

THE CITY OF ROCKY MOUNT: DEPT OF PLANNING & DEVELOPMENT

CROSSROADS TO PROSPERITY

HOUSING REPORT



PRESENTED BY APD SOLUTIONS



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SECTION I

EXECUTIVE SUMMARY

The report that follows, the City of Rocky Mount Housing Plan, contains an extensive inventory and analysis of Rocky Mount, North Carolina's residential real estate. The City of Rocky Mount Housing Plan is based on "windshield" survey field data specifically collected by APD Solutions (APDS) for this report, as well as supplemental demographic and economic indicators from a number of third party and public sources. The Rocky Mount Housing Plan documents the conditions of Rocky Mount's residential properties in order to highlight the strengths and weaknesses of the city's housing conditions both citywide and at the neighborhood level, and to identify strategies to address the comprehensive needs of the City and its neighborhoods.

Today, Rocky Mount is a city with significant assets and major challenges. It is home to historically significant buildings, beautiful parks, and precious cultural amenities. It also has relatively low household incomes, high unemployment, a shrinking population, and high numbers of distressed residential assets. Some parts of the city have flourished, while others have declined, with heavy concentrations of vacancy, deferred maintenance, and population loss bringing instability to once-growing communities. Eighty-two neighborhood investment areas have been documented in detail in this report, for the purpose of helping to plan and target intervention and stabilization efforts into specific areas. The information and recommendations contained within this document can help City administration, investors, and stakeholders generate strategies and tactics to assist in the attraction of investment and development in the City of Rocky Mount.



Outlining The Report

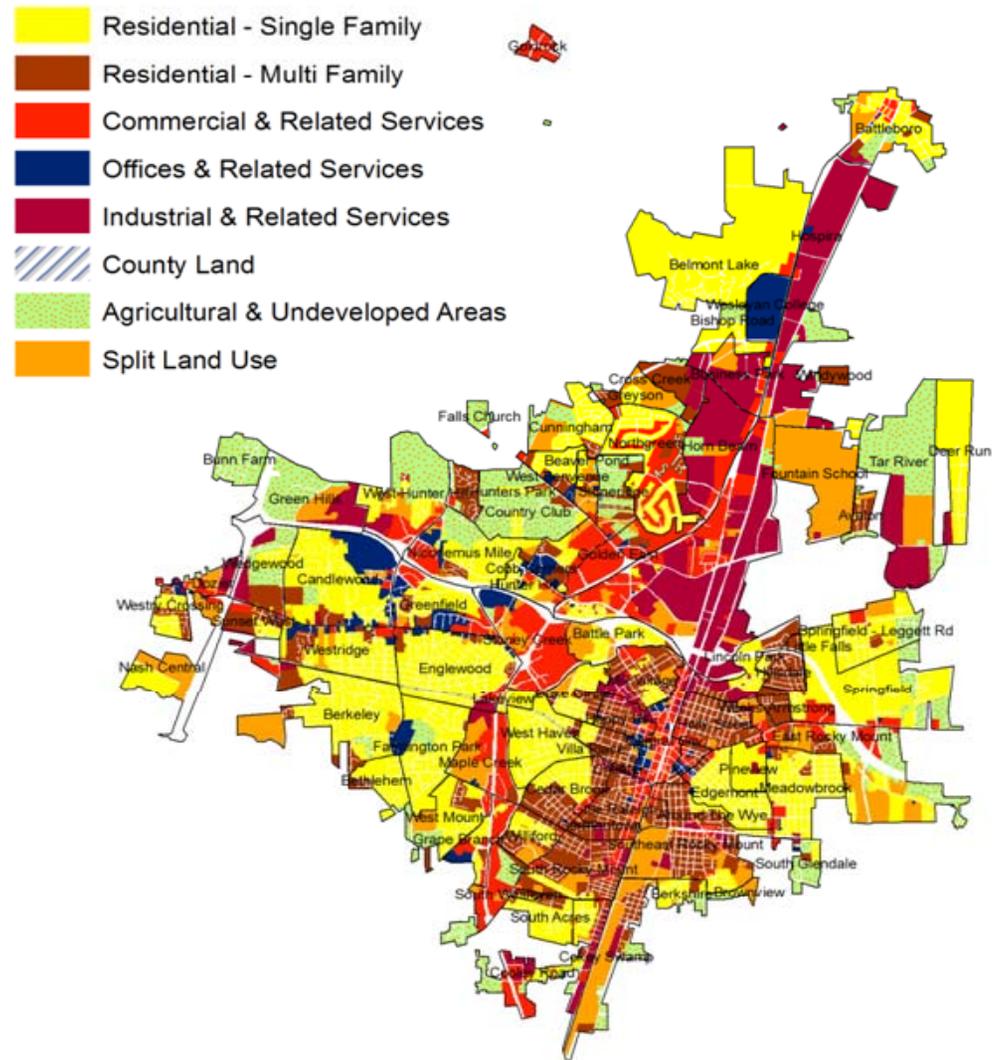
The Rocky Mount Housing Plan is divided into eight sections and additional attachments and appendices. First, an executive summary will broadly describe the report and its findings. Second, context for the report is given in the form of a broad overview of the City of Rocky Mount, its geography and land use, the strengths and weaknesses of its housing market, historic preservation, and a snapshot of economic and demographic trends. Next, a description of the methods used to determine and gather data will precede an overview and analysis of the report's findings. This overview and analysis of findings will include the classification of neighborhoods based on their investment quality, and a series of planning and policy recommendations for the consideration of Rocky Mount administration, investors, and stakeholders.

Summary of Findings

Many data sources were used to gather information on Rocky Mount's neighborhoods. These sources included primary existing conditions information collected from the "windshield" survey. In addition to the windshield survey, information was collected from local county tax digests, the City of Rocky Mount Police and Planning Departments, CoreLogic RealQuest, the U.S. Census Bureau, and the North Carolina Multiple Listing Service.

The city of Rocky Mount has 26,605 total parcels. Sections 3 and 4 of this report focus on the assessment of the city's 22,911 residential parcels, or 86.1% of total parcels citywide. The residential properties to be surveyed were identified by land use designations provided by the Rocky Mount Planning Department. A map providing an overview of the city's land use distribution is presented to the right.

ROCKY MOUNT LAND USE



During the surveying process, all 22,911 residential parcels were assessed, including 18,386 structures (80.2%) and 3,383 vacant lots (14.8%). There were also 1,141 parcels that were determined not to be surveyable, or 5.0% of all residential parcels. These unsurveyable parcels were either not visible or identifiable, or could not be found in the City's GIS files.

Of Rocky Mount's 18,386 residential structures, approximately 6.3% appear to be vacant or abandoned. Of the 19.8% of total residential parcels (structures and lots) in the city that are vacant, large numbers are concentrated in a few neighborhoods, with half of the total vacant properties found in just nine of the eighty-two neighborhood investment areas. 60.5% of Rocky Mount's residential land is designated for single family homes, while 39.5% is designated for multi-family residential.

Rocky Mount's housing stock has a mean neighborhood average age of 45.94 years. The citywide percentage of blight observed among residential parcels is 12.6%. According to the APDS "windshield" survey, 53.7% of residential lots and structures were defined for the purposes of this study to have "curb appeal," meaning that they appear to be in Excellent or Good condition when viewed from the sidewalk or curb.



Using This Report

The anticipated outcome of this report is twofold. First, the report is intended to inform stakeholders and investors about the current conditions of Rocky Mount's housing, both citywide and at the neighborhood level, and to provide relevant and detailed information about the city and its communities. Secondly, through informing investors, stakeholders and city Administration, the report is intended to move these parties toward directed and strategic activity throughout the City of Rocky Mount to spur redevelopment.

Investors are institutions or individuals that bring resources to bear and place them at risk in an effort to improve a community, while stakeholders are parties who impact or are impacted by the circumstances of a particular community. Both of these groups may potentially include government officials and policy makers, residents, institutional investors, employers, lenders, realtors, developers, visitors, and more. The Rocky Mount Housing Study contains many different types of information that can be used in just as many ways by investors, stakeholders, and the City of Rocky Mount to create and enhance economic and community development programs and initiatives.

Stakeholders and investors in Rocky Mount face significant challenges and barriers to accurately measuring and understanding what is happening in the City. Capital and time are limited resources. Stakeholders and investors tend to be cautious and conservative in their actions because of obstacles to



reliable, useful, and accessible information. This report contains a wealth of data that can reduce risk for these parties, and thereby help move them from inaction to action, assisting them to determine locations to target for change, and which activities are likely to produce the greatest positive impacts. Because the study contains information about eighty-two neighborhood investment areas across sixteen neighborhood factors, in addition to general analysis of Rocky Mount market trends, competitive position, and demographics, it allows for meaningful, clear analysis and comparison of how different factors perform in different parts of the city. APDS hopes that this report will bolster the willingness and resolve of its readers to strategize and act to improve their communities.

The information resulting from the research and analysis conducted by the APDS team is expressed in this report as a series of tools that the reader can use: maps, graphs, tables, and a collection of recommendations. These tools are intended to help these concerned parties understand the conditions of different areas of the city and identify the factors that can make a positive difference in specific neighborhood investment areas, and determine how their investments and decisions can positively impact these factors. These tools include:

- a) Neighborhood Wave Matrix – Provides insight into the sixteen factors, chosen by City of Rocky Mount staff, that most effectively influence the investment quality of a neighborhood investment area.
- b) Neighborhood Typology Heat Map – Shows the current conditions of each community along a continuum.
- c) Tables and Maps – Illustrates the neighborhood factors and conditions, along with the Targeted Areas of Opportunity (TAOs) that we recommend as geographical focal points of investment and community activism.
- d) Recommendations – Recommends best practices from comparable cities and specific redevelopment tactics for improving neighborhood investment areas.

These tools allow an interested stakeholder or investor to use the findings and data from the Rocky Mount Housing Study in a number of different ways. We recommend starting the process by choosing a neighborhood investment area for evaluation. After identifying a neighborhood to examine, the parties can identify the neighborhood factors that are most important to them, and then examine the neighborhood's current conditions across their chosen factors.

Next, the parties can compare the strength of the neighborhood across these factors with other neighborhoods or typology averages, in order to determine which specific factors are important in shifting the neighborhood's investment quality. Finally, the stakeholder or investor can use these factors to identify recommendations and best practices from the report or elsewhere to help them develop strategies and design initiatives to improve the community.





It is hoped that the tools and tactics contained within the Rocky Mount Housing Study will facilitate diverse activities across many Rocky Mount communities that can collectively create a more positive environment for investment and change across the entire City. It is also hoped that this report will empower and strengthen community coalitions or inspire new ones to take shape.

Method of Approach

As part of this task, APDS deployed a team of eighteen industry professionals and volunteers throughout the city to conduct an analysis of property conditions. Conditions data was collected on the parcel level and then aggregated to the neighborhood level. Each of Rocky Mount's eighty-two neighborhood investment areas is represented with a matrix score known as the Neighborhood Wave. The matrix score is based on data collected by the APDS team, existing conditions information and other socio-economic data collected from both local and federal databases, in addition to Geographic Information Systems (GIS) data and other information provided by the City of Rocky Mount. The Neighborhood Wave serves as an overall numerical rating for investment or development quality.

Sixteen neighborhood factors contribute to the Neighborhood Wave Matrix score. These factors are comprised of four factors each within the primary categories of: Condition, Amenities, Investment, and Demographics. Within the Condition category, there are three factors which were determined by APDS' completion of a citywide field survey: Curb Appeal, Vacancy and Blight. A fourth Condition factor, Age of Housing Stock, was determined through the use of county tax digests. The remaining dozen factors were compiled using proprietary real estate databases, U.S. Census Bureau data, and City of Rocky Mount statistical reports. The APDS team has created a property database which illustrates the property conditions data by linking the City's GIS parcel data to the assessment data generated from the visual survey and other sources (More detailed information on methods can be found on page 22 of this report). The neighborhood investment area indicators are as follows:



Crossroads to Prosperity

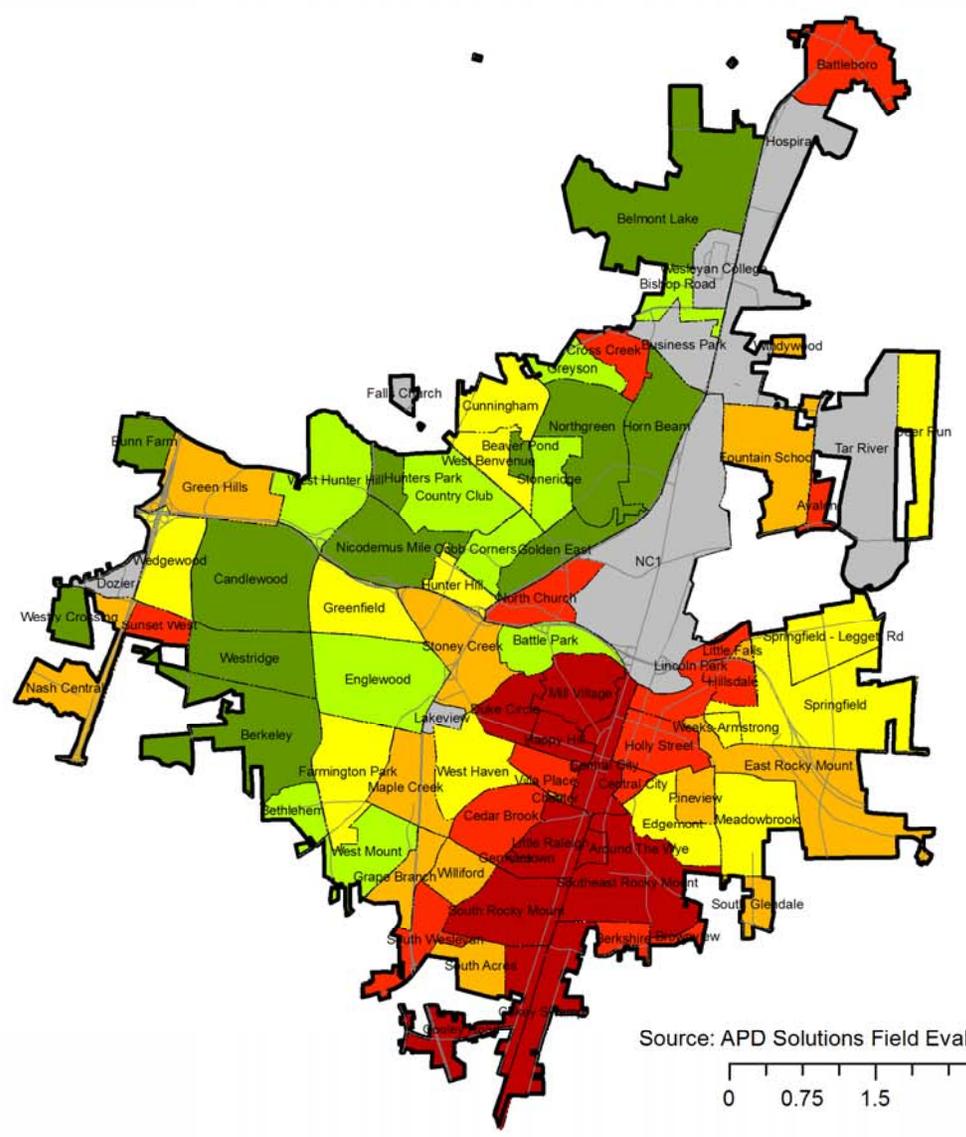
NEIGHBORHOOD TYPOLOGY HEAT MAP



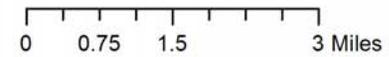
Legend

Typology Classification

- Strong
- Stable
- Trending
- Transitional
- Vulnerable
- Fragile
- Excluded / Non Residential



Source: APD Solutions Field Evaluation Data



Rocky Mount Neighborhood Investment Area Typology

Neighborhood Investment Areas						
BERKELEY	HORN BEAM	GREENFIELD	SPRINGFIELD-LEGGETT RD	CHESTER	SOUTH WESLEYAN	GERMANTOWN
CANDLEWOOD	WEST HUNTER HILL	CUNNINGHAM	SPRINGFIELD	SOUTH GLENDALE	HILLSDALE	AROUND THE WYE
NICODEMUS MILE	COBB CORNERS	WEDGEWOOD	STONEY CREEK	EAST ROCKY MOUNT	HOLLY STREET	SOUTHEAST ROCKY MOUNT
GOLDEN EAST	BATTLE PARK	HUNTER HILL	NASH CENTRAL	LITTLE FALLS	CROSS CREEK	LITTLE RALEIGH
NORTHGREEN	GREYSON	WEST HAVEN	GREEN HILLS	PINEVIEW	AVALON	HAPPY HILL
BUNN FARM	STONERIDGE	WEST BENVENUE	GRAPE BRANCH	SUNSET WEST	BROWNVIEW	DUKE CIRCLE
HUNTERS PARK	BISHOP ROAD	MEADOWBROOK	WILLIFORD	BERKSHIRE	VILLA PLACE	MILL VILLAGE
WESTRIDGE	WEST MOUNT	DEER RUN	SOUTH ACRES	NORTH CHURCH	DOWN EAST	CENTRAL CITY
WESTRY CROSSING	BETHLEHEM	WEEKS-ARMSTRONG	FOUNTAIN SCHOOL	LINCOLN PARK	SOUTH ROCKY MOUNT	
BEAVER POND	COUNTRY CLUB	FARMINGTON PARK	MAPLE CREEK	CEDAR BROOK	COOLEY ROAD	
BELMONT LAKE	ENGLEWOOD	EDGEMONT	WINDYWOOD	BATTLEBORO	COKEY SWAMP	

	Strong
	Stable
	Trending
	Transitional
	Vulnerable
	Fragile

Crossroads to Prosperity

Recommendations

Based upon report data, APDS has produced a wide-ranging set of targeted strategies and recommendations for the purpose of attracting investment, funding and redevelopment, all towards the goals of improving housing conditions, economic development, and overall quality-of-life in the City of Rocky Mount. These recommendations are organized into three areas:

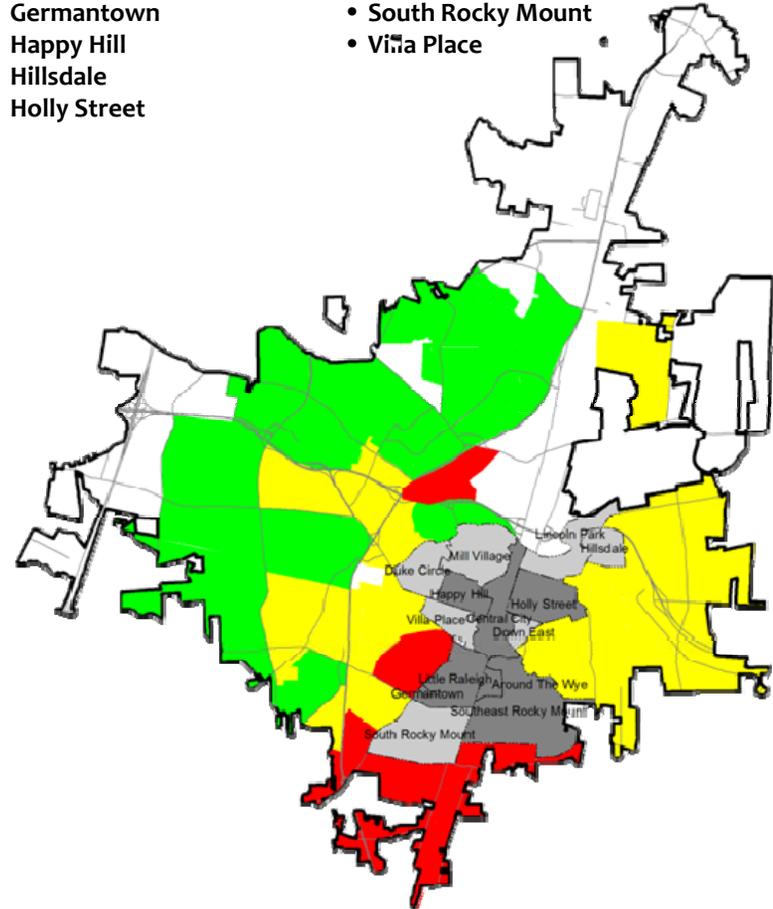
- **Targeted Areas of Opportunity (TAOs)** – Details the locations where redevelopment efforts should begin.
- **National Best Practices Benchmarking** – Provides brief overviews of the activities being undertaken by communities with a similar profile to Rocky Mount.
- **Redevelopment Initiatives** – Program activities that may be undertaken to mitigate the local challenges.

Targeted Areas of Opportunity

For Rocky Mount to overcome some of the challenges that it faces and begin to attract newfound growth and investment, we believe that it is necessary to first work to stabilize neighborhood investment areas which are in decline. Ultimately, APDS selected fourteen neighborhoods that we recommend as a starting point for highest prioritization of efforts to direct and attract investment and revitalization, where tremendous opportunity and need intersect. These are the “Targeted Areas of Opportunity” or TAOs, and they cluster around Rocky Mount’s central city. Among many other factors indicating low investment quality, these neighborhoods tend to suffer from high vacancy and blight, symptomatic of disinvestment, posing major constraints to their stabilization. These neighborhoods threaten to decline further, perhaps best illustrated by their dramatic loss of population in recent years.

The neighborhoods are as follows:

- **Around The Wye**
- **Central City**
- **Down East**
- **Duke Circle**
- **Germantown**
- **Happy Hill**
- **Hillsdale**
- **Holly Street**
- **Lincoln Park**
- **Little Raleigh**
- **Mill Village**
- **Southeast Rocky Mount**
- **South Rocky Mount**
- **Via Place**



National Best Practices Benchmarking

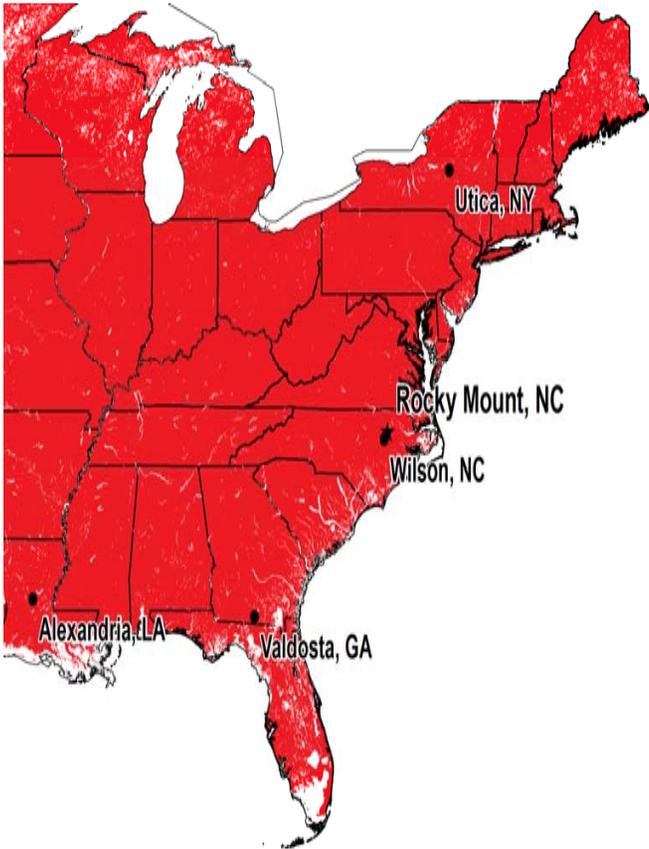
APDS completed a benchmarking analysis of similar cities to Rocky Mount throughout the United States. These communities were selected based upon their similarities to Rocky Mount along various quantitative and qualitative lines. We explored best practices being undertaken by comparable communities to tackle similar challenges as those identified in Rocky Mount. The communities examined were:

- Alexandria, VA
- Utica, NY
- Valdosta, GA
- Wilson, NC

Redevelopment Initiatives

Based on the Rocky Mount Housing Study's research and analysis, a number of recommendations to the city can be made regarding possible redevelopment initiatives. In many instances, comparable examples of best practices have been identified as well. These redevelopment recommendations can be interpreted in some cases as ways to enhance existing programs and policies rather than starting entirely new initiatives. The full list of thirteen recommended initiatives is as follows:

- Establish a Targeted Workforce Housing Initiative
- Establish a Destination for Military Families
- Single-family Scattered Site Rental Housing
- Financing Single-Family With Tax Credits
- Institutional Investors/Private Equity
- Lease Purchase
- Promote Infill Development, Rehab and Weatherization
- Modular Construction Option
- Owner-Occupied and Purchase Rehab
- Enhanced Weatherization Initiative
- New Markets Tax Credit Program
- State Small Business Credit Initiative (SSBCI)
- Property Tax Abatement for Renovation



SECTION II

UNDERSTANDING ROCKY MOUNT

This section provides a market overview of the City of Rocky Mount, including a look at overall trends. The overview includes a description of the types and locations of housing in the City, and the locations of office, retail, and industrial land uses, as well as agricultural and undeveloped land. This overview also examines the City's historic resources, market forces and spending patterns in and around the City, the primary drivers of housing supply and demand, and the housing opportunities and retail services currently offered (and most desired) by local stakeholders.

Rocky Mount at a Glance

The community that became Rocky Mount, North Carolina dates back to the early 1800s and is an All-American City. The City of Rocky Mount is located in the coastal plain of North Carolina and is split between Edgecombe and Nash Counties. The part of the City south and east of the train tracks, which run alongside Highway 301, is in Edgecombe County, while the area north and west of the tracks is in Nash County. The City is situated at the heart of the I-95 and US 64 (soon to be widened and re-designated as Interstate-495) corridors, about forty-five minutes travel time from the state capital of Raleigh and a two-and-a-half hour drive from the Atlantic Ocean. It is home to a growing arts scene and many historically significant buildings. Neighborhoods in Rocky Mount provide a diverse set of housing options, from tenured historic neighborhoods to recently developed subdivisions.

According to the U.S. Census Bureau, Rocky Mount's population in 2012 was approximately 57,136, with a density of 1,312.6 persons per square mile. The City is the largest in both Edgecombe and Nash Counties, making up about 38% of their combined population. From 2000 to 2010, Rocky Mount's population decreased by 0.6%. In 2010, the City's racial makeup was 33.5% White, 61.3% Black, 0.6% American Indian or Alaska Native, 1.0% Asian, and 1.6% two or more races. In the same year, Hispanics or Latinos of any race made up 3.7% of the City's population.



The income trends in Rocky Mount from 2008-2012 are revealing. During this period, Rocky Mount's median household income was \$37,759, with a per capita figure of \$21,613. Approximately 23.2% of the City's population was living below the poverty line in 2012. Trends also indicate that during this time period, 3.2% of Rocky Mount residents were foreign born, and 4.7% spoke a primary language other than English in their homes. The median value of an owner occupied home in Rocky Mount was \$108,200, and the homeownership rate was 55%, with an estimated quarter, or 25.2% of housing units in multi-family structures (American Community Survey, 2008-2012). 81.1% of Rocky Mount residents twenty five years old or older had at least a high-school degree, while 19% had a bachelor's degree or higher.

Types and Locations of Housing and Other Development

According to data from The City of Rocky Mount, 83% of the City's parcels are designated exclusively for residential use. 60.5% of these residential parcels are designated for single family homes, while 39.5% are designated for multi-family land use. 6.7% of the City's total parcels are zoned for retail, 2.4% for office, 1.9% for industrial, and 5.0% of parcels are agricultural or undeveloped land. There are clear geographic patterns to the locations of the different types of housing and other land uses listed above in the City of Rocky Mount.

Single-Family Homes

Rocky Mount is dominated by single-family housing choices, with many of the City's rental units actually

provided in the single-family housing stock. The largest area of single-family homes in Rocky Mount is several contiguous neighborhood investment areas to the west of the Central City, including Englewood, Berkeley, Candlewood, and Farmington Park. There are also large numbers of single-family homes in a section of contiguous neighborhood investment areas just east of the Central City, including Edgemont and Meadowbrook. There are many single family homes mixed in with multi-family options near the Central City, and many close to either side of the major north-south corridor of Highway 301. Other large single-family areas include the Springfield neighborhood investment area to the northeast, the adjacent neighborhood investment areas of Northgreen and Cunningham to the north, and Belmont Lake to the far north. There are numerous other areas scattered throughout the City which consist primarily of single-family homes.

Multi-family Residential

The majority of land zoned for multi-family residential can be found clustered around the central north-south corridor of Highway 301, and particularly around the areas close to Rocky Mount's Central City. These multi-family areas are often separated from Highway 301 by retail and office land uses that cluster along Highway 301. Some of the areas close to the Central City that are zoned for multi-family residential are mainly comprised of single-family homes (Urban Streetscape Plan for Downtown Rocky Mount), and the zoning designation has encouraged investor-owners to purchase inexpensive single-family homes and subdivide them for multi-family rentals. According to the 2008-2012 American Community



Survey, 5,257 (53.2%) of multi-family rental units in Rocky Mount are contained within 2-4 unit buildings, while 4,631 (46.8%) of multi-family units are contained within buildings of five units or more. The number of condominiums in Rocky Mount is very small. While the exact number is hard to pinpoint, only 120 of the 12,811 owner-occupied units in Rocky Mount (0.9%) are in structures with two or more units, and every single one is in Nash County (American Community Survey 2008-2012). The percentage of owner-occupied multi-family units in Rocky Mount contrast sharply with North Carolina at 1.7% and the United States at 5.4%.

Retail, Office, and Industrial Land Uses

Retail land uses in Rocky Mount tend to cluster along major roads, including Highway 301, North and South Wesleyan Boulevards, North Raleigh Boulevard, and Sunset Avenue. Neighborhood investment areas with large numbers of retail parcels include Central City and Little Raleigh in Central Rocky Mount and North Church to the north along Highway 301. Office land uses can be found in several pockets close to the Central City, as well as in clusters throughout the City, with major concentrations along major arterial roads and their nearby intersections to the west and northwest of the City, and North Carolina Wesleyan College. Neighborhood investment areas with especially large numbers of office parcels include Central City, and the adjacent neighborhood investment areas of Greenfield and Candlewood to the west, bounded by Highway 64 to the north and Sunset Avenue to the south. Highway 64 is soon to be re-designated as Interstate-495 and widened, and it is hoped by City administration that this development may bring

more commerce and travel into the City. The largest collections of industrial land uses can be found towards the north end of the City, close to the Highway 301 corridor, including neighborhood investment areas such as North Church and Hospira. There are numerous smaller industrial parcels scattered throughout many other parts of the City, such as the Cooley Road neighborhood investment area in the southern part of Rocky Mount.

Agricultural and Undeveloped Land

The largest areas of agricultural and undeveloped land occur in the northwest of Rocky Mount, though there are numerous areas all around the outer reaches of the City. Some neighborhood investment areas with large numbers of agricultural and undeveloped parcels include East Rocky Mount to the southeast and Stoneridge to the north/northwest.



“Rocky Mount’s historic character is a major asset and source of local pride.”

Application of the City’s Historic Resources

The City of Rocky Mount’s historic character is a major asset and source of local pride. Rocky Mount is home to well preserved brick commercial buildings, the second oldest cotton mill in North Carolina, and a variety of home styles including Foursquare, Colonia, Tudor Revival, Queen Anne, Colonial Revival, Neoclassical Revival, Georgian Revival, Minimal Traditional, and Craftsman.

Historic preservation ensures and fosters the continued use of historic structures in a community, adding to its uniqueness, personality, and diversity. Historic preservation can also encourage reinvestment in the City’s oldest neighborhoods, helping to stabilize or enhance property values. Historic preservation is not intended to prevent changes altogether, but to shape them in ways that enhance the historic assets of a community.

Rocky Mount’s City Council has had a Historic Preservation Commission (HPC) since 1997, with commissioners appointed by the mayor and City Council. The City has a total of seven historic districts that are listed on the National Register: Central City, Edgemont, Falls Road, Lincoln Park, Rocky Mount Mills Village, Villa Place, and West Haven. Additionally, the Rocky Mount Mills, Edgemont, and Rocky Mount Central districts are designated as local historic districts. The boundaries of the local historic districts are slightly different from the national historic districts of similar names.

Properties within a local historic district must obtain a “Certificate of Appropriateness” (COA) from the HPC to make significant exterior changes or additions to a property, before beginning any new construction, before demolition, or relocating a building or structure. Applications for COAs are reviewed (by the HPC) to determine if they are consistent with design guidelines. In the COA application process there is a public comment process in which property owners in a given district may comment on any pending proposal at neighborhood meetings.



The Central City and Rocky Mount Mills Village districts have primarily retail land uses, while the Edgemont, Falls Road, Lincoln Park, and West Haven districts have primarily single-family homes, and the Villa Place district is mainly zoned for multi-family residential. The neighborhood investment areas in which the historic districts are located have all declined in population in the last five years, ranging from a loss of -3.52% to -8.16% (CoreLogic RealQuest). These neighborhood investment areas, which are close in proximity, do not line up exactly with the historic districts, and have median home values ranging from \$81,000 to \$113,200 and median rents from \$301 to \$404. Median household incomes in these neighborhood investment areas range from \$31,029 to \$48,803 (RealQuest).

Analysis of Market Forces: Drivers of Housing Supply and Demand

Rocky Mount's housing market is now experiencing a gradual but steady upswing. The City saw an increase in year-over-year new home closings from September 2012 to September 2013, with a total of sixty-seven newly constructed homes sold during that time (Metrostudy Analytics). This came after a year-over-year decline from the previous three years. The average year-over-year transaction price of new homes rose from \$158,750 in September 2012 to \$215,375 in September 2013, while the average mortgage size on newly sold homes declined from \$147,112 September 2012 to \$145,357 in September 2013. During this time period, in which there was near equilibrium between new home sales and existing, seventy-three existing homes were resold. This highlights that total home closings from September 2012 to September 2013 were 140, up

from 107 a year earlier, a noticeable 24% increase in real estate activity. Foreclosures and real estate owned (REO) closings made up 53.7% of existing home closings in September 2013, down from 74.3% in September 2012.

Overall activity in Rocky Mount's housing market is picking up steam. When considering all residential market segments, there were more than 350 real estate transactions between January 1 and June 30, 2013, a significant increase over 250 during the same time period in 2012. The average length of time a property spent on the market fell from 235 to 199 days from July 1, 2012 to July 1, 2013, and the average transaction value rose from \$107,000 to \$123,000.



Despite some apparent signs of improvement in the Rocky Mount housing market, problems like distressed assets, vacancy, and blight remain entrenched in the City, proving a major constraint on housing supply and demand, and to the revitalization of struggling neighborhoods. Without other incentives or assistance, investors and

developers are unlikely to invest in areas afflicted by these challenges in their current state. Similarly, potential homeowners and tenants, absent other influences, are likely to avoid these areas if they can afford to do so. Distressed residential assets are significant in number within the Rocky Mount Metropolitan Statistical Area of Edgecombe and Nash Counties (referred to hereto after as the "Twin County Area"). According to the Federal Reserve, the Twin County Area is home to the highest rates of subprime mortgages, non-performing loans (loans more than 90 days past due), and Real Estate Owned (REO) properties of any metropolitan area in the state, as well as the second highest foreclosure rate (Federal Reserve Bank of Richmond, Mortgage Performance Summary, Q3 2013).

Along with distressed assets, vacancy and blight can serve as major dampers on housing supply and demand. The housing vacancy rate increased from 11.3% to 14.3% from 2000 to 2011 in the Twin County Area (U.S. Census Bureau). In 2010, Edgecombe's vacancy rate was 12.7%, compared to 10.7% in Nash (U.S. Census Bureau), and there is a particular concentration of vacant housing units in the Rocky Mount portion of Edgecombe County (HNAEC). Among vacant units, there were 1,242 considered "other vacant" in Rocky Mount, meaning units that are boarded up and/or presumably uninhabitable. This 1,242 "other vacant" housing units accounts for 32.2% of all vacant units in Rocky Mount, and 4.6% of all housing units in the City, down from 5.8% in 2000 (U.S. Census Bureau). Total vacancy in Rocky Mount is high, and a primary problem is its geographic concentration.

Despite the high prevalence of vacant and blighted properties, there has been little new residential development in Rocky Mount's inner-city neighborhoods in recent years. One study determined that due to low market rents and modest occupancy rates, residential development was only feasible in neighborhoods close to the Central City with the use of financial incentives such as Low Income Housing Tax Credits (LIHTC), historic tax credits, and tax abatements (Texla Housing Partners). Only one new multi-family rental property project has been built in Rocky Mount since 2000. Some local housing professionals cited a lack of nearby services as hurting the ability of developers to qualify for LIHTCs.

A major driver of housing demand is demographics: the make-up of a local population and how it changes over time. The total population of the Twin County Area was actually projected to decline from 2010 to 2012, from 152,392 to 152,098, and is only projected to grow by 3,160 from 2012 to 2017 (DemographicsNow – Spring 2013). Edgecombe County is projected to grow by only fifty-six people between 2012 and 2017 (DemographicsNow – Spring 2013). Relative to other nearby population centers in the Twin County Area such as Tarboro and Princeville, the last two U.S. Decennial Census' show that Rocky Mount's population and housing growth levels are low.

The 25-44 year old age group declined a full 8.8% between 2000 and 2010 in the Twin County Area, and is projected to decline further through 2017, signaling an overall decline in the size of the available labor force (DemographicsNow – Spring 2013). Taken together with a large number of residents at pre-retirement ages, these demographic factors suggest that there could soon be a labor shortage in

the Twin County Area. The decline in the population of the 0-14 age group, going from 31,133 in 2000 to 30,020 in 2010, and projected to decline more by 2012, indicates that prime working-age populations may be leaving the area for work elsewhere and taking their children with them (DemographicsNow – Spring 2013).

Another major driver of housing demand is employment and income. With Rocky Mount's October 2013 unemployment rate at 10.9% (Bureau of Labor Statistics), 3.6% higher than the national average, Rocky Mount's challenged labor market continues to provide a major damper on local housing demand. The unemployment rate for the City of Rocky Mount has seen great recent improvement, down a full 2.4% from June 2013 to October 2013, and down 3.9% from its post-recession high of 14.8% in July 2011. However, the absolute condition of the Twin County Area labor market is still greatly challenged, with a total of 56,800 nonfarm employees in October, 2013, down 9,500 from a pre-recession figure of 66,300 in December 2006 (Bureau of Labor Statistics). The 2012 estimate of median household income in Rocky Mount was \$37,759, compared to \$46,450 in North Carolina and \$53,046 nationally (U.S. Census Bureau).

Analysis of Market Forces: Labor and Spending Patterns

Combined data from the latest Consumer Expenditure Surveys (2010-2011) and the Bureau of Labor Statistics can be used to generate estimates of household spending by local residents within the City of Rocky Mount. The average household in Rocky Mount spends considerably less locally than the average United States household spends nationally, reflecting Rocky Mount's low relative cost of living.

The consumer spending data is broken down into eleven broad categories and ninety-three sub-categories; and the median index suggests that the amount spent annually by a Rocky Mount household compared to the amount spent by the average American household is approximately 69%.

The largest outliers among categories are rented dwellings, with the average Rocky Mount household spending 79% of what the average American household does on rent nationally. In terms of select subcategories, some unusually high indexes include Renters' Insurance 85%, and Furniture Rental 94%, all indicating high cost burdens for renters in Rocky Mount. Some subcategories with unusually low consumer spending by Rocky Mount residents locally include Non-Apparel Household Laundry/Dry Cleaning 17%, Closet and Storage Items 13%, and Grills and Outdoor Equipment 21%.

Today, Rocky Mount stands at a crossroads. While its overall housing market appears to be turning a corner, the City is still burdened with distressed, vacant, and blighted residential properties, along with a frail labor market and economy. Despite many parts of the City having thrived and grown, the areas surrounding the Central City has experienced a severe lack of new investment and development as well as a loss of households and families in recent decades.

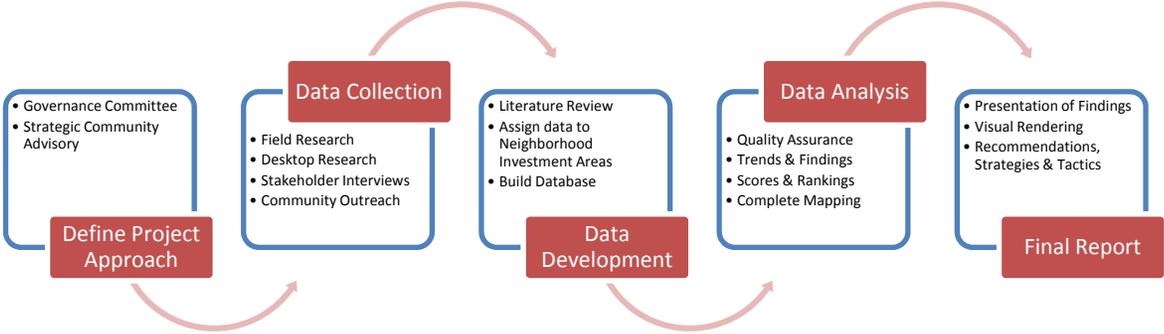
In order to ensure a bright future for Rocky Mount it will be necessary to stem the tide of these negative trends. While the facts and figures presented in this section might suggest a thicket of daunting challenges, we believe that the opportunities for positive and multifaceted change are vast, and that the positive assets which Rocky Mount possesses can serve as a springboard for a variety of measures.





SECTION III METHOD OF APPROACH & DATA COLLECTION

As illustrated in the diagram below, the Rocky Mount process included five phases: approach definition, data collection, data development, data analysis, and the concluding report.



The comprehensive findings in this report are presented in three parts. Part I: Community/Stakeholder Engagement involves the collection of valuable insights from the members of the community through meetings, interviews, and forums. Part II: Existing Housing Conditions contains information concerning the economic challenges and opportunities related to the physical conditions of structures and lots throughout the city. Part III: Neighborhood Wave Assessment Model contains information and attributes concerning neighborhood investment quality. This part combines demographic, amenities, and investment data along with the conditions findings.

Previous Plans and Studies

In the process of writing this report, APDS reviewed a number of recent economic development assessments, housing studies, market analyses, strategic and comprehensive plans, and urban design plans relevant to the City of Rocky Mount and the Twin County Area. These documents were written by consulting firms, housing organizations, urban planners, local coalitions, academic scholars, and other parties.



Crossroads to Prosperity

Community/Stakeholder Engagement

Stakeholder engagement is always critical to APDS' successful delivery of neighborhood assessment and planning services. The APDS Rocky Mount project team held regular meetings with a governance committee and a community advisory group, scheduled interviews with Rocky Mount's key stakeholders, and held three public meetings. Engaging stakeholders with diverse experience, knowledge, and opinions delivered strong outcomes for the Housing Plan and influenced the formation of numerous recommendations therein. In regard to housing opportunities and challenges, here are some of the comments that emerged from the interviews and meetings:

- "Too many homes are no longer owner-occupied and are owned by investors without commitment to neighborhoods."
- "Historic homes are being sold for very low prices or rented out."
- "Reduction in utility cost is needed; the City of Rocky Mount needs to establish subsidy for families and individuals who cannot afford the high utility cost."
- "The local government needs to establish a weatherization program to improve the efficiency of the homes in need of repairs and to cut utility costs."
- "A subsidy program for utilities to keep people from moving out of their homes and increasing the number of vacant properties in the city is necessary."
- "The high volume of vacant housing lends to crime."
- "In my business as a landlord, there is a need for affordable housing for the homeless. "
- "The City of Rocky Mount should use some vacant housing for the homeless."

- "More energy efficient housing is needed to keep tenants and reduce the increasing number of vacant deteriorated housing."
- "Revitalization of existing historic homes and landlords putting money into repairing the rental properties they own is necessary-- Beal Street, Sunset Avenue, Thomas Street for example."
- "There is a need to develop more Senior Housing."

Related to retail services offered and desired, here are some of the comments received:

- "More incentives should be provided for businesses to locate downtown."
- "Rocky Mount needs to pay attention to contacting communities about new stores that are being built as they are supposed to. For example, a liquor store was built in my neighborhood and the community was never notified."

The three most frequently expressed concerns by local stakeholders were:

- 1) High utility costs and their burden on residents.
- 2) The need for widespread weatherization upgrades and more energy efficient housing,
- 3) Vacant properties and their effect on communities, including the concern that more homes are becoming or have the potential to become vacant.



Determining Assessment Factors

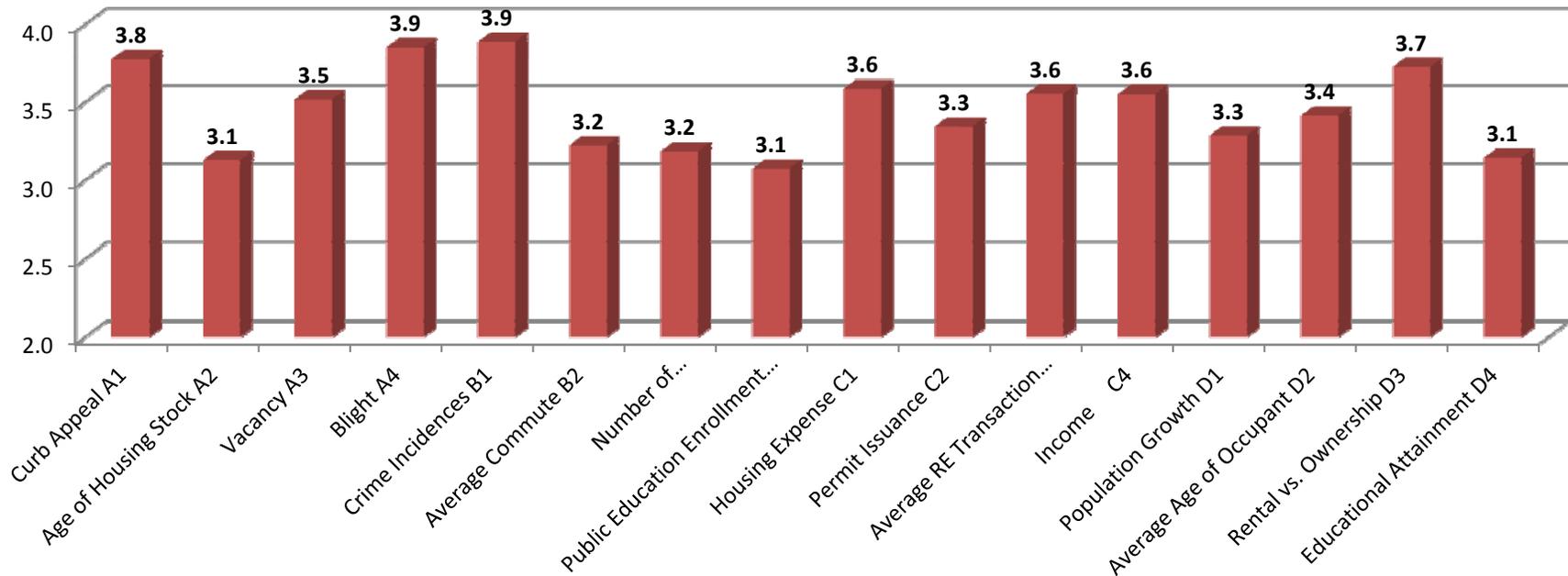
During the outreach meetings attendees were also presented with factors for evaluating the community. Each of the sixteen factors was presented and explained in detail. The attendees were then allowed to vote on the importance of each factor. The consultant team used the results to weight the scoring of the neighborhood investment area assessments. Public meeting attendees were given the option of selecting from four levels of importance for each factor. They used the following scale:

- Very Important
- Important
- Somewhat Important
- Not Important

The voting was conducted using handheld devices and the results were tabulated on-site. This allowed the attendees to see the results of their feedback



immediately. For purposes of numerical tabulation, Very Important tallied as 4, Important as 3, Somewhat Important as 2, and Not Important as 1. After aggregating these results, the following results were generated for each factor:





Windshield Survey Process

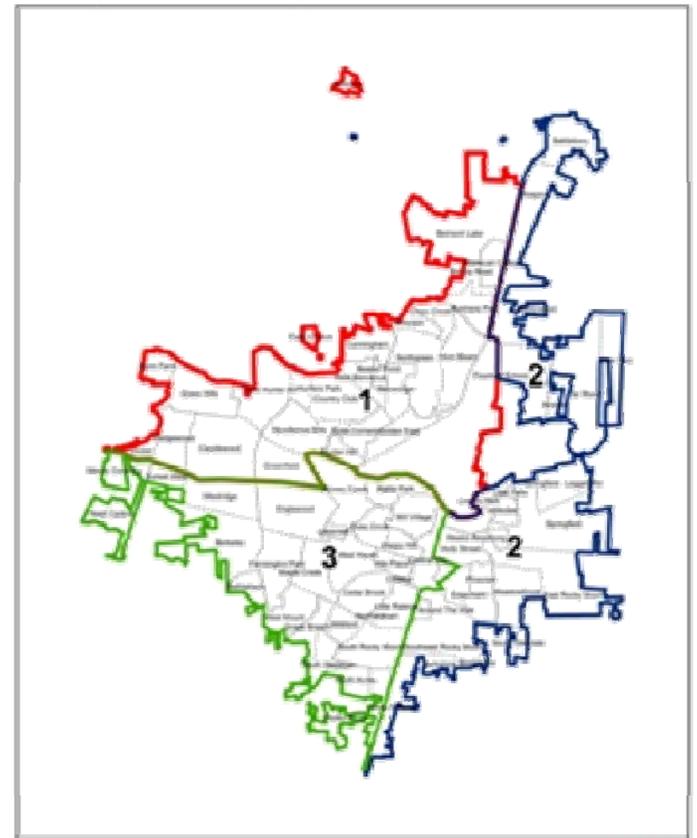
The data in this report was obtained mainly through a windshield survey. A windshield survey is a collection of visual assessments used to gain a better understanding of a place. The windshield survey got its name because it is often done while an observer sits in a car and looks through its windshield. Windshield surveys rely on visual observations for data rather than methods such as the interviewing of participants. Windshield surveys involving residential properties often attempt to answer questions like the following:

- What is the condition of the residential structures?
- Are they in a state of disrepair?
- Are there noticeable signs of decay on the property?

APDS assembled approximately sixteen field surveyors to survey every visible residential property within Rocky Mount, excluding Federal Emergency Management Agency (FEMA) buyout properties, which APDS accounted for in advance (see page 26 for more information). Surveyors were sent out across the City in pairs, with each team made up of a driver and a data collector. Surveyors mapped out flexible routes before venturing out to conduct the surveys and while in the field they entered their observations on laptop computers using a survey form in Microsoft Excel. This process allowed field surveyors to conduct their windshield survey of every residential parcel in Rocky Mount much more efficiently than they could have done with pen and paper.

GIS parcel data provided by the City of Rocky Mount's Planning Department helped to guide the field evaluation. Rocky Mount was divided into three sectors for the assignment of surveyors, with a team captain from the APDS staff in charge of each sector.

Rocky Mount Survey Sectors



Evaluation criteria used in the windshield survey was based on the sixteen factors that were chosen to evaluate the neighborhood investment areas. The windshield survey is the direct source of three of the neighborhood factors (Curb Appeal, Vacancy, and Blight), while the other thirteen are gathered from a wide variety of other sources. Table 1 provides an outline of the data fields that were used to conduct the windshield survey.

Table 1 – Windshield Survey Evaluation Criteria

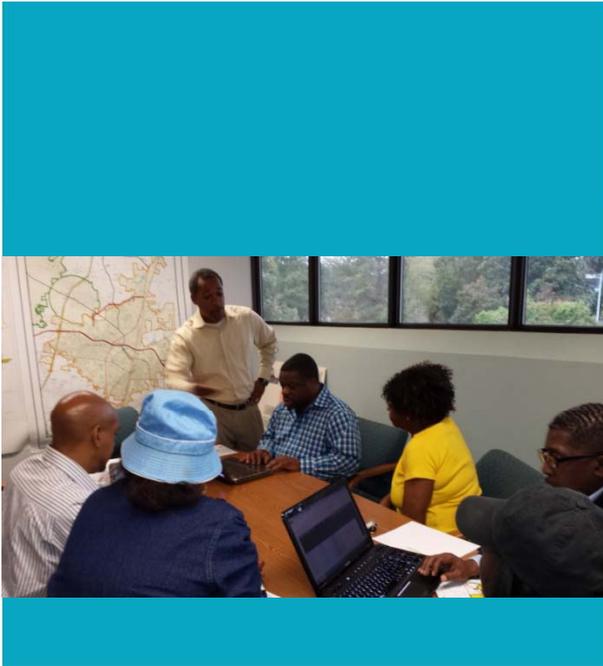
Rocky Mount Housing Plan Windshield Survey Evaluation Criteria*		
Structure or Lot Tenure	Lot Aesthetic Condition	Structure Aesthetic Condition
Occupied	Excellent	Excellent
Vacant	Good	Good
Unimproved	Fair	Fair
Not Visible	Poor	Poor
-	Not Visible	Dilapidated
-	-	Not Visible

*For all the above columns, FEMA buyout properties are possible categorizations of residential parcels. However, these properties were predetermined by APDS and this was not a choice for field surveyors.

Field Evaluation of Property Conditions

Field surveyors were instructed to evaluate properties visually based on aesthetic qualities and estimated quantity of investment using the following categories: Excellent, Good, Fair, Poor, and Dilapidated. Surveyors were instructed that the first four categories could be applied to structures or lots, while only structures could be recorded as Dilapidated. Surveyors were also provided with sample photos of properties that fell into each category, and attended an APDS presentation where the aesthetic criteria were discussed and explained. These efforts were made to ensure consistency amongst surveyors' visual observations and to ensure that their evaluations remained objective. For instances in which surveyors reported that they could not locate or see a particular property/address, surveyors were also able to select the field "Not Visible."





Observation Category	Definition	Photo
Excellent	A property that is very well-maintained with no aesthetic issues, in terms of both landscape and the exterior of structure, when applicable. Grass is cut and landscaping is properly manicured.	
Good	A property that is well maintained, with no visible damage and clear evidence of maintenance. However, the level of investment is not as evident in its attention to detail of aesthetics when compared to an Excellent property.	
Fair	A property with cosmetic issues such as an overgrown lawn, or when a structure is present, issues like faded/chipped paint which do not appear to affect structural integrity. Landscape is maintained but not at a high level and some litter or debris may be present.	
Poor	A property with a level of maintenance suggesting neglect. Overgrown vegetation and/or a significant amount of debris or trash are visible. When a structure is present, there will be some degree of structural damage but not enough to necessitate demolition. Condition of paint or building materials is lacking and cracked windows may be present.	
Dilapidated	A structure that appears to have suffered from years of neglected repairs to the exterior: An unsound roof, extensive rotting, and visible structural decay are all indicators of a dilapidated property.	



Field Evaluation of Tenure

For the purposes of this study, the neighborhood factor of Vacancy is inclusive of both vacant lots and unoccupied structures. In an effort to determine tenure during field evaluation, surveyors were instructed to identify typical signs of vacancy and abandonment, including the following:

- Overgrown landscaping
- Full or overflowing mailbox
- Boarded doors or windows
- Broken windows
- Vacancy notices posted on doors or windows

Challenges

FEMA Buyout Properties

Before the windshield survey was conducted, 474 Federal Emergency Management Agency (FEMA) buyout properties were identified. These FEMA parcels were structures that were destroyed or severely damaged by flooding and natural disasters, and were subsequently approved by FEMA for acquisition. The State of North Carolina then purchased these properties; the structures were subsequently destroyed or removed by the City of Rocky Mount and the land cleared. For purposes of analysis, all of the 461 residential FEMA properties were classified as vacant lots with Fair aesthetic condition.

Unsurveyable Parcels

Of the 22,911 total residential parcels, 1,141 or 4.98% were deemed to be unsurveyable during field evaluation. Unsurveyable parcels consist of properties that were not visible or identifiable by windshield survey teams and properties that could not be mapped or found using the City's GIS files. After an analysis of observations by field surveyors regarding unsurveyable parcels, several recurring explanations were noted as to why windshield surveys could not be completed. An overview of each reason code and corresponding definition is presented here.

