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ATTACHMENT 1

Questions Raised by Council Members on January 14, 2002

1. Where do we stand on improving lighting?

Comment: On February 11, 2002 we submitted a report to the Council explaining new lighting improvements in the neighborhood. We reported that as a result of surveys conducted by Public Works and the Police Department, orders for ten new light poles and fixtures and repair orders for nine non-functioning fixtures were forwarded to Duke Power. As of January 22, 2002, all repairs requested of Duke Power had been performed. Duke Power anticipates that the new street lights would be installed by March 15, 2002.

2. Has the Town considered the realignment of the Sykes-Whitaker intersection?

Comment: This project was previously considered as part of the Town's old Community Development program in the 1980's. We recommend that the Sykes Street Steering Committee continue to work with the residents of the Sykes Street area to determine the intended goal of the realignment of this intersection. If eliminating loitering in this area is the goal, we believe that realigning the intersection may not improve the problem. We recommend that we also consider other ideas for this area including traffic calming measures or a community garden. If the Council would like to fund this project, it could be considered during the 2002-2003 Community Development budget process.

3. Will the reassigned position in the Police Department help with problems in the Sykes Street area?

Comment: We believe that the new position will help address some of the problems in the neighborhood. In the fall a sergeant position was reassigned to the Northside neighborhood to serve two principal functions: (1) to supervise the patrol officers assigned to Northside; and (2) to develop a youth outreach program that would enhance educational, economic, cultural and social opportunities for the youth of Northside and the Town's public housing communities. In addition, a second officer has been assigned to assist in more short-term projects that include athletic competitions, mentoring programs, and other programs for youth and adult neighborhood residents. These officers will coordinate their functions and programs with those already in existence in our recreation centers, schools and other community agencies.

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4. Are there any grants that the Town could apply for to saturate the area with Police and increase Police presence in the neighborhood?

Comment: The Police Department is researching all available grants that might help the Town pay for more officers. However, we note that most grants, such as the Community Policing grants, are provided through the U.S. Department of Justice, and the President's proposed federal budget recommends a 48% decrease in funding for the COPS office, the program responsible for funding Community Policing Grants. The reduction includes the elimination of the law enforcement hiring grants.

5. Why were sidewalks not a priority in this report?

Comment: In the report presented to the Council on May 21, 2001, the students noted that three-quarters of the survey respondents stated that more sidewalks were needed in the neighborhood. The only existing sidewalks in the area are along the southeastern boarder from Hargraves Center north to Mitchell Lane. In the survey, the residents voted for sidewalks on Sykes Street, Gomains Avenue, Nunn Street and Craig Street. The sidewalks currently identified in that report have been placed on the Town's master list of needed sidewalk improvements. However, these sidewalks did not rank as high on the list compared to other Town-wide needs. This list uses a ranking system to evaluate project as a general guide. The list and other feasibility criteria are used to make annual recommendations to the Council on projects to be funded. Other feasibility criteria evaluated include:

- Significant safety issues;
- Recognition of fiscal restraints;
- Reasonableness of costs compared to benefit attained;
- Efficient coordination of resources when other construction projects are underway;
- Consideration of prior commitments;
- Contributions of funds from an outside source to help defray costs;
- Distribution of funding throughout the Town; and
- Most efficient balance of use of Town forces and outside contractors.

We recommend that we continue to discuss the issue of sidewalks with residents of the area and the Sykes Street Steering Committee to inform them of potential right-of-way issues. The Council could consider budgeting Community Development funds to construct sidewalks in the area during the 2002-2003 Community Development budget process.

6. What can be done about the foot traffic between the Sykes Street area to Baldwin Park and Carrboro?

Comment: In the May 21, 2001 report, the students reported that survey results determined that residents were concerned about pedestrians cutting through Baldwin

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Park on Bynam Street and from Bynum/ Craig through to Sunset and Nunn Streets. Residents also reported drug activity and trespassing through yards from Sunset Drive through Bynam and Craig near the entrance of Baldwin Park. The report recommends that because the area is too small for surveillance by car, the Town should consider other ways of reducing pedestrian traffic such as planting thorny bushes and shrubbery.

The survey also determined a similar problem with pedestrians cutting through from the Town's public housing community on Craig Street to North Roberson Street near the Hargraves Center. The report suggested that the Town consider constructing a fence or thorny bushes in this area to block pedestrian traffic.

Recommendations and Suggestions from the January 14, 2002 Student Report

- 1. The Town should increase Police coverage in the neighborhood through foot patrols and more frequent use of the substations. Loitering and drug activity are major problems.**

Comment: Currently seven patrol officers and four narcotics officers are assigned to the Northside community. Two of the seven patrol officers are assigned principally to the outreach programs described in question number three above. One patrol officer is assigned principally to neighborhood revitalization programs. Together with community agencies such as EmPOWERment and the Orange Community Housing and Land Trust this position has helped to improve at least eight residential properties in the past three years. This officer is also involved in lighting and neighborhood improvement projects. He is also the Department's liaison with landlords and property owners in matters dealing with nuisance abatement and tenant problems.

The officer is currently working with the owners of five vacant properties in the Sykes Street area to determine whether the structures can be upgraded, transferred to community agencies, or in some cases, demolished. He is also actively working with property owners to educate them on how to prevent unruly tenants from disrupting or damaging the property.

Eight officers have been assigned to a task force since November of 2001. This task force has been responsible for over 160 criminal arrests and over 3,500 hours of patrolling in Northside. The task force provides twelve hours of coverage, six days per week. Most of these hours are at night and in the early morning hours when the majority of problems occur. The majority of these hours are provided via foot patrols to enhance the opportunities for face-to-face contact. Daytime patrols are provided by officers assigned to the downtown areas though these patrols are not restricted only to the Northside neighborhoods. Because these patrols cover districts of up to two square miles most of these patrols occur in cars. To provide daytime coverage equivalent to that provided by the task force would require an additional eight officers. Additional

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officers would also provide sufficient resources to staff the neighborhood substations on a more consistent basis.

The task force patrols are directed at problems such as loitering, drug activity and other nuisance issues such as noise, littering and illegal parking. Task force members also coordinate their enforcement tactics with the Department's court liaison officer in an attempt to keep the same people from returning to the neighborhood after being arrested. While this has met with some success officers still report arresting some of the same violators in the same areas on a regular basis.

The officers also share the frustrations of many residents at the limits to the enforcement authority available to the officers. Many nuisance acts, such as loitering, are often not illegal. Violators can be moved along but these violators are aware of the limitations faced by officers. Officers also keep property owners informed of any illegal activities occurring on their property. When permissible by law, owners who knowingly allow illegal activities to occur on their properties are prosecuted along with the violators.

2. The Town should implement a landlord education and licensing program.

Comment: Consideration of a rental licensing program is currently under consideration. The Council is scheduled to consider implementing a proposed rental licensing ordinance on March 25, 2002. If a rental licensing program is approved by the Council, we would develop educational materials about the program and enforcement. In addition, we would also recommend working with the Triangle Apartment Association to develop a landlord /tenant education program.

3. A full time community organizer is needed.

Comment: EmPOWERment, Inc. is currently researching grants that would fund a full-time community organizer.

4. Community Watch signage should be increased.

Comment: EmPOWERment has recently purchased and intends to display Community Watch signs on owner- and renter-occupied properties renovated by EmPOWERment throughout the Northside neighborhood.

