



## Mesa Heights Neighborhood



# REVITALIZATION STRATEGY

NOVEMBER 2015





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November 2015

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“How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant of the weak and the strong. Because someday in life you will have been all of these.”

*-George Washington Carver*



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# Introduction

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The City of Yuma, Arizona, through its Neighborhood Services Division, is seeking designation from the US Department of Housing and Urban Development (HUD) for a Neighborhood Revitalization Strategy Area (NRSA) in the Mesa Heights community. This neighborhood meets the criteria established by HUD in CPD Notice 96-01 as a primarily residential area with extreme poverty and physical deterioration. The neighborhood is one of the most distressed areas of the city and exceeds the NRSA eligibility criteria as to the number of low- to moderate-income (LMI) residents.

The City of Yuma is located in the southwest corner of Arizona, bordered by California on the north and west. The Mexican border is 24 miles to the south and the Mexican city of Los Algodones is 10 miles to the west through the corner of California. The City has grown substantially since 1990, from 29 square miles to 120 square miles and is the 11th largest city in the state. The population grew significantly from 77,545 in 2000 to 93,064 in 2010, an increase of 22.1%. In addition, the city's population nearly doubles in the winter months with visitors fleeing the cold and snow.

The racial makeup of the city in 2013 was estimated to be 69.5% White, 3.7% Black or African American, 1.1% Native American, 1.7% Asian, 0.2% Pacific Islander, and 3.4% from two or more races. In addition, 20.3% of the population, or 18,801 people were listed as "some other race" by the 2013 population estimate. Nearly 60 percent (56.1%) of the population is Hispanic or Latino of any race.

The Yuma Metropolitan Statistical Area (MSA) is one of the 40 fastest growing MSA's in the country. The MSA includes the cities of San Luis, Somerton, Yuma; the town of Wellton; other unincorporated areas that include Fortuna Foothills, Gadsden and Tacna.

The three primary industries in Yuma and Yuma County are agriculture, the military and tourism. A \$3.2 billion/year agribusiness industry forms the foundation of Yuma County's economy. The local agribusiness sector is responsible for supplying the United States with 80% of its winter leafy vegetables while also being the largest producer of crops in the State of Arizona. Two military bases are located in Yuma County: the Marine Corps Air Station Yuma is the country's foremost Marine Air Base with an enlisted population of 10,000+ pilots, aviation technicians, and aeronautic mechanics.

The U.S. Army Yuma Proving Ground is the nation's premier ground and weapons testing facility. YPG is capable of testing all series of Unmanned Aerial Systems (UAS) and has the distinguished title of logging more air flying time than any other location in the world.

In July 2015, the Yuma Metropolitan Statistical Area had the highest unemployment rate in the nation at 26.6%, as reported by the Bureau of Labor Statistics.

There are no NRSA designations currently active in Yuma, however, the City has an impressive track record of establishing and implementing revitalization plans in designated areas. In 1999, HUD designated the Carver Park Neighborhood as a NRSA, and the implementation of the program brought \$28 million of leveraged funds into the area, nearly half of which was private investment. The major accomplishments included the development of a 10,000 square foot neighborhood center which is now used as a youth center and employment training facility operated by the Yuma Private Industry Council. There were 116 new affordable housing units developed and 66 owner-occupied structures rehabilitated. The newly created Community-Based Development Organization (CBDO) built 14 homes for first-time homebuyers, the municipal parks were greatly enhanced, and the City's rental inspection program was launched. In addition, the NRSA plan objectives were exceeded in regard to the reduction of gang activity, drug offenses, and criminal damage/vandalism.

In 2009, the Yuma City Council designated an adjacent area, Yuma High Neighborhood, as a Revitalization Strategy area, and Neighborhood Services focused implementation of code enforcement, rental inspections, neighborhood cleanup, housing rehabilitation and reconstruction, and infrastructure improvements in that community.

This proposal for the Mesa Heights Neighborhood (MHN) is offered as an amendment to the City of Yuma, 2011-2015 Consolidated Plan and is the result of a long-term collaborative effort by the Department of Community Development's Neighborhood Services Division and a broad array of community stakeholders. Many of the collaborations represented in this plan have a history of success in the other designated revitalization areas in Yuma. At the same time, the uniqueness of the Mesa Heights community created new associations that have pledged to work toward revitalizing this historic neighborhood.

The NRSA designation will encourage the development of innovative services and projects eligible for Community Development Block Grant (CDBG) support, since a community with an approved NRSA is relieved of some regulatory requirements when undertaking economic development, housing, and public service activities. Future activities, with CDBG funds, will function with fewer administrative requirements over the course of the five-year NRSA plan. City divisions, for-profit and non-profit groups will embark on programs and projects to improve neighborhood cohesion by alleviating

economic and social disparities. Each activity will address one of these general purposes:

- Provision of Decent Housing
- Creation of a Suitable Living Environment
- Provision of Economic Opportunity

In this submission, performance benchmarks are determined based on need and the feasibility of reaching short and long-term goals. Performance will be monitored over the five-year duration of the NRSA designation to ensure that satisfactory progress is made toward meeting the benchmarks. The implementation of some strategies will continue beyond the five-year period and performance will be monitored accordingly. Nevertheless, it is imperative that program initiatives have lasting effects.

Figure 1.1 Mesa Heights Boundaries



Source: City of Yuma, Department of Community Development

# 1 Neighborhood and Demographic Criteria

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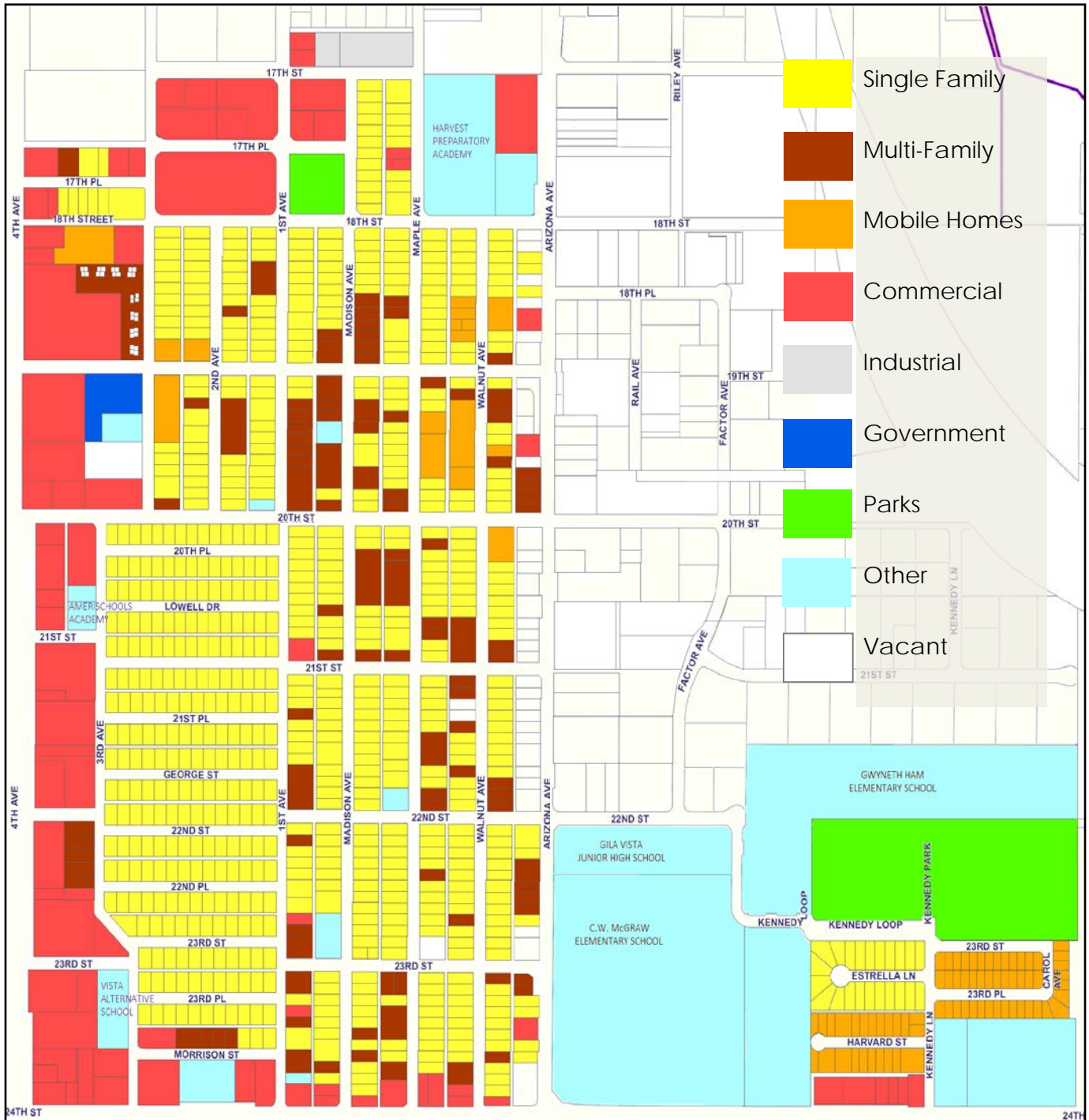
Mesa Heights is one of the oldest neighborhoods in the city of Yuma. It was settled in the 1930s when refugees, fleeing the Dust Bowl of the Great Plains, were turned back at the Yuma border crossing into California. These settlers were seeking relief from the abject poverty in the Plains, mainly in Oklahoma and Arkansas, and were headed to California in search of prosperity. California, overrun with immigrants, would not allow admission to those who could not demonstrate they had money or a job. So the “Okies” and “Arkies”, as they were known, were stranded on the eastern side of the Colorado River and settled in the place now identified as Mesa Heights. Today, Mesa Heights is a neighborhood with deep family connections and long-term, multi-generational residents. In this Census tract, some 72% of the people meet HUD’s definition of low- to moderate-income. Yet, the neighborhood boasts a stable small-business community with professional service firms, medical offices, restaurants, locally owned banks, child care facilities, and personal care salons that have been in business for 10 to 35 years.

## A. BOUNDARIES AND LAND USE

Mesa Heights is roughly bounded on the west by 4<sup>th</sup> Avenue, on the south by 24<sup>th</sup> Street, on the east by Arizona Avenue and Kennedy Park, and on the North by 17<sup>th</sup> Street. (See Figure 1.1 Mesa Height Boundaries)

The neighborhood encompasses 277 acres, of which 48.3% is used for residential purposes. The vibrant Kennedy Park and Joe Henry Optimist Center occupy 23.74 acres of the target area, or 8.6% of the land. Commercial uses occupy 6.4% of the land in Mesa Heights, and only .6% of the area is industrial. Vacant property, including the city-held land along Arizona Avenue, is about 4% of the land area and represents opportunities for reinvestment in the community. (See Figure 1.2 Land Use Identification)

Figure 1.2 Land Use Identification



Source: City of Yuma, Department of Community Development



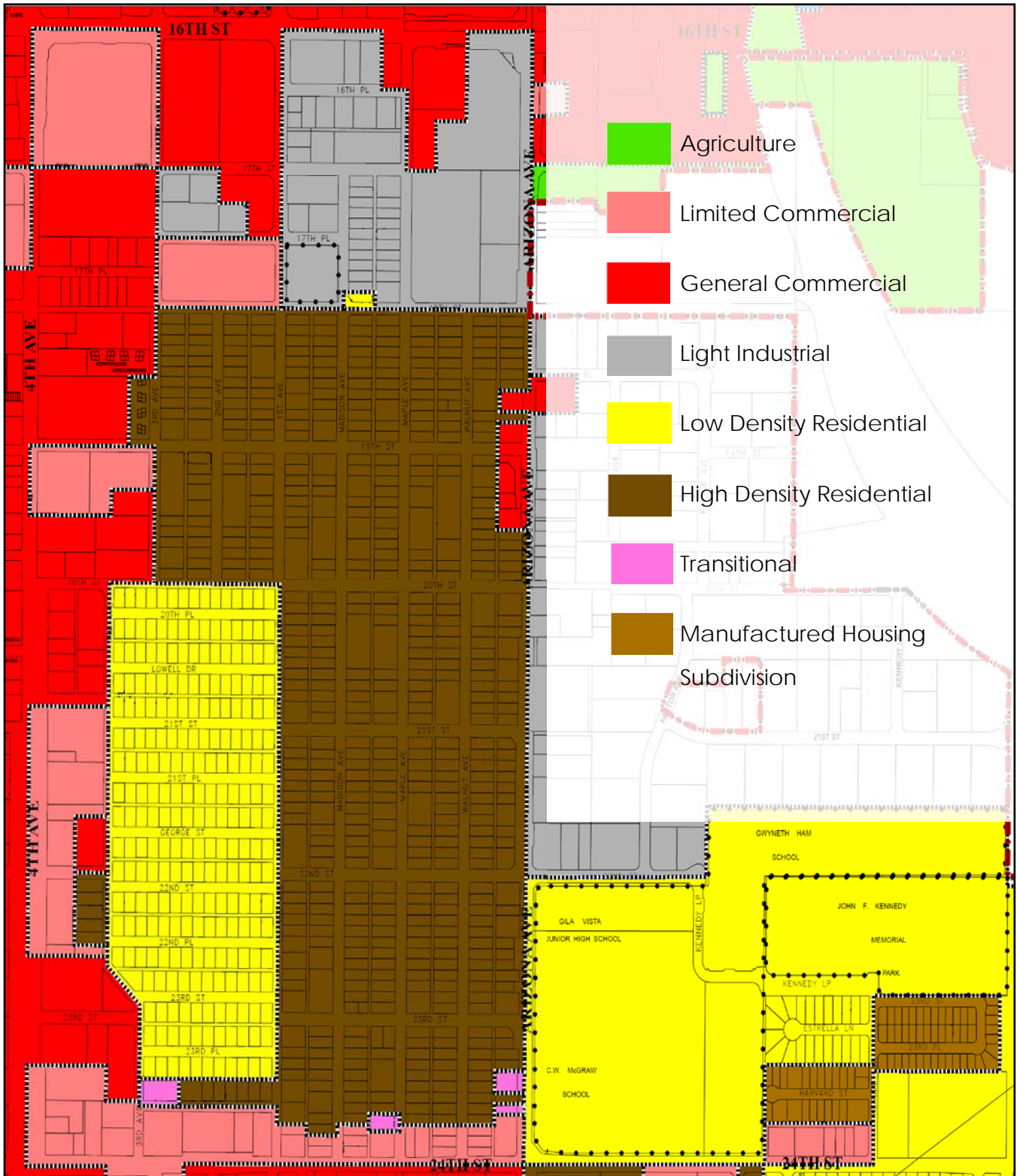
Figure 1.3 Parcels by Land Use

Land Use	Parcels		Land Area	
	Number	Percent	Acres	Percent
Single Family Residential	680	65.4%	96.36	34.8%
Multiple Family Residential	119	11.5%	24.28	8.8%
Mobile Home Residential	86	8.3%	12.98	4.7%
Commercial	82	7.9%	45.37	6.4%
Industrial	2	0.2%	1.64	0.6%
Schools	8	0.8%	54.24	19.6%
Parks	3	0.3%	23.74	8.6%
Religious/Non-Profit	10	1.0%	6.22	2.2%
Vacant	49	4.7%	11.82	4.3%
<b>Total</b>	<b>1039</b>	<b>100%</b>	<b>276.65</b>	<b>100%</b>

Source: City of Yuma, Department of Community Development

The core of the neighborhood is zoned residential, both high and low density, with a perimeter of commercial zoning. Inside the high density residential areas on Walnut, Maple, and Madison Avenues are mobile home parks that exist as non-conforming uses. In the Kennedy Park area, on Harvard Street and East 23<sup>rd</sup> Street, there are mobile home parks with the proper zoning of MHS (manufactured housing subdivision). (See Figure 1.4 Zoning Map)

Figure 1.4 Zoning Map



Source: City of Yuma, Department of Community Development

There are six schools in the target area, and a seventh vacant school building:

- AmeriSchools Academy, a charter school for grades K-6.
- C.W. McGraw Elementary, a public school for grades K-5
- Gila Vista Junior High, a public school for grades 6-8.
- Harvest Preparatory Academy, a charter school with 950 students in grades 5-12.
- Vista Alternative High School offers a dropout prevention program for students with an average age of 17.11
- Gwyneth Ham Elementary was closed by the school district due to falling enrollment. The district is currently renovating the building for administrative functions including transportation, nutrition and technology.
- Yuma East Head Start offering school readiness and family support services for 40 pre-school-aged children.

The Yuma school systems allow students to choose the school they wish to attend, so these schools have many enrollees who live outside of the neighborhood or school boundaries. McGraw and Gila Vista have large numbers of students who walk to school from the neighborhood.

On the eastern side of the target area is Kennedy Memorial Park, an 18-acre facility that houses two playgrounds, picnic areas, basketball and volleyball courts, a skate facility and horseshoe pits. The park also has three lighted softball and soccer fields, a walking/jogging path, a 50-meter competition-style pool, a children's wading pool and a 212-foot water slide.

The other park facility in the target area is the Joe Henry Optimist Center located in the 1700 block of 1<sup>st</sup> Avenue.



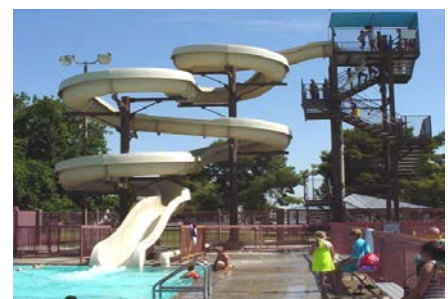
AmeriSchools Academy  
2098 S. 3<sup>rd</sup> Avenue



C.W. McGraw Elementary School  
2345 S. Arizona Avenue



Kennedy Memorial Park  
23<sup>rd</sup> St. & Kennedy Ln.



Kennedy Park Water Slide  
23<sup>rd</sup> St. & Kennedy Ln.

This park has 1.5-acre outdoor open space, a playground and basketball courts, as well as an indoor gymnasium with a court to accommodate basketball, volleyball, or badminton, with spectator viewing. The gymnasium does not have an air conditioning system so summer activities are limited to outdoor activities at that location.

## B. CHARACTERISTICS OF THE NEIGHBORHOOD

Mesa Heights is a neighborhood with deep family connections. Multiple generations of families call this area of Yuma home. According to the American Fact Finder, 2009-2013 American Community Survey (ACS), there are 4,375 residents, of whom 3,665 report a Hispanic or Latino ethnicity, and 70.3% who speak Spanish or Spanish Creole. There are slightly more women than men and a median age of 26.5. The ages of the residents are evenly distributed in the categories of the ACS, supporting the observation by neighbors and stakeholders that this is a multi-generational community.

Citywide in Yuma, 78.5% of the population has a high school diploma. Yet, in Mesa Heights, only 55.6% of the residents have graduated high school. Similarly, citywide 16.3% of residents have bachelor’s degrees or higher but only 8.4% of the residents of this neighborhood have reached this level of education.

Figure 1.5 Percentage of Population by Age Category

Selected Age Categories*	
5 to 14 years	14.6%
15 to 17 years	4.8%
18 to 24 years	18.4%
25 to 44 years	47.2%
18 years and older	69.1%
60 years and older	12.2%
62 years and older	10.7%
65 years and older	8.3%
75 years and older	2.9%

\*2009-2013 American Community Survey

Eighty-eight percent of the target area households have a car available to commute to work.

The public infrastructure in Mesa Heights, with the exception of the area on Harvard Street (which will be outlined separately in the Housing section), is generally in very good condition. There are sidewalks, curbs/gutters on all streets, and they are in good repair. The streets are in good condition, with some cracks and small potholes present at intersections on 1st Avenue from 18th Street to 23rd Street on both the east and west sides and potholes on Virginia Drive created by standing ground water during heavy rains. These conditions can be alleviated by routine crack and seal treatment and patching.

The entire Mesa Heights Revitalization area has street lighting which was assessed the night of February 11, 2015. All block areas have lights at standard distances along

streets with no outages observed. Residents suggested more lighting is needed, however.

One location of surface drainage concern has been identified. Business owners reported that an area from 23rd Street to 24th Street (including Morrison Street) near Virginia Drive has a flooding problem during significant rainfalls. Further, the principal at Vista Alternative High School reports the school located at 2350 S. Virginia Drive has had to reroute buses on three occasions in the last 18 months because of standing surface water in that location.

The residential areas of Mesa Heights have alleyways behind the homes where the City of Yuma had large dumpster-type containers. The residents placed their garbage in the shared dumpsters. Participants in the neighborhood meetings voiced concerns because of the trash that littered the alleyways around these dumpsters. In response to this citizen input, the City of Yuma recently phased out the dumpster method of trash collection in favor of roll-out containers which are picked up in front of each individual home.

### C. BUSINESSES

The neighborhood is bounded on three sides by transportation arteries in the city of Yuma street system: 4<sup>th</sup> Avenue, Arizona Avenue, and 24<sup>th</sup> Street. These arteries house an array of small businesses, many of which have been in operation in the Mesa Heights community for years and are well known throughout the city. One hundred and one businesses were identified at the end of 2014 and received a survey seeking input about the revitalization plan for the neighborhood. The results of that survey will be outlined in Part 2: Community Consultation.

The neighborhood is home to a locally-owned bank, a national bank, a credit union, and a loan company. There are ten restaurants, only three of which are national chains. The remaining restaurants are local establishments that draw customers from throughout the city. There are 16 businesses that provide some type of service for automobiles: gas, car wash, upholstery, battery and transmissions.

There are six medical and health-related professional offices, and eight accounting and legal professional offices. The rest of the neighborhood's small businesses are older motels, realty and leasing companies, insurance agencies,



retail establishments, and day care centers.

The largest employers in the neighborhood are the schools: Harvest Preparatory Academy, with its 150 full-time and 50 part-time employees is the largest. Most of the small businesses have fewer than ten full-time workers while the restaurants have a larger number of persons on staff but most are part-time employees.



