



# Lower Dyer Neighborhood Revitalization Strategy

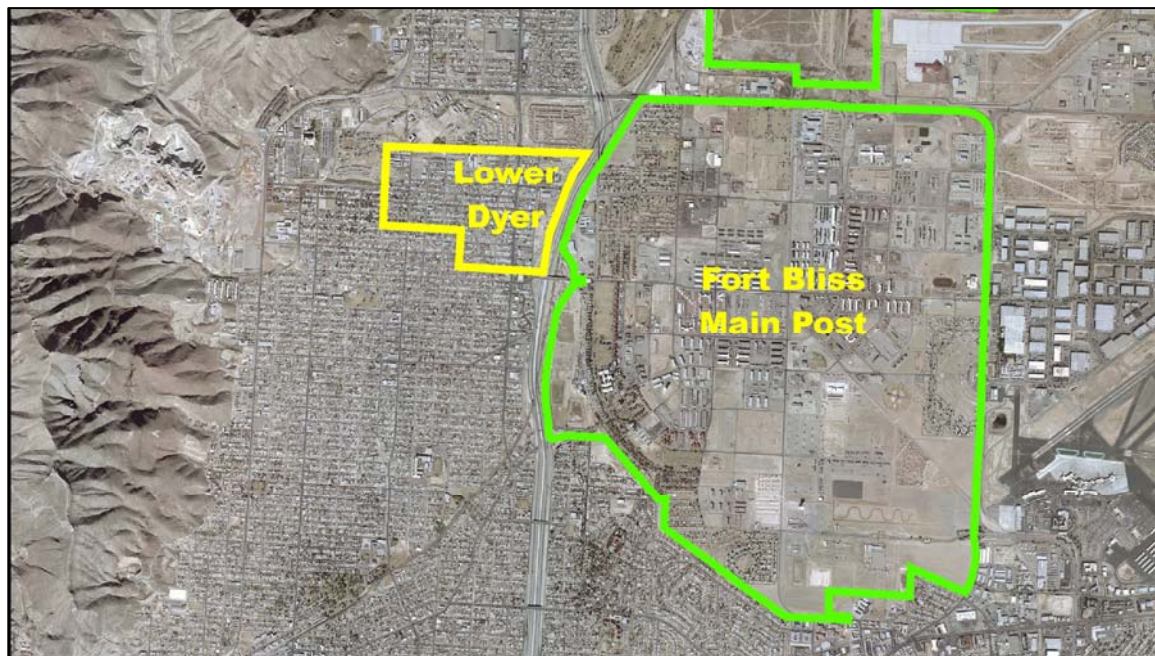
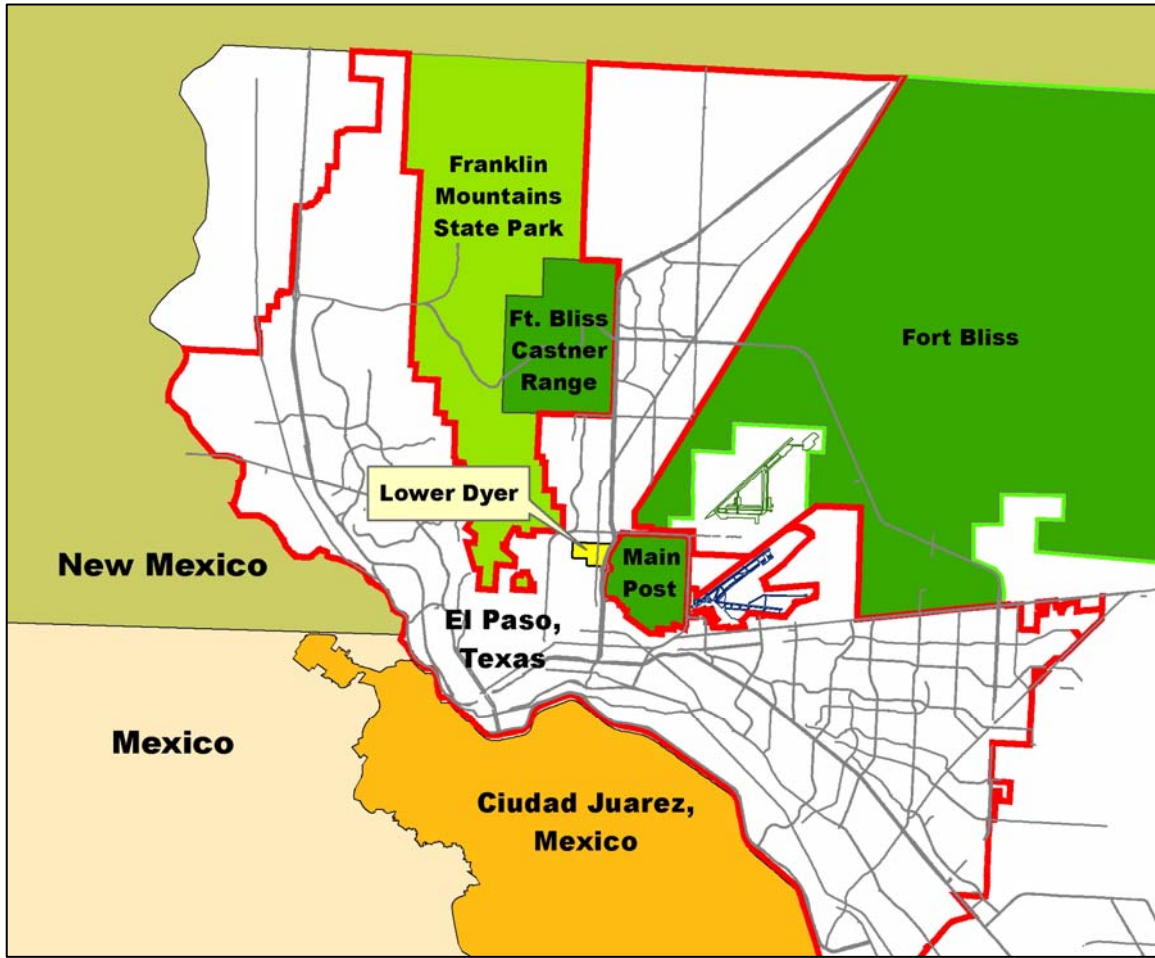


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## **Executive Summary**

One of the El Paso City Council's strategic goals is to develop and implement a comprehensive neighborhood revitalization program. As a result, early in 2006 the City of El Paso Community and Human Development Department (CHD) committed to undertaking revitalization efforts for the City's most distressed neighborhoods. These efforts entail a holistic, comprehensive strategy to promote the long-term physical, economic and social revitalization of neighborhoods. This will be accomplished by focusing local resources, as well as other public and private grants, resources and programs, and concentrating them in these revitalization areas.

The City identified the Lower Dyer Neighborhood as distressed in the summer of 2006. Public meetings and preliminary work commenced on this plan in September of that year.

Through partnerships between residents, property owners, business owners, community organizations, educational institutions and other key stakeholders, this strategy will empower the residents of the neighborhood thus ensuring its sustainability. Agencies and organizations are identified as responsible parties for implementing specific elements. Each element in the strategy has an identified funding source and a completion timeframe. The strategy utilizes benchmarks to measure the success of its elements and full implementation is expected to take five years.

Lower Dyer is a residential neighborhood that is identified by the Dyer Street commercial corridor that passes through it. Homeowners take pride in the neighborhood as do some renters, though most residents concede that the area is distressed and in need of significant improvement.

The neighborhood is located directly outside of Fort Bliss' Cassidy Gate. Troop levels on post are scheduled to increase substantially in the next five years. This increase in population presents a unique opportunity for revitalization of the neighborhood. By working in tandem with neighborhood residents and stakeholders, the following strategy has combined goals that will have a positive and long-lasting impact on the quality of life of the residents and the community.

Issues in the neighborhood were introduced by residents, property owners and stakeholders through public meetings and a survey conducted by the University of Texas El Paso's Center for Civic Engagement. Business owners and operators also met to establish the needs of local businesses. The issues that are addressed in the strategy, and their corresponding goals, were derived from this input and are sorted into the following categories.

- **Safety and Security**
- **Neighborhood Conditions**
- **Housing**
- **Community Services**
- **Economic/Workforce Development**
- **Neighborhood Facilities**
- **Education**
- **Infrastructure**

A prevalence of drug and gang activity, and other illegal activities, are the main **safety and security** issues raised by residents in the neighborhood. Local law enforcement agencies confirm the prevalence of these activities in the neighborhood, and indicate that these are the root causes of other crimes.

A lack of code enforcement leading to poor **neighborhood conditions** is a constant complaint of Lower Dyer residents. Intensive, proactive code enforcement will be necessary to alleviate this stress on the neighborhood.

Homeownership has been proven to be a stabilizing factor in neighborhoods, and homeownership is extremely low in the neighborhood. Affordable homeownership programs can be targeted in the neighborhood, along with other programs to improve **housing** conditions.

**Community services** are sparse in the Lower Dyer Neighborhood. No community service organizations have been identified that are located within the neighborhood boundaries. In particular youth services and programs appear to be significantly lacking. Many service providers have been involved in the creation of strategies to bring services to residents of the neighborhood, including the establishment of a Community Based Development Organization (CBDO).

Businesses and commercial property owners have indicated a desire for **economic development** programs to assist in improving the economic environment along the Lower Dyer commercial corridor. Additionally, a high unemployment rate and large portion of the working-aged population removed from the workforce, creates a need for opportunities through **workforce development** programs.

There are limited **neighborhood facilities** within the neighborhood to serve residents. The most prominent facilities are Travis Elementary School and Our Lady of Assumption Church. Coordination with owners of existing facilities will be necessary to provide much needed services to neighborhood residents. Additionally, coordination with the school district will be vital to increase educational attainment. Enhanced employment opportunities will be available to residents who achieve higher levels of **education**.

Often unnoticed until problems arise, adequate **infrastructure** in a neighborhood is key to the health and safety of its residents. Existing infrastructure was evaluated in Lower Dyer to determine necessary improvements. Some of those improvements will require significant public investment.

This revitalization strategy will inevitably encounter resistance and obstacles. Whether these are in the form of simple skepticism, logistical difficulties, or financial barriers, these challenges must be anticipated and addressed to ensure the success of the strategy. Possible barriers to successful implementation of this strategy include:

*Resistance to change.* The most important precaution that can be taken to ease the fear of change is to make all information about the strategy available to residents and

stakeholders. The intent, and desired results of the strategy must be clearly stated. Input from those affected by the strategy must be thoroughly considered. Constant updates on progress should be distributed amongst the community. Taking these steps and ensuring that stakeholders are aware of various components of the strategy, will minimize resistance.

*Distrust of local government.* This is a common issue that planning efforts encounter. Including all stakeholders from the beginning of plan development through its adoption and implementation, establishes trust.

*Opposition to resources being focused into the Lower Dyer Neighborhood.* In anticipation of this occurrence, the City has established multiple programs through which neighborhoods can be preserved and improved, without diminishing the capacity of the City to implement this strategy.

*Financial Commitment.* Due to limited resources, funds will have to be targeted into this neighborhood in order to have the greatest impact possible.

Partnerships formed throughout the creation of this strategy will be maintained during implementation. Non-profits, private foundations, educational institutions, public entities, community organizations, faith-based organizations, financial institutions, businesses, residents (i.e. the community at large), and the resources that each provides, will be crucial to the success of this revitalization effort. By concentrating these resources over the next five years, issues can be addressed holistically resulting in the successful, comprehensive, and sustainable revitalization of the Lower Dyer Neighborhood.

## Background and Process

### A. The Lower Dyer Neighborhood

The Lower Dyer Neighborhood consists of nearly one half square mile of land in the northernmost reaches of the Central Planning Area. The neighborhood is bounded to the north by Hayes Avenue, the east by Gateway South Boulevard, the south by Polk and Van Buren Avenues, and the west by Justus Street (Figure 1).



Figure 1 - Lower Dyer Neighborhood Boundaries



Lower Dyer is a predominantly residential neighborhood with a mix of single family and multi family housing. Commercial development exists all along Dyer Street and includes groceries, convenience stores, bars, restaurants, and small strip malls. Auto repair shops dominate the southern half of Dyer Street in this neighborhood. Travis elementary school is the only school within the boundaries of the plan, though two other elementary schools also serve certain portions of the neighborhood.

Fort Bliss' main post is located directly to the east of Lower Dyer across the Patriot Freeway (U.S. HWY 54). The Cassidy Gate, one of Ft. Bliss' main gates, feeds into Dyer Street at the southern end of the neighborhood, allowing local businesses to serve the Lower Dyer neighborhood as well as Fort Bliss soldiers and families. Fort Bliss housing is also located along the northern boundary of Lower Dyer along with William Beaumont Army Medical Center facilities.



Fort Bliss' Cassidy Gate

The Lower Dyer community has always had close ties to Fort Bliss, including many Lower Dyer children attending Bliss Elementary School on post. As a result of the recent Base Realignment and Closures (BRAC), El Paso and the Lower Dyer Neighborhood will experience substantial growth in the coming years. The Department of Defense is increasing the number of soldiers at Fort Bliss by roughly 20,000 not including their estimated 33,000 family members in tow. Successful revitalization of the neighborhood will provide increased opportunities, not only for the residents of the Lower Dyer Neighborhood, but also for local businesses and Fort Bliss soldiers. It will be important to maintain open communication and cooperation with Fort Bliss throughout this effort.

Hispanic culture is pervasive and strong throughout the Lower Dyer neighborhood where three quarters of the families speak Spanish at home. A sense of neighborhood pride is strong among many of the residents, though they realize that there are serious issues in the neighborhood that need to be addressed. Keeping the community involved in this process will bolster that pride of place and culture which will likely permeate throughout the remainder of Lower Dyer.

## **B. HUD Requirements**

The Lower Dyer Neighborhood qualifies under HUD guidelines for a Revitalization Strategy Area. The boundaries of the neighborhood form one contiguous area in which 78% of the population is low- to moderate-income (Table 4 in Demographics section). This is not intended to be the City's plan for the neighborhood but rather the neighborhood's plan for their neighborhood. This will only be accomplished by having residents, business owners, financial institutions, non-profits, community groups and all other stakeholders at the table from the inception through completion of the planning process and implementation.

Furthermore, this strategy will assess the current economic situation in the neighborhood. This will include identifying opportunities for economic growth and creating jobs for low- and moderate-income residents of the neighborhood. Barriers to this economic development will be addressed as well. Lastly, performance measures and timelines will be established in order to identify intended results, assess progress and ensure accountability of the agencies and organizations responsible for implementation.

## **C. Community Participation**

### **Public Meetings**

Community meetings were held in the neighborhood to gauge support for a plan and to begin to take input from area residents, property owners and business owners. Neighborhood residents, business owners and representatives from agencies, non-profits, and other organizations were in attendance at the first meeting on September 14<sup>th</sup>, 2006 at Our Lady of Assumption Church. A follow-up meeting was held at Travis Elementary School on October 4<sup>th</sup>, 2006 to give those not able to attend the first meeting an opportunity to voice their opinions about their neighborhood and the possibility of revitalization. Three additional meetings were later conducted at Travis Elementary School to voice and prioritize issues and concerns in the neighborhood. Also, two meetings were conducted with business owners and commercial property owners. Sign-in sheets from those meetings are provided in Appendix C.

The City attempted to notify all residents and property owners in the neighborhood about these public meetings. Each address in the neighborhood was sent a bilingual flier as were all property owners that do not reside in the neighborhood. Posters were also placed in businesses around the neighborhood and the meetings were advertised in the local newspaper.

At these meetings, the attendees were given a presentation (including Spanish translation) about the concept of revitalization and what they should and should not expect from it. They were then given an opportunity to list and prioritize the strengths and weaknesses, as they saw them, in their neighborhood (Appendix A). Some of the comments and issues raised were used to formulate certain questions within a neighborhood resident survey.



**Jorge Almada, President of the Central Neighborhood Association, addresses his neighbors.**

## **Survey**

The University of Texas El Paso's (UTEP) Center for Civic Engagement (CCE) conducted a written survey throughout the neighborhood in order to give as many people as possible an opportunity to provide input (See Appendix B). Surveys were mailed to residents with prepaid return envelopes and students followed up on unreturned surveys by visiting resident's homes. Students also attended church, school and other neighborhood functions attempting to increase participation in the survey. 85 surveys were returned.

The top 5 issues "if funds were available" that residents indicated they would like to see addressed were street lighting, code enforcement, home/property improvement, repairing and/or cleaning streets, and recreational activities and facilities. Other issues commonly raised in the surveys were crime, neighborhood appearance/image, and a lack of youth activities.

The goals and strategies contained in this document are the result of input gathered through public meetings and the survey, as well as demographic analysis.

## **D. Cleanup**

Through public input it was established that code violations and poor neighborhood conditions were issues that most residents agreed detracted from their quality of life. Long-term, focused code enforcement will be necessary to resolve this issue and will likely require that a code enforcement officer be assigned to work exclusively in the Lower Dyer Neighborhood. However, to begin addressing these issues and to kick start the revitalization process, an intensive neighborhood cleanup was conducted on December 2<sup>nd</sup>, 2006.



Source: El Paso Times

The City of El Paso Environmental Services Department conducted a code enforcement sweep through the neighborhood one week prior to the cleanup. Warnings of citation were issued to all owners who had code violations on their properties. Outdoor storage and high weeds were the main focus of the sweep. It was explained to these owners that the upcoming neighborhood cleanup was their opportunity to correct the violation. They were also informed that if they needed assistance they could contact Neighborhood Services to have volunteers assist them the day of the cleanup.



On the day of the cleanup over 70 volunteers joined with Lower Dyer residents to remove approximately 400 cubic yards of debris from their neighborhood. The organizations, agencies, departments and non-profits contributing to the cleanup were:

- Adult Probation (County)
- Better Opportunities for Single Soldiers (Fort Bliss)
- Central Neighborhood Association
- Community Development (City)
- Centro de Salud Familiar La Fe
- El Paso Disposal
- Environmental Services (City)
- El Paso Independent School District
- El Paso Water Utilities
- Groundwork El Paso
- Housing Authority of El Paso
- Jobe Concrete
- Juvenile Probation (County)
- Keep El Paso Beautiful
- Project Bravo
- Project Vida
- Our Lady of Assumption Church
- Rio Grande Council of Governments
- Solid Waste (City)
- Tres Pesetas, Inc.
- United States Army Sergeants Major Academy (Fort Bliss)

There are signs that debris is beginning to accumulate again on properties within the neighborhood. This illustrates the necessity for constant code enforcement to sustain a cleaner neighborhood appearance. Similar cleanups will be conducted throughout implementation of the strategy.

## **E. Community Based Development Organization**

A Community Based Development Organization (CBDO) has been identified, consisting of residents and representatives from a non-profit agency, to improve the physical, economic and social well-being of the Lower Dyer Neighborhood. The CBDO will be responsible for undertaking programs and projects that address the critical needs of low to moderate income families within the neighborhood. The CBDO will be fiscally responsible for the distribution of pre-committed CDBG funds. It is the responsibility of the CBDO to subcontract to other service providers to create a collaboration of services in the neighborhood.

## Neighborhood Overview

### A. Land Use

The Lower Dyer Neighborhood is a predominantly single family residential neighborhood with a commercial corridor passing through it. The Plan for El Paso (1999 Comprehensive Plan) recommends that land uses in the neighborhood, other than the Dyer Street Commercial Corridor, remain strictly residential. The Plan for El Paso established the Dyer Street Commercial Corridor as a specific Activity Corridor. Therefore, recommendations for Dyer Street land uses are much more comprehensive and mixed use development is recommended. Currently, the portion of Dyer Street passing through Lower Dyer is exclusively commercial and the structures lend themselves only to commercial development. Mixed use commercial/residential development along this portion of Dyer Street would require significant reconstruction of existing buildings and is not likely to occur without incentives provided to the owners.

Table 1. Lower Dyer Land Use

|                      | Parcels    |         | Land Area     |         |
|----------------------|------------|---------|---------------|---------|
|                      | Number     | Percent | Acres         | Percent |
| Single Family        | 547        | 65.0%   | 80.0          | 40.5%   |
| Multi-Family         | 155        | 18.4%   | 38.5          | 19.5%   |
| Commercial           | 72         | 8.6%    | 17.7          | 9.0%    |
| Vacant               | 48         | 5.7%    | 10.6          | 5.4%    |
| Church               | 8          | 1.1%    | 7.5           | 3.8%    |
| Government           | 7          | 0.8%    | 22.5          | 11.4%   |
| School               | 1          | 0.1%    | 4.9           | 2.5%    |
| Park                 | 1          | 0.1%    | 6.0           | 3.0%    |
| Utilities - Electric | 1          | 0.1%    | 0.1           | 0.1%    |
| Utilities - Gas      | 1          | 0.1%    | 9.7           | 4.9%    |
| <b>TOTAL</b>         | <b>841</b> |         | <b>197.3*</b> |         |

\* Total Acreage does not include 93 acres of right-of-way

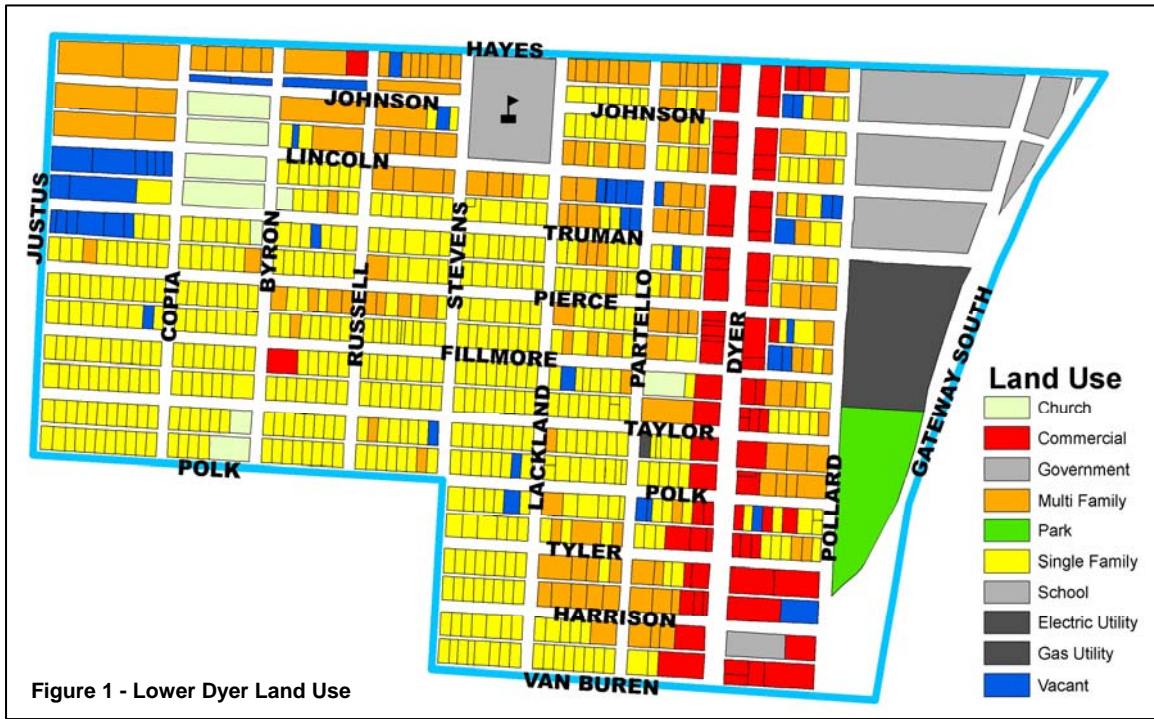
Source: City of El Paso

When looked at from a parcel count or land area perspective, land use in the Lower Dyer Neighborhood is primarily single family residential (Table 1). Single family development accounts for 547 parcels or 65% of all parcels within the neighborhood. This accounts for a combined land area of 80 acres or 40.5% of the total land area in the neighborhood.

