

**Snow Camp  
Alamance County**

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

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## **Executive Summary**

This document is the culmination of a community assessment in Snow Camp, North Carolina. The community assessment team was comprised of five graduate students in the Department of Health Behavior and Health Education at the UNC School of Public Health in Chapel Hill. The community assessment is a research project that attempts to discover both the strengths and weaknesses and identify future directions of a given community. The goal of the process is to bring community members and service providers together at a community meeting to start a dialog and create change.

The team worked with a preceptor who was both a member of the Snow Camp community and a service provider in Alamance County. The team sought to obtain a variety of opinions and data regarding a range of quality of life issues in Snow Camp. The students achieved this goal primarily through interviews and focus groups with various community members and service providers.

The Snow Camp community assessment team also reviewed secondary data to add to the interviews. Secondary data from the county level was used for much of the analysis. In addition, historical accounts from the Snow Camp community were used to provide information on the history of the area. The team used the data to supplement the information received from primary data collection.

There were forty-five people interviewed during this process. Twenty individual interviews and one focus group were conducted with community members and two focus groups and four individual interviews were conducted with service providers. The Institutional Review Board (IRB) of the University of North Carolina approved all aspects of this project.

There were some limitations in collecting data for this assessment. The team was not able to complete as many interviews as desired due to time constraints. However, the team did succeed in interviewing people of various educational and economic levels, ranging in age and gender, and people from various religious and ethnic and racial backgrounds.

The culmination of the community assessment process was a very successful community meeting at the Sylvan Elementary School on the evening of Tuesday, April 23<sup>rd</sup>, 2002. At the meeting, the community assessment team presented their findings to the community. The team then asked participants to choose a theme, identified through the assessment process, and work in a small group to pursue action steps to address the community's concerns.

The purpose of this document is to summarize the findings of the Snow Camp Community Assessment. Below is an overview of topics currently important to members of the Snow Camp community and the providers who serve the area. These categories are described in greater detail in the document. The team hopes that this document can serve as a valuable resource and starting point for community members and service providers who seek to continue the dialogue, vision, and civic participation that the community assessment process has helped to stimulate.

## **Themes Identified Through the Snow Camp Community Assessment Process**

- **History**  
Interviewees cited rich historical roots as a Quaker settlement, and the Snow Camp Historical Site and Outdoor Drama help to keep that history alive. Snow Camp was known as a farming and mill town, but those industries have struggled over recent years.
- **Sense of Community**  
Neighbors help each other out in Snow Camp. Long-time residents characterize it as a friendly place, but "we have to get to know you [first]". Many have noticed that there is not as much civic involvement as there used to be.
- **Church & Religion**  
Congregations in Snow Camp are known for taking care of their own, and raise money for those in need. Churches and meeting-houses are social centers within the community. There are a few interfaith events, such as Easter and Thanksgiving services.
- **Education**  
There was general satisfaction with Sylvan Elementary, the only school physically located within Snow Camp. Some interviewees noticed that parents do not seem to be as involved as they used to be, and many felt that the community places greater emphasis on sports than on academics.
- **Land Use & Population Changes**  
There was no question in people's minds that land use is changing. Farming is declining, and some of the land is being divided up into much smaller plots. The population of Snow Camp is also changing. New families, who do not have a family history in Snow Camp, are moving in.
- **Crime, Drugs, & Alcohol**  
While some people said that crime, drugs and alcohol are not a particular problem in Snow Camp, others felt that crime was on the rise. Burglary, arson, and marijuana use and production were areas of concern. Alcoholism and drunk driving were also recognized as problematic, and some people linked all of these issues to economic problems.
- **Community Health**  
There are health resources active within Snow Camp, including the Snow Camp Fire Department, the Snow Camp Clinic (scheduled to re-open), and home hospice. Many other resources are found outside of the town, mostly in Burlington, including the Alamance County Health Department, Mental Health, and Alamance Regional Community Hospital. Particular assets of community health were identified as neighborly support and cooperation between agencies. Health issues included access to services, budget cuts, and environmental health.
- **Senior Issues**  
The community helps take care of seniors and there are services or groups available such as the Golden Agers, ElderCare, Meals on Wheels, and Hospice. The needs of some seniors include transportation, better access to health care, adult daytime care, and close-by retirement facilities.
- **Recreation**  
Ballgames provide a great opportunity for social interaction in Snow Camp. Some community members felt the need for a community center. Some felt that for adolescents,

there is either school, church, or nothing at all. Likewise, some cited seniors and women having fewer recreational opportunities.

- **Governing Structures & Leadership**

There is no local government, town meeting, or government organization in Snow Camp. The County Commissioners are the voice for Snow Camp. The Fire Department and churches have served as community leaders.

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## **CHAPTER ONE: An Introduction to Snow Camp**

### **Introduction**

In the spring of 2002, five graduate students from the UNC School of Public Health conducted a community assessment of Snow Camp, North Carolina. The students gathered information by conducting in-person interviews and focus groups with service providers and community members of Snow Camp and also by examining secondary data sources. Snow Camp, North Carolina is a rural area in the Southern part of Alamance County. Generally speaking, Snow Camp is the area bordered by Highway 49 to the west, Highway 87 to the east and the Chatham County line to the south.

### **The History of Snow Camp**

Simon Dixon, a Quaker from Pennsylvania, first settled Snow Camp in the early 1750s. He is now known as the founder of Snow Camp. Originally, Snow Camp was called the Cane Creek Settlement, because it is located near Cane Creek. In 1781, the Revolutionary War Battle of Guilford Courthouse brought British soldiers to Snow Camp. General Cornwallis and the British soldiers took over Simon Dixon's house and slaughtered many of the Quakers cattle and sheep. Gravesites of British soldiers still exist in Snow Camp today.

The early settlers farmed and established grist mills. Later, other types of mills, such as sawmills and woolen mills, were established as industries for the area (Teague, 1995). Common mills in the area include The Old Mill at Westey Ruth Place, The Little Ward Mill, The Thompson Mill, and the Lindley's Mill (Euliss, 1971). Many of these mills did not survive partly due to the high costs of repairs and upkeep and also the decision that the railroad would not run through Snow Camp (Teague, 1995). Because many of these industries were not sustainable, Snow Camp has no current industry today. With a small grocery store, two

restaurants, a post office and a fire department, Snow Camp remains “a sleepy little village not too far from its beginnings” (Teague, 1995).

The history of Snow Camp is important to many of its current residents and the Snow Camp community strives to keep the traditions of the first settlers. Historically, “when a need arose, there was no hesitancy on the part of the frontier men or women to share their skills or provide a service” (Teague, 1995). For the most part, this remains true today as kinship is a strong bond between neighbors, and services and skills are willingly shared among the Snow Camp community.

### **Current Demographics**

Current demographics specific to Snow Camp are not available. However, through the assessment, the team estimated that the demographic breakdown of Snow Camp is similar to the demographic breakdown of Alamance County. Current demographics of Alamance County are given below in Table 1. North Carolina demographics are provided as a frame of reference.

**Table 1: Current Demographics for Alamance County, North Carolina and North Carolina**

<b>DEMOGRAPHICS</b>	<b>ALAMANCE COUNTY</b>	<b>NORTH CAROLINA</b>
Population, 2000	130, 800	8,049,313
Population, 1990-2000	20.9 %	21.4 %
Persons under 5 years old, 2000	6.4 %	6.7 %
Persons under 18 years old, 2000	23.8 %	24.4 %
Persons 65 years old and over, 2000	14.1 %	12.0 %
Female persons, 2000	52.0 %	51.0 %
White persons, 2000	75.6 %	72.1 %`
African American persons, 2000	18.8 %	21.6 %
American Indian/ Alaska Native, 2000	0.4 %	1.2 %
Native Hawaiian/Other Pacific Islander, 2000	0.9 %	1.4 %
Persons reporting some other race, 2000	~ 0	~0
Persons reporting two or more races, 2000	3.2 %	2.3 %
Persons of Hispanic or Latino origin, 2000	6.8 %	4.7%
Median household money income, 1997 model-based estimate	\$35,281	\$35,320
Persons below poverty, 1997 model-based estimate	8.8 %	12.6 %
Persons below poverty, 1997 model-based estimate	13.8 %	18.6 %

Reference: U.S. Census Bureau, 2000

As stated, the team concluded that the population of Snow Camp is similar to Alamance County, consisting mostly of Caucasians, however, Snow Camp has smaller numbers of African-Americans and Hispanics. Also, similar to Alamance County, the population seems to have a rather high percentage of people over 65 years old. Lastly, the team suspects that increased population in the Snow Camp area contributed to the 20.9% increase in the population of Alamance County within the last ten years (see Table 1).

### **Employment**

Currently, unemployment rates everywhere are high and fluctuating rapidly. In July 2001, the unemployment rate for Alamance County was 6.1%, which was a ten-year high compared to state rates of 5.1% (Fisher et al, 2001). The majority of the workforce in Alamance County is in manufacturing, service, or retail trade (see Table 2). The team expects that unemployment rates and types of employment in Snow Camp mirror that of Alamance County because most Snow Camp residents commute outside of Snow Camp to work. Snow Camp used to have a large farming industry, but it has been declining over the past few decades, which has caused Snow Camp residents to seek employment elsewhere.

**Table 2: Percentage of Alamance County Employees by Employment Sector**

<b>INDUSTRY</b>	<b>PERCENTAGE OF JOBS</b>
Manufacturing	30%
Service	26%
Retail Trade	18%
Government	10%
Construction	5%
Wholesale Trade	5%
Transportation	3%

Reference: Fisher et al., 2001

## **CHAPTER TWO: Themes**

### **Introduction to Themes**

This portion of the document reveals the important strengths and weaknesses of the community that surfaced repeatedly during the in-person interviews and focus groups. The team analyzed the data from these sources and categorized the information into nine themes: Sense of Community; Church/Religion; Governing Structure/Leadership; Land Use and Population Changes; Crime, Drugs and Alcohol; Recreation; Education; Senior Issues; and Community Health. For each theme the following information will be provided in this order: relevant secondary data, the perspective of the service providers that live outside of Snow Camp, the perspective of service providers that live in the Snow Camp area, the perspective of community members, the perspective of the team, and the differences of these opinions and feelings. For some themes, information was not available from each perspective.

### **Snow Camp- Where is it?**

Various perspectives on the physical definition of Snow Camp exist. As a service provider from the community states, “the community has its own identity and is not easily meshed with other communities.”

Among the various community members, one perspective is that Snow Camp is a very rural community, which does not have a center of business and is spread out in a .5-mile radius. Other opinions define Snow Camp as going from Bethel South Fork Road to Snow Camp Road or south to the Chatham County line. Some community members feel that the fire department district delineates the physical boundaries of Snow Camp. As one community member put it, “the center of Snow Camp depends on the age group.” Through speaking with the community and hearing the many definitions the team got a better understanding of the Snow Camp area.

The key features of Snow Camp include: the Sylvan Elementary School, Fire Department, Ye Old Country Kitchen, Outdoor Drama Site, Snow Camp Market/crossroads, Yesterday's Grill, and the Post Office.

### **A Sense of Community**

A great asset of Snow Camp is the sense of community. Service Providers outside of the Snow Camp area feel that people know their neighbors and have a lot of pride in the community. Service providers also feel that people "take care of their own" in Snow Camp. However, there is a concern that community cohesiveness decreases as people move away from the area and new people move in.

Service providers who live in Snow Camp also have similar opinions. Neighbors do not get in each other's way but are supportive, especially in times of crisis. As stated nicely by a service provider and community member, "It is a well-knit community. Everyone here is concerned about each other. There is lots of kinship and there is a lot of history." Another opinion was, if you are "willing to be a part of the culture" then Snow Camp is a "loving group of people." Like the perspective of the service providers outside of Snow Camp, the service providers who live in Snow Camp also feel that the sense of community is beginning to decrease as more individuals move into the area. As one individual states, "the community does not get involved as much as they used to from what I've seen."

Among the community members in the area, many of them feel that Snow Camp is a loving and caring place and that if people can find ways to help, they will. Many times people in Snow Camp have come together to help those in need. Examples of community support include, installing a needed security system, fixing a broken lawn mower, carpooling, providing support if someone's house has burnt down, or someone being diagnosed with a terminal illness. "This

community will come to your aid if you need it, and try to help anybody”, says a Snow Camp community member. While Snow Camp has strong supportive neighbors, the community feels the support is dwindling. “Neighbors do not know neighbors now, it was community and now I don’t know who lives next door,” said one Snow Camp community member.

