

Data Point Narrative (required)

1. The PZ Poverty rate is 35.07%. Eleven PZ Census Tracts have a poverty rate that is more than double the overall City of Tucson poverty rate – Census Tracts 13.02, 13.03, 13.04, 14, 15, 23, 26.03, 26.04, 37.02, 41.15, and 5.
2. The 2011 through 2013 annual average Part I crimes in the PZ was 11,277. There were 9,590 Part I crimes in the PZ in 2011, 11,793 in 2012 and 12,447 in 2013. Many of the PZ census tracts cross jurisdiction boundaries. Seven PZ Census Tracts and One PZ Block Group have per capita crime rates that are more than double the overall City of Tucson per capita crime rate – Census Tracts 1, 4, 23, 24, 26.04, 39.04, and Block Group 45.12.3.
3. Employment rate. The PZ employment rate (86.73%) is lower than the regional employment rate. The employment rate in Pima County is 90%, with lower employment in the City of Tucson (89%), the City of South Tucson (82%). Nine PZ Census Tracts have an employment rate less than 80% - Census Tracts 27.03, 3, 37.02, 37.04, 37.07, 38.01, 39.01, 45.06, and 5.
4. The PZ long-term vacancy rate is 9.97% as indicated in the Promise Zone Mapping Tool Data, nearly double the surrounding rate of 5.20%.

Zone Needs and Assets

Education Attainment. The percentage of zone residents age 25 and over without a High School Diploma or equivalent (30%) is more than double that of Pima County (13%) and City of Tucson rates (16%). The percentage of Hispanic zone residents age 25 and over without a High School Diploma or equivalent is (36%)¹. There are 9 failing schools in Pima County² and 3 are in the zone. Schools receive a failing grade based on the weighting of student performance on standardized tests and academic growth from year to year. The Zone also includes 89 performing K-12 schools.

Barriers to Employment. The primary barriers to employment are lack of education and skills. Soft barriers contribute to unemployment and include child and elder care, transportation, housing, Limited English Proficiency, Veteran status, homelessness, and legal and health issues³. A lack of basic skills – problem solving, teamwork, and listening are barriers often cited by employers. Nearly \$1.5 million in proposed human and supportive services activities were not funded in 2014 due to a combination of federal budget cuts and reduced local revenues. Zone assets include the first Veterans Workforce One Stop in the U.S., an employment center to help homeless job seekers, and 25 employers committed to working with the Pima County One Stop to provide training for incumbent workers.

¹ American Community Survey 5-year Estimates 2007-2012

² Arizona Department of Education

³ Pima County One Stop System Draft 2014-2017 Plan

Regional Economic Efforts and Growth Industries. The 2014 regional economic blueprint⁴ sets a five year goal of 40,000 new jobs. The blueprint sets priorities to advance prosperity with a focus on providing a qualified workforce and increasing the number of high-skilled/high-wage jobs in the region's strongest sector clusters – Aerospace & Defense, Alternative Energy & Natural Resources, Bioscience & Health Care, and Transportation & Logistics. Key actions include investing in early education and building K-12 curriculum to better instruct the skills needed by industries to create a pipeline of local talent, operationalizing the relationship between the business community and Workforce Investment Board, and expanding internship opportunities. The Zone is strategically located at the crossroads of the North/South Nogales and East/West Sunset lines, near the I-10 and I-8 Interstate exchange, and adjacent to Tucson International Airport. The Aerospace Corridor and the associated Business Park are located in the Zone. The zone has a unique convergence of transportation, distribution and logistics assets that can catalyze economic growth.

Areas of Commercial Blight and/or Environmental Concern. The Cities of Tucson and South Tucson and Pima County have collectively performed 229 Phase I/II Brownfields assessments in the PZ during the past 10 years; 66 additional sites will be assessed during the next three years. Brownfields staff from the three jurisdictions work together to contribute to successful redevelopment of adversely-impacted properties and revitalization of surrounding properties through infill development, and revitalization of neighborhood commercial districts

⁴ "We Win As One". 2014 Economic Blueprint Update. Setting Priorities to Advance Prosperity in Southern Arizona. Tucson Regional Economic Opportunities.

and major gateways. The Downtown district and five areas of commercial blight are located in the zone. There are five closed school sites that would benefit neighborhoods if redeveloped.

Private Economic Activity. There are 9,276 licensed businesses in the PZ. \$25.9 million in capital investments from business relocation, expansion and retention activities were recorded from July 2013 to June 2014⁵. Retail sales in Pima County average about \$1 million/month⁶.

Transportation and Connectivity Options. Zone residents can access employment and services via public transit, including buses, modern streetcar, and shuttle. Buses generally run from 6:00 a.m. to 10:00 p.m. every 30 minutes on various routes throughout the PZ. Express commuter buses to employment centers run every 10-15 minutes from 5:30 a.m. to 6:00 p.m. The modern streetcar connects residents to downtown, the University of Arizona and bus service outside the PZ. It runs every 10 minutes from 7 a.m. to 6 p.m., every 20 minutes during the evening and weekend hours, and until 2 a.m. Thursday, Friday and Saturday.

Neighborhood and Public Facilities. The PZ includes many valuable cultural, open space, recreational and community facilities that support resident enjoyment and education and alleviate the stress of poverty, yet many of these facilities are aging and in need of

⁵ Tucson Regional Economic Opportunities Announcements: Relocations, Expansions July 1, 2013 to June 30, 2014

⁶ University of Arizona Eller College of Management

rehabilitation. The PZ includes 19 emergency shelter and transitional housing facilities needing nearly \$7 million in improvements⁷.

Affordable Housing. The Housing Rehabilitation Collaborative reports more than 250 PZ households on its waiting list. 2012 Comprehensive Affordability Strategy data identified 42,254 cost-burdened poverty-level renter households in Pima County, an estimated 15,600 in the PZ. The most current inventory of affordable rental units indicates a need for 7,237 units affordable to poverty-level households; an estimated 2,700 in the PZ.

Crime and Recidivism. In 2013, 29% of the County felony cases were for drug offenses. The Pima County Adult Detention Complex (PCADC) averaged a population of 2,041 in 2013, with approximately 40% of 2013 bookings having been previously booked since 1990. Only 20% of the population has been sentenced⁸.

⁷ *Green and Healthy Assessment of Pima County's Emergency Shelters and Transitional Housing*
(Poster Frost Mirto July 23, 2012)

⁸ Pima County Behavioral Health Department Inside Out Recovery Project

Promise Zone Plan

The Promise Zone (PZ) Partners are committed to an asset-opportunity implementation approach. This flexible framework is designed to reduce conflicts among goals, respect conflicting needs and demands, and maintain focus on community-approved sustainability efforts along a continuum. PZ activities promote human dignity and community action to support both individual and regional prosperity. The connections between goals and activities are demonstrated in the “Hierarchy of Human Dignity” for the PZ.

