

CITY OF EL PASO, TEXAS
AGENDA ITEM DEPARTMENT HEAD'S SUMMARY FORM

DEPARTMENT: Community and Human Development

AGENDA DATE: 01/15/2008

CONTACT PERSON/PHONE: Mark Weber / 541-4932

DISTRICT(S) AFFECTED: 3 & 8

SUBJECT:

Resolution approving the Chamizal Neighborhood Revitalization Strategy and authorizing its submittal to HUD for Neighborhood Revitalization Strategy Area (NRSA) designation.

BACKGROUND / DISCUSSION:

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

PRIOR COUNCIL ACTION:

Has the Council previously considered this item or a closely related one?

No.

AMOUNT AND SOURCE OF FUNDING:

How will this item be funded? Has the item been budgeted? If so, identify funding source by account numbers and description of account. Does it require a budget transfer?

Funding for the Strategy will be identified throughout implementation.

BOARD / COMMISSION ACTION:

Enter appropriate comments or N/A

The Development Coordinating Committee recommends approval of the Strategy.

The Quality of Life LRC recommends approval of the Strategy.

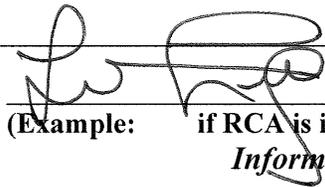
The City Plan Commission recommends approval of the Strategy.

*****REQUIRED AUTHORIZATION*****

LEGAL: (if required) _____

FINANCE: (if required) _____

DEPARTMENT HEAD: _____



(Example: if RCA is initiated by Purchasing, client department should sign also)
Information copy to appropriate Deputy City Manager

APPROVED FOR AGENDA: _____

CITY MANAGER: _____

DATE: _____

08 JAN - 7 AM 11:19
CITY CLERK DEPT.

RESOLUTION

WHEREAS, the City Council for the City of El Paso (“Council”) has identified development and implementation of a comprehensive neighborhood revitalization program as an important strategic goal and based on that direction, the City’s Community and Human Development Department (the “Department”) has committed to undertaking revitalization efforts for the City’s more distressed neighborhoods; and

WHEREAS, the City has identified the Chamizal Neighborhood as a candidate for comprehensive long-term and sustainable physical, economic, and social revitalization strategies to be accomplished through partnerships among federal, state, and local government agencies, the private sector, community organizations, and neighborhood residents to stimulate reinvestment of human and economic capital and empower residents to participate in the neighborhood’s resurgence; and

WHEREAS, through the active participation of community, business, and resident stakeholders, the Department has developed a proposed Chamizal Neighborhood Revitalization Strategy and the Department Director has recommended that Council approve the strategy for submission to HUD for initial review for designation of the Chamizal Neighborhood as a Neighborhood Revitalization Strategy Area, which would provide the City with greater flexibility in the use of Community Development Block Grant funds in the revitalization of the Chamizal Neighborhood.

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL PASO:

THAT Council hereby approves the proposed Chamizal Neighborhood Revitalization Strategy and authorizes the City Manager to submit the proposed Chamizal Neighborhood Revitalization Strategy to HUD for initial review and comment on the designation of the Chamizal Neighborhood as a Neighborhood Revitalization Strategy Area under the City’s Consolidated Plan 2005-2010.

ADOPTED this _____ day of January, 2008.

CITY OF EL PASO

John F. Cook
Mayor

(Signatures Continue on Following Page)

08 JAN - 7 AM 11:20
CITY CLERK DEPT.

ATTEST:

Richarda Duffy Momsen
City Clerk

APPROVED AS TO FORM:



Marie A. Taylor
Assistant City Attorney

APPROVED AS TO CONTENT:

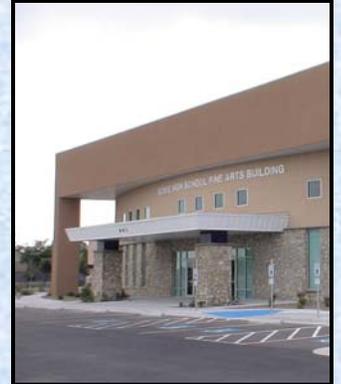


William L. Lilly, Director
Community and Human Development

08 JAN -7 AM 11:20
CITY CLERK DEPT.



Chamizal Neighborhood Revitalization Strategy



Community & Human
Development Department
Neighborhood Services
2 Civic Center Plaza
El Paso, TX 79901



District #8 Representative
Beto O'Rourke

Chamizal Revitalization Strategy

Executive Summary	2
Background and Process	5
A. The Lower Dyer Neighborhood	5
B. HUD Requirements	7
C. Community Participation	7
Public Meetings	7
Survey	8
D. Cleanup	9
Neighborhood Overview	10
A. Land Use	10
B. Demographic Analysis	13
Income & Workforce	15
Education	19
Housing	20
C. Demographic Conclusions	27
D. Baseline Facilities and Services	28
Infrastructure	28
Building and Zoning Codes	31
Code Enforcement	31
Police Protection	31
Education	33
Youth Services	33
Commercial Services & Dyer Street	33
Neighborhood Resources	35
Lower Dyer Neighborhood Resources	35
El Paso Community Resources	35
Strategy Narrative	37
Safety & Security	37
Neighborhood Conditions	38
Housing	38
Social Services	39
Economic/Workforce Development	41
Neighborhood Facilities	41
Education	41
Infrastructure	42
Chamizal Revitalization Strategy	44
Outcomes and Evaluation	73
A. Performance Measures	73
B. Evaluation	73
Appendix A. Public Meeting Input	74
Appendix B. Resident Survey	75
Appendix C. Sign-In Sheets	84
Sources Cited	101

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 more distressed neighborhoods. These efforts will entail a holistic and comprehensive approach to promote the long-term and sustainable physical, economic and social revitalization of the neighborhood. This will be accomplished by focusing local resources, public and private funds, resources and programs, and targeting them in these revitalization areas.

The City identified the Chamizal Neighborhood as a prime candidate for revitalization 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, businesses, community organizations, educational institutions and other key stakeholders, the strategies within this plan will empower the residents of the neighborhood thus ensuring 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. These strategies utilize benchmarks to measure the success of elements within the plan, and full implementation is expected to take five years.

The Chamizal Neighborhood is one of the oldest and poorest in the city. Located in south central El Paso, the Chamizal Neighborhood is predominantly a residential neighborhood, with a mix of light to heavy commercial businesses. Business deliveries and customers enter the neighborhood at Alameda Avenue and Paisano Drive, which are major arterials that run along the neighborhood's southern and northern boundaries. The International Bridge of the Americas, adjacent to the Chamizal Neighborhood, is one of the busiest international border crossings along the US-Mexico border adding to the traffic in and around the neighborhood. Unfortunately, the traffic is not limited to automobiles; residents move in and out of the neighborhood, making it difficult to commit to the stability and improvement of the neighborhood.

While the city's land use shows that the majority of the housing stock is single family residential (60%), census figures report that the vast majority of the Chamizal Neighborhood is made up of rental housing. Homeownership, while sometimes a risky proposition for low-income households; can be a significant, and sometimes the only, vehicle for wealth creation. Homeownership brings with it increased social benefits. Those receiving the largest portion of those benefits are the youth, with improved conditions for their childhood development.

A lack of youth activities, dilapidated housing conditions, and criminal activity were some of the issues raised 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 this strategy, and their corresponding goals, were derived from this input and are sorted into the following categories.

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

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

The age of the housing as well as a lack of residential and commercial code enforcement have lead to poor **neighborhood conditions**. Chamizal residents expressed a desire to improve the condition of housing in their neighborhood. Intensive, proactive code enforcement will be necessary to alleviate this stress on the neighborhood.

Owner occupied **housing** is extremely low in the neighborhood and evidence has shown that homeownership can go far to stabilize a neighborhood. Increased homeownership programs can be targeted in the neighborhood, along with other programs to improve the quality of housing.

Because of the high levels of poverty in the Chamizal Neighborhood, various **community services** are offered by not-for-profit organizations and government agencies. A lack of coordination among these service providers could lead to duplication of efforts or persistent gaps. Often we find that residents are unaware of available resources and valuable sources of support go unutilized.

Neighborhood businesses and property owners have indicated a desire for **economic development** programs to assist in improving the economic environment along the Texas-Alameda Corridor. A high unemployment rate and large portion of the working-aged population being removed from the workforce creates a need for **workforce development** programs.

Neighborhood facilities exist throughout the neighborhood including three elementary schools, a high school, churches, and not-for-profit buildings. The holistic approach required to undertake the revitalization of this neighborhood will utilize these facilities and their resources. Coordination with these agencies and other stakeholders will enhance opportunities for **education**, the key to sustaining the positive changes in the neighborhood.

Often unnoticed until problems arise, **infrastructure** of a neighborhood is vital to the health and safety of its residents. An evaluation of Chamizal's infrastructure determined necessary improvements. Some of those improvements will require significant public investment.

This revitalization plan 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 plan, and the progress of its implementation, easily accessible to all 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 the 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 focused in revitalization area. 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. This plan contains strategies designed to bring sustainable change to the Chamizal Neighborhood. Implementing these strategies will require a financial commitment from local, public and private partners. At times when limited resources are pulled in different directions it is important to stick to the commitment that a targeted effort will deliver the greatest impact.

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 Chamizal Neighborhood.

Background and Process

A. The Chamizal Neighborhood

Located in the south central portion of the El Paso's Central Planning Area (Figure 1), the Chamizal Neighborhood is roughly three quarters of a square mile in size. The neighborhood is bounded to the north by Alameda Avenue, the east by Gateway South Boulevard, the south by Paisano Drive and Cesar Chavez Memorial Highway, and the west by Laurel Street and the Rail Road tracks (Figure 2). The neighborhood has been a part of historic developments.