Snow Camp community members also are very proud of their community. As one community member expressed, “Snow Camp is a good example of a dying kind of life in this country, a remaining example of a community where trees matter more than progress, where principles matter more than pay checks.”

The team also felt the sense of community and pride every time we conducted an interview or went into the community. The team felt very welcome in the homes of community members and offices of service providers. There is a definite sense of helping and camaraderie among the Snow Camp community.

Regardless of the point of view a large sense of community cohesiveness and strength exists among Snow Camp residents. People come together and provide each other with support and need. While, some feel a sense of decreased community involvement, the kinship and friendly loving atmosphere of Snow camp still remains. Friends, families, and neighbors are still there to provide aid when needed.

### **Church and Religion**

There are approximately eight to ten churches in Snow Camp, depending on the definition of the town limits. “We’ve got plenty of churches!” one resident proclaimed.

Represented denominations include:

- Quaker
- Methodist
- Baptist
- Wesleyan

- Christian
- African Methodist Episcopal (AME)
- Pentecostal
- Holiness

There are Snow Camp residents who are of other faiths, from Jewish to Catholic, but there are no formal places of worship for those denominations within Snow Camp.

Religion and history are very intertwined in Snow Camp. As one community member put it: “part of what make up cultural roots [are] religious roots.” As previously stated, Snow Camp was settled in the 1740s by Quakers relocating from northern Pennsylvania. The Cane Creek Friends meeting is the oldest continuously running Quaker meeting in central North Carolina, and just recently celebrated its 250<sup>th</sup> anniversary. However, there are some who are worried that this history is being lost. One community member stated: “my concern with Snow Camp is that while it’s known for its Quaker upbringing, that is being diluted in generations.” Still, several families within many churches are historically connected.

Churches or meeting houses and their activities often constitute social centers. In particular, activities for seniors and youth are often affiliated with church, such as senior groups, youth groups, and Sunday school. Many churches actively use and promote music. Most congregations also involve themselves with community service, from local projects to flood relief elsewhere in the state, to outreach in national and international settings.

Religious organizations are integral parts of the social support framework for residents of Snow Camp, facilitating everything from daily generosity by congregants to food drives and benefit suppers that generate thousands of dollars for the sick or unfortunate. People are quick to say: “churches take care of people.” Rectors are not only spiritual leaders, but often become involved in various forms of counseling. Churches and church leaders are often called upon to

solve problems within their community. Congregations have been behind community efforts such as the establishment of the Snow Camp Health Clinic.

Most of the Snow Camp churches have quite homogeneous congregations. There have been some community members who have felt as though people of minority or mixed races “were not welcome” at some churches, although many churches do emphasize their openness to diversity. Some parish leaders have periodically made attempts to have interfaith ministry meetings. Formally or informally, many community members do say that inter-denominational relations are strong. There are a few joint religious events, particularly a sunrise service on Easter and a Thanksgiving celebration. Likewise, many church benefits are joint efforts.

In recent years, many religious leaders and parishioners cite changes in church attendance and climate. Paradoxically, as the population of Snow Camp has risen, the size of most congregations has declined. Some estimate that “half of the people” in the town do not attend any religious activities. Many churches, such as Rock Creek AME, have historically been the central and unifying feature of their portions of the greater Snow Camp community. As some congregants described, “in earlier days the focus was on the school, the church. It was a great time when everyone got together but now things have changed.” For many, church is still “home,” but although churches like AME maintain an important presence in the community; a growing, changing, and increasingly mobile population has led to some de-centralization of the church’s role.

It is also important to note that, since so many social and supportive activities are held through the church, it remains unclear what kind of resources are available to those who are not members of a congregation.



The team also observed the strong presence of the church in the Snow Camp community. The churches seemed to provide support and help to the community and are an integral component in Snow Camp. For many people the church seemed to be a place to gather and socialize. In addition, it is an important part of their history and culture. The historical roots of the Quaker church provide the community with a unique and interesting history.

Within congregations, both the parishioners and church leaders seem to share most opinions. Both cherish the supportive community they find within their spiritual home. Many congregations also offer services to the greater community and beyond.

### **Governing Structure/Leadership**

A County Manager, Assistant County Manager, and five County Commissioners govern Alamance County (Alamance County Health Department, 2000). These elected government officials are responsible for setting policies for the county and allocating budgets for county agencies. Within Alamance County there are nine municipalities, each with a mayor and council members that create policies for their cities or towns (Fisher et al., 2001). Snow Camp is not an established municipality, even though the population of Snow Camp is estimated to exceed the population of two established municipalities (Alamance County Health Department, 2000).

Due to the fact that Snow Camp is not an established municipality, they do not have a town mayor or governing structure. Service providers, who are also community members, have the opinion that it would be nice to be able to incorporate Snow Camp to some degree. This could be done through a town board, leadership board, or steering committee. A committee would be able to address concerns and make sure everyone received equal representation. Right now, there is no formal means through which Snow Camp residents can voice concerns.

Among community members, the opinion is that there is no governing structure or “main leader” among the community. According to one community member, the governing structure in Snow Camp is “Kinship.” For others the County Commissioners are their voice. Although some feel that being able to do what they want (because there is no town government) is important, others feel that this type of freedom can be bothersome to surrounding neighbors and the community. Also, as stated by one community member, “there are church groups, school groups, but no Snow Camp community meeting.”

The team was also aware of the lack of centralized leadership in Snow Camp. A few main figures in Snow Camp were referred to as key leaders, but not everyone in the area is aware who those people are. As the community grows, the need for leadership will become stronger and more important in the community because as more people move into the community there may be a greater need for voices to be heard and changes may be needed to accommodate the growing population. Among all the above perspectives there is agreement that a town board or formal committee would help to incorporate change and help voice different perspectives in the community.

### **Population Growth and Land Changes**

Snow Camp is a growing community. Snow Camp residents have different feelings about these changes. Population growth is affecting many different aspects of the community including land use, transportation, traffic/roads, and ethnic diversity.

#### *Land Use*

According to individuals who are both service providers and community members, Snow Camp has grown a lot within the last five years. A majority of the changes can be seen through the transformations in land use. There is a concern that so many people are coming into the area

and buying farmland from the younger generations who no longer want to maintain the family land. In addition, people are renting their land, and in many cases mobile home units are being established, increasing the number of septic tanks and wells in the area. Some service providers are apprehensive about these new settlements, in large part, because of the lack of zoning restrictions in the county.

The pace of development, especially within the last 10 years has raised concern among the community as well. The lack of zoning restrictions in the Snow Camp area is an apparent problem to some community members. Zoning restrictions are used to regulate the quantity of homes in one location. According to one community member the new population and subdivided land is overwhelming the infrastructure (the schools, fire department, single family dwellings) of the community. As another community member states, “The real biggest shift will come because the land has been divided into these very small plots”.

Many community members feel that Snow Camp has quickly become a “bedroom community,” meaning that people live in Snow Camp, but work outside the community. Some people feel that these commuters do not become involved in the Snow Camp community. Some community members welcome newcomers and although Snow Camp is a friendly place, they feel “we have to get to know you [first].” There is an overwhelming concern that, “farming is a thing of the past,” as another community member puts it, leaving no industry in Snow Camp.

### *Transportation*

Private owned vehicles are the primary mode of transportation in Alamance County (Fisher et al., 2001). Public transportation in rural areas of Alamance County is nonexistent. According to service providers who live outside of Snow Camp, transportation is seen as a major problem. The lack of transportation and the location in the rural community makes it difficult

for individuals to access services. In addition, as a service provider who lives in Snow Camp states, “transportation is definitely an issue for a lot of people, some people have to rely on family members and such.”

While some community members feel this way, many others do not see transportation as a problem in Snow Camp. They feel that many people either own a car, rely on a family member or friend, or carpool with others in the community. However, as traffic increases there may be a need for some type of public transportation system.

### *Roads/Traffic*

From the perspective of individuals who are both service providers and community members, traffic and roads are an increasing concern as population growth continues. They feel that if they do not deal with the land development issue and new population growth, traffic is going to become a problem in Snow Camp. One individual believes that traffic has increased 40 to 50% in the last four years.

Many community members feel that state funding to pave roads is a large issue. Some feel that roads are not a priority for Alamance County. Table 3 below, shows that 12.9% of the highway mileage in Alamance county is yet unpaved. In addition, community members are concerned because roads are not plowed when it snows. Another concern is that most roads run north/south, leaving a lack of roads going east/west. This may become a problem as the community grows.

**Table 3 Alamance County Highway Mileage**

<b>TYPE OF ROAD</b>	<b>NUMBER OF MILES</b>
Primary	155.93 miles
Secondary	769.13 miles
Paved	805.72 miles
Unpaved	119.34 miles (12.9 %)

Reference: Fisher et al., 2001

*Ethnic Diversity*

Although Snow Camp is predominantly white, there is diversity within the community. Among the visible groups is a growing Latino population and a historical presence of both Native Americans and an African American community. Interviews and focus groups revealed several different viewpoints regarding racial relations in Snow Camp. Although some felt that those of different races were simply “neighbors” just like any other residents, others felt as though minorities are not as intimately included in civic and church activities. However, many community members do feel that integration has been especially successful among the youth of Snow Camp.

The Alamance County Health Department reports that the Latino population in Alamance County is growing exponentially (Alamance County Community Health Assessment, 2000). According to the director of Centro: La Comunidad, in 1998 there were 7,600 Latinos in Alamance County and in 1999 the number grew to 8,733 (Alamance County Community Health Assessment, 2000). The 2000 US Census found that Latinos make up 6.8 % of the population in Alamance County.

Snow Camp seems to be just beginning to see the effects of the increase in the Latino / Hispanic demographic. However, by most local accounts, there are “a few families” who live in the town, some of whom hold local jobs in the agricultural and service sectors. According to some interviewees, there are residents who are apprehensive about this change, although most people interviewed cited good relations between Latinos and other racial and ethnic groups. In addition, some community members mentioned that informal soccer games at nearby fields have served both as a chance for Latinos to socialize, and for young people of other races to join them.

North Carolina is home to approximately 99,550 Native Americans (North Carolina Commission on Indian Affairs, 2002). There are eleven state-recognized tribes and/or native organizations, but others are present as well. In Alamance County, there are approximately 460 Native Americans, (North Carolina Commission on Indian Affairs, 2002). In Snow Camp, community members said that in the past, the Native American population often associated themselves with the African American population. Although the two groups were initially segregated, this assimilation allowed the Native Americans access to some opportunities that would have otherwise not been available, such as education. Currently, some Native American residents seek to keep their history alive and appreciated by giving demonstrations and displaying their crafts at Snow Camp Historical Site events.

Rock Creek, a community within the northern part of Snow Camp, is a historically Black area of town. Although an African Methodist Episcopal (A.M.E.) church still binds many residents together, integration, economic, and cultural forces have reportedly led to some decentralization of that community. Holding on to this sense of community is important to many African American residents, but they also consider themselves active members of the greater Snow Camp community. By some accounts, there has been an increase in dialogue between the white and African American residents of Snow Camp. “Pathway to Freedom,” an annual play about the anti-slavery ‘Underground Railroad,’ and the ‘Quakers’ role, is performed at the Snow Camp Outdoor Drama Center and has served as a catalyst for increased understanding. There are also some inter-faith activities that include the A.M.E. church.

In summary, although Snow Camp may give some the first impression of being a “white” community, there is also a growing amount of racial and ethnic diversity. Most residents cite

positive relations, but many also acknowledge the need for further efforts to raise awareness and appreciation of all groups within Snow Camp.

### **Crime, Drugs, and Alcohol**

The 2000 crime index rate for Alamance County showed there were 4,290.4 violent crimes per 100,000 persons, which was lower than the state average of 4,921.5 violent crimes per 100,000 persons (Fisher et al, 2001). However, the number of juvenile crimes in Alamance County is increasing, which is a serious concern in the county. Community members and public officials have created community programs for youth in an effort to curb the increase in juvenile crime.

Substance abuse is also a significant concern cited by county officials and residents, and was ranked as one of the top three most important health issues for Alamance County (Alamance County Health Department, 2000). Alamance County has higher rates than the state average for “health related consequences of alcohol and drugs, liquor law violations, substance abuse treatment admissions, and especially drug possession” (Alamance County Health Department, 2000). Alamance County residents have voiced a need to eradicate drugs and violence in schools and to provide youth with skills to resist pressure to smoke, drink and use drugs.

Many service providers are concerned about the issues of crime, drugs, and alcohol in the community. However, many Snow Camp community members state that crime, drugs, and alcohol are not problematic in their town any more than they are “a problem everywhere.” But other residents have also become concerned about these issues. One stated “I perceived it to be somewhat safe until seven years ago. . .now crime is on the rise.”