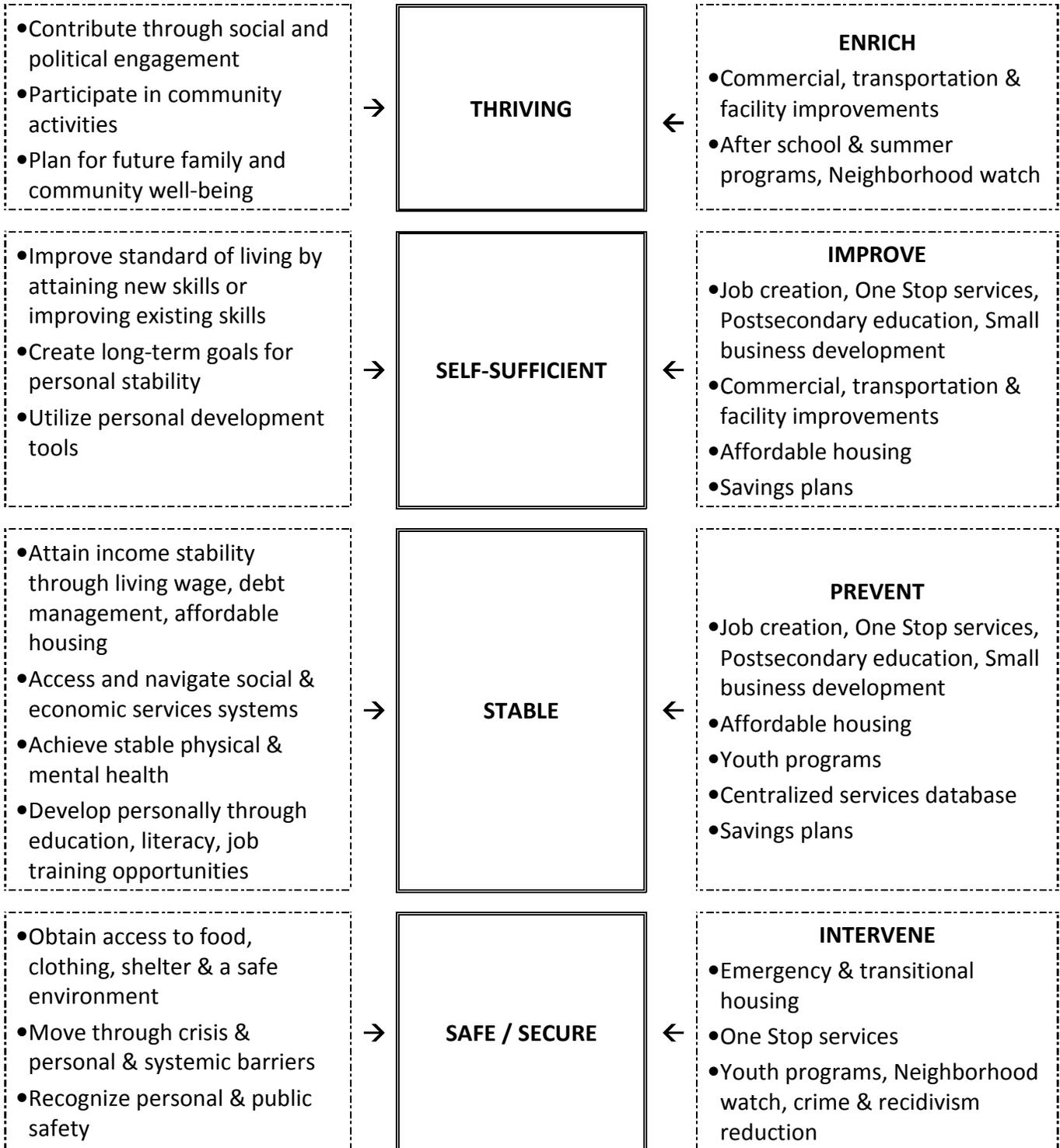
Within the asset-opportunity framework, PZ activities are prioritized in two tiers: 1) activities with financial and non-financial commitments are implemented first; and 2) activities without financial or non-financial commitments are implemented as opportunities arise.

Tier 1 activities have financial and non-financial commitments. Non-financial commitments include General and Comprehensive Plan goals and policies that have broad community support, and the implementation infrastructure is in place to support voter-approved actions and PZ activities. Tier 1 activities create the foundation for success, increase cross-agency / department relationships, support planning and capacity building, and take place in a broad regional context. Tier 2 activities will build on and complement tier 1 activities as opportunities arise.

A HIERARCHY OF HUMAN DIGNITY

RESIDENT RESPONSE

PROMISE ZONE ACTIVITY



Promise Zone Sustainability and Financial Feasibility (5 points) 2-3 pages suggested

The asset-opportunity approach supports implementation of Tier 1 activities regardless of PZ designation or funding. For Tier 1 activities, implementation partners are committed to identifying and securing primary and/or supplementary funding for their respective activities. Federal funding sources have been identified for 8 of the subgoals for which funding is needed and the implementation partner will prepare funding applications with the support of PZ partners where appropriate. The projected City of Tucson project coordination budget for the first 5-years of designation is \$250,000.

There are 3 subgoals that require commitment of private-sector resources (e.g. foundations, donations). In some cases, agencies funded by PZ partners must evidence these commitments to leverage City or County funding. In other cases PZ partners will work collaboratively to secure additional private funding.

There are numerous subgoals that will be addressed through Pima County General Obligation bond funds. The Pima County Truth in Bonding Code requires a detailed project identification and prioritization process. To date, the Bond Advisory Committee has met to prioritize projects and voted to include \$30 million for neighborhood reinvestment projects and \$30 million for affordable housing projects in the proposed bond. General Obligation bonds will also support capital projects that will result in large-scale neighborhood-based projects and increased public safety in the PZ. The target date for the bond election is in 2015. If the General Obligation bond is not approved by the voters, then PZ Partners will individually and collectively work to secure needed funds.

There are 5 subgoals that require commitment of City of Tucson and/or Pima County federal entitlement funds to PZ activities. The City of Tucson and Pima County have agreed to award priority points for PZ activities and projects in their annual funding processes, similar to the methodology used for funding activities in Community Development Target Areas. City and County budgets for project activities are contingent on federal allocation policies, property and sales tax revenues, bond initiatives and competitive grant funding. Committed financial resources reflect existing commitments and projections based on current levels of funding and availability of resources.

PZ Partners are committed to quarterly meetings to identify and discuss potential funding sources to carry out un/under-funded PZ activities. When practical, partners will work collaboratively to secure funding through in-house and out-sourced proposal writing. Partners will share information about secured funding sources and how these might leverage funding sources for PZ activities. Local elected officials and regional boards and committees will be educated through regular reports to ensure continued support for activities and needed funding, and identification of possible resources. There are no goals that need funding and for which a specific plan has not been developed.

PZ designation will bolster efforts to secure additional funds by formalizing the collaborative structure, creating recognition for PZ revitalization efforts, building confidence and capacity of local groups in applying for other sources of funding, and developing new relationships to leverage existing funding. Comprehensive data collection and continually-updated information on PZ needs, assets and resources will further bolster efforts by providing the broad range of information needed to successfully secure additional funding and coordinate

activities. A branding effort will take place to raise local awareness and encourage additional collaboration and investment.

Partnership Structure

The PZ partnership structure is a cooperative agreement model wherein the parties interact substantively in order to benefit the public. The actions of the parties are described in a Partnership Agreement. The most salient feature of this model is that the parties will actively cooperate: they will each contribute specific expertise, meet regularly, communicate well, and accomplish the important goals of the PZ. In addition, when financial resources flow from the City of Tucson or Pima County to a PZ Partner, an inter-governmental agreement will describe remedies for non-performance.

The City of Tucson is the lead agency and implementation partner. General roles and responsibilities of Tucson as the lead agency include coordinating partners, managing data and evaluation systems, leading resident engagement activities, and implementation of activities. Tucson will be accountable to PZ Partners for incorporating PZ activities into the City's sustainability indicator tracking and open data portal, collecting and collating partner activity data, generating summary reports of PZ activities in line with metrics, leading PZ partner meetings, and providing assistance in resident engagement if needed.

The following City of Tucson departments will be involved in PZ implementation: Housing and Community Development (HCD) will coordinate City departments and PZ partners; collect, analyze and report outcomes; and implement human services, shelter and related services, housing rehabilitation and emergency repairs, rental housing, homeownership housing, green and healthy facilities improvements, and the centralized database of resident

services; the Office of Integrated Planning will implement data collection, tracking and sharing systems; the Office of Economic Initiatives will implement job creation, business development and workforce development activities; the Police Department will implement drug-related crime reduction activities; the Environmental Services department will implement Brownfields activities; the Metropolitan Education Commission, which includes representation from the Cities of Tucson and South Tucson and Pima County will implement the Postsecondary Success in Education program; and the Department of Transportation will implement capital improvements projects.

General roles and responsibilities of each implementation partner include: implementing their respective activities; securing and managing additional funding for PZ activities; collecting and analyzing data for their respective activities and reporting outcomes to the City; participating in partner meetings; engaging residents in the planning and design of activities; analyzing progress towards their activities; and refining priorities and activities based on activity outcomes. Implementation partners are Pima County and the City of South Tucson.

The following Pima County departments will be involved in PZ implementation: Community Development and Neighborhood Conservation (CDNC) will implement commercial facade improvements; the neighborhood reinvestment program; Brownfields activities; small business development supports; healthy homes assessments; and funding for human services, shelter and related services, housing rehabilitation and emergency repairs, and rental and homeownership housing activities; the One Stop will implement the comprehensive suite of One Stop services; and the County Attorney will implement the Behavioral Health Treatment Court Collaborative Drug Treatment Alternative to Prison program. The Pima County Health

Department will participate with CDNC in healthy homes assessments by referring families through the health department clinics, public health nurses home visitation program, and school outreach programs. Activities affecting the built environment may also benefit by Health Impact Assessments conducted by the Pima County Health Department.

The City of South Tucson will work with its Prevention Collaborative to implement after school and summer programs via its existing youth programs and family assistance initiatives. The Planning and Zoning department will implement Brownfields activities utilizing available EPA Brownfields Grants and the environmental jobs training program. The Police Department will implement crime prevention activities.

Residents will participate with partners in the planning and design of activities as they implement activities and the resident engagement model.

Should AmeriCorps VISTA members (VISTA) be available to support the PZ Plan, potential organization sponsors include the City of Tucson and one or more PZ Partners. The City of Tucson would utilize a VISTA to develop the centralized database of services requested by PZ residents. In this role, the VISTA would work with the City to identify service providers located in the PZ and service providers located outside the PZ that provide services to PZ residents. Working with the City's IT Department, the VISTA would then assist in building a user-friendly data base of services. Additional roles and responsibilities could include creating neighborhood-based assessment processes, coordinating training for neighborhood leaders, developing a volunteer program to spur interest in STEM education, and establishing systems to coordinate service providers and bring services to people in neighborhoods.

