something you're going to lose your apartment.

Service Provider Perspectives

Service providers are aware of the history of Garden Street related to crime, drugs, and safety and consistently stated that it had improved from times when people "got nervous when [they] passed the area."

What I have heard about it is that it used to be an area of very high crime, but residents have pulled together and done tremendous things...that's what community is all about. They done a great job and have decreased crime in the area dramatically.

Providers, similar to community members, feel as though the issues in the community are related to outside traffic entering the area. One provider shared a past attempt to address this:

We put a fence up down there. Of course, fences don't mean a whole lot to some folks, but I think it stopped a whole lot of the traffic coming through. ... You don't need anybody else coming in, or walking through. Of course, the more you have of that, the more exchange of drugs and illegal mess that goes on.

Team members observed the trails through the woods and the easy access they create for others to enter the community. Everyone agrees that something should be done to prevent this traffic, and as this provider indicates, the fence that is there is not enough.

Several providers also reported feeling that an increase in police presence within the community would address some of the safety concerns. One provider reported, "participation from the police department would help, even if they do not arrest anyone or see anything going on." The police department reported that although there is still somewhat of a concern, crime in Garden Street was, unlike in the past, no worse than any of the other similar areas in Sanford. Further, limited funding was cited as the reason that there are no longer special law enforcement and crime prevention programs in the Garden Street community.

Secondary Data

In addition to specific concerns regarding maintaining the safety within and around Garden Street, county and city data support the idea that crime and drugs are issues of concern (Appendix N). According to a recently published Lee County economic newsletter, "crime presents another challenge with local rates much higher than the region" (Heuts, 2004). Compared to other neighboring counties, Lee has a much higher combined index crime rate. A recent meeting of the Lee Community Action Network (LeeCAN) addressed this data and

discussed the need for a system of inter-county communication to decrease the number of criminals that evade authorities by crossing jurisdictions boundaries.

The city of Sanford also has reported crime rates above the national average. According to team members' personal conversations with Sanford police officers, although reported crime has decreased over the past five years, patrol beat #3⁴ where GS is located is still reported to have the most activity compared to other areas. Due to the difference in call volume for this area, and in efforts to more evenly distribute the number of calls allocated to each patrolling officer, beats have been recently re-assigned to include eight total divisions of the city instead of seven.

Maintenance

Basic maintenance and upkeep of the apartments and grounds in Garden Street are considered to be a shared responsibility between SHA and community members, but there are varying degrees of clarity regarding community members' role in the process, and there are different viewpoints about community members' satisfaction with SHA's response to maintenance-related needs.

Community Member Perspectives

Community members have mixed feelings about SHA's approach to conducting "routine maintenance" in the community. Several Garden Street community members indicated that "the maintenance is good – you call and they always come."

If...something breaks in someone's apartment, or God forbid that the sink or the commode stop up...they come. They [are] starting like a routine thing...they comes through and not only if you call in, but they just come and check to see if you're having a problem with anything in your apartment [and] go ahead and get it fixed right then and there.

Other community members, though aware of SHA's maintenance resource limitations, feel that their needs are not meet in an acceptable amount of time. One resident shared that she is aware that SHA maintains many other housing communities, which may be why responses are slow, but feels as though taking two or three days to respond to calls was unacceptable. A few

⁴ The Sanford Police Department divides the city into "beats" for patrolling purposes

community members expressed concern that the apartments are starting to become “raggedy” as a result the current approach of just patching problems, and they suggested initially installing better quality products that would last longer.

Service Provider Perspectives

Keeping Garden Street in “livable condition” is the goal for those providing maintenance services, and it is carried out through responding to resident calls and conducting routine visits to apartments. One provider reported that community members should call in concerns to “get that small problem taken care of before it becomes a big problem.” This provider indicated that under normal ‘fair wear and tear’ rules, community members are only financially responsible for damage that results from their failure to call in at the start of maintenance troubles. However, the provider suspects that community members may not call out of fear that they will be charged for repairs. Team members’ informal conversations with community members confirmed that some of them do worry about being charged for damages, even in situations that seem to constitute routine maintenance. The team recognized a need for more explicit communication about the maintenance policies.

Community Service Requirement

A federal guideline for HUD public housing mandates that all those living in public housing complete eight hours of community service per month unless they are employed or meet certain exemption criteria.

Community members have mixed feelings regarding the community service requirement. While they are not opposed to doing community service in general, some feel that the policy is too inflexible or carried out unfairly. Some service providers feel that community service can be beneficial, and they may be willing to help community members find ways to complete their required hours.

Community Member Perspectives

Community members in general expressed that they are not opposed to volunteering in the community, but many commented that the public housing community service requirement is unfair. Some expressed feeling that the eight hours are difficult to complete due to family responsibilities and lack of transportation: “They want us to volunteer, but what they don’t understand is it’s hard to volunteer...[some] people don’t have transportation. And they have real small children.” Another commonly shared sentiment among community members is a desire to provide service within Garden Street as a way to give back directly to their own community. However, many do not believe SHA would allow them to count such activities toward the eight-hour requirement. Community members also expressed concern that not completing their hours would put them in danger of being evicted. Through both interviews and informal conversations with community members, the team felt that this requirement is in fact a significant frustration for many people living in Garden Street.

Service Provider Perspectives

Service providers commented that the requirement can be beneficial for community members of public housing, because it offers them experience and can lead to job opportunities. Some exemptions to the requirement were noted, such as being employed, having a disability, and being elderly. One service provider discussed how assistance is offered to those who need to complete service hours: “If you have a scenario where you don’t have day care...you can appeal, but besides that, [SHA will] find you transportation and find you a place to work.” This willingness to help was also noted by team members through interactions with service providers.

Secondary Data

The community service requirement was part of the Public Housing Reform Act of 1998, but was not activated until the HUD Appropriations Act was signed in early 2003, which required all local housing authorities to implement the new policy (Seattle Housing Authority, 2003). Public Housing Authorities were required to notify residents in writing by July 2003 and require them to comply by October 2003 (National Housing Law Project, 2004). There are several listed exemptions to the requirement, which are congruent with those mentioned by community members and service providers. A complete list of exemptions is included in Appendix O.

Sanford Housing Authority Policies

While many community members feel that policies are in place to keep people safe and make Garden Street a good place to live, many also feel that certain policies are enforced too strictly and do not allow community members enough freedom.

Community Member Perspectives

The policies most frequently mentioned include zero tolerance for drugs, a fine imposed on community members for having litter in their yards, and community members needing permission from SHA to have parties. Community members seem to favor the strict policy against drugs and believe that it is enforced. They view it as a safety measure that should be continued. The policy regarding litter is not as popular. Community members commented that they are often charged for small pieces of trash over which they feel they have no control: “For a piece of bubble gum they pick up in my yard, it’s \$25, for a gum wrapper in your yard. To me, that’s not fair.” Although there was some discrepancy about the exact amount, the high price of the fine was mentioned repeatedly. The policy that requires them to seek permission to host parties in the apartments was noted as a frustration by many younger community members. The

team observed that some community members feel they are not treated as adults, which is in part due to how policies are enforced. One notable team observation is that feelings regarding policies seem to vary by age: older community members generally like the policies and feel they are there to keep the community a good place to live. While younger community members do not disagree, they are more likely to feel restricted and frustrated by some of the policies.

Service Provider Perspectives

Service providers did not consistently discuss policies that apply to Garden Street community members, but some providers mentioned policies that SHA itself is required to follow. One such policy involves the previously noted Resident Advisory Board they are required to have as a method of taking community members' ideas into account. Another policy mentioned by a provider requires the local housing authority to keep community members' rent stable for 18 months after they become employed, if they are working through the Work First program of the Department of Social Services. In the team members' assessment, this latter policy might not be known to community members, but it could be helpful, based on possible concerns about rent increases resulting from new employment.

Secondary Data

In addition to policies that govern community members' actions while living in Garden Street, there are eligibility criteria for living in public housing, which are primarily related to annual income, qualification as a family or as elderly/disabled, and US citizenship or immigration status (HUD Public Housing Program, 2000). Lee County specific public housing income limits for 2004 are provided in Appendix P.

Family and Community Activities

Garden Street community members place a high priority on family and community life, especially when it relates to their children. They enjoy informal social gatherings in Garden Street, including cook-outs and parties for the kids, which help to foster a sense of community.

Community Member Perspectives

When asked how they spend their free time or what they do “for fun”, almost all Garden Street community members mentioned spending time with family. They talked about playing with their children or visiting extended family members. Many community members commented that the kids all play together, and the Garden Street playground and Horton Park were both identified as places they gather to play and “hang out”. The team observed these forms of recreation, seeing children from different families playing together around the community.

One particular family and community activity mentioned by almost everyone was having a cook-out. Based on interviews and informal conversations, the team’s perspective is that community members really enjoy informal gatherings involving food, especially when they plan and host them. However, as mentioned previously, one concern expressed by many community members was that SHA often restricts these types of gatherings.

National Night Out (NNO), an annual crime and drug prevention event sponsored by the National Association of Town Watch (NATW) and involving a collaboration between SHA and the Sanford Police Department, was commonly identified as a community event that brings Garden Street community members together. Team members perceived that people of all ages really look forward to and enjoy this event.

Service Provider Perspectives

Most service providers commented that they did not know what Garden Street community members did in their personal lives, but many speculated about cook-outs and

spending time with family. Since many service providers also brought up NNO as an enjoyable event and a community asset, the team identified it as a sort of “trademark” event within the Garden Street community.

Secondary Data

Due to the informal nature of family and community life, secondary data related to these activities was not collected. However, some data was obtained regarding NNO: Sanford is a registered community on the NATW website, indicating that they were one of the over 10,000 communities who participated in NNO 2003. The 21st annual NNO is scheduled for August 3rd, 2004 (National Association of Town Watch, 2004).

