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Improving Outcomes for Residents of Civic Park & West End

Positive Outcomes: What does that Look Like?

The attainment of personal, family and career-related goals is the underlying vision for the People/Resident strategy. By reducing some of the barriers and improving access to the appropriate supports and resources, families will be able to gain ground financially and become more self-reliant. Families will have a broader network of support so that relatively small personal or financial setbacks will be less likely to spiral into more persistent or critical problems. Children in low-wealth households will have more opportunities related to education, recreation and cultural enrichment. Families will have access to health services they can afford, and can take advantage of screenings and nutrition education close-to-home.



Residents of Civic Park and West End participated in numerous facilitated and small group sessions during the planning process in which they identified needs and desires for their community. In addition, Civic Park residents participated in a comprehensive household survey conducted in January-February 2011 that is the nucleus of the resident needs assessment. Sixty households completed the survey — an impressive 85% of total families in Civic Park. Their perspectives on a range of questions about the barriers as they see them, as well as their goals, dictated the People-centered strategy which is focused on education, employment, healthcare and youth.

Civic Park residents also served on the steering committee and furthered the dialogue through working groups, public forums and resident council meetings where their perspective was crucial to reaching a full understanding of the multiple obstacles they face, and their compounding effects on low-wealth families.



Civic Park Resident Needs

Residents self-identified their greatest needs in the areas of employment, youth programs, childcare and healthcare. Lack of transportation was frequently cited as a barrier to obtaining employment or enrolling their children in after-school or extra-curricular activities.

Employment

About one-third of Civic Park residents are employed. The average earned income, excluding elderly and disabled residents, is \$9,989 per year.

Education

Children residing in Civic Park attend Hurley Elementary school which is located more than five miles away from the neighborhood. Only 55% of children attending Hurley Elementary in 2011 were developmentally ready for kindergarten.

Knox Middle School, which serves Civic Park as well as the entire West End neighborhood, has been designated as a persistently lowest-achieving school according to Dept. of Education criteria.

<u>Schools</u>	<u>School Performance / State Average</u>
Hurley Elementary (K-5)	Grade 4 Reading: 65.5% proficient / 71.6% Grade 4 Math: 69.1% proficient / 83.8%
Knox Middle (6-8)	Grade 8 Reading: 36.5% proficient / 69.8% Grade 8 Math: 38.1% proficient / 84.8%
Salisbury High (9-12)	Algebra I: 58.6% proficient / 76.7% English I: 71.9% proficient / 80.6%

Health

Less than half of residents report seeing a family doctor; most use the emergency room when ill. 62% of residents reported being in good health, yet 43% reported being overweight.

Civic Park Household Survey *	
EDUCATION	
Have a High School Diploma or GED certificate	73%
Some college	28%
College graduate	8%
Know how to use a computer	72%
Own a computer	53%
Have Internet access	30%
EMPLOYMENT	
Currently employed	37%
HOUSEHOLD ASSISTANCE	
Food stamps	80%
Rental Assistance	18%
SSI	12%
Disability	10%
HEALTH COVERAGE	
Have some type of family health benefits or coverage	58% Medicaid 8% Private Insurance
TRANSPORTATION	
Own a car	42%
CHILDCARE	
Currently have childcare services	10%
Need after-school care	17%
Would need childcare if working odd shifts	33%

PRIMARY SUPPORT SYSTEM	
Friends	53%
Have no one to rely on	17%
Spiritual/Church	8%
Other	10%
PRIMARY EXTERNAL OBSTACLES / BARRIERS	
Good-paying area job	58%
Reliable, affordable transportation	53%
Clothing for employment	23%
Nutritious food	23%
Affordable, quality childcare, including sick childcare	22%
PERSONAL OBSTACLES	
Money management	45%
Education / work experience	25%
Communication skills	23%
Mental or emotional issues	20%
Problem-solving skills	18%
Family / home skills	17%
OTHER OBSTACLES	
Too much debt or bad credit	45%

*60 out of 70 resident families completed the survey. Two units were unoccupied at the time.

West End Priority Concerns

The following list of top resident concerns was compiled by West End residents during a facilitated group process. Over one hundred residents participated. Working in small groups, they identified dozens of specific issues and concerns and then collectively ranked them. Related items were grouped to produce a snapshot of the residents' top areas of concern.

RESIDENT PRIORITY CONCERNS	
PEOPLE	
1	Recreation
2	Employment / Self-Sufficiency
3	Education / Mentoring
4	Healthcare / Nutrition / Life Skills
5	Daycare / After-School
6	Social Services / Other Services
7	Community / Cultural Activities
HOUSING	
1	Amenities
2	Housing Rehabilitation / Housing Code
3	Ownership / Affordability
NEIGHBORHOOD	
1	Community Facilities
2	Commercial / Business
3	Transportation / Access to Services / Infrastructure
4	Neighborhood Identity

Neighborhood Opinion survey

A Neighborhood Opinion Survey was conducted in March 2012. The survey was mailed to all households in the West End, including owner-occupied homes and tenants of rental property. The following responses were compiled from the 95 surveys that residents completed and returned.

Residency characteristics:
 33% have resided in West End for more than twenty years
 56% own their own home / 42% rent their home

Current employment status:
 17% employed 4% students 5% unemployed 50% retired or disabled

What are the most important programs and services to focus on? (top five answers)

Assistance for elderly and disabled	83%
After-School/Youth	72%
Housing rehabilitation	65%
Early childhood education	59%
Health & Wellness	52%

If you could only choose one of the above, which would you choose? (top three answers)

Housing rehabilitation / Assistance for elderly and disabled / After-School/Youth

What are the most important neighborhood improvements? (top five answers)

Crime prevention	72%
Housing conditions	70%
Economic development/jobs	54%
Parks & Recreation	52%
Unoccupied buildings and lots	46%

What kinds of retail or business services would you like to see? (top five answers)

Farmers market	72%
Laundry/dry cleaners	65%
Clothing or consignment	61%
Sandwich shop	48%
Exercise studio	46%

What kinds of government or public facilities would you like to see? (top four answers)

Medical clinic	44%
Bill pay center	43%
Community center	43%

Level of satisfaction with current living conditions: Low 37% Moderate 44% High 15%

Level of confidence that West End Transformation Plan will result in substantial improvements: Low 8% Moderate 35% High 56%

People Strategies

The strategies in the People component plan are rooted in the notion that neighborhoods vitality and strength are conveyed not only by the physical aspects—the homes, the parks, institutional buildings and churches — that make up a neighborhood. The people who live, work and worship in a community make up its core. Where residents are disadvantaged, whether by income, race, employment status or education, this represents a loss of potential. Neighborhood transformation is about recapturing that potential by reconnecting residents to the tools they need in order to succeed.

The People strategies in this plan are centered on three core areas of potential:

Education

Health

Employment

The strategies seek to uncover ways that residents can gain access to high-caliber education that promotes learning through a seamless continuum from birth into adulthood. Youth programs and supports to ensure they don't fall through the cracks, fall behind and become disconnected from the educational system. The strategies promote health and wellness initiatives that residents of West End desire. Strategies also outline steps to reduce crime so that residents can feel safe in their homes and enjoy leisure time outdoors undeterred.