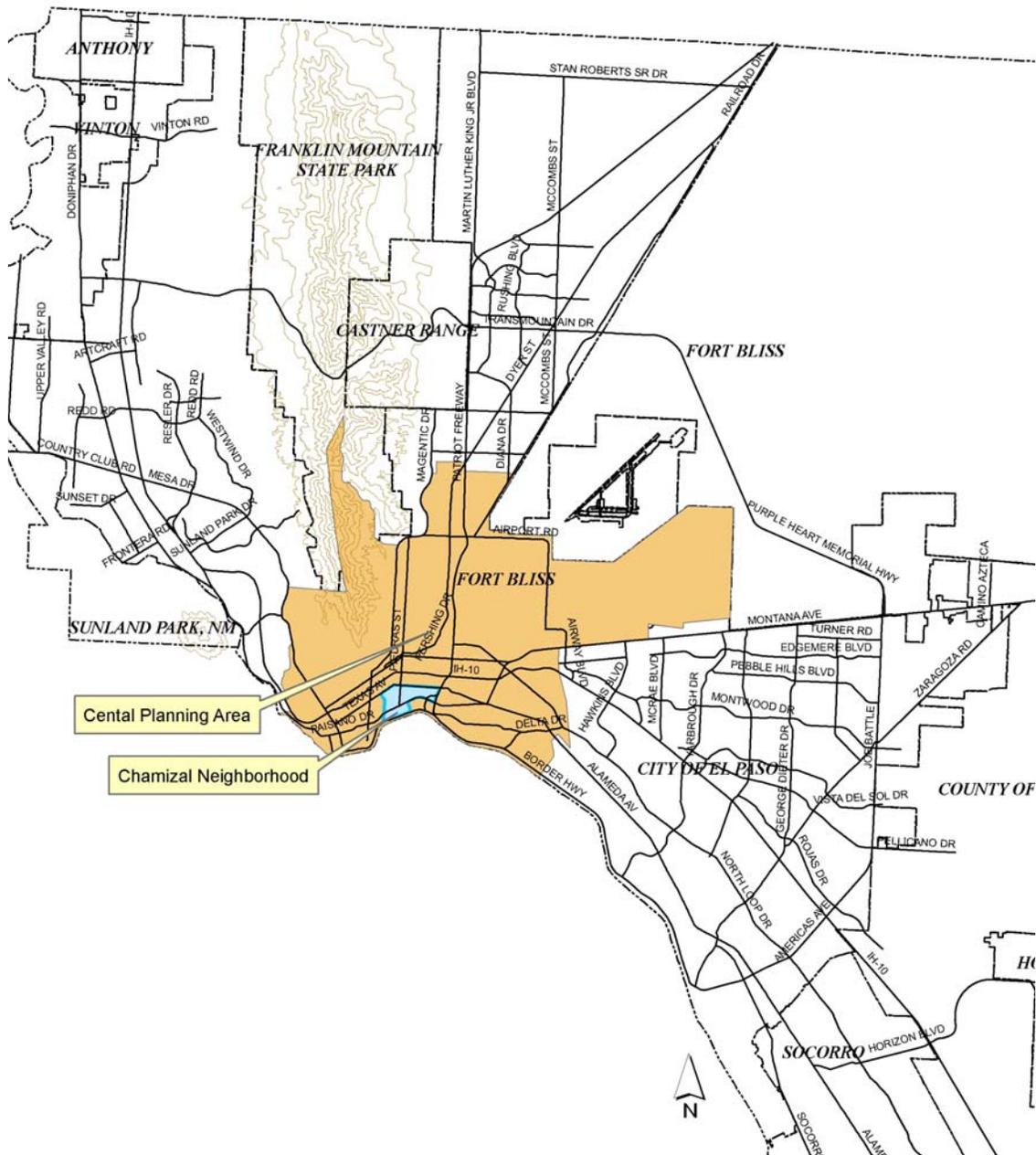


Figure 1 - Location Map

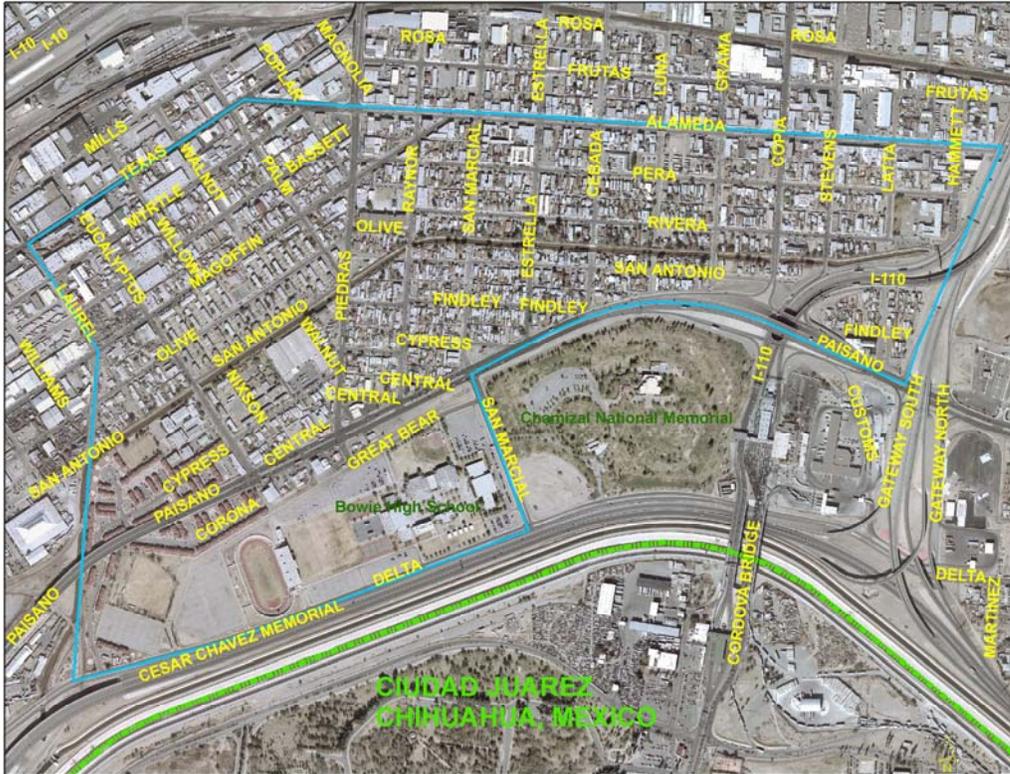


Figure 2 - Chamizal Neighborhood Boundaries

The framework for the neighborhood was formalized between 1902 and 1904 when the subdivision plats were filed. Chamizal is home to Douglas School, established in 1895 it was an all African American school due to segregation, all grade levels here housed there. Other schools located within Chamizal are Beall Elementary, Zavala Elementary, and Bowie High School. The city's third oldest high school established in 1927 in south El Paso was moved to its existing site in 1941. In 1947 the Paisano Drive expansion claimed several homes. The signing of the Chamizal Treaty in 1963 settled a longstanding dispute between the United States and Mexico over several hundred acres on the banks of the Rio Grande. Various Chamizal residents were uprooted as land was transferred back to Mexico. The largest redevelopment since then has been the 1975 construction of the Ruben Salazar Public Housing complex.

Chamizal is a predominantly residential neighborhood with a mix of single family and multi family housing. The El Paso Public Housing Authority operates the Tays and Salazar housing complexes within the Chamizal boundary. Businesses operate along Alameda Avenue, Texas Avenue, Piedras Street and Paisano Drive. Along Alameda and Texas you will find small grocery stores, convenience stores, bars, restaurants, bakery, appliance repair shops, furniture store, cabinet makers, auto repair shops, yet many other buildings are often unoccupied.



Historic Aerial Photo Chamizal 1950

Chamizal has often been the first stop for recent immigrants on their way to achieving their American dream. The needs of the neighborhood have always been many. Many social service providers made their home in the neighborhood over the years. Project Vida, La Mujer Obrera, Queen of Peace Convent, Alcoholics Anonymous, and others are working toward alleviating the conditions in the neighborhood.

B. HUD Requirements

The Chamizal Neighborhood qualifies under HUD guidelines for a Revitalization Strategy Area. The boundaries of the neighborhood form one contiguous area in which 81.6% of the population is low- and moderate-income residents (Table 4 in Demographics section). This neighborhood revitalization plan 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. This plan is not intended to be the City's plan for the neighborhood but instead the neighborhood's plan for their neighborhood.

Furthermore, this plan 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, benchmarks 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. 41 neighborhood residents and 13 representatives from agencies, non-profits, and other organizations were in attendance at the first meeting on September 7th, 2006 at Bowie High School. A follow-up meeting was held on September 28th, 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. 47 individuals attended this second meeting which was at Beall Elementary School.

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.

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.



Figure 3 Planning Meeting Participants



Figure 4 Tays Housing Community Meeting.

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. 138 surveys were completed.

The top 3 issues “if funds were available” that residents indicated they would like to see addressed were home/property improvement, street lighting, and parks/recreation & senior centers/libraries. Other issues commonly raised in the surveys were crime, neighborhood appearance/image, and a lack of recreational activities.

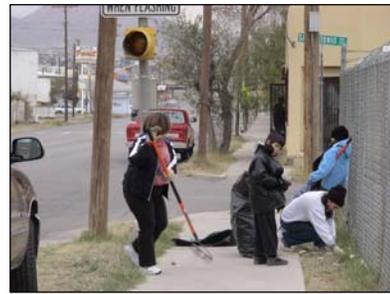
The goals and strategies contained in this document are a result of the input gathered through the survey and public meetings.

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, consistent 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 Chamizal Neighborhood. The Chamizal Neighborhood was split into two areas the first cleanup. However, to begin addressing these issues and to kick start the revitalization process, an intensive neighborhood cleanup was conducted on December 9th, 2006 and the second April 14th, 2007

Before each cleanup 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 serious 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 help them during the cleanup.



Combined the two cleanup brought together over 124 volunteers to remove approximately 800 cubic yards of debris and 638 abandoned tires 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)??
- Chamizal 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
- La Fe
- Project Bravo
- Project Vida
- Americorp
- Rio Grande Council of Governments
- Solid Waste (City)
- Tres Pesetas, Inc.

The April 14th cleanup was followed by a community picnic put on by the City of El Paso Community & Human Development Department and community partners. The neighborhood and cleanup volunteers were invited to a park for food, prizes, and a dedication ceremony for Estrella Rivera Park. The event also coincided with the city's celebration of Community Development Block Grant Week.

There are signs that debris is beginning to accumulate again on properties within the neighborhood. This illustrates the fact that constant code enforcement will be required to sustain a cleaner neighborhood appearance. Future cleanups will likely be necessary during the implementation of this strategy until a more proactive code enforcement stance is established.



Representative District #8 Beto O'Rourke at Park Dedication

Neighborhood Overview

A. Land Use

The Chamizal Neighborhood is a residential neighborhood with commercial corridors along Alameda Ave, Texas Avenue and Piedras Street. The 2025 Plan for El Paso (1999 Comprehensive Plan) recommends a specific Activity Corridor for the stretch of Alameda Avenue within the Chamizal Neighborhood. Therefore, recommendations for Alameda Avenue land uses are much more comprehensive and mixed use development is recommended. While, this portion of Alameda is largely commercial with some residential along side and behind the commercial storefronts, there are structures that lend themselves to encouraging mixed use development. Mixed use commercial/residential development along this portion of Alameda would require significant rehabilitation of existing buildings and is not likely to occur without incentives provided to the owners. The Plan for El Paso further recommends that majority of land uses in the neighborhood remain residential.

Land use in the Chamizal Neighborhood is primarily residential. Single family residential (Table 1) development accounts for 641 parcels or 57.5% of all parcels within the neighborhood. This accounts for a combined land area of 62 acres or 24.1% of the total land area in the neighborhood. Multi-Family uses number 148 parcels totaling 23 acres and 9.1% of the land area. Six public housing parcels represent 0.5% of parcels and the 20 acres of land represent 7.8% of the neighborhood land area.

Table 1. Land Use
Chamizal

	Parcels		Land Area	
	Number	Percent	Acres	Percent
Single Family	641	57.5%	62.15	24.1%
Multi-Family	148	13.3%	23.34	9.1%
Public Housing	6	0.5%	20.02	7.8%
Church	18	1.6%	2.03	0.8%
Not-for-Profit	16	1.4%	6.07	2.4%
School	5	0.4%	74.68	29.0%
Park	4	0.4%	1.26	0.5%
Medical	1	0.1%	0.24	0.1%
Commercial	201	18.0%	44.56	17.3%
Industrial	2	0.2%	4.86	1.9%
Canal & Drainage	8	0.7%	9.06	3.5%
Utilities - Electric	2	0.2%	0.50	0.2%
Utilities - Water	1	0.1%	0.16	0.1%
Vacant	50	4.5%	4.85	1.9%
TOTAL	1114	100%	257.77	100.00%

* Total Acreage does not include 246 acres of right-of-way

Source: City of El Paso

By parcel count commercial is the second most common land use throughout the neighborhood. There are 201 parcels that have been developed for commercial purposes making up 18% of all parcels. Commercial development fills 44.56 acres of land in Chamizal which is 17.3% of the total area. Commercial businesses can be found along the Alameda Texas Corridor, Piedras Street, and Paisano Drive. With some commercial mixed in the residential area in the north-west corner of the neighborhood.

School uses are found on five parcels totaling 75 acres or 29% of the land area in Chamizal. The largest portion of this goes to Bowie High School. The remaining are the elementary schools Beall, Douglas and Zavala.

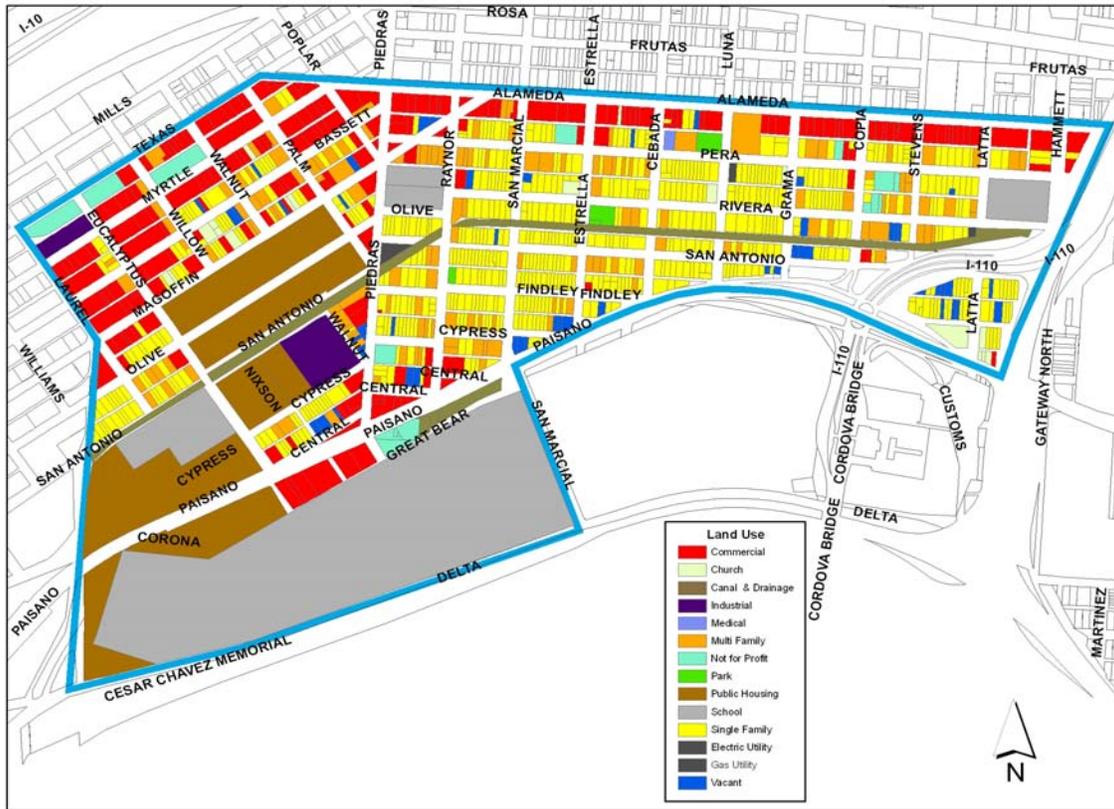


Figure 5 Chamizal Land Use

Several churches and not-for-profits are present in Chamizal Neighborhood. Saint Francis Xavier Church is the largest, located in the south-east corner of the neighborhood. Other Churches in the neighborhood include Trinity Congregational Church, Rivera Street Iglesia de Cristo, and Iglesia del Nazareno to name a few. All church properties in the neighborhood cover 2 acres or 0.8% of the area and 18 parcels, at 1.6% of the total. Not-for-profit uses like La Mujer Obrera, Gateway Mission Training, Project Vida, among others are located in Chamizal and make up 16 parcels at 1.4% and 6 acres or 2.4 % of the land area.

Canal and drainage uses occupy 11.7% of the land area in Chamizal or 9 acres. Eight parcels are split between an open drainage channel along Paisano Dr. and the Franklin Canal which runs through the neighborhood. Electric and water utility facilities make up 3 parcels totaling 0.66 acres of land in Chamizal.

A few small neighborhood parks occupy 1.26 acres of land or 0.5% of Chamizal land area. Estrella Rivera, Luna Pera, and Barrio Park each occupy less than an acre and have playground equipment, basketball courts and picnic tables. Barrio Park is in the worst condition with a damaged fence and picnic tables. Lastly, a dental clinic is under construction with Community Development Block Grant funds at the corner of Cebada St. and Pera Ave. for the .24 acres dedicated medical uses in the Chamizal neighborhood.

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

	Chamizal	City of El Paso	Texas	United States
Population	6,894	563,662	20,851,820	281,421,906
Gender				
Males	44.3%	47.4%	49.6%	49.0%
Females	55.7%	52.7%	50.4%	51.0%
Race/Ethnicity				
Hispanic/Latino	96.9%	76.6%	32.0%	12.5%
White	1.9%	18.3%	52.4%	69.1%
Black	0.7%	2.8%	11.3%	12.1%
Asian/Pacific Islander	0.1%	1.1%	2.7%	3.7%
American Indian	0.2%	0.3%	0.3%	0.7%
Other	0.2%	0.9%	1.2%	1.8%
Below Poverty Level				
	58.1%	22.2%	15.4%	12.4%

Source 2000 Census

In Chamizal, the vast majority of the population is Hispanic at 96.9% compared to 76.6 for the City as a whole. The next largest groups are 1.9% White not Hispanic, and 0.7% are black not Hispanic. A higher percentage of Chamizal households than City wide households speak Spanish in the home at 92.8%. The percentage of those households that struggle with English proficiency is 40.9% (Table 3). This can lead to difficulties in the educational system for children and for adults to find jobs that adequately meet their household needs.