<p>CITY OF TUCSON</p> <p>Collect, track, report and evaluate data. Oversee resident engagement. Coordinate partners. Cooperate with PZ evaluators. Facilitate quarterly PZ Partner meetings. Enter into intergovernmental agreement.</p>				
<p>↓↑</p>				
<p>PROMISE ZONE PARTNERSHIP</p> <p>Analyze and evaluate outcomes. Define build-on activities. Identify additional resources. Collaborate on resident engagement. Quarterly PZ Partner meetings.</p>				
<p>↓↑</p>				
<p>IMPLEMENTATION PARTNERS</p> <p>Enter into intergovernmental agreement. Implement activities. Collect and track data; report annually to City of Tucson. Evaluate outcomes. Identify and secure funding for un/underfunded activities.</p>				
<p>Create Jobs</p>	<p>Increase Economic Activity</p>	<p>Improve Educational Opportunities</p>	<p>Reduce Crime</p>	<p>Balance Live-Play-Work Opportunities</p>
<p><u>City of Tucson EIO</u> Employer recruitment & expansion <u>Pima County One-Stop</u> Employer recruitment & expansion <u>Pima County</u> Job creation & creation</p>	<p><u>Pima Co CDNC</u> Neighborhood reinvestment program & leadership training Brownfields & commercial façade improvements Small business development <u>City of Tucson ESD</u> Brownfields <u>City of Tucson HCD</u> Small business development <u>City of Tucson DOT</u> Capital Improvements <u>City of South Tucson</u> Brownfields</p>	<p><u>Pima Co One-Stop</u> Job / On-the-job training Integrated suite of options <u>City of Tucson HCD</u> Postsecondary success in AZ</p>	<p><u>City of Tucson PD</u> Drug-related crime collaborative <u>Pima Co Attorney</u> BHTCC DATP <u>City of South Tucson</u> Community Policing Explorer Program & Youth Education Neighborhood Watch</p>	<p><u>City of Tucson HCD</u> Supportive Services Affordable Housing Facilities Improvements <u>Pima Co CDNC</u> Supportive Services Affordable Housing Facilities Improvements</p>
<p>SUPPORTING PARTNERS</p>				
<p>Create Jobs</p>	<p>Increase Economic Activity</p>	<p>Improve Educational Opportunities</p>	<p>Reduce Crime</p>	<p>Balance Live-Play-Work Opportunities</p>
<p>Tucson Regional Economic Opportunities</p>	<p>Habitat for Humanity Pima Co Sheriff's Ofc. Pima Co Health Dept. Catholic Community Svcs of Southern AZ Microbusiness Advancement Center Startup Tucson</p>	<p>Tucson Metropolitan Education Commission Pima Comm. College University of AZ Tucson & Sunnyside Unified School Districts Joint Technical Education District</p>	<p>Old Pueblo Community Services Pima Co Sheriff's Office</p>	<p>Nonprofit agencies receiving City and/or County funding</p>

Lead Applicant Capacity

The City of Tucson has a long history of successful revitalization activities, including three HOPE-VI projects, two Department of Justice Weed and Seed grants, and a Surface Transportation - Discretionary Grants for Capital Investment (TIGER) grant. The City recently completed the HOPE-VI inspired 9-year \$50 million revitalization effort that transformed the center of the City's downtown district. A 96-unit public housing development was redeveloped into two new mixed use and mixed-income developments, ending the isolation of public housing residents and bringing renewed vibrancy to the downtown. Multiple sites surrounding the public housing development were also redeveloped to include fully-accessible townhomes, high-density residential, single-family homeownership units, 7,000 square feet of commercial space, public open space, and an underground parking lot. HOPE VI funds were leveraged with HOME funds, land sale proceeds, Low Income Housing Tax Credits, local funds, and private investment.

Residents were engaged in the revitalization effort through a series of community meetings combined with specific outreach to occupants of the public housing units. Occupants were offered a variety of relocation services and opportunities for increased socialization and independence. Community and occupant outreach led to expansion of lifelong learning programs, a beach volleyball court in the adjacent public space, and a new pedestrian walkway connecting the development to a nearby senior center. Safety and security were improved through safety awareness workshops for residents, and additional police patrols were implemented. Technical assistance was also provided for the commercial development.

This effort involved four City departments - Housing and Community Development, Parks and Recreation, Police Department and Library - and eight other partners. Other partners included the University of Arizona College of Public Health, Pima Community College, Victory Baptist Church, Lutheran Social Ministries, DIRECT, Family Counseling Agency, CODAC, and Calli Ollin Charter High School.

The Office of Economic Initiatives coordinates economic development, annexation, small business assistance and special events to improve Tucson's economic environment. Most recently they facilitated the relocation and expansion of the corporate headquarters of the largest carwash company in the United State and assisted in attracting several large health sector employees to the City of Tucson.

The Office of Integrated Planning (OIP) was formed in November 2013 to establish and administer an integrated planning process for coordination of policy, plan development and public improvements. OIP is staffed with City employees from departments involved in planning and public improvement projects who work together to ensure the City is operating in an innovative, transparent and efficient manner. OIP has already demonstrated their commitment to transparency by developing an on-line database of City projects that provides public access to project scopes and statuses.

The City of Tucson had Single Audit findings on four of its HUD grant award programs and two of its Department of Transportation programs in the last five years - Section 8 Housing Choice Vouchers, Public Housing, NSP2 as a Pima County subrecipient, Community Development Block Grant, HOME, Highway Planning and Construction, and Surface Transportation - Discretionary Grants for Capital Investment (TIGER). Findings included

segregation and reporting of salaries and ERE, waiting list policies and procedures, documentation of review processes, report review, Section 3 reporting, subrecipient A-133 audit review, subrecipient monitoring, Davis-Bacon recordkeeping, appropriateness of supporting documentation, and invoicing procedures. All findings were fully corrected in the year they were discovered. Since that time, the City of Tucson has implemented new processes to: streamline invoicing procedures; ensure proper entry of assets into the City's fixed asset system; and centralized formal reporting and approval system. In addition, the City reviewed monitoring procedures and added staff, and developed a Section 3 and Davis-Bacon Standard Operating Procedure Manual. These actions will ensure no recurrence and full compliance with these requirements in the future. As evidenced by the attached OMB Circular A-133 audit, the City of Tucson is financially stable and complies with financial accountability standards.

Data and Evaluation Capacity

The City of Tucson (lead organization) will manage data collection and evaluation for the Promise Zone. The City's sustainability manager is a member of the Urban Sustainability Directors' Network, and through the Network works with peers to promote innovation in areas such as sustainability indicators, civic engagement technologies, and social equity. Tucson is a 4-STAR certified community under the STAR Community Rating System (STAR), which consists of a comprehensive set of local environmental, economic, and social metrics that are used to assess community sustainability in 7 thematic areas: built environment, climate and energy, economy and jobs, education, arts and the community, equality and empowerment, health and safety, and natural systems. Under STAR, the City documented how they met the 44 STAR objectives by demonstrating achievement on metrics and actions designed to improve community

outcomes. In addition to achieving STAR certification, the City also used STAR as a framework for incorporating sustainability measures and outcomes of the voter-adopted General Plan.

The City of Tucson just launched an open government initiative and will be developing an open data portal that will, among other purposes, highlight progress on the implementation of the General Plan and track a wide range of sustainability indicators. PZ activities and goals will be integrated into this open data portal. Progress towards fulfilling PZ goals and activities will be included in weekly Mayor and Council reports to demonstrate the linkage between actions and PZ goals and activities. This information will be assembled into an annual progress report on PZ implementation.

The City of Tucson will utilize Socrata Open Data Catalog technology and will incorporate PZ activities into this platform. This centralized web portal will enable the City to consolidate data resources into a single repository and optimize that data for access, exploration, use, discussion and social sharing. The portal is designed to enable anyone with a browser and internet connection to find and explore data.

Partners, including local law enforcement and education agencies, will collect client data in compliance with privacy policies and submit to the City aggregate information in annual activity reports, using their respective data-sharing protocols.

The City Office of Integrated Planning uses success indicator data to conduct an annual review of and evaluate the success of strategy implementation. The review and evaluation are conducted by a Citizen's Commission and include an update to reflect additional adopted policy guidance from Mayor and Council, with an emphasis on connecting strategic initiatives with the annual budget cycle.

Partner meetings will be organized around PZ outcomes, with discussion targeted to analyzing progress and refining goals and systems to accommodate changing conditions. When metrics point to low output, partners will share methods to improve reach of the activity, identify additional supporting partners, and identify other financial or non-financial commitments that could improve outputs. When metrics point to poor outcomes, alternative actions will be considered to improve efficacy.