Community members identified some recent trends in crime. Burglary is foremost, with many residents citing repetitive break-ins. One resident, for example, has been burglarized seven

times. Another had three break-ins in one year. Likewise, arson has also been on the rise. Of the relatively few structure fires in Snow Camp, in the past year, half were from suspicious causes (Snow Camp service provider and community member).

Many people relate the occurrence of crime to drug problems. Some suspect, for example, that burglaries are committed under the influence of drugs and perhaps motivated by the desire for money to buy drugs. Some residents said that they were aware of marijuana being grown on land inside of Snow Camp. Likewise, some community members felt there was a link between high usage rates of alcohol and the lack of a center for recreational activity. An even broader connection was made between the entire issue of crime, drugs, and alcohol, and the economic problems facing many in and around Snow Camp.

Although there are resources available related to the prevention of and response to problems with crime, drugs, and alcohol, there is a gap in services physically offered in Snow Camp proper. Alamance/Caswell Mental Health and Substance Use Authority offers relevant services ranging from substance use counseling to mandatory programs for Driving While Intoxicated (DWI) offenders. This agency is located in Burlington. Likewise, law enforcement and crime prevention activities originate from outside the town. The Alamance County Sheriff's Department is the most commonly called upon. The North Carolina Highway Patrol also responds to calls within the town. A concern about long response times for public safety and emergency services was a common theme in interviews and focus groups. Although part of this problem might be inherent for a rural community, some suggested that the problem was also due to policy or departmental decisions as well as budget constraints.

In general, the team felt very safe when frequenting Snow Camp. The team did not notice any suspicious behavior or dangerous areas. However, the team did hear many stories of



repeated break-ins, which came as a surprise to team members. The consensus about crime and substance abuse in Snow Camp is two fold: patrols and response by public safety agencies are not as rapid as many would desire, and extension services for problems such as substance abuse are rarely offered within Snow Camp. All relevant organizations seem to be aware of this problem and desire a resolution, but are often constrained by a lack of funds or conflicting departmental demands. There is some momentum towards advocating for a Sheriff's Department substation in southern Alamance County, which could improve the safety of the Snow Camp community.

### **Recreation**

The 2000 Alamance County Community Assessment identified that Alamance County residents feel a need for more recreational opportunities and facilities. Currently there are four large parks operated by the Alamance County Parks and Recreation (Fisher et al., 2001). None of these parks are located in Snow Camp and the closest park is about 20 minutes away. There are also a couple movie theatres and a few public libraries, but these are also located at least 20 minutes from Snow Camp.

Many service providers felt that the Snow Camp residents have to "travel to bigger cities, for parks and recreations, entertainment" though some of them were able to identify existing recreational opportunities within Snow Camp such as restaurants and the Outdoor Drama Site.

In responding to questions about the availability of recreational facilities, many community members were able to identify various recreational opportunities for people of all ages, such as church functions and baseball games. Many community members also identified the drama site and restaurants as places for recreation. People take pride in the Outdoor Drama Site, which has grown larger, and is in its 29<sup>th</sup> season. The drama not only attracts business from

community members but also from those outside of Snow Camp. School and church were also cited as centers for social activities, irrespective of age group.

Adult participation in recreational activities is shaped by “individual’s interest” and “work-based social groups.” Snow Camp residents actively participate in outdoor activities such as hunting, fishing, boating, horse riding, gardening, golf, hiking trails, and walking the track at the school. They also take part in the Molasses Festival, the 4<sup>th</sup> of July Celebration, country music at the Grand Old Opry, Saturday night music at the Fire Department, and plays at the Outdoor Drama Site.

The Sylvan Athletic Association formed 30 years ago, enthusiastically sponsors baseball, softball, and basketball teams, as well as some church softball leagues in Snow Camp. Most children get involved in ball teams. Ball games were seen by many as a good opportunity for family and community involvement and also an opportunity for children and parents from diverse races and ethnicities to interact and socialize. As one community member stated, “parents, grandparents, friends, [and] neighbors, come out watch the game and socialize with each other.” The community member further added that “the ball field is where the integration is going to occur—integrate on the kid level, go from there.”

Many youth in Snow Camp participate in youth group activities (such as service projects and other church events). They also go to the Open Gym in Eli-Whitney and take dance or piano classes in Graham. Some community members did stress the lack of recreational activities available for this age group in Snow Camp, but the team was not able to get the youth perspective on recreation due to time constraints.

Although there are some recreation opportunities for children, there seems to be a lack of variety. Children, who are not interested in sports or are not a part of church, may not be able to

find activities. One community member cited that the “lack of recreational opportunities for kids might lead to undesirable behavior and increases in juvenile problems.” Another community member further stressed the lack of opportunities by stating that “[I] don’t think there is a place for kids to hang out. For 17 and under, [there is] school, church, or none at all.” Another community member echoed similar concerns, “ my cousins grew up in Snow Camp and they did complain of being bored, nothing to do much.”

There is no recreational center in Snow Camp and many community members voiced the need for “a community center” for recreational opportunities. Community members also expressed the need for the center specifically to meet the needs of the increasing senior citizen population. “Church activities are the social centers, if it’s not with church, they don’t [have many social opportunities].” A concerned community member further echoed the need for the community center, “[I] wish we had a Recreation Center...folks [seniors] might be more involved if we had one but somebody needs to take the initiative”.

The team observed that recreational opportunities in Snow Camp are limited. However, for those who are interested in playing baseball or softball, there are excellent opportunities to get involved. Unfortunately, for women and seniors there is a lack of activities designed specifically for these groups. In addition, there is a need for youth oriented activities for those who are not interested in sports and who are not involved with the church.

All perspectives seem to agree that there is a need for some type of community center, a place where the community can go and participate in a variety of recreational opportunities that fit all age groups.

## Education

The Alamance County high school dropout rate (3.77) was slightly higher than the North Carolina rate (3.43) in the 1997-1998 school year (Alamance County Health Department, 2000). Service providers also affirmed a large high school drop out rate at Southern High School, which is where many Snow Camp children go to school. Opinions about this issue are mixed. As stated by a service provider, “Young kids, think ‘I can just finish high school’ and don’t envision having something better.” However, some community members feel that a good portion of Snow Camp high school students graduate and go to college.

Sylvan Elementary School is the only school in Snow Camp and is one of the smallest schools in the county. Sylvan was the first consolidated high school in North Carolina. There were many positive statements made about Sylvan School. In general, both service providers and community members were satisfied with the education children in Snow Camp receive. According to service providers living in Snow Camp, the community provides support and guidance for the school through the Hammer Board and an endowment fund. In addition, support for the school is evident from the following statement, “there is lot of support from community members and several churches and community groups like the Ruritans, the Fire Department, and Sword of Peace.” In addition, other service providers feel that the school is a community center, providing a ball field, gym, and a place for residents to hold meetings. As a service provider states, “Sylvan school is the heart of things.” Service providers assert that there was a great public outcry when there was talk about closing the school and the community really came together to keep Sylvan open.

Service providers expressed their concern about the inadequate communication between teachers, parents, and children. Some feel parental involvement in children’s school activities

has decreased. Service providers were concerned about parents' apathy towards children's academic activities and some feel as if they do not have parental support. One service provider feels that this is due to, "the transitory nature of the people in the community."

Community members expressed satisfaction with the teachers and staff, describing them as motivated, caring, and wanting the best for the children. Sylvan's greatest strengths include: after school tutoring, small class size, and the physical education program. In contrast some community members felt concerned about teacher turnover and the uncontrolled growth of low-income housing that is overwhelming the infrastructure of the school. Parents also expressed similar sentiments about the lack of communication between teachers and parents.

The increase in diversity among students has been gradual. Service providers identify the diversity in school by stating that, "we have about 300 students. We have 8 black students and maybe 11 ESL- Spanish children out of 300 and they get along well." Community members also acknowledge the changing trend and the ethnic diversity in the Snow Camp, as one respondent said, "when my son (age 26) went to school at Sylvan—there was only one black child, now [there are], more Hispanics than Blacks."

Currently, there is no daycare available in Snow Camp and a pressing need identified by individuals who are both service providers and community members was the establishment of a good day care in the community to prepare 3-4 year olds for kindergarten. However, service providers were not sure if everyone could afford to send their kids to daycare. As one service provider stated, "... I am not sure if the parents can afford \$24 for the week."

The importance of the Sylvan School was apparent to the team early in the community assessment process. The school is a historical landmark and a source of pride for the

community. Many feel that the school is the center of Snow Camp and is the hub of many activities and opportunities for social interaction for parents and kids alike.

In general people are satisfied with the school in Snow Camp. Both service providers and community members feel that improvements in communication between teachers and parents are needed. Service providers feel that parental support is needed while community members are concerned that there is a high turnover in teachers as the growth of Snow Camp continues. In addition, service providers felt that a daycare to help prepare the children for school is needed, but may not be affordable for the community.

### **Senior Issues**

Alamance County has a larger percentage of people over age 65 than the state average, 14.1% compared to 12% (Census 2000), which places additional demands on the county. Many service providers living outside of Snow Camp feel that transportation is an issue for seniors. As one service provider stressed “transportation is definitely an issue for a lot of people, some people have to rely on family members and such.” On the other hand, some community members feel that “there is no problem with transportation. Most everyone around here drives or family or friends that take them.”

Service providers living outside of Snow Camp also acknowledge that there is a lack of awareness among seniors regarding availability of services. According to one service provider it “seems like a lot of people still don’t know about the resources or what the health department has to offer even though we try ...a lot of people still don’t know.” Some community members also feel that lack of awareness of the available resources is a problem. However, some senior community members were able to identify services available in the community, which include Elder Care (an organization that provides information to seniors about where to go for services),

Meals on Wheels, a local nurse practitioner who voluntarily does home visits, and Hospice services. One way that some seniors gain access to information about senior services is through the Golden Agers, a senior group housed at the Bethel Methodist Church. The Golden Agers are connected with the Burlington Senior Center and meet once a month for a covered-dish lunch, which provides social opportunities and information about services for seniors.

Service providers feel that “many times when they go out into the home they see bags of medication that are old—that they may still take.” This can be problematic and is a source of concern for the service providers. Community members also recognize that the elderly population has problems with prescribed medication relaying that “old people take their medications in strange ways.” One community member hoped to get his son to do a program about prescription drugs with senior citizens.

Though service providers identify many barriers to health care services, some community members feel that “the older people are better networked than the younger people” and “have support from the community.” Many of the senior respondents enjoy living in Snow Camp because it is “home” and the community is caring and supportive. For example, some community members volunteer to take seniors to doctor appointments and go shopping for them. According to one senior, “special groups [like the elderly] are taken care of by ‘society’.”

Community members and service providers agree that the community has an aging population, and a lot of people are retiring to Snow Camp. Both groups strongly feel the need for a community health center to address the lack of availability of primary care in the community. Community members and churches also strongly feel that adult day care has become a necessity, as many of the younger generation have their own families and work full time away from Snow Camp.

Community members are also aware of the long-term needs for a retirement center for seniors in the community. As one respondent stated, “my parents are getting older and my father has diabetes. Though, most of them have been successful to stay pretty healthy and active, we need a retirement center. I think it would benefit the community in the long run.”

During community events the team noticed the large numbers of seniors living in Snow Camp. Many of the interviews we conducted were with senior community members. Ironically, the team found that many of the older community members were unconcerned with senior issues, where as, younger community members felt that the seniors of Snow Camp had unmet needs.

Both community members and service providers agree that health resource information needs to be more widely available. However, many of the seniors in Snow Camp feel that they are able to get around just fine and do not have many needs. Other community members and service providers are concerned that as Snow Camp ages, the need for local health care will be greater.

### **Community Health**

In the 1997 Alamance County Health Department Community Assessment, Alamance County residents described their major health concerns. Major issues included the lack of adequate health insurance (partly due to jobs without benefits), the high cost of medical care, a need for more local health care, and dissatisfaction with the location of Alamance Regional Medical Center (2000). There are working relationships between health providers and agencies in Alamance County, which is way to reduce these barriers to health care in Alamance County, but many of these problems persist.



There are several health resources available to residents of Snow Camp. The majority of these, however, are located and offered outside of the area, typically in Burlington and the Alamance County seat. These services include:

- Alamance-Caswell Area Mental Health, Developmental Disabilities and Substance Abuse Authority
- Alamance County Health Department
- Alamance Regional Hospital
- Clinics (Charles Drew, Moses Cone, Scott)
- Alamance County Emergency Medical Services (EMS)
- Hospice of Alamance
- Meals on Wheels
- Elder Care
- Home Care

The Alamance-Caswell Area Mental Health, Developmental Disabilities and Substance Abuse Authority offers several services responding to substance use, Driving While Impaired (DWI) offense, developmental disability, and children's issues. Their Consultation and Education Services division works with other Department of Health and Human Services agencies, providing trainings, brochures, and health-related media campaigns.