Services

Community members and service providers both recognize a significant need for structured activities in Garden Street. While the lack of programs for children and youth is the primary concern, there is also a need for recreation and enrichment for adults. Many outside organizations provide services to Garden Street community members, but due to barriers regarding access or participation, these services may not be fully utilized.

Community Member Perspectives

Community members of all ages commented on the fact that several programs and services have been provided within Garden Street in the past but are not currently available, including an after-school program for children and youth, GED classes for adults, and aerobics classes: “...I know they used to have some stuff going on at the community center, like exercise classes, GED classes. Now there’s nothing.” The team also noted that these programs were mentioned but did not seem to be occurring.

Programs and services that were identified as currently offered within Garden Street are primarily through the on-site church (Faith, Victory, and Freedom Ministries International, Inc) and include weekly church services, bible study, and periodic community events. Community

members specifically referred to a recent breakfast event hosted by the church as a positive activity. Several other outside organizations were mentioned as providing opportunities and services to Garden Street community members, including: The Boys and Girls Club, Get Smart (a nearby tutoring center), Social Services, and outside churches. Despite the fact that many organizations do have services available, there are still many Garden Street community members who feel that services and activities are still needed.

Community members identified several of these needs, whether for themselves or others. They overwhelmingly agreed that more programs are needed in the community for children and youth, such as homework assistance, role model programs, and general recreation opportunities. The most commonly mentioned adult needs were employment assistance, recreation activities, and things to get them active in general. One person commented, “[We need] something here to get everybody involved, some type of activity, because there’s plenty of parents around here who don’t do anything at all...it’s a problem.”

Specific barriers to accessing or participating in services discussed by community members include transportation, difficulty with child care, and a feeling of being let down in the past when programs end without explanation. Additionally, some community members feel that nothing is being done about the lack of programs. Feelings of abandonment in relation to previously provided programs were also noted by team members through field interactions.

Service Provider Perspectives

Service providers also seem to understand the need for youth programs; SHA staff described the after-school program and summer programs they have coordinated in the past, and some indicated that the summer youth program will take place this summer in partnership with

the Boys and Girls Club. Based on interviews and team observations, partnerships with outside agencies seem to be a common way SHA provides services to the community.

Service providers represented or discussed many other organizations, some of which were also mentioned by community members, such as Social Services, the Boys and Girls Club and outside churches. These providers noted several services that are provided outside of Garden Street, including financial assistance, enrichment and education, youth programs, health services, and homeownership assistance. In effort to provide a broad list of service providers in the area, the team has compiled a list of several organizations and their services, which is included in Appendix Q.

According to providers, the key barrier to providing services is funding:

Budget cuts. We have more money for admin just to run the agency that we do to provide the services, so that creates a barrier. On the same note, every area has been hit...they're all suffering from budget cuts of some kind, so it's hard to get donations...you have people competing for donations.

This type of sentiment was found among the majority of organizations, who have lost money and had to make cuts, leaving them in a “constant struggle to sustain services.”

Secondary Data

The AOCD document from 2002 (Adams et al., 2002) provided a table of services, which the Garden Street team has used as a starting point for creating the updated chart in Appendix Q.

Contact information was updated and verified through agency websites, as available.

Transportation

Community member views on transportation vary; some see the limited availability of affordable transportation in Sanford as a significant barrier, but others do not. Service providers feel that the lack of public transportation and cost of other options is problematic.

Community Member Perspectives

Although the cost of COLTS and taxi services, the lack of public transportation, and the limited availability of community vans were all reported as barriers, most community members are aware of various services available and how to access them. In addition, the majority of community members feel that these options are sufficient to meet their needs:

Transportation's not hard because if you call the van a day ahead of time, I think it's \$1.50 to ride the van to and from where you have to go. Or, social services, if you just don't have the \$1.50...they will pay for a cab for like 2 weeks ... So, there's different ways you can get places if you're broke and can't get there, they'll still come get you. If all else fails, you can walk.

Several community members also reported that they have (and use) their own cars, children use the bus to get to school, and church buses are used for certain activities.

Service Provider Perspectives

Some service providers were concerned with the limitations of transportation services and how they affect clients' ability to access services. One provider reported that "you have to set [COLTS] up in advance and it's not free, and it doesn't run after 4:00." Another added that "taxis are very expensive". Though SHA has vans to assist with this need, SHA budget cuts may have reduced the amount of staff available to drive those vans, and therefore they are not available for regular use by community members.

Secondary data

COLTS provides fee-based services for the general public throughout the county. DSS and Work First provide additional transportation assistance for eligible individuals. There are also 2 taxi services and the greyhound bus line for intercity travel. A more complete description of available transportation services is provided in Appendix R.

As evidenced by the findings presented in the “Themes and Findings” section of this document, there are several issues of importance to Garden Street community members and service providers. It is the team’s hope that by presenting the various viewpoints on these issues, this document will supplement the dialogue started at the Garden Street Community Meeting and will serve as a starting point for discussion and positive action within the Garden Street community.

IV. GARDEN STREET COMMUNITY MEETING

The culmination of the formal AOCD process was community forum, called the “Garden Street Community Meeting”. The purpose of this event was to present the team’s findings back to the community members and service providers and bring them together to share thoughts, concerns, and ideas for the future of Garden Street. This section of the document explains how the team and community planned the event, what happened during the event, and what resulted from small group discussions in terms of next steps and plans for action.

Planning the Event

In order to gain community buy-in and ensure that the event was planned in a way that would best meet the needs of the community, the team invited community members and service providers to planning meetings for the Garden Street Community Meeting. These meetings were held in the Garden Street community center on a weekly basis beginning in mid-March. There were five meetings prior to the event, and each meeting involved community members, service providers and team members. Although attendance was somewhat irregular, many people came at least once to give input about providing entertainment and food, promoting the event, and presenting the team’s findings in a way that would best elicit discussion.

The Garden Street Community Meeting was planned for Thursday, April 29th, 2004 at 4:30pm. In keeping with what Garden Street community members expressed throughout the AOCD process, the planning team decided that the event should have a celebratory atmosphere and should be followed by a community-wide cook-out to involve both adults and children. All Garden Street community members, as well as service providers with whom the team had contact, were sent formal invitations (Appendix S). With the help of several youth in the community, flyers in both English and Spanish (Appendix T) were also distributed to every

household in Garden Street. The team solicited food and other donations from various Sanford businesses; all those contributing to the event were listed in the forum program (Appendix U).

The possible topics to be discussed at the Garden Street Community Meeting were initially identified through data analysis and were brought to a planning meeting two weeks prior to the event. Through discussing each topic's importance and changeability, the meeting attendees narrowed the list the following five: Safety Concerns and Block Captains; Community Service Requirement; Communication between Community Members and SHA; Maintenance; and the Community Center. Team members prepared discussion guides for each topic based on the structured facilitation techniques SHOWED, ORID, and Force Field Analysis, which involve presenting quotes or stories to encourage reflection and a using a set of questions to promote active discussion. A complete description of these techniques is offered Appendix V.

Summary of the Event

The event took place outdoors in a large circle drive in the center of the Garden Street community, with children's activities in the community center and on the playground. There were 28 adults in attendance, including 22 community members, 6 service providers, 5 other guests, and about 30 children. The team was pleased with this turnout, as it represented approximately one-third of all adult community members and almost half of the invited service providers. Of special note was the large number of children in attendance; it was an indicator of what so many people expressed throughout the process: children are the focus of the Garden Street community. Children's activities were planned to ensure that the Garden Street children felt included in the event in way that was meaningful to them.

The event schedule was designed to ensure interaction between all those in attendance (Appendix U). Social time, music and dancing were followed by a brief presentation of the

AOCD process and main findings, specifically highlighting the five topics selected through the planning meetings to be discussed in small groups. Attendees were asked to individually choose which topic they most wanted to discuss. Two of the five topics, Maintenance and Safety Concerns/Block Captains, were not chosen. For the remaining topics, team members led small group discussions using the previously mentioned facilitation techniques.

The attendees reconvened after the small groups to present and explain the action steps that came out of each discussion. Following the presentations, the team and preceptor thanked everyone for coming and expressed their sincere hope that the meeting provided an opportunity for discussion about important topics and ways to enhance life in the Garden Street community.

Small Group Discussions & Outcomes

Community Service Requirement: This group included five community members and three service providers who discussed several challenges involved with completing the required eight hours of community service. The SHOWED technique was used to generate ideas and foster discussion, and after much discussion, the group came to consensus on three main action steps they felt could improve the way the policy is carried out:

1. Research the HUD national policy and encourage SHA staff to apply the policy in the same way in all cases to ensure that the policy is being carried out fairly and accurately
2. Write a list of several ideas for what could count toward the required eight hours, which will be verified and authorized by SHA staff
3. Suggest changing the name of the requirement from “community service” to something that does not connote retribution for being convicted of a crime

Communication between Community Members and SHA: Four community members and three service providers attended this group, and all attendees expressed a desire to increase communication to facilitate the relationship between community members and SHA. Through a guided brainstorm similar to Force Field Analysis, the group came up with five action steps:

1. Reconvene the Residents' Council to meet regularly and provide a forum for discussion of resident's needs and allow SHA staff to meet community members and listen to suggestions in person.
2. Spread the word within the community about Residents' Council meetings and encourage attendance by community members
3. Include a directory of SHA staff names, positions and phone numbers with extensions in every quarterly resident newsletter to promote direct communication
4. Encourage other community members to communicate with SHA in person and contact SHA directly if needs are not met in a timely manner
5. Brief SHA staff on the results of the small group discussion and review positive communication styles

The Community Center: This discussion involved five community members and two service providers. The facilitator used Force Field Analysis to lead discussion of the different factors that keep the community center from being open and the ways it could be open and utilized in the future. The group identified four specific action steps:

1. Hold a meeting the following day to continue discussing the community center issue
2. Have individual community members contact the Resident Services Coordinator if they are interested in volunteering to help organize and oversee activities in the center
3. Form a community center committee to which community members can bring concerns regarding the use of the center
4. Develop a policy about equipment damage in the center

Team Conclusions about the Event

The team agreed that one of the main successes, in addition to the identified action steps, of the Garden Street Community Meeting was simply that it "brought people together". The opportunity for community members and service providers to interact and make personal contacts outside of their traditional client/provider roles helped initiate or strengthen relationships that may foster continued positive communication. The team also felt that community members were able to express key concerns to SHA staff and have their voices heard, while considering their own role and responsibility in creating change.

