A NEIGHBORHOOD
OF CHOICE

EASTSIDE CHOICE NEIGHBORHOOD

TRANSFORMATION PLAN

"The Future is in Our Hands"

PEOPLE, NEIGHBORHOOD, HOUSING

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Opportunity Lives Here

WHEATLEY
A CHOICE NEIGHBORHOOD

Acknowledgements

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1 Executive Summary

The Eastside Choice Neighborhood Transformation Plan is the roadmap to reinvigoration and activities that will result in a neighborhood that is dynamic, vibrant, and respectful of the area's assets. The strategies to be implemented will create a neighborhood in which small businesses grow and thrive, students excel in local schools and adults continue to learn. It will be a neighborhood that is walkable, safe, and where good jobs may be found. It will be a place that families and individuals will be proud to call home.

Executive Summary

The Eastside Choice Neighborhood Transformation Plan reflects the hopes and dreams of Wheatley Courts Residents, area neighbors, local businesses and Transformation Plan partners who participated in over 30 public events, interviews and planning sessions. Over the course of five years, the stage will be set for continued investment in the Eastside Choice Neighborhood. Education will improve. Home values and ownership rates will increase, as will median household incomes. This will be achieved through an inter-related series of program and project strategies that redefine this neighborhood from a distressed area of San Antonio into a healthy neighborhood, with a diverse range of employment and housing opportunities and arts, cultural, entertainment and educational offerings.

The current situation in the Eastside Choice Neighborhood is challenged. Many of the streets in the area are blighted, with over 180 vacant lots and abandoned structures. There is a lack of adequate park space within a walkable distance to the neighborhood and the public transit system is inefficient relative to the transit needs of the residents. The dropout rate at Sam Houston High School hovers around 46% and close to 43% of adults in the area did not graduate from High School. Female headed households make up over half of families among the 3,667 households in the Eastside Choice Neighborhood, compared to 27% in Bexar County. Of these households, 44% live below the federal poverty level. The primary concern of area residents is safety and security.

To address these challenges, the Eastside Choice Transformation Plan integrates three areas of emphasis, People, Housing and Neighborhoods, into a cohesive plan which builds upon the strengths of the area while providing for catalytic projects that will encourage private investment over the long term. This will be accomplished by rebuilding Wheatley Courts, a distressed public housing site, into a mixed-income rental housing development that is energy efficient, offers a community center and is connected into the surrounding neighborhood through a network of pedestrian friendly streets and sidewalks that are well lit and landscaped. It will incorporate a two-acre community park that will be open to all residents in the area. In a parallel effort, a series of Neighborhood initiatives will be undertaken. In turn, these initiatives will be tied to the work to be completed through the People component of the plan.
The Neighborhood initiatives will focus on smaller sub-sets of the Eastside Choice Neighborhood that are defined geographically. Within these areas, a series of focused Neighborhood Campaigns will be launched in collaboration with area residents, businesses and the faith-based and education communities. The focused Neighborhood Campaigns will mobilize leaders in the area to take action to make visible improvements to a defined set of streets. The campaigns will rely on volunteers, resident leadership and strategic funding and service investment to initiate projects such as street clean-ups, in-fill housing development, owner-occupied housing improvements and community engagement activities. As a result of the resident and business engagement, underlying social fabric of the area will be strengthened. Examples of community building activities include block parties, community gardens, movies in the park and back to school programs. As the focus Neighborhood Campaigns are completed, they will move to other, smaller areas within the footprint.

As these campaigns are underway, work will be done to diversify the economy in the area. Storefront improvements will be made to businesses along New Braunfels, Houston and Walters streets. A menu of incentives will be created to encourage business-

es to locate to the area and to support those that wish remain and expand. Economic development activities will be matched with job-training programs that provide an educated and skilled work force for employers, many of whom will be involved in the redevelopment of Wheatley Courts, as well as in the existing, new and expanded businesses expected to locate or have reasonable proximity to the area.

The Neighborhood and Housing initiatives are integrated with those to be offered through People. Wheatley Court residents will be offered case management services that link them to health care services, job-training and job-placement opportunities, as well as options for continuing education. Educational attainment in the neighborhood will improve. The Eastside Promise Neighborhood (EPN), a partner initiative in Choice, is working toward improving education and related programs and services through the Promise Neighborhood Initiatives. These efforts are targeted on cradle to career education strategies. The work of Promise will benefit from an improved neighborhood infrastructure, including new housing options, safe routes to schools and increased employment opportunities.

PARTNERSHIPS

The Transformation of the Eastside Choice Neighborhood builds upon the existing assets in the area and relies on key partners for a successful execution. For example, San Antonio for Growth on the Eastside (SAGE), will lead efforts related to economic development. St. Phillips College and Goodwill Industries will provide job training, supported by the Anne E. Casey Foundation and facilitated through United Way and the San Antonio Housing Authority (SAHA). Local faith based groups will support and supplement many of the neighborhood activities. The Promise Neighborhood Initiative, through United Way, will focus on educational opportunities. And, Trinity University will continue their role in evaluating the effectiveness of the program efforts. It is anticipated that the City of San Antonio will continue supporting existing programs and align infrastructure improvements with the redevelopment of Wheatley Courts and coordinate its neighborhood based services in tandem with the focused neighborhood campaigns.

In addition to these partners, the Eastside CHOICE Neighborhood Plan identifies three primary entities which will be responsible for leading efforts to the three key program areas of the plan:

- **The *People* aspects of the Transformation Plan will be led by Urban Strategies, Inc. and include:**
  - > Begin with education and improve at every level
  - > Strengthen the relationship with the City of San Antonio Police Department and other partners to promote a safe neighborhood
  - > Improve and create new workforce career ladder and growing industries; make job creation a priority
  - > Ensure residents have access to wrap around services, including healthcare
  - > Encourage a sense of community, neighborhood stability and cohesion through promotion of programs and activities that bring people together
- **The *Housing* component of the Plan will be led by McCormack Baron and Salazar (MBS) and include:**
  - > Ensure one-for-one replacement of the assisted housing
  - > Create an economically integrated community and maximize affordable housing
  - > Include residents in all levels of planning and execution of the housing plan
  - > Leverage substantial additional re-

sources to ensure maximum impact in the neighborhood

> Integrate the Housing component with other study area components, including anticipating future housing needs

> Provide appropriate bedroom configurations that are energy efficient, sustainable, accessible, connected and free from discrimination

> Create a strong sense of community through community design

- **The *Neighborhood* component of the Transformation Plan will be led by SAHA and include:**

> Increase green space

> Implement Bryne Act-funded crime prevention and safety-enhancing activities in partnership with Eastside Promise Neighborhood (EPN) to improve a sense of personal safety

> Establish community gardens and produce a food co-op

> Increase connectivity

> Increase home ownership through infill housing and rehab of acquired single family units

> Prioritize neighborhood level retail and services

> Promote a retail façade program

> Create incentives for businesses to locate in the area

The aggregation of these new, enhanced and expanded resources, augmented by the area's proximity to downtown and major employment centers, will trigger a resurgence of the area's popularity for families and individuals of all ages. The long-term result will be an Eastside community whose assets are owned and managed by its residents long after Choice is gone.

2 Introduction

Under the leadership of Mayor Julián Castro, the City of San Antonio is being reinvigorated. It is nationally recognized as a city on the move, and nowhere is that more apparent than in the Eastside Neighborhood. The Eastside Choice Neighborhood Transformation Plan is the roadmap to reinvigoration and activities that will result in a neighborhood that is dynamic, vibrant, and respectful of the area's assets. The strategies to be implemented will create a neighborhood in which small businesses grow and thrive, students excel in local schools, and adults continue to learn. It will be a neighborhood that is walkable, safe, and where good jobs can be found. It will be a place that families and individuals will be proud to call home.

The City of San Antonio passed a series of city ordinances intended to promote growth and development in the "heart of the City", areas such as San Antonio's Eastside that have been historically underserved. These ordinances, based on infill development policy, a series of reinvestment zones, and a renewed focus on community and economic development, are the touchstones of the Eastside Choice Neighborhood approach to revitalization. The intent is to coordinate public initiative and stimulate private investment.

In 2009, the City, SAHA, School District, and United Way agreed to pilot a place based project where the benefit of working together, weaving together resources and engaging an outside, independent research partner (Trinity University), could be demonstrated. In 2010, the Choice Neighborhood Initiative was announced.

INTRODUCTION

3 Community Engagement

"I think I heard you say" was the phrase repeated by facilitators throughout the Community Engagement process. The values of listening well, seeking understanding, transparency and mutual respect guided the planning work. Maintaining these values will lead to the transformational impact sought by all stakeholders. The plan was not imposed on residents and neighbors by "outsiders," but created with the participation of area business owners, educators, students, and families living or working in the neighborhood. There were many people who contributed to this plan through their participation in community meetings, focus groups, and committee and work sessions. More than 300 community members attended one or all thirty (30) planning meetings. The Planning Team held 30 meetings between March 2011 and April 2012, with follow-up meetings help in May 2013.

Resident Engagement and Community Events

In total, eighteen major events were held to engage the entire community. The sequence of these events are outlined in the following diagram.

2011: MAR, APR, MAY, JUNE, JULY, AUG, SEPT, OCT, NOV, DEC
2012: JAN, FEB, MAR, APR, MAY, JUNE, JULY, AUG, SEPT, OCT

MARCH 2011
Choice Neighborhood Planning Grant announcement to partners

JUNE 13, 2011
Start: Wheatley Courts Community Meeting with HUD Representatives

AUGUST 20, 2011
Back-to-School: Khakis for Kids

SEPTEMBER 28, 2011
Wheatley Resident Meeting—study area logo discussion/creation

OCTOBER 4, 2011
National Night Out—Launch the community engagement activities

OCTOBER 5–NOVEMBER 2, 2011
PhotoVoices Sessions

OCTOBER 4, 2011–FEBRUARY, 2012
Focus Group with WC SAHA staff, SAHA–SAPD Security Teams, Eastside Business Leaders. Area Faith-Based Leaders

OCTOBER 30, 2011
Business Corridor Halloween Party

NOVEMBER 22, 2012
Motorcycle Thanksgiving Turkey Give Away

DECEMBER 2011
KaBoom Playground Build-Out

JANUARY
MLK Neighborhood Beautification and Revitalization Project

JANUARY 2012
Dream Big Bus Tour

FEBRUARY 15–MARCH 12, 2012
Resident Focus Groups—Housing/Relocation & Replacement—Neighborhood Revitalization/People/Economic Self-Sufficiency

MARCH 1–3, 2012
Meeting—Understanding the Present, Mapping your Future, Design Revealed

MARCH 15, 2012
Community Meeting—Viewing the Plan

APRIL 2012
Urban Renaissance Framework—Strategic Plan for Eastside

JUNE 15, 2012
Fathers and Families Pre-Father's Day Celebration

JUNE 2012
SAHA Adopts Strategic Plan Eastside Choice Neighborhood priority under Housing Expansion

JULY 28, 2012
"A Gathering of Men" roundtable discussion men only

SEPTEMBER 2012
Byrne Grant Announced

OCTOBER 2, 2012
National Night Out

OCTOBER 2012
Annie E. Casey Job Training Funding awarded through partnership with United Way

A bus tour helped the community conceptualize alternate neighborhood and housing designs. Residents were then prepared to be actively involved in the meetings that were convened daily to address core principles of People, Neighborhood and Housing, culminating in a three-day public meeting and design charrette.

Resident and Neighborhood Awareness

Planning efforts were designed for inclusion and to support a resident engagement process leading to the creation and understanding of possibilities for reinvestment in the eastside community. Several events provided an opportunity for one-on-one and group conversation, including "Khakis for Kids," a back-to-school event that was held in conjuction with the Eastside Promise Neighborhood; and, His Bridge Builders' on-site back-to-school event that provided Wheatley children with uniforms and supplies for the upcoming school year.

Weekly Photovoice meetings with residents captured the challenges and opportunities of living in the neighborhood. Residents and neighbors created a logo and branding for the Choice Neighborhood in a facilitated process.

Focus groups with SAHA staff, Law Enforcement, Businesses, Faith Based Organizations and Neighborhood organizations rounded out meetings in 2011, and set the stage for goal setting and dream building into the future.

COMMUNITY ENGAGEMENT

4 Vision and Principles

Vision

The Eastside will thrive as a revitalized, mixed-income neighborhood that builds on its existing assets and creates new, high quality housing options. A short distance from downtown, the Eastside Choice Neighborhood will be the model for other revitalization efforts in San Antonio, with retail, restaurants, community, and economic activity, active thoroughfares and vibrant business corridors. It will be a safe neighborhood with new parks and recreational opportunities, reinvigorated commercial districts with enhanced identities, walking and biking streets, and a variety of housing options. The Eastside will be a neighborhood of choice.

Wheatley Courts residents and neighbors worked together in March 2012 to develop a series of community-based principles.

Community-Developed Principles

Residents across the Eastside neighborhood first worked together to identify strengths and challenges within the study area, then developed a series of priorities and possible initiatives to help revitalize the entire area. Residents were asked to focus on places to preserve, places to change, prioritizing types and locations of retail and social services, parks and open spaces, building types and character, and potential "complete streets." These discussions resulted in the following principles and guided strategies for the Transformation Plan.

