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## Survey name (ID): Urban Promise Zone Application (941771)

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Response ID	480
Section I - Lead Applicant Eligibility (Abstract)	
Type of Lead Applicant	UGLG or local government [A1]
Application Subcategory	Large Metro CBSA [A1]
Lead Applicant Contact Information	
Lead Applicant Organization	City of Tucson
Lead Applicant Address	310 N Commerce Park Loop
Address Line 2	Tucson, AZ
Zip Code	85745
Staff Point of Contact Name	Sally Stang
Staff Point of Contact Email	sally.stang@tucsonaz.gov
Staff Point of Contact Phone	520-837-5395
Lead Applicant Website	www.tucsonaz.gov/hcd
Designated Official from Lead Organization (to execute documents on behalf of Lead Applicant)	Sally Stang
Email for Designated Official from Lead Organization	sally.stang@tucsonaz.gov
Press Point of Contact Name	Lane Mandle
Press Point of Contact Email	lane.mandle@tucsonaz.gov
Press Point of Contact Phone	520-837-4056
Lead Applicant DUNS Number, if available	072450869
Lead Applicant EIN Number, if available	86-6000266
List of Implementing Partners and their DUNS and EIN Numbers, if available	Pima County DUNS: 033738662 Pima County EIN: 86-6000543 City of South Tucson DUNS: 020681557 City of South Tucson EIN: 86-6000267
Section I - Lead Applicant Eligibility (Abstract) (continued)	
Leadership Support: Local Official	
Name	Jonathan Rothschild
Title	Mayor
Jurisdiction	City of Tucson
Leadership Support: Additional Officials	C.H. Huckleberry, County Administrator, Pima County Luis Gonzales, City Manager, City of South Tucson
Section I - Lead Applicant Eligibility (Abstract) (continued)	
Name of Promise Zone	City of Tucson, Pima County, City of South Tucson Promise Zone
City/Cities Included	Tucson & South Tucson
County/Counties Included	Pima
State(s) Included	AZ
Congressional District(s) Included	2 & 3
Narrative Description of Proposed Promise Zone and its Boundaries	The proposed Promise Zone is an initiative of the City of Tucson in partnership with the City of South Tucson and Pima County and includes 40 census tracts & 15 block groups. It extends from the Flowing Wells area in the north down through the central core of Tucson and all of South Tucson south to Sahuarita Rd in unincorporated Pima County. The PZ starts at Greasewood Rd on the west to the furthest eastern boundary at Rita Rd.
Section I - Lead Applicant Eligibility (Abstract) (continued)	
<b>Qualifying Criteria and Need Criteria Data</b>	
Please provide information pertaining to Sections II and III of the Second Round Promise Zone Application Guide. The mapping tool provides this information except the crime statistics. In Section III of the Application Guide, applicants can provide a narrative more fully describing the need-related data points.	
Overall Poverty Rate	35.07%

Population 194991  
 Employment Rate 86.73%  
 Part 1, Serious and Violent Crime Rate for 2011-2013 5.8%  
 Section I - Lead Applicant Eligibility (Executive Summary)

Provide an Executive Summary that describes the Promise Zone Plan, including: (1) a brief description of the needs and assets of the proposed Promise Zone; (2) the goals of the Promise Zone; (3) activities to achieve goals; (4) the lead applicant's capacity to achieve results; and (5) how the Promise Zone designation would accelerate or strengthen existing efforts at comprehensive community revitalization.

The Tucson Promise Zone (PZ) is an initiative of the City of Tucson in partnership with the City of South Tucson and Pima County. The PZ includes 40 census tracts, 15 block groups and 194,991 residents. The High School diploma/equivalent rate is 70%, the poverty rate is 35.07% and the employment rate is 86.73%. PZ assets include: long-term partnerships; two workforce One-Stop centers; 25 employers committed to training; a unique convergence of transportation, distribution and logistics assets; significant transportation and connectivity options; and many cultural, recreational and community facilities. The goals of the PZ are to: create 6,000 new jobs and retain 20,000 existing jobs; create 400 small businesses; prepare 1,170 residents for employment; assist 1,000 residents to obtain a GED or HS Diploma; disrupt the trafficking, sale and distribution of illegal narcotics; implement evidence-based tools to reduce the recidivism rate; and invest in capital improvements to create a balance of live-play-work opportunities. PZ goals will be attained through: employer recruitment and expansion; targeted incentives for job creation; development of employment corridors, a research park, and a business resource center; neighborhood-based capital projects; career-pathways, job training and on-the-job training; remedial education, tutor/mentor matching and individualized services; the Counter Narcotics Alliance; services to offenders; investment in affordable housing; and supportive services. The City of Tucson has a long history of successful revitalization activities, including 3 HOPE-VI projects, 2 Department of Justice Weed & Seed grants, and a Surface Transportation - Discretionary Grants for Capital Investment (TIGER) grant. PZ designation will strengthen revitalization efforts by formalizing the collaborative structure, creating awareness, building capacity of local groups in applying for new funding, and developing new relationships to leverage existing efforts.