Figure 1.6 Neighborhood Businesses

Banks & Financial Services			
AEA Federal Credit Union	1780 S. 1 <sup>st</sup> Ave	Loan Max	351 W. 20 <sup>th</sup> St
Foothills Bank	2285 S. 4 <sup>th</sup> Ave	Guild Mortgage	360 W. 20 <sup>th</sup> St
Western Financial	1790 S. 3 <sup>rd</sup> Ave		
Food Stores			
Stan's Grocery	1920 S. 1 <sup>st</sup> Ave	Shay Oil Chevron Station	1825 S. 4 <sup>th</sup> Ave
Yuma Market Coronado	890 E. 24 <sup>th</sup> St		1825 S. 4 <sup>th</sup> Ave
Restaurants			
Hunter's Steak House	2355 S. 4 <sup>th</sup> Ave	Burgers & Beer	321 W. 20 <sup>th</sup> St
Pizza Hut	1843 S. 4 <sup>th</sup> Ave	Jectors Too	252 E. 24 <sup>th</sup> St
Dairy Queen	2077 S. 4 <sup>th</sup> Ave	Wienerschnitzel	1775 S. 4 <sup>th</sup> Ave
Yuma's Donut	1995 S. 4 <sup>th</sup> Ave	Lincoln's Market	1840 S. Arizona Ave
Salad Oasis	2255 S. 4 <sup>th</sup> Ave	Tacos de Zamy	2071 S. 4 <sup>th</sup> Ave
Automobile			
NASS Crash Research	250 W. 24 <sup>th</sup> St	Campbells's Auto Service	350 E. 24 <sup>th</sup> St
Romeo's Car Wash	170 W. 17 <sup>th</sup> Pl	FCR Car Sales	2051 S. 4 <sup>th</sup> Ave
Ramos Automotive Sales	1755 S. 4 <sup>th</sup> Ave	AAMCO Transmissions	1699 S. 1 <sup>st</sup> Ave
Dave's Auto Glass & Upholstery	2399 S. Walnut Ave	Howard's Alternator & Starter	201 W. 17 <sup>th</sup> St
Safelite Autoglass	260 W. 23 <sup>rd</sup> St	Gordie's Speed Center	1878 S. Arizona Ave
Economy Muffler	2337 1 <sup>st</sup> Ave	Valvoline Instant Oil Change	790 E. 24 <sup>th</sup> St
Romeo's Car Wash	2301 S. 4 <sup>th</sup> Ave	Dura Shield	1920 S. Arizona Ave
Personal Care			
Doll Bella Salon	380 E. 24 <sup>th</sup> St	Posh Salon	1700 S. 1 <sup>st</sup> Ave
Amara Rejuve	2191 S. 4 <sup>th</sup> Ave	Star Nails & Salon	2375 S. 4 <sup>th</sup> Ave
Golden Asian Spa	2380 S. 4 <sup>th</sup> Ave	Shear Innovations Salon	2375 S. 4 <sup>th</sup> Ave
The Barber Lounge	2375 S. 4 <sup>th</sup> Ave	My Color Nails & Spa	340 W. 24 <sup>th</sup> St
Goodfellas Barbershop	1920 S. 1 <sup>st</sup> Ave	Chikas Salon	354 W. 24 <sup>th</sup> St

Laren's Design Studio	2381 S. Madison Ave	Splash Salon	1700 S. 1 <sup>st</sup> Ave
The Barbershop	250 E. 24 <sup>th</sup> St	Keny's Barber Shop	350 W. 24 <sup>th</sup> St
<b>Medical</b>			
Desert Health Mobility	1701 S. 1 <sup>st</sup> Ave	Dr. Freimuth Oral Facial	120 W. 24 <sup>th</sup> St
Dental Clinic of Yuma	240 E. 24 <sup>th</sup> St	Montero Chiropractic	1881 S. 4 <sup>th</sup> Ave
Vita Source	2191 S. 4 <sup>th</sup> Ave	NAZCARE	100 E. 24 <sup>th</sup> St
Acacia Home Care	250 W. 24 <sup>th</sup> St	SHH Wellness for Women	250 W. 24 <sup>th</sup> St
<b>Motels &amp; Travel</b>			
Tropicana Motel	2115 S. 4 <sup>th</sup> Ave	Yuma River Tours	1920 S. Arizona Ave
Yuma Cabana	2151 S. 4 <sup>th</sup> Ave	El Rancho Motel	2201 S. 4 <sup>th</sup> Ave
<b>Insurance</b>			
Alliant Insurance Services	2191 S. 4 <sup>th</sup> Ave	Pan America Insurance Agency	2198 S. 4 <sup>th</sup> Ave
Best Buy Insurance	1835 S. 4 <sup>th</sup> Ave	Contreras Insurance	250 W. 24 <sup>th</sup> St
Primerica	1700 S. 1 <sup>st</sup> Ave	Tony Ramos	360 W. 24 <sup>th</sup> St
State Farm	360 W. 20 <sup>th</sup> St		
<b>Accounting &amp; Legal</b>			
Theodore Gaffin, CPA	250 W. 24 <sup>th</sup> St	Hunt & Gale Attorney	330 W. 24 <sup>th</sup> St
Byrne & Benesch	230 W. Morrison St	CPA Moms of Yuma	1700 S. 1 <sup>st</sup> Ave
Rey's Income Tax	354 W. 24 <sup>th</sup> St	Border Regional Health & Billing Data Center	330 W. 24 <sup>th</sup> St
<b>Home &amp; Office</b>			
Desert Web Exterminators	312 W. 17 <sup>th</sup> Pl	WOW Electronics	1859 S. 4 <sup>th</sup> Ave
Skins & Armor	1700 S. 1 <sup>st</sup> Ave	Documents Plus	250 W. 24 <sup>th</sup> St
Mattress Warehouse	248 E. 24 <sup>th</sup> St	Ink Station	1700 S. 1 <sup>st</sup> Ave
Davin S. Rich Roofs	1700 S. 1 <sup>st</sup> Ave	Royal Electric	311 W. 17 <sup>th</sup> Pl
Sign Pro/Del Outdoor	1702 S. 1 <sup>st</sup> Ave	L & L Custom Printing	201 W. 17 <sup>th</sup> St
Burge Locksmith	850 E. 24 <sup>th</sup> St	Competitive Cleaners	2375 S. 4 <sup>th</sup> Ave
Computer Solutions	1700 S. 1 <sup>st</sup> Ave	Mendoza Appliance	870 E. 24 <sup>th</sup> St
Designing Windows & Doors	201 W. 17 <sup>th</sup> St		
<b>Retail</b>			
Gotta Dream Treasure Store	2395 S. 4 <sup>th</sup> Ave	Quality Liquor Store	2097 S. 4 <sup>th</sup> Ave
4 <sup>th</sup> Ave Smoke Shop	2074 S. 4 <sup>th</sup> Ave	School Crossing Supplies	2285 S. 4 <sup>th</sup> Ave
Bordertown	102 W. 24 <sup>th</sup> St		
<b>Realty and Leasing</b>			
Rey Broker	100 E. 24 <sup>th</sup> St	L & R Realty	2197 S. 4 <sup>th</sup> Ave
Realty Executives	1700 S. 1 <sup>st</sup> Ave	Premier Appraisal	1700 S. 1 <sup>st</sup> Ave
Yuma Property Mgmt.	250 W. 24 <sup>th</sup> St		
<b>Daycare/Pre-school &amp; Children's Services</b>			
Harvest Prep Pre-School	1793 S. 1 <sup>st</sup> Ave	Wonder Kidz	2332 S. Arizona Ave
Young Minds Pre-School	1881 S. 4 <sup>th</sup> Ave	Arizona's Children Assn.	1940 S. 3 <sup>rd</sup> Ave
Yuma East Head Start	840 E. 22 <sup>nd</sup> St		

Government			
Internal Revenue Svc	2285 S. 4 <sup>th</sup> Ave	Social Security Admin.	325 W. 19 <sup>th</sup> St
USDA Service Center	2197 S. 4 <sup>th</sup> Ave	Federal Public Defender	2285 S. 4 <sup>th</sup> Ave
AZ Dept. of Agriculture	880 E. 24 <sup>th</sup> St		
Other			
Elwood Staffing	250 W. 24 <sup>th</sup> St	Sitech	1700 S. 1 <sup>st</sup> Ave
Horace Mann	1700 S. 1 <sup>st</sup> Ave	Haynes Properties, Inc.	1726 S. Maple Ave
Fox News 9	1965 S. 4 <sup>th</sup> Ave	Touch of Class (Pet Groomer)	860 E. 24 <sup>th</sup> St
Western News Information	1748 S. Arizona Ave	El Padre de Las Vegas Tattoo	2385 S. 4 <sup>th</sup> Ave
Brazilian JuJitsu	201 W. 17 <sup>th</sup> St	Xtreme Tattoo	2073 S. 4 <sup>th</sup> Ave
Old School Defense	344 W. 24 <sup>th</sup> St	Brown's Credit Agency	1700 S. 1 <sup>st</sup> Ave
Prometric (Testing Services)	1790 S. 3 <sup>rd</sup> Ave	El Desierto Newspaper	2375 S. 4 <sup>th</sup> Ave
CrossFit Yuma	1735 S. 1 <sup>st</sup> Ave	Fourth Ave Gym	300 W. 22 <sup>nd</sup> St
American Red Cross	2197 S. 4 <sup>th</sup> Ave	Doug Mellon Farms	2197 S. 4 <sup>th</sup> Ave
Talecris Plasma Center	1881 S. 4 <sup>th</sup> Ave	Paragon Polygraph	1700 S. 1 <sup>st</sup> Ave
Tattoos By Joey K	1700 S. 1 <sup>st</sup> Ave	Elite Community Svcs	1790 S. 3 <sup>rd</sup> Ave
All Saints Cremation & Memorial Chapel	170 E. 17 <sup>th</sup> Pl		

Source: City of Yuma, Department of Community Development

## D. INCOME OF RESIDENTS AND EMPLOYMENT LEVELS

According to the 2014 Census Bureau data release, the MHN includes three block groups in Census Tract 7. In all three Block Groups, the majority of the residents meet the HUD definition of LMI (57.88%, 81.75%, 76.49%), with the combined total of the three areas showing an average of 72.04% residents in the low- to moderate-income bracket.

Figure 1.7 LMI Persons in Target Area\*

	Low Income Persons	Low-Mod Income Persons	Total Persons	Percentage LMI Persons
Block Group 1, Census Tract 7	735	1175	2030	58%
Block Group 2, Census Tract 7	780	1075	1315	82%
Block Group 3, Census Tract 7	370	1090	1425	77%

\* Number of low and moderate income individuals (LMISD) by block group based on the 2014 American Community Survey (ACS) estimates.



According to the most recent data available from American Community Survey, the median household income in Mesa Heights is \$30,287. Nearly 33% of the residents live in poverty, and 43.5% of the neighborhood's school-aged children live in poverty.



At McGraw Elementary School, located on the corner of Arizona Avenue and 24<sup>th</sup> Street, 88% of the children qualify for free and reduced lunches. At Gila Vista Jr. High, located on Arizona Avenue and 22<sup>nd</sup> Street, 74% of the students qualify for free and reduced lunches. The 40 students at Yuma East Head Start qualify to participate in the program because their family income meets federal low-income eligibility standards.

*(NOTE: The students attending these schools are not exclusively from the target area.)*

It is difficult to determine the level of unemployment in the target area because data provided by the 2009-2013 American Community Survey is dated. However, that information indicates 2,033 of the neighborhood's 4,375 residents were in the civilian labor force. Of those in the labor force, 21% were unemployed at that time. The same American Community Survey shows that the city as a whole had 12% of the people unemployed.

Information on unemployment levels provided by the Bureau of Labor Statistics (BLS) gives an additional picture of unemployment in the target area. In January 2015, the BLS reported the unemployment rate for the broader Yuma MSA at 19.9%. That number fluctuated during the year, falling to a low of 16.8% in March and rising to a high of 26.8% in July. It can be surmised from the ACS data that the unemployment rate in the target area likely would be above the average for the Yuma MSA. Even if the target area unemployment rate is on par with the Bureau of Labor Statistics information for 2014, the number of unemployed persons in this area is significant.



## E. HOUSING

There are 1,766 total housing units in Mesa Heights, according to the 2009-2013 American Community Survey, of which 42% were 1-unit detached structures (743) and another 3% were single-unit attached structures (57). Multi-family structures account for 36% (649) of the housing units in the area, and 16% of them are mobile homes.

The neighborhood has a predominance of renters, with 59% of the housing units being renter-occupied compared to 41% being owner-occupied. In comparison, Yuma as a whole has nearly 68% of its housing units owner-occupied and only 32% renter-occupied. The homes are older and modest, most units have two bedrooms, and some have three bedrooms. The majority are single-story homes built on concrete slabs, and the vast majority were constructed before 1989.

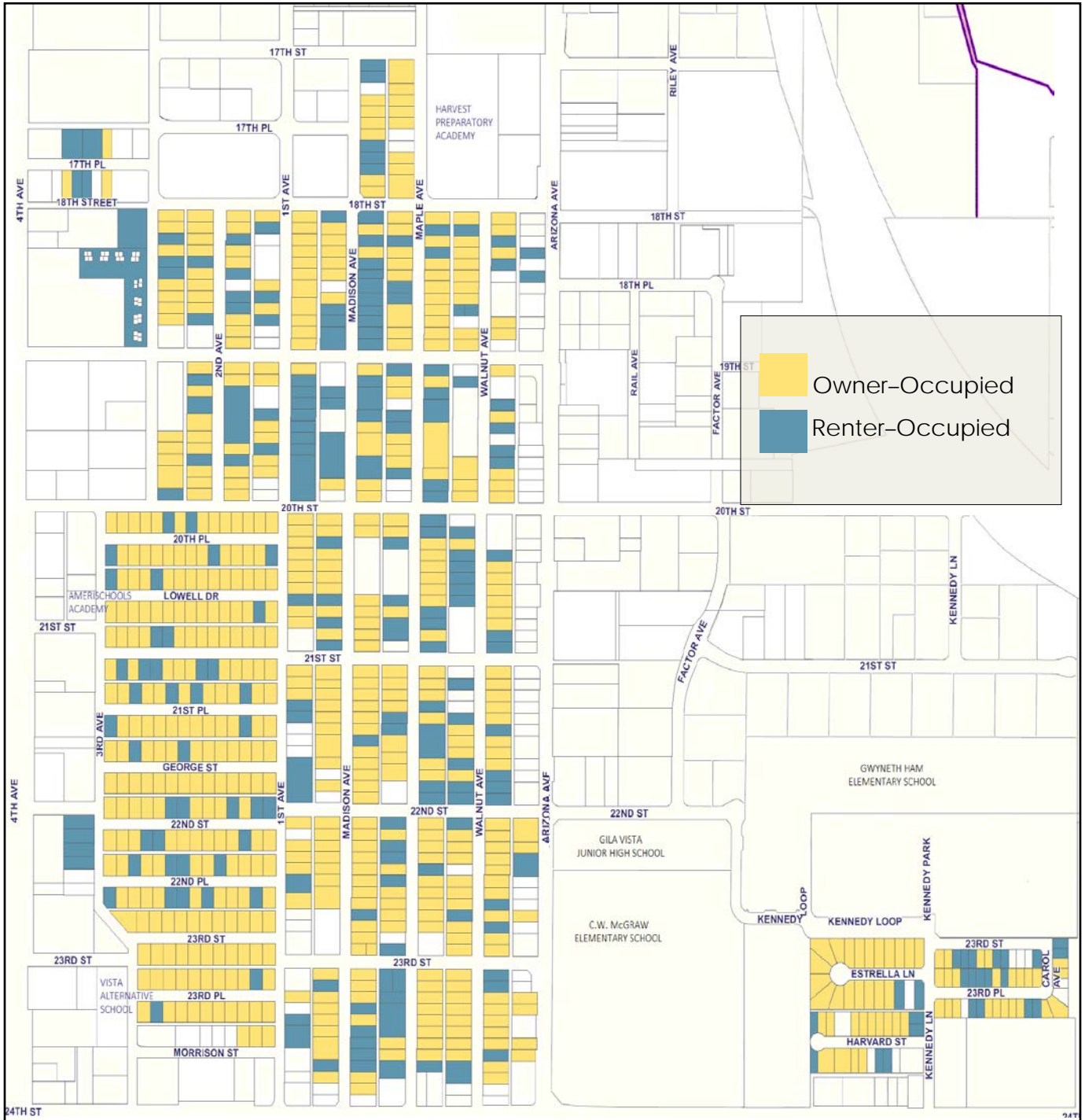
**Figure 1.9 Year Residential Structures Built**

	Mesa Heights		City of Yuma	
<b>Total Housing Units</b>	1,766		68,632	
<b>Built 2010 or later</b>	48	2.7%	469	0.7%
<b>Built 2000 or later</b>	73	4.1	18,154	26.5
<b>Built 1990 to 1999</b>	60	3.4	13,836	20.2
<b>Built 1980 to 1989</b>	407	23	12,738	18.6
<b>Built 1970 to 1979</b>	346	19.6	12,086	17.6
<b>Built 1960 to 1969</b>	384	21.8	4,246	6.2
<b>Built 1950 to 1959</b>	338	19.1	4,693	6.8
<b>Built 1940 to 1949</b>	51	2.9	882	1.3
<b>Built 1939 or earlier</b>	58	3.3	1,528	2.2

Source: City of Yuma, Department of Community Development

Very little new construction has occurred in the neighborhood since 1990. The majority of the current residents moved into the neighborhood since 2000, while one-quarter of the residents have lived in the neighborhood for 25 years or more. (See Figure 1.10 Owner-Occupied & Renter Occupied Properties)

Figure 1.10 Owner-Occupied & Renter-Occupied Properties



Source: City of Yuma, Department of Community Development

Most of the housing in the target area was built before 1989, while the city as a whole has seen a consistent residential construction rate in each decade beginning in the 1970's, with a predictable jump in the period from 2000-2009.

In the target area, the median value of an owner-occupied home is \$77,700, which is \$42,000 beneath the city of Yuma's median value. Sixty percent of the target area homeowners do not have a mortgage, however, nearly 33% of homeowners pay more than 35% of their income for housing costs. The median rent in the neighborhood is \$685 a month and more than 50% of the renters pay more than 35% of their income for housing costs.



*(Note: when the proportion of household income needed to pay housing costs exceeds 30%, the family is considered housing cost-burdened.)*

Between 1997 and 2014 the number of building permits issued in Mesa Heights for construction projects funded by private resources was only slightly higher than the number of permits issued for publicly-funded rehabilitation or construction projects. One hundred four (104) building permits were issued for 72 projects funded with private money. In contrast, 60 building permits were issued in the period for 42 construction projects funded by public resources such as CDBG, HOME or similar housing rehabilitation funds.

## HOUSING CONDITIONS

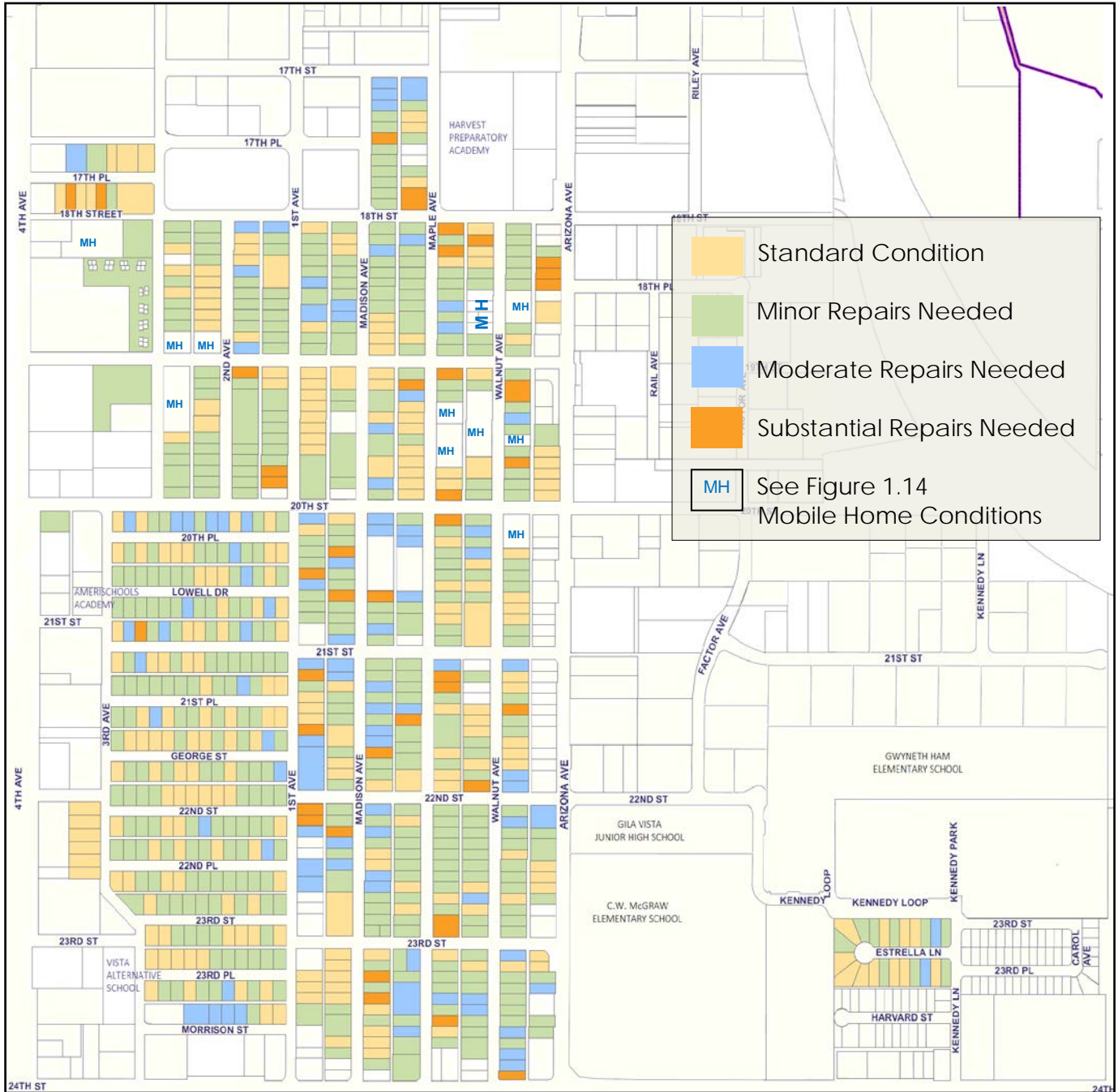
In January 2015, the staff of the Neighborhood Services Division surveyed the target area, performing a structural condition analysis on the exterior of all residential structures. Residential structures, both single-family and multi-family, were analyzed and ranked into four categories:

- **Standard:** no immediate repair or maintenance needed.
- **Minor:** minor repairs and/or routine maintenance needed.
- **Moderate:** major repairs needed to some part of the home; deterioration evident on exterior walls, roof, doors and windows, or foundation.
- **Substantial:** significant repairs or reconstruction needed; the structural integrity of the home threatened by the level of the deterioration.