5. The Town should work to improve housing conditions in the area.

Comment: We intend to continue working with the Orange Community Housing and Land Trust and EmPOWERment to purchase and renovate housing in the area to create more permanently affordable homeownership opportunities. We will also continue to remove or improve dilapidated houses in the community. We have currently identified two dilapidated houses in the Sykes Street area. We have notified the owners that their

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properties are in violation of the Town's Minimum Housing Code. Since January we have also implemented a program to remove dilapidated cars Town-wide. We have identified owners of sixteen dilapidated cars; to date four of the owners have removed the cars from their property. We are following the legal steps to have the remaining cars improved or removed. We intend to continue to use a combination of Community Development Neighborhood Revitalization Funds, the Housing Loan Trust Fund, and the recently approved Revolving Acquisition Fund and code enforcement to improve housing conditions in the area.

6. The Town should increase awareness about Community Policing Programs.

Comment: The Police Department is committed to working with area residents to enhance the Community Watch initiatives and to spread the positive impacts of the program throughout the entire community. The Police Department is committed to reviewing each recommendation and suggestion raised in the reports and working with the residents to ensure that the Sykes Street neighborhood and Northside once again become a vibrant, safe and livable community.

7. EmPOWERment, Orange Community Housing and Land Trust and the Town should work together to identify neighborhood leaders and give them leadership roles on the Steering Committee.

Comment: We will continue to work with the organizations mentioned above to increase resident participation in the Steering Committee's activities.

SUMMARY OF RECOMMENDATIONS, ACTION TO DATE AND FUTURE PLANNED ACTION

Report Recommendation	Follow-up Agency	Activities to Date	Future Planned Action
1. Town sponsored neighborhood planning initiative	Town of Chapel Hill	On November 17, 2001, the Town and the Steering Committee sponsored a neighborhood visioning project for Sykes St. residents. Recommendations from this event are included in the student report.	We will continue to work with the Steering Committee to implement recommendations raised at the November meeting. A second visioning project is scheduled for March 2, 2002.
2. Strengthening the Northside Neighborhood Association	Northside Neighborhood Assoc., EmPOWERment City and Regional Planning students	EmPOWERment and the Land Trust have collaborated in efforts to recruit residents to become active participants in community building projects and initiatives	Students will continue to work with neighborhood groups to identify concerns about the area.
3. Build relationships with the Resident's Council	Northside Neighborhood Association	A representative from the Resident's Council has been regularly attending the Sykes Street Steering Committee meetings.	We will continue to involve the Resident's Council in the Steering Committee's and other activities in the area.
4. EmPOWERment, Inc. support for community building activities and leadership development	EmPOWERment	On August 7, 2001 EmPOWERment co-sponsored a National Night Out event that included an open house for a house it renovated 613 Sykes Street. On October 27, 2001 EmPOWERment sponsored an open house for 501 Sykes St. and a block party for residents.	EmPOWERment continues to sponsor community events and is an active member of the Sykes Street Steering Committee.
5. Implement pending proposals to reconfigure Police Patrols to increase community contact	Town of Chapel Hill (Police)	New system has been implemented assigning officers to specific districts with a community contact focus.	The Police Department intends to continue this practice for several months. The Department also hopes to establish bicycle patrols in the neighborhood.

Recommendation	Follow-up Agency	Activities to Date	Future Planned Action
6. Organizing residents to hold block-by-block house meetings	City and Reg. Planning students	Students are in the process of planning topics for the block meetings.	Action to be carried out in the Spring 2002.
8. Implement an environmental design program. (Environmental design programs shape physical communities' environments to deter crime, increase pedestrian and motorist safety. For example installing lighting, fencing, and landscaping to keep pedestrian traffic out of a dark and isolated area.)	Town of Chapel Hill (Planning, Police)	A security fence was installed on Nunn Alley. Additional street lighting on Sykes Street and other areas in the Northside neighborhood has been installed.	The Steering Committee will work with Parks and Recreation, Housing and the Police Departments to identify other areas where environmental design projects can be undertaken.
9. The Northside Neighborhood Association should educate residents about affordable housing	Northside Neighborhood Association, EmPOWERment	The Northside Neighborhood Association and EmPOWERment have had some discussion with residents about a proposed single family overlay zone to restrict the number of unrelated persons that can live in a house. The organizations will continue to discuss the issue with residents before returning to the Town to continue to discuss the idea.	Action to be carried out by the Northside Neighborhood Association. Affordable housing could be a topic for an upcoming block meeting currently being organized by the Planning students.
10. EmPOWERment and Orange Community Housing and Land Trust should coordinate homebuyer education counseling programs	EmPOWERment and Orange Community Housing and Land Trust	EmPOWERment and Orange Community Housing and Land Trust continue to sponsor separate homebuyer classes.	Action to be carried out by EmPOWERment and Orange Community Housing and Land Trust.

Recommendation	Follow-up Agency	Activities to Date	Future Planned Action
<p>11. The Town should consider other affordable housing options, such as rental housing preservation before purchasing homes in the neighborhood</p>	<p>Town of Chapel Hill (Planning)</p>	<p>We have previously provided funds to EmPOWERment to create a rental opportunity in the Northside neighborhood. However, Council action to date has focused on creating homeownership opportunities. The Council has chosen to place 501 and 503 Sykes Street in the Land Trust. In addition, a Revolving Acquisition Fund established in January is for creating homeownership opportunities.</p>	<p>We do not have immediate plans to develop rental housing opportunities in the Sykes Street area. The Council could choose to fund rental projects; however, we believe that homeownership opportunities could be a tool for improving the area.</p>
<p>12. Recommendations based on resident input for sidewalk installation should be included in the annual facilities construction plan to be approved in Fall 2001.</p>	<p>Town of Chapel Hill (Planning)</p>	<p>Sidewalk recommendations have been added to the Town's master list of needed sidewalk improvements.</p>	<p>The Council could budget 2002-2003 Community Development Block Grant funds to construct sidewalks in this area during the budget process currently underway.</p>
<p>13. Town staff should assess options for improving the intersection between Nunn, Sykes, Whitaker and Graham Streets to improve traffic flow and discourage loitering.</p>	<p>Town of Chapel Hill (Engineering, Planning)</p>	<p>We have discussed this recommendation and we suggest that we work with the residents of the Sykes Street area to identify the problems and determine if realignment is the best alternative for making improvements in this area.</p>	<p>We will continue to discuss the realignment with residents of the Sykes Street area and the Steering Committee.</p>
<p>14. The Town Council should approve the pending greenway improvement proposal as part of the 2001-2002 CIP to make improvements along the Tanyard Branch of Bolin Creek.</p>	<p>Town of Chapel Hill (Parks and Recreation)</p>	<p>Funds for Greenway improvements may be decreased due to Town budget cuts.</p>	<p>When additional CIP funds are available, improvements to Tanyard Branch could be considered.</p>