One goal of the City and PZ partners is to improve cross-jurisdictional efforts. The City and County are working towards collaborative funding of human service in addition to housing and community development activities that are already funded collaboratively. This will eliminate the need for service-delivery agencies to submit multiple funding applications, reduce the likelihood of dual funding, produce a common database of funded activities, and serve as a model for other types of funding.

Implementation Partner Capacity

Implementation partners are Pima County and the City of South Tucson. Pima County Community Development and Neighborhood Conservation works cooperatively with the City of Tucson through the Tucson-Pima County Consortium to coordinate HUD- and County-funded housing and community development activities.

Pima County coordinates the Bond Advisory Committee, working transparently and in cooperation with other jurisdictions to identify high-priority capital projects. The bond-funded neighborhood reinvestment program works with neighborhoods throughout the County to strengthen high-stress neighborhoods. The Neighborhood Reinvestment Program is a trusted

source of grass-roots neighborhood development that does not compete with other jurisdictions for outside funding.

The Pima County One Stop Center manages job training and employment readiness programs throughout the Zone and coordinates with regional economic development entities, other jurisdictions and local employers to develop and deliver relevant education and training. They recently implemented a sector partnership to address a critical shortage of skilled machinists, bringing together 26 manufacturing companies, Pima Community College and high schools offering Career and Technical Education programs in manufacturing. The partnership resulted in a four-tier training pathway that will articulate from high school coursework to an Associate's degree, incorporating industry-recognized certification and paid internships. In addition, they successfully implemented a circuit-rider approach to provide services at the 27-branch Pima County Library system.

The Pima County Superior Court recently created a new court collaborative to convene judicial and probation officers involved in administering behavioral health treatment courts including drug courts, Veteran's courts, mental health courts and homeless courts of six municipalities and two tribes.

Pima County has had Single Audit findings on two of its HUD grant award programs in the last five years (Neighborhood Stabilization Program and Supportive Housing Program). Findings included inability to reconcile reports to the accounting system, lack of evidence of review and approval of program reports, failure to get a release of funds prior to beginning demolition activities, and adequate review and approval of reports for accuracy before submission. All findings were fully corrected in the year they were discovered. Since that time,

Pima County has reviewed and enhanced its internal controls to ensure no recurrence of these issues. In addition, Pima County is proactively reviewing and enhancing its internal controls, segregation of duties, and reconciliation practices in anticipation of the increased performance scrutiny of the Uniform Grant Guidance to ensure no recurrence and full compliance with these requirements in the future.

The City of South Tucson recently completed an EPA Environmental Workforce Development grant that trained 45 people; 75% were placed in jobs. The City has been involved in planning activities for commercial corridor and neighborhood revitalization since 2007, successfully securing right-of-way acquisition funds from the Regional Transit Authority in 2013. The City annually utilizes CDBG funds to demolish uninhabitable structures. The City of South Tucson has had occasional findings and concerns but has not had any major performance issues under federal grants during the last five years. Any findings and concerns have been addressed to the satisfaction of the funding agency.

Resident Engagement

The City of Tucson will lead resident engagement in the City of Tucson and delegate responsibility to PZ Partners in their respective jurisdictions. Implementation partners engage residents through neighborhood and public meetings using a variety of approaches. Depending on the activity, processes may be proscribed by federal and/or state statutes and regulations.

The PZ Partners will use a variety of methods to engage residents, depending upon the scope and type of activities being implemented. Public engagement efforts will carefully consider the population, identify multiple methods to increase engagement, and involve potentially-affected residents in designing the engagement approach. Methods may include: bi-

lingual (English-Spanish) surveys; citizen steering committees (informal meetings and “Brown Bag” lunch discussions); bus tours with neighborhood and business representatives; workshops that include interactive exercises; activities for children and breakout groups; store-front space for residents and business to drop in and give input; and partnering with social service agencies, churches, schools and other nonprofit organizations to disseminate information, booths at festivals and other events, co-hosting meetings or workshops. Dedications and celebrations will be jointly sponsored with neighborhood residents and community organizations as projects and activities are completed.

Newly-arrived residents, including immigrants, will be engaged through partnering efforts with groups and organizations that new residents typically engage with. These groups and organizations include churches, social service agencies and schools. The Pima County Faith/Community Partners Initiative was created in 2003 by the Pima County Board of Supervisors and facilitates access to information about community resources and coordination of services and referrals between grassroots groups and government programs. About 25 participating churches are located in the PZ.

While most resident engagement activities are conducted in English and Spanish, there are considerable resources available for translation and interpretation services. PZ Partners will draw on these resources as needed.

Strength and Extent of Local Government Commitment

Existing City of Tucson – Pima County financial partnership commitments include business expansion and retention (job creation), microbusiness assistance (increased economic activity), and supportive services, affordable rental housing, and homeownership opportunities

(live-play-work balance). Pima County also has a financial partnership with the City of South Tucson to support youth and neighborhood watch activities (crime reduction). The Cities of Tucson and South Tucson and Pima County have committed resources as described in their respective letters of commitment.

Existing in-kind partnerships are the foundation of the PZ partnership and plan. The City of Tucson, City of South Tucson and Pima County collaborate on: the planning and implementation of capital improvements projects through the Bond Advisory Committee; planning and implementation of regional economic development activities (including job creation and workforce development) through TREO; Brownfields activities; implementation of neighborhood reinvestment projects; and law enforcement efforts to reduce and prevent crime.

For many years, Pima County and the Cities of Tucson and South Tucson have worked collectively towards attaining community revitalization and improvement goals. An Arizona Auditor General's⁹ audit of Pima County's general obligation bond programs found that the programs represent a unique collaboration between the County and jurisdictions. During the past 10 years, 263 projects have been completed in the Promise Zone (PZ) using nearly \$272 million in general obligation bonds and leveraging over \$55 million in other public and private resources. This rare collaborative foundation is made stronger by the addition of public safety and education assets and is the cornerstone of the Promise Zone effort.

⁹ January 29, 2013 Arizona Auditor General's Report of Special Audit of the 1997, 2004 and 2006 Pima County General Obligation Bond Programs

In 2010 the City of Tucson and Pima County adopted a community development model that incorporates four integral approaches to redevelopment: empowerment of the individual or household; location efficiencies; cost-effectiveness; and building sustainable systems. In this model, large strategies such as a sustainable multi-modal transportation system are inter-related with the basic needs represented in the Hierarchy of Human Dignity.

The PZ implementation partners have since implemented a series of multi-jurisdictional planning and economic development initiatives. Beginning in 2012, thousands of residents participated in the “Imagine Greater Tucson” visioning process, which was launched to connect people, governments, and stakeholders in developing community-driven choices for living, working, learning, and playing. Several grass roots efforts have catalyzed revitalization efforts including momentum for bicycle-friendly events and roadways, creation of an equitable food security model, and a niche for arts-driven entrepreneurial development. These grass roots efforts spurred changes in codes, development standards, and project-based investments. The PZ will identify, catalogue and capitalize on these and other citizen-driven initiatives.

Through the PZ planning effort, new in-kind partnership commitments among the implementation partners emerged for postsecondary education success, healthy homes assessments, and facility improvements. Numerous new supporting relationships also emerged including opportunities to utilize health impact studies and crime prevention through environment design strategies for place-based improvements, and new organizations to advise PZ job creation and business development activities.

As the Promise Zone application was prepared, the City of Tucson and Pima County utilized 5-year HUD Consolidated Plan forums to also discuss possible Promise Zone activities.

Residents of the Promise Zone participated in four forums and led to the goal of creating a centralized database of services that is easily accessible to residents.

Due to legal requirements, PZ Implementation Partners agreed to enter into a preliminary partnership agreement in lieu of a Memorandum of Understanding. Both the City of Tucson Council and Pima County Board of Supervisors approved the PZ Application and preliminary partnership agreement. The City of South Tucson will formally approve the preliminary partnership agreement at the December 2, 2014 City Council meeting. Upon PZ designation, the jurisdictions will enter into an inter-governmental agreement as provided for in Arizona statute. The inter-governmental agreement will include the roles and activities of each jurisdiction, and provide remedies for non-performance.

CREATE JOBS GOALS AND ACTIVITIES TEMPLATE

Create Jobs

Description of Promise Zone Goal

Expand employment opportunities through sector-focused and place-based activities.

Community Subgoal 1(250 character limit)

Recruit new employers to the Promise Zone and provide strategic expansion support to existing PZ businesses. The PZ employment rate is 86.73%.