Multi family residential is the second most common land use throughout the neighborhood. There are 155 parcels that have been developed for multi family residential purposes making up 18.4% of all parcels. Multi family development fills 38.5 acres of land in Lower Dyer which is 19.5% of the total area.

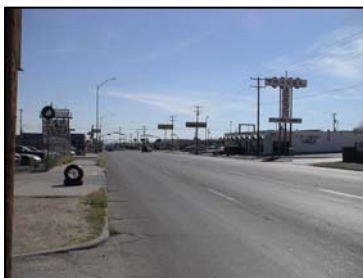
On the surface it would appear that most residents of Lower Dyer live in single family detached dwellings. In actuality, 56.2% of the residential population of the Lower Dyer

Neighborhood resides in multi family units. Housing affordability and other issues relating to these statistics will be covered later in this section.



Commercial is the next most prevalent land use and is concentrated almost entirely along Dyer Street. Some commercial businesses occupy the side streets within a block of Dyer, and two neighborhood serving commercial structures exist within the residential areas of the neighborhood. These 72 commercial properties represent 8.6% of parcels and the 17.7 acres of land represent 9.0% of the neighborhood land area.

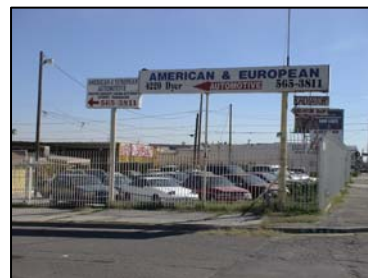
This section of Dyer Street is somewhat notorious for its history of adult businesses and seedy bars and night clubs. There is a large concentration of automobile service related businesses particularly in the southern section of Dyer Street in Lower Dyer. There are however some more neighborhood friendly businesses along Dyer street and inside of the neighborhood. There is a convenience store on the corner of Hayes and Russell and a small commercial complex on the corner of Fillmore and Byron that includes a small grocery, a bakery, and a coin-operated laundry. Among the other businesses along Dyer Street there are small groceries, hardware stores, convenience stores, restaurants, etc.



Looking south from Dyer & Taylor



Dyer & Van Buren



Dyer & Tyler

There are 48 parcels totaling 10.6 acres that are currently vacant in Lower Dyer. These vacant properties are distributed throughout the neighborhood, though the largest concentration of vacant land consists of 14 contiguous parcels located between Justus and Copia, south of Lincoln. These 14 parcels total nearly 4 acres and have several owners. All told 5.7% of parcels and 5.4% of land area in the Lower Dyer Neighborhood is vacant.

Among the social and cultural land uses, several churches are present in Lower Dyer. Our Lady of Assumption Church is the most prominent religious complex in the neighborhood. It occupies the entire square block bounded by Johnson, Byron, Truman and Copia Streets. Other Churches in the neighborhood include Misión La Trinidad at Polk & Byron and Iglesia Bautista El Camino at Partello and Fillmore. All church properties in the neighborhood cover 7.5 acres and are made up of 8 parcels, a relatively small percentage of the area and parcels (3.8% and 1.1% respectively).

Government uses occupy 11.4% of the land area in Lower Dyer or 22.5 acres. Five large parcels of land in the northeastern corner of the neighborhood belong to the United States Government and are used by the National Marine Corps Reserve. The Marine Corps complex is by far the largest government use. A United States Post Office is located at the corner of Dyer & Harrison and is the only other government land use within the boundaries of Lower Dyer. The People of the State of Texas own a small sliver of land between U.S. Highway 54 and its gateway. This sliver is Texas Department of Transportation (TxDOT) right-of-way.

The remainder of land in the Lower Dyer Neighborhood is used for public and private entities. Travis Elementary School, owned by the El Paso Independent School District (EPISD), is located at Stevens and Lincoln and occupies 4.9 acres of land or 2.5% of Lower Dyer land area.

The 6-acre Pollard Street Veteran’s Memorial Park is located in the Southeastern corner of the neighborhood between Gateway South and Pollard Street. Texas Gas Service has a large complex between Pollard Street and Gateway South that is 9.7 acres in size. Lastly, the El Paso Electric Company owns a small parcel of land on the corner of Taylor and Partello.



Pollard Street Veteran's Memorial Park



## B. Demographic Analysis

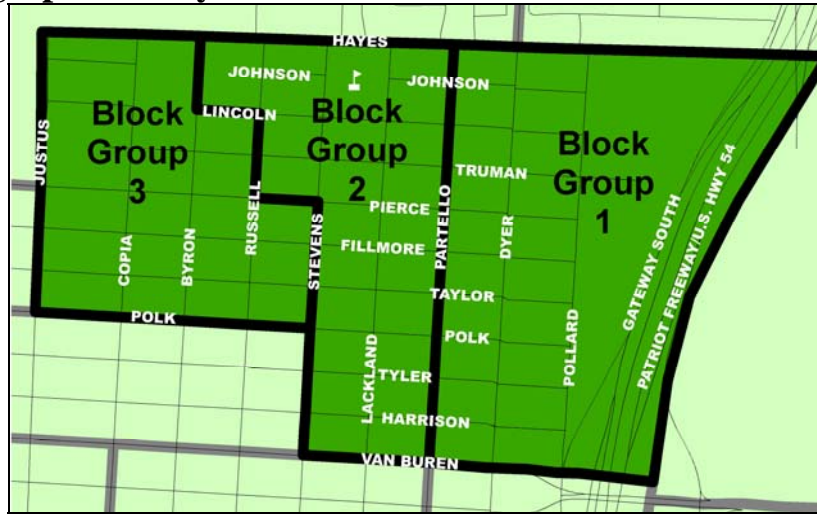


Figure 2 - Lower Dyer Block Groups

The Lower Dyer Neighborhood consists entirely of three census block groups located within Census Tract 8. Because there are demographic differences between each block group, it was sometimes appropriate to analyze each block group separately as is done on occasion in this section. More often, however, the demographics for the three block groups were combined, as this plan intends to address the Lower Dyer Neighborhood as a whole and not by its individual block groups. The 2000 U.S. Census was used for a majority of the data in this section and though this data is roughly seven years old, there are no indications that trends in this neighborhood have significantly changed over the past decade.

Table 2. Population, Gender, Race/Ethnicity and Poverty

|                                | Lower Dyer   | City of El Paso | Texas      | United States |
|--------------------------------|--------------|-----------------|------------|---------------|
| <b>Population</b>              | 4,313        | 563,662         | 20,851,820 | 281,421,906   |
| <b>Gender</b>                  |              |                 |            |               |
| Males                          | 46.0%        | 47.4%           | 49.6%      | 49.0%         |
| Females                        | 54.0%        | 52.7%           | 50.4%      | 51.0%         |
| <b>Race/Ethnicity</b>          |              |                 |            |               |
| Hispanic/Latino                | 88.1%        | 76.6%           | 32.0%      | 12.5%         |
| White                          | 5.0%         | 18.3%           | 52.4%      | 69.1%         |
| Black                          | 3.5%         | 2.8%            | 11.3%      | 12.1%         |
| Asian/Pacific Islander         | 0.0%         | 1.1%            | 2.7%       | 3.7%          |
| American Indian/Alaskan Native | 0.4%         | 0.3%            | 0.3%       | 0.7%          |
| Other                          | 2.9%         | 0.8%            | 1.2%       | 1.8%          |
| <b>Below Poverty Level</b>     | <b>41.1%</b> | 22.2%           | 15.4%      | 12.4%         |

Source: 2000 U.S. Census

There are 4,313 residents of the Lower Dyer Neighborhood. For much of this analysis, those 4,313 persons will be compared to the 563,622 residents of the City of El Paso (Table 2). Gender distribution in Lower Dyer roughly mirrors that of the city as a whole, with a slightly higher percentage of females. A prominent difference between Lower Dyer and the rest of the city is found in ethnic diversity. The City of El Paso is populated by a 76.6% Hispanic/Latino majority, with the second most prevalent group being Whites at 18.3%. Black, Asian/Pacific Islander, American Indian and all other races represent less than 3% of El Paso’s population.

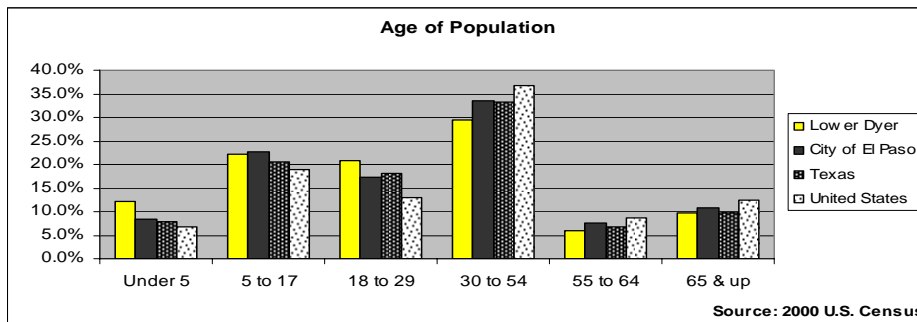
In Lower Dyer, though the Hispanic and White populations are still the first and second most prevalent, the Hispanic majority is much greater than that of the entire City. Over 88% of Lower Dyer residents are Hispanic, 5% are White, and 3.5% are black. There is a higher percentage of Lower Dyer households that speak Spanish in the home and a higher percentage of those households struggle with English (Table 3). This can lead to difficulties in the educational system which affects a person’s ability to earn a comfortable living wage. This is likely one reason the poverty rate in Lower Dyer is nearly double that of the City. The City of El Paso has 22.2% of households living below the poverty level; Lower Dyer has 41.1% (Table 2).

**Table 3. Language Spoken at Home and English Speaking Ability**

|   | Lower Dyer   | City of El Paso | Texas        | United States |
|---|--------------|-----------------|--------------|---------------|
| Speak Spanish at Home & English "very well"           | 39.0%        | 39.0%           | 14.7%        | 5.5%          |
| Speak Spanish at Home & English "well"                | 12.5%        | 14.5%           | 5.5%         | 2.2%          |
| Speak Spanish at Home & English "not well"            | 16.3%        | 9.3%            | 4.2%         | 2.0%          |
| Speak Spanish at Home & English "not at all"          | 11.1%        | 6.1%            | 2.6%         | 1.1%          |
| <b>Population that Speaks Spanish at Home (Total)</b> | <b>78.9%</b> | <b>68.9%</b>    | <b>27.0%</b> | <b>10.7%</b>  |
| Speak ONLY English                                    | 20.3%        | 28.7%           | 68.8%        | 82.1%         |

Source: 2000 U.S. Census

The age distribution of the Lower Dyer population is roughly the same as that for the City, with a slightly larger under 18 age group and smaller 18-64 age group (Figure 3). These differences are small but they do result in a slightly smaller percentage of Lower Dyer residents being in the workforce.



**Figure 3 – Age Distribution for Lower Dyer and The City of El Paso**

**Income & Workforce**

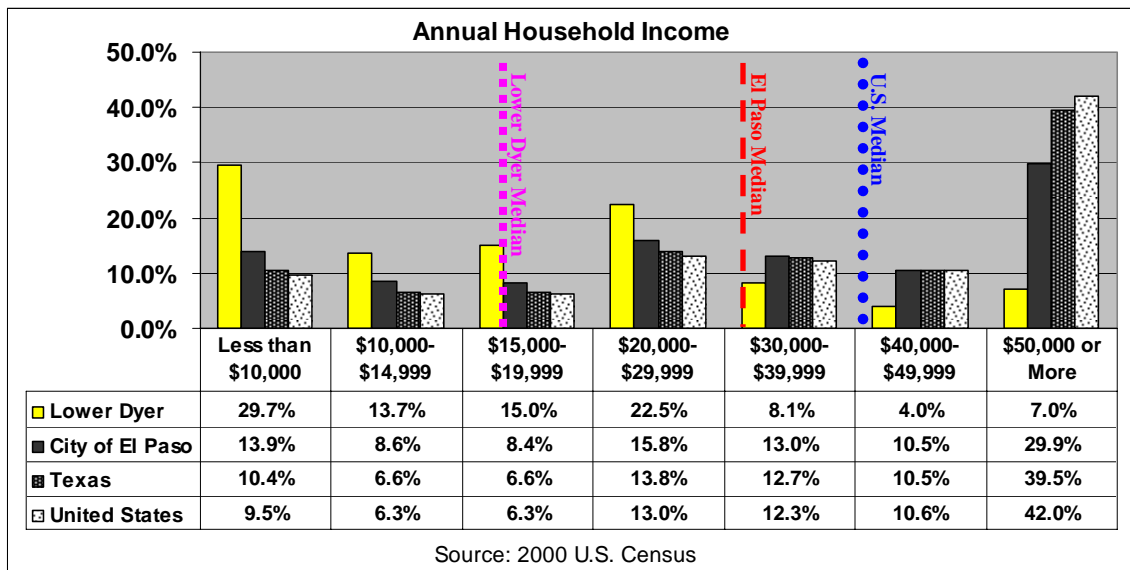
The Lower Dyer Neighborhood is a Community Development Block Grant (CDBG) eligible area, with 78% of the population being of low- to moderate-income (Table 4).

**Table 4. Low-Mod Population**

| Lower Dyer   |             |             |                    |                 |
|--------------|-------------|-------------|--------------------|-----------------|
| Census Tract | Block Group | Population  | Low-Mod Population | Percent Low-Mod |
| 8.00         | 100         | 1165        | 947                | 81.3%           |
| 8.00         | 200         | 1882        | 1521               | 80.8%           |
| 8.00         | 300         | 1266        | 895                | 70.7%           |
| <b>TOTAL</b> |             | <b>4313</b> | <b>3363</b>        | <b>78.0%</b>    |

Source: 2000 U.S. Census

The annual household income of Lower Dyer residents shows a stark contrast from that of the City. Where nearly 30% of Lower Dyer households have an annual income of less than \$10,000, a much smaller 13.9% of the City as a whole makes less than \$10,000 (Figure 4). At the other extreme, nearly 30% of households in The City of El Paso make more than \$50,000 annually. In Lower Dyer, only 7% of households make over \$50,000.



**Figure 4 - Median Household Income Comparison**

The red, dashed line on Figure 4 indicates the median household income for The City of El Paso which is \$32,124. Over 80% of the households in Lower Dyer have an income below that of the City’s median. The median household income of block group 1 in Lower Dyer is \$12,476, for block group 2 it is \$16,858 and for block group 3 it is \$20,991. The purple, dotted line indicates the median annual household income for block group 2. The Census Bureau does not provide enough data to be able to accurately find a

combined median household income for the three block groups, and as block group 2 has the greatest population of the three, it was used for this example. Over 80% of households in Lower Dyer have an annual income below the median for El Paso. Nearly 90% are below the national median household income (blue dotted line). This disparity in income levels is reflective of the types of occupations held by Lower Dyer residents in relation to those of the city at large (Table 5).

**Table 5. Type of Occupation**

|   | <b>Lower Dyer</b> | <b>City of El Paso</b> | <b>Texas</b> | <b>United States</b> |
|---|-------------------|------------------------|--------------|----------------------|
| Management, Professional, and related           | 13.0%             | 31.3%                  | 33.3%        | 20.1%                |
| Service   | 35.1%             | 16.9%                  | 14.6%        | 14.9%                |
| Sales and Office                                | 18.0%             | 29.1%                  | 27.2%        | 26.7%                |
| Construction, Extraction, and Maintenance       | 14.6%             | 7.4%                   | 10.9%        | 9.4%                 |
| Production, Transportation, and Material Moving | 18.9%             | 14.6%                  | 11.2%        | 14.6%                |
| Farming, Fishing and Forestry                   | 0.4%              | 0.2%                   | 0.7%         | 0.7%                 |
| <b>TOTAL</b>                                    | <b>100.0%</b>     | <b>99.5%</b>           | <b>98.0%</b> | <b>86.5%</b>         |

Source: 2000 U.S. Census

The two categories that stand out most in Table 5 are the Service occupations and the Management, Professional, and related occupations. Service occupations include healthcare support, protective services (i.e. fire fighters, law enforcement, etc), food preparation and serving, building and grounds maintenance, and personal care and service. 18% more Lower Dyer workers are in the Service industry than are workers citywide, and 18% more citywide workers are in Management and Professional occupations than are Lower Dyer workers. Typically the lowest paying service occupations are food preparation and serving, and building and grounds maintenance. Of the 35.1% of Lower Dyer workers in Service occupations, over 75% work in food preparation and serving or building and grounds maintenance.

Management, Professional and related occupations and Sales and Office occupations (sales or administrative support staff) generally produce the greatest income. 60.4% of the El Paso population works in these fields, while only 31% of Lower Dyer workers do. In order to qualify for these types of jobs an applicant will usually be required to have a certain level of education and/or experience. Educational attainment levels in Lower Dyer are significantly less than the rest of the El Paso population, which will be discussed in further detail later in this section.

The unemployment rate in Lower Dyer is also much higher than that of the City. Lower Dyer has a smaller percentage of residents in the workforce yet still nearly double the unemployment (Table 6). Figure 3 showed that Lower Dyer has a slightly higher percentage of residents under age 18, which indicates that the workforce will increase. It is crucial that this population enter the workforce with the skills and knowledge necessary to find gainful employment.

**Table 6. Labor Force and Unemployment**

|                                    | Lower Dyer | City of El Paso | Texas      | United States |
|------------------------------------|------------|-----------------|------------|---------------|
| Population                         | 4,313      | 563,662         | 20,851,820 | 281,421,906   |
| Labor Force                        | 1,536      | 233,305         | 9,937,150  | 138,820,935   |
| % of Population in the Labor Force | 35.6%      | 41.4%           | 47.7%      | 49.3%         |
| Total Employed                     | 1,244      | 212,401         | 9,340,963  | 130,873,649   |
| Unemployment Rate                  | 19.0%      | 9.0%            | 6.0%       | 5.7%          |

Source: 2000 U.S. Census

Another impediment to gaining employment is the ability to commute to and from work. Not having private transportation can place spatial constraints on an individual’s ability to find employment. Public transportation is a viable option in El Paso; however studies have shown that welfare recipients without private transportation see limitations in employment opportunities.

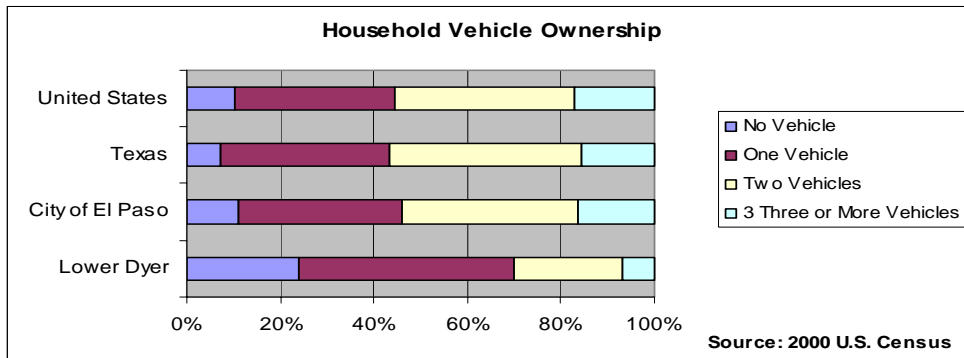
“...a reliance on public transit significantly reduces their access to employment. In these [job-poor] neighborhoods, long and unreliable commutes on public transit often severely limit their ability to find and reliably travel to and from work.”  
(Blumenburg & Ong, 2001)

The number of persons per household in El Paso and in Lower Dyer is basically the same; the number of available vehicles per household is not (Table 7). Nearly one quarter (23.8%) of all households in the Lower Dyer Neighborhood do not have any available vehicle compared to 11% citywide. Having access to more than one vehicle increases the opportunity for a family to have more than one income. Citywide, 54% of households have two or more vehicles available, while in Lower Dyer only 30.1% do.

**Table 7. Vehicle Ownership**

| Number of Vehicles Available | Lower Dyer | City of El Paso | Texas | United States |
|------------------------------|------------|-----------------|-------|---------------|
| No Vehicle                   | 23.8%      | 11.0%           | 7.4%  | 10.3%         |
| One Vehicle                  | 46.1%      | 35.1%           | 36.0% | 34.2%         |
| Two Vehicles                 | 23.4%      | 37.8%           | 40.9% | 38.4%         |
| 3 Three or More Vehicles     | 6.7%       | 16.2%           | 15.7% | 17.1%         |

Source: 2000 U.S. Census



**Figure 5 - Vehicle Ownership**

## Education

Education is a catalyst for economic development and is critical to expanding employment opportunities. The more educated a person is the greater the likelihood that they will earn more income. Furthermore, there is a direct relationship between educational attainment and poverty.

“High poverty rates have been linked to low levels of educational attainment. Low levels of formal education have been linked to employment in low wage earning jobs. Low wages have been linked to subsistence living. As can be seen, the links create a cycle from poverty to poverty.” (Miller, 1998)

Individuals without a high school diploma are three times more likely to live below poverty level (Miller, 1998). The 2000 Census only relates poverty and educational attainment by non-family householders and unrelated individuals. Still, the numbers support the poverty to educational attainment relationship. Among the El Paso population of non-family householders and unrelated individuals with high school diplomas, 20% are below poverty level, while for those without high school diplomas, 58% are below poverty level.