V. CONCLUSIONS AND RECOMMENDATIONS

Following the community forum and generation of action steps, the AOCD process is turned over to community members and service providers to initiate the identified steps for change. It is the team's hope that the Garden Street Community Meeting and this AOCD document will assist them in this process. There are a wide variety of perspectives presented in this document, demonstrating that the Garden Street community is complex and dynamic.

Community members and service providers shared similar viewpoints regarding a desire to see the community center open, a desire for more activities to be held within Garden Street, and a belief that Garden Street is a safe place to live aside from problems that arise from people outside the community. However, there were varying opinions, both within and between community members and service providers, on topics such as maintenance, housing policies and relationships. The fact that service providers and community members did agree on some topics shows that some of their goals are aligned, which should facilitate cooperation between them in the future. However, it is the team's assessment that some of the divergent viewpoints may be due to a breakdown in communication between community members and service providers, and any lack of communication could potentially impede the progress toward improving the Garden Street community. The Garden Street Community Meeting was a first step in addressing this problem, because it allowed community members and service providers to engage in much needed dialogue. It is imperative that lines of communication continue to be opened.

Some specific recommendations related to the themes presented in this document and the action steps discussed at the Garden Street Community Meeting include:

- **Internal Leadership:** Community members need to obtain necessary information for reestablishing the Residents' Council to provide sustainable internal leadership for the Garden Street community. The Residents' Council should meet regularly as a way for community members to share ideas and discuss and address problems.

- **Communication between community members and SHA:** Service providers and community members need to develop a method of communication to share information about why programs and services change or end as well as why community members do or do not participate or utilize them. Additionally, community members need to learn about the SHA Resident Advisory Board and determine if Garden Street currently has a representative to the board. If not, a representative should be appointed.
- **Community Center:** Community members and service providers need to work together to open the community center and provide sustainable activities in the center for community members, with a focus on providing activities for children. This may involve volunteer help from community members to help plan and supervise activities.
- **Safety:** Service providers and community members need to cooperate to find ways to permanently eliminate problematic “outsider” traffic in the Garden Street community. This could include additional barriers being constructed to physically prevent people from cutting through the woods behind Garden Street and into the community.
- **Maintenance:** Maintenance policies and charges need to be made clear to all community members through a written statement. This would help reduce confusion about potential charges and could encourage community members to report issues as they occur.
- **Community Service Policy:** Community members and service providers need to work together to identify the exact policy statement from HUD and ensure that it is being implemented in Garden Street as HUD intends. Further, community members should create a written list of services they wish to provide within the Garden Street community, and this list should be reviewed jointly by community members and SHA staff in order to identify which activities will count toward the required hours.
- **Services:** SHA should continue to partner with various agencies and organizations that can collaborate to provide valuable programs and services to the Garden Street community. This could ensure that the continuation of programs and services are not entirely depending on funding received by SHA.

In conclusion, this AOCD process has identified many topics of interest to Garden Street.

These topics are clearly significant to the Garden Street community, and they deserve to be examined and addressed in the most effective way possible by both community members and service providers. In order to see desired change happen, service providers and community members will need to work together to openly communicate about all these issues. The team sincerely hopes that this AOCD process has provided a strong starting point for future efforts to ensure the quality of life for all members of the Garden Street community.

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VII. APPENDICES

Appendix A: Community Member Interview Guide

1. Geography/History
 - What are the specific boundaries or landmarks that define the Garden Street community? (Probe: what are other people's views of the community boundaries?)
 - How long have you lived in or been a part the Garden Street community?
 - How has Garden Street changed since you've lived here? Probe: Have these changes been good or bad?
 - Do you think Garden Street will change in the future?

2. Self
 - Describe your typical weekday. Typical weekend?

Probe: What type of involvement do you have in the community? What do you do for fun (in or outside of Garden St.) who do you do that with? Family?

3. Community
 - What has your experience been like living in Garden St? Probe: How has your experience been similar to others? How has your experience been different?
 - What would you tell a new resident about Garden Street? Consider schools, housing, recreation, resources, and services for residents, and what people think about Garden Street.
 - What are the best things about Garden Street?
 - What are some problems in Garden Street?
 - What are the characteristics of families living in Garden Street? Probe: Single parent families? Older? Younger? Children? Family members living in different units in Garden St.?
 - What types of organizations provide services to people in Garden Street? Probe: churches, health orgs, community-based orgs i.e. YMCA?
 - What do people do for fun in Garden Street? Probe: what types of groups are people involved in?
 - What do Garden St. residents need? Probe: transportation, health clinic, grocery stores?

4. Final Questions
 - Is there anything else you would like to tell us about Garden Street?
 - Do you know of any one else that we should talk with about the strengths and weaknesses of Garden Street? If so, could you contact them, explain why we would like to talk to them and the purpose of our project, and ask if they would be willing to talk to us? Could we then call you to see if that person would be willing to talk to us? We would then contact that person and talk with them if they told you that it was all right. We will provide you with a Participant Referral Form to help you do this.
 - We are going to present some of this information to a large group of Garden Street community members. Can you suggest how we should do this?

Appendix B: Service Provider Interview Guide

1. Roles and Responsibilities of Service Providers

- What is the name of your organization?
- What types of services does your organization provide to the residents of Garden Street? Probe: Which ones are most popular? Which are under utilized?
- What is your role in providing these services?
- How long has your organization been providing services to the residents of Garden Street?
- Which groups of residents in Garden Street do you serve? Probe: by age, race/ethnicity, SES.
- Are there any criteria that must be met in order to be eligible for your services? If so, what are they?
- Are there any cultural and/or language needs of the various groups who use your services? Probe: How does your agency meet these needs?
- How do community members know about your services?
- How do you track who uses your services?
- What barriers does your agency face in providing these services? (e.g. transportation, funding)
- What organizations provide similar or complementary services to community residents?
- How have your services to this community changed over the past five years?
- What is your source of funding?

2. The Community

- How do you define the Garden Street community?
- How would you describe the environmental conditions in Garden Street? (e.g. roads, transportation, traffic; housing; safety and hazards; air and water quality)
- Do you live in Garden Street? If so, for how long?
- What do people in Garden Street do for a living? (Where do they work?)
- What do people do for fun?
- How do people of different races or ethnicities interact with one another in Garden Street?

3. Strong Points or Assets

- What are some of the best things about Garden Street?
- Who are some of the individuals in the community who have useful skills and/or knowledge?
- What are some of the groups or committees that have useful skills and knowledge?

4. Problems and Needs

- What do you think are some of the greatest needs of people in Garden Street? Probe: health issues, transportation, access to service.

5. Problem-solving and Decision-making

- Is the community involved in your agency's decision making? If so, how?
- If you were going to try to solve some type of community problem, what would be the best way to get community members involved?
- If you were going to try to solve some type of community problem, whom would you try to involve to ensure success?

6. Recommendations for Discussing Team's Findings at Community Forum

- As you may recall, we plan to conduct a forum this Spring to share our findings with the community members. Do you have any suggestions for who should help with the planning?
- Do you have any suggestions as to how to get people to attend? (How to publicize?)
- Do you have any suggestions for what would be the best: Location? Day of the week? Time of day? Format?

7. Final

- Is there anything else you feel that we should know about Garden Street?
- Do you know of anyone else we should talk with about the strengths and weaknesses of Garden Street? If so, would you be willing to contact them, explain why we would like to talk to them and the purpose of our project, and ask if they would be willing to talk with us? Could we then contact you to see if that person would be willing to talk to us? We would then contact that person and talk with them if they told you it was okay to do so. We will provide you with a Participant Referral Form to help you do this.
- Does your agency have any documents (e.g. annual reports, funding applications, brochures etc.) that we can either look at or have copies of?
- Do you have any questions for me?

Appendix C: Community Member Focus Group Guide

1. General

- How do you define Garden Street Community?
 - (Probe: specific boundaries / landmarks)
- Do others define Garden Street Community differently?

2. Self / Quality of Life

- What is most important to you in your life?
- Can you describe a typical weekday for you? A typical weekend?

3. Family

- Who lives in your home?
- Can you describe some special activities or things you do with your family?
- Are there others nearby who you consider family?
(Probe: relationship? Where do they live?)
- How do families interact with each other in Garden Street Community?

4. Community

- What would you tell a newcomer about Garden Street?
(Probe1: Consider schools, housing, recreation, resources, and services for residents (transportation, health care, etc))
(Probe2: what attitudes people have about Garden Street Comm.)
- What are the best things about Garden Street Community?
- (Probe: services, attitudes)
- What are some problems in Garden Street Community?
- Can you describe the diversity in Garden Street Community?
- (Probe: By diversity, I mean age, gender, race, ethnicity, religion, etc.)

5. Historical Change

- How has Garden Street Community changed?
- Have these changes been good or bad?
- What future changes do you want to see happen in Garden Street?

6. Involvement Questions

- How do you keep up with what's going on in Garden Street Community?
- If you want to get something done in Garden Street, how do you do it?
- Describe any accomplishments that the community has made together in the past.

7. Final Questions

- Is there anything else you would like to tell us about Garden Street?
- Do you know of any one else that we should talk with about the strengths and weaknesses of Garden Street? If so, could you contact them, explain why we would like to talk to them and the purpose of our project, and ask if they would be willing to

talk to us? Could we then call you to see if that person would be willing to talk to us? We would then contact that person and talk with them if they told you that it was all right. We will provide you with a Participant Referral Form to help you do this.