The Alamance County Health Department includes a children's dental clinic, a pre-natal and maternal clinic, a Well Child clinic, a WIC clinic, a women's and family clinic (which administrators cite being underused), teen pregnancy prevention programs, child hearing and vision screening, kindergarten physicals, car seat checks and injury prevention outreach, and a "baby love" program (provides resources for pregnant women in the community).

Representatives of the Health Department are also involved with several inter-disciplinary coalitions, addressing topics such as Asthma, Substance Use, Access to Healthcare, and Child Abuse. Their Environmental Health Services (EHS) section is active in vector control, well and septic system inspection, overseeing trash disposal issues, monitoring lead levels, and inspecting

the health and safety of restaurants and food services, day cares, nursing homes, hotels, and pools. EHS is also active on the asthma coalition.

Alamance Regional Hospital in Burlington is the nearest full-service hospital. In addition to acute, inpatient, and outpatient clinical care, they are involved in some community health activities. These include running a Wellness Program, participating in smoking cessation efforts, and aiding in the leadership of the Healthy Alamance initiative. The Charles Drew, Moses Cone, and Scott (Pleasant Grove) clinics are all located outside of Snow Camp, but are patronized by some residents.

Alamance County EMS maintains a Paramedic Quick Response Vehicle (QRV) “Medic 1” which is the closest pre-hospital emergency resource for Snow Camp, at approximately seven miles away. The closest Paramedic Ambulance is approximately fifteen miles away.

Hospice of Alamance has a “Hospice House” in Burlington, but also frequently offers home hospice care to Snow Camp residents in need. Likewise, Meals on Wheels, Elder Care, and Home Care conduct outreach activities.

Collaboration is one of the greatest strengths of every one of these diverse agencies. “Agencies are so good at working together. . .if we have the same mission, why not combine resources and work together?” said one service provider. Even with such efforts, however, keeping up with health needs is challenging. “No services are underutilized,” summarized one health worker, “There is a wait list. . .there is more need than [there are] providers.”

Inside the perimeter of Snow Camp, there are far fewer services. They are, essentially:

- Snow Camp Fire / Rescue Department
- Snow Camp Clinic

The Snow Camp Fire Department (SCFD) has four stations in the district for which they provide coverage. Their emergency response includes fire fighting and suppression, extrication

(for motor vehicle crashes, etc.), rescue services, including a dive team, and Emergency Medical Services (EMS) medical first response. In the last year, the Fire Department responded to approximately 340 calls, with EMS first response accounting for the bulk (70-75%) of their call volume. The Fire Department also offers fire prevention educational interventions with students at the Sylvan Elementary School and Scouting troops, as well as playing a leadership role in several community events and activities. Currently, SCFD is entirely comprised of volunteers with the exception of one paid firefighter/Emergency Medical Technician (EMT) who is on-duty from 8:00am to 5:00pm from Monday through Friday. The Fire Department hopes to add one to two more paid personnel to provide seamless coverage. Budget cuts affect the department both directly and indirectly, by decreasing their own assets and ability to hire personnel and purchase equipment, and by putting constraints on other departments on whom Snow Camp depends, such as Alamance County EMS.

One local resource, the Snow Camp Health Clinic is currently closed. The Clinic has a long and complex history. It has been open as a private practice and/or hospital satellite program off and on for the past several years. There is a Board of Directors that includes community members. The Board of Directors responsibilities include contracting with medical providers who then use the space to offer healthcare in Snow Camp. The Board has contracted with new medical providers who are scheduled to re-open the clinic in July of 2002.

Finally, agencies, organizations, or individuals who collaborate in community health efforts in Snow Camp include:

- American Red Cross
- Sylvan Elementary School
- Churches
- Neighbors

Community perceptions of health issues in Snow Camp often fall into several patterns. First and foremost is the fact that very few services are actually conducted in Snow Camp. In response to an inquiry about whether or not this situation is acceptable to residents, one said, “it’s not alright, [we’ve] just gotten used to it.” Likewise, response times from emergency services such as EMS, Sheriff’s, and Highway Patrol are typically very long, and are an area of concern for many community members. “Emergency services are the biggest need for anybody [in Snow Camp],” said one community member. Whereas remote response services such as Lifelight, the aeromedical program from UNC Hospitals, do make up valuable time in some trauma calls, the same is not true for medicine patients. “If you’re having a heart attack, you’re out of luck” is one description of the situation. Virtually everyone, however, has high praise for the Snow Camp Fire / Rescue Department and their response.

There are a variety of opinions on the role of the Snow Camp Clinic. People debate the frequency of its past use, but many acknowledge that seniors used it quite often. In one era of its existence, the physician could not accept patients under the age of 13, a source of frustration for some community members. To some, its closure was a grave problem. “Those who went to the health clinic then, [they] don’t go anywhere now. . . Now they just sit at home and wait it out,” said one senior. Likewise, the relative need for a local pharmacy is debatable, with some residents feeling it is important, and others unconvinced of the need. Finally, in spite of a frequently cited need for more locally available health and safety resources, community members have clearly developed a supportive network for each other. In the words of one community member: “A service provider in Snow Camp is your neighbor.”

Service providers and community members tend to agree on the overarching community health issue in Snow Camp: a lack of local health care options. There are Alamance County

agencies and officials who are not very aware of the health needs of Snow Camp. Others, however, are cognizant of the problem of access to health resources for Snow Camp residents. There is some evidence of progress, including the re-opening of the Snow Camp Clinic. Field providers as well as vocal citizens of Snow Camp note that budget and policy decisions must support outreach efforts in order for them to be successful.

## **CHAPTER THREE: The Snow Camp Community Meeting**

### **Planning Committee**

A committee was formed to involve community members in the process of planning the community meeting. The purpose of the community meeting was to bring together Snow Camp residents and services providers to talk about the strengths and concerns of the community. The planning committee met weekly three times at the Snow Camp Fire Department. The planning committee consisted of the five-team members, the team's preceptor, and five community members. The entire team and the team's preceptor were present at all committee meetings, with the five community members varying in attendance. The planning committee was involved in all major decisions about the community meeting. The committee was instrumental in choosing the date, time, location, door prizes, food, and advertising strategies and flyers. (The flyers used to promote the community meeting are located in Appendix D).

The team presented eighteen themes to the committee so they could decide which themes should be presented at the community meeting (see Appendix D). The committee collapsed several of the health themes into the category of community health and collapsed land use and population changes into one category. Because there were five team members, the team thought five themes would be presented at the community meeting, so each team member could facilitate a small group on each theme. Committee members were given sticky notes, numbered one through five, and then they were asked to put the sticky labeled 1 on the theme they thought was the highest priority to present, 2 on the second highest priority, and so on. In the end, the committee felt strongly about presenting six of the themes, so the team's preceptor agreed to facilitate a small group at the meeting so all six themes could be presented. After choosing the themes, the committee asked the team if they could also do a presentation at the meeting about

the community assessment process, including how many interviews were completed, the time frame, and any other relevant information.

### **Community Meeting**

The Snow Camp Community Meeting was held in the Sylvan Elementary School cafeteria on Tuesday, April 23, 2002. There was a diverse group of community members and service providers who attended, totaling over 80 participants. In addition, county commissioners and state representatives were also present. The agenda for the meeting (see Appendix D) consisted of a short large group presentation, small group discussions, and a large group discussion. Because the team did not know how many people would be attending the meeting, two separate agendas were created. The meeting started at 7:00 pm and lasted until 9:00 pm. As the community members and services providers arrived at the meeting, both a team member and a planning committee member welcomed them to the meeting. Each person attending the meeting was asked to sign in, fill out a nametag, and was given a door prize ticket and a fact sheet that provided information about the community assessment process and information about the themes (see Appendix D). Participants were told that different quotes from the interviews were posted up on the walls of the cafeteria and invited to help themselves to food and drinks catered by Ye Old Country Kitchen.

The team began the formal presentation, which was designed to describe the community assessment process and provide some background information about the themes to be discussed at the meeting. The presentation consisted of fifteen PowerPoint slides (see Appendix D). During the presentation the group also thanked everyone who participated in the community assessment process and gave special thanks to the planning committee, caterer, and principal of the elementary school.

Once the fifteen-minute presentation was complete, the team asked everyone to choose a theme that they wanted to discuss in a small group. The themes presented at the community meeting were Recreation, Land Use and Population Changes, Government Structure/Leadership, Crime Drugs and Alcohol, Community Health, and Senior Issues. The participants chose the theme they were interested in by standing by the appropriate sign in the cafeteria. Each team member and the team's preceptor were prepared to facilitate a small group discussion of the previously mentioned themes.

After participants chose their themes, team members noticed that Community Health had about thirty participants and Senior Issues only had three participants. In order to have a meaningful and productive discussion in both groups, the participants who chose Senior Issues were asked if they had another theme of interest to discuss so the team could divide Community Health into two groups. To control the noise level, four of the groups left the cafeteria to go to smaller classrooms. A brief description of each small group discussion can be found below.

The small groups met and discussed their respective theme for about 45 minutes. In each small group, the facilitator provided the group with some information about theme as found from the interviews and focus groups to initiate the discussion. Then, the facilitator used Force Field Analysis to conduct the group discussion (see the Methods section for a description of Force Field Analysis). After 45 minutes, the large group came back together and then a representative from each small group presented the major points of the small group discussion and the next steps decided upon by the small groups.

After the large group discussion, the team gave away the door prizes that had been donated by different community businesses in and around Snow Camp. After the meeting, many



people remained in the cafeteria talking to each other about the different issues presented that evening.

## **Small Group Discussions**

### **Governing Structure/Leadership Small Group**

The governing structure/leadership small group consisted of approximately 10-12 people. The group began by talking about the current situation and goal. The lack of a means through which the residents of Snow Camp can voice their opinions was chosen as the current situation. The goal was to establish a committee or community meeting where people could go to have their concerns heard. However, some felt that other community members would see this as an attempt to become a governed township. Many residents of Snow Camp like the freedom they currently have and fear that a governed township would take this away. Another factor to consider in forming community meetings is how to get the word out. Communication then became the focus of the discussion and increasing communication became the new goal. Many things were suggested, such as, a community newsletter, the Alamance County website, <http://www.alamancecounty.com>, and the Snow Camp website. Two action steps resulted from the discussion. One is that the Snow Camp website <http://www.snowcamp.org>, will serve as a communication tool for the community. On the website there will be a way to join a Snow Camp list serve, and an email list, allowing a person to send an email to everyone on the list serve. This will help facilitate communication and events happening in Snow Camp. In addition, the website will list other events, meetings, and groups to further communication among the community. The website will also be offering a free email address to anyone in the community who needs one.

The second action step will increase the possibility for people to get onto the website. The Sylvan Elementary School has offered to allow community members to use the computer lab in the school. Another action step that was discussed was to define the boundaries of Snow Camp. People in the group felt that this was not clear to residents of Snow Camp. Since the group session, another meeting has been suggested to continue to address these issues and will take place in the near future.

### **Community Health Small Group—#1**

The first Community Health small group consisted of about 10 people. The group discussed potential health concerns they wanted to focus on during the small group session and decided on transportation to health care as their goal. The group brainstormed helping and hindering forces relevant to the goal of increasing transportation to health care. The group further narrowed the goal and prioritized a volunteer pool organized to take people to health care appointments. During this discussion, the group decided that it was necessary to have a community health resource center in Snow Camp. The group decided to switch gears and discuss the helping and hindering forces of creating a community health resource center. The group then came up with the action steps about how to create a community health resource center. They felt it was necessary to:

- Create a planning committee for the resource center
- Investigate use of local buildings
- Speak with someone at the County Health Department for advice on how to create a resource center
- See if anyone wanted to donate land for the resource center
- Speak with a Ruritan representative about their interest in this project
- Push the idea to the County Commissioners
- Contact Cooperative Extension about their possible involvement

Group members took on the second, third, and fifth bullets.

