

**Raza Development Fund and
Promise Arizona**

**Phase One
Final Report**

Conducted by



Center for Urban Innovation

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Executive Summary

As part of the Memorandum of Understanding among Arizona State University (ASU), Raza Development Fund, and Promise Arizona, ASU's Center for Urban Innovation has completed a preliminary analysis of new data from a survey of residents living in the South Phoenix community around "The San Juan Diego Plan" area. The survey and data, designed and collected by Promise Arizona, is part of multi-phase effort to engage the community by soliciting feedback from residents about the strengths and needs in the area. This information will inform additional planning efforts going forward.

This report provides detailed information about resident opinions. Future work will integrate feedback from business leaders and community organization leaders in the area as well.

One of the strengths of this report is the number of citizens that participated in the survey. Overall in the fall of 2014, Promise Arizona managed to complete 912 surveys in the area in both English and Spanish. Such a sizeable sample of residents facilitates projections with higher levels of accuracy and confidence than similar efforts with smaller samples. Furthermore, the sample size allows for analyzing public opinion across a number of different characteristics of the respondents. This permits distinguishing the important issues for different groups throughout the community.

The report presents the analyses based the primary survey questions aimed at identifying the strengths and needs of the community. Furthermore, the report also presents the analysis of each survey question by the area of the community in which

they live, respondent age, employment status, whether there are children under 18 in the household, homeownership, length of residency, and household income.

Some of the highlights from the survey include:

- Respondents said they moved to the community because of personal reasons (family, job, etc.), they like the community, or the affordability of the area.
- When asked how they feel about the community, 81.8% gave a positive response and 18.2% gave a negative answer.
- The most common positive answers focused on their comfort in the community, the quiet peaceful nature of the environment, and the good neighbors.
- The most common negative answers focused mainly on public safety concerns, but also on the overall quality of community, and the poor public services they receive.
- In terms of what residents would like to see in the community that is currently missing, the most common response was more/better public services, followed by a distance second and third response of better police/safety, and more community and family activities.
- When asked about the short-term needs/goals for their family, respondents focused primarily on improving their personal situation (financial, domestic, etc.), better healthcare access, educational opportunities, and job opportunities.
- Their long-term goal were similar though in a slightly different order: healthcare access, homeownership, and educational opportunities.
- When asked about the resources needed to reach these goals, respondents again focused on the same issues: economic opportunities, better public services, and educational opportunities.

These survey findings help build an inventory of possible additions to the community in line with citizen preference. While many of these will likely be beyond the

scope of what the development can bring to the area, there are many opportunities suggested by the citizens that will be helpful as the planning process moves forward.

The results from this initial survey help paint a broad picture of the needs in the community, many of which will likely be beyond the scope of what the development can bring to the area. However, even examining the issues centered on public services should encourage thinking broadly about how usage of this new development space by community members might address their perceived needs.

Regarding public safety, perhaps a new police precinct office could be established as the home base for some community police officers. The educational needs might lead to new thinking about a charter school partnership for the community with ASU modeled on similar partnerships in other areas of the nation.

The need for entertainment and recreational space could lead to partnerships with local park agencies as well as businesses interested in providing entertainment for youth and adults. And obviously, the need for employment options reinforces some of our preliminary expectations for the development that might include a business incubator of some type and/or job training opportunities for local residents.

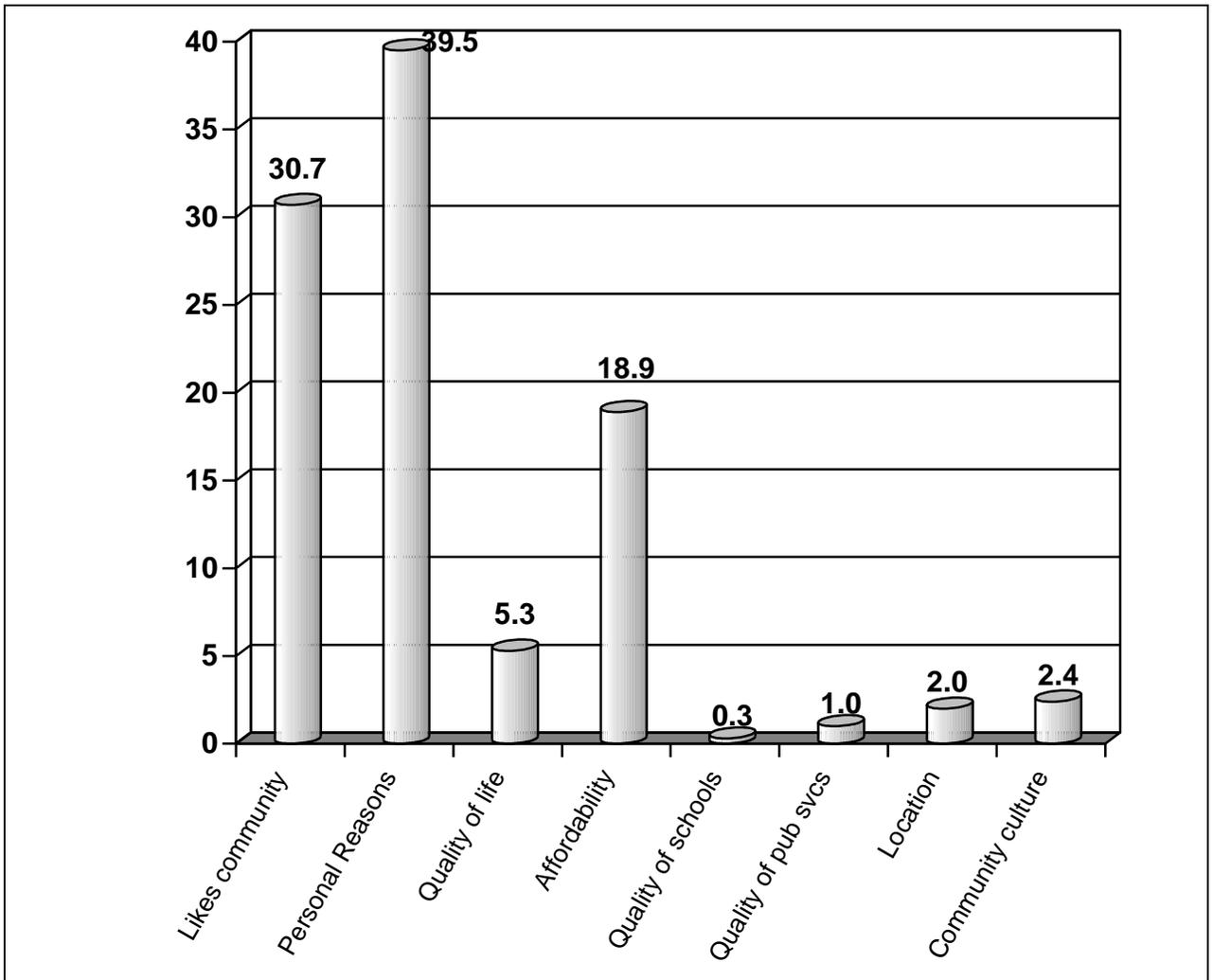
Section 1: What Brought You to This Community

This report highlights residents' opinions about the quality of life in the South Phoenix community around "The San Juan Diego Plan" area. The survey includes a range of questions soliciting input from residents about the aspects of the community that they like and enjoy, as well as questions about what is missing in the community that would enhance the quality of life for residents. The results will provide useful input into planning for the development area in ways that can improve the community in response to this community input.

Interviewers asked those willing to participate in the 2014 survey the following question: "What brought you to this community? (Que lo trajo a esta vecindad)" (see Question 9, Appendix A). Up to three answers were recorded from respondents concerning what drew them to the community. All combined, the question generated 925 responses with 52 different answers. These 52 answers grouped together into eight (8) thematic answer sets.

The majority of answers fall into two categories. Approximately two of every five respondents (39.5%) said they came to the community for personal reasons (relocated for family, job, or some other personal reason). Close behind, 30.7% said they came to the community because they like the area. Responses drop off sharply after that with only 18.9% of the respondents indicating that the affordability of the community is what drew them to the area. Figure 1 illustrates the overall pattern of responses to all eight categories.

Figure 1: What Brought You to This Community (% of Responses)



n=925 responses

While this overview is useful to see the general community responses, the survey included additional information about respondents that provide the basis for examining in more detail the nuances in how these patterns relate to other factors. For example, the surveyors recoded the voting precinct in which the respondents live. The survey includes responses from five (5) precincts: Chavez, Hope, Lassen, Lowell, and Sunland (the last chapter of the report presents the basic summaries of the data by precinct and

other variables and Appendix B presents a map of the study area). These precincts are those that include the "San Juan Diego Plan" area (Sunland precinct) and the areas nearby. Lowell abuts the plan area to the north and Chavez abuts to the east. The Hope precinct is directly south of Sunland. Lassen, the furthest removed from the plan area, lies south of Hope.