PEOPLE STRATEGIES	DESCRIPTION	PARTNER AGENCIES
EDUCATION		
Early Childhood Education	Establish a high-quality, experience-based early childhood development center in Civic Park; relocate Head Start classrooms to a permanent facility	Partners in Learning Child; Community Action Agency
Youth Programs	Convert Miller Center to a community youth and resource center; establish Boys & Girls Club	Livingstone College, YMCA, Salisbury Parks & Recreation; Boys & Girls Club
Educational Attainment (Adults)	Offer GED classes at Civic Park Community Center	Rowan Cabarrus Community College
School System	Work with Rowan Salisbury Schools to offer alternatives to improve student achievement	RSS; Purpose-Built Communities
HEALTH		
Affordable Primary Healthcare	Establish a Federally-Qualified Health Center in West End to provide primary medical care at a cost that residents can afford to pay	Cabarrus Health Alliance
Health Case Management	Offer health-related case management and services on a rotating basis at Civic Park Community Center to include nutrition education and health screenings.	Rowan County Health Department
Access to Fresh Food	Develop partnership with Mobile Farm Fresh; Support West End Community Garden	Mobile Farm Fresh; Salisbury Parks & Recreation
EMPLOYMENT		
Employment Training	Offer job retraining classes and career readiness certification	Rowan Cabarrus Community College
Business Development	Encourage small-business infill	
Access to Transportation	Embrace public transportation in support of education and employment; expand hours and routes	Salisbury Housing Authority; Salisbury Transit

Education Plan

Strategy 1: Provide high-quality early childhood education

To ensure that young children have the skills they need to be successful and not fall behind in school, early childhood education will be a priority. Academic-based, fully-resourced early childhood programs will be available in the West End where children will be exposed to a variety of enriching and stimulating experiences that promote language development and foster learning.

Actions will include:

- ◆ Construct an early education facility in the new Civic Park. A site has been reserved in the Civic Park redevelopment for a 6,200 sq. ft. facility.
- ◆ Open a new Partners in Learning Child Development and Family Resource Center in Civic Park. Serving at-risk children is part of the operational philosophy of Partners in Learning, with reduced tuition fees for lower-wealth families supported through fundraising and grants. PIL is located on the campus of Catawba College in Salisbury. This expansion will be its second facility.
- ◆ Move the Livingstone College HeadStart classrooms into a permanent facility. Currently the classrooms are located in mobile units on the grounds of the Duncan/Monroe Street School. This could be accomplished by relocating to the main building after rehabilitation, or new construction on the same site or another site in the vicinity.

Strategy 2: Expand after-school and summer youth programs.

Residents want affordable after-school programs that bridge students' out-of-school time in ways that support their continued education and help keep kids motivated to learn. They also want to see recreation opportunities and programs that foster integrity and leadership skills.

Action steps will include:

- ◆ Make the Miller Center a community center to serve the West End. Focus on programs needed by West End residents and youth that are free or low-cost. Reach out to residents through surveys and events to get their input on preferred activities, times and days for programs. Support Miller Center seniors programs and other existing programs that residents want to keep. The city of Salisbury hosted a Community Fun Day at the Miller Center on June 23 with free food, games and giveaways to kick off the transition of the facility and survey residents about program needs.
- ◆ Establish a Boys & Girls Club at Miller Center. Salisbury has been identified as an expansion area by Boys & Girls Club of North Carolina. With the transition of Miller Center to a neighborhood-based facility, this philosophy lines up with that of Boys & Girls Clubs, which also prefers to focus on the neighborhood where it is located. Also explore the potential for Big Brothers/Big Sisters program based at Miller Center.
- ◆ Provide a youth programs resource hub at Miller Recreation Center. There are a number of faith-based summer and after-school programs and other programs being offered for youth, but there is a lack of resources to market the programs and no coordinated system to inform families of the options that are available.
- ◆ Partner with Salisbury YMCA. Link West End youth to YMCA scholarships.
- ◆ Develop mentoring and tutoring opportunities. Involve students of Livingstone College and other colleges, as well as retired teachers and other volunteers to provide leadership role models.

Strategy 3: Work with Rowan Salisbury Schools to identify education reforms and alternatives to improve student achievement

Find ways for schools to participate in West End transformation through reforms that are responsive to needs of West End students.

- ◆ Expand outreach to parents by coordinating more closely with Head Start and the future Civic Park Partners in Learning Center to ease the transition from preschool.
- ◆ Offer after-school programs in the three elementary schools that serve the West End based on the 21st Century After-School program.
- ◆ Involve West End parents in the school level School Improvement Teams and Title I District Council.
- ◆ Explore the possibility of a neighborhood-based elementary program or magnet school. Currently elementary students attend three different schools, all more than five miles from West End. A neighborhood-based school would improve parental involvement by removing the transportation barrier that currently limits participation. Explore other alternatives that allow education to be tailored to the specific needs of West End students and their families.

Strategy 4: Give families and parents the tools they need to be self-reliant.

Residents have a strong desire for adult education, self-sufficiency, parenting and related programs to be offered within the neighborhood as much as possible to make them more accessible and easier to attend.

The following agencies are currently offering programs in West End:

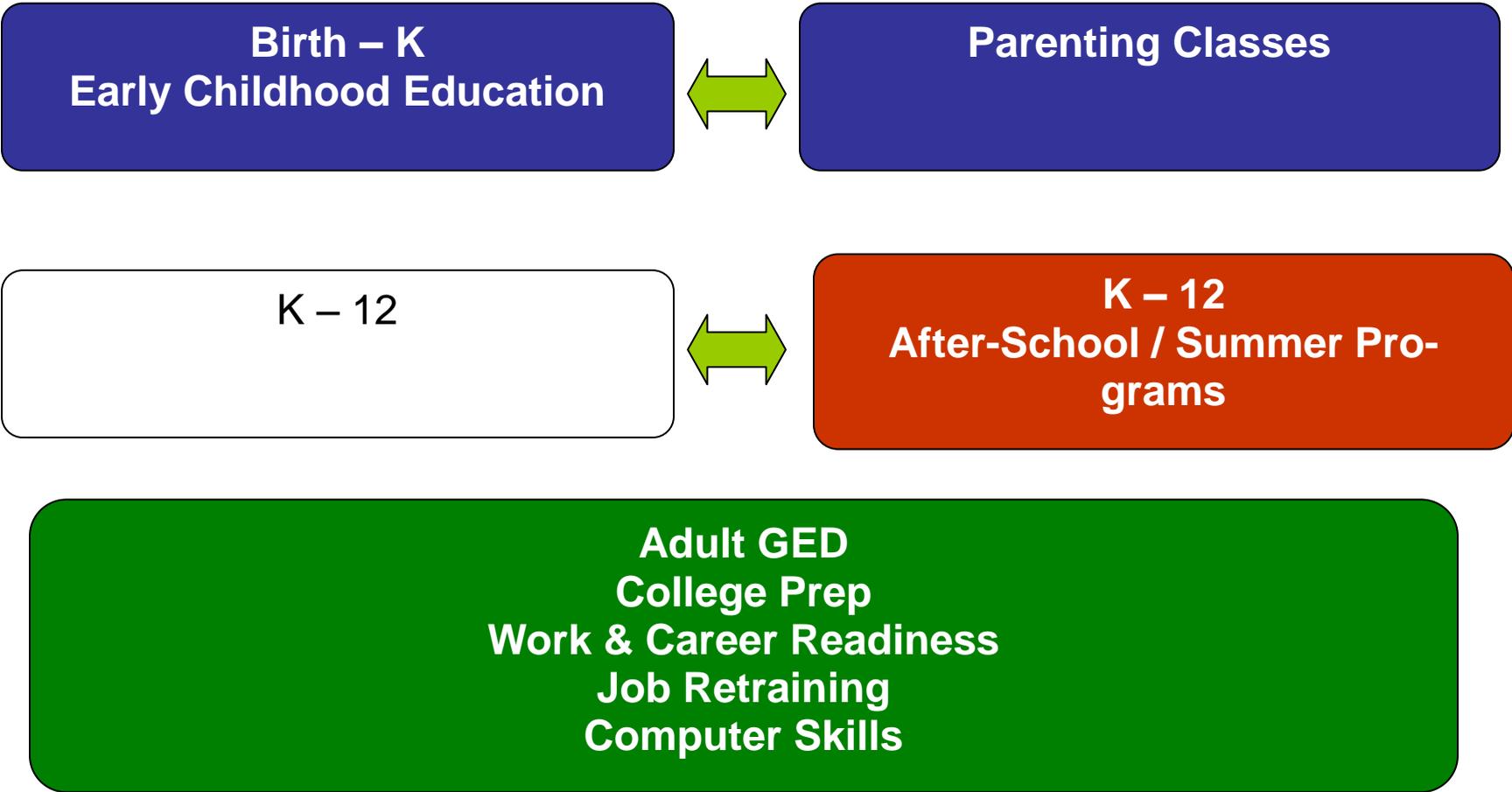
- ◆ Salisbury Housing Authority— Family Self-Sufficiency
- ◆ Rowan Salisbury Community Action Agency—Family Self-Sufficiency; Workforce Development
- ◆ Salisbury CDC—Financial Literacy; Homebuyer Education