Table 3. Language Spoken at Home and English Speaking Ability

	Chamizal	City of El Paso	Texas	United States
Population that Speaks Spanish at Home	92.8%	68.9%	14.7%	5.5%
Speak Spanish at Home & English "very well"	28.6%	56.6%	5.5%	2.2%
Speak Spanish at Home & English "well"	23.2%	21.0%	4.2%	2.0%
Speak Spanish at Home & English "not well"	16.1%	13.5%	2.6%	1.1%
Speak Spanish at Home & English "not at all"	24.8%	8.9%	27.0%	10.7%
Speak ONLY English	6.9%	28.7%	68.8%	82.1%

Source: 2000 U.S. Census

The age distribution of the Chamizal population is roughly the same as that for the City, with a slightly larger under 18 age group and smaller 18-64 age group (Table 3). These

differences are small but they do result in a slightly smaller percentage of Chamizal residents being in the workforce.

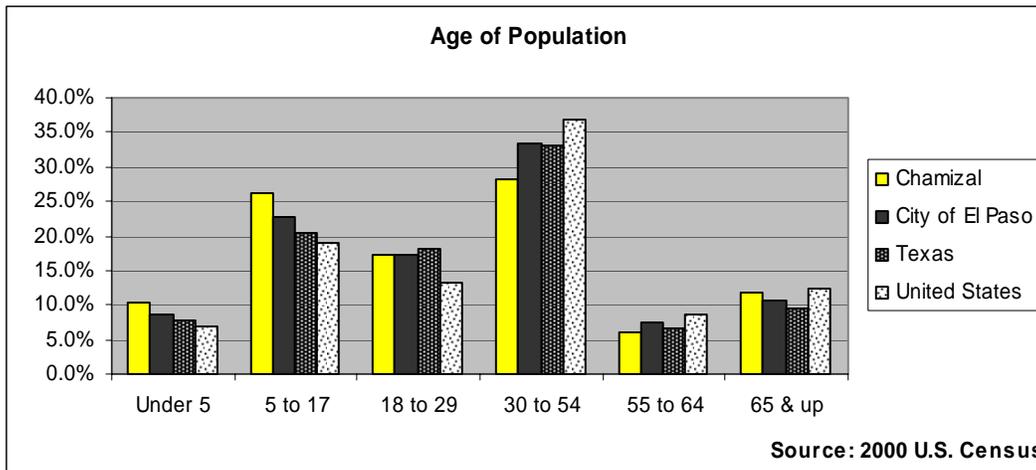


Figure 7 Age Distribution for Chamizal and the City of El Paso

Income & Workforce

The Chamizal Neighborhood is a Community Development Block Grant (CDBG) eligible area, with 81.6% of the population being of low- to moderate-income (Table 4).

Table 4. Low-Mod Population

Chamizal				
Census Tract	Block Group	Population	Low-Mod Population	Percent Low-Mod
21.00	100	1041	976	93.8%
28.00	300	1087	925	85.1%
28.00	400	1579	990	62.7%
28.00	500	1487	1432	96.3%
28.00	600	681	468	68.7%
28.00	700	14	2	17.5%
29.00	100	317	272	85.8%
29.00	200	666	544	81.7%
Total		6872	5610	81.6%

Source: 2000 U.S. Census

The annual household income of Chamizal residents shows a stark contrast from that of the City. Where 41.4% of Chamizal 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 Chamizal, only 4.6% of households make over \$50,000.

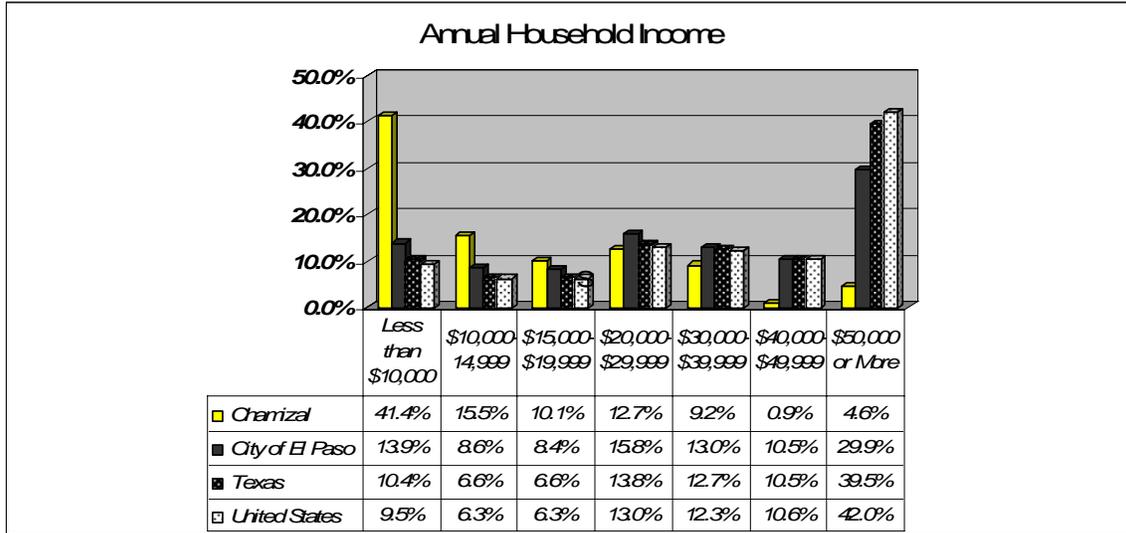


Figure 8 - Median Household Income Comparison

The weighted median household income for the Chamizal Neighborhood is \$11,989 while the median household income for the City of El Paso is \$32,124. Almost 80% of the households in Chamizal have an income below that of the City’s median. Nearly 88.9% are below the national median household income. This disparity in income levels is reflective of the types of occupations held by Chamizal residents in relation to those of the city at large (Table 5).

Table 5. Type of Occupation

	Chamizal	City of El Paso	Texas	United States
Management, Professional, and related	7.0%	31.3%	33.3%	20.1%
Service	24.0%	16.9%	14.6%	14.9%
Sales and Office	26.5%	29.1%	27.2%	26.7%
Construction, Extraction, and Maintenance	13.1%	7.6%	10.9%	9.4%
Production, Transportation, and Material Moving	26.9%	14.9%	11.2%	14.6%
Farming, Fishing and Forestry	0.8%	0.2%	0.7%	0.7%
TOTAL	98.4%	100.0%	98.0%	86.5%

Source: 2000 U.S. Census

The two categories that are highest and almost identical in Table 5 are Sales & Office and the Production occupations at 26.5% and 26.9%. Only slightly behind are Service occupations. 9% less Chamizal workers are in Sales & Office occupations than in the entire city. While, 29% more Chamizal workers are in the Service industry than are workers citywide, and 45% more citywide workers are in , Transportation & Material Moving occupations than are Chamizal workers.

Management, Professional and related occupations generally produce the greatest income. 31.3% of the El Paso population works in these fields, while only 7% of Chamizal 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 Chamizal 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 Chamizal is slightly lower than that of the City (Table 6). Families struggle with the lower incomes generated by the service industry jobs. Table 6 goes on to show that a smaller percentage of residents are in the workforce as compared to the city. The Chamizal neighborhood could suffer unemployment rate increase as the larger youth population begins to join the workforce. It is crucial that this population explore avenues for higher educational attainment in order to join the workforce with the skills and knowledge necessary to find gainful employment.

Table 6. Labor Force and Unemployment

	Chamizal	City of El Paso	Texas	United States
Population	7,546	563,662	20,851,820	281,421,906
Labor Force	2,011	233,305	9,937,150	138,820,935
% of Population in the Labor Force	26.6%	41.4%	47.7%	49.3%
Total Employed	1,821	207,408	9,340,963	130,873,649
Unemployment Rate	9.4%	11.1%	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)

Table 7 shows the number of available vehicles per household. Over a third (38.9%) of all Chamizal households does not have any available vehicle, while citywide that number falls to 11%. 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 Chamizal only 16.7% have two or more vehicles.

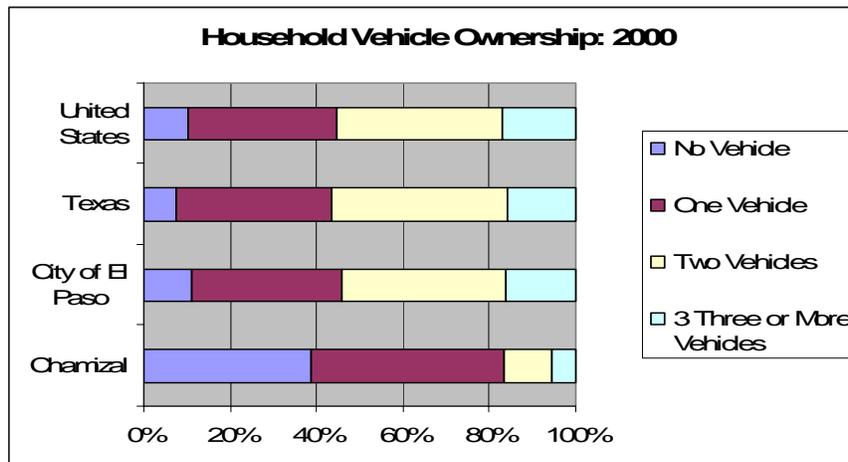


Figure 5 - Vehicle Ownership

Table 7. Vehicle Ownership

Number of Vehicles Available	Chamizal	City of El Paso	Texas	United States
No Vehicle	38.9%	11.0%	7.4%	10.3%
One Vehicle	44.4%	35.1%	36.0%	34.2%
Two Vehicles	11.1%	37.8%	40.9%	38.4%
3 Three or More Vehicles	5.6%	16.2%	15.7%	17.1%

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 correlation. 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 70.5% of Chamizal 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 58.1% of Chamizal residents are below poverty level. Not having a high school diploma is a limiting factor to one’s employability; however, by obtaining a college degree increases ones employability and opportunity to make more money. Out of the El Paso population 18% has continued beyond high school to receive a bachelor degree or higher, while only 1.3% of Chamizal residents have done the same. Again, it appears that the generally low educational attainment of Chamizal residents is contributing to lower household income.

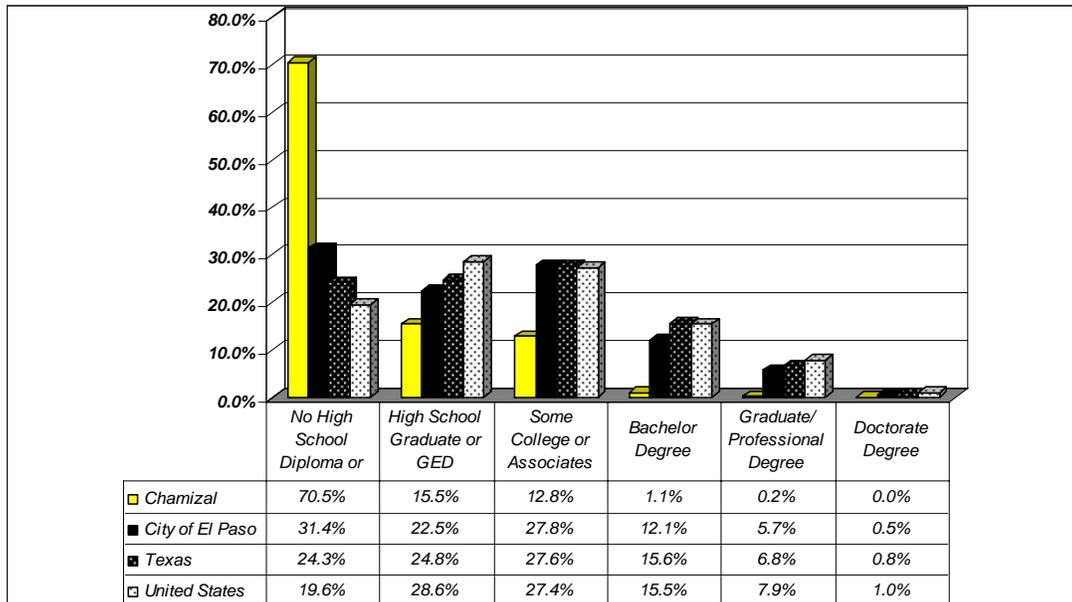


Figure 6 - Educational Attainment

The alarmingly small percentage of Chamizal residents with even some college or an associate degree (12.8%) shows few residents are even pursuing advanced degrees. It is imperative that efforts be made to prepare the youth for educational success and mentoring opportunities to broaden their aspirations. The high dropout rate is another alarming sign that even a high school diploma is beyond some resident's reach.

Table 8. High School Dropout Rate

	Chamizal	City of El Paso	Texas	United States
Population ages 16-19	545	36,351	1,289,185	15,930,458
Not Enrolled in School and Not High School Graduate	59	3,185	160,669	1,562,184
Dropout Rate	10.7%	8.8%	12.5%	9.8%

Source: 2000 U.S. Census

Dropout rate was determined in Table 8 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 Chamizal is only slightly higher than that of the city as a whole.

Housing

There are many questions that must be answered to create a clear picture of the condition of housing 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 Chamizal Neighborhood by addressing these questions.

Chamizal largely began as a farming community and formal subdivisions were filed between 1902 and 1904. Figures 5 and 6 illustrate how the housing stock of the Chamizal Neighborhood was developed over time. Central Appraisal District Records show the first homes in Chamizal were built in 1900. Over the next ten years an average of one house per year was built. A spike in 1912 shows 83 residential constructions. The neighborhood then experienced cycles of spikes and lulls in home construction the latest spike was in 1985 with 30 single family homes constructions. A need to rehabilitate the older homes in the Chamizal was a concern of many residents in the Chamizal.