Table 8 shows that 54% of Lower Dyer residents, 25 years or older, do not have high school diplomas. It is then not surprising to reflect back to Table 2 and see that 41.1% of Lower Dyer residents are below poverty level. Not having a high school diploma is a limiting factor to one’s employability. It then follows that obtaining a college degree increases ones employability and opportunity to make more money. 18% of the El Paso population has continued beyond high school to receive a bachelor degree or higher, while only 2% of Lower Dyer residents have. Again, it appears that the generally low educational attainment of Lower Dyer residents is contributing to lower household income.

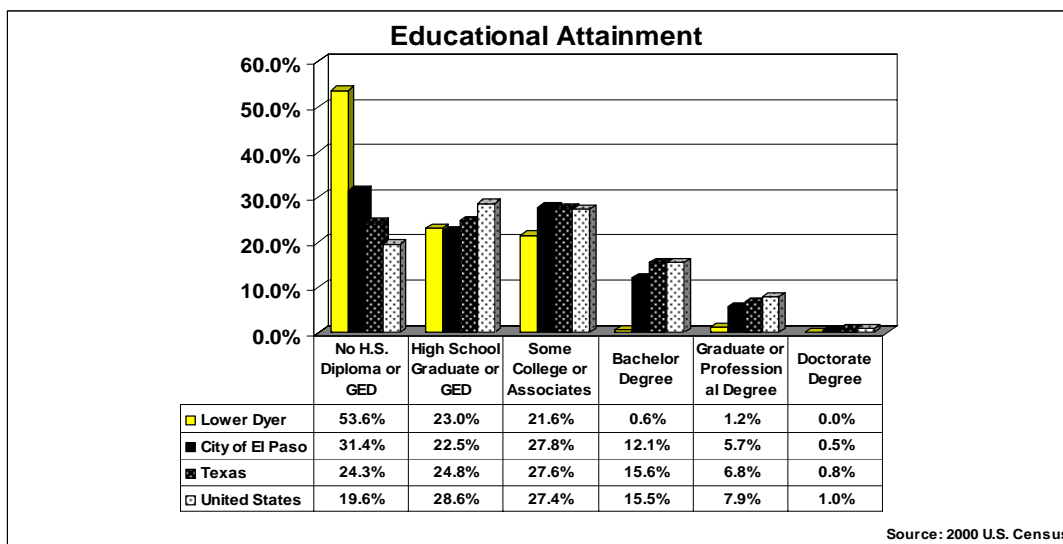


Figure 6 - Educational Attainment

The percentage of Lower Dyer residents with some college or an associate degree may indicate that more of the younger generation is moving beyond high school and onto more advanced education or professional training. However, it is not clear once these individuals establish employment and steady income, that they do not then leave Lower Dyer and move into more educated, affluent neighborhoods.

High dropout rates are often accompanied by other issues within a neighborhood. Typically, neighborhoods with significant high school dropout rates will see increased crime, gang activity and graffiti.

**Table 8. High School Dropout Rate**

|  | <b>Lower Dyer</b> | <b>City of El Paso</b> | <b>Texas</b> | <b>United States</b> |
|--|-------------------|------------------------|--------------|----------------------|
| <b>Population ages 16-19</b>                               | 294               | 36,351                 | 1,289,185    | 15,930,458           |
| <b>Not Enrolled in School and Not High School Graduate</b> | 93                | 3,185                  | 160,699      | 1,562,184            |
| <b>Dropout Rate</b>  | <b>31.6%</b>      | 8.8%                   | 12.5%        | 9.8%                 |

Source: 2000 U.S. Census

Dropout rate was determined in Table 9 by using Census data for the population between ages 16 and 19 that are not currently enrolled in high school. The high school dropout rate in Lower dyer is three to four times that of the city as a whole. Not surprisingly, in public meetings, Lower Dyer residents voiced concerns about drug use, crime, gang activity and graffiti.

**Housing**

There are many questions that must be answered to create a clear picture of the housing situation in a neighborhood. How old is the housing stock? What percentage of the housing stock is single family versus multi family? Are there a significant number of vacancies? What is the ratio of owner occupied to renter occupied housing units? How long do people remain in their homes? And lastly, and most importantly, is the housing affordable to neighborhood residents? This sub-section will analyze the state of housing in the Lower Dyer Neighborhood by addressing these questions.

Figures 7 and 8 illustrate how the housing stock of the Lower Dyer Neighborhood was developed over time. The first home in Lower Dyer was built in 1920 at what is now 4315 Pollard St., across from the Pollard Street Veteran’s Memorial Park. Over the next twenty years an average of one house per year was built until 1940 which saw the construction of 19 homes. The bulk of single family home building in Lower Dyer took place between 1945 and 1960 when nearly three quarters of all Lower Dyer houses were built. A spike occurred at the height of the housing boom in 1982 when 45 single family homes were built mostly along Pierce and Fillmore Streets east of Byron. This event essentially built out the remainder of the neighborhood. There are 543 single family homes in Lower Dyer.

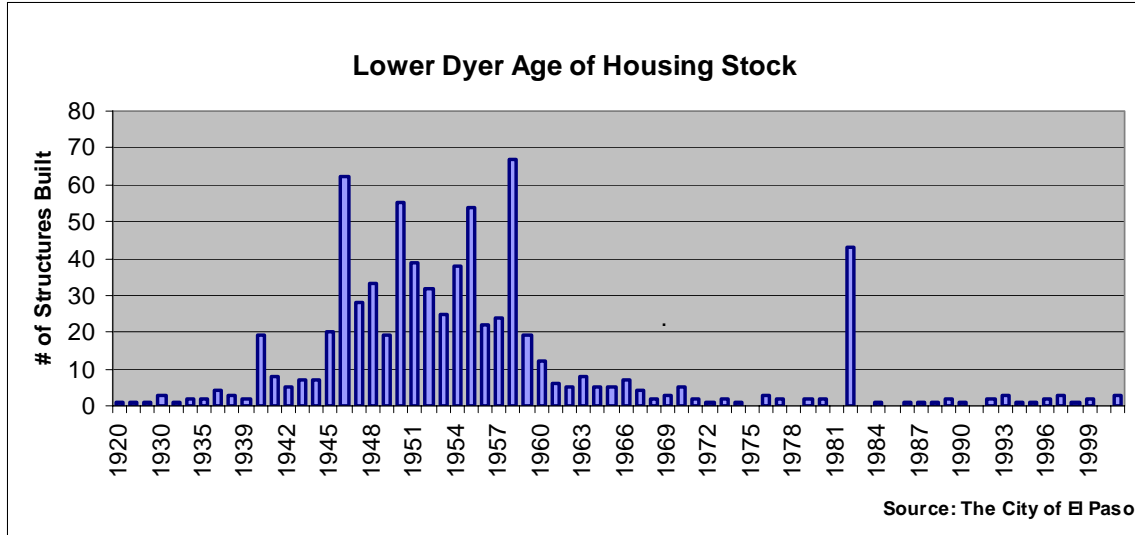


Figure 7 - Number of housing structures built each year from 1920-2003

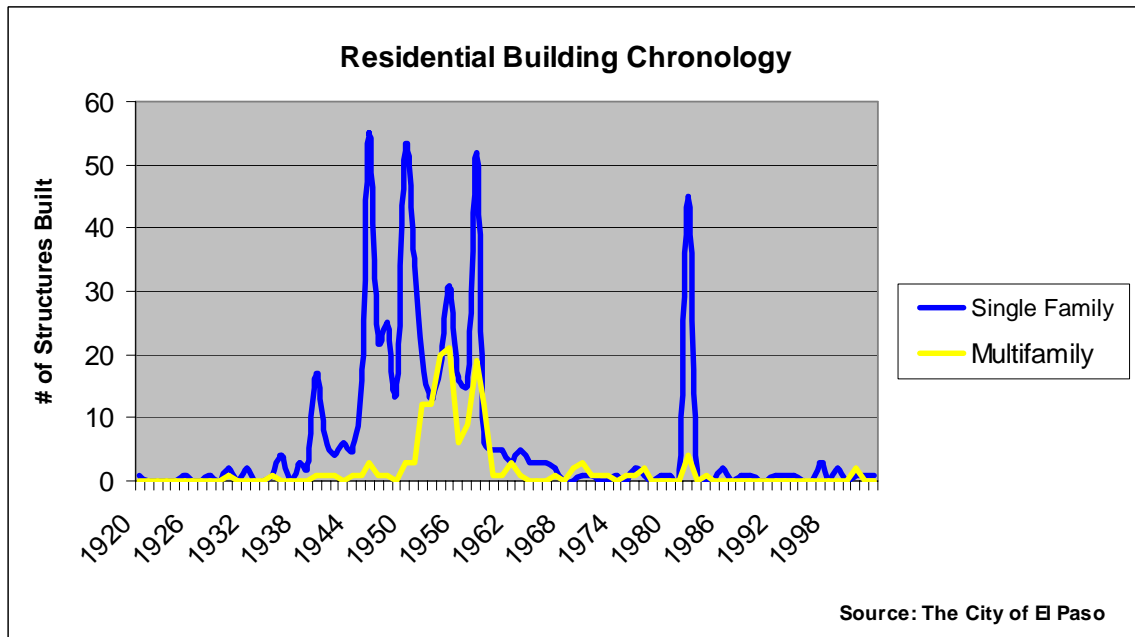


Figure 8 - Number of single and multifamily housing structures built

The first multi family structure was a six unit apartment complex built in 1930 at what is now the corner of Partello and Tyler Streets. Most multi family complexes, 72%, were built between 1952 and 1959. They range from as small as two or three units to the largest in the neighborhood which is 44 units. In all there are 155 multi family structures containing 1,033 units in the Lower Dyer Neighborhood.

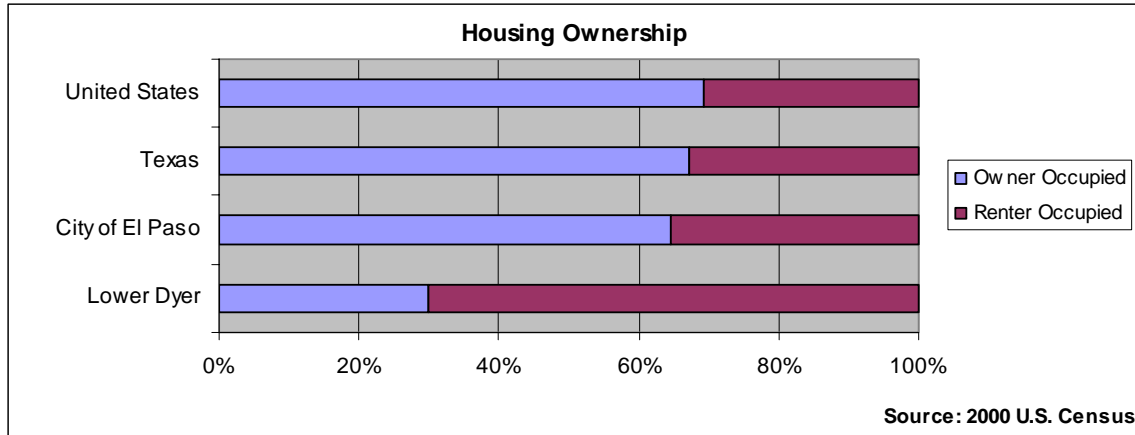
The fact that roughly two out of three housing units in lower dyer is multi family begins to explain why 68.4% of the households in Lower Dyer are renter occupied.



Table 9. Housing Ownership

|                        | Lower Dyer | City of El Paso | Texas | United States |
|------------------------|------------|-----------------|-------|---------------|
| <b>Owner Occupied</b>  | 29.9%      | 64.6%           | 67.1% | 69.2%         |
| <b>Renter Occupied</b> | 70.1%      | 35.4%           | 32.9% | 30.8%         |

Source: 2000 U.S. Census



Source: 2000 U.S. Census

Figure 9 - Housing Ownership

The first indication that housing affordability may be an issue in this neighborhood is that only 26.8% of households are single family detached, owner occupied.

Table 10. Housing Type

|                                 | Lower Dyer | City of El Paso |
|---------------------------------|------------|-----------------|
| <b>Owner Occupied</b>           |            |                 |
| Single Family Detached          | 26.8%      | 55.5%           |
| Single Family Attached (Duplex) | 0%         | 2.4%            |
| 2-9 units                       | 4.4%       | 0.8%            |
| 10-19 units                     | 0%         | 0%              |
| 20-49 units                     | 0%         | 0%              |
| 50 or More units                | 0%         | 0.1%            |
| <b>Renter Occupied</b>          |            |                 |
| Single Family Detached          | 12.5%      | 10.6%           |
| Single Family Attached (Duplex) | 4.6%       | 2.8%            |
| 2-9 units                       | 38.3%      | 10.9%           |
| 10-19 units                     | 9.3%       | 3.4%            |
| 20-49 units                     | 2.0%       | 2.3%            |
| 50 or More units                | 2.2%       | 7.9%            |

Source: 2000 U.S. Census

Meanwhile the remainder of the single family detached houses are renter occupied accounting for 12.5% of households in the neighborhood. This figure is not significantly larger than the City, but when comparing both percentages the problem comes more into focus.

Adding together the percentages of single family detached, renter *and* owner occupied housing, 39.3% of households live in single family detached houses. Using this figure, we find that only 68.2% of the single family detached houses in Lower Dyer are owned by occupants. When compared to all of El Paso where 66.1% of all housing is single family detached and 10.6% are renter occupied single family detached, we see that 84% of single family detached homes citywide are owner occupied.

This disparity in ownership of single family homes is an indication that housing affordability is a problem in this neighborhood. Over the past three decades home ownership has become a much more difficult goal to achieve. Throughout most of the country housing prices have ballooned in recent years, forcing many low- and moderate-income families to remain in the rental market with little hope of ownership and accruing equity. This trend is evident in The City of El Paso and even more so in Lower Dyer.

**Table 11. Median Year Householder Moved into Unit**

|                        | Lower Dyer     |                |                | City of El Paso |
|------------------------|----------------|----------------|----------------|-----------------|
|                        | *Block Group 1 | *Block Group 2 | *Block Group 3 |                 |
| <b>Owner Occupied</b>  | 1979           | 1974           | 1981           | 1990            |
| <b>Renter Occupied</b> | 1999           | 1999           | 1999           | 1998            |

Source: 2000 U.S. Census

Table 12 shows that a large number of home owners in Lower Dyer have owned their property for many years. In fact, the median householder in Lower Dyer has owned their home for more than a decade longer than the median El Paso home owner. The rental market is quite the opposite in Lower Dyer and is consistent with the rest of the City. Two out of three renters in Lower Dyer have been in their apartment or house for one year or less.

Comparing the percentages of renters to owners who have lived in their residence for either 1 year or less or 2-5 years, it appears that there is a large transitional population in the neighborhood. Comparing the numbers for renter occupied units for one year or less (65.4%) and that of 2-5 years (21.6%), it would appear that much of the renter population is leaving their dwelling after only one year of residence. With only 22.9% of *home owners* being in their homes for 1 or less or 2-5 years, clearly most of these renters are not leaving their rental dwellings in order to purchase homes in this neighborhood.

A large renter population creates image and appearance issues in many neighborhoods. Renters are far less likely to take pride in their dwellings or their neighborhood and therefore put less interest and effort into maintaining or improving the appearance of their homes. Also most of the apartment complex owners do not live in the neighborhood, many live in other cities, and this creates similar upkeep issues for these properties.

**Table 12. Duration of Occupancy**

|                        | Lower Dyer | City of El Paso |
|------------------------|------------|-----------------|
| <b>Owner Occupied</b>  |            |                 |
| 1 Year or less         | 11.9%      | 10.1%           |
| 2-5 Years              | 11.0%      | 21.4%           |
| 6-10 Years             | 4.0%       | 17.6%           |
| 11-20 Years            | 18.2%      | 19.0%           |
| 21-30 Years            | 17.3%      | 16.7%           |
| 31 or more Years       | 37.6%      | 15.2%           |
| <b>Renter Occupied</b> |            |                 |
| 1 Year or less         | 65.4%      | 44.6%           |
| 2-5 Years              | 21.6%      | 35.3%           |
| 6-10 Years             | 4.8%       | 9.8%            |
| 11-20 Years            | 5.3%       | 7.2%            |
| 21-30 Years            | 1.0%       | 1.9%            |
| 31 or more Years       | 1.9%       | 1.2%            |

Source: 2000 U.S. Census

The ability to own a home depends on the amount of income necessary to own that home. It is generally accepted that a family should not spend more than 30% of their income on housing costs. Families allocating more than this may have difficulties meeting other subsistence needs, including food and healthcare. This appears to be a problem in Lower Dyer. El Paso home prices have increased by 39.8% in the last three years, far more than the national average of 24.8% (Federal Reserve Bank of Dallas, 2006). Homeownership has become increasingly difficult for many El Pasoans as wages have not increased proportionately with housing prices. Affordability was an issue in Lower Dyer before this increase in home prices took place and the past three years has only exacerbated the situation.

**Table 13. Housing Affordability**

|  | Lower Dyer    |               |               | City of El Paso | Texas    | United States |
|--|---------------|---------------|---------------|-----------------|----------|---------------|
|  | Block Group 1 | Block Group 2 | Block Group 3 |                 |          |               |
| Median Household Income                                    | \$12,476      | \$16,858      | \$20,991      | \$32,124        | \$39,927 | \$41,994      |
| Median Monthly Income                                      | \$1,040       | \$1,405       | \$1,749       | \$2,677         | \$3,327  | \$3,500       |
| % Income for Affordable Payment                            | 30%           | 30%           | 30%           | 30%             | 30%      | 30%           |
| Affordable Monthly Payment based on Median Monthly Income  | \$312         | \$421         | \$525         | \$803           | \$998    | \$1,050       |
| Median Monthly Owner Costs for Housing Units w/ a Mortgage | \$550         | \$390         | \$691         | \$810           | \$986    | \$1,088       |
| Median % Income Spent on Housing w/ a Mortgage             | 52.9%         | 27.8%         | 39.5%         | 30.3%           | 29.6%    | 31.1%         |
| Median Gross Rent  | \$340         | \$365         | \$442         | \$474           | \$574    | \$602         |
| Median % Income Spent on Rent                              | 32.7%         | 26.0%         | 25.3%         | 17.7%           | 17.3%    | 17.2%         |

Source: 2000 U.S. Census

Seven years ago, the 2000 Census revealed a serious housing affordability issue in Lower Dyer (Table 13). The median household income for El Paso was right on par with the median monthly owner costs for housing units with a mortgage. An individual making \$32,124 could affordably spend \$810 per month on housing costs, meaning that 30% of their pre-tax income was going towards these costs. This means that citywide, the average El Pasoan could affordably own the average El Paso House. This was not the case in Lower Dyer.

Only in block group 2 could a family of median Lower Dyer income affordably make median housing cost payments. This is a result of median owner costs for housing units with a mortgage being substantially lower in block group 2 than in the other two groups. In this group the median monthly housing costs were only \$390. In block group 3, where monthly housing costs were \$691, a family making the median monthly income of \$1,749 would have been spending 40% of their income to own the median home. That is 10% above the standard for affordability. Affordability was the worst in block group 1 where the median monthly income was \$1,040 and the median owner costs were \$550. A median income household for block group 1 would have been spending 53% of their income on the median home in that area of the neighborhood.

Renting property appears to be much more affordable for Lower Dyer residents. Only in block group 1 would a household making the median income still have to make housing cost expenditures beyond 30% when renting the median dwelling. Median gross rents for block groups 2 and 3 proved to be affordable for the median income household.

A combination of low wages and high housing costs are preventing many Lower Dyer residents from becoming homeowners. This is evidenced by the 68.4% renter population in Lower Dyer. There are, however, opportunities to increase affordable housing stock in the area as 12.6% of all Lower Dyer housing units are vacant (Table 15).

**Table 14. Vacant Housing Stock**

|                                  | <b>Lower Dyer</b> | <b>City of El Paso</b> |
|----------------------------------|-------------------|------------------------|
| <b>% of vacant housing stock</b> | 12.6%             | 6.0%                   |

Note: Of the 197 vacant housing units in the Lower Dyer Neighborhood, 156 or 79% are rental units.

Source: 2000 U.S. Census

It must be stressed that though this housing affordability data is from the 2000 U.S. Census, the seven years since the census was conducted have seen housing prices citywide increase at a greater rate than income levels. Therefore, it can only be assumed that housing in Lower Dyer has become less affordable in recent years, as is the case citywide.

## **C. Demographic Conclusions**

Many of the issues in the Lower Dyer Neighborhood are the result of a population with far less income than the majority of the City. Low educational attainment and high dropout rates are resulting in a less skilled workforce. A significant number of residents are not proficient in English and are therefore less employable. Lack of available transportation is creating a spatial barrier to finding employment. All of these factors are contributing to high unemployment and poverty rates.

Homeownership is a goal that is difficult to achieve in low-income neighborhoods with rising housing costs and stagnant wages. The average Lower Dyer resident cannot afford to own the average Lower Dyer house. As a result, owner occupied single family homes represent barely one quarter of the households in the neighborhood. Low ownership detracts from neighborhood identity and pride and commonly results in appearance and maintenance issues.

Judging from comments at public meetings and survey responses, there is not a lack of pride or identity among homeowners in Lower Dyer. There is, in fact, a strong desire to bring the neighborhood up and better the quality of life for its residents. This willingness of residents to participate and affect positive change in their neighborhood will make this strategy successful and will help to create a community of opportunity in the Lower Dyer Neighborhood.

## **D. Baseline Facilities and Services**

In order to implement a comprehensive strategy for neighborhood revitalization, an analysis of current neighborhood facilities and services must be conducted. City departments and local agencies assessed the condition of these facilities and services in the Lower Dyer Neighborhood. Residents were also given an opportunity to rate many of the facilities and services provided to them through public meetings and surveys.

It is important to consider the outside point of view from agencies and the internal perspectives of residents together, as there often may be disagreement between the two. When conflict in perceptions of quality of service and facilities exists, a dialog needs to be initiated between the two parties and a resolution or understanding must be reached. For instance, an agency may feel that it is providing a quality service to neighborhood residents, while those residents may feel that the service is inadequate or not worthwhile. By bringing both parties to the table, the agency may learn how to better tailor their services to the residents or the residents may discover value in a service that they had not been taking advantage of.