An examination of the results of what brought respondents to the community by their location indicates that their reasons vary slightly over different parts of the community. The variation lies mainly between the respondents in the Lowell precinct relative to respondents in the other precincts. For example, in Lowell, only 10% of the respondents said they came to the area because they like the community. Over 30% of respondents on average over the other four precincts gave this as one of their reasons. Lowell respondents were also less likely to say they came because of personal reasons relative to respondents from the other precincts. However, over 45% of Lowell respondents did say they came because of affordability, while only about 18% of respondents in the other precincts listed affordability as a reason. Lowell respondents are clearly motivated to be in the area for different reasons than most other respondents.

Another characteristic of respondents included in the survey that exhibits an association with this question about what brought the respondent to the community is whether there are any children under 18 years of age living in the household. Not surprisingly, households with children present have different needs and may face different challenges than those households with no children. Of the 787 respondents that answered both questions, the main differences in responses lie between two factors. First, respondents living in households with no children were more likely to

indicate that they moved to the community because they like the area. However, those living in households with children were far more likely to report that they moved to the area for personal reasons like family, jobs, or other personal reasons. Differences between types of households across the other answers to this question are negligible.

A third factor available in the survey that exhibits an association with what brought respondents to the community is homeowner status. Respondents were coded as homeowners, renters, or "other" (e.g., living at home with family, etc.). This variable can serve as a proxy for the socio-economic health of the household. Homeowners and "other" are far more likely to report having moved to the area because they like the community than respondents that are renters. However, renters are far more likely to have reported moving to the area because of affordability than were homeowners or "other." Respondents that gave other reasons for moving to the community were spread fairly evenly across renters, homeowners, and "other."

The last characteristic of respondents in the survey that exhibits an association with the reason for coming to the community is the length of residency in the area. As with homeownership status, the results indicate that longer term residents are much more likely than newer residents to state that they came to the community because they like the area. On the other hand, newer respondents were far more likely than newer respondents to indicate that they came to the neighborhood because of affordability reasons.

The survey includes several other characteristics about the respondents that the analysis examined for associations with the reasons for having come to the area. However, none of the other factors exhibit any relationship with these reasons. Respondent age, employment status, and household income do not appear to influence

responses to this question. In other words, respondents gave the same general proportions of answers as to why they came to the neighborhood regardless of their age, whether or not they were employed, and across income categories.

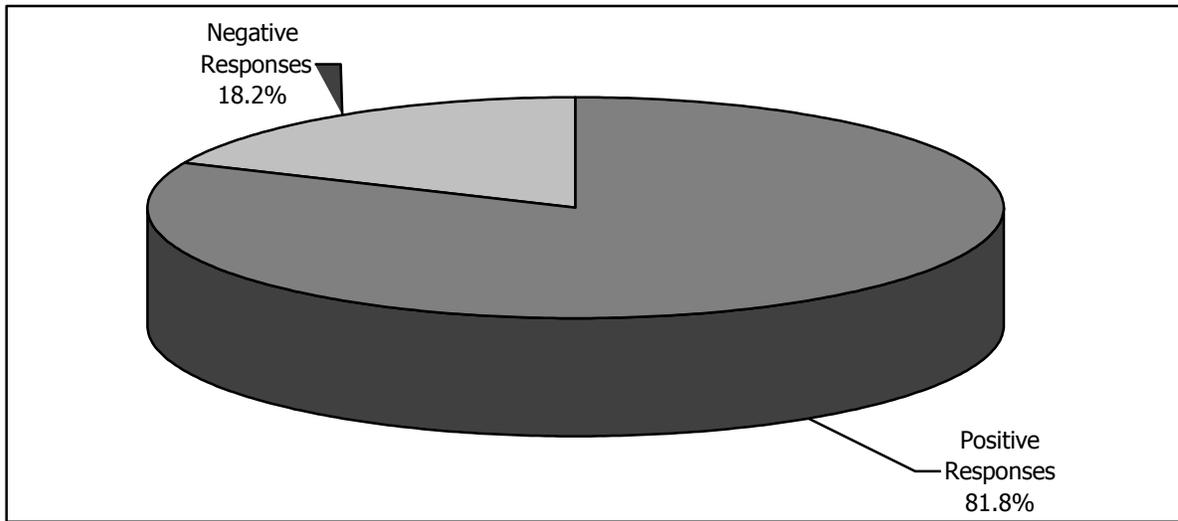
Section 2: How Do You Feel About Your Community?

The previous section focused on the question asked by Promise Arizona interviewers about the aspects of the community that brought the respondents to the area. This provides a basis for those characteristics of the area that residents want to protect; the strengths of the community that they want to maintain.

The next question followed up on the previous by asking respondents a similar question, but with an eye toward their current opinions about the community today. Specifically, the survey asked: "How do you feel about your community? (Que le trajo a esta comunidad?) (see Question 10, Appendix A). This question provides another dimension of input from respondents about the characteristics of the area that are strengths and characteristics that should be protected.

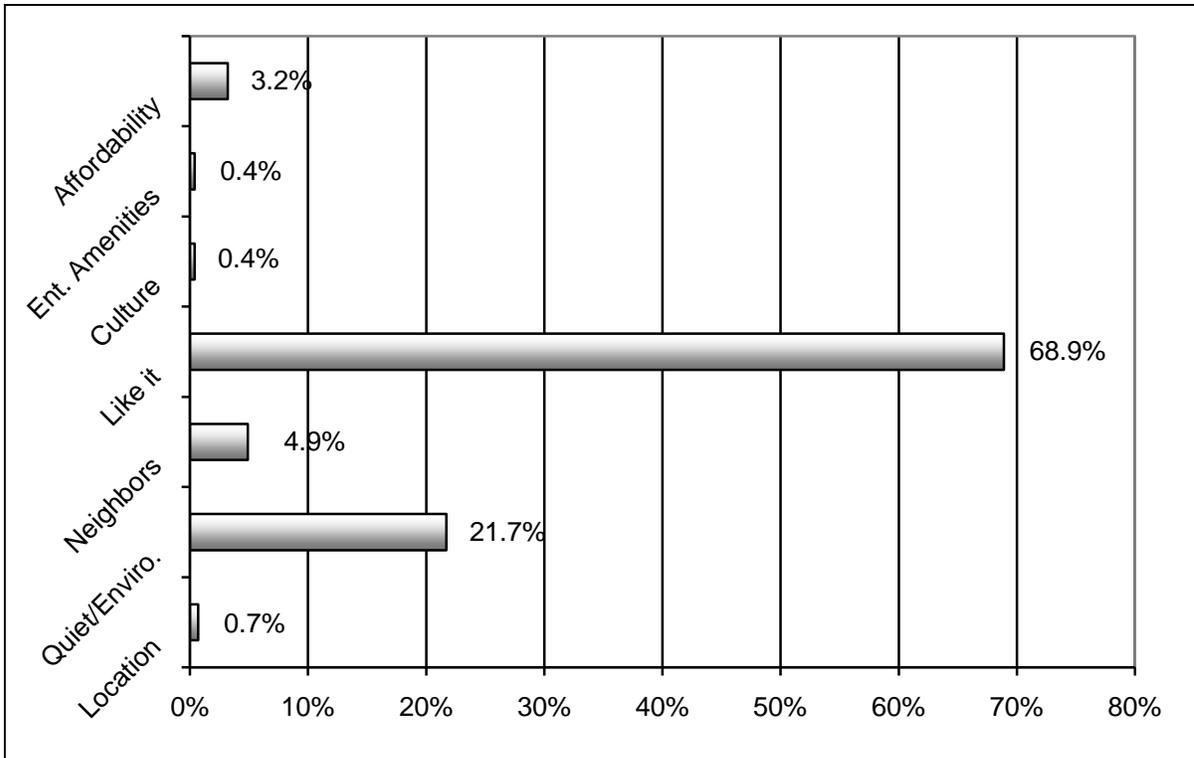
As with the previous question, respondents could give up to three answers as to their feelings about the neighborhood. This resulted in 1,049 unique responses across 73 specific answers from the 912 residents interviewed. Many of the answers were similar and thus grouped into a smaller number of thematic response sets. Of these responses, 85 (81.8%) were positive in nature and the remaining 191 (18.2%) were negative (see Figure 2). Figure 3 and Figure 4 present the basic results for the two types of answers.