### **Community Health Small Group—#2**

The second Community Health small group chose the goal of increased affordable access to healthcare for Snow Camp residents. The current situation was that many Snow Camp residents are on Medicare and healthcare options are restricted to the type of procedure and providers who accept Medicare. Different helping and hindering forces were brainstormed and the group decided to focus on the fact that there are no local options for rehabilitation services. . The group then came up with several action steps to work towards the goal of increasing local options for rehabilitation services. The new physician at Snow Camp clinic is already in discussion with administrators at Alamance Regional Community Hospital, and he will approach the subject of ARCH extending outreach services to Snow Camp. The physician is currently planning on using the clinic twice a week and he is amenable to the facility being used for other community health purposes on other days. In addition a community member affiliated with Home Care will investigate what involvement her agency or similar organizations might have in Snow Camp. Other community members present were not necessarily prepared for action steps, but were interested in corresponding with each other more around these issues, and participating in any community-based effort to enhance healthcare options.

### **Recreation Small Group**

The recreation small group consisted of seven community members. The group focused on recreation to discuss and define the present situation, identify a goal and develop action steps using Force Field Analysis. The group chose to focus on the current situation of the lack of recreational opportunities in Snow Camp. The goal identified was to increase recreational opportunities in Snow Camp. Group members participated actively to identify hindering and helping factors in achieving the goal. During the small group discussion, members were able to

brainstorm, identify, and formulate action steps based on shared responsibility. After the small group discussion, one of the group members who agreed to coordinate the group's efforts shared the discussion and action steps with the larger group. The following are the outcomes of the small group discussion on recreation.

- Talk to like minded people in the community to identify activists
- Collaborate with other local organizations such as churches, Ruritans etc.
- Raise awareness of the various opportunities and efforts through a newsletter and local media.
- Form a committee/interest group

### **Crime, Drugs, and Alcohol Small Group**

The crime, drugs, and alcohol small group decided to focus on the current situation that Snow Camp has more crime than the community would like. The group then came up with several helping and hindering forces and chose the slow response rate for law enforcement when responding to a crime as the next current situation to focus on. The group again brainstormed several helping and hindering forces and several action steps were generated from the discussion:

- Talk to sheriff and county commissioners
- Conduct a large community meeting to address this issue
- Go to commissioners meetings
- Educate and enlist help from others like church groups, civic groups
- Use school Friday folders to spread the word.
- Get more involved with schools/parent advisory groups, etc.

### **Land Use and Population Changes Small Group**

The land use and population changes small group consisted of approximately 17 people. To begin the discussion, the group brainstormed different problems in relation to the theme of land use and population changes. The group felt that many of the problems could be collapsed into the category of no zoning, so the group used that as the current situation. The group then chose to focus on the goal of zoning guidelines. The group brainstormed issues that are

presently helping and hindering the current situation of no zoning. The group then decided to focus on the lack of leaders as the next present situation to focus on. The goal of forming a committee was then decided upon. The group brainstormed the helping and hindering forces and decided that planning a meeting would be the best course of action because the group felt that the issue should be discussed further. The team member leading the small group discussion agreed to facilitate the next meeting at the group's request. It was decided that the next meeting would be held on May 20, 2002 at 7:00 pm at the Snow Camp Fire Department.

The community meeting was a success as many of the community members and services providers contributed to the small group discussions and provided important action steps. Future meetings have been scheduled and community events and other information can be found on the community web page, <http://www.snowcamp.org>.

## **CHAPTER FOUR: Methods and Limitations**

### **Methods**

The team examined general demographic information about Alamance County at the beginning of the community assessment process. As the community assessment progressed, appropriate secondary data sources were identified with the help of the preceptor, community members and service providers. Secondary data sources were located in the Burlington Library, on the internet, and provided by community members and service providers. These sources were examined for information relevant to the themes identified through interviews and focus groups and were incorporated into this document.

### Data Collection

Primary data was collected through in-person interviews and focus groups. Due to Institutional Review Board (IRB) regulations, (the IRB is an organization at the University that makes sure all study participants are treated fairly) permission to call potential interviewees was necessary prior to contacting them. Our preceptor made the first round of the initial contacts. During interviews we asked for referrals of other people who would be helpful to interview. We then asked the interviewees if they would be willing to contact the person(s) to ask if we could contact them. Once permission was obtained, we called the next potential interviewees to schedule an interview.

### Recruitment of Interviewees

To select who would be interviewed, the team decided to focus on key informants, or those people who are familiar with the community and know the community's thoughts and feelings about issues. To start, the team interviewed the key informants suggested by the team's preceptor. The team had the advantage that the preceptor is both a service provider and a

community member and knew of many important people in Snow Camp to interview. From there, the team then asked interviewees who they thought were key people in Snow Camp. As the team conducted interviews, the circle of key informants grew and a wider sample of Snow Camp service providers and community members was interviewed.

The team first developed the interview guides for each interview and focus group using very general questions (see Appendix A). The interview guides were piloted with a service provider and a community member. As the interviews were completed, the team adjusted the interview guides to include questions about issues that came up but were not on the interview guide and to delete questions that were answered the same way each time or were not deemed appropriate. In addition, for the focus groups, the questions were tailored to fit the group that was interviewed.

Two team members attended each interview and focus group. One team member conducted the interview or focus group and the other team member took notes. The interviews were also taped. Prior to beginning the interview, each participant was asked for his or her permission to tape the interview. In addition, each participant read and signed a consent form prior to beginning the interview (see Appendix A for consent form).

Forty-five people were interviewed during the community assessment process. Twenty individual interviews and one focus group were conducted with community members and two focus groups and four individual interviews were conducted with service providers (See Appendix B for a description of interviewees).

### Data Analysis

Data was analyzed in several stages. First, after each interview the note taker would type up the notes that he or she took. Then, he or she would listen to the tape and add any

information that was missed to the typed notes. Each team member then analyzed the interviews that he or she had taken notes on to uncover potential themes. After coming up with themes for each interview, the group met and compared observations. The group then developed themes that spanned across all of the interviews.

The team came up with eighteen themes. From those eighteen themes, each team member took one single theme to analyze in depth, which meant that five themes were analyzed in greater detail at that point. The five themes that were chosen for further analysis had each appeared more frequently in the interview data. Each team member then looked at all interview data to extract any relevant additional information about his or her assigned theme. After that step, the team met again as a group and discussed the information for each theme.

Once the six community meeting themes were decided upon (see Planning Committee section above), each team member was assigned a theme to review more closely so that he or she could present the theme at the community meeting. The team also created a summary sheet containing information about all of the themes, in case any of the team members needed to switch themes at the time of the meeting.

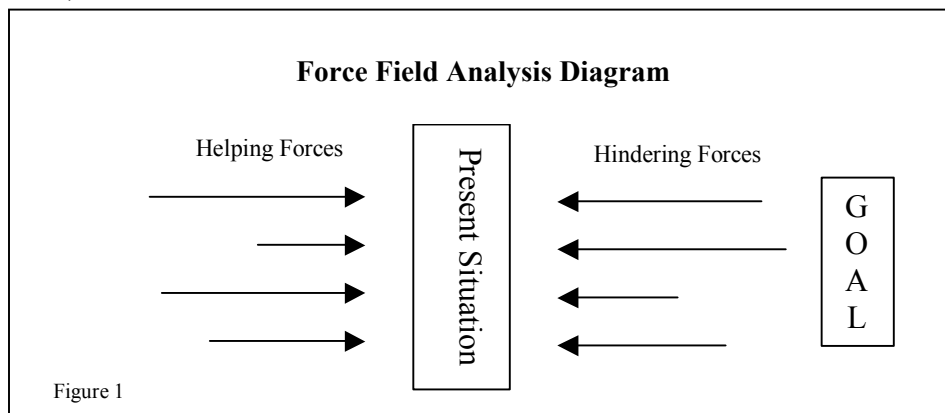
### Presentation of Data

To present the themes at the forum the group decided, with the input of the planning committee, to use Force Field Analysis, an empowerment technique developed Kurt Lewin (Hope & Timmel, 1996). Force Field Analysis helps people to list, discuss, and evaluate the forces that both help and hinder a desired change. Therefore, the purpose of Force Field Analysis is to identify both the helping and hindering forces of getting to a desired outcome. The process helps people to begin thinking about what they can do to reduce the forces that may be preventing the group to getting to the outcome and increase the forces that may be helping them



reach the outcome. Force Field Analysis allows the participants to examine the entire problem by looking at all of the aspects of the problem.

The first step in the force field analysis process is to identify a current problem. Then, from that problem the group identifies a goal that they would like to work towards. After identifying the goal, the group brainstorms the helping and hindering forces of the current problem. Once helping and hindering forces are identified the strength, or how much influence that force has on the problem, is indicated by the use of an arrow. The length of the arrow represents the strength, the longer the arrow, the more influence that force has on the problem (see Figure 1).



Reference: Eckroad et al, 2001

## Limitations

Although the data collected does represent many of the opinions and feelings of the community members and service providers in Snow Camp, the team was not able to conduct enough interviews to have a representative sample of the entire Snow Camp community. The team encountered several limitations in conducting the community assessment. First, due to the IRB regulations, the team was restricted in ways to contact potential interviewees. The team's preceptor made all initial contacts with the community and therefore the team was limited to the

preceptor's circle of acquaintances. If the community assessment process was conducted over a greater length of time the team could have continued conducting interviews and would have been able to contact a more diverse population of interviewees. In addition, due to IRB revisions, the team was not able to start conducting interviews until February, so the team did not have time to complete as many interviews as they would have liked.

## **CHAPTER FIVE: Recommendations and Conclusion**

### **Recommendations**

The community assessment process in Snow Camp revealed several strengths of the community that can serve as starting points for future actions. These strengths include the active church community, the fire department facilities and volunteers, the creation of a Snow Camp website, and the strong sense of community. In order to utilize these strengths, several recommendations for the Snow Camp community include:

- Use the Snow Camp Fire Department to increase communication in Snow Camp. The fire department already holds community meetings and is in a central location for most of Snow Camp. Therefore, it would be an excellent center to house information for the community.
- Utilize the Snow Camp website to involve many community members and service providers in a dialogue about Snow Camp. Ideas and information can be exchanged quickly and to many people at once. Due to the principal's generosity of allowing community members to use the school's computers, many additional community members will be able to access the website and all of its information.
- Advertise community and group meetings throughout the community in order to capture Snow Camp residents who may not have the ability to access the website. By increasing communication throughout the Snow Camp area, information about recreational opportunities, senior issues, community health, and land issues can be available to all who are interested or are in need.
- Cultivate diversity, strengthen inter-faith relationships, and reach out in a non-partisan fashion to those who lack the support of a religious congregation to make all denominations even more effective in meeting their missions.

- Create a formal committee to help incorporate change and allow all residents of Snow Camp a chance to voice their concerns and needs. A more direct leadership or community voice may help address the issues of Snow Camp residents.

### **Conclusion**

A strength of the Snow Camp community is the strong sense of community. The community has come together on past issues, such as the threat of closing Sylvan School, and has made their voice heard. The community can do this again with the work of a few leaders who are willing to organize new community groups to address the issues that many in Snow Camp feel are vital to concentrate on. At the community meeting, several leaders stepped up and took on action steps. If the community continues to work together, they should be able to achieve many of the goals they would like to accomplish.

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## Appendices

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## Appendix A

### Consent Forms

1. Community Member Focus Group Informed Consent
2. Community Member Individual Informed Consent
3. Service Provider Focus Group Informed Consent
4. Service Provider Individual Informed Consent

### Interview Guides

1. Community Member Focus Group Guide
2. Community Member Interview Guide
3. Service Provider Focus Group Guide
4. Service Provider Interview Guide

### Referral Information

1. Referral Information Sheet

## **Community Member Focus Group Informed Consent**

We would like to thank you all for taking the time to meet with us today and being a part of our Snow Camp Community Study project conducted by Keryn Pasch and colleagues; Graduate students from the University of North Carolina at Chapel Hill School of Public Health, Department of Health Behavior and Health Education. We understand that your time is valuable and we appreciate your willingness to participate.

### **What is this study about?**

The purpose of this study is to join with the community of Snow Camp to identify its strengths, weaknesses, and wishes for improving and promoting health and quality of life in and around the town. You have been asked to participate because you are a member of the community of Snow Camp.

This study is being conducted by Keryn Pasch, Principle Investigator; University of North Carolina at Chapel Hill, School of Public Health, Health Behavior and Health Education Department. The toll free number is 866-610-5542. Faculty Advisor is Dr. Eugenia Eng.

We will be talking to different people in Snow Camp over a period of three months. Towards the end of April, we will summarize the information we collect and share it with your community at a public forum that will be held in Snow Camp. In addition, this information will also be made available in the form of a written document.

### **What will I be asked to do today?**

Today we are conducting a focus group. A focus group gives residents of Snow Camp an opportunity to describe the experiences they have had living and working in the community. We are interested in hearing your thoughts about Snow Camp. You will be asked several questions related to these issues. You will be asked questions such as:

What do you think about the resources in Snow Camp, such as the schools, housing, recreation, and health resources?