A SAFE NEIGHBORHOOD

- Prevent crime
- Create safe public spaces
- Improve lighting
- Increase walkability score

QUALITY SERVICES AND SITES

- Provide a variety of social, educational, and recreational services
- Improve existing services, attract and create new ones
- Improve access and connections to surrounding neighborhoods, city, and region
- Support youth through mentoring and related programs

DIVERSE AND AFFORDABLE

- Celebrate diversity with places and events that bring together different cultures
- Provide affordability for current and new residents
- Make community attractive to a broad and diverse group of people
- Create a variety of affordable housing choices
- Build anon-site recreation community center

NEIGHBORHOOD REINVESTMENT

- Reinvest in existing properties
- Infill of vacant lots with new homes
- Prioritize civic infrastructure
- Build a sense of pride among residents
- Maintain trees, landscaping

INVESTMENT IN OUR NEIGHBORS

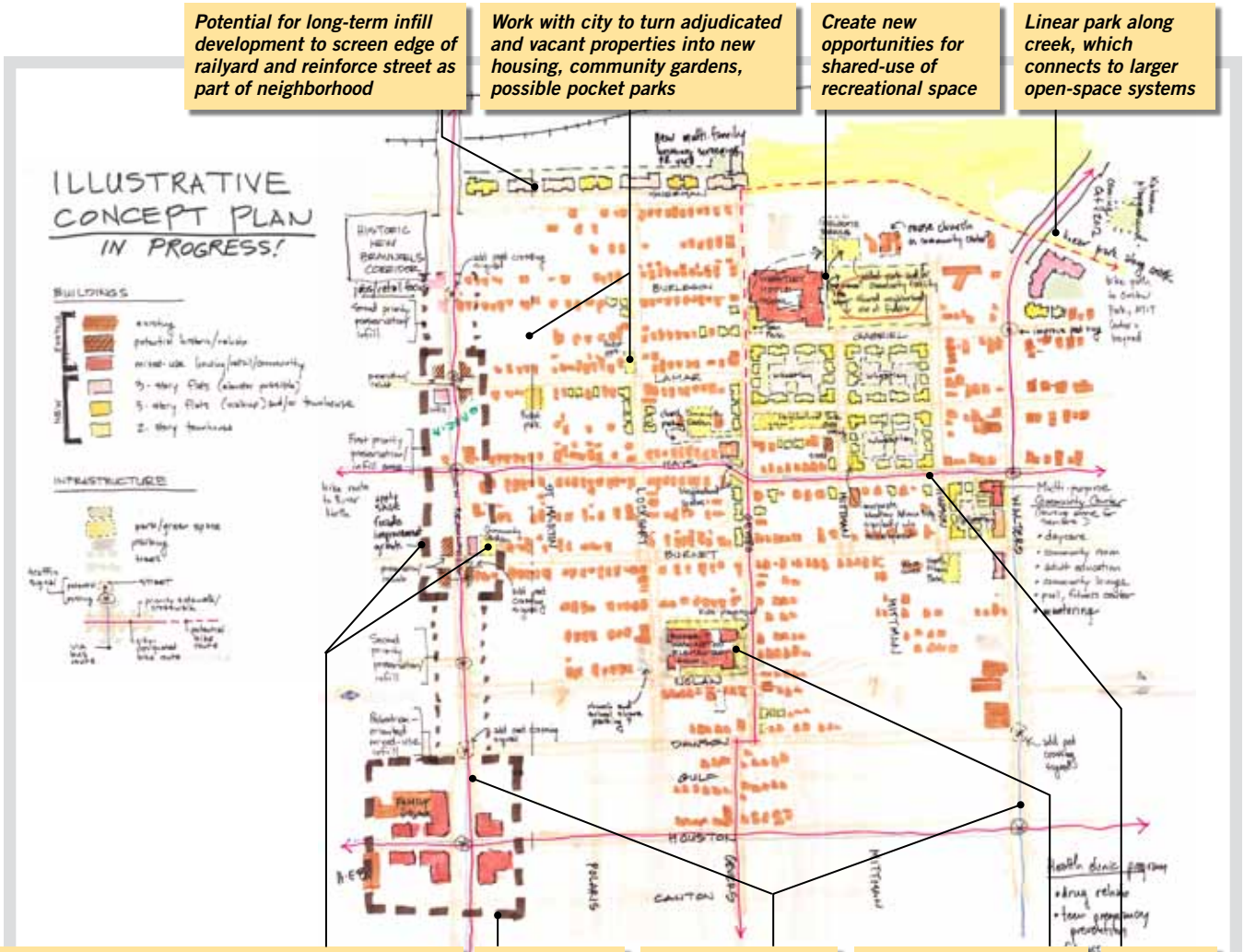
- Provide sustainable opportunities for new jobs
- Provide higher quality education
- Promote economic development

A HEALTHY, WALKABLE COMMUNITY

- Provide access to a variety of physical and behavioral health services
- Create walkable, mixed-use environment that is pedestrian-focused
- Improve green space and recreation
- Develop community garden and fresh food options

Building a Neighborhood Framework

The planning team recorded, in real-time, opportunities as they were voiced during the work sessions. A neighborhood plan was sketched, and the residents and planning team created a neighborhood framework. Based on additional stakeholder engagement, public input, and commercial/residential analyses, a final community-based plan vision emerged that targets critical areas for new retail development; creates an "education corridor" to highlight the study area's important institutions; increases, improves, and shares the area's green space and connects them to the surrounding open space network; and, targets strategic infill housing and related planning efforts to revitalize neighborhood streets block by block.



Potential for long-term infill development to screen edge of railyard and reinforce street as part of neighborhood

Work with city to turn adjudicated and vacant properties into new housing, community gardens, possible pocket parks

Create new opportunities for shared-use of recreational space

Linear park along creek, which connects to larger open-space systems

Prioritize the revitalization of commercial/retail space. Highlight this as center of business initiatives and job opportunities. Potential for façade improvement grants (SAGE). Urban farm/community garden.

Pedestrian improvements to larger-scale shopping area

Education corridor/s to connect Wheatley Courts to St. Philips

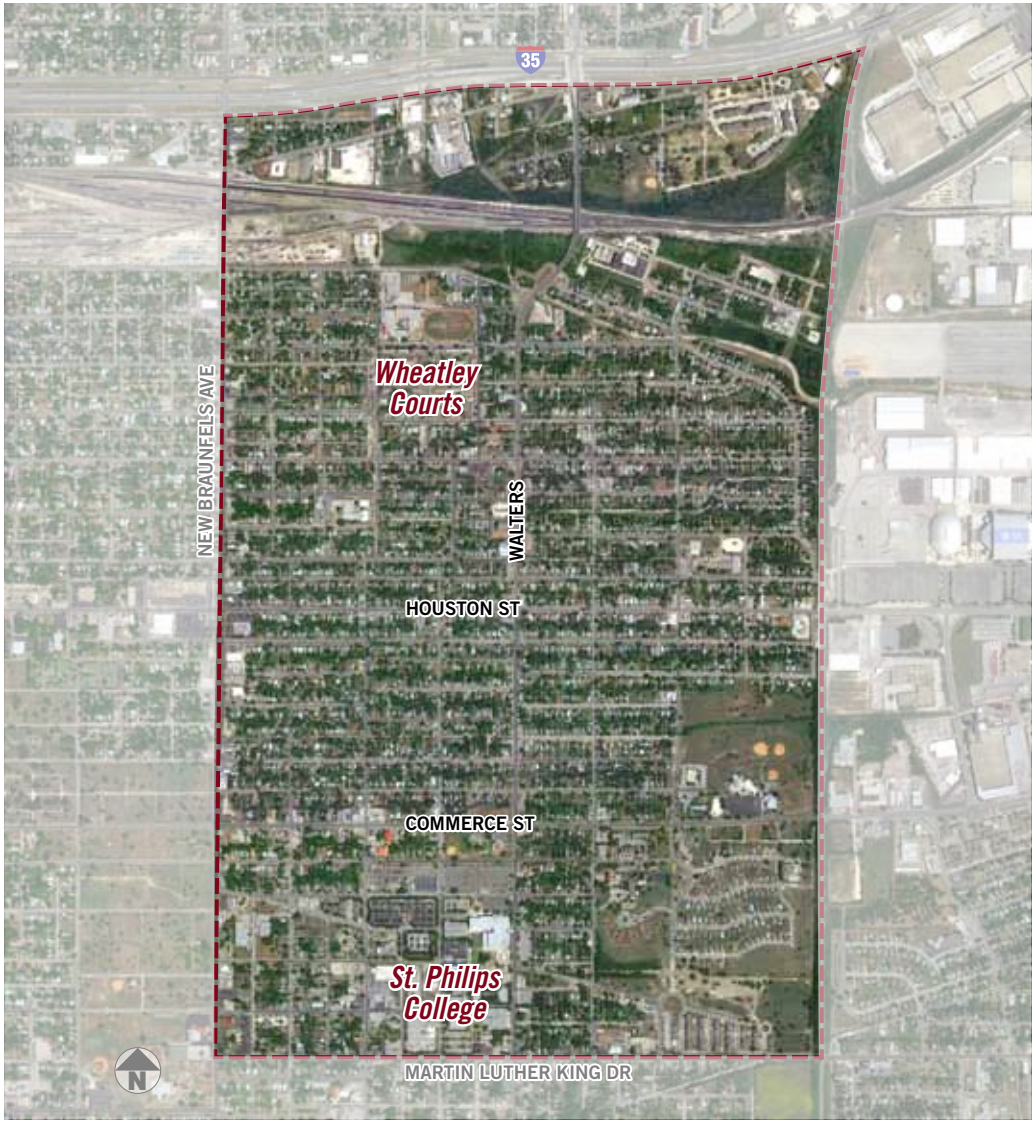
Enhance/utilize as green space to increase open space opportunities within study area

Hays as bike boulevard

This illustrative concept plan was developed with the residents to identify key priorities and potential redevelopment initiatives across the study area.

5 The Eastside Choice Neighborhood Today

Developing an actionable plan requires understanding the Eastside Choice Neighborhood as it exists today. It is a tapestry of people, rich in experiences, expertise, and strengths and challenges, all of which contribute to the unique character that is the Eastside.



Wheatley Courts Transformation Plan study area

History of Eastside Neighborhood

The footprint of the Eastside Choice Neighborhood is set in the heart of the Eastside of San Antonio. With its New Braunfels Street forming a boundary to the west, Interstate Highway 35 to the north, railroad tracks to the east, and Martin Luther King Drive to the south, this community is rich with landmarks and a vibrant past. The strengths of this community include its characteristic self-reliance, unique history, valued institutions, established churches and small businesses serving the area. It has a convenient location relative to downtown, and offers affordable market-rate housing.

Up until the early 1900s, the east side of San Antonio was racially mixed. However, after the construction of the Southern Pacific Railroad on East Commerce Street in 1903, the area became identified as the black section of town. More African-American families migrated to the area and purchased property to live close to jobs. Due to segregation and the inability to access services, the African-American community developed its own business district. Born were corner grocery stores, barber shops, restaurants, cemeteries, and funeral homes tailored to the needs of the African-American residents. Despite the disinvestment

and deterioration of the neighborhood, many are still in existence today. This is a testament to the resolve of this community.

The Eastside Choice Neighborhood is known for its landmark institutions, including: St. Philips College, the only college to be federally-designated as a historically black college and a Hispanic-serving institution; Carver Cultural Center, whose origin was a library and auditorium for African-Americans; Ella Austin Community Center which began as an orphanage for black children and now provides various services to the area; Phyllis Wheatley Middle School, which formerly served as the African-American High School for the area; and both the old Sutton Homes and Wheatley Courts, which was built in the 1940s, some of the oldest public housing developments in San Antonio.

Today, there are approximately 10,469 residents living in the Eastside Choice Neighborhood. Households are now predominantly Hispanic. A City of San Antonio Office of Cultural Affairs' 2002 report states that "the tightly woven fabric of this community changed drastically with integration and the disbursement of people and resources. During the '50s and '60s, Eastside residents began moving with the city's growth northward." More and more of the City's attention and resources were focused on this northward growth and less on east San Antonio, which eventually led to its deterioration. Despite the Eastside Choice Neighborhood's challenges, the residents have great pride and hope that positive change is now within reach. This sentiment was best said by Norma Witherspoon, a neighborhood small business owner whose family has owned businesses in the area for over 50 years, who stated at the unveiling of the Transformation Plan, "It's like the Cavalry has finally arrived."

Iola Dilworth shown in the kitchen of her former home where she lived with her parents and 11 brothers and sisters.

The 14-member Dilworth family in front of their six-room house. The family paid $16 per month for a home that contained no inside bath, toilet, or running water.

Daisy Ketchum is shown in the three-room substandard house, which she, her husband, and five children occupied prior to the construction of Wheatley Courts.

Norma Witherspoon (right) with Shakira, who is being mentored at Lil Ronnie's Wigs & Apparel and Nick's Beauty and Supply.

PEOPLE

The Choice Neighborhood today

There are 9,006 people living in the Choice Neighborhood. The child-age dependency ratio (the number of children in the population for every working-age adult) is significantly higher in the Choice Neighborhood than in Bexar County, signaling that there are far more children relative to adults in the area. The lack of adults puts more pressure on a few parents and grandparents to raise the children in the neighborhood. This statistic is consistent with the focus group findings of a preponderance of unaccompanied youth in the neighborhood and the need for activities for area youth.

AGE DEMOGRAPHIC

	CENSUS TRACT #1306	CHOICE NBRHD	BEXAR COUNTY
Median age		30.7	32.7
% working-age adults	41.5%	48.33%	51%
Child-age dependency ratio	71.5%	62.1%	43.6%

St. Philips College is one of several landmark institutions located in the Eastside Choice Neighborhood.

Source: Census Tract Data, American Community Survey, 5 year estimate 2010

HOUSEHOLD STRUCTURE

There are 3,667 households in the Choice Neighborhood.

	CHOICE NBRHD	BEXAR COUNTY
"Families"	68%	69.6%
Families with both parents present	38.2%	65.5%
Female-headed families	50.1%	27.3%

There are slightly fewer nuclear families in the study area compared to the County. Of those families, far fewer are traditional husband-wife families with children than in the county, and many more are female-headed households with no male adult presence.

RACE AND ETHNICITY

Racially and ethnically, the Choice Neighborhood is one of the most diverse in San Antonio, with significant numbers of African-Americans and Hispanics present. Interestingly, this composition has been changing for several decades and only recently became majority-Hispanic, with the African-American population leaving or aging in place and very few new people moving into the neighborhood.

RACE | TRACT 1306

	1990	2000	2010
Total	**4,543**	**5,525**	**4,595**
African-American	3,330 (73%)	2,490 (55%)	1,721 (37.5%)
Hispanic	1,198 (26%)	1,855 (41%)	2,817 (61.3%)
Anglo	106 (2%)	155 (3%)	154 (3.4%)

EDUCATIONAL ATTAINMENT

School reform is a primary goal of the Eastside Promise Neighborhood (EPN) grant, which is partner to SAHA, San Antonio Independent School District (SAISD) and the City through United Way. It is a means to implement rigorous educational goals which are fully integrated into the Transformation Plan.

In the study area, 42.8% of the adult population did not graduate from high school and

PEOPLE

in the Wheatley Courts neighborhood it was 44.75% did not graduate from high school. In comparison, 18.5% of adults in Bexar County did not graduate from high school.

There are significant, persistent challenges in the EPN and Choice target area, including inadequate access to high quality early learning programs, struggling schools, overage students, low graduation rates, poor health conditions and insufficient or ineffective supportive services. In combination these indicators have produced the lowest college enrollment rates in the city. Also, EPN families tend to be highly transient, a correlate to poor school performance. Of the students attending EPN elementary and middle schools over the last nine years, the mobility rate is 100%, i.e., not one student enrolled in kindergarten and continued through 8th grade.

In the 2010–2011 EPN Needs Assessment, Segmentation Analysis, and School Climate Needs Assessment completed as part of the planning grant, the indicators of needs stipulated by the Department of Education provided a vivid portrait of a community in distress. More than two-thirds of children from the neighborhood enter kinder without kinder ready skills—47% leave kinder without kinder ready skills.

Only one in four (24%) of children ages 0 to were in center-based care, SAISD Pre-K, Early Head Start, or Head Start (compared to 31% for San Antonio). 62.8% of EPN 3rd graders passed the 2010 TAKS reading test and 62% passed the math exam (compared to 84% for reading at the district level and 72% for math). The four year graduation rate for the Sam Houston High School class of 2009 was 45.9%, compared to 80.6% for that school year.