*Note: The structural analysis survey tool can be found in the Appendices.*

Multi-family complexes were analyzed building by building without investigating each separate unit. Mobile homes were analyzed individually and the findings are included in a separate category below.

Figure 1.11 Single & Multi-Family Housing Conditions



Source: City of Yuma, Department of Community Development

In general, there were no pockets of deteriorated structures outside of the mobile home parks. Most blocks held a mix of homes in standard condition and those in need of only minor repair, with a few in need of major repairs. The structures in need of substantial rehabilitation or demolition were generally located east of 1<sup>st</sup> Avenue and were scattered along blocks that had homes in the other three structural condition categories.



The survey findings are shown on the chart below:

Figure 1.12 Structural Condition Analysis of Residential Buildings

	Standard		Minor		Moderate		Substantial		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
<b>All units</b>	260	29.3%	440	49.5%	140	15.8%	48	5.4%	888
<b>Multi-Family</b>	48	37.5%	61	47.7%	16	12.5%	3	2.3%	128
<b>Single-Family</b>	212	27.9%	379	49.9%	124	16.3%	45	5.9%	760

Source: City of Yuma, Department of Community Development

## MOBILE HOMES

The Mesa Heights neighborhood has nine trailer parks that exist as legal non-conforming uses in a zoning area that does not support mobile homes. One of these parks was accepted into the city by annexation in 1946; the other eight were added in 1956. As a legal non-conforming use in the residential zone, these parks cannot expand to increase the number of units, and if individual mobile homes are removed, they cannot be replaced.



The conditions survey of these mobile home parks identified a significant challenge for the revitalization of this target area. There are 153 mobile homes in these nine parks, and none of the structures are in standard condition. Nearly 40% of them are so significantly deteriorated that it is unlikely they can be rehabilitated, and another 23% are in need of so many repairs that the value of the renovation will likely exceed the after-



rehabilitation value of the structure. The age of the structures and obvious lack of maintenance have contributed to the decline of the homes' integrity and the substandard conditions of the parks.

**Figure 1.13**  
**Structural Condition Analysis of**  
**Mobile Homes in Non-**  
**Conforming Use Parks**

Standard	Minor	Moderate	Substantial	Total
0	57	36	60	153
0%	37.3%	23.5%	39.2%	100%

Source: City of Yuma, Department of Community Development

In addition, there are two Manufactured Home Subdivisions (MHS) recognized by the City Zoning code that are located near Kennedy Park. The first is on Harvard Street and will be discussed separately below. The 23<sup>rd</sup> Street area is a manufactured housing subdivision with good infrastructure, sidewalks, curbs/gutters and streets in good condition and each home has paved, off-street parking. There are only three manufactured/mobile homes in that subdivision classified as substandard by the structural conditions analysis.

Evaluation of Yuma County Property tax records shows only 20 of the mobile homes in the non-conforming use parks are owner-occupied; 87% of those housing units are occupied by tenants.



Figure 1.14 Mobile Home Conditions



Source: City of Yuma, Department of Community Development

### HARVARD STREET

Harvard Street is a mobile home development that is one-quarter mile long, west of Kennedy Lane and one block north of 24th Street, with significant infrastructure and housing problems. Although this area was annexed by the City of Yuma in 1972, only one of the 26 homes is connected to the City sewer system. The other homes are served by septic systems. All but one of the homes is served by City water. There are no curbs/gutters or sidewalks, and the street surfaces are in need of significant repair. There is adequate street lighting. Harvard Street has 15 (58%) owner-occupied, six (23%) renter-occupied, and five (19%) vacant structures. The structural condition survey found 88% of the mobile homes on that block are in need of significant renovation or repair to the degree that rehabilitation will likely exceed the value of the structure:

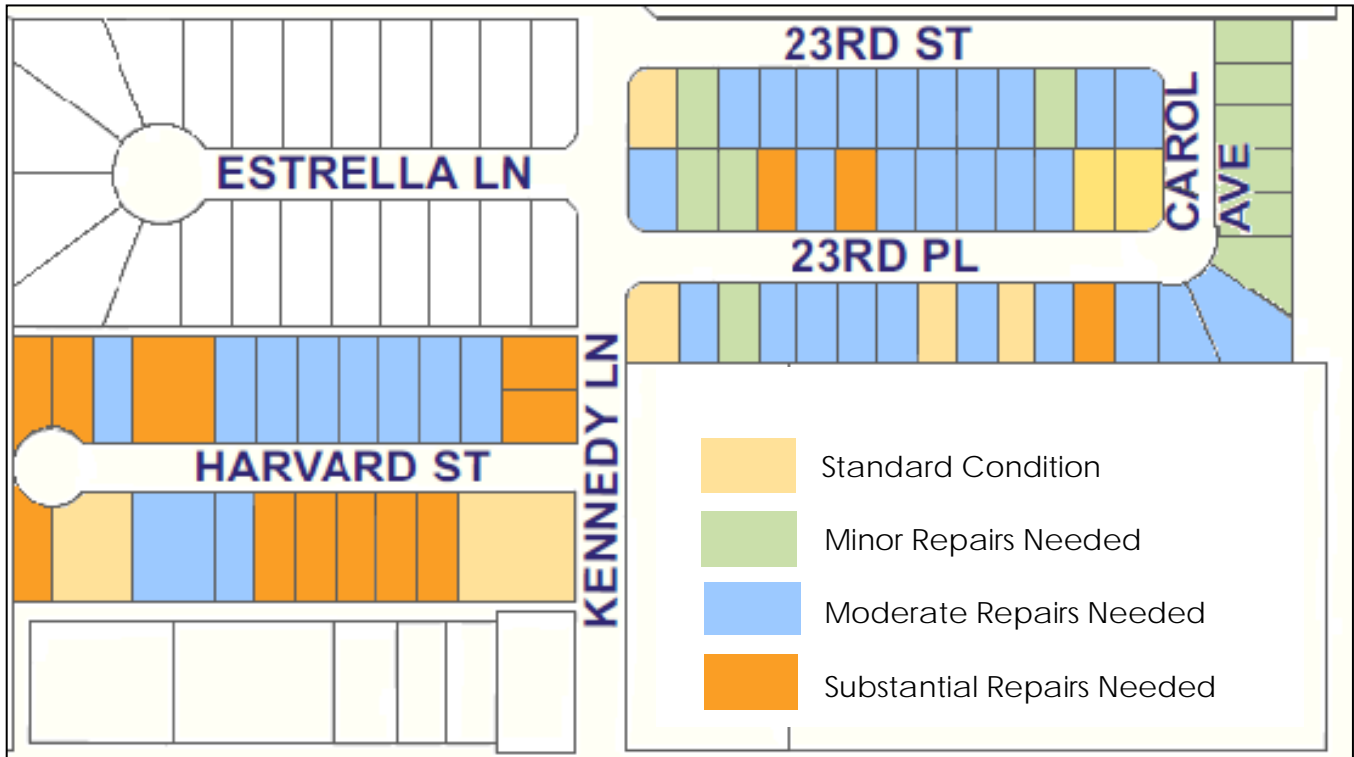
**Figure 1.15**  
**Structural Condition Analysis of**  
**Mobile Homes on Harvard Street**

Standard	Minor	Moderate	Substantial	Total
1	2	11	12	26
3.8%	7.7%	42.3%	46.2%	100%

Source: City of Yuma, Department of Community Development

The City of Yuma’s Engineering Division and Utility Department estimated the cost to upgrade the services to replace the septic systems with sewer. To install sewer service to each of the unserved homes, abandon existing septic systems, and build a street with sidewalks, curbs and gutters that meet City standards would cost an estimated \$380,000. That figure only represents infrastructure upgrades, not housing stock improvements.

Figure 1.16 Harvard St. & 23<sup>rd</sup> Pl. Mobile Home Conditions



Source: City of Yuma, Department of Community Development

## F. VACANT LAND AND STRUCTURES

Vacant land and structures in the Mesa Heights target area represent both a challenge and an opportunity for the revitalization efforts.

Inside the core of the target area's residentially-zoned areas there are 11 scattered vacant lots which can be classified as opportunities for in-fill housing construction. None of these lots is owned by the City of Yuma or its partners in the Mesa Heights revitalization efforts.

The 2009-2013 American Community Survey identified 184 vacant housing units, of which 120 are single-family homes. These numbers represent a residential vacancy rate of 10% overall and 15% in single-family homes. These figures support the observations of residents who report that the affordable rental units in the neighborhood are quickly rented when they become available.

The Arizona Avenue corridor contains a large area of vacant, developable land, which is owned by the City of Yuma (see Arizona Avenue map to the right; City-held land outlined in red.) This land is located on the western side of Arizona Avenue and is currently listed for sale. The corridor is zoned R-3, high density residential, and a review by the Department of Community Development staff indicates multi-family projects would be the best use in terms of meeting zoning requirements such as parking, setbacks, and egress. There is additional vacant, undeveloped land on this portion of Arizona Avenue which is now in private ownership.

On the 4<sup>th</sup> Avenue boundary of the target area, one significant commercial building is vacant. This large building formerly housed several furniture stores but has been vacant for nearly ten years. The 14,000 square foot building is generally in good repair and represents an opportunity for a larger-scale business enterprise. There are also a few small business locations along the commercial perimeter of the Mesa Heights target area, but largely, the commercial area of the neighborhood is vibrant.



Aerial Map Arizona Ave Vacant Land



## G. CRIME

Crime, drugs, and gangs were repeatedly used as descriptors for the Mesa Heights community when staff began gathering information for a NRSA plan. The neighborhood was known as the home of the “Okie Town”, a gang that took its name from the moniker of the Dust Bowl immigrants who settled in this area.

An analysis of the Yuma Police Department (YPD) incident reports in the Mesa Heights neighborhood for a two-year period, February 2013 through February 2015, indicates property crime was the most prevalent activity, with drug-related offenses being the second most frequent. When the incident reports are sorted by address, a pattern is revealed in regards to location within the neighborhood. The drug-related activity, those classified as a general drug offense and those classified as possession/sale/use of a drug or paraphernalia, is clustered in a few particular areas. Those areas are of close proximity to the substandard mobile home parks discussed in the housing section above.

YPD Captain Rod Hamilton confirmed these mobile home parks are known to police as areas where drug activity is occurring, and are the targets of heightened enforcement. At one time, the YPD had Community-Oriented Police officers for Mesa Heights, however, reductions in funding eliminated that program. The officers dedicated to the neighborhood, particularly those who patrolled on bicycle, engaged the residents and were very effective in abating crime. Unfortunately, the grants that helped fund those programs have been eliminated.

Gang-related graffiti is frequently found on walls, and the City of Yuma has a procedure to immediately remove “tagging”. The City maintains a “Graffiti Busters” hotline, a special phone number that residents can call to report graffiti. The Parks and Recreation Department has a crew dedicated to respond within 48 hours to these reports and paint over it. In 2014, there were 90 graffiti cases reported and addressed in Mesa Heights.



According to a Yuma Sun newspaper article from 2013, street gangs in Yuma were typically involved in a variety of crimes, including graffiti, drug dealing, theft, burglary, kidnapping, aggravated assault, attempted homicide, and homicide. Gang members usually identify themselves with tattoos, sports attire, and with colors representing the various groups of gangs.

Figure 1.17 Yuma Sun Article

# YPD hitting the street vs. uptick in crime

Posted: Saturday, June 15, 2013 12:00 am

BY CHRIS McDANIEL - @YS\_CMCDANIEL

There have been several shootings and other acts of violence within Yuma city limits since Jan. 1, some of which may have been connected with street gang activity.

"We've had a series of shooting incidents," said Yuma Police Department Chief John Lekan.

"Some of them have been very specific in nature – isolated. But there is no doubt in my mind there have been some we believe to be gang-related. We are keeping a very close watch on that and are trying to gather intelligence now. Our investigators are working diligently."

Since Jan. 1, there have been 10 non-injury shootings, four shootings resulting in injuries, two attempted homicides and five homicides carried out in the city of Yuma, according to the Yuma Sun archives.

Police are also investigating the suspicious death of 39-year-old Yadhira Monjardin, whose body was found inside a vehicle Tuesday at the parking lot of Food City, 1240 W. 8th St. It is not currently known if the death, the cause of which has not been released to the public, was a homicide.

As far as the other violent incidents in 2013, "I do believe there is some relation to some of them, relative to gang activity, but not all of them," Lekan said, adding YPD is "not just idly sitting by letting this occur. Our officers are out there working hard. They are being very diligent about it. We are throwing as many resources at it as possible."

Criminal activities are "very cyclic in nature," Lekan continued. "There are times when it swings up and times that it doesn't. This happens to be a time when it seems it has been trending up. We are aware of it, and our officers are out there really beating the streets."

YPD is currently in the process of opening up a line of communications with the civilian population to detect and root out criminal activities and gangs.

"We are hitting the neighborhoods pretty aggressively just talking to the citizens," Lekan said. "A lot of times these neighborhoods know what is going on and they point us in the right direction."

Lekan encourages members of the public to report any activities they believe may be associated with street gangs.

"If you see something that is even remotely suspicious, give us a call so that we can respond."

YPD can be reached during non-emergency situations at 373-4700.

According to the YPD Gang Unit, there are currently about 65 documented street gangs operating in the Yuma area with a low estimate of about 3,500 members. However, only about 20 gangs are currently active.

Most gang members range in age from 13 to 20 years old. There are also many older adults, known as "OGs" (original gangsters), who are not active in committing crimes anymore, but still participate in advisory roles.

There are only four police officers and two U.S. Border Patrol Agents assigned to the YPD Gang Unit, so when the department needs additional resources to combat gang activity, it partners with other area law enforcement agencies.

YPD enjoys “a very good” working relationship with the Yuma County Sheriff’s Office, the Arizona Department of Public Safety Gang and Immigration Intelligence Team Enforcement Mission (GIITEM), and the Border Patrol when conducting anti-gang details, Lekan said.

Street gangs in the Yuma area are typically involved in a variety of crimes including graffiti, drug dealing, theft, burglary, kidnapping, aggravated assault, attempted homicide and homicide, according to the Gang Unit.

Gang members traditionally identify themselves and their gang affiliations with tattoos, sports jerseys and the color of their attire – separate colors representing different gangs. However, gangs in Yuma are becoming more subtle about what they wear to avoid attention from law enforcement.

While the gangs in Yuma still associate themselves with certain parts of town, they are not as territorial as they used to be with members from various gangs living throughout the community.

Two Yuma gangs with large footprints are East Side Naked City and Okie Town.

Naked City operates north of 16th Street from about 4th Avenue stretching to the western portion of the city.

Okie Town generally operates in the Mesa Heights neighborhood, encompassed by 16th Street, 24th Street, Arizona Avenue and 4th Avenue. That area was nicknamed Okie Town in reference to the immigrants who settled there after traveling to Yuma from Oklahoma during the Dust Bowl-era of the Great Depression.

“Their activity levels have jumped up and it is just unacceptable,” Lekan said about East Side Naked City and Okie Town. “They have gathered our attention.”

YPD has stepped up patrols in Mesa Heights, along with other hot spots for gang activity in the city, Lekan added.

“Oftentimes we have to go in and increase our level of enforcement presence in some areas. They do move. We may have a rash of armed robberies. Then we may have the gang upswings, and certain gangs become rival gangs and then we have to go in and get in the middle of that stuff, too.”

*Chris McDaniel can be reached at [cmcdaniel@yumasun.com](mailto:cmcdaniel@yumasun.com) or 539-6849.*

Source: The Yuma Sun

**Figure 1.18 Police Incident Reports  
March 1, 2013 – November 30, 2014**

	Total Incidents
<i>Burglary all types</i>	181
Business	28
Residence	86
Vehicle	67
Theft	111
Theft of Vehicle	31
<i>All drug-related</i>	171
Drug offense	117
Possession/sale/use drugs or paraphernalia	54
Criminal Damage	95
Dog-at-large	105

Source: City of Yuma, Department of Community Development

A frequent complaint from residents, at neighborhood meetings and through the resident’s survey, is the presence of stray animals in the neighborhood. The frequency of police incident reports of “dog-at-large” substantiates this concern.

In summary, the data concerning crime in the neighborhood indicates that property crimes and drug offenses are prevalent, but the area is spared the violent crimes that often plague distressed neighborhoods. Drug crimes, and the relationship with graffiti and gang activity, are an issue that the YPD takes seriously and is an enforcement area which needs additional resources.

## H. PUBLIC TRANSPORTATION

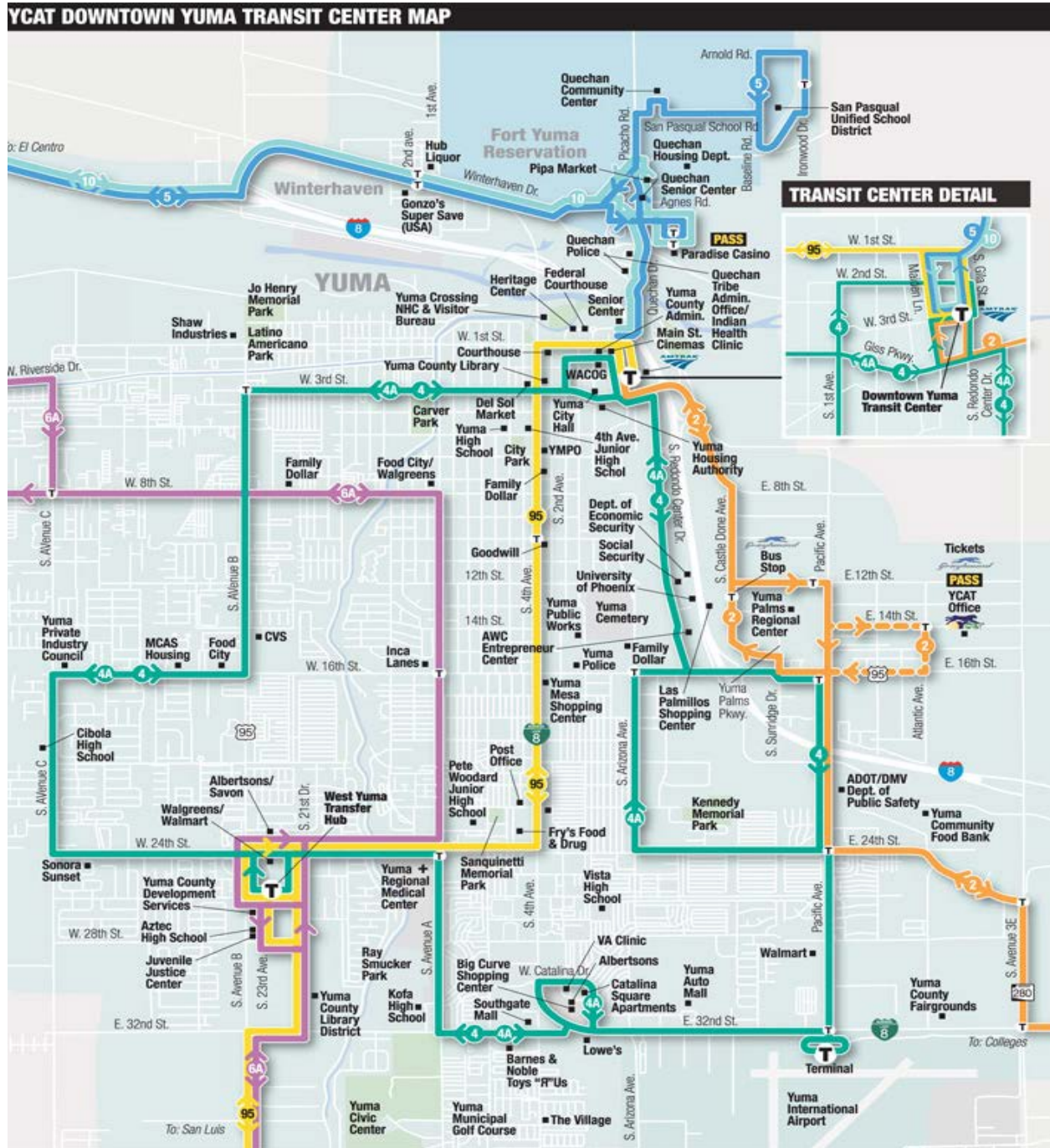
The Mesa Heights neighborhood is served by the Yuma County Intergovernmental Public Transportation Authority (YCIPTA) / Yuma County Area Transit (YCAT) bus system through multiple bus stops on 4<sup>th</sup> and Arizona Avenues, the eastern and western boundaries of the target area. From the bus stops on these two arteries, Mesa Heights residents can travel north to the Downtown Transit Hub or the West Yuma Transit Hub for connections to various locations throughout the city. The West Yuma Hub is located at a Walmart Store and is a connector for transportation south to San Luis, AZ, a city on the border of Arizona/Mexico. YCAT reports the route to San Luis is its most utilized route, taking Yuma residents to the border crossing to visit Mexico. From the Downtown Hub, riders can connect to an eastbound route for connections to Arizona Western College on the eastern edge of Yuma.

The following Bus travel times were calculated from 2000 S. 1st Ave (approximate center of the target area):

- To Downtown San Luis:  
0.3 mile walk to 20th Place bus stop; Yellow Route Highway 95 (South)  
Depart 9:43 a.m./arrive 10:43 a.m.
- To Avenue B Walmart:  
0.3 mile walk to 20th Place bus stop; Yellow Route Highway 95 (South)  
Depart 9:43 a.m./arrive 9:53 a.m.

- To Yuma Palms Mall (Target bus stop):  
0.3 mile walk to 20th Place bus stop; Yellow Route Highway 95 (North) -  
Depart 9:25 a.m. to Gila Street Downtown Bus Hub;  
Depart 9:40 a.m. on Orange Route 2; arrive 9:45 a.m. Yuma Palms Mall

Figure 1.19 YCAT Downtown Yuma Transit Center Map



Source: Yuma County Intergovernmental Public Transportation Authority



## I. WALKABILITY

Mesa Heights is a neighborhood that allows residents to walk to public transportation or to obtain needed goods and services. Children walk to both C.W. McGraw Elementary and Gila Vista Jr. High School (southwest area of the NRSA boundary) from their homes. The farthest any student would walk is approximately 1.25 miles, however, the majority of homes are less than 1 mile, and over 50% are less than 0.5 miles from the schools.