Are there any health problems in Snow Camp?

There are no “right or wrong” answers. We estimate that this focus group should last about one hour.

### **What are the risks and benefits of my participation?**

All your comments during this discussion will remain confidential. We anticipate minimal risks associated with your participation, however, you may feel emotional distress related to the discussion of a sensitive topic and there is a potential risk related to the breach of confidentiality if any members of this group talk to anyone else about what people said during this discussion.

The benefit that may reasonably be expected from this study is a documentation of the needs, assets, and strengths of your community that may be used to potentially guide the development of programs to enhance the health and well being of your community.

### **Are there any costs?**



Except for the time and transportation to and from this focus group session, participants should not incur any costs. We are unable to reimburse for participation in this study.

**Will I be paid?**

There will be no payments made, in cash or kind for your participation.

**Subject's Rights and Confidentiality**

Participation in this focus group is voluntary (you do not have to do it). You have the right to withdraw your consent or stop participating at any time without any penalty. You also may refuse to answer any questions or request to turn off the tape recorder at anytime. You do not need to reveal your name. If you wish, you may use a fictitious name. Anything and everything you choose to say is confidential. To help us keep this focus group confidential, you must agree to not reveal anything you learn about other participants or share any statements made during this discussion outside of this focus group.

In order to make sure that the summaries we produce use the most accurate information possible, we would like to take notes and tape-record this group meeting. This will allow us to make sure that we recall the words you chose. Remember, you do not have to answer any question you do not want to answer, and you can ask us to stop recording at any time. For the duration of the study, the tapes from the group discussion will be kept in a secure place (locked). The tapes will only be heard by a faculty member or us and will be either erased or destroyed after we have finished recording the information.

Identifying information such as age, sex, ethnicity, and number of years residing or working in Snow Camp, would only be used as a summary of data and will not be linked to specific quotes or information provided by you. We will also summarize what we have heard from community members and service providers at a public forum to be held in the spring. The information we gather will be turned into a written document that will be shared with the community. We will not be using any names of focus group participants. By signing this consent form, you will be giving permission for us to use this information, which again, will not be linked with your name or other identifying information.

The Snow Camp Community Diagnosis has been reviewed and approved by the UNC School of Public Health's Institutional Review Board (IRB). This means that a panel of experts has looked over the questions we ask and the panel feels that you will be safe from harm if you agree to participate. If you have any questions about any aspect of this study, you may contact the School of Public Health Institutional Review Board at the University of North Carolina at Chapel Hill, CB# 7400, Chapel Hill, NC 27599-7400, or call (919) 966-3012. You may call anonymously if you wish, and you may call collect.

The research team can also be reached at 866-610-5542 if you have any questions.

The extra copy of this consent form is for you to keep.

**AGREEMENT STATEMENT:**

I have read and understand the information presented here, and I freely give my consent to participate in this study.

\_\_\_\_\_  
Printed Name of Participant

\_\_\_\_\_  
Signature of Participant

Date \_\_\_\_\_

IRB Approval Date: \_\_\_\_\_

Expiration Date: \_\_\_\_\_

## **Community Member Individual Interview Informed Consent**

We would like to thank you for taking the time to meet with us today and being a part of our Snow Camp Community Study project conducted by Keryn Pasch and colleagues; Graduate students from the University of North Carolina at Chapel Hill School of Public Health, Department of Health Behavior and Health Education. We understand that your time is valuable and we appreciate your willingness to participate.

### **What is this study about?**

The purpose of this study is to join with the community of Snow Camp to identify its strengths, weaknesses, and wishes for improving and promoting health and quality of life in and around the town. You have been asked to participate because you are a community member of Snow Camp. We want you to share with us your experiences living in Snow Camp.

This study is being conducted by Keryn Pasch, Principle Investigator; University of North Carolina at Chapel Hill, School of Public Health, Health Behavior and Health Education Department. The toll free number is 866-610-5542. Faculty Advisor is Dr. Eugenia Eng.

We will be talking to different community members in Snow Camp over a period of three months. Towards the end of April, we will summarize the information we collect and share it with your community at a public forum that will be held in Snow Camp. In addition, this information will also be made available in the form of a written document.

### **What will I be asked to do today?**

Today we are conducting an individual interview. This interview will give community members of Snow Camp an opportunity to describe the experiences you have had living and working in Snow Camp. We are interested in hearing your thoughts about Snow Camp. You will be asked several questions related to these issues. You will be asked questions such as:

What do you like about living in Snow Camp?

What are the health needs in Snow Camp?

There are no “right or wrong” answers. We estimate that this interview should last about one hour.

### **What are the risks and benefits of my participation?**

All your comments during this discussion will remain confidential. We anticipate minimal risks associated with your participation however, you may feel emotional distress related to the discussion of a sensitive topic.

The benefit that may reasonably be expected from this study is a documentation of the strengths, weaknesses, and wishes of your community that may be used to potentially guide the development of programs to enhance the health and well being of your community.

### **Are there any costs?**

Except for the time and transportation to and from this interview, participants should not incur any costs. We are unable to reimburse for participation in this study.

**Will I be paid?**

There will be no payments made, in cash or kind for your participation.

**Subject's Rights and Confidentiality**

Participation in this interview is voluntary (you do not have to do it). You have the right to withdraw your consent or stop participating at any time without any penalty. You also may refuse to answer any questions or request to turn off the tape recorder at anytime. You do not need to reveal your name. If you wish, you may use a fictitious name. Anything and everything you choose to say is confidential.

In order to make sure that the summaries we produce use the most accurate information possible, we would like to take notes and tape-record this interview. This will allow us to make sure that we recall the words you chose. Remember, you do not have to answer any question you do not want to answer, and you can ask us to stop recording at any time. For the duration of the study, the tapes from the group discussion will be kept in a secure place (locked). The tapes will only be heard by a faculty member or us and will be either erased or destroyed after we have finished recording the information.

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The extra copy of this consent form is for you to keep.

**AGREEMENT STATEMENT:**

I have read and understand the information presented here, and I freely give my consent to participate in this study.

---

Printed Name of Participant

\_\_\_\_\_  
Signature of Participant

Date \_\_\_\_\_

IRB Approval Date: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

## **Service Provider Focus Group Informed Consent**

We would like to thank you all for taking the time to meet with us today and being a part of our Snow Camp Community Study project conducted by Keryn Pasch and colleagues; Graduate students from the University of North Carolina at Chapel Hill School of Public Health, Department of Health Behavior and Health Education. We understand that your time is valuable and we appreciate your willingness to participate.

### **What is this study about?**

The purpose of this study is to join with the community of Snow Camp to identify its strengths, weaknesses, and wishes for improving and promoting health and quality of life in and around the town. You have been asked to participate because you provide services to the community of Snow Camp. We want you to share with us your experiences as a service provider in Snow Camp.

This study is being conducted by Keryn Pasch, Principle Investigator; University of North Carolina at Chapel Hill, School of Public Health, Health Behavior and Health Education Department. The toll free number is 866-610-5542. Faculty Advisor is Dr. Eugenia Eng.

We will be talking to different services providers in Snow Camp over a period of three months. Towards the end of April, we will summarize the information we collect and share it with your community at a public forum that will be held in Snow Camp. In addition, this information will also be made available in the form of a written document.

### **What will I be asked to do today?**

Today we are conducting a focus group. This focus group will give you, the service providers of Snow Camp an opportunity to describe the experiences you have providing services to the members of the Snow Camp community. We are interested in hearing your thoughts about Snow Camp. You will be asked several questions related to these issues. You will be asked questions such as:

Describe the interaction your agency has with other agencies in the community?

What are the most popular services your agency provides to the residents of Snow Camp?

There are no “right or wrong” answers. We estimate that this focus group should last about one hour.

### **What are the risks and benefits of my participation?**

All your comments during this discussion will remain confidential. We anticipate minimal risks associated with your participation, however, you may feel emotional distress related to the discussion of a sensitive topic and there is a potential risk related to the breach of confidentiality if any members of this group talk to anyone else about what people said during this discussion.

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The research team can also be reached at 866-610-5542 if you have any questions.

The extra copy of this consent form is for you to keep.

**AGREEMENT STATEMENT:**

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Printed Name of Participant

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Signature of Participant

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Describe the interaction your agency has with other agencies in the community?

What are the most popular services your agency provides to the residents of Snow Camp?

There are no “right or wrong” answers. We estimate that this interview should last about one hour.

### **What are the risks and benefits of my participation?**

All your comments during this discussion will remain confidential. We anticipate minimal risks associated with your participation however, you may feel emotional distress related to the discussion of a sensitive topic.

The benefit that may reasonably be expected from this study is a documentation of the strengths weaknesses and wishes of your community that may be used to potentially guide the development of programs to enhance the health and well being of your community.

**Are there any costs?**

Except for the time and transportation to and from this interview, participants should not incur any costs. We are unable to reimburse for participation in this study.

**Will I be paid?**

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**Subject's Rights and Confidentiality**

Participation in this interview is voluntary (you do not have to do it). You have the right to withdraw your consent or stop participating at any time without any penalty. You also may refuse to answer any questions or request to turn off the tape recorder at anytime. You do not need to reveal your name. If you wish, you may use a fictitious name. Anything and everything you choose to say is confidential.

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The research team can also be reached at 866-610-5542 if you have any questions.

The extra copy of this consent form is for you to keep.

**AGREEMENT STATEMENT:**

I have read and understand the information presented here, and I freely give my consent to participate in this study.

\_\_\_\_\_  
Printed Name of Participant

\_\_\_\_\_  
Signature of Participant

Date \_\_\_\_\_

IRB Approval Date: \_\_\_\_\_

Expiration Date: \_\_\_\_\_

## Community Member Focus Group Guide

During the interview we are going to record what is said on this piece of paper. In addition, we would also like to tape record the discussion to make sure we don't miss anything. Only our 5 group members will listen to the tape. Afterwards the tape will be erased and destroyed. You can ask for the recorder to be turned off at any time during the discussion. Do you agree to have this discussion taped?

Okay let us begin (Turn on tape recorder)

We have a lot to cover so we will need to clarify few things to get our jobs done

1. So we have your permission on record, please repeat your answer to the question "do you agree to have this discussion taped."
2. Please talk in a voice at least as loud as mine
3. There are no right or wrong answers just different opinions. We are looking for different points of view so please just say what is on your mind. If you don't feel comfortable answering a question or don't have an opinion just let me know.
4. We do have a lot to cover, so you may be interrupted at some points so that we can keep moving and avoid running out of time.
5. We value your opinions, both positive and negative, and we hope you choose to express them during the discussion.

To ensure confidentiality you must agree to not reveal anything you learn about other participants or share any statements made during this discussion outside of this focus group. Does everyone here agree to this statement? [GET VERBAL AGREEMENT]

In addition because you may be among peers or individuals you know it is important that you understand that you are able to skip any questions that you are uncomfortable answering.

### 1. Introductions

- Let's begin with introductions. We do not need to know your real name, but please share with us a name you would like to be called today, how long you have lived in Snow Camp and a hobby or occupation of yours.

### 2. Geography

- When we say Snow Camp, what area do you think of?
- What are some landmarks or places within Snow Camp?

### 3. Community

- How would you describe Snow Camp to someone who has never been there?
- What are the best things about Snow Camp?
- What do you think about the resources of Snow Camp, such as the schools, housing, recreation and health resources?
- What are the problems and needs of Snow Camp?
- How well do people get along in Snow Camp? (probe about ethnic groups, newcomers, age groups)

4. Changes in the Community

- How has Snow Camp changed over the past 5 years?
- What do you think about these changes?
- What do you think will happen in the next 5 years?

5. Quality of Life

- What do you think about the quality of life in Snow Camp?
- Are there any health problems in Snow Camp?
- How do you feel about the amount of health resources available in Snow Camp?

6. Community Forum

- We are planning a community forum to share the information we have gathered with community members.
- Would any of you be interested in helping us plan the forum?
- Do you have any suggestions of where and when we should hold the forum?
- How can we publicize the forum?

7. Closing

- Is there anything else you would like to share with us about Snow Camp?

***Thank you very much for your participation!***

## Community Member Interview Guide

During the interview we are going to record what is said on this piece of paper. In addition, we would also like to tape record the discussion to make sure we don't miss anything. Only our 5 group members will listen to the tape. Afterwards the tape will be erased and destroyed. You can ask for the recorder to be turned off at any time during the discussion. Do you agree to have this discussion taped?