The quality of education in Eastside schools is poor, contributing to parents enrolling their children in private and charter schools. While 79% of elementary school-age children attend neighborhood public schools, only 63% of middle-school-age students and 50% of high-school-age students attend area public schools. Standardized test results verify parents' concerns (67% of 5th graders in public schools make adequate yearly progress in reading and 65% do so in math). Other statistics include:

- The dropout rate at Sam Houston High School is 46% and students consistently perform below their counterparts in other districts.
- According to the latest 2011 Texas Assessment of Knowledge and Skills (TAKS) scores, 49% of individuals across 9th–11th grade failed the overall exam, up 11% from the previous year.
- Sam Houston students ACT scores are consistently lower than the average ACT scores for the district and city, with 2010 scores for the high school 46% lower than San Antonio's average ACT scores.

The Eastside Promise Neighborhood aims to address significant challenges faced by students and families living in high-poverty communities by providing resources to plan and implement a continuum of services from early learning to college and career. Plans include a range of services from improving a neighborhood's health, safety, and stability to expanding access to learning technology and Internet connectivity, and boosting family engagement in student learning. Remedies for deficiencies in education are examined in the People segment of the Transformation Plan.

PEOPLE

CHALLENGES

This information reflects the population within the entire study area.

- Median income is $19,815, which is far less than the County's rate of $49,221.

	CHOICE NBRHD	SAN ANTONIO
Median household income	$19,815	$49,221
Families receiving food stamps	34.6%	11.5%
Families below federal poverty level	43.8%	13.2%

- 34.6% of families are receiving food stamps, three times the rate of Bexar County (11.5%).
- 43.8% of families live below the federal poverty level.
- 42.8% of adults did not graduate from high school, compared to 18.5% for Bexar County.
- 50.1% of households are female-headed, with no male adult presence, compared to 27.3% in Bexar County.
- The quality of education in Eastside schools is poor.
- There is a high mobility rate of students.
- High unemployment rate among adults of working age.
- Lack of access to adequate healthcare.
- Lack of after school and recreational programs for youth

PEOPLE

STRENGTHS

Antioch Missionary Baptist Church—One of the oldest churches in the Eastside Choice Neighborhood, Antioch is a spiritual mainstay offering a variety of ministries and services through Antioch Community Transformation Network, including Back to School Festival, Parenting, Senior and VITA Services, and utility assistance.

Goodwill—Serves specific populations (ex-offenders, homeless, veterans, youth), providing assistance to people with disabilities or who have been on welfare or faced chronic poverty.

Eastside Promise Neighborhood—U.S. Department of Education funded program to develop and support a continuum of cradle through college and career solutions, and family strengthening efforts.

United Way San Antonio—Provides funding for non profit organizations, and assists people with meeting basic needs of child care, medical/dental care, employment, housing and more.

Family Services Association—Offers a variety of programs for youth, adult and seniors, including Head Start, child care, counseling, marriage and relationship services.

His Bridge Builders (HBB)—A Faith-based agency, HBB provides tutoring and job training, employment and summer programs for Wheatley residents.

St. Philips College—One of the oldest and most diverse community colleges in the nation that is the only college to be federally-designated as both a historically Black college and a Hispanic-serving institution.

Boys and Girls Clubs—Serves youth through after school and summer programs.

Salvation Army—Provides spiritual, social and emotional assistance for men who have lost the ability to cope with their problems and provide for themselves.

Frank Bryant Clinic—A Communicare health center on the City's Eastside, offering health care services on a sliding scale.

Healy Murphy—Non-profit organization offers alternative education, one-on-one attention, individualized curriculum, health and child care services.

Ella Austin Health Center—Free clinic that provides medical and dental services to area residents.

Urban Strategies—Urban Strategies rebuilds the physical and human infrastructure of redeveloping urban communities by partnering with neighborhood organizations, residents, developers, policy makers, institutional stakeholders and funders, to transform public and private systems to support strong, self-sustaining people, families and communities.

Say Sí—A year-round, long-term, non-profit multidisciplinary arts program that provides youth with opportunities to develop artistic and social skills in preparation for higher educational advancement and professional careers.

NEIGHBORHOOD

STUDY AREA CHALLENGES

Single-family housing vacancy and deterioration has been increasing in the Eastside over the last decade, putting downward pressure on median home prices compared to the rest of the city. Factors contributing to this decline include:

- Over 180 vacant lots and abandoned structures.
- 57% of housing stock was built prior to 1959.
- 52% of occupied units are renters.
- Ineffective street grid, made of narrow blocks and streets.
- A dearth of park space, entertainment and recreational establishments, and public art.
- Neighborhood is well-located but not well-connected. Major barriers include interstate highway system, rail lines and adjacent industrial parks.
- Transportation system lacks efficiency in reaching key destinations and can take significant amounts of time.

2010 HOUSING UNITS

	STUDY AREA	1306	1305	1307	SAN ANTONIO
Total Units	**4,163**	**1,817**	**1,686**	**660**	**837,999**
Occupied	3,500	1,510	1,410	580	763,022
Vacant	663	307	276	80	74,977
Vacant %	16%	17%	16%	12%	9%

Source: U.S. Census Data

VACANT LOTS AND ABANDONED STRUCTURES

The current environment presents several challenges, including illegal dumping, vandalism and dangerous premises that are havens for crime. However, the Transformation Plan considers these properties an opportunity for reinvestment. SAHA is working in partnership with the City of San Antonio to acquire the City-owned properties and to obtain funding for those properties owned privately or by the County. The intent is to create infill housing that promotes land assemblage and reinvestment, is attractive to private developers, provides visible change and leads to a safer neighborhood.

NEIGHBORHOOD

STUDY AREA CHALLENGES

- Neighborhood lacks connectivity and is not well-suited for walking or biking. Sidewalks are in serious disrepair and in many cases do not connect in any cohesive manner. Aging infrastructure must be addressed.
- Street lighting is poor across the study area, leading to issues with both mobility and safety.
- Crime remains a major issue with violent crimes within the neighborhood 2.4 times higher than the City of San Antonio. Drug-related crime is also prominent in the area and is recorded to be 3.3 times higher than that of the City.
- Significant commercial vacancies exist on New Braunfels Avenue, the main commercial corridor in the study area.
- Illegal dumping contributes to the deteriorated appearance of neighborhood.
- Stray animals are identified as one of the main factors contributing to personal safety concerns.

NEIGHBORHOOD

STRENGTHS

- Neighborhood history includes African-American population moving into the area in the early 1900s, owning and managing local businesses, churches, and schools.
- There are more than 60 churches and faith-based organizations active in the area.
- Proximity to large employers including those in the downtown area, Fort Sam Houston, and other employers located along I-35.
- St. Philips Community College is the historically black community college and Hispanic-serving continuing education school, which will provide customized education programs for neighborhood residents.
- Home to nation's largest MLK march

In addition, the Wheatley Courts area is surrounded by several major economic generators, including:

- Central Business District
- Fort Sam Houston
- St. Philips College
- AT&T Center/Freeman Coliseum
- the proposed east-west light rail line.

Minor economic generators (existing and proposed) include:

- University of Incarnate Word (UIW) Eye Care Clinic
- proposed Alamo Beer Co. Micro-Brewery
- ongoing revitalization of the adjacent neighborhoods of Government Hill and Dignowity Hill.[1]

1 Source: March 2012 Wheatley Courts Choice Neighborhood Market Analysis – San Antonio, TX Angelou Economics

HOUSING

CHALLENGES

- Multi-family vacancy rate of 14%
- Dilapidated and abandoned structures
- Concentrated poverty
- Distressed Class C and D multi-family properties
- Lack of affordable, livable, and decent housing
- Wheatley Courts public housing—currently inefficient, inaccessible and obsolete
- Surrounding neighborhood plagued with vacant lots and abandoned structures

- The number of vacant and dilapidated housing units in the area has steadily increased over the past decade to 16%. The U.S. Census Bureau defines a housing unit as any apartment, mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters. According to the 2010 Census, 663 units are considered vacant, which is a 23% increase over the past decade. The defined Study Area is considerably smaller in comparison to San Antonio, yet accounts for 1% of all vacant housing units in the city. Renters account for 52% of the occupied housing units within the "Study Area" while 23% of individuals own their homes free and clear. San Antonio' has a much higher percentage of owner occupied housing (64%) than the Study Area (48%).

- Increasing rental rates and low occupancy rates within the "Study Area's" multi-family market indicate that residents are looking elsewhere for housing due to a lack of affordable units outside of public housing. Rental rates have risen by 7.2% since 2007 to $663/ per month. The current average rental rate is alarming high for an area where 51% of the renter population whose annual household median income is less than $15,000. San Antonio rental rates have risen sharply compared to the "Study Area," with current average rates at $715/month, 8% higher than the Study Area's current rental rate. Occupancy rates within the "Study Area" have declined sharply signaling that the steady rise in rental rates has forced individuals to seek housing elsewhere. Vacancy rates for the "Study Area" have risen to 14% since 2007 despite the overall decrease in vacancy rates for the San Antonio multi- family market. Higher vacancy rates signal that residents are seeking housing elsewhere.[1]

1 Source: March 2012 Wheatley Courts Choice Neighborhood Market Analysis – San Antonio, TX Angelou Economics

HOUSING

STRENGTHS

- Location
- Area affordability
- Active redevelopment in surrounding areas
- 64% of residents within the "Study Area" travel less than 10 miles to work compared to only 48% for the San Antonio region and 44% for the State of Texas. Individual census tract benchmarks depict a similar commuting pattern to the Study Area. The high percentage of population that commutes less than 10 miles to work suggests that the continued expansion of nearby employment centers, such as downtown San Antonio and Fort Sam Houston, will substantially benefit residents within the Study Area.[1]

1 Source: March 2012 Wheatley Courts Choice Neighborhood Market Analysis – San Antonio, TX Angelou Economics

6 Housing and Business Potential

Transformation of the Eastside Choice Neighborhood will be achieved by working with the existing assets and taking advantage of emerging economic opportunities in the area. Angelou Economics provided an economic analysis of the neighborhood and found there is strong potential for new multi-family housing, increased household and personal service businesses and supplies and business support services. These will be areas of focus for micro-loans, store-front improvements and business plan competitions.

New retail and restaurant services will be possible once the income in the area increases and the negative perceptions of the area is changed. To address these issues, community events and festivals with a "Rediscover the Eastside Theme" will be introduced to invite in a broader segment of San Antonio to experience the positive changes in the area. There will also be focused neighborhood initiatives that are completed street by street, which will, over time create a strong, positive community identity and support private investment into the neighborhood.

"The Choice Neighborhood Implementation grant will transform the Wheatley area into a community enriched with quality housing, education, employment, health and economic development opportunities—refurbishing the existing public housing development into a 305-unit, high-quality, mixed income community with an additional 286 mixed-income units in Sutton Oaks II and III, while saving a key piece of land for commercial and retail development."

LOURDES CASTRO RAMIREZ

One finding of the market analysis indicates a strong market potential for new multi-family. The multi-family buildings depicted are two of several concept designs for a future Wheatley Courts redevelopment.

SHORT-TERM (1–5 YEARS) POTENTIAL FOR NEW DEVELOPMENT

DEVELOPMENT TYPE	LEADING	STRONG	LACKING	WEAK	ASSESSMENT
HOUSING					
Single Family			●		Low incomes and minimal population growth, combined with widespread disinvestment in existing single-family housing in the Wheatley Courts area are major barriers to new development. However, revitalization of adjacent neighborhoods (Dignowity Hill and Government Hill) could spill over into the Wheatley Courts area.
Multi-family		●			The lack of an existing nearby high-quality market-rate apartment complex, combined with vacancy rates that are at or below the region, suggests a gap in the supply of quality housing. Multi-family housing that serves military families from Fort Sam Houston and St. Philips College students is a real possibility in the short-term.
RETAIL					
Local/ Neighborhood Retail			●		Retail vacancy rates are low and there are some significant sources of retail leakage that result in the loss of retail activity within the Wheatley Courts area, primarily in personal products, clothing, and household stores. The high cost of constructing new space compared to the relatively low prices/square foot for existing retail space is a barrier.
Regional/General Merchandise				●	The Wheatley Courts area is centrally located within the San Antonio region, but is not well-suited for large-scale, regional-serving retail such as department stores or major shopping centers, which gravitate toward either the Central Business District or suburban employment/retail centers.
Restaurants			●		There are some immediate opportunities for small-scale, local restaurants in the Wheatley Courts area, particularly along the New Braunfels Avenue corridor; however, low incomes and negative perceptions could discourage investment in the short-term.
SERVICES					
Household		●			One of the most promising opportunities for the Wheatley Courts area is the development of local-serving household and personal services (home/automobile maintenance, repair, landscaping, etc.) which could be provided by new or existing small businesses.
Business Support		●			Business support services provide another relatively strong opportunity for the establishment of new small businesses in the Wheatley Courts area, by leveraging the neighborhood's proximity to major employers to provide supplies and support services to the major commercial/office areas in the Central Business District and to nearby industrial areas.
Public/Social Support	●				The redevelopment of the public housing complex, along with the high levels of poverty in the neighborhood, provide a unique opportunity for the Wheatley Courts area to develop a cluster of public/social support facilities, ranging from health clinics to community centers that serve the surrounding area.

LONG-TERM (5–10 YEARS) POTENTIAL FOR NEW DEVELOPMENT

DEVELOPMENT TYPE	LEADING	STRONG	LACKING	WEAK	ASSESSMENT
HOUSING					
Single Family		●			As adjacent neighborhoods continue to revitalize and as employment expands in the surrounding area, the low cost of land, combined with the large supply of vacant lots and vacant homes, will create a strong demand for new single-family housing (primarily starter homes) and rehabilitation of existing homes in the Wheatley Courts area.
Multi-family	●				Continued employment growth in the Central Business District will fuel demand for multi-family housing in East San Antonio; however, demand for multi-family housing in the Wheatley Courts area will largely depend on the successful re-development of the public housing complex.
RETAIL					
Local/ Neighborhood Retail	●				Since 2007, there have been a total of only five new retail establishments built or renovated in the area compared to the numerous investments in the surrounding neighborhoods and San Antonio suburbs.
Regional/General Merchandise			●		Primarily due to the Wheatley Courts area's proximity to downtown, the potential for new regional shopping centers and general merchandise stores will remain weak in the long-term, even as new residential and commercial development occurs in the neighborhood.
Restaurants		●			There is strong potential for the development of new restaurants along New Braunfels Avenue and Walters Street. The existing restaurant cluster along New Braunfels Avenue just south of Fort Sam Houston can be built upon to become a regional restaurant/entertainment destination, with positive spill-over effects for the surrounding area.
SERVICES					
Household		●			As the Wheatley Courts area revitalizes and experiences accelerated population growth, the demand for household and personal services will also increase.
Business Support		●			Demand for business support services associated with the Central Business District and other nearby employment centers will likely increase substantially over the long-term. The Wheatley Courts area is uniquely positioned to accommodate some of this demand.
Public/Social Support	●				The potential for additional public and social support services in the Wheatley Courts area will continue to remain strong in the long-term. There is potential for services such as new educational facilities, specialized medical clinics, and other public facilities that serve not only the Wheatley Courts area, but the entire Eastside of San Antonio.