- We are going to present some of this information to a large group of Garden Street community members. Can you suggest how we should do this?

Appendix D: Youth Focus Group Interview Guide

1. Warm-Up

- Please write down three words you would use to describe Garden Street. If you'd prefer, you can draw a picture instead of writing words. We will share them when you are finished.

2. Community

- If another teen was moving to Garden Street, what would you tell him or her? (probe: schools, neighborhood feeling, recreation and fun, things to do, churches, work, changes, etc.)
- If you were the mayor, what would you do to improve Garden Street?
- What do you think Garden Street will be like in 5 years?
- What positive things do youth contribute to the community?
- What are some of the best things about Garden Street?
- What are some of the issues facing the youth in Garden Street?

3. Social

- What do you do for fun?
- Where do you hang out?
- What are the typical jobs for people your age?

4. School

- How would you describe your school?
- How do different people get along at your school?
- If you were in charge, what would you change about your school?

5. Forum

We are planning to conduct a meeting this spring to share the information we have gathered with the Garden Street community.

- Would you be interested in helping us plan this event?
- Do you have any ideas as to how to get youth to attend?
- Who else do you think should help us with the meeting?

Appendix E: Community Member Interview Fact Sheet

What is this project about?

We are students from UNC-Chapel Hill School of Public Health in the Department of Health Behavior and Health Education. As part of our school program, we will be doing a research project that involves working with Garden Street to help identify its strengths and needs. This may help guide programs for promoting the health and well-being of people in Garden Street.

By taking part in this interview you are helping with this research process. The information we get through interviews will be put together and shared with the community in a written document. No names or information about the people we interview will be included. We will also present this information to the community at a public forum in the spring. We will get in touch with you in the spring to invite you to that forum. The goal of the written document and the public forum is to provide possible ideas of ways to address the concerns of the Garden Street community.

Please know that whether or not you participate will not affect any services the community receives.

What will I be asked to do today?

Today you will be asked about your thoughts, feelings, and what it is like to live in the Garden Street community. Everything you share is very important to us. We would like to take notes and tape record the conversation so we do not miss anything. This interview will probably last for about an hour. If there are any questions you are not comfortable answering, you can decide not to answer them. Also, you are free to stop the interview or leave at any time.

What are the risks and benefits of my participation?

We will keep all the things you share with us during this conversation confidential. There are very few risks of taking part in the interview, though you may feel upset by talking about a sensitive issue. If you do become upset and wish not to answer a question or want to stop the interview, you are free to do so at any time.

The benefit you can expect from taking part in this interview is the document of Garden Street's strengths and needs. This might be used to help develop programs that could add to the health and well-being of the people of Garden Street.

Are there any costs?

The only cost to you is the time you spend in this interview.

Will I be paid?

You will not be paid, in cash or in kind, for your participation.

Participant's Rights and Confidentiality

- Your participation in this interview is voluntary. You do not have to do it. You have the right to quit at any time without any penalty. You have the right to not answer any questions or ask to turn off the tape recorder at any time.
- You have the right to not use your real name; you may use a false name for the purpose of this interview.

- For the entire time of this project, the tapes from this interview will be kept in a locked file cabinet. They will only be heard by the faculty advisor or the student team. They will either be erased or destroyed after we have finished using them.
- Any notes we write down, during this interview or from the tapes, will be kept in a locked cabinet. Only the faculty members and student team members will have access to them.
- We will do everything we can to protect your identity.
- Your name and personal information will not be used to connect you to anything you say in any report of this project.
- The faculty members and student team are not prevented from taking steps to prevent serious harm to yourself or others. This could include report to authorities.

If you have any concerns or questions about this project, please feel free to call Karen Moore, Faculty Advisor, Department of Health Behavior and Health Education, UNC School of Public Health at (919) 966-0057. You may call collect. If you would like to get in touch with any member of the student team, please call (919) 966-5542.

The Institutional Review Board at the School of Public Health at UNC-Chapel Hill has approved this project. They are a group of experts who have looked over everything the student team plans to do. This includes the questions we will ask you. Before they approved this project, they made sure that all people involved, including you, will be treated fairly and protected from harm.

If you have any questions about your rights as a participant, or are unhappy at any time with any part of this discussion, you may contact the School of Public Health Institutional Review Board. You do not have to use your name. You may call them collect at (919) 966-3012, or you may write them at the following address:

School of Public Health Institutional Review Board
 University of North Carolina at Chapel Hill
 Campus Box No. 7400
 Chapel Hill, NC, 27599-7400

Consent Questions

Do you have any questions? Do you understand what I have explained about this interview and about your rights as a participant? Do you agree to participate?

An extra copy of this fact sheet is for you to keep.

Appendix F: Service Provider Interview Fact Sheet

What is this project about?

We are students from UNC-Chapel Hill School of Public Health in the Department of Health Behavior and Health Education. As part of our school program, we will be doing a research project that involves working with Garden Street to help identify its strengths and needs. This may help guide programs for promoting the health and well-being of people in Garden Street.

By taking part in this interview you are helping with this research process. The information we get through interviews will be put together and shared with the community in a written document. No names or information about the people we interview will be included. We will also present this information to the community at a public forum in the spring. We will get in touch with you in the spring to invite you to that forum. The goal of the written document and the public forum is to provide possible ideas of ways to address the concerns of the Garden Street community.

Please know that whether or not you participate will not affect any services the community receives.

What will I be asked to do today?

Today you will be asked about your thoughts, feelings and what it is like to work with the Garden Street community. Everything you share is very important to us. We would like to take notes and tape record what is said so we do not miss anything. This interview will probably last for about an hour. If there are any questions you are not comfortable answering, you can decide not to answer them. Also, you are free to stop the interview or leave at any time.

What are the risks and benefits of my participation?

We will keep all the things you share with us during this conversation confidential. There are very few risks of taking part in the interview, though you may feel upset by talking about a sensitive issue. If you do become upset and wish not to answer a question or want to stop the interview, you may do so at any time.

Another risk may be that if you say bad things about the community or the services you provide, and that is somehow made known, your job may be affected. This could also affect a possible future political career. We will do everything we can to protect you from this risk by keeping all data in a locked file cabinet. In addition, your name will never be attached to anything you say.

The benefit you can expect from taking part in this interview is the document of Garden Street's strengths and needs. This might be used to help develop programs that could add to the health and well-being of the people of Garden Street.

Are there any costs?

The only cost to you is the time you spend in this interview.

Will I be paid?

You will not be paid, in cash or in kind, for your participation.

Participant's Rights and Confidentiality

- Your participation in this interview is voluntary. You do not have to do it. You have the right to quit at any time without any penalty. You have the right to not answer any questions or ask to turn off the tape recorder at any time.
- If you are not a public official, you do not have to use your real name. You may use a false name for the purpose of this discussion.
- If you are a public official, your name may be used in connection with what you say during the interview.
- For the entire time of this project, the tapes from this interview will be kept in a locked file cabinet. They will only be heard by the faculty advisor or the student team. They will either be erased or destroyed after we have finished using them.
- Any notes we write down, either during this interview or from the tapes, will be kept in a locked cabinet. Only the faculty members and student team members will have access to them.
- We will do everything we can to protect your identity.
- The faculty members and student team are not prevented from taking steps to prevent serious harm to yourself or others. This could include report to authorities.

If you have any concerns or questions about this project, please feel free to call Karen Moore, Faculty Advisor, Department of Health Behavior and Health Education, UNC School of Public Health at (919) 966-0057. You may call collect. If you would like to get in touch with any member of the student team, please call (919) 966-5542.

The Institutional Review Board at the School of Public Health at the UNC-Chapel Hill has approved this project. They are a group of experts who have looked over everything the student team plans to do. This includes the questions we will ask you. Before they approved this project, they made sure that all people involved, including you, will be treated fairly and protected from harm.

If you have any questions about your rights as a participant, or are unhappy at any time with this discussion, you may contact the School of Public Health Institutional Review Board. You do not have to use your name. You may call them collect at (919) 966-3012 or write them at the following address:

SPH Institutional Review Board
 University of North Carolina at Chapel Hill
 Campus Box No. 7400
 Chapel Hill, NC 27599-7400.

Consent Questions

Do you have any questions? Do you understand what I have explained about this interview and about your rights as a participant? Do you agree to participate?

A copy of this fact sheet is for you to keep.

Appendix G: Parental Fact Sheet for Youth Focus Group

What is this project about?

We are students from UNC-Chapel Hill School of Public Health in the Department of Health Behavior and Health Education. One of the things we learn is how to work with a community to identify its strengths, needs, and future directions for promoting health and well being. We would like to speak with your son or daughter because we are especially interested in how young people see Garden Street. Young people's opinions are important to this process, and we want to learn about the things that go on in their daily life, the things they like about living in Garden Street, and the things they would like to change.

The information we get will be put together and shared with the community in a written document. No names or information about the people in this focus group will be included. We will also present this information to the community at a public forum in the spring. We will get in touch with you in the spring to invite you to that forum. The goal of the written document and the public forum is to provide possible ideas of ways to address the concerns of the Garden Street community. Please know that whether or not you participate will not affect any services the community receives.

What will my child be asked to do?

The focus group is a one time meeting that will probably last an hour and a half. During that time, we would like to discuss your child's experiences with living in Garden Street. We hope that he/she will feel free to discuss what he/she values about your community as well as some of the things that he/she feels are difficult or need improvement. We would like to hear from each person during the discussion, but each person does not have to answer every question.

Some things we might ask are:

- What are some of the things you like most about living in Garden Street?
- What are some of the hardest things that youth living in Garden Street face?
- What are some things you do for fun?

Please remember that your child can skip any questions that he/she does not feel comfortable.