### **Infrastructure**

Infrastructure can often be overlooked during cursory discussion of neighborhood issues, as social and economic issues frequently seem more important to residents. Infrastructure is however, the physical foundation on which a neighborhood is built. Incomplete or deteriorating roads, street lights, water lines, and all other infrastructure can impact not only the physical condition of a neighborhood but also its social and economic health. Conversely, it stands to reason that completing or repairing these elements can prove to help in addressing other issues in a neighborhood. For example a repaired road may lower vehicle maintenance costs, increased street lighting may deter crime, and repaired water and sewer pipes may prevent property damage and health issues.

An inventory of current infrastructure was conducted to identify necessary improvements for the neighborhood.

#### **STREETS**

As part of the 2004 Bond Election streets improvements, the following streets have been resurfaced since 2004: Fillmore from Pollard to Justus, Van Buren from Dyer to Justus, Pollard from Van Buren to Hayes, Truman from Dyer to the dead end, and Hayes from Byron to Pollard (Figure 10). Currently no future street improvements are planned in Lower Dyer. However, the Streets Department has identified the following streets as possible candidates for future resurfacing: Johnson, Lincoln, Truman (east of Dyer), Pierce, Taylor, Polk, Tyler, Harrison, Justus, Stevens, Lackland, and Copia.

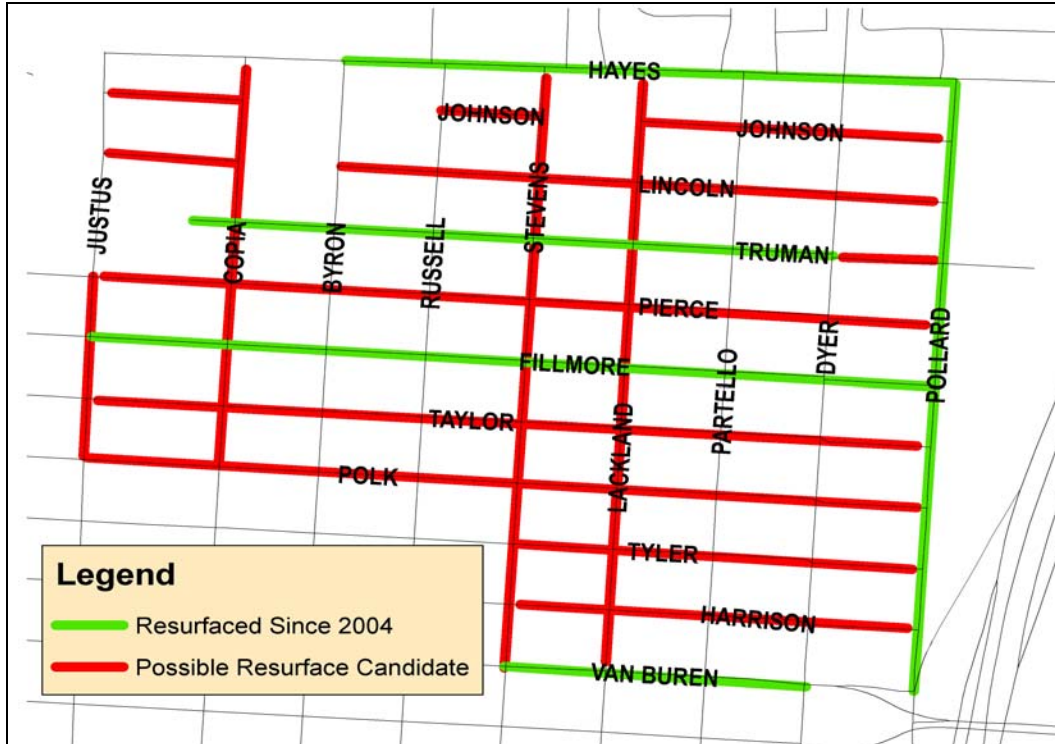


Figure 10 - Street Surface Inventory

### STREET LIGHTING

The present state of street lighting in the neighborhood is poor. This issue was raised by residents at public meetings and in the survey. In 2005, the El Paso City Council adopted a “Dark Sky” Ordinance that sets standards for lighting around the city. The Streets Department reports that the subdivision streetlights presently do not meet the City Dark Sky Ordinance requirements. Also, the existing wooden poles are dry rotted and damaged. The majority of residual streetlights are presently located at corner intersections; few are installed mid-street.

### POTABLE WATER

The El Paso Water Utility has a phased plan for replacing potable water pipes throughout the City. This area has recently seen numerous improvements to waterlines in the following locations (Figure 11):

- Johnson Avenue from Dyer to Pollard (6” & 8” PVC), 1991.
- Alley north of Taylor Avenue from Russell to Stevens (6” PVC), 2000.
- Alley north of Truman Avenue from Stevens to Lackland (6” PVC), 2004.
- Alley north of Taylor Avenue from Justus to Copia (6” PVC), 2005.
- Alley north of Van Buren Avenue from Stevens to Lackland (6” PVC), 2005.
- Alley north of Polk Avenue from Dyer to Pollard (6” PVC), 2006.
- Alley north of Tyler Avenue from Stevens to Pollard (12” PVC), 2006.
- Alley north of Truman Avenue from Stevens to Lackland (6” PVC), 2006.

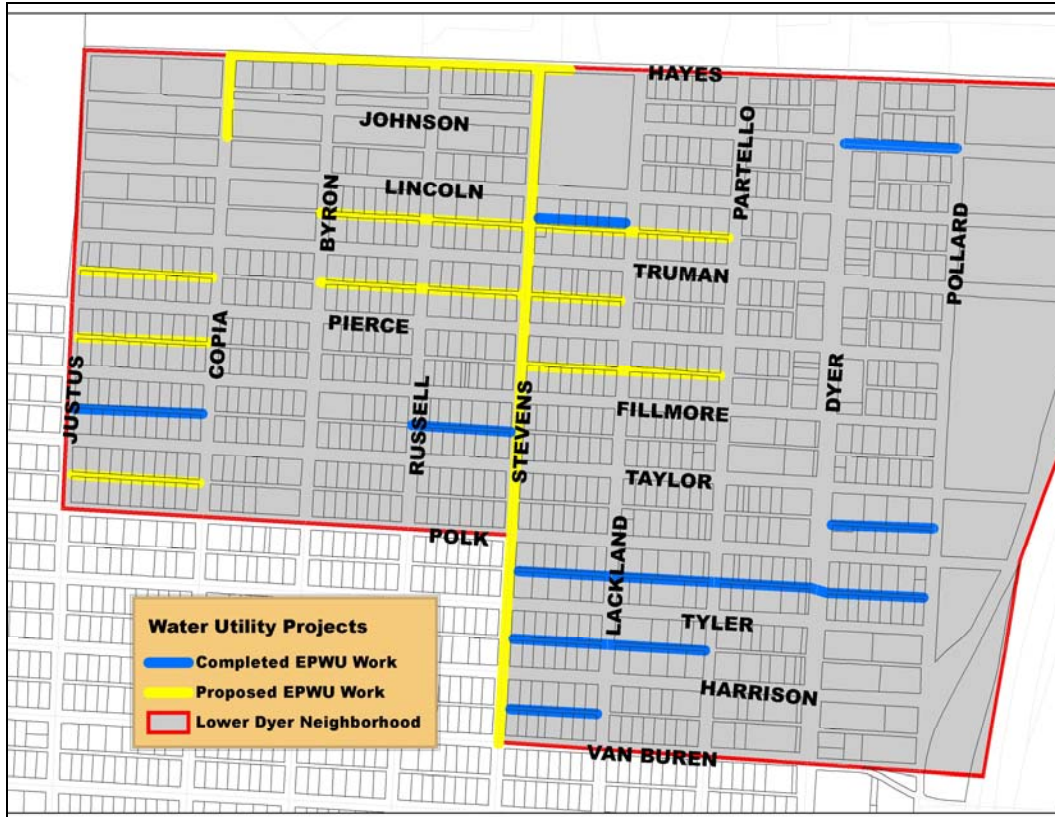


Figure 11. Waterline and Waste Waterline Improvements

As part of the Planned Waterline Replacement Phase 9, other potable waterline improvements scheduled for construction in 2008 are:

- Alley north of Polk from Justus to Copia
- Alley north of Fillmore from Justus to Copia
- Alley north of Pierce from Justus to Copia and Byron to Lackland
- Alley north of Truman from Byron to Partello.

### WASTE WATER

The most recent improvement to the sewer system in the Lower Dyer area was a new 8” PVC on Johnson Avenue from Dyer to Pollard in 1991. Upgrades to the remaining infrastructure have not been programmed or funded and no major problems have been reported in the area (EPWU memorandum).

There are no reclaimed water facilities within the limits of Lower Dyer. Planned future improvements to the reclaimed water system include a 16” PVC transmission main along Stevens Street from Van Buren to Hayes as part of the North Central Reclaimed Project, Phase 1B. Construction is scheduled for 2008. This project includes 6” PVC distribution mains along Lincoln Avenue from Stevens to Lackland and along Hayes from Stevens to Copia (EPWU).



**Building and Zoning Codes**

Building and zoning codes may be the most important quality of life codes a city can adopt. Junked vehicles, debris accumulation, unkempt landscaping, substandard housing and illegal businesses all degrade the quality of residential life in a neighborhood. These appear to be the most prevalent code violations in Lower Dyer.

The City’s code enforcement program is by necessity, reactive. The City is too large, and enforcement officers too few, to be able to regularly comb areas and issue citations. For that reason, typical practice by the department is to inspect and cite property owners only when complaints are filed with the City. Many people, for varying reasons, do not feel comfortable reporting their neighbors, particularly when it may result in a fine or hardship to that neighbor.

**Code Enforcement**

The Lower Dyer Neighborhood suffers from a poor image due to a prevalence of code violations on both commercial and residential properties. Nuisance and building code violations, junked vehicles, environmentally contaminated sites, and vacant and abandoned structures all detract from the safety, health and aesthetic of the neighborhood. The Central Neighborhood Association is very active in reporting code violations within the neighborhood, but the existing *reactive* enforcement process of the City is not resolving the problem.

A neighborhood cleanup has already been conducted in the neighborhood. Prior to that cleanup, City code enforcement officers conducted a sweep through the neighborhood, making property owners aware of violations and alerting them to the upcoming cleanup as a means and deadline for correcting the violations. During the sweep, 352 properties were visited and 68 notices of violations were issued (almost one in every five properties had violations). Many of these violations were corrected by the time of the neighborhood cleanup when nearly 400 cubic yards of debris were removed from the neighborhood. Following the cleanup however, violations began to reemerge.

**Police Protection**

Drug offenses in Lower Dyer have consistently been higher than citywide. Though the number of offenses steadily decreased from 2003 to 2005, the rate of drug crimes occurring in the neighborhood in 2005 was still 138% that of the City.

**Table 15. Drug Offenses**

|                               | City of El Paso |       |       | Lower Dyer |      |      |
|-------------------------------|-----------------|-------|-------|------------|------|------|
|                               | 2003            | 2004  | 2005  | 2003       | 2004 | 2005 |
| Drug Offenses                 | 2,986           | 2,791 | 2,373 | 46         | 33   | 25   |
| Offenses per 1,000 population | 5.30            | 4.95  | 4.21  | 10.67      | 7.65 | 5.80 |

Gangs often sell and distribute drugs as their primary source of income. Street gangs have a definite presence in Lower Dyer as evidenced by the amount of graffiti in the neighborhood. The El Paso Police Department Gang Unit is anticipating a rise in gang-related activity throughout the City as a result of an influx of soldiers to Fort Bliss. Recent reports have identified increased participation in gangs among U.S. soldiers. Lower Dyer, being located immediately outside of the Fort Bliss Cassidy Gate, will likely feel increased gang pressure.

Dyer Street is one of the primary corridors for prostitution in the City. Low cost motels located north of Fred Wilson are hot spots for this activity. Prostitutes frequent bars and night clubs along Dyer Street in Lower Dyer to find their clients and then take them to these motels.

### **Education**

Increased educational attainment and specific job training will help to increase income in Lower Dyer. Bliss, Rusk, and Travis Elementary Schools, Bassett Middle School, and Austin and Chapin High Schools serve the school-aged population in the neighborhood. There are also local opportunities for continuing education through UTEP and El Paso Community College.

UTEP has a variety of programs that serve the El Paso community including career development, professional certificate programs, lifelong learning (for adults over 50), and English as a second language. Also at UTEP is Upward Bound, a free, year-round college preparatory program that is geared towards low-income and first-generation college bound students. This program gives students additional training and knowledge to ease the transition from high school to college.

El Paso Community College (EPCC) also provides continuing education opportunities. These include a workforce development program, professional certificates and a Small Business Development Center. EPCC has a main campus located 4.5 miles north of Lower Dyer off the Patriot Freeway and a satellite campus located on neighboring Fort Bliss.

### **Youth Services**

There is a great need for youth services within the neighborhood. Our Lady of Assumption Church, Mision La Trinidad Church, Iglesia Bautista Church and Travis Elementary are the only identified facilities providing services to Lower Dyer youth. These entities provide educational and/or spiritual programs, however there is need for a much more comprehensive array of services to address youth issues. Increased access to recreational and preventive programs will give neighborhood youths alternatives to joining gangs and becoming substance abusers. Educational programs are necessary as well to increase educational attainment and decrease the dropout rate in the neighborhood.

**Parks**

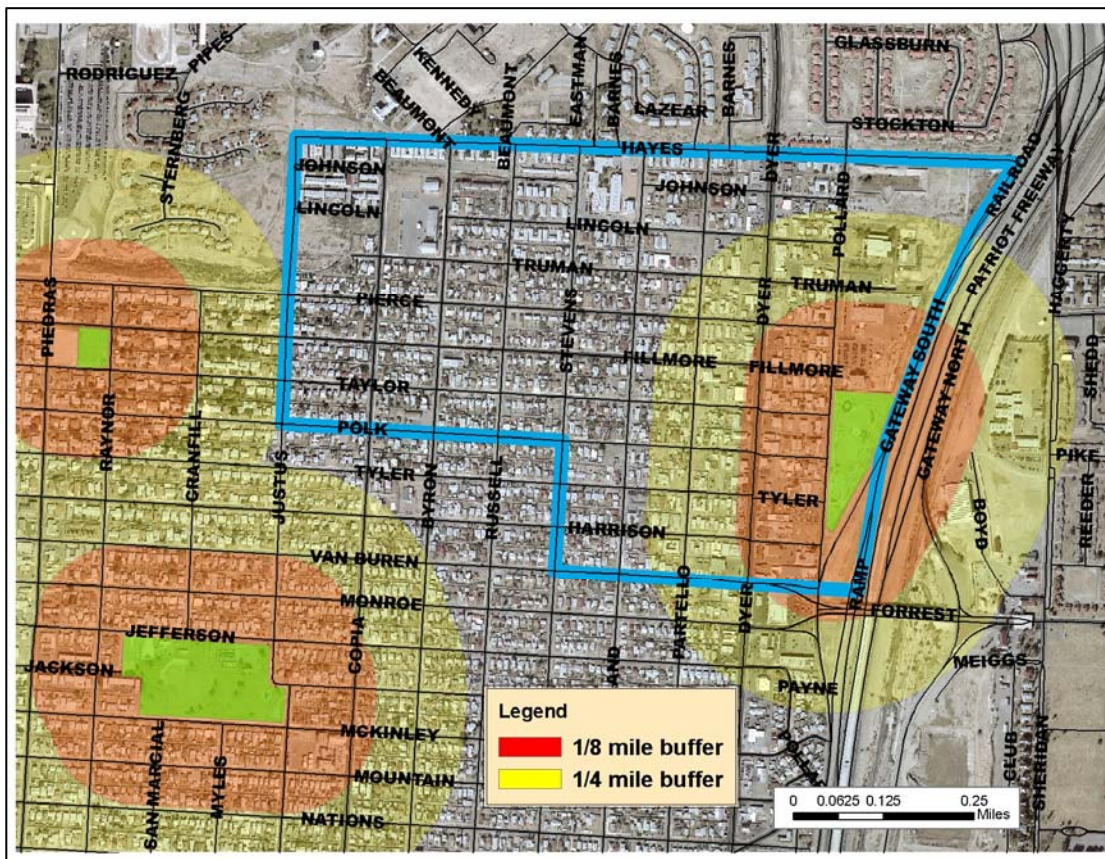
Pollard Street Veteran’s Memorial Park is located on along the eastern boundary of the neighborhood between Pollard Street and Gateway Boulevard South. The 6 acre park was a vacant plot of land for decades until its construction a few years ago. Being located on the eastern edge of the neighborhood, across Dyer Street from most homes in the neighborhood, the park is underutilized. The park was designed to be very low maintenance with no grass, few trees and mostly natural desert and decorative rocks. There is a walking trail that winds through the park as well as a memorial to military veterans. The park is an asset to the neighborhood and a fitting tribute to veterans and Fort Bliss; however it lacks the location and amenities to draw residents.



Pollard Street Veteran’s Memorial Park

The Parks Master Plan for the City of El Paso states as a fundamental guiding principal for the future of El Paso that, “In the near future, ...ideally most residents will be within one-quarter mile from a park, green space or trail access point.”

The map below illustrates the lack of accessibility to parks for residents of the Lower Dyer Neighborhood.



**Commercial Services & Dyer Street**

There is very little vacant land available along Dyer Street for new commercial development. There are a few vacant properties on side streets, though they likely have a low commercial appeal. The remainder of vacant property in the neighborhood is located amidst residential development and is therefore more suited for residential infill. Any significant new commercial development along Dyer Street will likely require land consolidation.

Table 16.  
**Dyer Street Corridor Business Types**

| <b>Business Type</b>     | <b># of Businesses</b> | <b>Percentage</b> |
|--------------------------|------------------------|-------------------|
| Auto Related             | 40                     | 32%               |
| General Retail           | 20                     | 16%               |
| Alcohol Related          | 19                     | 15%               |
| General Services         | 14                     | 11%               |
| Vacant                   | 11                     | 9%                |
| Grocery                  | 3                      | 2%                |
| Loan                     | 3                      | 2%                |
| Pawn                     | 3                      | 2%                |
| Building and Contracting | 3                      | 2%                |
| Restaurant               | 2                      | 2%                |
| Office                   | 1                      | 1%                |
| Unknown                  | 6                      | 5%                |
| <b>Total</b>             | <b>125</b>             | <b>100%</b>       |

Source: The City of El Paso

The portion of Dyer Street within the neighborhood is dominated by relatively few types of businesses. There are twice as many auto related businesses as any other. Auto related businesses include body shops, paint shops, salvage yards, car audio, and other auto businesses. Nearly one out of three businesses in Lower Dyer is auto related.

General retail accounts for one in five businesses. General retail represents the mix of stores where goods are sold (groceries were not included in this category). Alcohol related businesses are as prevalent as general retail shops. These businesses include bars, night clubs and liquor stores. General services are businesses that provide a service to individuals. These businesses include everything from beauty salons to tax services, and make up 11% of the businesses around Dyer Street.

Certain business types were removed from general categories and are represented individually in Table 16 to further indicate the nature of commercial use in this area. These businesses include groceries, payday loan companies, pawn shops, building and contracting companies, and restaurants.

Dyer Street has its share of neighborhood serving businesses along with other retail and service businesses that provide for the greater community, including Fort Bliss. These

businesses are overshadowed by the prominence of auto related businesses. Auto shops, and the like, serve neighborhood residents and the community at large, and may even be owned by and employ neighborhood residents. However, a concentration of these types of businesses to the proportion that they exist in Lower Dyer creates a poor image of the business district. That poor image exacerbates negative perceptions of the surrounding residential neighborhood.

There is no curbside parking along Dyer and no shared, off site parking facilities for commercial businesses. Since parking requirements could not be offset by curbside parking, all commercial businesses built after November 1955 (the adoption of the first Zoning Ordinance) were required to supply on-site parking. Roughly half of the businesses on Dyer Street were built after 1955. The other half, built before 1955, did not have to build to certain standards for setbacks, parking, and other requirements.

Dyer Street is a five lane roadway, the middle lane being a turning lane that runs the length of the neighborhood. This turning lane is required because of the large amount of curb cuts providing access to onsite commercial parking. Most of the businesses along Dyer are on relatively small lots for commercial establishments. There are 51 commercial parcels fronting Dyer Street with a combined lot frontage of 5,100 feet, or an average of 100 feet of frontage per parcel. Despite the lack of requirements, many of the businesses dating back before 1955 provided on-site parking. The result is that nearly every one hundred feet, on either side of Dyer Street, there is a curb cut for vehicle access to businesses.

This section of Dyer Street is not pedestrian friendly. Some of the businesses built prior to 1955 have minimal front setbacks, yet still provide parking along the front of the building, causing vehicles to block the sidewalk. The amount of vehicles using curb cut access to parking creates an ever present danger to pedestrians. Between Hayes and Van Buren, the north and south boundaries of the neighborhood, the only traffic light along Dyer Street is at its intersection with Fillmore. This is the only safe place for pedestrians to cross the street. Common practice for pedestrians is to rush across two lanes of traffic and stand in the turning lane waiting to cross the other two lanes of traffic. Rather than using the Fillmore crosswalk, our observations indicate that most pedestrians cross the street in this manner.

## **Neighborhood Resources**

Many neighborhood resources will be relied upon throughout the development and implementation of this strategy. Fortunately, there is a wealth of resources located both within the neighborhood and around the community at large. Many of these organizations are already committed to the efforts that will result from this strategy and others will continue to come on board during implementation.

### **Lower Dyer Neighborhood Resources**

Organizations with a presence in the neighborhood are key stakeholders in the success of a revitalization strategy. Not only do these organizations have an inherent interest in the well-being of residents and businesses in the neighborhood, they also stand to benefit from early involvement in the process by increasing their visibility and bringing the neighborhood together. Also, some of these organizations stand to significantly build their capacity by remaining involved in the strategy's implementation. Organizations located within the boundaries of the Lower Dyer Neighborhood include:

- Travis Elementary School (2 other elementary schools, 1 middle school, and 2 high schools serve Lower Dyer student's as well)
- Central Neighborhood Association
- Our Lady of Assumption Church
- Iglesia Bautista Church
- Mision La Trinidad

### **El Paso Community Resources**

The community-at-large has already made commitments to the residents and businesses of Lower Dyer. Many of these organizations have already assisted in public meetings, notification, survey distribution, and planning for this strategy. Also, 21 different organizations teamed with the neighborhood and the Community and Human Development Department, in executing an intensive neighborhood cleanup.