HOUSING AND BUSINESS POTENTIAL

7 Transformation Plan

Residents working together during one of the March public workshops.

It sounds so simple—integrate Housing, People and Neighborhoods and the transformation of a neighborhood will be achieved. Yet, it is understood that there are complexities in this effort. The underlying social and economic fabric of an area presents both challenges and opportunities. This transformation plan has many bold initiatives, including the re-development of Wheatley Courts into a mixed-income, mixed-use, pedestrian friendly and energy efficient community. Most aspects, however; are subtle, will take time to see the impact and are dependent on the collaboration, shared vision and commitment of area residents, stakeholders and CHOICE Partners. For example, providing residents with an integrated case management plan that urges participation in job training, parenting classes and improved nutritional choices has more indirect results. Establishing safe routes to school in collaboration with the Promise Neighborhood Initiative has a direct interface with other Safety and Security initiatives that will involve the local Police Department, Code Enforcement and Animal Control. These efforts open the doors for related community programs in animal care, connected pedestrian and bike paths and community gardens. The transformation of the Eastside Area seeks to integrate and relate these various activities, all of which are mutually dependent if comprehensive transformation is to be realized and the plan be successful.

Overview

The transformation of this Eastside neighborhood involves building on current assets, leveraging its rich history; it is an opportunity to assist the neighborhood in reclaiming that history while reshaping its future. The Housing, People and Neighborhood components of the plan are based on community input and are grounded in other City-adopted plans.

The Urban Studies Program at Trinity University coordinated the community engagement, data collection, and data analysis for the Eastside Choice Neighborhood. A triangulated research methodology was developed to ensure objectivity and to overcome the limits of overdependence on one technique. To do so, four methods of data collection were used.

- *Qualitative research (in the form of focus groups and work groups),*
- *Survey research,*
- *Observational methods,*
- *Secondary data analysis (using census data and other data available through the Texas Education Agency, the City of San Antonio, and Bexar County Appraisal District).*

Fourteen focus groups were conducted with various stakeholders in the Choice Neighborhood, six of which were held with the residents of the Wheatley Courts. In addition to the residents, focus groups were hosted with area business leaders, faith leaders, teachers and school administrators, neighbors, safety and security officers, Wheatley Courts staff, and members of the neighborhood associations. A detailed household survey was administered to 135 households of the 248 households in the Wheatley Courts (54%). The survey addressed all members of the household and captured demographic data, needs raised by the stakeholders: economic self-sufficiency; relocation and housing; community assets and design. The combination of these diverse research methodologies ensured that all voices and interests are represented in the Choice Neighborhood design plan.[1]

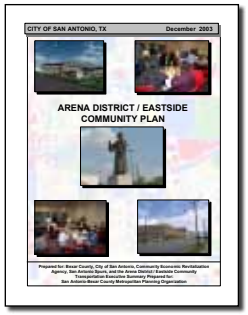
1 Source: San Antonio Eastside Choice Neighborhood: Community Profile Christine Drennon, PhD. Urban Studies Program Trinity University October 2012

CONSISTENCY WITH OTHER PLANNING ACTIVITIES

A number of planning initiatives have already occurred that include the Eastside Neighborhood, and these efforts helped develop a platform from which to begin the Choice Neighborhood planning process. SAHA and its planning partners worked to ensure that the plan would be consistent with each of the previous planning efforts.

- **SA2020** (Vision for the future of San Antonio, organized by Mayor Julián Castro). The Transformation Plan implements SA2020 goals for inner-city growth, walkability, green space, and cohesive neighborhoods

- **Arena District / Eastside Community Plan** (City of San Antonio Planning Department). The Transformation Plan implements goals for redevelopment (new home construction) and land use (infill, attractive streets, and support mixed uses along New Braunfels)



- **Eastside Promise Neighborhood** (Education-focused collaborative led by United Way). The Transformation Plan supports collaborative efforts to increase access to early education resources and coordinated service delivery

- **San Antonio Housing Authority's Moving to Work Annual Plans. The** Transformation Plan implements MTW self-sufficiency and housing options goals

Additionally, there are a number of development projects, completed or currently underway, which align with the Choice Neighborhood planning effort and will further support revitalization of the Eastside Neighborhood. These include:

- **Brewery & Hays Street Bridge.** Proposed Alamo Brewery near Hays Street Bridge to boost economic development on the City's eastside
- **Sutton Oaks Apartments and the Park at Sutton Oaks.** SAHA mixed-income developments to be Built to San Antonio Green (BSAG) Level II
- **Wheatley Heights Sports Complex.** New $10 million sports venue on the eastside of San Antonio
- **University of the Incarnate Word (UIW) Eye Clinic.** 30,000-square-foot modern public health care facility to be built on the City's eastside, across from St. Philips Community College
- **Robert Thompson Transit Center.** Part of Proposed Streetcar and Transit Improvement, located at the Alamodome on the City's eastside
- **Good Samaritan Hospital.** Proposed Bond Project that will offer resources for veterans
- **Community Gardens.** Planned for vacant lots as health and beautification projects within the Choice neighborhood.

PEOPLE

A COMMUNITY VISION FOR IMPROVED QUALITY OF LIFE

Urban Strategies Inc. will serve as the lead agency for implementation of all efforts under "People".[1] The Choice Neighborhood *People* planning principles are centered on education, safety, employment, economic mobility, social service support and health and wellness efforts. These are essential quality-of-life issues that directly impact residents and are fundamental to community revitalization.

1 Urban Strategies is based in St. Louis, MO, and works with Public Housing Authorities across the country to creatively design and implement services that address specialized needs of individuals and families and link them to a variety of relocation services. Detailed information can be found at their website: **http://www.urbanstrategiesinc.org**

People Goals

During the public planning process and through discussions with community stakeholders and partner organizations, a series of goals emerged that focused directly on quality-of-life issues:

- Start with education…and improve it at every level
- Understand that People strategies can be complex—create partnerships with organizations that have a proven track record
- Strengthen the relationship with the City, San Antonio Police Department and other potential partners to promote and support a safe environment
- Improve and create new workforce career ladder and growing industries; make job creation a priority for all new development initiatives
- Make sure all residents have access to social services and healthcare
- Promote and support health and wellness initiatives
- Create community by promoting programs and neighborhood activities that help to bring people together. This will encourage neighborhood stability and cohesion

Residents worked together to prioritize strategies relating to quality of life issues within the study area.

From these goals, the following strategies were developed.

Increase Job Training/Employment Opportunities

A neighborhood of Choice reflects income diversity, and the ability to attract, retain, and train for high paying jobs. Overall, the Study Area's labor population totals 3,557 individuals with the majority working in service-based positions, such as Construction, Education and Entertainment & Food

Service. The total number of individuals employed within the Educational Services and Health Care sector (20.4%) is comparable to San Antonio's total labor force employed within that sector (22%). Source: 2010 American Census Survey Estimates.

The Study Area has a higher percentage of individuals employed in Construction, Professional Services and Other Services than San Antonio and a lower percentage of individuals employed in Retail Trade, Information, and Finance, Insurance, and Real-Estate than the city. Strategies to develop a more highly-skilled workforce and to increase job opportunities are designed to address this demographic.

PARTNERSHIPS CREATED

Goodwill Industries of San Antonio, Good Careers Academy (GCA) is a multi-classroom, state-of-the-art, instructional facility equipped with distance learning technology (DLT) to deliver accredited career training in high demand occupations. Classes are offered by both GCA personnel and through a partnership with Alamo Colleges, ensuring the provision of high quality instruction in industry-recognized certification programs at an affordable cost.

As a partner in the Choice Neighborhood effort, GCA will assist with:

- Wraparound services and individualized coaching to facilitate course completion and placement in well-paying jobs.
- Career training certifications for:
  - > Certified Nurse's Assistant
  - > Commercial Drivers License (CDL)
  - > Computer Support Specialist; Customer Service
  - > Medical Assistant
  - > Medical Front/Back Office Support
  - > Pharmacy Technician
  - > Supply Chain Technician (including Internal Warehousing, Internal Logistics and Transportation).

As needed, GCA will provide adult basic education and remedial instruction concurrently with career training, accelerating the pace of remedial instruction to reduce the time necessary for completion.

YouthBuild (assisted by Alamo Colleges–St. Philips) will expand programs to engage unemployed young adults ages 16–24, most whom have not completed high school and

YouthBuild USA is an important partner in creating job opportunities for resident youth.

COMMITMENTS FROM SAHA

SAHA commits to provide the following services:

- Jobs-Plus team to provide support and technical assistance to the Choice Neighborhood Initiative. Job-Plus is a placed-based initiative focused on raising and sustaining the level of employment and earnings among residents of public housing developments by providing on-site counselors who will work with them to deliver services tailored to their individual needs. The model also features a community-building component, which seeks to strengthen social ties and support for work among residents, and provides access to a range of financial incentives and work support services.
- Devote additional resources to the Family Self Sufficiency (FSS) and ROSS Grant programs for residents. The FSS program is a voluntary five-year engagement that provides participants the tools to obtain and maintain socio-econoic self-sufficiency. Case managers meet one-on-one with participants to identify barriers to self-sufficiency and then work with residents and community partners on a comprehensive self-sufficiency plan to attain proposed goals and secure needed resources. Upon successful completion of the five-year contract with the Housing Authority, participants are awarded an escrow check that can be used towards the down payment of a home.
- Provide Summer Camp Scholarships for public housing youth over life of grant.

all of whom come from low-income families. YouthBuild students receive "free" workforce training in construction, computer technology and sustainability to prepare them for 21st-century jobs. Outreach of students is targeted within the Eastside Choice/Promise footprint, and recruitment began the summer of 2012 to start preparing youth for job opportunities associated with the impending four-phase redevelopment of the Wheatley Courts. YouthBuild maintains the matriculation, maintenance, assessment, and long-term tracking of students, and commits to sharing individual student-level data on all indicators with the shared Choice/Promise database. YouthBuild enables young people to serve their communities by building affordable housing, and assists them in transforming their own lives and roles in society.

Because the YouthBuild program is comprehensive, it has inevitably become a number of things at once: Alternative School, Job Training Program, Community Service Program, Leadership Development Program, Counseling Program, and Long-Term Mini Community. The YouthBuild program pays a minimum wage stipend per hour invested to each student.

YouthBuild works with potential employers, to build relationships resulting in employment for participants.

Economic Opportunities for Low- and Very Low-Income Persons

SAHA's intent is to foster equitable employment and business opportunities for low- and very low-income individuals, especially SAHA residents and program participants, and to provide tools and resources through Moving To Work initiatives for upward economic mobility and self-sufficiency. SAHA will encourage and solicit the full participation of Section 3 contractors to provide training, education, and employment opportunities for residents. SAHA shall also require Contractors to meet new hiring goals and provide training opportunities for Section 3 residents, in order to achieve satisfactory performance on SAHA contracts covered by this Policy.

The SAHA Section 3 Program requires that recipients of certain HUD financial assistance, to the greatest extend feasible, provide the following opportunities for low- and very low-income individuals and businesses owned by such individuals in connection with projects and activities in their neighborhood:

- Employment
- Job training
- Education
- Contracting

HEALTH AND WELLNESS

Family Wellness is a critical component of the overall physical and emotional health of a family and is often attainable through family service programming. This can include working with neighborhood schools, marital and familial strengthening, parenting, financial literacy and money management, housing and other counseling services. Programs will be pursued through partnership with Family Services Association and other partner organizations offering applicable services.

While there are two Health Clinics adjacent to the footprint, during the public process, residents expressed an interest in the physical location of a Clinic on the redeveloped site. The feasibility of such a clinic is being considered and a potential partnership with the University Health System explored. In addition to an on-site clinic, to improve the health status of residents in the area and address the lack of adequate health care, the Eastside Choice Neighborhood will work with the City of San Antonio Department of MetroHealth to expand and create programs within the footprint. The following programs are proposed:

- The University of the Incarnate Word is building an $11 million, 30,000-square-foot Eye Clinic in the target area, with the

capacity to treat 50,000 patients per year. The Clinic will employ 50 persons.

- St. Philip's College will provide health care training at the new Clinic. Wheatley Courts and Eastside residents will be prioritized for enrollment.

Establish a *Healthy Start* Case Management position.[2] San Antonio Healthy Start was launched in March 2002 as a program aimed at improving birth outcomes in our community. Healthy Start assists pregnant women and their families to get the care they need to make sure their babies are born healthy and stay healthy.

Establish a Comprehensive Community-Based Health Education position.[3] Health Education efforts would encompass a wide breadth of public health issues, such as Chronic Disease Self-Management, Diabetes Self-Management, Dental Health, Nutrition, Exercise, Breastfeeding support, WIC, Healthy Homes, and Immunizations.

Partner with WORTH (Working on Real Teen Health). Mission: Inspire youth and empower parents to prevent teen pregnancy by using evidence-based programs, promoting healthy behaviors and cultivating community relationships.

2 Position would focus primarily on future residents of Wheatley Courts.
3 Position would focus primarily on future residents of Wheatley Courts

Partner with San Antonio Community Diabetes Project (SADP). This community-focused project strives to build greater capacity for nutrition education, physical activity groups, and diabetes and chronic disease self-management programs in San Antonio. Classes are offered in community-based settings and are conducted in English and Spanish.

EDUCATION

The solutions feature cradle-to-career educational initiatives. These will yield micro (individual children and families) and macro-level (school system and neighborhood revitalization) change. Key components are: a) reorganized feeder patterns to connect neighborhoods more directly to schools; b) adoption of an integrated STEM focus from early childhood through high school, to enhance academic success and employability; c) conversion of a middle school with declining enrollment into a STEM-focused PK–8th grade academy open to all EPN children; and, d) alignment with the Mayor of San Antonio's SA2020 educational improvement process that seeks to foster citywide kinder readiness and new postsecondary educational opportunities.

To create new educational assets and improved outcomes for Eastside school-age students, EPN has structured a three-tier system to impact students at all stages.

Children Enter Kindergarten Ready to Learn

A high quality, well-aligned system of education and support for young children that bridges early childhood programs and K–12 education can help improve outcomes for

EASTIDE PROMISE NEIGHBORHOOD

The United Way of San Antonio and Bexar County (UW), on behalf of the Eastside Promise Neighborhood (EPN) Advisory Board, received federal Promise Neighborhood Implementation (PNI) funds from the U.S. Department of Education (DOE) in FY2011. These federal funds will be used to implement a continuum of solutions intentionally selected to improve educational and developmental outcomes in children and youth from the Eastside Choice Neighborhood and their families. This unique and highly collaborative opportunity to integrate efforts between Choice Neighborhoods and EPN/PNI has led to a comprehensive education plan strategy.*

* The core elements of the education strategies are included in the Choice Neighborhood Transformation Plan. For full details, go to the Promise Neighborhood website at: **http://eastsidepromise.org/**

children, engage and support families, and strengthen the local workforce (National League of Cities, 2010).