We would like to take notes and tape record this focus group because the youth input is important and we want to make sure that we accurately record everything they tell us. Because sharing information with the rest of the group might be uncomfortable, they may refuse to answer any questions or request that we stop the tape recorder at any time. The tapes will be kept in a secure location in the School of Public Health. After we are finished using the tapes for this class, the cassettes will be erased or destroyed.

What will you do with what my child tells you?

The information we gather will be combined with information from other discussions and interviews. This information will be summarized and shared with the community in a written document. In addition, we will present our results to the community at a public forum in the spring.

What are the risks and benefits of my participation?

The risks for your child to participate in this study are small. However, there is the chance that negative comments made about the community and services in the community might affect your child's standing within the community or their ability to access community services if they are shared with other people. To address this concern, everything that is said within this group will be kept confidential, and group members must agree not to tell other people what we talked about. There is, of course, the possibility that someone might repeat what your child says to another person. However, if your child feels uncomfortable discussing any question or topic during the focus group, we'll skip it.

Some benefits to your child might be the opportunity to talk about what he/she likes and dislikes about your community. Your child's participation will provide useful information that can be used by Garden Street to plan and improve community services available for its residents.

Are there any costs? Will my son/daughter be paid?

There is no cost for participating, except the time your child will spend in the interview. Your son/daughter will not be paid. There will be light refreshments provided to the focus group participants.

Participant's Rights and Confidentiality

If you agree to allow your child to participate in this study, please understand that you are doing so voluntarily (you do not have to do it). Whether your child participates or not will not affect services from UNC or within the Garden Street community.

- You have the right to withdraw your consent or stop your child's participation at any time without penalty. Your child also has this right.
- Your child has the right to refuse to answer particular questions.
- Your child may ask that tape recording be stopped at any time

To protect your child's privacy, his/her replies will remain anonymous (we won't use his/her name). The only people who have access to the data are the community diagnosis team and the faculty advisor.

Every effort will be taken to protect your child's identity as a participant in this study.

Your child must agree not to reveal anything they learn about other participants or share any statements made during this discussion with anyone outside of this group.

During this project, the tapes from this focus group will be kept in a locked file cabinet. They will only be heard by the faculty advisor or the student team. After the project is over, the tapes will either be erased or destroyed. Any notes we write down, either during this discussion or from the tapes, will be kept in a locked cabinet. Only the faculty members and student team members will have access to them.

What if you have questions about your rights and those of your child?

If you have any concerns or questions about this project, please feel free to call Karen Moore. She is a Faculty Advisor in the Department of Health Behavior and Health Education, UNC School of Public Health at (919) 966-0057. You may call collect. If you would like to get in

touch with any member of the student team, please call (919) 966-5542 or toll-free (866) 610-8273.

The Institutional Review Board at the School of Public Health at UNC-Chapel Hill has approved this project. They are a group of experts who have looked over everything the student team plans to do. This includes the questions we will ask you. Before they approved this project, they made sure that all people involved, including you, will be treated fairly and protected from harm.

If you have any questions about your rights as a participant, or are unhappy at any time with any part of this discussion, you may contact the School of Public Health Institutional Review Board. You do not have to use your name. You may call them collect at (919) 966-3012 or write them at the following address:

SPH Institutional Review Board
University of North Carolina at Chapel Hill
Campus Box No. 7400
Chapel Hill, NC 27599-7400.

Consent Questions

Do you have questions?

Do you agree to let your son/daughter participate in the focus group?

If your child participates in the focus group, then it is understood that you consent to all of the above points unless you state otherwise. You may keep this fact sheet (or we will send one to you).

A copy of this fact sheet is for you to keep.

Appendix H: Youth Fact Sheet for Youth Focus Group

What is this project about?

We are students from UNC-Chapel Hill School of Public Health in the Department of Health Behavior and Health Education. One of the things we learn is how to work with a community to identify its strengths, needs, and future directions for promoting health and well being. We would like to speak with you because we want to know how young people see Garden Street. What you think is important to this process. We want to learn about the things that go on in your daily life, the things you like about living in Garden Street and the things you would like to change.

The information we get will be put together and shared with the community in a written document. No names or information about the people in this focus group will be included. We will also present this information to the community at a public forum in the spring. We will get in touch with you in the spring to invite you to that forum. The goal of the written document and the public forum is to provide possible ideas of ways to address the concerns of the Garden Street community. Please know that whether or not you participate will not affect any services the community receives.

What will I be asked to do today?

Today you will be asked about your thoughts, feelings and what it is like to live in the Garden Street community. Everything you share is very important to us. We would like to take notes and tape record the discussion so we do not miss anything. This focus group will probably last for about an hour and a half. We would like everyone to be here until the end, if possible. We want each person to participate in the discussion, but you do not have to answer any questions. Also, you are free to leave at any time.

Some things we might ask are:

- What are some of the things you like most about living in Garden Street?
- What are some of the hardest things that youth living in Garden Street face?
- What are some things you do for fun?

You can skip any questions you feel funny about answering. You can ask us to stop the tape recorder at any time. The tapes will be kept in a safe place in the School of Public Health. When we are done we will erase or destroy them.

What are the risks and benefits of my participation?

The risks of taking part in the interview are small, though you may feel upset by talking about a sensitive issue. If you do become upset and wish not to answer a question, you may choose not to respond. We will keep all the things you share with us during this discussion confidential. We ask that after this focus group is over, no one talks to anyone else about what other people said during this discussion. But, we cannot guarantee that will not happen.

The benefit you can expect from taking part in this group discussion is the document of Garden Street's strengths and needs. This might be used to help develop programs that could add to the health and well-being of the people of Garden Street.

Are there any costs? Will I be paid?

The only cost to you is the time you spend in this focus group. You will not be paid, in cash or in kind, for your participation. There will be light refreshments provided to the focus group participants.

Participant's Rights and Confidentiality

- You can tell us whether or not you want to be in the study or that we cannot use what you say at any time and nothing will happen to you. You have the right to not answer any questions or ask to turn off the tape recorder at any time.
- You have the right to not use your real name; you may use a false name for this discussion.
- You must agree not to tell anyone else anything you learn about other people in this discussion.
- We will do everything we can to protect the identity of everyone in this discussion.
- Your name and personal information will not be used to connect you to anything you say in any report of this project.
- The faculty members and student team are not prevented from taking steps to prevent serious harm to you or other people. This could include report to authorities.

During this project, the tapes from this focus group will be kept in a locked file cabinet. They will only be heard by the faculty advisor or the student team. After the project is over, the tapes will either be erased or destroyed. Any notes we write down, either during this discussion or from the tapes, will be kept in a locked cabinet. Only the faculty members and student team members will have access to them.

If you have any concerns or questions about this project, please feel free to call Karen Moore. She is a Faculty Advisor in the Department of Health Behavior and Health Education, UNC School of Public Health at (919) 966-0057. You may call collect. If you would like to get in touch with any member of the student team, please call (919) 966-5542 or toll-free (866) 610-8273.

The Institutional Review Board at the School of Public Health at UNC-Chapel Hill has approved this project. They are a group of experts who have looked over everything the student team plans to do. This includes the questions we will ask you. Before they approved this project, they made sure that all people involved, including you, will be treated fairly and protected from harm.

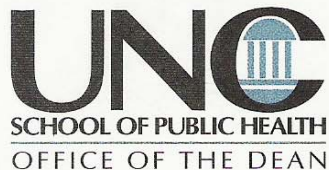
If you have any questions about your rights as a participant, or are unhappy at any time with any part of this discussion, you may contact the School of Public Health Institutional Review Board. You do not have to use your name. You may call them collect at (919) 966-3012 or write them at the following address:

SPH Institutional Review Board
University of North Carolina at Chapel Hill
Campus Box No. 7400
Chapel Hill, NC 27599-7400.


Consent Questions

Do you have any questions? Do you understand what I have explained about this focus group and about your rights as a participant? Do you agree to participate?

A copy of this fact sheet is for you to keep.



Appendix I: IRB Approval Letter

TO: Jennifer Frenzel
DEPARTMENT: Health Behavior and Health Education
ADDRESS: CB# 7440
DATE: 12/17/03
FROM: 
Andrea K. Biddle, PhD, Deputy Chair
Institutional Review Board on Research Involving
Human Subjects

IRB NUMBER: 03-2152
APPROVAL PERIOD: 12/17/2003 through 12/16/2004
TITLE: Action-Oriented Community Diagnosis of Garden
Street (Sanford, NC)
SUBJECT: Expedited Protocol Approval Notice—New Protocol

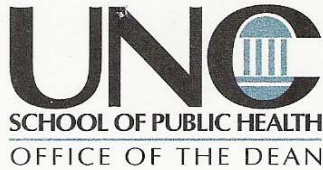
Your research project has been reviewed under an expedited procedure because it involves only minimal risk to human subjects. This project is approved for human subjects research, and is valid through the expiration date above.

Final version of recruitment flyer for community member focus groups must be approved by the IRB prior to use with human subjects.


NOTE:

(1) This Committee complies with the requirements found in Part 56 of the 21 Code of Federal regulations and Part 46 of the 45 Code of Federal regulations. Federalwide Assurance Number: FWA-4801, IRB No. IRB00000540.

(2) Re-review of this proposal is necessary if (a) any significant alterations or additions to the proposal are made, OR (b) you wish to continue research beyond the expiration date.



Appendix J: IRB Addendum Approval Letter

TO: Jennifer Frenzel
DEPARTMENT: Health Behavior and Health Education
ADDRESS: CB# 7440
DATE: 03/18/2004
FROM: 
Andrea K. Biddle, PhD, Vice Chair
Public Health IRB, Office of Human Research Ethics

IRB NUMBER: 03-2152
APPROVAL PERIOD: 03/18/2004 through 12/16/2004
TITLE: Action-Oriented Community Diagnosis of Garden Street
(Sanford, NC)
SUBJECT: Expedited Protocol Approval Notice--Protocol Change

The modification of your research project has been reviewed under an expedited procedure because it involves only minimal risk to human subjects. This project is approved for human subjects research, and is valid through the expiration date above.