Figure 2: Types of Responses to Community Quality (% of responses)



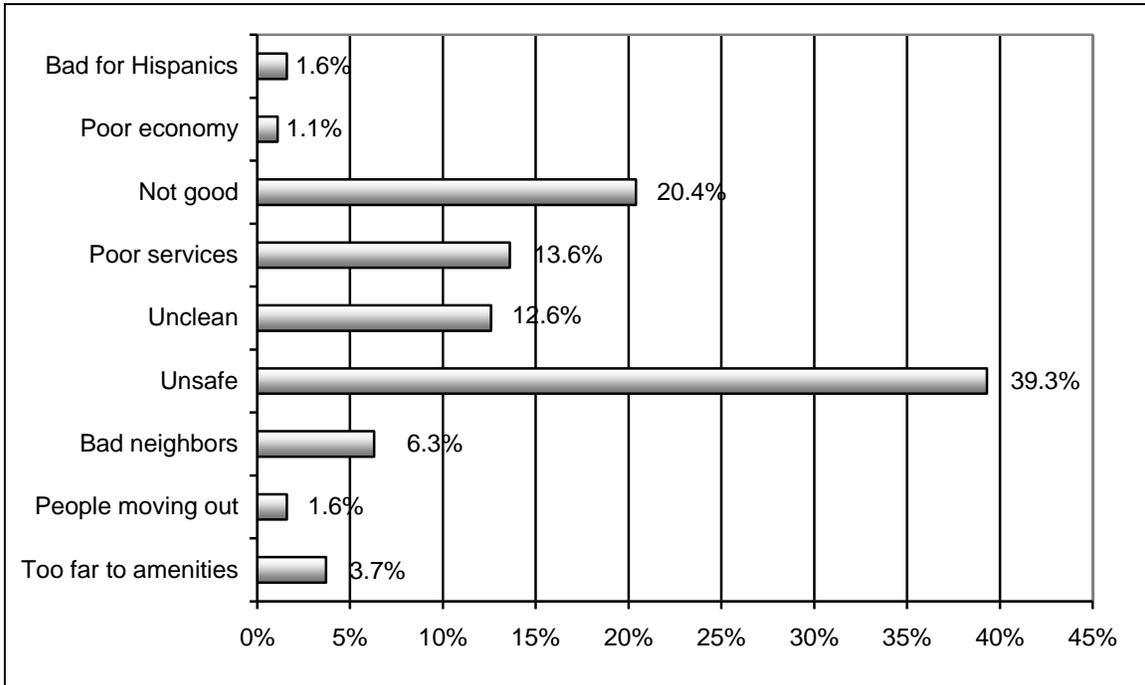
n=1,049

Figure 3: Positives About the Community (% of responses)



n=858 responses

Figure 4: Negatives About the Community (% of responses)



n=191 responses

Both the positive and the negative responses varied by the precinct in which the respondent lived. For the positive comments, there are three basic differences, all centered on the Lowell precinct (the precinct abutting the plan area to the north across the Salt River). Respondents in this area are far more likely than respondents in the other four precinct areas to indicate that they like the community for environmental reasons (it is quiet and peaceful). Lowell residents were about ten (10) percentage points higher on this reason than the average for the other areas. These residents were also much more likely to say that their neighbors are one of their reasons for liking the neighborhood than are residents in the other areas. On the other hand, while several Lowell residents also reported that they like the area, residents in the other four precincts were far more likely to provide that answer.

The only resident characteristic associated with the negative responses was location. Of the negative responses, safety in the community was the most common negative answer in each of the precincts. But the degree of concern varied depending on the part of the community in which the respondent lived. Respondents in the Hope precinct (several blocks to the south of the plan area) were almost twice as likely as respondents in the Lassen precinct (further south than Hope) to report safety as a concern: 52.4% of the negative Hope responses versus 29.0% of the negative Lassen responses. While still the dominant concern in the Chavez precinct (east of the plan area), it was less so than in Hope; only 45.5% of the negative Chavez responses.

Location is the only respondent characteristic that exhibits an association with their answers to this question, whether positive or negative. The answers do not vary by respondent age, employment status, presence of children in the household, homeownership status, length of residency, or household income.

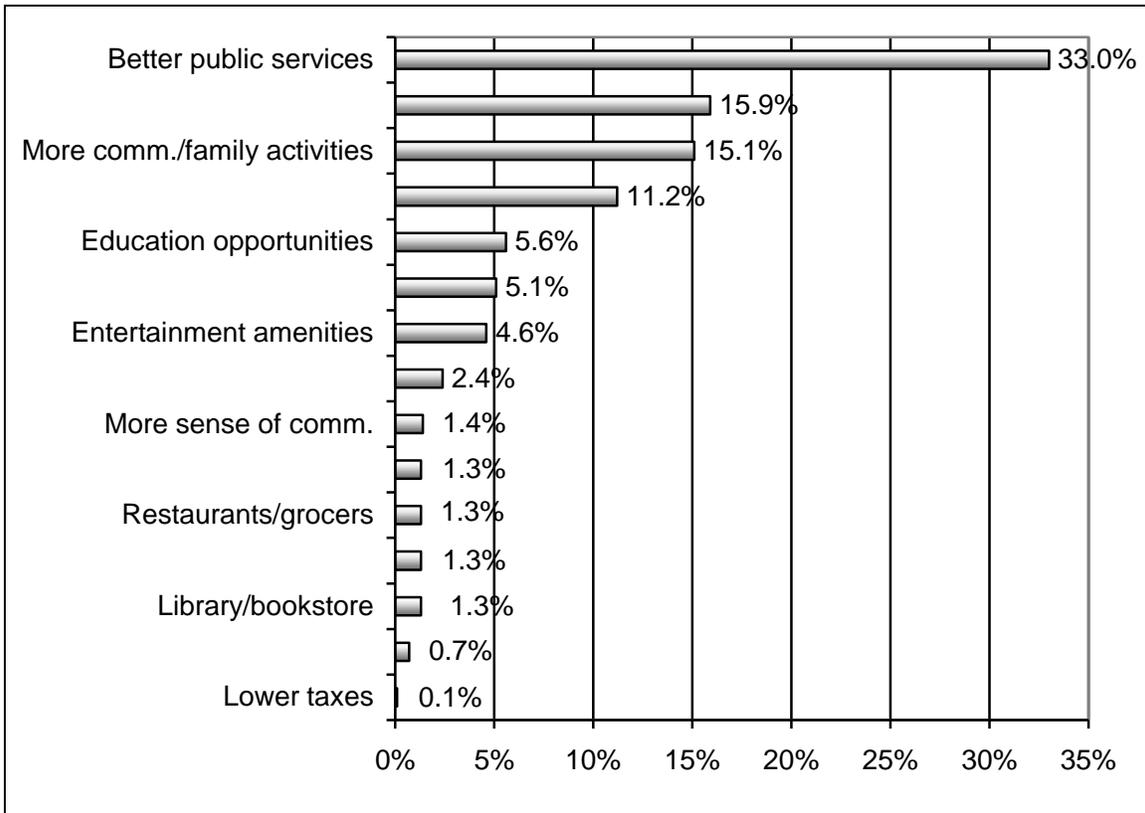
Section 3: What Is Missing in the Community

Perhaps the most useful question in the survey for purposes of providing input into “the San Juan Diego Plan” comes from this question. Responses lead to an array of suggestions of elements that might be woven into the plan to integrate resident input.

The survey asked respondents “What is missing in your community that can improve the quality of life for our families? (Que le hace falta a su comunidad para que pudiera mejorar la calidad de vidas de nuestras familias en el sur de Phoenix)” (see Question 11, Appendix A). As with the previous questions, respondents could provide up to three answers. The 912 participants provided 1,124 responses across 105 specific answers. These 105 answers were collapsed into 15 thematically grouped answers sets. Figure 5 presents the overall results, with by far the most common answer focusing on the need for better public services for the community. Fully one-third of all the responses fell into this category; twice the next closest answer: more/better police.

While the top two categories center on public services and safety concerns, many of the remaining answers provide insights into the kinds of services, opportunities, and amenities residents would like to see more of in the community. These include community activities (i.e., recreation services), educational opportunities, employment opportunities, healthcare, and so forth.

Figure 5: What Is Missing in the Community (% of responses)



n=1,124 responses

Only three of the respondent characteristics exhibit an association with the responses to this question. As with the previous questions, answers to this question vary by location. While “better public services” is the most common answer across all five precincts, the proportion of respondents indicating this answer varies considerably. Almost half of the responses from residents in the Hope precinct were this answer (47.3%). Only 27.4% of the responses from the residents in Lassen were this answer. Other responses from the Lassen precinct were scattered over several other answers: more/better police (15.8%), more family/community activities (15.1%), or “good as is” (12.9%). Very few responses from Hope and Sunland were “good as is” (3.3% and 3.3%, respectively).