Priority Services and Programs

- *Increase the inventory of high quality child care slots* through SAISD reallocation of Head Start and Pre-K slots, newly subsidized slots in public and private childcare centers, and a new center to be opened at the revitalized Wheatley Courts.
- *Establish an Early Learning Network (ELN)* to include 5 centers, 2 day homes and Family Friends Neighbor (FFN) providers, and build the members' capacity to adopt practices that foster age-appropriate functioning and kindergarten readiness; use a variety of easily accessed information dissemination techniques, including online and televised training; and, expand the successful Play and Learn Program to other sites.
- *Expand Childcare Center Mentors* and the resources of the Model Classroom Project to the EPN Early Learning Network. The Model Classroom continuum includes: 1) mentoring, training and technical support for childcare staff; 2) developmental screening for children 0–5; 3) administering the Adult and Adolescent Parenting Inventory Assessment; 4) classroom observations; 5) quality improvement plans for teachers and classrooms; 6) support for child and family recruitment and outreach; 7) service information and linkages for providers and families in correspondence to unmet needs; and, 8) management and resource coordination.
- *Establish and support an EPN community of practice* among the ELN to foster the wider use of evidence-based practices and content alignment with school curricula.

Booker T. Washington Elementary School will play an important role in the early-learning education strategies.

Children are Proficient in Core Academic Subjects

SAISD has pioneered an Over-age Middle School program to prevent dropouts, re-engage students and support on-time graduation for middle school students age 15 and above.

Priority Services and Programs:

- *Administer an Early Development Instrument (EDI)* for all EPN kindergarten students to quantify emerging literacy skills and direct remedial resources.
- *Monitor and improve literacy* at all grade levels by: administering a beginning of year reading assessment (IRI) of 100% of students; providing in-school tutoring support for those scoring below grade level; and implementing evidence-based instructional methods, including Fast ForWord, Leveled Literacy Intervention, interactive writing, and Success for All, during critical skill building grades (K–2nd).
- *Modify the SAISD data system* to continuously monitor risk indicators and provide an early warning. Establish Student Support Teams at all EPN schools to assist students identified by the SAISD early warning system as having risk indicators, i.e., attendance, behavior, academic performance, and family instability
- *Track teacher effectiveness*, using trend data from state accountability results and analysis of student performance produced by the Education Resource Group (ERG) data system, and provide support from SAISD-assigned Instructional Coaches to new teachers and/or teachers in need of assistance

Phillis Wheatley Middle School

- *Implement an aligned, integrated K–12 Science, Technology, Engineering and Math (STEM)* instructional thread, grounded in service learning and real world content applications in all EPN schools, creating a prepared student pipeline for Sam Houston's New Tech High magnet school.
- *Expand the resources of SAISD's successful Over-age Student Program* to all Wheatley Middle School students who are older than average.
- *Expand City Year absentee follow-up* (day-of calls for all absent students, cabs for transportation) and mentoring programs to all EPN schools. Expand SAISD attendance incentive programs and truancy prevention programs to all EPN Schools.
- *Increase parent-to-parent support and parents' engagement* in their children's education by extending the Family-School-Community Partnership to all six EPN schools.

Youth Graduate from High School College- and Career-Ready

At a time when postsecondary education or training has increasingly become a must for young people, most students continue to leave our high schools unprepared to pursue those options.

Priority Services and Programs:

- *Expand partnership with local colleges and universities* to encourage more on-campus college recruitment of EPN students.
- *Equip Career Readiness Lab at Wheatley Middle School* to supply career exploration opportunities and world of work information to stimulate college and career goals.
- *Ensure Wheatley Middle School students benefit from in-school GEAR UP resources and services*, which is a Department of Education-funded college readiness program that starts with a 7th grade cohort and follows them through high school graduation and into college.
- *Import the City of San Antonio's Café College resources,* including Free Application for Federal Student Aid (FAFSA) and TASFA (Texas Application for State Financial Aid, a tool for students who are not eligible to complete FAFSA because of citizenship status) assistance, test prep classes and scholarship information. Place FAFS/TAFSA enabled computers in all EPN school libraries and parent rooms to assist parents applying for financial aid for their postsecondary-bound children.
- *Partner with SAHA's Moving to Work Program* to increase the number of Wheatley Courts young adults enrolled in college and/or career training.
- *Partner with EPN businesses and the arts community* to provide apprenticeships, internships, STEAM competitions and mentoring opportunities for middle/high school students.
- *Expand adult education opportunities* with wraparound services to disconnected youth, to re-engage them into the mainstream academic system.
- *GED Programs.* Despite the extensive list of strategies, some of our youth may fail to graduate from high school. To ensure they have access to the opportunities of a

full adult life, SAHA has partnered with St. Philip's College to deliver GED services.

- *Meaningful Out-of-School-Time Experiences.* Two-thirds of a child's day is spent out of school. One-third of that is in the home (we hope), but the other third is usually spent with friends socializing, engaging in extra-curricular activities, and preparing for the next school day. Many children do not have the opportunity to use this time productively or creatively, and thus find themselves bored, which often leads to trouble or poor decision making.
- *English as a Second Language (ESL) Classes.* In response to the growing Hispanic population, EPN will offer ESL classes. Plans are underway to expand classes in SAISD schools within the Choice/Promise footprint. In addition, Goodwill will begin to offer ESL classes at Wheatley Courts.

SUMMARY OF EFFORTS

	RESOURCE COMMITMENT	METRICS
Children Enter Kindergarten Ready to Learn	EPN partners have committed over $2 million to serve 350 families.	Increase the number of 5 year olds who are kinder-ready by 25%.
Children are Proficient in Core Academic Subjects	$225,000 in CNI funds dedicated to expected outcomes. EPN partners have committed nearly $12 million to serve 2,545 children in the target neighborhood.	80% of 3rd–12th grade students improve academic performance in math and reading
Youth Graduate from High School College- and Career-Ready	$300,000 in CNI funds dedicated to expected outcomes. EPN partners have committed over $2 million in services to 796 students in the target neighborhood.	80% four-year graduation rate

In total, over $16 million in resources has been targeted toward Choice-supported initiatives.

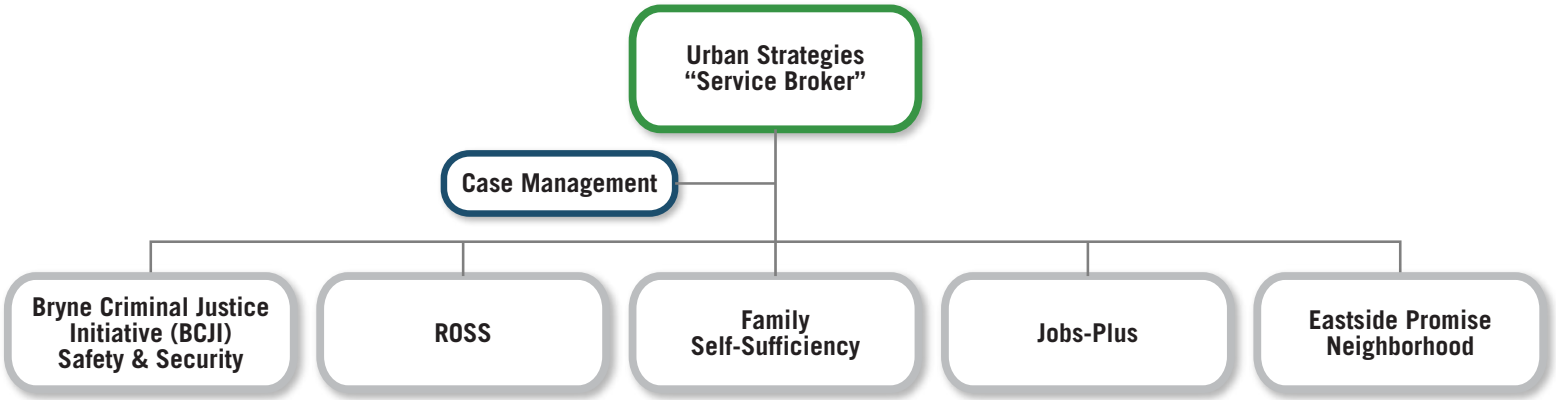
Case Management Framework

Supportive services for families will be available to all current residents as well as those who will occupy the redeveloped units. Realizing that families often require more than a roof over their heads in order to succeed is a central theme woven throughout the vision and goals for a comprehensive neighborhood transformation, a "One-stop Shop" approach will be adopted as a means of supportive services coordination for the Eastside Choice community. This approach encompasses components necessary for families to not only be productive but to thrive. The following framework defines providers and how services will be allotted.

Urban Strategies Inc., a non-profit organization that has employed its case management model successfully in support of Hope VI developments around economic development, health and education, will lead the People Implementation. They will coordinate case management policies and procedures, initiate partnerships with service providers, coordinate Section 3 opportunities and develop a resourcing strategy for long-term sustainability for the People transformation. As a result of a close working relationship between Urban Strategies and project developer and Housing Lead McCormack Baron Salazar (MBS), all supportive service activities will be coordinated to support the revitalization schedule.

In addition, Urban will serve as the triage point for families wishing to access services through the Eastside Choice Model. Urban staff will determine which services are needed and make referrals throughout the framework accordingly.

This coordination is especially important given the stringent CNI timeline, since these dates will impact service activities related to Section 3 hiring, relocation and re-occupancy. Urban Strategies staff will participate as part of the Implementation Management Team to stay abreast of all planning activities.



SAFETY AND SECURITY—BYRNE CRIMINAL JUSTICE INNOVATION PROGRAM (BCJI)

The San Antonio Housing Authority, with the Wheatley Choice Neighborhood as its focal point, applied for and received $600,000 in Byrne safety funds from the Department of Justice. The project will begin with comprehensive quantitative and qualitative data analysis of perceived and real threats to personal, community, and neighborhood safety. Interventions will be determined based on those findings, but preliminary analysis based on point data of criminal activity and qualitative data from interviews and focus groups indicates that difficult re-entry for the formerly incarcerated warrants the creation of a "Resource Center" that will offer re-entry services, which was part of the proposal. In addition, environmental threats to safety and security, including poor and/or deteriorated street lighting and frequent code in-compliance, are already being cataloged, mapped, and analyzed to determine which jurisdictional authority is responsible. The build out of vacant lots and addressing dilapidated structures are included in strategies that will positively impact safety.

Finally, the Eastside Promise Neighborhood, has also received funds in the form of a Public Safety Enhancement grant that will go toward establishing a concentrated police presence around neighborhood schools in the hours when children are arriving in the morning and leaving in the afternoon and evening.

Choice families will be afforded a continual opportunity to provide input and be educated around staying safe.

ROSS

SAHA received a Resident Opportunities and Self Sufficiency (ROSS) grant to fund service coordinator positions, to aide public housing residents in finding jobs and achieving economic independence. While not providing case management services, the Service Coordinators will work closely with Family Self Sufficiency staff at the Sutton Oaks and Wheatley properties to provide referrals for job training, education, life skills and other basic needs for all residents and neighbors of the Eastside Choice Neighborhood.

JOBS-PLUS

Through partnership with the Eastside Promise Neighborhood and with funding received from the Annie Casey Foundation—Family Centered Community Change Program, SAHA will replicate the Jobs-Plus place-based strategy on the Wheatley property. This site-based program will dedicate staff to provide services to Wheatley residents and avail themselves to residents and neighbors of the Eastside Choice Initiative. This model allows participants to receive targeted comprehensive and high quality services tailored specifically to their individual needs. A pilot program is currently underway with St. Philips Community College and the George Gervin YouthBuild Career Cohort.

FAMILY SELF SUFFICIENCY (FSS)

Participating FSS families are required to sign a "Contract of Participation" with the San Antonio Housing Authority, and have up to 5 years to complete the specific goals and objectives of their "service plan". Services include financial planning and budgeting, education and training, career counseling, interviewing and parenting skills, and other supportive services necessary for personal and professional empowerment. Participants are encouraged to complete goals within the 5 year allotted timeframe, however, support is available as members move progressively from one stage of independence to the next. This model contributes to planned sustainability for the Eastside Choice Neighborhood. Further, SAHA will utilize financial incentives such as Escrow Earned Income.

EASTSIDE PROMISE NEIGHBORHOOD (EPN)

The EPN Initiative seeks to move youth along a pathway from cradle to career, ensuring

that a child's zip-code is not the primary indicator of success. The EPN has developed a strong partnership with the San Antonio Independent School District, the six schools within the EPN footprint, and a collaborative of partnerships both public and private, along with neighborhood and business representatives. The Eastside Choice and Promise neighborhoods have aligned their goals and visions to ensure the work of both initiatives is carried out both effectively and efficiently.

As families access the Eastside Choice framework, children will be evaluated to determine need and appropriateness of a dual generation approach to achieving educational and developmental outcomes.

RELOCATION AND RE-OCCUPANCY

Overall Strategy: Maximizing the number of Wheatley Courts families that return to the revitalized community will be a top priority for SAHA, MBS, and community leaders currently involved in the redevelopment planning process. Any relocation and re-occupancy that may take place will be conducted in accordance with the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and the Housing and Community Development Act of 1974, as applicable, and will fully comply with HUD's right to return policies.

Resident Preferences: Many residents are anxious about the relocation and re-occupancy process, thus a significant amount of time has been devoted to this topic. Trinity learned through their data collection process that many residents are suspicious of the process of relocation, and thus a work group was formed around this topic to both elicit additional information from residents and to educate residents about the process. Three survey questions addressed the relocation and housing issue:

- Do you consider Wheatley Courts your home (61%), or just a temporary place to live (38%)?
- Would you like to return after the revitalization is complete? (77% responded yes)
- During the process, would you like to remain in public housing (29%) or receive a Section 8 voucher (79%, some answered both)?

To minimize displacement and encourage residents to remain in the neighborhood, SAHA and MBS are planning to phase the housing development in a manner that would only require one move from their current housing to a revitalized unit.

Right to Return: Wheatley Courts residents have been informed during public engagement meetings that a revitalization effort is underway that could cause displacement, but SAHA and MBS are working diligently to minimize displacement. The right of all lease compliant households to return to the redeveloped site, and be provided first priority for all on- or off-site replacement units has been clearly articulated. This will continue to be communicated in all written notices and during all relocation briefing sessions in the event that phasing will not allow the one move goal.