El Paso has no shortage of non-profit and public and private organizations that can provide resources, input, services, and assistance in implementing the strategy. Organizations actively participating in this revitalization effort include:

**Table 17. Participating Agencies and Organizations**

| <b>Agency/Organization</b>                   | <b>Services Provided</b>  |
|--|---|
| Acción Texas                                 | Economic development, small business assistance   |
| Aliviane                                     | Substance abuse treatment and prevention  |
| Big Brothers Big Sisters                     | Youth mentoring   |
| Centro de Salud Familiar La Fe               | Medical clinic, housing, family planning, Cultural Technology Center                                  |
| Community Solutions of El Paso               | At-risk youth services  |
| Drug Enforcement Administration              | Drug enforcement  |
| El Paso Alliance, Inc.                       | Substance abuse intervention and treatment  |
| El Paso Community College                    | Adult education, English as Second Language (ESL)   |
| El Paso Independent School District          | Youth education, tutoring   |
| El Paso Mental Health and Mental Retardation | mental health and substance abuse treatment   |
| Fort Bliss                                   | Youth mentoring, general volunteerism   |
| Hispanic Chamber of Commerce                 | Small, minority and women owned business services   |
| Housing Authority of the City of El Paso     | Low-income housing, social programs for residents   |
| Groundwork El Paso                           | At-risk youth programs  |
| Operation No Gangs                           | Gang prevention and intervention  |
| Project Arriba                               | Workforce development, job training   |
| Project Bravo                                | Housing, food stamps, youth services, adult basic education, access to health care                    |
| Project Vida                                 | Medical clinic, low-income housing, child development, after school program, micro-enterprise program |
| Rio Grande Council of Governments            | A forum for intergovernmental cooperation   |
| Rio Grande Safe Communities                  | Substance abuse prevention  |
| Thomason Hospital                            | Clinic, Substance abuse treatment   |
| TVP Non-Profit Corporation                   | Community Based Development Organization, Housing   |
| University of Texas at El Paso               | Civic engagement, adult education, college prep, tutoring   |
| Upper Rio Grande at Work                     | Workforce development, job training   |
| Youth Initiative Program                     | A conglomeration of youth service providers   |

## **Strategy Narrative**

Issues in the neighborhood were introduced by residents and property owners through public meetings and a survey conducted by the University of Texas – El Paso. Business owners and operators also met to establish the needs of local businesses. The issues that are addressed in this strategy, and their corresponding goals, were derived from this input and are described in the following narratives. The specific strategies were created by eight separate taskforces comprised of residents, service providers, and other stakeholders. The members of these taskforces will be key partners in the implementation of these strategies.

### **Safety & Security**

Residents identified drugs, gangs, and prostitution as criminal activities that are prevalent within their neighborhood. These specific activities are often linked to one another. By reducing the incidence of any one of these crimes, the result will likely be a decrease in the others. Other crimes such as aggravated assault, burglary, and motor vehicle theft are often connected to gangs and drugs. To reduce criminal activity and achieve a safe community in the neighborhood, law enforcement efforts will be focused on Lower Dyer.

Offenses committed within the neighborhood will be flagged to allow for continued tracking of neighborhood-specific crime data. This process will also make prosecutors, and thereby judges, aware that these crimes were committed in the revitalization neighborhood. That information may then be used in consideration of sentencing.

Periodic stings will be conducted by the Police Department, Drug Enforcement Administration (DEA) and the High Intensity Drug Trafficking Area (HIDTA) Fugitive Taskforce which is represented by numerous local, State, and Federal law enforcement agencies. These stings will focus on crimes with high incidence rates in the neighborhood and will primarily target drugs, gangs, and prostitution.

Law enforcement efforts can only do so much to reduce crime in a neighborhood. Community policing activities will get residents involved in policing their own neighborhood. These activities will build a greater trust between law enforcement officers and residents, resulting in increased reporting of crimes. The Police Department will work with the Central Neighborhood Association to recruit new Neighborhood Watch groups. A Citizen Police Academy will be held in the neighborhood to engage residents with law enforcement. Semi-annual town hall meetings will be held to discuss law enforcement efforts and the crime situation in the neighborhood. An annual fair will be held by various law enforcement agencies to demonstrate equipment and programs, and further open communication and interaction with residents.



## **Neighborhood Conditions**

To address the prevalence and reoccurrence of code violations in the neighborhood, code enforcement officers and support personnel will be assigned to work exclusively in the Lower Dyer Neighborhood. These officers will be able to focus their efforts on the neighborhood in a *proactive* enforcement role and will have the opportunity to form a trust and friendship with neighborhood residents. Combining annual cleanups with proactive enforcement will assist residents in correcting violations and will prevent those violations from reoccurring.

The assigned code enforcement officers will coordinate with the City's Development Services Department to identify and process cases involving vacant and/or abandoned properties that are non-compliant with the Code. Coordination will also exist between the code enforcement officers and police officers to properly site junked and inoperable vehicles in the neighborhood.

To ensure that code enforcement officers, police officers and building inspectors can expeditiously address issues in the neighborhood, applicable sections of the Municipal Code will be reviewed and amended as necessary.

## **Housing**

Homeownership in the Lower Dyer Neighborhood is very low and housing conditions are deteriorating. The first step towards increasing homeownership is to educate and prepare residents for the process of purchasing a house and the responsibilities that go with homeownership. This will include financial literacy training, Earned Income Tax Credit assistance, home buyer education, foreclosure prevention, and credit counseling programs. Along with these opportunities, lenders and the City will introduce available programs to residents that are looking to become homeowners. The City will also expand funding for its First Time Home Buyer Program to focus those dollars into the neighborhood.

There is a need for increasing the supply of affordable single family homes in the neighborhood. A program of incentives will be developed that will encourage developers and contractors to build in Lower Dyer. Identification and purchase of available land will allow for both immediate construction and land banking to ensure the affordability of homes built in the future. The City will partner with a local Community Housing Development Organization (CHDO) to develop funding opportunities for residents seeking affordable homeownership. This relationship will also increase the in-fill construction of new homes and the rehab of homes in the neighborhood. A CHDO will also work to develop a neighborhood exterior paint improvement program.

Another strategy for housing is to preserve, improve and increase the supply of affordable rental housing units. The City of El Paso will seek to design and implement a rental inspection program. This will assist in identifying rental properties that are not up to code and contribute to blight. There will also be an emergency relocation assistance program

for those residents who will be forced to move from their rental property if it is found to be unsafe or unsanitary for living. The City of El Paso will also identify and develop a funding mechanism for multi-unit developments in the neighborhood. This will assist in creating better rental housing capacity in the neighborhood.

The City of El Paso will also work to develop and attain approval for a residential land bank program. This will allow the City of El Paso to implement a program and acquire funds to purchase land for affordable housing opportunities in the neighborhood.

### **Community Services**

The Community Services component of this strategy will address a variety of issues and utilize the support of local non-profits, the CBDO and health and human service agencies to create a consortium of partners that will work to address the community service needs identified by neighborhood residents.

Increasing youth activities and prevention programs was identified as a high priority in the neighborhood. Therefore, Big Brothers Big Sisters (BBBS) will be the lead agency to develop and implement a mentorship program in the neighborhood. BBBS will assist to identify other qualified agencies that can recruit volunteers to act as role models and mentors for youth living in the neighborhood. There is also a significant need to develop and implement an after-school recreational program for youth living in the neighborhood. There are very little organized sports/recreational programs in the neighborhood. The City of El Paso's Parks and Recreation Department will work with EPISD and volunteers to implement these activities.

Residents also identified the need for implementing a life skills/education program for youth living in the neighborhood. Many of the youth living in the neighborhood are not exposed to critical knowledge and information related to their overall total wellness. Sex education, financial literacy, career goals, hygiene and health needs are examples of topics that would be covered. There is also a need to address substance abuse and drug education. A summer program will be developed and implemented to address this issue along with camping trips to expose participating youth to other facets of life. The residents also identified the need to increase gang intervention and prevention programs in the neighborhood. Idle youth with limited positive influences are frequently recruited into street gangs. Increased intervention and prevention programs would assist in decreasing the number of youth associated with prison and street gangs.

Coordinating and targeting existing teen pregnancy prevention programs in the neighborhood has become a critical need in the neighborhood. Due to a high rate of unintended teen pregnancies, a cycle of poverty for young mothers and their children has become a systemic burden on services and resources. An existing bilingual multi-media campaign will also be implemented in the neighborhood in order to decrease unintended pregnancies.

Another primary concern issued by the residents is the need to increase the total wellness of all the residents living in the neighborhood. The US/Mexico border has seen a significant increase in diabetes, breast cancer and prostate cancer over the last 25 years. The low-income residents living in the neighborhood have become susceptible to disease due to inadequate diet and a lack of access to primary health care. Partnering agencies will conduct a health assessment in order to identify what specific programs are needed as a result of the findings in the health assessment. This will also begin the process towards building the capacity for residents in the neighborhood to learn more about health related issues and the prevalent diseases associated with having an unbalanced diet, a lack of exercise and limited access to health services.

Reducing adult substance abuse in the neighborhood is another critical problem identified by residents living in the neighborhood. Often, homeless or vagrant individuals loiter in the neighborhood near schools and public housing. There's evidence that most of these individuals are drinking alcohol or using drugs in public. The residents are concerned for the safety of the children living in the neighborhood. The strategy will increase drug prevention and intervention programs in the neighborhood and conduct alcohol and drug awareness workshops for families and individuals living in the neighborhood. Simultaneously, police presence will be increased to address public intoxication through the safety and security strategies.

Reducing domestic violence in the neighborhood is another goal within the strategy and through existing resources, the Center Against Family Violence will conduct domestic violence education classes and workshops for residents living in the neighborhood. There will also be outreach and marketing to provide services for victims of domestic violence living in the neighborhood.

Another critical need is to reduce recidivism in the neighborhood. The creation and implementation of programs for returning offenders will be developed. This effort will assist in helping families understand the needs of a returning offender and assist them with education, job training and housing.

### **Economic/Workforce Development**

Economic and Workforce Development issues are critical links for neighborhood revitalization. Segments of the commercial corridor in the neighborhood are blighted and distressed. The City of El Paso conducted meetings with the businesses and commercial property owners in the neighborhood to learn their concerns. Those issues were also aggregated with the economic/workforce issues raised by the residents.

Business owners were most interested in increasing the capacity of their businesses and access to affordable loans. To address these issues an Entrepreneurial Resource Guide will be developed and distributed to neighborhood businesses. The guide will advertise specific services that are available through local agencies and organizations as well as the City's Economic Development Department. Also, an entrepreneurial training program will provide a forum for neighborhood business owners to work with local economic

development agencies. Access to affordable private institutional loans will be increased by coordinating economic development efforts with private financial institutions.

To increase patronage of neighborhood businesses by residents, a directory will be produced and distributed throughout the neighborhood. This directory will be a list, by services provided, that will allow neighborhood residents to quickly find the services and products available at shops and businesses within the neighborhood. Coupons and advertisements could be included as incentive for businesses to assist with the production of the directory.

Commercial property owners indicated a desire for programs that would help to improve their properties and the Dyer Street corridor as a whole. Development of a façade and streetscape improvement program for the Lower Dyer business community will provide incentives and grant assistance for commercial properties looking to beautify their properties. Design guidelines will be established for this section of the Dyer Street corridor that will provide a consistent, recognizable appearance of neighborhood businesses and a defined identity for this section of Dyer Street.

Based on the input received, there is a need to increase employment opportunities for residents living in the neighborhood. Job training programs will be developed with a focus on skills necessary for jobs available in El Paso. There will also be Job Fairs in the neighborhood specifically targeting the residents.

### **Neighborhood Facilities**

Neighborhood facilities are sparse in the Lower Dyer Neighborhood. Travis Elementary School and a couple of churches are the only facilities within the neighborhood that could provide space for after school programs and other community services. A location needs to be identified where certain services can be concentrated to serve neighborhood residents. Ideally a vacant or abandoned structure could be acquired by the City and rehabbed to suit necessary services. If this is not deemed possible, then a new building will need to be constructed after identifying and acquiring property. In the meantime, Travis Elementary School will likely be the location for many of the programs in the neighborhood.

Pollard Street Memorial Park is located within the neighborhood but is scarcely used by neighborhood residents. In the past, Home Depot has teamed up with Kaboom! to build small parks within neighborhoods around El Paso. The local management of Home Depot is committed to this revitalization effort and once a proper location is identified, and acquired if necessary, a pocket park can be built inside the neighborhood that will likely be designed for neighborhood toddlers.

### **Education**

Ensuring opportunities for educational advancement is primary to revitalization efforts. Over half of the Lower Dyer residents age 25 and over do not have a high school diploma

or GED. In order to increase employment opportunities and raise incomes, neighborhood youth must be given every opportunity to complete high school.

The development, coordination, and implementation of after school programs for neighborhood youth will cater to students specific academic needs, and will provide individual attention. Often parents are removed from their children's education. Increasing parent participation in the PTA will present more opportunities for parents to get involved in their children's educations.

To directly address the needs of those age 25 and older without a high school education, marketing and outreach for existing adult education programs will be focused in the Lower Dyer Neighborhood. To improve availability of these services, adult education, literacy, and GED classes will be conducted at a facility located within the neighborhood. To improve employability, basic computer classes will also be provided.

### **Infrastructure**

The top priorities for infrastructure issues according to residents are improving drainage, improving pedestrian mobility, increasing street lighting, and improving street and alley surfacing. The City has formed a Storm Water Utility District that is overseeing comprehensive drainage solutions for the entire City, including the Lower Dyer Neighborhood. Recommendations for projects will be forthcoming from that entity.

Gaps in sidewalk connectivity exist throughout the neighborhood. The Streets Department of the City is currently conducting an inventory of sidewalks in the neighborhood. The City has funds allocated to constructing sidewalks that connect these gaps. Based on the inventory, the Sidewalk Gap Construction Program will be used to fill those gaps that qualify under the program.

Along with sidewalks, the Streets Department's inventory will include street conditions and locations of street lights. The street condition assessment will allow for the department to identify and prioritize necessary improvements. The street light inventory will allow for Traffic Engineering to identify where additional street lights may be necessary. A vast majority of the alleys in the neighborhood are unpaved. There is currently an Unpaved Alleys Program being conducted in another part of the City. Funding for that program was allocated through a past bond election. This program can be repeated in the Lower Dyer Neighborhood; however its implementation would rely on the passing of a future bond election for funding.

Potable, waste and reclaimed water infrastructure in the neighborhood had been slowly degrading over the years. Many improvements have been made in the past few years to that infrastructure. Future improvements are scheduled for 2008 as well. Once these improvements are made, water infrastructure in the neighborhood will be at a high service standard.

## **Lower Dyer Revitalization Strategy**

The following section contains the strategy for revitalizing the Lower Dyer Neighborhood. The goal statements were formulated to address the highest priority issues and concerns of residents and stakeholders of the neighborhood. Each goal statement has corresponding strategies for meeting the goal. Each strategy is provides a cost estimate, partners responsible for executing the strategy, expected funding sources, timelines, baselines, performance measures and correlations.

Cost estimates represent full implementation costs, meaning that activities that are to occur on a multi-year basis were estimated as such (i.e. a project with an annual cost of \$10,000, that is expected to continue throughout the 5 year period will have a cost estimate of \$50,000). Timing of strategies and projects are represented by the following:

Immediate – Year 1

Mid-term – Years 2 and 3

Long-term – Years 4 and 5

Strategies that are expected to begin in year one and run through the entire five years are indicated as immediate to long-term; those expected to take place sometime between years two and five or three and five are indicated as mid-term to long-term; and so on.

## Safety & Security

**Goal Statement #1: Increase community policing efforts and citizen participation in the neighborhood**

|     | Strategy/Project   | Cost Estimate | Partners   | Funding                                     | Timing                 | Baseline                               | Performance Measure                          | Correlation |
|-----|--|---------------|--|---|------------------------|--|--|-------------|
| 1a. | Increase awareness and participation in the Neighborhood Watch Program, including semi-annual informational meetings               | \$3,000       | Police, Housing Authority  | Police, Donations                           | Immediate to long-term | 1 active block watch exists            | 2 Neighborhood Watch Groups created annually | N/A         |
| 1b. | Conduct semi-annual town hall meetings to discuss law enforcement in the neighborhood  | \$2,500       | Police, Neighborhood Services, Central Neighborhood Association                      | Police                                      | Immediate to long-term | No town hall meetings conducted        | 2 meetings annually                          | N/A         |
| 1c. | Host annual fair to display and demonstrate law enforcement (Police, Fire Department, Military Police, etc) equipment and programs | \$50,000      | Police, Fire Department, Fort Bliss, Youth Initiative Program, Neighborhood Services | Police, Fire Department, Fort Bliss, others | Immediate to long-term | No program currently being implemented | Annual fair conducted                        | N/A         |
| 1d. | Conduct Lower Dyer Citizen Police Academy  | \$15,000      | Police   | Police                                      | Mid-term               | No academy exists                      | 15 graduates annually                        | N/A         |

**Safety & Security**

**Goal Statement #2: Reduce criminal drug activity in the neighborhood**

|     | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b>                       | <b>Funding</b>                        | <b>Timing</b>          | <b>Baseline</b>                   | <b>Performance Measure</b>           | <b>Correlation</b> |
|-----|---|----------------------|---------------------------------------|---------------------------------------|------------------------|-----------------------------------|--------------------------------------|--------------------|
| 2a. | Conduct periodic stings as necessary to disrupt and dismantle drug organizations          | \$5,000              | DEA, HIDTA Fugitive Taskforce, Police | DEA, HIDTA Fugitive Taskforce, Police | Immediate to long-term | No planned stings                 | # of stings conducted / # of arrests | N/A                |
| 2b. | Flag drug offenses in the neighborhood to ensure meaningful reporting and data collection | \$5,000              | DEA, HIDTA Fugitive Taskforce, Police | DEA, HIDTA Fugitive Taskforce, Police | Immediate to long-term | No flagging of offenses occurring | # of drug offenses reported          | Goal 3b            |

**Goal Statement #3: Reduce gang activity in the neighborhood**

|     | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b> | <b>Funding</b> | <b>Timing</b>          | <b>Baseline</b>                   | <b>Performance Measure</b>           | <b>Correlation</b> |
|-----|---|----------------------|-----------------|----------------|------------------------|-----------------------------------|--------------------------------------|--------------------|
| 3a. | Conduct periodic stings as necessary to disrupt and dismantle gangs                               | \$5,000              | Police          | Police         | Immediate to long-term | No planned stings                 | # of stings conducted / # of arrests | N/A                |
| 3b. | Flag gang-related offenses in the neighborhood to ensure meaningful reporting and data collection | See 2b.              | Police          | Police         | Immediate to long-term | No flagging of offenses occurring | # of gang-related offenses reported  | Goal 2b            |



**Safety & Security**

**Goal Statement #4: Reduce solicitation in the neighborhood**

|     | <b>Strategy/Project</b>                           | <b>Cost Estimate</b> | <b>Partners</b> | <b>Funding</b> | <b>Timing</b>          | <b>Baseline</b>   | <b>Performance Measure</b>           | <b>Correlation</b> |
|-----|---|----------------------|-----------------|----------------|------------------------|-------------------|--------------------------------------|--------------------|
| 4a. | Conduct periodic prostitution stings as necessary | \$5,000              | Police          | Police         | Immediate to long-term | No planned stings | # of stings conducted / # of arrests | N/A                |

## Neighborhood Conditions

**Goal Statement #5: Improve housing and overall living conditions within the neighborhood by eliminating code violations**

|     | <b>Strategy/Project</b>  | <b>Cost Estimate</b> | <b>Partners</b>  | <b>Funding</b>        | <b>Timing</b>     | <b>Baseline</b>                           | <b>Performance Measure</b>                                   | <b>Correlation</b> |
|-----|--|----------------------|--|-----------------------|-------------------|---|--|--------------------|
| 5a. | Review existing Codes and amend as necessary (Chapter 9.16 - Nuisances) (Title 18 - Building & Construction) | \$5,000              | Environmental Services, City Attorney, Police, Fire Department, City/County Health, Neighborhood Services, City Prosecutor | City of El Paso       | Immediate         | Codes may impede enforcement              | Review and amendments complete within 1 year                 | Goals 7a           |
| 5b. | Assign code enforcement personnel to serve exclusively in the Lower Dyer Neighborhood                        | \$375,000            | Environmental Services   | CDBG, City of El Paso | Mid-term          | No personnel to serve exclusively in area | Enforcement officers and support staff assigned in Fall 2008 | Goal 5c            |
| 5c. | Proactively enforce Building and Nuisance Codes  | See 5b               | Development Services, Environmental Services, Police, Fire Department, City Prosecutor                                     | See 5b                | Mid- to long-term | No dedicated or proactive enforcement     | # of violations corrected, # of citations issued             | Goals 7 and 8      |

## Neighborhood Conditions

**Goal Statement #6: Eliminate/secure abandoned and/or vacant structures**

|     | <b>Strategy/Project</b>   | <b>Cost Estimate</b>                            | <b>Partners</b>                           | <b>Funding</b>        | <b>Timing</b>         | <b>Baseline</b>  | <b>Performance Measure</b>                               | <b>Correlation</b> |
|-----|---|---|---|-----------------------|-----------------------|--|--|--------------------|
| 6a. | Conduct inventory of vacant and/or abandoned structures                                 | \$1,000   | Neighborhood Services                     | City of El Paso       | Immediate             | No existing inventory                                    | Inventory completed in 1st year                          | N/A                |
| 6b. | Assess condition of abandoned/vacant structures to determine rehabilitation feasibility | \$1,000 per assessment (dependant on inventory) | Development Services (Building Standards) | Development Services  | Immediate to mid-term | No assessments conducted                                 | Inspection of all identified vacant/abandoned structures | Goals 11 and 12    |
| 6c. | Initiate processes for boarding & securing vacant structures                            | \$50,000  | Development Services                      | City of El Paso, CDBG | Mid- to long-term     | # of vacant structures unsecured                         | All vacant/abandoned structures boarded and secured      | N/A                |
| 6d. | Initiate processes for demolition of non-compliant properties                           | \$200,000                                       | Development Services                      | City of El Paso, CDBG | Mid- to long-term     | # of structures determined infeasible for rehabilitation | # of demolitions   | N/A                |

