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Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions to reduce this burden, to the Reports Management Officer, Paperwork Reduction Project, to the Office of Information Technology, US. Department of Housing and Urban Development, Washington, DC 20410-3600. When providing comments, please refer to OMB Approval No. 2577-0269. HUD may not conduct and sponsor, and a person is not required to respond to, a collection of information unless the collection displays a valid control number.

The information submitted in response to the Notice of Funding Availability for the Choice Neighborhoods Program is subject to the disclosure requirements of the Department of Housing and Urban Development Reform Act of 1989 (Public Law 101-235, approved December 15, 1989, 42 U.S.C. 3545).

**FY2018 CHOICE NEIGHBORHOODS PLANNING GRANT
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Exhibit A – Executive Summary

Applicant: City of Tucson

File Name: TucExhASummary.pdf

EXECUTIVE SUMMARY: In 2015 the City of Tucson, located 67 miles north of the Mexican border, was ranked as the 5th poorest cityⁱ in the U.S., with one out of every four of its residents living below the poverty level. Over 34% of residents earn annual incomes less than \$25,000; only 24.7% of the population has earned a bachelor's degree. Arizona was reported as the 15th most dangerous state in the country (2015), and Tucson holds the highest violent crime rate in the stateⁱⁱ. As of 2018, 17,755 families/49,690 people are on the Section 8 waiting list for affordable housing units across the City.ⁱⁱⁱ A Choice Neighborhood Planning and Action Grant would provide much needed resources to address these poverty, crime and safety, and housing issues to transform the area.

The **Oracle Choice Neighborhoods Initiative (Oracle Choice)**, a place-based, comprehensive transformation initiative led by the City of Tucson, focuses on a 2.6-square-mile area located less than two miles from the central business district in Tucson and bounded by Miracle Mile to the north, Speedway Boulevard to the south, Stone Avenue to the east, and Interstate-10 to the west. These boundaries were established by a Citizens Steering Committee in 2007, when residents concerned about preserving the historic culture of the community and addressing revitalization needs sought the City's partnership for the Oracle Area Revitalization Plan (OARP). The Oracle Choice community includes eight small neighborhoods that are in need of community assistance. Oracle Choice is designated as a "high-stress" community, based on the City's *Poverty and Urban Stress Index*. Concentrated poverty, a shortage of affordable housing, and hotspots of chronic crime are most prevalent in the distressed urban core along Oracle Road. The Oracle community was once a vital automobile gateway into Tucson. Filled with motor court and entertainment venues, it was the site of booming tourism, and dubbed "Miracle Mile" by *Arizona Highways* magazine. The area remained vital through the 1960s, even after the construction of Interstate 10 in 1958, which replaced Miracle Mile as the main thoroughfare in Tucson. Tucson House was originally built as a 17-story luxury apartment building in 1963. By the 1970s Miracle Mile was no longer viewed as the gateway to Tucson, and the area began a steady decline as travelers

bypassed the area on Interstate 10 and the numerous motels became a magnet for prostitution, drugs, and crime. The once luxurious Tucson House was left abandoned, and eventually became Public Housing in the 1980s. Now severely distressed, the 408-unit Tucson House represents 27% of the City’s total public housing inventory. The decline of the Oracle area has continued to this day, as current neighborhood characteristics include an exceedingly high rate of vacant/abandoned homes, a lack of affordable housing, a dearth of social services for residents, a lack of opportunities for youth, high unemployment rates, concentrated poverty, chronic crime, social disorganization and residential instability. The Oracle area currently faces many challenges for community and economic development.

The defining neighborhood characteristics which led to the Oracle community’s selection for the Choice Neighborhood planning and action grant include the need to address crime, safety and violence, the pervasive poverty conditions, the lack of affordable, quality housing, the severe distress of the historic Tucson House, and the community. Many factors have

	Census Tract 13.02	Census Tract 13.03	Census Tract 13.04	CITY OF TUCSON
Population	1,987	2,945	5,083	525,031
Unemployment Rate	14.1%	11.2%	31.7%	9.8%
Median HH Income	\$13,193	\$22,955	\$14,940	\$37,149
Percent in Poverty	50.2%	28.2%	57.7%	25.1%
Percent of all Age 18 or younger in poverty	47.1%	15.9%	73.4%	34%
Age 25+, Less than h.s. diploma	15.4%	37%	28.7%	15.8%
Speak language other than English	43.1%	46.2%	42.5%	33.6%
Median Age	40.2	33.5	34.5	33.3
% White	62.8%	70.5%	73.2%	75%
% American Indian	9%	10%	5.7%	2.6%
% Hispanic, any race	44.5%	65.7%	50.4%	42%
% Foreign born	22%	19.7%	24.3%	15%
% No Vehicle Available	42.1%	31.8%	28.7%	12.3%

Source: American Community Survey, 2014, Five-Year Estimates.

deterred previous attempts and revitalization, including a current Poverty/ELI rate of 47.83%, a vacancy rate of 14.02% (as compared to the surrounding county at 5.00%), limited street connections, urban blight, dilapidated houses and substandard homes. The rate of violent crime in the Oracle Choice was 2.55 times greater than the City of Tucson’s Part I Violent Crime rates between the years 2015-2017. For Part I Violent Crimes, the rates have continued to rise since 2015, with a 3-year average rate of 18.55.

Despite these extensive challenges, there are numerous community assets which indicate the Oracle Choice transformation project is well poised for success. This is why this community was selected for the

Choice Neighborhoods Planning and Action grant opportunity. Within Oracle Choice there is a cluster of eight small neighborhoods, over 500 businesses, nonprofits, and faith-based institutions, two school districts, and the Pima Community College Downtown Campus anchor institution. Oracle Choice is located less than two miles from downtown Tucson and the University of Arizona. A unique feature of this urban community is the Old Pascua Neighborhood, the oldest settlement of the Pascua Yaqui Tribe in Tucson and a Recognized Tribal Community. In addition to the general shortage of affordable housing across the Oracle Choice community, the Pascua Yaqui Tribe has a shortage of 800 housing units needed to house enrolled members of the tribe. Since 2011, the Ghost Ranch Lodge has been revitalized as a senior housing community, and the Monterey Court has been adapted as an artist community with studios, a restaurant, live music, and boutique shops. The success of these revitalized assets has shown the potential impact of reinvestment in the community. Other key assets in the community include: the Pascua Neighborhood Center, the Old Pascua Museum and Yaqui Cultural Center, the Blue Moon Garden, the Marty Bird Neighborhood Center, Arts for All, Chicanos Por La Causa, and La Frontera.

The City of Tucson began active efforts to address challenges and opportunities in Oracle Choice over a decade ago when a group of committed residents mobilized to address pressing issues. The group approached the City for planning assistance, which led to the Oracle Area Revitalization Project (OARP) in 2007. The OARP, included a Citizen Steering Committee; and extensive public engagement, including bilingual and youth sessions; and an annual Open House and Tour to celebrate the area's rich history and cultural diversity, resulted in a conceptual plan that was adopted by Mayor and Council in 2011. OARP accomplishments included the development of an association of Oracle area businesses (Gateway Business Alliance), public art projects, and an initiative to develop a Historic Landmark Signs Ordinance. In subsequent years, the City has implemented redevelopment initiatives to encourage reinvestment in the area, including a commitment of Community Development Block Grant (CDBG) funds and development incentives. In December of 2017, the Miracle Mile corridor was listed in the

National Register of Historic Places. Additionally, two recent investments have brought new energy and focus to the Oracle Choice community. In 2018, the City of Tucson was one of four cities nationally selected to receive a Rose Center Fellowship award. In May 2018 the Mayor convened a revitalization task force of local government and community leaders to examine infill development and neighborhood revitalization for the Oracle community. In 2017, Arizona State University (a key partner) was awarded a planning and implementation US DOJ Innovations in Community-Based Crime Reduction (formerly BCJI) award to work with residents and community partners to address crime in the Oracle Choice area.

The planning grant goals are to: (a) build capacity and create a strong network of residents and partners capable of leading their community through the change process; (b) engage residents and partners through Transformation Teams to create a comprehensive, cohesive vision of change; and (c) take action for positive change in the community through activities in the outcome areas of Housing, People and Neighborhood, responsive to community needs and building on existing assets.

The planning process for Oracle Choice includes four primary stages, including (1) organization, coordination and engagement; (2) community assessment, visioning and capacity building; (3) strategy design, development, and prioritization and “doing while planning;” and (4) strategy selection and Transformation Plan finalization, leading to Action Activities. Key partner organizations include: City of Tucson (Lead applicant), City of Tucson’s Department of Housing and Community Development (Lead entity); Arizona State University, Poster Frost Mirto, and the Planning Center (Transformation Team Leads); Tucson House Resident Council, Neighborhood Associations, Pascua Yaqui Tribe, Rose Center Fellowship, Tucson Community Based Crime Reduction Initiative, Pima Community College, Pima County Health Department, Tucson Police Department, Pima Association of Governments, Tucson Historic Preservation, Amphitheater School District, United Way, Chicanos Por La Causa, Habitat for Humanity, St Elizabeth Health Center, Community Food Bank, Art for All, Cook Tucson Market, University of Arizona, La Frontera, and the Gospel Rescue Mission (Key Partners).

Exhibit B – Requirements

Applicant: City of Tucson

File Name: TucExhBRequirements.pdf

REQUIREMENTS: The City of Tucson (the City) is an ideal candidate for HUD Choice Neighborhood Grant Application. The City is able to provide the documentation in the attachments (Attachment 25) to indicate their capabilities to meet all of the threshold requirements of the NOFA to pursue a \$1.3 million Planning and Action Grant application, and to certify there are no outstanding civil rights matters, federal debarments or suspensions, and no outstanding federal debts (DUNS number 0724508690000). The City would accept a Planning only grant if not selected for a Planning and Action Grant.

The City is submitting only one application for the area that covers from south of Speedway, north of Miracle Mile, east of Stone and to Interstate 10 which contains the severely distressed Tucson House, a public housing high rise. The Tucson House has not previously funded through a Choice Neighborhoods Planning or Implementation Grant, a HOPE VI Revitalization grant, an ARRA CFRC grant under Category 2, Category 3, or Category 4 Option 1, nor has the City yet received a RAD Conversion Commitment (RCC) at the time of the application deadline for this NOFA. After completion of the Planning Grant, the City intends to apply for an Implementation Grant for the same target Neighborhood, but is not currently applying this grant cycle.

Attachment 26 is the certification from the Lead Applicant stating the requirements listed in the Choice Neighborhoods Applicant Certifications have or will be met. In addition the City of Tucson attests it will meet the Match Requirements from III.B of the NOFA. Attachment 6 is the Resident Involvement Certification documenting the May 30, 2018 Tucson House resident meeting concerning the Choice Neighborhoods Planning Grant Application. The meeting invitation was provided in both English and Spanish and Spanish language interpreters were present for the meeting in accordance with the PHA's Language Access Plan. No other language interpretation was requested by any residents.

Exhibit C – Capacity

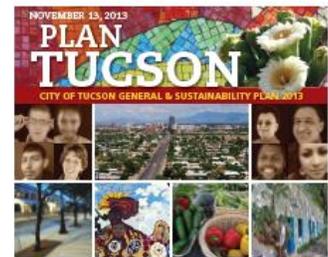
Applicant: City of Tucson

File Name: TucExhCCapacity.pdf

CAPACITY: The City of Tucson (City), Lead applicant for the Oracle Choice Planning and Action grant, has a lengthy history of experience conducting comprehensive community needs assessments, leading visioning processes with residents and stakeholders, and leading cross-sector partners in prioritizing strategies and creating cohesive plans. These experiences include numerous planning processes that have resulted in meaningful neighborhood improvements and successful action activities across the outcome areas of Housing, People and Neighborhood. Three efforts undertaken in the past six years exemplify the City of Tucson’s commitment to multi-disciplinary, collaborative planning and its capacity to undertake such planning with award winning results. Each of these efforts involved cross-sector partnerships and resident engagement led and held accountable by City teams responsible for delivering quality results that adhered to the scope of work, budget, and schedule.

Project One: PLAN TUCSON: City of Tucson General & Sustainability Plan

Arizona state law requires a general plan be prepared every 10 years and ratified by voters for jurisdictions with a population of 10,000 or more. *Plan Tucson: City of Tucson General & Sustainability Plan* was ratified in November 2013 by more than 65% of Tucson voters. *Plan Tucson* serves as a comprehensive framework for a sustainable future over the next decade.



Conducting a Comprehensive Needs Assessment: Plan Tucson covered a wide range of elements grouped in four main areas including: ■ *The Social Environment:* housing; public safety; parks & recreation; arts & culture; public health; urban agriculture; education; governance & participation. ■ *The Economic Environment:* jobs & work force development; business climate; regional & global positioning; tourism & quality of life. ■ *The Natural Environment:* energy & climate readiness; water resources; green infrastructure; environmental quality. ■ *The Built Environment:* historic preservation; public infrastructure; redevelopment & revitalization; and land use, transportation, and urban design. **Leading a Visioning Process with Residents and Stakeholders:** **Activities included: 5** Community Workshops in 5

different parts of the city to explore alternative growth scenarios, **39** Policy Working Group Sessions led by the City of Tucson, **5** Planning Commission public hearings in different locations.

Prioritizing Strategies & Creating a Cohesive Plan: The City Planning Team included bilingual, English/Spanish, planners with complementary areas of experience and expertise, including housing, urban & environmental policy, transportation, economic development, and public participation through: **2** Stakeholder Orientation Meetings with governmental and non-governmental groups, **32** on-request presentations to governmental and non-governmental groups.

Holding Partners Accountable: Planning and Action partners were assigned tasks specific to their areas of expertise and City of Tucson staff were assigned to oversee and manage of the plan development. City of Tucson was responsible for maintaining project deadlines and maintaining accountability of partners.

Results of the Planning Processes: This community-wide effort resulted in the receipt of two awards: (1) the 2014 Arizona Planning Award for *Plan Tucson*, in support of originality/innovation, transferability, quality, comprehensiveness, public outreach, role of planners, and effectiveness results, and (2) the 2013 Women's Commission's "Sisterhood in Government" award presented to the *Plan Tucson* Core Team, comprised of all women.

Project Two: SUN LINK STREETCAR & DOWNTOWN REVITALIZATION

A major City planning effort with a transformative effect on Tucson's once-struggling downtown was the development of Sun Link, Tucson's streetcar. This modern 2014 streetcar is an electric railway, operating at street level in mixed traffic. The streetcar links Downtown Tucson with University of Arizona passing thru diverse commercial and employment districts and traversing vibrant and historic neighborhoods



Conducting a Comprehensive Needs Assessment: An On-Board Survey to obtain transit origin/destination information; presentations to Neighborhood Associations, civic groups, and business groups; one-on-one

meetings with stakeholders to discuss specific issues; and public open houses, responding to relaying public comments to project team members and decision makers.

Leading a Visioning Process with Residents and Stakeholders: A Community Liaison Group (CLG) was also established. Representatives of key community stakeholders located within the project study area were asked to participate in the Tucson-on-the-Go CLG as part of the extensive community outreach campaign utilized to ensure widespread public awareness of the alternative transit options under consideration. The Partnering members were made up of three groups: the Transit Advisory Committee; Consultants; and an Executive Committee. Public involvement activities were structured around four milestones: (1) Project Kick-Off, (2) Alternatives Identification and Evaluation; (3) Final Definition of Alternatives; and (4) Locally Preferred Alternative Adoption Process

Prioritizing Strategies & Creating a Cohesive Plan: Partnering was key to this City-led effort, with the Tucson Department of Transportation (TDOT) managing the project and the Pima Association of Governments and the Federal Transit Administration (FTA) the primary sponsoring agencies. TDOT committed to utilizing a process called “Partnering” to facilitate the process. This systematic approach developed the spirit of teamwork and cooperation through shared goals and open communication.

Holding Partners Accountable: To apply for federal funding as part of the Federal Transit Administration “New Starts” funding, City was required to complete the project while holding partners accountable to adhering to the integrity of the mission statement, project guidelines and delivery expectations. Furthermore the City assigned staff from TDOT to oversee the implementation of the project, ensuring all parties involved in the development and completion of the plan were held accountable

Results of the Planning Processes: The Streetcar was the catalyst for, **\$525 million** invested, **30** development projects, **1,400** new homes, **750,000** square feet of commercial space, **and 1,000** jobs. **10** Low Income Housing Tax Credit (LIHTC) projects, **569** units of affordable housing and over **\$140 million in construction**. The American Planning Association provided national recognition to this

revitalization effort when it awarded the City a 2017 Great Places in America / Great Streets award for Congress Street, a key segment of the streetcar route in the heart of Down Town Tucson.

Project Three: ORACLE AREA REVITALIZATION PLAN (OARP): The OARP, started in 2007 with projects coming to fruition to this day, was jointly led by the City and community residents. OARP included a small scale needs assessment resulting in a framework for ongoing revitalization efforts including the completion of **8 catalyst projects**, with the most recent completed in 2017.

Conducting a Comprehensive Needs Assessment: The OARP provided an exploratory framework for more detailed future planning, with a bilingual survey of 4,000 households' revealed issues with crime, quality of life, streets, property maintenance, land uses, green space, and quality affordable housing.

Leading a Visioning Process with Residents and Stakeholders: In response to information gathered area residents from about perceived obstacles to participating in OARP activities, the City-team did the following: Held 9 Visioning Workshops one with each of the area's 7 neighborhoods, one with area businesses, and one with area social service agencies and institutions. The workshops and other engagement activities included the provision of: Spanish as well as English publicity, bilingual (Spanish/English) services at meetings, food from local vendors at workshops, kids' activities at workshops to gather their input on issues and needs in the area. "Marketed" public participation activities to families by producing and distributing special flyers through the area schools. Whenever possible held activities at venues used by neighborhoods as gathering places.

Prioritizing Strategies & Creating a Cohesive Plan: This effort was anchored by a 20-person Citizen Steering Committee that met over two years, holding 21 formal meetings and 9 "Brown Bag" discussions in a location within the study area and next door to the Tucson House. A resident of the Tucson House was a member of the Citizen Steering Committee, along with residents from study area neighborhoods, as well as members representing local businesses and institutions, the development community, and historic preservation interests.

Holding Partners Accountable: The City of Tucson and their partners participated in the creation of the OARP as a joint visioning activity intended as a guide for future planning and development in the Oracle Area. A wide variety of partners participated in the planning project, and the City of Tucson led the process and held partners accountable by ensuring that meetings were scheduled and carried out, documentation was gathered and maintained, and the plan was completed on time and within budget. Development of the OARP culminated in 2011, the City has continued to pursue implementation of the action activities with the latest activity completed in 2017.

Results of the Planning Processes: **Gateway Saguaro in Oracle Road:** This 2010 public art piece was designed to celebrate the historic gateway to Tucson and help to reestablish the Neighborhood's identity.

Historic Landmark Signs Preservation Program: In 2011, the Mayor and City Council adopted an ordinance to encourage the maintenance, restoration, and reuse of historic signs found in the area.

Development of the Blue Moon Community Garden: A multigenerational, accessible garden located adjacent to the Tucson House and the winner of 2 design awards (2012). **Ghost Ranch Lodge:** Well-known lodge was adapted for reuse as senior housing. The project resulted in **111** one-bedroom units.

Historic Matus-Meza House: This house is one of the only remaining buildings in the Old Pascua Yaqui Neighborhood from the early 20th Century and was restored with Community Development Block Grant funds as the Pascua Yaqui Museum and Cultural Center in 2013. **Historic Miracle Mile District Designation:** The nomination application included historic Miracle Mile, historic motor courts, and neon signs for listing in the National Register of Historic Places in 2017.

The Choice Neighborhood Planning Grant would provide resources to conduct more detailed, focused planning and undertake additional “doing while planning” projects in the area, building on the momentum of thousands of hours donated by dedicated residents, businesses, and organizations who believe in this area and its great potential to bridge the old and the new while retaining its distinctive sense of place. Award winning experience gives the City of Tucson the **capacity** to lead this change.

Exhibit D – Need

Applicant: City of Tucson

File Name: TucExhDNeed.pdf

NEED: Immediate Project Capital Needs: WSM Architects Inc.'s independent Physical Needs

Assessment estimated direct construction costs for Tucson House to exceed \$43.1 million.

Structural Deficiencies: The structural integrity of portions of the floor slabs on the 1st Floor and the 17th floor have been compromised due to overloading and as recommended by the structural engineer are not currently in use. Extensive restoration of the slabs is required to return this area of the building to service. As part of the remedy for this structural issue the 17th floor will require substantial reinforcement of the cracked flooring (*Attachment 8*), which will also require the partial demolition and reinforcing of the 16th floor as well. The 1st floor is in a similar state, with large office spaces that are not functional due to weight issues similar to those of the 17th floor. Further structural challenges exist including issues with unit balconies and balcony guard rails, which are currently at risk of failing.

Design Deficiencies: *Substantially Inappropriate Building Design:* Tucson House, a 17-story 408 unit public housing building located in Oracle Choice, represents 27% of Tucson's 1,505 public housing units and stands in direct contrast to the scattered site housing model utilized for the majority of the balance Tucson's public housing inventory. The density of the surrounding area is approximately 2,405 – 5,613 persons per square mile. Tucson House, occupying less than 1% of the square mile, represents almost 16% of the total population of the square mile in which it is located.

Lack of Defensible Space: The overall site layout is problematic from a defensible space perspective.

The main entrance is not visible from the adjacent street, the grounds have several recesses and sunken courtyards that cannot be observed from the adjacent street or from residents' units. These areas are difficult to monitor resulting in a lack of ownership by residents and allowing unauthorized persons to either hide and/or surreptitiously gain access to the building through secondary access points.

Furthermore, the main lobby has inadequate sight lines, and the entry doors are difficult to secure which allows unauthorized persons easy access to the building leaving Tucson House residents feeling unsafe and exposed. A redesign based on the tenets of Crime Prevention through Environmental Design

(CPTED) is necessary to provide appropriate defensible space and facilitate staff, residents, and authorized visitors becoming active participants in ensuring their own security.

Disproportionately High and Adverse Environmental Health Effects Associated with Ongoing

Residency: Due to the age of Tucson House, a wide variety of the systems have reached or exceeded their useful life and are failing or at significant risk of failure and will require considerable cost to repair or replace. Failure of these systems will have catastrophic implications to residents. The sanitary sewer piping throughout the building is at the end of its life and is consistently failing. This causes raw sewage to leak inside the walls of the building, creating significant risk for severe adverse health effects for the residents. To fix this condition, piping will need to be removed, affected areas demolished, concrete structures properly cleaned, and shafts and other building components reconstructed. The leaking pipes cause moisture to form, which leads to the growth and spread of mold in the air.

Inaccessibility for Persons with disabilities with regard to individual units: Nearly 70% of all door hardware in the Tucson is not in compliance with ADA, and access to the individual units is deficient for persons with disabilities. The parking layout/design is not in compliance, as the cross slope is exceeded, and safe access across the existing drive lanes is inadequate as well.

Severe Distress of the Targeted Neighborhood. *Neighborhood Poverty:* The concentration of households in poverty or with extremely low incomes residing in Oracle Choice is 47.83% (Attachment 5). *Long-term Vacancy or Substandard Homes:* The current rate of long-term vacant properties within Oracle Choice is 14.02%, nearly three times higher than the surrounding county (Attachment 5). *Part I Violent Crime Rate:* The 3-year (2015-2017) average of Part I violent crime rates in Oracle Choice is 2.55 times higher than crime rates for the City (Attachment 11).

Need for Affordable Housing in the Community. The shortage of housing affordable to very-low income (VLI) renter households is 2.20, which is greater than the national rate of 1.79, according to the most currently available Census Data.

Exhibit E – Soundness of Approach

Applicant: City of Tucson

File Name: TucExhDSoundness.pdf

Soundness of Approach. The City of Tucson’s approach to Oracle Choice has been designed to: a) meaningfully engage residents of the Tucson House, community residents, and cross-sector partners in all aspects of the Oracle Choice planning and action activities; b) capture high-quality community assessment needs and asset data related to the outcome areas of Housing, People and Neighborhood from community residents and other stakeholders; c) organize residents and partners around a dynamic visioning and decision-making process in order to substantially inform the development of the Oracle Choice Transformation Plan; and d) implement “doing while planning” and action activities of significance to residents and community partners in order to generate interest, maintain momentum, and promote sustainability of Oracle Choice. Building on the City-led community engagement approaches used in the award winning Plan Tucson and Sun Link Streetcar projects, and capitalizing on the energy garnered through the recently awarded 2018 Rose Center Fellowship and the 2017 DOJ Community Based Crime Reduction initiative, the City of Tucson will ensure a high level of active community participation, which will substantially drive the development of the Oracle Choice Transformation Plan. By committing to put resident priorities first, with shared decision-making among residents and partners, the Oracle Choice leadership team will ensure the final Transformation Plan is a cohesive, comprehensive vision of change created *by* the community, *for* the community.