Okay let us begin (Turn on tape recorder)

We have a lot to cover so we will need to clarify few things to get our jobs done

1. So we have your permission on record, please repeat your answer to the question "do you agree to have this discussion taped."
2. Please talk in a voice at least as loud as mine
3. There are no right or wrong answers just different opinions. We are looking for different points of view so please just say what is on your mind. If you don't feel comfortable answering a question or don't have an opinion just let me know.
4. We do have a lot to cover, so you may be interrupted at some points so that we can keep moving and avoid running out of time.
5. We value your opinions, both positive and negative, and we hope you choose to express them during the discussion.

### 1. Life in the Community

- Tell me about the history of Snow Camp
- What do people in Snow Camp do for recreation?
- What types of religion are practiced in Snow Camp?
- What do people in Snow Camp do for a living?
- What political or governing structures exist in Snow Camp?
- Do different cultural and ethnic groups in the community interact? Do they get along?

### 2. Assets

- What do you like best about Snow Camp?
- Who are the main leaders of Snow Camp?
- What resources does Snow Camp have?

### 3. Problems and Needs

- What are some of the problems in Snow Camp?
- What are the health needs in Snow Camp?
- Are there any specific problems or needs among specific groups such as children, elderly, poor, or minorities?

### 4. Decision-Making and Problem-Solving

- Who is involved in solving problems in Snow Camp?
- What ways do community members go about solving problems?

### 5. Services and Businesses

- What services or businesses do community members use?
  - What services are used by specific groups such as youth, women, elderly, poor, and ethnic groups?
  - What services or businesses are not being used? Why?
  - What services or businesses are needed or wanted in Snow Camp?
6. Physical Orientation of Snow Camp
- What are the physical boundaries of Snow Camp?
  - What are the environmental conditions of Snow Camp like (air, water, housing, roads, safety, etc)?
7. Service Providers
- What roles do service providers play in Snow Camp?
  - What activities do providers organize?
8. Community Forum
- We are planning a community forum to share the information we have gathered with community members.
  - Would you be interested in helping us plan the forum?
  - Do you have any suggestions of where and when we should hold the forum?
  - How can we publicize the forum?
9. Additional Information
- Is there anything else you would like to share with us about Snow Camp?

***Thank you again for your participation!  
(Give them referral form and fact sheet).***

## Service Providers Focus Group Guide

During the interview we are going to record what is said on this piece of paper. In addition, we would also like to tape record the discussion to make sure we don't miss anything. Only our 5 group members will listen to the tape. Afterwards the tape will be erased and destroyed. You can ask for the recorder to be turned off at any time during the discussion. Do you agree to have this discussion taped?

Okay let us begin (Turn on tape recorder)

We have got a lot to cover so we will need to clarify few things to get our jobs done

1. So we have your permission on record, please repeat your answer to the question "do you agree to have this discussion taped?"
2. Please talk in a voice at least as loud as mine
3. There are no right or wrong answers just different opinions. We are looking for different points of view so please just say what is on your mind. If you don't feel comfortable answering a question or don't have an opinion just let me know.
4. We do have a lot to cover, so you may be interrupted at some points so that we can keep moving and avoid running out of time.
5. We value your opinions, both positive and negative, and we hope you choose to express them during the discussion.

To ensure confidentiality you must agree to not reveal anything you learn about other participants or share any statements made during this discussion outside of this focus group. Does everyone here agree to this statement? [GET VERBAL AGREEMENT]

In addition because you may be among peers or individuals you know it is important that you understand that you are able to skip any questions that you are uncomfortable answering.

1. Introductions
  - Let's begin with introductions. We do not need to know your real name, but please share with us a name you would like to be called today.
2. Geography
  - What are the physical boundaries of Snow Camp?
  - Could you draw the boundaries on this map?
3. Community
  - What are the best things about Snow Camp?
  - What do you think about the resources of Snow Camp, such as the schools, housing, recreation and health resources?
  - What are the problems and needs of Snow Camp?
  - How well do people get along in Snow Camp? (Probe about ethnic groups, newcomers, age groups)
4. Services and business



- Tell us about community involvement in your agency's decision-making.
  - What are the most popular services your agency provides to the residents of Snow Camp? (MAYBE ASK ABOUT THEIR ROLE IN THE COMMUNITY)
  - What services that your organization provides goes underutilized?
  - Who in the community has the most need for your agency's services? (PROBE: CHILDREN, ELDERLY, ETC)
  - What barriers does your agency encounter in trying to reach community residents? (GEORGRAPHIC, TRANSPORTATION, FUNDING)
5. Changes in the Community
- How have the needs of Snow Camp changed over the past 5 years?
  - What do you think about these changes?
6. Assets and Needs
- What are some of the best things about Snow Camp? (Physical, agencies, resources etc.)
  - What do you think are the biggest problems that people in Snow Camp face? (Children, poor people, elderly, safety, housing, health)
  - (REMEMBER TO PROBE HEALTH IN PREVIOUS QUESTION IF NOT MENTIONED!)
  - Which problems do you feel are the most important for Snow Camp to address?
7. Community Forum
- We are planning a community forum to share the information we have gathered with community members.
  - Would any of you be interested in helping us plan the forum?
  - Do you have any suggestions of where and when we should hold the forum?
  - How can we publicize the forum?
8. Closing
- Is there anything else you would like to share with us about Snow Camp?

***Thank you very much for your participation!***

## Service Provider Interview Guide

During the interview we are going to record what is said on this piece of paper. In addition, we would also like to tape record the discussion to make sure we don't miss anything. Only our 5 group members will listen to the tape. Afterwards the tape will be erased and destroyed. You can ask for the recorder to be turned off at any time during the discussion. Do you agree to have this discussion taped?

Okay let us begin (Turn on tape recorder)

We have a lot to cover so we will need to clarify few things to get our jobs done

1. So we have your permission on record, please repeat your answer to the question "do you agree to have this discussion taped?"
2. Please talk in a voice at least as loud as mine
3. There are no right or wrong answers just different opinions. We are looking for different points of view so please just say what is on your mind. If you don't feel comfortable answering a question or don't have an opinion just let me know.
4. We do have a lot to cover, so you may be interrupted at some points so that we can keep moving and avoid running out of time.
5. We value your opinions, both positive and negative, and we hope you choose to express them during the discussion.

### 1. Life in the Community

- What do the people in Snow Camp, NC do for a living? (Where are the jobs?)
- Is unemployment a problem in Snow Camp?
- What do people do for recreation?
- What is the political climate like?
- How do people of different races or ethnicities interact with one another in Snow Camp?

### 2. Assets and Needs

- What are some of the best things about Snow Camp? (physical, agencies, resources etc.)
- What do you think are the biggest problems that people in Snow Camp face? (children, poor people, elderly, safety, housing, health)
- (REMEMBER TO PROBE HEALTH IN PREVIOUS QUESTION IF NOT MENTIONED!)
- Which problems do you feel are the most important for Snow Camp to address?

### 3. Problem solving and Decision-making

- Describe the interactions your agency has with other agencies in the community.
- If you were going to try to solve some type of community problem, whom would you try to involve to ensure success?

### 4. Services and business

- Tell us about community involvement in your agency's decision-making.

- What are the most popular services your agency provides to the residents of Snow Camp? (MAYBE ASK ABOUT THEIR ROLE IN THE COMMUNITY)
- What services that your organization provides goes underutilized?
- Who in the community has the most need for your agency's services? (PROBE: CHILDREN, ELDERLY, ETC)
- What barriers does your agency encounter in trying to reach community residents? (GEORGRAPHIC, TRANSPORTATION, FUNDING)

5. Physical Orientation to the Community

- What are the physical boundaries of Snow Camp?
- Could you draw the boundaries on this map?
- Do you live in Snow Camp? (IF YES, for how long?)

6. Recommendations for discussing team's findings at the Community Forum.

- As you may recall, we plan to conduct a forum this spring to share all of the information we've gathered with members of the community. Would you be interested in helping us plan the forum?
- Do you have any suggestions as to how to get people to attend? (PROBE: PLACE, TIME, HOW TO ADVERTISE).
- Who else do you think should help with the planning?

6. Additional information

- Is there anything else that you think I/we should know about Snow Camp?
- Does your agency have any documents (e.g. annual reports, funding applications, etc.) that we can either look at or have copies of?

***Thank you again for your participation!  
(Give them Referral form and fact sheet).***

## **Referral Information**

Dear Participant,

Thank you again for participating in our study. Just as your input was very important and valuable, so is the input of others. We would like to speak with other individuals that you believe could provide us with helpful information about Snow Camp. However, in order to respect the privacy of these individuals, we ask that you speak with the person you are referring and ask them for their permission to be contacted prior to us contacting them.

When you call to ask permission for us to contact them please explain the following:

We are graduate students at the UNC Chapel Hill School of Public Health in the department of Health Behavior and Health Education. We are collaborating with community members in Snow Camp to identify the strengths and weaknesses of the Snow Camp community. We would like to contact community members and service providers to gather information about Snow Camp. The School of Public Health Institutional Review Board (IRB) has reviewed and approved this project. Participation in this project is completely voluntary.

If the person agrees to be contacted, please call us at 866-610-5542 and let us know the person's name and contact information. If they have any questions about the study, they can contact Keryn Pasch at 866-610-5542 or they can contact the IRB directly, collect if necessary, at (919) 966-3012.

Thank you again for all your help during this process. We look forward to seeing you at our Community Forum.

Sincerely

Keryn Pasch, David Kingdon, Katie Vatalaro, Savitri, Gurung, and Megan Whittet

# **Appendix B**

## **Description of Interviewees**

**Table 4: Description of Interviewees**

<b>INTERVIEWEES</b>	<b>MALE</b>	<b>FEMALE</b>	<b>INDIVIDUAL INTERVIEW S</b>	<b>FOCUS GROUPS</b>
<b>Service Providers</b>	<b>4</b>	<b>10</b>	<b>4</b>	<b>2</b>
<b>Community Members</b>	<b>13</b>	<b>18</b>	<b>20</b>	<b>1</b>
<b>Total</b>	<b>17</b>	<b>28</b>	<b>24</b>	<b>3</b>

Total number of interviewees: 45

# **Appendix C**

## **List of Secondary Data Sources**

### **List of Secondary Data Sources**

Alamance County Health Department. (2000). Alamance County Community Assessment. Retrieved from the World Wide Web: <http://www.alamance-nc.com/healthed/assess.htm>

Euliss, J.O. (1971). The History of Snow Camp, North Carolina. Snow Camp Historical Drama Society: Snow Camp, NC. 1-43.

Fisher, M., Julian, C., Jordan, J. and Spector, D. (2001). PUBH 245: Alamance County Community Assessment. The University of North Carolina at Chapel Hill.

North Carolina Commission on Indian Affairs. (2002). *North Carolina American Indian Population*. US Census Information on Indian Population. Retrieved June 10, 2002, from the World Wide Web: <http://www.doa.state.nc.us/doa/cia/indian.htm>

Teague, Bobbie T. (1995). Cane Creek Mother of Meetings. Thompson –Shore: Snow Camp, NC. 125-137.

U.S. Census Bureau. (2000). State and County Quick Facts. Retrieved from the World Wide Web: <http://quickfacts.census.gov>



## **Appendix D**

### **Community Meeting Materials**

1. Community Meeting Invitation
2. Community Meeting Advertisement Flyers
3. Community Meeting Agenda
4. Community Meeting Fact Sheet
5. Community Meeting Presentation Slides

**Invitation Letter**

**The Snow Camp Community Meeting!!**

**The Snow Camp Assessment team would like to formally thank you for your help during this project and invite you to the community meeting.**

**During this meeting we hope to provide residents and service providers of Snow Camp with our interview findings and discuss the future direction of the Snow Camp Community.**

**Bring family, friends, and colleagues and spread the word!**

**When: Tuesday, April 23, 2002**

**Time: 7:00-9:00 PM**

**Where: Sylvan Elementary School, Snow Camp, N.C.**

**Refreshments provided!**

**If you have any questions or need directions please call Karen Webb at (336) 513-4200 ext 221.**

**Hope to see you then,**

**Sincerely,**

**Keryn, Katie, Savitri, Megan, David, and Karen.**

## Snow Camp Community Meeting

Thanks for coming !

23 April 2002

### Fact Sheet

Q. *What is the Snow Camp Community Assessment Team?*

A. A team of five graduate students from the UNC-Chapel Hill School of Public Health. Karen Webb, a service provider and community member, is the preceptor for the group.

Q. *What is a "Community Assessment?"*

A. The process included interviews and focus groups with community members and service providers. This is intended to reveal perceived strengths in the community, as well as areas people identify as needing improvement.