NOTE:

(1) This Committee complies with the requirements found in Part 56 of the 21 Code of Federal regulations and Part 46 of the 45 Code of Federal regulations. Federalwide Assurance Number: FWA-4801, IRB No. IRB00000540.

(2) Re-review of this proposal is necessary if (a) any significant alterations or additions to the proposal are made, OR (b) you wish to continue research beyond the expiration date.

Appendix K: Participant Referral Form

Thank you for helping us to learn about the Garden Street community and its strengths and needs. The information you have given us will help us write a report about what it is like to live in Garden Street. We hope this report will help residents of Garden Street build on strengths and address needs in order to make the community a better place for everyone.

It might be helpful for us to hear from more people in the community just as we have heard from you. If you would like to suggest the names of people we should hear from, here is how you can help us get in touch them:

1. Please call or visit the person or persons you think we should hear from. Tell them why we want to hear from them. Please tell them:

A group of graduate students from the University of North Carolina at Chapel Hill School of Public Health are doing a project to learn about what it is like to live in Garden Street. They are talking with and hearing from community members and service providers in and around Garden Street to find out what it means to be a resident of Garden Street. They will report the information that people give them in a written document and at a public forum. They hope it can be used to improve the health and lives of the people of Garden Street. After you talk with them, they will not use your name or describe you with the information they use in their report.

Can I give them your name and contact information so they can set up a meeting with you?

2. We will call you or visit you to see if this person or persons would like to talk with us.
3. If so, we will get the name (s), phone number (s), or address (es) of this person or persons from you. Then we will talk with this person or persons ourselves, give some information about the project, and arrange a time to meet.

If you would ever like to call us, please feel free to do so. This our phone number at school, where you can leave a message for us: 919-966-5542.

Thank you!

Appendix L: Garden Street Codebook



GSG – AOCD
Vision and Values Working Together

<p>BACKGROUND DOMAINS - Descriptive Section of the Document (and categories for organizing more general quote info)</p>	
<p>GS Characteristics (place)</p>	<p><u>Physical characteristics</u> used to describe GS. The number of units, where it is located (boundaries) etc.</p>
<p>GS Demographics (people)</p>	<p><u>Demographics</u> describing individual residents (CM) of Garden Street: Age, race/ethnicity, groups of people, employment and education status.</p>
<p>History</p>	<p>Code to discuss the history of GS and how things have changed over the years</p>
<p>Housing</p> <ul style="list-style-type: none"> • SHA • Other housing 	<p><u>SHA</u>: Mention of other SHA sites, rules and regulations of the housing authority, qualifications for living in public housing, etc. <u>Other Housing</u>: Homeownership, Brick Capital homes, or other rentals as housing options</p>
<p>MAIN DOMAINS - “The meat” and focus of Forum ☺ (and categories for organizing quotes)</p>	
<p>Adult Services/Activities</p> <ul style="list-style-type: none"> • Provided • Needed • Recreation 	<p><u>Provided</u>: Church, Sister Love, etc. <u>Needed</u>: mention of needing services such as self-esteem counseling for young moms, childcare, etc. <u>Recreation</u>: What do people do for fun? Cookouts ☺ *SHA services included (aside from those covered in other domains)</p>
<p>Community Center</p> <ul style="list-style-type: none"> • Current Use • Suggested Use 	<p>Overall comments related to how great it is to have the community center in the community, or what a shame it is to have it and not use it. <u>Current Use</u>: Who is using the center currently <u>Suggested Use</u>: Who/What would people like to see go on there, and how could that happen</p>

Community Reputation	comments related to overall view/ opinion of the garden street community (i.e....it's a nice place to live, best place to go if you have to live in "the projects". Also comments from non-residents about how they perceive that people get along)
Crime/Drugs/Safety	Any crime, drugs, safety, or police stuff
Funding	Anything related to funding issues with SHA, other service organizations, or with individuals. (\$\$\$issues\$\$\$)
Language	Language issues mentioned in any situation (Mention of Latino groups will go in GS demographics)
Maintenance	All things great and terrible about maintenance
Relationships <ul style="list-style-type: none"> • Networking (SP-SP) • Communication (SP-CM) • Resident Relations (CM-CM) • Youth Relations 	KEY to this code is personal experience...not "reputation". Networking: Communication and decision-making between organizations (SP-SP) Communication: communication and decision-making between SP and CM (and visa versa) <u>Resident Relations</u> : "insider" description of specific relationships between people in the community (discuss how individuals get along with each other, help each other even if we don't always get along.) <u>Youth Relations</u> : how children get along or fight **SHA is included in the SP categories**
Transportation <ul style="list-style-type: none"> • SHA • Public transport 	Code to describe the presence or need for transportation. SHA provides/provided transport specifically for it's communities, and the presence or lack of public transportation in Sanford
Youth Services <ul style="list-style-type: none"> • School-based • After School/Summer • Recreation 	<u>School-based</u> : mention of schools and related activities <u>After-school/summer</u> : programs (including SHA) needed or provided during these times for kids <u>Recreation</u> : What kids do for fun (play ground, park, etc.)

Appendix M: Garden Street Demographics⁵

Minority (head of household)		
minority	Number	Percent
White, non-Hispanic	7	15.22
Non-white	34	73.91
Hispanic	5	10.87

Elderly (head of household)		
elderly	Number	Percent
Non-elderly	31	67.39
Elderly	7	15.22
Disabled	8	17.39

Bedrooms in Garden Street Apartments		
Bedrooms	Number	Percent
2	18	39.13
3	28	60.87

Income Source		
Source	Number	Percent
Non-work	20	43.48
Work	21	45.65
Other sources	4	8.70

⁵ This data was received by the team from Sanford Housing Authority on March 19, 2004. The data was received in raw form; numbers and percents were obtained by entering the data into a statistical application (SAS, Cary, NC)

Appendix N: Crime Data

Crime Rate Per 100,000	Benchmark Lee County 1999	Lee County 2001	Lee County 2002	Benchmark North Carolina 1999	North Carolina 2001	North Carolina 2002	Grade
Index Crime Rate**	6628.7	6234.5	7201.4	5269.2	5005.2	4771.0	F
Violent Crime Rate	465.6	908.6	458.6	550.8	503.8	473.7	D
Property Crime Rate	6163.1	5326.0	6742.8	4718.4	4501.4	4297.4	F

(North Carolina Department of Justice, 2003)

**Index CrimeRate includes the total number of violent crimes (murder, rape, robbery and aggravated assault) and property crimes (burglary, larceny and motor vehicle theft).

Crime Index Rate. The crime index rate is a combination of the number of reported violent and property crimes per 100,000 residents for 2002 (the most recent data available).

Lee County.....7,201.4
 Harnett County.....5,540.0
 North Carolina.....4,771.0
 Wake County.....4,621.4
 Moore County.....3,553.0
 Chatham County.....3,457.4

(North Carolina Department of Justice, 2003)

Sanford NC Crime Statistics (2002-New Crime Data)

Sanford Population: 23,220

Crime Type	2002 Total	Per 100,000 people	National per 100,000 people
Overall Sanford Crime Index	2608	10866.21	4118.8
Murders	5	20.83	5.6
Forcible Rapes	10	41.66	33.0
Robberies	88	366.65	145.9
Aggravated Assault	104	433.32	310.1
Burglaries	514	2141.58	646.2
Larceny/Thefts	1765	7353.86	2445.8
Motor Vehicle Thefts	122	508.31	432.1
Arsons	12	50	

(AreaConnect, 2002)

Appendix O: Exemptions from Public Housing Community Service Requirement

Public housing residents are exempt if they are:

- Elderly (62 years of age or older)
- Blind or disabled and certify that they are unable to comply with the service requirements
- A primary caretaker of a blind or disabled person even if the blind or disabled person is not a resident of public housing
- Engaged in work activities*
- Exempt from the work requirements of a state welfare program, including Welfare-to-Work (e.g. in many states pregnant women are exempt from work requirements for a period of time)
- Members of a family with receives Temporary Assistance for Needy Families (TANF) assistance and have not been found to be in noncompliance with TANF or other work requirements

*Work Activities are defined by the Quality Housing and Work Responsibility Act of 1998 in Section 407(d) of the *Social Security Act* as:

- Unsubsidized employment
- Subsidized private sector or public sector employment
- Work experience (including work associated with refurbishing of publicly assisted housing) if sufficient private sector employment is not available
- On the job training
- Job search and job readiness assistance
- Community service programs
- Vocational educational training (not to exceed 12 months with respect to any individual)
- Job skills training related directly to employment
- Education related directly to employment, in the case of a recipient who has not received a high school diploma or a certificate of high school equivalency
- Satisfactory attendance at secondary school or in a course of study leading to a certificate of general equivalence, in the case of a recipient who has not completed secondary school or received such a certificate
- Provision of child care services to an individual who is participating in a community service program

(National Housing Law Project, 2002)

Appendix P: Public Housing Eligibility Income Limits for Lee County

Local housing authorities use HUD income limits to determine eligibility for public housing; lower income limits are set at 80% and very low income limits are set at 50% of the median income for the county or area. A complete explanation of criteria is available at <http://www.hud.gov>. The following are income limits for Lee County:

Program	1 person	2 persons	3 persons	4 persons	5 persons
30% of median	11,100	12,700	14,300	15,850	17,150
Very low income	18,500	21,150	23,800	26,450	28,550
Low-income	29,600	33,850	38,100	42,300	45,700

(US HUD, 2004)