In addition to location, responses to this question also varied by age of the respondents (though the variations were not pronounced and not consistent over the age categories). Not surprisingly, there were fewer responses requesting additional family and community activities as the age of the respondents increased. There is a slight increase in desire for better public services with age, but this desire for better services is relative high across all age groups.

The only other respondent characteristic to exhibit an association with this question is the length of residency in the area. However, the variations are inconsistent over time for the most part. One of the only exceptions is for the responses of "good as is." Newer residents (those in the community less than five years) and long term residents (those in the community over 35 years) were more like to answer "good as is" than residents that had lived in the area six to 35 years. But even these differences are not substantively large.

None of the other characteristics exhibit an association with desires for the neighborhood. The answers do not vary by employment status, presence of children in the household, homeownership status, or income, and follow the same pattern illustrated in Figure 5.

Section 4: What Are the Immediate Needs for Your Family

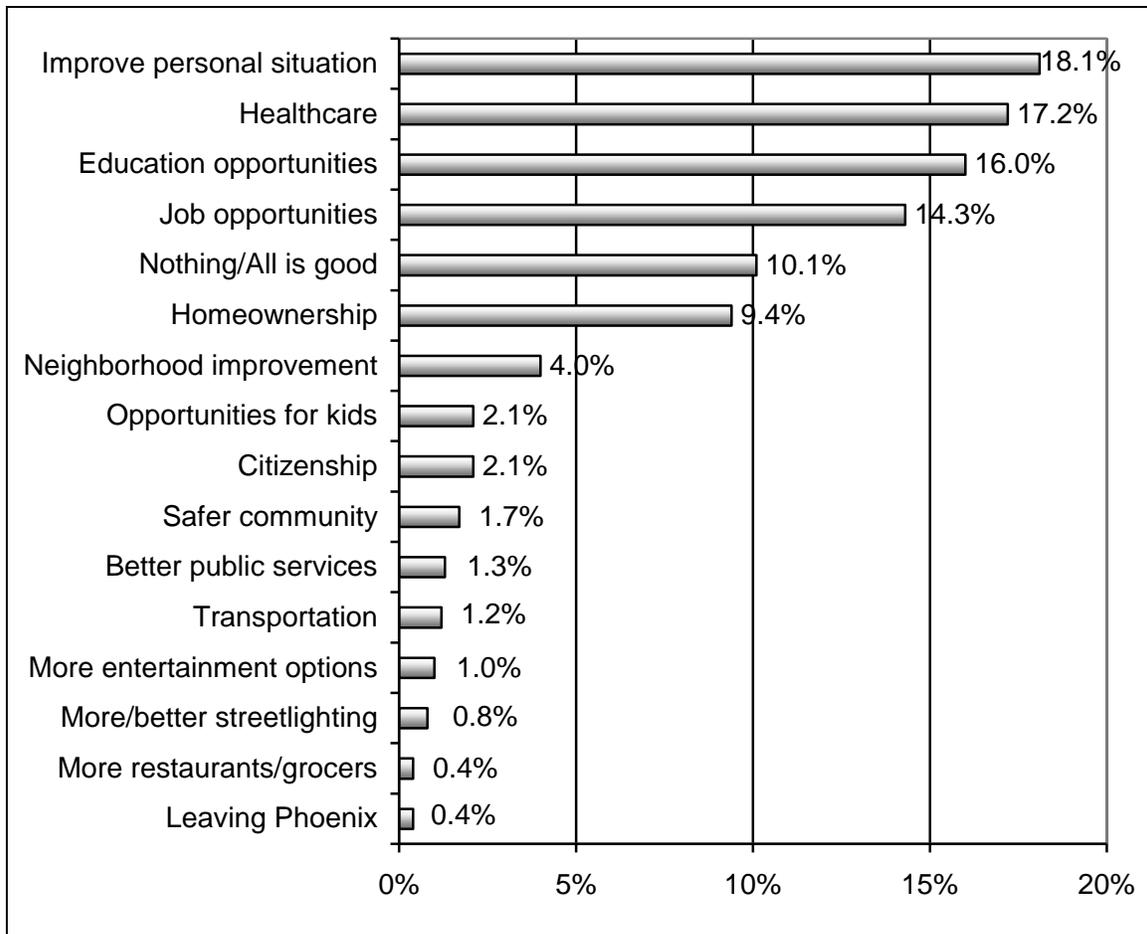
The next question interviewers asked of residents shifted from community level needs to those needs at a more personal level. Specifically, respondents were asked to share their answers to the following question: “What are the immediate needs for your family? (Tiene usted o su familia necesidades inmediatas)” (see Question 12, Appendix A). Furthermore, the Promise Arizona survey asked the respondents to first list any short-term goals relative to these needs, as differentiated from long-term goals. Respondents listed one or two answers for both short-term and long-term goals. This section analyses first the short term needs with breakdowns by respondent characteristics, then separately analyzes the long term needs in the same manner.

Short-Term Needs/Goals

The dataset captured all the answers provided by respondents, who provided no answer, one, or two answers. The 912 participants in the survey provided a total of 524 responses to this short-term needs question across 73 unique answers. As with previous questions, these answers grouped into a fewer number of 16 thematic response sets. Figure 6 illustrates the distribution of the responses. As the figure shows, the responses are more spread over the answers than in the previous answers. The most common answer is only 18.1% of the responses (improving my personal situation or finances). The next three most common answers include healthcare, education, and job opportunities and are all very similar in terms of the frequency with which respondents mentioned those needs. And while respondents may have been conflating this question

with the previous question about community needs, these answers reinforce those previous findings in terms of the kinds of development opportunities residents would like to see in the area.

Figure 6: Short-term Needs/Goals (% of responses)



n=524 responses

As with the other questions, the report provides a breakdown of the short-term needs by the respondent characteristics available from the survey. Again, the location of the respondent (in terms of precinct) exhibits a significant association. There are several notable variations for this question, particularly regarding the Lowell precinct (just north of the plan area, across the Salt River). For instance, over one-quarter of the responses

from Lowell (27.6%) indicated the prime short-term need was more/better employment opportunities. This was almost twice the rate of mentions recorded in the other four precinct areas. The gap was even larger in terms of the desire for more/better educational opportunities among Lowell responses (31.0%) relative to the other areas like Chavez where education was mentioned in only 7.6% of the responses. Residents in Chavez reported more concern over improving their individual situations with 27.5% of their responses on this issue, relative to only 4.8% of the responses in Sunland indicating this short-term goal/need. Chavez respondents were also more likely to indicate a greater need for healthcare access (25.2% of area responses) relative to other areas like Lowell, in which only 3.5% of the responses indicated a need for greater healthcare access. Response patterns in the other three precincts (Hope, Sunland, and Lassen) are more consistent with one another with the more pronounced variations coming from Lowell and Chavez.

The age of the respondent also exhibits an association with the short-term needs/goals responses. For instance, there is a general decline with age in terms of the proportion of responses indicating the need for more/better employment opportunities. There is a similar decline over age citing the need for more/better educational opportunities. On the other hand, there is a general increase over age in terms of need for better access to healthcare. There is a similar pattern of an increase in responses that "all is good" among increasingly older respondents. The other responses appear to remain fairly consistent over different age groups.

The presence of children in the household also exhibits an association with short-term needs/goals. Those with children in the household are more likely to want more/better job opportunities (approximately a six percentage point difference in terms

of the number of responses versus respondents from households without children). The largest difference is in terms of the need for additional educational opportunities. In terms of responses, those with children in the household were about four times more likely to include this as a short-term need/goal versus those without children in the household. On the other hand, respondents without children in their household were more likely to say they need better access to healthcare (probably reflecting the same relationship measured with the age breakdown above). Similarly, those without children were more likely report that they do not need anything and that everything is good. Interestingly, they were also more likely than those with children the say they need to improve their personal situations.