## Neighborhood Conditions

**Goal Statement #7: Remove junked vehicles from the neighborhood**

|     | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b>  | <b>Funding</b>  | <b>Timing</b>          | <b>Baseline</b>              | <b>Performance Measure</b>   | <b>Correlation</b> |
|-----|---|----------------------|--|-----------------|------------------------|------------------------------|------------------------------|--------------------|
| 7a. | Review existing Codes and amend as necessary (Chapter 9.08 - Junked Vehicles)                                       | See 5a               | Neighborhood Services, Environmental Services, Police, City Attorney | City of El Paso | Immediate              | Codes may impede enforcement | Review and amendments        | Goal 5a            |
| 7b. | Develop and implement a program to remove abandoned vehicles and junked & inoperable vehicles from the neighborhood | \$10,000             | Environmental Services, Police, City Attorney                        | CDBG, other     | Immediate to long-term | No existing program          | # of junked vehicles removed | N/A                |

## Neighborhood Conditions

**Goal Statement #8: Conduct intensive annual cleanups in the neighborhood**

|     | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b>   | <b>Funding</b>                               | <b>Timing</b>          | <b>Baseline</b>   | <b>Performance Measure</b>                              | <b>Correlation</b> |
|-----|---|----------------------|---|--|------------------------|---|---|--------------------|
| 8a. | Identify and notify properties that are non-compliant with Codes (i.e. outdoor storage, tall weeds) | See 5b               | Environmental Services                                    | See 5b                                       | Prior to each cleanup  | No dedicated or proactive enforcement                                 | # of notifications issued                               | Goal 5c            |
| 8b. | Identify volunteers to contribute services and materials for cleanups                               | \$5,000              | Neighborhood Services, CBDO                               | City of El Paso                              | Prior to each cleanup  | Limited neighborhood participation                                    | Minimum of 50 volunteers and 90% resident participation | N/A                |
| 8c. | Conduct annual cleanups   | \$250,000            | Neighborhood Services, Solid Waste, Identified volunteers | City of El Paso, CDBG, donations, volunteers | Immediate to long-term | Illegal debris accumulation on properties throughout the neighborhood | # of cubic yards of debris removed                      | N/A                |
| 8d. | Issue citations for noncompliance with code following the cleanups                                  | See 5b               | Environmental Services                                    | See 5b                                       | Following each cleanup | N/A   | # of citations issued                                   | Goal 5c            |

## Housing

**Goal Statement #9: Increase homeownership in neighborhood**

|     | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b>  | <b>Funding</b>   | <b>Timing</b>          | <b>Baseline</b>                                | <b>Performance Measure</b>                           | <b>Correlation</b> |
|-----|---|----------------------|--|--|------------------------|--|--|--------------------|
| 9a. | Provide financial literacy classes, home buyer education and credit counseling programs   | \$100,000            | Federal Reserve Bank of Dallas, Federal Home Loan Bank, Credit Union Service Organization, YWCA, Housing Authority, Community Development, Texas Department of Housing & Community Affairs, Housing Finance Corp., National Credit Union Federation, Community Based Development Organization, Fannie Mae, Freddie Mac | Federal Reserve Bank of Dallas, Federal Home Loan Bank, Credit Union Service Organization, YWCA, Housing Authority, Community Development, Texas Department of Housing & Community Affairs, Housing Finance Corp., National Credit Union Federation, Community Based Development Organization, Fannie Mae, Freddie Mac | Mid- to long-term      | No classes targeted in neighborhood            | 75 residents completing one or all trainings/classes | N/A                |
| 9b. | Target First Time Home Buyer Program funds into the neighborhood  | \$2,000,000          | Community Development, Housing Finance Corp., Federal Home Loan Bank, Federal Reserve Bank of Dallas, Private Financial Institutions, Fannie Mae, Freddie Mac  | Community Development, Housing Finance Corp., Federal Home Loan Bank, Federal Reserve Bank of Dallas, Private Financial Institutions, Fannie Mae, Freddie Mac  | Immediate to long-term | 30% homeownership in the neighborhood          | 100 new homeowners                                   | Goal 9d            |
| 9c. | Increase Earned Income Tax Credit (EITC)/Individual Development Account (IDA) programs as a means of down payment closing costs | \$225,000            | IRS, El Paso Affordable Housing, Credit Union Service Organization   | IRS, El Paso Affordable Housing, Credit Union Service Organization, Health and Human Services  | Mid- to long-term      | No outreach targeted to neighborhood residents | 15 new IDAs annually for neighborhood residents      | N/A                |

## Housing

**Goal Statement #9 continued: Increase homeownership in neighborhood**

|     | Strategy/Project                           | Cost Estimate | Partners  | Funding   | Timing                 | Baseline                                 | Performance Measure                            | Correlation |
|-----|--|---------------|---|---|------------------------|--|--|-------------|
| 9d. | Conduct lender product availability forums | \$10,000      | Housing Finance Corp., Community Development, Private Financial Institutions, Credit Unions | Housing Finance Corp., Community Development, Private Financial Institutions, Credit Unions | Immediate to long-term | No lender forum targeted to neighborhood | 1 forum conducted in the neighborhood annually | Goal 9b     |

**Goal Statement #10: Increase new single family housing construction in the neighborhood**

|      | Strategy/Project   | Cost Estimate | Partners  | Funding   | Timing                | Baseline   | Performance Measure                                 | Correlation |
|------|--|---------------|---|---|-----------------------|--|---|-------------|
| 10a. | Develop and implement an incentive program for the construction of new single family homes | \$100,000     | Community Development, City Council, Development Services, El Paso Water Utilities, El Paso Electric, Texas Gas Service | City of El Paso, CDBG, El Paso Water Utilities, El Paso Electric, Texas Gas Service | Immediate to mid-term | No incentive program exists                                    | Incentive program developed and implemented         | N/A         |
| 10b. | Identify developers and contractors to construct new single family homes                   | \$1,000       | Community Development   | City of El Paso   | Mid-term              | No developers/contractors constructing housing in neighborhood | 3 developers/contractors developing in neighborhood | N/A         |
| 10c. | Review the existing zoning and make recommendations  | \$5,000       | City of El Paso   | City of El Paso   | Immediate to mid-term | Current zoning   | Recommended zoning changes made                     | N/A         |

## Housing

**Goal Statement #11: Improve and preserve the quality of single family owner occupied residential homes**

|      | <b>Strategy/Project</b>                   | <b>Cost Estimate</b> | <b>Partners</b>   | <b>Funding</b>  | <b>Timing</b>          | <b>Baseline</b>                   | <b>Performance Measure</b> | <b>Correlation</b> |
|------|---|----------------------|---|---|------------------------|-----------------------------------|----------------------------|--------------------|
| 11a. | Target funding from Housing Rehab Program | \$2,000,000          | Community Development, Housing Finance Corp., Federal Home Loan Bank, Private Finical Institutions, Fannie Mae, Freddie Mac | Community Development, Housing Finance Corp., Federal Home Loan Bank, Private Finical Institutions, CDBG, HOME, Fannie Mae, Freddie Mac | Immediate to long-term | No funds targeted in neighborhood | 30 homes rehabilitated     | Goal 6b            |
| 11b. | Implement exterior paint program          | \$50,000             | Non-Profit Organizations, El Paso County Probation Dept., Volunteers  | Private donations, Volunteers   | Immediate to long-term | No program exists                 | 50 housing units completed | N/A                |

**Goal Statement #12: Preserve, improve and increase the supply of affordable rental housing units**

|      | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b>   | <b>Funding</b>  | <b>Timing</b>     | <b>Baseline</b>   | <b>Performance Measure</b>                            | <b>Correlation</b> |
|------|---|----------------------|---|---|-------------------|-------------------|---|--------------------|
| 12a. | Design and implement a rental registration/ inspection program      | \$300,000            | Community Development, Legal Department, Development Services | City of El Paso, CDBG, Fees                                 | Mid- to long-term | No program exists | Register/inspect 80% of occupied rental housing units | N/A                |
| 12b. | Provide funding for emergency relocation assistance                 | \$100,000            | City of El Paso, Texas Legal Aid                              | CDBG  | Mid- to long-term | No program exists | # of families assisted                                | N/A                |
| 12c. | Identify and develop a funding mechanism for multi-unit development | \$8,000,000          | City of El Paso, Community Development                        | HOME Funds, Texas Department of Housing & Community Affairs | Mid- to long-term | No program exists | 120 new affordable rental units                       | N/A                |



**Housing**

**Goal Statement #13: Develop a Land Bank Program for future affordable housing development**

|      | <b>Strategy/Project</b>  | <b>Cost Estimate</b> | <b>Partners</b>  | <b>Funding</b>  | <b>Timing</b>     | <b>Baseline</b>    | <b>Performance Measure</b> | <b>Correlation</b> |
|------|--|----------------------|--|-----------------|-------------------|--------------------|----------------------------|--------------------|
| 13a. | Develop and attain approval of a residential Land Bank Program | \$5,000              | Community Development, City Council, Housing Finance Corp. | City of El Paso | Mid-term          | No proposal exists | Program approved           | N/A                |
| 13b. | Implement program and acquire funds                            | \$500,000            | City of El Paso, Housing Finance Corp.                     | City of El Paso | Mid- to long-term | No program exists  | Acquire 10 parcels         | N/A                |

## Community Services

### Goal Statement #14: Increase youth activities and prevention programs

|      | Strategy/Project  | Cost Estimate | Partners  | Funding   | Timing                 | Baseline  | Performance Measure                   | Correlation |
|------|---|---------------|---|---|------------------------|---|---------------------------------------|-------------|
| 14a. | Develop and implement youth mentorship programs   | \$100,000     | Big Brothers Big Sisters, Junior Achievement, Museums & Cultural Affairs Department   | CDBG  | Immediate to long-term | No program exists in neighborhood                 | 100 youth mentored                    | N/A         |
| 14b. | Develop and implement after-school recreational programs for neighborhood youth                           | \$85,000      | Parks and Recreation, Community Based Development Organization, EPISD, Volunteers   | Parks and Recreation, Community Based Development Organization, EPISD, volunteers | Immediate to long-term | No program in neighborhood                        | 300 unduplicated youths participating | N/A         |
| 14c. | Implement organized sports programs in neighborhood   | \$50,000      | Parks and Recreation, Non-profit organizations, EPISD, volunteers   | CDBG, Parks and Recreation  | Immediate to long-term | Limited organized sports programs in neighborhood | 200 youth participating               | N/A         |
| 14d. | Develop and implement Life Skills Education Program for boys 9 to 13 years old living in the neighborhood | \$45,000      | Planned Parenthood, Housing Authority, Parks and Recreation, Trinity Church, Residents, EPISD, City/County Health           | CDBG, Paso Del Norte  | Mid- to long-term      | No program exists in the neighborhood             | 100 youth served                      | N/A         |
| 14e. | Host an annual neighborhood picnic to increase resident pride in the neighborhood                         | \$15,000      | Central Neighborhood Association, EPISD, City of El Paso, Police, Fire Department, Community Based Development Organization | Donations, City of El Paso, CDBG, non-profits                                     | Immediate to long-term | N/A   | Picnics executed                      | N/A         |

## Community Services

### Goal Statement #14 *continued*: Increase youth activities and prevention programs

|      |  |          |  |   |                        |  |                             |     |
|------|--|----------|--|---|------------------------|--|-----------------------------|-----|
| 14f. | Develop and implement drug education summer program for neighborhood youth               | \$35,000 | CDBG, Department of Justice, Fort Bliss  | CDBG, Department of Justice, Fort Bliss   | Immediate to long-term | No program exists in neighborhood      | 100 youth participating     | N/A |
| 14g. | Increase gang prevention and intervention programs in the neighborhood                   | \$30,000 | El Paso Police Department, Community Based Development Organization, Non-Profit Organizations, Parents | Department of Justice, Police Department, CDBG, Parks and Recreation              | Immediate to long-term | Programs not targeted to neighborhood  | 300 youth served            | N/A |
| 14h. | Coordinate Pregnancy Prevention Program with schools and pre-teens in the neighborhood   | \$50,000 | EPISD, Center Against Family Violence, City/County Health  | CDBG, Paso Del Norte Health Foundation, Health and Human Services, State Agencies | Immediate              | No program exists in the neighborhood  | 300 youth served            | N/A |
| 14i. | Implement multi-media campaign to decrease unintended teen pregnancy in the neighborhood | \$25,000 | Center Against Family Violence, Paso del Norte/Two Should Know   | Paso Del Norte Health Foundation  | Immediate to long-term | No campaign exists in the neighborhood | Annual campaign established | N/A |
| 14j. | Conduct youth prevention programs for drug, alcohol, and tobacco use                     | \$50,000 | El Paso Police Department, Community Based Development Organization, Non-Profit Organizations, Parents | Department of Justice, EPPD, CDBG, Paso del Norte Health Foundation               | Immediate to long-term | Programs not targeted to neighborhood  | 300 youth served            | N/A |

## Community Services

### Goal Statement #15: Increase total wellness of neighborhood residents

|      | Strategy/Project  | Cost Estimate | Partners   | Funding  | Timing                 | Baseline                                 | Performance Measure                                  | Correlation |
|------|---|---------------|--|--|------------------------|--|--|-------------|
| 15a. | Host an annual Community Services Day to increase awareness and participation in programs | \$20,000      | Community Service Agencies, Community Based Development Organization       | Community Service Agencies, Community Based Development Organization   | Immediate to long-term | N/A                                      | 1 Community Services Day conducted annually          | N/A         |
| 15b. | Conduct health assessment of neighborhood   | \$5,000       | Community Based Development Organization, Thomason Cares Center, UTEP      | Community Based Development Organization, Thomason Care Center, UTEP, Paso del Norte Health Foundation   | Immediate              | No assessment exists                     | 300 individual health assessments conducted annually | N/A         |
| 15c. | Develop outreach and education programs based on results from health assessment           | \$25,000      | Community Development, Community Based Development Organization            | Community Development, Community Based Development Organization, Paso del Norte Health Foundation, Thomason Care Center, Health and Human Services | Mid- to long-term      | No targeted outreach                     | Outreach/education provided to 1,200 families        | N/A         |
| 15d. | Increase delivery of meals to home bound seniors living in the neighborhood               | \$100,000     | City of El Paso/ County Nutrition Center, Community Based Development Org. | Paso del Norte Health Foundation, CDBG   | Immediate to long-term | Approximately 43 seniors on waiting list | 20 new participants served                           | N/A         |

## Community Services

### Goal Statement #16: Reduce adult substance abuse in the neighborhood

|      | Strategy/Project   | Cost Estimate | Partners   | Funding   | Timing                 | Baseline   | Performance Measure  | Correlation |
|------|--|---------------|--|---|------------------------|--|--|-------------|
| 16a. | Increase Drug Prevention and Intervention Programs in the neighborhood               | \$75,000      | Aliviane, San Vicente, Mental Health and Mental Retardation, Recovery Alliance | CDBG, Health and Human Services, State Agencies | Immediate to long-term | Programs are City-wide, not targeting neighborhood | 40 residents successfully completing drug/alcohol intervention treatment | N/A         |
| 16b. | Conduct drug and alcohol awareness workshops for families living in the neighborhood | See 16a       | Aliviane, San Vicente, Mental Health and Mental Retardation, Recovery Alliance | CDBG, Health and Human Services, State Agencies | Immediate to long-term | No workshops held in neighborhood                  | 200 families served  | N/A         |

### Goal Statement #17: Reduce domestic violence in the neighborhood

|      | Strategy/Project   | Cost Estimate | Partners   | Funding   | Timing                 | Baseline                                     | Performance Measure                                  | Correlation |
|------|--|---------------|--|---|------------------------|--|--|-------------|
| 17a. | Conduct domestic violence education classes/workshops for residents living in the neighborhood | \$20,000      | Paso del Norte Health Foundation, Housing Authority, Domestic Violence Prevention Commission | Paso del Norte Health Foundation, CDBG, Domestic Violence Prevention Commission | Immediate to long-term | To be established after Year 1               | Increase domestic violence reporting by 20% annually | N/A         |
| 17b. | Provide services for victims of domestic violence living in the neighborhood                   | \$50,000      | Paso del Norte Health Foundation, Domestic Violence Prevention Commission, Non-Profit        | Paso del Norte Health Foundation, Domestic Violence Prevention Commission, CDBG | Immediate to long-term | Additional service necessary in neighborhood | # of victims assisted                                | N/A         |

**Community Services**

**Goal Statement #18: Reduce recidivism in the neighborhood**

|      | <b>Strategy/Project</b>                               | <b>Cost Estimate</b> | <b>Partners</b>  | <b>Funding</b>   | <b>Timing</b>     | <b>Baseline</b>   | <b>Performance Measure</b>            | <b>Correlation</b> |
|------|---|----------------------|--|--|-------------------|-------------------|---------------------------------------|--------------------|
| 18a. | Create and implement programs for returning offenders | \$50,000             | Police, Texas Department of Criminal Justice, West Texas Correction Center | Department of Justice, CDBG, Community Based Development Organizations, West Texas Correction Center | Mid- to long-term | No program exists | Assist 5 returning offenders annually | N/A                |

## Economic/Workforce Development

**Goal Statement #19: Improve the physical appearance and capacity of neighborhood businesses**

|      | Strategy/Project   | Cost Estimate | Partners   | Funding  | Timing                 | Baseline                                   | Performance Measure                           | Correlation |
|------|--|---------------|--|--|------------------------|--|---|-------------|
| 19a. | Develop an entrepreneurial resource guide for businesses in the neighborhood                             | \$5,000       | Acción Texas, Economic Development, Hispanic Chamber, UTEP, Community Based Development Organization, Small Business Development Center  | CDBG   | Immediate to mid-term  | No comprehensive guide exists              | Distribute resource guide to 125 businesses   | N/A         |
| 19b. | Develop and produce a directory of businesses operating in the neighborhood, and distribute to residents | \$30,000      | Economic Development, Neighborhood Services, neighborhood businesses   | Private Sector   | Immediate to long-term | No directory exclusive to the neighborhood | # of directories distributed                  | N/A         |
| 19c. | Provide access to affordable private institutional loans   | \$500,000     | Private Financial Institution, Economic Development Association, Small Business Association, Community Development Financial Institution, Community Development, Economic Development, Community Based Development Organizations | Private Financial Institution, Economic Development Association, Small Business Association, Community Development Financial Institution, Community Development, Economic Development, Community Based Development Organizations, CDBG | Mid- to long-term      | No targeted program exists in neighborhood | Provide financial assistance to 20 businesses | N/A         |

**Economic/Workforce Development**

**Goal Statement #19 continued: Improve the physical appearance and capacity of neighborhood businesses**

|      | <b>Strategy/Project</b>  | <b>Cost Estimate</b> | <b>Partners</b>   | <b>Funding</b>  | <b>Timing</b>          | <b>Baseline</b>                            | <b>Performance Measure</b>                                     | <b>Correlation</b> |
|------|--|----------------------|---|---|------------------------|--|--|--------------------|
| 19d. | Develop design guidelines for façade and streetscape improvements  | \$50,000             | Development Services, TxDOT   | City of El Paso, Private Sector, TxDOT  | Immediate to mid-term  | No current design guidelines               | Design guidelines established and approved                     | Goal 19e           |
| 19e. | Develop and implement a Façade and Streetscape Improvement Program | \$500,000            | Economic Development, Business Association, Community Development, Property Owners, Community Based Development Organization, TxDOT | City of El Paso, CDBG, Private Sector, TxDOT  | Mid- to long-term      | No program exists                          | 10 façade projects completed/streetscape improvements complete | Goal 19d           |
| 19f. | Provide entrepreneurial training program                           | \$50,000             | Acción Texas, Hispanic Chamber, Community Based Development Organization, Small Business Development Center                         | Acción Texas, Hispanic Chamber, Community Based Development Organization, Small Business Development Center, CDBG | Immediate to long-term | No targeted programs exist in neighborhood | Provide training to 30 businesses                              | N/A                |



**Economic/Workforce Development**

**Goal Statement #20: Increase employment opportunities for residents living in the neighborhood**

|      | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b>  | <b>Funding</b>   | <b>Timing</b>          | <b>Baseline</b>   | <b>Performance Measure</b>                      | <b>Correlation</b> |
|------|---|----------------------|--|--|------------------------|---|---|--------------------|
| 20a. | Conduct outreach in the neighborhood for existing job training programs | \$25,000             | Upper Rio Grande At-Work Network, Private Sector, One Stop, Project Arriba | Texas Workforce Commission, U.S. Department of Labor                       | Immediate to long-term | Outreach for job training programs not targeted in the neighborhood | 30 new neighborhood residents employed annually | N/A                |
| 20b. | Conduct Job Fairs in the neighborhood                                   | In-Kind              | Upper Rio Grande At-Work Network, Community Based Development Organization | Upper Rio Grande At-Work Network, Community Based Development Organization | Mid- to long-term      | Job Fairs not held in the neighborhood                              | 1 Job Fair held in the neighborhood annually    | N/A                |

**Goal Statement #21: Increase customer parking along Dyer Street**

|      | <b>Strategy/Project</b>                                   | <b>Cost Estimate</b> | <b>Partners</b>  | <b>Funding</b>                                      | <b>Timing</b>         | <b>Baseline</b>      | <b>Performance Measure</b>             | <b>Correlation</b> |
|------|---|----------------------|--|---|-----------------------|----------------------|--|--------------------|
| 21a. | Conduct parking assessment / review of parking ordinances | \$5,000              | Development Services   | City of El Paso                                     | Immediate to mid-term | No assessment exist  | Parking assessment completed           | N/A                |
| 21b. | Increase parking  | TBD                  | Streets Department, Developmental Services, Traffic Engineering, TXDOT | Texas Department of Transportation, City of El Paso | Mid- to long-term     | Insufficient parking | # of additional parking spaces created | N/A                |