Section II - Qualifying Criteria

1) Attach the PDF mapping tool data sheet here.

8607757%20final%20map%20111714%20and%20data%20tool.pdf (47.777KB) Map & Data Tool -  
 File count [1]  
 PromiseZone%20Letters%20of%20Commitment%20Combined.pdf (1495.89KB) Letters of Commitment -  
 File count [1]

Section III - Selection Criteria : Need

2) Secondary sources or locally published data are necessary to supplement the application, and supplemental data/justification is included in the narrative section at the end of this application.

Yes [Y]

No [N]

Section IV - Selection Criteria : Strategy

Yes [Y]

PromiseZoneMaps.pdf (1659.33KB) Promise Zone Maps - 4

File count [1]

File count [0]

Section IV - Selection Criteria : Strategy (continued)

Yes [Y]

Section IV - Selection Criteria : Strategy (continued)

I give HUD and USDA permission to share information included in the goals and activities template.

Promise Zone Goal

Describe Promise Zone Goal.

Create jobs [A1]

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

How many subgoals will you be reporting for this goal?

- 1
- 2
- 3

Yes [Y]

Yes [Y]

Please identify and provide a description of a subgoal. \_\_\_\_\_

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

- 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: Discuss how or why you believe the proposed activities will lead to the achievement of the subgoal in this specific context. How were they selected? Are they supported by evidence or is there other information that supports the selection or use of proposed activities to achieve the goal? Summarize the evidence and include citations.

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.

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: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

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:

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

Commercial improvements Amount: \$20 million allocation Start and end date: ongoing Funding recipient: Developers creating jobs for low to moderate income individuals  
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 Source and type: 5 City of Tucson staff Activity: economic development and international trade Start and end date: ongoing Recipient: businesses creating jobs

Source and type: EDA Technical Assistance Activity: implementation of projects Start and end date: January 2015 – December 2020 Recipient: City of Tucson

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

All activities and interventions are ongoing.

N/A

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

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

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.

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:** List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Source: Pima County General funds Activity: Acquisition, planning road relocation Amounts: \$20 million Start and end dates: 2012-2016 Funding recipient: Pima County 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 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

**Financial Support Needed:** List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

**Committed Non-Financial Support:** List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

Source and type: Pima County General Funds Activity: Senior Administrators and Planners Start and end date: 2012 - 2020 Recipient: Pima County

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

- 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.
- Direct company reports to Pima County and TREO. • Commercially-available establishment data such as Dun & Bradstreet. • Share information annually with PZ Partners.
- Roadway and other Business Park Infrastructure 2015 - 2022
- Business Resource One-Stop Center 2016 – 2022

**Any federal regulatory and/or statutory barriers:** Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

N/A

Section IV - Selection Criteria : Strategy (continued)  
 Will you be reporting another goal in this application?  
 Promise Zone Goal

Yes [Y]  
 Increase economic activity [A6]

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

How many subgoals will you be reporting for this goal?

- 1
- 2
- 3

Yes [Y]  
Yes [Y]  
Yes [Y]

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

- 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.

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. 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: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

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:

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

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

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

Source and type: Pima County Neighborhood Leader Training Activity: Neighborhood Leadership Institute Start and end date: ongoing Recipient: neighborhood leaders

- 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.

- 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.

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.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

N/A

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.

- 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.
- 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.

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.

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

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 Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

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Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

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

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

• 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. • 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. • 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.

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

N/A

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

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

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

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. 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

Committed Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

Section IV - Selection Criteria : Strategy (continued)  
Will you be reporting another goal in this application?  
Promise Zone Goal

How many subgoals will you be reporting for this goal?

1  
2

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. 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 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 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

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

N/A

Yes [Y]  
Improve educational opportunities [A2]

Yes [Y]  
Yes [Y]

Yes [Y]

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

- 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.