Reason Code	Definition
Address Error	Parcels reported or recorded improperly; address present in database, but no longer physically present.
Landlocked	Parcels located adjacent to other parcels in a manner that did not allow for surveyor access; buildings that consisted of more than one unit in the structure, such as basement apartment or rear entry that did not allow access.
Physical Obstruction	Gated communities; areas where security, police, or residents threatened and/or requested surveyors to discontinue surveying.
Vegetative Obstruction	Single or multiple parcels not visible from the sidewalk due to overgrown trees, shrubbery, etc.
Undetermined	Infrastructure in place; however, no structure due to stalled development or incomplete building. Additionally, multiple vacant lots or unimproved land in proximity making it a challenge to determine what is being assessed.



In addition to the windshield survey data, supplementary information was gathered from the U.S. Census Bureau, CoreLogic RealQuest, Edgecombe/Nash County Tax Digest, and the Rocky Mount Police and Planning Departments. This information, combined with the field assessment, allowed the team to create a clear profile of each neighborhood investment area.

APDS views each neighborhood not only as a part of a whole community, but also as individual economic units. Our proprietary evaluation matrix “The Neighborhood Wave,” was created to help our clients compare each neighborhood investment area to city-wide performance and other neighborhoods in an intuitive and visual way. The Neighborhood Wave provides stakeholders a detailed analysis of how communities are growing, changing, and dealing with the challenges of today’s economic environment. The Neighborhood Wave can also be seen as a competitive assessment of the different neighborhoods as they exist today.

The purpose of this assessment method is to provide the reader with advanced tools that can be used as part of a market analysis, or on an as-needed basis for side-by-side evaluation of a subject neighborhood investment area. The APDS Neighborhood Wave model typically includes a number of locally identified factors segmented into assessment areas. The City of Rocky Mount chose four assessment areas, and they are:

- **Condition** – Factors tied to the physical circumstance of the residential real estate in each neighborhood investment area.
- **Amenities** – Factors that reveal the impact of access to services and amenities on a neighborhood investment area’s shared sense of value.
- **Investment** – Factors that show the current activity and impact that investment and development are having in a neighborhood investment area.
- **Demographics** – The socioeconomic characteristics of each neighborhood investment area that influence the perceptions of its investment quality.

Within each of the four assessment areas, there are four factors each, resulting in a total of sixteen assessment factors. Table 11 provides an outline of both windshield and desktop data factors, including a definition of each factor, source information, the level of geography from which the data was derived, and the measurement being used for purposes of analysis.



Table 11 – Neighborhood Investment Area Factors

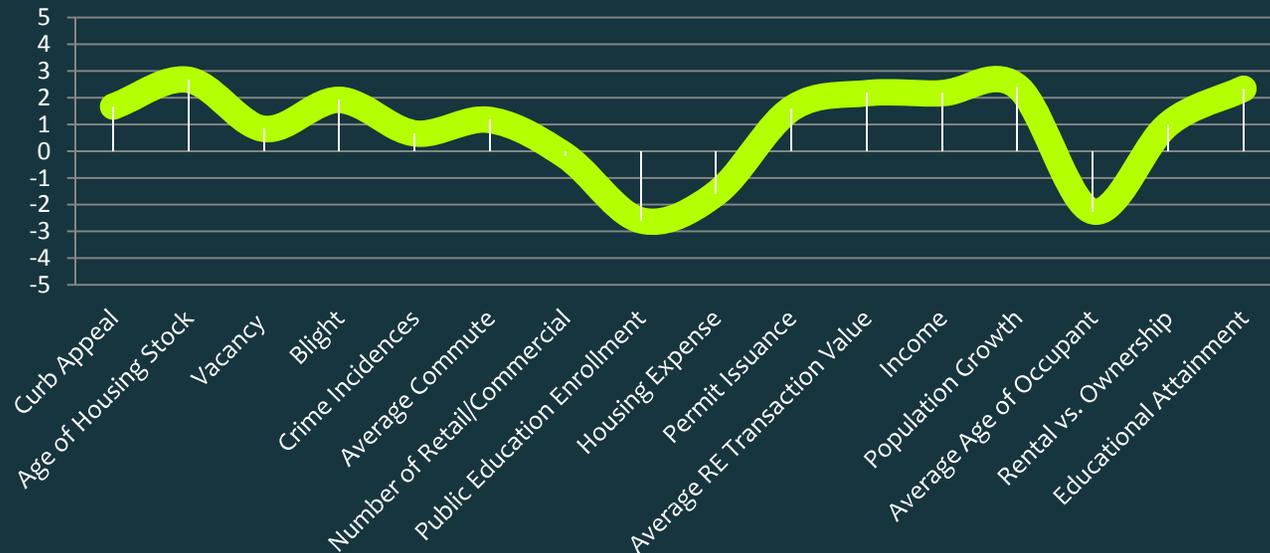
NEIGHBORHOOD FACTOR	DEFINITION	SOURCE DATA	CAPTURED BY	MEASUREMENT
A) Condition				
A1: Curb Appeal	The visual attractiveness of a property as seen from the street.	APDS Windshield Survey	Parcel	The percentage of parcels in the neighborhood investment area that received an Excellent or Good rating per windshield survey.
A2: Age of Housing Stock	The year the structure was built.	Tax Digest	Parcel	Average year built by neighborhood investment area.
A3: Vacancy	Structures and lots not occupied or in use.	APDS Windshield Survey	Parcel	Identifies the percentage of vacant properties by neighborhood investment area.
A4: Blight	Lots and/or structures in poor or deteriorated condition that represent a general state of neglect and disrepair in a neighborhood investment area.	APDS Windshield Survey	Parcel	The percentage of properties with a Poor or Dilapidated rating by neighborhood investment area per windshield survey.
B) Amenities				
B1: Crime Incidences	Statistical measures of criminal activity in neighborhood investment areas, based on the number of occurrences per parcel.	City of Rocky Mount Crime Data	Neighborhood Investment Area	Analyzed criminal data and identified the number of occurrences per neighborhood investment area of violent and property crimes. All data is from time period from January 2008 to July 2013.
B2: Average Commute	The average amount of time one takes to travel from home to work or school on a daily basis.	CoreLogic RealQuest	Neighborhood Investment Area	The percentage of commuters in the neighborhood investment area that travel more than thirty minutes to work or school.
B3: Number of Retail/Commercial Businesses	Attractive or pleasant opportunities to dine, shop, worship, bank, etc.	CoreLogic RealQuest	Neighborhood Investment Area	Number of businesses that are in the service area for the neighborhood investment area as compared to citywide average.
B4: Public Education Enrollment	The overall level of academic achievement and progress shown by a school in a specific time interval.	CoreLogic RealQuest and U.S. Census Bureau	Neighborhood Investment Area	Local education enrollment aggregated to boundaries of the neighborhood investment area, expressed as an index (not a high school graduate=1, high school graduate=2, some college=3, college grad=4, grad degree=5).

NEIGHBORHOOD FACTOR	DEFINITION	SOURCE DATA	CAPTURED BY	MEASUREMENT
C) Investment				
C1: Housing Expense (Rent)	Determination of how affordable it is to live in a community.	CoreLogic RealQuest	Neighborhood Investment Area	Median gross household rent per neighborhood investment area as compared to the overall average for the City.
C2: Permit Issuance	Assessment of recent and planned new investment in neighborhood investment areas.	City of Rocky Mount Planning Dept.	Neighborhood Investment Area	Number of building / construction / business permits issued in Rocky Mount from 2009 to 2013, and sorted by neighborhood investment area.
C3: Average RE Transaction Value	Measurement of the average value of all residential real estate transactions to occur in the neighborhood Investment area.	North Carolina MLS	Parcel	Average of all closed residential real estate sales per neighborhood investment area between September 2012 and September 2013.
C4: Average Age of Occupant	Assessment of the age of occupants in the community in order to identify impact of various generations and their needs within a neighborhood investment area.	Census Bureau American Community Survey	Neighborhood Investment Area	Imputed median age of all occupants aggregated to the neighborhood investment area level.
D) Demographics				
D1: Population Growth	A change in the relative numbers of different groups of individuals making up a neighborhood investment area.	Census Bureau American Community Survey & Core Logic RealQuest	Neighborhood Investment Area	Measured change in population of neighborhood investment areas by census block groups over last five years.
D2: Income	Assessment of median household income.	Census Bureau American Community Survey	Neighborhood Investment Area	Median household income by neighborhood investment area.
D3: Rental vs. Ownership	Variance between an individual granted temporary occupancy or use of one's property versus an individual occupying a residence they own.	Census Bureau American Community Survey & Core Logic RealQuest	Neighborhood Investment Area	The percentage of homes that are owner occupied by neighborhood investment area.
D4: Educational Attainment	The highest level of schooling each student attended and successfully completed.	Census Bureau American Community Survey	Neighborhood Investment Area	Mathematically weighted representation of the highest level of education completed by the residents of a neighborhood investment area.



Sample Neighborhood Wave

After the data was collected for each factor, it was scored in comparison to the citywide median neighborhood investment areas. If a factor was positively associated with curb appeal, and a neighborhood has a higher value for this factor than the median neighborhood, it received a score of +1 to +5. Conversely, if a factor was negatively linked with crime, and the neighborhood had a higher occurrence for this factor than the citywide neighborhood median, the area would receive a score of -1 to -5 for that factor. This proprietary method is graphically presented in the form of a wave:



By using this approach, the recommendations provided to our clients allow them to clearly identify issues that exist on a citywide basis or on a neighborhood level. This makes engagement of stakeholders in the implementation process easier, because it allows people to use their own knowledge, access, and resources that focus on the specific items. It takes the right “mix” of activities to improve neighborhoods. This approach goes beyond typical market studies by providing tools to analyze specific neighborhoods and the development/investment opportunities that may be found within them. Our method helps communities balance the negative factors by applying the right tone, filters, and level of support that will equalize the efforts of all community participants. This is the basis of our revitalization planning philosophy.



SECTION IV

REPORT PRIMER & EXISTING CONDITIONS FINDINGS

How To Use This Report

This report is intended to provide stakeholders and investors a wealth of information about the City of Rocky Mount, its neighborhoods, and the current conditions of its housing. Through informing these parties, the report is intended to move them towards directed and strategic activity throughout the City, encouraging investment, development, and the pursuit of all manner of economic and community development initiatives to improve the communities of Rocky Mount.

The information resulting from the research and analysis conducted by the APDS team is expressed in this report as a series of tools described below: maps, graphs, tables, and a collection of recommendations. These tools are intended to help the reader of this report understand the conditions of different areas of Rocky Mount, identify the factors that can make a positive difference in specific neighborhood investment areas, and determine how their investments and decisions can positively impact these factors.

The Neighborhood Wave Matrix tool provides insight into the sixteen neighborhood factors that APDS has used to measure the investment quality of Rocky Mount's neighborhood investment areas. These sixteen factors are located across four categories: Condition, Amenities, Investment, and Demographics.

The factor data is made available in multiple formats: as raw data, as scores between -5 and +5, with 0 representing the median performance of a factor across all 82 neighborhoods, and in "Neighborhood Wave" format, a visual representation of the factor data for a given neighborhood or "typology" average of similarly performing neighborhoods. The "Neighborhood Wave" allows for easy visual comparison across different neighborhoods and factors.

The color of each Neighborhood Wave corresponds with one of the six typologies, with green hues representing high investment performance and low risk, yellow hues representing performance near the citywide average, and red hues representing low performance and high risk. The Neighborhood Wave Matrix tool can be used to compare a target neighborhood to a similarly performing one, or to one or multiple neighborhoods located on a typology above or below it. In doing this, a user of this report can identify the specific factors that might appear most important in affecting positive change in a neighborhood, or differences between certain neighborhoods that are most revealing. This process can assist in selecting or devising strategies to improve or stabilize a neighborhood, by zeroing in on the factor or factors which such a strategy should be engineered to directly impact.



The Neighborhood Typology Heat Map shows the current conditions of each Rocky Mount neighborhood investment area along a continuum of investment quality, reflecting the six neighborhood typologies, which are defined by scores which reflect the sixteen factors. This map displays the communities of Rocky Mount by using the same set of colors found in the Neighborhood Wave Matrix tool.

By observing the locations of neighborhoods by typology on a map, we can begin to understand the linkages and barriers between different neighborhoods and regions of Rocky Mount, creating geographic context for the performance of different areas of the city. This observation also facilitates awareness of the impacts that adjacent and nearby neighborhoods can have on each other. This awareness of geography can help in the creation of strategies and initiatives for neighborhood improvement.

The tables and maps contained within this report can help to serve many purposes to concerned stakeholders and investors. The numerous thematic maps help graphically illustrate the neighborhood factors and conditions within Rocky Mount, once again assisting with the visualization of geographic connections and barriers between various communities. Investment and redevelopment efforts in one neighborhood tend to have spillover effects to adjacent ones, and these maps help convey the connections, similarities and differences between parts of the city that are nearby to one another. The maps also provide useful specific geographic information, such as the locations of Rocky Mount's largest employers, and of every vacant lot and structure in the city. These maps can be used to help target initiatives such as workforce housing initiatives or model block approaches towards neighborhood revitalization. The maps also display our recommended Targeted Areas of Opportunity (TAOs) that APDS specifically recommends as geographic focal points of investment and community activism.

The various tables and charts contained within the report contain concise and data-filled snapshots of the City as a whole, as well as the TAOs. They also include lists of some of the most extreme neighborhoods in terms of observed conditions and tenure, and help to illustrate some of the general characteristics of the six neighborhood typologies in detail.

Finally, this report contains a series of detailed recommendations. These recommendations include both best practices from comparable cities and specific redevelopment tactics for the purpose of improving neighborhood investment areas. We recommend using the recommendations in combination with the tools listed above. For example, a reader of this report might compare the neighborhood wave of a community targeted for revitalization to the average wave of a more successful typology, and pinpoint a specific factor believed to be important for influencing other factors and the overall quality of the neighborhood. Then, that reader can locate a strategy that is most relevant to that factor, and further tailor the strategy or best practice from the report appropriately based on local conditions and context.

Part II: Existing Conditions Findings

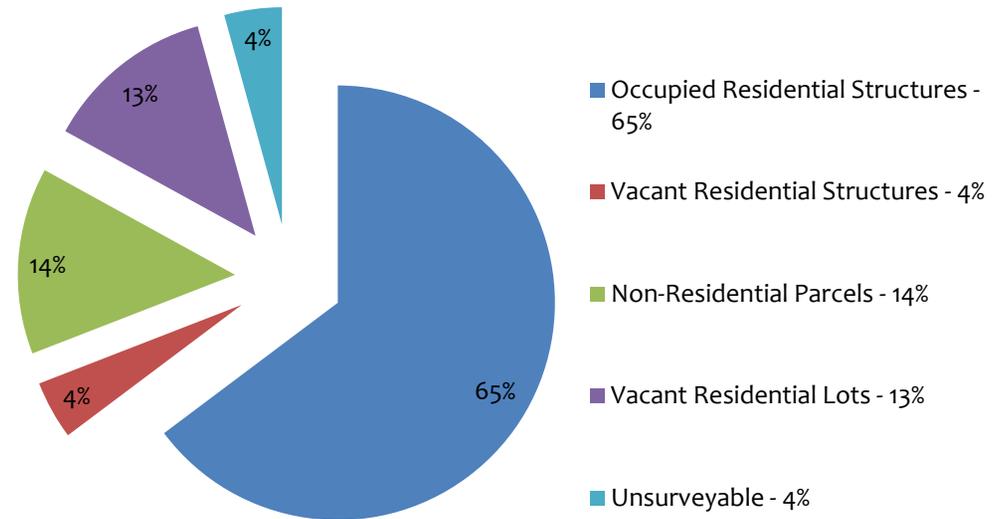
The citywide conditions data provides crucial information regarding the physical structures and lots that make up the neighborhoods of Rocky Mount. Table 2 provides a snapshot of Rocky Mount's parcel composition and current conditions.



Table 2 – Citywide Snapshot

Citywide Snapshot		
Category	Number	Percentage
Parcels		
Total Parcels Citywide	26,605	100.0%
Residential Parcels	22,911	86.1%
Non Residential Parcels	3,694	13.9%
Survey Totals		
Structures	18,386	80.2%
Lots	3,383	14.8%
Unsurveyable Parcels	1,141	5.0%
Residential Parcels		
Single Family Land Use Designation*	13,365	60.5%
Multi Family Land Use Designation*	8,741	39.5%

City of Rocky Mount Comprehensive Land Use Composition



* The number of parcels in these two categories add to a slightly different parcel count than the above 22,911. Several neighborhoods with parcels originally coded as non-residential in City GIS data were determined to be residential parcels and were subsequently surveyed.



Table 3 – Existing Property Conditions – Various

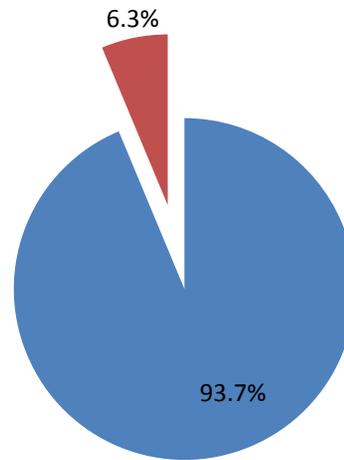
Structure Occupancy (Tenure)	Number	Percentage
Occupied Structures	17,228	93.7%
Vacant Structures	1,158	6.3%

Total Vacancy	Number	Percentage
Vacant Structures and Vacant Lots	4,541	-----
Citywide Vacancy Percentage	-----	19.8%

Property Conditions	Number	Percentage
Excellent	2,892	12.6%
Good	8,790	38.4%
Fair	7,360	32.1%
Poor	2,347	10.2%
Dilapidated	387	1.7%
Unsurveyable	1,141	5.0%

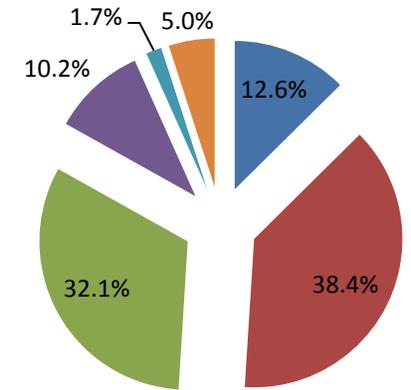
City-wide Residential Structure Occupancy

- Occupied Structures - 93.7%
- Vacant Structures - 6.3%



City-wide Property Conditions

- Excellent - 12.6%
- Good - 38.4%
- Fair - 32.1%
- Poor - 10.2%
- Dilapidated - 1.7%
- Unsurveyable - 5.0%



Property Conditions

As outlined in Table 2, Rocky Mount is comprised of 26,605 citywide parcels of land. Among these, 22,911 parcels are residential and 3,694 parcels are non-residential. There are 18,386 total identified residential structures, of which 1,158 or 6.3% appear to be vacant or abandoned. City land use data shows 60.5% of Rocky Mount's residential parcels designated for single-family homes, with another 39.5% designated for multi-family residential. It is important to recognize that the existing land uses of many of these parcels may not be the same as their designations. The American Community Survey (2008-2012) estimates that 18,058 housing units or 64.6% of units in Rocky Mount are located in single-family properties, 7,771 housing units are in structures with two or more units (27.8%), while 2,136 are mobile homes (7.6%).

From an aesthetic perspective, the APDS field survey suggests that the City of Rocky Mount has "fair" curb appeal. This finding is based on ADPS' experience conducting similar studies and evaluations. Surveyors found 2,892 residential properties to be in Excellent condition, comprising 12.6% of all residential properties, and another 8,790, or 38.4%, were found to be in Good condition. Field surveyors categorized the remaining properties as either Fair (7,360 / 32.1%), Poor (2,347 / 10.2%), Dilapidated (387 / 1.7%), or Unsurveyable (1,141 / 5.0%). See pages 24 of this report for more information on how these aesthetic conditions were determined.



Surveyors identified 4,541 vacant properties citywide, including 1,158 vacant structures and 3,383 vacant or unimproved lots. These figures indicate an overall citywide residential vacancy rate of 19.8%, or 20.9% when unsurveyable parcels are excluded.

Existing Conditions - By Neighborhood Investment Area

This report includes neighborhood-level analysis to help identify the unique dynamics of each of Rocky Mount's neighborhood investment areas. The neighborhood-level data tables and map book located within the Appendices of this report provide a profile of each neighborhood investment area's conditions data as gathered from the windshield survey and county tax digests.

Property Conditions: Curb Appeal

Curb appeal is the general attractiveness of a home or residence as casually observed by someone walking or driving by a property. Creating the "right" first impression and expressing pride of ownership can be accomplished with a well-manicured lawn and carefully placed shrubs, plants and flowers, along with a well-maintained structure with attractive façades and colors, assembled in a complementary fashion. Deferred maintenance is a key factor that negatively impacts curb appeal.

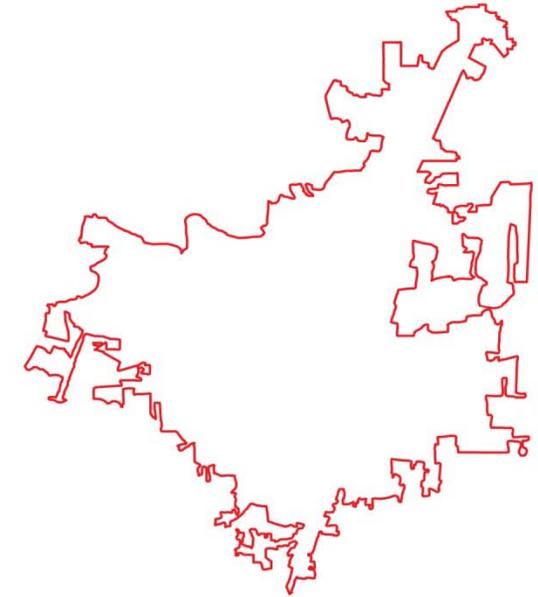


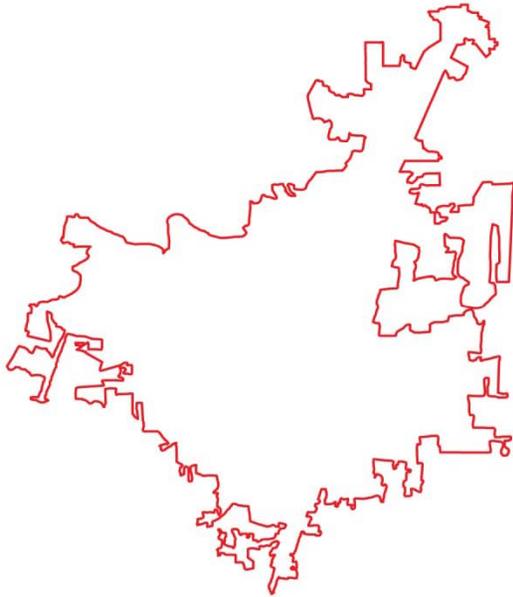
The significance of curb appeal has a direct relationship to property values; therefore, the curb appeal of a neighborhood investment area has a positive or negative impact on values and pricing in that neighborhood. For the purposes of this study, curb appeal is defined as the percentage of surveyable residential lots and structures categorized as Excellent or Good by the field evaluation team. Based on this definition, about half of Rocky Mount neighborhood investment areas appear to have a majority of residential parcels with curb appeal, and citywide curb appeal is 53.7%. Rocky Mount has great character and charm, but ADPS' experience conducting similar studies and evaluations in other municipalities suggests that this is low. Residential curb appeal is closely tied to economic development and growth, and has major impacts on neighborhood investment and the decisions of firms and families on whether to call Rocky Mount their home.

Table 4 – Curb Appeal

Curb Appeal					
	Neighborhood Investment Area	Total Parcels	Surveyable Residential Parcels	Properties in "Excellent" or "Good" Condition	Percentage
1	Hunters Park	260	225	225	100.0%
2	Belmont Lake	561	520	519	99.8%
3	Berkeley	1,007	963	951	98.8%
4	Battle Park	59	55	53	96.4%
5	Greyson	195	187	176	94.1%
6	Candlewood	553	418	391	93.5%
7	Northgreen	957	932	845	90.7%
8	Cobb Corners	144	86	77	89.5%
9	Beaver Pond	77	61	54	88.5%
10	Westridge	623	539	474	87.9%

Source: APD Solutions Field Evaluation (Neighborhoods with min. > 10 surveyable residential parcels)





Property Conditions: Blight

For the purposes of this study, blight is defined as the percentage of residential properties categorized as Poor or Dilapidated by field surveyors. Citywide blight is at 12.6%, and there is insufficient information from other cities or consistent definitions of blight to provide the necessary context to determine if this figure is low or high, though we are certain it is not an extreme one. A number of neighborhood investment areas have very high occurrences of blight with the majority located close to Rocky Mount's Central City. Areas with the highest proportions of blight can be seen in Table 5. Like curb appeal, blight varies widely across the many parts of the City. Communities that are deteriorating under the weight of blight experience not only superficial decline, but the economic strain of shrinking property values.

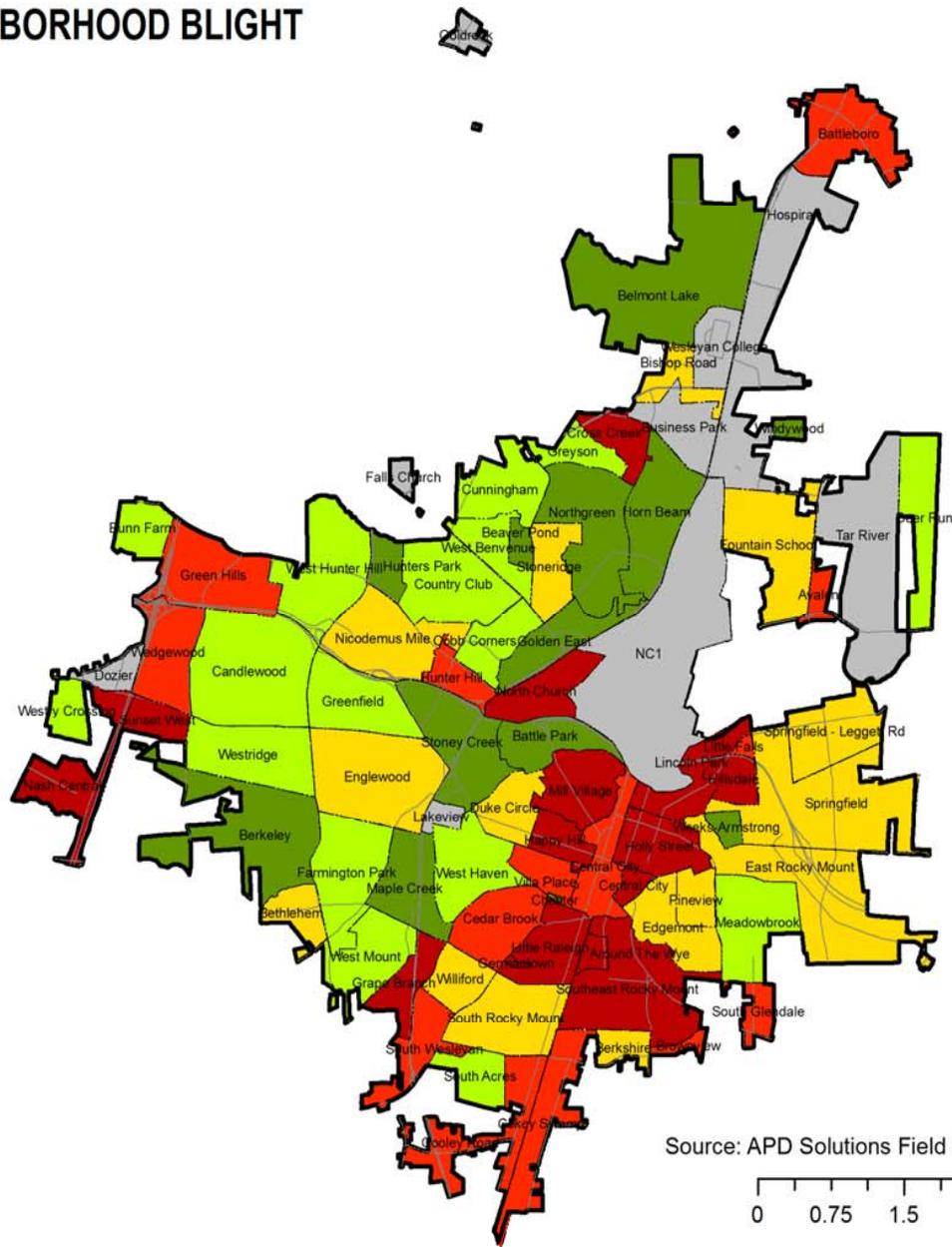
Table 5 – Blight

Blight					
	Neighborhood Investment Area	Total Parcels	Surveyable Residential Parcels	Properties in "Poor" or "Dilapidated" Condition	Percentage
1	Little Raleigh	898	716	396	55.3%
2	Holly Street	1,100	943	428	45.4%
3	Happy Hill	516	379	170	44.9%
4	Germantown	30	23	10	43.5%
5	Southeast Rocky Mount	1,404	1,205	468	38.8%
6	Mill Village	529	468	181	38.7%
7	Around The Wye	140	128	48	37.5%
8	Grape Branch	110	61	17	27.9%
9	Hillsdale	505	488	129	26.4%
10	Down East	149	78	17	21.8%

Source: APD Solutions Field Evaluation (Neighborhoods with min. > 10 surveyable residential parcels)



NEIGHBORHOOD BLIGHT



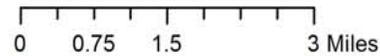
Legend

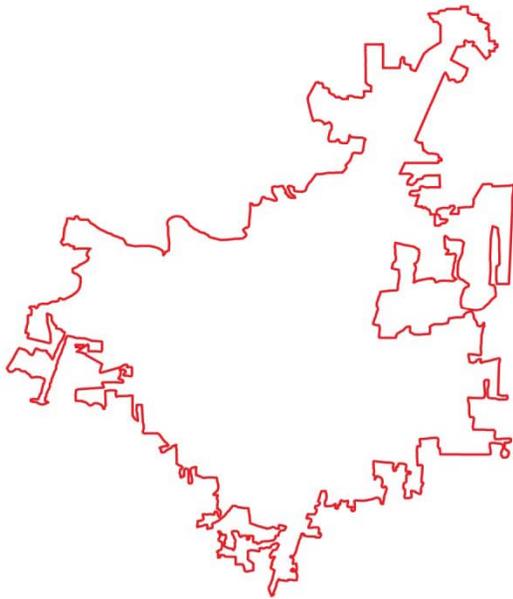
Percentage of Blighted Properties

- 0%
- 1% - 2%
- 3% - 10%
- 11% - 20%
- 21% - 100%
- Excluded / Non-Residential



Source: APD Solutions Field Evaluation Data





Property Conditions: Vacancy

Vacancy/abandonment statistics are a key indicator used by economists to help identify trends and forecast future economic conditions. Typically, lower vacancy rates suggest high demand for new units which will likely result in rising rents and sales prices as well as an increase in new construction in the future. Conversely, higher vacancy rates suggest excess capacity and will likely result in a slowdown in new construction in conjunction with a slowdown in the rate of increase of rents and sales prices. In severe cases, a high vacancy rate could result in a decrease in rents and sales prices. Higher vacancy rates can also be indicative of an area that has not only neglected the upkeep of properties, but also abandoned fundamental duties of homeownership to include timely mortgage payments, taxes, or utility bills.

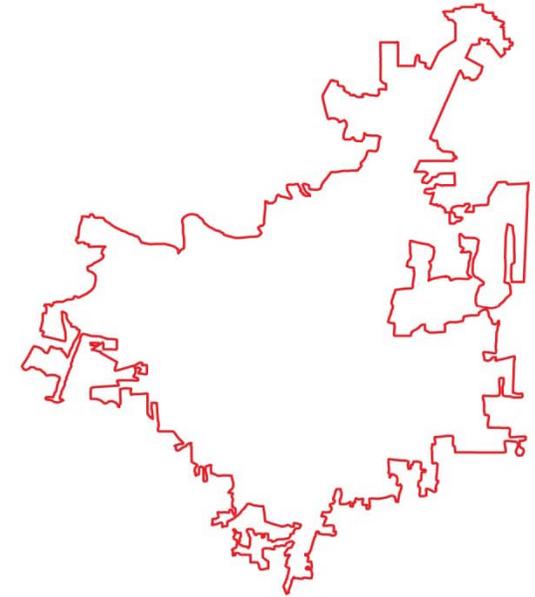
In Rocky Mount, vacancy is influenced by vacant lots, vacant structures, and FEMA buyout parcels. The impact of these properties on individual neighborhood investment areas is delineated below. Table 6 outlines neighborhood investment areas with the highest rate of vacant lots citywide (of those with at least ten surveyable parcels). This may indicate evidence of business flight and stalled development. Alternatively, some of these areas could simply be in the midst of residential development held up for reasons unrelated to demand or financing. Generally speaking, vacant lots are susceptible to becoming sites with code issues such as overgrowth or excess debris, and can contribute to an overall perception of blight or decay in a neighborhood.



Table 6 – Vacant Lots

Vacant Lots (Total: 3,383)					
	Neighborhood Investment Area	Total Parcels	Surveyable Residential Parcels	Vacant Lots	Percentage
1	Maple Creek	96	39	37	94.9%
2	Belmont Lake*	561	520	414	79.6%
3	Cokey Swamp	276	199	155	77.9%
4	Avalon	174	148	93	62.8%
5	Central City	476	51	28	54.9%
6	Duke Circle	395	375	147	39.2%
7	Battle Park	59	55	21	38.2%
8	Country Club	272	249	82	32.9%
9	North Church	447	162	53	32.7%
10	Fountain School	32	28	9	32.1%

Source: APD Solutions Field Evaluation (Neighborhoods with min. > 10 surveyable residential parcels) * Belmont Lake is currently under development.



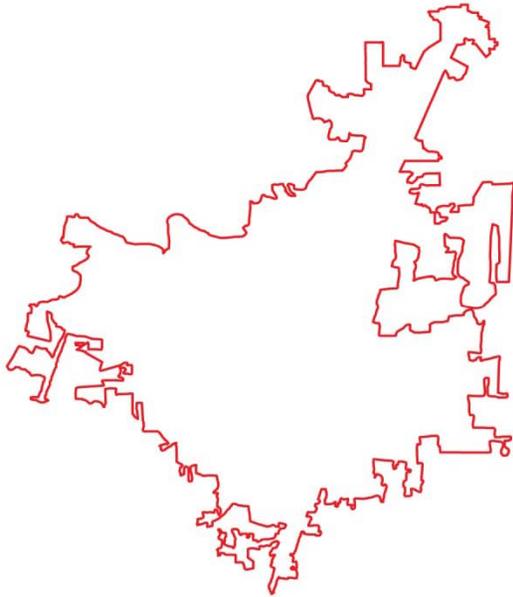


Table 7 outlines the ten neighborhood investment areas with the highest percentage of vacant structures (of those with at least ten surveyable residential parcels).

Table 7 – Vacant Structures

Vacant Structures (Total: 1,158)					
	Neighborhood Investment Area	Total Parcels	Surveyable Residential Parcels	Vacant Structures	Percentage
1	Down East	149	78	20	25.6%
2	Happy Hill	516	379	77	20.3%
3	Southeast Rocky Mount	1,404	1,205	198	16.4%
4	Around The Wye	140	128	21	16.4%
5	Central City	476	51	8	15.7%
6	Holly Street	1,100	943	140	14.8%
7	Cooley Road	401	241	35	14.5%
8	Germantown	30	23	3	13.0%
9	Little Raleigh	898	716	86	12.0%
10	Sunset West	147	115	13	11.3%

Source: APD Solutions Field Evaluation (Neighborhoods with min. > 10 surveyable residential parcels)

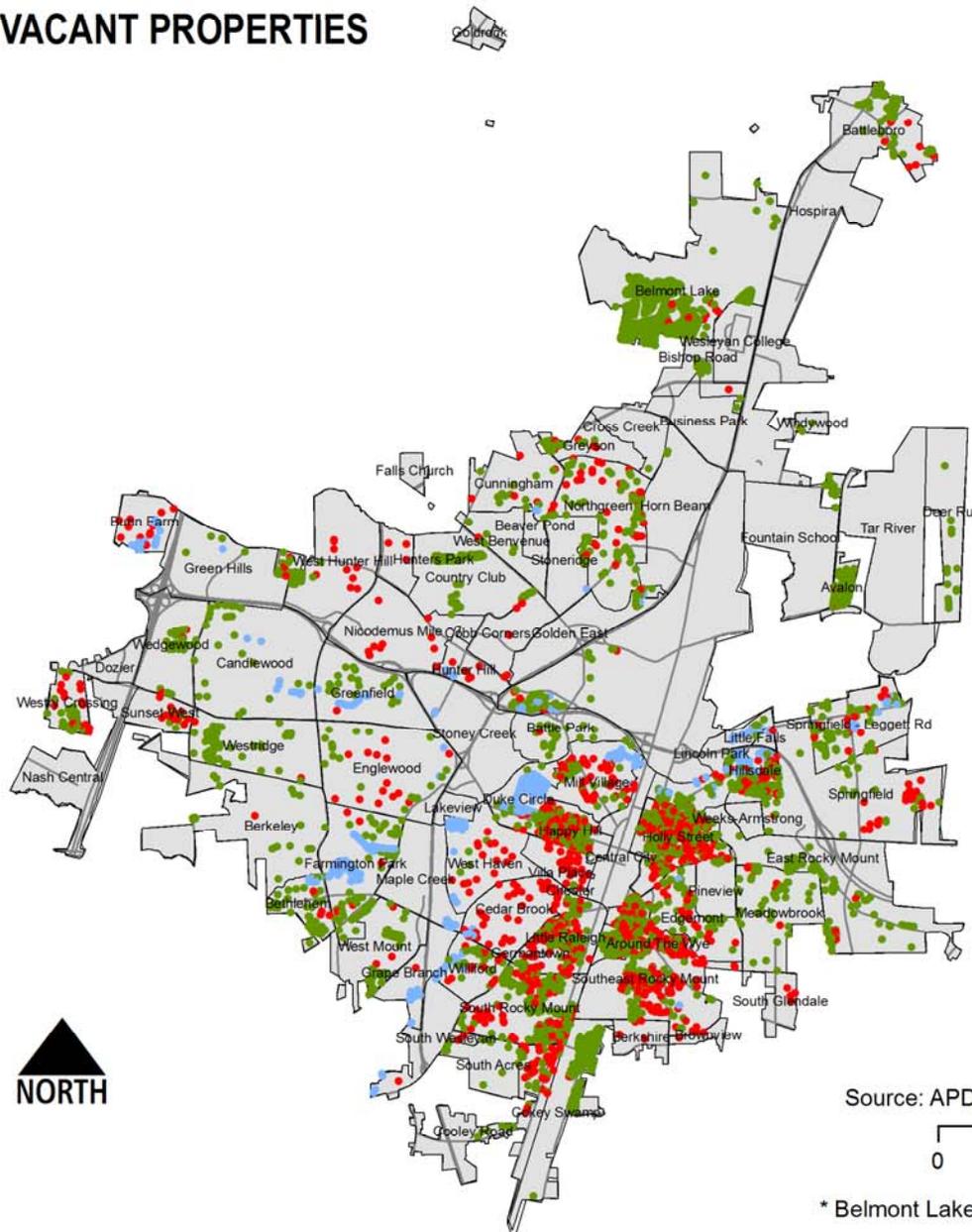
FEMA Buyout Properties

As explained previously, all of the 461 residential FEMA properties were classified as vacant lots with Fair aesthetic condition. The practical impact of these properties on individual neighborhood areas is the same as other vacant lots, as an unaware stakeholder sees an empty lot that looks no different than any other typical vacant parcel.

The adjacent map shows each vacant parcel type with one dot representing each. The concentration reveals correlation with other socio-economic factors in those same neighborhood investment areas. Many of those are directly influenced by the level of vacancy that exists.



VACANT PROPERTIES



Legend

- FEMA Buyout Properties
- Vacant Lots
- Vacant Structures
- ▭ Neighborhood Boundaries

Source: APD Solutions Field Survey Data

0 0.75 1.5 3 Miles

* Belmont Lake is currently under development.

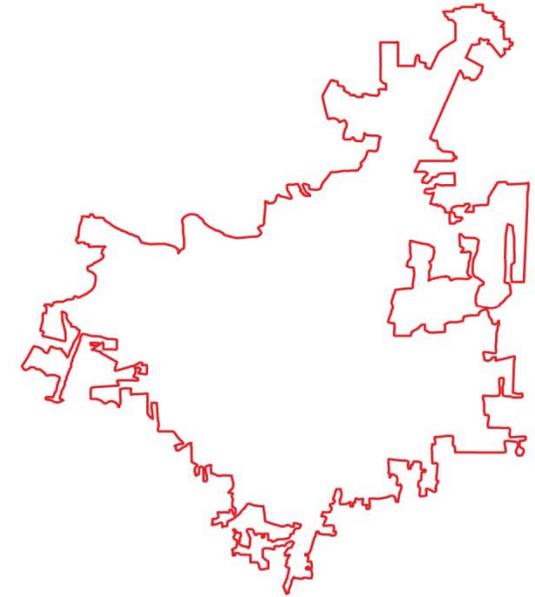


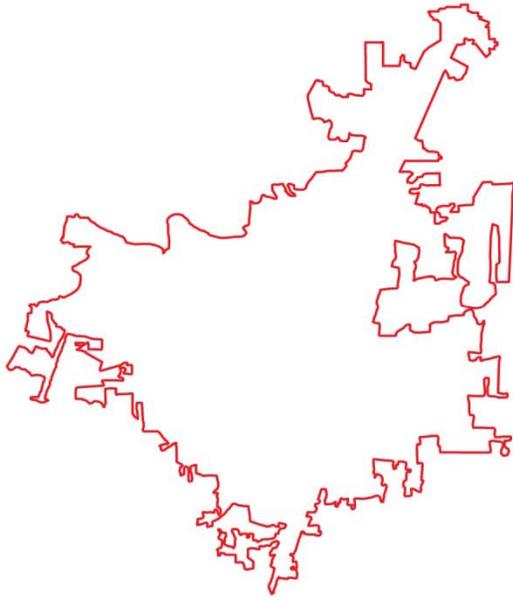
Given the previous information, Table 8 outlines the ten neighborhood investment areas with the highest total vacancy (of those with at least ten surveyable residential parcels).

Table 8 – Total Vacancy

Total Vacancy					
	Neighborhood Investment Area	Total Parcels	Surveyable Residential Parcels	Vacant Properties	Percentage
1	Maple Creek	96	39	37	94.9%
2	Belmont Lake*	561	520	423	81.3%
3	Cokey Swamp	276	199	156	78.4%
4	Central City	476	51	36	70.6%
5	Avalon	174	148	97	65.5%
6	Happy Hill	516	379	187	49.3%
7	Around The Wye	140	128	62	48.4%
8	Duke Circle	395	375	168	44.8%
9	Battle Park	59	55	22	40.0%
10	South Rocky Mount	873	698	267	38.3%

Source: APD Solutions Field Evaluation (Neighborhoods with min. > 10 surveyable residential parcels) * Belmont Lake is currently under development.





While many areas with high levels of vacancy also have high levels of blight and vice versa, this is not always the case. Table 9 illustrates the combined figures of total vacancy and blight as an index, illustrating some of the most troubled neighborhood investment areas in Rocky Mount in terms of conditions across two dimensions.

Table 9 - Vacancy Plus Blight

Vacancy Plus Blight					
	Neighborhood Investment Area	Total Parcels	Surveyable Residential Parcels	Vacant Properties plus Blighted Properties	Vacancy Plus Blight Index*
1	Maple Creek	96	39	37	2.84
2	Happy Hill	516	379	357	2.82
3	Cokey Swamp	276	199	182	2.74
4	Around The Wye	140	128	110	2.57
5	Central City	476	51	43	2.52
6	Avalon	174	148	124	2.51
7	Holly Street	1,100	943	785	2.49
8	Little Raleigh	898	716	596	2.49
9	Belmont Lake**	561	520	423	2.43
10	Southeast Rocky Mount	1,404	1,205	815	2.02

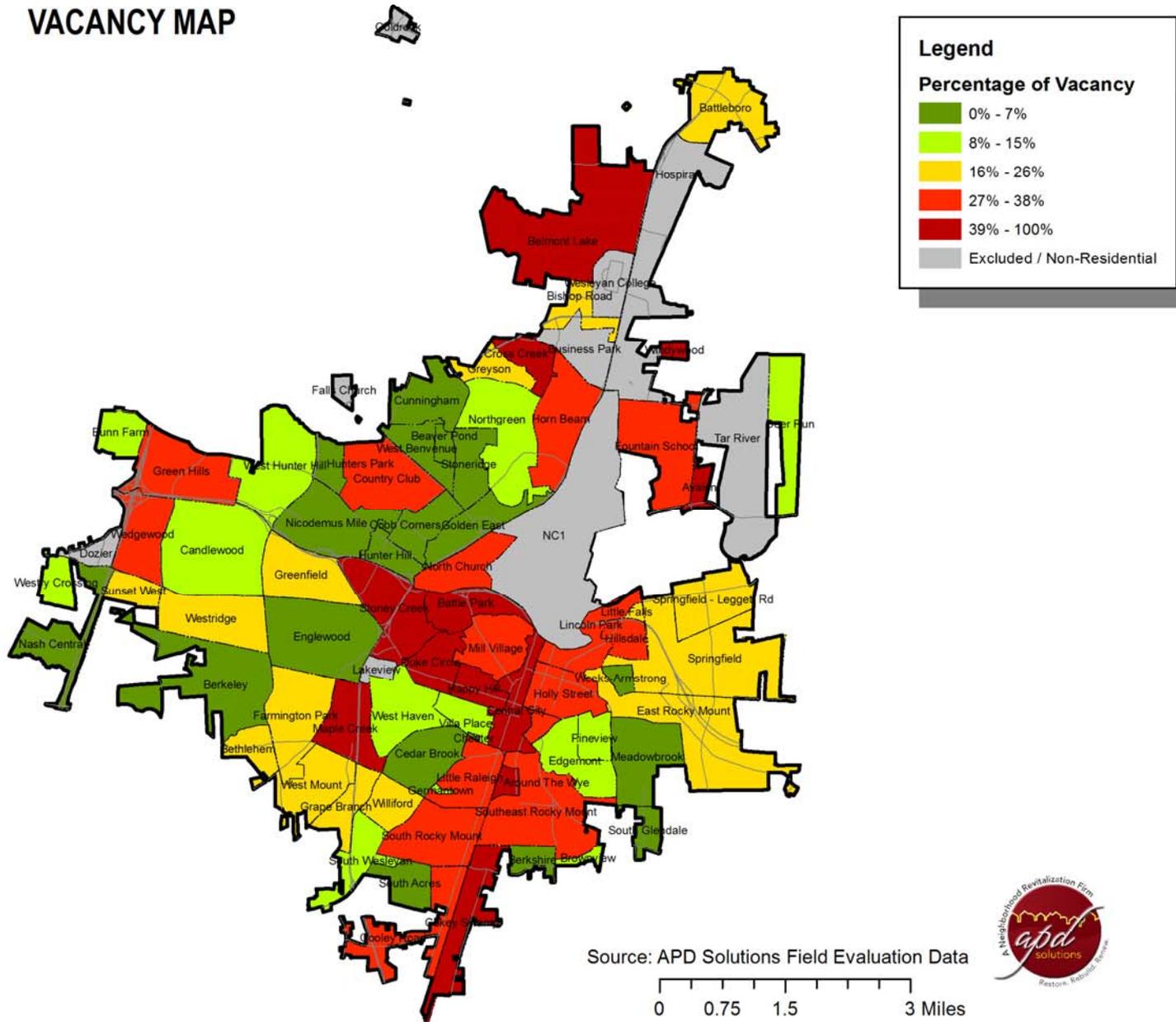


Source: APD Solutions Field Evaluation (Neighborhoods with min. > 10 surveyable residential parcels).

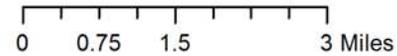
* Index reflects (total vacant properties + total blighted properties) / (surveyable residential parcels) divided by that same figure measured citywide (33.4 percent).

** Belmont Lake is currently under development.

VACANCY MAP

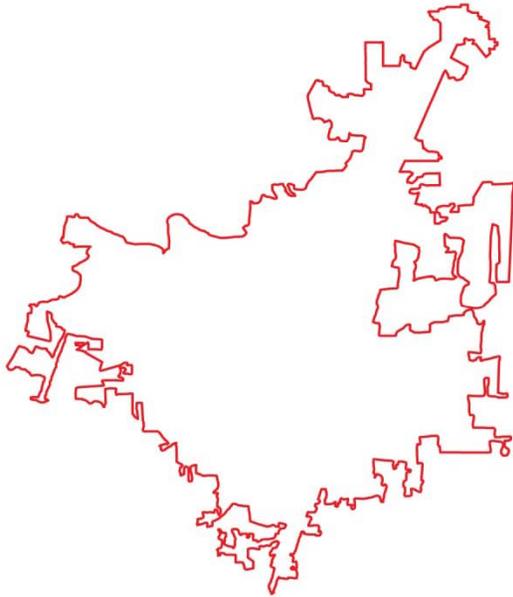


Source: APD Solutions Field Evaluation Data



* Belmont Lake is currently under development.





In addition to the information on curb appeal, blight, and vacancy gathered from the windshield survey, Age of Housing Stock is part of the existing conditions data. This information was taken from Edgecombe and Nash County tax digests. Based on this data, the median Rocky Mount neighborhood investment area has an average housing unit age of 42.19 years, and the mean area has an average housing unit age of 45.94 years. Table 10a and 10b show the oldest and youngest neighborhoods in Rocky Mount.

Table 10a – Age of Housing Stock (Newest)

Age of Housing Stock (Newest)		
	Neighborhood Investment Area	Average Age of Structure
1	Westry Crossing	11
2	Belmont Lake	16
3	Windywood	19
4	Hospira	20
5	Deer Run	22
6	Battle Park	24
7	Beaver Pond	24
8	Hunters Park	26
9	Cunningham	28
10	Tar River	29

Table 10b – Age of Housing Stock (Oldest)

Age of Housing Stock (Oldest)		
	Neighborhood Investment Area	Average Age of Structure
1	Chester	104
2	Golden East	86
3	Central City	80
4	Mill Village	70
5	Villa Place	69
6	Down East	69
7	Nash Central	68
8	Dozier	68
9	Duke Circle	67
10	Around The Wye	66



Existing Conditions Conclusions

The results of the windshield survey lead to many conclusions. Despite the inherent charm of Rocky Mount, and significant opportunity to prosper, many neighborhoods are suffering under the weight of disinvestment. There is significant disparity in the physical conditions of the local housing stock. Citywide curb appeal is 53.7%, and APDS' experience conducting similar studies and evaluations suggests that this is low. Without attention over time, that level will decline and lack of improvement will make it difficult for Rocky Mount to compete for new residents, business, and investment.

Although the overall aesthetic appeal of Rocky Mount is deemed to be "fair", there is great inconsistency between aesthetic quality and noticeable investment in different neighborhood investment areas. For example, the Cokey Swamp neighborhood has 199 surveyed residential parcels and 2.5% curb appeal, while the Hunters Park neighborhood, with 225 surveyed parcels, has 100% curb appeal. In regards to blight, the overall

citywide percentage is 12.6%, and as with curb appeal, there are vast geographic disparities in this measurement. A total of seven neighborhood investment areas with at least ten surveyable residential properties were found to have no blighted properties whatsoever, while fourteen such areas were found to have more than 20% blight. A complete alphabetical listing of the eighty-two Rocky Mount neighborhood investment areas, as they have been evaluated based on the four Condition factors, can be found in Appendix B of this report.

Rocky Mount's median neighborhood investment area has an average residential property age of 42.19 years, corresponding with an average property built around 1970. The City's residential housing stock is significantly older than that of North Carolina, where the median housing unit was built in 1985, or the United States, where the median housing unit was built in 1975 (American Community Survey, 2008-2012). Again, with this condition factor, there are vast differences between neighborhood investment areas. For example, the average

housing unit in Westry Crossing to the extreme west of the City is eleven years old, while the average unit in the more central Mill Village is seventy years old. Another key indicator for Rocky Mount is Total Vacancy. The City's perceived vacancy may not be superficially alarming because the structures are 93.7% occupied. Unfortunately the 6.3% citywide vacancy percentage is being absorbed by certain areas. More than 50% of vacant properties are concentrated within just nine neighborhood investment areas. Over 14% of parcels identified as residential are vacant lots; the total vacancy for Rocky Mount, including lots and structures, is 19.8%. The local statistic, when compared to the 13.5% vacancy rate in the State of North Carolina, shows there is reason for concern. As with curb appeal, the variations between vacancy rates across neighborhood investment areas are vast. The recommendations presented in Section 7 will provide community stakeholders and investors recommendations to directly address many of the issues revealed above.





SECTION V
THE NEIGHBORHOOD WAVE
ASSESSMENT FINDINGS

Part III: The Neighborhood Wave Assessment Findings

The Neighborhood Wave Assessment is an analysis designed to help decision makers and stakeholders recognize and build upon the strengths of neighborhood investment areas and mitigate their weaknesses. As stated in the Methods Section (Section 3) all the data was collected for each factor by neighborhood investment area and assigned a score in comparison to the median neighborhood figure among all eighty two neighborhoods.

A complete overview of the factors can be found on pages 44-45 (Table 11). The following section will detail findings and analysis, including an explanation of the neighborhood typology and ratings. The following section will include a section about each typology, including average characteristics, general findings, and one profile of a representative neighborhood investment area for each group.

Using the sum of baseline ratings for each factor, each neighborhood investment area received an overall score. In theory an unweighted neighborhood score could be as high as +80 or as low as -80 (if a neighborhood received all + or -5 scores), but in reality, the highest unweighted score found was 28, while the lowest was -29.

A weighting system for each of the sixteen neighborhood factors was then created based on public feedback received from community stakeholders at three outreach meetings. Survey participants were given options to determine four different levels of importance for each factor. After aggregating these results, the weights listed in Table 12 were generated for each category.

After evaluating the weighted methodology against the unweighted one, it was determined that the weighted approach was most appropriate for use in the Rocky Mount Housing Plan. Neighborhood investment area rankings were then recalculated based on the weighting factors, and organized into the following categories or typologies.

Table 12 – Neighborhood Factor Weights

Crime Incidences	1.13
Blight	1.12
Curb Appeal	1.09
Rental vs. Ownership	1.08
Housing Expense	1.04
Average RE Transaction Value	1.03
Income	1.03
Vacancy	1.02
Average Age of Occupant	0.99
Permit Issuance	0.97
Population Growth	0.95
Average Commute	0.93
Number of Retail/Commercial	0.92
Age of Housing Stock	0.91
Educational Attainment	0.91
Public Education Enrollment	0.89

*Figures above are rounded.