Using 2000 S. 1st Avenue (approximate center of the neighborhood area) as a starting point, these are the approximate distances to services, stores and bus stops:

Figure 1.20 Distances to Services

Location	Type	Address	Distance in Miles
Fry's Food Store	Food Market	500 W. 24th St.	0.7
Shay Oil, Co. (Chevron)	Gas/Convenience Market	1825 S. 4th Ave.	0.3
Circle K	Gas/Convenience Market	1748 S. 4th Ave.	0.5
99 Cents Only	Discount/Food Market	1701 S. 4th Ave.	0.6
Del Sol Market	Food Market/Mexican specialty	367 S. 16th St.	0.6
AEA Federal Credit Union	Banking	1780 S. 1st Ave.	0.3
Wells Fargo Bank	Banking	1 E. 16th St.	0.5
Kennedy Memorial Park	Park	E. Kennedy Loop	1.0
Joe Henry Optimist Center	Park	17th St & 1st Ave.	0.4
Pizza Hut	Restaurant	1843 S. 4th Ave.	0.3

Source: City of Yuma, Department of Community Development

## J. GROWTH AREA

The northern portion of the Mesa Heights target area has been designated as a Growth Area in the City of Yuma's General Plan. The boundaries of the Growth Area dip into Mesa Heights south of 16<sup>th</sup> Street and along the Arizona Avenue corridor. The City General Plan explains:

*"The Growth Area Element identifies those parts of the Planning Area that are ideal for a concentration of a variety of land uses, including higher densities and intensities of uses. Equally essential is the need for growth to occur close to existing or planned public facilities and services. This element promotes development that integrates housing, workplaces, shopping, and recreation into pedestrian-friendly, mixed-use neighborhoods that are interconnected to the larger community by multimodal transportation. The Growth Area Element, as required by*

*Arizona Revised Statutes (A.R.S.), is provided in the sidebar. Through its policies and implementation strategies, the Growth Area Element provides an opportunity to build a better community according to Smart Growth Principles by: encouraging a mix of land uses; creating walkable neighborhoods; preserving open spaces; directing development towards existing communities; and by providing a variety of transportation choices.*

*In identifying Growth Areas, consideration is given to: areas with vacant or underutilized land; areas strategically located in proximity to existing infrastructure; areas that offer opportunities for more cost-effective expansion on infrastructure; and combining higher density development with the preservation of open space and natural resources."*

Specifically, in regard to the Growth Area that encompasses a portion of Mesa Heights, the General Plan states:

*When new residential development takes place here, the system of bikeways will need to be reconsidered to provide a safe and efficient way to traverse this mixed use neighborhood. Quick and convenient walkways/bikeways will be a large factor in the success of inserting high density development here. There are no new parks proposed within this growth area, and it is underserved by the present Joe Henry Optimist Center Park on 1st Avenue. New neighborhood parks, open space, and other common areas must be incorporated into any medium or high density development as it occurs. Linking these common areas must be a requirement of development to avoid outdated, unused complexes with enclosed central courtyards. Careful planning will be needed to obtain a cohesive walkable community.*

# 2 Community Consultation

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The City of Yuma’s Neighborhood Services Division launched the revitalization planning process for Mesa Heights with a list of known stakeholders who had an interest in the future of the neighborhood. With the list in hand, the staff developed a plan for soliciting input from diverse groups, knowing it was critical that comprehensive feedback be obtained on the present condition. Throughout the consultation process, staff continually updated the Stakeholders’ list, adding new names and organizations, as necessary, during discussions about the neighborhood.

The community consultation was conducted in two phases: (1) before the first draft of this document was prepared and submitted to the local field office of the US Department of Housing and Urban Development for a courtesy review; and (2) during the process of incorporating this document into the City of Yuma’s 2011-2016 Consolidated Plan .

Those consulted can be grouped into the following categories: Residents, Businesses, Financial Institutions, Not-for Profit Organizations and Community Groups, and Governmental and Quasi-Governmental agencies. The method of consultations ranged from resident and business surveys, one-on-one conversations with individuals, to open public meetings with hundreds of invitees.

## A. RESIDENTS

The residents of Mesa Heights were engaged in the development of this plan through a written survey, an initial neighborhood meeting in December 2014 and two additional neighborhood meetings in October 2015. The survey and neighborhood meetings initiated a number of one-on-one conversations with Neighborhood Services staff.

## RESIDENT SURVEY

Surveys were mailed to all known residential addresses (1,799) in the target area, with 79 completed forms returned. Residents were offered opportunities to return the surveys by mail, drop off at city hall, drop off while paying a utility bill, or return them to schools through their children. The schools agreed to gather survey forms as a service to the NRSA preparation process. In addition, there was a drop box and blank survey forms available at the neighborhood meeting to encourage additional participation in the written survey. The survey was available in Spanish and English.

Although, the response rate of 4% was small, the comments raised a number of important discussion topics for consideration in the plan development:

- Only 16% of the respondents thought their homes were in need of major repairs.
- When asked about illegal activity in the neighborhood, stray animals were identified as the top problem, followed by drugs and traffic issues.
- More than half of the respondents said graffiti had a moderate impact on their neighborhood as did robbery, burglaries and trespassers.
- Despite the perception of Mesa Heights as a gang-ridden area, the residents did not identify gang activity as a top concern.
- A significant number of respondents identified a lack of available and affordable housing as an area of concern.
- 44% of the respondents said that unmaintained yards were having a negative impact on the neighborhood.
- 40% said substandard housing was not impacting the neighborhood.
- The respondents were evenly divided among the categories of satisfied, acceptable, and dissatisfied, when asked for their thoughts on the City of Yuma’s clean-up and rehabilitation efforts in the neighborhood.
- A majority of the residents felt comfortable reporting crimes, and 44.5% felt safe in their homes.

*Note: Resident Survey can be found in Appendices.*

**Figure 2.1 Resident Survey Responses**

TOTAL NUMBER OF RESPONSES: 79					
Household Description	Major	Minor	None	No Response	
Extent of Repair Needed	16% (13)	33% (26)	27% (21)	24% (19)	
Criminal Activity Impact on Neighborhood	Major Impact	Moderate Impact	No Impact	No Response	
Graffiti	28% (22)	57% (45)	8% (7)	6% (5)	
Drugs	34% (27)	38% (30)	15% (12)	13% (10)	
Domestic	15% (12)	38% (30)	34% (27)	13% (10)	

Gang Activity	32% (25)	32% (25)	24% (19)	13% (10)	
Alcohol Abuse	1% (7)	34% (27)	44% (35)	13% (10)	
Robbery/Burglary	26% (20)	47% (38)	18% (15)	7% (6)	
Trespassers	32% (25)	44% (35)	16% (13)	7% (6)	
Loitering	26% (20)	42% (32)	24% (19)	7% (6)	
Stray Animals	38% (30)	37% (29)	20% (16)	5% (4)	
Traffic Problems	33% (26)	32% (25)	27% (21)	8% (7)	

Availability of Services	Good	Fair	Poor	No Response	
Affordable Housing	23% (18)	44% (37)	18% (9)	11% (9)	
Adult Services	16% (13)	42% (33)	22% (17)	20% (16)	
Youth Services	11% (9)	42% (33)	26% (20)	21% (16)	
Family Counseling	8% (7)	33% (26)	34% (27)	24% (19)	
Substance Abuse Programs	13% (10)	27% (21)	34% (27)	27% (21)	
Day Care Facilities	20% (16)	37% (29)	18% (14)	26% (20)	
Public Transportation Services	29% (23)	35% (28)	16% (13)	19% (15)	
Conditions Impact on Your Neighborhood	Major Impact	Moderate Impact	No Impact	No Response	
Yards not maintained	27% (21)	44% (35)	24% (19)	5% (4)	
Drainage/Flooding	7% (6)	32% (25)	56% (44)	5% (4)	
Business activities outside of your neighborhood	3% (2)	20% (16)	70% (55)	7% (6)	
Too Many Homes/mobile homes on one lot	14% (11)	18% (14)	62% (49)	6% (5)	
Substandard Housing	10% (8)	37% (29)	40% (32)	13% (10)	
City of Yuma Clean Up Efforts	Satisfied	Acceptable	Dissatisfied	No Response	
Housing Rehabilitation	14% (11)	40% (32)	30% (23)	16% (13)	
Streets/Alley/ Sidewalks	23% (18)	35% (28)	35% (28)	6% (5)	
Garbage/Litter Collection	34% (27)	34% (27)	21% (17)	10% (8)	
Street Lighting	34% (27)	27% (21)	30% (23)	10% (8)	
Types of Criminal Activity Observed	Yourself	Neighbor	Non-Resident	Not Seen	No Response
Burglary	28% (22)	13% (10)	2% (2)	7% (6)	50% (39)
Assault	15% (12)	4% (3)	4% (3)	15% (12)	62% (49)
Level of Neighborhood Comfort	Yes	No	I don't know	No response	
Feeling Safe	56% (44)	18% (14)	11% (9)	15% (12)	
Comfortable Reporting Criminal Activity	71% (56)	13% (10)	3% (3)	13% (10)	
Additional info	Good	Fair	Poor	No Response	
Condition of Home	46% (36)	28% (22)	15% (12)	11% (9)	
Condition of Neighborhood	14% (11)	53% (42)	22% (17)	11% (9)	

Source: City of Yuma, Department of Community Development

## NEIGHBORHOOD MEETING

On December 11, 2014, a neighborhood meeting was hosted by the City of Yuma Neighborhood Services Division. Fliers were distributed inviting all residents of the target area to the event at the McGraw Elementary School cafeteria. The schools lent assistance in getting the word out by setting up a “robo-call” to parents who live in the target area, inviting them and their children to attend. The event included games for the children conducted by the City of Yuma Parks and Recreation Department, a fire truck on display from the City’s Fire Department, informational brochures, hotdogs, chips, soft drinks and giveaways that included energy-efficient light bulbs from the local power company.

During the formal meeting portion of the evening, staff explained the NRSA plan preparation process then offered residents an opportunity to express their concerns about Mesa Heights. In addition, the 75 adult attendees were offered “sticky notes” and markers on which they could record their comments and place them on display boards hanging on the walls. The resident input, by category, included:

- Infrastructure Concerns
  - The fence surrounding the baseball field at Kennedy Park is not high enough and baseballs break windows at adjacent properties.
  - Trash accumulates in the alleys. It needs to be cleaned up.
  - There are trespassers in the alleys.
  - Harvard Street lacks sewer, and there are roots in the septic tanks.
- Neighborhood Appearance Concerns
  - Graffiti
  - Trash in the alleys
  - People dig through the trash
- Social Services Needs
  - Boys and Girls Center
  - GED Classes/English Classes
  - Recreation center at the park
  - Parenting classes
  - Health and Fitness classes
  - Summer activities for kids
- Safety and Security Concerns
  - Stray dogs/feral cats
  - Traffic and speeding in school zones and alleys
  - People digging in trash dumpsters
  - Gangs
  - Lack of lighting at bus stops

- Street lights/Street signs
- Bicycle lanes

On October 5, 2015, a second meeting was held at McGraw School for residents. Prior to this session fliers (in English and Spanish) were delivered to every home in the target area advising residents of the availability of the plan for review and encouraging comment. Fourteen residents attended, and following a presentation summarizing the plan, offered the following suggestions for input:

- There should be more street lights or brighter bulbs and residents should be encouraged to turn on their porch lights;
- Traffic congestion near McGraw school causes motorists to cut through the neighborhood, speeding on residential streets and running stop signs;
- Alley dumpsters have been replaced in many areas by roll out containers but people are still dumping in the alley;
- Homeowners who do not qualify as low income should be given discounts or incentives to make improvements to their homes.

Staff advised the attendees that their suggestions would be incorporated into the plan implementation.

On October 15, 2015, a second community meeting was held on the plan and the substantial amendment to the Consolidated Plan with only one attendee. That participant is an active member of the Yuma Region Bicycle Coalition and commented that plans for “safe passage” for bicyclists and pedestrians mentioned in the plan were helpful. He further encouraged other programs to get residents walking and riding bicycles in the neighborhood.

In addition to the two community meetings outlined above, staff met with the residents of Harvard Street to discuss the unique problems facing that area. On October 1, 2015, seven residents heard a presentation on the components of the plan specifically addressing the infrastructure problems on Harvard Street. Following the presentation, residents indicated they would prioritize the infrastructure needs for their block as (1) installation of a sewer line; (2) installation of sidewalks; and (3) street resurfacing. If funding is limited, the residents suggested that would be the way they would prioritize the capital improvements needed for Harvard Street. Staff told the residents their suggestions would be presented to the planning team assigned to the project and a resident(s) would be included in planning as the project moves forward.

## B. BUSINESSES

The MHN is framed on three sides by a ring of small businesses, most of which have been in operation in this community for many years. Most of the small businesses are locally owned and have a small number of full-time employees. The largest employers are the schools and restaurants, although the restaurant workers are largely part-time. Talecris Plasma Resources, an enterprise that gathers plasma donations, is also a large neighborhood employer with 50 full-time and eight part-time skilled workers. In an attempt to get input from the business community, a formal survey was developed. In an effort to seek further information, staff followed up with personal outreach to business owners.

*Note: List of Target Area Businesses can be found on Page 12*

### BUSINESS SURVEY

In December 2014, 101 businesses received a survey asking for input on the business climate of the MHN. Five schools and seven churches also received the survey. Seventeen (17%) businesses responded and three schools (43%) responded. The businesses were able to respond to the survey on the internet, via a web version of the questionnaire, by fax or mail.

Information provided on the surveys demonstrated the established nature of the small business community in the neighborhood.

*Note: Business Survey can be found in Appendices*

**Figure 2.2 Business Survey Respondents**

Business Name	Type	Employees		Years in Service
		Full-Time	Part-Time	
Bryne & Benesch	Attorney Firm	5	1	26
Theodore Gaffin	Accounting	1	0	36
Hunt & Gale	Attorney Firm	7	2	40
Talecris Plasma Resources	Plasmapheresis	50	10	8
Computer Solutions	IT Services/Computer Repair	2	2	18
Hunter Steakhouse	Restaurant	1	20	35
Rey's Tax & Financial Services	Income Tax Preparation	3	0	17
Dental Clinic of Yuma	Dental Office	4	3	33
R. Michael Freimuth, DDS	Oral Surgery	5	0	26
Best Buy Insurance	Insurance/DMV Service	7	0	19
Chevron (Shay Oil) Station	Convenience/Gas Market	3	1	29
Yuma Property Management	Property Management	2	0	15
Howard's Alternator & Starter	Repair & Sales	1	0	35
Contreras Insurance Agency	Property & Casualty Insurance	2	1	51



Laren's Design Studio	Hair & Beauty Salon/Supply	1	0	22
Durashield Auto Detailing	Auto Detailing/Window Tinting	1	1	27
Good Fellas Barber Shop	Barber Shop	3	0	2
AmeriSchools Academy	Public Charter school	15	5	16
Harvest Preparatory Academy	Charter School	150	50	11
Gila Vista Jr. High	Public Middle School	36	16	63

Source: City of Yuma, Department of Community Development

The business respondents indicated their buildings were all 15 years old or older, and further research indicated more than half of those buildings are 40 years or older. Half of the businesses found robbery or burglary to be a concern; 65% of them felt an impact from graffiti and vandalism; and 52% found traffic problems to have an impact on their business. None of the businesses indicated plans to relocate and only 16% indicated a desire to expand. Nearly all of the respondents indicated they are able to recruit and retain employees, but of 309 identified employees, only 11 live in the neighborhood.

Figure 2.3 Business Survey Responses

TOTAL NUMBER OF SURVEYS: 20			
Business Description	Own	Rent	
Owned or Rented	50% (10)	50% (10)	
Business longevity	1 (<15 yrs.)	19 (>19 yrs.)	
Total number of employees	309 (FT)	113 (PT)	3 (Seasonal)
Employees resident in Mesa Height	11	1	
Items currently impacting businesses in MH	Yes	No	I don't know
Issues recruiting employees	5% (1)	95% (19)	0
Issues retaining employees	5% (1)	90% (18)	5% (1)
Formal training program in place	41.2% (7)	58.8% (10)	0
Employable skills found in MH?	20% (4)	45% (9)	35% (7)
Plans to expand at current location	15.8% (3)	84.2% (16)	0
Plans to relocate business	0	94.7% (18)	5.% (1)
Current business location impact on ability to obtain loan	0	75% (15)	25% (5)
Graffiti & Vandalism	65% (13)	35% (7)	0
Robbery/Burglary	50% (9)	50% (9)	0
Violent Crime	5.9% (1)	88.2% (15)	5.9% (1)
Loitering	42.9% (12)	53.6% (15)	3.6% (1)
Traffic Issues	52.6% (10)	47.4% (9)	0
Water	0	100% (18)	0
Sewer	0	100% (17)	0
Drainage & Flooding	35% (7)	65% (13)	0
Zoning Restrictions	5.6% (1)	94.4% (17)	0
Building Code Enforcement	10.5% (2)	89.5% (17)	0
Street Lightning	16.7% (3)	83.3% (15)	0
Sidewalks/Curbs	15.8% (3)	84.2% (16)	0
Parking Lot/Parking Issues	36.8% (7)	63.2% (12)	0
Handicap Accessibility	10.5% (2)	89.5% (17)	0
Declining Sales	5.6% (1)	94.4% (17)	0

Source: City of Yuma, Department of Community Development

## PERSONAL BUSINESS INTERVIEWS

Neighborhood Services staff members walked through the target area on multiple occasions, stopping at businesses to have conversations with the business owners. In addition, business owners contacted the department in response to the survey. The following are a few summaries of those conversations, and the input offered by small business owners:

- **Wayne Benesch, attorney, owner of Byrne & Benesch.** Byrne & Benesch P.C. (Attorneys-at-Law) was established in 1976 and constructed the building at 230 W. Morrison St in 1988. Half of the building is now leased to Vital Wellness Home Health, a home health care company which operates throughout Arizona. Mr. Benesch expressed a willingness to serve on a NRSA advisory board, and said the biggest issue facing the neighborhood is lack of pride of ownership and owners allowing their properties to deteriorate. He suggested the streets need repair and resurfacing and encouraged the City to be forceful in its application of zoning regulations and building codes. He said there is evidence of a gang presence in the neighborhood, but the City's graffiti abatement program is working well.
- **JoAnn Rodriguez, owner of Stan's Grocery.** Stan's, which has been owned and operated by the Rodriguez family since 1974, is known throughout Yuma for its breakfast burritos. The Rodriguez family bought the grocery after moving to Yuma from California and kept Stan's name but added a new item—the now locally famous, award-winning burritos. During her 35 years as operator, she has had a couple of burglary incidents, but she feels safe in the neighborhood and complimented the police coverage. Ms. Rodriguez suggested that additional bus service would be advantageous to the residents.



JoAnn Rodriguez

- **Bob Chauhen, owner of the Tropicana Motel.** Mr. Chauhen's motel reflects a low-income housing phenomenon in Yuma that is somewhat unique because of the seasonal agricultural industry. Mr. Chauhen sold the Tropicana in 2008 to an agricultural company that used it to house seasonal farm workers, but two years later when that company ran into financial difficulty he regained ownership of the motel. He now leases half of the facility, from November until April, for farm workers, and the remaining rooms are available for traditional tenants. Mr. Chauhen is concerned about graffiti in the neighborhood and would like to see 4<sup>th</sup> Avenue widened to the full depth of the City right-of-way.

## C. FINANCIAL INSTITUTIONS

### FOOTHILLS BANK

Foothills Bank, a locally owned bank, is located on 4<sup>th</sup> Avenue, and Executive Vice President James Carr has offered involvement in the Mesa Heights revitalization efforts. The bank is interested in supporting economic development activity in the neighborhood by providing review and recommendations of appropriate loan products for small business development, especially those products that can support other funding sources such as CDBG. In addition, the bank offered its expertise on the Yuma commercial market for advice on redevelopment in the neighborhood. Finally, Mr. Carr expressed willingness for the bank to help the Mesa Heights NRSA Advisory Board understand how the Community Reinvestment Act can aid with neighborhood redevelopment efforts.

AEA Federal Credit Union is also located in the target area.

## D. NOT-FOR-PROFITS/COMMUNITY GROUPS

### ARIZONA COMMUNITY FOUNDATION OF YUMA

The Arizona Community Foundation and its local affiliate in Yuma bring to Mesa Heights the willingness to lend or grant money to activities that have a “social purpose”. The Arizona Community Foundation is a non-profit organization which awards millions of dollars in grants and scholarships throughout Arizona every year to promote stability and growth in communities. This goal is reached by awarding year-round funding to non-profit organizations, government agencies, and educational institutions. The use of funds includes general operating support, programmatic support, and capacity building.

The agency representatives, while meeting with Neighborhood Services staff to discuss the Mesa Heights NRSA Plan, suggested that the foundation might be of assistance funding pre-development activities for affordable housing development. CEO James Lincoln explained that pre-development financing was often difficult to obtain for affordable housing projects, and the Foundation tries to fill that gap. In addition, the Arizona Community Foundation’s Community Impact Loan Fund offers loans to non-profit community projects, often at or below market rates.

### HOUSING AMERICA CORPORATION

Housing America Corporation is a 501(c) 3 non-profit organization that focuses on empowering very-low, low-and moderate-income individuals and families through

affordable rental housing, homeownership education, down payment assistance, self-help programs, and foreclosure prevention. With offices in nearby Somerton, Housing America suggested residents of the target area could benefit from housing counseling, credit repair, and the IDA down payment assistance programs offered by the agency. Given the high percentage of renters in the target area, Executive Director Thomas Ryan encouraged homeownership preparation to ready renters to transition into ownership roles and offered Housing America's assistance in the revitalization of Mesa Heights. Currently, Housing America offers these programs:

- Housing America is a participant of HUD-approved intermediary National Council of La Raza, a HUD-Certified housing counseling agency, and can provide housing counseling to the residents, including rental and homeownership counseling.
- Screen for renters that have such bad credit or no credit and may not qualify for mortgage financing on their own. They can work closely with them to repair credit to obtain financing.
- IDA Down payment Assistance - Housing America has experience partnering with National Bank of Arizona (funding from Federal Home Loan Bank) for an IDA Program. Participants that meet a \$5,000 savings goal could get \$15,000 in matching funds for a total down payment of \$20,000 on a home.
- Housing America has no funding currently, but intends to reinstitute SHOP funding to purchase vacant property and improve or install infrastructure.