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.

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.

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

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

Committed Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds.

Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

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

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

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

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

- 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: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

- 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.

Classes begin Fall and Spring semester of each school year.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

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.

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%.

- 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.

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.

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.

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

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

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

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

- 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.

- 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.

All activities are ongoing.

**Committed Financial Support:** List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

**Financial Support Needed:** List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

**Committed Non-Financial Support:** List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

**Data Collection, Tracking and Sharing:** For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

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

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%.

- 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.

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.

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.

N/A

**Committed Financial Support:** List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

**Financial Support Needed:** List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

**Committed Non-Financial Support:** List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

**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  
**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

List the types of non-financial support needed for implementing N/A this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

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

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

• 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.  
• 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.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

N/A

Section IV - Selection Criteria : Strategy (continued)  
Will you be reporting another goal in this application?  
Promise Zone Goal

Yes [Y]  
Reduce serious or violent crime [A3]  
Increase public safety through collaborative efforts to remove violent crime and provide supportive services to non-violent offenders.

How many subgoals will you be reporting for this goal?

- 1
- 2
- 3

Yes [Y]  
Yes [Y]

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.

• 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.  
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](http://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

Committed Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

served. This requires implementation of evidenced-based methodologies to evaluate and determine treatment targets used in the development of case/transition plans. Through the Behavioral Health Treatment Court Collaborative, participating judges and probation officers will: coordinate efforts to eliminate duplication, increase effectiveness, and enhance efficiency in and among the existing behavioral health treatment courts (BHTC); receive specialized training; expand the use of evidence-based best practices in BHTC; and develop new BHTCs where needed. Old Pueblo Community Services (OPCS) will recruit, train and match mentors with offenders. Program participants will receive pre- and post-release mentoring, assistance with transitional housing, case management, and job development and will have access to leveraged services. OPCS will administer the TCU Criminal Thinking Scales at program intake and after three months, and the Pima County Adult Probation Department will reassess participants at least every six months using the Field Reassessment Offender Screening Tool.

Source: U.S. Department of Health & Human Services Substance Abuse Mental Health Services Administration ("SAMHSA") Activity: Behavioral Health Treatment Court Collaborative Drug Treatment Alternative to Prison Amount: \$348,142 per year; \$1,392,568 total Start and end dates: 2014 through 2018 Funding recipient: Behavioral Health Treatment Court Collaborative ("BHTCC") Source: U.S. Department of Justice BJA Second Chance Activity: re-integration services for offenders Amount: \$500,000 Start and end dates: 2014 through 2017 Funding recipient: Old Pueblo Community Services

Source and type: City of Tucson and Pima County General Funds Activity: implement shared evaluation process and coordinate activities Estimated amount needed: \$50,000 Date of needed funds: Annually Recipient: Justice Coordinating Council

Source and type: National Institute of Corrections Technical Assistance Activity: implement evidence-based practices in jail-re-entry process Start and end date: 2014 - 2015 Recipient: Pima County Sheriff's Office Source and type: Pima County Administrator's Office Activity: Behavioral health treatment court collaborative Start and end date: 2014 - 2015 Recipient: Pima County Justice Coordinating Council

- Reduction in recidivism.
- Increased effectiveness and enhanced efficiency in and among existing behavioral health treatment courts.
- 300 offenders matched with mentors.
- 300 offenders receive reintegration services and supports.
- Recidivism.
- Number of individuals receiving specialized training.
- Use of evidence-based practices.
- Number of mentors and offenders matched.
- Type(s) of services provided to participating offenders.
- Share information annually with PZ Partners.
- Implement evidence-based practices – 2015.
- Specialized training – 2015 to 2016.
- Develop new treatment courts – 2016 and after.
- Recruit and train mentors – 2015.
- Match offenders with mentors – 2015 to 2016.
- Services for offenders – 2015 to 2016.

N/A

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Support systemic use of partnerships and problem-solving techniques and proactively address public safety through increased policing and disruption of illegal narcotic trafficking, sale and distribution. Average annual PZ Part I Crime is 11,277.

- Expand youth mentoring opportunities.
- Develop a Safe Routes to Schools program.
- Identify and address school-related safety problems and strategies.
- Increase residents' ability to be stakeholders in their own safety and support law enforcement efforts to better address the factors that contribute to crime.
- Offer activities including ride-along patrols, safety education, and patrol events associated with community activities including Halloween and Take back the Night Patrol events.
- Expand the Neighborhood Watch initiative through community outreach and resident engagement.
- Disrupt the trafficking, sale and distribution of illegal narcotics in the metropolitan Tucson area through alliance with 6 local/state and 2 federal law enforcement agencies.