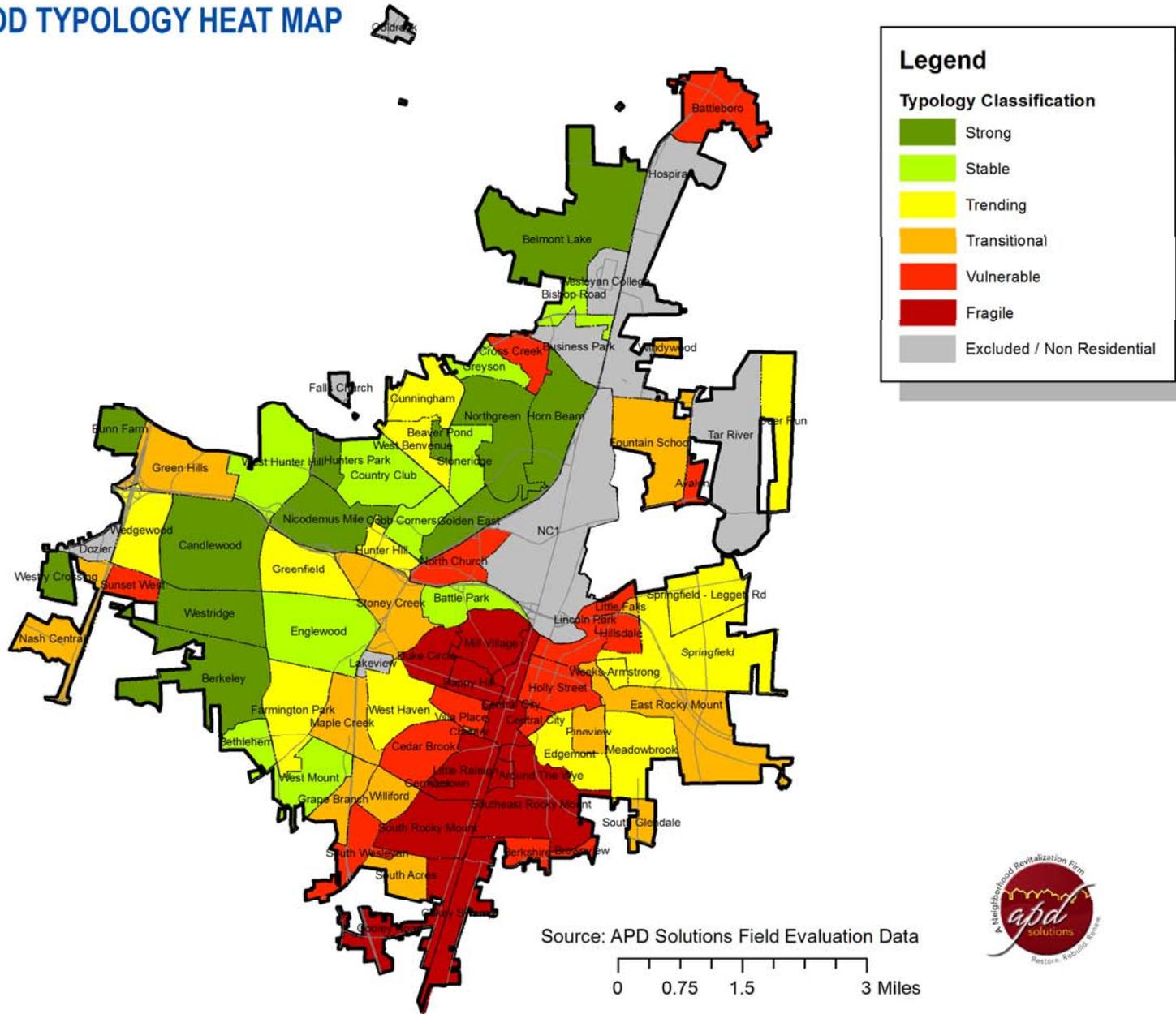


Strong	Neighborhoods that are most competitive locally and regionally. These areas represent a desired location for families and business with strong rankings in multiple indicators. (+20.0 and above)
Stable	Attractive neighborhoods with good housing demand and a balanced assessment across indicators. (+10.0 to +20.0)
Trending	Neighborhoods generally experiencing signs of improved conditions or the first signs of decline. (0.0 to +10.0)
<<<< -- TIPPING POINT -- >>>>	
Transitional	Neighborhoods with many positives but experiencing more turbulence in the ranking across several indicators. (0.0 to -10.0)
Vulnerable	Neighborhoods that are susceptible to exposure to a variety of factors that threaten the vitality of the area and its residents. (-10.0 to -20.0)
Fragile	Neighborhoods that have experienced decline among multiple indicators for some time. These neighborhoods represent the most entrenched of social, economic and physical issues. (-20.0 and below)

Neighborhood Investment Areas & Total Scores						
BERKELEY	HORN BEAM	GREENFIELD	SPRINGFIELD-LEGGETT RD	CHESTER	SOUTH WESLEYAN	GERMANTOWN
28.83	20.25	10.00	0.86	-7.38	-13.71	-25.47
CANDLEWOOD	WEST HUNTER HILL	CUNNINGHAM	SPRINGFIELD	SOUTH GLENDALE	HILLSDALE	AROUND THE WYE
27.17	19.77	9.54	0.67	-7.68	-15.49	-25.98
NICODEMUS MILE	COBB CORNERS	WEDGEWOOD	STONEY CREEK	EAST ROCKY MOUNT	HOLLY STREET	SOUTHEAST ROCKY MOUNT
25.00	18.89	9.15	-2.11	-8.88	-15.86	-27.77
GOLDEN EAST	BATTLE PARK	HUNTER HILL	NASH CENTRAL	LITTLE FALLS	CROSS CREEK	LITTLE RALEIGH
24.34	17.48	8.44	-2.35	-9.10	-15.94	-27.82
NORTHGREEN	GREYSON	WEST HAVEN	GREEN HILLS	PINEVIEW	AVALON	HAPPY HILL
22.84	16.30	5.89	-2.47	-9.73	-16.11	-28.66
BUNN FARM	STONERIDGE	WEST BENVENUE	GRAPE BRANCH	SUNSET WEST	BROWNVIEW	DUKE CIRCLE
22.83	13.15	5.37	-3.12	-10.71	-16.36	-29.21
HUNTERS PARK	BISHOP ROAD	MEADOWBROOK	WILLIFORD	BERKSHIRE	VILLA PLACE	MILL VILLAGE
22.34	13.13	5.14	-4.88	-11.17	-17.42	-30.01
WESTRIDGE	WEST MOUNT	DEER RUN	SOUTH ACRES	NORTH CHURCH	DOWN EAST	CENTRAL CITY
21.91	13.11	4.84	-5.82	-11.67	-18.31	-30.46
WESTRY CROSSING	BETHLEHEM	WEEKS-ARMSTRONG	FOUNTAIN SCHOOL	LINCOLN PARK	SOUTH ROCKY MOUNT	
20.60	12.92	1.75	-5.85	-11.85	-24.09	
BEAVER POND	COUNTRY CLUB	FARMINGTON PARK	MAPLE CREEK	CEDAR BROOK	COOLEY ROAD	
20.54	12.62	1.40	-6.04	-12.74	-24.34	
BELMONT LAKE	ENGLEWOOD	EDGEMONT	WINDYWOOD	BATTLEBORO	COKEY SWAMP	
20.32	11.34	0.93	-7.05	-13.54	-24.52	



NEIGHBORHOOD TYPOLOGY HEAT MAP





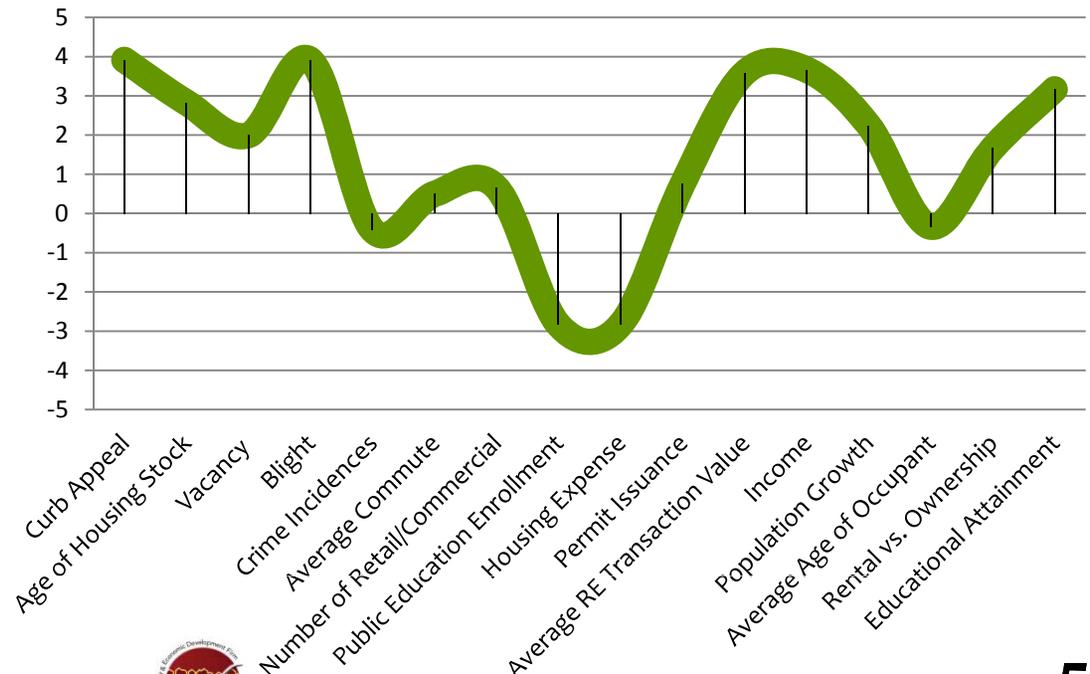
Strong Investment Area

Strong Investment Areas represent peak neighborhood conditions in the city. They are located in various areas of the Nash County side of the city. Strong Investment Areas tend to have houses that are “young” by Rocky Mount’s standards, very well maintained, and with exceptional curb appeal. Strong Investment Areas also tend to have extremely low incidences of vacancy and blight. Strong Investment Areas have moderate crime, slightly older residents than the city as a whole, low public education enrollment, and high median rents. Strong Investment Areas also have uniformly higher median incomes than the citywide neighborhood average, and most residents have attended some college or are college graduates.

Strengths: Curb Appeal, Age of Housing Stock, Vacancy, Blight, Average Real Estate Transaction Value, Income, Population Growth, Educational Attainment

Weaknesses: Public Education Enrollment, Housing Expense

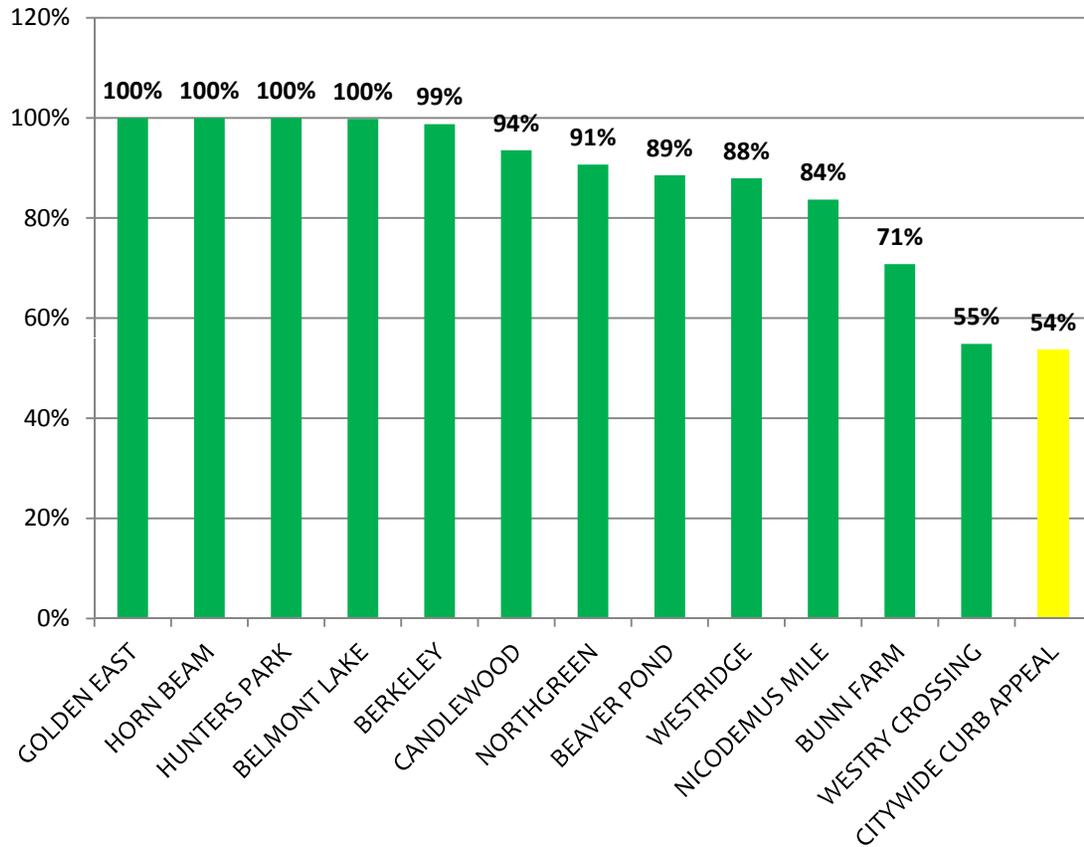
Strong Investment Area Wave



Findings: Strong Investment Area Neighborhoods

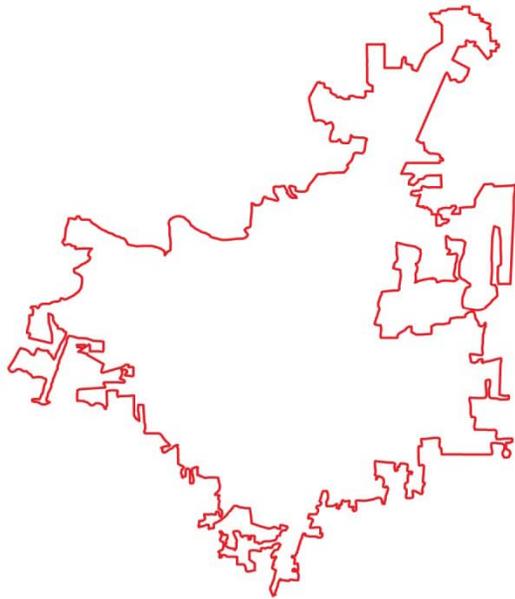
- 1. 100% of Strong Rocky Mount neighborhoods have greater curb appeal than the overall citywide figure.

Curb Appeal A1

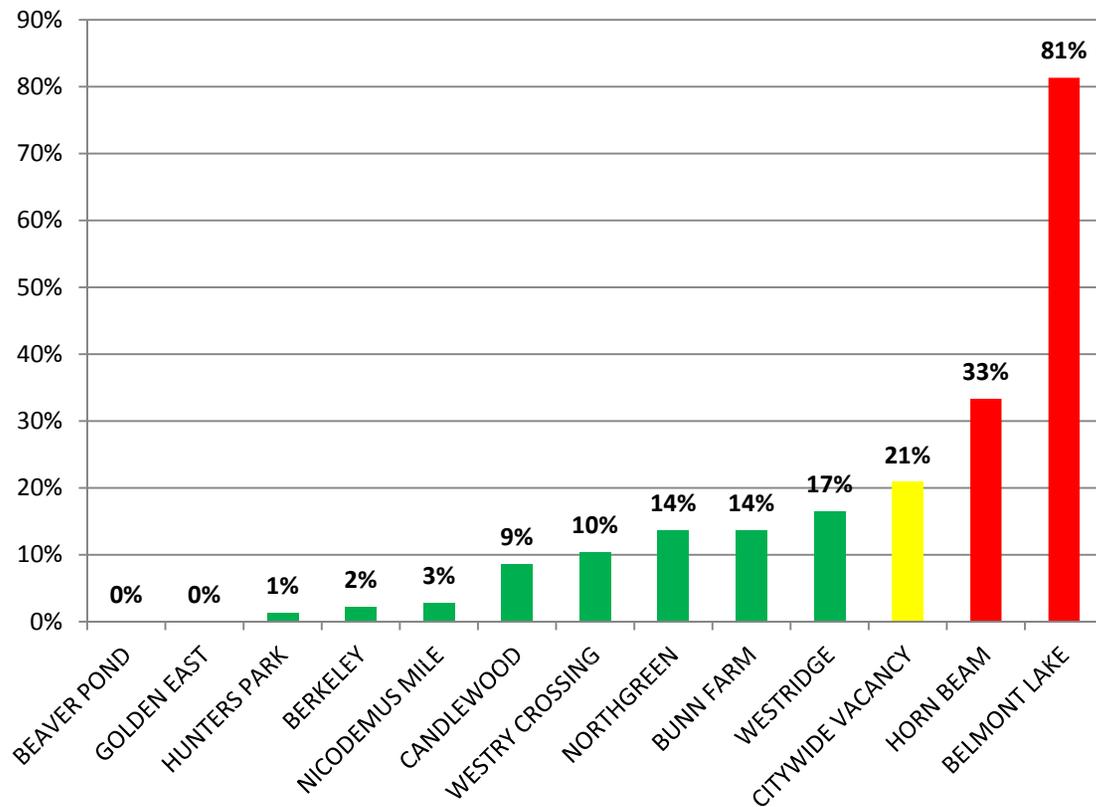


- 2. 92% of Strong Rocky Mount neighborhoods have a newer housing stock than the citywide average neighborhood.
- 3. 83% of Strong Rocky Mount neighborhoods have lower vacancy than the overall citywide figure.





Vacancy A3

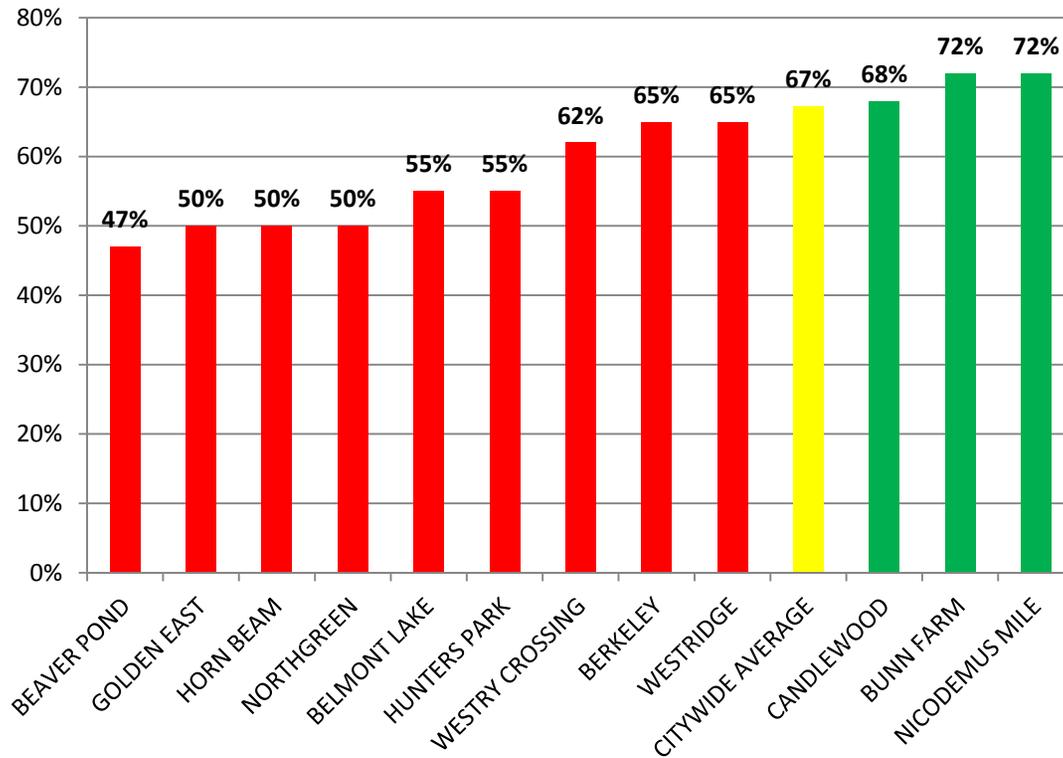


*Belmont Lake is under development

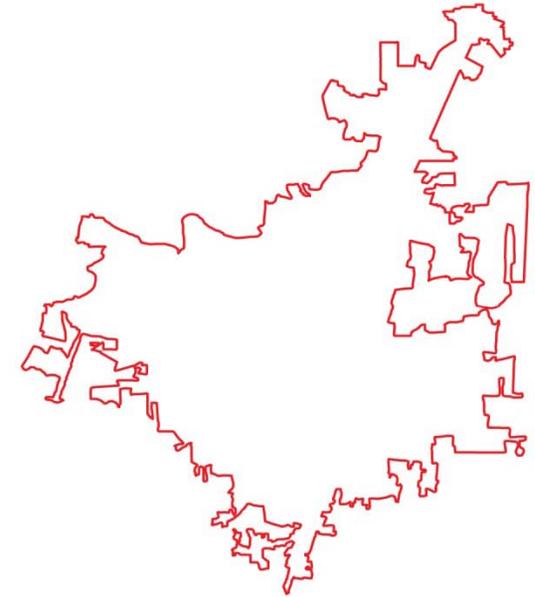
- 100% of Strong Rocky Mount neighborhoods have lower blight than the overall citywide figure.
- 83% of Strong Rocky Mount neighborhoods have a lower rate of public education enrollment than the citywide average neighborhood.



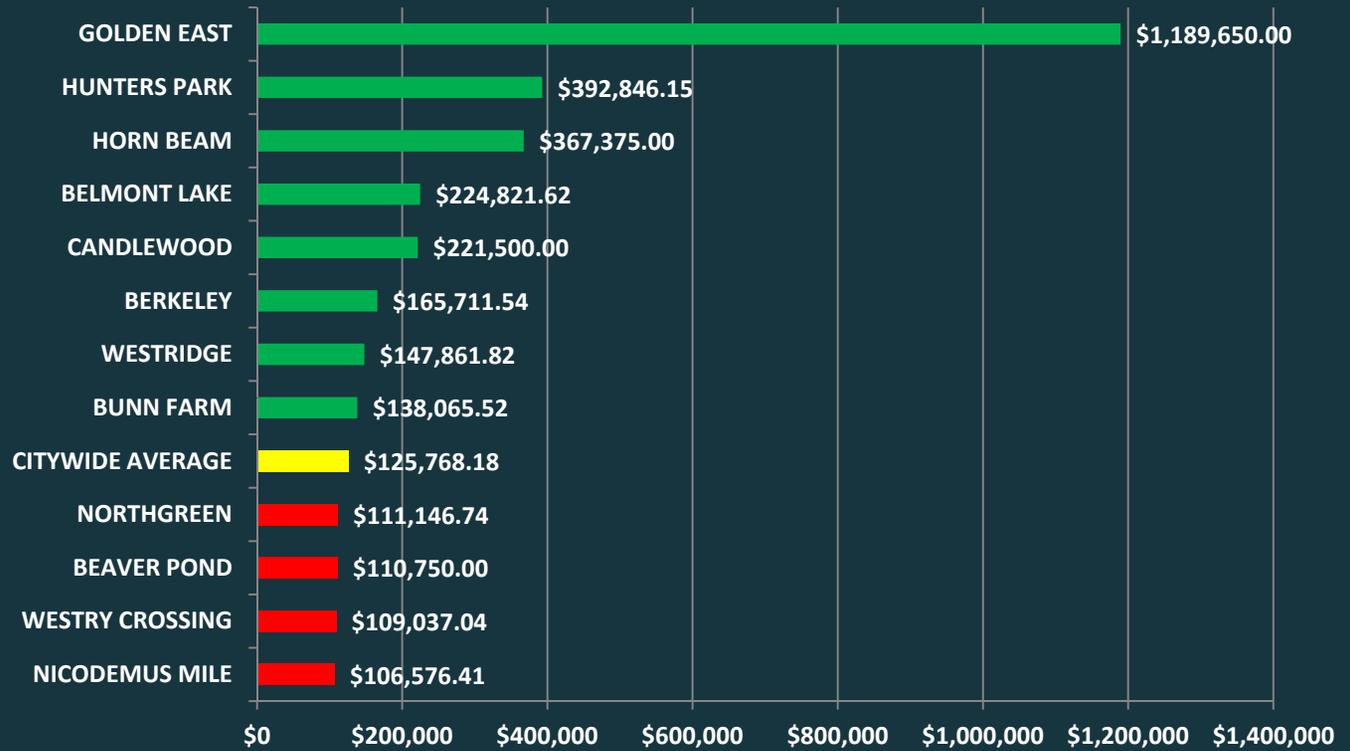
Public Education Enrollment B4



- 83% of Strong Rocky Mount neighborhoods have higher gross median rent than the citywide average neighborhood.
- 67% of Strong Rocky Mount neighborhoods had higher average real estate transaction values from June 2012 to June 2013 than the citywide average neighborhood.

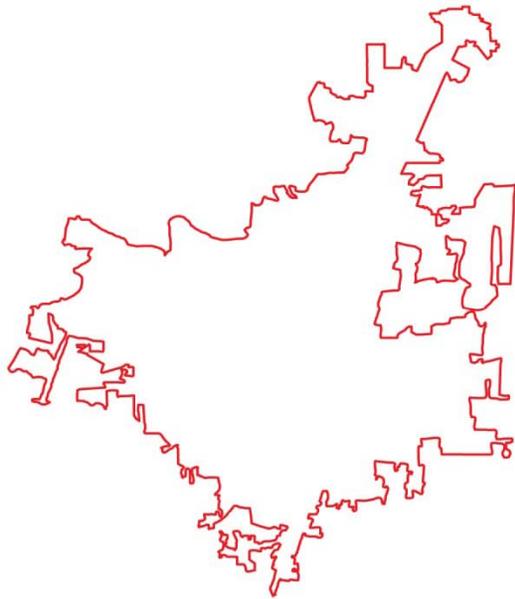


Average RE Transaction Value 2009-2013 C3

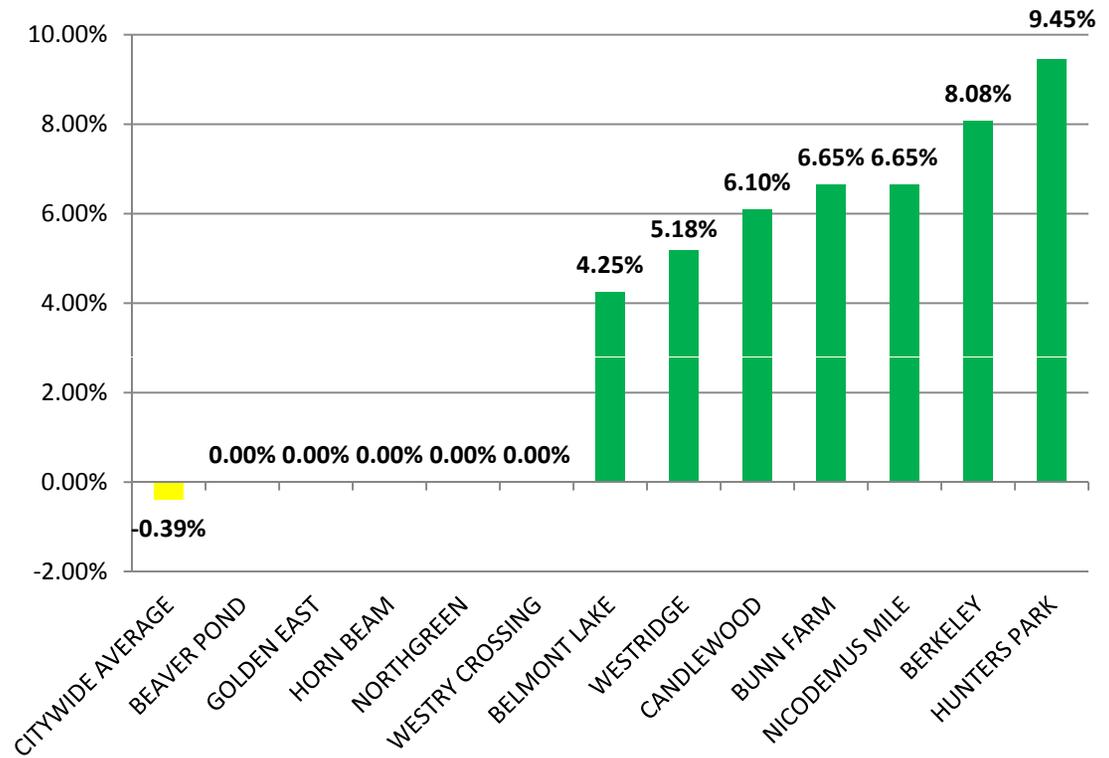


8. 100% of Strong Rocky Mount neighborhoods have higher median household incomes than the citywide average neighborhood.
9. 100% of Strong Rocky Mount neighborhoods have higher population growth over the past five years than the citywide average neighborhood.





Population Growth D1



10. 92% of Strong Rocky Mount neighborhoods have higher levels of educational attainment than the citywide average neighborhood.

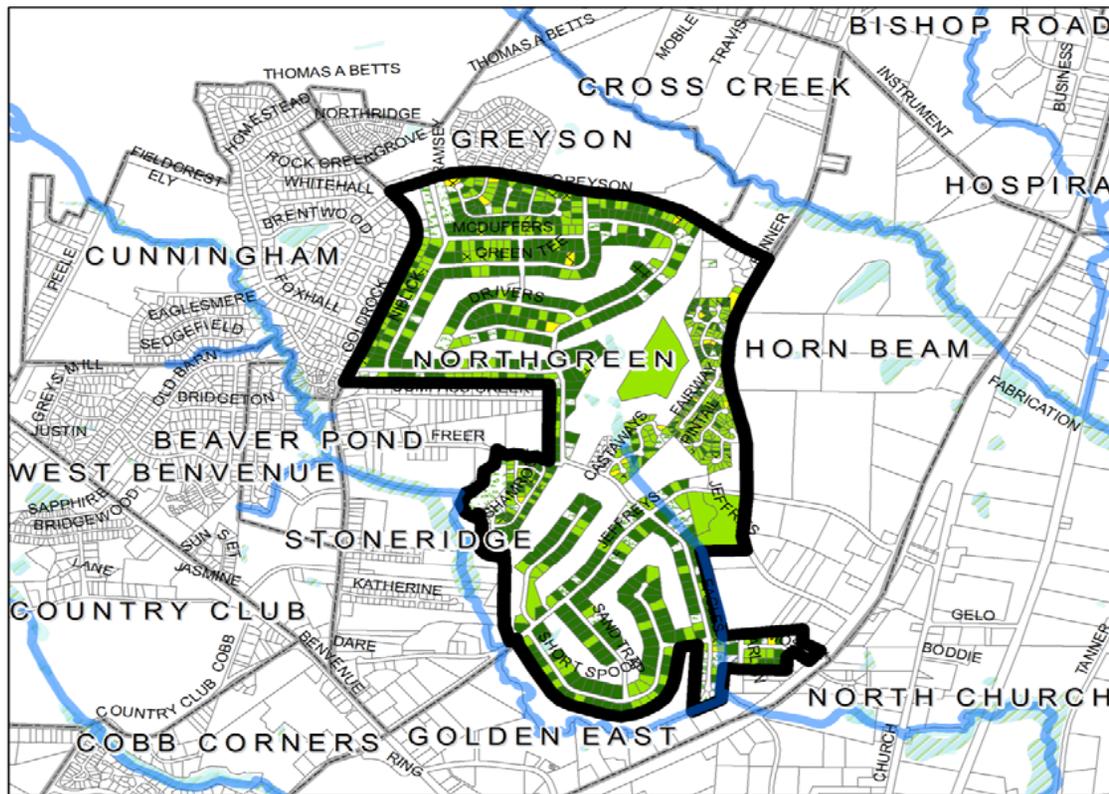
Spotlight Neighborhood: Northgreen

Investment Area Typology: Strong

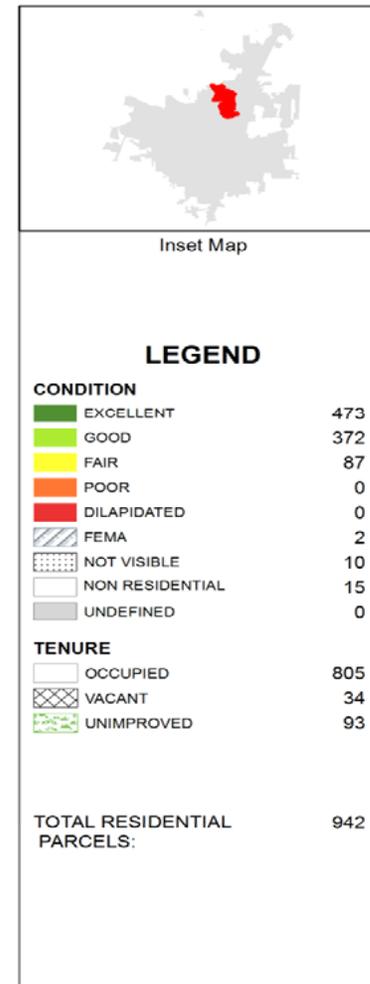
The Northgreen neighborhood is located in the northwest part of Rocky Mount, around the Northgreen Country Club golf course, which was established in 1974, with the average home in the area dating from about a decade later. The Northgreen Country Club is a public championship Bermuda quality course that measures 6,775 yards. Northgreen is an almost entirely

residential neighborhood with a combination of single- and multi-family land use and only a handful of commercial and split-use parcels, including some small businesses and restaurants. Apartment complexes inside the neighborhood include the Colony Square, Wildwood Trace, Jeffries Cove, and Northgreen Villas apartments.

Northgreen's biggest strengths are its total lack of blight and strong curb appeal, and its young and highly educated population. Its weaknesses include a high rate of property crime. Northgreen has seen fairly high permit activity in recent years, showing construction, change, and investment in the area. The most common occupational field of Northgreen residents is sales, making up 37% of workers.



0 0.225 0.45 0.9 Miles



Crossroads to Prosperity

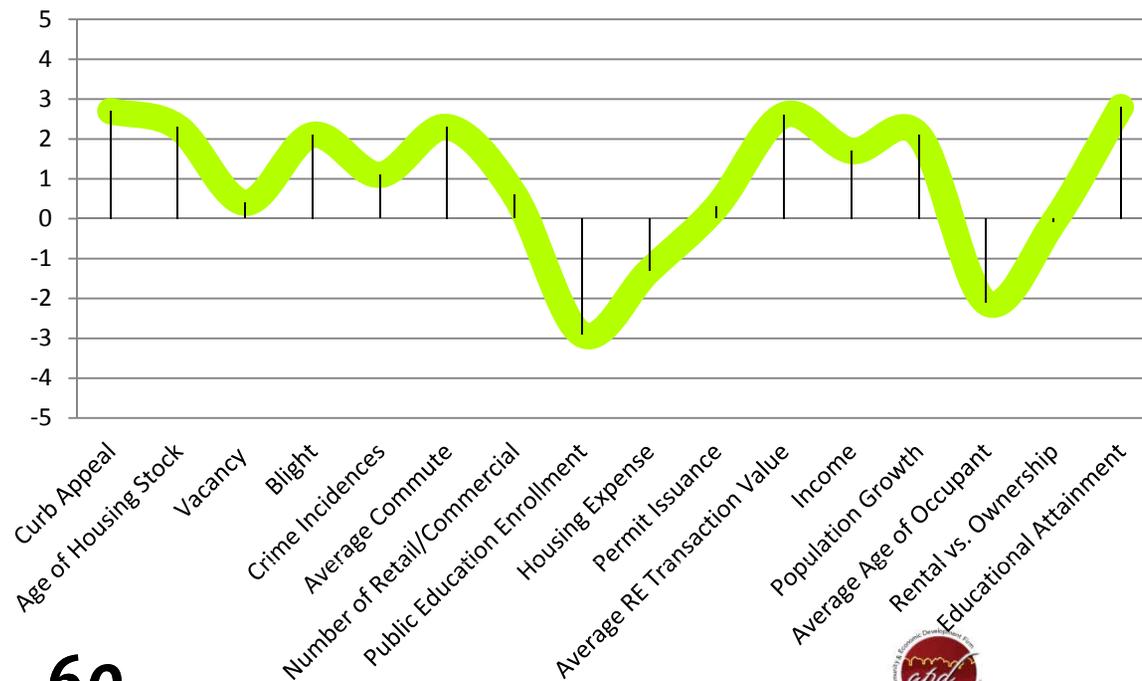
Stable Investment Area

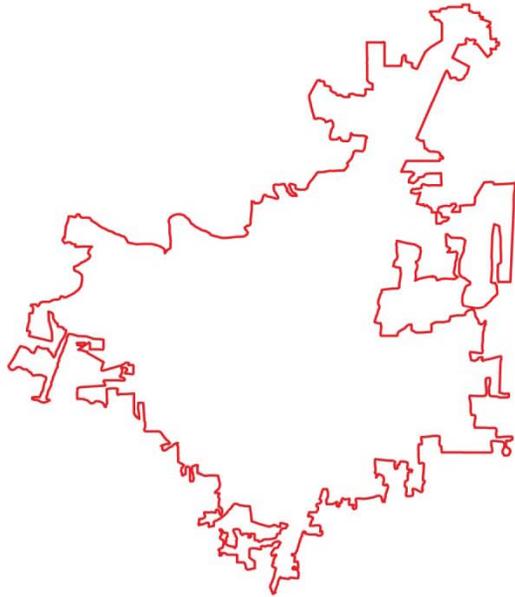
Stable Investment Areas are typically desirable neighborhoods. Like Strong Investment Areas, they are only found on the Nash County side of Rocky Mount, scattered throughout that side of the city without a major concentration in one place. These neighborhoods tend to have the best access to amenities and businesses of any typology, with high educational attainment levels and generally high incomes. Stable neighborhoods tend to be convenient to work or school, with the shortest commutes of any typology, and have attractive and stable residential real estate with high curb appeal, and very little blight. Rents in Stable Investment Areas are high but not extravagant, and population growth is robust by citywide standards.

Strengths: Curb Appeal, Age of Housing Stock, Crime Incidences, Average Commute, Average Real Estate Transaction Value, Income, Population Growth, Educational Attainment

Weaknesses: Public Education Enrollment, Housing Expense, Average Age of Occupant

Stable Investment Area Wave

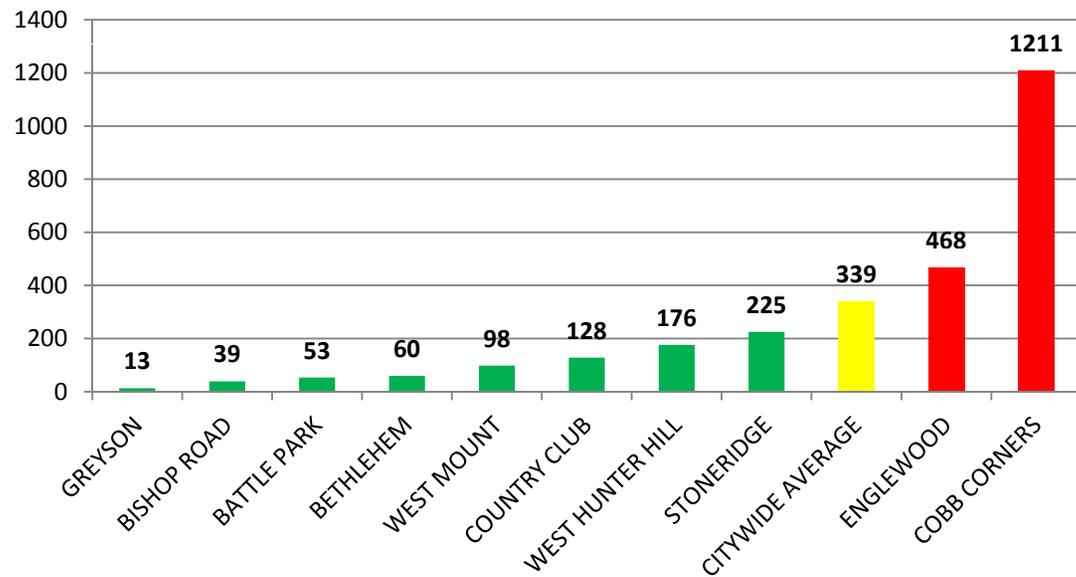




Findings: Stable Investment Area Neighborhoods

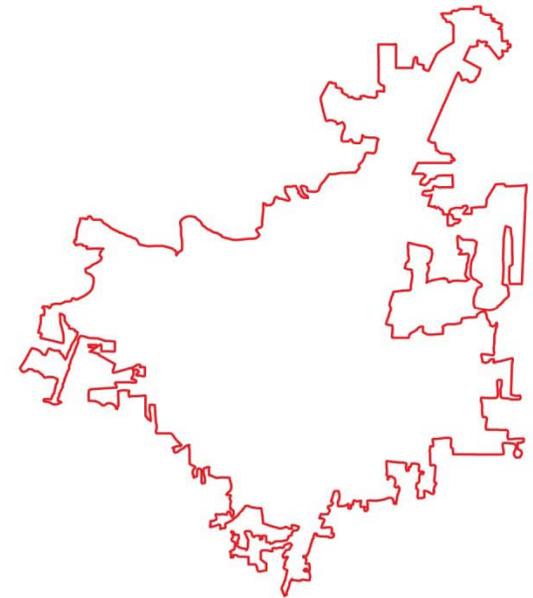
1. 90% of Stable Rocky Mount neighborhoods have greater curb appeal than the overall citywide figure.
2. 90% of Stable Rocky Mount neighborhoods have newer housing stock than the citywide average neighborhood.
3. 80% of Stable Rocky Mount neighborhoods have lower incidences of violent and property crime from January 2008 to July 2013 than the citywide average neighborhood.

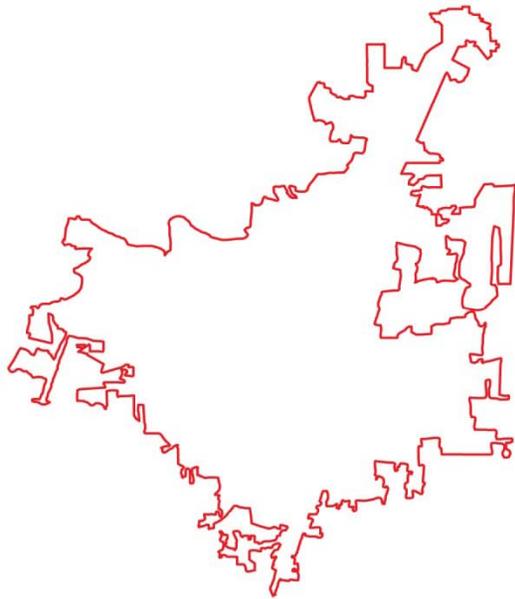
Crime Incidences B1



4. 80% of Stable Rocky Mount neighborhoods have shorter average commutes than the citywide average neighborhood.
5. 80% of Stable Rocky Mount neighborhoods have lower rates of public education enrollment than the citywide average neighborhood.
6. 70% of Stable Rocky Mount neighborhoods have higher median gross rents than the citywide average neighborhood.

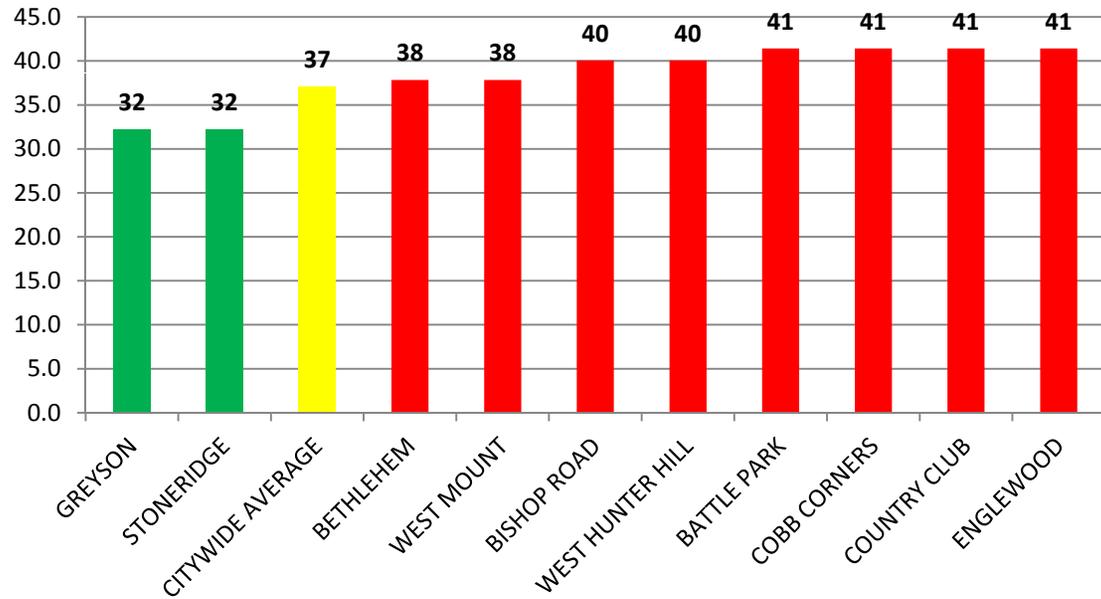
Housing Expense C1





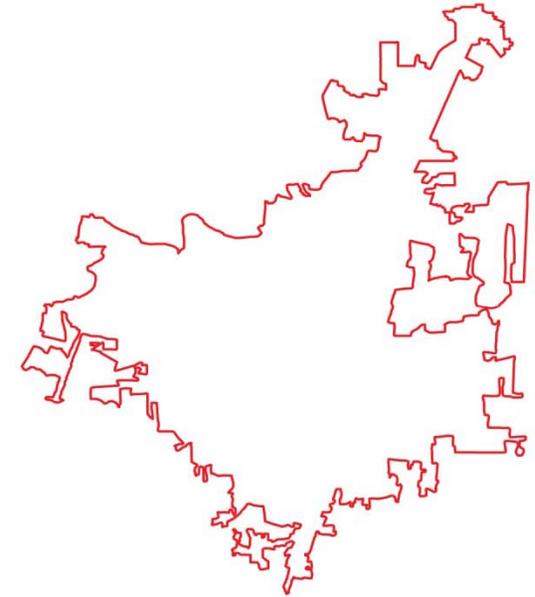
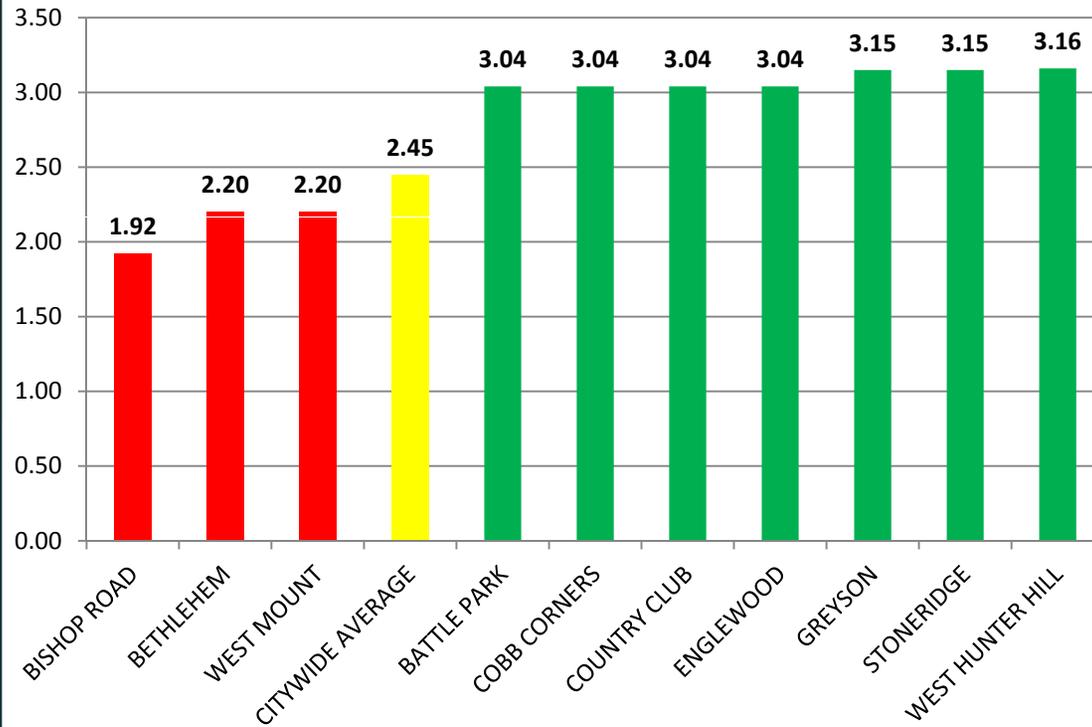
7. 67% of Stable Rocky Mount neighborhoods had lower average real estate transaction values from June 2012 to June 2013 than the citywide average neighborhood.
8. 70% of Stable Rocky Mount neighborhoods have higher median household incomes than the citywide average neighborhood.
9. 90% of Stable Rocky Mount neighborhoods had higher population growth over the past five years than the citywide average neighborhood.
10. 80% of Stable Rocky Mount neighborhoods have higher average occupant ages than the citywide average neighborhood.

Average Age of Occupant D2



11. 70% of Stable Rocky Mount neighborhoods have greater rates of educational attainment than the citywide average neighborhood.

Educational Attainment D4

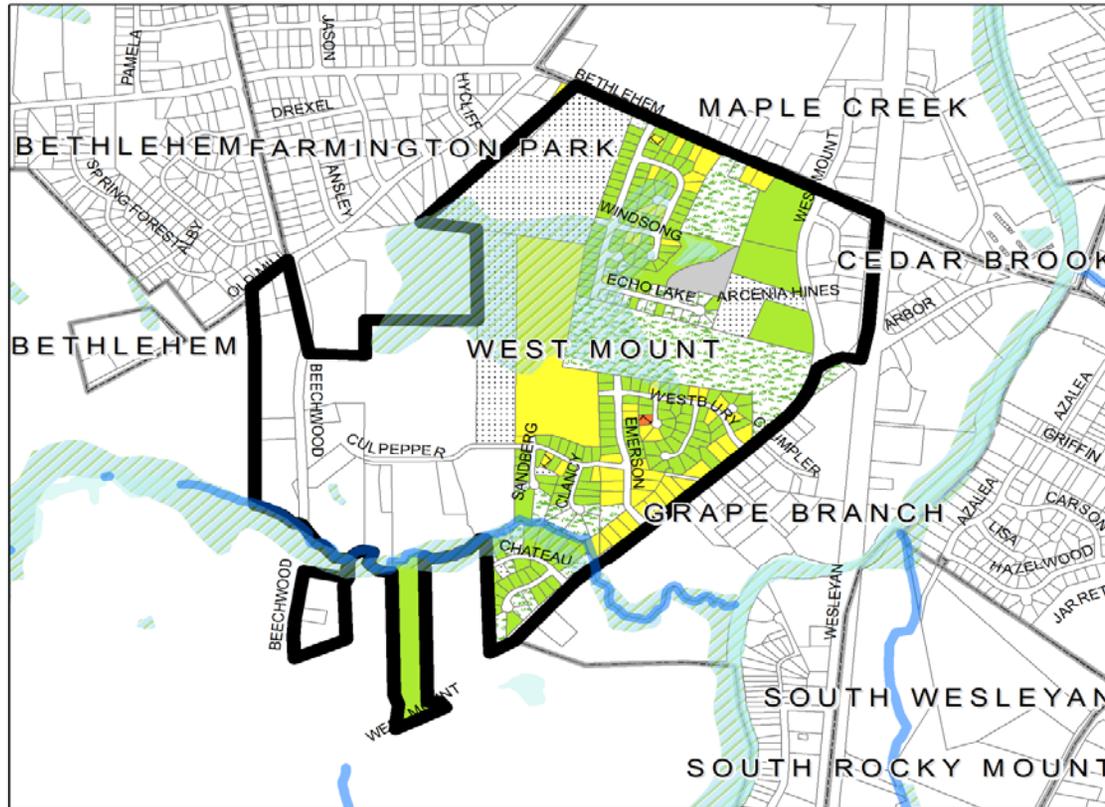


Spotlight Neighborhood: West Mount

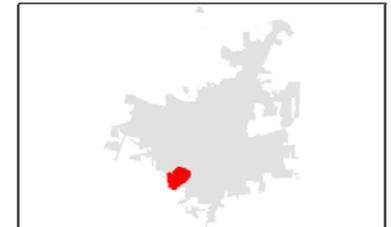
Investment Area Typology: Stable

West Mount is a primarily residential neighborhood with a mix of single- and multi-family land use designations. It also has a handful of commercial, spilt, and agricultural/undeveloped parcels. It is home to the Bullock McLeod apartments, the Living Faith Fellowship, Shenandoah Baptist, St. Paul United Methodist Churches, and a scattering of small businesses.

West Mount's strengths include its high curb appeal and low blight, its young housing stock, a growing population, affordable rents, and low crime. One weakness of West Mount is its limited recent investment and economic activity as indicated by new permit issuances. While quality aesthetics, low crime, and affordable rents make West Mount an attractive place to live, there has been little new development in recent years and little planned as indicated by permit activity, despite a number of undeveloped residential parcels.



0 0.125 0.25 0.5 Miles



Inset Map

LEGEND

CONDITION	
EXCELLENT	0
GOOD	204
FAIR	68
POOR	1
DILAPIDATED	0
TENURE	
OCCUPIED	225
VACANT	3
UNIMPROVED	45
TOTAL RESIDENTIAL PARCELS: 279	



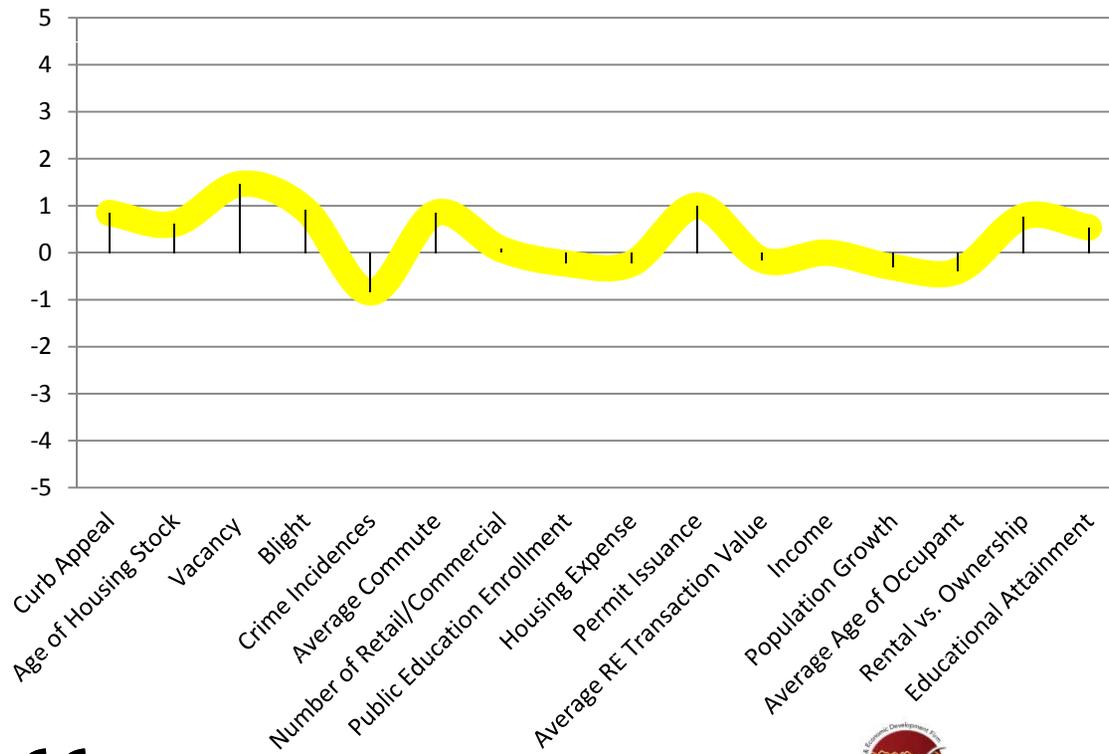
Trending Investment Area

Trending Investment Areas are found almost everywhere in the city of Rocky Mount, except for the immediate vicinity of the Central City and the areas directly south along Highway 301. Trending Investment Areas have short commute times and household incomes that are highly varied, with some of the lowest and highest earning areas in the city. Trending Investment Areas also have moderately aged housing stock, fairly high owner occupancy, above average curb appeal, and above average incidences of violent and property crime. Trending Investment Areas have little blight, and show extreme variations in regard to population growth and retail/commercial access.