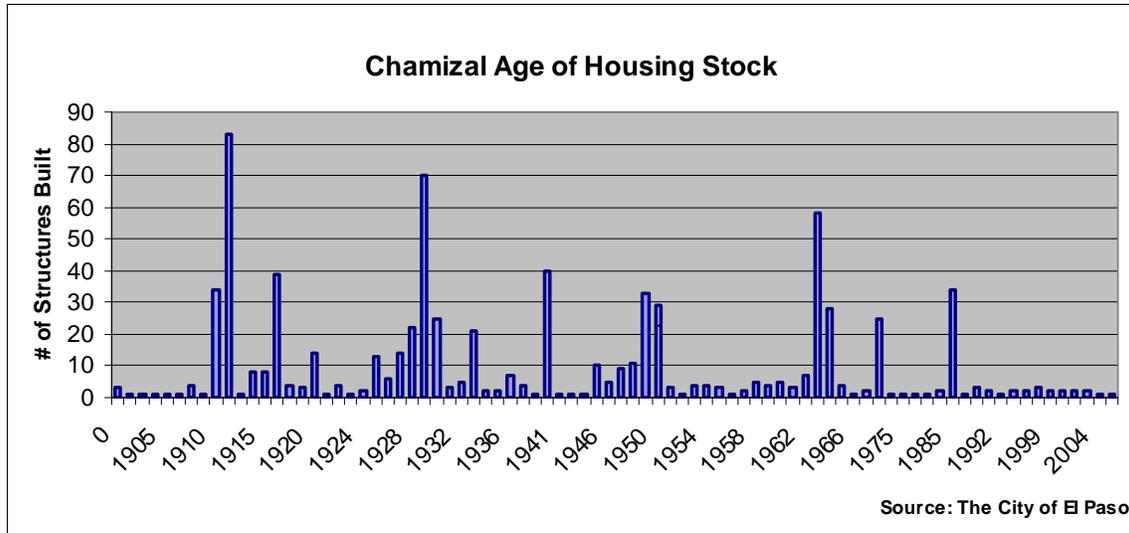


Figure 7 - Number of housing structures built each year from 1920-2003

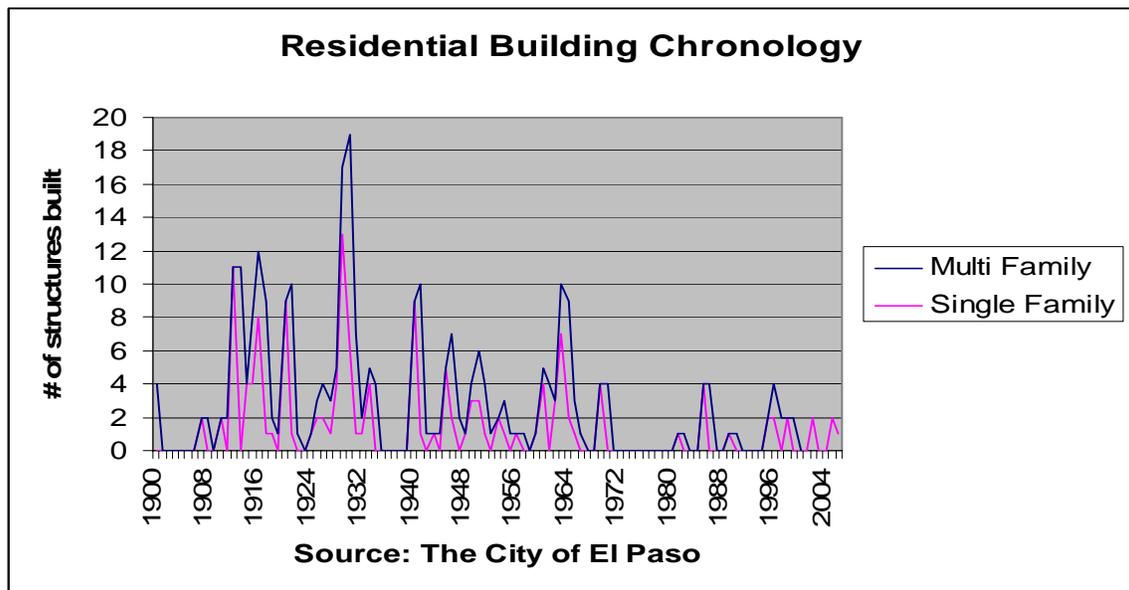


Figure 8 - Number of single and multi family housing structures built

The Housing Authority of the City of El Paso (HACEP) has a presence in the Chamizal Neighborhood. The Tays and Ruben Salazar housing communities take up 20 acres, which is 7.8% of the land area in the Chamizal neighborhood. The Tays complex holds 359 units and is the oldest public housing community in El Paso constructed in 1941 and recently renovated in 2003. The Salazar complex was built in 1973 with 286 units.

According to the Housing Authority all units have been full to capacity from 2003, 2004, and 2005. As of October 2006, 71% of all public housing applicants have an extremely low-income that is 30% below the City’s median and have an average annual income of \$8,051. Currently, there is a 2 year waiting list for new residents to receive public housing assistance.

Table 9. Housing Ownership

	Chamizal	City of El Paso	Texas	United States
Owner Occupied	24.6%	63.9%	67.1%	69.2%
Renter Occupied	75.4%	36.1%	32.9%	30.8%

Source: 2000 U.S. Census

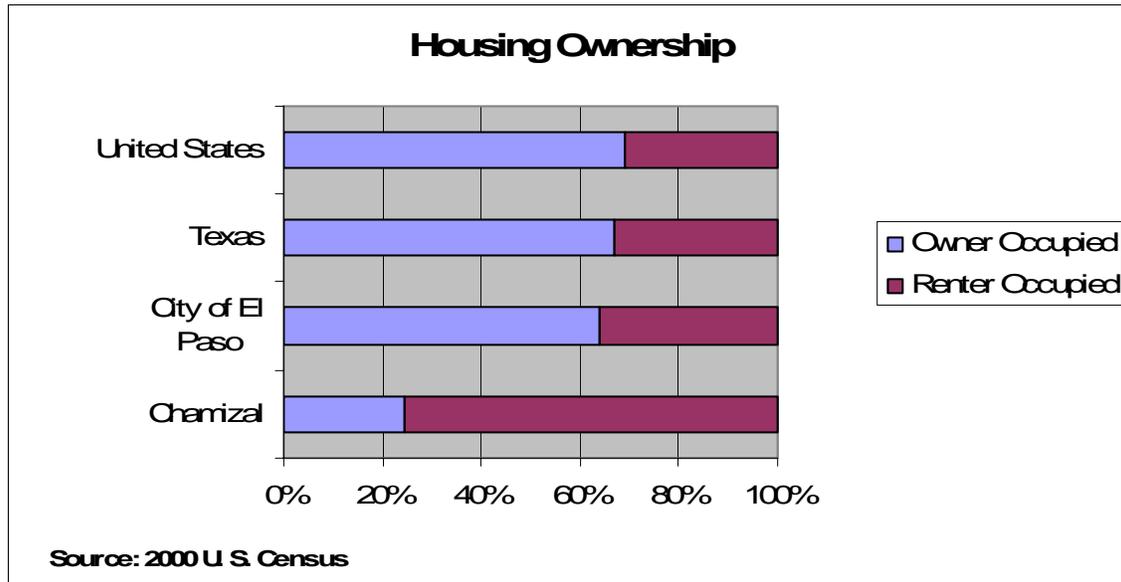


Figure 9 - Housing Ownership

Two thirds of Chamizal households are occupied by renters. The chart in figure 9 shows that this is the reverse of the city, state and national average. The first indication that housing affordability may be an issue for residents is that only 19.3% of single family detached houses are owner occupied.

Meanwhile the remainder of the single family detached houses are renter occupied accounting for 15.5% of households in the neighborhood. This figure is larger than the City's at 10.6%.

Adding together the percentages of single family detached, renter and owner occupied housing, 34.8% of households live in single family detached houses. Using this figure, we find that only 55.5% of the single family detached houses in Chamizal are owned by occupants. When compared to all of El Paso where 55.5% of single family detached households are owner occupied and 10.6% are renter occupied, we see that 84% of single family detached homes citywide are owner occupied.

Table 10. Housing Type

	Chamizal	City of El Paso	Texas	United States
Owner Occupied				
Single Family Detached	19.3%	55.5%	54.6%	53.3%
Single Family Attached (Duplex)	3.0%	2.4%	1.5%	3.6%
2-9 units	2.1%	0.8%	0.6%	2.2%
10-19 units	0.0%	0%	0.1%	0.3%
20-49 units	0.0%	0%	0.1%	0.4%
50 or More units	0.0%	0.1%	0.2%	0.7%
Mobile Home, Boat, Van, etc.	0.3%	2.5%	6.7%	5.6%
Renter Occupied				
Single Family Detached	15.5%	10.6%	10.3%	8.1%
Single Family Attached (Duplex)	9.4%	2.8%	1.6%	2.0%
2-9 units	32.4%	10.9%	9.0%	11.3%
10-19 units	5.6%	3.4%	4.0%	3.6%
20-49 units	1.0%	2.3%	2.5%	2.9%
50 or More units	1.0%	7.9%	7.1%	4.5%
Mobile Home, Boat, Van, etc.	2.0%	0.8%	1.7%	1.5%

Source: 2000 U.S. Census

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 Chamizal Neighborhood.

Table 11. Median Year Householder Moved into Unit

Chamizal	Census Tract	Block Group	Owner Occupied	Renter Occupied
		21.00	100	1982
	28.00	300	1971	1998
	28.00	400	1976	1996
	28.00	500	1989	1996
	28.00	600	1976	1998
	28.00	700	0	2000
	29.00	100	1975	1998
	29.00	200	1977	1997
El Paso			1990	1998

Source: 2000 U.S. Census

Table 11 shows that a large number of home owners in Chamizal have owned their property for many years. In fact, the median householder in Chamizal 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 Chamizal and is consistent with the rest of the City. A little over a quarter of the renters in Chamizal have been in their apartment or house for only one year or less (Table 12).

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 (34.5%) and that of 2-5 years (32.4%), it would appear that much of the renter population is leaving their dwelling after only five years of residence.

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

	Chamizal	City of El Paso
Owner Occupied		
1 Year or less	1.0%	10.1%
2-5 Years	1.3%	21.4%
6-10 Years	3.5%	17.6%
11-20 Years	4.0%	19.0%
21-30 Years	6.1%	16.7%
31 or more Years	8.8%	15.2%
Renter Occupied		
1 Year or less	26.0%	44.6%
2-5 Years	24.4%	35.3%
6-10 Years	11.5%	9.8%
11-20 Years	9.1%	7.2%
21-30 Years	2.8%	1.9%
31 or more Years	1.6%	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 Chamizal. 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 Chamizal before this increase in home prices took place and the past three years has only exacerbated the situation.

Table 13. Housing Affordability

	Chamizal								City of El Paso	Texas	United States
	Census Tract 21 Block Group 1	Census Tract 28 Block Group 3	Census Tract 28 Block Group 4	Census Tract 28 Block Group 5	Census Tract 28 Block Group 6	Census Tract 28 Block Group 7	Census Tract 29 Block Group 1	Census Tract 29 Block Group 2			
Median Household Income	\$7,232	\$12,656	\$17,813	\$8,447	\$12,039	\$1,761	\$5,791	\$9,318	\$32,124	\$39,927	\$41,994
Median Monthly Income	\$603	\$1,055	\$1,484	\$704	\$1,003	\$147	\$483	\$776	\$2,677	\$3,327	\$3,500
% Income for Affordable Payment	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Affordable Monthly Payment based on Median Monthly Income	\$181	\$316	\$445	\$211	\$301	\$44	\$145	\$233	\$803	\$998	\$1,050
Median Monthly Owner Costs for Housing Units w/ a Mortgage	\$445	\$0	\$713	\$0	\$750	\$0	\$568	\$442	\$810	\$986	\$1,088
Median % Income Spent on Housing w/ a Mortgage	74%	0%	48%	0%	75%	0%	118%	57%	30%	29.6%	31.1%
Median Gross Rent	\$207	\$322	\$359	\$181	\$311	\$110	\$257	\$313	\$474	\$574	\$602
Median % Income Spent on Rent	34%	31%	24%	26%	31%	75%	53%	40%	17.7%	17.3%	17.2%

Source: 2000 U.S. Census

Seven years ago, the 2000 Census revealed a serious housing affordability issue in Chamizal (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 Chamizal.

Across all Chamizal block groups a family of median Chamizal income could not affordably make median housing cost payments. Affordability was the worst in Census Tract 29, block group 1 where the median monthly income was \$483 and the median owner costs were \$568. A median income household for this block group 1 would have been spending 118% of their income on the median home in that area of the neighborhood.

Renting property appears to be more affordable for Chamizal residents. Only in Census Tract 28 block group 7 would a household making the median income still have to make housing cost expenditures at 75% when renting the median dwelling.

A combination of low wages and high housing costs are preventing many Chamizal residents from becoming homeowners. This is evidenced by the 75.4% renter population in Chamizal. There are, however, opportunities to increase affordable housing stock in the area as 9% of all Chamizal housing units are vacant (Table 14).

Table 14. Vacant Housing Stock

	Chamizal	City of El Paso
% of vacant housing stock	9.0%	6.0%

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 Chamizal has become less affordable in recent years, as is the case citywide.

C. Demographic Conclusions

El Paso is the 17th largest City in the United States. El Paso County is listed as having the highest poverty rate in the country. The estimated per capita income in the Chamizal Neighborhood is \$12,506 compared to \$30,968 in El Paso County, \$32,205 in the City of El Paso and \$42,139 in the State of Texas.

The Chamizal Neighborhood is one of the lowest income neighborhoods in El Paso. This is a result of low educational attainment leading to a generally unskilled labor force vying for jobs in the neighborhood at businesses that are struggling to stay afloat and keep employees. Consequently, much of the neighborhood population is unemployed or in low wage jobs. This in turn leaves many families struggling to make ends meet with little, if any, hope of purchasing a home and building equity. These unstable financial situations can degrade the family unit and this is apparent in the Chamizal Neighborhood, as stated by residents and supported by police stats, that there has been an increase in criminal activity and domestic violence in neighborhood.

With the low homeownership rate and high rental population, physical conditions in the neighborhood are substandard. Code violations are rampant with many instances of illegal outdoor storage, overgrown landscaping, and junked vehicles. Building code violations exist on many properties, some rental and some owner occupied, however many of the owners do not have the financial means to rehabilitate their properties and bring them up to code.

A comprehensive mobilization of services and improvements within the neighborhood will be necessary to empower residents to be able to sustain improvements made over the duration of Chamizal revitalization efforts.

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 Chamizal 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.