The U.S. Department of Justice Office of Community Oriented Policing Services FY 2013 Performance Budget states that studies support positive effects such as a statistically precise drop in crime in post-funding years for four of seven index crimes (auto theft, burglary, robbery and aggravated assault) for which agencies can request COPS Hiring Program funding, and a significant relationship between crime reduction and the amount of COPS funds expended. According to the Office of National Drug Control Policy Drug-Related Crime survey "evidence indicates that drug users are more likely than nonusers to commit crimes" and "arrestees in the study were frequently under the influence of a drug at the time they committed their offence, and that drugs generate violence." Tucson's proximity to Mexico also presents the problem and challenge of enforcing illegal narcotics "containment".

The City of South Tucson Police Department will: continue the Explorer program, which includes patrol ride-along, special events, and safety education; work cooperatively with two nonprofit organizations to conduct community organizing and resident engagement activities and expand Neighborhood Watch; and hire additional police officers to increase crime prevention outreach activities. The City of Tucson Police Department will continue efforts to maintain control over drug dealers and traffickers through the Counter Narcotics Alliance. Sources: US Department of Justice COPS Hiring Program Amount: \$250,000 Activity: Hire additional police officers Start and end dates: 2014-2015 Funding recipient: City of South Tucson Sources: Byrne Criminal Justice Assistance Grant (through Arizona Justice Commission) Amount: \$650,000 Activity: Drug, Gang and Violent Crime Control Project Start and end dates: 2015-2016 Funding recipient: City of Tucson Source: Community Development Block Grant – Pima County Amount: \$25,000/year Activity: South Tucson Community Policing/Crime Prevention Start and end dates: October 2014 to Sept 2014 Funding recipient: City of South Tucson Source: Community Development Block Grant – Pima County Amount: \$65,200 Activity: Youth Explorer, Neighborhood Watch, Crime Prevention Education Start and end dates: ongoing Funding recipient: City of South Tucson

Committed Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

N/A

List the types of non-financial support needed for implementing N/A this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

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• 2 additional South Tucson Police Officers. • 375 South Tucson youth receive safety education. • 1,500 South Tucson residents participate in Neighborhood Watch activities and youth Explorer program. • 130 collaborations with other agencies (City of Tucson PD). • 800 drug-related arrests (City of Tucson PD).

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.  
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• Number of safety education sessions delivered and number of South Tucson youth participating in each. • Number of South Tucson youth participating in Explorer program. • Activities conducted by South Tucson Explorer program. • Number of additional residents participating in Neighborhood Watch activities. • Number of collaborations with other law enforcement agencies. • Number of case investigations in progress and completed. • Share information annually with PZ Partners.

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• Two additional South Tucson police officers hired in 2015. • Youth safety education ongoing. • Outreach to increase Neighborhood Watch participation ongoing. • Drug, Gang and Violent Crime Control Project is ongoing.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

Section IV - Selection Criteria : Strategy (continued)  
Will you be reporting another goal in this application?  
Promise Zone Goal

N/A  
Yes [Y]  
Other community goal (i.e. Health and wellness, Affordable housing, etc.) [A5]  
Live-Play-Work Balance  
Create a balance of live-play opportunities with work opportunities.

Goal Name:

How many subgoals will you be reporting for this goal?

1  
2  
3

Yes [Y]  
Yes [Y]  
Yes [Y]  
Improve quality of life for economically disadvantaged PZ residents and increase access to supportive services and information. The PZ poverty rate is 35.07%; neighborhood residents have expressed difficulty accessing information about services.  
• Provide a full range of supportive services to PZ residents including services for youth, parents, poverty-stricken residents, domestic violence victims, seniors, caregivers, persons with disabilities, and individuals and families experiencing homelessness and/or foreclosure. • Provide supports including meals, counseling, emergency financial assistance, mentoring, stipends, legal services, child care tuition, emergency food and clothing, and shelter. • Provide One-Stop Employment Resources including labor-market information, job banks and leads, job-matching, workshops, resumes, and career counseling. • Create a centralized on-line repository of services information; services fairs in PZ neighborhoods.  
In 2013, Pima County and the City of Tucson funded 143 Tucson agencies with \$4.9 million in general funds and CDBG funds for supportive services to more than 120,000 area residents. The Pima County Community Action Agency served approximately 2,400 households and the One-Stop assisted 6,000 job seekers. This high demand indicates that supportive services are essential to zone and resident stability.