Recommendation	Follow-up Agency	Activities to Date	Future Planned Action
<p>15. Provide community residents with information to minimize safety concerns</p>	<p>Town of Chapel Hill (Police)</p>	<p>Representatives from the Police Department regularly attend Community Watch meetings. In addition, security monitors have been assigned to Hargraves Center for increased security.</p>	<p>The Police Department plans to continue attending Community Watch meetings and use of security monitors at the Hargraves Center.</p>
<p>16. Increase Hargraves staff capacity to conduct community outreach efforts</p>	<p>Town of Chapel Hill (Parks and Recreation)</p>	<p>Programs held at Hargraves Recreation Center this year include GED preparation classes, adult computer classes, lifeguard training and employment for teens, a Friday night basketball program for children ages 9 - 18, cheerleading class, teacher workday activities, field trips with teens, a college workshop for parents and their children, and an HIV/AIDS Workshop for teens.</p>	<p>The Parks and Recreation Department plans to sponsor a study hall for children on Monday nights, and start a second basketball program for 6-18 year olds soon.</p>
<p>17. There should be increased Police coverage in the neighborhood through efforts such as foot patrols and use of the sub-station.</p>	<p>Town of Chapel Hill (Police)</p>	<p>Since November 2001, an 8 officer task force has supplemented regular Northside patrols.</p>	<p>The Police Department is researching all available grants that might help the Town pay for more officers for this area.</p>
<p>18. The Town should develop a landlord education and licensing program.</p>	<p>Town of Chapel Hill (Inspections / Planning)</p>	<p>On January 23, 2002 the Council held a public hearing on a proposed rental licensing program. The Council is scheduled to consider adopting a program on March 25, 2002.</p>	<p>If a rental licensing program is approved by the Council on 3/25/02, the program could be in operation by January 2003.</p>
<p>19. There is a need for a full time community organizer.</p>	<p>EmPOWERment, Inc.</p>	<p>EmPOWERment is in the process of developing a grant application to fund this position.</p>	<p>EmPOWERment expects to hire a full time community organizer in 2002.</p>

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ATTACHMENT 3

AGENDA #7a

MEMORANDUM

TO: Mayor and Town Council
FROM: W. Calvin Horton, Town Manager
SUBJECT: Report on the Sykes Street Project
DATE: January 14, 2002

The purpose of this memorandum is to transmit to the Council a report prepared by students from the University of North Carolina Department of City and Regional Planning on activities that have taken place in the Sykes Street area during the fall (please see Attachment 1). The students have been working with representatives of the Town, EmPOWERment, Inc., Orange Community Housing and Land Trust, and neighborhood representatives to continue efforts in the Sykes Street area that began in January 2001.

The attached resolution would express the Council's appreciation to Dr. William Rohe and the five students of the UNC Chapel Hill Department of City and Regional Planning who worked on this project.

BACKGROUND

On January 8, 2001, the Council adopted a resolution authorizing the Town to participate in and provide technical assistance and staff support in an advisory capacity to develop an Action Strategy for the Sykes Street Area. The Orange Community Housing Corporation, EmPOWERment, Inc., the Community Land Trust in Orange County, neighborhood residents and the University of North Carolina Department of City and Regional Planning class of Dr. William Rohe also participated in this process. The Council agreed to provide \$500 of Community Development funds for class expenses related to the project.

On September 24, 2001, the Council endorsed the Sykes Street Action Plan presented to the Council on May 21, 2001, and authorized the Town's continued participation in implementing a plan for making improvements in the Sykes Street neighborhood.

DISCUSSION

The attached report provides a description of the Committee's activities that took place during the fall semester and identifies recommendations and next steps for future activities in the Sykes Street area.

A third group of students will continue to work on this project during the spring 2002 semester. We recommend that the Council receive and refer this report to the Manager. We would return

to the Council with a recommendation on how to implement suggestions identified in the report and with a proposed work plan for the spring 2002 semester.

MANAGER'S RECOMMENDATION

We recommend that the Council receive and refer this report to the Manager. We also recommend that the Council adopt the attached resolution expressing appreciation to Dr. William Rohe and the five students of the UNC Chapel Hill Department of City and Regional Planning that worked on this project.

ATTACHMENTS

1. Map of Sykes Street Study Area (p. 4).
2. Report from UNC Department of City and Regional Planning Students (p. 5).

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A RESOLUTION TO EXPRESS APPRECIATION TO DR. WILLIAM ROHE, MATT BARNES, JOHN BULLOCK, ERIN CROSSFIELD, CARRIE MOWRY AND JESSICA TREAT OF THE UNC CHAPEL HILL DEPARTMENT OF CITY AND REGIONAL PLANNING (2002-01-14/R-12a)

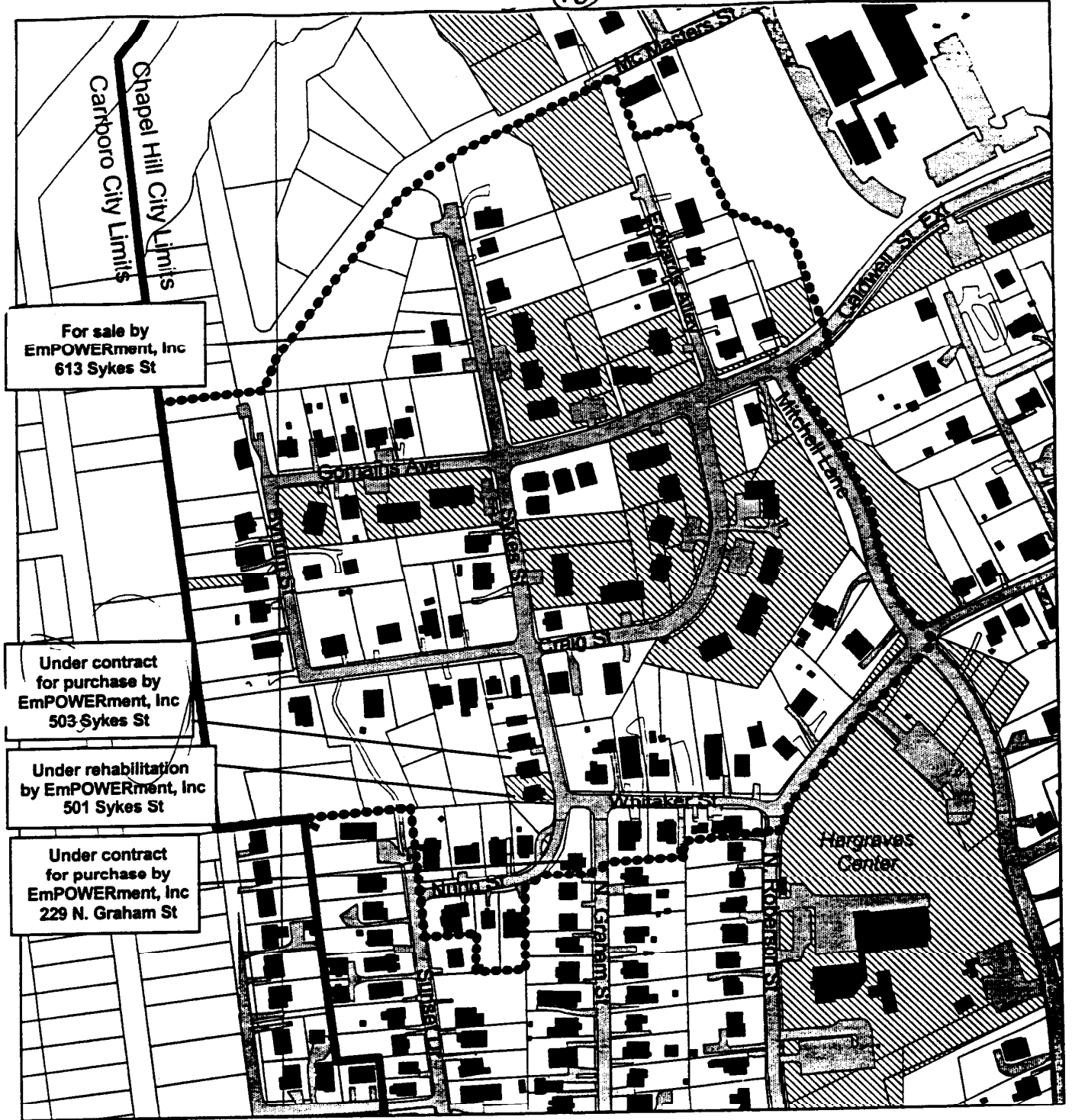
WHEREAS, on January 8, 2001, the Council adopted a resolution authorizing the Town to participate in a process to develop an action strategy for the Sykes Street area of the Northside neighborhood; and