Strengths: Curb Appeal, Age of Housing Stock, Vacancy, Blight, Average Commute, Permit Issuance, Educational Attainment

Weaknesses: Crime Incidences, Public Education Enrollment, Housing Expense

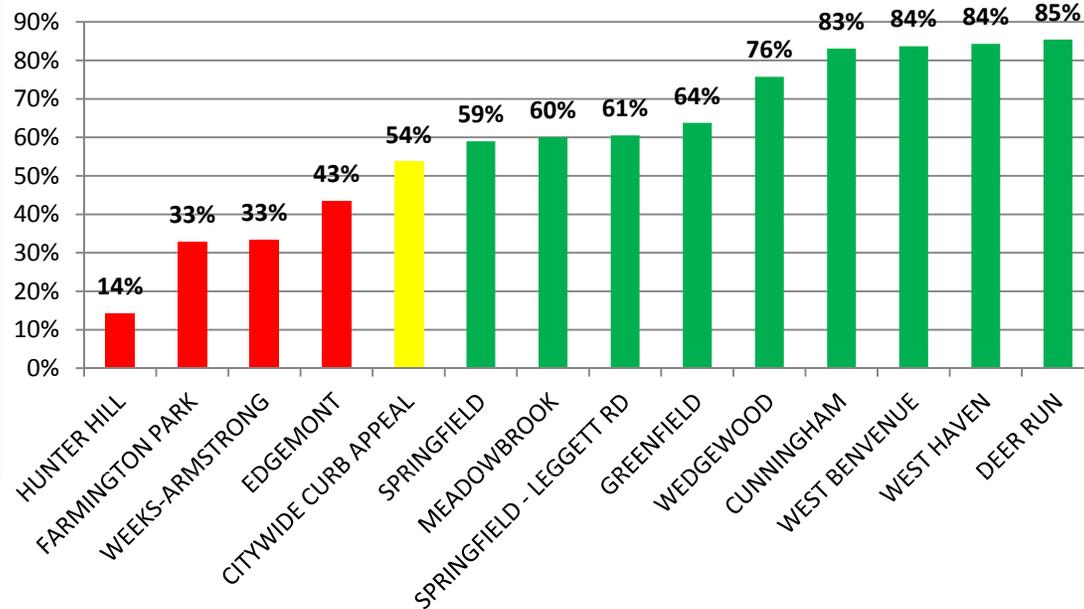
Trending Investment Area Wave



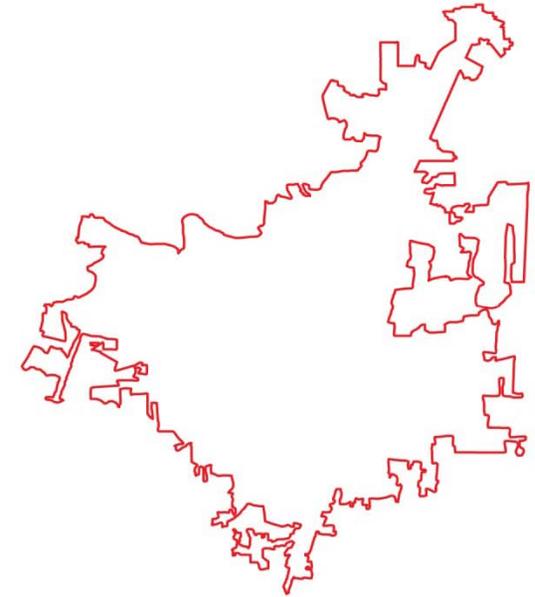
Findings: Trending Investment Area Neighborhoods

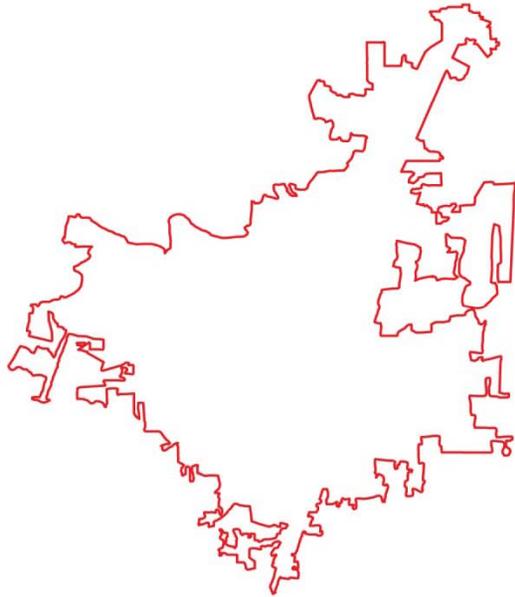
1. 69% of Trending Rocky Mount neighborhoods have greater curb appeal than the citywide figure.

Curb Appeal A1



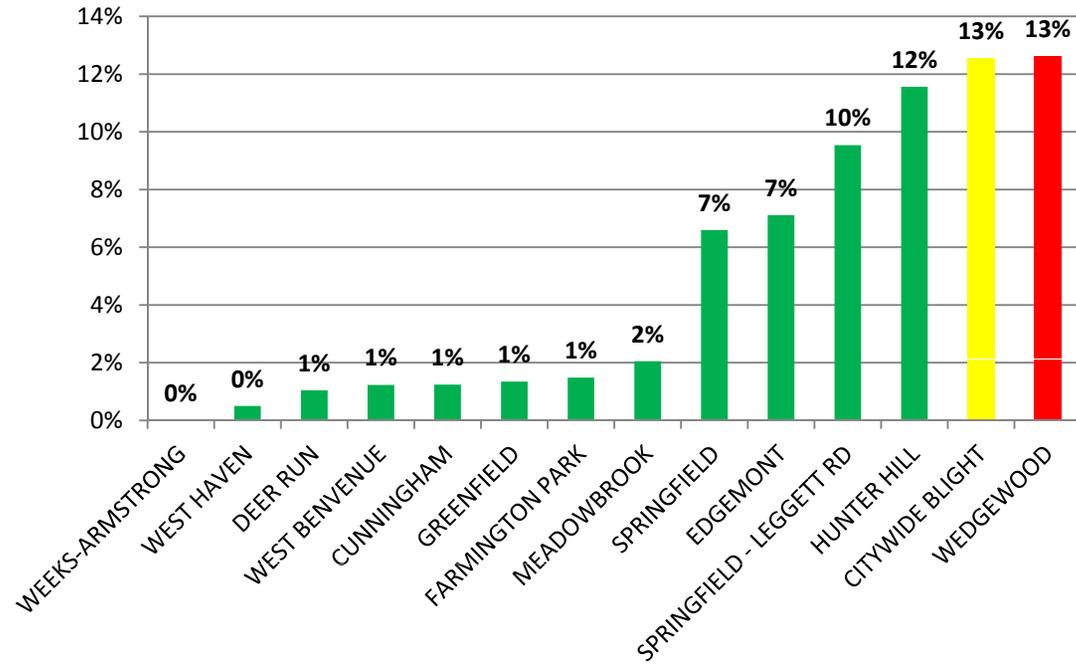
2. 77% of Trending Rocky Mount neighborhoods have newer housing stock than the average citywide neighborhood.
3. 85% of Trending Rocky Mount neighborhoods have lower vacancy than the overall citywide figure.





4. 92% of Trending Rocky Mount neighborhoods have lower blight than the citywide figure.

Blight A4

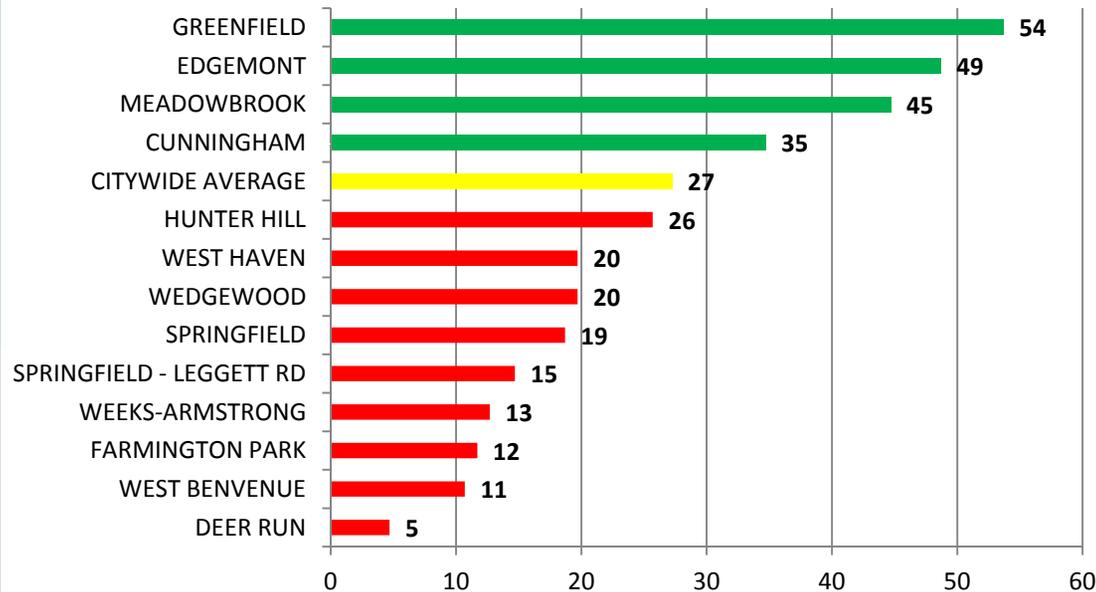


5. 69% of Trending Rocky Mount neighborhoods had fewer incidences of violent and property crime from January 2008 to July 2013 than the average citywide neighborhood.

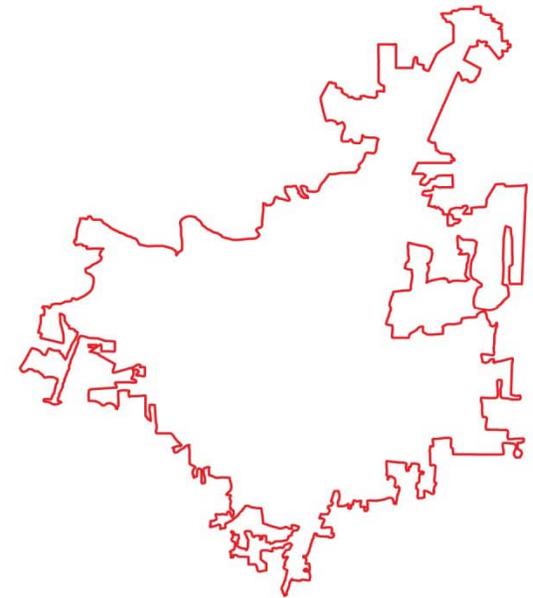
6. 54% of Trending Rocky Mount neighborhoods have fewer residents with commutes of thirty or more minutes than the average citywide neighborhood.

- 7. 62% of Trending Rocky Mount neighborhoods have lower rates of public education enrollment than the average citywide neighborhood.
- 8. 54% of Trending Rocky Mount neighborhoods have lower median gross rents than the average citywide neighborhood.
- 9. 69% of Trending Rocky Mount neighborhoods had fewer permits issued over the last five years than the average citywide neighborhood.

Permit Issuance C2



- 9. 62% OF Trending Rocky Mount neighborhoods have lower levels of educational attainment than the average citywide neighborhood.



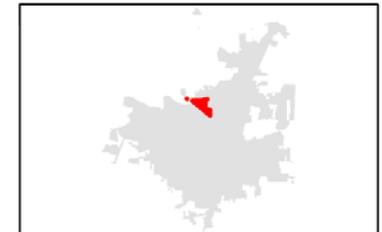
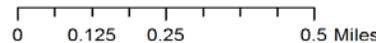
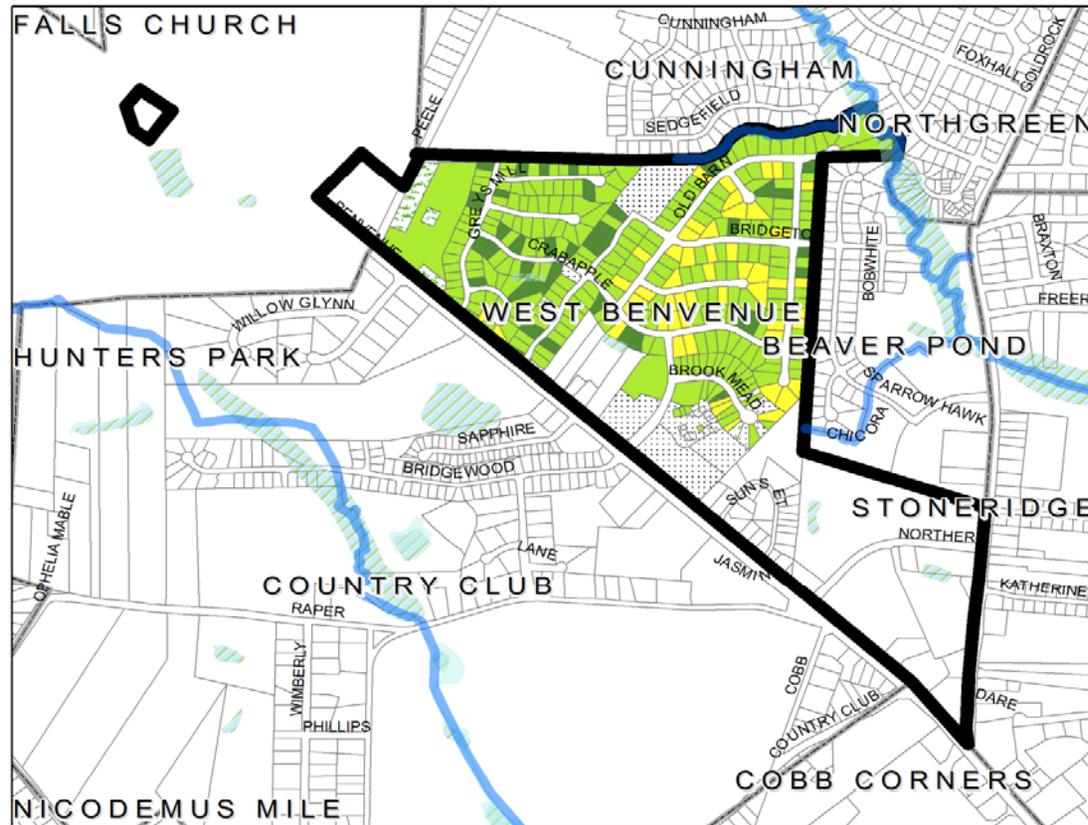
Spotlight Neighborhood: West Benvenue

Investment Area Typology: Trending

Located in northwest Rocky Mount, West Benvenue is a primarily residential neighborhood that is also home to some commercial and office parcels. The residential land use in the neighborhood is primarily single-family, but there are some multi-family

apartments as well, including the Cornerstone and Mayfair Apartments and The Woods At Benvenue. Businesses in the neighborhood include Dairy Queen, CVS Pharmacy, Food Lion, Rite Aid, and multiple gas stations and convenience stores. West Benvenue is also home to the Northside Community Church and the Sterling House retirement home.

West Benvenue's strengths include its high curb appeal and almost non-existent blight, and a highly educated and high earning population. Its weaknesses include high crime and some of the highest rents in the city.



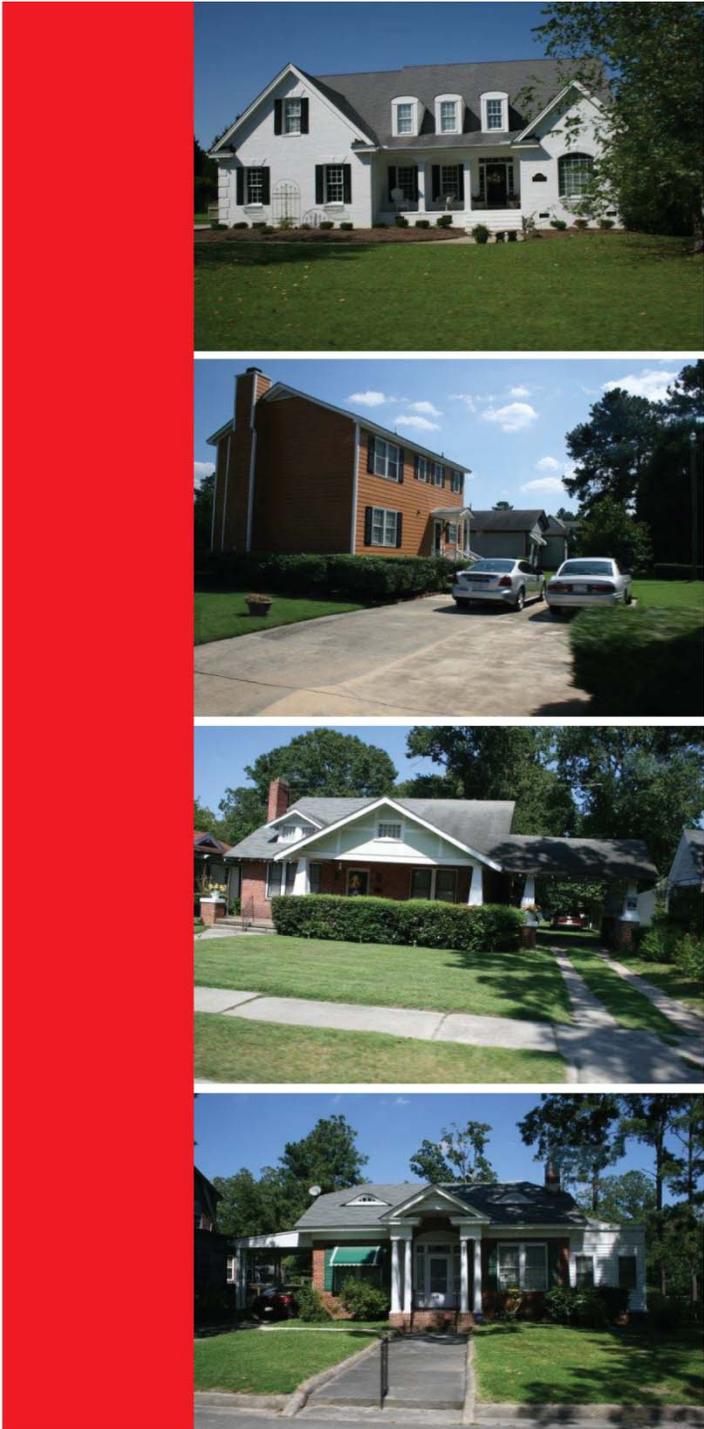
Inset Map

LEGEND

CONDITION	
EXCELLENT	42
GOOD	230
FAIR	53
POOR	4
DILAPIDATED	0
FEMA	0
NOT VISIBLE	0
NON RESIDENTIAL	42
UNDEFINED	0
TENURE	
OCCUPIED	320
VACANT	0
UNIMPROVED	5

TOTAL RESIDENTIAL PARCELS: 347





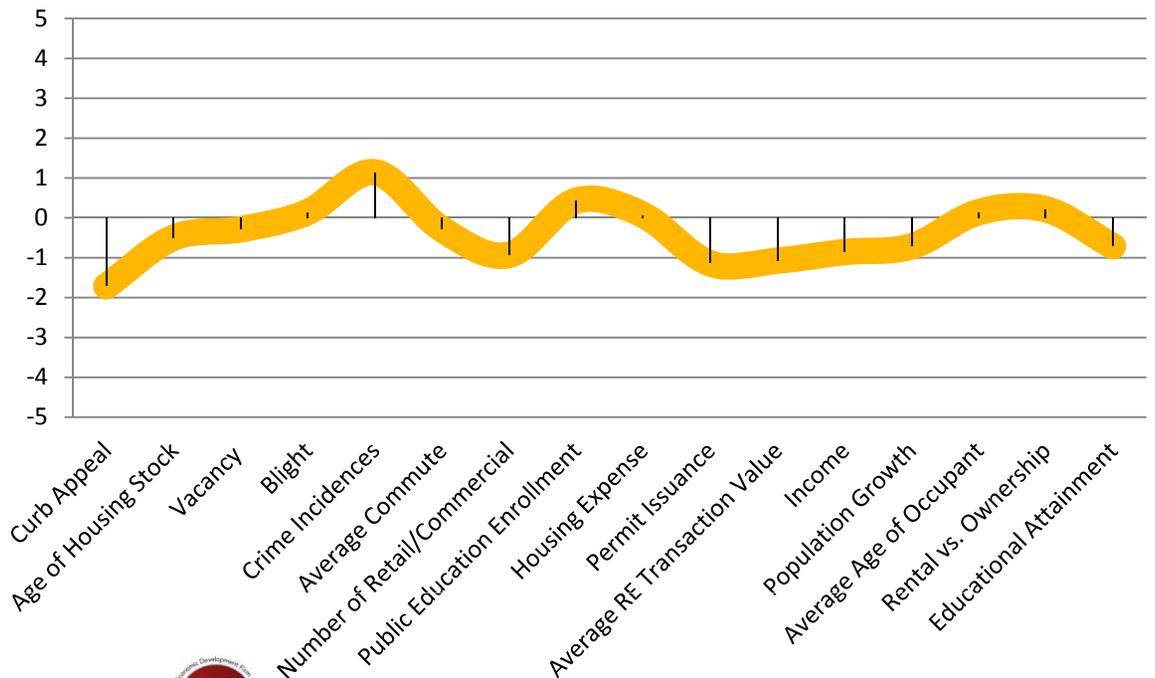
Transitional Investment Area

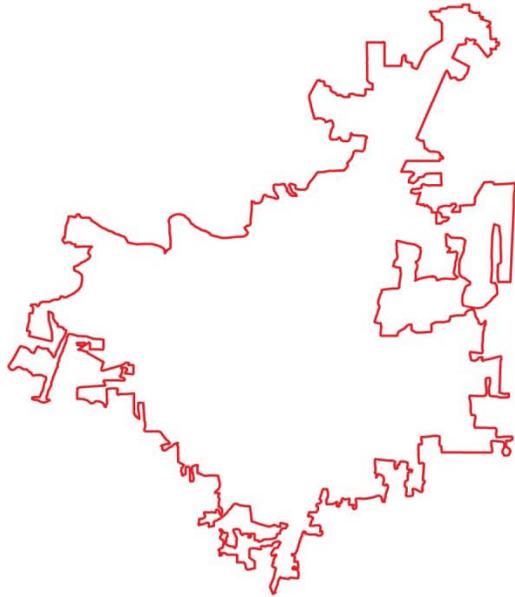
Transitional Investment Areas, scattered throughout the city of Rocky Mount, tend to be neighborhoods that are experiencing some degree of economic and social turbulence, yet show great potential for various reasons. These neighborhoods are rarely isolated, and are typically adjacent to multiple neighborhoods in higher typologies. The populations of most Transitional Investment Areas are decreasing. These communities require support and assessment to reinforce their inherent assets and to address their challenges now and in the future. These neighborhoods tend to be close to neighborhood averages across the board, with the exceptions being their low curb appeal and older housing stock.

Strengths: Blight, Crime Incidences, Public Education Enrollment, Housing Expense, Rental vs. Ownership

Weaknesses: Curb Appeal, Age of Housing Stock, Number of Retail/Commercial, Permit Issuance, Income, Population Growth

Transitional Investment Area Wave

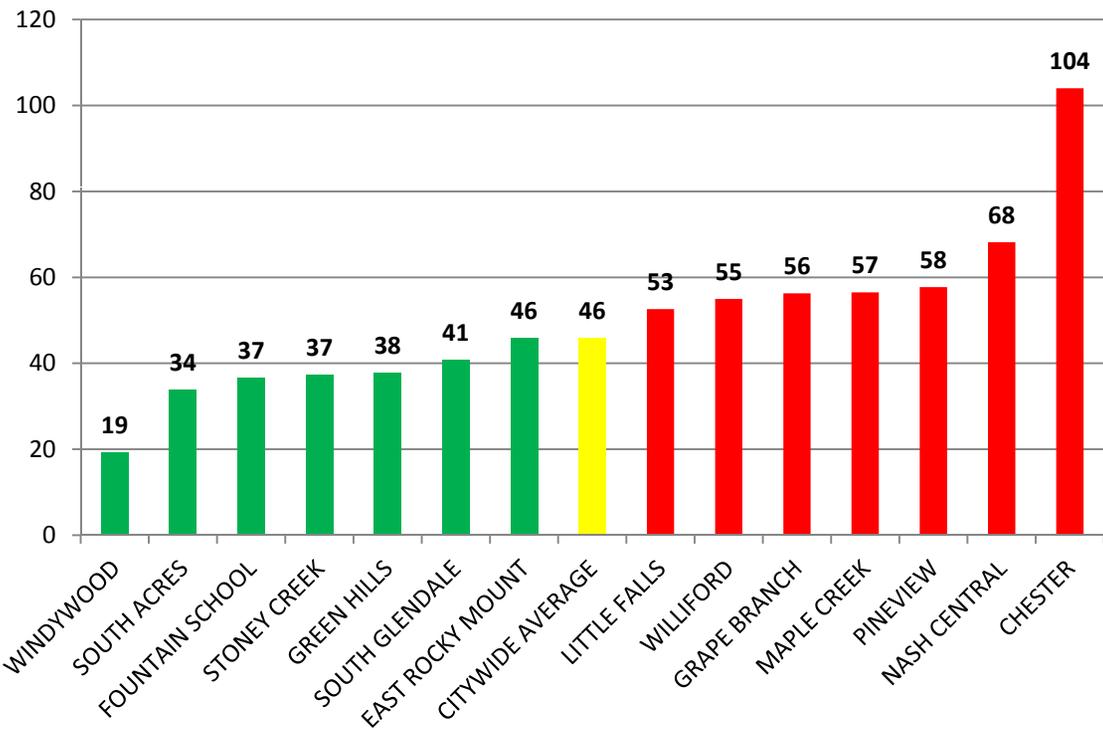




Findings: Transitional Investment Area Neighborhoods

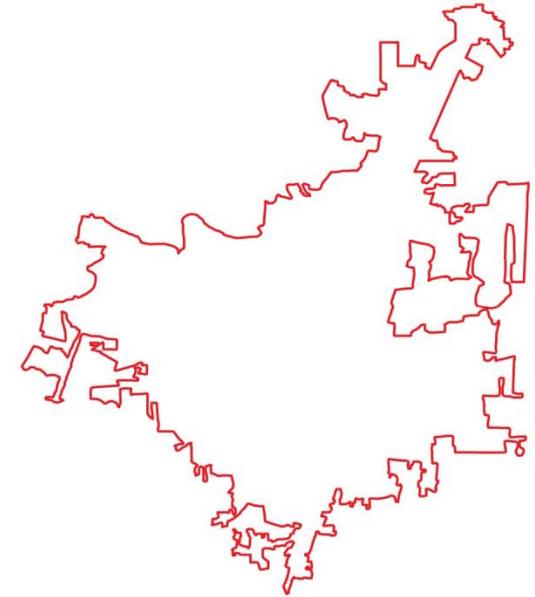
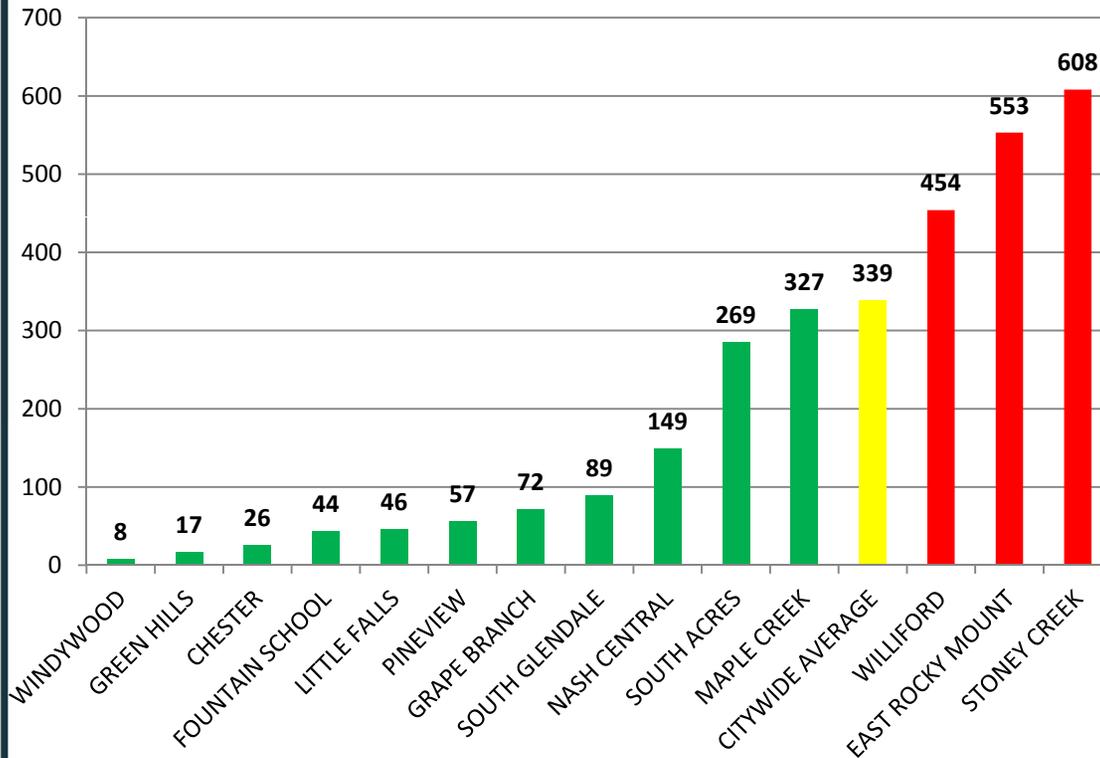
1. 79% of Transitional Rocky Mount neighborhoods have less curb appeal than the overall citywide figure.
2. 50% of Transitional Rocky Mount neighborhoods have newer housing stock than the average citywide neighborhood.

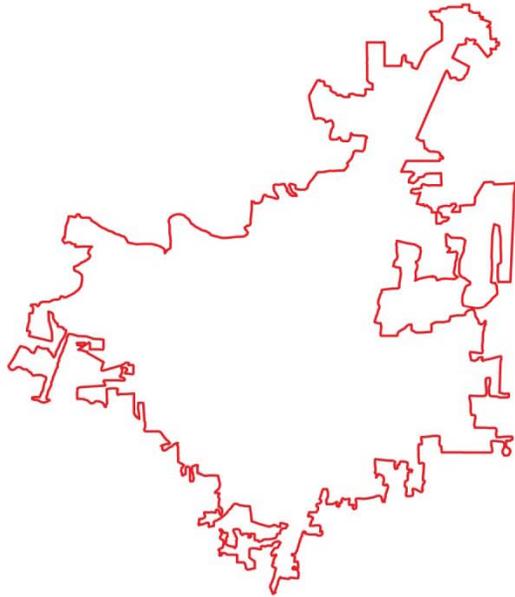
Age of Housing Stock A2



- 3. 71% of Transitional Rocky Mount neighborhoods have less blight than the overall citywide figure.
- 4. 79% of Transitional Rocky Mount neighborhoods had lower incidence of violent and property crime from January 2008 to July 2013 than the average citywide neighborhood.

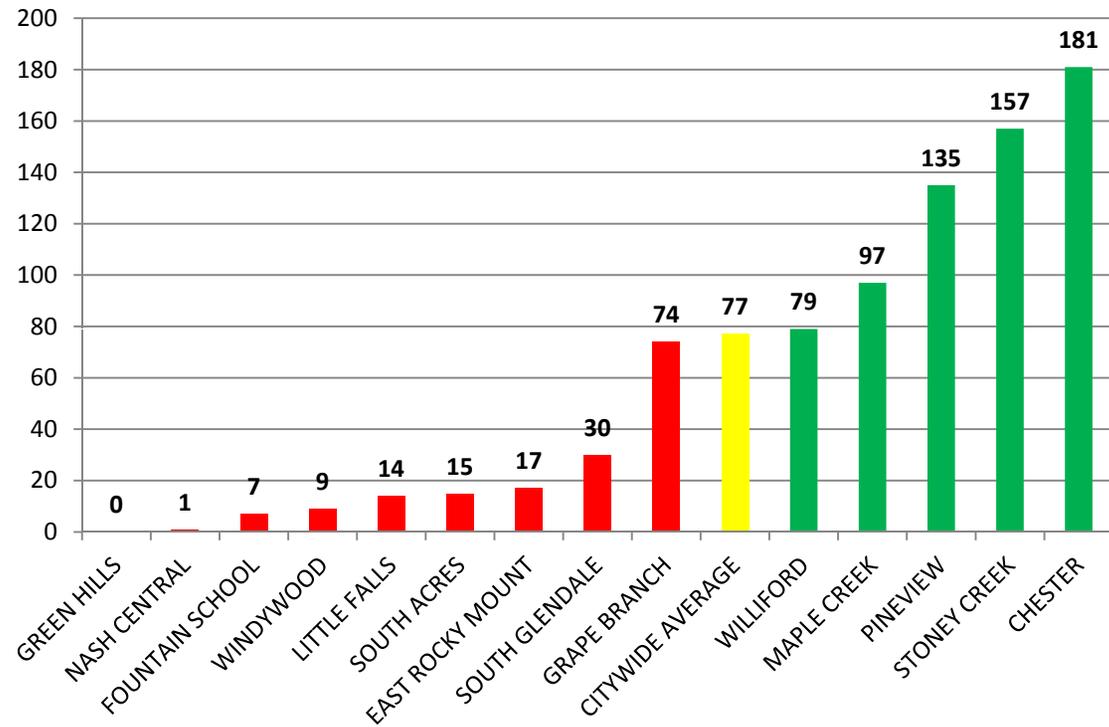
Crime Incidences B1





5. 64% of Transitional Rocky Mount neighborhoods have fewer businesses in their service area than the average citywide neighborhood.

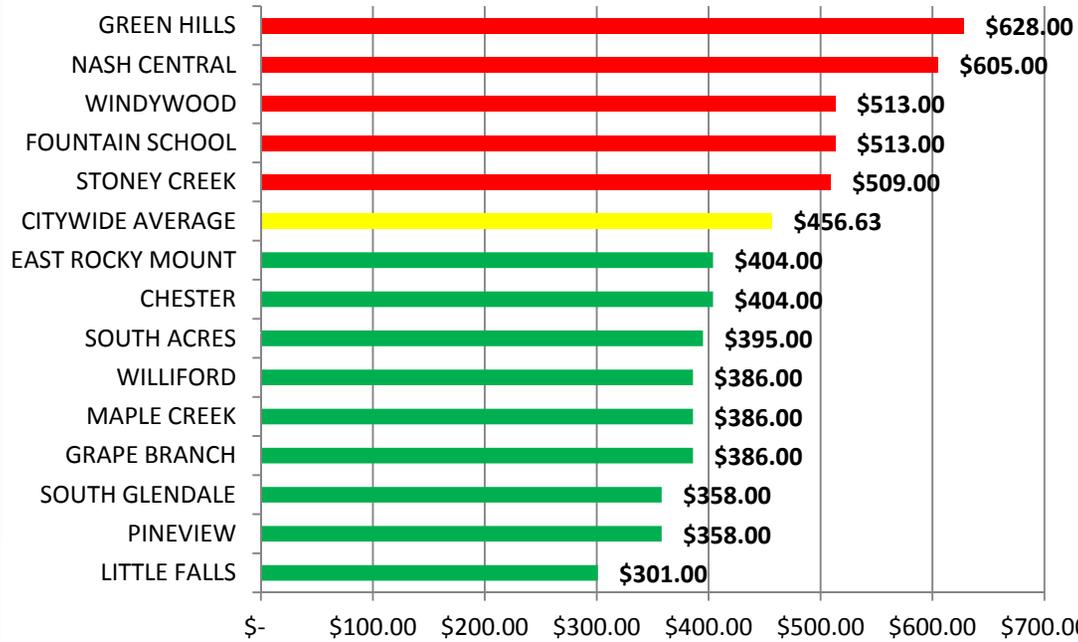
Number of Retail/Commercial B3



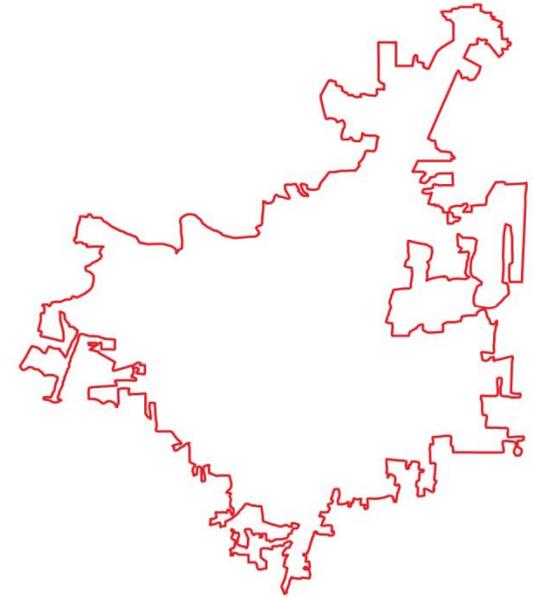
6. 64% of Transitional Rocky Mount neighborhoods have higher public education enrollment than the average citywide neighborhood.

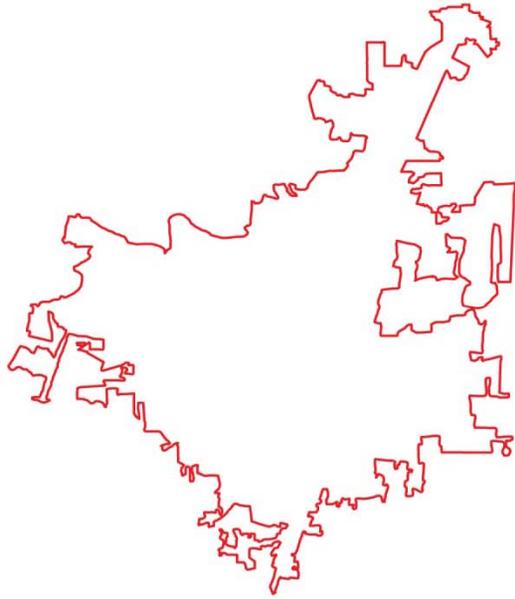
- 7. 64% of Transitional Rocky Mount neighborhoods have lower median gross rents than the average citywide neighborhood.

Housing Expense C1



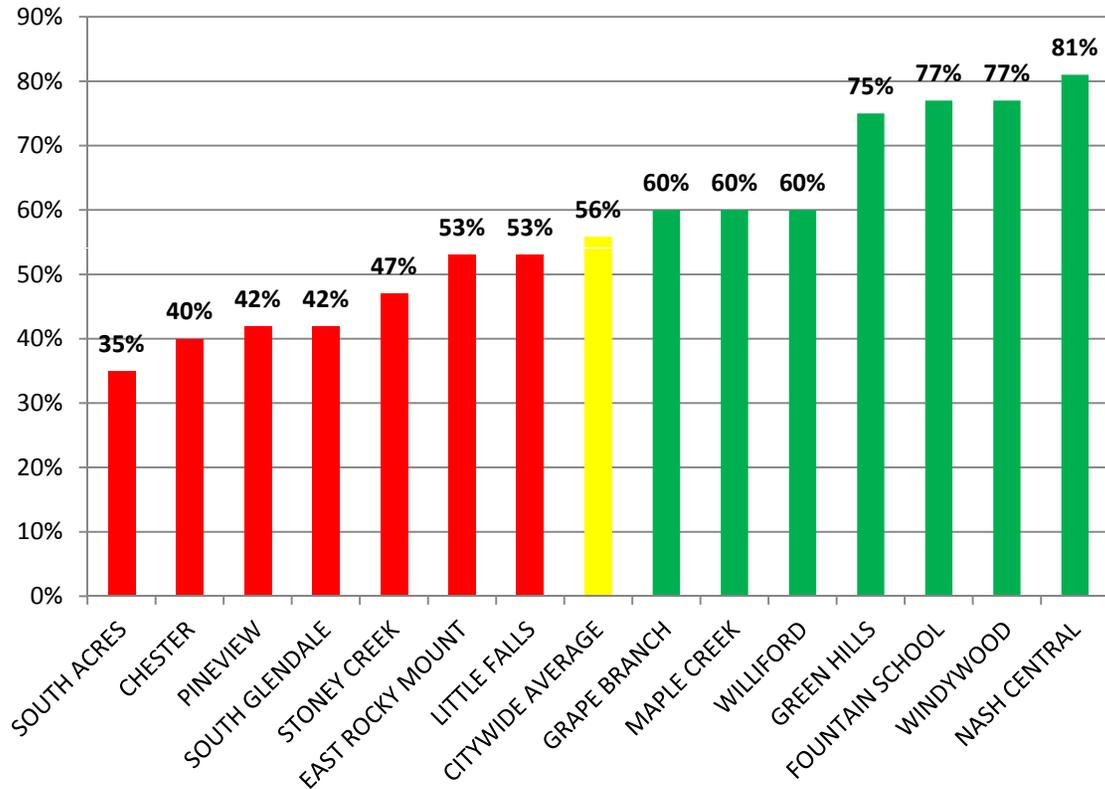
- 8. 93% of Transitional Rocky Mount neighborhoods had fewer permits issued over the past five years than the average citywide neighborhood.
- 9. 64% of Transitional Rocky Mount neighborhoods have lower median household incomes than the average citywide neighborhood.





- 10. 64% of Transitional Rocky Mount neighborhoods had lower population growth over the past five years than the average citywide neighborhood.
- 11. 50% of Transitional Rocky Mount Neighborhoods had higher owner occupancy rates than the average citywide neighborhood.

Rental vs. Ownership D3

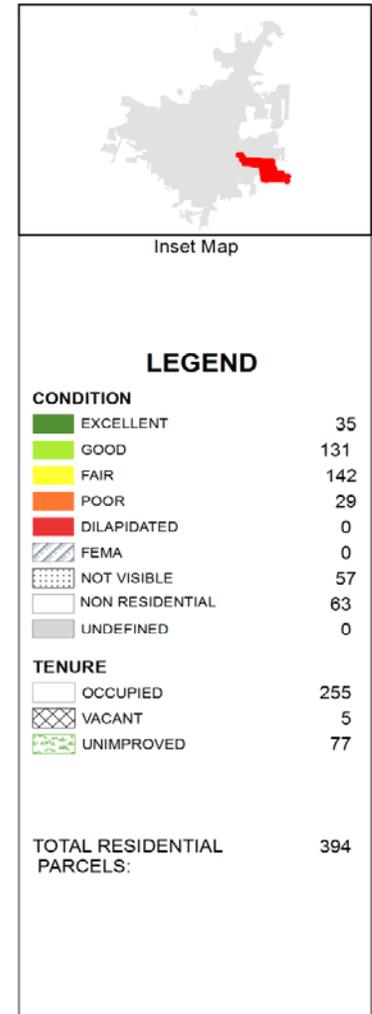
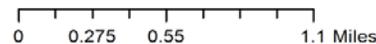
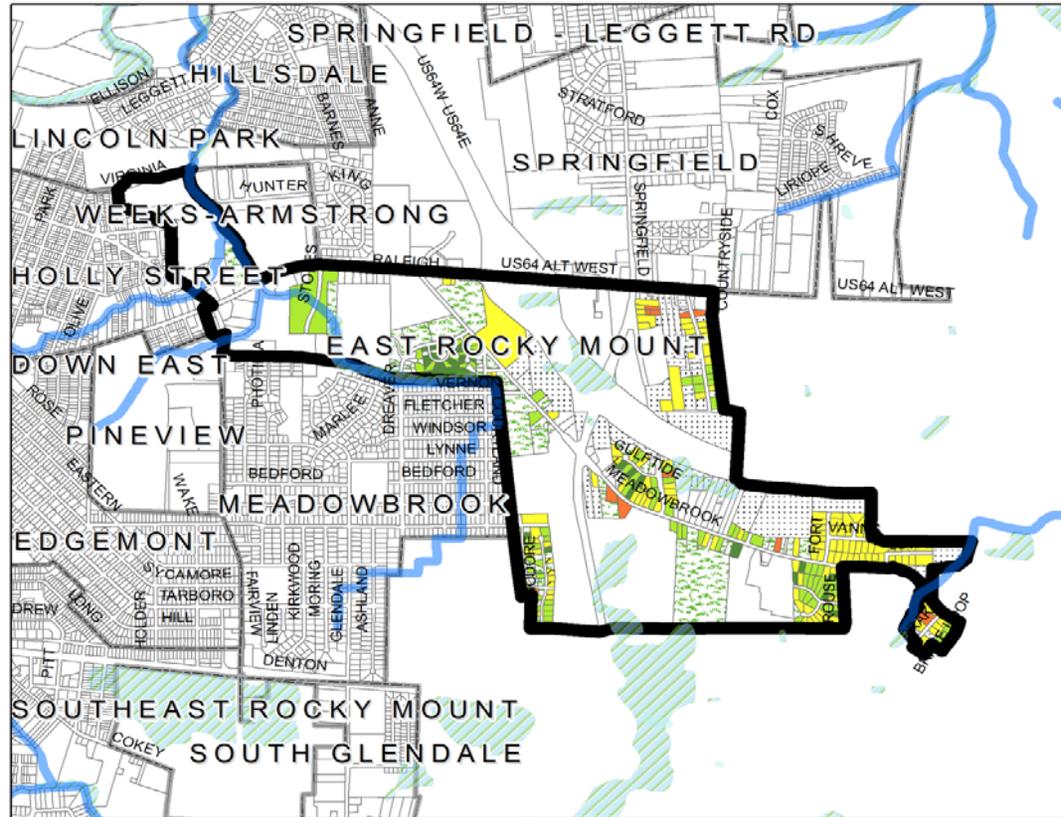


Spotlight Neighborhood: East Rocky Mount

Investment Area Typology: Transitional

East Rocky Mount, located in the southeast corner of the city, is primarily composed of residential and agricultural/undeveloped parcels. There is also a moderate amount of land in East Rocky Mount that is designated for commercial and split land uses. The residential parcels in this area are a mix of single- and multi-family. Local businesses and services include gas stations and convenience stores, a barbecue restaurant, a hair salon, a dollar store, grocery stores, a gun club, and a tire shop. East Rocky Mount is also home to the Thorne Ridge Apartment complex.

East Rocky Mount's strengths include brief commutes for residents, high enrollment in public schools, and steady permit issuances. Its weaknesses include high numbers of unimproved residential lots, high crime, limited retail and commercial access, and a shrinking population.



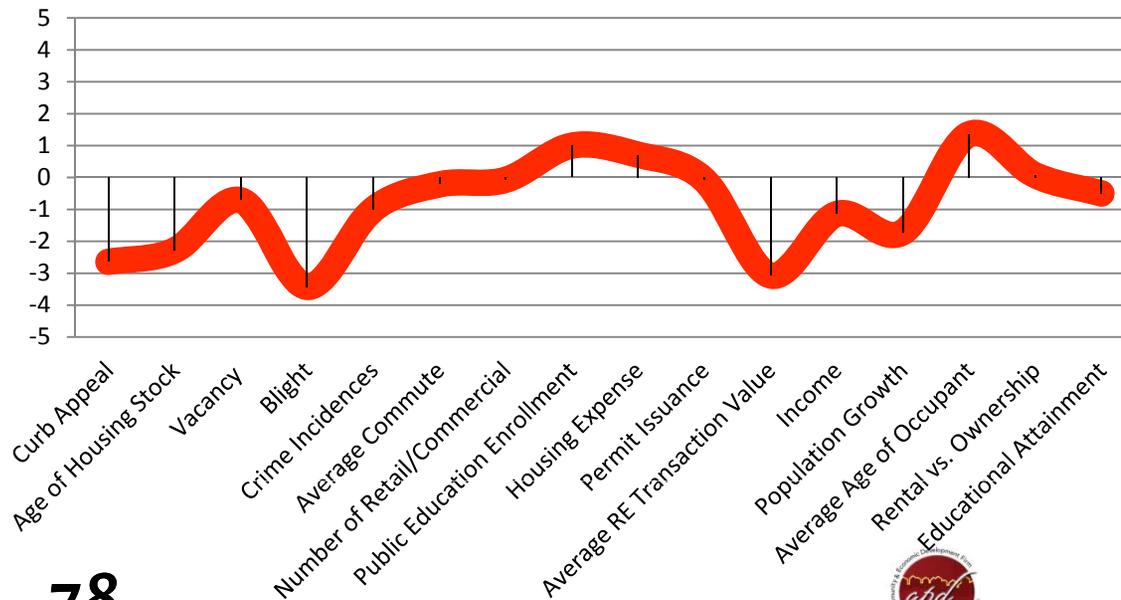
Vulnerable Investment Area

Vulnerable Investment Areas tend to be located close to Rocky Mount’s Central City, but separated to the east and west from the neighborhoods that cluster along the border between Nash and Edgecombe Counties, and tend to fall into the Fragile typology. A few additional Vulnerable Investment Areas are scattered in the northern areas of Rocky Mount. These neighborhoods usually possess several negative factors that threaten the vitality of the communities and their residents. These neighborhoods have fairly low household incomes, lack of curb appeal, and limited access to nearby retail and services. Most residents of Vulnerable Investment Areas have high school or equivalent degrees but did not attend college. Several Vulnerable Investment Areas have significant numbers of industrial parcels and several more have extremely high numbers of vacant residential parcels. Vulnerable Investment Areas are home to some of the youngest resident populations in the city.

Strengths: Average Commute, Public Education Enrollment, Housing Expense, Average Age of Occupant

Weaknesses: Curb Appeal, Age of Housing Stock, Blight, Average Real Estate Transaction Value, Income, Population Growth

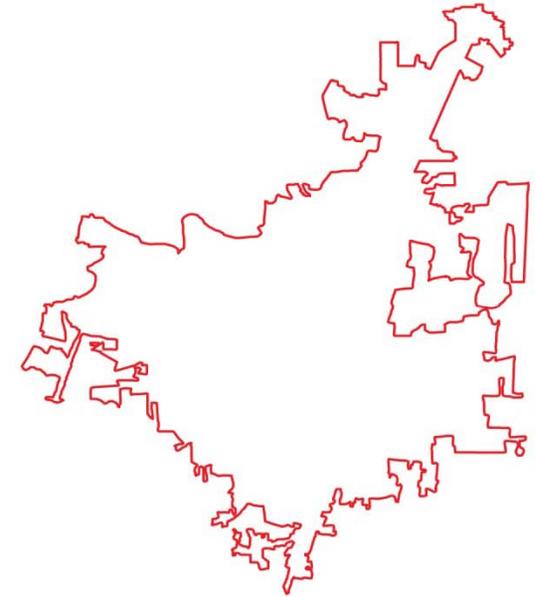
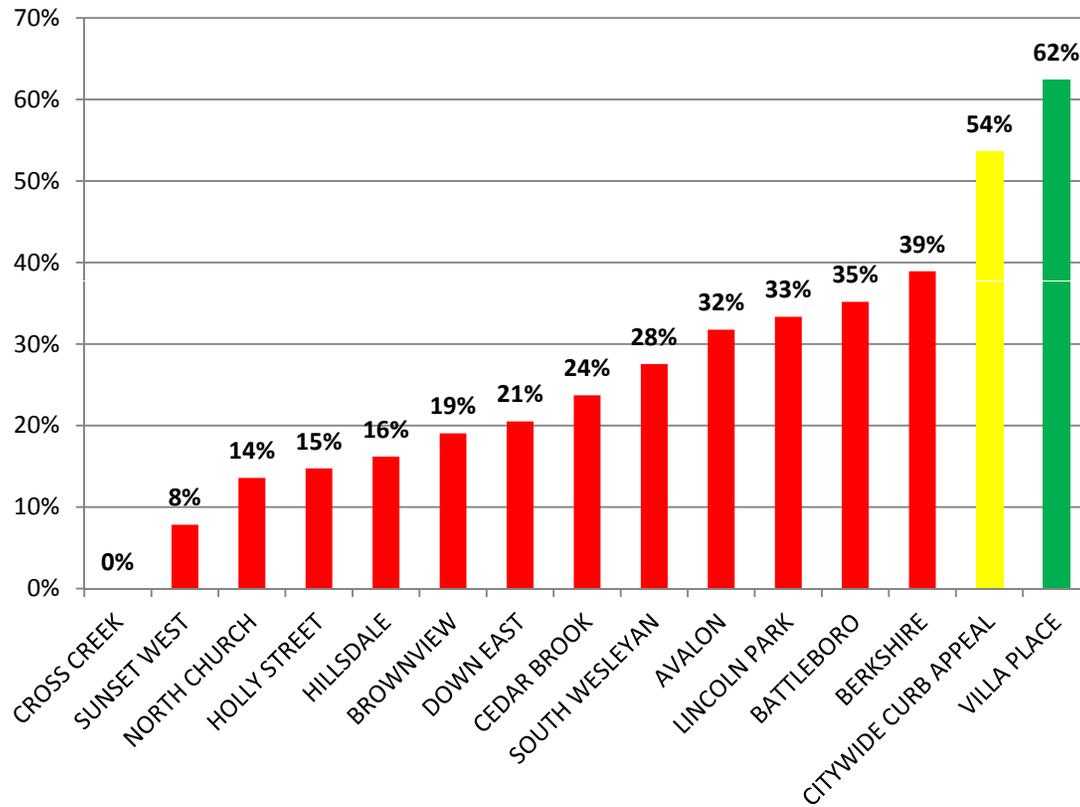
Vulnerable Investment Area Wave

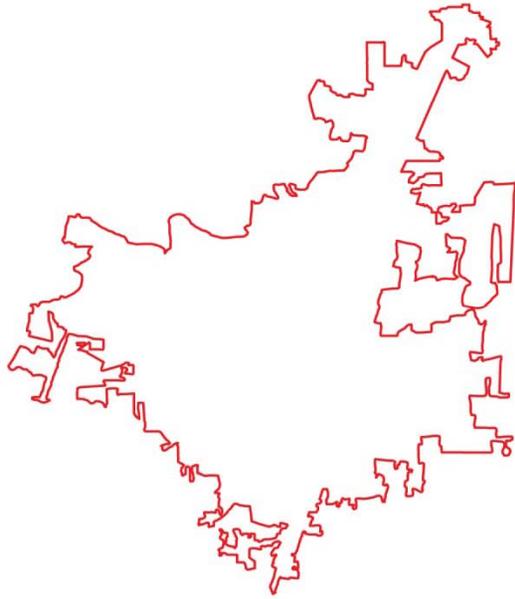


Findings: Vulnerable Investment Area Neighborhoods

- 1. 93% of Vulnerable Rocky Mount neighborhoods have less curb appeal than the citywide figure.