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Neighborhood residents are seeking a centralized database of supportive services information. According to usability.gov (what-and-why/user-centered-government.html) government agencies and nonprofit partners provide vital information and services that affect people's daily lives and have the responsibilities of responding to the needs of citizens and being timely and accurate with information. By putting people first and embracing a user-centric approach, the quality of information available to the public will be improved and resources will be saved by making iterative improvements. Pima County Outside Agency program allocates funds to nonprofit agencies through a Board of Supervisor appointed committee. The City allocates funds to nonprofit agencies through the Continuum of Care Plan and a categorized RFP process for HUD entitlement funds allocated through the Annual Action Plan. Nonprofit agencies deliver a broad range of services including: case management, financial assistance, professional assistance, service learning opportunities, volunteer training, food assistance, material assistance, transportation assistance, pro-social activities, referral services, shelter, skill development and training, mentoring, respite, and tutoring.

Committed Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Source: Pima County General Fund – Outside Agency Program Activity: supportive services and supports Amount: \$1 million Start and end dates: July 2014- June 2015 Funding recipient: individuals through 80 nonprofit agencies Source: City of Tucson General Fund Activity: supportive services and supports Amount: \$500,000 Start and end dates: July 2014- June 2015 Funding recipient: zone residents through nonprofit agencies Source: Community Development Block Grant – City of Tucson Activity: supportive services and supports Amount: \$500,000 Start and end dates: July 2014- June 2015 Funding recipient: zone residents through nonprofit agencies Source: Emergency Solutions Grant – City of Tucson Activity: supportive services and supports Amount: \$300,000 Start and end dates: July 2014- June 2015 Funding recipient: individuals and families at risk of and experiencing homelessness Source: Arizona Attorney General National Mortgage Settlement Activity: supportive services and supports Amount: \$200,000 Start and end dates: April 2014 – April 2016 Funding recipient: Persons evicted by landlord foreclosures; homeowners Source and Type: Pima County General Funds Activity: Supportive Services Estimated amount needed: \$1 million annually Date of needed funds: annually after 2015 Intended recipient: individuals through nonprofit agencies Source and Type: Community Development Block Grant Activity: Supportive Services Estimated amount needed: \$500,000 annually Date of needed funds: annually after 2015 Intended recipient: individuals through nonprofit agencies Source and Type: City of Tucson General Fund Activity: Supportive Services Estimated amount needed: \$500,000 annually Date of needed funds: annually after 2015 Intended recipient: individuals through nonprofit agencies Source and Type: HUD Emergency Solutions Grant Activity: Shelter and Supportive Services Amount: \$200,000 Date of needed funds: annually Intended recipient: individuals and families at risk of and experiencing homelessness Source and Type: HUD Continuum of Care Activity: Shelter and Supportive Services Estimated amount needed: \$5 million annually Date of needed funds: annually Intended recipient: individuals through Pima County Continuum of Care agencies Sources and Types: United Way, YWCA, Southern Arizona Community Foundation, Churches, Social Impact Bonds Activity: stabilize families in crisis Estimated amount needed: \$3 million annually Date of needed funds: annually Intended recipient: individuals through nonprofit

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

agencies through Pima County  
Source and type: City of Tucson and Pima County Activity: Completion of 5-year HUD Consolidated Plan Start and end date: now through May 15, 2015 Recipient: City of Tucson and Pima County Source and type: City of Tucson Activity: Update to Human Services Policy and Plan Start and end date: now through June 2015 Recipient: City of Tucson Source and type: City of Tucson and Pima County Activity: Technical Assistance to nonprofit agencies Start and end date: ongoing Recipient: Agencies receiving human services funding Source and type: City of Tucson and Pima County CDBG Activity: Priority points for activities located in PZ Start and end date: ongoing Recipient: Agencies receiving human services funding and serving PZ residents Source and type: City of Tucson Activity: Poverty and Urban Stress Report Start and end date: 2016, 2020 Recipient: Agencies receiving human services funding and serving PZ residents Source and type: Arizona Department of Housing Hardest Hit Funds Activity: Homeowner mortgage default and transitioning counseling Start and end dates: ongoing through 2017 Recipient: Low and moderate income families in foreclosure Source and type: Technical Assistance Activity: Human Services Plan and Policy Update Start and end date: now through June 2015 Recipient: City of Tucson