Appendix Q: Service Resource Guide-Sanford, NC

Agency/Organization	Description of Services	Contact Information
Adolescent Pregnancy Prevention Coalition of North Carolina	Mobilizes local community coalitions and programs geared to the prevention of adolescent pregnancy	10001 Main St., Suite D Chapel Hill, NC 27516 919.932.9885 www.appcnc.org
Boys and Girls Club of Sanford/Lee County	Promotes social, educational, vocational, and character development in a recreational atmosphere for youth from all socio-economic backgrounds.	1414 Bragg St. Sanford, NC 27330 (919) 776-3525 www.sanfordbgc.org/
Brick Capital Community Development Corporation	Provides affordable housing, education, community, human and economic development to improve the quality of life for the citizens of Lee and the surrounding counties	403 West Makepeace Street Post Office Box 568 Sanford, NC 27330 919-775-2300 www.brickcapitalcdc.org
Center for Independent Living	Provides facilities and services in the community including education, guidance, supervision and personal services which enable adults with mental retardation to move into independent living in normal surroundings	208 Cole St Sanford, NC 27330-4264 (919) 774-6433
Central Carolina Community College – Lee Campus	Education, training and retraining for the workforce, including basic skills and literacy education, occupational and pre-baccalaureate programs	1105 Kelly Drive Sanford, NC 27330-9840 (919) 775-5401 www.ccarolina.cc.nc.us
Central Carolina Community College – NC School of Telecommunications	Education, training and retraining for the workforce, including basic skills and literacy education, occupational and pre-baccalaureate programs	401 Tiffany Drive Sanford, NC 27330-9306 (919) 776-5812 www.ccarolina.cc.nc.us

Agency/Organization	Description of Services	Contact Information
Central Carolina Hospital	Central Carolina Hospital is founded to provide quality healthcare services and is committed to the development of an integrated healthcare delivery network for its customers, including medical staff, businesses, and industry and general customers.	1135 Carthage Street Sanford, NC 27330 (919) 774-2100 www.centralcarolinahosp.com
Church of God of Prophecy - Day Care Center	A church-owned non-profit organization for the care of preschool children allowing parents to obtain employment	628 Scott Avenue Sanford, NC 27330 (919) 774-3417
Coalition to Improve the Quality of Life in Lee County	Undertakes a range of specific projects to improve the quality of life in Lee County, initial projects are reducing infant mortality, reducing pregnancy among teenagers and assisting single parents.	(919) 774-8144
Lee County Department of Social Services	Assisting and providing opportunities for individuals and families in need of basic economic support and services to become self-supporting and self reliant	530 Carthage St. PO Box 1066 Sanford, NC 27330 (919) 718-4690 www.dhhs.state.nc.us/dss/cty_cnr/dir_lee.htm
Drug Action Committee	Attempts to keep an active committee, meeting monthly, involving representatives from all agencies and groups actively fighting drug abuse and related crimes; to coordinate efforts in combating use of illegal drugs and to educate youths and others about the dangers of drugs	(919) 775-5868

Agency/Organization	Description of Services	Contact Information
East Central Community Legal Services	A non-profit organization whose purpose is to provide free legal service to low-income residents of Lee County in non-criminal matters.	(919) 774-6241
Emergency Food and Crisis Support, Inc	A non profit organization established to furnish food and limited financial aid to families of Lee County	916 Fields Drive Sanford, NC 27330 (919) 774-3365
Florence Crittenton Services of North Carolina	Provides residential, medical, educational, and counseling services for single pregnant women. Also provides substance abuse programs	1300 Blythe Blvd. PO Box 36392 Charlotte, NC 28236 (704) 372-4663 www.fcsnc.org
Get Smart, Inc.	Provides tutorial assistance and personal development programs for at risk youth and aims to help participants do better in school, develop appropriate socialization skills, and develop into responsible citizens	(919) 775-7405
Sanford Area Habitat for Humanity	Provides houses available for purchase by low income families	P.O. Box 3821 964 N. Horner Blvd Sanford, NC 27330 (919) 774-7779 www.wave-net.net/habitat/index.html
HAVEN (Helping Abuse and Violence End Now)	Offers crisis intervention and support, emergency shelter, information and referral to victims/survivors of domestic violence and sexual assault, as well as their families and friends, and educates the community about issues surrounding such violence	310 N. Steele Street (919) 774-8923 haven1@wave-net.net

Agency/Organization	Description of Services	Contact Information
Helping Hand Clinic	Provides health care services to those without insurance and who would otherwise go untreated.	507 N. Steele Street Sanford, NC 27330 919-776-4359 www.ncfreeclinics.org/sanford.htm
Hispanic Task Force	Offers bilingual counseling and agency referrals to residents of Lee County	P.O. Box 123 Sanford, NC 27330 (919) 775-5447
FirstHealth Hospice - Lee County	provides palliative care to person and their families with a life limiting illness in which physicians, nursing, medical social services, CNA's, spiritual care, volunteers and bereavement services.	PO Box 1181 109-A S. Vance Street Sanford, NC 27330 (919) 774-4169 www.firsthealth.org
Johnston-Lee-Harnett Community Action – Lee County Office	A non profit organization providing a crisis counselor in Lee County to help indigent families who are in need of assistance	Post Office Box 1061 225 s. Steele Street Sanford, NC 27330 (919) 776-0746 www.jlhca.org
Jonesboro Day Care Center	Expands opportunities for disadvantaged youth to benefit from sports skill instruction and to help young people acquire good health practices and become better citizens	(919) 775-5401
Lee Community Action Network (LeeCAN)	Increase awareness and effectively address public health issues in Lee County through a collaborative community effort	www.healthycarolinians.org/counties/lee_county.htm
Lee County School System	Public education for students in grades K-12	P.O. Box 1010 106 Gordon Street Sanford, NC 27331 919-774-6226 www.lee.k12.nc.us/index.html

Agency/Organization	Description of Services	Contact Information
Lee County Economic Development Corporation	Engages in activities which stimulate the economic development of the County of Lee by fostering and promoting business and industry; developing commerce and trade; and inducing the location of manufacturing, industrial, and commercial enterprises.	(919) 774-8439
Lee County Health Department	Ensures that food served in restaurants is safe to eat, keeping water clean, making sure children and adults are vaccinated against dangerous diseases, and generally contributing to the improvement of quality of life.	P.O. Box 1968 226 Carthage St. Sanford, NC 27331 (919) 775-3603 www.lcedc.com
Lee County Library System	County wide library system	107 Hawkins Avenue Sanford, NC 27330 (919) 774-6045 www.leecountync.com
Lee County Parks and Recreation Department	Provides various recreational activities and management of parks throughout Sanford	225 S. Steele St. Sanford, NC 27330 (919) 775-2107 www.leecountync.com
Lee County YMCA	Serves children, teens, seniors and families through organized programs that promote good health, strong families, confident kids and better communities	1518 S. Horner Blvd. Sanford, NC 27330 (919) 777-9622 www.ymcatriangle.org
Lee Harnett Mental Health Center	An organization formed primarily by and for families to find mutual support and solutions to existing problems dealing with mental illness.	130 Carbonton Road Sanford, NC 27330 (919) 774-6521 lee-harnett-mh.its.state.nc.us/default.htm

Agency/Organization	Description of Services	Contact Information
Meals on Wheels	A volunteer, non-profit organization which provides one hot meal a day to persons who are primarily homebound and/ or have no one at home who is able to shop for or prepare food for them	1615 S Third St Sanford, NC (919) 776-0501
Employment Security Commission of NC	Provides high quality & accessible work-force related services through employment services, unemployment insurance, and labor market information to the State's workers, employers, and the public.	(919) 775-2241 www.ncesc.com/
Reading is Fundamental	Increase public awareness illiteracy and helps to combat it by devising and overseeing special projects and events to encourage and motivate young people of Lee County to read	(919) 708-9000
Sanford Housing Authority	Provides safe, sanitary, and affordable housing to the low-income population of the City of Sanford and County of Lee through rental of dwellings owned by the Authority and through Section 8 Housing.	1000 Carthage St. P.O. Box 636 Sanford, NC 27331 (919) 776-7655 shainfo@alltel.net
The Sanford Herald	Produces a daily paper for Sanford residents	208 St. Clair Ct. Sanford, NC 27331 (919) 708-9000 www.sanfordherald.com/

Appendix R: Transportation Services

County of Lee Transit System (COLTS)
<p>Who: General Public</p> <p>What: For \$1.50, one way transportation within Sanford For \$3.00, one way transportation within Lee County For \$10.00, round trip transportation out of town for medical visits</p> <p>When: 7:00am-5:00pm, Monday – Friday (closed on weekends and county holidays)</p> <p>How: call 776-7201.</p> <p>*COLTS has specially equipped lift vans available for wheelchair accessibility*</p>
<p>Who: Medicaid clients</p> <p>What: Through partnership with the Department of Social Services, Medicaid clients can ride free of charge for medical appointments.</p> <p>How: Contact Tina Voncannon, the Medical Transportation Coordinator for DSS, at 718-4690 Ext.5252, to set up your ride.</p> <p>*Reservations must be made no later than noon one working day prior to the appointment*</p>
<p>Who: passengers using COLTS through connection with various human service agencies</p> <p>What: These passengers may ride free of charge but must first be referred by the sponsoring agency. Qualifications vary among agencies in Lee County.</p> <p>How: If you or someone you know has special needs, call the human service agency that you think is appropriate or simply call the COLTS office. They will help you determine your eligibility for services through any agency that contracts with COLTS</p>
Taxi Services
<p>Service Cab Inc: 775-3646 American Yellow Cab: 775-5611</p>
Greyhound Lines Inc.
<p>Who: General Public</p> <p>What: scheduled transportation between cities to and from the Sanford Terminal located at 320 North 11th Street.</p> <p>How: Call 775-2514 for more information</p>

Garden Street Community Meeting



Please Join Us! The Garden Street Community Meeting

Date: Thursday, April 29th
Time: Entertainment and Gathering at 4:30
The Meeting at 5:00
Food Served after The Meeting
Location: Garden Street Community Center
On Clark Circle
Contact: April Schultz at 1-866-610-8273

Hosted by the Students from UNC-CH and the
Garden Street Planning Committee

Celebrate Community!