#### WESTERN ARIZONA COUNCIL OF GOVERNMENTS (WACOG)

Founded in 1971, WACOG is a governmental non-profit that is dedicated to serving its local jurisdictions, income challenged households, and vulnerable populations in Yuma, La Paz, and Mohave Counties. WACOG works on a broad range of issues and programs including: the Community Development Block Grant (CDBG), Community Services Block Grant (CSBG), Head Start, Health, Low-Income Home Energy Assistance (LIHEAP), Nutrition, Services for Older Americans, Social Service Block Grant (SSBG), Transit and Transportation, Tax and Income Policies, Weatherization Assistance, and Welfare Reform.

WACOG is a HUD approved Local Housing Counseling Agency and provides counseling in the areas of Mortgage Delinquency/Default Resolution, Financial Management (Budget and Credit) Post-Purchase Non-Delinquency and Reverse Mortgage.

WACOG is also the provider of Head Start Early Childhood Development programs in Yuma, and throughout its service area, and has one center located in the target area. WACOG has established child/family centered Head Start programs designed to

provide services meeting children's needs and to offer opportunities to adults that lead to family engagement, improved literacy skills, job training skills and individual community economic development. In the target area through work-and-learn mentoring approaches, the Head Start program offers opportunities for Mesa Heights parents to develop a career in early childhood education.

The facility on 22<sup>nd</sup> Street needs physical improvements and is too small to serve all of the families that want to enroll their children. WACOG would like to merge a Head Start from an adjacent neighborhood with the Mesa Heights program and add an Early Head Start (ages 0-3) component. A building is needed that will accommodate that growth.

#### YUMA NEIGHBORHOOD DEVELOPMENT ORGANIZATION (YNDO)

The YNDO was the first not-for-profit organization identified as a critical partner in the Mesa Heights revitalization plan, given its experience with housing and other community-based activities. The YNDO was established in 1998 to facilitate neighborhood revitalization in the Carver Park area. Chartered with the mission “to provide and support neighborhood development and revitalization through collaborative partnerships to improve the quality of life for all community members”, the YNDO continues to be active in housing development for LMI families.

The YNDO is certified as both a Community-Based Development Organization (CBDO) and a Community Housing Development Organization (CHDO) and has significant experience creating homeownership opportunities for first-time buyers through new construction and acquisition-rehab and managing affordable rental properties. In addition, the YNDO has experience with an IDA program for down-payment assistance and micro-business development.

In Mesa Heights, the YNDO has identified a need for rehabilitation of owner-occupied structures and creation of ownership opportunities to transition renters who are prepared to become homeowners.

#### YUMA PRIVATE INDUSTRY COUNCIL (YPIC)

The Yuma Private Industry Council was a significant partner in the revitalization efforts in the Carver Park NRSA and has committed to being equally involved in the Mesa Heights plan. Among the services offered by YPIC is outreach and recruitment of out-of-school youth (16-24 years old), and the provision of workforce development services for those youth as well as adults and dislocated workers. The workforce development services include job search assistance such as resume writing, application preparation, and interviewing skills. YPIC specializes in assisting youth and adults that need high

school diplomas or GEDs as well as career and higher education counseling and guidance.

## E. GOVERNMENTAL AND QUASI-GOVERNMENT AGENCIES

### CITY OF YUMA INTERDEPARTMENTAL WORKING GROUP

As the City of Yuma began developing a strategy for revitalization of the Mesa Heights neighborhood, a committee of staff members from each department was formed to bring together all aspects of City service to the neighborhood. This working group met to provide input on issues and concerns facing the neighborhood, offer data, and help develop implementation strategies. Included in the working group were representatives of Neighborhood Services, Community Planning, Police Department, Fire Department, Parks and Recreation, and Public Works. The objective of involving the working group in the information gathering process was to secure a “big picture” look at City service delivery in this neighborhood. From this group, information was gathered as it related to:

- Alley trash collection concerns raised by residents
- Crime and gang perception held by the community at-large
- Infrastructure problems in the Harvard Street area
- Redevelopment considerations for Arizona Avenue
- Improvement of housing conditions in trailer parks

In addition, the group offered ways in which City departments could work together on implementation strategies following plan approval.

### CLEAN AND BEAUTIFUL COMMISSION

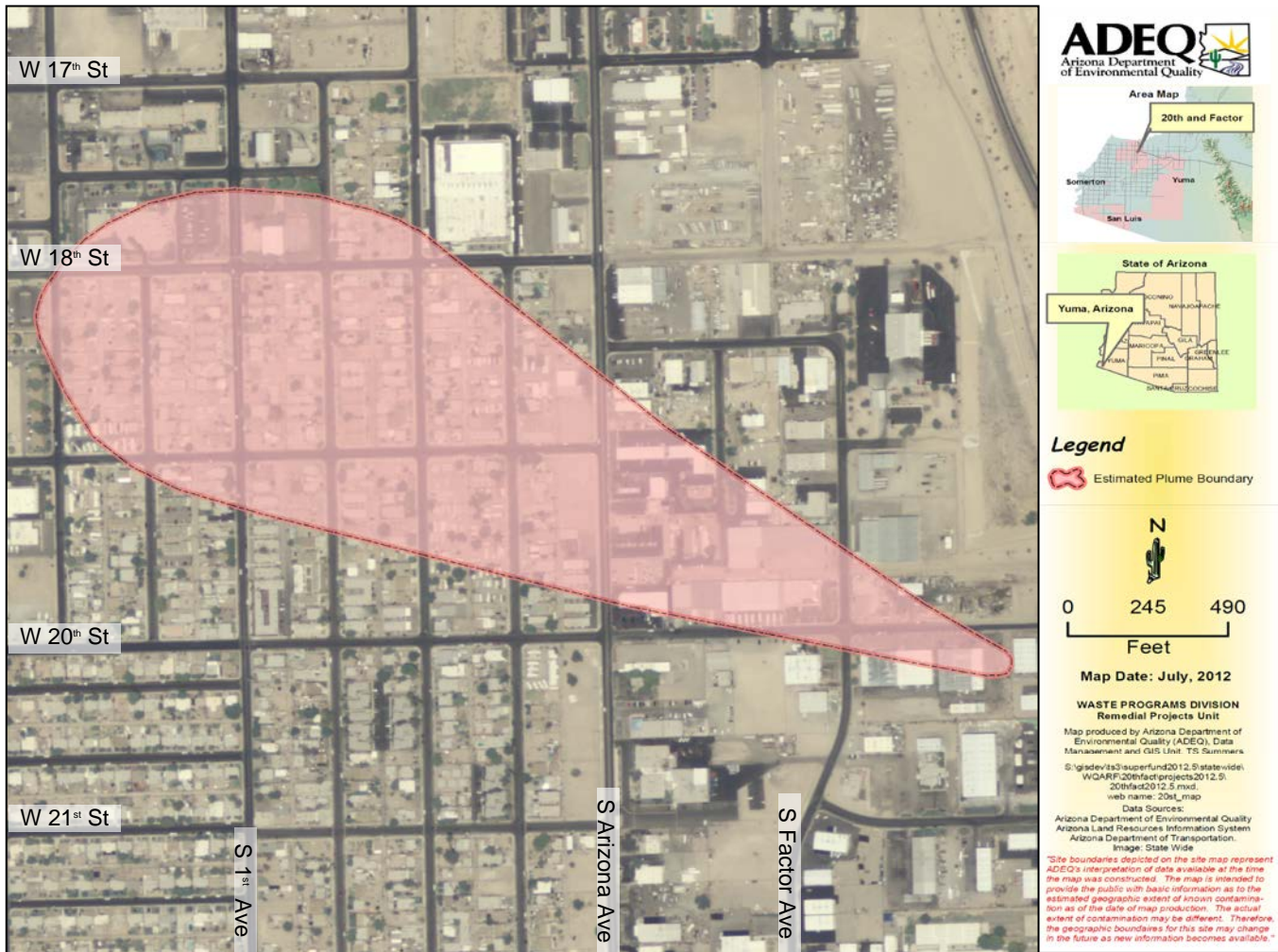
The Clean and Beautiful Commission, a volunteer citizens group staffed by the City of Yuma’s Public Works Department, focuses on the aesthetics of Yuma neighborhoods. The Clean and Beautiful volunteered its service to the Mesa Heights area, immediately identifying many homes in the neighborhood that were noteworthy in terms of exterior appearance for a beautification award. The Commission recognizes a home each month for its appearance with a sign and newspaper coverage. In addition, the Commission has a Neighbors Helping Neighbors program that enlists and helps organize volunteers to undertake cleanup of properties needing assistance. The group has expressed a willingness to focus on the Mesa Heights neighborhood with clean-up efforts.



ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY/CITIZEN'S ADVISORY BOARD

The Arizona Department of Environmental Quality (ADEQ) has an active Citizen's Advisory Board representing resident interests in a ground-water contamination plume that runs through a portion of the target area. Residents receive drinking water from the City of Yuma's municipal water system, therefore, ground contamination does not pose a health concern. Nonetheless, the ADEQ is actively tracking and remediating this contamination.

Figure 2.4 Plume Area – 20<sup>th</sup> St. & Factor Ave WQARF Site



Source: Arizona Department of Environmental Quality

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From 1966 to 1995, the property at 20<sup>th</sup> and Factor Streets was occupied by Houston Photo Products, Inc. (aka Houston International, Ltd. and Houston Fearless 76, Inc.), a film processing operation and manufacturer of film-processing machines. Wastewater resulting from film development and processes associated with film-processing

machine manufacturing was discharged directly and indirectly to the ground via five wastewater disposal systems. Chemicals of concern (COC) contained in the wastewater included the volatile organic compounds (VOCs) tetrachloroethene (PCE), and trichloroethene (TCE) as well as cyanide compounds.

In 2002, ADEQ completed an Early Response Action (ERA) which included excavation and disposal of the upper foot of cyanide-contaminated surface soils. Approximately 1,700 tons of contaminated soils were removed from the facility. A one-foot cap of aggregate base coarse material was placed over the remaining cyanide-contaminated soils. This cap helps prevent direct exposure to the underlying contaminated soils remaining at the site. The ERA also included the removal of two unused sumps and the cleaning of three active septic systems at the facility. Approximately 15,000 gallons of PCE and cyanide-contaminated wastewater and sludge were removed from the disposal system during cleaning operations. The removal of this source material addressed a continuing source of groundwater contamination. Since the removal, ADEQ has continued to characterize the site gathering soil, soil gas, groundwater, and indoor and ambient air samples. Groundwater in this area is generally found at depths ranging from 75 feet to 80 feet below the ground surface. Based on historic and recent data collected from the site, groundwater flow is to the northwest, and runs through a portion of the Mesa Heights target area.

Neighborhood Services staff have been in communication with ADEQ staff and members of the Citizens Advisory Board (CAB) seeking input on the implications of this situation for the neighborhood. One member of the CAB, Earnest (Ernie) Alfarue, owner of a small business adjacent to Mesa Heights, has agreed to serve on the NRSA Advisory panel to be a resource for questions about this environmental situation. Mr. Alfarue echoes the position of ADEQ staff that the worst potential exposure occurred several decades ago, and the contamination is now closely monitored and under control.

## SCHOOL ADMINISTRATORS

On more than one occasion, residents and stakeholders from Mesa Heights mentioned that the schools are the center of that community. Activities, events, and gatherings focus around school programs, making the schools the centerpiece of the community's social engagement. Further, it was mentioned that because of this relationship between the schools and the neighborhood, the administrators find themselves safe from issues like graffiti and vandalism. The school properties seem to be a protected place in the neighborhood.

With this knowledge of the role of the community schools, Neighborhood Services staff reached out to three of the six schools in the neighborhood:



- **Gila Vista Jr. High School – Principal Rusty Tyndall**

On November 12, 2014 city staff met with Principal Tyndall who has served at Gila Vista Jr. High for 16 years. He has seen gang violence decline in the neighborhood in the last ten years and believes it is in great need of revitalization. Although all middle school age students from Mesa Heights attend Gila Vista Jr. High, they only make up about 15% of the school’s enrollment. Gila Vista Jr. High has a very large service area that extends seven miles south and five miles east of the neighborhood. Principal Tyndall offered the school building for neighborhood events and the assistance of staff in outreach to residents.

- **C.W. McGraw Elementary School – Principal Adar Garcia**

City staff met with Adar Garcia on November 18, 2014, and he was very excited to hear what was happening with the revitalization. He related his experience as a teacher at G.W. Carver Elementary School when Principal Deb Drysdale was on the Carver Park Advisory Committee and Yuma Neighborhood Development Organization (YNDO). Because of his exposure to Ms. Drysdale’s updates on NRSA activity in the Carver Park area from 2000-2005, Mr. Garcia is eager to be involved in the Mesa Heights NRSA. He had a number of observations and assessments of the neighborhood:

1. More than half of the school’s 663 students live within the NRSA boundaries. Many are from single-parent families or are being raised by grandparent(s), aunt and uncle or a family friend.
2. He stated that “Okie Town” is probably the oldest gang in the Yuma area. Despite this, McGraw School has an almost “sacred” status within the neighborhood. It has never been vandalized or tagged, to his knowledge.
3. There is no bus service for the school, making it akin to an “intercity” school. All students arrive and depart by walking, riding bikes, or in a parent’s vehicle.
4. A local church supplies food for about 20 families on the weekends, but they have asked to remain anonymous.
5. It has been very difficult to get a PTO started at the school.
6. The school has a community event or movie night every month of the school year.



Principal Garcia is proud of a program at McGraw that brings active-duty Marines into the school. Because of the partnership with the Marine Corps, the students spend the day interacting with the Marines who serve as role models and mentors to McGraw pupils.

- **Vista Alternative High School - Principal Tamara Ray**

On December 3, 2014, city staff met with Ms. Tamara Ray, who outlined the challenges of working with the non-traditional students at Vista. The average age of the students is 18 years old, and they can attend this school until their 22<sup>nd</sup> birthday. Many have adult-type problems and barriers to education. Ms. Ray is interested in encouraging Vista students to become involved in the neighborhood when the programs and activities of the NRSA are implemented. Although the student body of the school is from the entire Yuma area, she feels it important to have an impact on the neighborhood where the school is located. In addition, she expressed an interest in collaborating with the NRSA efforts for job training through the school for residents of the neighborhood in need of such services.



## ECONOMIC DEVELOPMENT PROFESSIONALS

Yuma is fortunate to have a number of local economic development resources available to assist with the implementation of a revitalization strategy for Mesa Heights.

Kevin Wilkins is the Economic Development Administrator Coordinator with the City of Yuma. Kevin encouraged the NRSA plan to focus on small business development on the 4<sup>th</sup> Avenue Corridor and solicit residential redevelopment for the city-owned properties on Arizona Avenue.

Randy Nelson is the director of the Small Business Development Center (SBDC) at the Arizona Western College (AWC) Entrepreneurial Center. The SBDC's mission is to enhance the economies of La Paz and Yuma County by providing up-to-date counseling, training, and technical assistance for the business communities. Mr. Nelson participated in the NRSA revitalization in the Carver Park neighborhood and cites the economic development possibilities in Mesa Heights by sharing the success story from that neighborhood: Alma and Sergio Licona had a food truck business that they wanted to expand. They attended classes at the SBDC and developed a business plan and received a small business loan. The business did well and the loan was paid back. In 2011, they returned to the AWC SBDC with a new business plan that required a loan to purchase land and build a structure and parking lot. The new business, El Buen Taquito, opened directly adjacent to the Carver Park Neighborhood in 2014 and has been very successful.

Mr. Nelson encouraged the NRSA team to look for missing services and use those as a launching point for business development. In addition, he encouraged exploration of in-home businesses that are ready to grow to the next phase of development.

Alan Pruitt is the Executive Director of the Western Arizona Economic Development District and also volunteers with the City’s Neighborhood Services Division as a member of the Citizens Advisory Board for the CDBG program and the Planning Commission. Mr. Pruitt has experience with a successful business incubator project in southern Yuma County and suggested that such an activity would be fitting in the Mesa Heights area, given the strong small business climate already in existence there. He advised staff to pursue funding opportunities with New Market Tax Credits.

ARIZONA DEPARTMENT OF TRANSPORTATION

In 2014, the Arizona Department of Transportation looked at traffic considerations at the intersection of Arizona Avenue and 24<sup>th</sup> Street, and its impact on McGraw Elementary School. The Multimodal Planning Study said: “The proximity to Arizona Avenue and 24<sup>th</sup> Street has created congestion problems. Traffic on Arizona Avenue gets congested as parents try to turn into the school parking lot during school drop-off and pick-up times. This congestion hinders emergency response vehicles and creates an unsafe area for neighborhood students and parents walking or biking to school.” The study also stated, “Arizona Avenue mid-block crosswalks (is) probably the busiest crosswalk in the District.” Additional findings of the study are shown in Figure 2.5

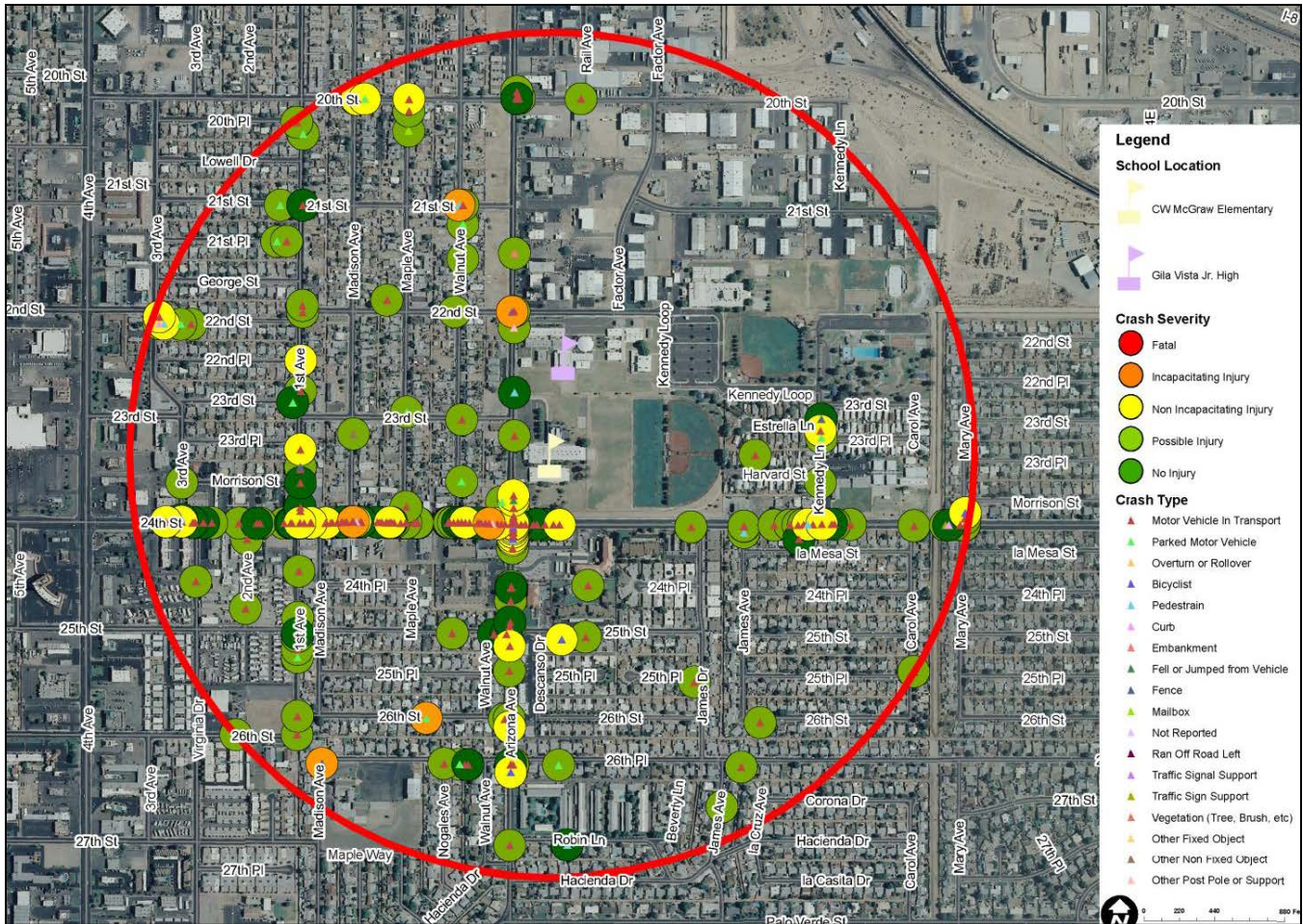
Figure 2.5 ADOT Multimodal Planning Report

Arizona Avenue	24 <sup>th</sup> Street
12,400 vehicles per day	25,500 vehicles per day
1% of vehicles speed during morning drop off; 8% speed during afternoon pick.	92% vehicles exceed 35 mph at morning drop off; 79% exceed 35 mph during afternoon pickup.
22% speed during a 24 hour period	90% all vehicles speed over 24-hour period

Source: City of Yuma, Department of Community Development

The study also evaluated crash data at that intersection, reflected in the following graphic.

Figure 2.6 C.W. McGraw Elementary School – Crash Data Map



Source: Arizona Department of Transportation

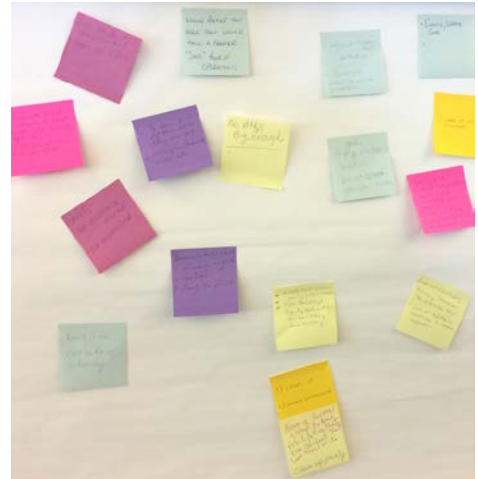
## F. STAKEHOLDERS

On February 17, 2015, Neighborhood Services staff invited 50 people who had been identified as “stakeholders” in the Mesa Heights community, to “engage in conversation as we begin to brainstorm strategies for improving our community”. The invitees were from all groups discussed in this section who had expressed an interest in being more deeply involved in the NRSA process.