Resident Engagement. Meaningful, sustainable community change will occur only if residents of the community are authentically engaged in directing the vision for change. As such, resident engagement is of the highest priority to the Oracle Choice initiative. The approach to resident and community engagement for Oracle Choice is built on the *Relational Organizing*^{iv} and *Consensus Organizing*^v frameworks. Relational Organizing is grounded in the power of building relationships, through identifying commonalities, generating solutions to common concerns, and taking collective action to address those issues. The Consensus Organizing method recognizes the expertise and assets within the community, identifies areas of mutual self-interest among stakeholders, builds capacity and meaningful

relationships through collaboration, and promotes a community-driven agenda committed to action and transformative change. Resident engagement through community organizing and empowerment practices is fundamental to the Oracle Choice approach; and is critical to the goals of equitable community development for the Oracle Choice community. Strategies designed for the Oracle Choice planning and action activities will be inclusive, creating opportunities for residents to develop and practice leadership skills while building confidence to succeed. The goals of resident and community engagement for Oracle Choice are to: a) advance residents' efficacy to *access* decision-making impacting their community; b) advance residents' efficacy to *partner* in decision making impacting their community; and c) advance residents' efficacy to *drive* decision making impacting their community.

With support from the City, members of the Tucson House *Resident Council* will play a key role in ensuring targeted HUD-assisted housing residents are meaningfully engaged in the Oracle Choice planning process. The Resident Council, comprised of all residents over the age of 18 and currently made up of 440 members, was established in 1994. The Resident Council Board members will hold monthly "*It's Your Choice*" meetings open to all Tucson House residents throughout the Oracle Choice planning and action phases. These meetings will serve as interactive forums at which to gather input on residents' pressing needs and to inform and to educate residents about the planning process, action activities, and progress. Outreach to encourage participation will include monthly flyers and quarterly Oracle Choice newsletters delivered door to door and in mailboxes. The flyers will be posted prominently in the Tucson House lobby and community gathering spaces, and other planning documents will be made available in the Tucson House library, offices and community spaces for resident review. Door-to-door, interview-style surveys will be used to collect information from broad range of Tucson House residents, and will also provide another opportunity to raise awareness about Oracle Choice and to extend personal invitations to participate. Oracle Choice will utilize social media and a website to post notices, updates, planning materials, and calendars of events throughout the planning process. All

outreach efforts will be provided in Spanish and English, the predominant languages of Tucson House residents.



Opportunities to engage in leadership through Transformation Teams (three teams of Housing, People and Neighborhood), capacity building, and other aspects of Oracle Choice will be presented to residents at the monthly “*It’s Your Choice*” Tucson House meetings. Transformation Team meetings will bring together stakeholders across the Oracle Choice community, and

Tucson House residents will be encouraged to participate in these monthly Housing, People, and Neighborhood strategy planning meetings. Provisions for transportation to meetings not held at the Tucson House will be made whenever possible. However, these Tucson House resident-specific monthly “*It’s Your Choice*” meetings and formal and informal door-to-door interactions with all Tucson House households will be critical to ensuring all resident voices are included and considered in decision making for Oracle Choice, regardless of mobility status. Each year the Resident Council will select 2 members to serve as voting members of the Oracle Choice Steering Committee, which will oversee the initiative and make final decisions on priority action activities and transformation strategies. The Oracle Choice feedback loop has been designed to make sure the vision, priorities, and strategies of greatest concern to Tucson House residents and community residents are at the center of decision-making with the larger group of community stakeholders. The Tucson House “*It’s Your Voice*” meetings will inform the planning process for the Transformation Team meetings and subsequently decision-making by the Steering Committee; decisions made by the Steering Committee will be verified, approved, and further informed by feedback from the Tucson House and Transformation Teams meetings.

Regarding capacity building, Resident Council leaders and all Tucson House residents will be invited to receive training on grassroots leadership and advocacy for community transformation from Arizona State University's School of Social Work on grassroots leadership and advocacy for community transformation. These six-hour, twice-yearly *Lead, Empower, Advocate, and Decide (LEAD)* training sessions will be offered at the Tucson House for the duration of the Oracle Choice planning and action initiative, and will prepare interested residents with the leadership skills necessary to organize, engage, and advocate for community interests. Topics for training will include: thinking strategically, community assessment, approaches to advocacy, capacity development, factors which impede or facilitate community progress, equitable community development, mentorship and leadership skill building, and strategies to diversify the economy and improve the local quality of life. Additional topics for capacity building trainings will be developed based on the expressed needs and interests of residents during the planning process. In addition to skill building for resident leadership specifically for Oracle Choice, the *LEAD* capacity building curriculum will prepare residents to continue practicing sustainable change leadership within the community. Residents graduating from the *LEAD* training will be recognized as *LEAD Community Champions* and will be given opportunities for co-leadership roles in facilitating Tucson House "*It's Your Choice*" and Transformation Team meetings, contributing to preparation and distribution of Oracle Choice flyers, newsletters and the social media presence, engaging in mentorship opportunities, participating in "Doing While Planning" and Action Activities, and will be invited to join the Community Assessment Research Team. Furthermore, graduates of *LEAD* will be provided with opportunities for individualized career and educational advisement and support through local higher education partners in Oracle Choice. Any new jobs created through the planning process will be communicated to the *LEAD* trainees and other community residents, who will be encouraged to apply per the guidelines of the City's Section 3 Plan.

Community Engagement. In addition to ensuring the residents of the Tucson House are fully engaged in Oracle Choice, the City recognizes the importance of meaningfully engaging other neighborhood residents and cross-sector community-based partners in all aspects of Oracle Choice planning and action activities. The City has assembled a team of stakeholders in the community who are dedicated to ensuring the success of Oracle Choice, through planning and action activities to the development and ultimate implementation of a viable and comprehensive Transformation Plan addressing the critical community-level outcome areas of Housing, People and Neighborhood. These stakeholders include residents and neighborhood associations, the urban tribal community of Pascua Yaqui, faith-based institutions, community-based and service organizations, local government agencies, local university partners, and local businesses. Oracle Choice is particularly well poised to succeed based on the recent momentum gained from the City's 2018 award of the Rose Center Fellowship and Arizona State University's 2017 award of the Department of Justice (DOJ) Innovations in Community-Based Crime Reduction (Tucson CBCR; the DOJ sister grant to HUD's Choice Neighborhood formerly known as BCJI) initiative. Oracle Choice Steering Committee members are integral partners in the Rose Fellowship and Tucson CBCR. Both initiatives are focused on areas coinciding with Oracle Choice and have made significant headway in the past year engaging a broad base of residents and cross-sector community partners.

Many of the same strategies used to engage Tucson House residents in Oracle Choice will be used to engage residents of the larger community and cross-sector partners. Additionally, lessons learned from past City-led public involvement efforts will be heeded, including challenges and barriers to community participation the City of Tucson mapped out during the City's current, voter ratified General Plan. A key challenge identified was hearing from the underserved and hard to reach populations. Common barriers to reaching this population included meeting times which interfere with work schedules, meeting locations outside of public transit routes, a lack of childcare during meetings, and readily available

translation to Spanish. To overcome these barriers Oracle Choice will be mindful of the meeting times and locations, will ensure there are activities and childcare available for a wide age-range of children, and will have bilingual facilitators. Additionally, as this community is predominantly Hispanic, all Oracle Choice marketing and planning materials will be created in both Spanish and English versions to ensure resident accessibility.

Transformation Team meetings will be held in locations across the Oracle Choice community, to better ensure far-reaching stakeholder access and involvement. Each Transformation Team will meet twice monthly, in repeated meetings that will be held at different days, times, and locations in order to promote a high level of engagement from both stakeholders who are available to participate during the day and those that prefer to participate during the evening, and/or those available on weekdays and those on weekends. Quarterly newsletters highlighting upcoming events, planning and action activities and progress, capacity and skill building opportunities, and various ways to get involved will be distributed by mail, e-mail, and distributed in gathering spaces throughout the community. These newsletters will be co-produced in partnership with the Tucson CBCR initiative and neighborhood associations. Flyers, meeting announcements, and other marketing materials will be distributed through groups already active in the community who are known and trusted, including neighborhood associations, church bulletins, Council Member constituent communications, and through service providers, local businesses, schools and community centers. A website and social media platforms will be updated weekly to share information with residents and community partners. An Oracle Choice Project Coordinator, Steering Committee Members, and LEAD Community Champions will schedule ongoing individual and group quarterly outreach meetings with resident groups, local business owners, government officials, and service providers to raise awareness and provide information, and to foster additional participation for Oracle Choice.

Additionally, the capacity building trainings and Oracle Choice Steering Committee and Transformation Team meetings will provide ongoing opportunities for residents and community-based partners to substantially inform the development of the vision, priorities, and strategies of the Transformation Plan. Community residents and other stakeholder partners will be invited to participate in the *LEAD Community Champions* training curriculum, and these trainings will be offered once a year in locations across the community in addition to the bi-annual Tucson House trainings (all trainings will be open to all residents and other stakeholders, but this additional training has been planned to increase access to training for all stakeholders across the community). A *Y-LEAD Community Champions* training (Youth Lead, Empower, Advocate and Decide) will be offered by ASU annually to middle- and high-school aged youth in the community as well. Each of the eight neighborhood associations and the Old Pascua Yaqui community within the Oracle Choice community will be invited to select a representative join the Steering Committee, along with leadership from other cross-sector partners, and as voting members will have the responsibility of soliciting input from, representing the voice of, and providing feedback to their respective neighborhood groups. The Housing, People and Neighborhood Transformation Teams will convene Tucson House residents, community residents, local businesses, neighborhood associations, local government officials, schools, and service providers in regular dialogue about the pressing needs, assets, and opportunities to inform the development of a shared vision and priority strategies for the Oracle Choice Transformation Plan.

Needs Assessment. A multidimensional approach to the community assessment will be used to fully capture the unique needs and assets of the Oracle Choice community to inform the Transformation Plan. The assessment will include the collection and analysis of mixed-methods primary and secondary data. The assessment will begin with a review of prior planning documents, followed by the identification of existing needs, assets, services and amenities, and barriers and opportunities related to Housing, People and Neighborhood for Oracle Choice. The Transformation Team leads of Arizona State University

(ASU) and Poster Frost Mirto will be responsible for primary data collection, and have assembled a transdisciplinary, cross-university Community Assessment Research Team of faculty, undergraduate and graduate students, residents and other community stakeholders. Led by the ASU School of Social Work, key partners include the ASU School of Criminology, the University of Arizona (UA) School of Planning and Landscape Architecture, the UA School of Sociology, and the UA School of Public Health. Dr. Mary Ellen Brown, the Research Team lead, is an expert in community-engaged research and has led research teams for five prior place-based, federally funded Neighborhood Revitalization initiatives, including two successful Choice Neighborhood planning efforts in another state. Using a community-based participatory approach to the community assessment, resident co-researchers will receive training in research methods, data collection and analysis, and will fully participate in decision making pertaining to the research design for primary data collection. Building on the ongoing work of Tucson CBCR, training workshops will be held as needed in locations across the neighborhood and at Tucson House. Training will prepare community members to assist with windshield assessments, co-facilitate focus groups administer surveys, and to interpret and share the story of assessment findings.

Information regarding needs, assets, barriers and opportunities will be collected through multiple assessments, stakeholder and resident surveys, interviews and focus groups. Additional assessment methods will include field reconnaissance, GIS mapping, analysis and modeling, adaptive reuse analysis, land use and brownfield analysis, market assessment, transportation and infrastructure analysis, urban design modeling for public land, and assets and constraints analysis. The Research Team will also prepare connectivity, parks, recreation and open space analyses. Under City guidance, a consulting architectural firm will conduct the *Public Housing Assessment*, to include Tucson House and scattered public housing in the area, while Poster Frost Mirto will conduct the Oracle Choice *Community Housing Assessment* based on Bureau of the Census block-level data and windshield surveys of Oracle Choice to determine the number of substandard houses showing structural problems, lacking functioning plumbing

and kitchens, and/or being overcrowded. Given the desert climate with historic temperatures up to 117 degrees, houses without air conditioning are also considered substandard. The Planning Center will conduct a *Physical Assessment* of Oracle Choice based on site investigations and regional agency parcel-level data on topography, hydrology, land use, zoning, tenure, ownership, and land available for infill development. In support of the *Physical Assessment*, Graduate students in UA's College of Architecture Planning and Landscape will participate in a planning and design studio to conduct a site analysis of the built environment including existing and potential land use, natural resources, landscape conditions, and property ownership. A land use-driven *Market Analysis* will be prepared that considers vacancy rates, local absorption rates, area needs, and local, regional, state, and national real estate trends utilizing Census, City of Tucson, Pima County, Pima Association of Governments, and adjacent jurisdiction market data, and vacancy rate and real estate market indexes.

An in-depth analysis of data recently collected through the Rose Center Fellowship stakeholder meetings held in early 2018 and the crime and safety data collected by Tucson CBCR will improve the understanding of community perceptions of needs, barriers and opportunities related to the outcome areas of Housing, People and Neighborhood. Survey, focus group and interview questions will be designed to gather information to address those knowledge gaps. The Research Team will use GIS digitized mapping tools for the development of an asset map and to document parcel-by-parcel property conditions in Oracle Choice using windshield survey geocoding. Additionally, the Research Team will develop a comprehensive services and amenities inventory to identify existing social, health, housing, education and other human services currently available in and for the Oracle Choice community, as well as other neighborhood amenities including local businesses, parks, and recreational community spaces. Graduate students in ASU's School of Social Work will serve as project interns and volunteers to assist with primary data collection, windshield surveying, and to research models of evidence-based strategies.

The Research Team's primary data collection activities will include community-based and

household-level surveying. To ensure a high rate of response, a census approach to surveying will be used with Tucson House residents, in which multiple attempts will be made to survey every occupied household in the Tucson House. A random sampling strategy will be used to collect generalizable data from households in the Oracle Choice community located outside the Tucson House. Additional surveys will be administered at community events and gathering spaces as needed. Surveys will be digitized and survey teams of trained residents, students and other research team partners will conduct the surveys face-to-face with community residents. Residents who assist with data collection will be trained and paid for their time. Donations of gift cards and other incentives will be solicited from corporations and philanthropic organizations to incentivize survey participation of residents and stakeholders.

Surveys will assess perceptions, experiences, access and quality of existing services and conditions, as well as current needs, assets, and opportunities in the areas of Housing, People and Neighborhood. Further, surveys will be administered to cross-sector partners to assess capacity, assets, services, barriers, opportunities, and collaborative potential. Surveys will be sent via email to Oracle Choice partners, including representatives from housing, education, workforce development, health, crime and safety, social services, local businesses, local government, and faith-based institutions. Partners will be asked to complete data sharing agreements to allow access to secondary data. This cross-sector partner data will include service provision, utilization, and programmatic outcomes. Secondary data will also be obtained related to housing, health, and crime from local government groups. Prior planning documents will be reviewed to assess what has and what has not worked in previous planning, action, and implementation efforts. Additional information on previous efforts will be collected through interviews with residents and service providers. Residents and partners will be key in identifying what interventions have been used in the past, and what contributed to the success or failure of these efforts.

Open-ended information will be captured from residents and partners through focus groups and interviews. A series of five resident and partner focus groups will be used at the start of the project to

collect early insight into the community needs and assets pertaining to Housing, People, and Neighborhood. Following the administration and analysis of community-based and household-level surveys, and based on the emerging needs for additional knowledge generated from community meetings, a second series of directed focus groups and one-on-one interviews will be conducted with specific resident groups and partners. Other methods to be utilized include Digital Storytelling and Photovoice; groups of residents and stakeholders will take photos and be videoed as they share in English and Spanish their lived experience of community needs and assets for Housing, People and Neighborhood. The resulting photos and story videos, a popular medium for contemporary audiences, will be shared through community events and social media.

The community assessment will gather data related to social capital, sense of community, collaborative partnerships, functioning and effectiveness of community-servicing organizations and associations, and network mapping. This data will provide a baseline for assessing overall community-level impacts of the planning, action, and transformation process over time.

Research Team members will provide updates on the community assessment activities to residents and partners throughout the planning process at the Tucson House, Transformation Team, and Steering Committee meetings. At these meetings, assessment findings will be a central focus of the visioning and decision-making discussions with the goal of gaining greater insight into the meaning behind the needs assessment results. This multidimensional approach to data collection and analysis will yield results-oriented, actionable findings to substantially inform the development of the Transformation Plan.

Visioning and Decision Making. The City recognizes fostering partnerships and developing a shared vision among residents and community partners strengthens the community. As mentioned previously, the approach to resident and community engagement and all planning activities has been designed to facilitate a meaningful, action-oriented visioning and decision-making process based on continuous feedback, robust communication, and consensus building. The principles of Consensus Organizing and

the Collective Impact Model will be used to align residents and cross-sector partners to build on existing assets, strengths and resources in the Oracle Choice community, and to create an achievable, action-oriented shared vision for change. This approach to visioning and decision-making will capitalize on community strengths, address community needs, and build the capacity of residents and partners in a community- and results-driven process.

Oracle Choice is readily positioned to develop a shared vision for change due to the momentum already underway through the Rose Center Fellowship and Tucson CBCR. Capitalizing on the early successes of these two initiatives in convening partners and engaging residents in meaningful conversations toward community-level change, Oracle Choice partners working with Rose and CBCR will identify common goals across all three initiatives for integration in a cohesive vision for comprehensive transformation. The visioning process to create a common agenda for community change will holistically consider the strengths and challenges of the community. The needs assessment will provide guidance to community conversations at the Tucson House “*It’s Your Choice*” and Transformation Team meetings. Oracle Choice Steering Committee members, Transformation Team leads, and *LEAD Community Champions* will rotate as co-facilitators of the “*It’s Your Choice*” and Transformation Team meetings to ensure continual, consistent, and timely communication is shared across all groups of residents and partners.

Over the first six months of the project, a series of four visioning workshops will be held. The visioning workshops will be conducted at local venues across the community, including the Tucson House, a school, a local restaurant, and a community center in order to fully engage community residents and partners in creating a shared vision of change for Oracle Choice. The visioning workshops will be based on the Collective Impact framework, which organizes community members around a common agenda, with shared outcome measures and mutually reinforcing activities, while promoting strong, continuous communication supported by the backbone leadership of the Oracle Choice Steering

Committee. As a key partner on Tucson CBCR, Chicanos Por La Causa will work closely with ASU and to engage the Oracle community through the visioning process. Chicanos Por La Causa, with facilities located within the Oracle Choice community, is one of the largest community development organizations in Arizona. Chicanos Por La Causa understands the unique culture of the Hispanic population, has a history of working with the Pascua Yaqui tribal community, and focuses on empowering underserved communities through equitable development. Chicanos Por La Causa's expertise in the area of grassroots change initiatives and connection within the community will encourage high levels of engagement from community residents, promote buy in from the stakeholders, and foster an environment of empowerment. Chicanos Por La Causa will provide the culturally responsive guidance needed to facilitate the creation of a common agenda and shared vision for change for residents and community stakeholders.

The vision statement and goals created through the visioning workshops will be further refined through monthly Housing, People and Neighborhood Transformation Team meetings. Transformation Team working groups will work explore, discuss, adapt, define and prioritize the strategies to achieve the vision for change, goals and specific strategies for transformation. As strategies are selected for inclusion in the Transformation Plan at Transformation Team meetings, measurable benchmarks and outcomes for each goal will be established with guidance from the Research Team. Housing Transformation Team meetings will engage residents and partners in developing and prioritizing strategies for housing revitalization and improvements, including HUD-assisted housing; historic preservation; mixed-income housing; quality, affordable housing; vacant lots; and scattered-site infill housing. People Transformation Team meetings will engage residents and partners in developing and prioritizing strategies related to education; vocations; health and wellness; social services; self-sufficiency; economic stability; and human services. Neighborhood Transformation Team meetings will engage residents and partners in developing and prioritizing strategies related to public safety; parks and

recreational spaces; community facilities; healthy food access; blight abatement; economic development; and transportation.

Early in year two, design charrettes and concept workshops led by Poster Frost Mirto will be conducted to further define selected strategies into an actionable, cohesive, comprehensive community model for transformation. Residents and cross-sector partners will be recruited to participate in the charrettes and concept workshops to ensure the final concepts are representative of the goals expressed by participants in the visioning workshops and Transformation Team meetings. Ongoing “*It’s Your Choice*” and Transformation Team meetings will allow for continuous communication of planning progress, affirmation and adjustments to the strategies and action activities until consensus is achieved, and refinements to the Transformation Plan will be made accordingly.

To collectively prioritize among the differing strategies and to be able to create a cohesive Transformation Plan, Oracle Choice will use the steps outlined below to ensure stakeholder (residents and cross-sector partners) cohesion and cooperation towards problem solving: **Step 1: Capacity Building, Education, Networking & Effective Communication for Building Community** Build the knowledge and skills of community member and partners through capacity building and leadership development experiences, community conversations, and sharing knowledge about strategies, planning and action processes, and lessons learned from other HUD Choice grantee sites; Open lines of communication across resident and stakeholders groups and use Consensus Organizing and Relational Organizing tactics in the Collective Impact framework to foster relationships and co-create a common agenda and vision for change; **Step 2: Comprehensive Community Assessment for Solutions-Focused, Action-Oriented Outcomes** Conduct a comprehensive community assessment to fully understand needs, assets, gaps and opportunities for improving Housing, People, and Neighborhood outcomes. Empower residents and community partners with data to drive decision-making through visioning sessions and Transformation team meetings regarding action activities and priority strategies

for the Transformation Plan; **Step 3: Brainstorm, Test and Evaluate Solutions** Transformation Team meetings, design charrettes, open houses, and concept workshops will allow for community partners to creatively conceptualize, test and assess potential strategies for change; **Step 4: Implement and Refine Solutions** “Doing While Planning”, Action Activities and Implementation of the Transformation Plan will lead to the realization of progress toward the community vision for change, and progress of each strategy as well as the Oracle Choice collaborative process will be assessed regularly through a process evaluation to ensure the initiative is on track to achieve its stated goals and objectives; and finally **Step 5: Impact of Oracle Choice Transformation** A participatory outcome evaluation will bring residents, partners and researchers together assess the overall impacts and outcomes of the implementation of various strategies for Housing, People, and Neighborhood of the Transformation Plan.

Partnerships. Oracle Choice will be successful largely due to the breadth, quality, and depth of its committed cross-sector partnership team. Regarding overall support for the planning process, due to the City’s 2018 fellowship award from the Rose Center for Public Leadership, the same area focused on for Oracle Choice will receive technical assistance with community revitalization and urban design. The focus of the technical assistance is an interdisciplinary problem-solving model focused on high-levels of community engagement with public and private participants. Oracle Choice leadership has been appointed by the Mayor to serve on the Rose Fellowship Task Force, which will ensure these initiatives are fully leveraged and aligned.

Steering Committee partners include representatives from: Tucson House Resident Council, Neighborhood Associations, Pascua Yaqui Tribe, Pima County, City of Tucson Economic Incentives Division, City of Tucson Ward 3, and Transformation Team Leads. Under the leadership of the City, the Steering Committee is committed to overseeing the Oracle Choice planning and action initiative and serving as the final decision making body for Oracle Choice. The Steering Committee will ensure the community residents’ voice is represented in decision-making for Oracle Choice. Residents and partners

will be responsible for overseeing community engagement, the planning process, community needs assessments, “doing while planning” activities, action activities, and the development of the Transformation Plan. The broad base of Oracle Choice community partners committed to participating in Transformation Teams includes health and social service providers, government agencies, schools, community resident groups, local nonprofits, local businesses and employers, institutions of higher education, and local faith-based groups.