STREET LIGHTING

The present state of street lighting in the neighborhood is below standard. In 2005, the El Paso City Council adopted a “Dark Sky” Ordinance that set new standards for lighting around the city. The Streets Department reports that decorative streetlights on Alameda from Latta St. to Texas Ave. meet the Dark Sky Ordinance. On Texas Ave from Alameda to Laurel the Streetlights are serviced with aerial cable and the steel poles are damaged and rusted. These fixtures do not meet City Dark Sky Ordinance. The majority of the residual streetlights are presently located at the corner intersection, with few installed mid-street. The existing wooden poles are dry rotten and damaged, and do not meet the City Dark Sky Ordinance requirements.

STREETS

As part of the 2004 Bond Election streets improvements, the following streets have been resurfaced since 2004: Myrtle from Laurel to Poplar, Bassett from Laurel to Piedras, Eucalyptus from Mills to Paisano, and Copia from Alameda to Paisano (Figure 7). Currently no future street improvements are planned in Chamizal. However, the Streets Department has identified the following streets as possible candidates for future resurfacing: Olive, Nixon, Cypress, San Marcial and Luna.

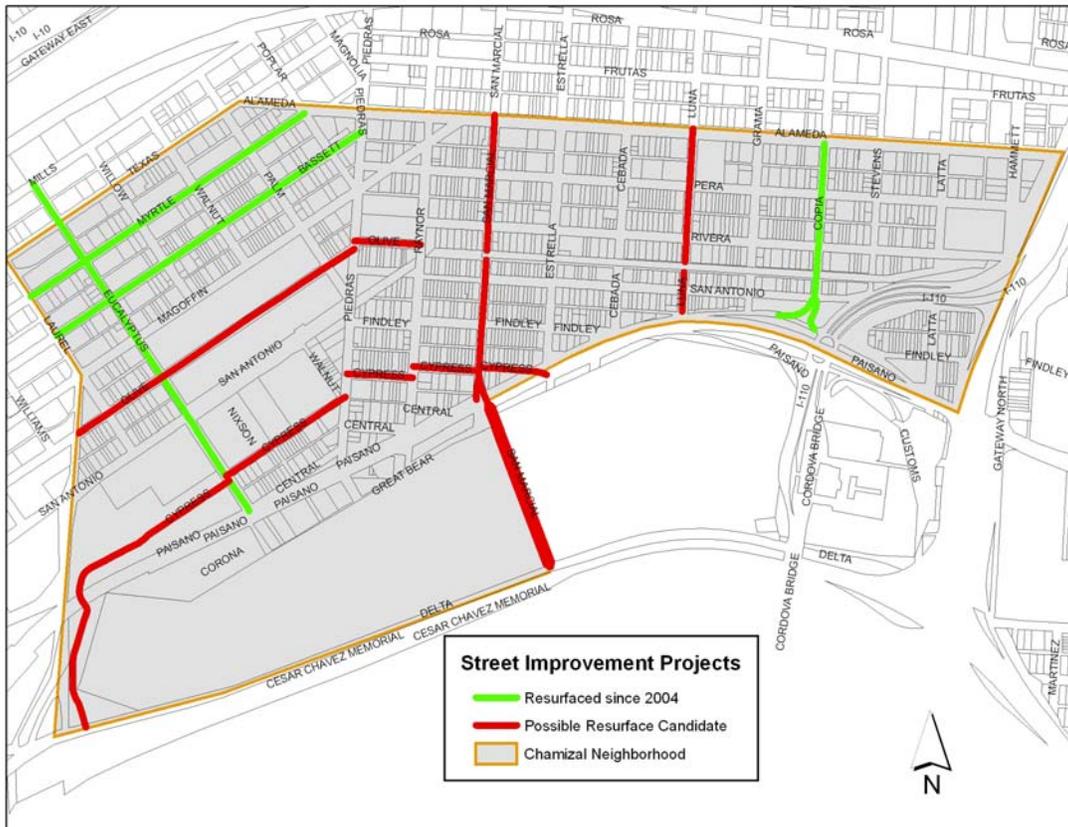


Figure 10 - Street Surface Inventory

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) through the city program and the Texas Department of Transportation Alameda Avenue project:

- Alameda Avenue from Piedras Street to Boone Street (12" ductile iron) 2003 as part of TXDOT project
- Rivera Avenue from Raynor Street to Stevens Street (6" PVC) 2002
- Alley North of Pera Avenue from Luna to Stevens (6" PVC) 2003
- Hammett Street from Rivera Avenue to Pera Avenue (6" PVC) 2003
- Copia Street from Alameda Avenue to Pera Avenue. (12" PVC) 1999

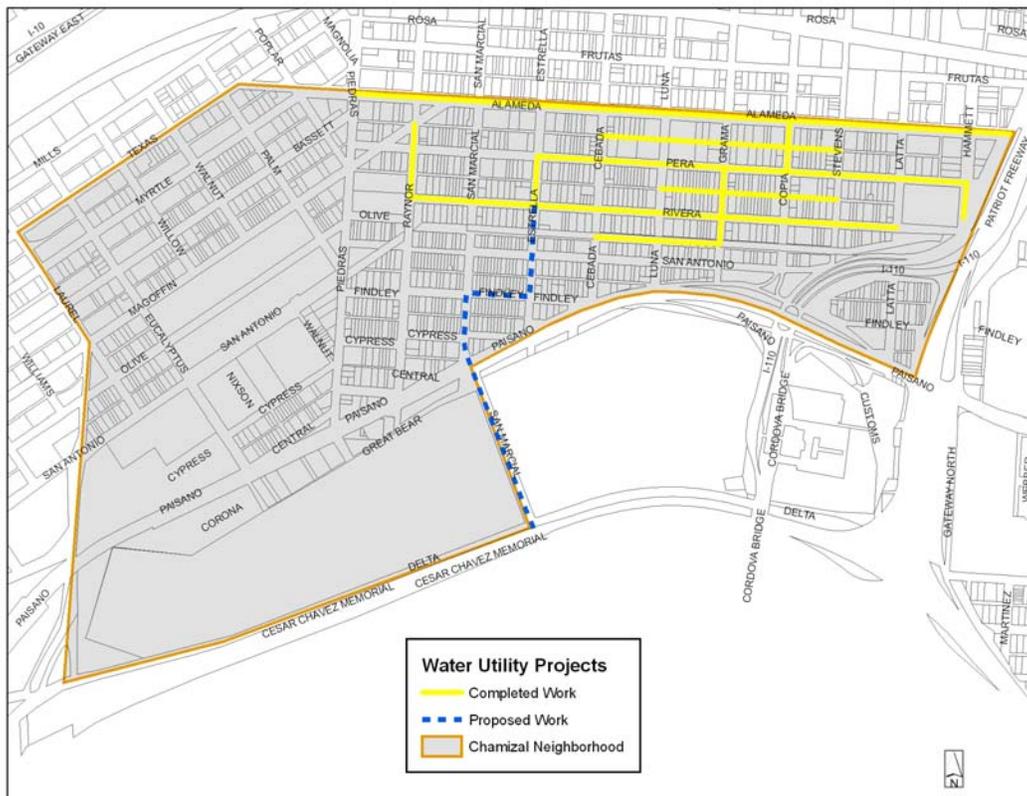


Figure 11. Waterline and Waste Waterline Improvements

WASTE WATER

Recent reclaimed water improvements in the area include:

- Estrella Street from Rivera Avenue to Pera Avenue (8" PVC) 2005
- Pera Avenue from Estrella Street to Boone Street (8" PVC) 2005

Potential future improvements are dependent on customer demand for reclaimed water and include;

- Estrella Street from Rivera Avenue to Findley Avenue, 8" PVC main.
- Findley Avenue from Estrella Street to San Marcial Street, 8" PVC main.
- San Marcial Street from Findley Avenue to the Border Highway, 8" PVC main.

Recent sanitary sewer improvements in the area include

- Rivera Avenue from Raynor Street to Latta Street (8" & 18" PVC) 2002
- Franklin Canal from Cebada Street to Grama Street (8" PVC) 2001
- Grama Street from Franklin Canal to Rivera Avenue (8" PVC) 2001
- Rivera Avenue from Grama Street to Copia Street (8" PVC) 2001
- Grama Street from Alley North of Rivera Avenue to Pera Avenue (8" PVC) 2004
- Alley North of Pera Avenue from Cebada Street to Stevens Street (8" PVC) 1998

Building and Zoning Codes

The building and zoning codes are established to ensure the health, safety and general welfare of the city. Junked vehicles, outdoor storage, unkempt yards, poorly maintained alleys, and substandard housing all degrade the quality of residential life in a neighborhood. These appear to be the most prevalent code violations in Chamizal.

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 Chamizal 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.

A set of neighborhood cleanups were conducted in the neighborhood. Prior to each 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, 415 properties were visited and 165 (40%) notices of violations were issued. Many of these violations were corrected by the time of the neighborhood cleanup when nearly 800 cubic yards of debris were removed from the neighborhood. Following the cleanup however, violations began to reemerge.

Police Protection

The Chamizal Neighborhood has seen a significant increase in criminal activity over the past few years, even as incidents of most crimes have decreased city- and county-wide. Between 2003 and 2005 a gang injunction was initiated by a consortium of law enforcement agencies in the Segundo Barrio, immediately west of the Chamizal Neighborhood. Essentially, criminal activity shifted from neighborhood and added to another.

A multitude of safety and security issues have been identified in the neighborhood through numerous public meetings with neighborhood residents and businesses. Overall, the neighborhood is perceived as a poor area where crime is rampant, though many residents who attended public meetings or replied to the survey also describe the neighborhood as a close-knit community.

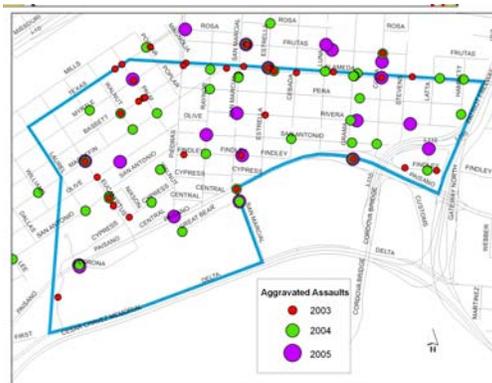


Figure 9 Aggravated Assault Map

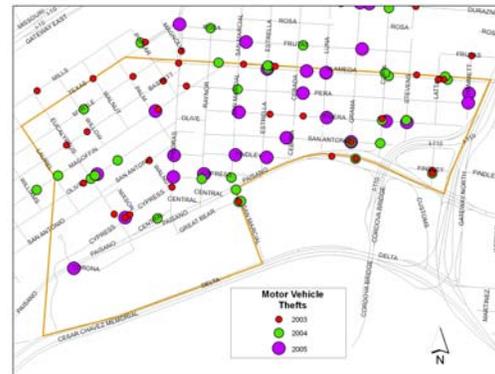


Figure 11 Motor Vehicle Theft Map

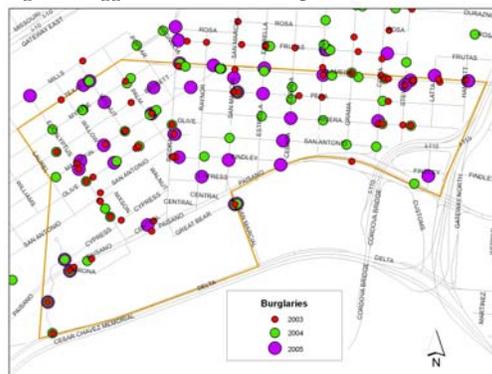


Figure 10 Burglaries Map

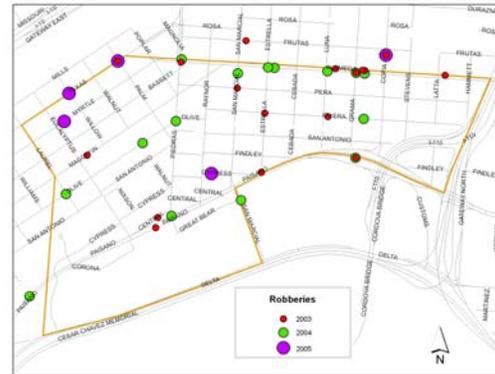


Figure 12 Robbery Map

Analysis of crime data shows the number of arrests for aggravated assault, burglary, robbery, and motor vehicle theft in the Chamizal Neighborhood to be on the rise. These discussions with neighborhood residents, the El Paso Police Department and community organizations indicate that gang and drug activity are primary contributors to these increasingly high levels of serious crime, and should be the highest priorities. For this reason gang and drug activity are identified and addressed as problems which lead to the specific crime problems of aggravated assault, burglary, motor vehicle theft and robbery.

It is expected that coordinated law enforcement efforts to decrease drug and gang activity will result in a decrease in the numbers of serious and violent criminal offenses in the neighborhood. The law enforcement community will also implement specific strategies to further reduce the occurrence of aggravated assault, burglary, motor vehicle theft, and robbery. This will further decrease crime by removing those criminals in the neighborhood that are not associated with drugs and gang activity

Domestic violence is also a problem within the neighborhood that was expressed by residents at public meetings and by the Housing Authority. The Chamizal Neighborhood more than doubles the City in the number of domestic violence offenses per 1,000 population during the past three years.

Education

Beall, Douglas, and Zavala Elementary Schools, Guillen Middle School, and Bowie High School serve the school-aged population in the neighborhood. Through meetings with school principals and counselors, needs for increased tutoring and access to technology have been identified for improved educational performance. Linking these students to mentors or educational enrichment programs would also help to ease the transition from high school to college. Programs such as UTEP's Upward Bound, a free, year-round college preparatory program that is geared towards low-income and first-generation college bound students.

For adults, 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. 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 downtown campus located 2 miles west of the Chamizal Neighborhood.

Adults would also be able to access some educational programs in the neighborhood at the Housing Authority Complexes or Non profit facilities such as Project Vida, or Café Mayapan.

Youth Services

There is a great need for youth services within the neighborhood. There are limited youth services providers located within the neighborhood. Project Vida operates a Latch Key Program and the Parks and Recreation Department provide an after school recreation program at Beall and Zavala Elementary. These entities provide educational and recreational 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 getting involved in substance abuse. Educational programs are necessary as well to increase educational attainment and decrease the dropout rate in the neighborhood.