Activities and Interventions (1,000 character limit)

- Support Tucson Regional Economic Opportunities to facilitate primary job growth and investment in the PZ through business attraction efforts.
- Coordinate with TREO in providing outreach and assistance to employers and corporate site selectors to assist in the retention, expansion or relocation of primary jobs.
- Incentives for job creation.
- Recruit new firms to Tucson.
- Create competitive pro-business climate to attract new firms and to expand existing businesses.
- Identification and resolution of problems, issues and needs of small businesses.
- Attract foreign direct investment.
- Promote and support local companies to expand their businesses to Mexico.
- Advocate for Tucson as a logistics hub.
- Facilitate the creation of new firms through technology transfer.
- Support workforce development in Tucson.
- Produce company specific incentive proposals.
- Facilitate partnerships between developers and investors.
- Facilitate HUD 108 Loan transactions.

Rationale/Evidence

According to *We Win As One* the Tucson Regional Economic Opportunities 2014 Economic Blueprint update, workers in the Tucson region earn 85% of what the average U.S. worker earns on an annual wages-per-job basis. To reverse this wage trend and build wealth, the region is focused on providing a qualified workforce and increasing the number of high-skilled/high-wage jobs in growing industries as identified using the Harvard cluster analysis model.

Implementing Partners, Roles and Responsibilities

The City of Tucson and Pima County will work with Tucson Regional Economic Opportunities to implement business attraction efforts, including recruitment of primary companies, expansion and retention of existing companies, marketing the region and conducting competitive analysis. Pima County will provide financial support to TREO. The City of Tucson will directly: recruit new firms to Tucson, create competitive pro-business climate to attract new firms and to expand existing businesses, identify and resolve problems, issues and needs of small businesses, attract foreign investment, promote and support local companies to expand to Mexico, advocate for Tucson as a logistics hub, facilitate the creation of new firms through technology transfer, support workforce development in Tucson, produce company specific incentive proposals, facilitate partnerships between developers and investors, and facilitate HUD 108 Loan transactions.

Committed Financial Support

Source: Pima County General Fund

Activity: Business attraction and retention

Amount: \$675,000 (30% of total)

Start and end dates: July 2014 – June 2019 projected

Funding recipient: Tucson Regional Economic Opportunities

Source: City of Tucson General Fund

Activity: Business attraction and retention

Amount: \$550,000 annually

Start and end dates: ongoing

Funding recipient: expanding businesses and relocating businesses

Source: HUD 108 Loans

Activity: Commercial improvements

Amount: \$20 million allocation

Start and end date: ongoing

Funding recipient: Developers creating jobs for low to moderate income individuals

Financial Support Needed

Source and Type: EDA Economic Development Assistance

Activity: workforce analysis

Estimated amount needed: \$200,000

Date of needed funds: January 2015

Intended recipient: City of Tucson and surrounding area

Source and Type: EDA Economic Development Assistance

Activity: workforce analysis
Estimated amount needed: \$200,000
Date of needed funds: January 2015
Intended recipient: City of Tucson and surrounding area

Source and Type: EDA Public Works
Activity: Business Attraction: UA Tech Park Infrastructure Improvements
Estimated amount needed: \$5 million
Date of needed funds: 2016
Intended recipient: UA Tech Park

Source and Type: EDA Public Works
Activity: Business Attraction: Development of Westside Parcels
Estimated amount needed: \$4.2 million
Date of needed funds: 2016
Intended recipient: City of Tucson

Source and Type: EDA Economic Development Assistance
Activity: Business Attraction: Commercialization Network – Development of start-up companies based on technologies created by UA faculty and students
Estimated amount needed: \$15,000
Date of needed funds: 2015
Intended recipient: Tech Launch Arizona

Source and Type: EDA Economic Development Assistance
Activity: Business attraction and expansion
Estimated amount needed: \$3 million
Date of needed funds: 2016
Intended recipient: Business Incubator

Committed Non-Financial Support

Source and type: 5 City of Tucson staff
Activity: economic development and international trade
Start and end date: ongoing
Recipient: businesses creating jobs

Non-Financial Support Needed

Source and type: EDA Technical Assistance
Activity: implementation of projects

Start and end date: January 2015 – December 2020

Recipient: City of Tucson

Expected Outcomes and Measurements

- 600 jobs facilitated through regional business attraction efforts of TREO to be located within the PZ.
- 400 jobs created per year of which 80 will have an associated wage of \$52,400 or greater.
- 3 large scale developments assisted with HUD 108 funds over 5 years.

Data Collection, Tracking and Sharing

- Jobs created and/or retained.
- Wages/ income of employees hired or retained.
- Private capital contributed.
- Share information annually with PZ Partners.

Timeline/Milestones for Implementing

All activities and interventions are ongoing.

Federal Regulatory or Statutory Barriers

N/A

Community Subgoal 2

Retain 20,000 existing jobs and create 5,000 new jobs in targeted sectors. The PZ employment rate is 86.73%.

Activities and Interventions

- Aerospace and Defense Research Park development.
- High-tech employment corridors development.
- Business Resource One-Stop Center.

Rationale/Evidence

The Aerospace and Defense industry generates \$5-6 billion in revenue annually from more than 200 companies, many of which are located in the Promise Zone. With the nation's 5th-largest A&D cluster, strong military presence, specialized education and training programs and strategic location on north-south and east-west trade routes, the region is competitive in Aerospace & Defense. In addition, the region offers excellent flying weather, level terrain, little rainfall, rarity of high winds and the availability of vast uninhabited territory for gunnery range purposes. The average salary of an A&D worker in Southern Arizona is \$60,000- almost double the median regional wage. A&D is a springboard for emerging strength in logistics services, bio-sciences and border security technology.

Implementing Partners, Roles and Responsibilities

Pima County has acquired land to create a 1,400-acre buffer zone to prevent encroachment of incompatible land uses on the Raytheon Missile Systems site and will construct a new roadway and other Business Park Infrastructure; planned road and infrastructure improvements will connect major employment centers, and link the business park to the Mexican border and the Port of Tucson. Pima County One-Stop will develop the Business Resources One-Stop Center at the Aerospace Defense Research Park within the PZ to provide workforce recruitment and training and match businesses with resources and solutions.

Committed Financial Support

Source: Pima County General funds

Activity: Acquisition, planning road relocation

Amounts: \$20 million

Start and end dates: 2012-2016

Funding recipient: Pima County

Committed Financial Support

Source: US DOT TIGER grant

Activity: Construction of rail off-ramp

Amounts: \$5 million

Start and end dates: 2014-2015

Funding recipient: Pima County, Port of Tucson

Financial Support Needed

Source and Type: Pima County General Obligation Bond

Activity: Road improvements, construction

Estimated amount needed: \$90 million

Date of needed funds: 2015-2025

Intended recipient: Pima County

Committed Non-Financial Support

Source and type: Pima County General Funds

Activity: Senior Administrators and Planners

Start and end date: 2012 - 2020

Recipient: Pima County

Non-Financial Support Needed

N/A

Expected Outcomes and Measurements

- 20,000 jobs retained at Raytheon and other Promise-Zone manufacturers and their suppliers.
- 5,000 new jobs created through PZ business expansions, relocations and new startups.

Data Collection, Tracking and Sharing

- Direct company reports to Pima County and TREO.
- Commercially-available establishment data such as Dun & Bradstreet.
- Share information annually with PZ Partners.

Timeline/Milestones for Implementing

- Roadway and other Business Park Infrastructure 2015 - 2022
- Business Resource One-Stop Center 2016 – 2022

Federal Regulatory or Statutory Barriers

N/A

INCREASE ECONOMIC ACTIVITIES GOALS AND ACTIVITIES TEMPLATE

Description of Promise Zone Goal

Facilitate economic activity and private investment in the Promise Zone through public investment.

Community Subgoal 1

Support business development, employment, public safety, and live-play opportunities through investment in neighborhood improvements. There are 25 high-needs neighborhoods in the PZ.

Activities and Interventions

- Park improvements, street lights, sidewalks, recreation facilities, and pedestrian safety amenities.
- Assist with neighborhood association organization if no neighborhood group exists.
- Assist with consensus building through meetings, circulation of petitions and community votes.
- Facilitate intergovernmental agreements for project development, establish construction schedules, and monitor projects while working closely with the neighborhood associations.
- Neighborhood Leadership Institute provides training and networking to help struggling organizations develop effective leaders and recruit and retain active members.

Rationale/Evidence

Since 2004, the neighborhood reinvestment bond program has invested \$9 million in PZ neighborhood projects, leveraging over \$8 million in additional public and private investment. Participating neighborhoods are surveyed upon completion of projects and report increased sense of safety, more exercise opportunities for youth and adults, enhanced neighborhood pride, increased homeownership stability, improvement of private property appearance and small business facades, decrease in petty criminal activity, and increased participation in neighborhood associations. Neighborhood Leadership Institute participants state participation has helped empower stressed neighborhoods, strengthen families, and increase civic engagement. City of Tucson investments in large-scale capital projects facilitate additional economic investment.