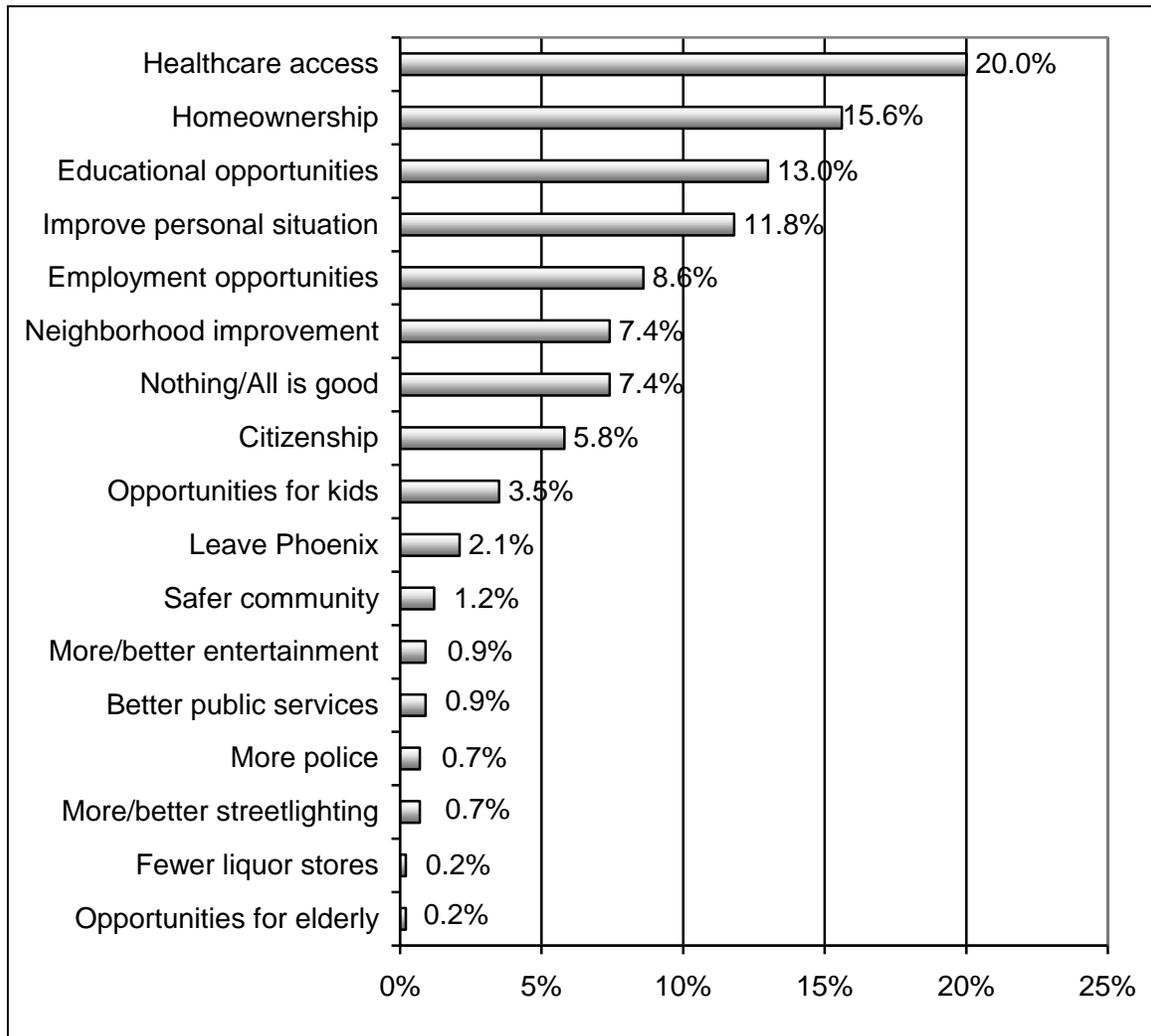
Length of residency also appears to influence the responses to this question, and the results follow a similar pattern as the age breakdown. The likelihood of responding with a need for more/better employment opportunities, as well as more/better educational opportunities, declines among longer term residents. The likelihood of responding with a need for better access to healthcare increases among longer term residents.

Unlike the previous questions, the respondent's household income exhibits an association with the short-term needs/goals question, and varies in expected ways. Residents in lower income households are more likely to report the need for more/better employment opportunities. They are also more likely to report their short-term goal to improve their personal (mainly financial) situation. There are only 162 surveys that capture both short-term needs and income, so there are relatively few cases from which to derive other meaningful patterns. Employment status and homeownership status also failed to exhibit meaningful associations with short-term needs/goals.

Long-Term Needs/Goals

The survey also sought to understand better the long-term needs/goals of respondents relative to their personal and family situations. As with short-term needs, respondents could provide up to two responses. The 912 participants in the survey only gave 431 responses over 56 unique answers. These were combined into 17 thematically related response categories. The results appear in Figure 7.

Figure 7: Long-term Needs/Goals (% of responses)



n=431 responses

While these answers vary over a similarly wide range of issues as does the short-term needs/goals, there are notable differences in those needs/goals that are more common among the long-term responses. Most notably, the healthcare access concern emerges as the most common concern in the long-term of area residents.

Homeownership and renovation goals are a fairly distant second, followed by educational opportunities and improving one's personal situation closely behind. The remainder of the responses are scattered across the other answers without much distinction among them.

As with all the previous questions, responses do vary by geography, with the biggest difference emerging between respondents in the Lowell and Chavez precincts. For example, the most common long-term answer among Lowell residents is "neighborhood improvement" (47.1% of all Lowell responses). The other precinct areas were much less likely to report this as a long-term need/goal, with only 1.7% of the Chavez response in this category. Lowell respondents were also the most likely to indicate homeownership or renovations as a long-term need/goal. Respondents in Chavez and Lassen were far more likely to report long-term needs/goals of healthcare access than the other areas, as well as desire to improve their personal situation. Hope and Sunland were far more likely than the other areas to want additional educational opportunities. So there are meaningful distinctions among the different areas in terms of the long-term needs/goals of residents.

Age also exhibits an association with the long-term need/goals question. The pattern is similar to the short-term goals. Younger respondents are more likely to report a need for more/better employment opportunities as well as educational opportunities,

homeownership, and citizenship. Older respondents are more inclined to answer that they want better access to healthcare. Older respondents are also more likely to say that they have no need/goals and they everything is fine.

Unlike short-term needs/goals, employment status appears to be associated with long-term needs/goals. Homemakers and the employed both report more desire for additional educational opportunities than the unemployed. The unemployed and students both say they want to improve their personal situations more so than the employed.

The presence of children in the household is associated with long-term needs/goals as well. Those with children are almost three times more likely to want additional educational opportunities and only half as likely as those without kids to want more access to healthcare.

Long-term needs/goals also varies by homeownership status. Not surprisingly, many more of those who currently are renters report a long-term goal of homeownership, while homeowners are more concerned about access to healthcare. Renters and owners are about split in terms of their likelihood to report that they are fine with things as they are.

Length of residency exhibits an association with long-term needs/goals as well, and tends to mirror the age breakdown. Older respondents are slightly less inclined to answer that neighborhood improvements are a long-term goal, or that employment opportunities are a need, or that homeownership is a goal. They are far more likely to answer that access to healthcare is a need.

Finally, household income also exhibits an association with long-term needs/goals. Lower income respondents are more likely to have answered that

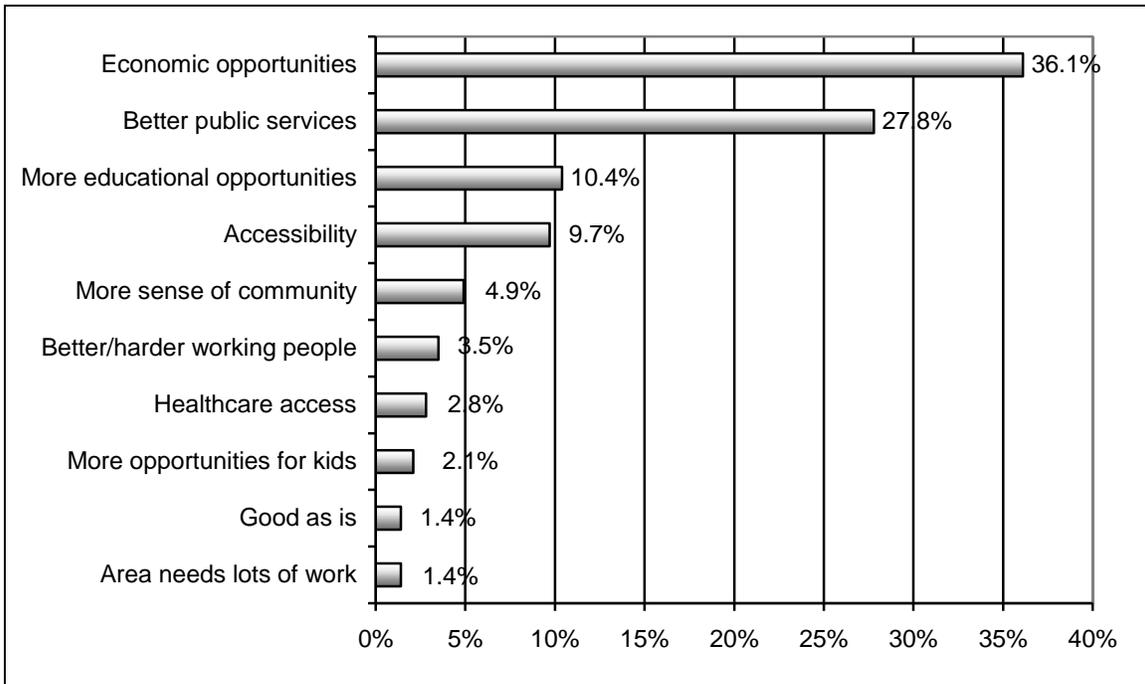
employment opportunities are needed and that they want to improve their personal situation. As mentioned before, there are not many interviews captured in the data that include the income measure, which limits the ability to derive patterns. However, one other pattern that does emerge from the available information is that the middle-income groups are more likely to be those that say access to healthcare is a long-term need/goal.