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

- 20,000 PZ residents will access services and receive assistance annually.
- At least 50% of City of Tucson Human Services funding will benefit PZ residents.
- Outside Agency Funding o Beneficiary demographics - age, disability status, familial status o Functions performed by volunteers o Client evaluation methods o Number of persons assisted with new access to OR improved access to a service o Leveraged Program Money • All Funding o Individual units of service by category of assistance o Household income o Beneficiary demographics - age, disability status, familial status o Housing status (homeless, transitional, permanent) and tenure • Share information annually with PZ Partners. • Include in HUD Consolidated Annual Performance Report.
- Release Outside Agency Program Application in November of each year. Award funds no later than April of each year. • City of Tucson – Release Human Services Application in December of January of each year. Award funds no later than April of each year.

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

N/A

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

Increase the number of quality, healthy, affordable housing units for low-income and poverty-level PZ households. 2,700 units are needed to fill the PZ affordable housing gap.

- Conducting healthy homes assessments.
- Building savings accounts of previously-foreclosed homeowners.
- Rehabilitate substandard housing units.
- Develop new rental and homeownership housing opportunities.

Quality affordable housing: 1) provides critical stability for families and lowers risk that vulnerable become homeless; 2) in–creases the amount that families can put toward other important household needs and savings for the future; 3) helps create a stable environment for chil–dren, contributing to improved educational outcomes; 4) can improve health by providing stability, freeing up resources for food and health care and in–creasing access to amenities in quality neighborhoods; 5) when located near public mass transit can help low-income residents save money, access better jobs,

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improve health and reach critical community services; and 6) contributes to significant economic impacts, including increases in local purchasing power, job creation and new tax revenues. (Impact of Affordable Housing on Families and Communities: A Review of the Evidence Base. Enterprise Community Partners 2014).

Pima County will conduct healthy homes assessments, invest in home repairs for low-income and vulnerable populations, assist previously-foreclosed homeowners to build savings in cooperation with the private sector, and work with the City of Tucson to fund the development of additional rental and homeownership units. Pima County and the City of Tucson will invest in housing rehabilitation and development for low-income and vulnerable populations in cooperation with nonprofit and private sector organizations, and provide technical assistance regarding funding requirements, zoning, building codes and activity monitoring. Nonprofit and private sector organizations will provide direct services to occupants of housing in need of rehabilitation/repair. Nonprofit and private developers will conduct all aspects of new housing development and/or multi-family rehabilitation from pre-development through occupancy and property management, including any required supportive services.

Source: Community Development Block Grant – City of Tucson  
Activity: Housing Rehabilitation Amounts: \$1 million/year Start and end dates: ongoing Funding recipient: Housing Rehabilitation Collaborative Source: Community Development Block Grant – City of Tucson Activity: Rental Housing Development (acquisition) Amounts: \$500,000 year Start and end dates: ongoing Funding recipient: Nonprofit and private developers Source: Community Development Block Grant – Pima County Activity: Housing Rehabilitation Amounts: \$1 million annually Start and end dates: ongoing Funding recipient: Nonprofit organizations, low income homeowners Sources: HUD HOME Program Activity: Homeownership Opportunities Amounts: \$350,000 annually Start and end dates: ongoing Funding recipient: Developers Sources: HUD HOME Program – Tucson/Pima Consortium Activity: Rental Housing Development (acquisition and/or rehabilitation, new construction) Amounts: \$850,000/year Start and end dates: ongoing Funding recipient: Nonprofit and private developers Sources: HUD HOME Program – Tucson/Pima Consortium Activity: Homeownership Opportunities Amounts: \$120,000/year Start and end dates: ongoing Funding recipient: Eligible low- and moderate-income homebuyers Source and Type: HUD Healthy Homes Funding Activity: Healthy Homes assessments and repairs Estimated amount needed: \$3.2 million Date of needed funds: 2015 Intended recipient: PZ residents through Pima County Source and Type: US Health and Human Services Assets for Independence Activity: savings accounts for previously foreclosed homeowners Estimated amount needed: \$100,000 Date of needed funds: 2015 Intended recipient: previously-foreclosed PZ residents through Pima County Source and Type: Financial Institutions CRA programs Activity: savings accounts for previously foreclosed homeowners Estimated amount needed: \$200,000 Date of needed funds: 2015 Intended recipient: previously-foreclosed PZ residents through Pima County Source and Type: Pima County General Obligation Bonds Activity: Housing Development Estimated amount needed: \$15 million Date of needed funds: 2015 Intended recipient: nonprofit and private sector affordable housing developers Source and Type: Low Income Housing Tax Credits Activity: Rental Housing Development Estimated amount needed: \$8 million annually Date of needed funds: 2015 Intended recipient:

Committed Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected, tracked and shared.

nonprofit and private sector affordable housing developers  
Source and Type: HUD Lead-based Paint Abatement Activity: Housing Rehabilitation Estimated amount needed: \$200,000 annually Date of needed funds: 2015 Intended recipient: nonprofit and private sector affordable housing developers  
Source and Type: Housing Rehabilitation Collaborative Labor and Materials Activity: Housing Rehabilitation Estimated amount needed: \$1 million annually Date of needed funds: 2015 Intended recipient: low-income residents Source and Type: City of Tucson Industrial Development Authority Activity: Homeownership Opportunities Estimated amount needed: \$1 million annually Date of needed funds: 2015 Intended recipient: low-income PZ residents purchasing a home  
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 Source and type: City of Tucson non match cash/fee waivers Activity: Development of new affordable rental and homeownership opportunities. Start and end date: ongoing Recipient: Residents, neighborhoods, private and nonprofit sector partners and developers Source and type: City of Tucson ordinances, zoning, and General Plan goals/policies. Activity: Housing rehabilitation, development of new affordable rental and homeownership opportunities, community facilities and services. Start and end date: ongoing Recipient: Residents, neighborhoods, private and nonprofit sector partners and developers Source and type: Pima County ordinances, zoning, and Comprehensive goals/policies. Activity: Housing rehabilitation, development of new affordable rental and homeownership opportunities, community facilities and services. Start and end date: ongoing Recipient: Residents, neighborhoods, private and nonprofit sector partners and developers Source and type: Flowing Wells Neighborhood Revitalization Strategy Activity: Housing rehabilitation, development of new affordable rental and homeownership opportunities, community facilities and services. Start and end date: ongoing Recipient: Residents, neighborhoods, private and nonprofit sector partners and developers Source and type: City of Tucson and Pima County CDBG and HOME Activity: Priority for activities located in PZ Start and end date: 2015-2020 Recipient: Nonprofit and private agencies providing housing services/units to PZ residents  
Source and type: HUD CPD Technical assistance to create transit-oriented development fund. Activity: Affordable rental and homeownership opportunities. Start and end date: 2015 - 2016 Recipient: City of Tucson and Pima County Source and type: Financial Institution CRA programs Activity: Homeownership opportunities Start and end date: 2015 - 2020 Recipient: low-income PZ residents purchasing a home  
• 500 Healthy Home assessments. • Home repairs for 500 low-moderate income households. • Savings accounts for 200 previously-foreclosed families. • 1,000 new affordable rental units. • 300 new affordable homeownership opportunities.  
• Homes assessed. • Savings accounts created and amount saved. • Federal funds invested and expended. • Leverage funds invested and expended. • Units of service or assistance. • Housing units rehabilitated. • Housing units developed. • Homebuyers assisted. • Beneficiary demographics Beneficiary demographics - age, disability status, familial status. • Housing status (homeless, transitional, permanent) and tenure. • Share information annually with PZ Partners. • Include in HUD Consolidated Annual Performance Report.  
• Secure healthy homes funding 2015. Assess at least 100 homes annually. • Establish TOD loan pool – 2015. • Rehabilitate 500 substandard units annually. • Develop 200

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

new affordable rental opportunities annually. • Develop 10 new homeownership opportunities annually. • Share information annually with PZ Partners. • Include in HUD Consolidated Annual Performance Report.

N/A

Improve facilities that serve low-income and poverty-level households and individuals and families experiencing homelessness. There are 19 emergency shelter and transitional housing facilities in need of improvements in the PZ.

• Energy-efficient and health-benefit improvements to emergency shelter and transitional housing facilities.