Counseling and Support: Prior to any necessary relocation, SAHA's staff and Urban Strategies' case management team will work with each family to develop a housing plan, identifying the family's desired housing situation and any potential obstacles that must be addressed to ensure the family's housing goal is achievable. Each Wheatley Courts head of household will be interviewed personally by SAHA and Urban Strategies staff to determine housing needs, paying particular attention to senior residents, residents with special needs or any family that is hard to house. Urban Strategies' case managers will review tenant history, noting any past issues related to lease compliance and any vulnerable areas that may need to be addressed moving forward. The case manager will have the primary

RELOCATION AND RE-OCCUPANCY CONTINUED

responsibility to track each family's lease compliance status on a monthly basis, to ensure swift intervention in any area where issues may arise, and will serve as mediator of potential landlord-tenant disputes. These counseling services will be provided during the entire relocation period (including for the three years after initial relocation).

Relocation Counselors will provide assistance finding suitable units and will coordinate with the Urban Strategies case management team to link families to supportive services, such as utility payment assistance, in advance of unit availability to ensure that residents are quickly able to find suitable relocation housing. All affected residents will receive a relocation allowance and reasonable moving expenses, as well as counseling and advisory services, to ensure that full choices and real opportunities exist. SAHA's Housing Counseling Services Program will provide transitional assistance and promote successful resident retention through landlord outreach, resident training and counseling, community service referrals, resident follow-up and tracking, and Fair Housing compliance monitoring.

Integration with Supportive Services: Relocation and re-occupancy services will be linked with health, economic development, education and other support services to ensure families remain stable during the relocation period and are taking full advantage of the educational, training, and employment opportunities to achieve economic self-sufficiency, and maximize housing choice. To minimize permanent displacements, comprehensive community and supportive services will be initiated prior to relocation, focusing on removing barriers that may hinder resident return. Based on the results of family assessments, residents in need of family counseling, mental health, alcohol/drug and other counseling services will be assisted through appropriate intervention.

Leveraging Existing Services: SAHA has significant experience and success with relocation and re-occupancy through the redevelopment of their Sutton Homes and Victoria Court properties with a combined 873 units. Urban Strategies, which has significant experience supporting relocation, will provide supportive services such as financial counseling and utility establishment assistance, re-establish school connections in partnership with EPN, and meet regularly with SAHA Relocation staff to ensure timely release of relocation and/or re-occupancy benefits. As a result of previous relocation efforts, SAHA has a number of relationships with service providers and vendors that will be leveraged to support Wheatley Courts families, including: flexibility by the local utility companies to enter into repayment agreements and/or provide debt forgiveness and re-establishment of services, and support from moving companies on behalf of senior residents by assisting with activities such as packing and unpacking.

NEIGHBORHOOD

CORE ELEMENTS OF THE NEIGHBORHOOD TRANSFORMATION

The San Antonio Housing Authority is lead on the Neighborhood Implementation component of the Transformation Plan and will roll-out significant improvements in collaboration with key CHOICE partners.

LEGEND

- Choice Neighborhood Study Area
- Promise Neighborhood Boundary
- Replacement Housing Site
- City, County, and SAHA-owned Parcels for homeownership Land Bank
- Green walking and biking streets
- Existing VIA Bus Stops
- Proposed VIA Bus Stops with Shelters
- Potential Building Rehabilitation for Better Retail/Commercial Use
- Bus 20
- Bus 22
- Bus 24
- Bus 25
- Bus 26

The concept plan evolved into a comprehensive, resident-based, neighborhood vision.

The Transformation Plan for the Eastside Choice Neighborhood includes multiple strategies to address significant Eastside disinvestment patterns. In the short-term, SAHA and MBS will increase the inventory of rental and affordable housing (aligning with and supporting Wheatley Courts redevelopment) with the development of Sutton Oaks II. This second phase of the highly successful Sutton Oaks project will bring online 208 public housing, affordable and market rate apartments by 2013. In the longer term, SAHA and the City of San Antonio will partner with Neighborhood Housing Services and Merced Housing to renovate publicly owned vacant houses that are structurally sound, subsequently selling or leasing them to eligible families. SAHA will acquire publicly- and privately-owned vacant lots for construction of single-family houses, duplexes and four-plexes. This strategy will increase owner-occupied units by 10% over the next 5 years. Also, lots will be repurposed for Community Gardens where appropriate.

Neighborhood

The Neighborhood Transformation builds upon the sound pedestrian-scaled block network by making streets complete with the basic walkable infrastructure including continuous, accessible sidewalks and crosswalks enabling visibility; improved lighting and drainage; and the active addresses of homes.

These streets carry critical bus routes, provide essential links in San Antonio's bicycle

master plan, and, with improvements, can offer residents a convenient walk to schools, churches, other amenities and neighbors. They further connect the neighborhood into a larger "Education Corridor," linking neighborhood schools with the resources and support available from St. Philip's College.

Strategies for Vacant and Blighted Properties

The Eastside has suffered significant deterioration in the past several decades, and currently 16% of all properties are vacant and/or dilapidated. An integrated and collaborative effort with the city and other housing partners that focuses on strategic infill will a key strategy for adding new for-sale housing to the area. Additionally, vacant properties that may not be suited for new housing development will be re-purposed as community gardens and other green, sustainable uses.

Create community gardens. Neighborhood organizations will develop 2–3 new community gardens within the area. In addition, the potential for an urban farm that could create educational or youth-oriented job opportunities and support neighborhood retail and/or provide food for local food banks will be explored.

Safety and Security

Improving a sense of personal safety is necessary if residents are to accept that real change is not only possible, but an attainable result within the Wheatley area. As with most aspects of the transformation plan a successful security effort will involve multiple initiatives. Several important ones include:

Efforts to deter gang activity

- The gang injunction makes it illegal for some suspected members of a violent street gang to congregate within a 1-square-mile area on the Eastside. The order also establishes a curfew between 10 p.m. and 6 a.m.
- A safety zone has been created in the Wheatley Courts area, which restricts gang members from congregating or engaging in numerous activities, including using a cell phone for illegal purposes, drug activity and possessing alcohol or items used for "tagging."
- A larger "safety zone" encompasses an area bordered on the south by East Commerce Street, on the west by North New Braunfels Avenue, and railroad tracks on the north and east. These boundaries are analogous to those of the Wheatley Choice Neighborhood.
- The San Antonio Housing Authority, with the Wheatley Choice Neighborhood as focal point applied for and received $600,000 in Byrne Safety funds from the Department of Justice. The proposed project includes increasing street lighting in the area as well as the creation of a "Resource Center" that will offer re-entry services for the formerly incarcerated.

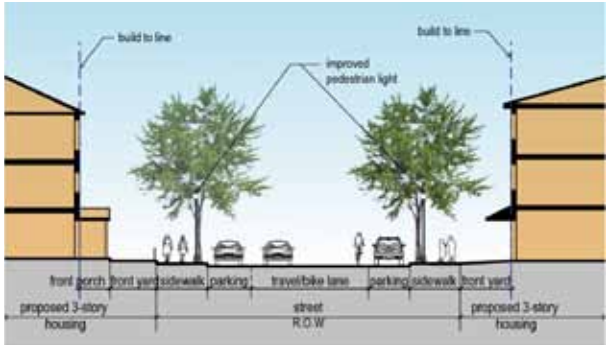
Stray Animal Initiatives

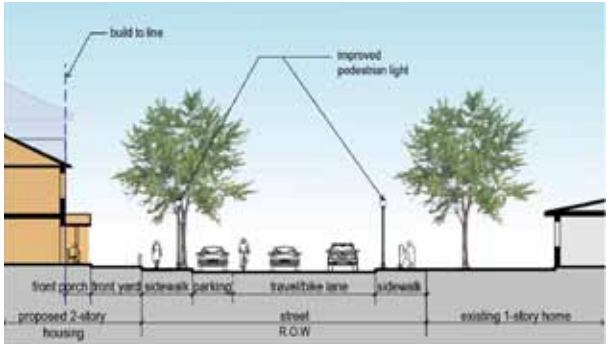
A consideration not often related to safety is stray dogs. Residents who walk to neighborhood stores, churches or the bus stop, children walk to school or cyclists, all must contend with stray dogs.

- The City of San Antonio Animal Services provides stray animal sweeps, impoundment, clinic supplies and microchips. They also offer dog care and obedience programs.
- SNIPSA is an organization formed by a group of veterinarians and caring individuals dedicated to helping homeless and unwanted animals in San Antonio and the surrounding area. Through the Eastside Choice Initiative, SAHA proposes working with the City of San Antonio and SNIPSA to raise awareness of code enforcement processes as well as spay-neuter and foster-care services. Education will be accomplished by hosting public events to promote animal care responsibility and to recruit volunteers.

Urban Design and the Public Realm

The public realm—sidewalks, retail areas, parks—is the environment within which impressions are created. Deteriorated infrastructure, lack of maintenance, and limited amenities discourage visitors and neighbors alike, and are detrimental to local neighborhood retail. A high-quality public realm that emphasizes urban design draws life to the street.





Streetscape sections highlight the importance of building site location, enhanced lighting, and improved pedestrian and bicycle conditions.

Target city funding to key corridors to improve the public realm. Work to ensure that future Bond projects allow for funding for sidewalks, street furnishings, and streetscape improvements, including green infrastructure enhancements.

Develop design guidelines for retail corridors. Encourage and work with the city to develop design guidelines to enhance conditions along retail corridors within the study area. Identify funding sources that will help support landscape and other improvements for qualifying property owners.

Improve streetscape and lighting. Upgrade street lights and lighting in open spaces; encourage use of higher-quality fixtures that provide better lighting at the pedestrian level.

Screen parking lots. Parking lots should not be directly visible from sidewalks, particularly in areas being targeted for increased and improved walkable retail uses. Develop realistic standards for screening; require new developments to screen parking; and work to identify funds to encourage existing businesses to screen parking.

Safety. Family. Dream. Education.Respect. Beauty. These words encapsulate the values and aspirations of the Sutton Oaks residents. Inspired by a visit to the neighborhood and the results of a community discussion, San Antonio native Rick Williamson used a triptych mosaic to illustrate the idyllic vision described by dozens of Sutton Oaks families.

Install Public Art.
Public art can help create a sense of identity for a community. Therefore the plan involves engaging local artists, residents and school-age children in the design and installation of public art for the community similar to what was done at Sutton Oaks.

In the Eastside Choice footprint, a focused approach will be utilized to deploy Neighborhood Campaigns. “Focused Neighborhoods” are designed to achieve the greatest impact in a desired area through the concentration of resources and services

"Neighborhood Campaigns" promote community and challenge neighborhoods to establish a unique identity by turning perceived challenges into strengths. These campaigns should be varied and creative and aimed at getting residents involved through healthy competitions, (e.g. Sweep Around Your Own Front Door"—Clean up campaigns, Porch light Campaigns to illuminate the neighborhood and deter crime and other appropriate theme events to infuse new life, foster revitalization and build a stronger community.

These campaigns will be aligned with major events such as the M.L.K. March and Fiesta and opportunities to link campaigns to Economic Development will be identified.

"Coffee at the curb" is being used successfully by the Promise team to discuss important news with parents who walk with their children to and from school.

Improved Access and Connectivity

Improving access to, from, and within the Eastside will greatly benefit revitalization efforts, particularly for existing and new retail and residential development. Ensure that all modes of connectivity are prioritized, but—as called for during the public planning process—emphasize opportunities that improve conditions for pedestrians and biking.

The winning bus stop design from a competition held during the planning process of Westside Initiative.

Connectivity. San Antonio's Transit Agency, VIA, will increase connections in the neighborhood by enhancing existing bus stops and increasing bus routes, especially to Fort Sam Houston. The City of San Antonio has committed Bond dollars to the improvement of several corridors in the neighborhood, especially Commerce Street.

- As part of the plan, a design competition was held to design bus stops/shelters for the Eastside Neighborhood
- Internet access—virtual connectivity will be achieved through a broadband network and providing free (or affordable) wireless Internet service to the new housing community.

Emphasize green walking and bike streets. New Braunfels Avenue, E. Commerce, Houston, Walters, and Hays Streets have been designated as green walking and bike streets. Bike lanes, tree plantings, landscaping, sidewalk improvements and other streetscape enhancements that benefit the pedestrian and biking experience should be prioritized within these corridors.

Neighborhood Integration. The design of the Wheatley community will be a predominantly residential neighborhood. The existing streets will be opened and shifted to reconnect to the surrounding grid, thereby connecting the community back into the larger neighborhood.

Increase bike/car share programs. San Antonio has already been proactive in establishing successful bike and car share programs, but these amenities do not currently exist within the Eastside. A study should be

Improved bike- and car-share programs should be expanded to the Eastside Neighborhood.

initiated that can research funding opportunities and site locations.

Initiate street calming efforts within commercial/retail corridors. Consider a reduction in lanes, bike lanes, bump-outs, increased on-street parking, and other measures to slow traffic.

Improve pedestrian street crossing conditions. Add pedestrian crossing signage, enhanced pavement markings and lighting at key intersections including Burnet, Lamar, and Houston Streets where they intersect with New Braunfels.

Address issues across the study area that discourage walking. Prioritize improvements to existing pedestrian facilities; consider using pedestrian and multimodal level-of-service measures for design of key intersections; focus on safety and access.

Education Corridor

While education initiatives will be fully addressed within the People Transformation Plan, highlighting the study area's important educational institutions will have a positive impact by demonstrating that the community is committed to prioritizing education.

- Install "education corridor" banners along Mittman and Walters Street.
- Collaborate with schools, NowCast and the Promise Neighborhood initiative to develop an active social media educational campaign to reach a broader and more diverse market. An aggressive print marketing campaign will also be utilized at key locations across the neighborhood.

Economic Opportunity

REVITALIZE KEY RETAIL AREAS

Prioritize neighborhood level retail and services. Target resources to enhance existing businesses and to create new retail along New Braunfels, Walters and Commerce. Identify and prioritize retail uses that support a walkable environment.

Extend the retail façade program. SAGE and other neighborhood organizations will focus resources to support a façade program for existing and new retail business owners.

Create incentives. Provide incentives to encourage new businesses to locate in existing buildings in the area.

Improve conditions at larger-scale retail areas. Use pedestrian and multimodal level-of-service measures to assess conditions along New Braunfels Avenue, between Dawson Street and Paso Mondo Street; encourage city to further enhance landscape conditions within median strip; develop design guidelines for retail establishments; modify current zoning; support neighborhood retail by creating zoning and/or regulations to limit certain types of businesses that don't enhance quality-of-life conditions.

EXPAND AND DIVERSIFY ECONOMIC ACTIVITIES

Partner with San Antonio for Growth on the Eastside (SAGE). A key partner to the Wheatley Choice Neighborhood Initiative is the non-profit organization San Antonio for Growth on the Eastside (SAGE). An economic development resource and dynamic presence on the eastside of San Antonio, SAGE provides support for current business owners and recruits new business to the Choice neighborhood and the greater eastside.