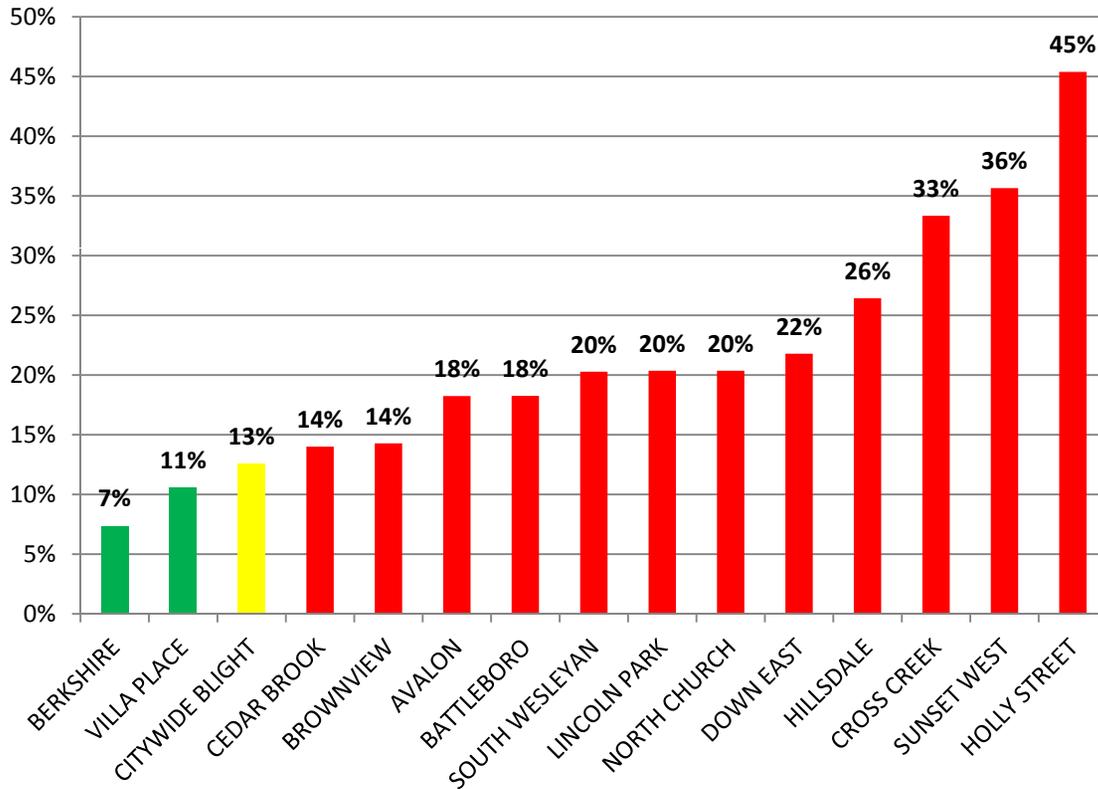
Curb Appeal A1





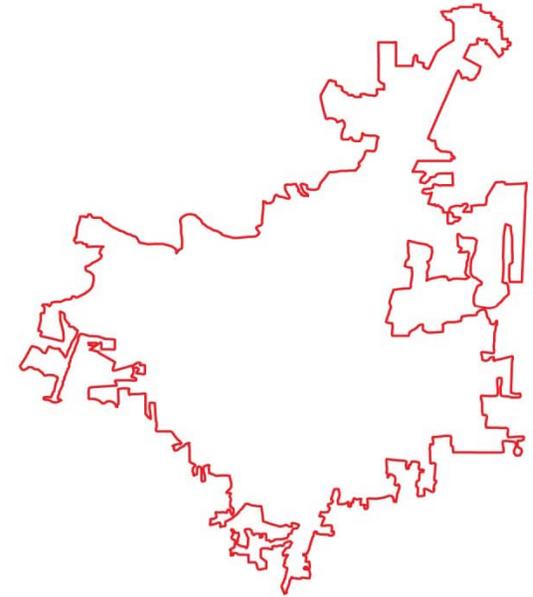
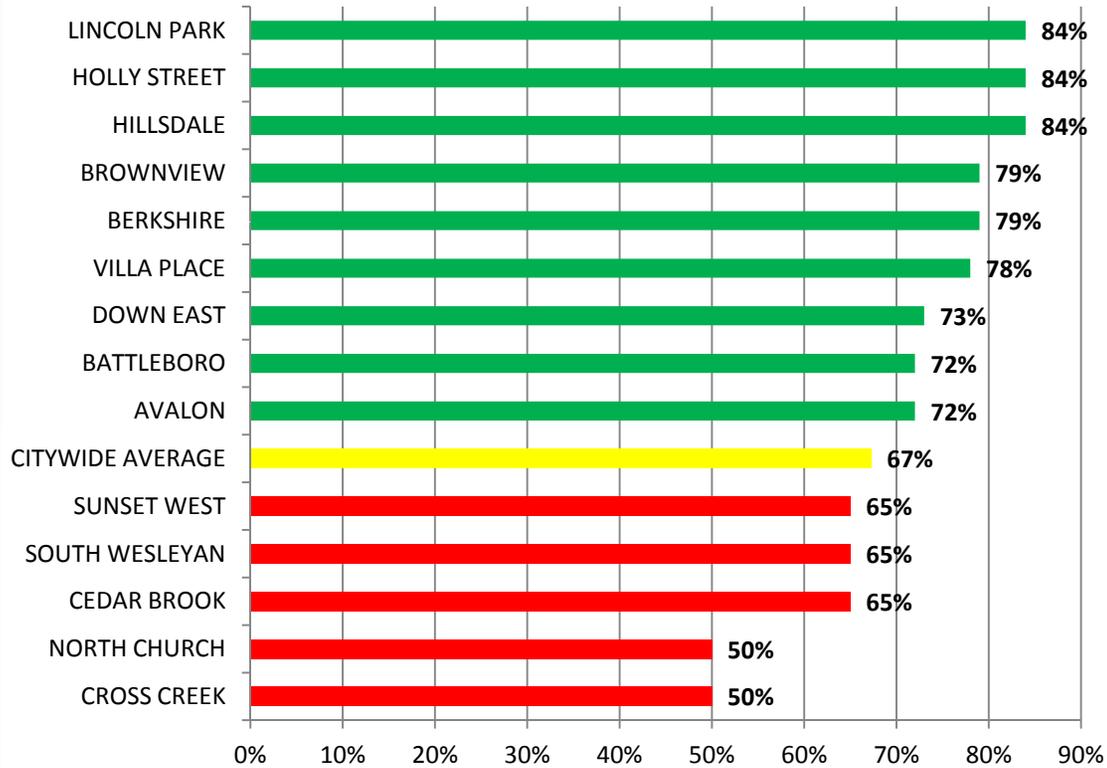
2. 79% of Vulnerable Rocky Mount neighborhoods have older housing stock than the citywide average neighborhood.
3. 86% of Vulnerable Rocky Mount neighborhoods have more blight than the citywide figure.

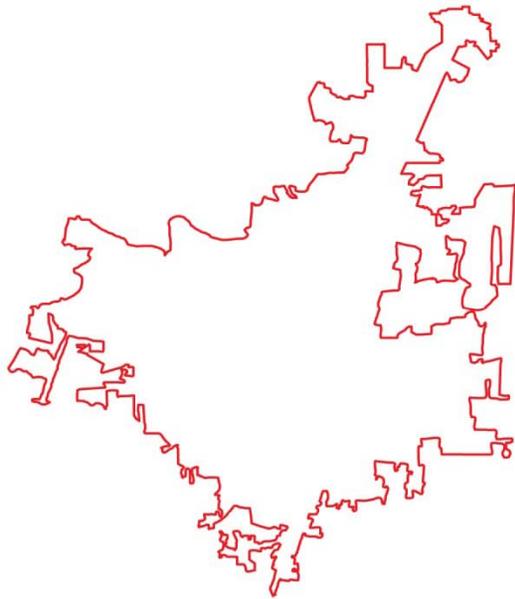
Blight A4



4. 57% of Vulnerable Rocky Mount neighborhoods have fewer residents with commutes of thirty minutes or more than the citywide average neighborhood.
5. 64% of Vulnerable Rocky Mount neighborhoods have higher public education enrollment than the citywide average neighborhood.

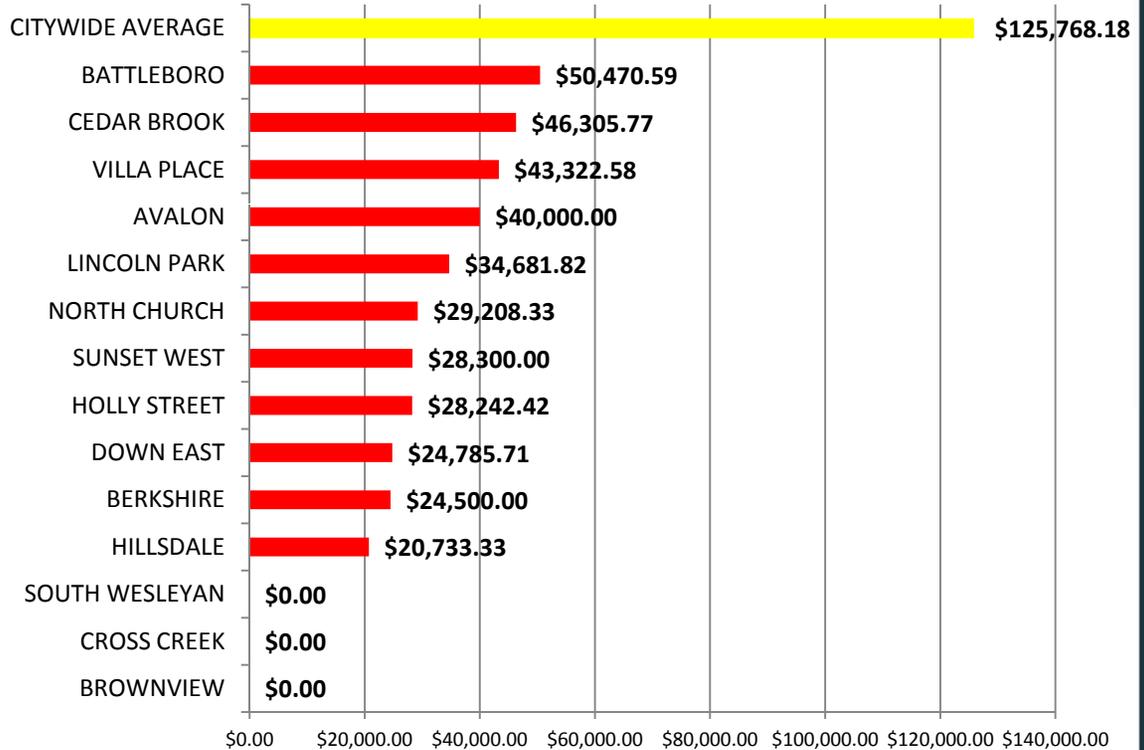
Public Education Enrollment B4





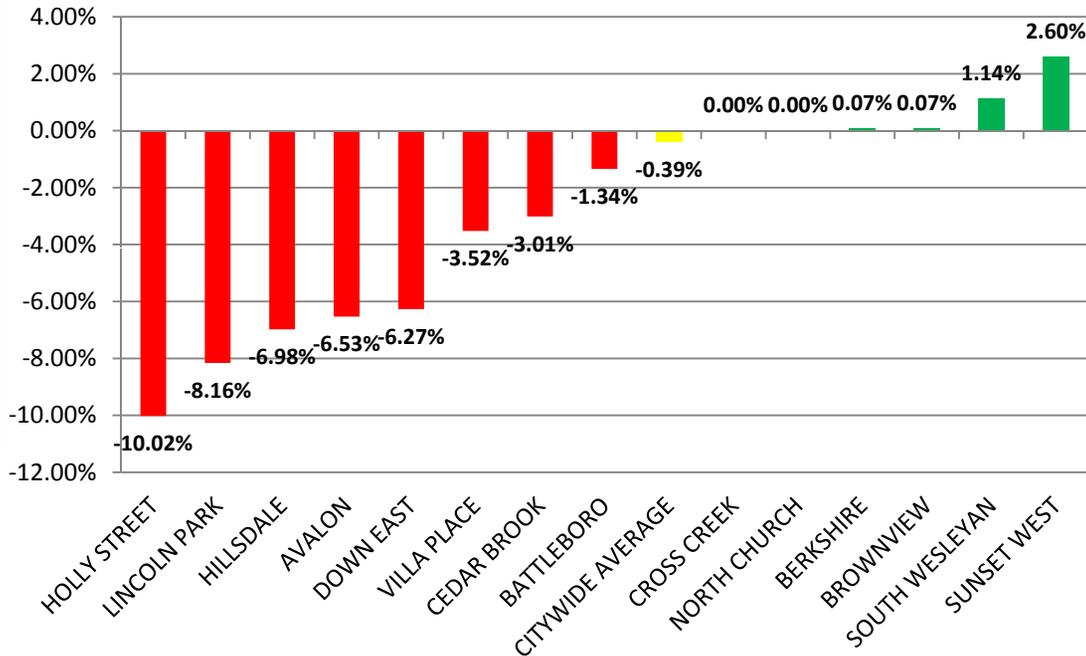
6. 64% of Vulnerable Rocky Mount neighborhoods have lower median gross rent than the citywide average neighborhood.
7. 100% of Vulnerable Rocky Mount neighborhoods had lower average real estate transaction values from June 2012 to June 2013 than the citywide average neighborhood.

Average RE Transaction Value 2009-2013 C3

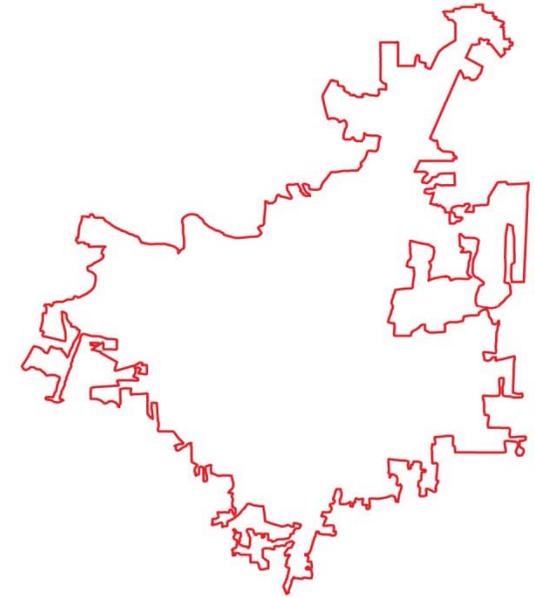


- 8. 64% of Vulnerable Rocky Mount neighborhoods had lower median household incomes than the citywide average neighborhood.
- 9. 57% of Vulnerable Rocky Mount neighborhoods had lower population growth over the last five years than the citywide average neighborhood.

Population Growth D1



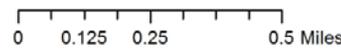
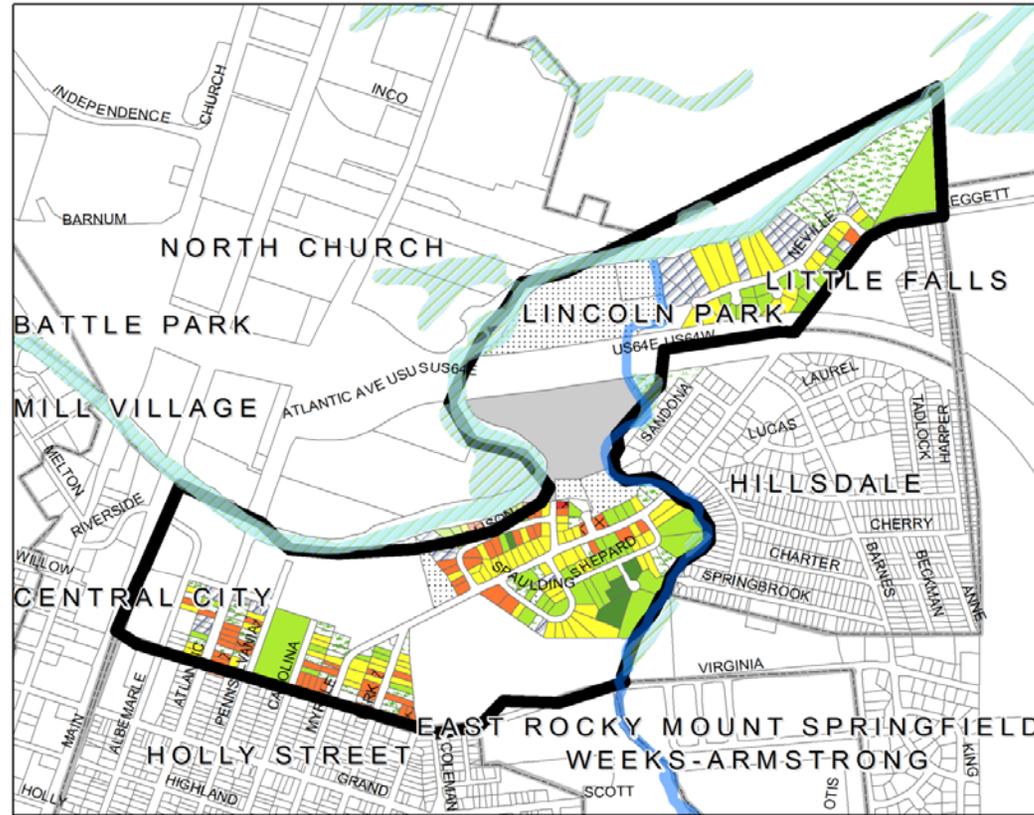
- 10. 57% of Vulnerable Rocky Mount neighborhoods had lower average occupant ages than the citywide average neighborhood.



Spotlight Neighborhood: Lincoln Park

Investment Area Typology: Vulnerable

The Lincoln Park neighborhood, located just northeast of the Central City, is home to one of Rocky Mount’s seven national historic districts, having received that designation in January 2012. The historic district, located in the middle of the neighborhood, was built up in the 1940s. It was originally marketed exclusively towards middle-class African Americans who were looking to become homeowners; the first planned neighborhood in Rocky Mount to do so. The construction of the first homes in the Lincoln Park National Historic District began in 1948 and continued until 1953 with the completion of the Rocky Mount Restaurant and Hotel, which became famous for its pit-cooked pork barbecue, and became one of the only motels and restaurants in the city that served African Americans. Today, the neighborhood is almost entirely residential, with a majority of residential land designated for multi-family use, and the average residential structure dating from about 1957. There are a small number of commercial and industrial parcels in the neighborhood as well. The neighborhood is home to a grocery store, a medical center, two child care centers, several other small businesses and organizations, and the Booker T. Washington Community Center. The neighborhood’s current strengths include affordable rents, and access to retail and commercial services. Its weaknesses include high blight, long commutes, depressed incomes and a population that is shrinking dramatically.



Inset Map

LEGEND

CONDITION	
EXCELLENT	9
GOOD	81
FAIR	125
POOR	54
DILAPIDATED	1
FEMA	23
NOT VISIBLE	14
NON RESIDENTIAL	14
UNDEFINED	2
TENURE	
OCCUPIED	195
VACANT	9
UNIMPROVED	66
TOTAL RESIDENTIAL PARCELS:	286

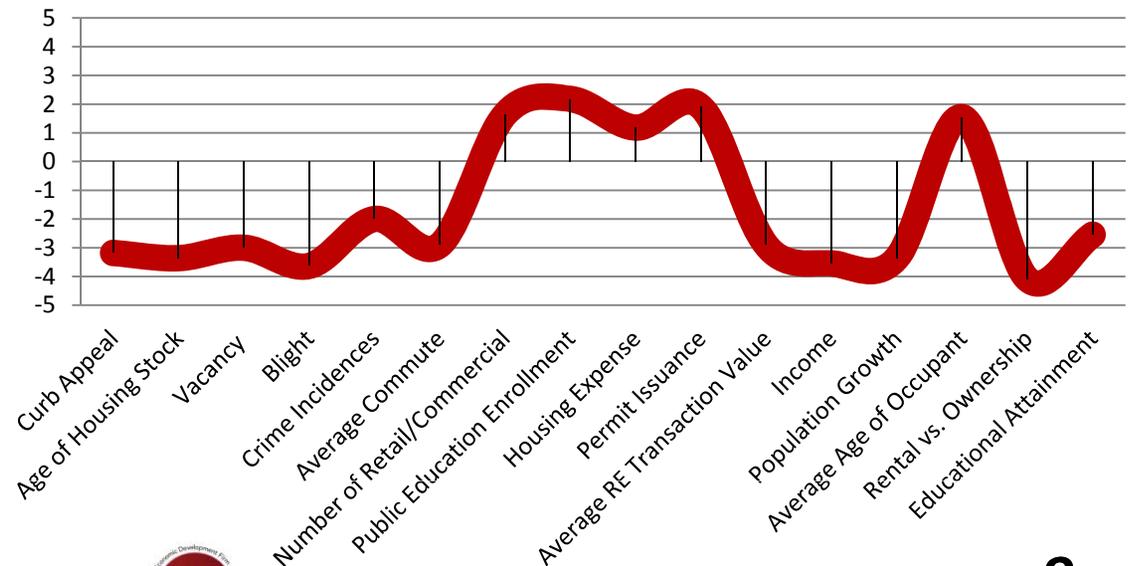
Fragile Investment Area

Fragile Investment Areas are marked by multiple signs of disinvestment, with the highest poverty levels, the worst curb appeal, and the highest vacancy rates in the city of Rocky Mount. The Fragile Investment Areas are geographically concentrated around Rocky Mount's downtown, with every Fragile Investment Area located either in the Central City, to the immediate northwest, or to the south, extending down along the Nash/Edgecombe county line. Fragile Investment Area residents tend to have low levels of educational attainment, with many residents who have not completed High School. Fragile Investment Areas do tend to have large numbers of small businesses in their vicinities, but these businesses often do not include the most essential stores such as groceries. These areas have high crime rates, rapidly shrinking populations, and some of the longest commutes in Rocky Mount.

Strengths: Number of Retail/Commercial, Public Education Enrollment, Housing Expense, Permit Issuance, Average Age of Occupant

Weaknesses: Curb Appeal, Age of Housing Stock, Vacancy, Crime Incidences, Average Commute, Income, Population Growth, Rental vs. Ownership, Educational Attainment

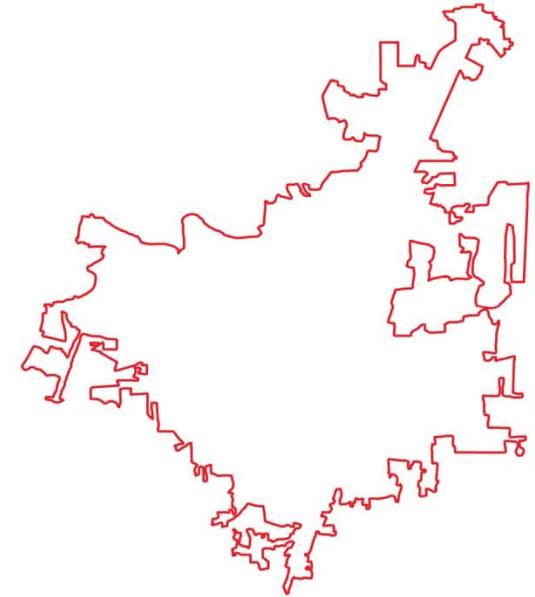
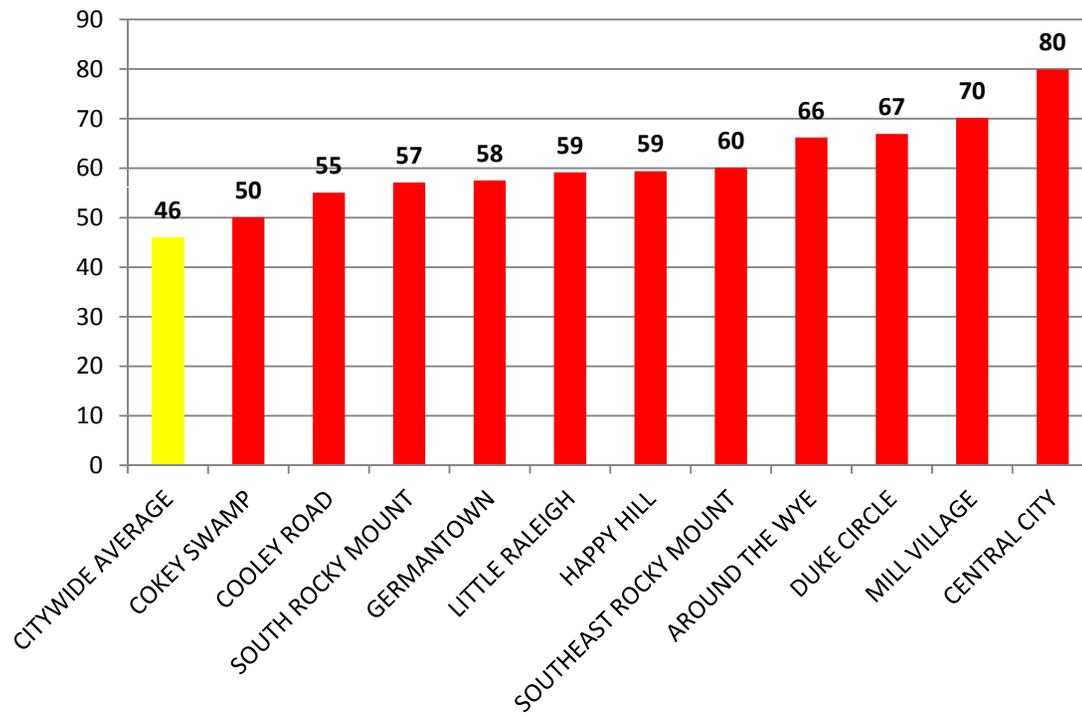
Fragile Investment Area Wave

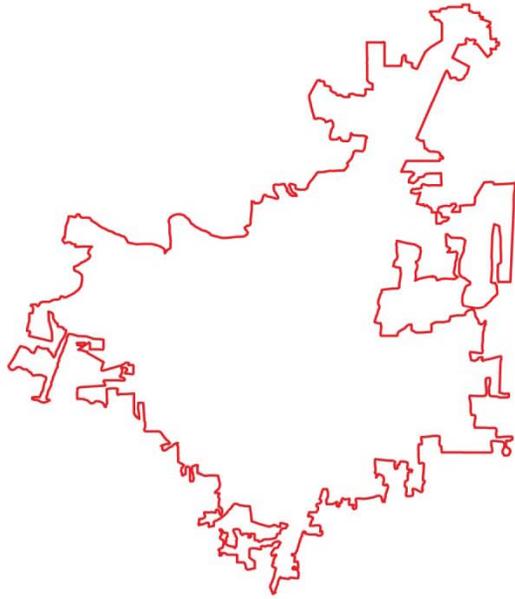


Findings: Fragile Investment Area Neighborhoods

1. 100% of Fragile Rocky Mount neighborhoods have lesser curb appeal than the citywide average neighborhood.
2. 100% of Fragile Rocky Mount neighborhoods have older housing stock than the citywide average neighborhood.

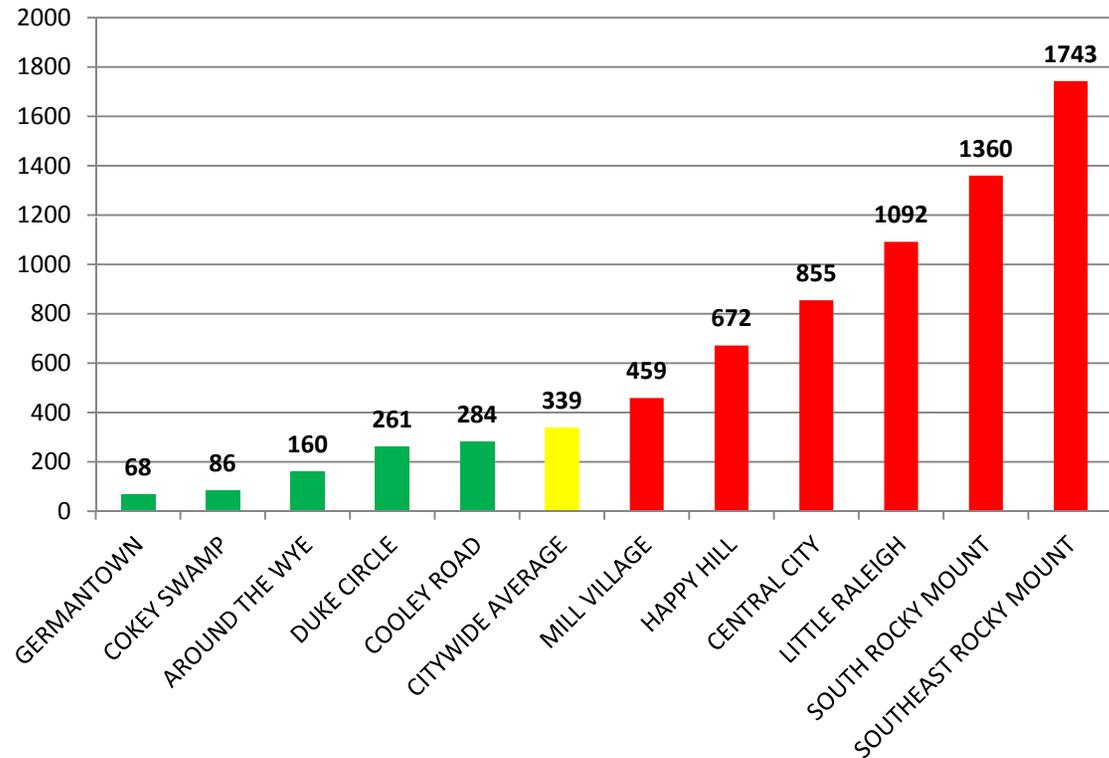
Age of Housing Stock A2





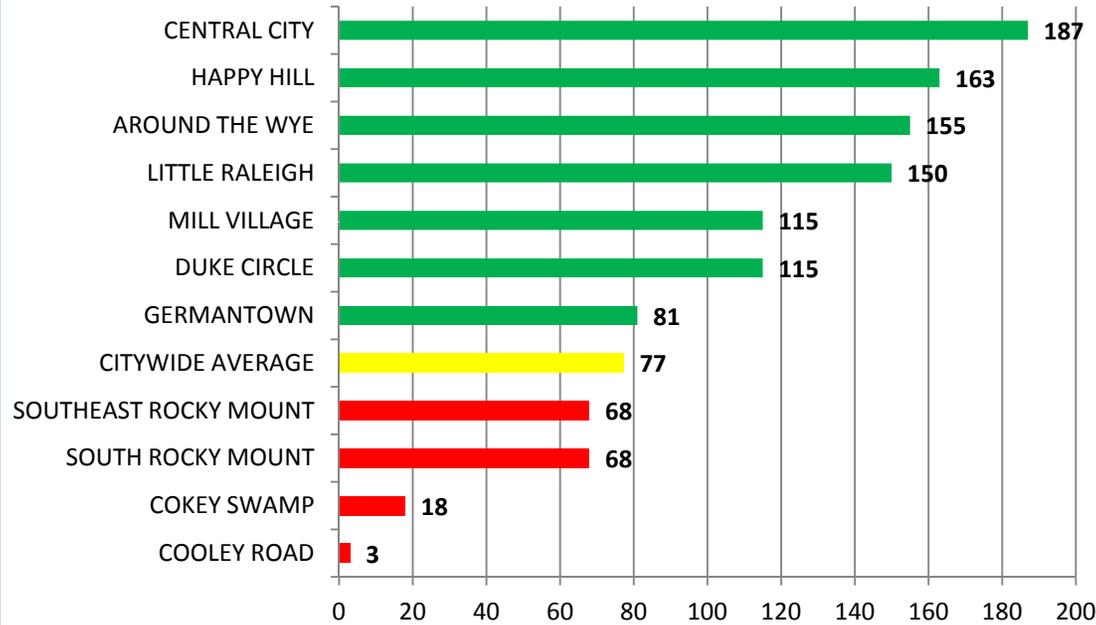
3. 91% of Fragile Rocky Mount neighborhoods have higher vacancy than the citywide average neighborhood.
4. 55% of Fragile Rocky Mount neighborhoods had higher incidences of violent and property crime from January 2008 to June 2013 than the citywide average neighborhood.

Crime Incidences B1

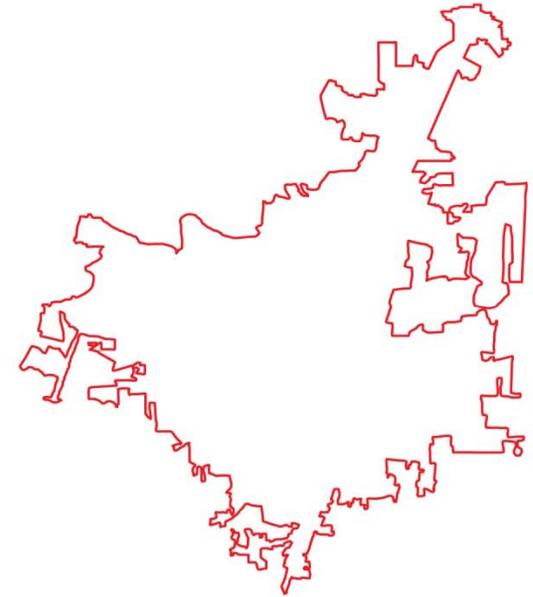


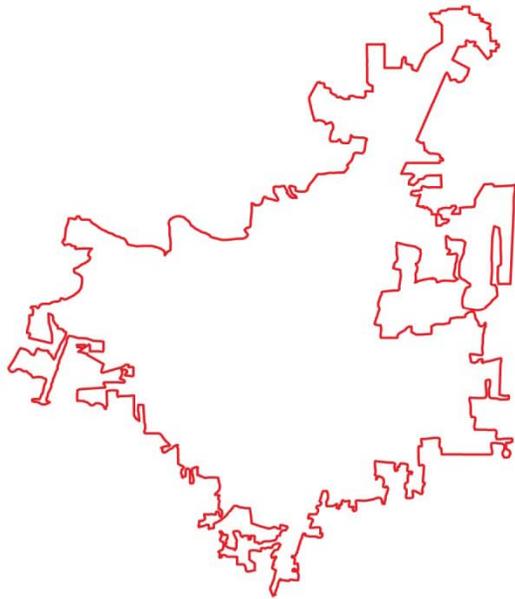
- 5. 64% of Fragile Rocky Mount neighborhoods have more residents with commutes over thirty minutes than the citywide average neighborhood.
- 6. 64% of Fragile Rocky Mount neighborhoods have more businesses in their service area than the citywide average neighborhood.

Number of Retail/Commercial B3



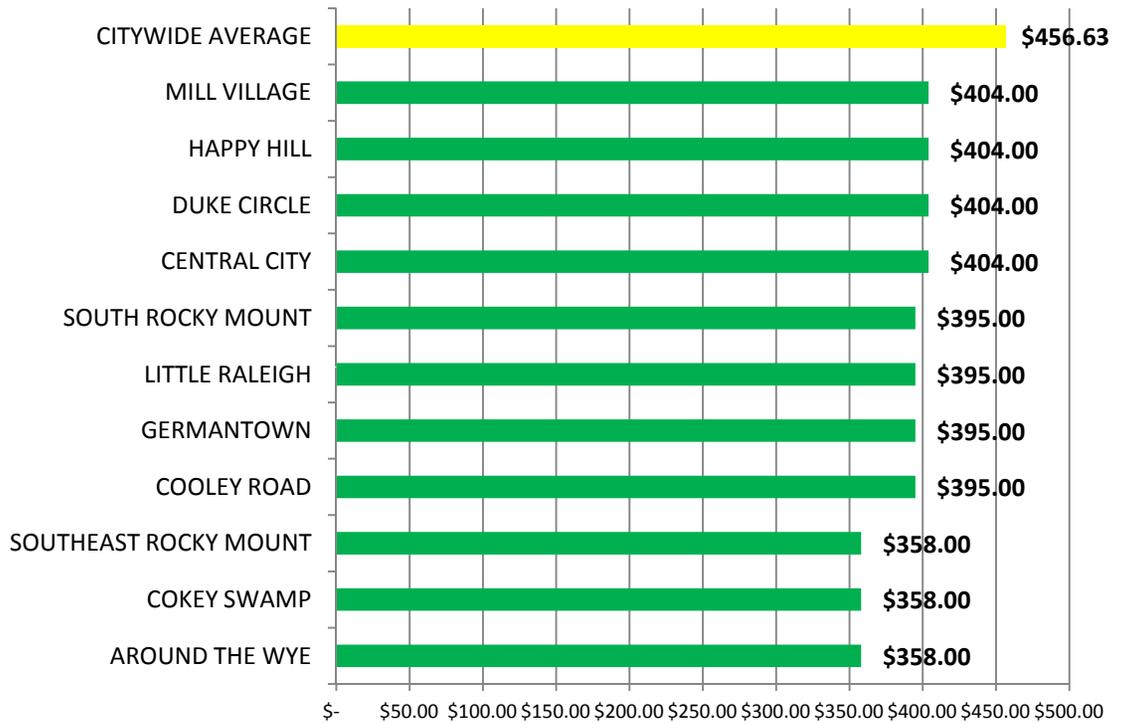
- 7. 100% of Fragile Rocky Mount neighborhoods have higher public education enrollment than the citywide average neighborhood.





8. 100% of Fragile Rocky Mount neighborhoods have lower median gross rents than the average citywide neighborhood.

Housing Expense C1

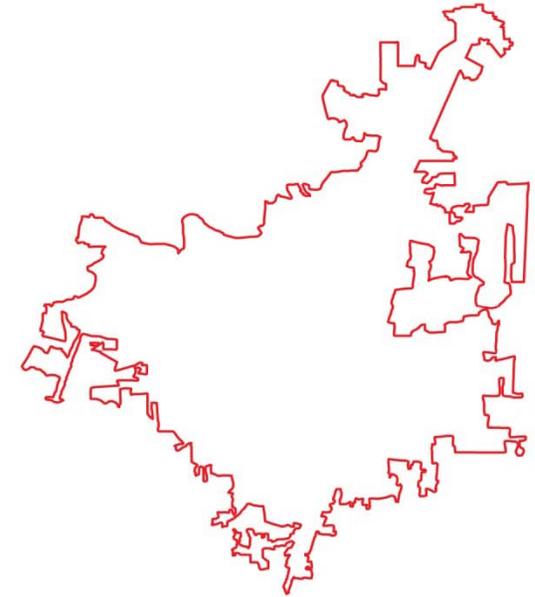
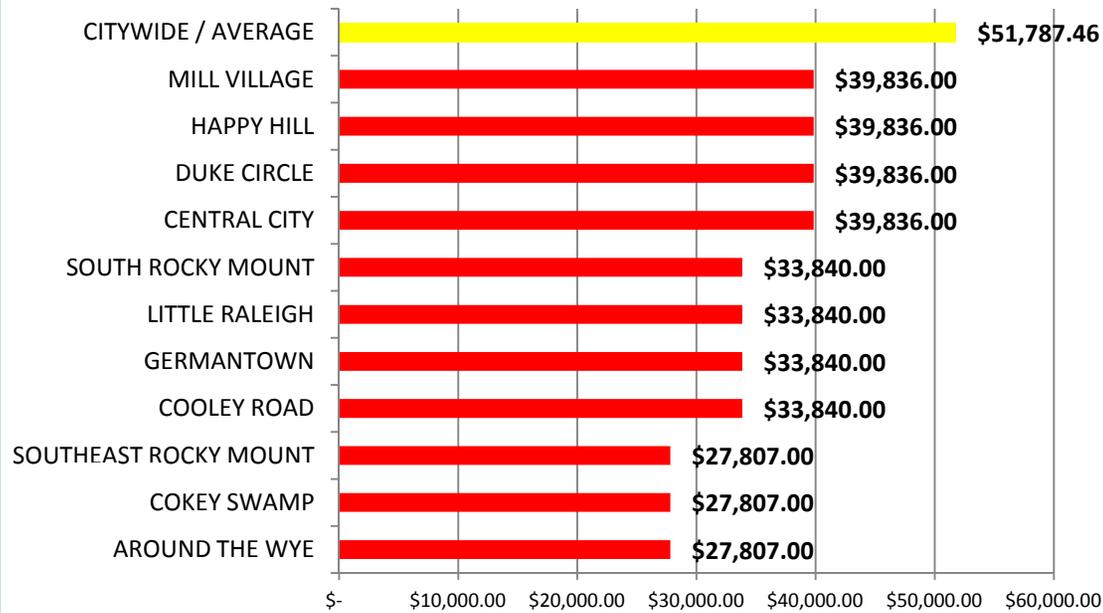


9. 55% of Fragile Rocky Mount neighborhoods had more permits issued over the last five years than the citywide average neighborhood.

10. 100% of Fragile Rocky Mount neighborhoods had lower median household incomes than the citywide average neighborhood.



Income C4



11. 100% of Fragile Rocky Mount neighborhoods had lower population growth over the past five years than the citywide average neighborhood.
12. 73% of Fragile Rocky Mount neighborhoods had lower average occupant ages than the citywide average neighborhood.
13. 100% of Fragile Rocky Mount neighborhoods had lower owner occupancy rates than the citywide average neighborhood.
14. 100% of Fragile Rocky Mount neighborhoods had lower educational attainment levels than the citywide average neighborhood.



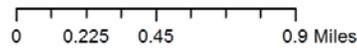
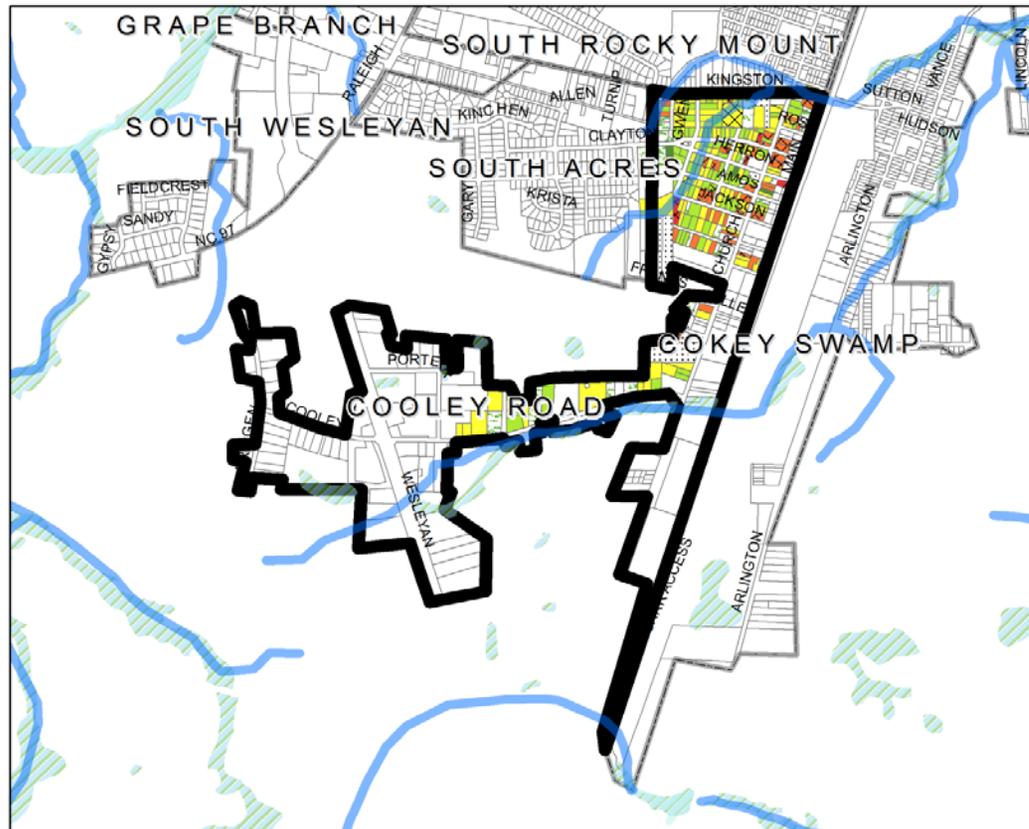
Spotlight Neighborhood: Cooley Road

Investment Area Typology: Fragile

The Cooley Road neighborhood is located at the extreme south end of the city of Rocky Mount, and is home to a mix of single- and multi-family housing stock, commercial land, and agricultural and undeveloped land. Cooley Road is also home to forty-nine industrial parcels, the second most of any neighborhood in the city.

Businesses in the neighborhood include numerous auto repair and salvage shops, a roofing company, an Izuzu truck center, an HVAC company, a hydraulics company, multiple used car dealerships, and a dealer of farm, construction, and lawn equipment. Most of the neighborhood's residential land is concentrated in the north part of the neighborhood west of Church Street, while most of the industrial and commercial activity is to the south and west, along Church and Cooley Roads, as well as South Wesleyan Boulevard.

Cooley Road's weaknesses include elevated blight, including the presence of numerous vacant structures, low incomes and levels of educational attainment, population decline, and a lack of nearby services and businesses that are useful to residents on a daily basis. Most residents of the neighborhood work in service and blue-collar industries.



Inset Map

LEGEND

CONDITION	
■ EXCELLENT	5
■ GOOD	82
■ FAIR	106
■ POOR	42
■ DILAPIDATED	6
FEMA	0
NOT VISIBLE	14
NON RESIDENTIAL	145
UNDEFINED	1
TENURE	
OCCUPIED	178
VACANT	35
UNIMPROVED	28
TOTAL RESIDENTIAL PARCELS:	256





SECTION VI

RECOMMENDATIONS

The research and analysis conducted by the APDS team has provided a comprehensive summary of Rocky Mount's housing stock, revealed the unique characteristics of the different neighborhood investment areas, and highlighted the primary drivers of neighborhood change. Ultimately, the goal of the Rocky Mount Housing Study is to help the City administration, stakeholders, and investors develop a formula that will allow the City to compete favorably for investment state-wide, regionally, and nationally. Based upon report data, APDS has produced a series of policy and program recommendations, as well as national best practices that will stimulate community and economic development in Rocky Mount. These recommendations are organized into three areas:

- **Targeted Areas of Opportunity (TAOs)** – Details the locations where redevelopment efforts should begin.
- **National Best Practices Benchmarking** – Provides brief overviews of the activities being undertaken by communities with a similar profile to Rocky Mount; and
- **Redevelopment Initiatives** – Program activities that may be undertaken to mitigate the local challenges.



Crossroads to Prosperity

Targeted Areas of Opportunity (TAOs)

In an attempt to find the best strategic approach for restoring Rocky Mount neighborhoods and igniting extensive community development, it is important to first mitigate some of the most evident challenges quickly and create linkages to ongoing development activities. Throughout our research, key challenges emerged as particularly prominent, most notably the geographic concentration of vacancy and issues related to deferred maintenance. We recommend a strategic and geographically concentrated approach that targets areas where vast opportunity and enormous need intersect. The most valuable locations to target and establish concentrated investment are areas in and around the Central City.

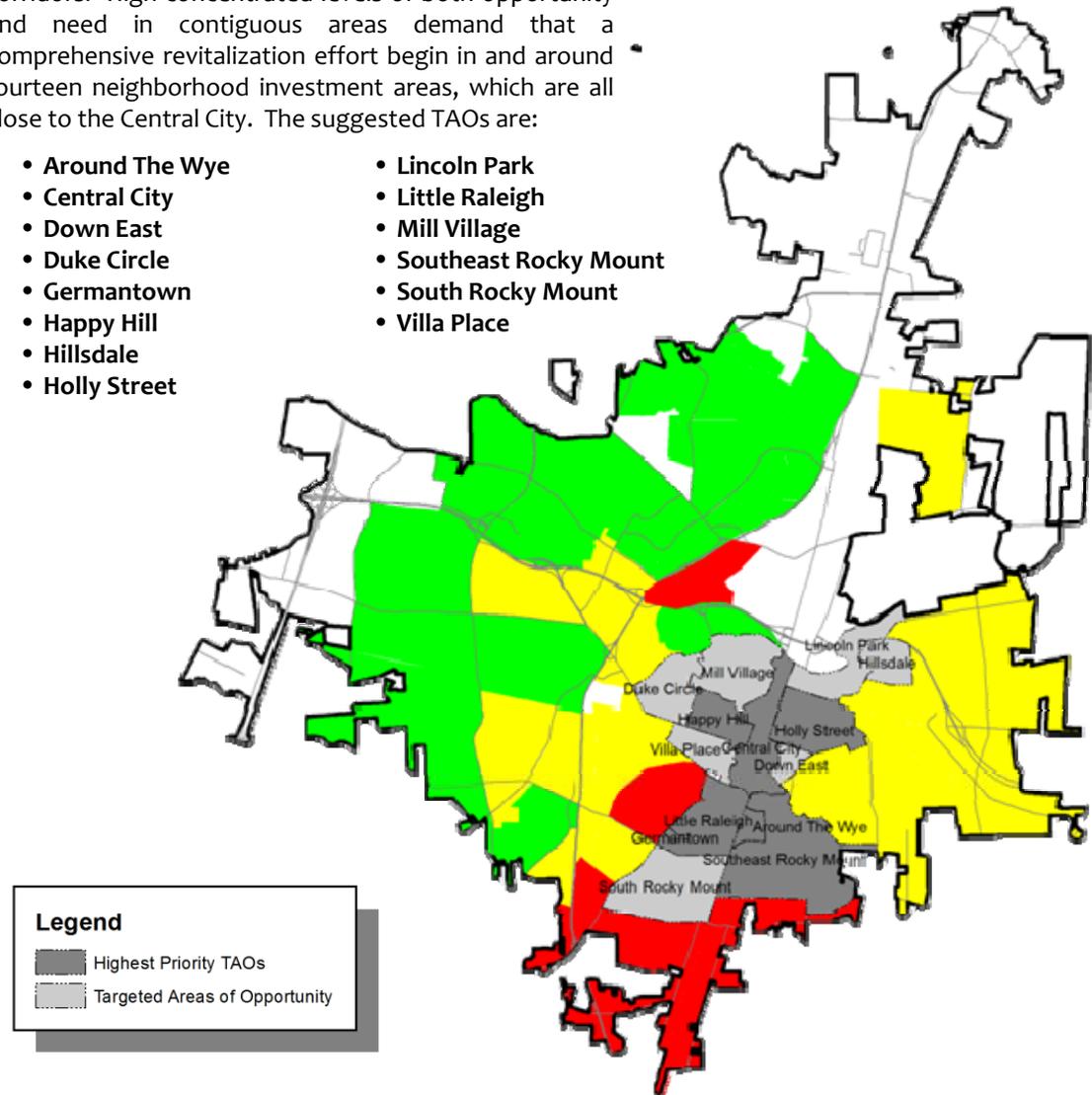
The identified TAOs largely include areas of high vacancy, blight, and older housing stock. Despite these and other challenges, it is the inherent community assets of the TAOs' proximity to the downtown commercial district, the value add of nearby employment centers, and the Tar River Transit bus service that provides a foundation for potential revitalization. This thinking is further validated by feedback from individuals participating in community outreach and stakeholder interviews.

Although there are other communities worthy of focus, APDS believes that the decline in the TAOs is likely to continue and creep into adjacent areas if there first is not an effort to counteract existing conditions in these communities.

The recommended TAOs are displayed in gray on the map to the right. We recommend that resources be focused towards housing rehabilitation, infill development, and denser mixed-use and multi-

family development, particularly in existing commercial areas closest to the Central City and along major corridors. High concentrated levels of both opportunity and need in contiguous areas demand that a comprehensive revitalization effort begin in and around fourteen neighborhood investment areas, which are all close to the Central City. The suggested TAOs are:

- Around The Wye
- Central City
- Down East
- Duke Circle
- Germantown
- Happy Hill
- Hillsdale
- Holly Street
- Lincoln Park
- Little Raleigh
- Mill Village
- Southeast Rocky Mount
- South Rocky Mount
- Villa Place



Targeted Areas of Opportunity (TAOs) – Snapshot

The neighborhood investment areas that make up the TAOs are heavily residential, with 82.7% of parcels designated for solely residential use. These residential parcels include 4,865 structures (76.3%), 1,286 vacant lots (20.2%), and 223 parcels that were unsurveyable (3.5%). 85.8% of the TAOs' residential parcels are designated for multi-family land use, and 14.2% are designated for single-family land use.

TAO Structure Occupancy (Tenure)	Number	Percentage
Occupied Structures	4,078	83.8%
Vacant Structures	787	16.2%

TAO Property Conditions		
Excellent	83	1.3%
Good	1,328	20.8%
Fair	2,729	42.8%
Poor	1,655	26.0%
Dilapidated	357	5.6%
Unsurveyable	223	3.5%

TAO Total Vacancy		
Vacant Structures and Vacant Lots	2,073	-----
TAO Total Vacancy	-----	33.7%

Table 13 – Targeted Areas of Opportunity

Targeted Areas of Opportunity - Snapshot		
Category	Number	Percentage
Parcels		
Total Parcels	7,709	100.0%
Residential Parcels	6,375	82.7%
Non Residential Parcels	1,334	17.3%
Survey Totals		
Structures	4,865	76.3%
Lots	1,286	20.2%
Unsurveyable Parcels	223	3.5%
Residential Parcels		
Single Family Land Use Designation	903	14.2%
Multi Family Land Use Designation	5,473	85.8%

TAO Property Conditions

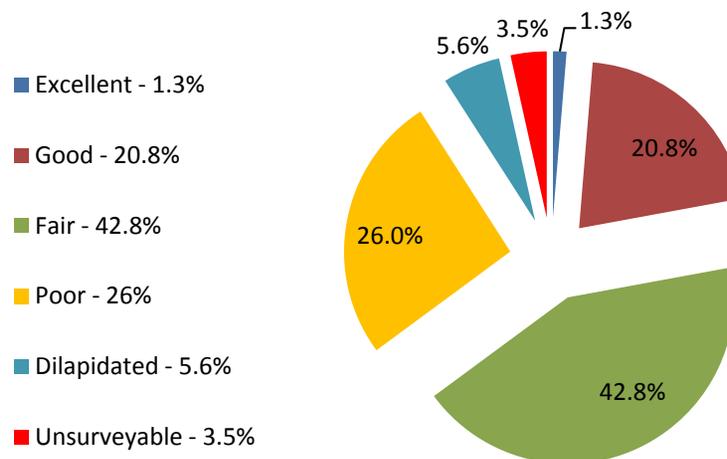


Table 13 – Targeted Areas of Opportunity (Cont'd)

Targeted Areas of Opportunity - Average Factor Data by Neighborhood			
CONDITION			
Curb Appeal	Age of Housing Stock	Vacancy	Blight
23%	62	35%	29%
AMENITIES			
Crime Incidences	Average Commute	Number of Retail/Commercial	Public Education Enrollment
661	23%	127.5	77%
INVESTMENT			
Housing Expense	Permit Issuance	Average RE Transaction Value	Income
\$ 373.43	60	\$ 30,233.15	\$ 35,013.00
DEMOGRAPHICS			
Population Growth	Average Age of Occupant	Rental Vs. Ownership	Educational Attainment
-6.1%	36.2	42.9%	2.07

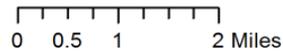
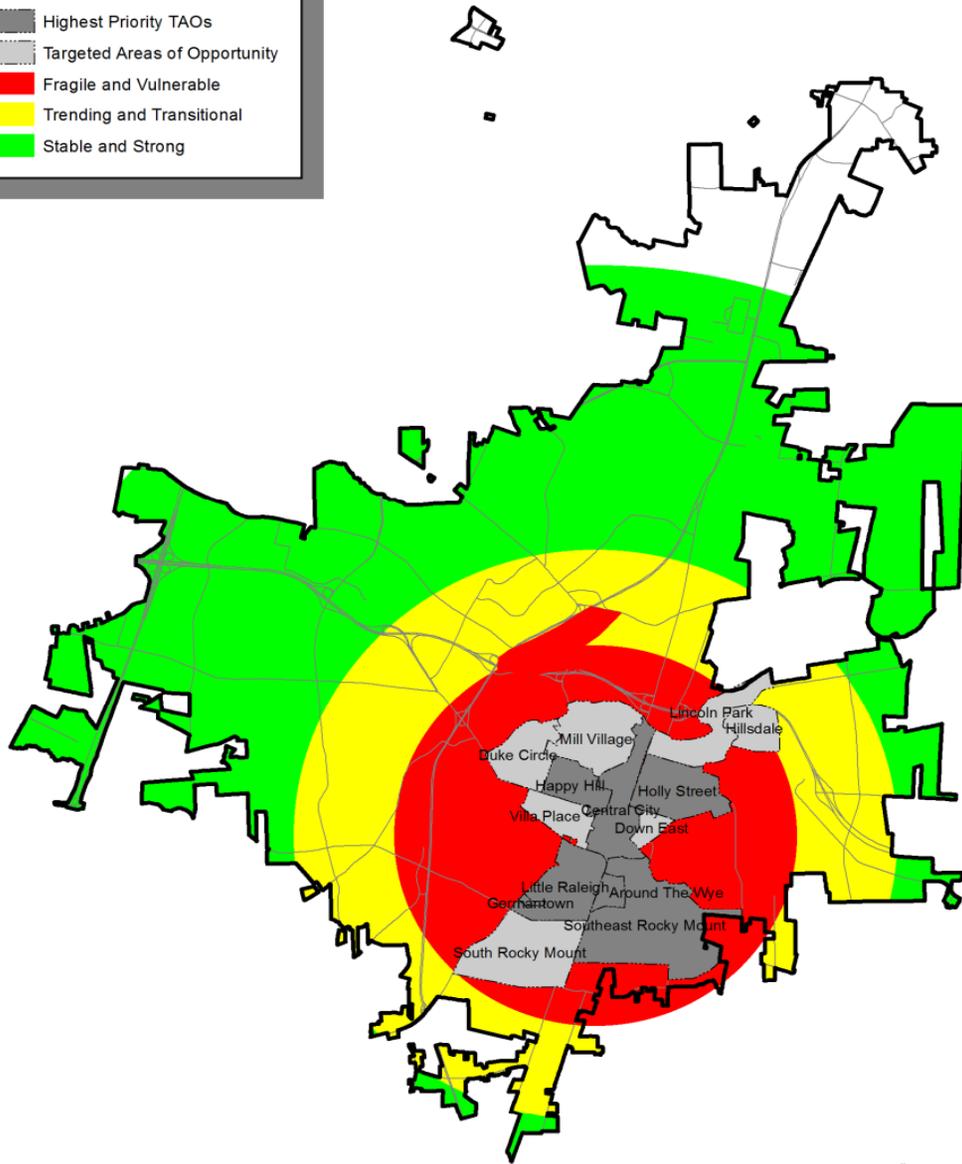
We believe that by seeding these TAOs around the Central City, leveraged investment will radiate out from these areas and is likely to form linkages to existing investment outside of the City, most abundantly to the west. Findings indicate that Rocky Mount’s neighborhood investment areas have self-aligned into concentric circles, with the most challenged areas in the center like a bull’s-eye. As you traverse from the City Center toward the city limits, the neighborhoods generally tend to progressively improve.