Implementing Partners, Roles and Responsibilities

The Pima County Neighborhood Reinvestment program (NR) works with neighborhood organizations to select capital projects through a consensus process, and assists with development of a proposal to the Pima County Board of Supervisors (BOS). The BOS reviews the proposal, conducts a site visit, and may revise and approve or reject the proposal. Local jurisdictions collaborate with the County and neighborhood to produce cost estimates, construction schedules and to construct the project. The NR also designs and delivers the Neighborhood Leadership Institute, providing training and networking opportunities for leaders in struggling neighborhoods. Neighborhood residents build consensus, prepare proposals, work with program staff to monitor capital projects, and participate in the leadership institute. Pima

County General Obligation bonds and City of Tucson Transportation funds support large-scale capital projects that supplement NR projects.

Committed Financial Support

Source and Type: Federal Highway Administration

Activity: Design/construct pedestrian and streetscape improvements

Amount: \$.0M

Start and end dates: January 2012 to February 2017

Funding recipient: Tucson Department of Transportation

Source and Type: Federal Highway Administration, Regional Transportation Authority

Activity: Design/construct urban pathway

Amount: \$1.5M

Start and end dates: January 2012 to February 2017

Funding recipient: Tucson Department of Transportation

Committed Financial Support Source: Federal Highway Administration, Regional Transportation Authority, City of Tucson Highway User Revenue Funds

Activity: Design/construct bikeway improvements, including traffic calming, way-finding and traffic signals

Amount: \$1.3M

Start and end dates: January 2013 to December 2017

Funding recipient: Tucson Department of Transportation

Committed Financial Support Source: Federal Highway Administration, Regional Transportation Authority, Highway User Revenue Funds

Activity: Design/construct 1.5 miles of pedestrian pathway

Amount: \$500,000

Start and end dates: January 2009 to June 2015

Funding recipient: Tucson Department of Transportation

Committed Financial Support Source: Highway User Revenue Funds, Regional Transportation Authority

Activity: Design/construct pedestrian and streetscape improvements

Amount: \$3.3M

Start and end dates: January 2010 to December 2015

Funding recipient: Tucson Department of Transportation

Financial Support Needed

Source and Type: Pima County General Obligation Bond Funds

Activity: neighborhood reinvestment program

Estimated amount needed: \$15 million for projects in PZ

Date of needed funds: 2015

Intended recipient: high-stress neighborhoods in PZ

Source and Type: Pima County General Obligation Bond Funds

Activity: parks and recreation facilities

Estimated amount needed: \$50.9 million for projects in PZ

Date of needed funds: 2015

Intended recipient: high-stress neighborhoods in PZ

Source and Type: Combination of CDBG, HURF, general funds, private investment

Activity: capital projects

Estimated amount needed: \$2.8 million

Date of needed funds: 1/5 each year beginning 2015

Intended recipient: high-stress neighborhoods in PZ

Source and Type: Rio Nuevo TIF – City of Tucson

Activity: Facility Improvements

Amount: \$3 million/annually

Start and end dates: annually

Intended recipient: Facility owners

Source and Type: City of Tucson Industrial Development Authority

Activity: Facility improvements

Estimated amount needed: \$1 million/year

Date of needed funds: 2015 - 2020

Intended recipient: Facility owners

Committed Non-Financial Support

Source and type: Pima County Neighborhood Leader Training

Activity: Neighborhood Leadership Institute

Start and end date: ongoing

Recipient: neighborhood leaders

Non-Financial Support Needed

N/A

Expected Outcomes and Measurements

- 3 capital projects started annually with average 3-year completion from initiation of consensus building process.
- Quarterly Neighborhood Leadership Institute attended by 30 residents each quarter.

Data Collection, Tracking and Sharing

- Project completion status (completed, in progress, pending).
- Funds expended.

- Substantial changes in scope, costs or timing as approved by Bond Advisory Committee.
- Share information annually with PZ Partners.
- Include in HUD Consolidated Annual Performance Report.

Timeline/Milestones for Implementing

The timeline for additional bond funding follows the Pima County Truth in Bonding Code. The Bond Advisory Committee has met to prioritize projects and voted to include \$30 million for neighborhood reinvestment projects. Although the actual timing of the bond election has not been determined, the target date is 2015. Neighborhood capital project implementation will commence shortly after bond approval with 3 projects commencing annually. The neighborhood leadership institute is implemented quarterly.

Federal Regulatory or Statutory Barriers

N/A

Community Subgoal 2

Assess and remediate Brownfields to encourage resident engagement, and support PZ business development, job creation, public safety, and live-play opportunities There are nearly 300 identified Brownfields in the PZ.

Activities and Interventions

- Develop public outreach plans, conduct community outreach, complete site approval forms, conduct sampling and analysis, health and safety and quality assurance planning.
- Develop affordable housing at Benson Highway site.
- Commercial façade improvements at 5 strategic commercial corridors in PZ.

Rationale/Evidence

Brownfields target sites deemed a liability of reuse and redevelopment due to potential for or perception of contamination from prior uses. Assessments and remedial site plans promote site reuse by new businesses, promoting businesses development and creating jobs while encouraging private investment in the surrounding area. The US Environmental Protection Agency's Strategic Plan defines goals, objectives and sub-objectives for protecting human health and the environment. Brownfields assessments advance progress towards EPA Goal 3 - Cleaning Up Communities and Advancing Sustainable Development, Objective 3.1 - Promote Sustainable and Livable Communities.

Implementing Partners, Roles and Responsibilities

The City of Tucson, City of South Tucson and Pima County will conduct environmental site assessments in their respective jurisdictions. For area-wide planning, Habitat for Humanity Tucson will be the catalyst around which a revitalization plan will be produced. Habitat Tucson will facilitate public involvement and community outreach efforts with residents/neighborhoods in the PZ to identify a community vision. Additionally, the partnership will assist

in the development of the catalyst site into affordable housing by addressing potential Brownfields assessment/cleanup conditions, and site planning. Pima County will provide funds to property or business owners, with priority to Brownfields program participants, to improve facades and landscaping.

Committed Financial Support

Source: US Environmental Protection Agency Brownfields Assessment Grant

Activity: Brownfields assessment

Amount: \$400,000

Start and end dates: October 2014 – September 2017

Funding recipient: City of Tucson

Source: US Environmental Protection Agency Brownfields Assessment Grant

Activity: Brownfields assessment

Amount: \$400,000

Start and end dates: October 2014 – September 2017

Funding recipient: City of South Tucson

Source: Community Development Block Grant

Activity: Commercial Façade improvements

Amount: \$100,000

Start and end dates: July 2014 – June 2015

Funding recipient: Small Businesses and Owners of Commercial Properties, Brownfields Program Participants

Financial Support Needed

Source: US Environmental Protection Agency Brownfields Area-wide Planning Grant

Activity: Areawide planning

Amount: \$200,000 clarify

Date of needed funds: 2015 - 2017

Funding recipient: Habitat for Humanity Tucson and Pima County

Source: US Environmental Protection Agency Brownfields Community Wide Assessment

Activity: Phase I/II assessment of Brownfields sites

Amount: \$400,000 clarify

Date of needed funds: 2016 - 2019

Funding recipient: Pima County

Source and Type: Community Development Block Grant – Pima County

Activity: commercial façade improvements

Estimated amount needed: \$400,000 (\$100,000 annually)

Date of needed funds: annually beginning July 2015

Intended recipient: Small Businesses, Owners of Commercial Properties, Brownfields Program Participants

Committed Non-Financial Support

Source and type: Pima County Sheriff's Office Crime Prevention through Environmental Design

Activity: Commercial Façade Improvements

Start and end date: ongoing

Recipient: Businesses

Source and type: Pima County Health Department Health Impact Assessment

Activity: Commercial Façade Improvements

Start and end date: 2015

Recipient: Businesses

Non-Financial Support Needed

N/A

Expected Outcomes and Measurements

- 400 small businesses created in the PZ as a result of Brownfields activities.
- 24 Phase I ESAs in South Tucson and 42 in Tucson.
- 12 Phase II ESAs in South Tucson and 10 in Tucson.
- Two remedial work plans in Tucson.
- 100 Brownfields activities in unincorporated Pima County PZ tracts.
- Area-wide plan for the Benson Highway Corridor neighborhood.
- Affordable housing developed at Benson Highway Corridor neighborhood.
- 20 façade improvements for businesses.

Data Collection, Tracking and Sharing

- Work status and progress.
- Financial expenditures.
- Anticipated activities and planned reuses.
- Site-specific accomplishments.
- Resources leveraged.
- Use of leveraged resources.
- Share information annually with PZ Partners.
- Include in HUD Consolidated Annual Performance Report.

Timeline/Milestones for Implementing

- Phase I and II environmental assessments will begin November 2014 and be completed by October 2017.
- Area-wide planning grant will begin when funding is received.

- Affordable housing development at Benson Highway corridor will begin within two years of completion of planning and assessment process.
- Commercial façade improvements will begin Fall 2015.