After an introduction about the status of the plan development and timeline for completion, participants were asked five questions. They wrote responses on “sticky notes” and placed them on display pages on the walls. The group discussed the information and elaborated on the implications of those responses. These are the questions and the input from participants:

- **What are the three best things about this neighborhood?**

The discussion began with a laugh at the suggestion that Stan's, the burrito restaurant/grocery store mentioned in the business section of Part 1, is the best thing about Mesa Heights. As the conversation turned more serious, the stakeholders shared that the neighborhood has a rich history with deep family roots and residents are proud of that heritage. There are long-time locally-owned businesses in a great central location. The schools and parks are excellent and of great value for families with children.



In reference to the pride comment, participants mentioned that sometimes the neighborhood pride is misguided. The heritage of the “Okies” came to be associated with a recognized gang and the misplaced pride of being from Okie Town as a gang member became a negative for the neighborhood.

- **What are the three most significant issues in the neighborhood?**

A large percentage of participants said it is believed to be an unsafe area and drugs are being sold and distributed, especially around the trailer parks. It was suggested that people may be afraid to report drug and gang crimes for fear of retribution. In addition, a law enforcement participant suggested that the close-knit nature of the neighborhood might lead to self-policing. In other words, the people in the community take care of some of the problems in the manner that they think is appropriate for the crime.

Aside from crime, the stakeholders felt that deteriorating housing and mobile homes are significant issues. Housing rehabilitation is badly needed so the neighborhood doesn't feel “left behind”.

- **What is keeping you from buying a home in Mesa Heights?**

The participants generally agreed that they would hesitate to purchase a home in this area for fear that it would not maintain its value and they would not be able to resell. Homes in the area have been neglected and are in need of repair. The age and decline of the housing stock was a universal concern. In addition respondents again mentioned drugs and crime.

As a follow-up, the participants were asked how we can get people to want to move to this neighborhood. They suggested the houses need to have more appeal with renovation and cleanup. They also mentioned enforcement of property regulations.

- **If you were a business owner, what would prevent you from locating or expanding in this neighborhood?**

The stakeholders suggested that this neighborhood is a good place for small business. It is centrally located, visible, and has good traffic flow. On the other hand, the buildings are small with little room for commercial growth. The “good” buildings are all occupied, and the neighborhood feels rundown. There is a concern about safety and insufficient parking.

One stakeholder shared that he always takes his out-of-town visitors to Stan’s for burritos as part of their Yuma experience. He said they are often put off by the appearance of the neighborhood, but soon relax when they truly get the feel for the family-oriented nature of the location and business.

- **Given what we’ve heard tonight, if you were in charge of this revitalization effort, what would you do for this neighborhood?**

The resounding response was related to the housing stock of the neighborhood. The participants suggested they would enforce and strengthen the property codes, clean up around homes and alleyways, home renovation programs, especially for apartments and trailers. Also, stakeholders would strengthen the police presence in the neighborhood and form a strong advisory panel with residents in a leadership role to run the revitalization.

# 3 Assessment

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Mesa Heights is a neighborhood that presents challenges and opportunities that make it unique to the city of Yuma. As a neighborhood that carries a moniker linked to a local gang, the area needs to be rebranded so its troubled past will not hamper future growth and prosperity. At the same time, its heritage makes it a close-knit, family-oriented neighborhood with social activities revolving around the schools and proximity to a vibrant locally-owned small business community.

This assessment will analyze information gathered through data collection and community consultation by functional areas: Housing, Small Business, and Overall Neighborhood Condition.

## A. HOUSING



The neighborhood core contains blocks of housing stock in good condition. The physical assessment of the residential units, excluding mobile homes, found 80% of the structures to be in standard condition or in need of only minor repair. The percentage of sound housing stock is an asset for the neighborhood, if the blighting influence can be eliminated and not allowed to spread into other areas.



On the other hand, 16% of the single-family housing units and 12% of the multi-family housing need significant repair, and 5.9% and 2.3% respectively, need substantial renovation to be habitable. If those are addressed, the future condition of housing looks promising. The housing stock is aging and a

housing cost burden can be attributed, partially, to lack of energy-efficiency improvements such as windows, doors, HVAC units, and insulation.

The neighborhood is saddled with mobile home parks filled with dilapidated structures and insufficient infrastructure. In addition, police data reveals that those parks are magnets for drug-related activity attributable to the gang known to reside in the neighborhood. The neighbors surveyed said there are other problems in the community that are more concerning, but most stakeholders and outside observers recognize that the appearance of these trailer parks significantly diminishes the aesthetics of the neighborhood. At the resident's neighborhood meeting, the physical condition of the trailer parks and the criminal activity therein was raised as a cause for concern. Police concur with the residents' assessments.



Harvard Street, the block near Kennedy Park without sewer service, sidewalks, or curbs and gutters, is plagued by both extremely dilapidated housing and lack of infrastructure. Upgrading the infrastructure to provide sewer service and an adequate street with curbs and gutters would remove the health concern of failing septic tanks. Yet, with 90% of the homes on that block needing significant repairs, the housing restoration consideration is complex.



Nearly 60% of the housing units in the neighborhood are occupied by renters and 40% by owners. While it is generally believed that a predominance of owner-occupants make for more stable neighborhoods, in this case, the high percentage of rental property offers an advantage. With the approval of the NRSA plan, the City of Yuma's rental inspection program will become effective in Mesa Heights. This program requires landlords to have all rental properties inspected by the City and obtain certification that units meet housing quality standards.



Other factors influencing the housing conditions are related to the low-income levels of the residents. With an overall LMI percentage of 72%, residents are seeking affordable housing. Rents are affordable, and since rental properties are in good repair, the demand is high. These factors diminish availability, which points to an opportunity and need for additional affordable rental development. At the same time, half of the renters



are paying more than 35% of their income for housing costs, pointing to the extremely low incomes of residents. Correspondingly, the level of education and unemployment rate identified in the target area likely contribute to the poverty levels.

Approximately 60% of the owner-occupants do not have a mortgage on their home, likely attributable to the high percentage of long-term residents. Yet 33% of the owners still pay more than 35% of their income for housing costs. This is likely due to Yuma's costly summertime utility expenses. Energy-efficiency improvements in the aging housing stock would help alleviate some of the utility cost burden. The value of single-family homes in the target area is significantly lower than the median value of single-family homes citywide. However, these modest, lower-priced homes present opportunities for renters to become owners when they are adequately prepared to make those transitions.

## B. SMALL BUSINESS

Mesa Heights is framed by a strong and vibrant small business community made up of locally-owned firms that have been in operation for many years. Those firms draw customers from throughout Yuma due to their convenient central location and established recognized nature of these businesses.

Residents of the neighborhood can conveniently walk to most business locations; however, these firms are located in aging buildings with limited room for growth. There are also traffic and parking inconveniences. Yet the business community is diverse and represents most segments of the retail and service economy. Most of the businesses report they have been impacted by graffiti and vandalism, and owners are concerned about robbery or burglary, however, none of the business operators indicated they intend to leave Mesa Heights.

This strong small business climate provides a lure for new businesses to come into an established commercial area. There are a few available existing locations and opportunities for new commercial development. The community has a number of economic development resources available to help support existing businesses and nurture new ones. Those economic development professionals have pledged support for the Mesa Heights redevelopment effort.



## C. OVERALL NEIGHBORHOOD CONDITION

Mesa Heights is a neighborhood that is closely bound by history and culture. It has a reputation for crime and gangs and a prevalence of drug activity that mostly occurs in the proximity of the dilapidated mobile home parks. Most of the residents speak Spanish and are of all ages. There are strong schools and established members of the community who have owned their homes for over 25 years. The residents say they feel safe there, but wish some of their neighbors would take better care of their properties.

The incomes of the residents are extremely low and the level of educational attainment is much lower than the rest of the City. Unemployment is high and very few of the residents work for the small businesses that surround the residential area.

There is adequate bus service for those who need transportation, but the majority of people have a car available. It is convenient to walk to obtain many services.

The neighborhood is deteriorating physically, and drug and gang influences continue to seep into the culture. The neighbors complain of stray animals and trespassers wandering alleys and going through the central trash dumpsters. The alleys stay strewn with litter because of the trash collection system. The residents have expressed needs for summer activities for children, GED and English language classes, and a recreation center at Kennedy Park.

Mesa Heights contains two parks, the largest, Kennedy Park, has a multitude of recreational opportunities. In order for neighborhood children to walk or ride bikes to Kennedy Park, they must cross an arterial street Arizona Avenue. At McGraw Elementary the children walk, ride bikes or are driven by an adult to school. An Arizona Department of Transportation Multi-modal Planning Study shows traffic conditions at McGraw present serious safety concerns when school begins and dismisses each day.

There is not a public meeting space in the neighborhood. When organizations consider bringing services into the target area, such as job fairs or training programs, there is not an easily identified location. Similarly, as the Yuma Police Department considers re-instituting the neighborhood-based substation program for Mesa Heights, there is not an obvious location.

There is street flooding in one portion of the neighborhood during periods of high rain, but otherwise the infrastructure is in good condition.

In summary, Mesa Heights is presented with the problems of deteriorating housing stock, extremely low-income residents, and persistent influence from gangs and drugs.

Yet there are opportunities to halt the deterioration before it consumes the neighborhood. A focused, purpose-driven effort is needed to reverse the course.

The assessment of Mesa Heights is summarized in the following matrix.

**Figure 3.1 Neighborhood Assessment Matrix**

	<b>Economic Condition</b>	<b>Problem</b>	<b>Opportunity</b>
<b>Residents</b>	<ul style="list-style-type: none"> <li>· 33% living in poverty</li> <li>· 72% LMI</li> <li>· 20+% unemployed underemployment</li> <li>· Housing-cost burdened</li> </ul>	<ul style="list-style-type: none"> <li>· Lack of education or training</li> <li>· Job opportunities</li> <li>· Lack of affordable housing/ high utility costs</li> </ul>	<ul style="list-style-type: none"> <li>· Training programs, GED and higher education</li> <li>· Small Business development resources / entrepreneurship</li> <li>· Development of affordable, energy-efficient housing</li> </ul>
<b>Single-Family Homes</b>	<ul style="list-style-type: none"> <li>· 45% of the housing</li> <li>· Median value \$42,000 less than City</li> <li>· 60% homeowners have no mortgage</li> <li>· Aging housing stock</li> </ul>	<ul style="list-style-type: none"> <li>· Falling into disrepair</li> <li>· Low-incomes prevent re-investment/upgrades</li> <li>· High percentage of households housing-cost burdened</li> </ul>	<ul style="list-style-type: none"> <li>· 30% in standard condition/50% need only minor repairs</li> <li>· Housing rehabilitation</li> <li>· Affordable for new homeowners</li> <li>· Near schools, park, businesses</li> </ul>
<b>Multi-Family Residential</b>	<ul style="list-style-type: none"> <li>· Affordable rents</li> <li>· Quality rental units</li> </ul>	<ul style="list-style-type: none"> <li>· Limited availability because of demand</li> <li>· Falling into disrepair</li> <li>· Funding opportunities limited for new affordable units</li> <li>· Half the renters pay too much for housing expenses</li> </ul>	<ul style="list-style-type: none"> <li>· 37% in standard condition/ 48% need only minor repairs</li> <li>· Land available for new development</li> <li>· Rental inspections will enforce housing standards</li> <li>· Programs to transition renters to ownership</li> </ul>
<b>Mobile Home Parks</b>	<ul style="list-style-type: none"> <li>· Extremely low cost</li> <li>· Most in non-conforming zoning</li> </ul>	<ul style="list-style-type: none"> <li>· Concentration of substandard housing</li> <li>· Location of criminal activity</li> </ul>	<ul style="list-style-type: none"> <li>· Replace with decent affordable housing for current residents</li> <li>· Remove blighting structures from the neighborhood</li> </ul>

	Economic Condition	Problem	Opportunity
Harvard Street	<ul style="list-style-type: none"> <li>Extremely low-income residents</li> <li>58% owner-occupied</li> </ul>	<ul style="list-style-type: none"> <li>Lacks city infrastructure</li> <li>Deteriorated housing stock</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade infrastructure</li> <li>Development of decent affordable housing</li> </ul>
Overall Neighborhood	<ul style="list-style-type: none"> <li>Low-income residents</li> <li>Aging structures</li> <li>Declining property values</li> </ul>	<ul style="list-style-type: none"> <li>Criminal activity/reputation</li> <li>Aging residential buildings</li> <li>Aging commercial buildings</li> <li>Lack of employability skills of residents</li> <li>Substandard mobile home parks</li> <li>Lack of aesthetics</li> <li>Traffic safety concerns at 24<sup>th</sup> Street and Arizona Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Strong, vibrant small business base</li> <li>Central location with good schools and parks</li> <li>Sound infrastructure</li> <li>Walkability</li> <li>Development/Redevelopment potential</li> </ul>
Small Business	<ul style="list-style-type: none"> <li>Established, vibrant, long-term, locally owned small-business community</li> </ul>	<ul style="list-style-type: none"> <li>Aging buildings</li> <li>Traffic and parking considerations</li> </ul>	<ul style="list-style-type: none"> <li>New small business development</li> <li>Good traffic flow, central location</li> </ul>
Arizona Avenue	<ul style="list-style-type: none"> <li>Long, narrow parcel of land owned by the City, available for redevelopment</li> <li>High traffic volume, artery in city street grid</li> </ul>	<ul style="list-style-type: none"> <li>Size, configuration limit redevelopment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Zoned for multi-family residential</li> <li>Development review supports multi-family use</li> <li>Public-private partnerships</li> </ul>

# 4 Revitalization Strategies and Economic Empowerment

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The Revitalization of Mesa Heights will begin with two key actions which will serve as a foundation for the implementation of this plan

## KEY ACTION #1 - DEVELOP A STRONG NEIGHBORHOOD-BASED ORGANIZATION

During the preparation of this plan, residents participated through surveys and attendance at neighborhood meetings. They gave their opinions, but the number of residents involved was small compared to the total population of the community. Generally, Neighborhood Services staff sensed trepidation as residents wondered about the sincerity of the City's efforts to focus on the needs of their neighborhood. There are a few, highly interested, motivated residents who will be the seed for an advisory group that is truly representative of the community

The Mesa Heights small business community and other stakeholders, particularly those who participated in the success of the Carver Park NRSA, enthusiastically embraced the undertaking. The willingness to join committees, attend meetings, and participate in boots-on-the-ground work has been overwhelming.

For the Mesa Heights Revitalization Strategy to succeed, a strong, cohesive, neighborhood-based Advisory Board must take the lead. The City of Yuma attributes the success of the Carver Park program to a strong Advisory Board that was representative of all segments of that community. Most importantly, there were residents leading the group who were willing to promote the goals and actions to their neighbors, and spark enthusiasm and interest in the project.

Even before official designation has been received from the US Department of Housing and Urban Development, Neighborhood Services staff has been recruiting residents, business owners, and other stakeholders for an advisory board. The group has been meeting to review the draft plan and offer input into key components. The group is

helping recruit additional board members and will develop a kick-off strategy for Plan implementation. Some of the goals listed below, such as neighborhood block watch groups, will be led by the Advisory Board.

**KEY ACTION #2 – IDENTIFY A NEIGHBORHOOD-BASED MEETING LOCATION**

Mesa Heights needs a community facility that is identifiable as a location for neighborhood events and programs. During the NRSA planning process, schools and churches were used for meetings; however, that required after-hours work for the staff at those facilities. Many of the activities in this plan, such as job training, ESL courses, and community policing need a location within walking distance for all residents. These activities must be easily accessible to encourage participation.

Availability of vacant structures must be identified when the program is preparing for kick-off. Options for space in new development must be explored. Legal and financial considerations must be investigated. While the availability of a community room will be critical to sustainability of the revitalization, start-up spaces are readily available from the many stakeholders in the project: schools, financial institutions, and businesses. An appropriate location must be identified and secured.

With these two key action steps as a foundation, the strategic goals for this plan are then organized into five implementation categories – Safety and Security, Housing, Neighborhood Aesthetics, Social Services, and Economic Empowerment. The strategic goals, by category, are outlined below:

**A. SAFETY AND SECURITY**

**GOAL 1**

Reduce the prevalence of gangs and related illegal activity such as drug and property crimes.

Objective / Project	Partners	Outcomes
1a) Decrease the profile of gangs by quickly removing tagging	<ul style="list-style-type: none"> <li>· Parks and Recreation Department</li> <li>· Neighborhood Services Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>· Distribute literature with graffiti removal 'hotline' number to all residents</li> <li>· Remove graffiti within 48 hours</li> </ul>
1b) Search for funding resources and suitable location for a police substation in target area	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Police Department</li> <li>· Housing Authority of the City of Yuma (HACY)</li> </ul>	<ul style="list-style-type: none"> <li>· Identify and secure resources to operate a police substation</li> </ul>

1c) Seek funding opportunities to expand bicycle patrol program in target area	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Police Department</li> </ul>	<ul style="list-style-type: none"> <li>· Identify and secure resources for bicycle patrol officers for target area</li> </ul>
1d) Expand the Neighborhood/School resource officer program in target area	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Police Department</li> <li>· Neighborhood Schools</li> </ul>	<ul style="list-style-type: none"> <li>· Identify and secure funding to expand existing program to add additional Neighborhood Resource Officers in target area</li> </ul>

## GOAL 2

Eliminate unsafe travel conditions for pedestrians, bicyclists, and motorists going to and from McGraw Elementary School and Kennedy Park.

Objective / Project	Partners	Outcomes
2a) Designate a working group to direct implementation of the Multimodal Traffic Study (MPD 002-14) concerning 24 <sup>th</sup> Street and Arizona Avenue	<ul style="list-style-type: none"> <li>· City of Yuma Departments: Administration Community Development Department Parks/Recreation Public Works</li> <li>· Yuma School District One</li> </ul>	<ul style="list-style-type: none"> <li>· Safe travel routes established to McGraw School and Kennedy Park for bicyclists and pedestrians from Mesa Heights</li> <li>· Reduce vehicle collisions at intersection of 24<sup>th</sup> Street and Arizona Avenue</li> </ul>
2b) Designate a working group to study traffic flow and pedestrian safety considerations near Yuma East Head Start and the intersection of Arizona Avenue and 22 <sup>nd</sup> Street	<ul style="list-style-type: none"> <li>· City of Yuma Departments: Administration Community Development Public Works</li> <li>· Western Arizona Council of Governments (WACOG)</li> </ul>	<ul style="list-style-type: none"> <li>· Reduce traffic congestion and increase safe traffic flow for peak pick-up and drop-off times at Head Start</li> <li>· Designate safe routes for pedestrians and bicycles from Mesa Heights to Head Start and beyond Kennedy Park</li> </ul>
2c) Increase Police patrols during school drop-off and pick-up times	<ul style="list-style-type: none"> <li>· Police Department</li> </ul>	<ul style="list-style-type: none"> <li>· Reduce speeding vehicles by 75% during times children are present</li> </ul>
2d) Review City of Yuma Bicycle Facilities Master Plan for appropriate routing to Kennedy Park from Mesa Heights	<ul style="list-style-type: none"> <li>· Community Development Department</li> </ul>	<ul style="list-style-type: none"> <li>· Designate and sign safe passageway for bicyclists and pedestrians from Mesa Heights to Kennedy Park within three years</li> </ul>

**GOAL 3**

Develop Block Watch programs throughout the Neighborhood.

Objective / Project	Partners	Outcomes
3a) Form Block Watch groups in residential areas	<ul style="list-style-type: none"> <li>· Neighbors</li> <li>· Advisory Board</li> <li>· Neighborhood Services</li> <li>· Police Department</li> </ul>	<ul style="list-style-type: none"> <li>· Minimum of 4 Block Watch groups meeting on a regular basis in the community</li> </ul>

**GOAL 4**

Reduce the number of stray animals in the neighborhood.

Objective / Project	Partners	Outcomes
4a) Empower Block Watch groups and residents to aid in enforcement of stray animal ordinances	<ul style="list-style-type: none"> <li>· Police Department</li> <li>· Block Watch Groups</li> <li>· Humane Society</li> <li>· Feline Friends</li> </ul>	<ul style="list-style-type: none"> <li>· Decrease the number of unaccompanied pets in the neighborhood</li> </ul>

**GOAL 5**

Improve fire safety for residents.

Objective / Project	Partners	Outcomes
5a) Perform Fire Safety Inspection at owner-occupied homes and provide free smoke detector after inspection	<ul style="list-style-type: none"> <li>· Fire Department</li> </ul>	<ul style="list-style-type: none"> <li>· Improved fire safety for 35 families</li> </ul>
5b) Install "KnoxBox" for elderly and disabled residents	<ul style="list-style-type: none"> <li>· Fire Department</li> </ul>	<ul style="list-style-type: none"> <li>· Ensure prompt emergency access to homes of 10 elderly and disabled residents</li> </ul>



## B. HOUSING

### GOAL 6

Improve the quality and availability of rental property.

Objective / Project	Partners	Outcomes
6a) Implement Rental Inspection Program	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Building Safety</li> </ul>	<ul style="list-style-type: none"> <li>· Inspect 100% of rental units in target area within 3 years and ensure structures meet International Property Maintenance Code -IPMC (Chapter 138 Yuma City Code, Residential Rental Inspection)</li> <li>· Follow-up to ensure 100% of identified deficiencies are corrected before certificate of compliance can be issued</li> </ul>
6b) Market vacant Arizona Avenue property for affordable multi-family development	<ul style="list-style-type: none"> <li>· City of Yuma</li> <li>· Yuma/Arizona Community Foundation</li> <li>· Private Developers</li> </ul>	<ul style="list-style-type: none"> <li>· Leverage the vacant Arizona Avenue property for development of affordable rental units</li> </ul>
6c) Investigate funding options for a rental rehabilitation program.	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· WACOG</li> </ul>	<ul style="list-style-type: none"> <li>· Identify funding source to implement a rental rehabilitation program to improve the quality of existing rental properties.</li> </ul>

### GOAL 7

Improve the condition and affordability of owner-occupied housing.