Come to the Garden Street Community Meeting and

Share Your Thoughts

About:

- The Community Center
- Communication
- Safety and Leadership
- Maintenance And Services
- SHA Policies



WHEN: Thursday, April 29th

4:30 pm- Entertainment

5:00 pm- Meeting

Dinner after meeting

WHERE: Garden Street Community

Organized by the Students from UNC Chapel Hill

April, Amy, Heather, Jenny, and Kristen

And the Garden Street Community Planning Committee

If you have any questions, please call us toll free at 1-866-610-8273

Celebración de la Comunidad!

Vengan a la Reunión de la Comunidad de Garden Street
y

Comparta Sus
Pensamientos

Sobre:

- El Centro Comunitario
- La Comunicación
- Seguridad y Liderazgo
- Mantenimiento y Servicios
- Las Políticas de SHA



Cuándo: Jueves, 29 de Abril

4:30 pm- Entretenimiento

5:00 pm- Reunión

Merienda después de la Reunión

Dónde: La Comunidad de Garden Street

Organizado por los Estudiantes de UNC Chapel Hill

April, Amy, Heather, Jenny, y Kristen

y el Comité de Planificación de la Comunidad de Garden Street

Si tenga cualquier pregunta, por favor llámenos a 1-866-610-8273 (línea gratis)

Garden Street Community Meeting



April 29, 2004
4:30pm

Topics and Themes

TOPIC 1: Safety Concerns and Block Captains

The safety of the community has improved from how it was in the past, but community members and service providers are somewhat concerned about crime and drugs within Garden Street.

TOPIC 2: Communication between Residents and SHA

There are varying opinions about how Sanford Housing Authority listens and responds to Garden Street residents' requests and complaints.

TOPIC 3: Community Service Requirement

Community members are not opposed to volunteering in general, but some feel that the policy is not carried out fairly. Service providers may be willing to help residents find ways to complete their required hours.

TOPIC 4: Maintenance

There are varying levels of understanding about the role of Garden Street residents in the maintenance process, and there are different perspectives about how the maintenance staff responds to community needs.

TOPIC 5: The Community Center

Both community members and service providers agree that the community center should be open, especially for children and youth.



Garden Street Community Meeting Program

April 29, 2004



4:30 Music, and Gathering

5:00 Introduction and Large Group Meeting

5:15 Break into Small Groups to discuss:

- (1) Safety Concerns and Block Captains
- (2) Communication between Residents
and Sanford Housing Authority
- (3) Community Service Requirement
- (4) Maintenance
- (5) The Community Center

6:15 Large Group Meeting for report back
and closing remarks

6:30 Cookout!

Special Thanks!

The UNC student team - Amy, April, Heather, Jenny and Kristen - would like to thank the Garden Street residents for making us feel so welcome. We would also like to thank everyone who met with us during this process, all those who helped plan today's event, and Ms. Sandra Petty for being a wonderful preceptor.

We would also like to thank the following organizations for their contributions to this event:

Bojangles ● Café Carolina ● Darrell's Catering ● Food Lion
Papa John's ● Reive's Barber Shop ● Sanford Police
Department
Sanford Housing Authority ● Winn Dixie

**TO EVERYONE - THANK YOU FOR ATTENDING
THE
GARDEN STREET COMMUNITY MEETING!**

GARDEN STREET COMMUNITY DOCUMENT: The UNC student team is currently putting together a document of all the information we have gathered through our time spent with Garden Street. This document is intended to help Garden Street community members and service providers find ways to discuss and address their ideas and concerns.

It will be available after June 1st:

<http://www.hsl.unc.edu/phpapers/phpapers.cfm>. Also, a hard copy of the document will be given to the community.

Reunion Comunitaria de Garden Street



29 de Abril del 2004

4:30pm

Temas y Tópicos

TÓPICO 1: Preocupaciones de Seguridad y Capitanes de Bloque

La seguridad de la comunidad ha mejorado de cómo era en el pasado, pero miembros de la comunidad y las personas que proveen servicios siguen con unas preocupaciones sobre el crimen y las drogas dentro de Garden Street.

TÓPICO 2: Comunicación entre los Residentes y el SHA

Hay opiniones variadas sobre la manera como el Sanford Housing Authority escucha y responde a las peticiones y quejas de los residentes de Garden Street.

TÓPICO 3: Requisito de Servicio Comunitario

Los miembros de la comunidad no están opuesto a hacer servicio voluntario en general, pero algunos se sienten que la política no está implementado justamente. Es posible que las personas que proveen servicios estén dispuesto a ayudar a los residentes encontrar maneras para cumplir con sus horas requeridas.

TÓPICO 4: Mantenimiento

Hay niveles variados de entendimiento sobre el papel de los residentes de Garden Street en el proceso de mantenimiento. Hay perspectivas diferentes en como el personal de mantenimiento responde a las necesidades de la comunidad.

TÓPICO 5: El Centro Comunitario

Ambos los miembros de la comunidad y las personas que proveen servicios están de acuerdo que el centro comunitario deba estar abierto, especialmente para los niños y jóvenes.



Reunión Comunitaria de Garden Street

29 Abril del 2004



4:30 Música y Colección

5:00 Introducción y Reunión del Grupo Grande

5:15 División en Grupos Pequeños para Discutir:

(1) Preocupaciones de Seguridad y
Capitanes de Bloque

(2) Comunicación entre los Residentes
y el SHA

(3) Requisito de Servicio Comunitario

(4) Mantenimiento

(5) El Centro Comunitario

6:15 Reunión del Grupo Grande para reportes y
clausura

6:30 Asado!

¡Agradecimientos Especial!

El equipo de estudiantes de UNC - Amy, April, Heather, Jenny and Kristen - les gustaría agradecer a los residentes de Garden Street para darnos el bienvenido. Nos gustaría agradecer a todos que se reunieron con nosotros durante este proceso, a todos que nos ayudaron planificar el evento de hoy, y a Ms. Sandra Petty por ser una preceptor maravillosa.

También nos gustaría agradecer a los siguientes organizaciones por su apoyo a este evento:

Bojangles ● Café Carolina ● Darrell's Catering ● Food Lion
Papa John's ● Reive's Barber Shop ● Sanford Police
Department
Sanford Housing Authority ● Winn Dixie

**A TODOS - GRACIAS POR ASISTIR A LA
REUNIÓN COMUNITARIA DE GARDEN STREET!**

Appendix V: Garden Street Community Meeting Discussion Techniques

SHOWED

The SHOWED method of facilitation discussion is designed to “facilitate and move discussion from a concrete and personal level to a social analysis and action” (Community Competence, 2002). After presenting a “trigger” in the form of a quote, poem, picture, skit or other reflection-provoking experience, a facilitator guides a group through a discussion in the following manner, using specific questions created to address the topic at hand:

Concrete Questions	S (SEE):	What are you seeing or hearing in this picture, quote, poem, etc? <i>Start with the concrete and describe the situation presented in the trigger</i>
	H (HAPPENING):	What is happening in this picture, quote, poem, etc? <i>Begin to identify different elements of the situation and how different people in the situation feel</i>
Personalizing Questions	O (OUR):	How does this relate to our lives? How do we feel about it? <i>Expand to the personal and emotional level and discuss how our lives are different or similar to what was presented in the trigger</i>
Analytic Questions	W (WHY):	Why does this happen – why does this situation exist? <i>Expand to the analytic and question the root causes of the problem</i>
Problem-Posing Questions	E (EVALUATION, EMPOWERMENT):	How can we become empowered with our new social understanding? <i>Bring understanding back to each individual and examine individual and social connections to the problem</i>
Problem Solving Questions	D (DO):	What can we do about these problems in our lives? <i>Expand to action at the personal, group, and community levels and develop action steps</i>

(Community Competence, 2002 – handed out HBHE 241, 2004)

ORID

The ORID (**O**bjective, **R**eflective, **I**nterpretive, **D**ecisional) discussion method is intended to promote dialogue within a group of people by broadening perspectives and encouraging full group participation. The method is intended to result in clear ideas and conclusions. Facilitators might begin by presenting a trigger, or might simply state the situation to be discussed. The following chart outlines the method of posing questions using ORID:

STEP	CONTENT	PURPOSE of QUESTIONS
<i>Opening</i>	<i>Welcome, context</i>	
O (Objective)	Getting the facts	To focus attention and ask what people see, hear, touch, smell, taste
R (Reflective)	Emotions, feelings, associations	To illuminate people's emotional responses and what they feel about something (what excites, angers, intrigues, frightens)
I (Interpretive)	Values, meaning, purpose	To highlight layers of meaning and purpose, the significance people attach to a subject, and the story out of which they live
D (Decisional)	Future resolves	To allow individuals to decide their relationship and response to their situation
<i>Closing</i>	<i>Comments, reflections</i>	

(The Institute of Cultural Affairs, 1997)

Force Field Analysis

Force Field Analysis was developed by Kurt Lewin in the early 1950's as a management technique for diagnosing situations (University of Cambridge, n.d.). This method of facilitating discussion encourages a group to list, discuss, and evaluate the various forces, both positive and negative, that affect a proposed change. The following is an example of the steps involved in Force Field Analysis, as adapted for use by the small group members at the Garden Street Community Meeting. As a group, participants:

1. Brainstorm current situations related to the topic or issue being discussed
2. Prioritize the current situations and decide on one to address in the discussion
3. Decide on a goal the group wants to achieve in relation to the chosen situation
4. Brainstorm a list of all helping and hindering forces that affect the situation
5. Discuss the strength of each force and ask the group to identify one helping force they could strengthen OR one hindering force they could weaken
6. Use this force as a new current situation and repeat steps 3 – 5
7. Repeat the process until the group establishes a goal they believe they can realistically achieve
8. Using the final goal, list action steps group members can take on to achieve the goal
9. Decide who in the group will be responsible for completing each action step

(Adams et al, 2002)