## Neighborhood Facilities

**Goal Statement #22: Identify or construct necessary facilities for services in the neighborhood**

|      | <b>Strategy/Project</b>   | <b>Cost Estimate</b> | <b>Partners</b>   | <b>Funding</b>           | <b>Timing</b>         | <b>Baseline</b>                                | <b>Performance Measure</b>                         | <b>Correlation</b>            |
|------|---|----------------------|---|--------------------------|-----------------------|--|--|-------------------------------|
| 22a. | Identify location(s) for community and youth services detailed in Community Services strategies | \$1,000              | Community Development   | City of El Paso          | Immediate to mid-term | No locations identified for service facilities | Identify location(s) to provide community services | Community Services strategies |
| 22b. | Acquire and construct/rehab facilities  | \$1,000,000          | Purchasing Department, Community Development, non-profit agency | CDBG, Private            | Mid- to long-term     | No facilities in neighborhood                  | Facilities constructed                             | Community Services strategies |
| 22c. | Identify and acquire parcel of land to build a pocket "Park-in-a-Day" in the neighborhood       | \$25,000             | Community Development, Purchasing Department                    | CDBG                     | Immediate             | N/A  | Park location identified and purchased             | N/A                           |
| 22d. | Construct "Park-in-a-Day"   | \$80,000             | Community Development, Parks, Kaboom, Home Depot                | CDBG, Kaboom, Home Depot | Mid-term              | No recreational park in the neighborhood       | Park complete                                      | N/A                           |

## Education

**Goal Statement #23: Improve the academic achievement for school aged children living in the neighborhood**

|      | Strategy/Project  | Cost Estimate | Partners  | Funding  | Timing                 | Baseline   | Performance Measure                    | Correlation |
|------|---|---------------|---|--|------------------------|--|--|-------------|
| 23a. | Expand after-school tutoring programs with elementary schools | \$200,000     | EPISD, Non-Profit, Community Based Development Organization | U.S. Department of Education, Texas Education Administration, CDBG, Private Foundations, EPISD | Immediate to long-term | Approx. 150 students currently receiving tutoring at Travis Elementary | # of students participating            | N/A         |
| 23b. | Increase participation in PTAs                                | \$5,000       | EPISD, Parent Teacher Association                           | EPISD, CDBG  | Immediate to long-term | 20 parents participating in PTA at Travis E.S.                         | Increase participation by 25% annually | N/A         |

**Goal Statement #24: Increase opportunities for adult education in the neighborhood**

|      | Strategy/Project   | Cost Estimate | Partners  | Funding  | Timing                 | Baseline  | Performance Measure         | Correlation |
|------|--|---------------|---|--|------------------------|---|-----------------------------|-------------|
| 24a. | Increase adult education/GED classes in the neighborhood | \$45,000      | Upper Rio Grande At-Work Network, El Paso Community College | Texas Workforce Commission, Department of Labor, El Paso Community College | Immediate to long-term | 54% of adults without a GED in the neighborhood | 15 adults enrolled per year | N/A         |

**Infrastructure**

**Goal Statement #25: Improve pedestrian mobility in the neighborhood**

|      | <b>Strategy/Project</b>  | <b>Cost Estimate</b> | <b>Partners</b>                            | <b>Funding</b>                                    | <b>Timing</b> | <b>Baseline</b>      | <b>Performance Measure</b>              | <b>Correlation</b> |
|------|--|----------------------|--|---|---------------|----------------------|---|--------------------|
| 25a. | Conduct an inventory of sidewalk gaps                                      | \$5,000              | Neighborhood Services                      | City of El Paso                                   | Immediate     | No current inventory | Inventory completed                     | N/A                |
| 25b. | Fill gaps in sidewalk connectivity using Sidewalk Gap Construction Program | \$200,000            | Streets Department, Engineering Department | City of El Paso Sidewalk Gap Construction Program | Mid-term      | Gaps exist           | Connect 50% of identified sidewalk gaps | N/A                |

**Goal Statement #26: Bring neighborhood street lighting into compliance with Code**

|      | <b>Strategy/Project</b>                                     | <b>Cost Estimate</b> | <b>Partners</b>   | <b>Funding</b>                          | <b>Timing</b>     | <b>Baseline</b>      | <b>Performance Measure</b>           | <b>Correlation</b> |
|------|---|----------------------|---|---|-------------------|----------------------|--------------------------------------|--------------------|
| 26a. | Conduct street light inventory to identify gaps in lighting | \$1,000              | Traffic Engineering, Streets Department                           | Traffic Engineering, Streets Department | Immediate         | No current inventory | Inventory completed                  | N/A                |
| 26b. | Install street lights where gaps create unsafe conditions   | \$75,000             | Traffic Engineering, Streets Department, El Paso Electric Company | CDBG                                    | Mid- to long-term | 50 gaps identified   | Installation of 50 new street lights | Safety & Security  |

**Infrastructure**

**Goal Statement #27: Improve street and alley conditions**

|      | <b>Strategy/Project</b>  | <b>Cost Estimate</b>     | <b>Partners</b>                            | <b>Funding</b>                | <b>Timing</b> | <b>Baseline</b>   | <b>Performance Measure</b>  | <b>Correlation</b> |
|------|--|--------------------------|--|-------------------------------|---------------|---|---|--------------------|
| 27a. | Identify, inventory, and prioritize necessary street improvements    | \$10,000                 | Streets Department                         | City of El Paso               | Immediate     | Only current scheduled improvements from 2004 Bond Election         | Inventory and prioritization complete                                   | N/A                |
| 27b. | Make necessary improvements to streets                               | Dependent upon inventory | Streets Department, Engineering Department | City of El Paso               | Long-term     | No currently scheduled improvements                                 | # of linear feet of road resurfaced*<br><i>*TBD following inventory</i> | N/A                |
| 27c. | Implement Unpaved Alleys Program and pave alleys in the neighborhood | \$400,000                | Streets Department, Engineering Department | City of El Paso Bond Election | Long-term     | Approximately 480,000 sq ft of unpaved alleyway in the neighborhood | 50% of alleyways paved  | N/A                |

## Infrastructure

**Goal Statement #28: Upgrade water infrastructure in the neighborhood**

|      | <b>Strategy/Project</b>  | <b>Cost Estimate</b> | <b>Partners</b>         | <b>Funding</b>          | <b>Timing</b> | <b>Baseline</b>                             | <b>Performance Measure</b> | <b>Correlation</b> |
|------|--|----------------------|-------------------------|-------------------------|---------------|---|----------------------------|--------------------|
| 28a. | Make identified improvements to reclaimed water infrastructure | \$411,000            | El Paso Water Utilities | El Paso Water Utilities | Long-term     | Potential improvements have been identified | Improvements completed     | N/A                |
| 28b. | Make identified improvements to potable water infrastructure   | \$462,000            | El Paso Water Utilities | El Paso Water Utilities | Long-term     | Potential improvements have been identified | Improvements completed     | N/A                |

## **Outcomes and Evaluation**

### **A. Performance Measures**

The quantitative performance measures will determine whether the revitalization strategy is providing the primary outcome of empowering residents in the Lower Dyer Neighborhood through various programs and activities. The performance measures should articulate the goals as defined in the revitalization strategy.

The Community Based Development Organization (CBDO) will ensure participating agencies and organizations submit required reports and will oversee projects and evaluation of all programs. Performance measures and outcomes will be gauged as outlined in the strategy. All partners will track outcome data for their specific programs and activities on an annual basis and submit their progress reports and performance measures to the CBDO. Depending on the specifics of the tasks, the progress of activities may be measured based on attainable numerical data, the physical completion of a project, and so forth.

Baseline data for neighborhood issues has been based on reports and statistical data from the 2000 U.S. Census and public and private agencies and organizations. Given the limitations in data, performance measures cannot look at outcomes alone but must consider process, workload and the development of collaborations between partners.

### **B. Evaluation**

The project will be evaluated in terms of both process and outcomes. Process refers to the extent to which the original designs and intentions of the project conform to its actual implementation. Data on process will be reported annually to the CBDO by the various agencies and individuals responsible for implementing the specific tasks identified in the strategy. Additional data will be gathered by the Neighborhood Services Division of the City. The project evaluator will use this information to monitor on-going efforts and provide key feedback to the public and participating organizations. These analyses will permit timely modifications and alterations to the strategy where necessary.

Outcome evaluation pertains to actual effects or changes that are observed in the Lower Dyer Neighborhood. Some outcomes require additional data for formulation and will be established at the end of year one of implementation. Outcomes will be evaluated using data reported by the parties responsible for implementing specific tasks and tracked for the duration of the time line identified for the task to determine whether specific goals are met.

Data on process and outcomes will be gathered annually. Any alterations to the project will be based on recommendations from the taskforces that created the strategies.

## Appendix A. Public Meeting Input

Below is a list of issues raised at several public meetings. Attendees at the meeting were then given 10 votes to prioritize the issues. Participants could vote once for ten different issues, or up to ten times for any one issue. This information was used to create goals for the revitalization. It was also used to target some questions on the resident survey.

| Issue                                      | Votes |
|--|-------|
| Lack of code enforcement                   | 28    |
| Junked vehicles/cars parked on lawns       | 28    |
| Housing rehab needed/deteriorating homes   | 23    |
| Workforce development                      | 21    |
| No major grocery or retail stores          | 20    |
| Too many body shops                        | 20    |
| Poor layout of parking for Dyer businesses | 19    |
| Youth recreational activities              | 17    |
| Unpaved alleys                             | 16    |
| Homeownership                              | 16    |
| Unkempt alleys                             | 14    |
| Education                                  | 12    |
| Not enough landscaping/streetscaping       | 11    |
| Abandoned/vacant homes                     | 10    |
| Insufficient neighborhood facilities       | 10    |
| Poor lighting                              | 10    |
| Overfilled dumpsters                       | 10    |
| Illegal dumping                            | 9     |
| High levels of drug activity               | 9     |
| Graffiti                                   | 9     |
| Too many stray animals                     | 7     |
| Poor drainage                              | 6     |
| Substandard sidewalks                      | 6     |
| Too many apartments                        | 6     |
| English classes (ESL)/Spanish classes      | 6     |
| Homelessness                               | 4     |
| Too many vacant lots                       | 3     |
| Credit counseling is needed                | 2     |
| Rock walls are deteriorating               | 2     |
| Tall weeds                                 | 1     |
| High levels of illegal activity            | 0     |
| Mosquitoes                                 | 0     |
| Large truck traffic                        | 0     |



## **Appendix B. Resident Survey**

The Center for Civic Engagement at the University of Texas El Paso conducted a survey of neighborhood residents to allow for additional comment on issues in the neighborhood. These survey results were used to include additional goals and issue prioritization. This survey was distributed in both English and Spanish. Following are copies of each of the surveys.

## Neighborhood Revitalization Area Survey

This survey should take you about 15 minutes to complete. We would like to know your opinion regarding your neighborhood's strengths and challenges. This survey will ask you to answer questions (1) about your home and neighborhood, (2) about you, the person answering the survey, and (3) about your household and family.

Address: \_\_\_\_\_

### Part I: Questions about your home and neighborhood

1. How long have you lived in this neighborhood? \_\_\_\_\_ YEARS

2. Do you:  Rent  Own  Other: \_\_\_\_\_

3. How much is your monthly payment for housing (rent or mortgage)?

\$ \_\_\_\_\_

4. If you rent, what are the main reasons for doing so (as opposed to owning a home)?

- |  |   |
|--|---|
| <input type="checkbox"/> have always rented                                | <input type="checkbox"/> more affordable                                  |
| <input type="checkbox"/> more convenient<br>how? _____                     | <input type="checkbox"/> I don't have the credit to qualify for a<br>home |
| <input type="checkbox"/> I move frequently and cannot commit to a<br>house | <input type="checkbox"/> Other:<br>_____                                  |

5. How would you consider the physical condition of your home?

- (a) Very bad condition
- (b) Bad condition
- (c) Regular condition
- (d) Good condition
- (e) Very good condition

6. When was your property or home built?

- (a) before 1940    (c) 1950 – 1959    (e) 1970 – 1979    (g) 1990 – 1999    (i) don't know  
(b) 1940 – 1949    (d) 1960 – 1969    (f) 1980 – 1989    (h) 2000 or after

7. What are the main reasons for choosing to live in this neighborhood? (*all that apply*)

- |  |  |
|--|--|
| <input type="checkbox"/> Close to school                     | <input type="checkbox"/> Affordable (within your budget) |
| <input type="checkbox"/> Close to work                       | <input type="checkbox"/> Safe neighborhood               |
| <input type="checkbox"/> Close to childcare                  | <input type="checkbox"/> Close to family                 |
| <input type="checkbox"/> Offered amenities                   | <input type="checkbox"/> Close to a bus stop             |
| <input type="checkbox"/> Close to a park or community center | <input type="checkbox"/> Other _____                     |

**8. What are the STRENGTHS or the things you LIKE most about this neighborhood?**  
*(name 3 things)*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**9. What are the WEAKNESSES or the things you DISLIKE most about this neighborhood?**  
*(name 3 things)*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**10. How much of an impact do the following items have on the quality of life in your neighborhood?**

|  | Major<br>impact | Moderate<br>impact | No<br>impact | Don't know |
|--|-----------------|--------------------|--------------|------------|
| (a) Property crime                         | 1               | 2                  | 3            | 4          |
| (b) Violent crime                          | 1               | 2                  | 3            | 4          |
| (c) Yards not maintained (junk/high grass) | 1               | 2                  | 3            | 4          |
| (d) Speeding                               | 1               | 2                  | 3            | 4          |
| (e) Abandoned vehicles                     | 1               | 2                  | 3            | 4          |
| (f) Unwanted activity in alleys            | 1               | 2                  | 3            | 4          |
| (g) Drainage/flooding                      | 1               | 2                  | 3            | 4          |
| (h) Loitering                              | 1               | 2                  | 3            | 4          |
| (i) Substandard/ dilapidated housing       | 1               | 2                  | 3            | 4          |
| (j) Stray animals                          | 1               | 2                  | 3            | 4          |
| (k) Illegal drugs in neighborhood          | 1               | 2                  | 3            | 4          |
| (l) Gang activity                          | 1               | 2                  | 3            | 4          |
| (m) Business activities outside of homes   | 1               | 2                  | 3            | 4          |
| (n) Too many homes (overcrowded)           | 1               | 2                  | 3            | 4          |
| (o) Accessibility to insurance             | 1               | 2                  | 3            | 4          |
| (p) Vandalism/ graffiti                    | 1               | 2                  | 3            | 4          |
| (q) Other _____                            | 1               | 2                  | 3            | 4          |

**11. What do you think is the most important issue in your neighborhood today?**

\_\_\_\_\_



**Part II: Questions about you**

**1. What is your ethnicity?**

White  African-American  Hispanic  Other \_\_\_\_\_

**2. Gender:**  Female  Male

**3. Are you:** (all that apply)

Head of household  Single parent  Spouse  Adult living with other family

**4. Occupation:**

|   |   |  |
|---|---|--|
| <input type="checkbox"/> Construction             | <input type="checkbox"/> Technical        | <input type="checkbox"/> Military      |
| <input type="checkbox"/> Professional             | <input type="checkbox"/> Managerial/Sales | <input type="checkbox"/> General labor |
| <input type="checkbox"/> Clerical/ Administrative | <input type="checkbox"/> Self-employed    | <input type="checkbox"/> Homemaker     |
| <input type="checkbox"/> Retail sales             | <input type="checkbox"/> Unemployed       | <input type="checkbox"/> Retired       |
|   |   | <input type="checkbox"/> Student       |
|   |   | <input type="checkbox"/> Other: _____  |

**5. If you work, do you work:**

Part-time  Full-time

**6. Education:**

(a) Less than High school (b) High school or GED (c) Technical Degree (d) Some college

(e) College Degree (f) Advanced degree (g) Other: \_\_\_\_\_

**Part III: Questions about your household and family**

**1. What is the number of people living in your home within the following categories?**

*(circle all that apply)*

a. **Children (under 18):**  0  1  2  3  4  5  6+

b. **Adults (18 to 64):**  0  1  2  3  4+

c. **Seniors (65 over):**  0  1  2  3+

**2. What is your TOTAL family yearly income?**

(a) < \$12,000 (c) \$25,000 to \$36,000 (e) > \$59,000

(b) \$12,000 to \$24,000 (d) \$37,000 to \$59,000

**3. If there are school children living in the home, what are their ages and what schools do they attend?**

|         | School |
|---------|--------|
| Child 1 |        |
| Child 2 |        |
| Child 3 |        |
| Child 4 |        |
| Child 5 |        |

**4. What is your family's PRIMARY means of transportation?**

(a) Own auto (b) Share (family) auto (c) Sun Metro (d) Walk (e) Other: \_\_\_\_\_

**5. Does your family have access to health care?**  Yes  No

Does your family own a computer?  Yes  No Does it have internet?  Yes  No

**6. Are there any other comments or thoughts you would like to add:**

----- End of Survey -----

## Restauración de Áreas en algunos Vecindarios

Esta encuesta debe de tomar alrededor de 15 minutos para completarse. Nos gustaria saber su opinion acerca de las ventajas y obstaculos de el vecindario en el que vive. Esta encuesta va a preguntarle acerca de (1) su casa y su vecindario, (2) sobre usted, la persona que esta contestando la encuesta, (3) y de el sustento y su familia.

Dirección: \_\_\_\_\_

### Parte II: Preguntas acerca de su casa y vecindario

1. Por cuanto tiempo ha vivido en este vecindario? \_\_\_\_\_ AÑOS

2. Usted:  Renta  Es propietario  Otro: \_\_\_\_\_

3. Cuanto paga al mes por su casa (renta o pagos)?

\$ \_\_\_\_\_

4. Si usted renta, cuales son las principales razones para hacerlo (oponiéndose a comprar)?

- |  |   |
|--|---|
| <input type="checkbox"/> siempre ha rentado  | <input type="checkbox"/> mas accesible                                  |
| <input type="checkbox"/> mas conveniente<br>Como? _____                                    | <input type="checkbox"/> no tiene el crédito que califique para comprar |
| <input type="checkbox"/> se muda con frecuencia y no puede tener el compromiso de una casa | <input type="checkbox"/> Otro: _____                                    |

5. En que estado físico considera usted que esta su casa?

- (f) Muy malas condiciones
- (g) Malas condiciones
- (h) Regulares condiciones
- (i) Buenas condiciones
- (j) Muy buenas condiciones

6. Cuando se construyo esta propiedad?

- (a) antes 1940    (c) 1950 – 1959    (e) 1970 – 1979    (g) 1990 – 1999    (i) no lo sabe  
(b) 1940 – 1949    (d) 1960 – 1969    (f) 1980 – 1989    (h) 2000 o después

**7. cuales son las razones por las cuales usted escogió es vecindario? (las que apliquen)**

- cerca de la escuela
- cerca de el trabajo
- cerca de la guardería
- ofrecía amenidades
- cerca de un parque o un centro comunitario
- accesible (a su presupuesto)
- seguridad
- cerca de su familia
- cerca de una parada del camión
- otra \_\_\_\_\_

**8. Cuales son las ventajas o lo que mas le gusta de este vecindario?**

*(liste 3 cosas)*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**9. Cuales son las desventajas o las cosas que no le gustan de este vecindario?**

*(liste 3 cosas)*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**10. Cuanto impacto tienen las siguientes cosas en su calidad de vida en su vecindario?**

|  | Mucho<br>impacto | Impacto<br>moderado | Ningún<br>impacto | No lo sabe |
|--|------------------|---------------------|-------------------|------------|
| (a) violaciones de propiedad                 | 1                | 2                   | 3                 | 4          |
| (b) crimen violento                          | 1                | 2                   | 3                 | 4          |
| (c) patios desaliñados (hierbas o basura)    | 1                | 2                   | 3                 | 4          |
| (d) Exceso de velocidad de vehículos         | 1                | 2                   | 3                 | 4          |
| (e) Vehículos abandonados                    | 1                | 2                   | 3                 | 4          |
| (f) Actividades maliciosas en los callejones | 1                | 2                   | 3                 | 4          |
| (g) drenaje/ inundaciones                    | 1                | 2                   | 3                 | 4          |
| (h) Vagancia                                 | 1                | 2                   | 3                 | 4          |
| (i) casas descuidadas                        | 1                | 2                   | 3                 | 4          |
| (j) Animales sueltos                         | 1                | 2                   | 3                 | 4          |
| (k) Drogas ilícitas en su colonia            | 1                | 2                   | 3                 | 4          |
| (l) Pandillerismo                            | 1                | 2                   | 3                 | 4          |
| (m) Negocios desde residencias               | 1                | 2                   | 3                 | 4          |
| (n) Demasiadas casas                         | 1                | 2                   | 3                 | 4          |
| (o) Aseguranza                               | 1                | 2                   | 3                 | 4          |
| (p) Vandalismo/graffiti                      | 1                | 2                   | 3                 | 4          |
| (q) Otra _____                               | 1                | 2                   | 3                 | 4          |

**11. Cual cree usted que sea el problema mas importante en su vecindario?**

\_\_\_\_\_



**12. Como clasificaría usted lo siguiente en su vecindario?**

Muy Bien      Regular      Muy mal      No lo sabe

—————→

|                                     |   |   |   |   |   |   |
|-------------------------------------|---|---|---|---|---|---|
| (a) Seguridad personal              | 1 | 2 | 3 | 4 | 5 | N |
| (b) Edificios y áreas recreativas   | 1 | 2 | 3 | 4 | 5 | N |
| (c) Edificios comunitarios          | 1 | 2 | 3 | 4 | 5 | N |
| (d) Alumbrado publico               | 1 | 2 | 3 | 4 | 5 | N |
| (e) Seguimiento del reglamento      | 1 | 2 | 3 | 4 | 5 | N |
| (f) Pavimento de calles y banquetas | 1 | 2 | 3 | 4 | 5 | N |
| (g) Apariencia total                | 1 | 2 | 3 | 4 | 5 | N |

**13. Esta usted familiarizado con alguna asociación de vecinos o alguna organización de la comunidad (Centro de ayuda, Servicios públicos, etc.) en su área? Nómbrelos**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**14. Es usted parte de alguna organización o grupo? cual? (organizaciones escolares pueden ser incluida?)**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**15. Si hubiera fondos disponibles para su vecindario, como le gustaría a usted y a sus vecinos que se utilizaran?**

\_\_\_\_\_

**16. Que es lo que usted haría para que esto pasara?**

\_\_\_\_\_

**17. De los siguientes en que esta usted interesado:**

- |  |   |
|--|---|
| <input type="checkbox"/> Formar parte de una asociación juvenil        | <input type="checkbox"/> Entrenamientos públicos                    |
| <input type="checkbox"/> formar parte de una organización communitaria | <input type="checkbox"/> conserjería financiera                     |
| <input type="checkbox"/> Acudir a juntas                               | <input type="checkbox"/> entrenamiento de trabajo                   |
| <input type="checkbox"/> Participar en proyectos de ayuda              | <input type="checkbox"/> ESL (examen de ingles como segundo idioma) |
| <input type="checkbox"/> Actividades juveniles                         | <input type="checkbox"/> clases de computación                      |
| <input type="checkbox"/> Actividades de cultura y arte                 | <input type="checkbox"/> GED clases                                 |
| <input type="checkbox"/> Otras: _____                                  | <input type="checkbox"/> Otras _____                                |