Objective / Project	Partners	Outcomes
7a) Target Mesa Heights neighborhood for existing owner-occupied rehabilitation program	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> </ul>	<ul style="list-style-type: none"> <li>· Rehabilitation of 10 owner-occupied houses per year to halt deterioration and preserve neighborhood property values</li> </ul>
7b) Reduce housing cost burden by reducing utility costs through improved energy efficiency	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· WACOG</li> </ul>	<ul style="list-style-type: none"> <li>· Identify a funding source to implement a program of energy conservation improvements for owner-occupied homes</li> </ul>

## GOAL 8

Encourage new construction of single-family homes on vacant lots created by the removal of dilapidated structures.

Objective / Project	Partners	Outcomes
8a) Use vacant lots created by removal of dilapidated structures to create ownership opportunities in the target area	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· YNDO (CBDO)</li> <li>· Housing America</li> </ul>	<ul style="list-style-type: none"> <li>· Identify a funding source to implement a new construction program</li> </ul>

## GOAL 9

Encourage acquisition of residential properties for the purpose of rehabilitation and resale to home buyers at affordable prices.

Objective / Project	Partners	Outcomes
9a) Create ownership opportunities from rehabilitated properties in the target area	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· YNDO (CBDO)</li> <li>· WACOG</li> </ul>	<ul style="list-style-type: none"> <li>· Identify funding source to implement an acquisition/rehab/resale program for LMI buyers</li> </ul>

## GOAL 10

Prepare a plan to improve the infrastructure and housing conditions on Harvard Street.

Objective / Project	Partners	Outcomes
10a) Hold individual and group meetings with Harvard Street residents to discuss infrastructure and housing condition needs	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Harvard Street residents</li> </ul>	<ul style="list-style-type: none"> <li>· Understanding of residents' expectations for neighborhood improvement</li> </ul>
10b) Designate working group to prepare a Harvard Street improvement strategy	<ul style="list-style-type: none"> <li>· Community Development</li> <li>· Public Works</li> </ul>	<ul style="list-style-type: none"> <li>· Committee charged with identifying all issues (physical, infrastructure, ownership, legal, etc.) and develops a strategy for resolving those issues</li> </ul>

## GOAL 11

Eliminate the substandard housing conditions present in mobile home parks.

Objective / Project	Partners	Outcomes
11a) Prepare handouts for distribution to mobile home park owners explaining property standards for rental units	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Code Enforcement</li> <li>· Building Safety</li> </ul>	<ul style="list-style-type: none"> <li>· Information available to educate owners of rental mobile homes explaining property standard expectations</li> </ul>
11b) Meet with Mobile Home Park owners to explain rental property inspection program and minimum standards for rental property	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Code Enforcement</li> <li>· Building Safety</li> </ul>	<ul style="list-style-type: none"> <li>· 100% of owners of rental mobile homes informed of timeline for implementation of rental inspection program</li> </ul>
11c) Inspect all renter-occupied mobile homes in the target area and notify owners of deficiencies and timeline for correction of deficiencies	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>· 100 % of renter-occupied mobile homes will be inspected to ensure compliance with housing quality standards before certification of compliance is issued</li> </ul>
11d) Identify alternative affordable housing for tenants in dilapidated mobile homes	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Housing Authority of the City of Yuma</li> </ul>	<ul style="list-style-type: none"> <li>· Help tenants find affordable replacement housing that is safe, decent, sanitary</li> </ul>
11e) Develop plan to eliminate severely dilapidated mobile homes not addressed through rental inspection program	<ul style="list-style-type: none"> <li>· Community Development</li> </ul>	<ul style="list-style-type: none"> <li>· Plan prepared for disposition of remaining dilapidated mobile homes</li> </ul>

## C. NEIGHBORHOOD AESTHETICS

### GOAL 12

Eliminate the presence of abandoned structures.

Objective / Project	Partners	Outcomes
12a) Inventory abandoned and severely dilapidated structures	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>· Accurate list, including ownership information, of blighted structures available within 6 months of project kick off</li> </ul>

12b) Contact Owners of abandoned and severely dilapidated structures informing them of code and zoning violations and explain cost sharing options for demolition	<ul style="list-style-type: none"> <li>· Neighborhood Services Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>· Voluntary removal of 50% of identified blighted structures</li> </ul>
12c) Aggressively enforce building and zoning codes up to and including condemnation of non-complainant buildings after all means of voluntary compliance have been exhausted	<ul style="list-style-type: none"> <li>· Neighborhood Services Code Enforcement</li> <li>· Building Safety</li> </ul>	<ul style="list-style-type: none"> <li>· Removal of all blighting influences</li> </ul>
12d) Demolish abandoned and severely dilapidated structures	<ul style="list-style-type: none"> <li>· Neighborhood Services Code Enforcement</li> <li>· Building Safety Division</li> </ul>	<ul style="list-style-type: none"> <li>· Removal of all blighting influences within 5 years</li> </ul>

**GOAL 13**  
Eliminate trash in alleyways.

Objective / Project	Partners	Outcomes
13a) Replace dumpsters in alleyways with rollout containers for each home	<ul style="list-style-type: none"> <li>· Public Works Department</li> </ul>	<ul style="list-style-type: none"> <li>· Convert 100% of homes in target area to roll-out trash containers and eliminate shared alley dumpsters within three years.</li> <li>· Eliminate litter from pilfering in dumpsters and haphazard disposal</li> </ul>
13b) Conduct neighborhood alley cleanup	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Public Works</li> <li>· Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>· Trash, litter, abandoned property in alleys is cleaned up as conversion to roll-outs occurs</li> </ul>
13c) Frequently patrol alleyways to identify illegal dumping and violators	<ul style="list-style-type: none"> <li>· Neighborhood Services Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>· Eliminate alleyway dumping</li> </ul>

**GOAL 14**  
**Cleanup unsightly yards and vacant lots.**

Objective / Project	Partners	Outcomes
14a) Conduct neighborhood cleanup days	<ul style="list-style-type: none"> <li>· Clean and Beautiful Commission</li> <li>· Advisory Board</li> <li>· Block Watch Committees</li> </ul>	<ul style="list-style-type: none"> <li>· Trash, litter and abandoned property removed from vacant lots and yards in all segments of the neighborhood</li> </ul>

**GOAL 15**  
**Paint the exterior of homes of LMI families.**

Objective / Project	Partners	Outcomes
15a) Focus the annual Yuma Paint-A-Thon in the Mesa Heights neighborhood	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Individual volunteers</li> <li>· Not-for-profit agencies</li> </ul>	<ul style="list-style-type: none"> <li>· The exterior of 20 homes are painted for LMI, elderly, disabled, and veteran homeowners</li> </ul>

**GOAL 16**  
**Begin a community garden program.**

Objective / Project	Partners	Outcomes
16a) Form neighborhood gardens throughout the target area	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Healthy Communities Food Gardens Network</li> <li>· Yuma Master Gardeners</li> <li>· Block Watch Committees</li> </ul>	<ul style="list-style-type: none"> <li>· Neighborhood beautification through gardening initiated</li> </ul>

**GOAL 17**  
**Create a neighborhood focal point.**

Objective / Project	Partners	Outcomes
17a) Paint a culturally relevant mural at a highly visual location in the neighborhood	<ul style="list-style-type: none"> <li>· Community Development</li> <li>· Foothills Library</li> </ul>	<ul style="list-style-type: none"> <li>· Neighborhood focal point honoring the culture of the community completed</li> </ul>

## D. SOCIAL SERVICES

### GOAL 18

Provide financial literacy, homeownership preparation, and credit counseling courses for residents seeking to transition from renters to owners.

Objective / Project	Partners	Outcomes
18a) Identify renters wishing to transition to ownership	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>· Invite identified renters to attend training programs</li> </ul>
18b) Offer financial literacy, homeownership preparation, credit counseling training for renters wishing to become homeowners	<ul style="list-style-type: none"> <li>· Western Arizona Council of Governments (WACOG)</li> <li>· Housing America</li> <li>· United Way</li> </ul>	<ul style="list-style-type: none"> <li>· Prepare 10 renters to become homeowners</li> </ul>

### GOAL 19

Support and create recreation activities for area youth and adults.

Objective / Project	Partners	Outcomes
19a) Expand summer youth activities for neighborhood children including nutrition programs	<ul style="list-style-type: none"> <li>· Parks and Recreation</li> <li>· YNDO</li> <li>· Yuma Food Bank</li> </ul>	<ul style="list-style-type: none"> <li>· Enhanced recreational opportunities and healthy food choices for 35 children during summer school recesses</li> </ul>
19b) Provide social and educational neighborhood-based opportunities for adults and families	<ul style="list-style-type: none"> <li>· Parks and Recreation</li> <li>· Neighborhood Services</li> <li>· Advisory Board</li> <li>· Block Watch groups</li> <li>· YNDO</li> <li>· YPIC</li> <li>· WACOG/Head Start</li> </ul>	<ul style="list-style-type: none"> <li>· Semi-annual events that create neighborhood cohesiveness and offer opportunity for enrichment</li> </ul>

## E. ECONOMIC EMPOWERMENT

### GOAL 20

Provide neighborhood-based assistance needed to secure jobs or advance to better-paying jobs.

Objective / Project	Partners	Outcomes
20a) Establish personal career-path goals for residents	<ul style="list-style-type: none"> <li>· Goodwill Industries</li> <li>· YPIC</li> </ul>	<ul style="list-style-type: none"> <li>· 25 residents receive coaching to prepare for seeking new or improved jobs</li> </ul>

20b) Provide training on job seeking skills such as etiquette, clothing, resume writing, interviewing	<ul style="list-style-type: none"> <li>· Goodwill Industries</li> <li>· YPIC</li> </ul>	<ul style="list-style-type: none"> <li>· 25 residents receive training to prepare for job interviews</li> </ul>
20c) On-site employer hiring event	<ul style="list-style-type: none"> <li>· Goodwill Industries</li> </ul>	<ul style="list-style-type: none"> <li>· Neighborhood-based job fair</li> </ul>
20d) Raise basic skill level of area residents through education programs such as GED, ESL, and workforce certifications	<ul style="list-style-type: none"> <li>· Crossroads Mission</li> <li>· Arizona Western College</li> <li>· Adult Literacy Plus</li> </ul>	<ul style="list-style-type: none"> <li>· Provide neighborhood-based courses to 20 residents; and transportation to AWC campus for another 10</li> </ul>
20e) Provide focused career assistance to residents with felony convictions to aid in job attainment	<ul style="list-style-type: none"> <li>· Goodwill Industries</li> </ul>	<ul style="list-style-type: none"> <li>· Outreach into Mesa Heights offering existing job training program for 5 felons needing to overcome barriers to employment</li> </ul>
20f) Provide career opportunity in Early Childhood Education	<ul style="list-style-type: none"> <li>· WACOG/Head Start</li> </ul>	<ul style="list-style-type: none"> <li>· Offer opportunity for Head Start parents to seek early childhood education certifications while working at Head Start</li> </ul>

## GOAL 21

Encourage and strengthen the small business community.

Objective / Project	Partners	Outcomes
21a) Organize neighborhood-based business association	<ul style="list-style-type: none"> <li>· Economic Development Division</li> <li>· Neighborhood Services</li> <li>· Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>· Business Association meeting quarterly</li> </ul>
21b) Small business workshop for current business owners in target area offering information on opportunities for growth	<ul style="list-style-type: none"> <li>· AWC-Small Business Development Center</li> </ul>	<ul style="list-style-type: none"> <li>· Attendance by 5 existing businesses</li> </ul>
21c) Small Business training targeted at entrepreneurial start-ups from neighborhood	<ul style="list-style-type: none"> <li>· AWC-Small Business Development Center</li> </ul>	<ul style="list-style-type: none"> <li>· Attendance by 5 potential entrepreneurs</li> </ul>
21d) Develop façade and exterior enhancements loan/grant program for existing businesses	<ul style="list-style-type: none"> <li>· Neighborhood Services</li> <li>· AWC-Small Business Development Center</li> </ul>	<ul style="list-style-type: none"> <li>· Five loans/grants made to existing business for façade and exterior improvements</li> </ul>

21e) Develop entrepreneurial/ Micro Loan Program targeting small and Section 3 eligible businesses	<ul style="list-style-type: none"> <li>· City of Yuma: Neighborhood Services Economic Development</li> <li>· AWC-Small Business Development Center</li> <li>· Housing Authority of the City of Yuma</li> </ul>	<ul style="list-style-type: none"> <li>· Loans/grants made available to capitalize start up small and Section 3 companies</li> </ul>
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## FUNDING CONSIDERATIONS

### COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

The City of Yuma is a CDBG entitlement community which has witnessed firsthand the power of focused spending. The success of the Carver Park NRSA and the Yuma High Neighborhood revitalization plans are attributed to grass roots support focusing CDBG resources on neighborhood-specific goals.

The City is willing to dedicate its CDBG entitlement resources toward Mesa Heights and implement the strategies outlined in this plan. The CDBG-funded programs of proactive Code Enforcement and Rental Inspection will be dedicated to the target area. In conjunction with Code Enforcement, resources will be dedicated to the removal of dilapidated structures, trash, and debris, either through city enforcement or through cost-sharing with cooperative land owners.

CDBG-funded rehabilitation of LMI owner-occupied structures will be focused in Mesa Heights in two forms: a minor repair program which helps owners with single-purpose code or structural issues that stabilize the home and make it safe for occupancy and a major repair program which gives complete rehabilitation or reconstruction to significantly deteriorated properties.

CDBG-funded staff will focus outreach activities on Mesa Heights by preparation of quarterly newsletters for all residents and provide staff support to the Advisory Board, Watch committees and Business Association. Staff will seek funding opportunities for all Mesa Heights goals that lack financial resources and prepare grant applications when appropriate.

### ARIZONA COMMUNITY FOUNDATION OF YUMA

The Community Foundation has offered its financial assets to the Mesa Heights community, primarily as a resource to stimulate the redevelopment of vacant land on Arizona Avenue. The Foundation has funding for predevelopment costs for affordable housing projects, which is commonly a difficult cost for developers to finance. With the



Foundation's support and the focused marketing resources of Yuma's Economic Development staff, the Arizona Avenue properties should become a revitalization asset for the neighborhood.

#### HOME INVESTMENT PARTNERSHIP PROGRAM

Although the City of Yuma is a CDBG entitlement city, it is not a HOME Participating Jurisdiction (PJ) or a member of a HOME consortium. Consequently, Yuma must compete for State of Arizona funding for the balance of the state. Historically, Yuma has been successful in receiving HOME funds through this competition and managed a highly regarded rehabilitation and reconstruction program for owner-occupants.

Yet in recent years, the Arizona Department of Housing (ADOH) eliminated Yuma from eligibility for HOME. As a result during that funding cycle, Yuma was without a means to direct these Federal funds to low-income citizens living in substandard housing. Neighborhood Services Staff voiced objection to the portion of ADOH's Action Plan that rendered Yuma ineligible, and it was modified for the current funding cycle. As Yuma prepares to designate a new NRSA in one of its poorest neighborhoods, staff will actively pursue HOME dollars to further the Affordable Housing objectives of this plan. At 24 CFR Part 92.1, the HOME rule encourages the use of these funds for multi-year strategies that expand the supply of decent, safe, sanitary, and affordable housing. Further, the HOME Rule encourages State and Local governments to lend primary attention to rental housing for very low-income and low-income families (24 CFR Part 92.1). Yuma's multi-year, concentrated strategy to revitalize the Mesa Heights neighborhood needs HOME funding to fully accomplish its goals, particularly goals to create much-needed affordable rental housing.

#### LOW-INCOME HOUSING TAX CREDITS

Similar to HOME funding, the Low Income Housing Tax Credit (LIHTC) program has proven to be a most effective tool when paired with HOME funds for the creation of affordable rental housing. Yet, Yuma has had difficulty directing this resource to this community because the scoring for LIHTC applications places an excessive weight to projects that are "Transit-Oriented". Small jurisdictions have tremendous need for development of affordable rental housing but are penalized for being unable to develop sophisticated transit systems. The ADOH Fiscal Year 2013 Annual Report shows that 100% of the Arizona tax credit allocation was awarded in Maricopa County, leaving the balance of the state without this valuable resource for creation of affordable rental housing. The City of Yuma, in partnership with many other affordable housing providers, has actively worked with ADOH since 2013 to give rural areas equal opportunity to direct LIHTC projects to those locations with need for affordable rental.

As the City of Yuma prepares to find affordable housing for the residents of Mesa Heights, particularly those in the dilapidated mobile homes, resources such as HOME and LIHTC are crucial. The implementation of this NRSA plan will require a creative approach to funding options that can satisfy housing needs.

# Appendices

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City of Yuma  
 Department of Community Development  
 Neighborhood Services Division  
 One City Plaza  
 Yuma, Arizona 85364  
 (928) 373-5187  
 Fax (928) 373-5188  
 TTY (928) 373-5149  
 www.YumaAZ.gov

November 20, 2014

Dear Neighborhood Resident and/or Property Owner:

The City of Yuma is developing a plan to address the challenges facing your neighborhood. This will involve a Neighborhood Revitalization Strategy Area (NRSA) plan. A revitalization strategy is a focused effort by a group of governmental, non-profit and private organizations to bring employment opportunities, business assistance, improved housing, job training, anti-crime programs and other programs to a designated neighborhood. The most important part in shaping this plan is you and your participation.

The first step is your input. Enclosed is a Resident Survey that will help identify your concerns about your neighborhood. *(If you are a landlord you will only fill out the lower part of the survey beginning from "What impacts have the following crime issues in your neighborhood?")*. Please complete the form in either English or Spanish and return the survey in one of these ways:

Mail to: City of Yuma, Neighborhood Services  
 One City Plaza  
 Yuma, AZ 85364

Return to: City Hall, Customer Service, One City Plaza,  
 (1<sup>st</sup> floor where you pay water bill)  
 C.W. McGraw School Office, 2345 S. Arizona Ave  
 Gila Vista Jr. High School Office, 2245 S. Arizona Ave

**Bring the completed survey to the Neighborhood Meeting**

E-mail: [Tad.Zavodsky@yumaaz.gov](mailto:Tad.Zavodsky@yumaaz.gov) or fax to (928) 373-5188



Everyone is invited to come and find out what a NRSA means to your family and community. This is an opportunity for residents to share opinions and ideas and to ask questions. Spanish-speaking staff will be available to translate.

Neighborhood Meeting  
 Thursday, December 11<sup>th</sup> at 6:30 pm  
 McGraw School Cafeteria, 2345 S. Arizona Avenue, Yuma AZ

We strongly encourage you to attend. Refreshments will be served and there will be activities for children. If you have any questions, please call (928)373-5187 or email [Tad.Zavodsky@yumaaz.gov](mailto:Tad.Zavodsky@yumaaz.gov).

I look forward to meeting you soon.

**DUE DATE FOR SURVEYS IS FRIDAY DECEMBER 12<sup>TH</sup>**

Tad Zavodsky  
 Neighborhood Services Specialist



City of Yuma  
 Department of Community Development  
 Neighborhood Services Division  
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 TTY (928) 373-5149  
 www.YumaAZ.gov

Noviembre 20, 2014

Apreciado residente y/o dueño de la propiedad,

La Ciudad de Yuma está desarrollando un plan para enfrentar las dificultades en su vecindario. Esto se llevará a cabo por medio de una Estrategia de Revitalización para el Vecindario (NRSA, por sus siglas en inglés). Esta estrategia de revitalización es el esfuerzo de organizaciones gubernamentales, no lucrativas, y privadas para promover oportunidades de empleo, asistencia para negocios, mejoras a viviendas, entrenamiento laboral, programas anti-crimen y otros programas designados en áreas del vecindario. La parte más importante para lograr este plan es usted y su colaboración.

El primer paso es saber su opinión. Adjunta encontrará una Encuesta a Residentes, la cual ayudará a identificar problemas y preocupaciones acerca de su vecindario. *(Si usted es el propietario, complete desde la siguiente pregunta en adelante ¿Qué impacto tienen en su comunidad los siguientes problemas de delincuencia?)*. Por favor complete la forma en inglés o español y envíe por uno de los siguientes métodos:

Correo: City of Yuma, Neighborhood Services  
 One City Plaza  
 Yuma, AZ 85364-1436

En Persona: City Hall, Customer Service, One City Plaza,  
 (1<sup>st</sup> piso – donde se paga la factura del agua)  
 Oficina Escuela C.W. McGraw Elementary, 2345 S. Arizona Ave  
 Oficina Escuela Gila Vista Jr. High, 2245 S. Arizona Ave

**Traiga la encuesta completa a la Reunión del Vecindario**

Correo electrónico: [Tad.Zavodsky@yumaaz.gov](mailto:Tad.Zavodsky@yumaaz.gov) o por fax al (928) 373-5188



Todos están invitados a la reunión para informarse del significado que el plan NRSA tiene para su familia y comunidad. Esta es una oportunidad a residentes para expresar sus opiniones e ideas y hacer preguntas. Personal que habla español estará disponible para traducir.

Reunión del Vecindario  
 Jueves, 11 de Diciembre a las 6:30 pm  
 Cafetería de la escuela McGraw, 2345 S. Arizona Avenue, Yuma AZ

Le sugerimos que considere esta reunión una prioridad para asistir. Bocadillos serán servidos y habrá actividades para niños. Si usted tiene preguntas, por favor llame al (928) 373-5187 o por correo electrónico a [Tad.Zavodsky@yumaaz.gov](mailto:Tad.Zavodsky@yumaaz.gov).

Gracias y espero conocerlo pronto.