WHEREAS, Dr. William Rohe organized a class of UNC Chapel Hill Department of City and Regional Planning Master's students to work on the Sykes Street Action Strategy during the Fall 2002 semester; and

WHEREAS, under Dr. Rohe's direction, the students strengthened community involvement and organized a community clean up and a neighborhood visioning project, and developed recommendations to improve the quality of life in the Northside neighborhood;

NOW, THEREFORE, BE IT RESOLVED by the Council of the Town of Chapel Hill that the Council expresses its appreciation to Dr. William Rohe, Matt Barnes, John Bullock, Erin Crossfield, Carrie Mowry and Jessica Treat for their assistance and leadership with the Sykes Street Project.

This the 14th day of January, 2002.

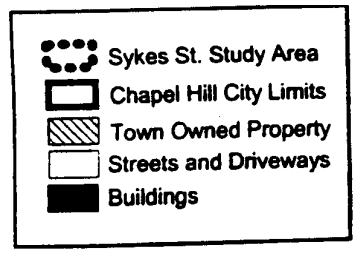


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Sykes Street Study Area for Action Strategy

January, 2002

A Partnership among Orange Community Housing Corp., EmPOWERment Inc., Community Land Trust in Orange County, Neighborhood Residents, the UNC Department of City and Regional Planning, and the Town of Chapel Hill.



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Organizing Community Action in the Greater Sykes Street Area

By:

Matthew Barnes

John Bullock

Erin Crossfield

Carrie Mowry

Jessica Treat

University of North Carolina at Chapel Hill
Department of City and Regional Planning
Techniques in Neighborhood Revitalization
Professor William Rohe

January 14, 2002

Executive Summary

The Sykes Street Steering Committee was established in December of . Its purpose is to provide comprehensive solutions for the problems facing the Sykes Street area, the western part of the Northside neighborhood. The Steering Committee includes representatives from various Town Departments, nonprofits, and community members. Students from the Department of City and Regional Planning at UNC have acted as working staff members of the Steering Committee.

The Sykes Street community spoke out in November and their three primary concerns were the loitering and drug activity that takes place regularly, the lack of police presence and response to the loitering and drug activity, and poor property management and upkeep by some landlords in the neighborhood. These sentiments were expressed at a community wide visioning event, attended by over 30 people at the Northside Senior center on Caldwell Street on November 17, 2001.

Primary suggestions for solutions to the issues by the residents at the visioning event were:

- 1) Increased police coverage in the neighborhood through efforts such as foot patrols and use of the sub-station. Residents feel that loitering and drug trafficking are still a major problem in the neighborhood. An increased police presence could help reduce these problems. The Steering Committee recommends that a panel of residents and the police department should be responsible for spearheading this effort.
- 2) The need for a landlord education and licensing program. Some landlords in the Sykes Street neighborhood do not properly manage their rental properties and some tenants do not know their rights as renters. The Steering Committee recommends that a panel of residents and the departments of inspections and housing should be responsible for spearheading this effort.
- 3) The need for a full-time community organizer. Resident involvement in neighborhood activities has been minimal in the past. This is in part due to the fact that there is not a central person coordinating activities in the neighborhood. The Steering Committee recommends that Empowerment, Inc. and the planning department should be responsible for spearheading this effort.
- 4) Changing the intersection at Sykes-Nunn-Whitaker-Graham. This intersection has long been considered an unsafe place in the neighborhood. Loitering is prevalent and the traffic flow is not good. The Steering Committee recommends that the Town should be responsible for spearheading this effort

Building on previous work, consensus among Steering Committee members was that the focus of work during the fall semester should be on **community organizing**. The committee felt that resident participation in the revitalization process had to be increased. Without the backing of local residents, plans for neighborhood improvement would likely fail. Therefore, the main goal of the semester's work was to increase community involvement in neighborhood improvement efforts.

In pursuit of this goal, two main events were organized and held:

- A neighborhood block party was held on October 27th, in conjunction with a neighborhood trash clean up and an open house for a newly remodeled home on Sykes Street. This was an event for neighborhood residents and stakeholders to get together in a social setting and develop friendships as they worked toward a common goal.
- The community visioning process mentioned above, which was held on November 17th. This event for residents, landowners, and other stakeholders, was focused on developing solutions to crime and safety issues that had been identified in a neighborhood survey.

Fall 2001 – Focus on Community Organizing

The history of the Sykes Street Steering Committee can be obtained by reading the summary entitled “History” in the Appendix to this report, or by reading the past reports and proposals by UNC students and the Steering committee: “A New Approach to Development: Recommendations for Resident-Driven Community Building in the Sykes Street Area”, written in April 2001; “Progress Report For ‘A New Approach to Development: Recommendations for Resident-Driven Community Building in the Sykes Street Area,’” prepared by Selina Hines and dated August 31, 2001; and “Workplan: Organizing Community Action in the Greater Sykes Street Area” that was approved by the Council In September 2001.

The past reports, input from previous students and Sykes Street Steering Committee members led the current Steering Committee to believe that the most important step to take was to help the community members organize themselves into a force that could achieve the changes they determined to pursue.

Purpose of Fall Efforts

We started working for the Sykes Street Steering Committee in Fall 2001, fresh off the heels of very successful spring and summer efforts by the Steering Committee with the assistance of the students. The students gathered valuable information about the neighborhood through a survey, and raised interest in resident participation through two public community meetings. The Sykes Street Steering Committee, however, felt that as plans for improvement within the Sykes Street area were being generated, neighborhood resident needed to get more involved with the process. Last semester’s students and Steering Committee members started the grassroots process of community organizing. However, the process had not reached a point where a significant number of residents were involved with Steering Committee activities. The Committee realized that community organizing takes a sustained effort and often takes a long time to get off the ground. With this in mind, the Steering Committee focused its fall of 2001 efforts on increasing community involvement.

Efforts Undertaken

Stakeholder Interviews

A variety of approaches were used to increase community involvement. Early in the semester students interviewed various stakeholders in the community including representatives from the Northside and Lloyd Street neighborhood associations, Chapel Hill – Carrboro Resident's Council, the Seeds of Sheba / Abundant Life Church, First Baptist Church and the New Life Children's Church.