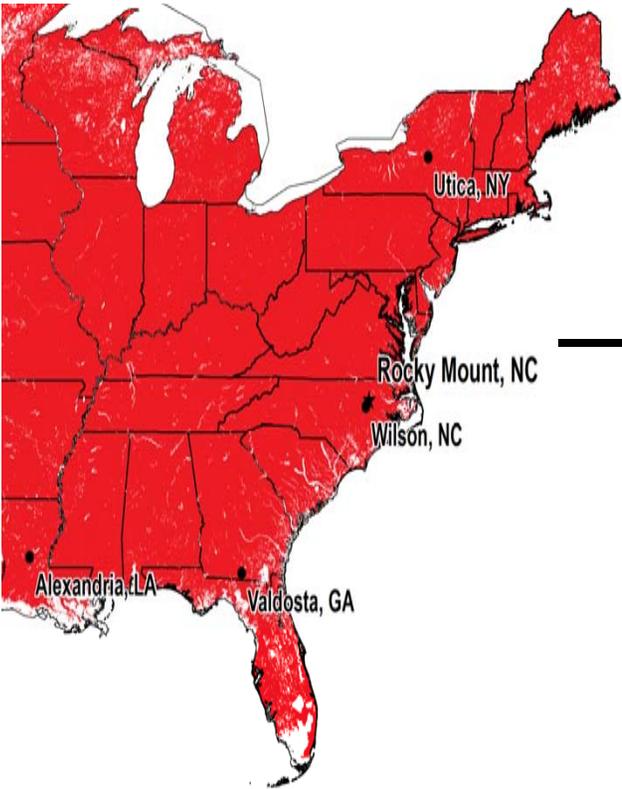
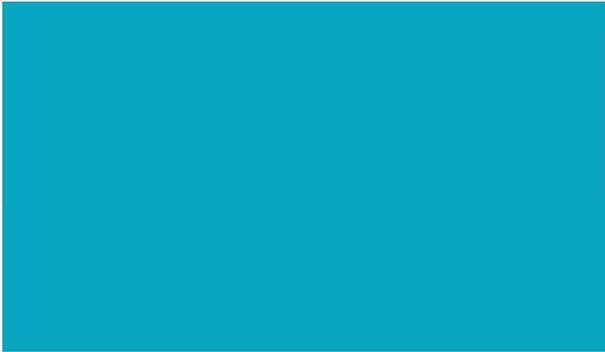


TARGETED AREAS OF OPPORTUNITY (TAOs)

Legend

-  Highest Priority TAOs
-  Targeted Areas of Opportunity
-  Fragile and Vulnerable
-  Trending and Transitional
-  Stable and Strong





Revitalization Best Practices Benchmarking

The consultant team has completed a benchmarking analysis of similar cities throughout the United States. These communities were selected based upon cities with a near-match of profiles to the City of Rocky Mount. Our analysis begins with a quantitative comparison of local measurements or demographics and evolves into an exploration of the best practices being undertaken by comparable communities to tackle similar challenges as those identified in Rocky Mount. A list of the selected communities along with a narrative of the key activities and plans are listed below.

City	Port	State Capital	Colleges or Universities	County Seat	Population (2010 Census)	Population of Larger MSA (if applicable)	Median Household Income	Population Density (per sq mi)	Unemployment Rate (ACS)	Housing Unit Vacancy	Owner Occupied Units
Rocky Mount, NC	N	N	Y	N	57,477	N/A	\$ 37,059	1,297.3	14.1%	12.6%	54.8%
Alexandria, LA	N	N	Y	Y	47,723	131,613	\$ 26,097	677.5	8.0%	10.3%	54.1%
Utica, NY	N	N	Y	Y	62,235	299,397	\$ 24,916	3,710.0	12.1%	11.6%	47.5%
Valdosta, GA	N	N	Y	Y	54,518	139,588	\$ 31,940	1,799.3	13.4%	9.9%	42.5%
Wilson, NC	N	N	Y	Y	49,167	N/A	\$ 31,169	1,906.9	14.1%	10.4%	50.3%

Alexandria, Louisiana

The City of Alexandria's Community Development department administers various housing programs. A few of these programs include the *Housing Rehabilitation Loan Program*, for owner occupied structures with federal CDBG and HOME funds, the *HOME Rental Housing Rehabilitation program* for rental property within "revitalization areas" of the City, and the *Housing Development Program* for new construction of single-family



units within “revitalization areas” to be sold to low-income first-time homebuyers.

The City’s Community Development Department administers the Weatherization Program, to the assists low-income homeowners through the installation of storm windows, storm doors, attic insulation and Energy Star light bulbs. A deferred payment loan of up to \$5,000 is provided to eligible applicants (homeowners with incomes of less than 60% of Area Median Income (AMI)). The deferred payment loan is a 5-year mortgage against the property with 20% depreciation each year. If the property is sold or title transferred during the 5-year period, the balance of funds is due and payable to the City of Alexandria. This program is funded by CDBG-R funds. In terms of the program’s success, the City conducted a study of 50 units that had been part of the program. It was determined that there was a 35% decrease in energy consumption for a full year after weatherization compared to the average of the three years before weatherization, meaning a cost savings to each household.



Utica, NY

The City of Utica, New York manages many different housing and rehabilitation programs. Through a New York State Affordable Housing Corporation grant, Second Increment Replacement Housing Factor, and City of Utica HOME program funding, over 55 homes

have been built for homeownership programs. A program called the Home Preservation Fund Initiative, funded by the City of Utica HOME Program and the New York State Affordable Housing Corporation, assists homeowners with home improvements which include addressing code violations, accessibility and mobility modifications, indoor environmental health issues, and most relevant to Rocky Mount, energy conservation needs. This serves occupants of 1-4 unit housing, and properties must be owner occupied by income-eligible homeowners. In-kind match funding is also provided by the New York State Weatherization Assistance Program.

Oneida County’s HEAP (Home Energy Assistance Program) assists low-income households spending high proportions of their household incomes on home energy with bill payment assistance, energy crisis assistance, weatherization and energy-related home repairs. Households that qualify for HEAP also qualify for the EmPower program, operated by EmPower New York and the Mohawk Valley Community Action Agency, and funded through the New York State Energy Research and Development Authority, which offers no-cost energy services for income-qualified families. Services may include attic or wall insulation, draft reduction measures, replacement of old, inefficient appliances, and the installation of high-efficiency lighting.

There are a number of housing-related implementation strategies in the most recent Utica Master Plan. Some of these include the recommendation that the City require the purchase of city-owned residential properties by property owners who will occupy the homes, owner-occupied

exemptions to perform rehabilitation work on homes, the development of a 60% grant/40% loan program for current owner-occupied homeowners to help them remain in their current home, the development of a Purchase-Rehab loan program for owner-occupied home buyers, and having the City work with neighborhood block groups to identify unique potential uses of vacant buildings in the City. Rebuild Mohawk Valley, Inc. (RMV), the non-profit affiliate corporation of the Utica Municipal Housing Authority, was awarded a \$1,063,200 grant from the United States Department of Housing and Urban Development’s (HUD) Section 811 program to build subsidized independent living rental units for low-income disabled persons in the City.

Utica’s five-year consolidated plan for HUD lists the first housing priority of the City “to develop housing in a variety of styles and types within close proximity to the City’s core, downtown Utica.” It cites evidence of national trends of residents and businesses moving back towards downtowns, a lack of housing downtown, and the desire to create an energized downtown that is busy outside during the 8:00 a.m. to 5:00 p.m. weekday hours. As part of this priority, the plan recommends the creation of a rental rehabilitation program with significant public subsidy for rental units throughout the City, with this subsidy focused on downtown Utica and adjacent areas. A downtown residential façade program is also proposed, which would fund and address exterior cosmetic “curb appeal” improvements to downtown residential properties. The plan proposes addressing a “critical mass” of properties so that improvement would be noticeable across “entire neighborhoods” downtown.

Another objective of the plan is the continued use of federal entitlement funds by the City of Utica to leverage private investment in the development of new, high density residential projects in and around downtown. This will require the use of Low Income Housing Tax Credits and Historic Preservation Tax Credits for the development of low- and moderate-income housing downtown because federal HOME funding is limited.



Valdosta, GA

In 2011, The City of Valdosta received a Gabe Zimmerman Award for Public Service from the National Community Development Association for the City's securing of grants that fund the City's Single Family Rehabilitation/ Reconstruction Housing Program. The City's housing program has been funded (leading up to the receipt of this award in 2011) by \$2.2 million in Community Development Block Grant (CDBG) funds and \$513,000 in Community Home Improvement Program (CHIP) funds from the Department of Community Affairs. The City has been focusing on three specific neighborhoods within the City's Designated Revitalization Area (DRA), and this targeted approach was cited as the reason that the City received the award. Neighborhoods that were targeted were seeing declining home values due to substandard, dilapidated housing. The National Community Development Association also cited partnerships formed between the City and neighborhood residents, local churches, Habitat for

Humanity, and Lowe's Distribution Center that were related to this program. In the Single Family Rehabilitation/Reconstruction Housing Program, an eligible homeowner's home may be rehabilitated or reconstructed using CDBG and CHIP funding. The City has recently reached an agreement with the Valdosta Housing Authority to utilize additional units from their housing stock to temporarily relocate homeowners participating in the Single Family Rehabilitation/Reconstruction Housing Program (Valdosta Consolidated Annual Performance Evaluation Report 2012).

The City of Valdosta is also pushing for "sensible relaxation" of underwriting criteria by banks and financial institutions that participate in the City's housing partnership, and is actively encouraging banks and financial institutions to encourage activities that contribute to Community Reinvestment Act activities. The City of Valdosta offers down-payment assistance, as available, as well as demolition funding for the construction of new infill housing that is built by affordable housing developers and then sold to residents. The City also provides down-payment assistance (when available) for older rehabilitated inner-city homes.

The City of Valdosta has recently made recommendations that the City focus on strategic public investments in "transitional" neighborhoods, neighborhoods where most of the original housing stock of the area is in place but housing conditions may be worsening due to low homeownership rates and decline in property maintenance. These strategic investments would include encouraging infill development on scattered vacant sites and the development of mixed-income neighborhoods with

increased percentages of owner-occupied housing.

In 2011, Valdosta received the largest housing grant in its history, \$800,000 from the Federal Home Loan Bank's affordable housing program, used to complete repairs to forty eight owner occupied homes in targeted neighborhoods (the same three cities cited in the Single Family Rehab/Reconstruction Program above).

In August 2013, SunTrust received \$2.2 million in Affordable Housing Program grants and subsidies from the Federal Home Loan Bank of Atlanta. Of the 437 total relevant rental units, sixty-one were for the redevelopment and preservation of a unique housing project in historic downtown Valdosta.



Wilson, NC

The Wilson Housing Authority was recently awarded \$50.7 million by HUD as part of its Rental Assistance Demonstration (RAD) project. As of May 2013, the Wilson Housing Authority was waiting for approval from the N.C. Housing Finance Agency for approval for this project, which would include tax-exempt bond financing and Low-Income Housing Tax Credits. The project consists of the renovation of 535 public housing units in Wilson which are later to be converted to Section 8 units.



In August of 2013, a large-scale housing development project, which would have brought in \$9.2 million in investment to the Old Wilson Historic District, was rejected by the North Carolina Housing Finance Agency due to the excessive cost of the project (partially inflated due to environmental issues such as the presence of lead-based paint).

In January 2012, the Wilson Housing Authority received \$200,000 in Choice Neighborhoods Planning grant funds, allowing the authority to create a comprehensive plan to renovate a public housing community in Wilson called Whitfield Homes. This project, known as Villages of Center City, is a major project of the city of Wilson, discussed at length in the City's recent comprehensive plan. The plan will include over 405 new mixed-income housing units, including walk-up apartments, duplexes, and townhomes, as well as playgrounds, parks, a new greenway along a restored creek, and community gardens.

As of July 2012, the Wilson Housing Authority was planning to issue \$7.5 million in bonds for a new apartment complex for seniors, and was applying for \$9.5 million in tax-exempt bonds with the N.C. Housing Finance Agency to renovate apartments in two locations.

The Wilson Community Development department is currently advertising a community of energy efficient single-family homes called Freeman Place. Wilson's Single Family Rehabilitation Program (SFR10) encourages the comprehensive rehabilitation of existing moderately deteriorated single-family housing units that are both owned and occupied by lower income elderly and disabled persons (or persons with children and lead hazards

present in homes) through zero-interest loans (forgivable at \$3,000 per year) for rehabilitation. These persons must be below 80% AMI and the loan amounts must be between \$5,000 and \$45,000.

The City of Wilson Community Development Department also has an Urgent Repair Program which derives its funds from the North Carolina Housing Finance Agency Housing Trust Fund. This program deals with housing conditions that pose immediate threats to the lives and safety of low-income homeowners with special needs (encompassing a wide variety of households), and provides modifications, including accessibility upgrades and various repairs to prevent displacement. The maximum amount of funding per unit is \$5,400, and it is dispersed in the form of an unsecured, deferred, interest-free loan. Households must be below 50% of AMI.

Wilson's recent comprehensive plan recommends adopting new development standards which limit the conversion of single-family, owner-occupied homes in established neighborhoods to multi-family rental uses. This could be relevant to Rocky Mount, as several studies have cited the conversion of single-family homes to multi-family rental properties as causing distress in residential neighborhoods in Rocky Mount.

Wilson's recent comprehensive plan also recommends that the City adopt a Vacant Properties Initiative. An informal survey in 2009 identified 260 vacant and boarded-up properties around the City's downtown, and the City believes these properties to have a negative impact on both property values and perceptions of safety. The planned implementation

of such an initiative would involve the prioritization of improvement and protection of vacant and abandoned properties, with demolition only used when other solutions are exhausted. The plan would involve the City facilitating private sector revitalization of vacant properties and extensive collaboration with landowners, developers, and historic preservation planners, and would emphasize low-impact development techniques and green buildings whenever possible. In terms of funding sources, the comprehensive plan suggests waiving tax liens or other fees on vacant properties as trade-offs for rehab work.

The Wilson Housing Improvement Plan recommends considering using Tax Increment Financing as is allowable under Amendment One of State Law to pursue redevelopment of specific target areas, including affordable housing.

The Wilson Housing Improvement Plan also recommends some additional flexibility in Historic District repair and material standards (particular in relation to energy efficiency items) so that more renovations can occur within those districts and that they do not become blighted.

“(the goal is) to develop housing in a variety of styles and types within close proximity to the City's core.” – Utica, NY

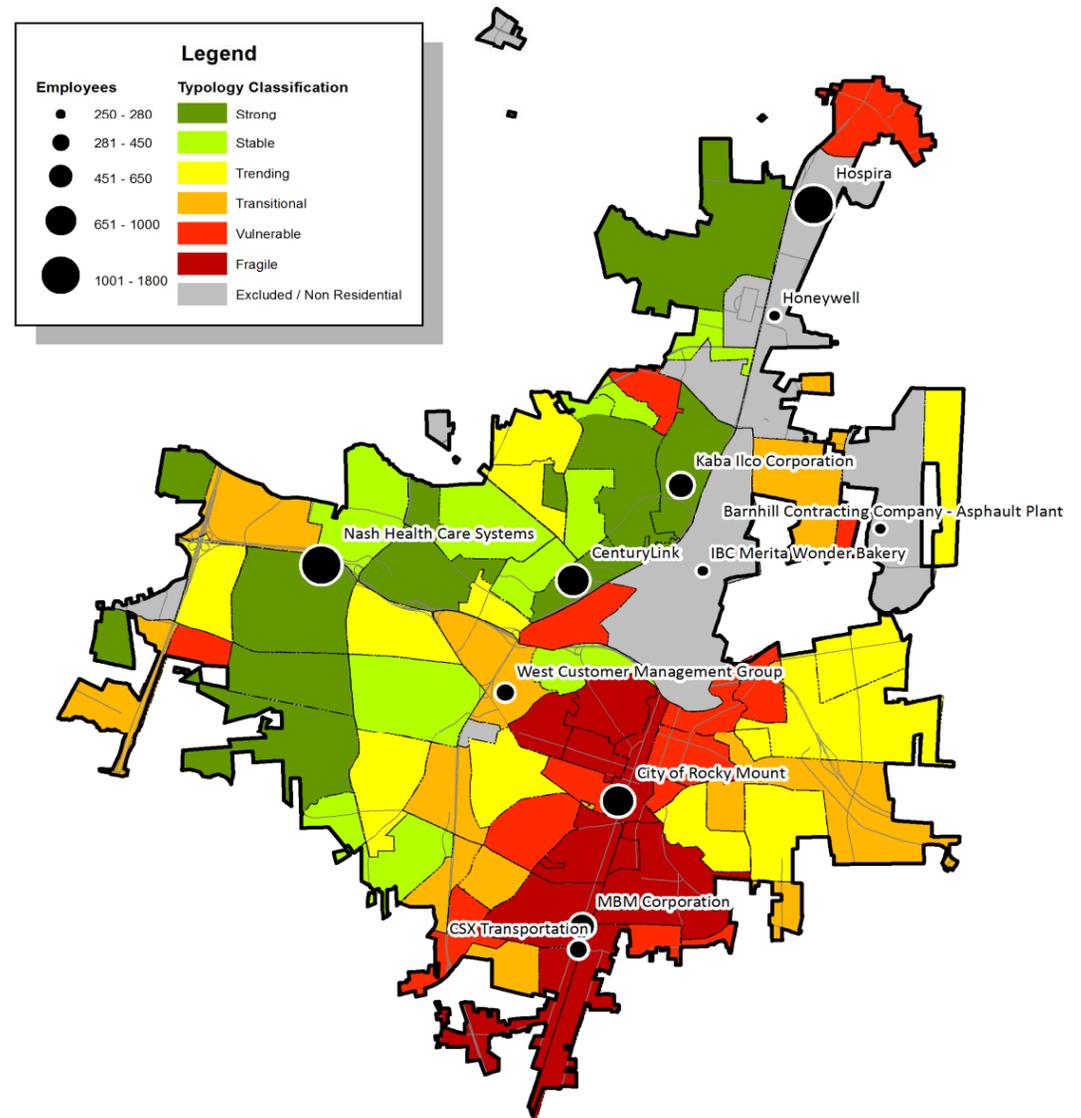
Redevelopment Initiatives

Establish a Targeted Workforce or Employer Assisted Housing Initiative

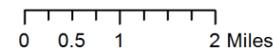
The suggested TAOs are in direct proximity to Rocky Mount's Downtown. The national trend is for companies to reseed Central City areas, and promote investments in downtown areas. Rocky Mount is likely to follow this trend in the future. Strengthening the adjacent neighborhood investment areas must include creating a linkage to current and future job centers. Allowing the adjacent neighborhoods in the TAO to remain vacant will make it challenging to attract new businesses, as the workforce needed to support them will not be available within reasonable proximity. The Employer-Assisted Housing (EAH) initiative can help employers both enhance their businesses and help the City save challenged neighborhoods. Through EAH programs, targeted employers promote affordable housing solutions for their workers. By assisting employees to buy or rent homes close to work or transit, employers help reduce the long commutes that contribute to employee stress and fatigue, as well as regional air pollution. Typically, a number of benefits can be offered, such as homebuyer assistance, purchase incentives, rental assistance, education and counseling. EAH is also a great value add for a local Economic Development plan as EAH can be a cost-effective way to attract and retain quality employees.

It is a viable option for the City of Rocky Mount to champion an EAH program which helps workers gain access to new developments and vacant properties located near major employment centers. Increasing the population of responsible, involved homeowners and renters helps set the foundation for a vibrant, engaged community that can support and attract local business. This tactic will not only

MAJOR ROCKY MOUNT EMPLOYERS



Source: APD Solutions Field Evaluation Data



reseed the neighborhoods with owners and renters able to invest, but produce improved work-life balance for those families as well. Additionally, the program can address ongoing and anticipated challenges in hiring and retaining workers, and the desire to increase employee productivity and morale for employers, as well as make the City more attractive as a place to live and do business. It is recommended that Rocky Mount make large employers the primary targets in the initial stages of this initiative. The map on the previous page identifies the largest employers in relation to the various neighborhood investment areas and the typology of those areas. An emphasis on connecting more employees to the housing opportunities could be a major turn-around for the TAOs.

Establish a Destination for Military Families

There are eight military bases in North Carolina. Each of these eight installations is located in Eastern North Carolina in strategic proximity to the City of Rocky Mount, the largest of which is Fort Bragg in Fayetteville. Fort Bragg recently increased its population by 25,000 when it absorbed operations from Fort McPherson (Atlanta) in 2011. The biggest need for benefits and services for veterans occurs immediately after discharge. With the substantial number of veterans under the age of thirty leaving the military after deployments to the wars in Iraq and Afghanistan, coupled with a considerably large population of veterans from previous wars who need greater access to medical and long-term care, Rocky Mount could work in collaboration with the Military to establish itself as a settlement point for veterans and other service personnel. There are a

plethora of financing programs available to service personnel that would assist in bringing new investment to the area.



In 2010, a statewide Veterans Needs Assessment Survey was conducted in California. The feedback from veterans indicated that they are most interested in information and assistance on employment, education, healthcare, and housing, while older veterans were more likely to be interested in long-term care or assisted living.

Location of North Carolina Military Installations



Moreover, the Veterans Needs Assessment revealed that more than one-third of veterans surveyed did not feel they were eligible for any benefits and did not know how to file a claim or get claims assistance. Rocky Mount could establish a settlement center that provides veterans and their families with assistance provided that they settle in one of the TAOs.

This approach would bring a responsible group to Rocky Mount and begin to turn around the declining population trend, particularly in the TAOs. The ability to attract military families would also strengthen the standing workforce in Rocky Mount and could lead to the attraction of new jobs. A small percentage of the available military personnel could help absorb the vacant properties and address the need for repairs to a significant degree. Rocky Mount could establish itself regionally as a welcoming environment for the military, and simultaneously improve its most challenged neighborhood investment areas.

Enhanced Weatherization Initiative

The U.S. Department of Energy (DOE) has implemented a new demonstration program called the Weatherization Innovation Pilot Program (WIPP). Administered in the DOE's Office of Energy Efficiency and Renewable Energy, the program looks to advance whole-house weatherization and health/safety in low-income homes. The pilot brings non-traditional parties to the table in order to leverage federal grants, not solely relying on taxpayer dollars to reach the project objectives. There are currently sixteen communities participating in the program nationwide. One successful example



of the program is in Cincinnati, Ohio, where WIPP provided a \$1.5 million grant used to weatherize 336 homes.

New Markets Tax Credit Program

New Market Tax Credits help to finance business investments in low-income communities by providing investors with state tax credits in exchange for delivering below-market-rate investment options to Ohio businesses. Investors receive a 39% tax credit spread over seven years if they make an investment in a qualified low-income community business. Community Development Entities (CDEs) apply to the program for allocation authority, and work with investors to make qualified low-income community investments. The program helps to spark revitalization in communities throughout the nation with this attractive tax credit.

Property Tax Abatement for Renovation

Borrowing from the structure of Economic Development/Job Creation incentives, Rocky Mount may consider establishing a Restoration Tax Abatement (RTA). The RTA program is one of the most accessible incentives for buyers. The program provides five-year property tax abatement for the expansion, restoration, improvement and development of existing commercial structures and owner-occupied residences. If an owner's application is approved, they can renovate the property and its assessed value will be frozen at the pre-renovation assessment for five years. The assessed taxes will be based on an assessed valuation of property prior to the beginning of improvements. Equipment that becomes an

integral part of that structure can also qualify for this exemption. The program does not exempt the acquisition cost of the structure. Commercial property owners and homeowners must expand, restore, improve or develop an existing structure in designated Development Districts, Economic Development Districts or Historic Districts.

Financing Single-Family With Tax Credits

Cities addressing foreclosures in their neighborhoods by renovating vacant properties into scattered-site rental units will face considerable financing obstacles in their path to a successful program. One source of funding used in the past to address vacant properties is the Low-Income Housing Tax Credit (LIHTC) program. The Federal Government makes tax credits available to fund affordable housing. Investors, usually local businesses, purchase the tax credits, thus lowering their tax burden.

LIHTC is a popular program that stimulates private market activity in affordable housing production by providing tax credits for investors in affordable housing projects. In one program in Cleveland, tax credits are used to subsidize rental costs and the eventual purchase price of a home; once the tax credits are exhausted after fifteen years, the Cleveland Housing Network sells the property to the existing tenant. In St. Louis, Beyond Housing has used LIHTCs to develop scattered-site rental housing units. In the fifteenth year of the project, the equity partners in the deal donate their interest in the limited partnership to the community development corporation. Then, the nonprofit assumes the remaining debt and preserves the units as scattered-site rentals.



Institutional Investors/Private Equity

Private equity and Institutional Investors are very active on the national real estate market. Although these parties are primarily attracted to large markets, Rocky Mount may be in position to attract a responsible capital markets organization due to the volume of concentrated assets and the potential for a relationship with a government entity. Institutional investment vehicles such as **hedge funds** can undertake a wider range of investment and trading activities than other investment funds. They are generally only open to certain types of investors, such as pension funds, foundations, or university endowments. Private equity consists of investors and funds that make investments directly into private companies or other vehicles with funds raised from retail and institutional conduits. These are not the small investors of the 1990s or the entrepreneurial groups that own a handful of fixer-upper properties.

These funds typically employ a wide range of strategies, are opportunistic, and invest where the most profit potential is seen. Some of these players focus their investments in real estate, while others take advantage of opportunities in real estate as they present themselves.

According to a September 2012 report by Atlanta based investment banking firm Keefe Bruyette & Woods Inc., private equity firms plan to buy 80,000 single-family assets nationwide, and have raised \$8 billion to do just that. Their intention is to hold onto houses for at least a few years and slowly sell to buyers as markets are stabilized and home prices increase.

Hedge funds and private equity have an advantage over owner-occupant purchasers, government and nonprofit buyers. Their offers are all cash, with shorter closings and few contingencies. These players are active in the distressed neighborhoods.

They're more equipped to handle repair investments if necessary, and don't ask the seller to provide concessions. Distressed market sellers are more inclined to accept these transactions because they're more likely to close. Homebuyers are tied to today's strict credit requirements and a lending institution's unpredictable underwriting process. This new decade and the financial crisis has produced this new neighborhood stakeholder that is not purchasing based upon speculation, but one who has calculated a short term risk or waiting for future market stabilization for the return on investment. This may be a new option to bring new capital into Rocky Mount, but only if the process is managed well.



Lease Purchase

The City of Rocky Mount could work with HUD to institute a Lease-Purchase program. This program would be intended for prospective homebuyers with limited financial resources who aspire to establish or improve their credit reputation and their cash savings while leasing and residing in a single family home that they may later become eligible to purchase. Those prospective homebuyers who qualify to participate in the program will enter into a lease agreement and work to save toward a down payment and to become approved for mortgage financing and other buying assistance. They will then eventually purchase the home at a previously agreed to price.



Prospective homebuyers must submit an application and meet program requirements to be eligible to participate in the program, but do not need to initially qualify for mortgage financing. Applicants will be evaluated in accordance with applicable program guidelines to determine eligibility. Upon approval to participate, the prospective homebuyer may select and live in a program-eligible home during a lease period of specific term while establishing a loan-worthy credit reputation and making contributions toward a minimum down payment amount.

The lease agreement will include an option to purchase the home at the end of the lease period for a pre-determined amount based upon appraisal values at lease inception. To become eligible to exercise the purchase option, the prospective homebuyer will be required to comply with the terms and conditions expressed in the lease agreement, maintain the property in good condition and appearance, and comply with all code enforcement laws, regulations, and local ordinances.

This program would be financed in conjunction with HUD and a pre-identified HUD lender. HUD regulations allow municipalities to request approval as a mortgagee. The City of Rocky Mount could use that approval to purchase vacant homes and rehabilitate the properties. Those select properties could then be rented to tenants that would exercise the purchase option. This is a creative option that would bring new capital to the area and directly attack vacancies, curb appeal and deferred maintenance.

Promote Infill Development, Rehab and

Weatherization

With the number of vacant properties in Rocky Mount, the advanced age of the City's housing stock, and limited government resources, creating an environment designed to preserve and renovate existing housing stock should be a priority.

Infill development refers to the construction of new housing, workplaces, shops, and other facilities within existing urban areas. This development can be of several types: building on vacant lots, the adaptive reuse of underutilized sites (such as parking lots and old industrial sites), and the rehabilitation or expansion of existing buildings. Through infill, communities can increase their housing, jobs, and community amenities without expanding their overall footprint out into open space or otherwise undeveloped lands.

Infill by itself will not solve Rocky Mount's vacancy issues, but combined with other efforts infill will be a central part of achieving local smart growth and sustainability. Sprawl development requires that new roads, water mains, sewer pipes, and other infrastructure be extended into Greenfield areas. In contrast, infill development often requires only small upgrades to existing infrastructure. This produces savings to the City because of the previous investment in local infrastructure.

Owner-Occupied and Purchase Rehab

Many developers have little single-family experience at the scale needed to tackle this problem. It is also very risky and costly to make investments in properties that may sit idle for extended periods of time due to shrinking demand. There is also the

hurdle of escalating construction costs. For these reasons, in Rocky Mount, the main focus should be on owner-occupied rehabilitation or purchase-rehab programs.

Renovation mortgages allow borrowers to secure permanent financing to purchase or refinance the land and to repair or rehabilitate a site-built home. This usually takes place with one loan and with a single closing. The benefit is that this allows for new capital or investment to come into an area without taxing the borrowing capacity of the local developers, as these mortgages replace the interim construction financing that is typically used. Many buyers are mostly familiar with purchase money mortgages and will not consider purchasing a home that needs renovation.

Property renovation at scale is needed in communities that have extreme vacancies because it is a way to increase buyer pools. For owner-occupants, renovation loans may be an option. Current renovation loan product offerings are considered inadequate due to three main reasons: 1) the contingent liability (recourse) that lenders are required to hold during the period between loan origination and construction completion; 2) many lenders lack the degree of in-house construction monitoring capacity that large scale rehabilitation requires and, 3) after renovation, property values may be difficult to ascertain. The City of Rocky Mount could leverage its relationship with the lending community to offer more renovation mortgages, especially in regard to banks that own vacant real estate in the targeted neighborhoods.



Modular Construction Option

With the glut of vacant lots in Rocky Mount, a modular construction option may be ideal for the TAOs. Modular construction will produce housing in a more expedient and cost effective manner than traditional construction. It is also a smart option for handling security risks during construction, due to 80% of the home being built off-site in a controlled environment. Modular refers to a construction process in which large components are pre-built in a manufacturing facility and then shipped on carriers to the project site. Architecturally, modular construction is not limited to simple ranch style homes; it can be used for a variety of housing styles and commercial structures. This option has been used in historic districts throughout the Southeastern United States, including in Atlanta where the APDS team members implemented a similar project in the Martin Luther King Historic District. In fact, the project site is within two blocks of the MLK birth home. This option may be an expedient means of bringing new construction into these in-town neighborhoods.

State Small Business Credit Initiative (SSBCI)

In September 2010 the Obama Administration created the Small Business Jobs Act. The Act created the State Small Business Credit Initiative (SSBCI) which was funded with \$1.5 billion. The U.S. Department of Treasury funds states to encourage lending to small businesses. Working with the State of North Carolina, Rocky Mount may be able to establish financing programs utilizing SSBCI funds to help finance small businesses and assist manufacturers in establishing new businesses or



Modular homes in the Martin Luther King Jr. Historic District - Atlanta, Georgia

expanding into the downtown area. The business owners must be creditworthy, but may not currently be receiving the financing they need from the private sector to expand and create jobs.

Conclusion and Next Steps

The APDS consultant team hopes that the Rocky Mount Housing Plan will be a new catalyst to *restore, rebuild and renew* this community. This report is designed to be an illustrative final report that can be used by area residents, public agencies, local non-profit developers, for-profit developers, City officials, and investors of all types to fuel future development projects. Now that the research process is complete, and housing and community development needs are identified, the strategic implications of having this knowledge in one accessible location should empower individuals, organizations, and collaborations to step forward in concert with the City of Rocky Mount and improve the quality of life for residents, and the experience and promise of Rocky Mount for visitors and investors.

The work of keeping neighborhoods viable is difficult. Years of disinvestment, deferred maintenance and neglect increases the challenges facing the community revitalization effort. The best way for municipalities to address these matters is by taking a snapshot of the City and its' component parts. An accurate picture of existing conditions and socio-economic data allows local decision makers to target intervention and measure progress over time. Traditional approaches to neighborhood improvement are usually singularly focused, although the causes of neighborhood distress are multifaceted. The goal of this report is to provide more understanding of the neighborhood investment areas as they exist, and the market factors that are influencing improvement or decline. Ultimately, the result of this body of work is to help Rocky Mount compete favorably for investment state-wide, regionally, and on a national level.



SECTION VII

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Attachments/Appendices

Appendix A: Glossary of Key Terms

Key Term	Definition
Aesthetic Condition	Increment of market value attributed to the outward appearance of a lot or structure.
Age of Housing Stock	The age, in years, of physical residential dwellings within a neighborhood investment area.
Average Age of Occupant	The average age of an occupant that lives in a neighborhood investment area or other target area.
Average Commute	The average time, in minutes, that it takes to travel from home to work or school.
Average Real Estate Transaction Value	A measurement of the average value of all residential real estate transactions to occur in a neighborhood investment area over a specific period of time.
Blight	Lots and/or structures in poor or deteriorated condition that represent a general state of neglect and disrepair in a neighborhood investment area.
Crime Incidences	Statistical measures of criminal activity in neighborhood investment areas, based on the number of occurrences per parcel.
Curb Appeal	A measurement of the general visual attractiveness of lots and structures in "excellent" or "good" condition as viewed from the sidewalk or "curb."
Dilapidated	A structure that has visibly diminished in quality or value due to time and/or neglect. An unsound roof, extensive rotting, and clear structural issues are good indicators of dilapidation.
Educational Attainment	The highest level of schooling attended and successfully completed by an individual.
Excellent	A measure of aesthetic condition; A property that is very well maintained with no aesthetic issues, in terms of the landscape and the exterior of a structure when applicable. Grass is cut and landscaping is properly manicured.
Fair	A measure of aesthetic condition; a property with cosmetic issues i.e. overgrown lawn, or when a structure is present, issues like faded/chipped paint which do not appear to affect structural integrity. Landscape is maintained but not at a high level and some litter or debris may be present.



Key Term	Definition
FEMA Buyout Property	Destroyed or severely damaged properties that have been approved by the Federal Emergency Management Association for acquisition. The State then purchases these properties, the structures are destroyed or removed by the local community, and the land is cleared.
Good	A measure of aesthetic condition; A property that is well maintained, with no visible damage and clear evidence of maintenance. However, the level of investment is not as evident in its detail to aesthetics when compared to an Excellent property.
Housing Expense	A determination of how affordable it is to live in a community as demonstrated by average rent per neighborhood investment area as compared to the overall average for the City of Rocky Mount.
Income	Median household income calculation by neighborhood investment area.
Neighborhood Investment Area	A district or area within Rocky Mount with distinctive characteristics or indicators that may include: vicinity to park or attraction, community history, proximity to major thoroughfare, etc.
Not Visible	A lot or structure not visible from the sidewalk, often as a result of excess trees or shrubbery. The absence of visibility did not allow surveyor to make an accurate determination of condition.
Occupancy	Based on visual inspection, the apparent residence or tenancy in a structure or on a piece of land.
Occupied	A structure that is currently in use by a tenant or owner. Indicators include: cars present in the driveway, blinds on windows, lawn maintained.
Owner Occupancy	The type of housing tenure where a person lives in and owns the same home.
Parcel	An individual plot of land that comprises a larger area, such as a neighborhood.
Permit Issuance	The number of permits issued by a municipality for building construction within a neighborhood investment area.





Key Term

Definition

Poor	A measure of aesthetic condition; A property with a level of maintenance suggesting neglect. Overgrown vegetation and/or significant debris or trash are visible. When a structure is present, there will be some degree of structural damage but not enough to necessitate demolition. Condition of paint or building materials is lacking and cracked windows may be present.
Population Growth	A change in the number of individuals living in a neighborhood investment area or other geographic area.
Public Education Enrollment	The overall percentage of households enrolled in Public Schools.
Real Estate Transaction	The purchase or sale of a real estate asset that involves a closing transaction.
Rental vs. Ownership	Distinction between a person granted temporary occupancy or use of property owned by someone else and a person occupying a residence that they own.
Retail/Commercial Access	Proximity to opportunities to work, dine, shop, worship, exercise, etc.
Tenure (also see Occupancy)	Based on visual inspection, the apparent residence or tenancy in a structure or on a piece of land.
Typology	The grouped classification of neighborhoods along a continuum, based on a numerical score that rates overall investment quality.
Unimproved	Description of a parcel with no structure present, also referred to as a vacant lot.
Vacant	A structure or lot that is not currently in use by a tenant or owner. In the case of a structure, indicators include: landscaping that is overgrown, full or overflowing mailboxes, broken or boarded windows or doors.
Vacancy	The number of residential structures and lots appearing to be without occupants or use, expressed as a percentage of all surveyable residential properties.



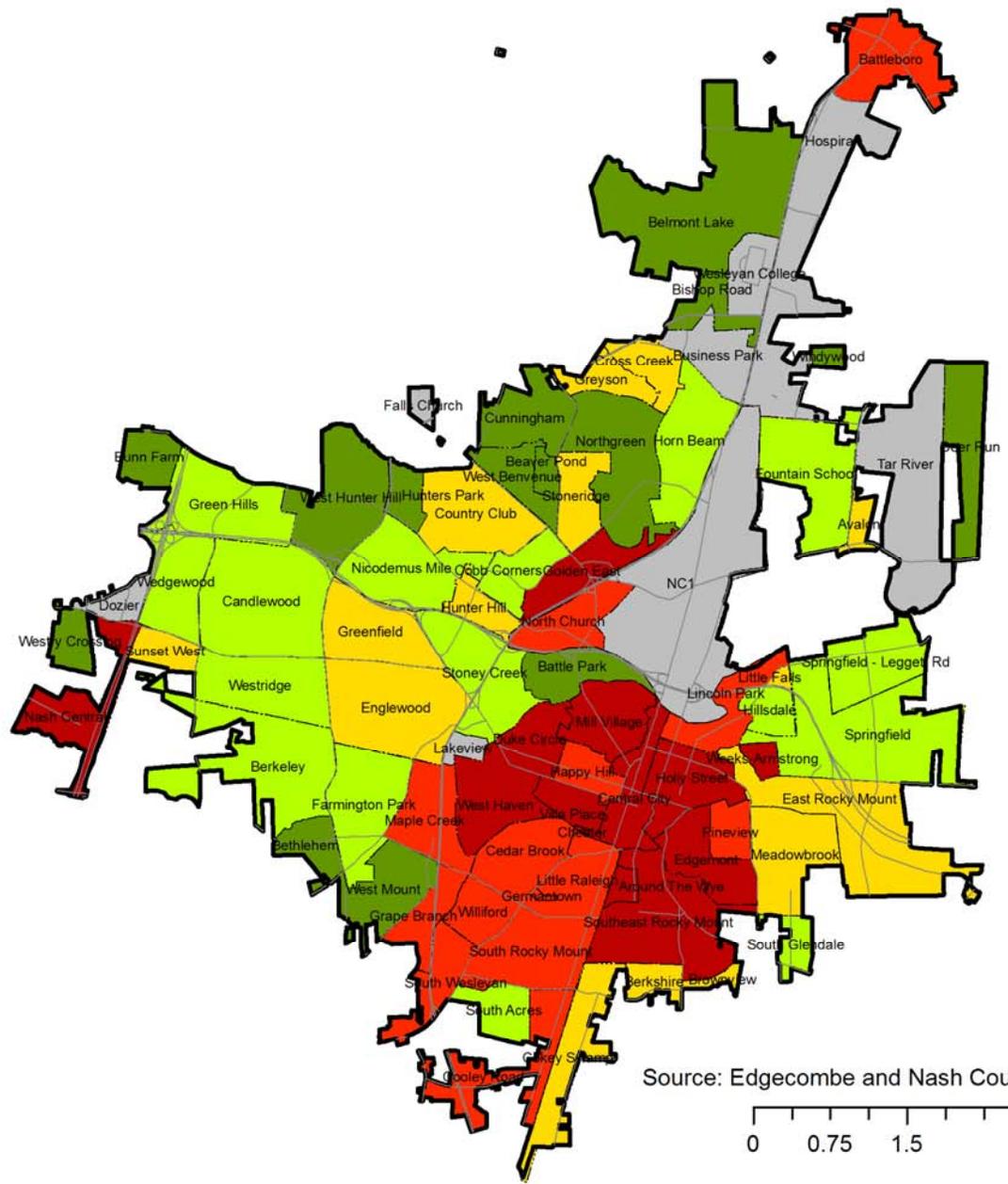
NEIGHBORHOOD AGE OF HOUSING STOCK



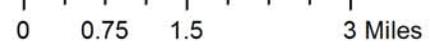
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Average Age of Neighborhood Housing Stock (years)

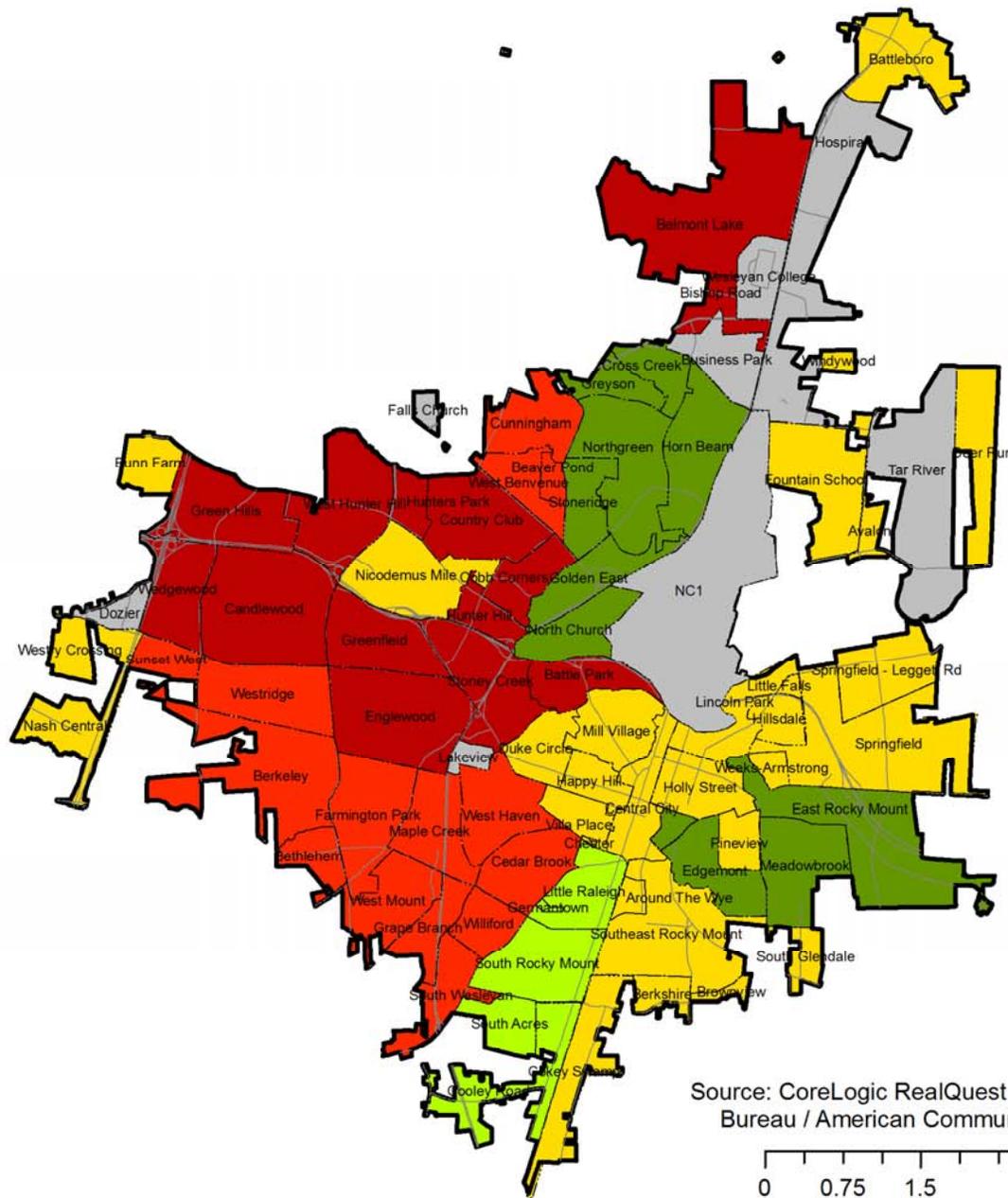
- 11 - 33
- 34 - 41
- 42 - 54
- 55 - 59
- 60 - 104
- Excluded / Non-Residential



Source: Edgecombe and Nash County Tax Digests



NEIGHBORHOOD AVERAGE OCCUPANT AGE



Legend

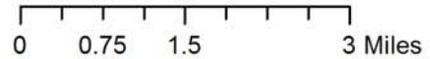
Imputed Average Occupant Age

average age

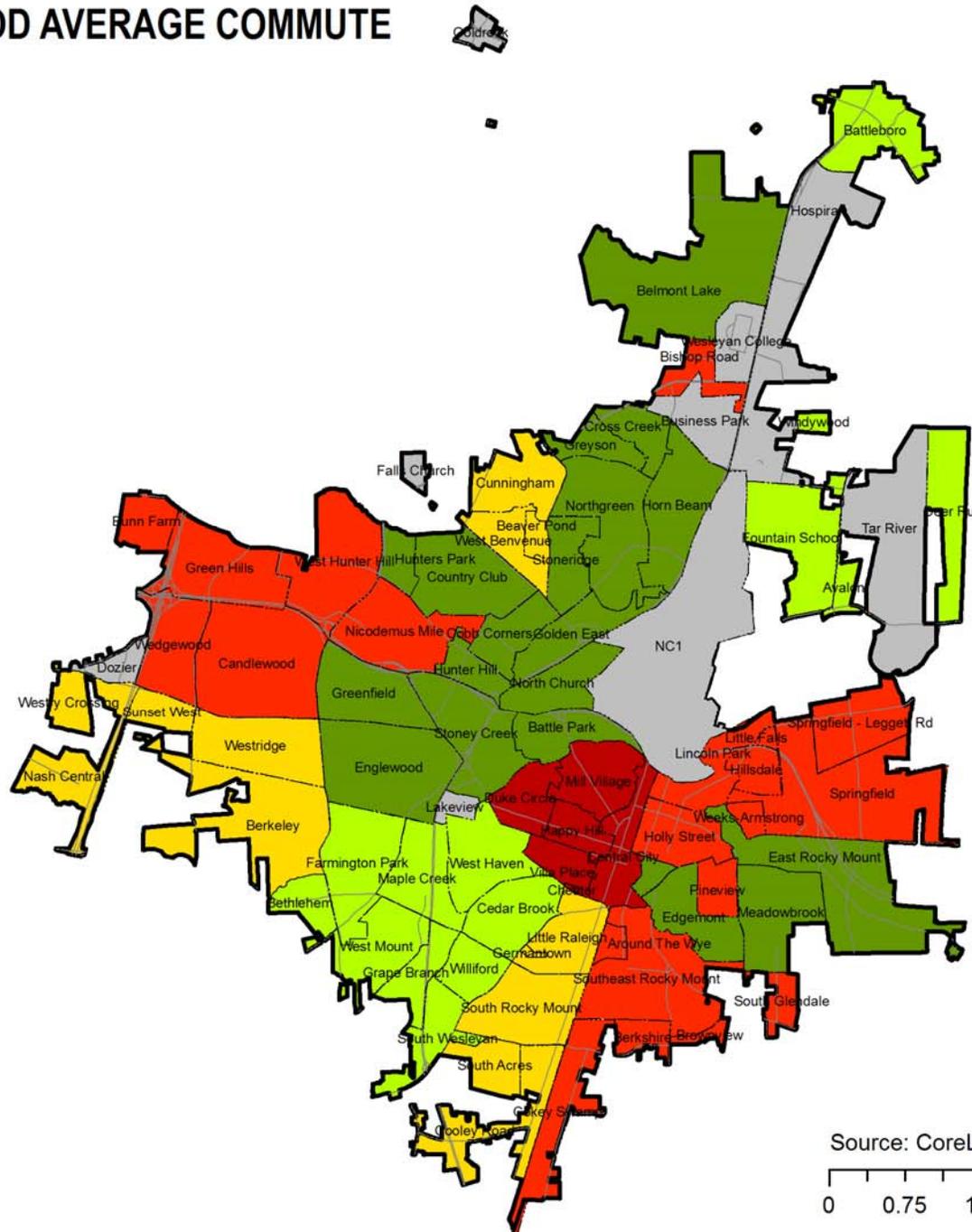
- 32.2 - 34.0
- 34.1 - 35.9
- 36.0 - 37.7
- 37.8 - 39.6
- 39.7 - 41.4
- Excluded / Non-Residential



Source: CoreLogic RealQuest / US Census Bureau / American Community Survey



NEIGHBORHOOD AVERAGE COMMUTE



Legend

Percentage of Residents With Commutes Longer Than 30 Minutes

- 12% - 15%
- 16% - 17%
- 18% - 20%
- 21% - 24%
- 25% - 28%
- Excluded / Non-Residential

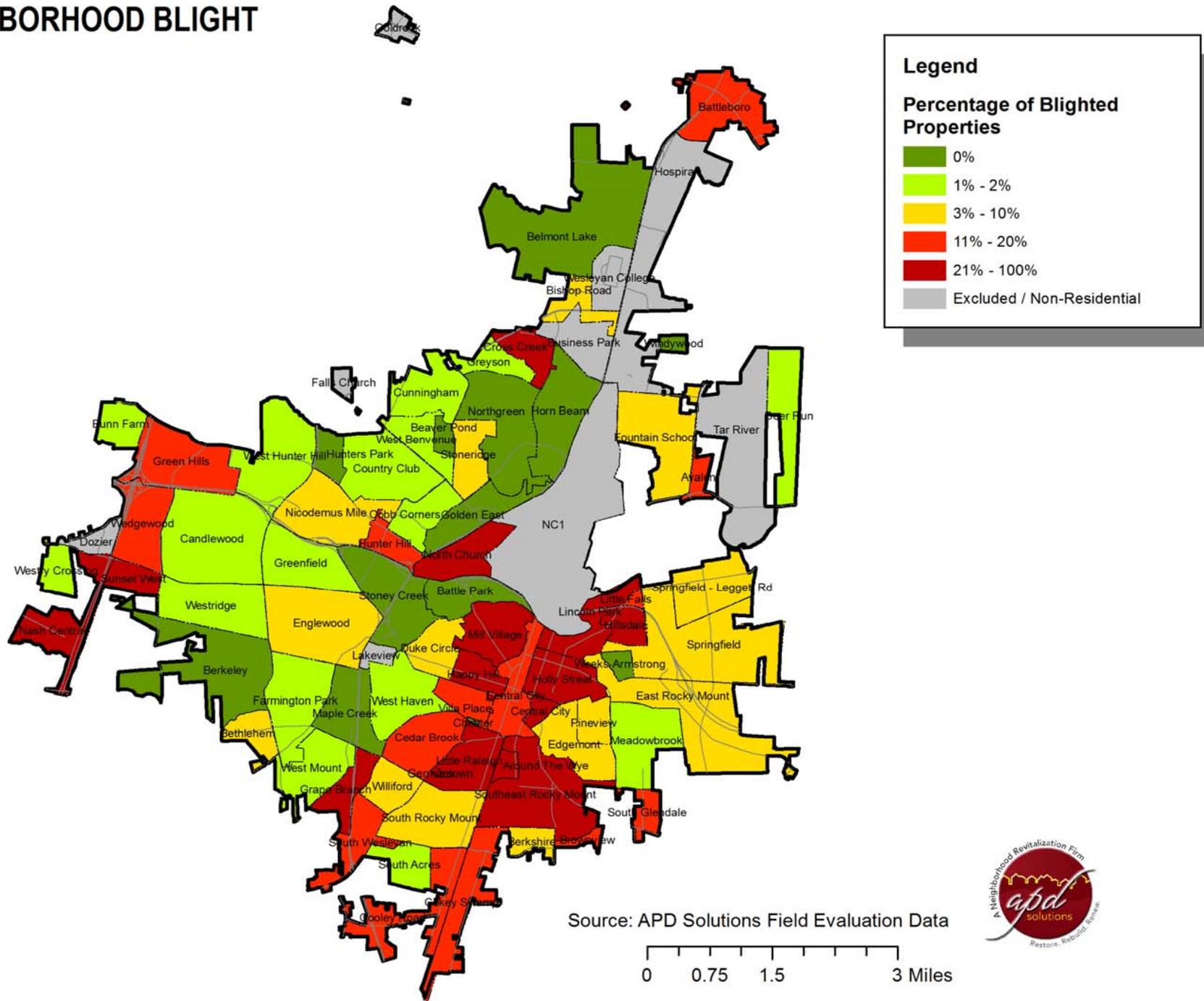


Source: CoreLogic RealQuest

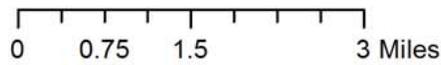
0 0.75 1.5 3 Miles



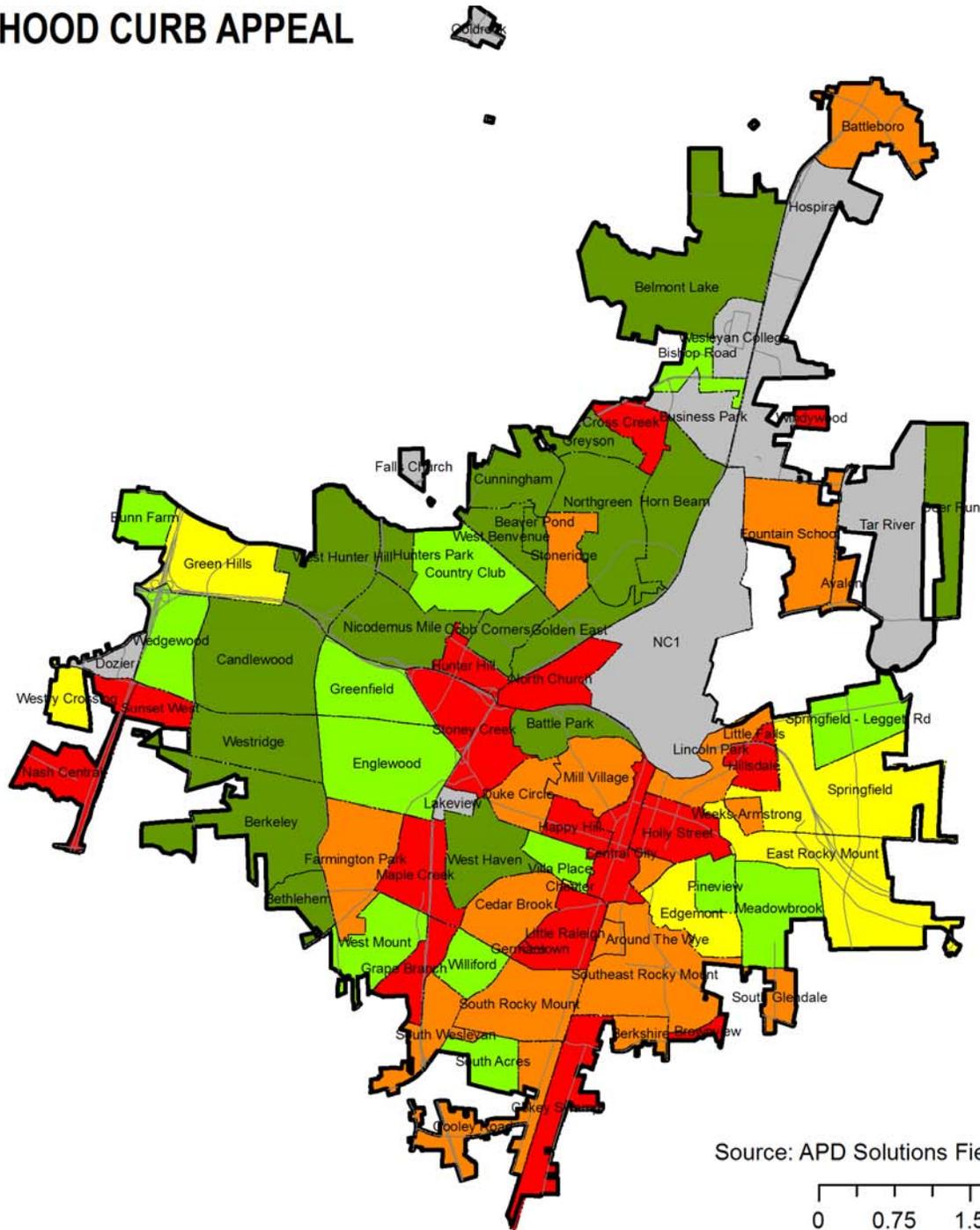
NEIGHBORHOOD BLIGHT



Source: APD Solutions Field Evaluation Data



NEIGHBORHOOD CURB APPEAL



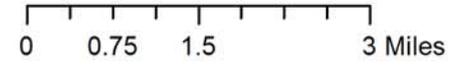
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Percentage of Properties with Curb Appeal