Housing Transformation Team:	<ul style="list-style-type: none"> • Key Partners: Poster Frost Mirto (Lead), Planning Center & ASU (Co-Leads); Tucson House Resident Council, Neighborhood Associations, Habitat for Humanity, Chicanos por la Causa, La Frontera, Pascua Yaqui Tribe, Gospel Rescue Mission, City of Tucson Department of Housing and Community Development, Rose Center
People Transformation Team:	<ul style="list-style-type: none"> • Key Partners: ASU (Lead), Poster Frost Mirto & Planning Center (Co-Leads); Tucson House Resident Council, Neighborhood Associations, Pima Community College, Amphitheater School District, United Way, La Frontera, Chicanos por la Causa, Gospel Rescue Mission, Pima Health Department, Art for All, Literacy Connects, Youth Violence Prevention Coalition, Tucson Cook Market, U of A Public Health, U of A Sociology, Habitat for Humanity, Tucson Police Department, Rose Center
Neighborhood Transformation Team:	<ul style="list-style-type: none"> • Key Partners: Poster Frost Mirto (Lead), ASU & Planning Center (Co-Leads); Tucson Community-Based Crime Reduction, Tucson House Resident Council, Neighborhood Associations, Pascua Yaqui Tribe, Pima Association of Governments, Tucson Historic Preservation, Amphitheater School District, United Way, Chicanos por la Causa, Habitat for Humanity, Tucson House Council, St Elizabeth Health Center, Community Food Bank, Art for All, Cook Tucson Market, U of A School of Planning and Landscape Architecture, Tucson Police Department, Rose Center

The following Housing, People and Neighborhood Transformation Team partners have committed to substantially contribute to the planning process. These cross-sector stakeholders will support the development of a comprehensive, results-oriented Transformation Plan to address needs and opportunities related to housing, neighborhood, public safety, education, employment and health for Oracle Choice. The table below includes the specific roles and planned contributions:

Key Partner(s)	Committed to:

Tucson House	Resident outreach and engagement, participation in the Steering Committee, Transformation Teams and capacity building, facilitation of Tucson House Meetings
Arizona State University	Community engagement; community assessment including primary data collection and analysis; capacity building strategies; alignment with the Tucson Community Based Crime Reduction initiative and partners; facilitation of focus groups, interviews, surveys, visioning sessions
Poster Frost Mirto	Needs assessment inventory; collection and data analysis, early action activities, public safety strategies form work groups develop Tucson House design develop relocation plan, create property management platform charrettes
The Planning Center	To provide support to the needs assessment, and Housing and Neighborhood Transformation Team activities
Ward 3	Neighborhood coordination and revitalization working with both the Tucson CBCR initiative and the Rose Fellowship Task Force
Tucson Police Department	Partnering with the Oracle Choice, Tucson CBCR to assist with the planning, assessment, and development. Provide leadership, crime data, community outreach, participate in community meetings, promote neighborhood watch groups, & early intervention mental health services
Pima Community College	Serve on Steering Committee, assess education and workforce needs, offer programs to meet those needs, provide outreach serves lead by current students, work with Rose Fellowship

Tucson Historic Preservation Foundation	Assist with providing signage, prepare open house tours, create user friendly booklets and web page highlighting the history
La Frontera	Serving on the Transformation Team working to develop affordable housing, working with the Rose Fellowship Task Force
Community Food Bank	To expand access to nutritious food, assist in the development of community gardens and farmers markets, provide job culinary training
Neighborhood Associations	Neighborhood associations committed to community engagement
Old Pascua Museum & Yaqui Culture Center	Transformation Team, outreach efforts for residents' vision, and participation
Pascua Yaqui Tribe	Committed to transformation team
St Elizabeth' Health center	Expanding current service to Neighborhood residents
Arts for All	Participating in neighborhood activities a meeting, launch an area focused public art program, support the creating of a mural on the Tucson House
Habitat for Humanity	Participating on the housing Transformation Team, committed staff to host visionary workshops and draft Neighborhood Vision Report
United Way	Provide community engagement, provide financial capacity training, share data, host meeting
City Manager's Office Economic Division	Commit staff and resources, serve as a liaison to the business community
Gospel Rescue Mission	Committed to Transformation Team, share data and evaluation

Monterey Court Studio Galleries	Serve on Transformation Team
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Though most of the identified partners for Oracle Choice are already engaged, some examples of not yet engaged partners include the University of Arizona’s (UA) College of Public Health, UA’s College of Sociology, and the Pima County Youth Violence Prevention Coalition, all of which are fully engaged with the Tucson Community Based Crime Reduction (CBCR) initiative in the Oracle Choice community. These partners will be formally engaged through the alignment of the Oracle Choice and CBCR initiatives which will be facilitated by the Research Team and People Transformation Team lead, ASU, also leading the Tucson CBCR initiative. Additionally, there are dozens of small businesses located across the Oracle Choice community, and the strategy to engage these businesses will involve the Project Coordinator, Neighborhood Transformation Team lead, and Research Team members arranging face-to-face meetings with all local business owner not yet engaged in Oracle Choice within the first three months of the project to raise awareness of the initiative and directly solicit their partnership in engaging in the planning process. See Attachment 12 for letters of commitment from key partners indicating their support for Oracle Choice, their role in the planning process, and committed resources and expertise.

Doing While Planning. In 2017 a survey was conducted with residents of the Tucson House to provide early information on perceptions of primary needs. Results of this survey identified several types of projects to foster community engagement, respond to community concerns in real time, promote confidence in the neighborhood and the Oracle Choice initiative, and signal positive change is possible to skeptical residents and stakeholders. These findings were supplemented with a review of action recommendations identified in the 2011 Oracle Area Revitalization Project (OARP) initiative. The ideas for early action projects generated from these two sources were then discussed with committed partners during the Rose Center Fellowship stakeholder meetings in February of 2018, and four primary projects

were selected to serve as “doing while planning” activities in the first 24 months of the planning phase for Oracle Choice. The selected projects will address needs and opportunities in four key areas: (1) Education, Capacity Building, and Workforce Readiness, (2) Food Security, (3) Community Pride/Community Identity, and (4) Neighborhood Enhancements for Accessibility.

“Doing While Planning” Project One: *Education, Capacity Building & Workforce Readiness*

The first project is the LEAD Leadership Training for residents of the Tucson House and surrounding neighborhoods as described in detail under *Resident Engagement* section above. Though the primary focus for recipients of these trainings will be residents, community stakeholders will be also be invited to participate in the LEAD curriculum This project will foster community engagement as residents and stakeholders work and train alongside one another, and the knowledge gained through this leadership training will help these leaders-in-the-making gain the skills necessary, and subsequently confidence in, their ability to affect community change. Graduates of LEAD will be recognized as Community Champions who will serve as mentors and role models to train and recruit other community leaders, and they will take on active leadership roles in the research, planning and neighborhood enhancement action projects for Oracle Choice. Their newly acquired skills and community-wide connections will empower them to becoming catalysts for change in Oracle Choice, able to provide leadership in responding to community concerns in real time. After graduating from LEAD, residents will have the opportunity to work with advisors from the local institutions of higher education to learn about and engage in opportunities for workforce preparation, job skills training, and advanced educational attainment, including employment and training programs for Section 3 persons.

“Doing While Planning” Project Two: *Food Security*

The second project aims to respond to the pressing community need for food security.

Oracle Choice is a food desert recognized by the USDA’s Food Access Resource Atlas (2017).

The City’s 2011 OARP also recognized food security as an important community need, which led to the creation of a community garden adjacent to the Tucson House in 2012. This community garden has been recognized as an important first step to improving food security for Tucson House residents, however, accessible fresh produces and affordable, healthy food options are widespread community issues that persist to this day. One key contributing challenge is the distance residents must travel to access a grocery store often by foot, bike, or public transportation, given the low automobile ownership in Oracle Choice. The Community Food Bank of Southern Arizona is committed to working with Oracle Choice to establish a Farmers Market within the target area. The Food Bank will work with the Tucson House Resident Council and neighborhood associations to explore the development of a profit-sharing plan from the Farmers Market proceeds that could support small seed projects (i.e. dress for success, diapers closet, etc.). A Farmers Market will provide two benefits to the surrounding community: (1) address much needed access to affordable, fresh foods, and (2) provide a positive, social setting for community interaction. The Oracle Choice Farmers Market will provide a regular, prosocial gathering space in the community, which in addition to addressing a pressing community need will also serve to enhance the neighborhood image, restore local pride, build community relations, and increase visibility of and confidence in Oracle Choice, ultimately leading to higher levels of community interest, support and engagement.

“Doing While Planning” Project Three: *Community Pride/ Community Identity*

For the third project, the Tucson Historic Preservation Foundation has agreed to produce an illustrated brochure and accompanying webpage highlighting the rich history of the area. These materials will be created building off prior work of the 2011 OARP, including the former Open Houses and Tours and the City’s 2017 application for the Miracle Mile Historic District (listed in the National Register of Historic Places in 2017). These brochures will be made available at the Tucson House and through local businesses, community gathering spaces, schools, and nonprofit organizations throughout the community. Additionally, information about the webpage and brochures will be distributed through cross-sector partners across Tucson. A second phase of building community pride will involve the Tucson Historic Preservation Foundation working with the City to design and install signage that celebrates the Miracle Mile Historic designation, thereby strengthening the image and fostering a sense of shared identify for Oracle Choice. A third phase of project three will be a community-designed and community-built public art mural that will reflect the rich cultural history of the Oracle Choice community. Arts for All has committed to engaging residents and stakeholders in designing and creating a mural to tell the story of Oracle Choice from the voice of the community – from its past as expansive desert, to becoming Tucson’s historic automotive gateway, to the rich culture that persists in the community today.

“Doing While Planning” Project Four: *Neighborhood Enhancements for Accessibility*

For the final “doing while planning” project, the City is committed to addressing the need for neighborhood enhancements for improved accessibility in the Oracle Choice community. To this end, the City has committed the use of Community Development Block Grant funds in the amount of \$250,000 per year over the next two years. Residents and community

stakeholders through the Neighborhood Transformation Team meetings will determine the exact use of these funds, and final decisions will be authorized by the Steering Committee. It is anticipated these funds will be used to address needs such as sidewalk improvements, crosswalks, and park improvements for handicap accessibility. However, building in flexibility for the final determinations of the use of these funds to be directed by residents and stakeholders through the planning process allows for creativity and flexibility. This approach will foster community engagement by empowering residents and stakeholders through participating in decision-making for Oracle Choice from the outset, will allow for Oracle Choice to take action that is responsive to community concerns in real time, will provide critical neighborhood enhancements, and will demonstrate to the community that positive, meaningful change is possible. These funds for “doing while planning” project four are being committed to address accessibility needs over the next two years *whether or not* the Choice Neighborhoods Planning Grant is awarded.

Action Activities Process. The planning process will directly inform the development and selection of Action Activities. A two-tiered, iterative approach has been designed to ensure Action Activities are designed, prioritized and selected in partnership with residents and stakeholders. Housing, People and Neighborhood Transformation Teams will be responsible for identifying Action Activities that will best enhance and accelerate transformation of the neighborhood for Oracle Choice. Each Transformation Team will develop an *Action Activities Proposal* in the first 12-14 months of the planning process. To ensure residents and stakeholders drive decision-making for identifying and prioritizing Action Activities, findings from the community assessment, recommendations from Tucson House resident meetings, and outcomes of the visioning workshops will guide Transformation Teams in their collaborative development of Action Activities Proposal plans. The Steering Committee will work with community partners to establish the criteria and guidelines to evaluate potential projects with the

development of an *Action Activities Decision Matrix*. This matrix will assist Transformation Teams in determining the most viable, effective and sustainable priority strategies for investment through the Oracle Choice Planning & Action initiative. The matrix will help to compare factors across possible Action Activities such as sustainability, impact, community priority, cost, and expected outcomes.

Though the full matrix, scoring, and ranking criteria will be co-created in partnership with stakeholders and residents as an aspect of the visioning workshops, the matrix will include the following criteria: (1) *Is the proposed Action Activity **current**?* Is it responsive to current community needs and expressed priorities?; Does the action plan reflect the current direction of the Transformation planning process?; Does it anticipate newly emerging opportunities and barriers?; Is it aligned with planning goals and other neighborhood enhancement activities? (2) *Is the plan for the action activity **complete**?* Does it include: What actions or changes will occur; Who will carry out these changes; By when they will take place, and for how long (can the outcomes be achieved within the timeframe of the project); What resources (money, staff, other) are needed to carry out these changes; Communication (have all of the appropriate stakeholders been included in the conversation?) (3) *Does the Action Activity meet the following shared **criteria for change**:* is it consistent with the outcomes of the visioning sessions, including the Oracle Choice Vision, Goals and Objectives?; is it congruent with other emerging Oracle Choice Strategies?; Who are the target recipients of and agents for change (e.g., youth, parents and guardians, broader community, stakeholders)?; What is the expected impact of the Action Activity, and how likely is the impact to be achieved?

Transformation Teams will use this decision matrix to determine which Action Activity projects to pursue for inclusion in the Action Activities Proposal, and strategies not selected and remain important to the community will be considered instead for their viability for inclusion in the overall Transformation Plan. Transformation Teams will develop their Action Activities proposals and submit their recommendations along with projected budgets, suggested evaluation measures, and sustainability

plans for each activity to the Steering Committee. These Action Activities Proposals will be vetted, ranked, prioritized and finalized in months 15-18 of the project, through an iterative process led by the Steering Committee with the Transformation Teams. The Steering Committee will rank and prioritize each activity based on the matrix along with the following criteria: **strategic use of funding** (e.g. other resources within the community which could be leveraged instead of or in addition to supporting this activity; anticipated return on investment; scope and scale of impact of activity; consistency with HUD's goals of physical community development or economic development projects that enhance and accelerate community transformation, build community capacity and social cohesion, and provide innovative solutions to neighborhood challenges); **encouragement of additional investment** (e.g. likelihood to attract additional investment; degree of cross-sector partnership support that promotes collaboration, aligning and leveraging of further resources); **sustainability and lasting impact** (e.g. creativity and innovation; likelihood of success; likelihood of sustainability). Once the Steering Committee has ranked and scored the Action Activities proposed, the rankings will be shared back with Tucson House residents, through Transformation Team meetings, and at additional public open house meetings in order to discuss the ranking prioritization and strategy selections, and to solicit a final round of feedback from residents and stakeholders prior to the final Action Activities plan being submitted to HUD for approval.

Staffing Plan. Oracle Choice has devised a comprehensive, detailed staffing plan to ensure all of the proposed planning activities are adequately staffed and successfully implemented. The detailed staffing plan, along with an organizational chart identifying partner relationships, the governance structure, decision makers, advisors, stakeholders, and working groups, has been included in Attachment 13. This staffing plan identifies the following principal staff positions: the City of Tucson as the fiscal agent and Lead Applicant; the City's Department of Housing and Community Development as the lead entity

managing the daily oversight and Project Coordinator; the City's planning partners and Transformation Team leads; and the Steering Committee.

The City of Tucson will act as grant administrator and fiscal agent throughout the grant cycle for Oracle Choice. The City will remain responsible for holding all parties accountable to the terms of the grant contract and ensuring grant funds are used appropriately. The City of Tucson as the Lead Applicant through the Department of Housing and Community Development as the Lead Entity will commit a 0.75 FTE Project Coordinator to oversee management of the initiative, including administrative and finance activities, to oversee the activities of the planning partners, and to facilitate the Steering Committee. The City of Tucson will also commit an additional 0.80 FTE made up of the HCD Director and Deputy Director, PCD and, PHA Administrators, HCD Accountant, Public Housing Program Manager, and additional planning, economic development, and policy personnel as detailed in Attachment 15 budget. Under the leadership of the City, the planning partners will lead the Transformation Teams in three key areas: Housing, People and Neighborhood. Transformation Team leads include an architecture, preservation, urban and sustainable design firm, *Poster, Frost Mirto*, for **Housing and Neighborhood**; the School of Social Work in the College of Public Service and Community Solutions at *Arizona State University* for **People**; and a multi-disciplinary planning and landscape architecture firm, the *Planning Center* to provide support for Housing and Neighborhood teams. The City of Tucson, the Department of Housing and Community Development, and Transformation Team leads will serve on the Oracle Choice Steering Committee.

The Oracle Choice Steering Committee will act as the main decision-making body, and in addition to the previously mentioned partners will be comprised of elected residents from the Tucson House and from Neighborhood Associations, and representatives from the urban tribal community of Pascua Yaqui, the City of Tucson Ward 3 Office (the City Council Member), the City of Tucson Economic Initiatives Division, and the Pima County, and the Transformation Team leads. The Steering Committee comprised

of 18- 20 members will work closely with residents and community partners on the Transformation Teams to develop a shared vision for the community. The Steering Committee will provide direction to the Project Coordinator and Transformation Teams, and will consider feedback and recommendations generated from the Tucson House resident meetings and the Transformation Team meetings when making determinations for priorities and strategies to be included in the Oracle Choice Transformation Plan. The Oracle Choice feedback loop will ensure all decisions made pertaining to the vision, priorities and strategies are substantially informed, affirmed and verified by all groups of resident and stakeholder participants in the planning process.

As described in the “Doing While Planning” section, LEAD graduates will receive counseling, training and employment information and opportunities during the planning and action phases of Oracle Choice. Though this intense outreach and counseling will be targeted to LEAD graduates, who qualify for Section 3 economic opportunities, information regarding employment, training, contracting, and other economic opportunities will be provided to all community Section 3 persons or businesses in the Oracle community through outreach flyers, brochures, website, and community meetings.

Planning Schedule. Attachment 14 presents a detailed, 24-month schedule for the Oracle Choice planning activities for the development of the Transformation Plan, “Doing While Planning,” and the Action Activities planning process, including significant activities and milestone for completing the planning process with start and completion dates.

Budget. See attachment 15 for budget narrative.

Attachment 1. Key Eligibility Data Form

Applicant: City of Tucson

File Name: TucAttach1.pdf

Choice Neighborhoods
PLANNING GRANTS
Key Eligibility Data Form

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

OMB Approval No. 2577-0269
(exp. 4/30/2018)

CHOICE NEIGHBORHOODS PLANNING GRANTS APPLICATION INFORMATION

ELIGIBLE NEIGHBORHOOD

Name of Neighborhood Oracle Neighborhoods within the Oracle Choice Neighborhoods Initiative (OCNI) Area

ELIGIBLE APPLICANT

You must provide the following information for the Lead Applicant and, if applicable, the Co-Applicant

Lead Applicant: City of Tucson Department of Housing and Community Development

Type of Eligible Applicant Public Housing Agency Local Government Tribal Entity
(check one) PHA Code: _____

Nonprofit

Mailing Address: P.O. Box 27210, Tucson, AZ 85726-7210

Executive Officer Name & Title: Sally Stang, Director

Telephone: 520-791-4171 Fax: 520-791-5407 Email: Sally.Stang@tucsonaz.ov

Primary Contact Name & Title: Sally Stang, Director

Telephone: 520-791-4171 Fax: 520-791-5407 Email: Sally.Stang@tucsonaz.ov

Co-Applicant (if any): N/A

Type of Eligible Applicant Public Housing Agency Local Government Tribal Entity
(check one) PHA Code: _____

Nonprofit

Mailing Address: _____

Executive Officer Name & Title: _____

Telephone: _____ Fax: _____ Email: _____

Primary Contact Name & Title: _____

Telephone: _____ Fax: _____ Email: _____

Co-Applicant DUNS and EIN/TIN: _____

If you have selected an outside Planning Coordinator, provide the following information:

Planning Coordinator: City of Tucson Department of Housing & Community Development

Mailing Address: P.O. Box 27210, Tucson AZ 85726-7210

Executive Officer Name & Title: Sally Stang, Director

Telephone: 520-791-4171 Fax: 520-791-5407 Email: Sally.Stang@TucsonAZ.gov

Primary Contact Name & Title: Sally Stang, Director

Telephone: 520-791-4171 Fax: 520-791-5407 Email: Sally.Stang@TucsonAZ.gov

CHOICE NEIGHBORHOODS- Key Eligibility Data Form

ELIGIBLE TARGET HOUSING

Your application must focus on severely distressed public and/or HUD-assisted housing. See section I.A.3 for definitions of "public housing," "assisted housing," and "severely distressed housing." Provide the following information for each target housing project. List each site separately.

Project #1

Project Name: Tucson House _____

Type of Eligible Housing

(check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing PIC AMP Number: AZ004000048
 "old" Project Number: 4 - 48

If Assisted Housing Contract Number: _____
 REMS Number: _____
 If FHA Insured, FHA #: _____

Physical Street Address 1501 N Oracle Rd.
 (include city, state and ZIP) Tucson, AZ 85705

Unit Information as of Application Date

Total Number of Units in Project	<u>408</u>	Number Occupied	<u>390</u>
Number of Public and/or Assisted Units in Project	<u>407</u>	Number Vacant	<u>18</u>

Project #2 (if applicable)

Project Name: _____

Type of Eligible Housing

(check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing PIC AMP Number: _____
 "old" Project Number: _____

If Assisted Housing Contract Number: _____
 REMS Number: _____
 If FHA Insured, FHA #: _____

Physical Street Address _____
 (include city, state and ZIP) _____

Unit Information as of Application Date

Total Number of Units in Project	_____	Number Occupied	_____
Number of Public and/or Assisted Units in Project	_____	Number Vacant	_____

Project #3 (if applicable)

Project Name: _____

Type of Eligible Housing

(check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing PIC AMP Number: _____
 "old" Project Number: _____

If Assisted Housing Contract Number: _____
 REMS Number: _____
 If FHA Insured, FHA #: _____

Physical Street Address

(include city, state and ZIP) _____

Unit Information as of Application Date

Total Number of Units in Project _____	Number Occupied _____
Number of Public and/or Assisted Units in Project _____	Number Vacant _____

Project #4 (if applicable)

Project Name: _____

Type of Eligible Housing

(check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing PIC AMP Number: _____
 "old" Project Number: _____

If Assisted Housing Contract Number: _____
 REMS Number: _____
 If FHA Insured, FHA #: _____

Physical Street Address

(include city, state and ZIP) _____

Unit Information as of Application Date

Total Number of Units in Project _____	Number Occupied _____
Number of Public and/or Assisted Units in Project _____	Number Vacant _____

Attachment 2. Eligible Applicants Documentation

Applicant: City of Tucson

File Name: TucAttach2.pdf

MOU of Co-Applicants

Applicant: City of Tucson

N/A

Non Profit

Applicant: City of Tucson

N/A

Certification of Multifamily

Applicant: City of Tucson

N/A

Letter from Housing Owner

Applicant: City of Tucson

Tucson House Apartments, LLLP
1501 N. Oracle Road
Tucson, Arizona 85705

June 1, 2018

Dominique Blom
General Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing & Urban Development
451 7th Street SW, Room 10100
Washington, DC 20410

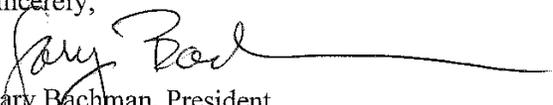
Re: Letter of Owner Support for Choice Neighborhoods Planning Grant

Dear Ms. Blom:

As General Partner for Tucson House Apartments, LLLP, the Metropolitan Housing Corporation is pleased to provide this letter of support to the City of Tucson, Housing & Community Development Department, as Public Housing Authority and Management Agent for the Tucson House Apartments, to submit a Choice Neighborhoods Planning Grant application.

We fully support this application and will work collaboratively throughout the planning process with the intent to completed rehabilitate the 408-unit Tucson House Apartment building to ensure long-term viability of this affordable housing resource to our community.

Sincerely,


Gary Bachman, President
Metropolitan Housing Corporation

Concurrence:


Sally Stang, Management Agent for Tucson House Apartments, LLLP and
Director, City of Tucson, Housing & Community Development Department

Attachment 3. Documentation for Planning Partner of Planning
Coordinator

Applicant: City of Tucson

N/A

Attachment 4. Eligible Target Housing Documentation- Sever
Distress of Target Project Certification

Applicant: City of Tucson

File Name: TucAttach4.pdf

OMB Approval No. 2577-0269
(exp. 4/30/2018)

CHOICE NEIGHBORHOODS – CERTIFICATION OF SEVERE PHYSICAL DISTRESS

I hereby certify that:

- 1. I am a licensed engineer architect (check one).
- 2. I am not an employee of the Lead Applicant, Co-Applicant (if any), Principal Team Member (if any), Planning Coordinator (if any) or unit of local government in which the housing project identified below is located.
- 3. The public and/or assisted housing development listed below meets (in the manner described in either subparagraph A or B below) the following definition of severe physical distress:

Requires major redesign, reconstruction or redevelopment, or partial or total demolition, to correct serious deficiencies in the original design (including inappropriately high population density), deferred maintenance, physical deterioration or obsolescence of major systems, and other deficiencies in the physical plant of the project.

Check one:

A. The development currently meets the above definition of severe physical distress;

Or

B. The development has been legally demolished and HUD has not yet provided replacement housing assistance, other than tenant-based assistance, for the demolished units. However, the development satisfied the definition of severe physical distress (as defined above) as of the day the demolition was approved by HUD.

Name: Michael Becherer

Signature:  Date: 8/5/18

License number: 57082 State of Registration: Arizona

Lead Applicant: City of Tucson - Housing and Community Development Department

Name of Targeted Public and/or Assisted Housing Site(s):

Tucson House - 1501 N Oracle Rd, Tucson AZ

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

HUD Form 53232 (04/2015)

Attachment 5. Eligible Neighborhoods Documentation- Eligible
Neighborhoods

Applicant: City of Tucson

File Name: TucAttach5.pdf

MAPPING TOOL DATA FOR FY2018 CHOICE NEIGHBORHOODS APPLICANTS

Version – 04/10/2018

Tucson 9.0

Target Area ID: 9023040

Email of User: maryellen.brown@asu.edu

Name of Lead Applicant: City of Tucson

Address of Lead Applicant: 310 N Commerce Park Loop Tucson Arizona 85745

Email of Lead Applicant: maryellen.brown@asu.edu

Name of Target Geography: Tucson 9.0

Name(s) of target Development(s) and type of eligible housing, as submitted by user to the mapping tool:

Development-1: Tucson House, AZ004000048

Development-2:

Development-3:

Development-4:

Estimated number of All Housing Units in Target Area (Census 2010): 5323

Is the Target Area County non-Metropolitan (OMB 2015): No

Eligible Neighborhood Threshold:

Section III.A.3 of the NOFA describes the criteria used to determine whether the target neighborhood meets the Eligible Neighborhood Threshold. This tool provides information on two of the criteria: the neighborhood poverty/ELI rate and high vacancy. If you are relying on data on crime or substandard housing to demonstrate compliance with the Eligible Neighborhoods criteria, you must provide it in the attachments section of your application as instructed in section IV of the NOFA.

III.A.3.a at least 20 percent of the households have extremely low incomes or 20 percent of persons are in poverty

Target Neighborhood Poverty/ELI Rate (the greater of both rates): 47.83

III.A.3.b(2) high vacancy or substandard homes; defined as where either the most current rate within the last year of long-term vacant or substandard homes is at least 1.5 times higher than that of the city or, where no city data is available, county/parish; or the rate is greater than 4 percent

Target Neighborhood Vacancy Rate: 14.02**Vacancy Rate In Surrounding County: 5.00****Distress of the Target Neighborhood Rating Factors:**

This Mapping Tool provides the data used for two of the rating factors under this subheading. See NOFA for awarding of points. Data sources are described at the end of this document.