The following agencies have committed to offering programs in West End:

- ◆ Partners in Learning— Parenting Classes
- ◆ Communities in Schools— **Education Case Management; Training parents to volunteer in their child's school**
- ◆ Rowan Cabarrus Community College— Adult Basic Education and GED; Career Readiness Certification; Job training Efforts R3 (Refocus, Retrain, Re-Employ)
- ◆ Smart Start Rowan— Circle of Parents; Parenting and Child Development

The following chart illustrates in a simple graphic the education continuum, or pipeline, of learning from birth into adulthood. The companion piece that supports the birth-K component is parent training. Likewise, the companion piece to the school classroom are youth programs that support positive youth development outside the classroom. Finally, a range of education and training programs intended to meet the needs of adults seeking employment or career advancement.

Education Pipeline



Health Plan

Strategy 1: Locate a Federally Qualified Health Center (FQHC) in West End.

FQHCs are community-based organizations that provide comprehensive primary and preventative healthcare to underinsured, uninsured and medically underserved populations. Services are provided to all persons with charges based on a person's ability to pay. Cabarrus Health Alliance, a FQHC in a neighboring county, has recently expanded into Rowan County with plans to open several clinics. The goal is to open a clinic in the West End. Once an appropriate space can be provided, the FQHC will equip the clinic, provide a physician and staff, as well as manage the center. The Duncan/Monroe Street School is being considered as one possible location for the health center.

Strategy 2: Partner with Rowan County Health Department to provide health screenings and wellness education

The Health Department will offer the following services focusing on preventative care including nutrition education; obesity prevention and managing chronic conditions such as diabetes or heart disease.

Services will include:

- ◆ Health Education Specialist every other month
- ◆ Breastfeeding Peer Counselor, part-time
- ◆ Certified Child Safety Seat Technician to conduct child safety seat inspections
- ◆ Family Assessment and Support Worker, weekly

Strategy 3: Upgrade Hall Gym and Miller Center facilities. Improve access and tailor programs to residents' needs.

Both Hall Gym and Miller Center are city-owned facilities located on the campus of the J. C. Price High School. Miller Center will be transitioned in FY2013 as a community-based facility for the West End. Over 275 residents participated in a Community Fun Day held at Miller Center on June 23, 2013; surveys were distributed to gather feedback from residents about desired programs and hours. The facility will get a facelift in FY2013, including painting, new tables and chairs, and other needed equipment. A computer center was created at Miller Center in 2012 which residents are already using. New landscaping and exterior security cameras were recently installed.

Recent upgrades to Hall Gym include a new parking lot and repaving, new water fountains, new exterior doors and other needed repairs. New HVAC will be installed in FY2013. Programs and access to the facility for free play will be evaluated to ensure that West End residents have adequate access to the gym.

Strategy 4: Continue to support and expand the West End Community Garden.

The West End Community Garden is located on Brenner Avenue on property owned by Salisbury Parks & Recreation. For years the Rowan Master Gardeners maintained a demonstration garden and conducted garden programs in conjunction with senior and youth programs at the Miller Center. With the help of The Refuge, a local church, and a grant from Nourishing North Carolina, the garden was recently refurbished to focus more on food production. Produce collected from the garden has been distributed to West End seniors and local food banks. The goal is to continue the garden and expand its offerings. Potential additions to the garden include more raised beds and a small orchard of fruit and nut-bearing trees. Funding sources could include Eat Smart Move More North Carolina.

Strategy 5: Partner with Mobile Farm Fresh to increase access to healthy food.

Mobile Farm Fresh is a new start-up venture which will operate as a year-round farmers market out of a re-purposed city transit bus. Affordable produce items, in addition to seasonally-available fresh local produce will be sold. Senior nutrition vouchers and WIC can be used for purchases. Once the business gets up and running, Mobile Farm Fresh will visit Civic Park, Miller Center and other West End locations on a regular basis to make healthy, fresh food more accessible.

Strategy 6: Partner with the Community Transformation Grant initiative to promote more healthy lifestyles.

The Centers for Disease Control has awarded pass-through funding to the state of North Carolina to help promote health education programs and access to healthy food at the local level. Salisbury is located in Region 4 for the Community Transformation Grant. Opportunities will be explored to partner with the Cabarrus Health Alliance, the management entity for the CTG grant in Region 4. Funds can be used to help set up a farmers market in the neighborhood, to train residents to be health advocates, to conduct community engagement around health issues and priorities or to promote access to more fresh food options in local corner markets.

Employment Plan

Strategy 1: Expand public transportation to increase access to employment.

Public transportation is absolutely critical for neighborhood transformation to take place. Without public transit, residents without their own personal transportation would be virtually cut off from jobs, services and educational opportunities outside the West End. Fortunately the West End is currently served by public transit, however the hours and frequency are limited. Residents asked for longer hours, more routes and more frequent stops. A key issue is that workers can get to and from a first shift job, but not, for instance, second shift retail positions that generally get off around 7 PM which make up a majority of Rowan county jobs at starting wages. Residents also have conflicts with getting to and from appointments or work in a timely manner since bus service typically runs about one hour between buses at each stop. This plan recommends expanding service hours to support second shift employment, targeting the top two or three employment centers including large retail centers and Rowan Novant Medical Center, and to secondarily work to increase the frequency of stops to provide more flexibility for workers.

Strategy 2: Offer job retraining, Basic Adult Education and GED classes in West End.

Through a partnership with Rowan Cabarrus Community College, classes will be offered in the West End to help residents make the transition in the changing marketplace. The textile production and light manufacturing jobs that were the staple form of employment for decades have gone, replaced by service-oriented jobs that pay less and come with fewer benefits. The rehabilitation of Duncan/Monroe Street School will provide a place for classes to be held. Computers and technology will be necessary to support the workforce education component. Partnerships with Livingstone College to provide student trainers and mentors will be explored as well.

Strategy 3: Encourage appropriately-located neighborhood-scale business.

The traditional center of business activity in the West End was West Horah Street. After segregation ended and black residents came to have more options for obtaining goods and services, **neighborhood businesses gradually moved out or closed shop. Currently West End is home to McLaughlin's, a small corner market** on West Monroe Street at Partee Street, in addition to a funeral home, a convenience store and two barbers. Residents would like to see small businesses increase and more variety. Preferences include a hair salon for women, a consignment store, a diner.

Two locations have been identified where small businesses should be encouraged to locate:

- ◆ Duncan/Monroe Street School— Small business infill on Monroe Street adjacent to the historic school building can help reinforce this location developing into a community hub. With the on-campus student population hovering around 800 students and expected to grow, college students could help create the critical mass to support small retail, services, deli or coffee shop and other infill businesses. Combined with the local resident population, the plan to rehabilitate the school building for neighborhood-based services and the plan to create a transit hub, and the central location — the Duncan School is the natural place to nurture small business development.
- ◆ West Horah Street includes numerous vacant lots and is also suitable for business infill as market conditions will support it.

Strategy 4: Explore West End link to business incubator proposed on W. Innes Street.

A broader discussion has been taking place in the community about developing a business incubator to support economic development and job creation. The location currently being promoted is a vacant county-owned building located on West Innes Street within a few blocks of the West End. The proposal hinges on the structure to be found suitable and cost-effective for rehabilitation, the feasibility of the site for the proposed use and successful city/county cooperation. West End could stand to benefit due to its close proximity to the proposed location.