The following list of questions were asked during the interview:

- What is your organization's mission?
- How is this mission specific to the Northside Neighborhood? (or – Is your mission specific to Northside? What parts of your mission are specific to Northside?)
- What are your roles/activities in the Northside area?
- What are your roles/activities in the Sykes Street area?
- Where do your constituents come from?
- What type of outreach do you do to involve local residents in your organization?
- What do you see to be the greatest assets of the neighborhood?
- What do you see to be the greatest challenges facing the neighborhood?
- What other organizations do you work with? In what capacity do you work with other organizations?
- Are you aware of any individuals within your organization or in the community that have leadership potential?
- How long has your organization been in operation?
- What is the structure of your organization?
- What has been the community response to your various activities?

Community Participation

We attended church services several times throughout the semester to meet residents and develop a relationship with the pastors and congregants. We did not formally interview many people but we maintained an on-going dialogue with neighborhood stakeholders through regular attendance at neighborhood meetings including meetings with the Northside Neighborhood Association and Northside Community Watch, the two groups most active in the area. We became familiar faces to the regular attendees in these organizations.

In many instances, we avoided formally interviewing people because students had already interviewed them in the spring of 2001. Instead, we maintained informal contact with residents who had been interviewed in the past, through Steering Committee meetings, other neighborhood meetings, and neighborhood events. Through our multi-faceted approach of interviews, constant informal dialogue, neighborhood events, and regular Steering Committee meetings, we tried to build relationships with residents and increase resident participation and involvement in neighborhood improvement activities.

Throughout the semester, we maintained a database of contact information on residents and stakeholders in the neighborhood. We started the semester with a list generated by the earlier group of students. At both fall events residents were asked to sign an index card with their name, address, and phone number if they wanted the chance to win items in the raffles. This method provided us with more than 80 new contacts, 40 of whom were children. Residents were encouraged to attend the Sykes Street Steering Committee meetings that took place at 7:30 every 2nd and 4th Tuesday of the month. This time was chosen because it was the same time, although different days, as the Community Watch meetings. The EmPOWERment newsletter that goes out every other month was used at the beginning of the semester to put the initial word out about the Steering Committee and its meeting times. Everyone in attendance at the meetings was encouraged to tell others they know in the community about the meetings and try to bring a new person to the next Steering Committee meeting.

During the first several meetings with the Steering Committee, we considered a number of ways to get residents involved in the process. Ultimately, we decided to concentrate on two major events, a clean-up and block party and a neighborhood visioning process dealing with crime and safety issues.

Neighborhood Clean-up & Block Party

An important part of community organizing is simply getting people out of their houses and involved in their community. We didn't quite envision that we would have people dancing in the street on October 27, 2001, but that is what happened.

We scheduled the neighborhood clean up and block party for late October, hoping that EmPOWERment would complete renovation of 501 Though renovation of the house was not completed on October 27, everything else went according to plan.

A vital aspect of the neighborhood clean up was informing people about the event. We publicized by canvassing the neighborhood with flyers, putting an announcement in the EmPOWERment newsletter, and contacting local churches.

Although unfinished, the 501 Sykes Street house was the gathering point for the clean up and block party.

Approximately 25 residents helped with the clean up.

With the work done, the fun began. Clean up items were cleared off the tables and replaced by a raffle box and Halloween party favors. All the residents present were asked to fill out an index card with their name, age, address and phone number. These cards were used as a way to identify winners of the raffle items and to identify who was present. Approximately sixty individuals (mostly children) from the neighborhood participated in the raffle. Ben & Jerry's, CD Alley, Chapel Hill Sportswear, School Kids and Mama Dips donated raffle items

The many highlights of the afternoon included food, music, dancing and the raffle. Red Hot and Blue and Dorcas Roberson, who cooked a spaghetti dinner for thirty, provided food. EmPOWERment arranged for the incredible DJ who got us all dancing in the streets with the Electric Slide and the Cha Cha Slide! The raffle closed out the day with many happy children going away with prizes.

Throughout the day Heather Hunt, student representative of the Pro Bono Program Office at the UNC Law School handed out flyers and manned the table ready to sign up interested individuals to have a will written. This project is meant to match law students with elderly residents in the neighborhood in need of wills. The goal of this effort is to prevent land from sitting vacant while heirs are contacted and an estate is divided up. By having UNC law students draw up simple wills for interested residents, the Steering Committee hopes to reduce the occurrence of vacant property, an idea that stems from last year's community meetings. Law students are planning to implement the program this spring semester. So far two individuals have expressed interest in having wills drawn up.

Neighborhood Visioning Project

The spring 2001 survey identified crime and safety as the main concern of residents of the Sykes Street area. We wanted to organize an event that would allow residents to share their thoughts and opinions regarding crime and safety but more importantly foster an environment where they could develop solutions.

The event was held on Saturday, the 17th of November from 9a.m. until 1p.m. We specifically chose a Saturday assuming that most residents would not be working. We tailored our agenda to fit into a half-day time slot in order to keep the time commitment reasonable. Our first priority in choosing a location was that it be within the neighborhood and familiar to the residents. After considering several other alternatives we selected the Senior Center at the Old Northside School. This turned out to be an ideal location since the Center is well situated in the heart of Northside.

As with any community organizing process, resident participation is of utmost importance. With this in mind, we adopted a multifaceted approach to publicizing the event. First of all we developed a flyer that provided pertinent information and sought to peak the resident's interest by referring to specific issues drawn from the survey results. We mailed these flyers to each of the individuals that attended the community clean-up and block party event. Three days before the event we followed these mailings up with phone calls with the idea that personal invitations would be more compelling. Additionally we hand delivered flyers to each household in the Sykes Street Area. We also revisited the local churches and requested that the flyers be read during Sunday services the week prior to the event. The police volunteered to submit a press release to the Chapel Hill Herald and they offered to distribute flyers during their shifts in the community. Lastly, we asked each Steering Committee member to commit to bringing one or two community residents to the meeting.

We learned from the clean-up and block party event that providing food and raffle prizes are strong incentives for participation. In order to encourage folks to arrive on time and stay throughout the day, we decided to provide both breakfast and lunch. Offering raffle items was a way of showing our gratitude. Local businesses were very supportive. Papa Johns donated four pizzas, Timberlyne Theaters donated four movie passes. Harris Teeter donated a \$10 gift certificate, and Chapel Hill Tire donated a certificate for a free oil change.

The Planning Department assisted with the planning for the event. We met with Planning staff several times over the three weeks prior to the event to formulate an agenda and develop a comprehensive list of issues to be addressed during the meeting. We reviewed all the past reports on the Northside Neighborhood as well as the survey results from the Spring 2001 workshop. From these documents we generated an extensive list of issues that had been identified by residents, community stakeholders and students. The final list of issues is reproduced below.

Pedestrian and Bike Safety

- Are more sidewalks needed and if so, where?
- How can children's safety be improved?
- Are bike paths needed and if so, where?

Lighting

- Is more lighting needed in the neighborhood and if so, where?
- Loitering
- How can cut-through traffic be controlled?
- How can loitering be prevented throughout the neighborhood?
- How can drug activity be eliminated?

Police

- How can supervision be increased in areas that are hard to reach by car?
- Is assigning specific officers to neighborhoods effective?
- Would block-by-block house meetings with C.O.P.S. increase safety?
- Street Improvements/Traffic Safety
- How can the Nunn/Sykes/Whitaker intersection be improved?
- Would the extension of roads improve traffic circulation?
- Should speed-bumps be installed and if so, where?
- Should stop signs be installed and if so, where?

Parking

- Would residential parking permits be useful in reducing congestion?
- Would a policy about parking on unimproved spaces reduce front-yard parking?
- Would one-side parking improve safety?