Federal Regulatory or Statutory Barriers

N/A

Community Subgoal 3

Support small business development. The unemployment rate in the PZ is 15%.

Activities and Interventions

Provide technical assistance, advice, training, general support and loans to new and existing low-to-moderate income business to stabilize or expand their business.

Rationale/Evidence

Limited employment opportunities lead many PZ residents to start or expand a small business. During the last year, Catholic Community Services (CCS) and the Microbusiness Advancement Center (MAC) assisted 50 entrepreneurs with business start-up and expansion. More than 1,800 clients received training and counseling. Eight businesses received microloans through CCS. CCS and MAC activity retained 250 jobs. In 2013, MAC's efforts resulted in increased sales of \$9,285,000 and deployment of \$7,650,000 in new capital.

Implementing Partners, Roles and Responsibilities

Pima County provides funds to Catholic Community Services (CCS), which works closely with ACCION, Eller College of Management, Microbusiness Advancement Center (MAC) and SCORE to cross-refer and support clients' preparation of business plans. ACCION and CCS provide loans to microbusinesses to retain or expand employment opportunities for low-and moderate income clients and MAC assists businesses with securing Small Business Administration loans. CCS will expand the program to work with 3 additional nonprofit partners to provide neighborhood-based services in the PZ. SCORE counselors meet regularly with businesses throughout the life of the loan. City of Tucson provides funds to MAC, which is the Southern Arizona Small Business Development Center and Women's Business Center and provides workforce development/education, technical assistance, and long term one-on-one consulting for aspiring entrepreneurs and small business owners and managers.

Committed Financial Support

Source: Community Development Block Grant (Pima County)

Activity: microbusiness training and technical assistance

Amount: \$100,000

Start and end dates: July 2014 – June 2015

Funding recipient: Catholic Community Services

Source: Community Development Block Grant (City of Tucson)

Activity: microbusiness training and technical assistance
Amount: \$75,000
Start and end dates: July 2014 – June 2015
Funding recipient: Microbusiness Advancement Center

Source: Private Fundraising
Activity: microbusiness training and technical assistance
Amount: \$44,887
Start and end dates: July 2014 – June 2015
Funding recipient: Microbusiness Advancement Center

Financial Support Needed

Source and Type: Community Development Block Grant – City of Tucson and Pima County
Activity: microbusiness loans, training and technical assistance
Estimated amount needed: \$700,000 (\$175,000 annually)
Date of needed funds: July 2015
Intended recipient: Catholic Community Services and Microbusiness Advancement Center

Committed Non-Financial Support

Source and type: SCORE volunteers
Activity: technical assistance
Start and end date: ongoing
Recipient: small businesses receiving microloans

Source and type: Startup Tucson
Activity: intensive entrepreneurship education and growth-support
Start and end date: Fall 2014 through Fall 2017
Recipient: high-potential growth oriented and underrepresented businesses

Non-Financial Support Needed

N/A

Expected Outcomes and Measurements

- 400 small businesses receive training and technical assistance.
- At least 51% of businesses owned or started by low-to-moderate income PZ residents.
- Of assisted businesses, 55% women-owned, 35% minority-owned, and 20% Veteran-owned.

Data Collection, Tracking and Sharing

- Number of clients.
- New businesses created.
- Existing businesses retained or expanded.
- Number of jobs created.
- Number of microloans made / facilitated.

- Growth in sales and capital infusions (SBA loans, non-SBA loans and equity investment).
- Client demographics.
- Share information annually with PZ Partners.
- Include in HUD Consolidated Annual Performance Report.

Timeline/Milestones for Implementing

- Activity is ongoing.
- Secure additional CDBG funding annually.
- Assist 400 small businesses annually.

Federal Regulatory or Statutory Barriers

N/A

IMPROVE EDUCATIONAL OPPORTUNITIES GOALS AND ACTIVITIES TEMPLATE

Description of Promise Zone Goal (250 character limit)

Improve career and college readiness among PZ residents to prepare them for expanded employment opportunities.

Community Subgoal 1(250 character limit)

Increase employability/promotion options of unemployed/underemployed residents through job training and on-the-job training in targeted sectors. The PZ HS Diploma/Equivalency rate is 70%; the PZ employment rate is 86.73%.

Activities and Interventions (1,000 character limit)

- Provide career-pathway opportunities for participants to earn credentials at progressively higher skill levels to allow participants to continue working while completing each level.
- Work with companies to upgrade skills of entry-level workers through incumbent-worker and on-the-job-training or company-based success coaches.
- Training for unemployed construction workers in skilled trades and resource-efficient building technologies.
- Facilitate sector partnerships to address critical shortages of skilled workers in health care, advanced manufacturing, logistics, aerospace and biotech.
- Build capacity within educational institutions to identify, recruit, pre-screen, support, prepare, and place viable job candidates for the target industries.
- Customize employed worker training programs to business needs.
- Compressed and intensive instruction aligned with unemployment benefit requirements for unemployed worker training or retraining.

Rationale/Evidence (1,000 character limit)

Sector-focused training and partnerships have proven effective in addressing lack of skilled workers. In spring 2012 a regional Aerospace Defense Forum examined key industry growth and regional competitiveness issues. One significant identified obstacle was a lack of skilled machinists and other technical workers. Pima County One-Stop then conducted a special survey of companies in response to a reported shortage of precision machinists and found that companies were relying heavily on an aging workforce and 52% were out-sourcing work to keep up with demand. A sector partnership of 26 manufacturing companies, Pima County, Pima Community College and high schools offering CTE manufacturing courses was formed. Since then, 27 students have been placed in paid summer internships supported by Pima County One Stop and after two months of hands-on work experience, the students were hired by the companies and simultaneously enrolled in a revised certificate program at PCC.

Implementing Partners, Roles and Responsibilities (1,000 character limit)

Pima County One Stop provides customized training programs, coordinates partnerships, engages businesses as co-sponsors based on immediate workforce needs and long-term interests, provides competencies that match jobs for which employers have current or projected demand, offers supportive services to help participant juggle work with life. Pima Community College revamps programs whenever possible to provide portable credentials or industrial certifications, and/or aligns credit-bearing coursework with seamless transfer to professional degree programs. Business partners offer on-the-job education opportunities for existing workers, internships for incumbent workers, and guidance on technical requirements for existing and planned jobs. With support of the Joint Technological Education District, PZ-serving high schools provide aligned, industry-specific, career and technical education. Nonprofit organizations provide financial and social support to participants.

Committed Financial Support

Source: Pima County WIA/WIOA formula funds, US Department of Labor H1-B grants, US Department of Labor Youth Career Connect Grant
Activity: On-the-job training and apprenticeships
Amount: \$1 million
Start and end dates: annually (ongoing)
Funding recipient: Pima County One Stop; Pima Community College

Financial Support Needed

Source and Type: US Department of Labor H1-B discretionary grants
Activity: On-the-job training and apprenticeships
Estimated amount needed: \$2 million
Date of needed funds: Fall 2015
Intended recipient: Pima County One Stop, Pima Community College

Source and Type: US Environmental Protection Agency
Activity: Environmental Careers training
Estimated amount needed: \$300,000
Date of needed funds: Fall 2015
Intended recipient: City of Tucson; Pueblo High School; program participants

Committed Non-Financial Support

Source and type: City of Tucson Public Housing Authority
Activity: information sharing with eligible households
Start and end date: ongoing
Recipient: Residents of Public Housing; Housing Choice Voucher holders

Non-Financial Support Needed

Source and type: Technical assistance

Activity: Registered apprenticeship outreach support and local supply chain development

Start and end date: January 2015

Recipient: Pima County One Stop and local businesses

Expected Outcomes and Measurements

- 50 PZ businesses will train existing workers for new skill needs or higher-skilled positions.
- 750 unemployed job seekers earn an industry-recognized credential and enter employment at \$13 per hour or higher.
- 45 students receive environmental jobs training with 80% placed in related employment.

Data Collection, Tracking and Sharing

- Case notes and documentation of service steps.
- Employment placement and retention.
- Progress reports and documentation of credential attainment.
- Progress reports and placement data for environmental services job training.
- Near-daily communication by staff and bi-weekly meetings of leadership team to review progress and troubleshoot issues.
- Share information annually with PZ Partners.

Timeline/Milestones for Implementing

Classes begin Fall and Spring semester of each school year.

Federal Regulatory or Statutory Barriers

New Workforce Innovation and Opportunity Act may limit ability to use formula workforce funding for engagement of in-school youth in pathway sector partnerships due to focus on out-of-school youth.

Community Subgoal 2

Increase employment rate and earnings through integrated suite of options for HS dropouts, job seekers, and under-employed incumbent workers. The PZ HS Diploma/Equivalency rate is 70%; the PZ employment rate is 86.73%.