Plan to Reduce Crime

Strategy 1: Continue community policing.

Community policing produces stronger relationships between police officers and neighborhood residents. Officers are encouraged to participate in community events and get to know residents and business owners, forming personal bonds that help build trust and encourage residents to be more vigilant about reporting suspicious activity.

Strategy 2: Expand the PIT Team (Police Interdiction Team)

The PIT team is a specialized unit under the Criminal Investigations Division that combats street-level criminal activity in an aggressive and vigilant manner. The focus is elevated visibility in high crime areas with covert surveillance to augment narcotics and gang investigations. The PIT team monitors calls and tips from involved citizens about where suspicious activity is taking place and also relies heavily on statistical data to track crime hot spots. A second PIT team will be deployed by Salisbury Police Department in FY2013.

Strategy 3: Create a civilian Police Expeditor Program.

In FY 2013 Salisbury Police Department will create a new unit made up of part-time civilian employees to assist patrol officers with reports and paperwork of a non-confidential nature. This will allow patrol officers to spend a greater proportion of their time on the street, increasing overall police visibility throughout the city. In another move to improve patrol coverage and to be consistent with national incident management standards, the department's two existing patrol districts will be reorganized into quadrants, generally aligned with existing fire districts.

Strategy 4: Create dedicated police patrol for West End.

Neighborhood transformation is a process that happens slowly, through a series of deliberate actions to improve housing and the physical environment, supported by steps to improve employment, education, healthcare and other social factors. Heightened public safety will be critical during this process until transformation begins to take hold. Based upon recommendation from Salisbury Police Department, this plan includes as a future goal a dedicated around-the-clock patrol for the West End to augment the current levels of service. The additional coverage would consist of two patrol units working 12-hour shifts (or four additional officers) that would work solely in the West End. Potential funding for the additional police coverage include Department of Justice Community Oriented Policing (COPS) grants.

Strategy 5: Target unsafe conditions related to vacant structures and nuisances.

Boarded-up homes and overgrown lots harbor pests, rodents and unseen hazards, and are associated with increased criminal activity and vagrancy. They also add to negative perceptions about crime and safety of the area. In 2010, the city of Salisbury revamped its code enforcement activities to improve effectiveness and capacity. The city will continue to focus on minimum housing and nuisance conditions and will work to remove these conditions in partnership with the Salisbury CDC through housing acquisition and rehabilitation using CDBG funds. The Salisbury Housing Authority will partner as the property manager for rental and lease-purchase units in the West End under a new affordable rental program with the Salisbury CDC.

Strategy 6: Upgrade street lighting

A number of streets in the West End do not meet the city's current standards for street lighting. To improve public safety and help deter crime, all streets should be brought up to the current standard.

Leveraged Commitments

PEOPLE	Amount	Description
Salisbury-Rowan Community Action	\$ 1,890,400	Head Start/Early Head Start; Family Self-Sufficiency; Weatherization Assistance; and Workforce Development Programs
Smart Start Rowan	\$82,790	Circle of Parents (support group); Early Learning Resource Center; NC Pre-K and Subsidy; Parenting and Child Development; Smart Start Community Education and Resources
Rowan-Cabarrus Community College	\$202,265	Adult Basic Education and GED; Career Readiness Certification classes; Job Training Efforts R3 (Refocus, Retrain, Re-Employ) Center
J.F. Hurley Family YMCA	\$85,680	Open Doors Program – 72 scholarships for low income families, senior citizens, and youth (5 year period)
Communities in Schools	\$539,300	Case manage up to 171 students; Volunteer training for residents to volunteer within their child’s school
Fibrant	\$25,500	Provide internet access to community building/job training center over 5 years
Partners in Learning	\$2,219,920	Provide: well-qualified onsite Director; portion of existing HR/Finance Director, Inclusion Specialist, Family Support position, 6 full time lead teachers, 6 full-time assistant teachers, 8 part-time flexible teachers, full time cook, part-time bus driver and cleaning staff; and in-kind contributions for materials for family support specialist, administration of ProCare (attendance software), auditor and bookkeeping fees, use of bus, and volunteer program
Rowan-Salisbury School System	\$1,225,000	I – Pod Touch programs at Overton/Knox Middle; science summer camp and after-school at Horizons; Kaplan Math, Aleck’s Math-Knox Middle; Children’s Progress; AIMS Web – Hurley; 3D Reading and Math Wireless Generation-Overton; IXL Math-Hurley; Raz Kids (3rd Grade-Hurley); Responsiveness to Intervention Program (RTI) Technology Plan; Math Science Partners’ Grant; create STEM model at Knox Middle
Rowan County Health Department	\$131, 205	Designate Health Education Specialist every other month; Part-time Breastfeeding Peer Counselor; Certified Child Safety Seat Technician to conduct safety child seat inspections; Family Assessment and Support Worker (weekly Healthy Families Rowan County Services)
TOTAL	\$6,402,060	

Coordination of Resident Strategy

PEOPLE LEAD ENTITY

The Housing Authority of the City of Salisbury in collaboration with Salisbury-Rowan Community Action Agency will be responsible for overall coordination of the People/Resident strategy.

Key partners which have been identified to assist with the delivery of services include:

- ◆ Cabarrus Health Alliance
- ◆ Communities in Schools
- ◆ Various Faith-based youth programs
- ◆ Livingstone College
- ◆ Partners in Learning Child Development Center
- ◆ Rowan Cabarrus Community College
- ◆ Rowan County Health Department
- ◆ Mobile Farm Fresh
- ◆ Rowan Salisbury Schools
- ◆ Salisbury CDC
- ◆ Salisbury Parks & Recreation
- ◆ YMCA
- ◆ Boys & Girls Club

Roles and Responsibilities

Salisbury Housing Authority will lead coordination with regard to residents of Civic Park. The Housing Authority seek grants to hire a social services specialist to provide case management services for residents and to supplement the work of the Family Self-Sufficiency program. The agency will also be the point of contact for service agencies delivering education, re-employment training and other services in the neighborhood.

The Community Action Agency and the Salisbury CDC will work jointly with the Housing Authority regarding service delivery in their areas of specialty. During implementation, these organizations will continue to participate on the core planning team with Community Planning Services. The planning team will regularly connect with the resident council and the Steering Committee to report progress and to identify funding opportunities. They will also collect data about resident needs and continually report back to residents of West End and Civic Park to share progress.

Potential timeline for Implementation

The following table presents the anticipated timeline for implementation of the strategies for residents of Civic Park and West End.

Short range (1—5 years)	NOTES
West End resource and youth center @ Miller Center	Implementation is underway. Facility upgrades will be completed and the center will convert to a community-based facility in FY2013.
Police Interdiction Team (PIT team)	Will be implemented in FY2013.
Civilian Police Expeditor Program	Will be implemented in FY2013.
Develop resident leaders	Resident advisory council will be created in FY2013.
Public transportation—bus shelters	Planning has begun on this activity.
Expand youth programs	Planning is underway for Boys & Girls Club and to strengthen overall youth after-school and summer programs
Family Self-Sufficiency	Currently underway. Partners have been identified to provide more programs and training in the West End. Implementation hinges on redevelopment plans to provide adequate classrooms and meeting rooms.
Health & wellness programs	Anticipated to begin when Civic Park Phase I is completed.
Upgrade Hall Gym	Facility improvements underway. Air conditioning will be installed in FY2013.
West End Community Garden	Underway. Garden was transitioned and refurbished in FY2011 for food production with support of a local church.
Job retraining/ GED classes	Community college can begin offering classes in new Civic Park community center planned in Phase I redevelopment
Medium Range (5-10 years)	
Partners in Learning Preschool	Planning is underway. Site has been reserved on development plan. Preliminary plans and estimated cost have been determined in preparation for identifying funding.
Move Livingstone Head Start to permanent facility	Options are being explored to include a new building or locate in the Duncan/Monroe Street School after it has been rehabilitated.
Federally-Qualified Health Clinic FQHC	Planning is underway. Implementation hinges on providing a suitable space for the facility.
Education reforms	Planning is underway and options being explored for improving elementary and middle school student outcomes
Long Range (10-20 years)	
Police patrol unit for West End	Funding source needs to be identified. If grant funded, must consider how it can be sustained after the grant ends.
Public transportation—expanded service hours	This is a future goal. When implemented, must take into account ways to sustain the service over the long term.
Business infill / incubator	Infill of new business will be somewhat dependent on market conditions. If plans proceed with the city and county on a new business incubator, this could be a medium range goal.