Three neighborhood parks offer opportunities for organized recreational sports. The City of El Paso Parks and Recreation Department maintains Barrio, Pera Luna and Estrella Rivera Parks located within the Chamizal. The three parks have basketball courts and playground equipment.

Commercial Services

Commercial activity within the Chamizal neighborhood can be found along the Alameda Texas Corridor, Piedras Street and mixed in with the residential in the North West portion of the neighborhood. There are a wide range of businesses in Chamizal, from the neighborhood friendly to industrial. The physical condition of businesses in the neighborhood varies throughout the neighborhood. Businesses have expressed a desire to

increase commercial traffic in the neighborhood that decreased during Texas Department of Transportation reconstruction on Alameda Avenue.

There are many businesses that operate in the Chamizal. Neighborhood serving businesses such as grocery stores, convenience stores, restaurants, appliance repair, and tortilleria to name a few. In the neighborhood you will also find auto salvage yards, auto repair shops, marble granite shops and other businesses that serve the wider community. All businesses exhibit varying degrees of pride in the neighborhood through their appearance and adherence to city codes.

The age and condition of buildings in the Chamizal Neighborhood also varies to a great degree. Many older buildings, even some adobe structures still exist in the neighborhood. Where opportunity has allowed, new construction has replaced the older buildings. This usually requires a large land assembly as construction must adhere to current building codes. These usually mean larger setbacks and increased parking.

There is limited curbside parking along the Alameda Texas Corridor and throughout the Chamizal Neighborhood. There are 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. The majority of Chamizal businesses were built before 1955, and did not have to build to certain standards for setbacks, parking, and other requirements.

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.

Chamizal 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 strategies implementation.

- Alameda Business Association
- Chamizal Neighborhood Association
- Magoffin Neighborhood Association

El Paso Community Resources

The community-at-large has already made commitments to the residents and businesses of Chamizal. Many of these organizations have already assisted in public meetings, notification, survey distribution, and planning for this strategy. Also, 21 different organizations joined 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 18. Participating Agencies and Organizations

Agency/Organization	Services Provided
Acción Texas	Economic development, small business assistance
Aliviane	Substance abuse treatment and prevention
Alameda Business Association	Network for businesses along Alameda
Big Brothers Big Sisters	Youth mentoring
Centro de Salud Familiar La Fe	Medical clinic, housing, family planning, Cultural Technology Center
Centro San Vicente	Medical clinic
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
El Paso Police Department	Law Enforcement
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
La Mujer Obrera	Workforce development, job training
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
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 at 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 including 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 to create a safe community, law enforcement efforts in Chamizal will be focused and concentrated.

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 residents 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 Chamizal 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.

A preliminary walkthrough of the neighborhood by Groundwork El Paso (a local non-profit agency) identified multiple sites that could possibly be non-compliant with state and federal environmental laws. Properties with environmental contamination not only affect the image and appearance of the neighborhood but can also represent health hazards to residents. Groundwork El Paso has agreed to work in Chamizal to assist property owners in the mitigation and remediation of environmental contamination. The Texas Commission on Environmental Quality and the U.S. Environmental Protection Agency will need to conduct site assessments prior to mitigation and remediation.

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 Chamizal Neighborhood is extremely low. While many of the residents do not have the financial means to become homeowners as a result of low educational attainment, lack of job skills, and low English proficiency, it is not beyond their reach. The City has programs administered under HUD to assist low and moderate income families in purchasing homes. Often people do not know that these programs exist or think that they qualify. 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 also a need to increase the supply of affordable single family housing in the neighborhood. A program of incentives will be developed that will encourage developers and contractors to rehabilitate and build in Chamizal. The City will partner with a local Community Housing Development Organization (CHDO) to develop funding opportunities for residents seeking affordable home ownership. 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 social service needs identified by the neighborhood residents.

Increasing youth activities and prevention programs in the neighborhood were identified as high priorities in the neighborhood. Therefore, there is a need to develop and implement a mentorship program in the neighborhood. The CBDO 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 need to strengthen the after-school Latch-Key program for youth living in the neighborhood. The El Paso Independent School District and an area non-profit will work in partnership to identify which youth in the neighborhood are in need of this service. Due to the extreme economic conditions in the neighborhood, many youth are left unattended at home because both parents and or all the adults living in the home are working. 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 for programs for returning offenders will be developed. This effort will

also 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 business community are blighted and distressed. A coordinated effort to increase the visibility and viability of business in the Chamizal neighborhood through technical assistance, façade improvements and increased access to capital would improve business conditions in the neighborhood.

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. Greater opportunities for job training and entrepreneurship will also be available through the development of the Centro Mayapan, mercado\cultural marketplace.

There is also a need to increase customer parking along the commercial corridor in the neighborhood. A parking assessment will be conducted in order to learn what can be done to address this problem and an action to relieve the parking situation will be developed that does not negatively impact the residential areas.

Neighborhood Facilities

The City does not currently operate any public facilities such as libraries, recreation centers or senior centers in the Chamizal Neighborhood. Through coordination and planning neighborhood facilities in Chamizal could be opened to deliver the community services called for in this strategy. The elementary schools, high school and not for profit agencies have facilities within the neighborhood that could provide the needed space. Community partners have already asserted the availability of classroom space for adult education classes, cafeteria space for after school youth recreation programs and other social services.

Education

Ensuring opportunities for educational advancement is primary to revitalization efforts. Close to three quarters of the Chamizal residents aged 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. To motivate and tutor neighborhood youth, students from the University of Texas El Paso and professionals from the neighborhood will be recruited as mentors. Often parents are removed from their children's education. Evening workshops

will be conducted with students, parents, and other family members to establish family support systems for educational achievement.

Youths at risk of dropping out will be identified by the school district. These students will then be placed into a dropout prevention program. A dropout recovery program will offer mentoring, GED and job training opportunities. For those students that speak only Spanish, English as a Second Language (ESL) classes will assist them in keeping up with the school's curriculum.

To directly address the needs of those ages 25 and older without a high school education, marketing and outreach for existing adult education programs will be focused in the Chamizal 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 street and alley conditions, improved street lighting, and improvements to the Franklin Canal. Strategies surrounding infrastructure must address all areas in order to be effective.

The city has formed a Storm Water Utility District to oversee comprehensive drainage strategies for the entire city. An assessment of conditions within the Chamizal will be requested. 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. Funding would need to be identified to upgrade the existing lighting to current standards.

A number of the alleys in the neighborhood are unpaved or need resurfacing. 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 Chamizal Neighborhood; however its implementation would rely on the passing of a future bond election for funding.

Residents voiced various concerns with the Franklin Canal. Over grown weeds, litter, and damaged gates are not only a nuisance but a serious danger. A child playing along the canal is not an uncommon sight. Coordinated efforts with the Water Improvement District to eliminate the unsightly conditions and envision greater possibilities for the canal could make the Franklin Canal an asset to the neighborhood.

Potable, waste and reclaimed water infrastructure in the neighborhood had been slowly degrading over the years. Many improvements have already been made in the past few years to that infrastructure within the neighborhood.

Chamizal Revitalization Strategy

The following section is the strategy for revitalizing the Chamizal 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 provided with 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 many activities that are to occur continuously 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 are indicated as mid-term to long-term, and so on.

CHAMIZAL

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	# of existing Block Watches in the neighborhood	# of Block Watches	N/A
1b.	Conduct semi-annual town hall meetings to discuss law enforcement in the neighborhood	\$2,500	Police, Neighborhood Services, Chamizal Neighborhood Association	Police	Immediate to long-term	No town hall meetings planned in the area	# of meetings conducted	N/A
1c.	Host annual fair to display and demonstrate law enforcement (police, fire, border patrol, military police, etc) equipment and programs	\$50,000	Police, Fire Department, Fort Bliss, Border Patrol, Youth Initiative Program, Neighborhood Services	Police, Fire Department, Fort Bliss, Border Patrol, others	Immediate to long-term	No program currently being implemented	Annual fair conducted	N/A
1d.	Conduct Citizen Police Academy for neighborhood residents	\$15,000	Police	Police	Mid to long-term	No neighborhood specific program exists	# of graduates in the neighborhood	N/A

Safety & Security

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

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
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 stings currently targeting Chamizal	# of stings conducted	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	Goal 3b, 4b

Goal Statement #3: Reduce gang activity in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
3a.	Conduct periodic stings as necessary to disrupt and dismantle gangs	\$5,000	Police	Police	Immediate to long-term	No stings currently targeting Chamizal	# of stings conducted	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	Goal 2b, 4b

Safety & Security

Goal Statement #4: Reduce solicitation in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
4a.	Conduct periodic prostitution stings as necessary	\$5,000	Police	Police	Immediate to long-term	No stings currently targeted in neighborhood	# of stings conducted	N/A
4b.	Flag prostitution 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 prostitution offenses	Goal 2b, 3b

Neighborhood Conditions

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

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
5a. Review existing Codes and amend as necessary (Chapter 9.16 - Nuisances) (Title 18 - Building & Construction)	\$5,000	Environmental Services, City Attorney, Police, Fire, City/County Health, Neighborhood Services, City Prosecutor	City of El Paso	Immediate	Codes may impede enforcement	Review and amendments complete	Goal 7a, 8a, 9a
5b. Assign code enforcement personnel to serve exclusively in the Chamizal Neighborhood	\$375,000	Environmental Services	CDBG, City of El Paso	Immediate to long-term	No personnel to serve exclusively in area	enforcement officers and support staff assigned	5c
5c. Proactively enforce Building and Nuisance Codes	See 5b.	Development Services, Environmental Services, Police, Fire, City Prosecutor	CDBG, City of El Paso	Immediate to long-term	No enforcement focus in the neighborhood	# of citations issued, # of cases prosecuted	Goals 7, 8, 9

Neighborhood Conditions

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

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
6a. Conduct inventory of vacant and/or abandoned structures	\$1,000	Neighborhood Services	City of El Paso	Immediate	No existing inventory	# of vacant and abandoned structures	N/A
6b. Assess condition of 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	# of assessments conducted	Goal 13a
6c. Initiate processes for boarding and securing vacant structures	\$50,000	Development Services	City of El Paso, CDBG	Mid-term to long-term	Vacant structures are improperly secured	# of board and secures conducted	N/A
6d. Initiate processes for demolition of non-compliant properties	\$200,000	Development Services	City of El Paso, CDBG	Immediate to long-term	Dependent upon inventory of abandoned structures	# of demolitions	N/A

Neighborhood Conditions

Goal Statement #7: Remove junked vehicles from the neighborhood

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
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 complete	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 that focuses on the neighborhood	# of vehicles removed	N/A

Goal Statement #8: Reduce prevalence of large semi trucks (long-term parking within the residential neighborhood)

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
8a.	Review existing Codes and amend as necessary (Chapter 12.44.280)	See 5a.	Neighborhood Services, Environmental Services, Police, City Attorney	City of El Paso	Immediate	Codes may impede enforcement	Review and amendments complete	5a

Neighborhood Conditions

Goal Statement #8 (con't): Reduce prevalence of large semi trucks (long-term parking within the residential neighborhood)

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
8b.	Enforce amended Code	See 5b.	Police, County Prosecutor	CDBG, City of El Paso	Immediate to long-term	See Code Enforcement 1b.	Proactively and continuously enforce Codes	5b
8c.	Assess need and install additional commercial truck signage in the neighborhood	\$1,000	Engineering Department, Streets Department	City of El Paso	Immediate	Existing signage insufficient	# of signs installed	N/A

Goal Statement #9: Conduct intensive annual cleanups in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
9a.	Identify and notify properties that are non-compliant with Codes (i.e. outdoor storage, tall weeds)	See 5b.	Environmental Services	CDBG, City of El Paso	Prior to each cleanup	Many violations are un-cited	# of notifications issued	5b
9b.	Identify volunteers to contribute services and materials for cleanups	\$5,000	Neighborhood Services	City of El Paso	Prior to each cleanup	Numerous agencies and individuals have contributed to past cleanups	# of people and agencies participating	N/A

Neighborhood Conditions

Goal Statement #9 (con't): Conduct intensive annual cleanups in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
9c.	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
9d.	Issue citations for noncompliance with code following the cleanups	See 5b.	Environmental Services	CDBG, City of El Paso	Following each cleanup	N/A	# of citations issued	5b
9e	Host annual neighborhood picnic to increase resident pride in neighborhood	\$15,000	Central Neighborhood Association, EPISD, City of El Paso, Police, Fire Department, Community Based Development Organization	Donations, City of El Paso, CBDG, Non-Profits	Immediate to long-term	N/A	Picnics held	N/A

Neighborhood Conditions

Goal Statement #10: Mitigate environmental contamination in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
10a.	Identify contaminated sites in the neighborhood	\$25,000	Groundwork El Paso, Texas Commission on Environmental Quality (TCEQ), U.S. EPA	Groundwork El Paso, TCEQ, U.S. EPA	Immediate to mid-term	No inventory exists in neighborhood	# of assessments conducted	N/A
10b.	Provide remediation assistance to land owners	Dependant on inventory, up to \$400,000	Groundwork El Paso, TCEQ, U.S. EPA	Groundwork El Paso, TCEQ, U.S. EPA	Mid to long-term	Contaminated sites exist	# of sites remediated	N/A

Housing

Goal Statement #11: Increase homeownership in neighborhood

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
11a 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	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	Mid to long-term	No classes targeted in neighborhood	# of residents completing educational programs	N/A
11b. 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 exist	# of forums conducted annually	Goal 12b
11c. Increase Earned Income Tax Credit services as a means of down payment closing cost	\$25,000	IRS, El Paso Affordable Housing, Credit Union Service Organization	IRS, El Paso Affordable Housing, Credit Union Service Organization	Immediate to long-term	134 neighborhood residents served in 2007	increased # of residents served	N/A

Housing

Goal Statement #12: Increase new single family housing construction in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
12a.	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
12b.	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	Community Development, Housing Finance Corp., Federal Home Loan Bank, Federal Reserve Bank of Dallas, Private Financial Institutions	Immediate to long-term	No funds targeted in neighborhood	Amount of funds committed to First Time Home Buyer Program in neighborhood	Goal 11b
12c.	Identify developers and contractors to construct new single family homes	In-Kind	Community Development	N/A	Immediate to mid-term	Limited # of developers/contractors constructing affordable housing in neighborhood	# of developers/contractors developing in neighborhood	N/A
12d.	Implement Youth Build Program	\$1,500,000	Centro de Salud Familiar La Fe	Department of Labor	Immediate to long-term	No program exist	# of housing units constructed	Goal 13b
12e.	Review the existing zoning and make recommendations	In-kind	City of El Paso	N/A	Immediate to mid-term	Current zoning	Recommended zoning changes made	N/A