Neighborhood Poverty:

Concentration of Persons in Poverty in Target Area (ACS 2016) and Concentration of Extremely Low Income (ELI) Households in Target Area (CHAS 2014).

Maximum of previous two criteria, poverty and ELI rate: 47.83Long-term Vacancy:

Long-term vacancy rate (greater of USPS 2017 / ACS 2016)

In Target Area: 14.02**In Surrounding County/Parish: 5.00**

Need for Affordable Housing in the Community Rating Factor:

Estimated Shortage Ratio of Units Affordable to VLI Renter Households (CHAS 2014)

Target Area County ratio: 2.20

National ratio: 1.79

Eligibility to Include Tenant Based Vouchers as Replacement Housing:

Refer to section III.E.2.b of the NOFA for information related to the one-for-one replacement of housing requirements.

(1) located in a county/parish with a loose rental market: Yes

(2) located in a Core Based Statistical Area (CBSA) or non-CBSA County where vouchers currently in use are primarily in lower poverty neighborhoods: Yes

Eligible for exception: Yes

Data sources and methods:

HUD's mapping tool overlays the locally defined neighborhood/community boundaries with data associated with that area and estimates the rates of certain indicators in that area using a proportional allocation methodology. For metropolitan areas, the tool uses Census block group (as defined for Census 2010) as the smallest statistical boundary for the available data. For non-metropolitan areas, the tool uses census tract data to account for less precision in low-population areas. If the locally defined neighborhood/community is partially within two different Census areas, the data for each factor or threshold criteria are calculated based on the portion of the 2010 housing units located in each Census area. The 2010 housing unit data are available to HUD at the block level and thus can be used as the underlying data to apportion each block group and tract's appropriate share of importance.

For example, based on a user defined geography, 80 percent of the housing units in the locally defined neighborhood/community are in a block group with a poverty rate of 40 percent and 20 percent of the units are in a block group with a poverty rate of 10 percent. The "neighborhood poverty rate" would be calculated as: $(80\% \times 40\%) + (20\% \times 10\%) = 34\%$.

DATA SOURCES:

The data are from a variety of sources:

1. **ACS 2016** refers to the US Census American Community Survey 2011-2015 five-year estimates. These are the most recent nationally available data for small geographies at the same Census 2010 boundaries as the other data provided, using a statistical technique that combines five years of data to create reliable estimates for small areas.
2. **CHAS 2014** refers to the Comprehensive Housing Affordability Strategy (CHAS) special tabulations HUD receives of Census ACS data. The CHAS data used for this tool are based on ACS 2010-2014 five-year estimates see <https://www.huduser.gov/portal/datasets/cp.html> for more information.
3. **Census 2010** refers to block-level 2010 decennial counts of housing units
4. **USPS 2017** refers to the United States Postal Service long-term vacancy data as of December, 2017.
5. **PEP** refers to the US Census Population Estimates Program data that includes annual estimates of population at the county level. These annual estimates are used to calculate the average change in population over the previous four years. The most recent PEP estimates are from 2016.
6. **PSH 2017** refers to the Picture of Subsidized Housing dataset, which provides counts of assisted households by HUD program and location. This data can be found at: https://www.huduser.gov/portal/datasets/assthsg.html#2009-2017_query.

ADDITIONAL NOTES ON SPECIFIC VARIABLES:

Concentration of People in Poverty is calculated with data at the block group level from ACS 2016 for metropolitan areas and the tract level for non-metropolitan areas. This indicator represents the percent of people within the target geography who are below the poverty line. The estimated concentration of Extremely Low Income (ELI) households represents an approximation of the percent of households within the specified area whose household combined income is below 30% of the HUD defined Area Median Income (AMI). This ELI indicator is calculated with data from the block group level from CHAS 2014. The final number included in this report for "poverty rate" is the greater of these two indicators.

Long-term vacancy rates are calculated with data at the block group level with ACS 2016 and the USPS 2017, which ever source produces the greatest percentage.

For the USPS data, HUD calculates the percent of residential addresses (excluding "no-stat" addresses) that are vacant. In the USPS data, a "vacant" address is one that has not had mail picked up for 90 days or longer. The USPS Vacant addresses can also include vacation or migrant labor addresses so HUD uses ACS data to reduce vacancy counts in these cases.

Using the ACS data, HUD calculates the vacancy rate as the percent of housing units that are "other" vacant. These are units not for sale, for rent or vacant for seasonal or migrant housing. This is considered another proxy for long-term vacant housing.

In theory the USPS data should be a stronger measure of distress than the ACS data because they are for 100 percent of the units (ACS is a sample), are more current (ACS aggregates data over a 5 year period), and are intended specifically to capture addresses 90 or more days vacant. However, USPS data are particularly poor at capturing vacancy in rural areas. As such, we use the ACS as a check on the USPS data so that every location gets a vacancy rate based on the greater of their USPS vacancy rate or their ACS 2012-2016 rate. For more information on HUD's USPS dataset, see: <https://www.huduser.gov/portal/datasets/usps.html>

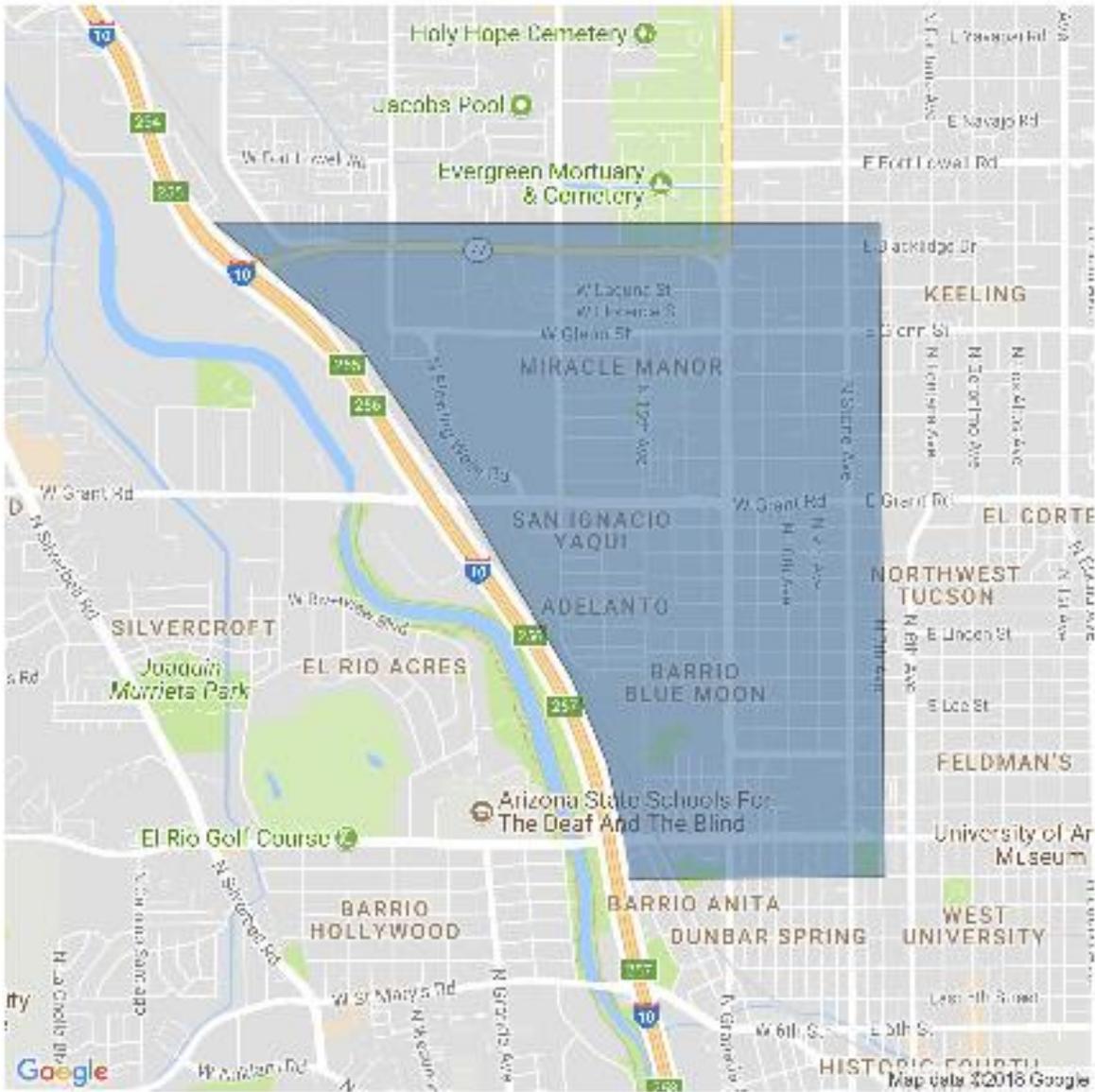
Shortage Ratio of Units Affordable to VLI Renter Households is calculated with data from the CHAS 2014. This indicator is the ratio of very low-income (VLI) renter households (those with household incomes less than 50% of the Area Median Income calculated by HUD) to units affordable and available to these households in the surrounding county or parish. A unit is considered affordable if its rent is no greater than 30% of household incomes in this category, or in other words, 15% of the Area Median Income. A unit is considered available if it is vacant or occupied by a VLI renter household.

For Eligibility to Use Tenant Based Vouchers as Replacement Housing:

Under Factor 1, a "loose" rental market is a county/parish with a rental vacancy rate that exceeds the HUD conventional range for a "balanced" rental market by a percentage point or more. The threshold rental vacancy rate for a market depends on the rate of population growth. A slow growth county (<1% per year) would be considered to have a loose rental market if its rental vacancy rate is greater than 5.9%. For moderate (1-2.9% per year) and rapid (>3% per year) growth markets, counties would be classified as having loose rental markets if rental vacancy rates exceed 7.4% or 9.0%, respectively. Data for this calculation come from PEP (population change) and ACS 2016 (rental vacancy). The rate of population change is calculated as the average annual change over with last four years (i.e. 2015 to 2016, 2014 to 2015, and 2013 to 2014.)

Under Factor 2, voucher dispersion is calculated using counts of voucher holders from PSH 2017, while poverty and extremely low income rates are from ACS 2016 and CHAS 2014, respectively. Voucher counts are aggregated at the Census Tract level and CBSA level (or County level for non-CBSA counties.) To qualify for this standard, at least 50 percent of all voucher holders within a CBSA (or non-CBSA county) must reside in Census Tracts with poverty rates (or extremely low income rates) at or below 20 percent.

Project Map Snapshot for 9023040



Attachment 6. Resident Involvement Certification

Applicant: City of Tucson

File Name: TucAttach6.pdf

OMB Approval No. 2577-0269
(exp.4/30/2018)

CHOICE NEIGHBORHOODS – PLANNING GRANTS
Resident Involvement Certification

As part of your application for Choice Neighborhoods Planning Grant funding, you, as the executive officer authorized to sign on behalf of your organization, must certify to the following and complete this form. By signing this form, you are stating that to the best of your knowledge and belief, the certification is true and correct.

Lead Applicant: City of Tucson Housing and Community Development Dept.

Name of Targeted Public and/or Assisted Housing Site(s):
Tucson House

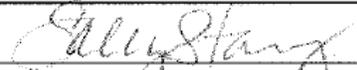
Resident Involvement requirement (from the NOFA) is as follows:

In accordance with section 24(e)(2)(D) of the 1937 Act, applicants must involve affected residents at the beginning and during the planning process for the transformation program, prior to the submission of an application. You are required to involve the affected public and/or assisted housing residents in the planning process and implementation of your Transformation Plan. This involvement must be continuous from the beginning of the planning process through the implementation and management of the grant, if awarded. As of the application deadline date, you must have conducted at least one meeting with residents of the targeted public and/or assisted housing. That meeting must occur after publication of this NOFA and cover the planning process anticipated to be funded by a Choice Neighborhoods Planning Grant.

I certify that the Resident Involvement requirement (above) has been met.

Name of Lead Applicant Executive Officer: Sally Stang

Title: Director

Signature:  Date: 6/5/2018

Date of Resident Meeting: 1/14/2016, 8/4/2017, & 5/30/2018

Attachment 7. Need- Immediate Project Capital Needs

Applicant: City of Tucson

File Name: TucAttach7.pdf

Tucson House Apartments, LLLP
1501 N. Oracle Road
Tucson, Arizona 85705

June 1, 2018

Dominique Blom
General Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing & Urban Development
451 7th Street SW, Room 10100
Washington, DC 20410

Re: Physical Needs Assessment Update

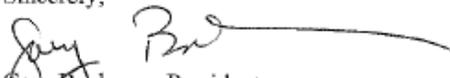
Dear Ms. Blom:

As General Partner for Tucson House Apartments, LLLP, the Metropolitan Housing Corporation asserts that since the Physical Needs Assessment (PNA) was completed by WSM Architects in January 2016 that the following items addressed in the report have been completed:

The fire pump, jockey pump, and fire pump control panel which were identified as a Fire Protection deficiency on page 5 of the PNA were replaced and relocated outside of the building at a cost of \$370,375 paid from Capital Funds.

The administrative offices that were causing an overstressed condition and identified as a structural deficiency on page 4 of the PNA were moved into the annex building next door at a cost of \$119,590 paid from non-federal funds.

Sincerely,


Gary Bachman, President
Metropolitan Housing Corporation

Concurrence:


Sally Stang, Management Agent for Tucson House Apartments, LLLP and
Director, City of Tucson, Housing & Community Development Department



ARCHITECTS

February 8, 2016

Sally Stang
Director
City of Tucson - Housing and Community Development
310 North Commerce Park Loop
Santa Rita Building

**Re: Tucson House – Physical Needs Assessment 2/5/16
Attachment 08 - Rehabilitation Cost Estimate**

Mrs. Stang,

Per the NOFA for the Choice Neighborhoods Grant application, in our Physical Needs Assessment of the Tucson House Dated 2/5/16, we have determined that the Current Rehabilitation Costs of the Existing facility at 1502 N. Oracle Road in Tucson, totals \$43.1 million in direct construction expenses. See the attached project budget analysis.

In our estimation, using the HUD Total Development Cost for all building types, we estimate that the TDC for this facility would be approximately \$55 million.

Based on these assumptions the current rehabilitation cost for the Tucson House represents 78% of the total development cost per HUD standards.

Please call if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Becherer', followed by a long horizontal line.

Michael Becherer AIA
Register Architect, State of Arizona
License Number 57092
Project Manager
WSM Architects, Inc.

4330 NORTH CAMPBELL AVE
SUITE No. 268
TUCSON, ARIZONA 85718

520.408.1044 TEL
520.408.1170 FAX

WSM Architects
Aggregate Capital Needs

Tucson House
Physical Needs Assessment

City of Tucson
HCD

		Preliminary Budget	Comments
Project Budget Analysis			
Permits Legal & finance- Acquisition & Building Purchase Wastewater Fees COT A/E Project Management / Constr. COT Facilities Construction Materials Testing Geotechnical Investigation & Report Water Service upgrade Electrical Service upgrade Environmental Costs Reimbursable Expenses SUBTOTAL		35,000 n/a n/a 500,000 30,000 25,000 n/a 85,000 75,000 15,000 30,000 795,000	
SITE WORK & BUILDING COSTS Basement & First Floor Common areas - Corridors - Stairs Floor 2-16 17th Floor Studio Apartments - 172 One Bedroom - 488 Units Two Bedroom - 51 Units Site Work Plumbing systems Fire Protection HVAC Systems Electrical Systems Roofing Elevator Modernization SUBTOTAL Total building area 445,000 Cost per SF \$96.80		1,850,400 3,673,600 1,273,300 8,839,200 11,780,300 4,481,100 303,000 2,271,400 1,667,100 4,097,800 874,800 594,000 1,370,800 43,076,800	Per Compsult Estimate
FURNITURE, & STORAGE SYSTEMS Furniture Budget Office Furniture Lounge Furniture Storage systems SUBTOTAL FURNITURE & STORAGE		150,000 225,000 50,000 425,000	Systems Furniture High abuse resistant Does not include high density storage systems
SUBTOTAL BLDG & FURNITURE		43,501,800	
Telephone / Data Installation Fiber / WAN routing to building SUBTOTAL Other costs Relocation Costs Residents Public Art (consr & a/s) LEED engineering/ submittals Fundamental commissioning Enhanced commissioning Design Contract A/E (estimated at 8% of Construction c SUBTOTAL OTHER COSTS		75,000 250,000 325,000 0 0 75,000 80,000 55,000 3,446,144 3,656,144	city installed phone/data systems COT Communications
ESTIMATED PROJECT COST AT COMPLETION		48,277,944	
OWNER CONTINGENCY 15%		7,241,692	
TOTAL PROJECT BUDGET		55,519,636	
Total building area 445,000 Cost per SF \$124.76			

EXCLUSIONS:
 Asbestos abatement & prevailing wages
 Seismic upgrades to building structure
 No escalation is included
 Relocation costs for current residents

Notes:
 Construction costs include
 15% - Design contingency
 12% General Conditions
 6% - Contractors fee
 2% Bond and Insurance
 5.27% - Sales Tax

Attachment 8. Need- Structural Deficiencies Documentation

Applicant: City of Tucson

File Name: TucAttach8.pdf



ARCHITECTS

February 8, 2016

Sally Stang
Director
City of Tucson - Housing and Community Development
310 North Commerce Park Loop
Santa Rita Building

**Re: Tucson House – Physical Needs Assessment 2/5/16
Attachment 9 - Structural Deficiencies**

Mrs. Stang,

Per the NOFA for the Choice Neighborhoods Grant application, in our Physical Needs Assessment of the Tucson House Dated 2/5/16, the following are the major structural deficiencies we have identified:

I. Architectural

Site critical needs are as follows:

- Paving has failed and needs to be replaced throughout the parking area.
- Parking shade canopies and walkway canopies are original to the 1962 construction and need preservation.



Non-Dwelling critical needs are as follows:

- The Floor finishes are reaching the end of their service life and are showing signs of failure. Hall way carpeting in particular needs to be replaced with a more durable material to reduce maintenance requirements

The Dwelling critical needs are as follows:

- All the residential kitchens are in need of remodeling, the majority of the appliances are out dated and the cabinetry is at the end of it's expected service life. Kitchen remodeling will increase the marketability/livability of the facility
- All the residential restrooms are in need of remodeling, the fixtures are out dated and worn, and the cabinetry is at the end of it's expected service life. Restroom remodeling will also increase the marketability/livability of the facility.



4330 NORTH CAMPBELL AVI
SUITE No. 268
TUCSON, ARIZONA 85718



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- The flooring in the dwelling units is showing signs of failure due to age. The VCT has signs of shrinkage and cracking and will continue to deteriorate, replacement is recommended.
- The balcony railings are original to the 1962 construction and are in need of preservation. It is recommended that they be removed, sandblasted, repainted and reinstalled.
- The exterior window and door systems are approaching the end of their service life. It is anticipated in the next 3-5 years the insulated glazing units will begin to fail. These units should be replaced
- In most cases, due to sagging in the slabs, the balcony floors slope back into the door opening causing water to accumulate at the doors and infiltrate the building. It is recommended that small floor drains be added at these locations and tied into the storm water piping to drain these areas.



The Building Envelope critical needs are as follows:

- The exterior window and door systems are approaching the end of their service life. It is anticipated in the next 3-5 years the insulated glazing units will begin to fail.
- The roof has been recently recoated but shows signs that the under lying roofing material is deteriorating. The roofing system should be replaced
- In areas where the building sealants are exposed to sunlight (primarily the South and West Facades) the sealants are showing signs of shrinkage and failure.
- The elevator equipment has been repaired and partially upgraded over time, with frequent service outages it is clear that this equipment is beyond its useful service life. Due to this, it is recommended that a full modernization be undertaken to bring the elevators into full code compliance, reduce energy use, increase travel speed, and provide a more suitable interior cab finish.



II. Structural

The Structural system critical needs are as follows:



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- There is consistent cracking in the residential balconies that is allowing water to infiltrate the slabs and potentially deteriorating the reinforcing steel. These cracks need to be repaired and a water proofing surface added to the balcony floor.
- The metal fascia added to the edge of the balconies in 1997 is trapping water potentially deteriorating the reinforcing steel. This metal facial needs to be removed and the slab edge detailing changed.

III. Mechanical

The Heating and Cooling critical needs are as follows:

- The existing 2 pipe heating/cooling system is out of date and inefficient. Three options have been presented in the Component Assessment section of this report. New equipment would provide greater efficiency and an energy savings to COT HCD. It is recommended that the entire system be replaced.
- The existing mechanical piping systems are beyond their useful life and need to be completely replaced.
- The restroom exhaust system is beyond its service life and inefficient. It is recommended that this system be replaced.
- The building exhaust system is beyond its service life and inefficient. It is recommended that this system be replaced.

IV. Plumbing

The Plumbing critical needs are as follows:

- Much of the sanitary sewer piping and sewer mains throughout the building are either original or were installed in the 1997 renovation. All of this piping is deteriorating and failing creating unsafe and unsanitary conditions in the building. All of the sewer piping, sewer mains, and the sewer ejection equipment in the basement should be replaced
- The Domestic water piping contains a mix of copper and original 1962 galvanized steel piping. This piping is failing and causing ongoing nearly daily issues for facilities staff. In addition, due to the age of the galvanized piping there is the possibility of lead or cadmium contamination in the water supply. It is recommended that the water be tested for contamination and that the entire domestic water supply system, including the booster pumps be replaced.



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- The current domestic hot water system was installed in 1986 and is beyond its service life. New equipment would provide greater efficiency and an energy savings to COT HCD. It is recommended that the domestic hot water system be replaced.
- All of the plumbing fixtures in the building date from 1997 or earlier and are beyond their service life. In most of the residential restrooms the showers do not have the code required anti-scald mixing valves presenting a hazard to the residents. It is recommended that all of the plumbing fixtures be replaced



V. Fire Protection

The Fire Protection critical needs are as follows:

- The existing fire pump, jockey pump, and fire pump control panel are out dated and should be replaced.
- There is the possibility that the fire protection piping throughout the building is deteriorating, see the component assessment section of this report for more detail. It is recommended that the piping be tested for deterioration and be replaced if significant deterioration is found.



VI. Electrical

The Site Lighting critical needs are as follows:

- None of the existing lighting is shielded and does not meet the Outdoor Lighting Ordinance. It is recommended at all outdoor lighting be replaced.
- All lighting at the egress doors are required to be on emergency power, they currently are not. This is a life safety issue for the residents and needs to be corrected.



The Building Power critical needs are as follows:

- The wire type used in this facility is not allowed under the code based on the construction type and should be replaced.
- The receptacles throughout the building, while having a grounded receptacle, do not have a ground wire connected. This is a code violation and a life safety issue that needs to be addressed. Due to this concerns, the entire building should be rewired.

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The Common Area critical needs are as follows:

- The receptacles in these areas while having a grounded receptacle do not have a ground wire connected. This is a code violation and a life safety issue that needs to be addressed.



The Dwelling Units critical needs are as follows:

- The receptacles in these areas while having a grounded receptacle do not have a ground wire connected. This is a code violation and a life safety issue that needs to be addressed. In addition, there are not enough circuits provided per the National Electric Code for each dwelling unit. Due to these concerns, all of the dwelling units should be rewired
- Nearly all of the receptacles are 12" above finish floor, the code requirement is 18". As part of rewiring the units the receptacles should be relocated to the correct height.
- In many units the GFCI receptacles in the restroom are not located per the code requirements and need to be relocated.
- Receptacles on the patios are the incorrect type to meet the current code requirements and need to be replaced



Please call if you have any questions.

Sincerely,

Michael Becherer AIA
Register Architect, State of Arizona
License Number 57092
Project Manager
WSM Architects, Inc.

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Attachment 9. Need Design Deficiencies Documentation

Applicant: City of Tucson

File Name: TucAttach9.pdf



June 5, 2018

Sally Stang
Director
City of Tucson, Housing and Community Development Department
310 North Commerce Park Loop
Santa Rita Building

RE: Tucson House – Design Deficiencies

Sally,

Per our site walk on April 24th, and as supplemental to the report from WSM Architects in February of 2016, we have documented the following design deficiencies present in the Tucson House for your consideration.

Originally built in 1962, the Tucson house has only undergone one major renovation to date. In 1998 the units were renovated, windows reduced in size and some of the mechanical equipment was replaced. Since that time, while the building has been maintained, some of the major systems have simply reached the end of their service life and need to be replaced. Additional delay may result in catastrophic failure and ultimately make the building uninhabitable for some period of time. Due to the volume of low income housing provided on this site, the City of Tucson Housing and Community Development department cannot afford to have this asset off line for any period of time.

In addition, the 1998 renovations did not fully address the site security, accessibility, and life safety issues in the original construction and the facility currently does not accommodate many of the best practices seen in contemporary public housing design.

A. Major Deficiencies:

1. The majority of the sanitary sewer piping throughout the building is original to the 1962 construction. At 56 years old this pipe is at the end of its service life and is consistently failing. This issue is a major deficiency and has immediate life safety implications. Raw sewage has leaked inside the existing walls creating opportunities for mold, mildew, and contamination of the interior environments. The repair will require that all the existing sanitary sewer piping be removed, affected areas demolished, existing concrete structures cleaned, and reconstruction of the shafts and other building components affected. Complete replacement is the only solution to this issue.
2. Most of the main vertical risers in the domestic water system are the original galvanized piping from the 1962 construction. At 56 years old, this pipe has thoroughly corroded from the inside out and is failing on a consistent and ongoing basis. These leaks contribute to the moisture related issues in item A-1, further providing an environment for mold to be present inside the dwelling units presenting an immediate health concern for the residents. The repair will require that all the existing piping be removed, affected areas demolished, existing concrete structures cleaned, and reconstruction of the shafts and other building components affected. Complete replacement is the only solution to this issue.