Section 5: Do You Think There Are Sufficient Resources

The final substantive question included in the Promise Arizona survey tries to shift respondents' attention to suggestions about existing and needed resources to help move the community in a positive direction in line with the needs and goals they identified in the previous questions. Specifically, the survey asks: "Do you think there are sufficient resources to meet those goals? Why? (Usted cree que hay suficiente recursos para completar estas metas? Porque?) (see Question 13, Appendix A).

Once again, respondents could offer up to three answers. But they were not as able to provide answers to this question. Thus, the 912 survey participants provided only 144 responses over 50 unique answers. These 50 answers collapse into 10 thematic response categories. Figure 8 illustrates the frequency of these responses. Two answers dominate the response sets. Over one-third of all the responses (36.1%) relate to the need for additional economic opportunities in terms of jobs and businesses. Just over one-quarter of the responses (27.8%) relate to the need for more public services necessary for achieving the goals for their families and community. Other responses drop off considerably over the remaining eight response sets, but still identify and reinforce the findings from previous questions concerning the need for resources, including educational opportunities, access to healthcare, and opportunities for kids.

Figure 8: Resources Needed (% of responses)



n=144 responses

Three of the respondent characteristics exhibit associations with the resource question. As with all four previous questions, location appears related to the response patterns. Respondents in the Lassen precinct are much more likely than respondents from other precincts to indicate the need for more educational opportunities as a resource to help them. Chavez respondents are the most likely to indicate the need for more economic opportunities as a resource for the area with 52.2% of all the responses from Chavez centered on economic opportunities, versus the lowest area on this answer, Lassen, where only 18.6% of the answers focused on such opportunities. The second most common resource focus for Chavez is better public services. They are four times more likely to have given this answer than respondents in Lowell.

Response patterns also vary by respondent age. Only 109 participants provided both an answer to the resource question and their age. With so few responses to this

resource question, however, it is difficult to derive many useful interpretations.

Respondents in the middle age ranges are more likely than the youngest and oldest age groups to indicate the importance of public services as resources in the community.

The last respondent characteristic to exhibit an association with the resource question is homeownership status. The biggest difference between renters and owners in terms of their responses to this question is on accessibility to the community. Renters are far more likely to note this as a resource issue versus homeowners. On the other hand, homeowners are more likely to note the need for more and better public services as a resource need and renters. Both groups share the concern for additional economic opportunities. The small group of "other" (those living with family or friends, etc.) is most concerned with educational opportunities and more public services.

Section 6: Respondent Characteristics

The survey designed and conducted by Promise Arizona included several questions to capture characteristics of the respondents. The complete survey instrument is presented in Appendix A.

This section provides the listing of these characteristics to illustrate better the composition of residents that participated in the survey. These characteristics include: precinct in which the respondent lives, age, employment status, presence of children in the household, homeownership status, length of residency in the community, and household income. The results below include only those respondents that provided valid data for the question under investigation. Missing data are suppressed. So while the data set includes all 912 completed surveys, not all the tables below sum to 912 due to missing data. Also, note that the income question was added to the survey after most of the data were already collected, so there was only a relatively small number of participants that were even asked this question (explaining the very low number of valid responses to the income question).

Table 1: Respondents by Location

Precinct	No. of Respondents	Percent of Respondents
Chavez	237	26.25
Hope	165	18.27
Lassen	331	36.66
Lowell	57	6.31
Sunland	113	12.51
Total	903	100.0

Table 2: Age of Respondents

Age Category	No. of Respondents	Percent of Respondents
Less than 23	78	10.17
23-29	86	11.21
30-39	164	21.38
40-49	110	14.34
50-59	140	18.25
60-69	114	14.86
70 and over	75	9.78
Total	767	100.0

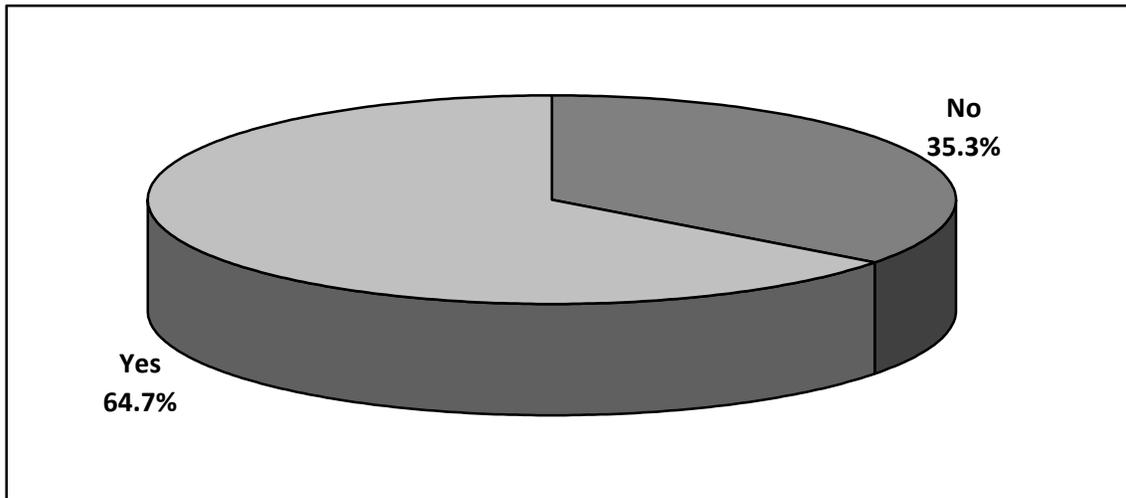
Table 3: Employment Status of Respondents

Employment Status	No. of Respondents	Percent of Respondents
Unemployed	108	15.47
Homemaker	87	12.46
Student	15	2.15
Employed	488	69.91
Total	698	100.0

Table 4: Number of Children in the Respondent's Household

Children in the Household	No. of Respondents	Percent of Respondents
0	272	35.32
1	125	16.23
2	170	22.08
3	108	14.03
4	64	8.31
5 or more	31	4.03
Total	770	100.0

Figure 9: Are There Children Living in Your Household?



n=770

Table 5: Homeownership Status

Homeownership Status	No. of Respondents	Percent of Respondents
Rent	304	35.35
Own	524	60.93
Other	32	3.72
Total	860	100.0

Table 6: Length of Residency in the Community

Years in Community	No. of Respondents	Percent of Respondents
Less than 2 yrs	76	8.80
2 - 5 yrs	107	12.38
6 - 10 yrs	75	8.68
11 - 15 yrs	108	12.50
16 - 25 yrs	161	18.63
26 - 35 yrs	99	11.46
36 - 50 yrs	126	14.58
More than 50 yrs	112	12.96
Total	767	100.0

Table 7: Respondent Household Income

Income Category	No. of Respondents	Percent of Respondents
\$0-8,999	45	24.46
\$9,000-19,999	58	31.52
\$20,000-29,999	41	22.28
\$30,000-44,999	29	15.76
\$45,000-59,999	9	4.89
\$60,000-79,999	1	0.54
\$80,000-99,999	0	0.00
\$100,000-149,999	1	0.54
\$150,000+	0	0.0
Total	184	100.0

Section 7: Four Community Development Examples

As part of the Memorandum of Understanding, Phase One of the effort includes a review of several community development initiatives that have various characteristics that might be models for inclusion in the current planning efforts. Each of the four cases below contain at least one element of a design characteristic that addresses issues and concerns raised by the survey responses from residents in “the San Juan Diego Plan” area. These cases are only meant as illustrations of the possible options available to developers when considering ways of integrating various aspects mentioned by residents into the larger planning effort. None of these could be adapted in its entirety but would need to be adapted to the specific character and culture of the plan area before moving forward with any one or combination of these examples.

Case 1: The Bronx Corridor of Success Initiative

Community leaders and developers designed the Bronx Corridor of Success Initiative to bring education, health, and economic vitality back into the south central area of the Bronx. The implementation of the program led to greater communication and collaboration between educational administrators, parents, social workers, health care professionals, and community leaders. Through the initiative and the creation of a Steering Committee, programs and collaborative services were provided for the betterment of parents and students in local schools.