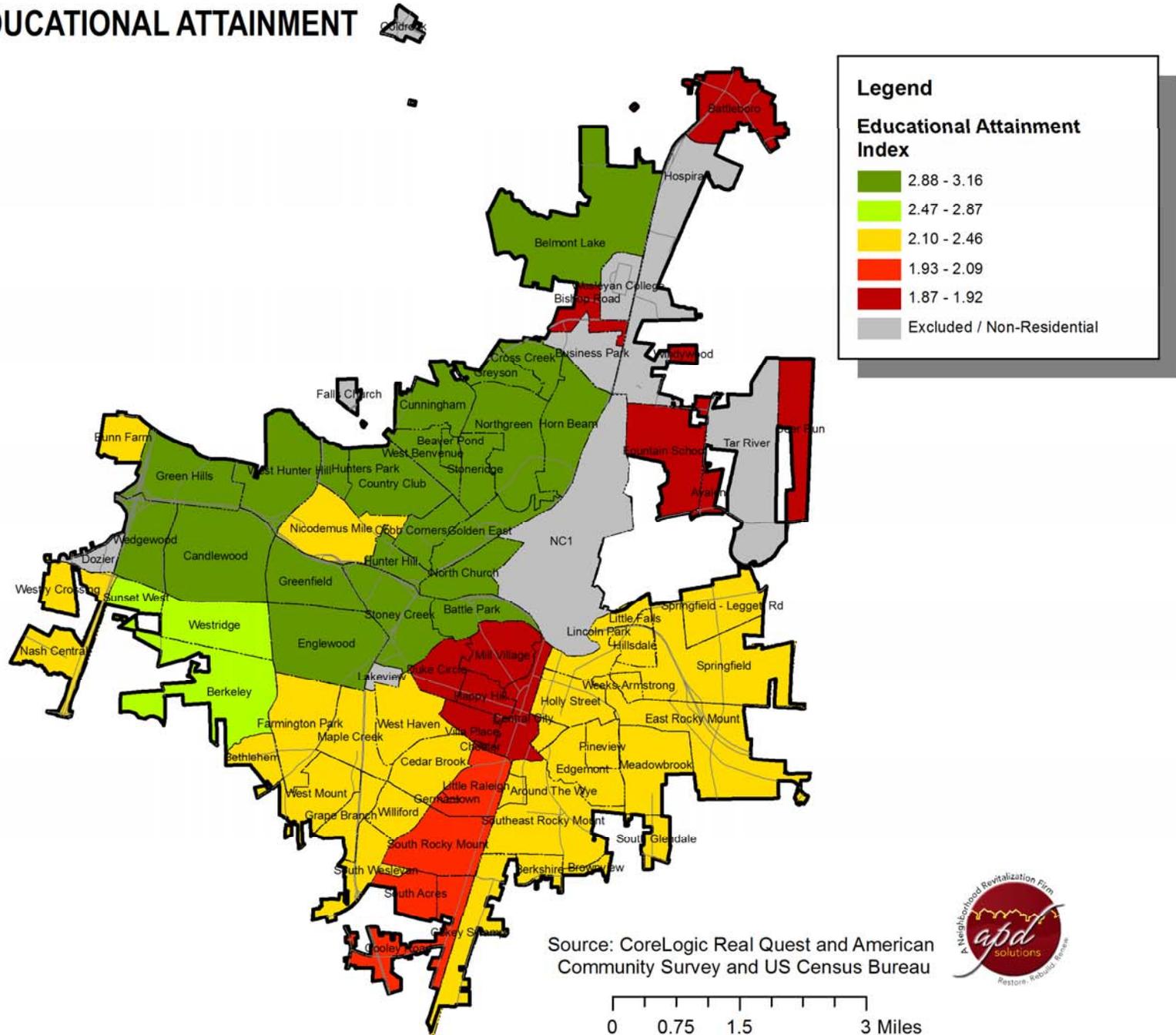
- 81% - 100%
- 61% - 80%
- 41% - 60%
- 21% - 40%
- 0% - 20%
- Excluded / Non-Residential



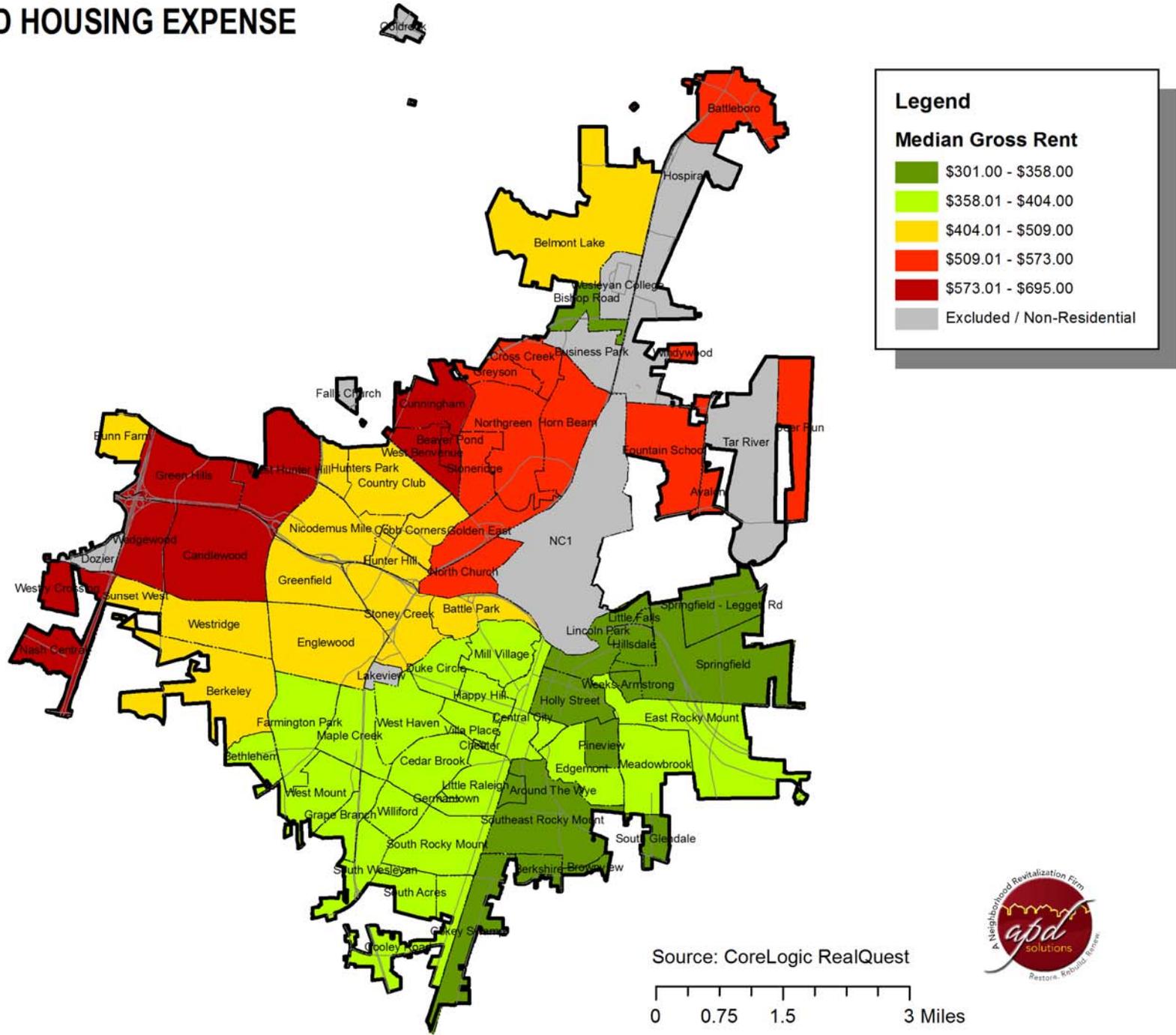
Source: APD Solutions Field Evaluation Data



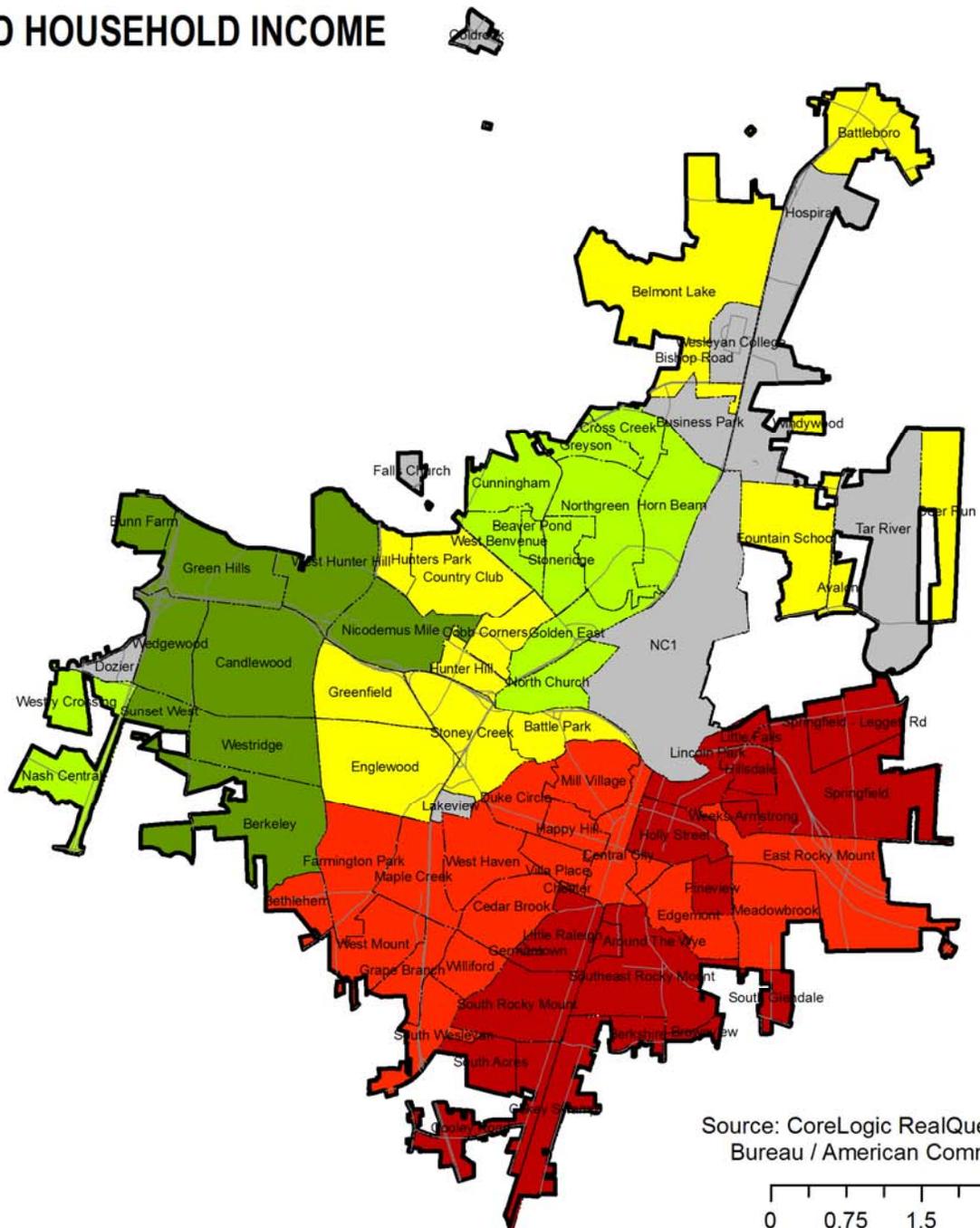
NEIGHBORHOOD EDUCATIONAL ATTAINMENT



NEIGHBORHOOD HOUSING EXPENSE



NEIGHBORHOOD HOUSEHOLD INCOME



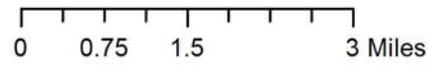
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Average Household Income

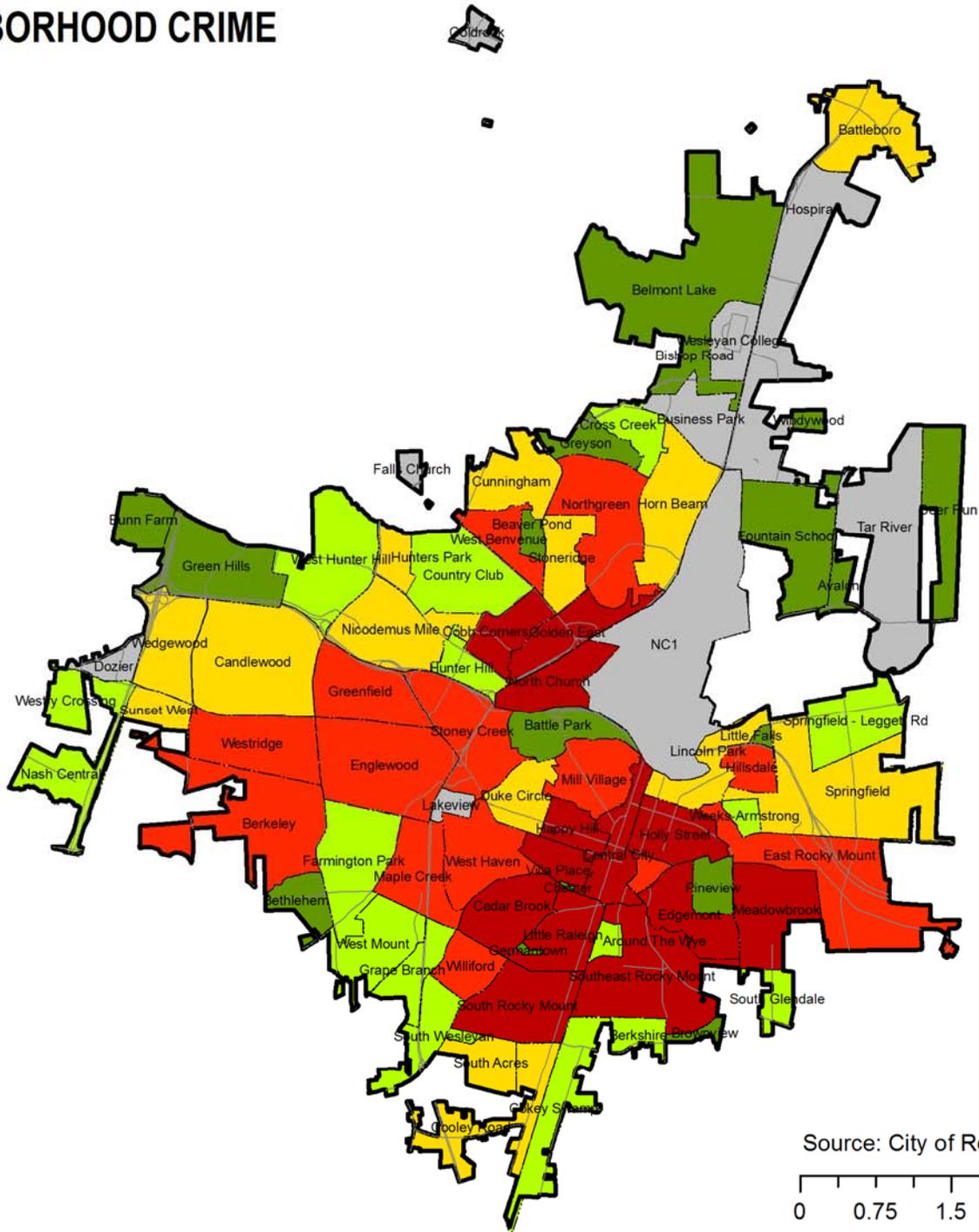
- \$70,607.01 - \$96,946.00
- \$56,456.01 - \$70,607.00
- \$48,803.01 - \$56,456.00
- \$33,840.01 - \$48,803.00
- \$27,807.00 - \$33,840.00
- Excluded / Non-Residential



Source: CoreLogic RealQuest / US Census Bureau / American Community Survey



NEIGHBORHOOD CRIME



Legend

Number of Crime Incidences (Property and Violent, Jan 2008 - July 2013)

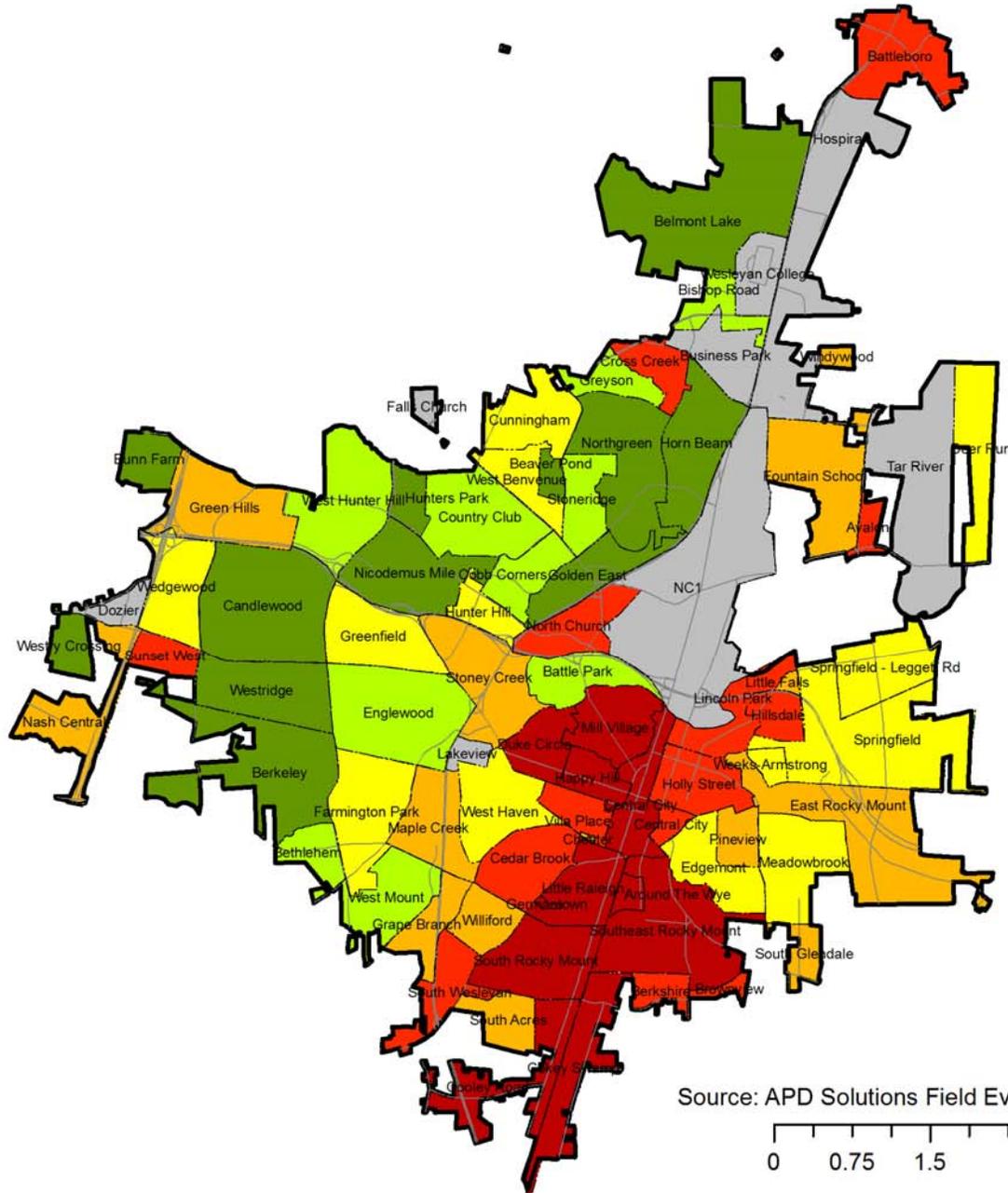
- 8 - 68
- 69 - 178
- 179 - 293
- 294 - 608
- 609 - 2078
- Excluded / Non-Residential



Source: City of Rocky Mount



NEIGHBORHOOD TYPOLOGY HEAT MAP



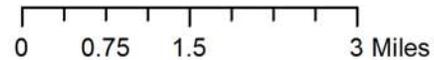
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Typology Classification

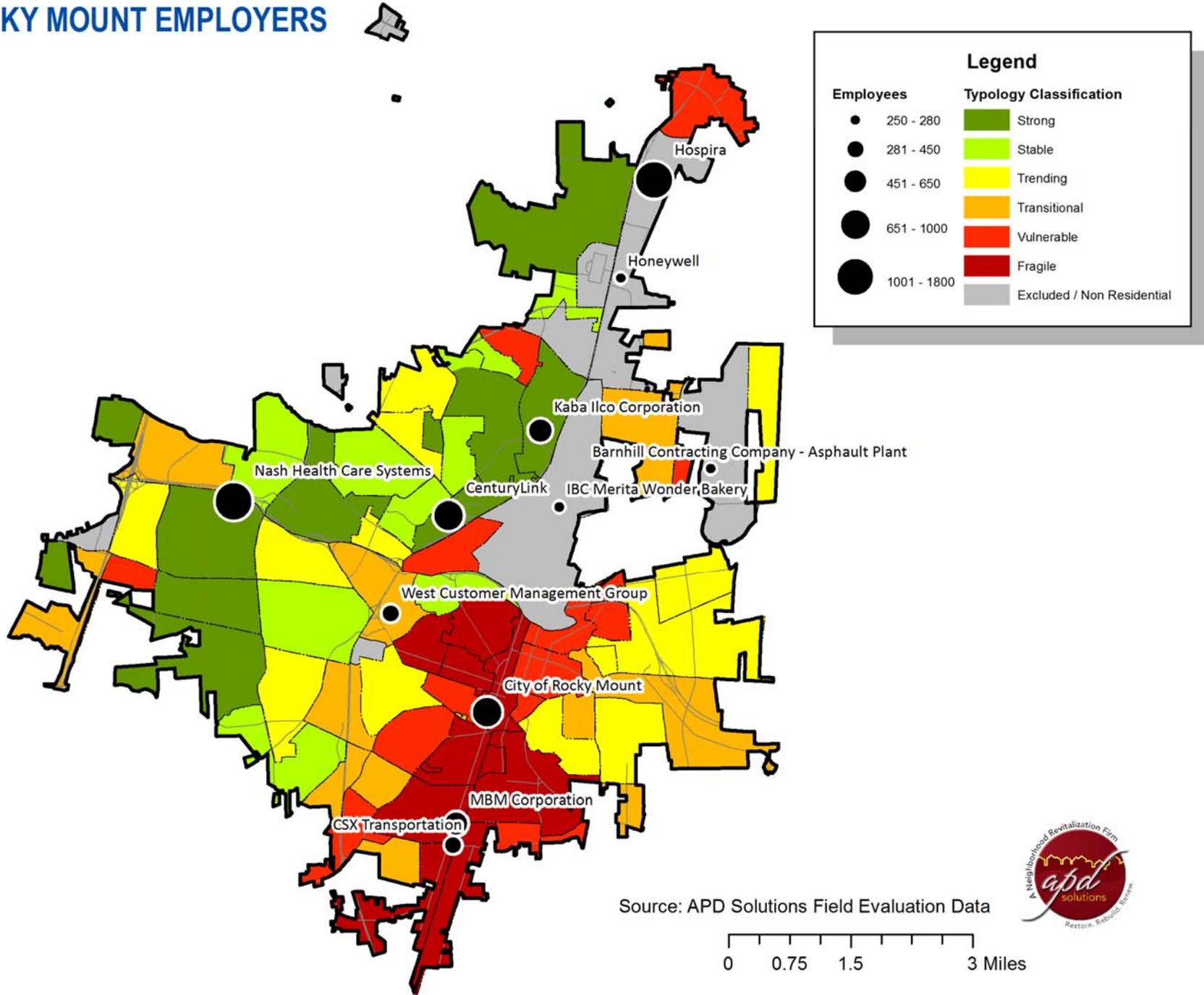
- Strong
- Stable
- Trending
- Transitional
- Vulnerable
- Fragile
- Excluded / Non Residential



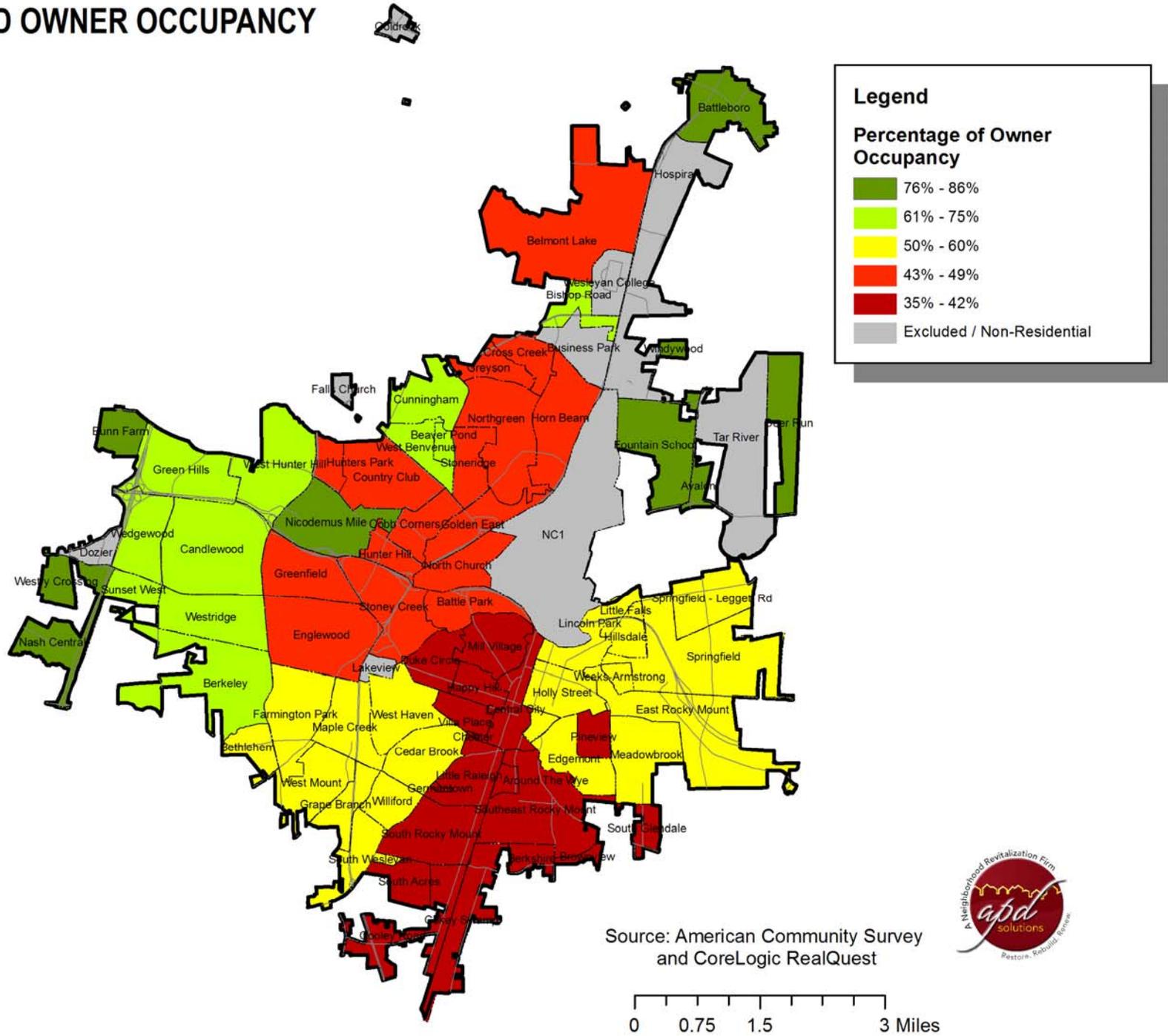
Source: APD Solutions Field Evaluation Data



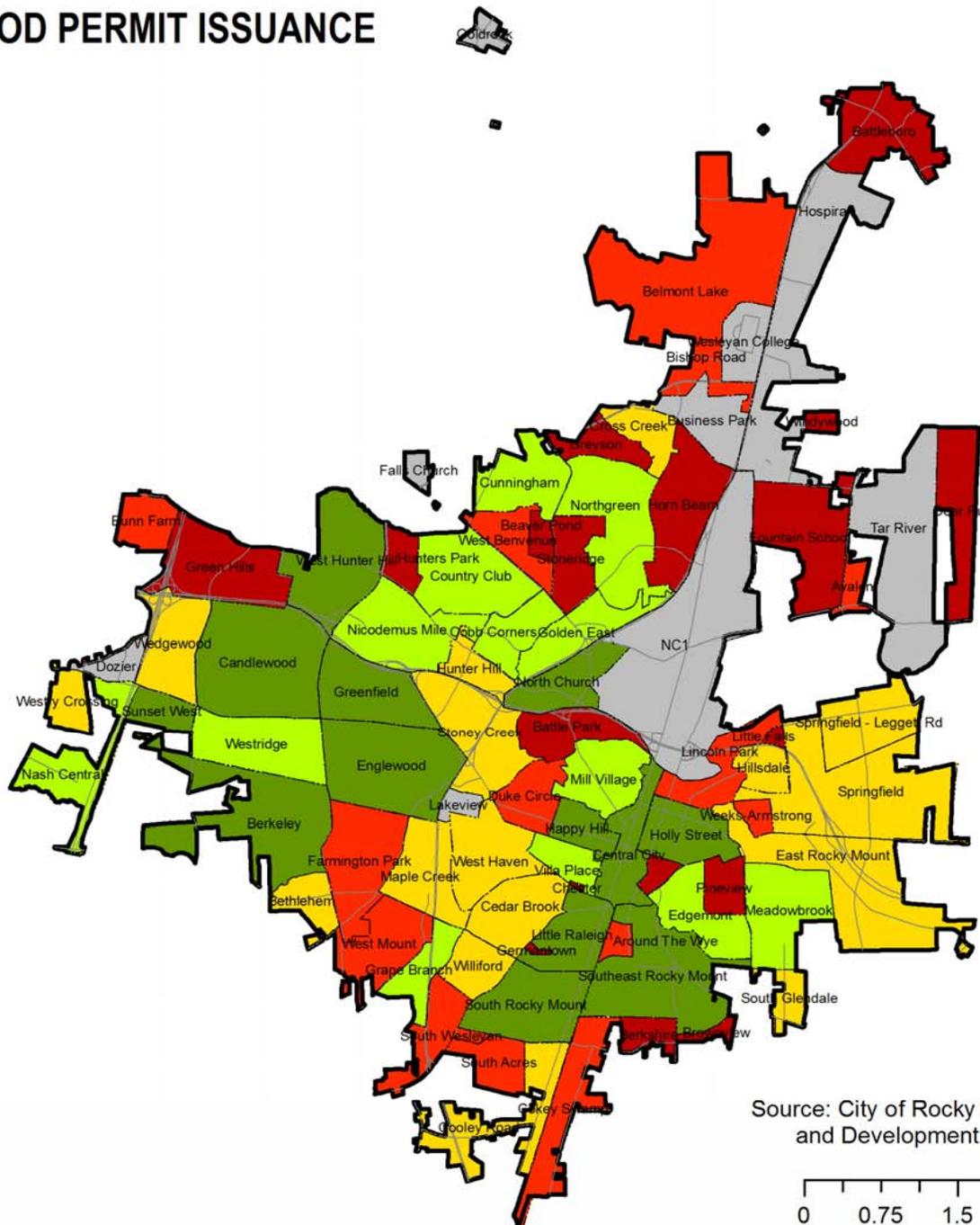
MAJOR ROCKY MOUNT EMPLOYERS



NEIGHBORHOOD OWNER OCCUPANCY



NEIGHBORHOOD PERMIT ISSUANCE



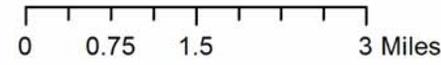
Legend

Number of Permits Issued (Last 5 Years)

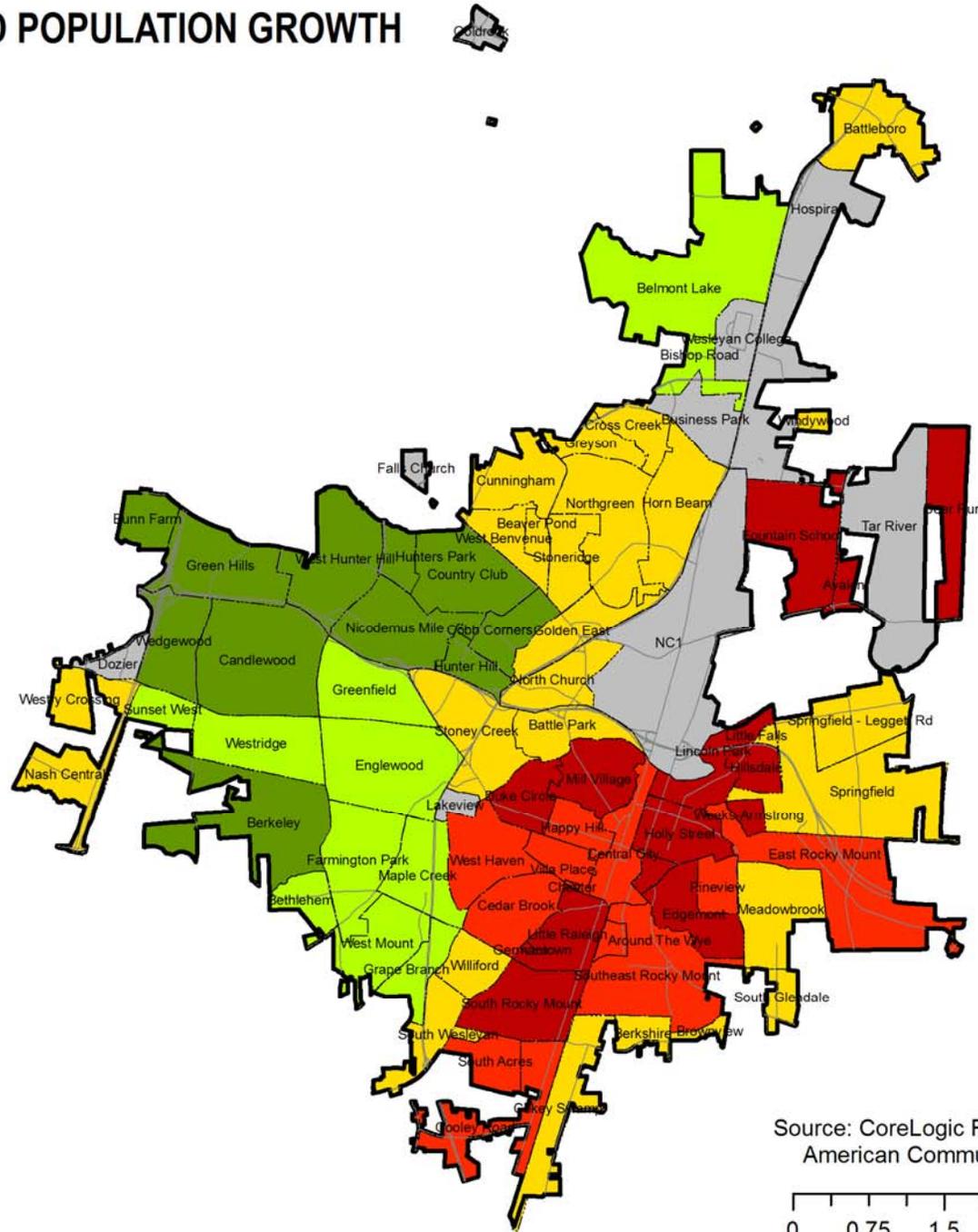
- 51 - 199
- 27 - 50
- 15 - 26
- 8 - 14
- 0 - 7
- Excluded / Non-Residential



Source: City of Rocky Mount Planning and Development Department



NEIGHBORHOOD POPULATION GROWTH



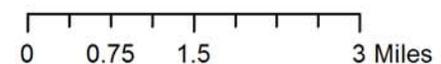
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Percentage of Neighborhood Population Growth (Last 5 Years)

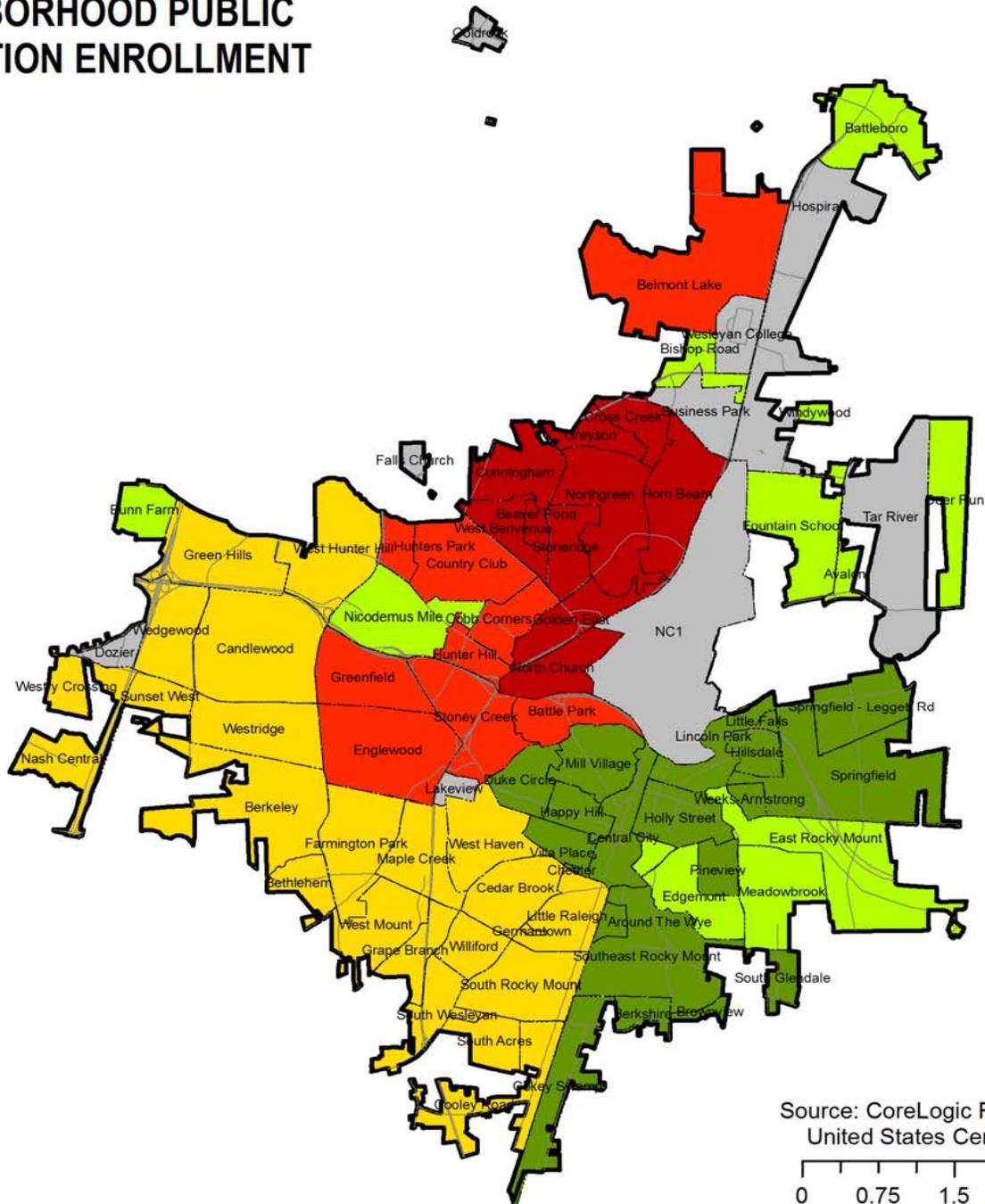
- 5.7% - 9.4%
- 1.8% - 5.6%
- 2.1% - 1.7%
- 6% - -2.2%
- 10% - -6.1%
- Excluded / Non-Residential



Source: CoreLogic RealQuest and American Community Survey



NEIGHBORHOOD PUBLIC EDUCATION ENROLLMENT



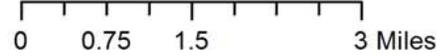
Legend

Percentage of Households with Individuals Enrolled in Public Schools

- 78% - 84%
- 70% - 77%
- 63% - 69%
- 55% - 62%
- 47% - 54%
- Excluded / Non-Residential



Source: CoreLogic RealQuest and United States Census Bureau

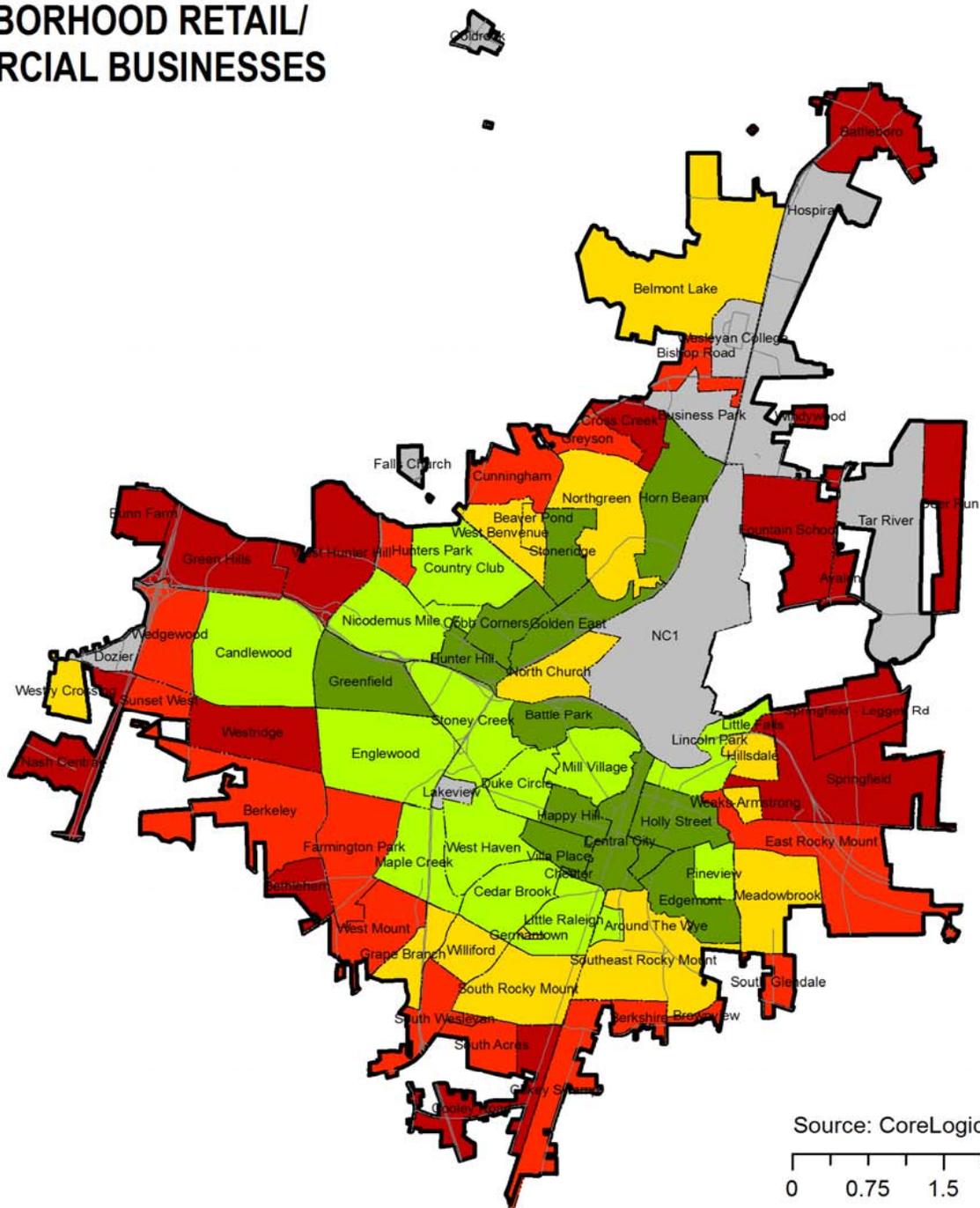


NEIGHBORHOOD RETAIL/ COMMERCIAL BUSINESSES

Legend

Number of Businesses in Neighborhood Service Area

- 158 - 285
- 91 - 157
- 52 - 90
- 15 - 51
- 0 - 14
- Excluded / Non-Residential

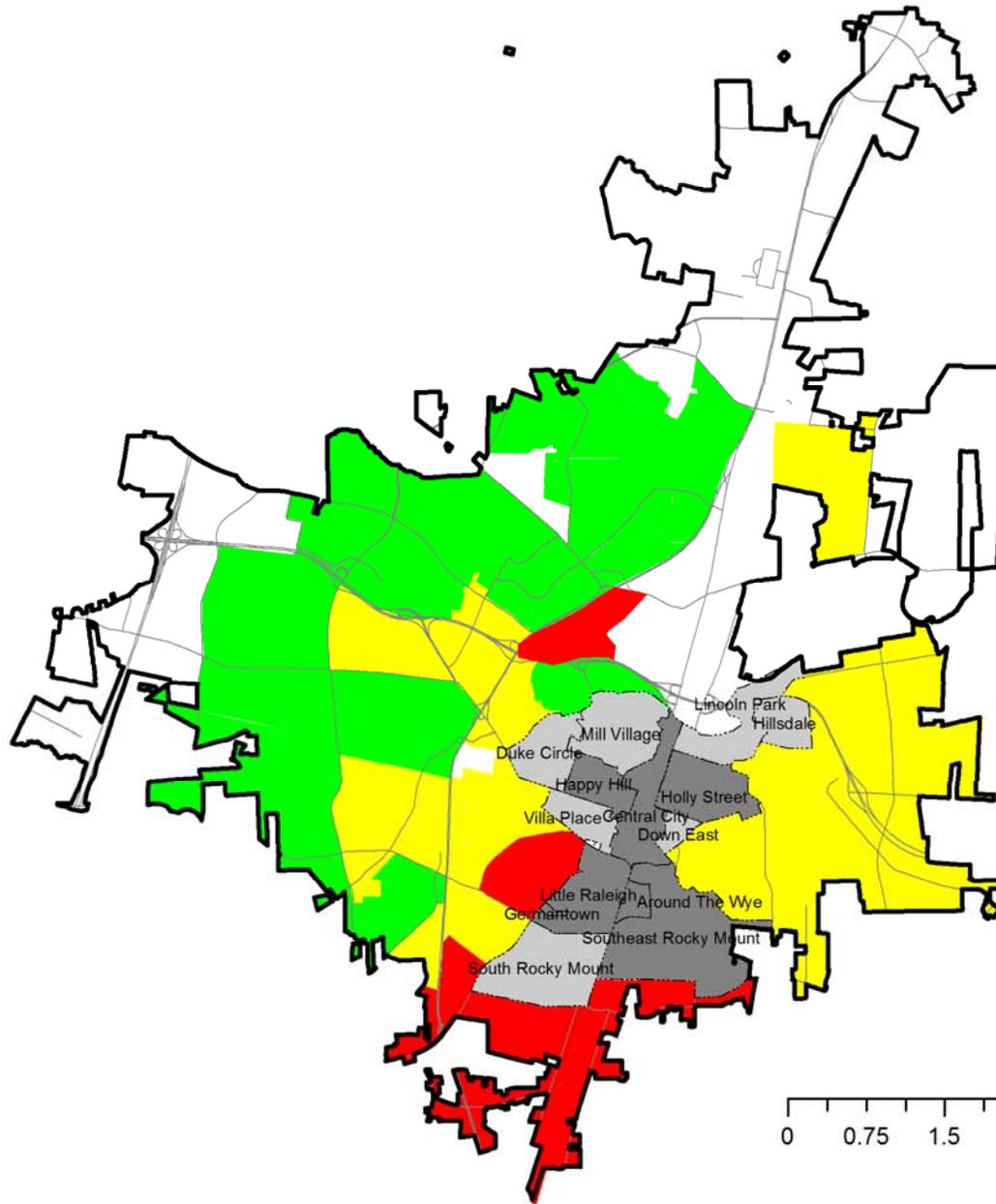


Source: CoreLogic RealQuest

0 0.75 1.5 3 Miles

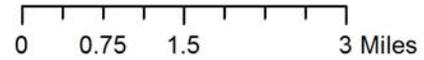


TARGETED AREAS OF OPPORTUNITY (TAOs)

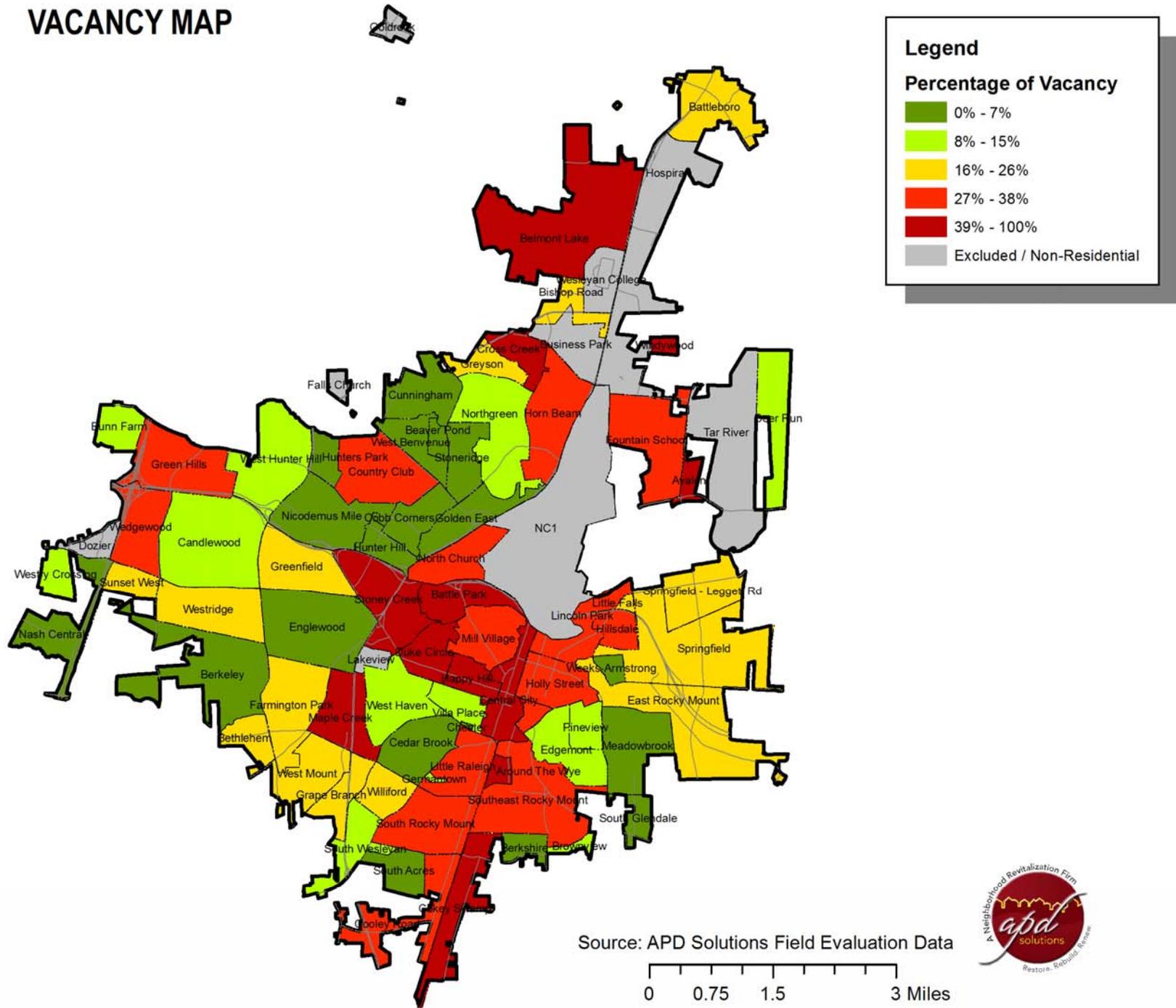


Legend

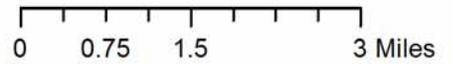
- Highest Priority TAOs
- Targeted Areas of Opportunity



VACANCY MAP



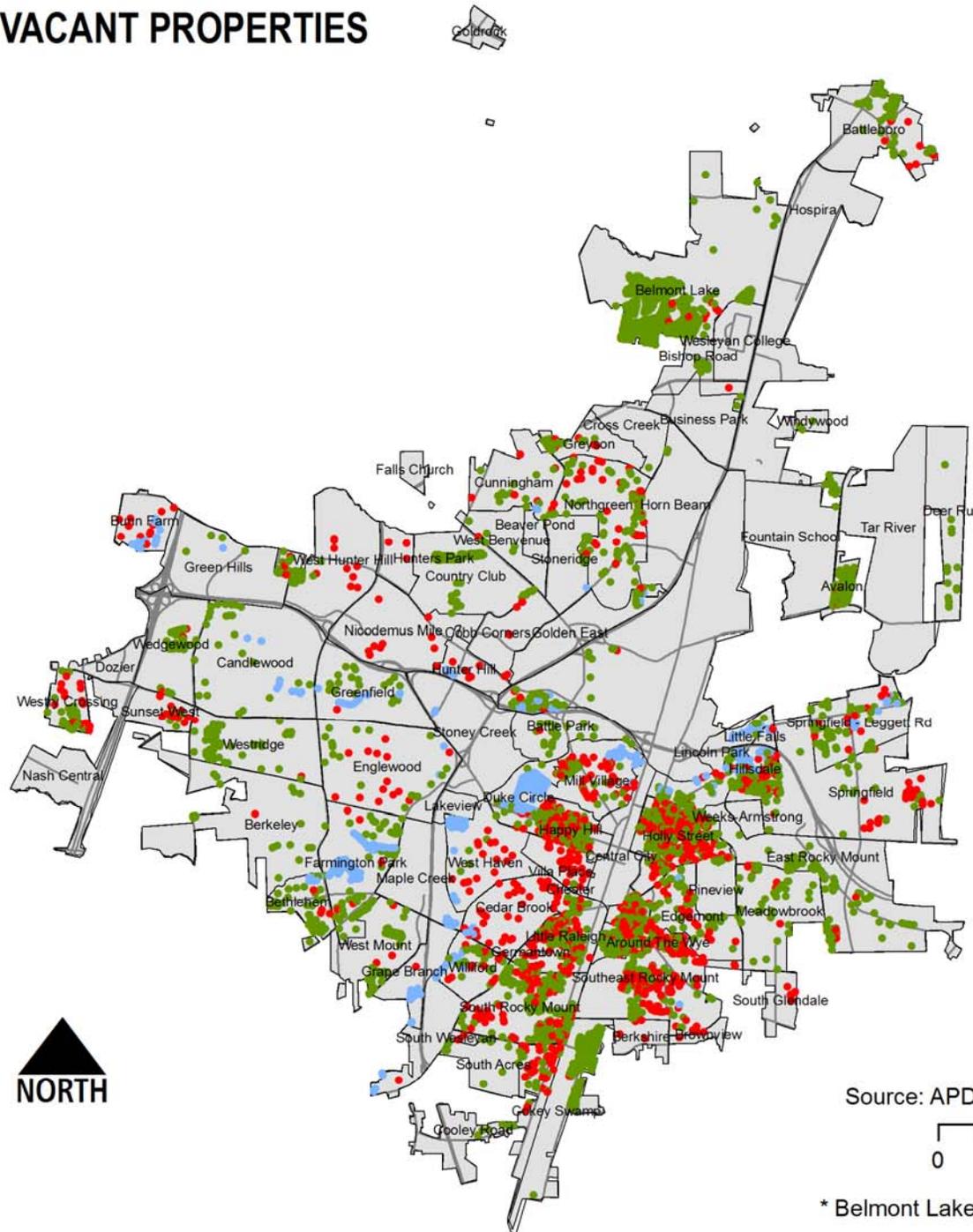
Source: APD Solutions Field Evaluation Data



* Belmont Lake is currently under development.