Property Upkeep

- Should efforts be expanded to address code enforcements & nuisance abatement and if so, how?
- Should the town create a landlord licensing system?
- Should a permanent landlord/real estate council be created?
- Should a landlord education program be developed?

- Would a change in the maintenance of town-owned lots and greenways improve security in the neighborhood?
- How can greenway trails be improved?

Improving Community Relationships

- Would using the substation as a community center improve community relationships?
- Would organized play-groups improve community relationships?

In a typical event of this nature, participants are encouraged to think freely and creatively and no idea is discouraged. However, we felt it was important to strike a balance between optimism and realism. We invited representatives from various Town departments including: Engineering, Public Works, Planning and Police. Department representatives served as technical resources and provide realistic feedback on suggestions while being careful not to discourage new and creative ideas. Planning staff supported this idea and offered to contact department supervisors to request their support. Additionally, the Planning staff arranged a meeting where we were able to sit down with the various representatives and share our vision of their role in the event.

It is important that community events of this nature be well facilitated. Thus we sought a professional facilitator. The planning staff recommended Cal Allen, the former Assistant Director at the Dispute Settlement Center, and an experienced facilitator. Aside from having extensive experience, Cal was an "outsider" to this process. This was beneficial because he could play the role of an impartial observer rather than someone with a stake in the outcome of the process. For this reason he was able to interject when necessary and keep the process moving forward.

The agenda for the visioning process had essentially five main parts: introduction, prioritizing the issues, small group work, presentation of ideas and next steps.

Introduction

Once the community residents and Town officials were settled and had a chance to eat breakfast, we began with introductions. Each person introduced him or herself, and said where they lived. We felt that it was important to visually display this information, so we placed a colored dot on a large map of Chapel Hill to represent the residence of each person in attendance. We also had different colored dots for the residents and town representatives.

Prioritizing the Issues

The next step was to present the comprehensive list of issues that had been identified by residents, community stakeholders and students over the years. Although each issue was important, there were too many to address in a single morning. Thus it was necessary for the residents to decide which issues would be addressed in this meeting. We displayed the six main issues on the wall and asked each person to place a colored dot next to the three most important issues. The three issues with the most dots were loitering, police and property upkeep.

Small Groups

After the three issues were selected, we divided into four small groups. The size for each group was approximately six people, with an equal ratio of neighborhood residents to Town representatives. We felt that it was crucial that Town officials not outnumber residents. The students acted as facilitators for the small groups to record comments and keep the discussion moving forward. The purpose of each group was to discuss the three main issues and to come up with suggestions for addressing them.

Presentation to large group

After each group discussed the issues and came up with suggestions, we assembled back into one large body, so that each group could present their ideas to the meeting as a whole. As such, each small group picked one representative to present the three most important suggestions for each of the selected issues. This gave each group a chance to explain its rationale for making certain suggestions and gave our facilitator material to summarize the ideas that were generated.

Outcome

Below is a condensed list of solutions that came out of all the small groups.

Loitering

- Educate residents that if the loitering impedes traffic or produces trash or noise, then the police can issue citations, otherwise loitering is not illegal
- Lock public areas (e.g. playgrounds) at night
- Plant prickly bushes to discourage cut through pedestrian traffic
- Partner with other neighborhoods to see what they have done to address similar issues.
 - Look out for one another
 - Build fences and put up no trespassing signs
 - Call 911
- Focus on sources of non-resident loitering
 - Abundant Life

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- Chapel Hill homeless shelter
- Constructing a rooming or boarding house somewhere in Chapel Hill. for young men may help reduce loitering
- Put fencing around 229 N. Graham St.
- Realign the Nunn/Sykes/Graham/Whitaker intersection so there is a four way stop
- More involvement from residents
- Find a way to identify who lives in the neighborhood
- Putting loitering law back on the books
- Reinstating truant officers
- More lighting at:
 - North Graham
 - Path between Craig and Sunset (the police are working on this)
 - Whitaker/Graham/Sykes intersection
 - Playgrounds
 - Install motion lights on personal and rental properties
 - It was noted that a new lighting survey is planned for the Northside Neighborhood and resident assistance would be appreciated. Contact Chris Blue with the Chapel Hill Police.
- Ensure sufficient punishment for repeat offenders (community service, boot camp)
- Have sufficient police presence so they can cover of all the areas at once. so offenders can't move around
 - Coordination between Carrboro and Chapel Hill police to intercept those using Baldwin Park as a cut-through
- Police should disperse every crowd on the streets
- Remove the stone wall at North Graham and Rosemary where people sit and hang out.

Police

- Neighborhood Watch
 - Needs new energy and more residents
 - Needs to meet at a more convenient time
 - Display more community watch signs throughout the neighborhood
- Increase police presence in the area
 - Separate group just for patrolling
 - More coverage on weekends
- Increase visibility in troubled areas
 - Bike patrols
 - Foot patrols
- Improve use of substations. staff them at specific hours (ability for residents to leave messages, youth activities)
- Educate residents that calling 911 is the quickest way to contact the police, for any reason, and that making the call is not a nuisance as there is a system in place to prioritize calls

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- Increase awareness of community police officers
 - Who they are
 - Hold dinners or potlucks
 - Help the police to get to know the residents
- Put camera's on light poles to monitor drug activity
- Get police officers to live in the neighborhood
 - 0% interest loans for officers buying homes in the area
- Residents can help by identifying peak loitering times and let the police know
- Create a newsletter where everyone can contribute, quarterly is fine
- Have a direct line to the police to report loitering and drug activities
- Continue to arrest people for drug activity
- Build working relationships with individual property owners
- Prevent shelter residents from going back and forth between shelter and neighborhood (involved in drug activity)
 - ID cards to identify shelter residents; appearing in the target area would be a violation

Property Upkeep

- Absentee landlords
 - Education programs- How is their property being used or abused?
- Landlords need to be educated or given incentives to not rent to known drug dealers, and to evict tenants involved in drug activity
- Put pressure on landlords through nuisance laws, penalize property owners for lack of upkeep
- Work with homeowners to preserve the neighborhood
- Visible presence of residents
- Put community gardens on vacant corner lots
- Adding a sheet to the property lease that states that residents will not violate noise ordinance and will keep property clean
- Conduct regular inspections of rental units (each time rented, once a year)
- Establish a time limit on how long landlords can wait before responding to renters' maintenance complaints/requests
- Better code enforcement and stiffer penalties for violation are needed
- Pass a law allowing for the boarding up of rundown properties
- Help elderly residents draw up wills so that their property does not sit vacant and become an eyesore in the community.

Next steps

The last portion of the visioning project was to summarize the morning's activities and determine the next steps in this process. During this time, the importance of community participation in future activities was discussed. Several residents expressed interest in attending future Steering Committee meetings and taking on a more active role in neighborhood issues. In particular, residents expressed the willingness to attend upcoming Town Council Meetings to give input and support for issues directly affecting

the Northside Neighborhood. Also, sponsoring another meeting to address the issues not addressed in this meeting was mentioned and enthusiastically supported by the residents.

Recommendations from the visioning project

Based on the many ideas and solutions that were generated during the visioning project, we have consolidated a list of recommendations to guide future activities of the Steering Committee. After the visioning project was completed, we discussed several ideas that could make future efforts in the area more productive.