The initiative began with the former dean of Bronx Community College, Carl Polowczyk, who wanted to reverse the trends of poverty, crime, and joblessness in the area that he had worked in for 37 years. He organized an initiative in 1992 that would attempt to reverse these negative trends one neighborhood at a time. Starting with the University Heights-Tremont neighborhood, the goal of the initiative was to guide children, youths, and families to success through a collaborative partnership of educational, health, social, and community organizations.

The University Heights-Tremont section in the Bronx is located in the poorest congressional district in the United States. Those who are residents in the neighborhood consist of immigrants, single parent homes, and transients. Approximately 85 percent of the households in the neighborhood are below the poverty level. Educational standards also suffer in this area. Low academic achievement, low attendance, and high dropout rates fueled the community's crime and unemployment rates. The demographics of University Heights-Tremont area consist of 96 percent minorities, with Hispanics and limited English proficient learners making up 62 percent of the population.

The initiative's goal was to correct these negative influences by building a new model for education. The first step of the initiative was developing a community partnership with Bronx Community College. The college originally wanted to establish a middle school on campus for educational training purposes. Unfortunately, they failed to obtain the funding from the New York City Board of Education, so the college decided instead to collaborate with local school districts to build a model middle school.

The community college first worked with Intermediate School 82 from 1993 to 1994, and then expanded their reach to all levels of education from 1995 to the present. Intermediate School 82 and Bronx Community College are only one mile apart, so

coordination and transportation between these two entities was a logical first step. Specifically, Bronx Community College partnered with two elementary schools that fed into Intermediate School 82, which feeds into Roosevelt High School and Taft High School. Students who attend the high school tend to enroll in Bronx Community College and eventually Lehman College to obtain their bachelor's degree.

The initiative's team branched off to local health organizations, which consisted of the Morris Heights Health Center, St. Barnabas Hospital, Pius XII Family Services, and a local social services organization. All of these health organizations were added to the board of the Corridor of Success Steering Committee alongside parents, college professionals, primary school representatives, and business professionals.

The committee organized the initiative's goals into three categories: educational, health, and socioeconomic. The leaders on the Steering Committee wanted students to perform at higher levels and see dropout rates decrease. They also desired to increase immunizations, offer more access to health and psychological services, and prevent substance abuse in the community. The socioeconomic goal of the group was to see students and their families increase their economic status through educational partnerships and increased parent involvement.

The Steering Committee met semi-annually and broke up in committees to discuss opportunities to improve the community through collaboration. As an example of this, a high school principal said that the middle school was not preparing the students adequately to handle high school freshmen course material. Through discussions with the middle school principal, the two school leaders developed an after-school bridging program where a high school writing teacher would tutor eighth graders twice a week. In response to this program, parents were concerned for a child's safety since they

would be returning home later in the day. Therefore, a subcommittee coordinated special school transportation for the students.

Another instance of collaboration included middle school students attending Bronx Community College one day a week where they could learn a variety of subjects from their own teachers, college professors, and with the help of college students. For an additional program that included college students, the community college trained college-aged tutors to assist elementary students in reading activities. Also, a program was implemented to cross train and professionally develop teachers based in elementary, middle, and high schools. To advance health-based goals, the Steering Committee helped implement a health clinic at Intermediate School 82 to provide health, dental, and psychological services for students. To increase parental involvement, the committee hosted workshops and classes to help parents learn English and learn about health issues, housing, and juvenile delinquency.

Some measures of the success of the initiative were shown in a 2002 report, showing that 202 eighth grade students attended classes at the Bronx Community College. Also, students participated in 14,519 hours of after-school tutoring with their schools. There were 808 parents that were provided 12 hours of technology training and provided 808 computers for family and student use in their homes. Ten years after the program began, the graduation rate for the local middle schools was at 90 percent.

For funding the Bronx Corridor Success Initiative, Bronx Community College was able to secure a grant from the Ford Foundation for the first year of the initiative. This enabled them to secure a larger five-year grant from the Danforth Foundation to help with future strategic planning. Other smaller grants were obtained later from the W.K. Kellogg Foundation ENLACE (Engaging Latino Communities for Education) and the

National Science Foundation to renew and advance their initiatives.

An external evaluator who monitored the program from 1996 to 1997 discussed how the initiative was not successful due to its isolated programs, but found its success in the collaboration of diverse organizations and various community leaders. A few years later, the Bronx Corridor Success Initiative became the Bronx Education Alliance (BEA), which exists today in the same organizational structure and relationships between the schools and other organizations. The BEA indicates that socially declining areas are not lost causes, but with leadership, collaboration, and clear communication, there can be reversal of negative health, educational, and socio-economic trends.

Case 2: The Pearl Brewery Redevelopment

The redevelopment of Pearl Brewery, a historic local brewery with 125 years of history, has been a success story over the past decade in reviving the northern part of downtown San Antonio, Texas. Pabst Brewing Company purchased the Pearl Brewery, but a year later announced their move of resources to Chicago and in May, 2000, informed the state that they would be closing down the Pearl Brewery and laying off 350 employees. By 2002, Silver Ventures, a San Antonio investment company led by Christopher Goldsbury purchased the 22-acre property along with the rights to use the name as "Pearl Brewery" and evaluated potential development ideas.

Goldsbury was told there were structural and soil-based problems with the property, but that did not dissuade his desire to develop the land as a mixed-use center with cultural importance. He advocated his vision of the property as a mixed-use collaboration of businesses and organizations that would revive the historic area.

Connecting different sectors of the community to the San Antonio Riverwalk led to the completion of his vision for redeveloping the historic brewery, cultivating Latin American and Texan culture, and revitalizing the local economy.

In 2004, Silver Ventures looked at recovered neighborhoods like Pike's Place in Seattle, Granville Island in Vancouver, and other properties in North America and found that those communities had consistent qualities: walkable space, diversity of food, connections to art and music, water nearby, and a form of education. Each of the factors defined the success of these redeveloped areas. This led to forming the goals of honoring the brewery's history and making the area a laboratory for resilience and sustainability.

The first partnership that Silver Ventures made was in 2004 with the non-profit Culinary Institute of America (CIA) to form the Center for Foods of the Americas. This established an educational institution as a partner and a retail venue for the community, emphasizing the cultural cuisines of Latin America. Opening in 2006, the school successfully provided professional culinary education to the community and officially became a CIA campus in 2008, allowing the school to double its students and offer more continuing education courses.

The next step in the Pearl Brewery's partnership was establishing a weekly farmers' market. Their debut in 2009 drew over 6,000 people in one day and has continues through collaborations with vendors within a 150 mile radius, hosting live music, and organizing other activities throughout the farmer's market. An example of successful activity is the CIA local culinary chefs who use farmers' market ingredients to sell family-style gourmet lunches.

With the culinary school as the cornerstone to the project, many Latin American and Texan restaurants have set up their business on the Pearl Brewery property, offering options from the Boiler House restaurant found in a 1896 building to The Granary 'Cue and Brew microbrewery and restaurant located in a historic home with Corinthian columns.

In the same timeframe, a retail partnership developed with a culinary business moving from McAllen (Texas) to the Pearl Brewery location to establish a Texan culinary retail shop to blend in with the cultural identity of the area. LeeLee Shoes is another retail addition to the property that sells Latin American styles of shoes and wedges.

The Pearl Brewery also welcomed Full Goods Warehouse in 2009, a grocery store that incorporated sustainable technologies in its building design. Through a public-private partnership with San Antonio's local utility company, they installed the largest roof-mounted photovoltaic array in Texas. Also, 100 percent of rainwater is captured and reused to irrigate the local landscaping. Resilience and sustainability has taken a greater focus in more recent projects and expansions in the Pearl Brewery redevelopment area.

Another partnership with the city has been its proximity to the San Antonio River as well as having a nearby bus stop and a popular bike share station on the Pearl Brewery grounds. This makes the community walkable and connected to the nightlife surrounding the Riverwalk. The San Antonio Art Museum is also a ten minute walk from Pearl Brewery, allowing for collaboration with events and a focus on local art.

An upcoming project estimated to be completed in spring 2015 is a boutique 146-room hotel in the original Pearl Brewery to offer a historic but unconventional place for visitors to stay. Also, there are plans for building residential and upscale apartments

in the Pearl district with adjoining workspaces to accommodate a more intimate community within the Pearl Brewery area.

Currently, the Pearl Brewery redevelopment area has 18 retail and dining establishments, 350 living units, eight (8) work and residential units, a weekly farmers' market, and various outdoor entertainment offerings. Approximately 50 percent of visitors use public transportation to get to the historic brewery. The Pearl Brewery had risen from being an empty and decrepit property to a cultural destination for food, music, art, business, residency, and tourism.