As a partner in Choice Neighborhood, SAGE has ***committed to bring new businesses into the Eastside community***. SAGE will:

- Provide economic development grants to new businesses who wish to be part of the community. To qualify, the businesses must be new to the City of San Antonio and must make employment opportunities available to area residents.
- Provide direct grants/loans to businesses within the Eastside Choice Neighborhood Plan. These matching grants will be offered as part of SAGE's store-front program.

Partner with ACCION Texas and the City of San Antonio Business Retention and Expansion program (BRE). Both programs provide options and alternative paths to economic development and vibrant local communities. Small businesses and entrepreneurs seek funding via these non-traditional vehicles.

- ACCION provides loans to those who are historically underserved by commercial lenders, mostly non-caucasian and female populations.
- BRE provides support in the form of incentive packages that include tax abatement and grants. The program ensures communication is both responsive and ongoing.

Identify job opportunities with the Joint Base Command/Ft. Sam. The Joint Base Command, formerly Ft. Sam Houston, sits across IH 35, north of the Eastside Choice Neighborhood. The Base Realignment and Closure (BRAC) brought about the consolidation of all military medical training, including Air Force and Navy branches at Fort Sam Houston. The Military Education and Training Campus (METC) on the campus was opened in 2011. The expansion in training has required construction approaching $1 billion, and represents significant investment in San Antonio and the State of Texas. A potential employment and economic generator, Ft. Sam figures prominently in the Wheatley Neighborhood Transformation Plan.

Ft. Sam will emphasize the importance of hiring local residents, thus creating opportunities for Choice Neighborhood residents to find a job.

Entertainment

Entertainment for the area will build upon existing assets and will also endeavor to capture the unique talents and characteristics in the area. One of the desired outcomes for this place is to establish a series of community gathering space, which will promote citizenship and activities that are undertaken for mutual benefit and enjoyment. This will begin with small activities and events, such as movies in the park, expanding the MLK March, opening the school grounds to provide athletic events, block parties, as well as music and art events. Monthly art walks offer a venue for local residents to showcase their crafts, art, dance, music, cuisine and much more. Discussions are also underway to duplicate a community meeting place like the Guadalupe Street Coffee shop, a community development project operated by Baptist Children Family Services (BCGS) Health and Human Services. Located in the heart of San Antonio's Westside—where less than 3% of

PROPOSED PARTNERSHIPS

Partners, such as ACCION Texas and the City of San Antonio Business Retention and Expansion program (BRE), are enterprises that support the local creative economy and aim to build on human and social assets indigenous to the Eastside Neighborhood. They can see the potential for a vibrant local economy and are compelled to invest energy and inspiration, as a means to transformation. They support economic activities such as community festivals and better block projects that provide more eyes on the street and aid safety in the neighborhood. Also, they contribute to the restoration of pride and the establishment of an identity that honors its history while creating a community culture uniquely its own. Currently ACCION has a presence in the Eastside Choice Neighborhood. Efforts are underway to identify opportunities for BRE to target activities within the Choice footprint.

The Joint Base Command, formally Fort Sam, is undergoing a $1 billion expansion. Opportunities should be created for hiring local residents.

homes have a computer—the café supports opportunities for local students, aimed at increasing school retention and enhancing teens' likelihood of graduation. Guadalupe Street Coffee fosters continued learning and education, and is a comfortable space where residents have taken ownership and meet over a cup of coffee.

Revitalization underway in the Choice Neighborhood is a backdrop for development in downtown San Antonio. Also, it is an attempt to recapture the area's history by encouraging support and regular use of anchor institutions and neighborhood resources, thereby completing the neighborhood.

The Wheatley Choice Neighborhood is home to several entertainment venues:

- The **Carver Community Cultural Center** is a thriving hub for educational, social and cultural services on the Eastside of San Antonio, serving the African-American community and broader reaches of the San Antonio metropolitan area. The Carver offers a variety of programs for children and adults. Jazz, Rhythm and Blues and quality artists are part of every performance season. It includes a public library and is a hub for social and cultural programs on San Antonio's Eastside.

The Carver Community Cultural Center provides educational, social, and cultural services for the Eastside community and entire City.

Plan Strategy: *The Eastside Choice Neighborhood will work with the Carver to develop programs for Wheatley children, exposing them to the vast arena of existing programs and services.*

- The **AT&T Center** is an indoor arena, in Eastside San Antonio. Home to the Spurs NBA and Silver Stars WNBA teams, the arena is a venue for a wide range of gatherings, including concerts, religious and other performances, and sports events. The AT&T center borders the Wheatley community along its eastern boundary and generates customers for local businesses, as well providing a venue for entertainment activities.

Plan Strategy: *The AT&T Center will support the Choice Neighborhood Initiative by hosting relevant programming and events attractive to the revitalized community.*

- The **Watson Fine Arts Center** is part of the Fine Arts Department at St. Philips College. Divided into genres of art, music, dance and theatre, students with creative pursuits can display their talents. The theater can be leased by other performance groups.

Plan Strategy: *St. Philips has committed to work with the Eastside Community to increase the use of its facilities for community-based entertainment events, and to mentor resident youth.*

Green Spaces

The two key findings to emerge regarding green spaces was that the study area did not have an adequate amount of green space and that opportunities for connecting to the surrounding green and open space network were not being realized.

It should be noted that with all green space strategies, **microclimate appropriate landscaping** will be recommended. The design promotes a healthy environment for natural systems by incorporating the Level 2 standards of the Build San Antonio Green program. The standards include aggressive strategies to conserve water, essential in San

Antonio's arid climate. They also promote protecting existing trees and other significant vegetation, planting additional trees to fill gaps in the neighborhood tree canopy, and using local plant species that prevent erosion and tolerate xeric conditions. Use of shade trees, passive solar shading devices, and cool surfaces (such as high-albedo paving and roofing materials) throughout the site and building design will help maintain native microclimate. This saves energy and promotes livability by enabling residents to regularly enjoy time outdoors on porches, patios and in public green spaces.

Create new green spaces.

- As part of a future redevelopment of Wheatley Courts, create a new neighborhood park south of Lamar Street, between Gevers and Mittman Streets.
- Utilize available land to develop community gardens in conjunction with new residential and retail redevelopments.

Improve and share existing green spaces.

- Enhance programming at Lincoln Park.
- Enhance and add amenities to the green space around Washington Elementary School.
- Develop new and shared programming for recreational space at Wheatley Middle School and Lincoln Park.

Connect to the surrounding green space network

- Create community gardens and pocket parks to develop stronger network of green spaces within the study area.

Land surrounding Washington Elementary school could be improved with new amenities added.

Infrastructure

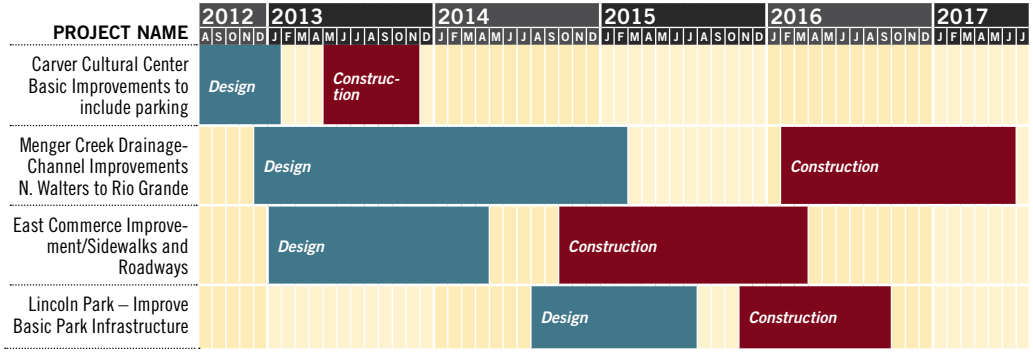
City of San Antonio voters approved a 2012–2017 Bond Program on May 12, 2012. The $596 million program includes 140 projects citywide. Of the $596 million, major infrastructure projects totaling $33.37 million are within the Eastside Choice Neighborhood area. Key construction initiatives are highlighted in the table below.

Construction of these projects will improve traffic flow, improve drainage, increase park amenities, and thereby strengthen opportunities for community revitalization and economic development for the area.

The Infrastructure Management Program (IMP) is a five-year rolling program focused on the maintenance of San Antonio's public Infrastructure. The improvements will be coordinated with streetscape strategies described in the Transformation Plan and include:

- Street, alley and drainage maintenance
- Sidewalk improvements
- Upgrades to traffic signals
- Pavement markings for bike lanes, pedestrian crossing, etc.
- Advanced Transportation District (ATD) related projects

KEY CONSTRUCTION INITIATIVES



HOUSING

The housing strategy is not just a well-defined, high-quality, fiscally-sound plan that makes sense to urban planners, developers and investors; it is the physical component of the vision created by the residents and the families that live in the Eastside. The transformation of Wheatley Courts and strategic housing initiatives within the surrounding area is the opportunity to reshape a neighborhood by adding value to what exists. It results in a physical manifestation of the vision created by the residents and families that live in the Eastside.

HOUSING GOALS

The following community-developed and community-supported goals shape all aspects of the housing plan.

- Ensure one-for-one replacement of the assisted housing units;
- Create an economically integrated community and maximize affordable housing;
- Include residents in all levels of planning;
- Leverage substantial additional resources to ensure maximum impact in the neighborhood;
- Integrate the Housing Component with other study area Components, including anticipating future housing needs;
- Provide appropriate unit configurations and units that are energy-efficient, sustainable, accessible, connected and free from discrimination; and
- Create a strong sense of community through community design.

HOUSING—APPROACH AND DEVELOPMENT HIGHLIGHTS

The housing initiatives will be centered on the targeted site, Wheatley Courts, and a nearby mixed-income community, Sutton Oaks. One-for-one replacement of the public housing will be distributed throughout the area, including Sutton II and III. Infill development in the immediate area will replace vacant lots and abandoned structures will be replaced with energy-efficient homes that add value to the community.

In collaboration with SAHA and MBS, residents will continue to play an active role as part of the Implementation Working Team. Resident advisory committees will review and comment upon all phases and continue to shape the vision and implementation, up to and including the branding of the new community. The plan will be financially viable and will result in a redevelopment that is integrated into the broader Wheatley neighborhood and the Eastside community.

Specific details that will be integrated in new housing initiatives will reflect the overall goals of the Choice Neighborhood program and will include:

- **Unit Configurations:** The new units will be townhouses and walkup garden apartments with appropriate room sizes, and with bedroom counts and types that meet the needs of current resident family sizes. The plan includes an 80-unit senior building at the heart of the site (a location requested by the seniors in the commu-

The photos above depict similar affordable housing developments that McCormack Baron Salazar, SAHA's developer partner, has completed.

nity); all other units are in multi-family buildings.

- **Environmental Remediation, Energy Efficiency and Sustainability:** The deconstruction process will include the safe removal of all lead and asbestos material, as well as any impacted soils on the site. All Housing will be built to achieve Build San Antonio Green Level II or Enterprise Green Communities Criteria or both. The Transformation Plan is pursuing USGBC LEED for Neighborhood Design (LEED-ND) certification.

- **Accessibility:** HUD Standards will be exceeded through the following: 5% of the units across unit sizes and an additional 5% of one- and two-bedroom units will be accessible to people with disabilities.

- **Promote and participate in infill development:** To address the number of vacant parcels and abandoned structures within the Choice Neighborhoods footprint, a strategic area for acquisition will be defined and vacant lots and abandoned structures acquired. The plan calls for a "focused neighborhood" which will provide the opportunity to leverage and concentrate resources in order to have an immediate visible impact.

- **Improve the quality and value of current housing stock:** An additional tool of the "focused neighborhood" approach is owner-occupied rehabilitation.

  Choice Neighborhoods has taken this rehab housing initiative one step further by partnering with St. Philips College and George Gervin's YouthBuild program to provide construction training to adults and students. This training cohort will prepare residents living within the Choice Neighborhood, to take advantage of single-family rehab and multi-family new construction employment opportunities.

- **Neighborhood Amenities Connected to Housing Initiative:**
  > A two-acre park will be formed between Hays and Arthur, with green space and a community garden, picnic areas, playgrounds and other amenities. The senior building will front on this park, framing the street and defining the edges of the park, while also providing eyes on the park.

A major new neighborhood amenity will be a community center planned along Walters Street.

The following site plans highlight the beginning redevelopment patterns for both Wheatley Courts and Sutton Oaks. The block section graphic details typical block formation within Wheatley Courts. The building elevations highlight the scale and design concepts for the proposed housing. As noted on the full block elevation, buildings will range from two to three stories and will be developed with unique features to create a diverse housing pattern. The senior housing building, at three stories, will remain in scale with the surrounding townhouses and walk-up garden apartments.

A Phased Approach to Redevelopment

During the public process, residents conveyed two extremely important requests:

- The first was the need for senior residents to have their own building while remaining a part of the family site. This provides the ability to look after children on the playground, but also have separate living space.
- The second request was for all residents to remain close to their personal support systems made up of friends and relatives living in and around the Wheatley and Sutton community.

The redevelopment will occur in four phases: three family phases and a senior

WHEATLEY COURTS SITE PLAN

BUILDING ELEVATIONS FOR PROPOSED REDEVELOPMENT OF WHEATLEY COURTS

development located on-site near the new community center. This close knit community has made it clear that the Sutton Oaks redevelopment, a SAHA mixed-income property within the footprint, is an integral part of the Wheatley Courts redevelopment.

Sutton Oaks

Sutton Oaks is on the site of the former Sutton Homes, which was built in 1952 and was one of the San Antonio Housing Authority's (SAHA) oldest public housing communities for families. It became an increasingly distressed property, as evidenced by its failing foundations, deteriorating utility infrastructure and confining site plans.

Sutton Oaks Phase I is a new vibrant community consisting of 194 units, 11 residential buildings and a clubhouse.

The Park at Sutton Oaks

Phase II of the reconstruction of the former "Sutton Homes" is a major step toward revitalizing San Antonio's near Eastside. The second phase of development will be built to Build to San Antonio Green (BSAG) Level II and feature 208 new multi-family units, which will include 1, 2, 3, and 4 bedroom units with an estimated project cost of $29.4 million. The property will serve individuals and families at 30%, 50% and 60% AMI,

SUTTON OAKS SITE PLAN

as well as market rate. Construction commenced in October 2012, with a projected completion date of December 2013.

Mixed-income development. A critical part of the planning process was devising a mix of unit types and amenities for a range of incomes and people. The housing plan provides market rate and affordable housing to households at a mix of income levels.

The total mix of units for all phases of development are included in the table below.

Long-term affordability. Currently, the plan calls for the reconstruction of 202 new ACC (PHA) replacement units, 44 Section 8 Project-Based Vouchers (meeting the one-for-one replacement requirement), and 248 LIHTC units, in order to both retain affordability for households at less than 120% of AMI and establish a mix of incomes on the site. The PHA and LIHTC units will have, at a minimum, a 40-year affordability restriction. The affordability restrictions will be required as part of the deed restriction/LURA (Land-Use Restriction Agreement) on the site.