Appendix

- ◆ Housing Market Study
- ◆ Selected Demographic Characteristics
- ◆ Civic Park Household Survey & Responses
- ◆ West End Neighborhood Opinion Survey
- ◆ Duncan / Monroe Street School Building & Site Studies

Preliminary Market Assessment

Proposed West End Apartments
(currently Civic Park Apartments)
Eastern Corner of Brenner Avenue & Standish Street
Salisbury, Rowan County, North Carolina 28144

Prepared For

Mr. Wayne Stogner
Stogner Architecture, PA
615 East Broad Avenue
Rockingham, North Carolina 28379

Effective Date

March 28, 2012

Job Reference Number

12-218 PB



PRELIMINARY MARKET STUDY SUMMARY

Bowen National Research, a nationally-recognized real estate market research firm, conducted a preliminary market analysis of the proposed subject project and the market's ability to support new development of a mixed-income project at the subject site in Salisbury, North Carolina. Based on the findings contained in this preliminary report, it is our opinion that an adequate market exists for the development of the proposed subject development.

Conclusions/Recommendations

The subject project is expected to offer approximately 162 residential rental units with 80 (49.4%) government-subsidized units and the remaining 82 (50.6%) units targeted to higher-income households. Based on our preliminary analysis of the three rental housing market segments (government-subsidized, Tax Credit, and market-rate) within the defined Site PMA, all of the proposed project attributes can be substantiated and supported by local market conditions. After surveying and evaluating comparable multifamily rental properties within the market and evaluating the potential depth of support from income-appropriate households, it appears that the subject project has been properly structured and should perform well in the Salisbury marketplace.

Site Evaluation

While we did not physically visit the subject site for this preliminary analysis, we evaluated various sources of information relative to the subject site and its neighborhood. Most community services are within 6.0 miles of the site. Crime of the PMA is comparable to national averages and the site has convenient access to public transportation and major roadways. Overall, the site location should contribute to the proposed project's marketability.

Area Demographics

The Salisbury Site PMA is projected to experience positive population and household growth (3.1% each) from 2011 to 2016. Most of the population and household growth over the next five years is expected to be in the older age cohorts (55+ years). Some growth is anticipated in the 25 to 54 year age cohort. The overall projected growth will increase demand for housing in the market.

Economic Trends

It is our opinion that the Salisbury Site PMA's economy is showing signs of a slow recovery (i.e. positive job growth and declining unemployment rates), similar to North Carolina statewide and the nation as a whole. Reports from local economic officials indicate renewed interest in business expansion, relocation, and incentives. With no WARN notices of large-scale layoffs or closures issued yet for 2012 and no signs of negative business activity within the past 12 months, there is reason for guarded optimism in the Site PMA's economic future.

Rental Housing Overview

We identified and surveyed 26 conventional housing projects containing a total of 2,207 units within the Site PMA. These rentals properties have a combined overall occupancy rate of 91.4%, a moderate but stable rate for rental housing in general. A distribution of projects by type follows.

Project Type	Projects Surveyed	Total Units	Vacant Units	Occupancy Rate
Market-rate	14	1,547	183	88.2%
Market-rate/Government-Subsidized	1	98	4	95.9%
Tax Credit	5	232	3	98.7%
Tax Credit/Government-Subsidized	1	40	0	100.0%
Government-Subsidized	5	290	0	100.0%
Total	26	2,207	190	91.4%

Among the surveyed projects, 20 are non-subsidized (market-rate and/or Tax Credit) properties containing 1,840 units. These non-subsidized units are 89.7% occupied. There are 48 additional non-subsidized Tax Credit units under construction in the Site PMA. The remaining six projects contain 367 government-subsidized units, which are 100.0% occupied. The 1,608 market-rate units have an aggregate occupancy rate of 88.4%, while the 232 Tax Credit units are 98.7% occupied. Clearly, the market-rate segment of the overall rental housing market within the Site PMA is the weakest performer, though some of this is attributed to the age and quality of the market-rate product. It is of note, however, that the two newest projects (one Tax Credit and one market-rate), built within the past five years, have a combined occupancy rate of 98.3%. This is a good indication of the market's response to newer housing product.

Demand Estimates

While there are different methodologies that can be used to measure the depth of market support for a project, we have incorporated the capture rate methodology established by the North Carolina Housing Finance Agency (NCHFA) in our demand estimates illustrated below. It is important to note that for the purposes of this analysis we have applied NCHFA's unofficial capture rate threshold of 30% to yield the estimated number of new units the market could potentially support.

Demand Component	Target Market Segment		
	Subsidized (\$0 to \$21,360)	Affordable (\$21,361-\$35,560)	Market-Rate (\$35,560 & Higher)
Net Demand of Eligible Renter Households	2,694	279	396
Maximum Capture Rate	X 30%	X 30%	X 30%
Maximum Unit Potential	808	84	119

Based on the preceding NCHFA-formatted analysis, it appears that the market can support up to 808 new government-subsidized units, 84 new affordable units, and 119 new market-rate units.

West End / Salisbury/ Rowan County
 Selected Population, Housing, Economic and Social Characteristics
 2006-2010 American Community Survey

Subject	West End (Tract 504)		Salisbury City		Rowan County	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Population						
Total Population	3,401	-	33,018	-	136,880	-
Selected Housing Characteristics						
Occupied Housing Units	991	-	12,863	-	52,877	-
Owner-occupied	212	21.4%	7,131	55.4%	37,749	71.4%
Renter-occupied	779	78.6%	5,732	44.6%	15,128	28.6%
No vehicles available (occupied housing units)	209	21.1%	1,219	9.5%	3,272	6.2%
Median home values (occupied units)	\$80,600	-	\$126,700	-	\$125,100	-
Cost of housing (mortgage) as a percent of income is 35% or more (hh)	51	40.8%	1,353	29%	5,844	24.4%
Median Gross Rent	\$666	-	\$662	-	\$634	-
Cost of housing (rent) as a percent of income is 35% or more (hh)	253	34.7%	2,025	39.4%	4,937	37.4%
Selected Economic Characteristics						
Population 16 years and over	2,988	-	26,339	-	107,773	-
In labor force	1,333	44.6%	14,626	55.5%	67,338	62.5%
Percent unemployed	-	22.7%	-	12.2%	-	9.4%
Median household income	\$27,591	-	\$35,871	-	\$43,596	-
With Food Stamp/SNAP benefits in last 12 months (households)	260	26.2%	1,638	12.7%	5,395	10.2%
Per capita income	\$10,775	-	\$21,300	-	\$21,525	-
Percentage of families with income below poverty level	-	30.4%	-	19.7%	-	12.9%
Married couple families	-	14.7%	-	7%	-	5.9%
Families with female householder, no husband present	-	42.1%	-	46.7%	-	39%