Case 3: Barrio Logan Redevelopment Project Area

The Barrio Logan Redevelopment Project is an initiative by the City of San Diego to improve an economically depressed area through an increase of business, affordable housing, and cultural activities. Over the last few decades, the City of San Diego has sought to improve the area through tax incentives and community partnerships. In the past ten years, efforts have increase because education, retail, and cultural opportunities have surfaced to bring positive change to the predominantly Latino neighborhood known as Barrio Logan.

The neighborhood is located directly east of downtown San Diego, at the foot of the San Diego/Coronado Bay Bridge. It is also close to PETCO Park, San Diego Harbor, and the San Diego Convention Center which has a large shipping industry. There are high uses of public transportation in the neighborhood as it is located near areas of heavy traffic.

One of the main goals of the Barrio Logan Redevelopment Project is to connect new development with the community's ethnic and cultural background. To encourage growth in the Barrio Logan area, the City of San Diego has categorized the neighborhood as an Enterprise Zone that gives businesses tax credits, tax deductions, and other benefits. San Diego also has revolving loan funds to help small to mid-sized businesses receive financial backing if they are not able to gain access to capital from traditional banks. On the federal level, the Barrio Logan neighborhood is eligible for assistance from the Federal Renewal Community program, which is able to give further tax benefits to businesses in Barrio Logan.

A community asset that San Diego has promoted is a new San Diego Community College campus: the Cesar Chavez Continuing Education Center. Once completed in early 2015, this campus will provide educational opportunities for adults in Barrio Logan. Also, there is a community youth center called Barrio Station that has been in the community since 1970. Barrio Station is a grassroots non-profit organization that serves families and children in the community and includes afterschool programs, counseling services, a fitness center, and technical training classes. There are approximately 200 to 300 youth served daily through youth programming.

Mercado del Barrio is a cultural and retail center completed in 2013 in the Barrio Logan neighborhood across the street from the upcoming Continuing Education Center Community College. The surrounding area consists of Mercado del Barrio is the historic Chicano Park, 92 affordable apartments units, a Mexican coffee house, law firms, marketing agencies, restaurants, a local winery, a tattoo parlor, and barber shop. Within Mercado del Barrio itself, there is a Mexican supermarket, retail businesses, and a large

outdoor plaza and public area. The new development is seen as a success for the community and still has room to generate more retail opportunities.

In 2009 and 2010, affordable apartments opened in Barrio Logan, winning multiple awards such as the San Diego Housing Federation's Housing Project of the Year Award. Providing affordable housing for the community has been a major focus for the City of San Diego and they have been able to find successful partnerships with multiple housing developers.

Barrio Logan has also become home to many artist galleries including: The Roots Factory, Bread & Salt, Voz Alta, The Strongholg, Woodbury School of Architecture, and Glashaus. The latest addition is La Bodega Studios & Gallery. Over time, Barrio Logan has become known as a hub for artists in San Diego.

The Barrio Logan Redevelopment Project Area has seen new life with the emergence of the Mercado del Barrio development and the upcoming Cesar Chavez Continuing Education Center. Although these are recent projects, the community has seen a renewal of economic life and growth in its cultural identity. The local and federal tax benefits along with the partnership of the City of San Diego provide opportunities for growth and improvement of the community's culture and economy.

Case 4: Birmingham Business Incubator – Innovation Depot

The Innovation Depot originated with the partnership of the City of Birmingham, the University of Alabama at Birmingham (UAB), local businesses, and leading private foundations. The creation of Innovation Depot was as a private-public partnership to renovate an old Sears building in an economically declining part of the city. Through the

partnership of those involved in the Innovation Depot, the depot has been able to promote job creation, to research upcoming technologies, and to serve local businesses.

For 20 years, an old Sears store was vacant in the center of the City of Birmingham's Downtown West Urban Redevelopment District. The poverty rate for the community surrounding the old Sears building was nearly 60 percent. In 2005, through the City Designated Entrepreneurial District and in partnership with the New Markets Tax Credit Coalition, the city was able to obtain a loan to fund a new location to develop a partnership between a business incubation group and a department of the UAB. Specifically, the Innovation Depot is a partnership between the business incubator for the Entrepreneurial Center (EC) and the University of Alabama at Birmingham's (UAB) Biotechnology and Life Sciences Incubator (OADI).

The lot on which the Innovation Depot is located is the size of a city block in a located in a rundown area of Birmingham. The space in total is 140,000 square feet. Within the space of the Innovation Depot buildings, there can ideally be 90 to 95 businesses using that could use the the Innovation Depot services each year. The lease for business and laboratory space is based on a one-year agreement.

Another part of the collaborative nature of Innovation Depot is the Culinard Café. This café is located in the Innovation Depot and is a partnership with Birmingham's Culinard, the Culinary Institute of Virginia College. The European-style bakery is open to the public and also offers catering services to the community.

The city was able to obtain a \$14 million loan from Wachovia Community Development Enterprises for the acquisition and renovation of the Sears property. The project ended up costing \$17.8 million, but without the loan from Wachovia, the project would have likely been unviable. The Entrepreneurial Center was not able to attract

sufficient private capital to renovate and obtain the vacant property. In 2013, the Innovation Depot raised \$10 million from the private sector and had 50 other loans from various entities to help support its efforts to train and support upcoming businesses in the community.

Some of the accomplishments of the project include over 100 businesses that have participated and graduated from the two business incubation programs as well as the estimated \$1.25 billion economic impact on the Birmingham economy in the last five years. Lastly, the Innovation Depot was the 2011 winner of the Technology Incubator for the National Business Incubation Association.

The Innovation Depot has been a successful business incubator for hundreds of companies and provides services to reinvigorate the local economy in Birmingham, Alabama. Continuing to make news headlines, the Innovation Depot has graduated businesses that have been thriving in the local, national and global economy.

Appendix A: The Survey Questionnaire

SOPHO FAMILY ASSESSMENTS

ORGANIZER: _____

PRECINCT: _____

DATE CANVASSED: _____

DATE DATA WAS ENTERED: _____

ENTERED BY: _____

1. NAME/NOMBRE:

2. ADDRESS/DIRECCION:

3. AGE/EDAD: _____

4. OCCUPATION/TRABAJO: _____

5. ADULTS LIVE IN HOUSE/ADULTOS VIVEN EN CASA? _____

6. CHILDREN/MENORES? _____

7. DO YOU RENT OR OWN/COMPRA O RENTA CASA?

8. HOW LONG HAVE YOU LIVED IN SOUTH PHOENIX/ CUANTO TIEMPO TIENE VIVIENDO EN EL SUR DE PHX? _____

9. WHAT BROUGHT YOU TO THIS COMMUNITY/QUE LO TRAJÓ A ESTA VECINDAD?

10. HOW DO YOU FEEL ABOUT YOUR COMMUNITY/ QUE LE TRAJÓ A ESTA COMUNIDAD?

11. WHAT IS MISSING IN YOUR COMMUNITY THAT CAN IMPROVE THE QUALITY OF LIFE FOR OUR FAMILIES/QUE LE HACE FALTA A SU COMUNIDAD PARA QUE PUDIERA MEJORAR LA CALIDAD DE VIDAS DE NUESTRAS FAMILIAS EN EL SUR DE PHOENIX?

12. WHAT ARE THE IMMEDIATE NEEDS FOR YOUR FAMILY/ TIENE USTED O SU FAMILIA NECESIDADES IMEDIATAS?

A. SHORT TERM GOALS/ METAS A CORTO PLAZO:

B. LONG TERM GOALS/METAS A LARGO PLAZO:

13. DO YOU THINK THERE ARE SUFFICIENT RESOURCES TO MEET THOSE GOALS/ USTED CREE QUE HAY SUFICIENTE RECURSOS PARA COMPLETAR ESTAS METAS? WHY/ PORQUE?

14. ARE YOU A MEMBER OF A GROUP(S)? CHURCH? OTHER? IF SO WHAT GROUP/ ES USTED MIEMBRO DE UN GRUPO, INSTITUCION O IGLESIA?

15. Would you like to become a Promise Arizona member and/or host a House Meeting? LE GUSTARIA ser miembro de Promesa Arizona o/y HACER UNA JUNTA DE CASA ?

NO _____ YES _____

CONTACT INFO: _____

16. What is your household family income:

_____ Under \$9,000	_____ \$30,000 to \$44,999	_____ \$80,000 to \$99,999
_____ \$9,000 to \$19,999	_____ \$45,000 to \$59,999	_____ \$100,000 to \$149,999
_____ \$20,000 to \$29,999	_____ \$60,000 to \$79,999	_____ \$150,000 and above

17. ANY ADDITIONAL COMMENTS, SUGGESTIONS OR IDEAS/ COMENTARIOS ADICIONALES, SUGGESTIONES O IDEAS?

Appendix B: The Survey Study Area Precincts