7350 E SPEEDWAY 210
TUCSON, ARIZONA 85710
(520) 328-3760 FAX: 520-7748

https://netorg1743065-my.sharepoint.com/personal/mbecherer_swalmala_com/Documents/Arch-Swalm/Tucson House/18-06-05 Tucson House Design Deficiencies.doc



3. The condition of the existing balconies and balcony guard rails continues to deteriorate. The past report noted that several of the concrete balcony slabs are sagging and holding water. The ponding water further contributes to the deterioration and will lead to structural failure if not addressed. Restoration of the slabs and guardrails is necessary to insure they are safe for residents to use.
4. The structural integrity of portions of the floor slabs on the First floor and the 17th floor have been compromised due to overloading and under recommendation of the structural engineer cannot currently be used. Extensive restoration of the slabs is required to return this area of the building into service. Both of these areas are ideal locations for resident amenities, including a potential health clinic on the first floor and a community room or retail space on the 17th floor.
5. The existing Heating and Cooling system is a conglomeration of several components from several installed over the last 33 years, all major components are beyond their service life and require constant maintenance to keep the system in service. Catastrophic failure is probable and could put the entire building out of service for an indeterminant amount of time.
 - a. The current boilers are from a 1985 replacement
 - b. The current condenser pumps appear to be original to the 1962 construction, although they have been rebuilt several times require immediate replacement
 - c. The existing condenser and chiller piping throughout the building is original to the 1962 construction and is beyond its service life. Continued deterioration is expected with a catastrophic failure inevitable. This would shut down the buildings heating and cooling system for an undetermined amount of time, depending on the nature of the failure.
 - d. The current Cooling towers were installed in 2001 and are 50% beyond their intended service life
 - e. The existing chillers were installed in 2001 and are beyond their service life, in addition the two chillers are mismatched in size, meaning if the larger chiller goes down the smaller chiller cannot carry the building potentially putting the building out of service.
6. The elevators are an old Montgomery unit that has no support for the drive or break, any failure of these will put the City in a very long and expensive emergency replacement situation. As it stands the units are constantly failing, given the health concerns for many residence, failure of multiple elevators at the same time could create a dangerous situation for the residents, both in terms of egress and emergency response.

B. Building Code Violations

1. As was noted in the original report, the design of the existing corridors ceiling heights are 7'-0". This is a code violation (2012 IBC requires a min. of 7'-6" ceiling height) and a life/safety issue (7'-6" is required for Fire department access), this is an issue for Fire Department access and could affect emergency response times to certain

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parts of the building. The solution involves removing the existing ceiling, reworking the electrical conduit and mechanical piping, and reinstalling the ceiling.

2. As was noted in the original report, the existing design of the guardrails and hand rails in all the egress stairs are not compliant with the 2012 IBC (International Building Code) and presents a life/safety risk.
3. The current parking layout/design is not in compliance with the ADA. Allowable cross slope is exceeded in several conditions, safe access across the existing drive lanes is inadequate, and the locations do not follow the ADA guidelines.
4. The design of all the public restrooms are out of compliance with the ADA. All restrooms that are available to the public (outside of dwelling units in public areas of the building) are required to be 100% accessible.
5. Throughout the facility, approximately 70% of the door hardware is not in compliance with the ADA.

C. Security

1. The current design and layout of the CCTV system is inadequate to fully monitor the facility. In addition, the existing equipment is not expandable to add the necessary number of cameras.
2. The overall building layout on the site is problematic from a security perspective, the building has several recesses and sunken courtyards that are difficult to monitor and allow spaces for non-residents to either hide or privacy to gain access to the building.
3. The first floor and lower level of the building have several points on entry. While staff monitors these for security, they create opportunities for unauthorized persons to access the facility. Many of these on the lower level are in the north sunken courtyard and are concealed from the street, providing privacy for a non-resident to force entry into the building.
4. The main lobby has gone through some reconfiguration since the original construction, but the security issues present have been a challenge to address. Inadequate site lines out into the parking present a security risk to the residents, and the entry doors, although they do have key card access for residents, have been difficult to secure and allow non-residents to "follow" residents into the building.
5. The three main egress stairs discharge directly to the exterior of the building, these points of egress have been an ongoing issue, with the doors being blocked open to allow non-residents into the building. The east and west stair exits are concealed and allow a non-resident privacy to force entry.

Sincerely,

Michael Becherer, AIA

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TUCSON, ARIZONA 85710
(520) 328-3700 FAX 328-1148

Attachment 10. Need- Substandard Housing Documentation

Applicant: City of Tucson

N/A

Attachment 11. Need- Part I Violent Crimes Documentation

Applicant: City of Tucson

File Name: TucAttach11.pdf

2017 Crime Categories	ORACLE AREA	ORACLE Crime Rate (Per 1000, pop. 8535 ¹)	City of Tucson	City of Tucson Rate (Per 1000, pop. 550,442 ²)
Homicide/manslaughter	1	0.12	46	0.08
Aggravated assault	107	12.54	2293	4.17
Robbery	73	8.55	1431	2.60
Sexual assault	14	1.64	498	0.90
<i>Part I Violent crime total</i>	195³	22.85	4268⁴	7.75

2016 Crime Categories	ORACLE AREA	ORACLE Rate (Per 1000, pop. 8535)	City of Tucson	City of Tucson Rate (per 1000, pop. 545,092)
Homicide/manslaughter	1	0.12	31	0.06
Aggravated assault	75	8.79	2411	4.42
Robbery	56	6.56	1235	2.27
Sexual assault	18	2.11	469	0.86
<i>Part I Violent crime total</i>	150	17.58	4146	7.61

2015 Crime Categories	ORACLE AREA	ORACLE Rate (Per 1000, pop. 8535)	City of Tucson	City of Tucson Rate (per 1000, pop. 537,129)
Homicide/manslaughter	1	0.12	31	0.06
Aggravated assault	78	9.14	1960	3.65
Robbery	39	4.57	1059	1.97
Sexual assault	12	1.41	422	0.79
<i>Part I Violent crime total</i>	130	15.23	3472	6.46

Part I Violent Crime Rate Summary for Oracle Choice/Tucson:

Oracle Area 3-yr. average crime rate per 1000 = **18.55**

City-wide 3-yr. average crime rate per 1000 = **7.27**

*****Oracle Area 3-yr. average crime rate per 1000 = 2.55 x the City's 3-yr average crime rate*****

¹ Population rate for Oracle Area obtained using ESRI Community Analyst for the target area (2017)

² Population rate for City of Tucson obtained from Tucson Police Department (2017)

³ Incident rates determined using shapefile of Tucson Police Department data from 2015 to 2017, verified by Tucson Police Department Records Supervisor http://gisdata.tucsonaz.gov/datasets?group_ids=b6a49faa1688647d8b56e1a06bd53600f

⁴ Crime data for City of Tucson obtained from Tucson Police Department Records Supervisor (2017)



Ready to Protect, Proud to Serve

Tel: 520-791-4441
Fax: 520-791-5491
www.ci.tucson.az.us/police/
270 S. Stone Avenue
Tucson, Arizona 85701-1917

August 22, 2017

Subject: Crime Statistics

To Whom It May Concern:

This is to certify that the attached document presents true and accurate Part I Violent Crime Statistics for the City of Tucson from 2014 through 2016.

Erica Smith
Records Supervisor
Tucson Police Department



340 N. COMMERCE PARK LOOP
SUITE 250
TUCSON, AZ 85745

(520) 884-5507
PHONE
(520) 884-5949
FACSIMILE

June 11, 2018

To Whom It May Concern:

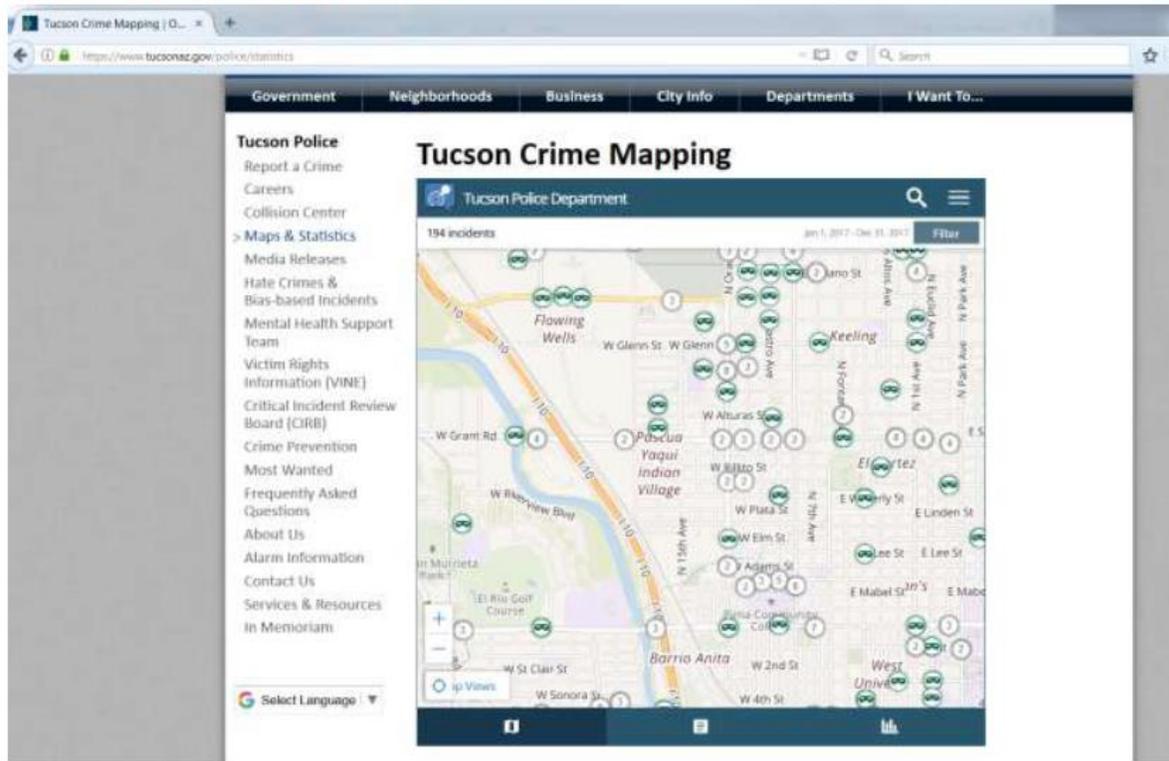
This letter is to certify that the 2015-2017 Part I violent crime data included in the 2018 Oracle Choice Neighborhoods Planning and Action grant application is accurate and verifiable. As the research partner and lead of the U.S. Department of Justice's 2017 Tucson Community Based Crime Reduction Initiative, Arizona State University (ASU) has an established data sharing agreement with the Tucson Police Department (TPD) through which the TPD provides multi-year, address-specific incidents, arrests, victims, and calls for services data to ASU for the Oracle Area.

Further, records of the Part I violent crime counts (including homicide/manslaughter, aggravated assault, robbery, and rape/sexual assault) for the targeted community and City of Tucson can be publicly accessed through the Official Website of the City of Tucson's "Tucson Crime Mapping" web page at <https://www.tucsonaz.gov/police/statistics>. Print outs of published law enforcement data from this website concerning Part I violent crime counts for 2017 are included below.

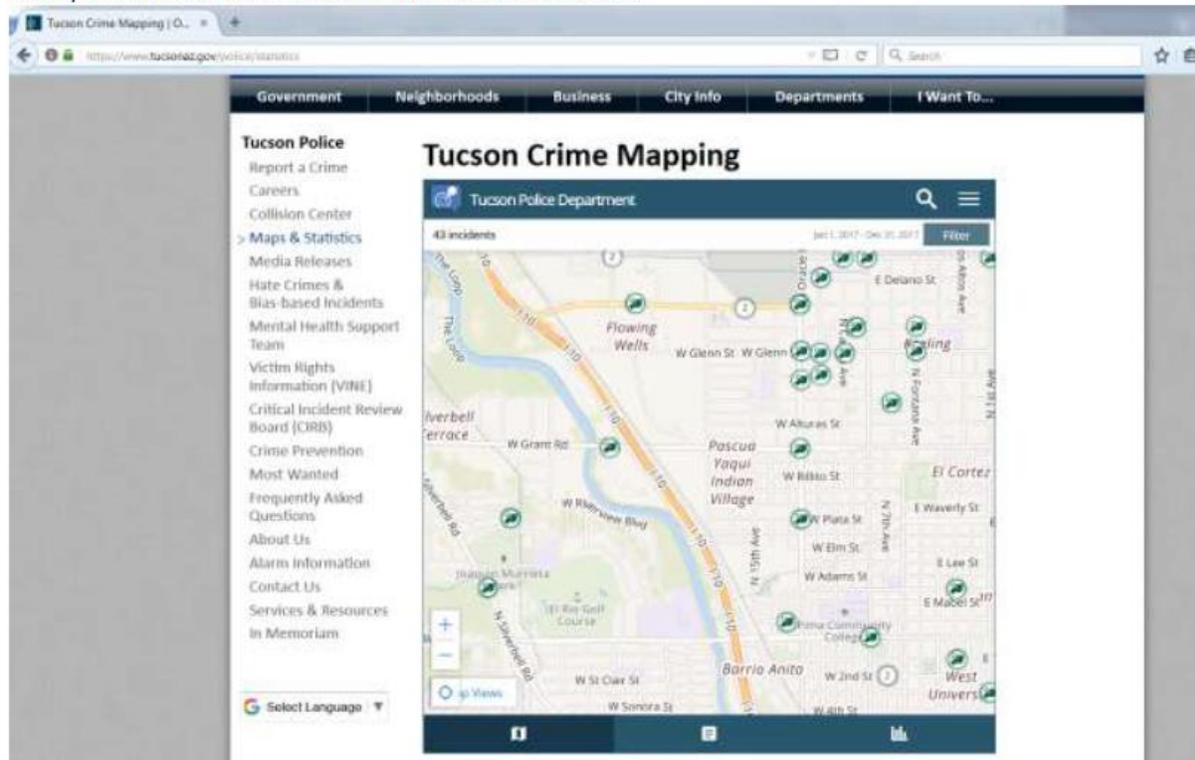
Sincerely,

Mary Ellen Brown, Ph.D.
Assistant Professor, School of Social Work
Principal Investigator/Project Director, Tucson Community Based Crime Reduction Initiative

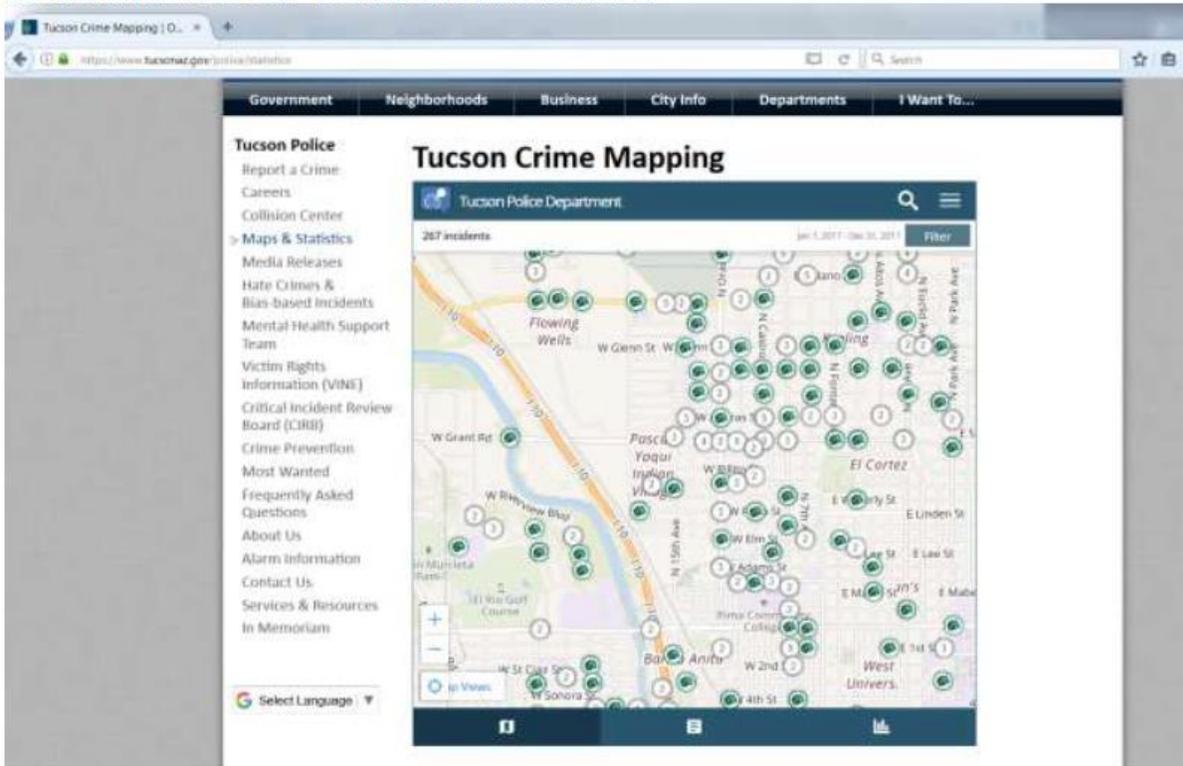
ROBBERY COUNT FOR ORACLE CHOICE:



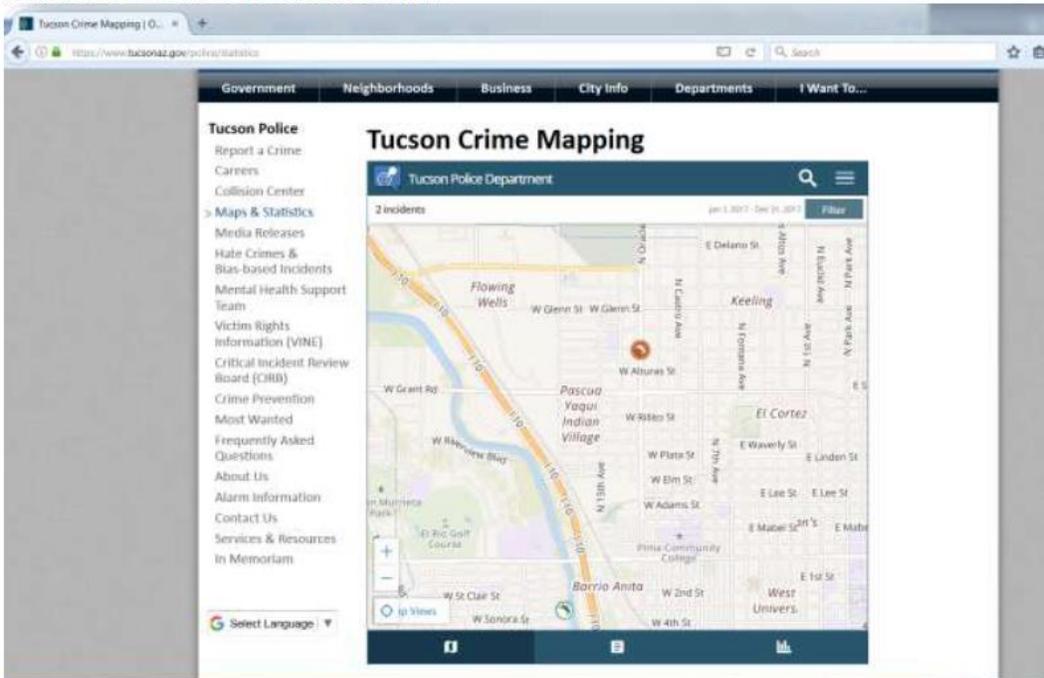
RAPE/SEXUAL ASSAULT COUNT FOR ORACLE CHOICE:



AGGRAVATED ASSAULTS COUNT FOR ORACLE CHOICE:



HOMICIDES COUNT FOR ORACLE CHOICE:



Attachment 12. Evidence of Partnership

Applicant: City of Tucson

File Name: TucAttach12.pdf

TUCSON HOUSE RESIDENT COUNCIL

June 6, 2018

Sally Stang, Director
City of Tucson Housing and
Community Development Dept.
310 N. Commerce Park Loop
Tucson, AZ 85745

Dear Ms. Stang:

As the Tucson House Resident Council, we are committed to the engagement in the Oracle Choice Neighborhoods Initiative. Several residents from the Tucson House were actively involved in previous planning efforts and many look forward to joining the endeavor to provide input and guidance related to the neighborhood that surrounds our home. The need for meaningful interaction is imperative to develop opportunities, resources, employment, education, etc. in the area to serve all.

During the recent meeting with residents of the Tucson House, many voiced concerns and insight regarding the needs of the property and the lack of easily accessible resources. We pledge to recruit for active resident commitment in decision making activities and to act as a liaison to ensure that information is disseminated to all.

We look forward to future outreach regarding the project and are appreciative of the opportunity to take an active role in the transformation of the Tucson House and surrounding neighborhood.

Sincerely,



Angela R. Tilghman, President
Tucson House Resident Council

1501 N. ORACLE ROAD
TUCSON, AZ 85705



Sally Stang, Director
Housing and Community Development Department
310 Commerce Park Loop
Tucson, Arizona 85745

June 11, 2018

Re: Oracle Choice Neighborhood Initiative

Dear Ms. Stang,

Arizona State University is committed to partnering with the City of Tucson for the Oracle Choice Neighborhood Planning and Action initiative. We are pleased to offer our full support and leadership in the Oracle Choice for community engagement, leading the Research Team and needs assessment, leading the People Transformation Team, co-leading Housing and Neighborhood Transformation teams, and providing capacity building opportunities for residents through the *LEAD* and *Y-LEAD* training curricula.

Additionally, ASU will align and leverage the public safety planning and implementation activities of the U.S. Department of Justice Innovations in Community Based Crime Reduction initiative (formerly DOJ's Byrne Criminal Justice Innovation Initiative). In the fall of 2017, ASU was awarded \$1 million to plan and implement a continuum of solutions to address crime and social drivers of crime in the Oracle community. ASU has convened a team of committed partners, called the "Leadership Alliance," to work alongside community members to address these issues. ASU will bring the Leadership Alliance partners together in support of Oracle Choice, including the Tucson Police Department, the Pima County Health Department Youth Violence Prevention Coalition, Chicanos Por La Causa, and partners at the University of Arizona.

Having provided leadership on several HUD and DOJ place-based transformation initiatives over the past decade, I have extensive experience in community engagement, community engaged research, and organizing cross-sector partners. I am excited to be supporting the work of the City of Tucson for the Oracle Choice initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary Ellen Brown".

Mary Ellen Brown, Ph.D.
Assistant Professor, School of Social Work
Principal Investigator/Project Director,
Tucson Innovations in Community Based Crime Reduction

School of Social Work | College of Public Service and Community Solutions
411 N. Central Avenue, Suite 800 | Phoenix, AZ 85004-0689 | p 602.496.0800 | f 602.496.0960 | socialwork.asu.edu



Operations

Office of Research and Sponsored Projects Administration

June 11, 2018

Sally Stang, Director
Housing & Community Development Department
City of Tucson
310 N. Commerce Park Loop
P.O. Box 27210
Tucson, AZ 85726-7210

Subject: Arizona State University proposal no. FP00016367; Brown

This letter confirms the participation of Arizona State University, an Educational Institution, in a collaborative proposal entitled, "Oracle Choice Neighborhood" led by City of Tucson to US Department of Housing and Urban Development (HUD). The project period of performance is January 1, 2019 to December 31, 2020 for a proposed amount of \$125,000. Mary Ellen Brown is named as key investigator for the proposed sub-award and confirms participation as identified in the proposal.

The ASU Federal Employer Identification Number is 86-01-96696 and DUNS number is 943360412. As a Public Institution of the State of Arizona, ASU is subject to the requirements of the Arizona State Constitution, Arizona Revised Statutes, and other State and University rules, regulations, and policies. As such, the terms and conditions of a contract or agreement resulting from this proposal shall be subject to negotiation and mutual agreement of the Parties. Since Arizona State University is part of the Federal Demonstration Partnership (FDP), awards will be accepted using the unmodified FDP subaward agreement forms.

These forms can be found at http://sites.nationalacademies.org/PGA/fdp/PGA_063626.

Your consideration of this proposal is appreciated. Questions regarding technical matters should be sent to Dr. Brown at Maryellen.Brown@asu.edu or 520-884-5507. For administrative, budgetary, or award questions, please email ASU.awards@asu.edu. Please reference the ASU proposal number on future communications. Any award resulting from this proposal should reflect the recipient as "Arizona Board of Regents for and on behalf of Arizona State University."

Sincerely,

A handwritten signature in blue ink that reads "Kimberly Habiger".