**FECHA LIMITE DE ENTREGA: VIERNES, 12 DE DICIEMBRE**

Tad Zavodsky  
 Especialista de Servicios al Vecindario

## RESIDENT SURVEY

Household Description				
<b>How many people live in your home?</b> <i>(Please write number)</i>	People living in home Total _____	Number of children 0-11 yrs. _____	Number of children 12-17 yrs. _____	Number of elderly (over 60 yrs.) _____
<b>Yearly Household Income</b> <i>(estimated income for all household members)</i>	<input type="checkbox"/> Under \$20,000	<input type="checkbox"/> \$20-30,000	<input type="checkbox"/> \$30-40,000	<input type="checkbox"/> Over \$40,000
<b>Do you own or rent the home?</b> <i>(indicate monthly payment and type of residence)</i>	<input type="checkbox"/> Own \$ _____ per month	<input type="checkbox"/> Rent \$ _____ per month	<input type="checkbox"/> Single-Family <input type="checkbox"/> Mobile Home <input type="checkbox"/> Apartment	
<b>What kind of repairs are needed in your home?</b> <i>(indicate level of repairs needed)</i>	<input type="checkbox"/> Major	<input type="checkbox"/> Minor	<input type="checkbox"/> None	
<b>What impact have the following crime issues in your neighborhood ?</b>	<b>Major Impact</b>	<b>Moderate Impact</b>	<b>No Impact</b>	
Graffiti & Vandalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Drugs, Abuse/Dealers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Domestic Violence, fights, and/or disturbances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Gang Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Alcohol Abuse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Robbery / Burglary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Trespassers (activities in alley)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Loitering & Transients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Stray Animals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Vehicle traffic problems (cutting thru alleys/speeding)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>How are the following conditions impacting your neighborhood?</b>	<b>Major Impact</b>	<b>Moderate Impact</b>	<b>No Impact</b>	
Yards not maintained (junk/high grass) and abandoned vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Drainage / Flooding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Business activities outside of homes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Too many homes/mobile homes on one lot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Substandard housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Comments</b>				

# Mesa Heights Neighborhood

How would you rate the availability of the following services in your community?	Good	Fair	Poor
Affordable Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Services - Health, Educational, Recreational	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth Services - Health, Educational, Recreational	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family Counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substance Abuse Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Day Care Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Transportation Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How satisfied are you with the City of Yuma's clean-up and rehabilitation efforts?	Satisfied	Acceptable	Dissatisfied
Housing Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Streets / Alleys / Sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Garbage / Litter Recollection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Criminal acts observed by:	Yourself	Neighbor	Non-resident
List year(s) of any burglary cases in Mesa Heights			
List year(s) of any assault cases in Mesa Heights			
Neighborhood Safety/Law Enforcement	Yes	No	I don't know
Do you feel safe in your home?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you comfortable contacting / reporting matters to police?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional Information	Good	Fair	Poor
How would you rate the condition of your home?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate the overall condition of your neighborhood?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How many years living in the Mesa Height area?			
What year was your home built?			
In your opinion, what is the most important issue the Mesa Height Neighborhood is facing today?			





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www.YumaAZ.gov

December 15, 2014

Dear Neighborhood Business Owner:

The City of Yuma is developing a revitalization strategy to address the challenges facing the Mesa Heights Neighborhood. A Neighborhood Revitalization Strategy Area (NRSA) is a comprehensive strategy and action plan to address economic, community and social development needs of a designated neighborhood. One of the most important parts in creating this plan is community participation.

A Resident Survey was recently sent to all property owners and occupants of housing units in the Mesa Heights neighborhood. Our next objective is to receive input from the businesses located in the neighborhood. All answers you give will be kept strictly confidential and used only in the aggregate.



The enclosed Business Survey is essential to determining a strategy for economic development in the Mesa Heights Neighborhood. The survey is available online at: <https://www.surveymonkey.com/s/mesaheightsbusinesssurvey>

The enclosed survey form can also be completed and returned in one of following ways:

Mail: City of Yuma, Neighborhood Services  
One City Plaza  
Yuma, AZ 85364

E-mail: [Tad.Zavodsky@yumaaz.gov](mailto:Tad.Zavodsky@yumaaz.gov)

Fax: (928) 373-5188

The Neighborhood Services Division is very interested in addressing your needs and concerns as a business owner/manager. We strongly encourage you to assist us by return the business survey. If you have any questions, please call (928)373-5000 ext. 3050 or email [Tad.Zavodsky@yumaaz.gov](mailto:Tad.Zavodsky@yumaaz.gov).

I look forward to hearing from you.

A handwritten signature in blue ink that reads "Tad Zavodsky".

Tad Zavodsky  
Neighborhood Services Specialist  
Community Development Department

**DUE DATE FOR SURVEYS IS FRIDAY JANUARY 9<sup>TH</sup>**



## BUSINESS SURVEY

Business Information			
<b>Name:</b>		<b>Title:</b> <i>(i.e., Manager, Owner, CEO)</i>	
<b>Business Name:</b>		<b>Former Business Name(s):</b>	
<b>Business Address:</b>		<b>Mailing Address:</b>	
<b>Business Phone:</b>		<b>Mobile Phone:</b>	
<b>E-mail:</b>		<b>Website:</b>	
<b>Hours of Operation:</b>	<input type="checkbox"/> Monday - Friday From _____ to _____	<input type="checkbox"/> Saturday From _____ to _____	<input type="checkbox"/> Sunday From _____ to _____
<b>Description of Product/Services:</b>			
Business Description			
Do you own or rent space? <i>(indicate Square Footage)</i>	<input type="checkbox"/> Own	<input type="checkbox"/> Rent	_____ sq. ft.
How old is your building?	<input type="checkbox"/> Less 15 yrs	<input type="checkbox"/> Over 15 yrs	<input type="checkbox"/> I don't know
How many people are employed by your business?	___ Full-Time	___ Part-Time	___ Seasonal
How many of your employees live in the Mesa Heights Neighborhood?	___ Full-Time	___ Part-Time	___ Seasonal
Do you have problems recruiting employees?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I don't know
Do you have problems retaining employees?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I don't know
Do you have a formal workforce training program in place?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I don't know
Do you consider the residents in Mesa Heights to possess employable skills?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I don't know
Do you have plans to expand at your current location? If yes, please explain:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months
Do you have plans to relocate your business? If yes, please explain:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months
Do you feel the location of your business has any impact on your ability to obtain a loan? If yes, please explain:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I don't know

**BUSINESS SURVEY**

<b>Are any of the following items currently impacting your business?</b>	<b>Yes</b>	<b>No</b>	<b>I don't know</b>
Graffiti & Vandalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Robbery / Burglary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Violent Crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loitering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic Issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drainage & Flooding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Zoning Restrictions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building Code Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalks/Curbs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking Lot/Parking Issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handicap Accessibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Declining Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What is the biggest issue facing the neighborhood?			
Would you be interested in participating in an advisory group that will address neighborhood and business concerns? If yes, how may we contact you?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I don't know
If low-interest loans or other financial assistance were available to improve or expand your business, would you be interested? If yes, what would funding be used for? <i>(e.g. equipment, employee training, interior renovation, facade improvements, etc.)</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I don't know
Suggestions/Comments:			



**Mesa Heights Contact List**

Name & Title	Organization
1. Alfarue, Alfarue, Business Owner	A.C.E.S.
2. Arreola, Pedro	Resident
3. Arreola, Sylvia	Resident
4. Benesch, Wayne, Business Owner	Byrne & Benesch Law Firm
5. Bennett, Dan	Resident
6. Blackthunder, Lydia	Yuma Private Industry Council Youth Center
7. Briseno, Alicia	Resident
8. Buckley, Matthew, Community Engagement Director	Yuma High School
9. Carr, James, Vice President Chief Banking Officer	Chief Banking Officer, Foothills Bank
10. Chauhen, Bob, Owner	Tropicana Motel
11. Chavoya, Maria, Community Organizer	Cenpatico
12. Cobb, Karena	Resident & Stakeholders Advisory Board
13. Cochran, Nereyda, Teacher	McGraw Elementary School
14. Crawford, Janette, Youth Manager	Yuma Private Industry Council
15. Donnelly, Valarie, Strategic Initiatives Manager	Western Arizona Council of Government
16. Easterday, Mary Ann	City Clean & Beautiful Commission
17. Eslinger, Mike	Juvenile Justice Center
18. Fox, Ashley, Principal	AmeriSchools
19. Galindo, Ignacio	Juvenile Justice
20. Garcia, Adar, Principal	McGraw Elementary School
21. Garcia, Marta	Resident
22. Garrison, Dave, Principal	Harvest Preparatory Academy
23. Goodwin, Scott, R.G., Senior Hydrologist	Arizona Department of Environmental Quality
24. Guerrero, Bonifacio	Neighborhood Meeting
25. Gunderman, Crystal, Vice President of Admin & Human Resources	Foothills Bank
26. Gutierrez, Paul	Resident, Saguaro Foundation
27. Hanney, Deb, Executive Director	Western Arizona Council of Government Head Start

28. Hawkins, Kevin	Neighborhood Meeting
29. Hawkins, Shawn	Neighborhood Meeting
30. Hefner, Jolene, Deputy Director	Juvenile Court
31. Hernandez, Janet, Administrative Assistant	Yuma Neighborhood Development Organization
32. Hoffman, Gunther	Pedal On
33. Hoyt, Lois, Secretary	McGraw Elementary School
34. Jaramillo, Austin	Resident
35. Jaramillo, Thomas	Resident
36. Johnson, Janell, Western Regional Manager	Yuma Community Foundation
37. Jones, Devin	Resident
38. Kinnell, Tricia	Yuma County Health Services District
39. Knight, Elsie	Neighborhood Meeting
40. Lincoln, James, CEO	Illuminated Funds Group
41. Loebig, Rick, Business Owner	Loebig's Construction also a resident
42. McNeel, Karen	Resident
43. Mellon, Todd, Business Owner/landlord	Mellon Enterprises
44. Melton, Michael	Neighborhood Meeting
45. Miller, Lois	Resident
46. Moe, Jesse, Business Owner	Computer Solutions
47. Molina, Josefina	Resident
48. Morrissey, Michael, Executive Director	Housing Authority of the City of Yuma
49. Muñoz, Alejandro, Realtor	Realtor
50. Muñoz, Rogelio	Resident
51. Navarro, Irenia	Resident
52. Nelsen, Randy	Arizona Western College Entrepreneurial Center
53. Newman, Nancy	Neighborhood Meeting
54. Ochoa, Esmeralda	Resident
55. Olivares-Orozco, Angelico	Neighborhood Meeting
56. Padmos, David, Business Owner/landlord	Business Mall
57. Padmos, Paula, Business Owner/landlord	Business Mall
58. Perez, Annette	Yuma County Health Services District
59. Perry, Gail	Achieve Human Services
60. Pruitt, Alan, Executive Director	Western Arizona Economic Development District
61. Quiroz, Fernie	Yuma Community Foundation
62. Ray, Tammy, Principal	Vista Alternative High School

63. Rodriguez, JoAnn, Business Owner	Stan's Grocery
64. Ryan, Thomas, Executive Director	Housing America
65. Tang, Howard, Deputy Director	HACY
66. Tumbaga, Agustin, Executive Director	YNDO
67. Tyndall, Russell, Principal	Gila Vista Jr. High School
68. Vickers, Don	Yuma Association of Churches
69. Wade, Rocky, Vice President	Training Development Associates, HUD Consultant
70. White, Mary, County Attorney	County Attorney's Office
71. Whitmer, George, Senior Commercial Bank Vice President	Foothills Bank
72. Beeson, Cody	City Council
73. Thomas, Edward, Deputy Mayor	City Council
74. Neinast, Laurie, Grants Coordinator & AmeriCorps VISTA Supervisor	City of Yuma, Administration
75. Wilkins, Kevin, Economic Development Administrator	City of Yuma Administration
76. Lineberry, Laurie, Director of Community Development	City of Yuma Community Development
77. Albers, Jennifer, Principal Planner	City of Yuma Community Planning
78. Everett, Joy, Senior Planner	City of Yuma Community Planning
79. Scott, Joshua, City Engineer	City of Yuma Engineering
80. Holiman, Kayla, Fire Marshal	City of Yuma Fire Department
81. Nash, Dave, Public Affairs Coordinator	City of Yuma Media & Public Affairs
82. Glass, Frances, Administrative Assistant	City of Yuma Neighborhood Services
83. Hoogendoorn, Nikki, Sr. Neighborhood Services Specialist	City of Yuma Neighborhood Services
84. Hornick, Tom, Code Enforcement Specialist	City of Yuma Neighborhood Services
85. Lee-James, Rhonda, Neighborhood Services Manager	City of Yuma Neighborhood Services
86. McKinney, Christopher, Community Liaison	City of Yuma Neighborhood Services Volunteer, AmeriCorps VISTA Member
87. Medrano, Adriana, Administrative Assistant	City of Yuma Neighborhood Services
88. Ochoa, Carlos, Housing Rehabilitation Specialist	City of Yuma Neighborhood Services
89. Valle-Erlenbach, Marisela, Sr. Neighborhood Services Specialist	City of Yuma Neighborhood Services
90. Zavodsky, Tad, Neighborhood Services Specialist	City of Yuma Neighborhood Services
91. Cox, Joe, Recreation Program Supervisor	City of Yuma Parks & Rec
92. Lammel, Marilyn, Recreation Program Supervisor	City of Yuma Parks & Rec
93. Hamilton, Rod, Captain	City of Yuma Police Department
94. Officer Oxendwe, Combined Special Operation Group	City of Yuma Police Department
95. Simmons, Karla, Lieutenant	City of Yuma Police Department

96. Agundez, Martin, Public Works Manager	City of Yuma Public Works
97. Olea, Joel, Director of Public Works	City of Yuma Public Works
98. Edwards, Connie, Utility Rates Technician	City of Yuma Utilities





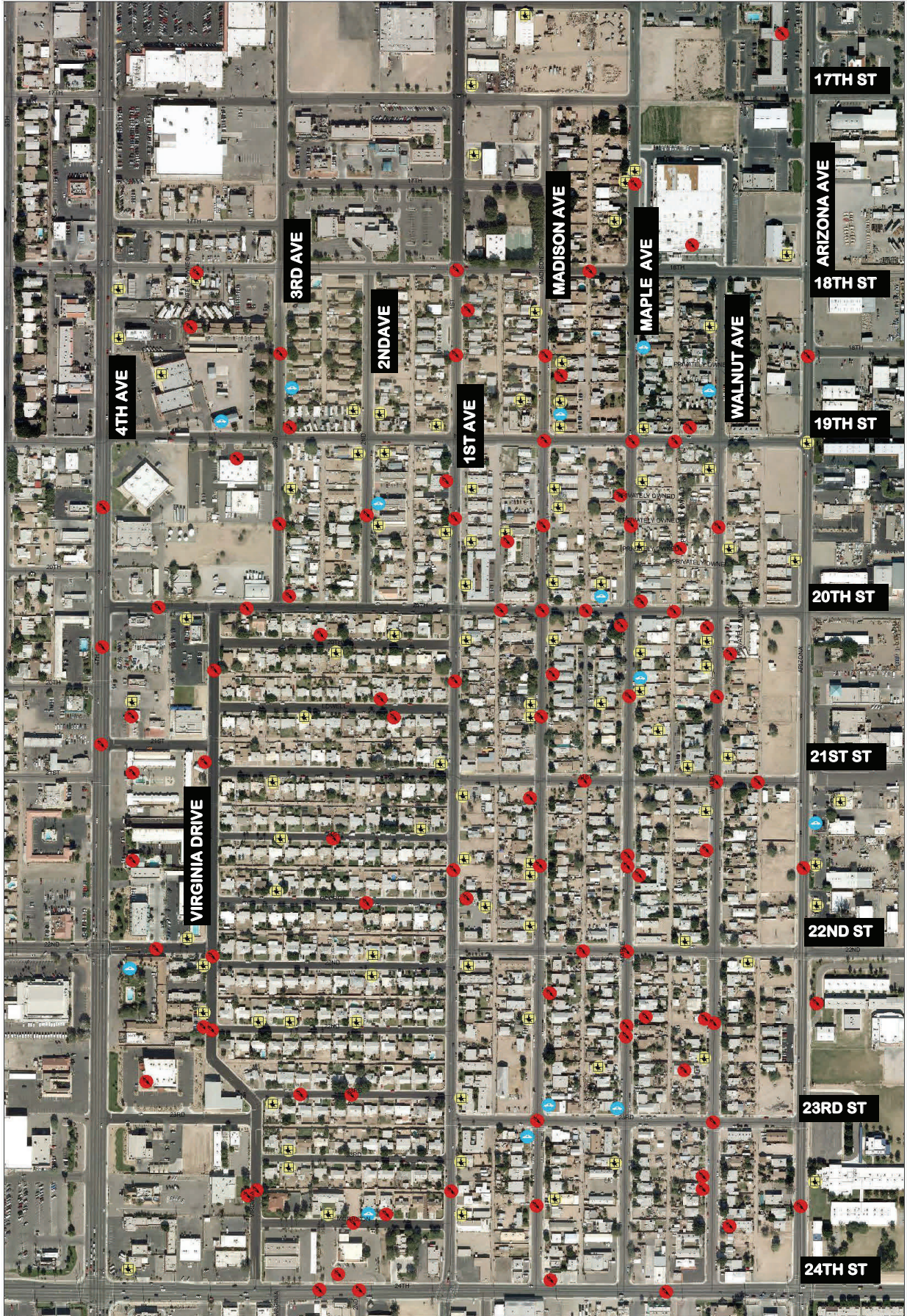
# Mesa Heights Neighborhood



## MESA HEIGHTS CRIME INCIDENTS

3/2013 TO 11/2014

	Drug Crime
	Burglary
	Vehicle Theft



0.00 0.02 0.04 0.06 0.08  
Miles



## Structural Conditions Analysis Form

### Structural integrity

1 = In good condition	structurally sound and level
2 = Minor repairs needed	one (1) crack on exterior walls no more than 1/4" (length of wall) one (1) crack on foundation no more than 1/4" (width of foundation)
3 = Moderate repairs needed	cracks on exterior walls no more than 1/4" (length of wall) cracks on foundation no more than 1/4" (width of foundation) fatigued wood in the structure of home
4 = Significant repair/reconstruction	Structural members that have evidence of deterioration, foundation systems that are not firmly supported by footings, not capable of supporting nominal loads, exterior walls that are not anchored to supported elements that have cracks, breaks or loose rotting material.

### Roofing

0 = Flat roof	
1 = In good repair	no missing roof tiles - will not need replacement for more than 3 years
2 = Minor repair needed	missing roof tiles, aged roofing that will need replacement within 2-3 years
3 = Needs re-roofing	majority of deteriorated roof tiles/ roofing , large patches of missing roof tiles, torn roofing - no rolled roofing on pitched roof
4 = Replace roof structure	Roofing or roofing components that have defects that admit rain, inadequate drainage or any portion of the roof framing that is not in good repair with signs of deterioration , fatigue or without proper anchorage.

### Siding/Stucco

1 = In good condition	stucco/siding exterior in good condition with paint not chipping or faded
2 = Needs repainting	Paint is chipped, peeling or extremely faded - stucco paint is coming off
3 = Patch and repair	areas of damaged stucco, areas of deteriorated siding
4 = Replace stucco or siding	Siding and masonry joints including joints between the building envelope and the perimeter of windows, doors and skylights not maintained, weather resistant or water-tight

### Windows/doors

1 = In good condition	no cracks or broken windows - doors intact with handle and lock
2 = Repairs needed	cracked or broken windows (no more than 2) boarded window (no more than 1) missing panes or doors missing handles and/or locks
3 = Windows and/or doors missing	Boarded windows, or missing windows, missing doors or badly damaged doors. Not properly framed (doors or windows)

**Property Maintenance**

1 = Well maintained	lawn/landscaping is kept in frequent maintenance, no debris
2 = Minor maintenance	some unattended areas of yard, small amount of debris, cracked walkways
3 = Moderate maintenance	trip hazards, overgrown vegetation, debris in significant amounts
4 = Substantial maintenance	Illegal dumping, health & safety standards in violation, dry flammable vegetation and debris, excessive number of animals

**Notes**

1 = Vacant site	no structure on property
2 = Single family home	occupied or unoccupied (put status of vacant or abandoned in notes)
3 = Multi-family (2-4) units	rated on overall condition of entire property
4 = residential (5+) units	rated on overall condition of entire property
5 = Mixed use/nonresidential	commercial space adjacent to housing unit(s)
6 = Manufactured home	doublewide mobile homes and manufactured homes
7 = Trailer/mobile homes	single wide mobile homes and travel trailers

# Harvard Street Neighborhood Meeting

**When:** Thursday, August 20th  
**Where:** Immanuel Southern Baptist Church  
Fellowship Hall 1000 E. 24th St  
(ACROSS FROM HARVARD STREET ON KENNEDY LN)  
**Time:** 6:00 - 8:00 pm

Come and meet the City of Yuma Neighborhood Services staff and find out what is included in the draft Mesa Heights revitalization plan pertaining to your neighborhood. Your questions and concerns are welcome and will be answered.

***For information please call (928) 373-5187.***



*Sí usted desea interpretación de esta noticia en Español, por favor llame al (928) 373-5187.*

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# Harvard Street NEIGHBORHOOD MEETING

## THURSDAY OCTOBER 1st

### 6pm at Immanuel Southern Baptist Church - Fellowship Hall, 1000 E. 24th St

(Across from Harvard street on Kennedy Lane)

City of Yuma Neighborhood Services staff will be available to accept your comments and input on the Mesa Heights DRAFT Neighborhood Revitalization Strategy Area (NRSA) Plan with a focus on Harvard Street improvements.

All residents, including homeowners and rental tenants of Harvard Street, are encouraged to attend.

**The Mesa Heights DRAFT NRSA Plan is available to review at:**  
<http://www.yumaaz.gov/community-development>  
click on: *Mesa Heights Revitalization Area*

**Printed copies are available to review at these locations:**

C.W. McGraw Elementary School	2345 S. Arizona Ave.
Vista Alternative High School	2350 S. Virginia Dr.
Yuma County Main Library	2951 S. 21st Ave.
Yuma County Heritage Library	350 S. 3rd Ave.

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# Harvard Street JUNTA DE VECINDARIO JUEVES 1 de OCTUBRE

**6pm** en Immanuel Southern Baptist  
Church - Fellowship Hall, 1000 E. 24th St  
(Al otro lado de Harvard Street en Kennedy Lane)

El personal de Servicios del Vecindario de la Ciudad de Yuma estará disponible para aceptar su comentario y opinión sobre el Plan PRELIMINAR de la Estrategia de Revitalización del Área de Mesa Heights (NRSA, por sus siglas en inglés) con un enfoque en las mejoras para Harvard Street.

Se le recomienda asistir a todos los residentes de Harvard Street, incluyendo propietarios e inquilinos.

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# NEIGHBORHOOD MEETING



**MONDAY  
OCTOBER 5th**

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# JUNTA DE VECINDARIO



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