Subject	West End (Tract 504)		Salisbury City		Rowan County	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Selected Social Characteristics						
Total households	991	-	12,863	-	52,877	-
Households with one or more people under 18 years	307	31%	4,257	33.1%	18,349	34.7%
Households with one or more people 65 years and over	194	19.6%	3,370	26.2%	13,530	25.6%
Male householder families, no wife present, with children under 18 years	29	2.9%	376	2.9%	1,337	2.5%
Female householder families, no husband present, with children under 18yrs	167	16.9%	1,407	10.9%	3,702	7.0%
School Enrollment – population 3 years and over enrolled in school	1,410	-	8,661	-	33,161	-
Nursery/preschool	31	2.2%	573	6.6%	5.9%	1,959
Kindergarten	0	0%	629	7.3%	6.0%	1,986
Elementary (grades 1-8)	269	19.1%	2,818	32.5%	43.1%	14,302
High school (grades 9-12)	104	7.4%	1,505	17.4%	22.5%	7,458
College or graduate school	1,006	71.3%	3,136	36.2%	22.5%	7,456
Educational Attainment – Population 25 years and over	1,832	-	21,532	-	91,558	-
High School graduate or equivalency	508	27.7%	6,431	29.9%	34.3%	31,394
Percent bachelor's degree or higher	-	13.3%	-	25.1%	-	17%
Percent of pop. 5 yrs and over - English language only spoken at home	-	90.6%	-	89.7%	-	91.8%
Veterans (of civilian population 18 years and over)		5.3%		11.4%		11.2%

CIVIC PARK HOUSEHOLD SURVEY RESPONSES

Education

Have a GED? **17** Have a High School Diploma? **27** College Graduate. **5**

No GED/HS Diploma **11** Do you want a GED? Yes **9** No **2** Some College **17**

Computer: Know how to use? **No (12)** Yes (43) Blank (5)
 Interested in Learning? No (15) **Yes (10)** Blank (35)
 Own a computer? **No (32)** Yes (23) Blank (5)
 Have Internet Access? **No (28)** Yes (18) Blank (14)

Employment

Are you employed? Yes (22) No (38)

If you are currently employed, where are you employed? McDonald's, VAMC, Citigroup, Brightmoor Nursing Home, Autumn Care of Salisbury, Atlantic Coast Home Care, Wal-Mart, Carilion Assistant Living, Salisbury-Rowan Community Action Agency, Brian Center, Taco Bell, JC Penny Warehouse, Safety Taxi, M&R Cleaning, Security Solution USA, Wilco Food Service, Genesis Health Care, Rowan Regional Medical Center

Would you like to own a business? If yes, doing what? Funeral Home, Day Care Center, Mobile Kitchen, Beauty Salon, Home for Troubled Teens (Girls), Family Counseling, Animal Shelter, Catering, Nursing Home, Dance Club, Mechanic Shop, Clothing Boutique, Restaurant, Telecommute (Work from home), Real Estate, Design.

If you could have ANY job you wanted, what would you choose? Retail Sales, Mortician, Dental Assistant, Teacher, Radiologist, Chef, Doctor, CNA, Social Worker/Mentor, Working with Elderly Individuals, Stylist, Day Care Worker, Professional Driver, Pediatric Nurse, Physical Therapist, Cosmetologist, Nursing, Mechanic, Entrepreneur, Clerical, Computer Information Technician, Work from home, Pharmacy Technician, Dispatcher, Computer Information System, Security, Shipping Manager.

What do you feel are your strongest employment skills? People Person, Kind, Reliable, Dependable, Excellent Communication Skills, Work Well with Others, Flexible, Dedicated, Good Worker, Fast Learner, Multitasked, Detailed Person, Computer Literate, Hard Worker, Good Decision Maker, Willingness to Help People, Team Player, Responsible, Honest, Good Math Skills, Ability to Train Co-workers, Patient, Encourager, Self Motivated, Goal Oriented, Good job skills, Ability to serve irate customers, Smart, Patience, determination, friendly, Punctual, Good Work Ethic and Personality, Loyal, Good Attendance, Follows directions well, Experience,

Household Status

Have you applied for or are you receiving: 5 WFFA 41 Medicaid
48 Food Stamps 2 Cash Assistance
7 SSI 6 Disability
11 Rental Assistance Other _____

Support System

Who do you go to for help when you are having problems?

Friends-----32
 No One-----10
 Blank-----8
 Spiritual/Church-----5
 Rowan Helping Ministries----2
 Yes-----2
 Not Often-----1
 FSS Coordinator-----1

What types of assistance do they provide? (I.e. emotional support, money transportation, emergency daycare services etc.)

Emotional Support-----29
 Transportation-----28
 Money-----27
 Day Care Services-----19

Do you receive support from social service agencies?

Yes-----30
 No-----24
 Blank----6

If yes, which ones? DSS, Rowan County Health Department, Rowan Helping Ministries

Do your children participate in school activities, clubs or programs?

Yes---20 No---20 **Blank---6** **Sometimes---2** **No children---7** **Young Children---5**
 One no answer gave reason being no transportation

If yes, which ones? YMCA, Church/Club, Swim Team, Boy Scouts of America, Girl Scouts of America, Choir and Praise Team

Health

Do you have health benefits or medical coverage for yourself? Yes---34 No---20 Blank--6

Do you have health coverage for your family? Yes---35 No---12 Blank---12 N/A---1

If yes, what type of coverage?

Medicaid--35

Medicare/Medicaid-3

Medicaid/Blue Cross Blue Shield---1

Blue Cross Blue Shield---3

United Health Care---1

Blank---13 None---4

Transportation

Do you have a valid driver's license? Yes---35 No---25

Do you own a working car? Yes---25 No---32 Blank---3

I ride the City Bus___times per month?

0x's---2

1x-----9

2-3x's-1

2x's---2

3x's---3

4x's---2

5x's---2

6-7x's---1

7x's-----1

8x's-----2

10x's---3

12x's---1

15x's---1

31x's---1

35x's---1

Many----1

How would you improve the City Bus Services?

- Schedule more than one bus per hour
- More frequent stops
- Stop going to Depot so much
- Bigger Aisles
- Run all night at least until 12am
- Decrease fare to .50c
- Operate during second shift hours
- Longer hours of operation
- Be on time in hot/cold weather
- Schedule more busses for quicker pick ups
- Schedule stops every 30 minutes and go longer distances
- Run more often and later to more locations
- Stop every 30 minutes

- Increase hours of operation and routes

- Be on time

How has transportation prevented you from attending training/school or maintaining employment?

- No money for car repairs
- Distance to job
- No dependable means of transportation
- Have to call someone to pick me up
- No gas
- No dependable car
- Prevented daughter from taking night classes
- No money for gas/bus fare
- Had to drop a class
- Bus does not run long or far enough

Childcare

Do you currently have childcare services?

Yes---6

No---42

Blank---9

N/A---3

What are your problems with child care?

- Can't afford to pay child car and bills
- Time schedule and affording care
- No Child care center in neighborhood
- DSS wait list is too long
- Family provides child care with pay

Child care centers are not open early enough

Do you need after school care for your children?

Yes---10No---38

Blank---7

N/A--5

If you worked odd shifts, would you need childcare?

Yes---20No---22

Blank---12

N/A---5

Maybe--1

Social Activity/Recreation

Do you have any hobbies, play sports, or belong to any clubs, churches, etc.?

Yes-26 No—28 Blank—6

If yes, what are they? YMCA, Play Baseball, Church, Gym, Sing, Babysitting, Reading, Listening to music, Puzzles, Swimming, Walking, Love Christian Center, Mt. Zion, Go to the Park, Exercise, Surf the Internet, Shopping, Boy Scout and Girl Scouts

Goals

What changes would you like to see in your life 3 months, One Year and Five years from now?

Enroll in School	Save Money	Be Self Sufficient	Start Mobile Kitchen
Better Paying job	Live Healthier	Purchase Car	Improve Credit
Job Stability	better life skills	Stress Free	Loose Weight
Better Neighborhood	Have a husband	Get GED	Take CAN Classes
Graduate from college	Pay Judgment	Off Medication	Ask for Help
Start Youth Program	Get Business License	Purchase Computer	Personal Insurance
Retirement	Drivers License	Open Child Care Center	Move out of Public
Housing	Work in personal field of study		Obtain Asso-
ciates Degree/Bachelors			
Purchase Household Appliances			
Owning Successful Business			
Complete vocational training			
Complete MBA in Counseling			
Become Family Counselor			
Get daughter ready for college			
Learn how to use the computer			

What services or special programs, would you like to see in your neighborhood?