Kimberly Habiger
Grant & Contract Officer, Principal

660 South Mill Avenue, Suite 312 ■ Tempe, AZ 85281-3670

ASU ABSTRACT/SCOPE OF WORK

The Tucson Choice Neighborhood Initiative (TCNI) will be community-driven, grounded in intensive, authentic community engagement, involving an integrated and innovative planning framework, and focused on building and strengthening capacity for implementation and sustainability. In this *community-driven* initiative, residents will be the driving force for understanding the needs, assets, strengths and opportunities of the public housing community and the surrounding neighborhood. As key decision makers, residents will be empowered as full partners working alongside cross-sector stakeholders in designing and leading the assessment, planning and action activities for the TCNI. *Intensive, authentic community engagement* will be the cornerstone of the TCNI effort. This community engagement priority will be evidenced through the involvement and leadership of all sectors of the community, including vulnerable and hard-to-reach neighborhood residents. The TCNI approach to community engagement will ensure that the Housing, People and Neighborhood transformation strategies resulting from the planning process are meaningful to the community, readily actionable, and sustainable. The *integrated, innovative planning framework* will build on the priorities of the community will as captured in recent planning efforts. Innovative approaches to planning will involve the reaffirmation of previously identified revitalization priorities, celebrate the successes of those plans in action, explore emerging barriers, and discover new insights into the evolving needs, challenges and opportunities in the TCNI community. Strategies for innovative planning will involve a strengths-based approach to idea-generation and doing while planning, using the principles of consensus organizing and appreciative inquiry. Central to the TCNI framework are strategies for *building and strengthening community capacity*, in order to ensure successful and sustainable implementation of the Housing, People and Neighborhood priorities of TCNI transformation plan.

Arizona State University (ASU) will manage the needs and capacity assessment for the TCNI. The research involved in the needs and capacity assessment will include household level surveying, focus groups, and key informant interviews. ASU will analyze the findings of the needs assessment, and prepare a formal community assessment report at the conclusion of the needs assessment process. Additionally, ASU will assist in the facilitation of the planning for the People strategies for the transformation plan, which will include community engagement, participation on the core leadership team, planning for leadership development and capacity building, and contribute to the development of the People section of the transformation plan.

Tucson Choice Neighborhood Initiative

ARIZONA STATE UNIVERSITY
BUDGET DETAIL WORKSHEET & NARRATIVE

Projected grant period: January 1, 2019 – December 31, 2020

	Year 1	Year 2	Total
A. PERSONNEL			
Mary Ellen Brown, Principal Investigator			
1.8 person months – Includes COLA @ 3% Yr2	\$0	\$16,274	\$16,274
TBH Research Associate/Academic Prof			
50% of \$60,000 (12mo) includes COLA @ 3% Yr2	\$30,000	\$30,900	\$60,900
TOTAL PERSONNEL	\$30,000	\$47,174	\$77,174
B. FRINGE BENEFITS			
27.91% Yr 1, 28.75% Yr 2 Faculty	\$0	\$4,819	\$4,819
36.77% Yr 1, 37.87% Yr 2 Staff	\$11,361	\$12,054	\$23,415
TOTAL FRINGE BENEFITS	\$11,361	\$16,873	\$28,234
TOTAL PERSONNEL & FRINGE BENEFITS	\$41,361	\$64,047	\$105,408
C. TRAVEL			
Washington DC Area– Conferences			
Airfare - \$500 x 1 x 2 trips Yr1; 1 trip Yr2	\$1,000	\$515	
Lodging - \$253 x 3 nights x 2 trips Yr1; 1 trip Yr2	\$1,518	\$782	
Per Diem - \$59 x 4 days x 2 trips Yr1; 1 trip Yr2	\$472	\$243	
Ground Transportation - \$75 x 2 trips Yr1; 1 trip Yr2	\$150	\$77	
Registration Fee - \$400 x 2 trips Yr1; 1 trip Yr2	\$800	\$412	
Misc. - \$61 x 1 x 2 trips Yr1; 1 trip Yr2	\$122	\$64	
* includes 3% COLA Yr 2			\$6,154
TOTAL TRAVEL	\$4,062	\$2,092	\$6,154
D. EQUIPMENT	\$0	\$0	\$0
E. SUPPLIES			
Survey supplies (T-shirts, badges); Meeting supplies	\$1,394	\$0	\$1,394
Tablets for surveying (@ \$400 ea. x 5)	\$2,000	\$0	\$2,000
TOTAL SUPPLIES	\$3,394	\$0	\$3,394

F. CONSULTANTS/CONTRACTS			
Capacity building and payment for surveyors	\$10,000	\$0	\$10,000
TOTAL CONSULTANTS/CONTRACTS	\$ 10,000	\$0	\$10,000
G. OTHER DIRECT COSTS			
TBD Background Checks	\$44	\$0	\$44
TOTAL OTHER DIRECT COSTS	\$44	\$0	\$44
H. TOTAL DIRECT COSTS	\$58,861	\$66,139	\$125,000
Indirect Costs: 0% per Sponsor Limitation	\$0	\$0	\$0
TOTAL PROJECT COST	\$58,861	\$66,139	\$125,000

	Year 1	Year 2	Total
BUDGET SUMMARY			
A. PERSONNEL	\$30,000	\$47,174	\$77,174
B. FRINGE BENEFITS	\$11,361	\$16,873	\$28,234
C. TRAVEL	\$4,062	\$2,092	\$6,154
D. EQUIPMENT	\$0	\$0	\$0
E. SUPPLIES	\$3,394	\$0	\$3,394
F. CONSULTANTS/CONTRACTS	\$10,000	\$0	\$10,000
G. OTHER	\$44	\$0	\$44
H. TOTAL DIRECT COSTS	\$58,861	\$66,139	\$125,000
I. INDIRECT COSTS	\$0	\$0	\$0
J. TOTAL PROJECT COST	\$58,861	\$66,139	\$125,000

BUDGET NARRATIVE

A. PERSONNEL

Mary Ellen Brown will serve as Principal Investigator (PI)/Project Director on the project, with a base salary of \$79,000 for 9 months, requesting support of 1.8 person months Year 2. PI will assume overall responsibility for the project, and will oversee all aspects of the project, including providing leadership for (a) community research team meetings; (b) planning engagement, training and capacity building efforts for research team members, community partners and residents; (c) focus groups and stakeholder interviews planning, facilitation and analysis; (d) surveyor training; (e) survey design, administration and analysis

for the needs and capacity assessment; (f) preparation and dissemination of community analysis findings; (g) identifying and using evidence to inform Choice Neighborhood implementation strategy development for the People outcome area; and (h) overall design, data collection and analysis of process and outcome evaluation. Additionally, PI will contribute to federal quarterly reports, development of the People action and transformation plans, evaluation and final grant reports.

A TBH Research Associate/Academic Professional will be hired working 20 hours a week across 12 months (6 person months) for both years of the project. They will assist with coordinating community engagement and facilitation of the People Transformation Team, and conducting interviews, trainings, and surveys, as well as data collection and analysis.

B. FRINGE BENEFITS

Arizona State University defines fringe benefits as direct costs, estimates fringe benefits as a standard percent of salary applied uniformly to all types sponsored activities, and charges benefits to sponsors in accordance with the federally-negotiated rates in effect at the time salaries are incurred. The rates used in the proposal budget are based on the current federally-negotiated rate agreement rate. An estimated cost escalation has been included in the out years, consistent with ASU policy.

	FY19	FY20	FY21
* Faculty	27.91%	28.75%	29.61%
* Staff	36.77%	37.87%	39.01%

C. TRAVEL

Meetings/Conferences: Funds are budgeted to cover the travel costs to Washington, DC for Choice Neighborhood related meetings and conferences to disseminate knowledge gained from the project. Travel funds are estimated at a total of \$4,062 (two trips) and \$2,092 (one trip), respectively. Costs for these trips (3 nights, 4 days), including 3% COLA per year, will include airfare (\$500), lodging (\$253/night), per diems (\$59/day), ground transportation (\$75), registration fee (\$400) and miscellaneous costs (\$61). A My ASU Trip fee of \$10.45 (rounded to \$11) per report will be budgeted to cover the cost of each travel expense report issued to each person traveling. This fee is paid to Concur Technologies, the travel system software provided.

D. EQUIPMENT – N/A

E. SUPPLIES

Supplies, totaling \$1,394, are requested for survey-related activities, such as the purchase of t-shirts and name badges, for surveyor identification in the field. Handheld walkie-talkies will be purchased for surveyor teams and survey supervisors. Additional funds are requested for the purchase of survey training and community-meeting materials related to the needs assessment and People strategy teams, including printing services, digital pens and pads, digital recorders, cases and styluses for tablets, a portable printer, projector and screen, and cameras for photovoice and community assessment.

Five tablets will be purchased to conduct digitized household-level surveying for field research data collection purposes. Tablets estimated at an individual cost of \$400 each, totaling \$2,000.

F. CONSULTANTS/CONTRACTS

A payment for community member and/or student surveyors of \$10,000 in years 1 is requested. Each surveyor will receive \$5 for every completed survey.

G. OTHER

TBD Background Check, totaling \$44, is requested for processing and verifying TBD Research Associate.

I. INDIRECT COSTS

F&A funds are budgeted at 0%. This rate is in accord with Sponsor's published policy.

The total cost for this 2-year study is \$125,000.



ARCHITECTURE
PLANNING
PRESERVATION

June 1, 2018

Sally Stang, Director
Housing & Community Development Department
City of Tucson
310 N. Commerce Park Loop
P.O. Box 27210
Tucson, AZ 85726

Re: Choice Neighborhoods Initiative

Ms. Stang,

This letter confirms the participation of Poster Front Mirto, an architecture and planning firm, in the planning and implementation of the City of Tucson's Oracle Choice Neighborhood Initiative, which is being led by the City of Tucson with the City of Tucson Housing and Community Development Department.

Corky Poster, Architect and Planner (AICP), will be named as lead for the Housing and Neighborhoods working groups of the transformation team, and will be directly assisted by Maria Masque, Principal of the Planning Center in our efforts. As leader of the Housing and Neighborhood Transformation Teams, Poster Frost Mirto and The Planning Center are committed to working closely with the key partners to assist in the following activities related to Neighborhoods and Housing:

Neighborhoods

- Conduct Needs Assessment to create an Inventory of Neighborhood Assets
- Collect and analyze data
- Facilitate early action activities
- Develop public safety strategies
- Conduct charrettes and form work groups

Housing

- Develop a design strategy for the Tucson House property
- Develop a housing relocation plan
- Create a property management plan
- Conduct charrettes
- Form work groups

We appreciate the opportunity to be involved in this monumental redevelopment effort that will positively impact the City of Tucson for many decades to come. Any questions regarding the content of this letter should be sent to Corky Poster at cposter@posterfrostmirto.com or (520) 882-6310.

Sincerely,

Corky Poster, Partner, Poster Frost Mirto

317 North Court Avenue
Tucson, Arizona 85701
PH 520.882.6310
FA X 520.882.0725
www.posterfrostmirto.com



June 4, 2018

Sally Stang, Director
Housing & Community Development Department
City of Tucson
310 N. Commerce Park Loop
P.O. Box 27210
Tucson, AZ 85726

Re: Choice Neighborhoods Initiative

Ms. Stang,

This letter is to confirm the participation of The Planning Center, a multi-disciplinary planning and landscape architecture firm, in the planning and implementation of the City of Tucson's Oracle Choice Neighborhood Initiative, which is being led by the City of Tucson's Housing and Community Development Department.

Maria Masque of the Planning Center will partner with Corky Poster of Poster Frost Mirto for the Housing and Neighborhoods working groups of the transformation team. As partners on the Housing and Neighborhood Transformation Teams, Poster Frost Mirto and The Planning Center are committed to working closely with the key partners to assist in the following activities related to Neighborhoods and Housing:

Neighborhoods

- Conduct Needs Assessment to create an Inventory of Neighborhood Assets
- Collect and analyze data
- Facilitate early action activities
- Develop public safety strategies
- Conduct charrettes and form work groups

Housing

- Develop a design strategy for the Tucson House property
- Develop a housing relocation plan
- Create a property management plan
- Conduct charrettes and form work groups

We appreciate the opportunity to be involved in this monumental redevelopment effort that will positively impact the City of Tucson for many decades to come. Any questions regarding the content of this letter should be sent to Maria Masque at mmasque@azplanningcenter.com or (520) 623-6146.

Sincerely,

The Planning Center
Linda Morales, AICP, CEO/Owner

a 2 e congress ste 600 tucson az 85701
o 520.623.6146
f 520.622.1950
w azplanningcenter.com



ARIZONA@WORK
2797 E. Ajo Way
Tucson, AZ 85713
(520) 724-7700

COMMUNITY SERVICES, EMPLOYMENT AND TRAINING DEPARTMENT

June 12, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Dear Ms. Stang:

Pima County strongly supports the City of Tucson's application for a 2018 Choice Neighborhoods Planning Grant. Pima County commits to serving on the Steering Committee and in that capacity to assist with the oversight of the transformation planning.

The County looks forward to partnering with the City and the other organizations the City has identified to play a role in continuing efforts to revitalize an area of the community that has many health related challenges from lack of fresh produce, to substandard housing, to low incomes, to a need for more multi-modal choices.

Over the years, Pima County has collaborated with the City, as well as with many of the other identified partners, to improve the quality of life in neighborhoods, recognizing that such efforts not only serve the immediate community, but also the region as a whole.

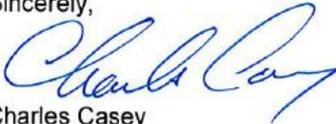
Here are several examples of Pima County's collaboration with the City of Tucson that are directly relevant to the proposed Oracle Choice planning area.

- First is the City of Tucson and Pima County Consortium, which produced the "Federal Fiscal Year 2015 – 2019 HUD Consolidated Plan." That plan includes reference to the Flowing Wells Neighborhood Revitalization Plan. The Flowing Wells Neighborhood is adjacent to the proposed Oracle Choice planning area, and has many attributes similar to the Oracle Choice area, including an aging low-income population, many of whom reside in substandard mobile homes. The County and City have worked together on identifying measures to address these particular issues, and together the two jurisdictions look forward to address additional challenges in the Oracle Choice area, the solutions for which will undoubtedly inform Pima County areas as well as other places with similar characteristics.
- Second is the Pima County Health Department's work with the City. While the Pima County Health Department oversees traditional public health matters at the local level through powers delegated to it through the Arizona Department of Health Services, the department has also worked with City of Tucson departments, including Housing and Community Development, over the years on issues that contribute to healthier lifestyles, such as urban agriculture and complete streets. Through its active network of public health and safety professionals and community-based organizations, the County can assist in identifying needed environmental interventions in the Oracle Choice area, such as opportunities for physical activity or access to healthy food that can help address health risks such as obesity. *Plan Tucson, the City of Tucson General and Sustainability Plan*, includes a policy in the Public Health Element that directly addresses collaboration with Pima County.

COMMUNITY SERVICES, EMPLOYMENT AND TRAINING DEPARTMENT

- Third is the cooperative efforts of the City of Tucson and Pima County to address educational challenges in the region broadly and in areas of disinvestment and need, such as the proposed Oracle Choice planning area specifically. In 1989, the City of Tucson and Pima County established the Metropolitan Commission on Education (MEC) to advise and make recommendations on areas that affect the educational welfare of the City and County. The MEC, composed of 34 Citizen Commissioners appointed by the City Mayor and Council and the Pima County Board of Supervisors, facilitates partnerships and collaboration among educational, business, service, and governmental agencies.
- Fourth, The City of Tucson has a representative on the Pima County Workforce Investment Board and works closely with the County on workforce issues. The County operates the local American Job Center system, and as part of this activity places a Workforce staff person at the Department of Economic Security office located on Oracle Road.
- Fifth, Pima County also operates the Community Action Agency, which assists low-income families threatened with homelessness or utility shutoff. While this program relies on federal Community Services Block Grant and Low Income Home Energy Assistance Program funds, it also provides eligibility determination for the City of Tucson's Water Rate discount program for low-income families.
- Sixth, Pima County is purchasing the Golden Pins Lanes property on Miracle Mile located within the boundaries of the Oracle Choice Neighborhoods Initiative. Long-term plans include location of health, workforce, and Community Action Agency services.
- We recognize that the needs of the Oracle Choice Neighborhood are great, and a HUD Choice Neighborhoods Planning Grant would allow the City in collaboration with its partners to undertake the type of thoughtful, focused planning required to truly make a difference. Pima County looks forward to being a partner in such an important effort.

Sincerely,



Charles Casey
Director
Pima County Community Services Employment and Training



**CITY OF
TUCSON**

PAUL DURHAM
COUNCIL MEMBER

June 1, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods

Dear Ms. Stang,

As the Tucson Council Member representing the neighborhoods that comprise the Oracle Choice area, I fully support the City of Tucson and Tucson's Department of Housing and Community Development proposal for the Choice Neighborhood Planning and Action revitalization initiative. My office will provide a key role in neighborhood coordination throughout the planning process and beyond. Additionally, my office will serve as a conduit between multiple public-private partnership efforts aimed at revitalizing and improving quality of life in the Oracle Choice area. These efforts include the US DOJ-funded Tucson Community Based Crime Reduction initiative as well as the Urban Land Institute's Rose Fellowship Task Force.

The Oracle Choice area neighborhoods face many stressors, including high rates of poverty and crime. Likewise, the area holds historical significance to the region and is home to many vibrant community efforts that will be leveraged through the Oracle Choice Neighborhood Initiative. In previous years the City of Tucson has focused development dollars in the area, including the community-based visioning and data collection represented in the Oracle Area Redevelopment Project. Additionally, the City of Tucson has prepared the area for effective revitalization through infrastructural upgrades and other investments. To date our efforts have had the following results:

- Between 2008 and 2015, the City and community partners held the Annual Historic Miracle Mile Open House and Tours. Each year, hundreds of people from throughout the County attended these events.
- The Tucson City Sign Code was modified to allow for the restoration and reinstallation of historic neon signs. From this ordinance change, ten (10) neon signs were restored and reinstalled by the Tucson Historic Preservation Foundation, business owners and private donors.
- The City of Tucson expanded several of its Economic Development incentive programs to include the Oracle Choice area in the targeted zones.
- Community Gardens of Tucson developed the Blue Moon Community Garden at the Tucson House, the large public housing facility in the area.

The Ward 3 staff works across all departments of the City of Tucson to leverage energy and financial investments in the Oracle Choice area. With assist from HUD we will be able to further leverage investments into the area and provide much needed assistance to residents of the Tucson House and surrounding neighborhoods.

Sincerely,

Paul Durham

TUCSON CITY COUNCIL, WARD III • 1510 E. GRANT ROAD • TUCSON, AZ 85719
(520) 791-4711 • FAX (520) 791-5391 • TTY (520) 791-2639
tucsonaz.gov



Ready to Protect, Proud to Serve

tel: 520-791-4441
fax: 520-791-5491
www.ci.tucson.az.us/police/
270 S. Stone Avenue
Tucson, Arizona 85701-1917

June 1, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods

Dear Ms. Stang,

The Tucson Police Department (TPD) welcomes the opportunity to partner with the City of Tucson and Tucson's Department of Housing and Community Development for the Tucson Choice Neighborhood Planning and Action revitalization initiative. As a member of the Leadership Alliance for the US DOJ-funded Tucson Community Based Crime Reduction (CBCR) initiative (formerly BCJI), we understand the need for comprehensive community transformation in the Oracle area neighborhoods. In addition to our leadership role with the Tucson CBCR project, the location of our Operations Division West substation (located in the Tucson Choice Neighborhood target area on Miracle Mile) makes our department one of the primary stakeholders.

As you know from our previous conversations, "community policing" is more than a platitude for our department. Geographic ownership and relationship building at the officer level are integral parts of the organizational ethos and fully implemented as a matter of department practice. We understand that efforts to reduce and prevent crime will be best achieved in partnership with community members. We also understand that there are many socioeconomic drivers of crime that need to be addressed in order to build community and prevent crime. Included in these are a need for affordable and stable housing, pathways to opportunity and employment through education, safe outdoor spaces in communities to gather and play, food security, and public transportation routes that are accessible and meet community needs.

For these and other reasons, we are eager to be partners in the planning, assessment, and development of a comprehensive transformation and revitalization plan for the Tucson Choice Neighborhoods initiative. The boundaries of the Choice Neighborhood target area complement the Tucson CBCR initiative. We believe that integrating these two initiatives, along with the leadership and collaboration from Tucson's Mayor Rothschild's appointed Rose Fellowship Task Force, will generate the momentum and opportunity to create a community-driven shared vision for the meaningful and sustainable change that our community needs.

In addition to the leadership and crime data we are providing for the Tucson CBCR initiative, we are committed to participating in the Transformation Team for the duration of the planning grant and beyond. We will support the community outreach efforts, participate in community meetings, provide our Crime Free Multi-Housing program in the neighborhood, and promote neighborhood watch groups through our Division West Neighborhood Watch Coordinator. We will also work with the business community to educate about Crime Prevention through Environmental Design as a part of our TPD Loves Businesses program. Additionally, the Oracle Choice Neighborhood area will benefit from our early intervention mental health services via the TPD Mental Health Support Team. Finally, TPD will provide other capacity building opportunities to promote effective community-driven improvements.

Put simply, this initiative is well-aligned with the mission and goals of our department and we are committed to being partners in this project.

Sincerely,

Chris Magnus, Chief of Police



PimaCountyCommunityCollegeDistrict

Downtown Campus

1255 North Stone Avenue
Tucson, Arizona 85709-3000
www.pima.edu

June 7, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Pima Community College Downtown Campus enthusiastically supports the City of Tucson's Housing and Community Development Department's application for a 2018 Choice Neighborhoods Planning Grant. We are excited that the City's focus on this area comes at a time when the College is undertaking expansion of its Downtown Campus, including a Center of Excellence for Applied Technology to address workforce needs and the widening skills gap.

As the anchor institution in the proposed Oracle Choice planning area, Pima Community College Downtown Campus is not only committed to serving on the Oracle Choice Steering Committee, but also to working with the City to assess the educational and workforce needs of the Oracle Choice area residents and businesses and to offer programs that help meet identified needs, such as an adult education program. We also will explore having students in our Social Services and Honors Programs provide hands-on outreach to the Oracle Choice Neighborhood. For instance, we are looking into the possibility of a special day of activities and socializing for Tucson House residents at the nearby park, which could also be an opportunity to obtain input from participants on what they perceive as the most pressing needs.

Pima Community College Downtown Campus actively participated in an earlier City-led planning effort -- the Oracle Area Revitalization Project (OARP) -- that focused on largely the same area as that under consideration for the Choice Grant. The Downtown Campus involvement in the OARP included being a member of both the OARP Citizen Steering Committee and the Technical Advisory Committee; providing space for public meetings; opening the historic Roosevelt School, which now serves as Pima College classrooms, to the public attending the Open House & Tours that showcased assets of the Oracle Choice area; and offering some business training for local entrepreneurs. The strength of this partnership is reflected in Pima Community College's decision in 2009 to present the City OARP Team with a Gem Award for outstanding service and commitment to the local community in the category of "Community Partnerships." The OARP provided an opportunity for neighbors, businesses, and organizations to work together to begin envisioning the area's future, and became the impetus for several catalyst projects, such as the relocation of no-longer-wanted historic neon signs from the area to one edge of the Downtown Campus where they continue to light up the night reminding passersby of the area's rich history as the northern automotive gateway to Tucson.

Pima Community College Downtown Campus, which currently serves approximately 15,000 students annually, is well suited to helping with the assessment and provision of educational services that will improve employment opportunities for area residents. Following are some example of activities that reflect our



PimaCountyCommunityCollegeDistrict

Downtown Campus

1255 North Stone Avenue
Tucson, Arizona 85709-3000
www.pima.edu

commitment to making sure our educational programs are relevant to today's workforce and industry trends and practices. All of these programs are guided by Pima Community College's 2017 – 2021 Strategic Plan, which addresses ensuring equal access to College services and supporting all students regardless of their academic focus. Additionally, and particularly relevant to the proposed Oracle Choice Neighborhood, is the College's 2017 – 2020 Diversity, Equity and Inclusion Plan, which is focused on closing the achievement gap between White non-Hispanic and Hispanic residents.

- During 2015, as part of a Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant, the TAACCCT program and our Welding Department partnered with CAID Industries to offer job shadowing for our students. As of August 2017, CAID has hired 11 Pima Welding students.
- In October 2017, Pima Community College hosted over 120 employers at a Center of Excellence summit. The purpose of the summit was to elicit industry input on the design and focus of the Center of Excellence for Applied Technology, which will be based at the Pima Community College Downtown Campus.
- Another initiative of the TAACCCT program is the development of a Mechatronics pathway that will prepare students for careers in advanced manufacturing. Four Mechatronics courses were offered in Fall 2017, seven were offered in Spring 2018, two are running during the summer, and we are planning to run 8-10 classes during the Fall 2018 semester. These courses address automation, electronics, control systems, hydraulics, pneumatics, and other competencies crucial to Industry 4.0.

Finally, Pima Community College Downtown Campus has been asked by the City of Tucson Mayor's Office to be a member of the Oracle Area Task Force, which is the outcome of the Mayor, Jonathan Rothschild, being selected in 2018 as a Daniel Rose Land Use Fellow. As a fellow, Mayor Rothschild is leading a team for which Rose is providing technical assistance to address a local land use challenge. The Mayor's team selected an area that coincides with the proposed Oracle Choice planning area and stated the challenge as, "How can Tucson create a new, intentional approach to community and economic development in the Oracle Area?" Pima Community College Downtown Campus is playing an active role in ensuring inclusion of the local community in this technical assistance effort and in providing job training.