The Green and Healthy Assessment of Pima County's Emergency Shelters and Transitional Housing (Poster Frost Mirto July 23, 2012) reported consistent short-comings in energy efficiency and health of 19 emergency shelter and transitional housing facilities in the PZ. The cost/benefit analysis identified site and design issues, recycling, fenestration and insulation, disability accessibility, inefficient HVAC, appliances and plumbing fixtures, substandard finishes as consistent energy-efficiency problems. The cost/benefit analysis identified mold, fungus and obnoxious odors, pest infestation, holes in walls, broken/damaged windows or doors, electrical systems, and opportunities to develop food-production gardens, plant low-allergenic desert plants, and use low VOC paint as consistent health problems. The summer 2012 issue of HUD's "Evidence Matters" (Linking Housing and Health Care Works for Chronically Homeless Persons) highlighted evidence that housing has a major effect on health.

The City of Tucson and Pima County coordinate and provide funds for needed upgrades, and provide technical assistance to non-profit agencies engaged in shelter and support services. Source: Community Development Block Grant – City of Tucson Activity: Facility Improvements Amount: \$1 million/annually Start and end dates: annually Funding 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

Source and type: City of Tucson fee waivers Activity: facility improvements Start and end date: ongoing Recipient: owners of facilities

Committed Financial Support: List any firm financial commitments for implementing this subgoal. Indicate the source of funds, activity, amount, start and end date for each source and identify the organization receiving the funds. Type N/A if not applicable.

Financial Support Needed: List the types of financial support needed for implementing this subgoal. Examples include: grant, loan, etc. Include activity, estimated amount, date of needed funds and intended organization receiving the funds. Type N/A if not applicable.

Committed Non-Financial Support: List any committed non-financial support for this subgoal. List the source and type of support, activity, start and end date for each resource and identify the organization receiving each resource. Type N/A if not applicable.

List the types of non-financial support needed for implementing this subgoal. List the type of support, activity, start and end date for each resource and identify the intended organization receiving each resource. Type N/A if not applicable.

• Six facilities improved annually. • Decreased energy costs

Data Collection, Tracking and Sharing: For top-level tracking of progress of subgoals, describe how data will be collected,

• Number of facilities improved. • Reduction in energy costs. • Share information annually with PZ Partners. • Include in HUD

tracked and shared.

Consolidated Annual Performance Report.

- Facility improvements are ongoing.

Any federal regulatory and/or statutory barriers: Describe any federal regulations and/or authorizing statutes that create barriers to the implementation of the activity, with citations, or type N/A if not applicable.

N/A

Section IV - Selection Criteria : Strategy (continued)

Will you be reporting another goal in this application?

No [N]

Section IV - Selection Criteria : Strategy (continued)

Yes [Y]

Section V - Selection Criteria : Capacity and Local Commitment (continued)

Yes [Y]

Letters%20of%20support.pdf (248.988KB) Letters of Support - 4

File count [1]

Section V - Selection Criteria : Capacity and Local Commitment (continued)

Yes [Y]

2013\_City%20of%20Tucson\_A-133\_Single\_Audit\_Issued.pdf (2916.898KB) A-133 Audit -

File count [1]

Section V - Selection Criteria : Capacity and Local Commitment (continued)

Yes [Y]

Section V - Selection Criteria : Capacity and Local Commitment (continued)

Yes [Y]

Section V - Selection Criteria : Capacity and Local Commitment (continued)

Yes [Y]

Section V - Selection Criteria : Capacity and Local Commitment (continued)

PromiseZone%20Letters%20of%20Commitment%20Combined .pdf (1495.89KB) Letters of Commitment -

File count [1]

Section V - Selection Criteria : Capacity and Local Commitment (continued)

Yes [Y]

Partnership%20Agreement%20%26%20docs.pdf (332.426KB) Partnership Agreement - In Lieu of MOU

File count [1]

Narrative Section

PZ%20Application%20-%20112014%20Final%20Narrative.pdf (259.933KB) Narrative -

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Sections to be covered in the narrative:

1. Context Narrative \_\_\_\_
2. Needs and Assets Assessment \_\_\_\_
3. Promise Zone Plan \_\_\_\_
4. Promise Zone Sustainability and Financial Feasibility \_\_\_\_
5. Partnership Structure & Diagram of Partnership Structure \_\_\_\_
6. Capacity of Lead Applicant \_\_\_\_
7. Capacity of Implementation Partner Organizations\_\_\_\_
8. Data and Evaluation Capacity \_\_\_\_
9. Resident Engagement Capacity \_\_\_\_
10. Strength and Extent of Partnership Commitment \_\_\_\_

Additional Information

File count [1]

Submission

Click the submit button below to finalize your application for review. Once you submit, you will receive email confirmation your application was received and you will no longer be able to make changes to your application.

File count [0]