Housing

Goal Statement #13: Improve and preserve the quality of single family owner occupied residential homes

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
13a.	Target funding for Housing Rehab Program	\$2,000,000	Community Development, Housing Finance Corp., Federal Home Loan Bank, Federal Reserve Bank of Dallas, Private Financial Institutions	Community Development, Housing Finance Corp., Federal Home Loan Bank, Federal Reserve Bank of Dallas, Private Financial Institutions	Immediate to long-term	No funds targeted in neighborhood	# of homes rehabilitated	Goal 6b
13b.	Implement Youth Build Program	See 12d.	Centro de Salud Familiar La Fe	Department of Labor	Immediate to long-term	No program exist	# of housing units constructed	Goal 12d
13c.	Implement exterior paint program	\$50,000	Probation, Non-Profit Organizations, volunteers	Donations	Immediate to long-term	No program exist	# of housing units completed	N/A

Housing

Goal Statement #14: Preserve, improve and increase the supply of affordable rental housing units

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
14a.	Design and implement a rental registration/inspection program	\$300,000	Community Development, Legal Department	City of El Paso, CDBG	Mid to long-term	No program exist	# of housing units inspected	N/A
14b.	Provide funding for emergency relocation assistance	\$100,000	City of El Paso, Texas Legal Aid	CDBG	Mid to long-term	No program exist	# of families assisted	N/A
14c.	Identify and develop a funding mechanism for multi-unit development	\$4,000,000	City of El Paso, Community Development	HOME Funds, Texas Department of Housing & Community Affairs	Mid to long-term	No program exist	Program developed and implemented	N/A

Goal Statement #15: Develop a Land Bank Program for future affordable housing development

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
15a.	Develop and attain approval of a residential Land Bank Program	\$5,000	Community Development, City Council	City of El Paso	Immediate to mid-term	No proposal exist	Program approved	N/A
15b.	Implement program and acquire funds	\$500,000	City of El Paso	City of El Paso	Immediate to mid-term	No program exist	Bank program developed and implemented	N/A

Community Services

Goal Statement #16: Increase youth activities and prevention programs

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
16a.	Develop and implement mentorship program with area college students and professionals in the community	TBD	Non-Profit Organizations	CDBG	Immediate to long-term	No program exists in neighborhood	# of youth participating	N/A
16b.	Develop and implement Latch-Key Program for neighborhood youth	\$15,000	EPISD, Non-Profit Organizations	CDBG	Immediate to long-term	No program exists in neighborhood	# of youth participating	N/A
16c.	Develop and implement after-school recreational programs for neighborhood youth	\$25,000	Parks and Recreation, Community Based Development Organization, EPISD, Volunteers	Parks and Recreation, Community Based Development Organization, EPISD, volunteers	Immediate to long-term	No drop-in program exists	# of youth participating	N/A
16d.	Implement organized sports programs in neighborhood	\$15,000	Parks and Recreation, Non-profit organizations, EPISD, volunteers	CDBG, Parks and Recreation	Immediate to long-term	Limited organized sports programs in neighborhood	# of youth participating	N/A
16e.	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	Immediate to long-term	No program exists in the neighborhood	# of youth served	N/A

Community Services

Goal Statement #16 (con't): Increase youth activities and prevention programs

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
16f.	Develop and implement drug education summer program for neighborhood youth	\$20,000	CDBG, Department of Justice, Fort Bliss	CDBG, Department of Justice, Fort Bliss	Immediate to long-term	No program exists in neighborhood	# of youth participating	N/A
16g.	Increase gang prevention and intervention programs in the neighborhood	\$25,000	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	# of youth served	N/A
16h.	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 and Human Services, State Agencies	Immediate	No program exists in the neighborhood	# of youth served	N/A
16i.	Implement multi-media campaign to decrease unintended pregnancy in the neighborhood	\$70,000	Center Against Family Violence, Paso del Norte/Two Should Know	Paso Del Norte	Immediate to long-term	No campaign exists in the neighborhood	Annual campaign established	N/A

Community Services

Goal Statement #17: Increase total wellness of neighborhood residents

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
17a.	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	Community Services Days conducted	N/A
17b.	Conduct health assessment of neighborhood	\$5,000	Community Based Development Organization, Thomason Care Center, UTEP	Community Based Development Organization, Thomason Care Center, UTEP, Paso del Norte Health Foundation	Immediate	No assessment exist	Assessment completed	N/A
17c.	Develop programs based on results from health assessment	TBD	Community Development, Community Based Development Organization	TBD	Mid to long-term	N/A	Necessary programs implemented in neighborhood	N/A
17d.	Increase delivery of meals to home bound seniors living in the neighborhood	\$100,000	City of El Paso/ County Nutrition Center, Community Based Development Organization	Paso del Norte Foundation, CDBG	Immediate to long-term	Residents on waiting list	# of participants served	N/A

Community Services

Goal Statement #18: Reduce adult substance abuse in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
18a.	Increase Drug Prevention and Intervention Programs in the neighborhood	\$100,000	Alliviane, San Vicente, Mental Health Mental Retardation, Recovery Alliance	CDBG, Health and Human Services, State Agencies	Immediate to long-term	Programs are City-wide	# of programs and workshops in neighborhood	N/A
18b.	Conduct drug and alcohol awareness workshops for families living in the neighborhood	See 18a.	Alliviane, San Vicente, Mental Health Mental Retardation, Recovery Alliance	CDBG, Health and Human Services, State Agencies	Immediate to long-term	No workshops held in neighborhood	Focus workshops in neighborhood	N/A

Goal Statement #19: Reduce domestic violence in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
19a.	Conduct domestic violence education classes/workshops for residents living in the neighborhood	\$75,000	Paso del Norte Health Foundation, Center Against Family Violence, Housing Authority	Paso del Norte Health Foundation, CDBG	Immediate to long-term	No classes/workshops targeted in neighborhood	# of participants classes/workshops in neighborhood	N/A
19b.	Provide services for victims of domestic violence living in the neighborhood	\$50,000	Paso del Norte Health Foundation, Non-Profit	Paso del Norte Health Foundation, CDBG	Immediate to long-term	Additional service necessary in neighborhood	# of victims assisted	N/A

Community Services

Goal Statement #20: Reduce recidivism in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
20a.	Create and implement programs for returning offenders	TBD	Police, Texas Department of Criminal Justice, Community Based Development Organization, El Paso Half-Way House	Department of Justice, CDBG, Community Based Development Organizations	Immediate to long-term	No program exist	Reduction of recidivism in neighborhood	N/A

Economic/Workforce Development

Goal Statement #21: Improve the physical appearance and capacity of neighborhood businesses

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
21a.	Develop an entrepreneurial resource guide for businesses in the neighborhood	\$10,000	Acción Texas, Economic Development, Hispanic Chamber, UTEP, Community Based Development Organization, Small Business Development Center	CDBG, Empowerment Zone	Immediate	No comprehensive guide exist	Guide produced and distributed	N/A
21b.	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, Empowerment Zone	Immediate to long-term	No targeted programs exist in neighborhood	# of businesses participating	N/A
21c.	Provide access to affordable private institutional loans	\$1,000,000	Private Financial Institution, Economic Development Association, Small Business Association, Community Development Finical Institution, Community Development, Economic Development, Community Based Development Organizations	Private Financial Institution, Economic Development Association, Small Business Association, Community Development Finical Institution, Community Development, Economic Development, Community Based Development Organizations, CDBG, Empowerment Zone	Mid-term to long-term	No targeted program exist in neighborhood	# of businesses successfully accessing loan products	N/A

Economic/Workforce Development

Goal Statement #21 (con't): Improve the physical appearance and capacity of neighborhood businesses

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
21d.	Develop and implement a Façade and Streetscape Improvement Program	\$200,000	Economic Development, Business Association, Community Development, Property Owners, Community Based Development Organization	City of El Paso, CDBG, Empowerment Zone, Private Sector	Mid-term to long-term	No program exist	# of façade and streetscape projects completed	Goal 21e
21e.	Develop design guidelines for façade and streetscape improvements	\$50,000	Development Services	City of El Paso, Private Sector	Immediate to mid-term	No current design guidelines	Design guidelines established and approved	Goal 21d
21f.	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

Economic/Workforce Development

Goal Statement #22: Increase employment opportunities for residents living in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
22a.	Develop job training programs based on workforce needs in neighborhood	\$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	Training not targeted in the neighborhood	# of job trainings targeted at residents in the neighborhood	N/A
22b.	Conduct Job Fairs in neighborhoods	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	# of Job Fairs held in the neighborhood	N/A
22c.	Implement Youth Build Program	\$1,500,000	Centro de Salud Familiar La Fe	Department of Labor	Immediate to long-term	No program exist	# of housing units constructed	Goal 12b

Goal Statement #23: Increase customer parking along commercial corridors

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
23a.	Conduct parking assessment	\$5,000	Development Services, UTEP	City of El Paso, UTEP	Immediate	No assessment exist	Parking assessment completed	N/A
23b.	Increase parking	TBD	Streets Department, Developmental Services, Traffic Engineering, TXDOT	Tax Increment Finance Zone, Texas Department of Transportation	Mid to long-term	insufficient parking	# of additional parking spaces created	N/A

Economic/Workforce Development

Goal Statement #24: Develop a mercado/cultural market place for economic and workforce development

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
24a.	Construct mercado	\$1,200,000	La Mujer Obrera	Federal, State, Private	Immediate to mid-term	No facility	Complete construction of mercado	N/A
24b.	Recruit and train micro-businesses	\$1,300,000 *	La Mujer Obrera, Accion Texas, Hispanic Chamber, Upper Rio Grande At-Work Network, Project Vida	Workforce Development Board, Texas Workforce Commission, Grants	Immediate to mid-term	No mercado exist	# of micro-business recruited and trained	N/A
24c.	Start up and implementation of mercado	\$1,300,000 *	La Mujer Obrera, Accion Texas, Hispanic Chamber, Upper Rio Grande At-Work Network, Project Vida	Workforce Development Board, Texas Workforce Commission, Grants, Office of Community Service	Immediate to mid-term	No mercado exist	Mercado operating	N/A

* Source: La Mujer Obrera

Goal Statement #25: Increase access to affordable capital

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
25a.	Recruit a conventional financial institution	\$5,000	Community Base Development Organizations, Community Development	CDBG	Immediate to mid-term	No conventional financial institution exist in neighborhood	Conventional financial institution operating in neighborhood	N/A
25b.	Develop conventional financial institution facility in neighborhood	\$750,000	Conventional Financial Institution	TBD	Immediate to mid-term	No conventional financial institution exist in neighborhood	Conventional financial institution operating in neighborhood	N/A

Neighborhood Facilities

Goal Statement #26: Identify or construct necessary facilities for services to the neighborhood

	Strategy/Project	Cost Estimate	Partners	Fund Source	Timing	Baseline	Performance Measure	Correlation
26a.	House an Arts Incubator and an Environmental Education Program	TBD	MCAD, Engineering	CDBG, Public Arts Fund	Mid-term	Identify building	Date of opening	N/A
26b.	Explore options for construction of a pocket park within the neighborhood	TBD	Parks & Recreation Department	General Obligation Bond	Immediate to Long-term	3 City Parks and 3 Housing Authority parks within the neighborhood	Evaluation of options complete	N/A

CITY CLERK DEPT.
08 JAN -8 PM 3:57

Education

Goal Statement #27: Improve the academic achievement for school aged children living in the neighborhood

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
27a.	Develop and implement after-school tutoring programs with area schools	\$200,000	EPISD, Non-Profit, Community Based Development Organization	U.S. Department of Education, Texas Education Administration, CDBG, Private Foundations, EPISD, Community Based Development Organization	Immediate to long-term	Additional tutoring necessary	# of students participating	N/A
27b.	Conduct workshops on developing family support systems for academic achievement	\$5,000	EPISD, Housing Authority, Community Based Development Organization	EPISD	Immediate to long-term	Limited parental involvement	# of educational workshops in neighborhood	N/A

Goal Statement #28: Reduce the dropout rate in the neighborhood

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
28a.	Identify students living in the neighborhood who are at risk of dropping out of school	TBD	EPISD	TBD	Immediate	# of at-risk students identified	Reduce the # of at-risk students by 50%	N/A

Education

Goal Statement #28 (con't): Reduce the dropout rate in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
28b.	Develop and implement an ESL support program for Spanish speaking only students	TBD	EPISD	TBD	Immediate to long-term	No program targeted in neighborhood	# of students participating	N/A
28c.	Develop and implement dropout recovery program that offers mentoring, GED and job training opportunities	TBD	Upper Rio Grande At-Work Network, El Paso Community College	TBD	Immediate to long-term	No program targeted in neighborhood	# of students recovered into programs	N/A

Goal Statement #29: Increase opportunities for adult education in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
29a.	Develop and implement adult education, literacy and GED classes in the neighborhood	\$45,000	Upper Rio Grande At-Work Network, El Paso Community College, Housing Authority	Texas Workforce Commission, Department of Labor, El Paso Community College	Immediate to long-term	# of adults without a GED in neighborhood	# of participants and adult classes held in neighborhood	N/A

Infrastructure

Goal Statement #30: Improve pedestrian mobility in the neighborhood

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
30a.	Conduct an inventory of sidewalk gaps and submit applications to Engineering Department to have gaps filled	\$5,000	Streets Department	City of El Paso	Immediate	No inventory	# of applications submitted	N/A
30b.	Fill gaps in sidewalk connectivity, using Sidewalk Gap Construction Program	Dependent on inventory (\$10/1' of 5' wide walk)	Streets, Engineering Department	City of El Paso Sidewalk Gap Construction Program	Mid-term	Gaps exist	All qualifying sidewalk gaps connected	N/A

Goal Statement #31: Bring neighborhood street lighting into compliance with code

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
31a.	Conduct street light inventory to identify gaps where the neighborhood's lighting is out of compliance with the Code	\$1,000	Traffic Engineering, Streets Department	Traffic Engineering, Streets	Immediate	No current inventory	Inventory completed	N/A