- ✓ • The Council should consider funding a full-time, dedicated, paid community organizer, preferably a resident of the Northside neighborhood. In the past this role was filled through EmPOWERment staff. Responsibilities of the organizer would include:
 - Coordinate organizing activities among all neighborhood organizations.
 - Publish a neighborhood newsletter.
- ✓ • EmPOWERment, OCHLT and the Town should work together to Identify neighborhood leaders and give them leadership roles on Steering Committee.
 - Assist in gathering support from fellow neighbors
 - Share the responsibility for moving the process forward
- ✓ • The Town should sponsor another community visioning project where the other crime and safety issues could be discussed.
- ✓ • The Council should continue to consider adoption of a rental licensing ordinance. Encourage residents to attend future Town Council meetings where this topic will be discussed.
- ✓ • The Police Department and Parks and Recreation Departments should continue to develop youth programming. Possible ideas include creating a youth center, job training/placement, athletic activities, work-release program.
- The Steering Committee should work with local news media to cover the neighborhood in a more positive light.
- The Steering Committee should identify grants and other funding (Weed and Seed, Youth Build) for programs and community organizing activities.
- ✓ • The Town should consider making improvements to the intersection of Nunn-Sykes-Whitaker-Graham.
 - Investigate feasibility of re-aligning the intersection.
 - Improve lighting at the intersection.
 - Plant garden/shrubbery.
- ✓ • Work to improve housing conditions.
 - Continue wills outreach project with the UNC Law School.
 - Collaborate with the Northside Neighborhood Association
 - Increase home ownership opportunities
 - Educate residents on the land trust model.
 - Research methods of decreasing incentives to convert affordable rental properties into high cost rental properties (overlay zone)
- Work with the Police Department to:

- o Increase the community watch signage and expanding the outreach of the program.
- o Increase Police patrols through foot patrols, bike patrols.
- o Staff the neighborhood sub-stations.
- o Create awareness of the community policing program among residents.
- o Encourage police officers to live in the neighborhood.
- Change the name of the Sykes Street Steering Committee to something less intimidating, more inclusive, and less cumbersome.

Conclusions

The community visioning project was a good way to generate possible solutions to some of the most pressing problems in the Sykes Street area. As evidenced by the large list of potential solutions, there are many paths the community and the Steering Committee can take towards solving these problems. In addition, there are many other issues such as pedestrian and bike safety, lighting, and parking that did not even get discussed at the visioning project and also need attention in the future.

Most Pressing Issues

Based on outcomes from the community visioning project and subsequent Steering Committee meetings involving residents, there are four main issues that need to be dealt with.

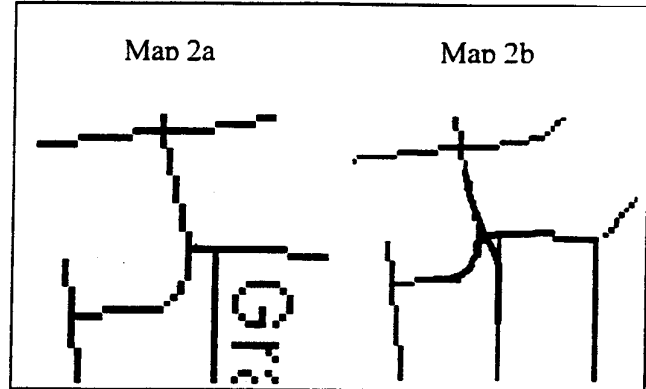
- *Sustaining community organization efforts.* Ideally, there would be a full-time, paid community organizer working to coordinate organizing efforts not only within the Northside neighborhood, but also with other neighborhoods in Chapel Hill that have dealt with similar challenges such as and Pine Knolls. EmPOWERment has staffed this kind of position in the past but they currently have no immediate plans to fill such a position. We recommend that the Council consider providing funds for such a position. Additionally, the resident involvement with the Steering Committee that has been generated over the past year must be sustained. Efforts should focus on increasing the number of residents involved with the Steering Committee, and increasing their responsibilities. One suggestion is to set up a "calling tree" where residents could call their neighbors and remind and encourage them to attend community events.
- *Working with the police to reduce crime and loitering.* A few specific things were mentioned in the visioning project such as starting foot and bike patrols throughout the Northside neighborhood and utilizing the two police sub-stations in the area more efficiently. Currently, the sub-stations are not staffed and are mainly used for administrative purposes. If the sub-stations were staffed at

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specific hours. residents would then have the ability to call or walk down to the sub-station and talk with the community police officers. The sub-stations could potentially be used as centers for youth activities as well.

- *Improve the intersection of Sykes-Nunn-Whitaker-Graham.* Currently, these four streets converge in an awkward manner, so that there is no perpendicular intersection of streets to allow a four-way stop (Map 2a). One idea that has been proposed to remedy the

situation is to realign the intersection. We understand that this may involve purchasing right-of-way from the owner of the property. Realignment would allow the streets to meet at a perpendicular angle and create a four-way stop (Map 2b). Potentially, this would (1) reduce the attractiveness of the place



for loitering by taking away some of the unused land and creating a defined space and (2) improve traffic flow through the neighborhood. Other ideas for reducing the loitering problems at this specific location include putting a fence around the property or planting a community garden on the land to "reclaim" it for the neighborhood.

- *Rental licensing.* There are many rental properties in the Sykes Street area. Some landlords rent properties that do not meet the Town's Minimum Housing Code. Some residents do not know their rights as a renter. There needs to be a landlord education and licensing program established in Chapel Hill to crackdown on bad landlords.

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History

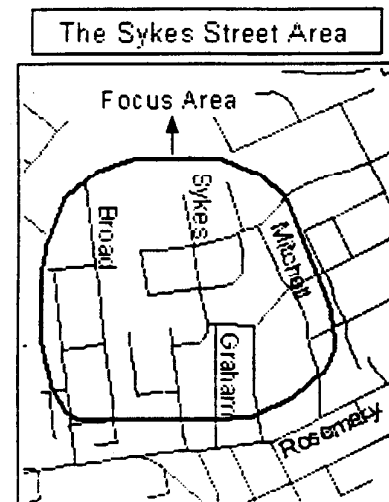
In November 2000, the Town purchased a vacant house located at 501 Sykes Street. When this request was approved, the Council stipulated that the property would be placed in the Land Trust and sold to a lower income first time homebuyer. The Town entered into an Agreement with EmPOWERment to rehabilitate the house. EmPOWERment and Orange Community Housing and Land Trust agreed to work together to sell the property to a lower income household and place the property in the Land Trust. The Board of the Community Land Trust however, had reservations about placing individuals in houses that were located in the Sykes Street area without developing a comprehensive plan for making significant changes in the neighborhood.

In December 2000, a meeting was held to discuss the possibilities of developing a comprehensive strategy. Mayor Rosemary Waldorf, Council Member Flicka Bateman, Police Chief Gregg Jarvies, representatives of the Town Planning Department, Robert Dowling, executive director of OCHC, and Professor Bill Rohe of UNC's Department of City and Regional Planning met to discuss ideas for how to proceed. At that time, the group discussed how students from the UNC Department of City and Regional Planning could participate. The group determined that, rather than spread efforts over the larger Northside Neighborhood, it would concentrate its efforts on the streets immediately surrounding Sykes Street, because that half of the neighborhood seemed to have the greatest needs. See map 1.