VACANT PROPERTIES

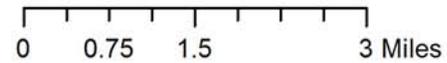


Legend

- FEMA Buyout Properties
- Vacant Lots
- Vacant Structures
- ▭ Neighborhood Boundaries



Source: APD Solutions Field Survey Data



* Belmont Lake is currently under development.

Appendix B: Windshield Survey Data By Neighborhood – Lookup Table Part 1

Neighborhood Investment Area	Total Parcels	Residential Parcels	Nonresidential Parcels	Surveyable Residential Parcels	Excellent	Good	Fair	Poor	Dilapidated	Occupied Structures	Vacant Structures	Vacant Lots	Unsurveyable
AROUND THE WYE	140	129	11	128	4	36	40	44	4	66	21	41	1
AVALON	174	151	23	148	1	46	74	26	1	51	4	93	3
BATTLE PARK	59	57	2	55	30	23	2	0	0	33	1	21	2
BATTLEBORO	463	394	69	378	5	128	176	67	2	308	8	62	16
BEAVER POND	77	73	4	61	7	47	7	0	0	61	0	0	12
BELMONT LAKE	561	553	8	520	49	470	1	0	0	97	9	414	33
BERKELEY	1007	963	44	963	638	313	12	0	0	942	1	20	0
BERKSHIRE	176	158	18	149	10	48	80	10	1	145	4	0	9
BISHOP ROAD	167	164	3	149	11	91	42	5	0	119	1	29	15
BROWNVIEW	25	24	1	21	0	4	14	3	0	19	2	0	3
BETHLEHEM	273	270	3	269	93	142	26	8	0	207	5	57	1
BUNN FARM	232	232	0	219	2	153	63	1	0	189	11	19	13
BUSINESS PARK	54	1	53	0	0	0	0	0	0	0	0	0	1
CANDLEWOOD	553	474	79	418	200	191	26	1	0	382	0	36	56
CEDAR BROOK	705	671	34	607	5	139	378	85	0	576	23	8	64
CENTRAL CITY	476	54	422	51	0	6	38	7	0	15	8	28	3
NASH CENTRAL	13	2	11	1	0	0	0	1	0	1	0	0	1
CHESTER	11	3	8	2	0	1	1	0	0	2	0	0	1
COBB CORNERS	144	118	26	86	43	34	8	1	0	81	5	0	32
COKEY SWAMP	276	225	51	199	0	5	168	26	0	43	1	155	26
COOLEY ROAD	401	256	145	241	5	82	106	42	6	178	35	28	15
COUNTRY CLUB	272	271	1	249	59	95	92	3	0	165	2	82	22
CROSS CREEK	27	6	21	6	0	0	4	2	0	3	0	3	0
CUNNINGHAM	514	510	4	484	84	318	76	6	0	465	4	15	26
DEER RUN	125	123	2	96	12	70	13	0	1	82	0	14	27
DOWN EAST	149	79	70	78	3	13	45	14	3	51	20	7	1
DOZIER	24	0	24	0	0	0	0	0	0	0	0	0	0
DUKE CIRCLE	395	378	17	375	5	103	253	14	0	207	21	147	3
EAST ROCKY MOUNT	457	394	63	337	35	131	142	29	0	255	5	77	57
EDGEMONT	872	851	21	844	30	337	417	56	4	772	23	49	7
ENGLEWOOD	1126	1060	66	1049	113	611	292	32	1	1013	14	22	11
FALLS CHURCH	2	0	2	0	0	0	0	0	0	0	0	0	0
FARMINGTON PARK	546	540	6	540	2	175	355	7	1	415	5	120	0
FOUNTAIN SCHOOL	32	28	4	28	0	10	17	1	0	19	0	9	0
GERMANTOWN	30	26	4	23	0	1	12	10	0	20	3	0	3
GOLDEN EAST	74	1	73	1	0	1	0	0	0	1	0	0	0



Appendix B: Windshield Survey Data By Neighborhood – Lookup Table Part 1

Neighborhood Investment Area	Total Parcels	Residential Parcels	Nonresidential Parcels	Surveyable Residential Parcels	Excellent	Good	Fair	Poor	Dilapidated	Occupied Structures	Vacant Structures	Vacant Lots	Unsurveyable
GOLDROCK	27	0	27	0	0	0	0	0	0	0	0	0	0
GRAPE BRANCH	110	80	30	61	0	12	32	17	0	46	1	14	19
GREEN HILLS	55	42	13	18	8	1	7	2	0	13	0	5	24
GREENFIELD	320	173	147	149	55	40	52	2	0	115	1	33	24
GREYSON	195	187	8	187	70	106	10	1	0	149	7	31	0
WEDGEWOOD	180	103	77	103	19	59	12	13	0	70	3	30	0
HAPPY HILL	516	384	132	379	5	65	139	146	24	192	77	110	5
HILLSDALE	505	504	1	488	3	76	280	106	23	303	44	141	16
HOLLY STREET	1100	992	108	943	6	133	376	385	43	586	140	217	49
HORN BEAM	61	9	52	9	0	9	0	0	0	6	1	2	0
HOSPIRA	62	0	62	0	0	0	0	0	0	0	0	0	0
HUNTER HILL	189	148	41	147	0	21	109	15	2	137	7	3	1
HUNTERS PARK	260	227	33	225	31	194	0	0	0	222	3	0	2
LAKEVIEW	9	6	3	2	1	1	0	0	0	2	0	0	4
LINCOLN PARK	300	286	14	270	9	81	125	54	1	195	9	66	16
LITTLE FALLS	41	41	0	30	1	3	22	4	0	25	1	4	11
LITTLE RALEIGH	898	744	154	716	6	75	239	384	12	516	86	114	28
MAPLE CREEK	96	39	57	39	0	1	38	0	0	2	0	37	0
MEADOWBROOK	958	931	27	926	69	487	351	19	0	876	10	40	5
MILL VILLAGE	529	474	55	468	6	90	191	174	7	343	51	73	6
NICODEMUS MILE	454	421	33	355	119	178	39	19	0	345	9	1	66
NORTH CHURCH	447	168	279	162	0	22	107	33	0	102	7	53	6
NORTHGREEN	957	942	15	932	473	372	87	0	0	805	34	93	10
PINEVIEW	23	21	2	10	0	7	2	1	0	9	0	1	11

Appendix B: Windshield Survey Data By Neighborhood – Lookup Table Part 1

Neighborhood Investment Area	Total Parcels	Residential Parcels	Nonresidential Parcels	Surveyable Residential Parcels	Excellent	Good	Fair	Poor	Dilapidated	Occupied Structures	Vacant Structures	Vacant Lots	Unsurveyable
SOUTH ACRES	347	347	0	327	7	192	125	3	0	318	0	9	20
SOUTH GLENDALE	115	108	7	93	1	24	54	14	0	88	5	0	15
SOUTH ROCKY MOUNT	873	725	148	698	4	161	479	50	4	431	75	192	27
SOUTH WESLEYAN	115	87	28	69	0	19	37	14	0	61	3	6	18
SOUTHEAST ROCKY MOUNT	1404	1253	151	1205	30	284	423	246	222	858	198	149	48
SPRINGFIELD	617	547	70	485	99	187	168	25	7	405	29	51	62
SPRINGFIELD - LEGGETT RD	435	346	89	304	37	147	91	28	1	226	12	66	42
STONERIDGE	187	164	23	137	1	53	78	5	0	135	0	2	27
STONEY CREEK	117	5	112	4	0	0	4	0	0	2	0	2	1
SUNSET WEST	147	136	11	115	2	7	65	41	0	93	13	9	21
TAR RIVER	34	0	34	0	0	0	0	0	0	0	0	0	0
VILLA PLACE	394	347	47	330	2	204	89	21	14	295	34	1	17
WEEKS-ARMSTRONG	3	3	0	3	1	0	2	0	0	3	0	0	0
WESLEYAN COLLEGE	4	2	2	2	0	2	0	0	0	0	0	2	0
WEST BENVENUE	389	347	42	325	42	230	53	4	0	320	0	5	22
WEST HAVEN	417	416	1	401	82	256	61	2	0	362	17	22	15
WEST HUNTER HILL	393	357	36	342	2	298	40	2	0	294	12	36	15
WEST MOUNT	308	279	29	273	0	204	68	1	0	225	3	45	6
WESTRIDGE	623	539	84	539	241	233	64	1	0	450	2	87	0
WESTRY CROSSING	459	455	4	454	13	236	195	9	1	406	15	32	1
WILLIFORD	296	284	12	267	1	196	63	5	2	214	13	40	17
WINDYWOOD	4	3	1	3	0	0	3	0	0	0	0	3	0
GRAND TOTAL	7681	6750	931	6376	565	2933	2162	471	251	5186	431	759	374



Appendix C: Raw Data and Scores – Conditions

Neighborhood Investment Area	Curb Appeal A1	Score	Weighted Score	Age of Housing Stock A2	Score	Weighted Score	Vacancy A3	Score	Weighted Score	Blight A4	Score	Weighted Score
AROUND THE WYE	31%	-2	-2.19	66	-4	-3.62	48%	-4	-4.07	38%	-5	-5.58
AVALON	32%	-2	-2.19	49	-1	-0.91	66%	-5	-5.09	18%	-3	-3.35
BATTLE PARK	96%	5	5.47	24	5	4.53	40%	-4	-4.07	0%	5	5.58
BATTLEBORO	35%	-1	-1.09	56	-2	-1.81	19%	1	1.02	18%	-3	-3.35
BEAVER POND	89%	4	4.38	24	5	4.53	0%	5	5.09	0%	5	5.58
BELMONT LAKE	100%	5	5.47	16	5	4.53	81%	-5	-5.09	0%	5	5.58
BERKELEY	99%	5	5.47	35	3	2.72	2%	4	4.07	0%	5	5.58
BERKSHIRE	39%	-1	-1.09	45	-1	-0.91	3%	4	4.07	7%	-1	-1.12
BISHOP ROAD	68%	2	2.19	30	4	3.62	20%	-1	-1.02	3%	1	1.12
BROWNVIEW	19%	-3	-3.28	45	-1	-0.91	10%	3	3.06	14%	-3	-3.35
BETHLEHEM	87%	3	3.28	30	4	3.62	23%	-1	-1.02	3%	1	1.12
BUNN FARM	71%	2	2.19	26	4	3.62	14%	1	1.02	0%	4	4.46
BUSINESS PARK			0.00	12	5	4.53			0.00			0.00
CANDLEWOOD	94%	4	4.38	35	3	2.72	9%	3	3.06	0%	4	4.46
CEDAR BROOK	24%	-3	-3.28	59	-3	-2.72	5%	3	3.06	14%	-3	-3.35
CENTRAL CITY	12%	-4	-4.38	80	-5	-4.53	71%	-5	-5.09	14%	-3	-3.35
NASH CENTRAL	0%	-5	-5.47	68	-5	-4.53	0%	5	5.09	100%	-5	-5.58
CHESTER	50%	1	1.09	104	-5	-4.53	0%	5	5.09	0%	5	5.58
COBB CORNERS	90%	4	4.38	39	2	1.81	6%	3	3.06	1%	2	2.23
COKEY SWAMP	3%	-5	-5.47	50	-1	-0.91	78%	-5	-5.09	13%	-2	-2.23
COOLEY ROAD	36%	-1	-1.09	55	-2	-1.81	26%	-2	-2.04	20%	-3	-3.35
COUNTRY CLUB	62%	1	1.09	42	1	0.91	34%	-3	-3.06	1%	2	2.23
CROSS CREEK	0%	-5	-5.47	54	-2	-1.81	50%	-4	-4.07	33%	-4	-4.46
CUNNINGHAM	83%	3	3.28	28	4	3.62	4%	4	4.07	1%	2	2.23
DEER RUN	85%	3	3.28	22	5	4.53	15%	1	1.02	1%	3	3.35
DOWN EAST	21%	-3	-3.28	69	-5	-4.53	35%	-3	-3.06	22%	-4	-4.46
DOZIER			0.00	68	-5	-4.53			0.00			0.00
DUKE CIRCLE	29%	-2	-2.19	67	-4	-3.62	45%	-4	-4.07	4%	-1	-1.12
EAST ROCKY MOUNT	49%	-1	-1.09	46	-1	-0.91	24%	-1	-1.02	9%	-2	-2.23
EDGEMONT	43%	-1	-1.09	64	-4	-3.62	9%	3	3.06	7%	-1	-1.12
ENGLEWOOD	69%	2	2.19	49	-1	-0.91	3%	4	4.07	3%	1	1.12
FALLS CHURCH			0.00			0.00			0.00			0.00
FARMINGTON PARK	33%	-2	-2.19	40	1	0.91	23%	-1	-1.02	1%	2	2.23
FOUNTAIN SCHOOL	36%	-1	-1.09	37	2	1.81	32%	-3	-3.06	4%	-1	-1.12
GERMANTOWN	4%	-5	-5.47	58	-3	-2.72	13%	2	2.04	43%	-5	-5.58
GOLDEN EAST	100%	5	5.47	86	-5	-4.53	0%	5	5.09	0%	5	5.58
GOLDROCK			0.00			0.00			0.00			0.00
GRAPE BRANCH	20%	-3	-3.28	56	-2	-1.81	25%	-2	-2.04	28%	-4	-4.46
GREEN HILLS	50%	1	1.09	38	2	1.81	28%	-2	-2.04	11%	-2	-2.23
GREENFIELD	64%	2	2.19	42	1	0.91	23%	-1	-1.02	1%	2	2.23
GREYSON	94%	4	4.38	41	1	0.91	20%	-1	-1.02	1%	3	3.35
WEDGEWOOD	76%	3	3.28	37	2	1.81	32%	-3	-3.06	13%	-2	-2.23
HAPPY HILL	18%	-3	-3.28	59	-3	-2.72	49%	-4	-4.07	45%	-5	-5.58
HILSDALE	16%	-4	-4.38	39	2	1.81	38%	-4	-4.07	26%	-4	-4.46
HOLLY STREET	15%	-4	-4.38	60	-4	-3.62	38%	-3	-3.06	45%	-5	-5.58
HORN BEAM	100%	5	5.47	39	2	1.81	33%	-3	-3.06	0%	5	5.58
HOSPIRA			0.00	20	5	4.53			0.00			0.00
HUNTER HILL	14%	-4	-4.38	42	1	0.91	7%	3	3.06	12%	-2	-2.23
HUNTERS PARK	100%	5	5.47	26	4	3.62	1%	5	5.09	0%	5	5.58
LAKEVIEW	100%	5	5.47	39	2	1.81	0%	5	5.09	0%	5	5.58
LINCOLN PARK	33%	-2	-2.19	56	-2	-1.81	28%	-2	-2.04	20%	-4	-4.46
LITTLE FALLS	13%	-4	-4.38	53	-1	-0.91	17%	1	1.02	13%	-3	-3.35
LITTLE RALEIGH	11%	-4	-4.38	59	-3	-2.72	28%	-2	-2.04	55%	-5	-5.58
MAPLE CREEK	3%	-5	-5.47	57	-3	-2.72	95%	-5	-5.09	0%	5	5.58
MEADOWBROOK	60%	1	1.09	43	-1	-0.91	5%	3	3.06	2%	1	1.12
MILL VILLAGE	21%	-3	-3.28	70	-5	-4.53	26%	-2	-2.04	39%	-5	-5.58
NICODEMUS MILE	84%	3	3.28	37	2	1.81	3%	4	4.07	5%	-1	-1.12
NORTH CHURCH	14%	-4	-4.38	58	-3	-2.72	37%	-3	-3.06	20%	-4	-4.46
NORTHGREEN	91%	4	4.38	31	4	3.62	14%	2	2.04	0%	5	5.58
PINEVIEW	70%	2	2.19	58	-3	-2.72	10%	2	2.04	10%	-2	-2.23
SOUTH ACRES	61%	1	1.09	34	3	2.72	3%	4	4.07	1%	3	3.35
SOUTH GLENDALE	27%	-2	-2.19	41	1	0.91	5%	3	3.06	15%	-3	-3.35
SOUTH ROCKY MOUNT	24%	-3	-3.28	57	-3	-2.72	38%	-4	-4.07	8%	-1	-1.12
SOUTH WESLEYAN	28%	-2	-2.19	58	-3	-2.72	13%	2	2.04	20%	-4	-4.46
SOUTHEAST ROCKY MOUNT	26%	-3	-3.28	60	-4	-3.62	29%	-3	-3.06	39%	-5	-5.58
SPRINGFIELD	59%	1	1.09	40	1	0.91	16%	1	1.02	7%	-1	-1.12
SPRINGFIELD - LEGGETT RD	61%	1	1.09	34	3	2.72	26%	-2	-2.04	10%	-2	-2.23
STONERIDGE	39%	-1	-1.09	41	1	0.91	1%	5	5.09	4%	-1	-1.12
STONEY CREEK	0%	-5	-5.47	37	2	1.81	50%	-5	-5.09	0%	5	5.58
SUNSET WEST	8%	-2	-2.19	34	-2	-1.81	19%	-1	-1.02	30%	-4	-4.46
TAR RIVER			0.00	29	4	3.62			0.00			0.00
VILLA PLACE	62%	2	2.19	69	-5	-4.53	11%	2	2.04	11%	-2	-2.23
WEEKS-ARMSTRONG	33%	-2	-2.19	60	-4	-3.62	0%	5	5.09	0%	5	5.58
WESLEYAN COLLEGE	100%	5	5.47		0	0.00	100%	-5	-5.09	0%	5	5.58
WEST BENVENUE	84%	3	3.28	32	3	2.72	2%	4	4.07	1%	2	2.23
WEST HAVEN	84%	3	3.28	61	-4	-3.62	10%	2	2.04	0%	3	3.35
WEST HUNTER HILL	88%	4	4.38	33	3	2.72	14%	1	1.02	1%	3	3.35
WEST MOUNT	75%	3	3.28	32	3	2.72	18%	1	1.02	0%	4	4.46
WESTRIDGE	88%	4	4.38	38	2	1.81	17%	1	1.02	0%	4	4.46
WESTRY CROSSING	55%	1	1.09	11	5	4.53	10%	2	2.04	2%	1	1.12
WILLIFORD	74%	2	2.19	55	-2	-1.81	20%	-1	-1.02	3%	1	1.12
WINDYWOOD	0%	-5	-5.47	19	5	4.53	100%	-5	-5.09	0%	5	5.58

Appendix C: Raw Data and Scores – Amenities

Neighborhood Investment Area	Crime Incidences B1	Score	Weighted Score	Average Commute B2	Score	Weighted Score	Number of Retail/Commercial B3	Score	Weighted Score	Public Education Enrollment B4	Score	Weighted Score
AROUND THE WYE	160	1	1.13	24%	-4	-3.73	155	4	3.69	79%	4	3.56
AVALON	31	4	4.50	16%	2	1.87	6	-4	-3.69	72%	1	0.89
BATTLE PARK	53	3	3.38	12%	5	4.66	216	5	4.61	55%	-4	-3.56
BATTLEBORO	224	-1	-1.13	16%	2	1.87	13	-3	-2.77	72%	1	0.89
BEAVER POND	52	4	4.50	20%	-1	-0.93	80	2	1.84	47%	-5	-4.45
RFI MONT LAKE	64	3	3.38	12%	5	4.66	90	2	1.84	55%	-4	-3.56
BERKELEY	357	-3	-3.38	18%	0	0.00	26	-2	-1.84	65%	-2	-1.78
BERKSHIRE	96	2	2.25	24%	-4	-3.73	34	-1	-0.92	79%	4	3.56
BISHOP ROAD	39	4	4.50	22%	-2	-1.87	20	-2	-1.84	73%	2	1.78
BROWNVIEW	41	4	4.50	24%	-4	-3.73	31	-1	-0.92	79%	4	3.56
BETHLEHEM	60	3	3.38	17%	1	0.93	12	-4	-3.69	65%	-2	-1.78
BUNN FARM	15	5	5.63	24%	-4	-3.73	2	-5	-4.61	72%	1	0.89
BUSINESS PARK	58	3	3.38			0.00			0.00			0.00
CANDLEWOOD	277	-2	-2.25	23%	-3	-2.80	92	2	1.84	68%	-1	-0.89
CEDAR BROOK	1201	-5	-5.63	17%	1	0.93	107	2	1.84	65%	-2	-1.78
CENTRAL CITY	855	-4	-4.50	28%	-5	-4.66	187	5	4.61	78%	3	2.67
NASH CENTRAL	149	1	1.13	20%	-1	-0.93	1	-5	-4.61	62%	-3	-2.67
CHESTER	26	5	5.63	28%	-5	-4.66	181	4	3.69	78%	3	2.67
COBB CORNERS	1211	-5	-5.63	12%	5	4.66	242	5	4.61	55%	-4	-3.56
COKEY SWAMP	86	3	3.38	24%	-4	-3.73	18	-3	-2.77	79%	4	3.56
COOLEY ROAD	284	-2	-2.25	18%	0	0.00	3	-5	-4.61	69%	0	0.00
COUNTRY CLUB	128	2	2.25	12%	5	4.66	95	2	1.84	55%	-4	-3.56
CROSS CREEK	178	1	1.13	15%	3	2.80	13	-3	-2.77	50%	-5	-4.45
CUNNINGHAM	267	-2	-2.25	20%	-1	-0.93	21	-2	-1.84	47%	-5	-4.45
DEER RUN	19	5	5.63	16%	2	1.87	0	-5	-4.61	72%	1	0.89
DOWN EAST	325	-3	-3.38	14%	4	3.73	194	5	4.61	73%	2	1.78
DOZIER	52	4	4.50	20%	-1	-0.93	23	-2	-1.84	62%	-3	-2.67
DUKE CIRCLE	261	-1	-1.13	28%	-5	-4.66	115	3	2.77	78%	3	2.67
EAST ROCKY MOUNT	553	-4	-4.50	14%	4	3.73	17	-3	-2.77	73%	2	1.78
EDGEMONT	952	-4	-4.50	14%	4	3.73	192	5	4.61	73%	2	1.78
ENGLEWOOD	468	-3	-3.38	12%	5	4.66	149	3	2.77	55%	-4	-3.56
FALLS CHURCH	0	5	5.63	12%	5	4.66	12	-4	-3.69	55%	-4	-3.56
FARMINGTON PARK	176	1	1.13	17%	1	0.93	33	-1	-0.92	65%	-2	-1.78
FOUNTAIN SCHOOL	44	4	4.50	16%	2	1.87	7	-4	-3.69	72%	1	0.89
GERMANTOWN	68	3	3.38	18%	0	0.00	81	2	1.84	69%	0	0.00
GOLDEN EAST	2078	-5	-5.63	15%	3	2.80	239	5	4.61	50%	-5	-4.45
GOLDROCK	210	-1	-1.13	22%	-2	-1.87	24	-2	-1.84	73%	2	1.78
GRAPE BRANCH	72	3	3.38	17%	1	0.93	74	1	0.92	65%	-2	-1.78
GREEN HILLS	17	5	5.63	23%	-3	-2.80	0	-5	-4.61	68%	-1	-0.89
GREENFIELD	401	-3	-3.38	12%	5	4.66	180	4	3.69	55%	-4	-3.56
GREYSON	13	5	5.63	15%	3	2.80	27	-2	-1.84	50%	-5	-4.45
WEDGEWOOD	180	1	1.13	23%	-3	-2.80	20	-2	-1.84	68%	-1	-0.89
HAPPY HILL	672	-4	-4.50	28%	-5	-4.66	163	4	3.69	78%	3	2.67
HILLSDALE	322	-2	-2.25	22%	-2	-1.87	53	-1	-0.92	84%	5	4.45
HOLLY STREET	1103	-5	-5.63	22%	-2	-1.87	180	4	3.69	84%	5	4.45
HORN BEAM	185	-1	-1.13	15%	3	2.80	197	5	4.61	50%	-5	-4.45
HOSPIRA	60	3	3.38	22%	-2	-1.87	7	-4	-3.69	73%	2	1.78
HUNTER HILL	178	1	1.13	12%	5	4.66	285	5	4.61	55%	-4	-3.56
HUNTERS PARK	266	-1	-1.13	12%	5	4.66	51	-1	-0.92	55%	-4	-3.56
LAKEVIEW	7	5	5.63	28%	-5	-4.66	115	3	2.77	78%	3	2.67
LINCOLN PARK	185	-1	-1.13	22%	-2	-1.87	91	2	1.84	84%	5	4.45
LITTLE FALLS	46	4	4.50	22%	-2	-1.87	14	-3	-2.77	84%	5	4.45
LITTLE RALEIGH	1092	-5	-5.63	18%	0	0.00	150	3	2.77	69%	0	0.00
MAPLE CREEK	327	-3	-3.38	17%	1	0.93	97	2	1.84	65%	-2	-1.78
MEADOWBROOK	1217	-5	-5.63	14%	4	3.73	79	1	0.92	73%	2	1.78
MILL VILLAGE	459	-3	-3.38	28%	-5	-4.66	115	3	2.77	78%	3	2.67
NICODEMUS MILE	236	-1	-1.13	24%	-4	-3.73	127	3	2.77	72%	1	0.89
NORTH CHURCH	1051	-4	-4.50	15%	3	2.80	66	0	0.00	50%	-5	-4.45
NORTHGREEN	553	-4	-4.50	15%	3	2.80	56	-1	-0.92	50%	-5	-4.45
PINEVIEW	57	3	3.38	24%	-4	-3.73	135	3	2.77	79%	4	3.56
SOUTH ACRES	286	-2	-2.25	18%	0	0.00	15	-3	-2.77	69%	0	0.00
SOUTH GLENDALE	89	2	2.25	24%	-4	-3.73	30	-1	-0.92	79%	4	3.56
SOUTH ROCKY MOUNT	1360	-5	-5.63	18%	0	0.00	68	1	0.92	69%	0	0.00
SOUTH WESLEYAN	141	2	2.25	17%	1	0.93	17	-3	-2.77	65%	-2	-1.78
SOUTHEAST ROCKY MOUNT	1743	-5	-5.63	24%	-4	-3.73	68	1	0.92	79%	4	3.56
SPRINGFIELD	293	-2	-2.25	22%	-2	-1.87	8	-4	-3.69	84%	5	4.45
SPRINGFIELD - LEGGETT RD	107	2	2.25	22%	-2	-1.87	5	-5	-4.61	84%	5	4.45
STONERIDGE	225	-1	-1.13	15%	3	2.80	187	5	4.61	50%	-5	-4.45
STONEY CREEK	608	-4	-4.50	12%	4	3.73	157	4	3.69	55%	-4	-3.56
SUNSET WEST	269	-2	-2.25	18%	0	0.00	20	-2	-1.84	65%	-2	-1.78
TAR RIVER	40	4	4.50	16%	2	1.87	6	-4	-3.69	72%	1	0.89
VILLA PLACE	653	-4	-4.50	28%	-5	-4.66	165	4	3.69	78%	3	2.67
WEEKS-ARMSTRONG	174	1	1.13	22%	-2	-1.87	72	1	0.92	84%	5	4.45
WESLEYAN COLLEGE	127	2	2.25	15%	3	2.80	2	-5	-4.61	50%	-5	-4.45
WEST BENVENUE	325	-3	-3.38	20%	-1	-0.93	79	1	0.92	47%	-5	-4.45
WEST HAVEN	361	-3	-3.38	17%	1	0.93	126	3	2.77	65%	-2	-1.78
WEST HUNTER HILL	176	1	1.13	23%	-3	-2.80	1	-5	-4.61	68%	-1	-0.89
WEST MOUNT	98	2	2.25	17%	1	0.93	43	-1	-0.92	65%	-2	-1.78
WESTRIDGE	314	-2	-2.25	18%	0	0.00	13	-3	-2.77	65%	-2	-1.78
WESTRY CROSSING	97	2	2.25	20%	-1	-0.93	77	1	0.92	62%	-2	-2.67
WILLIFORD	454	-3	-3.38	17%	1	0.93	79	1	0.92	65%	-2	-1.78
WINDYWOOD	8	5	5.63	16%	2	1.87	9	-4	-3.69	72%	1	0.89

Appendix B: Raw Data and Scores – Investment

Neighborhood Investment Area	Housing Expense C1	Score	Weighted Score	Permit Issuance C2	Score	Weighted Score	Average RE Transaction Value 2009-2013 C3	Score	Weighted Score	Income C4	Score	Weighted Score
AROUND THE WYE	\$ 358.00	3	3.11	8	-2	-1.94	\$18,375	-4	-4.12	\$27,807.00	-5	-5.14
AVALON	\$ 513.00	-3	-3.11	8	-2	-1.94	\$40,000	-2	-2.06	\$55,309.00	1	1.03
BATTLE PARK	\$ 509.00	-2	-2.08	3	-4	-3.87	\$460,304	5	5.15	\$56,456.00	2	2.06
BATTLEBORO	\$ 513.00	-3	-3.11	0	-5	-4.84	\$50,471	-1	-1.03	\$55,309.00	1	1.03
BEAVER POND	\$ 695.00	-5	-5.19	7	-3	-2.91	\$110,750	2	2.06	\$70,607.00	4	4.11
BELMONT LAKE	\$ 509.00	-2	-2.08	13	-4	-3.87	\$224,822	4	4.12	\$56,456.00	2	2.06
BERKELEY	\$ 481.00	-1	-1.04	55	4	3.87	\$165,712	4	4.12	\$86,755.00	5	5.14
BERKSHIRE	\$ 358.00	3	3.11	5	-4	-3.87	\$24,500	-4	-4.12	\$27,807.00	-5	-5.14
BISHOP ROAD	\$ 346.00	4	4.15	12	-1	-0.97	\$106,340	2	2.06	\$48,832.00	0	0.00
BROWNVIEW	\$ 358.00	3	3.11	0	-5	-4.84	\$0	-5	-5.15	\$27,807.00	-5	-5.14
BETHLEHEM	\$ 386.00	2	2.08	26	2	1.94	\$147,327	3	3.09	\$48,803.00	-1	-1.03
BUNN FARM	\$ 418.00	-1	-1.04	7	-3	-2.91	\$138,066	3	3.09	\$75,969.00	4	4.11
BUSINESS PARK			0.00	5	-4	-3.87	\$216,750	4	4.12		0.00	
CANDLEWOOD	\$ 628.00	-5	-5.19	51	4	3.87	\$221,500	4	4.12	\$96,946.00	5	5.14
CEDAR BROOK	\$ 386.00	2	2.08	17	1	0.97	\$46,306	-1	-1.03	\$48,803.00	-1	-1.03
CENTRAL CITY	\$ 404.00	0	0.00	199	5	4.84	\$20,125	-4	-4.12	\$39,836.00	-3	-3.09
NASH CENTRAL	\$ 605.00	-4	-4.15	42	3	2.91	\$118,333	3	3.09	\$67,253.00	4	4.11
CHESTER	\$ 404.00	0	0.00	0	-5	-4.84		-5	-5.15	\$39,836.00	-3	-3.09
COBB CORNERS	\$ 509.00	-2	-2.08	27	2	1.94	\$203,250	4	4.12	\$56,456.00	2	2.06
COKEY SWAMP	\$ 358.00	3	3.11	14	-1	-0.97	\$25,100	-3	-3.09	\$27,807.00	-5	-5.14
COOLEY ROAD	\$ 395.00	1	1.04	22	2	1.94	\$36,281	-2	-2.06	\$33,840.00	-3	-3.09
COUNTRY CLUB	\$ 509.00	-2	-2.08	29	3	2.91	\$106,430	2	2.06	\$56,456.00	2	2.06
CROSS CREEK	\$ 573.00	-4	-4.15	18	1	0.97	\$0	-5	-5.15	\$59,694.00	3	3.09
CUNNINGHAM	\$ 695.00	-5	-5.19	35	3	2.91	\$102,608	2	2.06	\$70,607.00	4	4.11
DEER RUN	\$ 513.00	-3	-3.11	5	-4	-3.87	\$30,667	-3	-3.09	\$55,309.00	1	1.03
DOWN EAST	\$ 404.00	0	0.00	7	-3	-2.91	\$24,786	-3	-3.09	\$40,781.00	-2	-2.06
DOZIER	\$ 605.00	-4	-4.15	10	-2	-1.94	\$363,333	5	5.15	\$67,253.00	4	4.11
DUKE CIRCLE	\$ 404.00	0	0.00	2	-4	-3.87	\$45,040	-2	-2.06	\$39,836.00	-3	-3.09
EAST ROCKY MOUNT	\$ 404.00	0	0.00	25	2	1.94	\$52,412	-1	-1.03	\$40,781.00	-2	-2.06
EDGE MONT	\$ 404.00	0	0.00	49	4	3.87	\$3,500	-2	-2.06	\$40,781.00	-2	-2.06
ENGLEWOOD	\$ 509.00	-2	-2.08	69	5	4.84	\$102,959	2	2.06	\$56,456.00	2	2.06
FALLS CHURCH	\$ 509.00	-2	-2.08	0	-5	-4.84	\$350,000	4	4.12	\$56,456.00	2	2.06
FARMINGTON PARK	\$ 386.00	2	2.08	12	-1	-0.97	\$85,770	1	1.03	\$48,803.00	-1	-1.03
FOUNTAIN SCHOOL	\$ 513.00	-3	-3.11	5	-4	-3.87	\$101,000	2	2.06	\$55,309.00	1	1.03
GERMANTOWN	\$ 395.00	1	1.04	5	-4	-3.87	\$4,000	-4	-4.12	\$33,840.00	-3	-3.09
GOLDEN EAST	\$ 573.00	-4	-4.15	36	3	2.91	\$1,189,650	5	5.15	\$59,694.00	3	3.09
GOLDROCK	\$ 346.00	4	4.15	0	-5	-4.84	\$580,917	5	5.15	\$48,832.00	0	0.00
GRAPE BRANCH	\$ 386.00	2	2.08	27	2	1.94	\$72,250	1	1.03	\$48,803.00	-1	-1.03
GREEN HILLS	\$ 628.00	-5	-5.19	7	-3	-2.91		-5	-5.15	\$96,946.00	5	5.14
GREENFIELD	\$ 509.00	-2	-2.08	54	4	3.87	\$82,200	1	1.03	\$56,456.00	2	2.06
GREYSON	\$ 573.00	-4	-4.15	4	-1	-0.97	\$111,147	3	3.09	\$59,694.00	3	3.09
WEDGEWOOD	\$ 628.00	-5	-5.19	20	1	0.97	\$226,286	4	4.12	\$96,946.00	5	5.14
HAPPY HILL	\$ 404.00	0	0.00	105	5	4.84	\$33,058	-3	-3.09	\$39,836.00	-3	-3.09
HILLSDALE	\$ 301.00	5	5.19	24	2	1.94	\$20,733	-4	-4.12	\$31,029.00	-4	-4.11
HOLLY STREET	\$ 301.00	5	5.19	150	5	4.84	\$28,242	-3	-3.09	\$31,029.00	-4	-4.11
HORN BEAM	\$ 573.00	-4	-4.15	5	-4	-3.87	\$367,375	5	5.15	\$59,694.00	3	3.09
HOSPIRA	\$ 346.00	4	4.15	59	4	3.87	\$584,929	5	5.15	\$48,832.00	0	0.00
HUNTER HILL	\$ 509.00	-2	-2.08	26	2	1.94	\$75,577	1	1.03	\$56,456.00	2	2.06
HUNTERS PARK	\$ 509.00	-2	-2.08	6	-3	-2.91	\$392,846	5	5.15	\$56,456.00	2	2.06
LAKEVIEW	\$ 404.00	0	0.00	2	-4	-3.87	\$0	-5	-5.15	\$39,836.00	-3	-3.09
LINCOLN PARK	\$ 301.00	5	5.19	11	-1	-0.97	\$34,682	-2	-2.06	\$31,029.00	-4	-4.11
LITTLE FALLS	\$ 301.00	5	5.19	2	-4	-3.87	\$19,250	-4	-4.12	\$31,029.00	-4	-4.11
LITTLE RALEIGH	\$ 395.00	1	1.04	108	5	4.84	\$20,596	-4	-4.12	\$33,840.00	-3	-3.09
MAPLE CREEK	\$ 386.00	2	2.08	15	1	0.97	\$85,000	1	1.03	\$48,303.00	-1	-1.03
MEADOWBROOK	\$ 404.00	0	0.00	45	3	2.91	\$40,948	-2	-2.06	\$40,781.00	-2	-2.06
MILL VILLAGE	\$ 404.00	0	0.00	30	3	2.91	\$57,825	-1	-1.03	\$39,836.00	-3	-3.09
NICODEMUS MILE	\$ 418.00	-1	-1.04	42	3	2.91	\$106,576	2	2.06	\$75,969.00	4	4.11
NORTH CHURCH	\$ 573.00	-4	-4.15	72	5	4.84	\$29,208	-3	-3.09	\$59,694.00	3	3.09
NORTHGREEN	\$ 573.00	-4	-4.15	48	4	3.87	\$111,147	3	3.09	\$59,694.00	3	3.09
PINEVIEW	\$ 358.00	3	3.11	0	-5	-4.84	\$47,500	-1	-1.03	\$27,807.00	-5	-5.14
SOUTH ACRES	\$ 395.00	1	1.04	10	-2	-1.94	\$61,916	-1	-1.03	\$33,840.00	-3	-3.09
SOUTH GLENDALE	\$ 358.00	3	3.11	17	1	0.97	\$47,123	-1	-1.03	\$27,807.00	-5	-5.14
SOUTH ROCKY MOUNT	\$ 395.00	1	1.04	77	5	4.84	\$40,304	-2	-2.06	\$33,840.00	-3	-3.09
SOUTH WESLEYAN	\$ 386.00	2	2.08	11	-1	-0.97	\$0	-5	-5.15	\$48,803.00	-1	-1.03
SOUTHEAST ROCKY MOUNT	\$ 358.00	3	3.11	82	5	4.84	\$32,176	-3	-3.09	\$27,807.00	-5	-5.14
SPRINGFIELD	\$ 301.00	5	5.19	19	1	0.97	\$71,408	-1	-1.03	\$31,029.00	-4	-4.11
SPRINGFIELD - LEGGETT RD	\$ 301.00	5	5.19	15	1	0.97	\$43,938	-2	-2.06	\$31,029.00	-4	-4.11
STONERIDGE	\$ 573.00	-4	-4.15	7	-3	-2.91	\$124,250	3	3.09	\$59,694.00	3	3.09
STONEY CREEK	\$ 509.00	-2	-2.08	26	2	1.94	\$512,000	5	5.15	\$56,456.00	2	2.06
SUNSET WEST	\$ 481.00	-1	-1.04	53	4	3.87	\$28,300	-3	-3.09	\$86,755.00	5	5.14
TAR RIVER	\$ 513.00	-3	-3.11	9	-2	-1.94		-5	-5.15	\$55,309.00	1	1.03
VILLA PLACE	\$ 404.00	0	0.00	27	2	1.94	\$43,323	-2	-2.06	\$39,836.00	-3	-3.09
WEEKS-ARMSTRONG	\$ 301.00	5	5.19	13	-1	-0.97	\$0	-5	-5.15	\$31,029.00	-4	-4.11
WESLEYAN COLLEGE	\$ 573.00	-4	-4.15	0	-5	-4.84		-5	-5.15	\$59,694.00	3	3.09
WEST BENVENUUE	\$ 695.00	-5	-5.19	11	-1	-0.97	\$89,796	1	1.03	\$70,607.00	4	4.11
WEST HAVEN	\$ 386.00	2	2.08	20	1	0.97	\$142,612	3	3.09	\$48,803.00	-1	-1.03
WEST HUNTER HILL	\$ 628.00	-5	-5.19	75	5	4.84	\$94,966	1	1.03	\$96,946.00	5	5.14
WEST MOUNT	\$ 386.00	2	2.08	9	-2	-1.94	\$94,652	1	1.03	\$48,303.00	-1	-1.03
WESTRIDGE	\$ 481.00	-1	-1.04	50	4	3.87	\$147,862	4	4.12	\$86,755.00	5	5.14
WESTRY CROSSING	\$ 605.00	-4	-4.15	19	1	0.97	\$109,037	2	2.06	\$67,253.00	4	4.11
WILLIFORD	\$ 386.00	2	2.08	15	1	0.97	\$21,500	-4	-4.12	\$48,303.00	-1	-1.03
WINDYWOOD	\$ 513.00	-3	-3.11	0	-5	-4.84	\$0	-5	-5.15	\$55,309.00	1	1.03

Appendix B: Raw Data and Scores - Demographics

Neighborhood Investment Area	Population Growth D1	Score	Weighted Score	Average Age of Occupant D2	Score	Weighted Score	Rental vs. Ownership D3	Score	Weighted Score	Educational Attainment D4	Score	Weighted Score
AROUND THE WYE	-4.88%	-3	-2.85	37.3	-1	-0.99	42%	-3	-3.23	2.20	0	0
AVALON	-6.53%	-4	-3.81	36.4	2	1.98	77%	4	4.31	1.87	-5	-5
BATTLE PARK	-2.16%	-2	-1.90	41.4	-4	-3.95	47%	-2	-2.16	3.04	4	4
BATTLEBORO	-1.34%	-1	-0.95	36.4	2	1.98	77%	4	4.31	1.87	-5	-5
BEAVER POND	0.00%	0	0.00	38.1	-3	-2.97	64%	2	2.16	3.00	3	3
BELMONT LAKE	4.25%	3	2.85	41.4	-4	-3.95	47%	-2	-2.16	3.04	4	4
BERKELEY	8.08%	4	3.81	38.3	-3	-2.97	70%	3	3.23	2.87	2	2
BERKSHIRE	0.07%	1	0.95	37.3	-1	-0.99	42%	-3	-3.23	2.20	0	0
BISHOP ROAD	4.30%	3	2.85	40.1	-4	-3.95	71%	3	3.23	1.92	-3	-3
BROWNVUE	0.07%	1	0.95	37.3	-1	-0.99	42%	-3	-3.23	2.20	0	0
BETHLEHEM	2.87%	2	1.90	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
BUNN FARM	6.65%	4	3.81	37.1	0	0.00	86%	5	5.39	2.46	1	1
BUSINESS PARK			0.00		0	0.00			0.00			0
CANDLEWOOD	6.10%	4	3.81	40.1	-4	-3.95	75%	4	4.31	3.16	5	5
CEDAR BROOK	-3.01%	-2	-1.90	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
CENTRAL CITY	-3.52%	-2	-1.90	36.6	1	0.99	40%	-4	-4.31	1.91	-4	-4
NASH CENTRAL	0.00%	0	0.00	36.1	3	2.97	81%	5	5.39	2.43	1	1
CHESTER	-3.52%	-2	-1.90	36.6	1	0.99	40%	-4	-4.31	1.91	-4	-4
COBB CORNERS	2.45%	5	4.76	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
COKEY SWAMP	-1.94%	-1	-0.95	37.3	-1	-0.99	42%	-3	-3.23	2.20	0	0
COOLEY ROAD	-3.58%	-3	-2.85	35.5	4	3.95	35%	-5	-5.39	2.09	-3	-3
COUNTRY CLUB	9.45%	5	4.76	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
CROSS CREEK	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
CUNNINGHAM	0.00%	0	0.00	38.1	-3	-2.97	64%	2	2.16	3.00	3	3
DEER RUN	-6.53%	-4	-3.81	36.4	2	1.98	77%	4	4.31	1.87	-5	-5
DOWN EAST	-6.27%	-4	-3.81	33.7	4	3.95	53%	0	0.00	2.18	-2	-2
DOZIER	0.00%	0	0.00	36.1	3	2.97	81%	5	5.39	2.43	1	1
DUKE CIRCLE	-6.76%	-4	-3.81	36.6	1	0.99	40%	-4	-4.31	1.91	-4	-4
EAST ROCKY MOUNT	-3.99%	-3	-2.85	33.7	4	3.95	53%	0	0.00	2.18	-2	-2
EDGEMONT	-6.27%	-4	-3.81	33.7	4	3.95	53%	0	0.00	2.18	-2	-2
ENGLEWOOD	2.47%	1	0.95	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
FALLS CHURCH	9.45%	5	4.76	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
FARMINGTON PARK	2.87%	2	1.90	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
FOUNTAIN SCHOOL	-6.53%	-4	-3.81	36.4	2	1.98	77%	4	4.31	1.87	-5	-5
GERMANTOWN	-6.81%	-5	-4.76	35.5	4	3.95	35%	-5	-5.39	2.09	-3	-3
GOLDEN EAST	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
GOLDROCK	4.30%	3	2.85	40.1	-4	-3.95	71%	3	3.23	1.92	-3	-3
GRAPE BRANCH	2.87%	2	1.90	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
GREEN HILLS	8.80%	5	4.76	40.1	-4	-3.95	75%	4	4.31	3.16	5	5
GREENFIELD	4.03%	3	2.85	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
GREYSON	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
WEDGEWOOD	6.10%	4	3.81	40.1	-4	-3.95	75%	4	4.31	3.16	5	5
HAPPY HILL	-3.52%	-2	-1.90	36.6	1	0.99	40%	-4	-4.31	1.91	-4	-4
HILLSDALE	-6.98%	-5	-4.76	36.2	3	2.97	53%	0	0.00	2.19	-1	-1
HOLLY STREET	-10.02%	-5	-4.76	36.2	3	2.97	53%	0	0.00	2.19	-1	-1
HORN BEAM	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
HOSPIRA	-2.22%	-2	-1.90	40.1	-4	-3.95	71%	3	3.23	1.92	-3	-3
HUNTER HILL	9.45%	5	4.76	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
HUNTERS PARK	9.45%	5	4.76	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
LAKEVIEW	-6.76%	-4	-3.81	36.6	1	0.99	40%	-4	-4.31	1.91	-4	-4
LINCOLN PARK	-8.16%	-5	-4.76	36.2	3	2.97	53%	0	0.00	2.19	-1	-1
LITTLE FALLS	-0.42%	-1	-0.95	36.2	3	2.97	53%	0	0.00	2.19	-1	-1
LITTLE RALEIGH	-6.81%	-5	-4.76	35.5	4	3.95	35%	-5	-5.39	2.09	-3	-3
MAPLE CREEK	2.87%	2	1.90	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
MEADOWBROOK	-1.33%	-1	-0.95	33.7	4	3.95	53%	0	0.00	2.18	-2	-2
MILL VILLAGE	-6.76%	-4	-3.81	36.6	1	0.99	40%	-4	-4.31	1.91	-4	-4
NICODEMUS MILE	6.65%	4	3.81	37.1	0	0.00	86%	5	5.39	2.46	1	1
NORTH CHURCH	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
NORTHGREEN	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
PINEVIEW	-5.50%	-3	-2.85	37.3	-1	-0.99	42%	-3	-3.23	2.20	0	0
SOUTH ACRES	-3.58%	-3	-2.85	35.5	4	3.95	35%	-5	-5.39	2.09	-3	-3
SOUTH GLENDALE	-1.94%	-1	-0.95	37.3	-1	-0.99	42%	-3	-3.23	2.20	0	0
SOUTH ROCKY MOUNT	-6.95%	-5	-4.76	35.5	4	3.95	35%	-5	-5.39	2.09	-3	-3
SOUTH WESLEYAN	1.14%	1	0.95	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
SOUTHEAST ROCKY MOUNT	-4.88%	-3	-2.85	37.3	-1	-0.99	42%	-3	-3.23	2.20	0	0
SPRINGFIELD	-0.42%	-1	-0.95	36.2	3	2.97	53%	0	0.00	2.19	-1	-1
SPRINGFIELD - LEGGETT RD	-0.42%	-1	-0.95	36.2	3	2.97	53%	0	0.00	2.19	-1	-1
STONERIDGE	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
STONEY CREEK	-2.16%	-2	-1.90	41.4	-5	-4.94	47%	-2	-2.16	3.04	4	4
SUNSET WEST	2.60%	1	0.95	38.3	-3	-2.97	70%	3	3.23	2.87	2	2
TAR RIVER	-6.53%	-4	-3.81	36.4	2	1.98	77%	4	4.31	1.87	-5	-5
VILLA PLACE	-3.52%	-2	-1.90	36.6	1	0.99	40%	-4	-4.31	1.91	-4	-4
WEEKS-ARMSTRONG	-6.98%	-5	-4.76	36.2	3	2.97	53%	0	0.00	2.19	-1	-1
WESLEYAN COLLEGE	0.00%	0	0.00	32.2	5	4.94	49%	-1	-1.08	3.15	5	5
WEST BENVENUE	0.00%	0	0.00	38.1	-3	-2.97	64%	2	2.16	3.00	3	3
WEST HAVEN	-3.31%	-2	-1.90	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
WEST HUNTER HILL	8.80%	5	4.76	40.1	-4	-3.95	75%	4	4.31	3.16	5	5
WEST MOUNT	2.87%	2	1.90	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
WESTRIDGE	5.18%	3	2.85	38.3	-3	-2.97	70%	3	3.23	2.87	2	2
WESTRY CROSSING	0.00%	0	0.00	36.1	3	2.97	81%	5	5.39	2.43	1	1
WILLIFORD	1.14%	1	0.95	37.8	-2	-1.98	60%	1	1.08	2.20	0	0
WINDYWOOD	-1.34%	-1	-0.95	36.4	2	1.98	77%	4	4.31	1.87	-5	-5

Appendix C: Rocky Mount Housing Plan Team



Vaughn D. Irons, CEO, & Principal

PROJECT OVERSIGHT

Sharron Kelly Cassandra Prescott Donna Tyler

PROJECT MANAGEMENT

Ryan Hicks David V. Lloyd Davis

PROJECT SUPPORT

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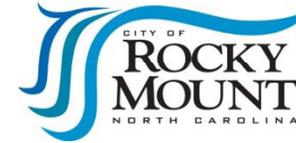
Director of Internship and Career Services Center
North Carolina Wesleyan College

FIELD SURVEY COORDINATION

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Severina McCants

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Stephen Machin Julio Rodriguez Tajah Malone Lawrence Taylor
Brandon McDonald Logan Warren Nekkiia McGee Jackie White



CITY OF ROCKY MOUNT GOVERNANCE TEAM

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Captain Laura Fahnestock Lea Henry
Brenton Bent Joseph Bocook

COMMUNITY ADVISORY STAKEHOLDERS

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Dr. Anthony Jackson Joyce Dickens Kevin Harris Chris Battle Farouk
Hamad Tim Forbes Tim Hicks Dorsey Tobias Lorenzo Carmon
Janice Cooper Dale Joyner Loretta Addison Amanda Bell
Lige Daughtridge



About the Consultant Team



APD Solutions (APDS) is an award winning community and economic development firm providing services and strategies that impact distressed and underserved areas across the United States. Our clients are public and private sector organizations who are seeking ways to revitalize neighborhoods or grow local industry that result in vibrant and competitive places. Our mission is to design strategies and assemble partners that will create socially responsible development, new investment growth, sustainability and quality of life in the communities we serve. To ensure that we are effective in fulfilling our mission, APDS provides the following services:

- **Advisory Services** – Our advisory services help our clients go from concept to completion. We provide evaluation, advice, planning, training, information, support and resources that help our clients achieve the outcomes they desire. Our team develops tailored approaches for each client based upon market realities and best practices, not textbook hypothesis.
- **Program Management Services** – Our program management services help our clients go from overwhelmed to oversight. We implement effective programs through excellence in analysis, structuring, execution, compliance and reporting. Our service reflects our longstanding exposure to the laws and regulations that govern federal, state and local housing programs and economic development incentives.
- **Development Services** – Our development services help our client go from talk to tangible. We execute a full range of acquisition, construction/rehab, asset management, marketing, feasibility, finance, developer and disposition functions for the residential and commercial real estate industry. Our hands-on team provides these services turn-key for clients or our in-house portfolio allowing us to fully understand and mitigate risk.

Our experience in community and economic development has resulted in the creation of a unique service provider. Our staff brings nearly 300 years of combined industry experience to assist in responding to the decline of communities and restore the framework that makes neighborhoods desirable. The APDS team is committed to helping build resilient and prosperous communities wherever we are engaged.





CROSSROADS TO PROSPERITY

HOUSING REPORT

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