Q. *How many interviews did the team do?*

A. Service providers: 2 focus groups, 4 individual interviews;  
a total of 5 males and 10 females.

B. Community members: 1 focus group, 20 individual interviews  
a total of 13 males and 18 females

Q. *What is the "Community Meeting?"*

A. This is where we hope to turn assessment into action. First the team presents patterns that have emerged from their interviews. Areas of possible focus are identified. Next, the audience of community members and service providers are broken into small groups. With the help of a facilitator, these groups work together to identify appropriate "next steps."

Q. *When can we see all of the information from this process?*

A. The team is writing a comprehensive document that will be available on-line and in hard copy at the Fire Department office by early May 2002.

***Please see the reverse side for a brief description of interview findings***

Q. *Who can I contact for more information?*

A. You could call the Snow Camp Fire Department at (336) 376-3442 or Karen

Webb at (336) 513-4200 ext. 221



❖ **History**

- Rich historical roots as a Quaker settlement
- Snow Camp Historical Site and Outdoor Drama keep history alive
- Farming and mill town, those industries now struggling

❖ **Sense of Community**

- Neighbors help each other out
- A friendly place, but "we have to get to know you first"
- Not as much civic involvement as there used to be

❖ **Church & Religion**

- Congregations take care of their own, and raise money for those in need
- Church or meeting house is a social center
- A few interfaith events, such as Easter and Thanksgiving

❖ **Education**

- General satisfaction with Sylvan
- Parents are not as involved as they used to be
- Community places greater emphasis on sports than on academics

❖ **Land Use & Population Changes**

- Land use is changing. Farming is declining, and some of the land is being divided up into smaller plots
- The population of Snow Camp is also changing. New families, who do not have a family history in Snow Camp, are moving in

❖ **Crime, Drugs, & Alcohol**

- Some people mentioned that they feel safe in Snow Camp and that crime, drugs and alcohol are not a particular problem

- Others feel crime is on the rise. Burglary, Arson, and Marijuana use and production were areas of concern. Alcoholism and drunk driving are also a problem. Some link these to economic problems

#### ❖ **Community Health**

- Resources within Snow Camp: Snow Camp Fire Department, Clinic (when open), home hospice
- Resources outside of Snow Camp: Health Department, Mental Health, Alamance Regional Hospital
- Assets of Community Health: neighborly support, cooperation between agencies
- Health needs: access to services, budget cuts, environmental health

#### ❖ **Senior Issues**

- The community helps take care of seniors and there are services or groups available such as the Golden Agers, ElderCare, Meals on Wheels, and Hospice
- The needs of some seniors include transportation, better access to health care, adult daytime care, and retirement facilities

#### ❖ **Recreation**

- Ballgames provide a great opportunity for social interaction
- Some community members felt the need for a community centerFor adolescents, there is either school, church, or nothing at all
- Seniors and Women have fewer recreational opportunities

#### ❖ **Governing Structures & Leadership**

- There is no local government, town meeting, or government organization
- County Commissioners are the voice for Snow Camp
- Fire Department and Churches can serve as community leaders

## **Agenda for Community Meeting**

5:30 set up equipment

6:30 food arrives

7:00 Forum starts—food, ice breaker

7:20 Introductions

If 20 or less

If 20 or more]

7:30 Presentation

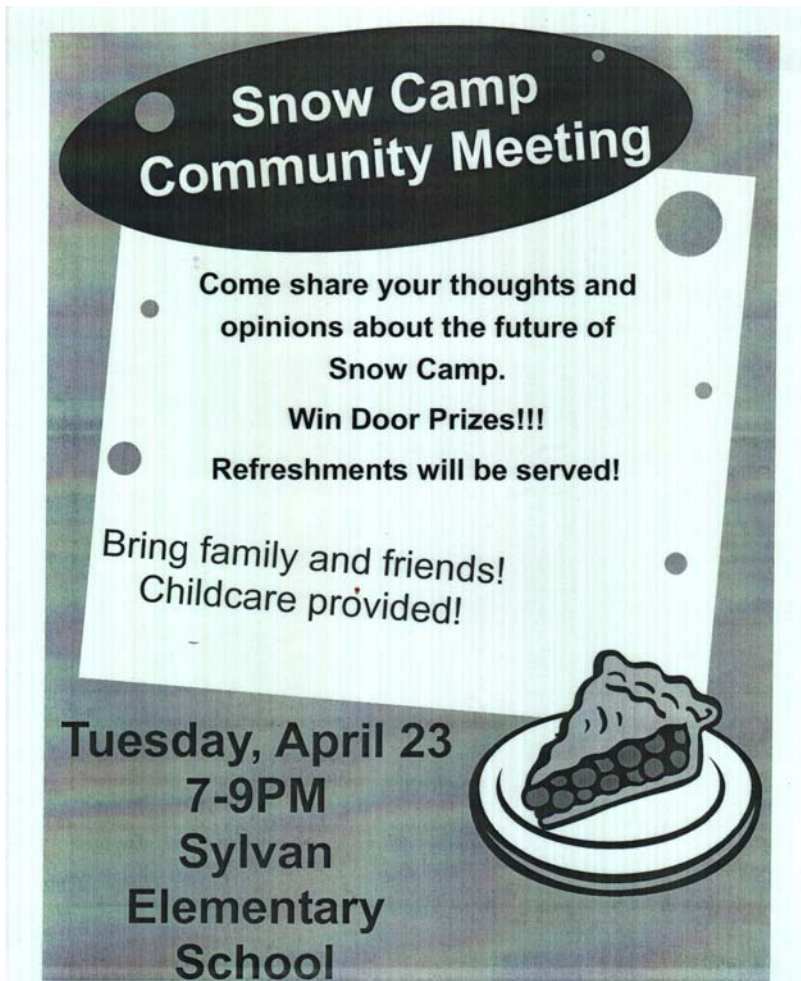
7:20 Presentation

7:45 Small Group Discussion

7:35 Small Group Discussion

8:35 Present to Large Group

8:35 Present to Large Group



**Snow Camp  
Community Meeting**


**Come share your thoughts and  
opinions about the future of  
Snow Camp.**

**Win Door Prizes!!!**

**Refreshments will be served!**

*Bring family and friends!  
Childcare provided!*

**Tuesday, April 23  
7-9PM  
Sylvan  
Elementary  
School**



## **Snow Camp Community Meeting**

Share your ideas about the future  
of your community!



**Tuesday, April 23**

**7-9PM**

**Sylvan Elementary**

Bring family and friends!

Childcare provided!

*Refreshments Served!*

*Come win door prizes!*



# **Don't Miss the Snow Camp Community Meeting!!**

**Tuesday April 23<sup>rd</sup>**

**Child Care Provided!!**

**From 7-9pm**

**Refreshments!**

**At Sylvan School**

**Talk with others  
in the community**



**Learn more about  
your community**

## **Snow Camp Community Meeting Presentation**

### **Slide 1**

#### **WELCOME**

#### **To the Snow Camp Community Meeting!**

Presented by:

Savitri Gurung

Keryn Pasch

David Kingdon

Katie Vatalaro

Megan Whittet

Karen Webb

### **Slide 2**

#### **The Process**

The goal of the community assessment project in Snow Camp was to discover the assets and needs of the community, as seen through the eyes of community members and service providers.

This process included individual interviews and focus groups with community members and service providers.

### **Slide 3**

#### **Service Provider Perspective**

2 Focus Groups

4 Individual Interviews

This included a total of

5 males

10 females

### **Slide 4**

#### **Community Member Perspective**

1 Focus Group

20 Individual Interviews

This included a total of

13 Males

18 Females

## **Slide 5**

### **Community Meeting**

Present some results from the interviews

Small group discussions

Large group discussion

## **Slide 6**

### **Theme**

Land Use/Population Changes

Land use is changing. Farming is declining and some of the land is being divided up into smaller plots.

The population of Snow Camp is also changing. New families, who do not have a family history in Snow Camp, are moving into the community

## **Slide 7**

### **Theme**

Crime, Drugs, and Alcohol

Some people mentioned that they feel safe in Snow Camp and that crime, drugs and alcohol are not particularly problems in Snow Camp

Others mentioned that their houses had been broken into more than once. Some mentioned that marijuana was being grown and used by their neighbors and that some alcoholism existed in the community

## **Slide 8**

### **Theme**

Senior Issues

The good news is for the most part the community helps take care of seniors and there are services/ groups available such as the Golden Agers, ElderCare, Meals on Wheels, and Hospice

The needs of some seniors include transportation, better access to health care, adult daytime care, and retirement facilities

## **Slide 9**

### **Theme**

Recreation

Many community members identified various recreational opportunities within Snow Camp for different age groups.

Ballgames provide an opportunity for parents grandparents, friends, and neighbors to come out, watch the game and socialize with each other.

Some community members felt the need for a community center. For adolescents there is either school, church, or nothing at all.

## Slide 10

### Theme

Governing Structure/Leadership

There is no local government

County Commissioners are their voice

Some people feel that there really are no main leaders, others feel that the main leaders are the Fire Department and churches

## Slide 11

### Theme

Community Health

Resources:

Within Snow Camp—Snow Camp Fire Department, Clinic (when open), home hospice

Outside of Snow Camp—Health Department, Mental Health, Alamance Regional Hospital

Assets of Community Health: neighbor support, cooperation between agencies

Health needs: access to services, budget cuts, environmental health

## Slide 12

You Can Make a Difference!

A recipe for action!

Two community wide examples include the Landfill and the threat of closing Sylvan School

## Slide 13

### We would like to THANK...

All the community members and service providers who gave us your time!

A BIG thanks to Sylvan School for providing the facility for tonight's meeting, especially Mr. J.D. Barrett, who has been a huge help.

## Slide 14

### THANK YOU!

#### A Special THANKS To...

Those who participated in the planning meetings and provided input and advice for tonight's meeting. We would also like to thank the fire department for providing the facility for those meetings.

### THANK YOU

Loree Murray	Alton Wilson
Clay Thompson	Allen Crawford
Jeannette Horton	Bryan Wilson
James Wilson	

**Slide 15**

**THANK YOU also to...**

Karen Webb for acting as our mentor and guide into the Snow Camp Community.

## **Appendix E**

### **Other Community Materials**

#### **1. Burlington Times News Newspaper Article**

**Times News 23<sup>rd</sup> April 2002 at [www.thetimes.com/region-2.html](http://www.thetimes.com/region-2.html)  
Study's focus is Snow Camp**

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By Joseph Cigna  
Times-News

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SNOW CAMP — Snow Camp residents could get new insight into their community this week when a recently completed series of interviews is released.

Snow Camp residents will have a chance to look at the results of the UNC Students Community Needs Survey on Tuesday evening at Sylvan Elementary School.

A five-member team of UNC School of Public Health students conducted the interviews between early January and the beginning of April. The project is being run and paid for by the UNC Health, Behavior and Health Education Department.

The interviews were held with a variety of Snow Camp residents, from farmers to retired residents to community activists to local health care specialists.

The 48 individual and focus-group interviews centered on health care, employment, education, recreation, environment and crime issues, said Karen Webb, director of Consultation and Education Services for Alamance-Caswell Mental Health Authority.

The point of the research was to create a multi-faceted profile of Snow Camp in order to provide residents with the ability to create the community they desire, Webb said.

“ What we want to see the members of the community do is be able to form their own action committees,” Webb said. “ We wanted to find a way to get them together, to keep informed and to get their ideas organized about their community. We want to be able to enlist their energy for community action. Show them how they can work together to make things better.”

The idea was to focus on key local leaders, old and new residents, as well as knowledgeable members of the Snow Camp community, she said.

“ We wanted a team of students to come in and make us aware of the issues that concern our community,” Webb, a Snow Camp resident, said. “ We felt they could assist us in learning more about ourselves and our issues of concern.”

The students will present their results to the Snow Camp community Tuesday night at Sylvan Elementary School, said Keryn Pasch, a UNC interviewer who is in her first year working toward a master's degree at the school.

“ We’ re here to start a dialogue between community members and service providers,” Pasch said. “ We’ re hoping that they will get together to see what needs to be done in their community.”

Pasch said some residents have expressed a concern about the lack of local medical care since UNC closed the Community Health Center in Snow Camp late in 2000.

“ We’ re getting different opinions,” she said. “ But some people do feel that setting up a new clinic would be helpful.”

The changes in Snow Camp land use were also a large focus of the interview, Pasch said.

She said a printed copy of the results of the interviews would be available for community residents at the meeting.

Joseph Cigna can be reached at [joe\\_cigna@link.freedom.com](mailto:joe_cigna@link.freedom.com)



## **Appendix F**

**IRB Approval Letter (Not available on-line)**