Before and afterschool Programs	Designated parking
Parenting Classes	Bigger closets
Job Skills Program	Steps on opposite side of apartment beside
GED Class	Washer and Dryer hookups
Day Care Center (let parents work)	Standard size stoves, no mini stoves
Playground	Cable hookups on shortest wall
After school activities	Walking Trail
Something for teenagers	Dentist Office on site or 3 to 6 month
Playground	Doctors onsite for men and women
After school tutoring for disabled/adults	Basketball goals
Adult Activities (while kids are in school)	Swimming Pool
Food/Clothes Bank	Nutrition Site

Sports Equipment
 Fun programs for kids
 Tutoring Program
 Women Program
 Wellness Program
 Disabilities Program
 Support Group
 Teens with kids
 Absentee Father
 Senior Citizen Program
 Big Brother Big Sister Program
 Summer Program/Camp
 Small Business Classes

Schools closer to apartments
 Gym
 Child Care Center onsite with no waiting list
 Community Center with fax, computers
 Laundry Service
 Study Hall
 Safe place for kids to play outside
 More police protection
 Train residents to care about apartments
 Recreational activities for all ages
 Park
 Homeownership program
 Transportation Service
 Back Yard Fenced in/Privacy Wall

Obstacles

Everyone experiences obstacles in their life. Some obstacles come from the outside world while some come from within us. Some obstacles we can control and some we cannot. ***Please check which of these you need help with.***

Outside Obstacles:

13--affordable, quality childcare, including sick childcare
 32--reliable, affordable transportation
 14--clothing for employment
 8---legal resources
 14--nutritious food
 35--good-paying area job

Obstacles from within:

11--problem solving skills
 10--time-management
 27--money management
 10--family/home skills
 8---parenting skills/support
 14--communication skills
 7---vocational insights (who or what do I want to be?)
 15--education or work experience
 12--mental or emotional issues
 9--developing support from family and friends
 1---other ----no financial support

Other Obstacles:

- 1----Bankruptcy 13--Too much debt
- 14--Bad credit 3----Loss of benefits
- 5---- Other-----Not enough credit
 - No job
 - Not enough money
 - Need to save money
 - No credit

*There are 72 units in the Civic Park Community.
There were 2 vacancies at the time of this survey.
60 out of 70 resident families completed the survey.
Twenty-three of the residents who completed the surveys have an email address.

Civic Park Plan : Alignment with Resident Concerns

Civic Park residents helped identify the shortcomings and issues regarding current housing that should be addressed in the replacement plan.

Needs & Concerns of Residents	How Concerns have been Addressed in the Housing Plan
Community center on-site	The community center is a central feature in the plan. Overlooking a central green and playgrounds, the building will be designed to accommodate resident meetings and other gatherings. Amenities may include a kitchenette, dining area, computer center and flexible office space to provide a range of social and health services on-site.
Safe places for children to play	Multiple play areas are located near the center of the community where they can be easily seen from front porches of units and from the community center. A site is also reserved on the plan for future construction of an early childhood education center.
Better parking, including off-street parking	Adequate parking for both residents and guests is provided in several off-street parking areas, supplemented with some on-street parking on streets designed to accommodate parking.
Group units of the same size as much as possible	In the larger buildings fronting Brenner Avenue, same-sized units are stacked on three floors with elevator access to all upper-level units. Similar house-type units are grouped elsewhere in the development.
Appropriately-located bathrooms (currently the bathrooms in 2-story units are located on the upper level)	Most individual units are on one level. Two-story units will include bathrooms on both levels.
Accessibility for elderly, disabled and children	Most units are one-level units, with elevator access if the unit itself is on the 2nd or 3rd story of a larger building. The required percentage of ADA handicap-accessible units will be included. These units will be designed to accommodate wheelchair turn-around/maneuverability with wider doorways and other modifications.
Split bedroom plans	Most two- and three-bedroom units feature split floor plans.
Gathering places for events, birthday parties, etc. (indoor & outdoor)	Park areas and the community center offer places for community events and social gatherings.
Bedrooms with some physical separation from outdoor play areas	Play areas are located toward the center of the development with units facing them.
Porches or other personal outdoor space	Many of the units feature covered porches or balconies.
Adequate laundry facilities	All units will include a laundry room with washer and dryer hook-ups.
Larger, more accessible closets	All units feature walk-in closets in one or more bedrooms.

West End Transformation Plan Neighborhood Opinion Survey



Residents and Other Stakeholders: Your responses to the following questions will help set priorities for future investments in the neighborhood and shape the overall direction of the transformation plan. Thank you for your participation!

1. Do you currently live in the West End? YES or NO If so, how long have you lived there? _____
2. Do you own, or rent, your home? Own Rent
3. If you are not a current resident, did you grow up in West End or do you have some other similarly strong personal connection to the area? YES or NO
4. If you are a current resident of West End, what is your employment status?
 Employed (full or part-time) Student Unemployed Retired or Disabled
5. What is your favorite thing about the West End? What makes it unique? What should be preserved?

6. Of the following types of programs and services, what do you think are the most important areas to focus on in order to achieve the goal of transforming West End?
 (Select five)
 Early Childhood Education Programs
 After-School / Youth Programs
 Career Training / Community College Classes
 Home Repairs / Rehabilitation
 Financial Literacy and Budgeting Classes
 Small Business Start-Up / Assistance
 Health and Wellness Services / Screenings
 Assistance for Senior Citizens, Elderly and Persons with Disabilities
 Other _____
7. If you had to choose just one of the above to focus on, which would you choose and why?

8. In your opinion, what are the most important types of improvements needed to enhance West End quality of life and residents' overall satisfaction with the neighborhood?
 (Select five)
 Parks / Recreation Programs
 Access to Public Transportation
 Sidewalks / Greenways
 Street Lights
 Unoccupied buildings and lots
 Crime Prevention
 Arts / Cultural Activities
 Code Enforcement (overgrown weeds, junked vehicles)
 Housing Conditions (boarded-up homes, broken windows, etc.)
 Economic Development / Access to Jobs and Services
 Other _____

9. Name one thing that could be done right away to improve a condition in the neighborhood. Please be as specific as possible.

10. What kinds of retail businesses or services would you like to see in the West End?

(Select five)

- | | |
|--|---|
| <input type="checkbox"/> Hardware store | <input type="checkbox"/> Book store |
| <input type="checkbox"/> Farmer's market | <input type="checkbox"/> Exercise studio |
| <input type="checkbox"/> Hair care | <input type="checkbox"/> Clothing / Consignment store |
| <input type="checkbox"/> Bank | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Sandwich shop | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Laundry / Dry cleaner | |

11. What kinds of government or public facilities would you like to see in the West End?

(Select four)

- Bill pay center
- Community center / resource center
- Fire station
- Police station
- Medical clinic (serving Medicaid recipients and uninsured)
- Other _____

12. On a scale of 1 to 10, how satisfied are you with current living conditions in the West End?

1 2 3 4 5 6 7 8 9 10
 Low Level of Satisfaction ←————→ High Level of Satisfaction

13. What is your level of confidence that the West End Transformation Plan will result in substantial improvements in living conditions and outcomes for residents?

1 2 3 4 5 6 7 8 9 10
 Low Level of Confidence ←————→ High Level of Confidence

Your Name _____

Address _____

City/State _____

Phone # _____

If you would like to sign up to receive future updates and meeting announcements by email about the West End Transformation Plan, please provide an email address below. Your email address and other contact information will not be disclosed to other parties.