UNIT COUNT

PHASE	MARKET-RATE	LOW INCOME HOUSING TAX CREDITS	PROJECT-BASED VOUCHERS	PUBLIC HOUSING AUTHORITY	TOTAL UNITS
CHOICE FUNDED UNITS					
Multi-family Phase I	35	36	10	54	135
Senior Development		4	28	48	80
Multi-family Off-site	24	39		15	78
Multi-family Phase II	32	16	6	36	90
Subtotal	***91***	***95***	***44***	***153***	***383***
CHOICE MULTI-FAMILY UNITS NOT FUNDED BY CHOICE					
Sutton Oaks	8	137		49	194
The Park at Sutton	46	113		49	208
Subtotal	***54***	***250***		***98***	***402***
TOTAL COMBINED	**145**	**345**	**44**	**251**	**785**

ONE-FOR-ONE REPLACEMENT

PHASE	PUBLIC HOUSING	PROJECT- BASED VOUCHERS	TOTAL UNITS
CHOICE FUNDED UNITS			
Multi-family Phase I	54	10	64
Senior Development	48	28	76
Multi-family Off-site	15		
Multi-family Phase II	36	6	42
Subtotal	***153***	***44***	***197***
CHOICE MULTI-FAMILY UNITS NOT FUNDED BY CHOICE			
Sutton Oaks	49		49
The Park at Sutton	49		49
Subtotal	***98***		***98***
TOTAL COMBINED	**251**		**251**

GREEN BUILDING

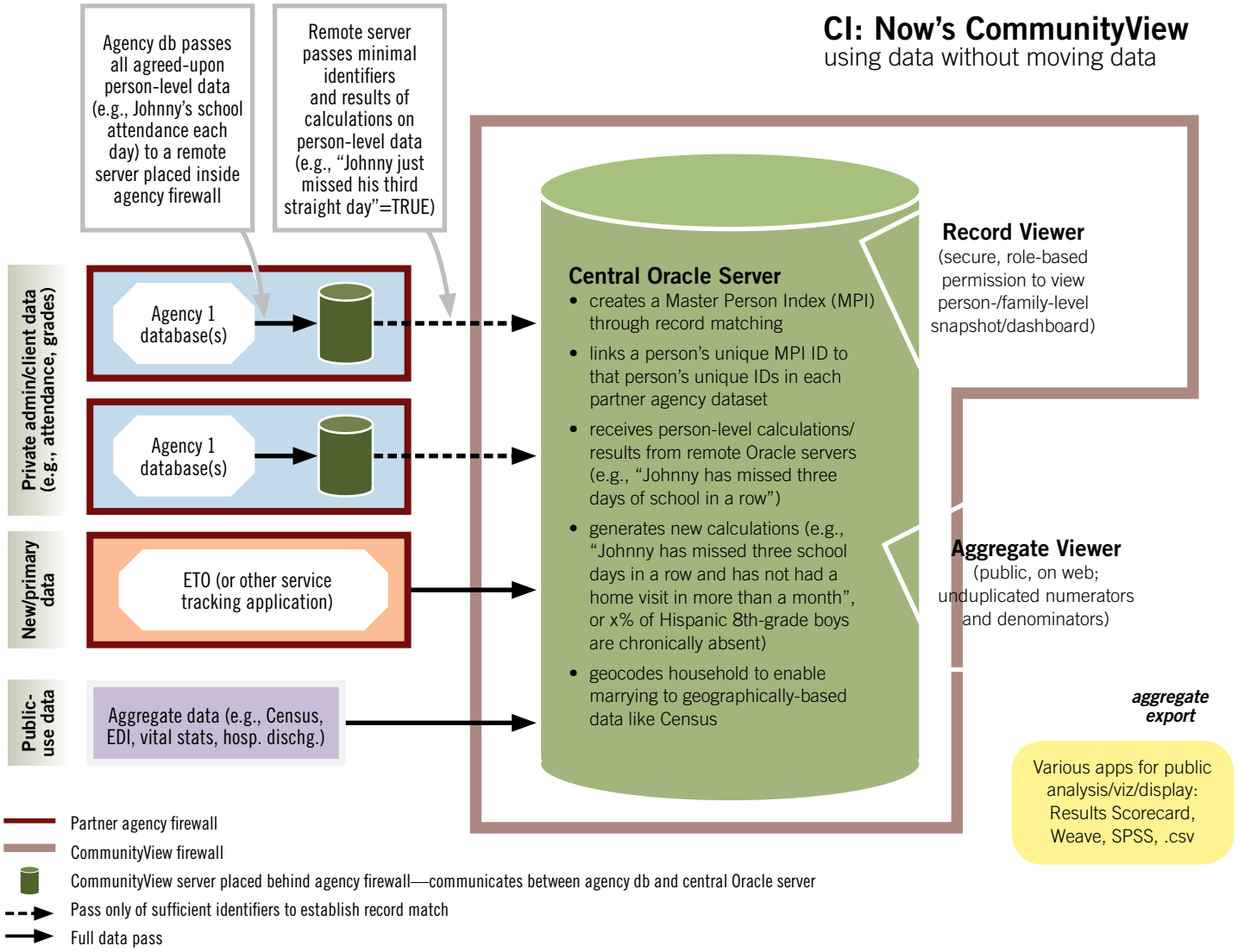
All new and substantially renovated replacement housing will be built and certified to Enterprise Green Communities Criteria (EGC) 2011 Standards and/or will meet Build San Antonio Green Level II (BSAGII). EGC increases the efficiency of the building envelopes and systems, includes Energy Star for Homes certification, reduces greenhouse gas emissions through decreased need of fossil fuels, prevents wasted natural resources by using environmentally preferable materials, and minimizes construction wastes. EGC also promotes healthy living environments through the use of healthy interior materials (low-and no-VOC paints and adhesives, green label carpeting, formaldehyde-free products), intergrated pest control, and adequate ventilation planning. BSAGII focuses on all aspects of creating healthy homes and environment including Energy, Water, Site Design and Health.

8 Data

There are many agencies within the Choice footprint who work with residents, students and individuals who receive some level of public assistance and there is a need for integrated data.

- The Eastside Choice Neighborhood Transformation Plan partners are working with Promise Neighborhood to share critical indicators using a pioneering data-sharing system.
- This system, CommunityViewer, was designed by Intellica in partnership with NOW:DATA, CI:NOW and Promise Neighborhood Initiative.
- SAHA, Urban Strategies, and MBS will upload data on a monthly/quarterly basis into CommunityViewer, a system of secure servers that matches data using unique identifers, and allows partners to query and review shared indicators.

CI: Now's CommunityView
using data without moving data



SOURCE: LAURA MCKIERAN EXECUTIVE DIRECTOR CINOW–NOWDATA.

9 Next Steps

On December 12, 2012, SAHA CEO Lourdes Castro Ramirez received a phone call from Congressman Lloyd Doggett that would forever change the lives of the Wheatley Choice Neighborhoods Community. "Congratulations! We got it!" It was the news that SAHA and community members had been waiting months to hear and it arrived just in time for Christmas.

On December 13, 2012 a press conference was held in front of Wheatley Courts to announce that HUD had awarded the San Antonio Housing Authority a Fiscal Year (FY) 2012 Choice Neighborhoods Implementation Grant in the amount of $29,750,000, to support the Transformation Plan created by residents of the Eastside for the redevelopment of the Wheatley Choice Neighborhoods community.

"It's going to change a lot of people's lives," said Daniel Arellano, vice-president of the Wheatley resident council. "The kids need to have more activities so they're not just walking around with nothing to do."

Read more: *http://www.mysanantonio.com/news/local_news/article/The-days-now-are-numbered-for-troubled-Wheatley-4116392.php#ixzz2F46k3eYo*

PHOTO: LISA KRANTZ, SAN ANTONIO EXPRESS-NEWS / © 2012 SAN ANTONIO EXPRESS-NEWS

After the press conference, Sydney Jackson, 8, waits to meet Mayor Julián Castro, left, with her grandmother, Kathy Harris, right, President of the Skyline Park Neighborhood Association.

Read more: *http://www.mysanantonio.com/news/local_news/article/The-days-now-are-numbered-for-troubled-Wheatley-4116392.php#ixzz2F4AIu3k6*

Next Steps

1. REFINE IMPLEMENTATION PLAN TIMELINE AND RESOURCES.
2. CONTINUE COMMUNITY ENGAGEMENT.
3. DEVELOP MEMORANDUM OF UNDERSTANDING WITH PARTNERS.
4. DEPLOY SUPPORTIVE SERVICES STRATEGY (PEOPLE).
5. FINALIZE FUNDING AND PHASING FOR REDEVELOPMENT PHASES IIA & IIB (HOUSING).
6. CREATE RELOCATION PLAN FOR REDEVELOPMENT (PEOPLE).
7. DEPLOY FOCUSED NEIGHBORHOOD CAMPAIGNS (NEIGHBORHOOD).
8. INITIATE ECONOMIC DEVELOPMENT STRATEGY (NEIGHBORHOOD).

"Change will not come if we wait for some other person, or if we wait for some other time. We are the ones we've been waiting for. We are the change that we seek."

—BARACK OBAMA

NEXT STEPS

Appendix

GOVERNMENT SERVICES

Carver Community Cultural Center
Carver Library
Councilwoman Ivy Taylor—District 2 City Council office
Dignowity Hill Neighborhood Association
Government Hill Alliance
Harvard Place/Eastlawn Neighborhood Association
Jefferson Heights Neighborhood Association
Parenting Order Legal Clinic Project—Barbara Jordan Community Center

FINANCIAL/ECONOMIC SERVICES

San Antonio For Growth on the Eastside (SAGE)
Select Federal Credit Union
Ella Austin: income tax assistance (VITA)
Claude Black Community Center—income tax preparation
Antioch Community Transformation Network: Financial Literacy Program
Antioch Community Transformation Network: One-on-One Credit and Housing Counseling

EDUCATIONAL SERVICES

San Antonio Education Partnership (SAEP)
Tynan Early Childhood Education Center (Headstart)
Alamo Public Telecommunications dba KLRN
Bowden Elementary
Carver Academy
Washington Elementary
Pershing Elementary
Wheatley MS
Bowden Parent Room
Pershing Parent Room
Wasington Parent Room
Wheatley Parent Room
Ella Austin: Youth Development After-School Program
Ella Austin: Early Child Development, Parenting Classes,
Antioch Community Transformation Network: Precious Minds New Connections Parent Education Program
Healy-Murphy Child Development Center
All-Stars After School at Bowden
San Antonio Sports—Dreams for Youth fencing program
SAYC—Parternship with Antioch Missionary Baptist Church
SAYC—Partnership with St. Paul United Methodist Church
Boys and Girls Club of SA—STARS Program
Antioch Christian Academy—licensed pre-school
Ella Austin Child Center—licensed pre-school
Healy-Murphy Center, Inc.—licensed pre-school
Miller Child Development Center—licensed pre-school
Wee Care Development Center
Maggie Sullivan—registered child-care home
Sharon Thomas—registered child-care home
St. Paul's Episcopal Montessori School—licensed pre-school

FAITH SERVICES

Antioch Missionary Baptist Church
Arthur Street Church
Calvary Baptist Church
Childress Memorial
Childress Memorial Church-God
Church of the Good Shepherd Orthodox Order of St. Benedict
Church of the Living God
Community of Churches
Continuum of Care Ministry
Dial a Prayer
East End Church-God in Christ
East St. Paul United Methodist Church
First Stop
First Timothy Baptist Church
First Trinity Missionary Baptist Church
Grace Community Church
Grady Memorial Church of God
Hodges Chapel AME
House of Prayer Christian Ministries
Mosques Association Muslim Center
Mount Gilead Baptist Church
Mountain Calvary Baptist Church
Mountain Sinai Baptist
New Jerusalam Missionary Baptist Church
New Mountain Pleasant Baptist Church
New Rose of Sharon Missionary Baptist Church
New Testament Baptist Church
New Testament Spirit of Life Church
New Union Baptist Church
Pleasant Grove Missionary Baptist
Rising Star Baptist Church
St. Patrick's Catholic Church
St Paul United Methodist Church
St Paul's Episcopal Church
St Stephen's Catholic Church
Star of Hope Ministries
Tried Stone Baptist Church
True Holiness Pentacostal Church

HEALTH SERVICES

Antioch Community Transformation Network: Diabetes Education Program
BCCS—Screening/Diagnostics—University Health System Eastside Clinic
Black Effort Against the Threat of Aids (BEAT AIDS)
Dixon Clinic—East San Antonio Medical Clinic
Harvard Place/Supported Housing/Employment Program (at the Center for Health Care Services)
Health Education Program at Dixon Jr. Clinic
San Antonio Healthy Start and Project WORTH
Texas Health and Human Services—Office of Eligibility Services
Women's Health Program—University Health System Eastside

PUBLIC HOUSING SERVICES

SAHA Public Housing Program—Olive Park Apartments
SAHA Public Housing Program—Village East Apartments
SAHA Public Housing Program—W.C. White Apartments
SAHA Public Housing Program—Wheatley Courts
SAHA Public Husing program—Sutton Oaks

RECREATIONAL SERVICES

Antioch Sports Complex and Community Center
Dawson Park and Community Center
Dignowity Park
Fairchild Tennis Center and pool
Lincoln Park
Woodward Community Center

EMERGENCY SERVICES

Catholic Worker House
Claude Black Community Center—emergency assistance services
Ella Austin: emergency food and utility assistance
Emergency and Transitional Housing—Strong Foundation
Food Bank—Antioch Baptist Church
Food Bank—Bethel AME Outreach Center
Food Bank—Mt. Sinai Food Ministry
Food Bank—St. Paul United Methodist Church
Salvation Army Hope Center—Emergency Men's Shelter/Transitional Worker's

SENIOR SERVICES

Antioch Community Transformation Network: Silver Sneakers and Senior Health and Fitness Programs
Children and Caregiver Connection (C3)
Claude Black Community Center—senior nutrition services
Salvation Army Dave Coy Senior Center

SOCIAL SERVICES

Barbara Jordan Community Center
Communities In Schools of San Antonio (C.I.S.)—at Wheatley Middle School
Eastside Youth Center
Healy-Murphy Center—Education, Rehabilitation, Social Development
HIS Bridge Builders
MELD Parent Support Program—East
San Antonio Fighting Back
Summer Food Service Program—Bowden Elementary; Calvery Baptist Church (SAFB); Dorothy C. Pickett Academy; Eastside Youth Center; Fairchild Tennis Center Park; Greater Faith Temple (PBI); Healy-Murphy Center (SAFB); Lockwood Community Center; Washington Elementary (SAISD); Wheatley Courts Apartments (SAFB); Wheatley Middle School (SAISD)
YAGA—Youth Against Gang Activity
YWCA on Hackberry