**Parte II: Preguntas acerca de usted, la persona que esta contestando la encuesta.**

**1. Cual es su identidad étnica?**

Anglosajón  Africano-Americano  Hispano  Otro \_\_\_\_\_

**2. Sexo:**  Femenino  Masculino

**3. Es usted:** (las que se apliquen)

el principal contribuyente  soltero(a)  esposo/a  Adulto viviendo con otra familia

**4. Ocupación:**

|   |                                      |  |
|---|--------------------------------------|--|
| <input type="checkbox"/> Construcción   | <input type="checkbox"/> Técnico     | <input type="checkbox"/> Militar       |
| <input type="checkbox"/> Professional   | <input type="checkbox"/> Manejador   | <input type="checkbox"/> General labor |
| <input type="checkbox"/> Administrativo | <input type="checkbox"/> Propio jefe | <input type="checkbox"/> Ama de casa   |
| <input type="checkbox"/> Ventas         | <input type="checkbox"/> Desempleado | <input type="checkbox"/> Retirado      |
|   |                                      | <input type="checkbox"/> Estudiante    |
|   |                                      | <input type="checkbox"/> Otro: _____   |

**5. Si trabaja, cuanto trabaja:**

medio tiempo  tiempo completo

**6. Educación:**

(a) menos que la preparatoria (b) Preparatoria o GED (c) Certificado Técnico(d) alguna universidad  
 (e) certificado de universidad (f) certificado de maestría (g) Otro: \_\_\_\_\_

**Parte III: Preguntas sobre el sustento y su familia**

**1. Cual es el numero de personas viviendo en su casa dentro de estas características? (encierre las que se apliquen)**

**a. Niños (menores de 18):**  0  1  2  3  4  5  6+

**b. Adultos (18 a 64):**  0  1  2  3  4+

**c. Avanzada edad ( mas de 65):**  0  1  2  3+

**2. Cual es el salario de su familia por año?**

(a) < \$12,000 (c) \$25,000 a \$36,000 (e) > \$59,000

(b) \$12,000 a \$24,000 (d) \$37,000 a \$59,000

**3. Si hay niños viviendo en su casa cuantos años tienen y a que escuelas acuden?**

|        | Escuelas |
|--------|----------|
| niño 1 |          |
| niño 2 |          |
| niño 3 |          |
| niño 4 |          |
| niño 5 |          |

**4. Cual es el principal medio de transporte de su familia?**

(a) carro propio (b) comparte carro(de familia) (c) Sun Metro (d) caminan (e) Otro: \_\_\_\_\_

5. **Su familia tiene servicio medico?**  Si  No

Su familia tiene computadora?  Si  No **Esta tiene Internet?**  Si  No

6. **hay algunos otros comentario que quiera agregar:**

----- Fin de la Encuesta -----

Appendix C. Sign-In Sheets



LOWER DYER REVITALIZATION PUBLIC MEETING

September 14, 2006

|    | Name (Nombre)          | Address (Dirección) | Zip Code (Zona Postal) |
|----|------------------------|---------------------|------------------------|
| 1  | Adriana Chavez         | 300W - Campbell     | 79999                  |
| 2  | Marylou Hernandez      | 3821 Van Buren      | 79930-5810             |
| 3  | Angie Morales          | 3422 WICKHAM        | 79904<br>566-6511      |
| 4  | Joshua Cordova         | 10928 Bobstone Dr.  | 79936                  |
| 5  | Alan Lyon Smith        | 4615 Hastings Dr    | 79903                  |
| 6  | <del>Tim Morales</del> | 9316 TYLER AVE      | 79930                  |
| 7  | Mick Diarden           | 3701 Pierce         | 79930                  |
| 8  | Lylene DuMont          | 5012 Timberway      | 79903                  |
| 9  | Lidia Portuero         | 3715 TRUMAN         | 564-4395               |
| 10 | HECTOR DURON           | 2724 JEFFERSON      | 566-6829               |
| 11 | Shad Davis             | Alco Dyer NEECE     | 7592017                |
| 12 |                        |                     |                        |
| 13 |                        |                     |                        |
| 14 |                        |                     |                        |
| 15 |                        |                     |                        |

7



**LOWER DYER REVITALIZATION PUBLIC MEETING**

September 14, 2006

|    | Name (Nombre)         | Address (Dirección)                           | Zip Code (Zona Postal) |
|----|-----------------------|---|------------------------|
| 1  | NICHOLSON, WILLIAM L. | 3518 HAYES AVENUE, APT # 5, EL PASO, TX 79936 | 79930-5053             |
| 2  | Bill Lilly            | City Hall                                     |                        |
| 3  | Rosa Nunez            | Project Vida 4875 Maxwell                     | 04                     |
| 4  | Cindy Arriaga         | UTEP STUDENT                                  |                        |
| 5  | Alfred Johnson        | 3614 Tylon                                    | 5061969                |
| 6  | Jorge Hernandez       | 3501 Pina                                     | 5622275                |
| 7  | Valentín Jimenez      | 4315 Fallado                                  |                        |
| 8  | Rosa Sanchez          | 2831 Morehead Ave                             | 79930                  |
| 9  | Juan Ordñez           | 315 Melendez                                  | 74927                  |
| 10 | Bonnie Gonzales       | 3903 Tylon                                    | 79930                  |
| 11 | Mary L. Infancia      | 3337 Insua Ave                                | 79930                  |
| 12 | Edie Danley           | 3435 Charwood                                 | 79904                  |
| 13 | MANUEL E. ORTEGA      | 6713 MORENSIDE CIR.                           | 79904                  |
| 14 | Angie Corral-Barajas  | 2400 Kilmarnock Dr.                           | 79925                  |
| 15 | Terrell Kelley        | 4911 Louisiana St                             | 79930                  |

✓



**LOWER DYER REVITALIZATION PUBLIC MEETING**

September 14, 2006

|    | Name (Nombre)     | Address (Direccion)                | Zip Code (Zona Postal) |
|----|-------------------|------------------------------------|------------------------|
| 1  | Leo Lujan         | 3719 McKinley Ave                  | 79930-5630             |
| 2  | Noel O. Aguirre   | 1644 Comaland #149                 | 79935                  |
| 3  | Ana Arroyo        | 3614 Tyler                         | 79930                  |
| 4  | Yli Barbe         | 2901 McKinley                      | 79930                  |
| 5  | Joe Barba         | 2901 McKinley                      | 79930                  |
| 6  | Melanie Almada    | 3509 Pierce                        | 79930                  |
| 7  | Richard Arola     | 2905 Harrison                      | 79930                  |
| 8  | Howard Barton     | 2810 Tyler #1                      | 79930                  |
| 9  | Lucy Carrasco     | 5300 E Paisano (Housing Authority) | 79905                  |
| 10 | Christina Narquez | 3401 Jefferson                     | 79930                  |
| 11 | Ed Flores         | 3305 J. Pineda                     | 79930                  |
| 12 | Jeffrey Stank     | UTEP                               | 79968                  |
| 13 | Michael Chavez    | UTEP                               | 79915                  |
| 14 | Guirama Raleado   | 2710 Park Ave                      | 79930                  |
| 15 | Maria Antonia     | 3514 Truman                        | 79930                  |

✓



**LOWER DYER REVITALIZATION PUBLIC MEETING**

September 14, 2006

|    | Name (Nombre)      | Address (Dirección) | Zip Code (Zona Postal) |
|----|--------------------|---------------------|------------------------|
| 1  | Teresa Solis       | 5914 Tyler Ave      | 79930                  |
| 2  | Vivian Nava        | 1112 Bruce Dextrin  | 79935                  |
| 3  | ROBERT ROBUELO     | 3710 Fowlk Ave      | 79930                  |
| 4  | Rosa Ma Cisneros   | 3717 Truman Ave     | 79930                  |
| 5  | Raul Vasquez       | 3425 NATIONS        | 79930                  |
| 6  | Gabriela Samaniego | 3005 Harrison       | 74430                  |
| 7  | Andy Johnston      | Jerry LACCION Tr    | 24                     |
| 8  | Marta Ortega       | 6713 Morning side   | 04                     |
| 9  | Estelle Blum       | 4094 Keltner        | 04                     |
| 10 | En Ho A. Padilla   | 3509 Lincoln        | 30                     |
| 11 |                    |                     |                        |
| 12 |                    |                     |                        |
| 13 |                    |                     |                        |
| 14 |                    |                     |                        |
| 15 |                    |                     |                        |



LOWER DYER REVITALIZATION PUBLIC MEETING

September 14, 2006

|    | Name (Nombre)  | Address (Dirección)        | Zip Code (Zona Postal) |
|----|----------------|----------------------------|------------------------|
| 1  | José Acosta    | 3308 Tyler                 | 79930                  |
| 2  | Dolores Neri   | 3113 Harrison              | 79930                  |
| 3  | Adam Hernandez | 3001 Mountain Av           | 79930                  |
| 4  | Justin Monarez | 9600 Dyer (El Paso Police) | 79924                  |
| 5  | Luis Barba     | 2720 Fillmore              | 30                     |
| 6  |                |                            |                        |
| 7  |                |                            |                        |
| 8  |                |                            |                        |
| 9  |                |                            |                        |
| 10 |                |                            |                        |
| 11 |                |                            |                        |
| 12 |                |                            |                        |
| 13 |                |                            |                        |
| 14 |                |                            |                        |
| 15 |                |                            |                        |





LOWER DYER REVITALIZATION PUBLIC MEETING

October 4, 2006

|    | Name (Nombre)         | Address (Dirección)   | Zip Code (Zona Postal) |
|----|-----------------------|-----------------------|------------------------|
| 1  | Justin Monarez (EPD)  | 9600 Dyer (NERCC)     | 79924                  |
| 2  | TIM GONZALES          | 3316 TYLER            | 79930                  |
| 3  | Margie Gonzales       | 3316 Tyler            | 79930                  |
| 4  | Bonnie Gonzales       | 3903 TYLER            | 79930                  |
| 5  | Daniel P. Gonzales    | 3903 Tyler            | 79930                  |
| 6  | Clemente Juarez       | 3630 FROMAN           | 79930                  |
| 7  | Marie Doyle           | FORT BLISS            | 79916                  |
| 8  | Mr + Mrs Albert Anaya | 3614 Tyler            | 79930                  |
| 9  | ROBERT ROBLERO        | 3710 POWK             | 79930                  |
| 10 | Nick VILARDELL        | 3701 PIERRE           | 79930                  |
| 11 | A. PETE ALVAREZ       | 4016 THOMASON         | 79904                  |
| 12 | Veronica R. Parales   | UTEP                  |                        |
| 13 | Lucy Aragon           | UTEP                  |                        |
| 14 | Luz Elena Dominguez   | 3575 lineda           | 79930                  |
| 15 | MANUEL E. ORTEGA      | 6713 MORNINGSIDE CIR. | 79704                  |



LOWER DYER REVITALIZATION PUBLIC MEETING

October 4, 2006

|    | Name (Nombre)   | Address (Dirección)         | Zip Code (Zona Postal) |
|----|-----------------|-----------------------------|------------------------|
| 1  | DAVID SWANSON   | UTEP                        |                        |
| 2  | RICHARD AVILA   | 2905 HARRISON AVE           | 79930                  |
| 3  | Pafaela Tomidos | 3517 Truman                 | 79930                  |
| 4  | Aurora Robledo  | 3710 Polk Ave               | 79930-5912             |
| 5  | Imma Chavez     | 4554 Hercules Apt 127       | 79904                  |
| 6  | Rosa Nuñez      | Project Vida                | 79904                  |
| 7  | MELISSA SOTO    | 3304 Tyler                  | 79930                  |
| 8  | Jobie Atvarez   | <del>3304</del> 405 Broadus | 75504                  |
| 9  | Sulo Diaz       | UTEP                        |                        |
| 10 | Juan Ordover    | UTEP                        |                        |
| 11 | Andy Gutierrez  | UTEP                        |                        |
| 12 | Erica Rodriguez | UTEP                        | '04                    |
| 13 | Kathy Staudt    | UTEP                        | 12                     |
| 14 | Greg Almaden    | 3501 Pierce Av.             | 30                     |
| 15 |                 |                             |                        |



LOWER DYER REVITALIZATION PUBLIC MEETING

October 4, 2006

|    | Name (Nombre)       | Address (Dirección) | Zip Code (Zona Postal) |
|----|---------------------|---------------------|------------------------|
| 1  | Kevin P. H.         | City                |                        |
| 2  | Bentley A. Zebicote | 3509 Lincoln        | 79930                  |
| 3  | Paul Rodriguez      | UTEP                |                        |
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LOWER DYER PUBLIC MEETING MARCH 20, 2007

| NAME                   | ADDRESS                                  | ZIP CODE |
|------------------------|--|----------|
| Julita Samaniego       | 3405 Fillmore Ave                        | 79930    |
| MARIA SERRANO          | 4500 Dyer                                | 79930    |
| MARIA SERRANO          | 3814 Fort BLVD                           | 79930    |
| Margarita Hdez. Larios | 3914 Fort BLVD                           | 79930    |
| Bonnie Gonzales        | 3903 TYLER                               | 79930    |
| Ana Arroyo             | 3614 Tyler                               | 79930    |
| Albert Arroyo          | 3614 Tyler                               | 79930    |
| Edgardo FERNANDEZ      | 3800 Lincoln Apt. 7                      | 79930    |
| Tamara L. Whitfield    | Project ARRIBA<br>1155 Westmoreland      | 79925    |
| Estela FLORES          | Project ARRIBA<br>1155 Westmoreland #235 | 79925    |
| Melinda Homay          | 3605 Juniper Ave.                        | 79930    |
| Leo Lujan              | 3719 Mc Kinley Ave                       | 79930    |
| Terry Kelley           | 4911 Louisiana St                        | 79930    |
| FRANK LUNA Jr          | 3816 FILLMORE AVE                        | 79930    |
| JORGE ALMADA           | 3561 Pineda                              | 79930    |
| Adam Hernandez         | 3001 Mountain Av                         | 79930    |
| HECTOR DURON           | 2724 JEFFERSON                           | 79930    |

LOWER DYER PUBLIC MEETING MARCH 20, 2007

| NAME                 | ADDRESS                    | ZIP CODE |
|----------------------|----------------------------|----------|
| Hipólito Ramirez     | 3825- JOHNSO               | 79930    |
| FRANK YOUNIS JR      | 4300 FLORY AVE             | 79004    |
| WILLIAM NICHOLSON    | 3518 HAYES AVENUE, APT. #5 | 79930    |
| Elizabeth Gelinias   | 3222 Tyler Av              | 79930    |
| Isidra CONTRERAS     | 3715 TRUMAN                | 79930    |
| Rosa Ma. Cisneros    | 3717 Truman Ave.           | 79930    |
| MORAIMA LOBOGUERRERO | 3702 PIERCE AVE            | 79930    |
| ROBERTO LUJAN        | 3337 TAYLOR AVE            | 79930    |
| LUIS GALLARDO        | 4127 LEAVELL AVE.          | 79904    |
| Axita Gallardo       | 4107 LEAVELL AVE           | 79904    |
| Nick VilardeLL       | 3701 PIERCE                | 79930    |
| ANNA MARQUEZ         | 3401 JEFFERSON             | 79930    |
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LOWER DYER PUBLIC MEETING MARCH 20, 2007

| NAME                 | ADDRESS                      | ZIP CODE |
|----------------------|------------------------------|----------|
| ROBERT AURORA ROBLED | 3710 Polk Ave<br>El Paso, TX | 79930    |
| Jucia Carrillo       | 3621 Taylor #C               | 79930    |

LOWER DYER PUBLIC MEETING MARCH 20, 2007

| NAME       | ADDRESS         | ZIP CODE |
|------------|-----------------|----------|
| Susie Byrd | 2701 Louisville | 79930    |
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LOWER DYER PUBLIC MEETING MARCH 28, 2007

| NAME                  | ADDRESS                                       | ZIP CODE |
|-----------------------|---|----------|
| Ana Arroyo            | 5614 Tyler                                    | 79930    |
| Albert Arroyo         | "   | "        |
| Tamara L. Whitfield   | Project ARRIBA<br>1155 Westmoreland Suite 235 | 79925    |
| Angie Morales         | 3422<br>WICKHAM                               | 79904    |
| FRANK LUNA SR         | 3816 FILLMORE                                 | 79930    |
| Bonnie Gonzales       | 3903 TYLER                                    | 79930    |
| Mary Ann Tapia        | Project ARRIBA<br>1155 Westmoreland Ste 235   | 79925    |
| Moraima Lobo Guerrero | 3702 Pierce Ave                               | 79930    |
| CARMA Holguin         | 3901 Pierce Ave                               | 79930    |
| Amando Holguin        | 3800 Memphis                                  | 79930    |
| Justin Moncetz        | EPPD/NERCC                                    | 79924    |
| Maria Liles           | 3827 Polk Ave                                 | 79930    |
| Terrell Kelley        | 4911 Louisiana St                             | 79930    |
| Jorge Almeida         | 3901 Pierce                                   | 79930    |
| Ed. Flores            | 3305 Pierce                                   | 79930    |
| Leo Lujan             | 3719 Dr. K. K. Ave                            | 79930    |





LOWER DYER PUBLIC MEETING APRIL 3, 2007

| NAME                   | ADDRESS                                       | ZIP CODE |
|------------------------|---|----------|
| RICHARD AVILA          | 2905 HARRISON AVE                             | 79930    |
| George Delmado         | 3501 Pierce                                   | 79930    |
| Jessica Solis          | 3914 Tyler Ave                                | 79930    |
| Maria Estelle Ponce    | 3901 Lincoln Ave.                             | 79930    |
| Tamara L. Whitfield    | Project ARRIBA<br>1155 Westmoreland Suite 235 | 79925    |
| Mary Ann Tapia         | Project ARRIBA<br>1155 Westmoreland Ste 235   | 79925    |
| FRANK LUNA             | 3816 Fillmore                                 | 79930    |
| Ruben Loye             | 3516 Truman                                   | 79930    |
| ROBERTO LUTAN          | 3337 TAYLOR                                   | 79930    |
| Stade Davis            | EPPD/NECC<br>9600 Dyer                        | 79924    |
| MANUEL E. ORTEGA       | 6713 Montrose                                 | 79904    |
| MORAIMA LOBO GUERRERO  | 3702 PIERCE AVE                               | 79930    |
| Adam Hernandez         | 3001 Mountain Av                              | 79930    |
| HECTOR DURON           | 2724 JEFFERSON                                | 79930    |
| MR. MRS ROBERT ROBLEDO | 3710 Polk                                     | 79930    |
| Mick Vilardell         | 3701 Pierce                                   | 79930    |



LOWER DYER BUSINESS OWNERS 5/17/07

| NAME              | BUSINESS NAME      | MAILING ADDRESS      |
|-------------------|--------------------|----------------------|
| MARK WEBER        | CITY OF EL PASO    | 2 Civic Center Plaza |
| Verónica Rosales  | City-Economic Dev. | 2 Civic Ctr. Plaza   |
| Armando Holguin   | Holguin's Cafe     | 4313 Dyer            |
| Lorraine Quintero | City of El Paso    | 2 Civic Center Plaza |
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Lower Dyer Business Owners Meeting 6/21/07

| NAME              | BUSINESS         | ADDRESS  |
|-------------------|------------------|--|
| MARK WEBER        | City of El Paso  | 2 Civic Center Plaza 79901<br><del>79901</del> |
| Richard King      | Oscar's Roofing  | 4006 Pierce 79930<br>RKLK@ATT.NET              |
| Lorraine Durimiro | City of El Paso  | 2 Civic Center Plaza 79901                     |
| Olivia Montalvo   | City of EP       | 2 Civic Center Plaza 79901                     |
| ROYNA HANNAH      | Bangkok Ent. LLC | 4808 Dyer St 79930<br>Teeluck@netscape.i       |
| Venerica Rosales  | City of El Paso  |  |
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**LOWER DYER REVITALIZATION PUBLIC MEETING**

October 30, 2007

|    | Name (Nombre)           | Address (Dirección)                     | Zip Code (Zona Postal) |
|----|-------------------------|---|------------------------|
| 1  | AUGORA ROBLEDO          | 3710 Polk Ave                           | 79930                  |
| 2  | ROBERT ROBLEDO          | 3710 Polk Ave                           | 79930                  |
| 3  | Rev. Caroline Bedic     | 4445 Edgar Park<br>EL PASO, TEXAS 79900 | 79904                  |
| 4  | Thelma Bertley          | 4445 Edgar Park<br>EL PASO, TEXAS       | 79904                  |
| 5  | Muriel Thomas-Borders   | 1918 Texas Ave El Paso, TX              | 79901                  |
| 6  | Sara Quieta Art-Sandala | 3524 Fillmore, El Paso TX               | 79930                  |
| 7  | Angie Morales           | 3422 Wickham                            | 79904                  |
| 8  | Millie Villa            | 151 S. Prado                            | 79907                  |
| 9  | Clemente Martinez       | 151 S. Prado                            | 79907                  |
| 10 | Shivvia Montalvo        | City of El Paso                         | 79912                  |
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**LOWER DYER REVITALIZATION PUBLIC MEETING**

October 30, 2007

|    | Name (Nombre)     | Address (Dirección)              | Zip Code (Zona Postal) |
|----|-------------------|----------------------------------|------------------------|
| 1  | Bonnie Gonzales   | 3903 TYLER                       | 79930                  |
| 2  | MARK WEBER        | 2 CIVIC CENTER PLAZA             | 79901                  |
| 3  | TERESA SOLIS      | 3914 TYLER                       | 79930                  |
| 4  | MARISA MARRQUEZ   | 3112 FEDERAL                     | 79930                  |
| 5  | Linwood G. Christ | 150 South Pardo 108 <sup>#</sup> | 79907                  |
| 6  | JORGE ALMADA      | 3501 Avoice                      | 5622275                |
| 7  | DANE GILMODY      | TVP NON PROFIT - local Boeing F2 | (807-0699) 79925       |
| 8  | Brene Panson      | 7969 San Pablo - Street Dept     | 274-1741               |
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### Sources Cited

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