Email address: _____

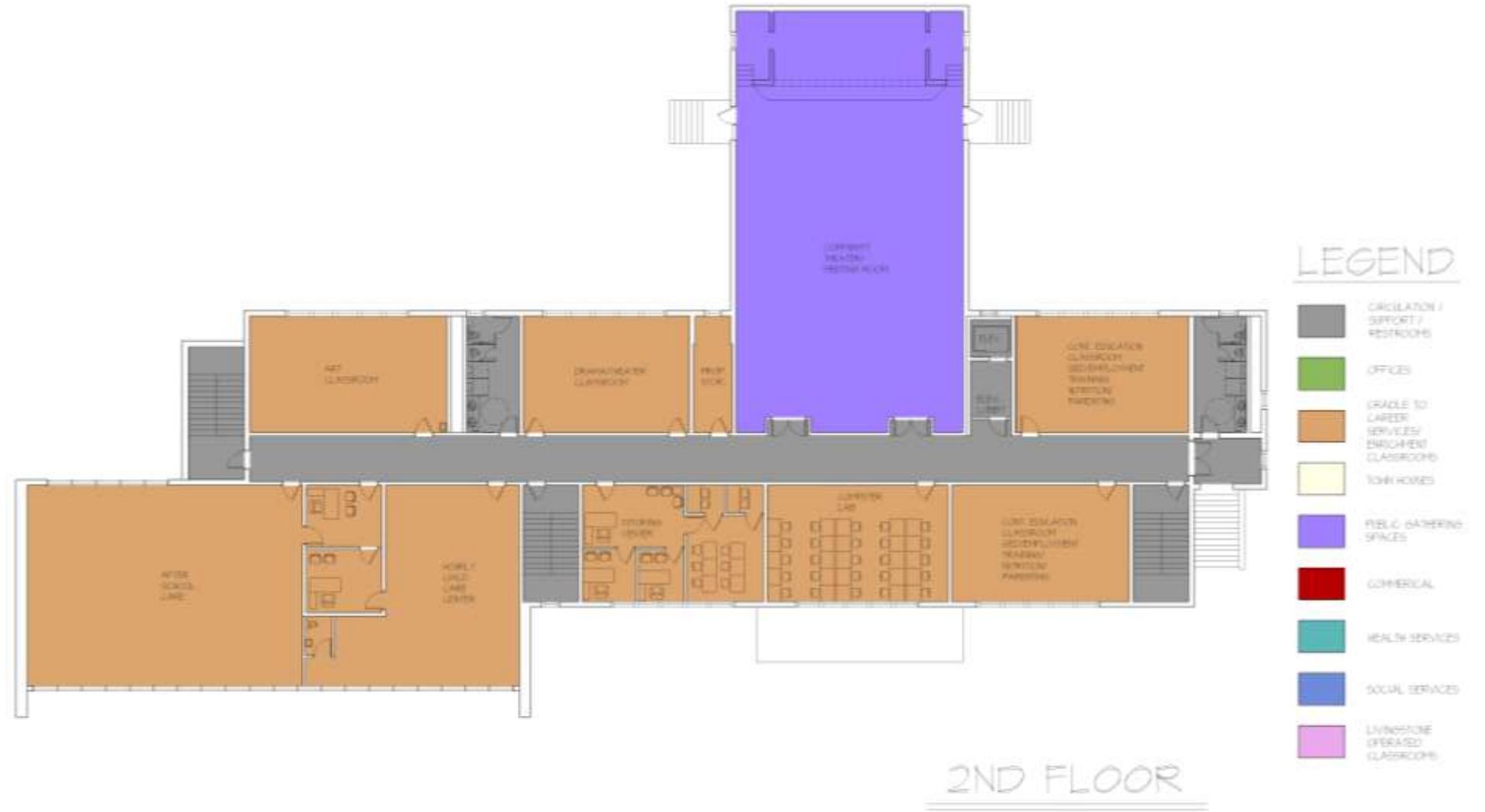
Please mail completed survey to:

City of Salisbury, Community Planning Services, PO Box 479, Salisbury, NC 28145-0479

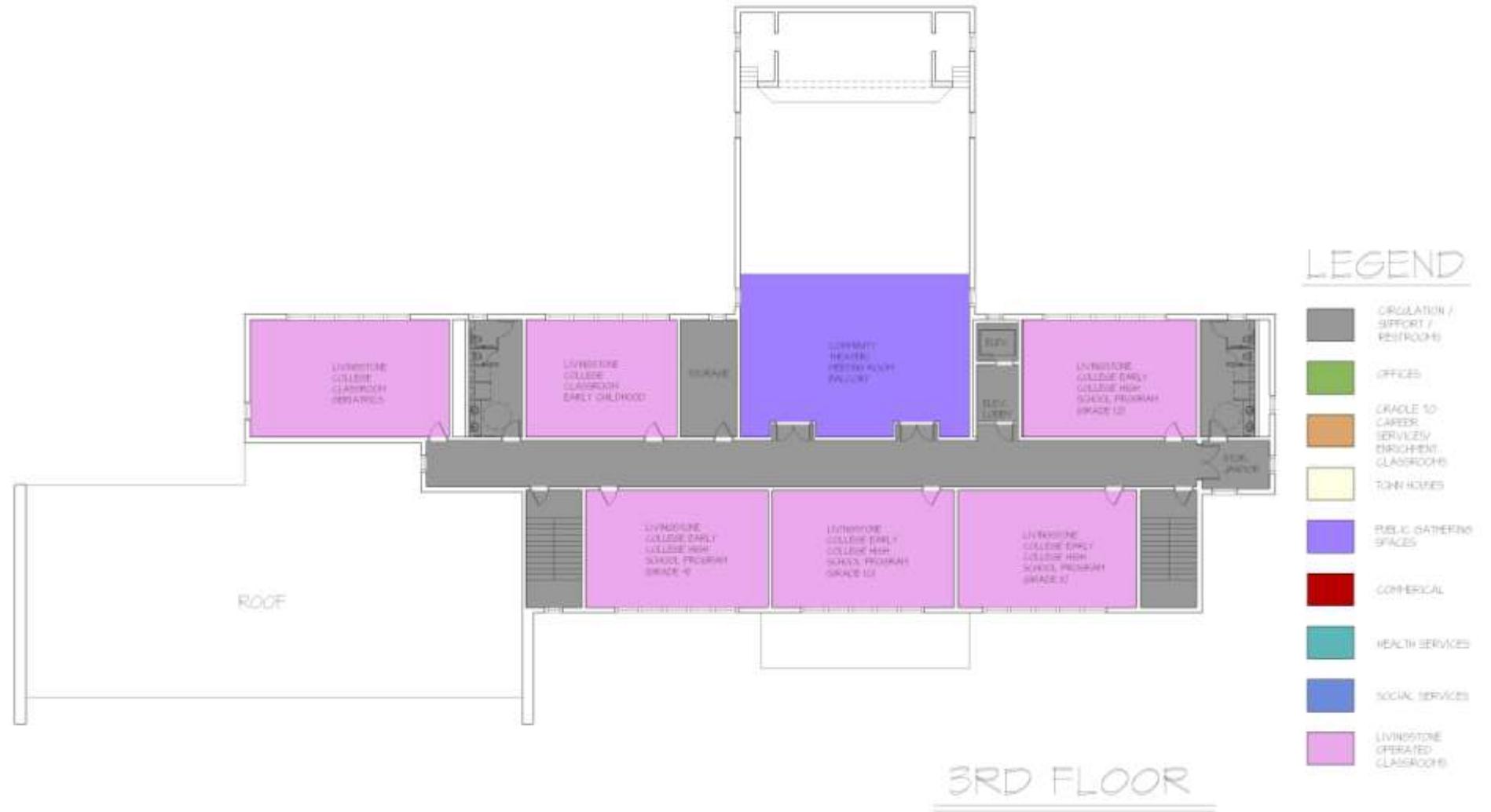
Completed surveys may also be dropped off in person:

West End Business & Community Center (Salisbury Community Development)
 1400 W. Bank Street

Duncan / Monroe Street School
 Building and Site Analysis
 2nd Floor



Duncan / Monroe Street School
 Building and Site Analysis
 3rd Floor



Duncan / Monroe Street School
Building and Site Analysis
Site Development Concept