That the 2018 Choice Neighborhoods Planning Grant is coinciding with the Pima Community College Downtown Campus's expansion effort and the Rose Fellowship focus on the Oracle area seems a once in a lifetime chance to truly make a difference in the lives of people living and working in the Oracle Choice Neighborhood.

Sincerely,

David Doré, Ed.D., M.B.A.
President, Downtown & Northwest Campus
Pima Community College



June 1, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

The Tucson Historic Preservation Foundation fully supports the City of Tucson Housing and Community Development Department's application for a 2018 Choice Neighborhoods Planning Grant. The Foundation has a long standing interest in the proposed Oracle Choice planning area, and has been a champion of efforts by the City, in collaboration with the local community, to recognize and celebrate the significance of this historic gateway to Tucson. The Foundation is committed to being a key partner on the Neighborhood Transformation Team, as well as to preparing a user-friendly booklet/webpage that shares the rich history of the Tucson House and surrounding neighborhoods drawing on information from the Miracle Mile Historic District nomination and materials prepared for the Open House & Tours conducted during the Oracle Area Revitalization Project. The Foundation is also prepared to assist with efforts to provide signage commemorating the Historic District and increasing the area's visibility and sense of place.

Since 2008 the Foundation has worked closely with the City of Tucson in the proposed Oracle Choice planning area to help develop goals, leverage resources, and build partnerships to improve this important yet highly disinvested part of our community. The City of Tucson worked with neighborhoods, businesses, organizations, and institutions to develop a conceptual planning framework and identify catalyst projects. Over time some of those catalyst projects

have been realized, but more detailed and concentrated planning is needed and the limiting factor at this time is resources. A Choice Neighborhoods Planning Grant would help greatly in continuing efforts to revitalize and transform the Oracle Choice area.

Following are several initiatives the Tucson Historic Preservation Foundation has participated in to date with the goal of contributing to the area's transformation:

- The Foundation actively supported the City's nomination of the Miracle Mile Historic District, which after extensive review at the state and federal levels was listed in the National Register of Historic Places in 2017. The boundaries of this district are within the proposed Oracle Choice planning area. The history of the area as the original northern gateway to Tucson has proven to be very popular not only within the immediate area, but throughout Tucson and beyond. The Foundation firmly believes that the area's historic resources have the potential of contributing to the economic development of the area and to the quality of life in the surrounding neighborhoods.
- The Foundation has been instrumental in the restoration of historic neon signs that contribute to the area's sense of place, and in the reinstallation of these signs along the corridor. This project has created a boost in area morale and has helped change community perceptions.
- The Foundation has also worked on numerous privately owned and funded projects in tandem with the City of Tucson to support thoughtful redevelopment that benefits the surrounding neighborhoods with support services and jobs. Examples include: Ghost Ranch Lodge (senior affordable housing) and Waywards Winds Lodge (women's and children center). Our organizational investment in this area has totaled more than \$350,000 over the last decade.

The Tucson Historic Preservation Foundation reaffirms its support for the Choice Neighborhoods Planning Grant, and looks forward to serving as a partner with the City and others to realize the great potential of this area by honoring its past while shaping its future. We do hope that HUD will recognize and fund this significant opportunity.



Demion Clinco
Executive Director
Tucson Historic Preservation Foundation



Your partner for a safe, strong, and healthy community.

OFFICERS

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Suzan Costich

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Gerry Beal

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Members-at-Large

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504 W. 29th Street

Tucson, AZ 85713

Phone: (520) 838-5600

Fax: (520) 792-0654

June 8, 2018

Sally Stang, Director

Housing and Community Development Department

City of Tucson

310 Commerce Park Loop

Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Dear Ms. Stang:

La Frontera Partners, Inc. (LaFrontera) fully and enthusiastically supports the City of Tucson's Housing and Community Development Department's application for a 2018 Choice Neighborhoods Planning Grant. La Frontera is a non-profit affordable housing developer that has two Low Income Housing Tax Credit projects currently under construction in the target area of the Oracle Choice Neighborhoods Initiative (OCNI) as follows:

- **Miracle Point Apartments**
 - 375 W Blacklidge
 - 40 one bedroom units plus a community center for chronically homeless persons with a preference for veterans
 - Total Project Cost: \$8,486,421
- **Storacle Point Apartments**
 - 4 Locations – 3 within the OCNI target area
 - 2820 N Castro - 12 one bedroom units for chronically homeless persons with a preference for veterans
 - 2525 N Castro – 11 one bedroom units for chronically homeless persons with a preference for veterans and 10 four bedroom fully ADA accessible units for low-income families in need of accessibility features.
 - 20 E Adams – 21 one bedroom units for chronically homeless persons with a preference for veterans
 - Approximate cost for sites within the OCNI target area: \$12,117,838

In addition, La Frontera has submitted an application to the Arizona Department of Housing for a 2018 LIHTC allocation for the Alborada Apartments for which two of the three sites are located with the OCNI target area:

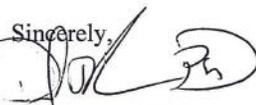
- Alborada Apartments
 - 3 locations – 2 within the OCNI target area
 - 2620 N Balboa – 24 one bedroom units for chronically homeless persons with a preference for veterans
 - 2940 N Oracle – 14 one bedroom units for chronically homeless persons with a preference for veterans
 - Approximate cost for sites within the OCNI target area: \$12,890,007

LaFrontera's major investments in affordable housing are evidence of our commitment to the revitalization of the OCNI target area and have prompted the Mayor's request for LaFrontera to serve on the Rose Fellowship Task Force. In alignment La Frontera has committed to serving on the Housing Transformation Team in developing the Oracle Choice Neighborhoods Transformation Plan and to working with the City to identify and possibly develop appropriate parcels for affordable housing.

Further, La Frontera is pleased to share the 2017 Storacle Point Apartments market study and the 2018 Alborada Apartments market study with the City of Tucson for the Choice Neighborhoods Planning process. The studies were completed by Griffin Consulting and represent in-kind match of \$20,000 for the planning process.

La Frontera looks forward to working with the City on both the Oracle Rose Fellowship Task Force and the Oracle Choice Neighborhoods Housing Transformation Team and that through creative partnerships and collaboration we can change peoples' lives and revitalize a community.

Sincerely,



Dan Ranieri, PhD
President and Chief Executive Officer



2 of 2 504 W. 29th Street
Tucson, Arizona 85713-3353
520.838.5600 FAX 520.838-5579
www.lafronteraz.org



**COMMUNITY
FOOD BANK**
OF SOUTHERN ARIZONA

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Sally Stang, Director
Housing and Community Development Department
City of Tucson,
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Dear Ms. Stang,

I am pleased to provide this letter on behalf of the Community Food Bank of Southern Arizona (CFB) in support of the City of Tucson Housing and Community Development Department's application for Choice Neighborhood Planning grant Program 2018 funds. CFB commits to serve as a key partner in this much needed, collaborative, and comprehensive transformation plan for the Oracle Choice Neighborhoods Initiative (OCNI) area.

As a partner, CFB will support the transformation team's efforts to expand existing access to nutritious food and knowledge for low-income residents in the area and to assist in the development of local food-system endeavors (e.g. community gardens; farmer's markets) as driven by local low-income residents and their allies. The CFB currently supports a number of food distribution sites in the area, including providing up to a week's worth of groceries each month for Tucson House residents. CFB currently provides a number of health, culinary and agricultural training opportunities as well. Just south of the OCNI area, CFB operates the Caridad Culinary Training Center to assist unemployed and underemployed resident access entry level culinary jobs. Additionally, CFB also has extensive experience in providing training and support systems for individual households to participate in scattered-site gardening cooperatives. Since 2005 our Abundant Harvest Cooperative made up of approximately 200 local low-income gardeners produce food for their households and sell the remainder through several farmer's markets that CFB oversees.

In 2015, CFB worked with the Bureau of Applied Research in Anthropology at the University of Arizona to identify and begin to quantify a gap in food distribution efforts in the Oracle area, which is within the OCNI study area. What we found was that in this area of high poverty and high food insecurity that residents were experiencing a food desert and limited supplemental supports from organizations like GAP ministries, Caring Ministries and CFB. Accordingly, CFB is working with our partners in the area to not only increase food box distribution but to support the creation or enhancement of community gardens; introduction of farmers markets, farm stands or consignments; and provide micro-business opportunities to local food entrepreneurs. Each of these efforts resonates with the goals of the OCNI, its partners and residents. More importantly, however, is that these more innovative approaches to address poverty-related hunger can only be transformed through the type of long-range, collaborative and comprehensive approach that OCNI is proposing.

In partnership,

Michael McDonald



Serving Southern Arizona since 1976
Member: Association of Arizona Food Banks

communityfoodbank.org

Oracle Choice Neighborhoods Group

May 26, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, AZ 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

As engaged community partners, the Neighborhood Associations of Balboa Heights, Barrio Blue Moon, Coronado Heights, Feldman's, Flowing Wells, Keeling, Miracle Manor, Northwest and Old Pascua fully support the City of Tucson Housing and Community Development Department's application for Choice Neighborhood Planning Grant Program 2018 funds. We are excited to be partners on the development of a comprehensive transformation and revitalization plan for the Oracle Choice area. We are committed to participating in the Neighborhood Transformation Team for the duration of the planning grant and beyond.

There are eight (8) registered neighborhood associations and the Resident Council for the Tucson House (part of the Barrio Blue Moon) that collectively represent the residents in the transformation area. Many of the neighborhoods participated in the City led Oracle Area Revitalization Project (OARP) that provided the foundation for this effort. The following paragraphs highlight distinctive aspects of each neighborhood:

Balboa Heights Neighborhood - Located in the center of the Oracle Choice transformation area, representatives from Balboa Heights served on the OARP Citizen Steering Committee. Jane Baker, President, has strong ties with the Tucson Police Department, and her leadership of The Oracle Project (TOP) citizen group (established in 2004) was the effort out of which in the area OARP effort grew. Past advocacy from Balboa has centered in decreasing crime, increasing activities for your people, and establishing the *Marty Birdman* neighborhood pocket park. In an April 2017 ceremony, the park's Splash Pad water features were dedicated to Jane Baker.

Barrio Blue Moon Neighborhood – Barrio Blue Moon lies in the southwestern corner of the Oracle Choice transformation area. Business and resident representatives from Blue Moon also served on the OARP Citizen Steering Committee. Some current Barrio Blue Moon amenities include the Tucson House, the Blue Moon community garden, Esquer Park, and a seasonal influx of business activity during Tucson's internationally renowned Gem and Mineral Show.

Coronado Heights Neighborhood – Making up the northeastern portion of the Oracle Choice transformation area, Coronado Heights is the newest organized neighborhood in the area. Representatives served on the OARP Citizen Steering Committee, and have stayed active in the area by creating and funding a youth soccer team, and establishing other youth driven projects. Neighbors have recently launched an effective Neighborhood Watch and are actively incorporating new homeowners from an adjacent Habitat for Humanity development.

Feldman's – Comprising the southeastern portion of the Oracle Choice transformation area through the shared arterial boundary at Stone Avenue, Feldman's has an established, active neighborhood association. Feldman's is an historic neighborhood with approximately 90% renters. The neighborhood is active in protecting its historic structures and works diligently to incorporate more transient renters, most of whom are University of Arizona students. Neighbors maintain strong two-way communication with area elected officials, Tucson Police Department and the many social service organizations that have facilities within the neighborhood, such as St. Luke's Home, Casa de los Niños.

Flowing Wells – Found in the northwestern corner of the Oracle Choice transformation area, Flowing Wells has an active and established neighborhood association. Flowing Wells Neighborhood Association has an active relationship with the Tucson Police Department and Tucson's Code Enforcement to assist rapid response to abandoned properties in the area. The Flowing Wells neighborhood is comprised of two main demographic groups: single men and families with children at home. The first is a result of the many treatment and transitional housing services in the neighborhood. Additionally, this diverse neighborhood is home to many low-income families, the majority of whom are renters. The Neighborhood Association maintains strong partnership with the Flowing Wells School District and is active in promoting amenities to support these families. As a part of their Capital Improvement Program (CIP) the City of Tucson, in collaboration with the Neighborhood Association, is making improvements to nearby Jacobs Park for an additional baseball field and two soccer fields and has added an ADA accessible playground.

Keeling – Making up the northeastern corner of the transformation area, Keeling has an established and active neighborhood association. The neighborhood shares the arterial boundary at Stone Avenue and has experience implementing grant-funded neighborhood improvement projects including installation of landscaped medians, public art and stormwater catchment chicanes throughout the neighborhood. Neighbors recently held a neighborhood clean-up to bring residents together. Additionally the neighborhood was active in steering efforts to develop the nearby Fontana / Fourth Avenue bike boulevard along the eastern edge of the neighborhood.

Miracle Manor Neighborhood – A large area in the northwestern section of the Oracle Choice transformation area, Miracle Manor also participated on the OARP Citizen Steering Committee. Recent advocacy from neighborhood representatives has resulted in major enhancements to Jacinto Park, more active Neighborhood Watch teams, and improved relations with Nash Elementary School, located in the neighborhood. The neighborhood supports the nearby little free library at Jacinto Park. Additionally, the Miracle Manor neighborhood has been an active participant in the TOP (The Oracle Project) task force comprised of most of the ONCI neighborhoods, Tucson House residents and the Tucson Police Department. Neighbors recently held a clean-up in collaboration with volunteers from Good News Community Church and Catalina Foothills Church.

Northwest Neighborhood – Sharing an arterial boundary along Stone Avenue, the Northwest Neighborhood Association is active and works to maintain its rich history and make improvements to the quality of life of its residents. This historically African American neighborhood benefits from the Donna Liggins Recreation Center and Mansfield Park, both of which are within its boundaries. The Neighborhood Association, in collaboration with the Arts Foundation of Tucson and Southern Arizona, was recently awarded funds to install a community garden with public art and spaces for residents to socialize. In March, the neighborhood partnered with the Tucson Arts Brigade to both gather stories from elders in the neighborhoods and transform these stories into murals that will go along the concrete walls of the Bronx Wash in the coming months.

Ocotillo/Oracle Neighborhood - Primarily a commercial area, Ocotillo/Oracle representatives also served on the OARP Citizen Steering Committee. While the neighborhood association has been inactive in recent years, it maintains a positive presence with resources such as *Pima Community College Downtown Campus*. *See separate letter from Pima Community College*

Old Pascua Village/ San Ignacio – Old Pascua Yaqui Village is located in the Oracle Choice transformation area, and several members of the village participated in the original OARP Citizen Steering Committee. While not on tribal land, Old Pascua is the original settlement for Pascua Yaqui tribal members, starting in the early 1900's. Most registered tribal members now live in the New Pascua on the City's southwest side, but about 500 remain in the Old Pascua area. The neighbors have recently worked to resurface the basketball courts at the Richey School as part of broader community park improvements in collaboration with the City of Tucson Ward 3 staff, Tucson Parks and Recreation and Pascua Yaqui Tribe. The Richey School serves as a critical node in the community and a center for numerous year-round services for the elderly, food insecure, and the Pascua Yaqui Tribal members. *See separate letter from Pascua Yaqui Tribal Council*

Tucson House Resident Council – Tucson House, with more than 400 units, is the public housing facility in the area. Several Tucson House residents served on the OARP Citizen Steering Committee. While the Tucson House is located in the Barrio Blue Moon Neighborhood, it has its own Resident Council, which provides a forum for residents' concerns and ideas regarding the Tucson House. The Council participated in the development of the Blue Moon Community Garden, which is located on the Tucson House property and is actively working in partnership with Tucson Police Department and the City of Tucson's Ward 3 office to improve safety in the area. *See separate letter from the Tucson House Resident Council*

Over the years, representatives from each one of these groups have participated in a wide range of projects and activities to enhance the area's neighborhoods, and the signatures below represent their ongoing willingness to continue engagement through this Choice Neighborhoods Planning Grant if it were to be awarded.



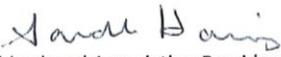
Jane Baker
Balboa Heights Neighborhood President



Sandra Hopkinson
Barrio Blue Moon Resident

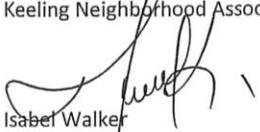


Donna Perry
Coronado Heights Neighborhood Association President (or Neighborhood Watch)

Sarah Harris 
Feldman's Neighborhood Association President

Kevin Daily 
Flowing Wells Neighborhood Association President

Jane Evans 
Keeling Neighborhood Association President

Isabel Walker 
Miracle Manor Neighborhood Association President

Sadie Shaw 
Northwest Neighborhood Association President

Arcadio Gustelum 
Old Pascua Resident



Old Pascua Museum & Yaqui Culture Center
856 W. Calle Santa Ana
Tucson, Arizona 85705

May 29, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

As a community partner, the Old Pascua Museum and Yaqui Culture Center, an initiative of the San Ignacio Yaqui Council of Old Pascua Village (SIYC), fully supports the City of Tucson Housing and Community Development Department's application for the Choice Neighborhood Planning Grant.

As a member of the Oracle Choice Transformation Team, the Old Pascua Museum & Yaqui Culture Center will participate in efforts to recognize the many strengths of the Old Pascua neighborhood and to identify areas for improvement and growth. Additionally, the museum is well positioned to assist with outreach efforts to Old Pascua residents to ensure that their input--both their needs and vision for positive change--is reflected in the action plans developed through the Choice Neighborhood Planning Grant. As such, we are committed to participate in efforts to form a cohesive vision for healthy transformation and to provide oversight throughout the process.

Old Pascua Yaqui Village is the original settlement for Pascua Yaqui tribal members in Pima County, starting in the early 1900s, and while most registered tribal members now live in New Pascua on the City's southwest side, about 500 members remain in the Old Pascua Area. Some years ago, as a representative of the San Ignacio Yaqui Council, I participated in a collaborative effort called the Oracle Area Revitalization Project (OARP) in which the City worked with neighborhoods, including the nearby, large, public housing facility; businesses; and institutions in this gateway area to begin developing a broad vision for the area. One successful partnership project that developed out of that effort was the preservation of one of the earliest residential buildings in Old Pascua. Following the renovation of the Matus/Meza house, the *Old Pascua Museum and Yaqui Culture Center* is now housed in the renovated historic building. Other programs and services that the SIYC, along with Pascua Yaqui Tribe and other partners provide in Old Pascua include: support and assistance for maintaining traditional cultural and ceremonial activities, youth and senior services/programs and meals, youth art and culture education, special medical services, WIC, tobacco prevention programs, and after school recreation program.

If I can be of any further assistance, please feel free to contact my office. Thank you for your consideration and support in this manner.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Quiroga". The signature is fluid and cursive, with a large initial "B" and "Q".

Guillermo "Bill" Quiroga Director
Old Pascua Museum and Yaqui Culture Center

PASCUA YAQUI TRIBE

OFFICE OF THE CHAIRMAN



May 25, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program

Dear Ms. Stang,

As a community partner, the *Pascua Yaqui Tribe* fully supports the City of Tucson Housing and Community Development Department's application for the Choice Neighborhood Planning Grant Program. We are excited to be partners in the development of a comprehensive transformation and revitalization plan for the Oracle Choice Neighborhoods Initiative (OCNI) area, and are committed to participating in the Neighborhoods Transformation Team for the duration of the planning grant and beyond.

Old Pascua Village is the original settlement for Pascua Yaqui tribal members, starting in the early 1900's, and while most registered tribal members now live in New Pascua on the City's southwest side, about 500 members remain in the Old Pascua Area. Some years ago several Old Pascua residents participated in a collaborative effort called Oracle Area Revitalization Project (OARP) in which the City worked with neighborhoods, including the nearby, large, public house facility; businesses; and institutions in this gateway area to begin developing a broad vision for the area. One successful partnership project that developed out of that effort was the preservation of one of the earliest residential buildings in Old Pascua. Following the renovation of the Matus/Meza house, the tribe established the *Old Pascua Museum and Yaqui Cultural Center* in the renovated building. Other programs and services that the Tribe and its partners provide at the Pascua Center in Old Pascua include: youth and senior services/programs, art, special medical services, WIC, tobacco prevention programs, cultural ceremonies and a kids snack program.

Through a previous land study for the Pascua Yaqui Tribe in 2015 identified a shortage of 800 housing units, which will be a primary focus of this project. As a partner in this initiative, the Pascua Yaqui Tribe will provide community planning support to aid in developing an area land use vision.

If I can be of any further assistance, please feel free to contact my office. Thank you for your consideration and support in this matter.

Sincerely,

Robert Valencia
Chairman, Pascua Yaqui Tribe

7474 S. Camino De Oeste • Tucson, Arizona 85757 • Phone (520) 883-5008 • FAX (520) 883-5099
1-888-443-0044 • www.pascuayaqui-nsn.gov



May 24, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, AZ 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

As community partners located in the Oracle Choice Neighborhoods Initiative (OCNI) area, St. Elizabeth's Health Center fully supports the City of Tucson Housing and Community Development Department's application for Choice Neighborhood Planning Grand program 2018 funds. We are excited to partner in the development of a comprehensive transformation and revitalization plan for the OCNI area. We are committed to participating in the Neighborhoods Transformation Team for the duration of the planning grand and beyond.

St. Elizabeth's Health Center is a faith-based community health center that supports the healthcare needs of the uninsured and underserved in Southern Arizona. We commit to provide high quality healthcare with respect and dignity by responding to individual needs and encouraging health and well-being.

St. Elizabeth's was first founded in 1961 by Our Lady of Victory Noll Missionary Sisters, along with a group of visionary doctors. It was transformed from a school to a clinic. Over the years, both the clinic and the services provided have grown to now include primary medical services, chronic disease management, obstetrics and newborn, integrated behavioral health care, health education, nutrition services such as Woman Infant and Children programs (WIC) and dental care services. We provide more than 25,000 visits per year. Our unique model consists of pairing a small paid staff with volunteer physicians, nurses, dentist, dental hygienist, and other healthcare professionals to provide services at the lowest cost possible.

Located within the OCNI area, we provide continuous health care and support to adjacent neighborhoods. Specifically, St. Elizabeth's Health Center will work with our OCNI partners to expand our current nutritional and health education efforts to residents of Tucson House and the surrounding

PHONE (520) 628-7871 • FAX (520) 205-8461 • 140 W Speedway Blvd, Suite 100 • Tucson, AZ 85705 • www.saintehec.org

neighborhood. In addition, we look forward to work with OCNI partners to expand our existing food pantry for St. Elizabeth's clients to support a comprehensive effort to improve access to healthy foods and the nutritional health of residents in the OCNI area. This grant opportunity will provide needed resources to address the OCNI area needs. We hope you will give strong consideration to this important initiative for our community.

Sincerely,



Jill Bemis, CEO



Sally Stang, Director
 Housing and Community Development Department
 City of Tucson
 310 Commerce Park Loop
 Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

I am pleased to provide this letter on behalf of Arts for All, Inc. I support the City of Tucson Housing and Community Development Department's application for the Choice Neighborhood Planning grant. If awarded the collaborative plan and innovative "planning while doing" activities will provide a strong platform for transforming the Oracle Choice Neighborhoods Initiative (OCNI) area. As an arts education organization in the OCNI area, Arts for All commits to serve as a key partner in this effort.

For over three decades, Arts for All has enriched the lives of adults with disabilities and children of all abilities in Ward 3 and the greater Tucson area through a day program for adults with disabilities and out-of-school time classes and activities for children and youth. Our classes are specifically designed for a variety of abilities and delivered to a very diverse population primarily from low-income households and those with a disability. Through instruction in visual arts, ceramics, dance, drama and music, Arts for All has a profound impact on the lives of the residents we serve. Through our programs we contribute to the cultivation of a rich culture of arts in our city and within the OCNI area.

Arts for All is involved with the TOP Coalition and participates in neighborhood activities and meetings. As a partner, Arts for All will work with the City of Tucson to engage OCNI residents, organizations and businesses to launch an area-focused public arts program. Arts for All staff and students, neighborhood residents and other partner organizations will seek a variety of artistic expression attuned to the needs and vision of the OCNI residents and transformation team. Specifically, Arts for All would like to support the vision of creating a new mural on the exterior wall of the Tucson House, rework the murals on Arts for All's south walls and participate in all of the artistic endeavors in the OCNI.

Sincerely,

Founder/Executive Director

2520 North Oracle Road, Tucson, AZ 85705; 520-622-4100; 520-624-0303 fax; www.artsforallinc.org



We build strength, stability, self-reliance *and* shelter.

May 31, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
P.O. Box 27210
Tucson, AZ 85745

Re: City of Tucson – June 2018 Choice Neighborhood Planning Grant Application

Dear Ms. Stang:

Habitat for Humanity Tucson fully supports the City of Tucson Housing and Community Development Department's application for Choice Neighborhood Planning funds. We are excited to be part of the development of a comprehensive transformation plan for the Tucson Choice Neighborhood Oracle Revitalization Project area. We are committed to participating on the Housing Transformation Team for the duration of the grant period.

Habitat for Humanity Tucson brings people together to build homes community and hope and has been doing so in Southern Arizona for 37 years. As an affiliate with the core value of Neighborhood Partnership, Habitat Tucson not only partners with people to construct new, safe, affordable homes but also partners with existing homeowners for home repair. Furthermore, Habitat Tucson partners with residents of focus neighborhoods on resident driven community aspirations which can often take the form of neighborhood cleanups, civic engagement, community gardens, free lending libraries and other such activities.