In January 2001, Orange Community Housing and Land Trust and EmPOWERment requested that the Town participate in a proposed project to develop an action strategy for revitalizing the Sykes Street neighborhood.

It was determined that the purpose of the strategy would be:

1. to develop a comprehensive approach to revitalize the Northside neighborhood; and
2. to establish recommendations to improve the quality of housing and increase public safety in the Sykes Street area.



Map 1

This partnership led to the formation of the Sykes Street Steering Committee. The purpose of Steering Committee was three-fold:

1. To serve as a forum for communication among neighborhood residents; Town staff; and nonprofit organizations that had a stake in the community;
2. To develop an action strategy for the improvement of the Sykes Street area; and

3. To oversee the implementation of the action strategy once approved by the Town Council.

After the initial meetings, more stakeholders were invited to be participants. The Steering Committee asked representatives of the Town's Inspections, Housing, and Public Works departments to become involved. The Committee also recognized that significant input and participation from neighborhood residents was going to be vital to accomplishing any of the changes. Thus the Steering Committee made an effort to involve community residents.

Projects and Accomplishments

In January of 2001, EmPOWERment, CLTOC, and the Town entered into a partnership to acquire, renovate and sell 501 Sykes Street (see timeline). In February, EmPOWERment, with assistance from the Town, acquired 613 Sykes Street for a similar project.

In February of 2001, the five students from UNC held a community meeting at the Hargraves Center to identify neighborhood concerns. The meeting was designed to allow neighborhood residents, landowners, and neighborhood business owners to identify the assets and problems of the area. The Steering Committee saw this as a necessary step toward making changes in the community; they wanted to make sure that the changes the Committee attempted were addressing the problems of most concern to community members. They also planned to utilize this meeting to encourage residents to join the Steering Committee and become personally involved in its activities.

The students advertised the meeting in a variety of ways but despite those efforts, six or seven community residents attended the event. In the meeting the students utilized the nominal group technique (a brainstorming process using note cards) to solicit ideas about neighborhood problems. A long list of neighborhood concerns were identified. They are described in the Spring 2001 report prepared by the students for the Town Council.

In March 2001 the students conducted a survey of neighborhood residents. The purpose of the survey was to gather information from a larger portion of neighborhood residents. Beyond resident's social characteristics, it asked about the issues of greatest concern. The students tried to contact all of the households in the Sykes Street area (roughly 120 households). They completed 40 surveys. The results of that survey were described in the Spring 2001 report to the Town Council.

In late March the students and the Steering Committee sponsored another community meeting at the Hargraves Center. The purpose of that meeting was three-fold: 1) to present the results of the neighborhood survey to the residents, 2) to make connections between the residents and various services offered by town departments, nonprofit organizations and 3) encourage residents to become involved in the Sykes Street Steering Committee. The meeting was set up as a bazaar, where residents could roam from booth to booth. Each booth represented one service or organization that met a concern identified

by the survey. At each booth was a poster indicating the results of the survey. Seven community members attended the event.

On May 21, the students on the Steering Committee presented to the Chapel Hill Town Council a report of the Steering Committee's activities to date entitled "A New Approach to Development: Recommendations for Resident-Driven Community Building in the Sykes Street Area". The recommendations contained in the report concerned: 1) community involvement, 2) crime and safety, 3) housing issues and 4) infrastructure. The report emphasized that resident participation was necessary for neighborhood improvement exercises to be successful.

During the summer of 2001, the Town of Chapel Hill contracted with Selina Hines, one of the students who had worked with the Steering Committee during the spring semester, to continue working with the neighborhood and the Steering Committee through the summer. Her responsibilities were to strengthen communication between area residents and the Town, to encourage community building and educate residents about community development, and help the town implement recommendations from the report submitted in May. She also convened and facilitated the Sykes Street Committee meetings throughout the summer and made sure dialogue between different stakeholders continued through Fall 2001, when a new group of students served as staff for the Steering Committee.

During the summer, several projects were undertaken in the neighborhood. These projects are described in the August 31, 2001 report entitled "Progress Report For 'A New Approach to Development: Recommendations for Resident-Driven Community Building in the Sykes Street Area,'" prepared by Selina Hines. Additionally, Sykes Street was put on the Town's Sidewalk Installation Schedule. Another change was the reestablishment of a community policing initiative in Northside neighborhood.

In August, EmPOWERment and the Chapel Hill Police Department organized a well attended neighborhood activity. EmPOWERment sponsored an Open House at 613 Sykes Street, a home they had acquired and rehabilitated and were ready to sell. In addition to being an opportunity for EmPOWERment to connect with potential buyers, it was a public opportunity for residents to see and celebrate positive changes that were occurring in their neighborhood. On that same night, there was a march through the streets at dusk, as part of the National Night Out event.

In late August, five new second-year masters students in the Department of City and Regional Planning at UNC began assisting the Steering Committee: The students prepared an action strategy for Fall 2001, entitled "Workplan: Organizing Community Action in the Greater Sykes Street Area" that was approved by the Council In September 2001.

SYKES STREET STEERING COMMITTEE CONTACT LIST FALL 2001

(34)

NAME	CONTACT PHONE NUMBER(S)	E-MAIL ADDRESS	ORGANIZATION
Loryn Barnes	968-2728	lbarnes@townofchapelhill.org	Town of Ch. Hill
Chris Berndt	968-2728	cberndt@townofchapelhill.org	Town of Ch. Hill
Matt Barnes	933-5178	barnesm@email.unc.edu	DCRP Student
Chris Blue	932-2917	cblue@townofchapelhill.org	Ch. Hill Police
Andre Boynton		aboynton@townofchapelhill.org	Hargraves Center
John Bullock	969-8179	bullockj@email.unc.edu	DCRP Student
Mark Chilton	967-8779	mark@empowerment-inc.org	Empowerment, Inc.
Mike Cureton	969-8600	mcureton@wave3online.com	New Life Church
Erin Crossfield	641-1984	ecross@email.unc.edu	DCRP Student
Nate Davis	968-2794	ndavis@townofchapelhill.org	Town of Ch. Hill
Robert Dowling	967-1545	Rdowling.ochc@mindspring.com	OCHLT
Marsha Gale	968-2760	mgale@townofchapelhill.org	Ch. Hill Police
Kathy Gomez	932-9684	825 Airport Rd., Ch. Hill, 27514	Ch. Hill/Carr. Residents' Council
Flo Miller		fmliller@townofchapelhill.org	Town of Ch. Hill
Heather Hunt	933-3918	hhunt@email.unc.edu	UNC Law School
Lance Norris		lnorris@townofchapelhill.org	Town of Ch. Hill
Carrie Mowry	489-3193	esm2@email.unc.edu	DCRP Student
Phil Smith	968-2760	psmith@townofchapelhill.org	Ch. Hill Police
Joanne Shirer-	932-2914	shirermitchell@yahoo.com	Ch. Hill/Carr.

Mitchell			Residents
			Council
Bill Rohe	962-3077	<u>rohe@email.unc.edu</u>	UNC - DCRP
Jessica Treat	933-7238	<u>treat@email.unc.edu</u>	DCRP Student
Christine Westfall	960-0076	cwestfall.ochc@mindspring.com	OCHLT
Delores Bailey		Malloygirl@aol.com	Resident

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TIMELINE OF STEERING COMMITTEE ACTIVITY IN THE SYKES STREET AREA OF NORTHSIDE