Activities and Interventions

- Comprehensive suite of services including: contextualized remedial education (pre-college bridge); GED or HS diploma attainment; study skills and test taking techniques to prepare for college coursework; tutor matching for participants with limited English skills or TABE scores below 6th-grade level; use of assessment tools and computer-assisted education to customize instruction; postsecondary training in targeted sector clusters; industry outreach; individualized career planning, case management and support services (short-term housing

assistance, childcare, transportation, uniforms, tools, etc.); and work-based learning opportunities (e.g. paid work experience/internship, combination basic skills/work experience).

- Some centers focus services to special populations (Homeless, Veterans). One-Stop and community affiliates function as supportive family centers, combining career services with basic assistance and asset-building opportunities.

Rationale/Evidence

Since 2010, more than 550 low-income job seekers completed occupational training, earning credentials in high demand in the health care field through the model program *Pathways to Healthcare*. In 2012, the U.S. Departments of Education, Health and Human Services, and Labor issued a letter (www2.ed.gov/about/offices/list/ovae/ten-attachment.pdf) promoting career pathways approaches as a promising strategy to help adults acquire marketable skills and industry-recognized credentials through better alignment of education, training and employment, and human and social services. According to the Departments, career pathway approaches offer an efficient and customer-centered approach to training and education by successfully articulating the necessary adult basic education, occupational training, postsecondary education, career and academic advising, and supportive services to enter and progress in a career. Several federally-funded large scale studies of career pathways programs are underway.

Implementing Partners, Roles and Responsibilities

Pima County One Stop coordinates workforce partners, tracks participation, invites industry groups to complete or update online labor-market/needs assessment surveys, and encourages businesses to expand workplace diversity initiatives and paid work experience opportunities. Pima Community College provides contextualized adult remedial education, including: job search techniques; labor-market/job lead information; confidence-building professional etiquette; academic advising and tutoring referrals; and collects and provides student progress reports to case managers to support early intervention with students when necessary.

Committed Financial Support

Sources: US Department of Labor WIA/WIOA Formula funds; Pima County General Funds; Arizona Department of Education Equalization (Average Daily Maintenance for Charter School)

Activity: GED HS Diploma or equivalent

Amounts: \$5 million

Start and end dates: annually

Funding recipient: Pima County

Sources: Student Pell Grants

Activity: Postsecondary education

Amounts: \$1.5 million

Start and end dates: annually

Funding recipient: program participants

Financial Support Needed

Source and Type: US Department of Labor discretionary grants – Employment and Training Administration and Veterans’ Employment and Training Service

Activity: Comprehensive suite of workforce development services

Estimated amount needed: \$2.75 million

Date of needed funds: January 2015

Intended recipient: program participants, some targeted to Veterans

Committed Non-Financial Support

Source and type: City of Tucson Public Housing Authority

Activity: information sharing with eligible households

Start and end date: ongoing

Recipient: Residents of Public Housing; Housing Choice Voucher holders

Non-Financial Support Needed

Source and type: ETA and US Department of Education Office of Career, Technical and Adult Education - Institutional Barriers Technical Assistance

Activity: cross-agency placement tracking methods

Start and end date: January 2015 – January 2016

Recipient: Pima County One Stop

Expected Outcomes and Measurements

- 500 unemployed low-skill residents attain a GED/Diploma or other credential.
- 400 unemployed low-skill residents enter employment or postsecondary education and 320 stay in employment/college for six months.
- 320 low-skill residents obtain training-related jobs paying > \$13/hour.

Data Collection, Tracking and Sharing

- Case notes and documentation of service steps.
- Employment placement and retention.
- Progress reports and documentation of credential attainment.
- Progress reports and placement data for environmental services job training.
- Near-daily communication by staff and bi-weekly meetings of leadership team to review progress and troubleshoot issues.
- Share information annually with PZ Partners.

Timeline/Milestones for Implementing

All activities are ongoing.

Federal Regulatory or Statutory Barriers

Federal Financial Aid is not available for short-term training or contextualized Adult Education.

Community Subgoal 3

Increase post-secondary enrollment and persistence among low-income Hispanic students in the PZ. The BS Degree rate for the Hispanic population in the PZ is 7%.

Activities and Interventions

- Provide near-peer postsecondary advising and mentoring by College Advisors.
- Pay postsecondary institution application and SAT / ACT test fees.
- Provide strategic incentives for students who complete an application to a college or other postsecondary institution.

Rationale/Evidence

Carrell, S., & Sacerdote, B. (2013). *Late interventions matter too: The case of college coaching in New Hampshire* (Cambridge, MA: National Bureau of Economic Research) found that late interventions, particularly mentoring, had large impacts on the decision to enroll and remain in college, particularly for women and recent immigrants. Their evidence suggests that the program compensates for the disadvantages that students face in the process of applying for and attending college, particularly for students whose standardized test scores fall above median. Overall there is evidence that college mentoring helps the most for students who may have less support available to them or are from schools with fewer resources. Evidence also suggests that students participating in the program persist in postsecondary education to the same degree as other students when offered appropriate mentoring, supports and incentives.

Implementing Partners, Roles and Responsibilities

The Metropolitan Education Commission will provide advising services, collaboration and community support to help the Sunnyside, Tucson Unified, and JTED school districts implement the Arizona College and Career Ready Standards. The University of Arizona will provide near-peer mentors to guide high-need students through postsecondary enrollment and persistence. Sunnyside, Tucson Unified and JTED Districts will provide students and appropriate student supports. The Arizona College Advising Corps (CAC), based at the University of Arizona, will provide near-peers (recent college graduates) to serve as role models to high school students. The near-peer Advisors will provide motivation for high school graduation and intention for postsecondary enrollment by providing information relating academic standards to college and careers as well as customized information on next steps for postsecondary enrollment.

Committed Financial Support

N/A

Financial Support Needed

Source and Type: US Department of Education Investing in Innovation Grant

Activity: Near-peer mentoring program, payment of postsecondary application fees, incentives for students and local match

Estimated amount needed: \$13.2 million

Date of needed funds: January 2015

Intended recipient: City of Tucson Metropolitan Education Commission

Committed Non-Financial Support

Source and type: City of Tucson Public Housing Authority

Activity: information sharing with eligible households

Start and end date: ongoing

Recipient: Residents of Public Housing; Housing Choice Voucher holders

Non-Financial Support Needed

N/A

Expected Outcomes and Measurements

- 80% of participating students enrolling in postsecondary education will persist through the fourth semester.

Data Collection, Tracking and Sharing

- College advisors hired.
- Students recruited.
- Number of students meeting weekly.
- Actions by students towards postsecondary education.
- Weekly staff meetings.
- Advisory meetings three times a year.
- Share information annually with PZ Partners.

Timeline/Milestones for Implementing

- Secure high schools to participate in program during 2015-2016 school year.
- Add Joint Technical Education District (JTED) campuses during 2016-2017 school year.
- Secure near-peer advisors during 2015-2016.
- Implement and track 2015 – 2018.

Federal Regulatory or Statutory Barriers

N/A

REDUCE CRIME GOALS AND ACTIVITIES TEMPLATE

Reduce Serious or Violent Crime

Description of Promise Zone Goal

Increase public safety through collaborative efforts to remove violent crime and provide supportive services to non-violent offenders.

Community Subgoal 1

Implement evidence-based practices as part of a Transition from Jail to the Community Toolkit to reduce recidivism and jail time. Average annual (2011-2013) Part I Crime in the PZ is 11,277.

Activities and Interventions

- Collaborate with the Community Re-entry coalition to reintegrate transitioning offenders into community and workforce.
- Enhance individualized resource management, employment assistance, education, transitional housing, food vouchers, bus passes, bicycles, optometry, and dentistry, and other wraparound recovery support services not currently available.
- Collaborate with the Community Re-entry Coalition to reintegrate transitioning offenders into the community and workforce.
- Administer the Risk Recidivism Score or “Proxy” instrument in the County jail to pre-screen individuals at booking.
- Use a risk triage matrix to match offenders with interventions and services.
- Direct medium-high risk individuals into intensive behavioral health programs and evaluate low-risk offenders for alternatives to incarceration, community supervision, or diversionary practices.

Rationale/Evidence

The average daily inmate population in Pima County jails is 2,000; many people cycle through the jail every year. The BJA Second Chance Act FY2014 Competitive Grant Announcement states that a majority of incarcerated individuals have needs that, if unaddressed during incarceration, reentry and after release negatively impact their ability to live productive, pro-social, crime-free lives; needs include housing, employment, relationship and family issues, and substance abuse/mental health services. According to SAMHSA (www.samhsa.gov/grants/grant-announcements/sm-14-009) behavioral health conditions are often first identified in justice settings where limited resources are available and a collaborative, coordinated system is necessary to ensure people with behavioral health needs are identified and best served. This requires implementation of evidenced-based methodologies to evaluate and determine treatment targets used in the development of case/transition plans.

Implementing Partners, Roles and Responsibilities