Infrastructure

Goal Statement #31 (con't): Bring neighborhood street lighting into compliance with code

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
31b.	Install Street lights where gaps between current lights are greater than 300'	Dependent on inventory	Traffic Engineering, Streets Department, El Paso Electric Company	CDBG	Mid-term	# of lights in neighborhood (TBD)	# of lights installed	All Safety & Security

Goal Statement #32: Improve the overall condition of street surfacing in the neighborhood

Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation	
32a.	Identify, inventory, and prioritize necessary street improvements	See 30a.	Streets Department, Chamizal Neighborhood Association	City of El Paso	Immediate	Only current scheduled improvements from 2004 Bond Election	Streets needing improvements identified and prioritized	N/A
32b.	Make necessary improvements to streets	Dependent on inventory	Streets Department, Engineering	City of El Paso	Long-term	No currently scheduled improvements	# of road projects completed	N/A

Infrastructure

Goal Statement #33: Upgrade water infrastructure in the neighborhood

	Strategy/Project	Cost Estimate	Partners	Funding	Timing	Baseline	Performance Measure	Correlation
33a.	Make identified improvements to reclaimed water infrastructure	\$150,000	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 Chamizal 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 Chamizal 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	Vote
Housing rehab/improvement is necessary	68
Lack of youth activities	31
Environmental contamination	31
Too many junkyards	26
Small business loans	25
Economic development	23
Lack of adult recreational programs	22
Land Use/Lack of parking enforcement	21
Job creation	21
Large truck traffic	21
Neighborhood appearance/beautification	19
Speeding	17
Street alley improvements needed	16
Improve sidewalks	15
Cleanup is necessary	15
Need for job training	14
High School dropout rate is high	11
Too many adult oriented businesses	10
Graffiti	7
Franklin canal	7
Affordable daycare	6
More attention should be paid to the elderly	6
Parking on sidewalks	6
Improve public transportation	6
Increase home ownership	6
Lack of code enforcement	6
Lack of lighting (streets & alleys)	5
Illegal dumping in alleys	3
prostitution	2
Drug and alcohol abuse in alleys	2
Blight/empty buildings	1
Drainage	0
substandard trailer parks	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 to issue prioritization. This survey was also distributed in Spanish.

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

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 impact	Moderate impact	No 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?

12. How would you rate the following in your neighborhood?

						Don't know
	1	2	3	4	5	
(a) Personal safety	1	2	3	4	5	N
(b) Recreation/ park facilities	1	2	3	4	5	N
(c) Community facilities	1	2	3	4	5	N
(d) Street lightning	1	2	3	4	5	N
(e) Code enforcement	1	2	3	4	5	N
(f) Street pavement / sidewalks	1	2	3	4	5	N
(g) Overall appearance	1	2	3	4	5	N

13. Are you familiar with any Neighborhood Associations or Community-based organizations (community centers, nonprofits, public services, etc) in your area? If so, can you name them?

1. _____
2. _____
3. _____

14. Are you part of any community organization or group? If so, which? (school organizations can be included)

1. _____
2. _____
3. _____

15. If there were funds available to address an issue in your neighborhood, what would you like for you and your neighbors to address?

16. What would YOU be willing to do to make this happen?

17. Of the following, which would you be interested in:

- | | |
|--|---|
| <input type="checkbox"/> Join a neighborhood association | <input type="checkbox"/> Public trainings (which) |
| <input type="checkbox"/> Join a community task force | <input type="checkbox"/> Financial Literacy |
| <input type="checkbox"/> Attend meetings | <input type="checkbox"/> Workforce training |
| <input type="checkbox"/> Participate in community improvement projects | <input type="checkbox"/> ESL (English as a Second Language) |
| <input type="checkbox"/> Youth activities | <input type="checkbox"/> Computer literacy |
| <input type="checkbox"/> Arts and culture activities | <input type="checkbox"/> GED classes |
| <input type="checkbox"/> Other: _____ | <input type="checkbox"/> Other _____ |

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

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)?

siempre ha rentado

mas accesible

mas conveniente

Como? _____

no tiene el crédito que califique para comprar

se muda con frecuencia y no puede tener el compromiso de una casa

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

accesible (a su presupuesto)

cerca de el trabajo

seguridad

cerca de la guardería

cerca de su familia

ofrecía amenidades

cerca de una parada del camión

cerca de un parque o un centro comunitario

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 impacto	Impacto moderado	Ningún 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 banqueteta	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? Nómbralos

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:

Formar parte de una asociación juvenil

Entrenamientos públicos

formar parte de una organización
comunitaria

conserjería financiera

entrenamiento de trabajo

Acudir a juntas

ESL (examen de ingles como segundo
idioma)

Participar en proyectos de ayuda

clases de computación

Actividades juveniles

GED clases

Actividades de cultura y arte

Otras: _____

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:

Professional

Construcción

Técnico

Militar

Administrativo

Manejador

General labor

Estudiante

Ventas

Propio jefe

Ama de casa

Otro:

Desempleado

Retirado

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 -----



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 7, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Kathy Staudt	UTEP	79968
2	Joe Martinez	UTEP	79907
3	Mary Jesmanick	Project BRAVO	79904
4	Martha Maldonado	Chamizal Neighbors Asso	79905
5	Rosa de Armas	Project Vida (volunteer)	79905
6	Catalina Rojas	La Pasa / MRA	79901
7	Yolanda Nunez	:	79902
8	Ana M. Chavez	boque...	79905
9	Eliana Chavez		79905
10	MARIA ORTIZ		79905
11	Ana Luisa Lopez	Comite Renovacion del Barrio	79901
12	SONIA MONTES		79905
13	Bulmaro Glenn		79901
14	LUIS VELAZQUEZ		79905
15	Patsy Quinaga		79905

Sign-In Sheets

Appendix C.



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 7, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Hilda Villegas		79901
2	JOHN JUSTICE		79905
3	Ralphie Cedillo		79925
4	Aracelis Garcia		79901
5	Juanita Gonzalez		79905
6	Margarita Perea		79905
7	MARISA MARQUEZ		79930
8	Emilia Leon		79905
9	Rosa Ramirez		79905
10	ELIZABETH LOZA		79901
11	WILLIAMS	BOWNE HS	79905
12			
13			
14			
15			



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 7, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Ricardo Leon +1		79905
2	Laura Ponce		79902
3	Sylvia y Demetrio		79805
4	Ramon Soto		79905
5	Amelia Jimenez		79905
6	Lilia Beltrán		79901
7	Lino Garcia Sr.		79905
8	Patricia Soto		79905
9	Nathalie Ponce		—
10	Sabina Salazar		79905
11			
12			
13			
14			
15			



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 7, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Abigail Quimura		79905
2	Ana Vas Payan		79905
3	Pablo Saludo		79905
4	José Vargas		79901
5	Jesús Quiñones		79907
6	Elena Baylón		
7	María Alguiso		
8	María Soto		79901
9	BERNARD Lopez		79905
10	Bianca Clase Madrid		79912
11			
12			
13			
14			
15			



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 7, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Dianne Aguayo		79905
2	Benita Carra		79905
3	Abdellara Gomez		79901
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 28, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Arnette Ramirez		79905
2	Sylvia Ramirez		79905
3	ABIGAIL OLIVERA		79905
4	MARIA ORTIZ		79905
5	Irma T. Pantoja		79905
6	Ruben Ruiz		79905
7	Kathy Standy	UTEP	
8	Carlos Ellis	UTEP	
9	Veronica R. Ruelas	UTEP	
10	Lucia Aragon	UTEP	
*11	Ofelia Caboz		
12	Adriana Salas		79905
13	Maria Juca		79905
14	MARIA GALLIGAS		79901
15	Concepcion Lopez		79901



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 28, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Guillermo Glenn		79901
2	Peter Jauty		79901
3	Francisco Espinoza		79901
4	Silvia Ramirez		79901
5	Eliasi Chavez		79901
6	Ramona Carnera		79905
7	JOHN JUSTICE		79905
8	Rebeca Velazquez		
9	Manuel Jimenez		79901
10	Sabino Salazar		79901
11	Ofelia Hernandez		79901
12	Saul M Sustaita		79905
13	Rosa M Lopez		79901
14	Esperanza Talarrosa		79901
15	Elva Gonzalez		79901



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 28, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	Cynthia Guerrero	UTEP	
2	Ana Luisa Lopez		79901
3	Cindy Aguirre	UTEP	
4	Becky Leon	PO BOX 3531, 759	79923
5	Juan Ordonez	UTEP	
6	Paul Rodriguez	UTEP	
7	Raul Lezama	UTEP	
8	Jorge O. Aguirre	UTEP	
9	Monica Soriano	San Antonio	
10	Samuel Soriano	San Antonio	
11	Francisco Arvizu		79905
12	Rosalinda		79905
13	Rosa L. Nunez	Project Vida	79905
14	Luisa Wenzinger		79905
15	Elena Bayten	Guerrero Estrella	79901



CHAMIZAL REVITALIZATION PUBLIC MEETING

September 28, 2006

	Name (Nombre)	Address (Dirección)	Zip Code (Zona Postal)
1	<i>Miguel Pineda</i>	<i>Bonnie Hg</i>	
2	<i>Bernicia Estrada</i>		<i>79905</i>
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

CHAMIZAL PUBLIC MEETING MARCH 19, 2007

NAME	ADDRESS	ZIP CODE
FEDERICO MEDINA	Project BRAVO	79905
Blanca Parra	EPPD - cccc	79901
Kathy Cox	Project ARRIBA	79925
Charles Ellis	Project ARRIBA	79934
Samuel Soria	Pietras 3	
Ana Luisa Lopez	Comite del Barrio	7999
Esteban de Santiago	Comite del Barrio	79901
Belen Al dia		79905
Natividad Carrero		79920
Maria Jimenez		79901
Elena Cornejo		79905
Antonio Cornejo		' '
Gabriela Garcia		79905
Jose Vargas		79901
Guillermo Guan		79901
ROSA M BUENFIL		79905

CHAMIZAL PUBLIC MEETING MARCH 19, 2007

NAME	ADDRESS	ZIP CODE
Francisco Orquiz		79905
Guadalupe Castillo		79905
Anayansi Garcia		79905
Ang Coomez		79901
Berita Cerna		79905
Bruce R. Cato		79901
Maria Rocha		79905
Martha Maldonado		79905
Irma G. Pantoja		79905
Guadalupe Provencio		79905
Terresa Campuzano		532-990
Dana Ramirez		79901
Rosario Mendez		79905
Enrique Ortiz		79905
Marisa Olvera		79905

CHAMIZAL PUBLIC MEETING MARCH 26, 2007

NAME	ADDRESS	ZIP CODE
Oliver B. Ponce	EPFD	
Carmen Villanueva		79905
Virginia Cordova		79905
Tamara L. Whitfield		79925
Vikki Reg		79925
FAUSTINO J. CANALEO		79905
Martha Maldonado		79905
Hilda Enríquez		79905
Nellie F. Riley		79905
Irma Estrada		79901
José G. Zapata		79905
Ruben Ruiz		79905
Maria Teresa Lopez		05
Olga Arce		05
Lucia A. Alvarado		09
Natividad Cano		05

LET
MAILS

CHAMIZAL PUBLIC MEETING MARCH 26, 2007

NAME	ADDRESS	ZIP CODE
Carlos Gallina		79901
Elvira DelPalacio		79901
Federico Estrella		79905
Rosa M Buenfil		313-0371
Guillermo D. Klein	P.O. Box 10954 El Paso	79995
Gloria Rosales		79905 79905
Vero Perales		79938
B. Quereña	Zavala Elem.	05
Anayansi Gam		01
Samuel Dominguez		
Francisco Quiroz		05
Ana Luisa Lopez	Comite del Barrio	79901
Belen Soler		79905
Sylvia Ramirez		9905
Abigail Quiñero		9905
Vasandro Fisca		79905

CHAMIZAL PUBLIC MEETING MARCH 26, 2007

NAME	ADDRESS	ZIP CODE
Maria Rocha		79905
Juan P. Jimenez		79905
LUIS VELAZQUEZ		79905
David Pardo		
Guadalupe Vazquez		79905
Cecilia Robinson		79905
Lorenzo Card		
ARTURO CARRERA		79905
Bernicia Estrada	Zavala	79905
Antonia Olivas		79905
OSCAR LOZANO		79905
Juanita del Carmen Jimenez		
Elvira Cordova		
Guadalupe Provencio		79905
Teresa Campuzano		538-948
Esteban de Santiago		79901

CHAMIZAL PUBLIC MEETING MARCH 26, 2007

NAME	ADDRESS	ZIP CODE
Dora M. Reyes		79905
Maura Jara		79905
Abrahe Carrillo		79905
Tali Sustarta		79905
Saul M. Sustarta		79905

CHAMIZAL PUBLIC MEETING APRIL 4, 2007

NAME	ADDRESS	ZIP CODE
Lorena Escobar	Housing Authority	
ARTHUR SHELIC	E.P.D.	01
Roy C. Lopez	Federal Reserve	
Sylvia Davila		05
Elvira Fernandez		01
Francisco Cruz		05
Tamara Whitfield	Project ARRIBA	79925
ESTELA FLORES	PROJECT ARRIBA	79925
EVA CASTORENA		79905
Irma Cruz		79905
Anayansi Ben		79901
Bernita Cerna		79905
Ana Luisa Lopez		79901
Amplicia Quintana		79901
M. Nayra Jara		79905
Abigail Quiroz		79905

CHAMIZAL PUBLIC MEETING APRIL 4, 2007

NAME	ADDRESS	ZIP CODE
Tali Sustaita		79905
Jasucita Magallan		
Dana M. Reyes		79905
Selon Solis		79905
Margarita Marmol		79905
Maria Teresa Perez		79905
Amalia Hernandez		79905

Sources Cited

Federal Reserve Bank of Dallas, El Paso Branch. (2006). Economic Trends in the Desert Southwest. *Crossroads, Issue 2*.

Miller, Juanita E. (1998). Poverty, Education, and Job Opportunities. *Ohio State University Extension Fact Sheet*.

Blumenberg, Evelyn & Ong, Paul. (2001). CARS, BUSES, AND JOBS: Welfare Participants and Employment Access in Los Angeles. *TRB Paper Number 01-3068*.