Habitat Tucson has constructed one subdivision in the defined Oracle Revitalization area completed circa 2006. Habitat Tucson is willing to perform home repair and partner with the neighborhood and/or other service oriented organizations for neighborhood improvement projects as funding permits. In addition to these ongoing programs I will commit the appropriate Habitat Tucson

Habitat for Humanity Tucson 3501 N. Mountain Ave. Tucson, AZ 85719 • Ph: (520) 326-1217 • HabitatTucson.org
Equal Housing Opportunity Provider.



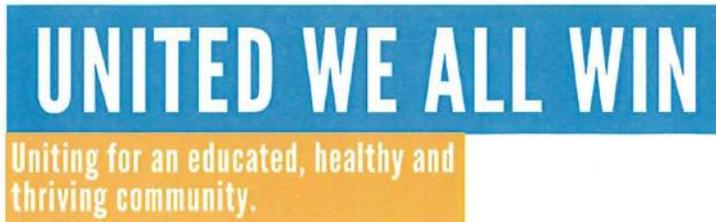
staff to assist your team with hosting a neighborhood visioning workshop and to contribute a draft Neighborhood Vision Report.

It is Habitat for Humanity's intention to support the City of Tucson in the planning process, providing relevant data, on the ground experience and expertise as needed.

Respectfully,

A handwritten signature in blue ink that reads "T VanHook". The signature is written in a cursive style with a large, looping initial "T".

Ms. T VanHook
CEO Habitat for Humanity Tucson
3501 N. Mountain Ave.
Tucson, AZ 85719



United Way of Tucson
and Southern Arizona

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"Building a thriving community by
uniting people, ideas and resources."

May 23, 2018

Sally Stang, Director
Department of Housing and Community Development
City of Tucson
310 Commerce Park Loop
P.O. Box 27210
Tucson, AZ 85726-7210

Dear Ms. Stang,

United Way of Tucson and Southern Arizona fully supports the City of Tucson Housing and Community Development Department's June 2018 Choice Neighborhood Planning Grant application.

United Way of Tucson and Southern Arizona strives to build a thriving community by uniting people, ideas and resources. We seize opportunities to focus the community's collective expertise and energy to improve educational outcomes, financial security, and to ensure older persons age with dignity. These efforts complement the City of Tucson's aim to revitalize the Oracle Area. Past and current work by United Way and our partners has brought free tax preparation and access to the Earned Income Tax Credit, savings programs, and referrals to other products and services to improve the financial capability and stability of low-income residents. The Pima C2C Partnership is working improve the quality of childcare providers and make childcare and Pre-K learning more accessible. The Partnership also works to re-engage youth in learning and preparation for employment and careers. The Elder Alliance works to protect and improve the lives of our aging population, especially those with few resources.

United Way commits to working with the Tucson House Resident Council and Oracle Choice Neighborhoods Initiative neighborhood associations to provide community engagement opportunities and outreach for the Initiative, including financial capability training. While a number of United Way staff with different areas of responsibility will be involved, Ken Briggs, Senior Director, Community Development will represent United Way on the committee.

United Way will be pleased to share data that illuminates issues and appropriately share with our network of partners any plans or information coming from the Initiative. United Way also has space for meetings, should that be necessary. We will bring our knowledge and expertise along with our questions and our connections in the community to the planning effort. Of special interest will be those areas that touch our strategic imperatives to improve educational outcomes, the well-being of older persons, and the financial security of low-income individuals and families.

Sincerely,

A handwritten signature in black ink that reads "Tony Penn". The signature is fluid and cursive, with the first name "Tony" and last name "Penn" clearly legible.

Tony Penn
President and CEO



CITY OF
TUCSON

CITY MANAGER'S
OFFICE

June 5, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Dear Ms. Stang:

As the economic development division of the City Manager's Office, Economic Initiatives fully supports the City of Tucson Housing and Community Development Department's application for a 2018 Choice Neighborhoods Planning Grant. Economic Initiatives looks forward to partnering on the proposed planning effort to revitalize the Oracle Choice area, which is just northwest of the downtown. The division has been involved in establishing incentives to encourage economic development in this area, as well as offering information and education for potential and existing businesses. We look forward to serving on the Steering Committee and working collaboratively with the committee partners to guide the overall planning effort while enhancing education about development incentives for the area with the goal of getting more projects underway in the spirit of doing while planning.

In 2012, the City of Tucson Mayor and Council created Economic Initiatives to both commit staff and resources to downtown development and revitalization efforts, and to serve as a liaison to the business community for any Planning & Development Services issues. Along with the establishment of Economic Initiatives, Mayor and Council established over 20 tools, incentives, and process changes that provide financial benefit, regulatory relief, and streamlined development review for businesses and property owners in the community. These tools and development incentives have proven to be effective, as demonstrated by the numerous companies that have relocated to Tucson in recent years. Some of these relocations include top tier employers providing quality jobs such as Caterpillar, Inc., Comcast Communications, and Sante. Additionally Economic Initiatives has also played a significant role in bringing a large-scale HomeGoods distribution center to the city, increasing the total number of jobs associated with our division's projects to nearly 7,000.

In the Oracle Choice area, Economic Initiatives championed the development of a new restaurant, Brother John's Beer Bourbon & BBQ, which was made possible through the City's Government Property Lease Excise Tax incentive. This incentive abates the property tax of a specific property within a designated redevelopment area for a period of eight years if the property is improved by a minimum of 100%. Brother John's easily met these criteria by revitalizing a blighted property that had been shuttered for years into a thriving neighborhood restaurant that has become a local favorite in an area that has been lacking such services.

Economic Initiatives looks forward to continuing economic development efforts in the Oracle Choice area. However, the receipt of a Choice Neighborhoods Grant would allow the City to undertake a much more immediate and focused effort in this area, which today is highly underserved.

Sincerely,

Nick Ross
Economic Development Specialist
City of Tucson

CITY HALL • 255 W. ALAMEDA • P.O. BOX 27210 • TUCSON, AZ 85726-7210
(520) 791-4204 • FAX (520) 791-4130 OR 791-2663 • TTY (520) 791-2639
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Roy E. Tullgren III
Executive Director - Pastor
Lisa Chastain
Associate Executive Director

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(520) 740-1501
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Administrative Office
707 W. Miracle Mile
Tucson, AZ 85705

Men's Center
312 W. 28th Street
Tucson, AZ 85713

Women's & Children's Center
707 W. Miracle Mile
Tucson, AZ 85705

Community Ministries Volunteer Department Donation Center
326 W. 28th Street
Tucson, AZ 85713

May 28, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Dear Ms. Stang:

Gospel Rescue Mission is delighted that the City of Tucson Housing and Community Development Department is submitting a 2018 Choice Neighborhoods Planning Grant application. Gospel Rescue Mission has had an active presence in the proposed Oracle Choice planning area for over a decade and looks forward to partnering with the City and other committed agencies and organizations to develop a Transformation Plan for the area. Specifically, Gospel Rescue Mission is committed to serving as a key partner on the People/Education Transformation Team and in that capacity to sharing relevant data for planning, assessment, and evaluation based on our extensive experience working with people in need.

Gospel Rescue Mission provides emergency shelter, food, and clothing to those in need, along with addiction recovery and education services. From 1990 - 2009, the organization was located just outside the Choice Oracle area. In 2009 we purchased the Wayward Winds Lodge, an old motel on Miracle Mile within the proposed Oracle Choice planning area. We renovated the motel as the *Gospel Rescue Mission Women and Children's Center*. This facility has rooms for women, women with children, a large kitchen, dining area/chapel, class rooms, office space for case managers, a children's center/day care, and a room available for police to bring victims of human trafficking. In keeping with the effort to celebrate the rich history of this area, we preserved the Wayward Winds Lodge historic neon sign.

We are committed not only to the immediate work of the Gospel Rescue Mission, but also to the longer term revitalization of the surrounding area. To that end, we have participated regularly with the Tucson Oracle Project (TOP), which is a coalition of neighbors, organizations, and businesses residing along the Oracle corridor and Miracle Mile. I have co-chaired the TOP for about 5 years. TOP was originally organized to combat crime and urban decay and to create a better quality of life for all. For the past 6 years, TOP has also organized with Gospel Rescue Mission's assistance and sponsorship, an annual National Night Out community celebration event that provides social service educational booths, entertainment from area youth performance free food and clothing and opportunities to interact with first responders. The event builds neighborhood interaction and socialization with a focus on crime safety and neighborhood watch.

"Where homelessness ends and lives are restored"

There's Something You Can Do





Roy E. Tullgren III
Executive Director - Pastor
Lisa Chastain
Associate Executive Director

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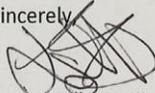
Women's & Children's Center
707 W. Miracle Mile
Tucson, AZ 85705

Community Ministries
Volunteer Department
Donation Center
326 W. 28th Street
Tucson, AZ 85713

Gospel Rescue Mission also took part in the Oracle Area Revitalization Project (OARP), which was an outgrowth of TOP. Through OARP, City planners brought stakeholders together to help encourage the development of employment options, more services to meet surrounding needs, social and recreational opportunities, a variety of housing options, sensitivity to the area's historic character, and overall improvement of the built environment. We participated in several of the Open Houses and Tours that were initiated through the OARP. These events provided an opportunity to showcase the area's rich history as the northern gateway to Tucson and to introduce attendees to current efforts, such as the work being undertaken at the Gospel Rescue Mission's Miracle Mile facility to assist women and children who have suffered tremendous hardships to move on with their lives.

We have been impressed over the years with the dedication of the area's residents to share their time and energy to join the City and other agencies in tackling the area's challenges while simultaneously recognizing its assets, including its rich history, cultural diversity, and engaged, multigenerational neighborhoods. Receipt of a 2018 Choice Neighborhoods Planning Grant would enable the affected community to build on its past efforts in a focused, systematic manner. The will exists; the resources that would be made available through a grant for the proposed Oracle Choice planning area would go far in transforming that will into action.

Thank you for your thoughtful consideration.

Sincerely,

Roy E. Tullgren III
Executive Director - Pastor



"Where homelessness ends and lives are restored"

There's Something You Can Do



MONTEREY COURT STUDIO GALLERIES LLC
505 W. Miracle Mile ■ Tucson, AZ 85705
520-207-2429 ■ www.monterecourtaz.com

June 4, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Monterey Court Studio Galleries and Cafe fully supports the City of Tucson Housing and Community Development Department's application for a 2018 Choice Neighborhoods Planning Grant. We have been committed to the proposed Oracle Choice planning area since we bought the historic Monterey Court Motel and adapted it for new uses. We are now part of the neighborhood and actively participate in efforts focused on the area's revitalization. We look forward to serving as a key partner participating on the Neighborhood Transformation Team and lending the knowledge we have gained through our venture to help educate other entrepreneurs who may be interested in adapting an old building and running a business.

Following is a bit more on the history of Monterey Court and our efforts to breathe new life into it and the surrounding area. For many years, Monterey Court, which was built in the 1930s, served as a motel for weary travelers. Today it is an example of adaptive reuse that retains much of the ambiance of the original site, while offering new uses, including a restaurant, sound stage, and a collection of galleries and artisan shops that are patronized by residents from nearby neighborhoods, as well as from other parts of Tucson and beyond.

Like so many businesses in the proposed Oracle Choice planning area, Monterey Court began its slow decline with the introduction of the Interstate Highway System in the 1950s. It's telling that Monterey Court had only one owner until the 1980s, but after that was sold and then resold nine times until we bought the property in 2011. We began an extensive restoration during which we discovered many special, historic features that had been covered over by previous owners. These included some of the original wood ceilings and the original façade on which was written "Monterey Court." We turned the original casitas into studio gallery spaces, combining a few to make larger spaces for merchants. All of the original covered areas between the casitas were restored, new porches added, and a new pavilion and covered performance stage built to serve as the centerpiece of the courtyard. Finally, we renovated the original office & manager quarters, which now house the new cafe, bar and kitchen, and we preserved the historic neon sign. The restoration of Monterey Court has not only contributed to the revitalization of this property, but also to the revitalization of the area.

Now committed to the ongoing growth and vitality of the area, we have become involved with such efforts as the Tucson Oracle Project (TOP), which is a coalition of neighborhoods, businesses, and organizations focused on combatting crime and urban decay and creating a better quality of life along the Oracle and Miracle Mile corridors. While the active planning associated with the Oracle Area Revitalization Project (OARP) had been completed by the time we bought Monterey Court, we did offer the site as a stop on several Historic Miracle Mile Open Houses

MONTEREY COURT STUDIO GALLERIES LLC
505 W. Miracle Mile ■ Tucson, AZ 85705
520-207-2429 ■ www.monterecourtaz.com

and Tours, allowing participants an opportunity to see firsthand the transformation of the motel into thriving, new uses. Every opportunity of this sort introduces the larger community to the assets of this area.

We are excited that the City is continuing to pursue HUD's Choice Neighborhoods Planning Grant. We care greatly about this area as demonstrated through our investment of time and money over the past seven years, and believe that funding that allows additional focused, collaborative planning, while doing, is imperative to this area's revitalization.

Sincerely,

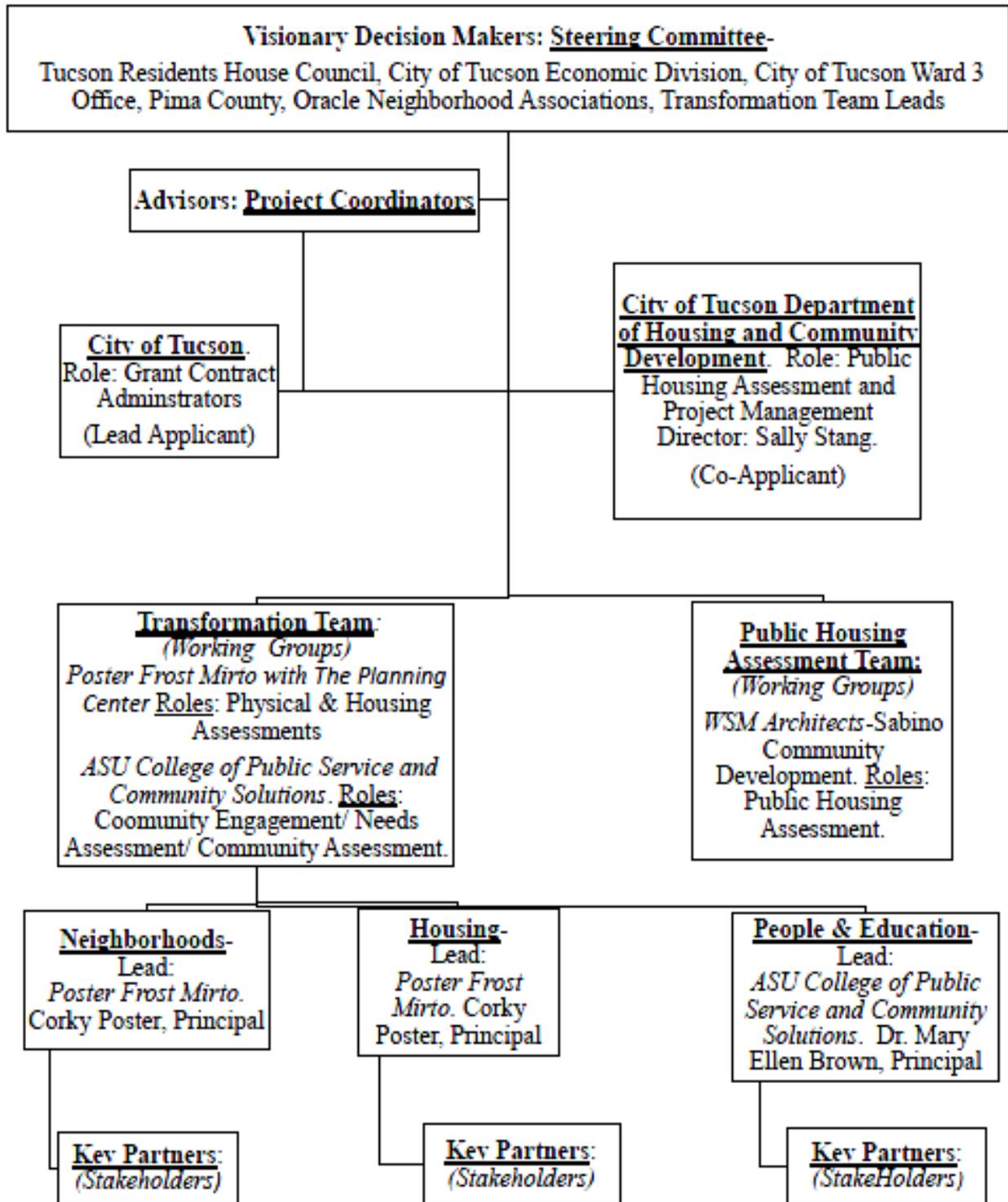
Greg Haver
Kelly McLearn

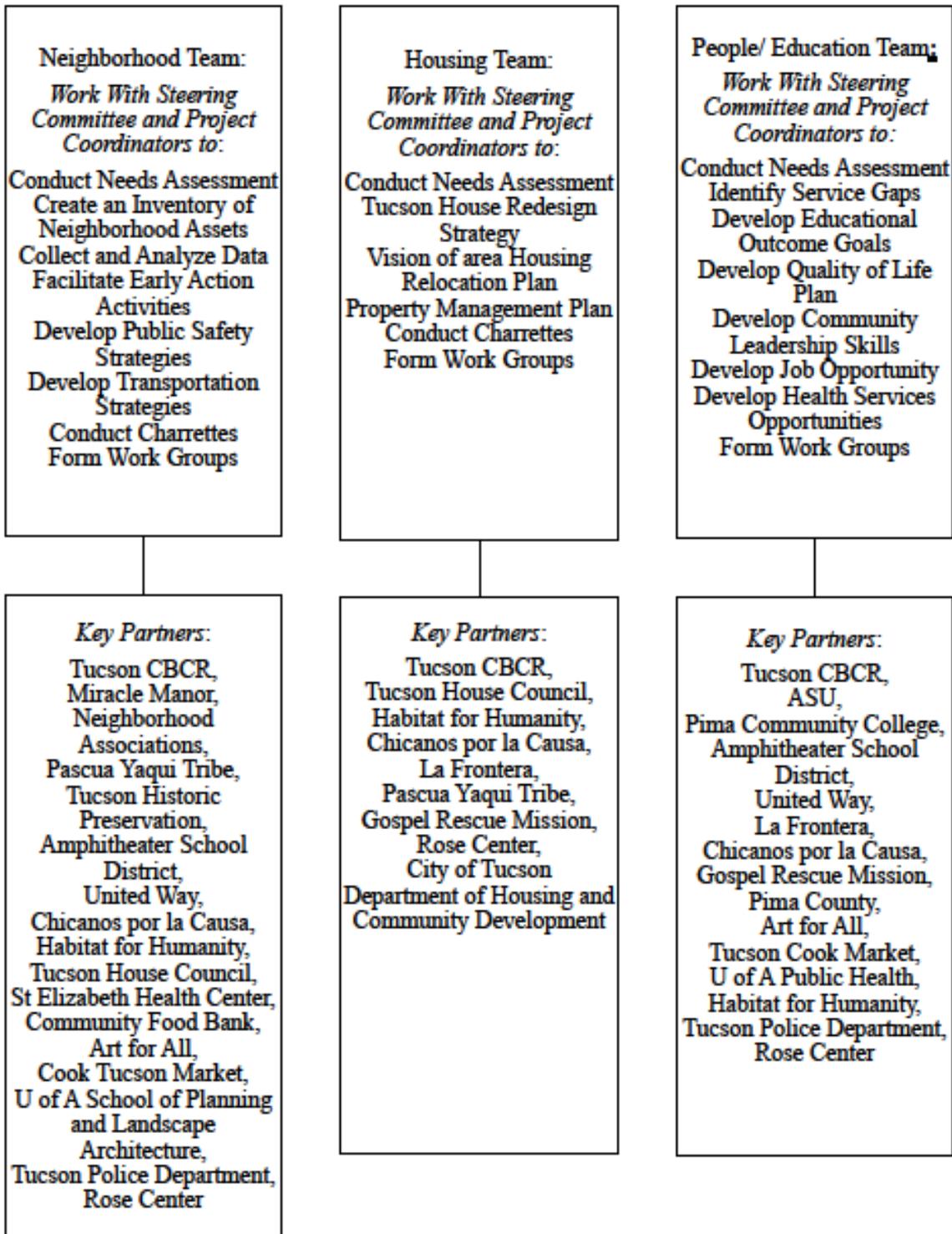
Greg Haver and Kelly McLearn
Monterey Court Owners

Attachment 13. Staffing Plan

Applicant: City of Tucson

File Name: TucAttach13.pdf





Attachment 14. Planning Schedule

Applicant: City of Tucson

File Name: TucAttach14.pdf

Year Month(s)	Project Milestones	Program Activity	Completion Date-End of:
Y1 M1-5	Calendar of Meetings	Organize Project Team and plan calendar of bi-weekly meetings (Advisory Committee, Steering Committee, Transformation Teams)	Month 5
Y1 M1-5	Scope of Plan	Review grant proposal/ finalize scope of plan/ budget strategy	Month 5
Y1 M1-6	Contract Finalization	Meet with Project Team to review responsibilities and finalize contracts	Month 6
Y1 M6	Engage Stakeholders	Meet with core Transformation Teams , identify other key community partners to engage	Month 6
Y1 M6	Formation of Strategy Teams	Begin monthly Transformation Team Partners meetings (Continue through Year Three)	Month 6
Y1 M6	Outreach to Tucson House	Begin bi-monthly Meeting for Tucson House Residents meetings (Continue through Year Three)	Month 6
Y1 M6	Engage Stakeholders	Meet with local elected officials, held every six months hereafter	Month 6
Y1 M1-7	Resident/ Community Involvement	Host public meeting with neighborhood residents and larger community, quarterly hereafter	Month 7
Y1 M1-7	Neighborhood Assets Inventories, Assessments, other Reports	Site Investigation and Basic Data Research (Demographic data, mapping, property ownerships, land use, buildings condition, vacancies, historic properties, rental rates, land values, past plans, planned initiatives, development incentives, etc.) Site investigation should also include a walk thru with Steering Committee	Month 7
Y1 M1-6	Engage Stakeholders/ Capacity Building	Develop informational literature, website (Provide information about the project, interactive mapping, a forum area for dialogue, user friendly - include the scope of the project, Steering Committee and Transformation Team members, maps of area, calendars, timeline, etc.)	Month 6
Y1 M1-6	Capacity Building	Begin Leadership Training (to develop leadership skills in Tucson House Committee, and Neighborhood Associations)	Month 6
Y1 M7	Housing Market Analysis	Market Analysis – Finalize contract and begin work on housing market analysis for Oracle Choice Neighborhoods	Month 7
Y1 M7	Environmental Analysis	Environmental Analysis – Finalize contract and begin work environmental analysis for Oracle Choice Neighborhoods	Month 7
Y1 M7-8	Needs Assessments/ Impact Study	Needs Assessment – Focus groups and survey development for needs assessment and impact study	Month 8
Y1 M8-10	Household Level Surveys	Needs and Assets Field Research – Conduct round one of surveys of residents, schools, businesses, churches, nonprofits, and greater community	Month 10

Y1 M8-9	Identification of Models	Best Practices – background on best practices, emerging programs, and project financing opportunities	Month 9
Y1 M6-8	Educational Opportunities Planning	Meet with public school system, neighborhood schools, higher education and early education partners - engage in development of action plans and strategies to promote a neighborhood of educational opportunity (In partnership with People & Education Transformation Team)	Month 8
Y1 M4	Resident/Community Involvement	Series of open house forums to develop and refine purpose and need and public engagement procedures and to get input on base data. (Community at large, Area of impact, One on one meetings if necessary/requested)	Month 9
Y1 M4-8	Visionary Workshops	Conduct Visionary Workshops working with Transformation teams to conduct visionary workshops with community members	Month 9
Y1 M6	Trends and Opportunities Report	Trends & Opportunities Report compiled from info received from first series of open houses, site investigation and basic data research and best practices. Present to Steering Committee	Month 9
Y1 M10-11	Data Analysis and Reporting	Data Analysis – Statistical analysis of surveys, pre-measurement data	Month 11
Y1 M8-10	Community Involvement	Series of open house public Planning Charrettes to develop conceptual design criteria, types, strategies, context sensitive solutions, etc.	Month 11
Y1 M12	Concept Framework Plan	Concept Framework Plan/Outline of Transformation Plan - Compile info from planning charrettes and develop basic concept framework pan and development scenarios	Month 12
Y2 M1	Planning Activity	Present to Steering Committee (for recommendation on basic framework and development scenarios for test options)	Month 13
Y2 M3	Transformation Plan	Submittal of Transformation Plan Outline with Content to HUD	Month 15
Y2 M3-6	Post-Measurement Data Collection and Analysis	Post-Measurement Data Collection –Post-survey of residents on impact of planning process on resident involvement, openness to transformation of neighborhood, identification of changes in social capital perceptions and trust	Month 18
Y2 M3	Prioritization of Plan	Test Options - expand on key project concepts with programs, design concepts, costs, financing, phasing, link/ leverage strategies including the development of a matrix of costs, benefits, and impacts	Month 18
Y2 M6	Planning Activity Submission of Transformation Plan Draft	Draft Transformation Plan Submittal to HUD: Present to Steering Committee for review and comment	Month 18
Y2 M6-7	Community Involvement	Series of open house forums to present test options	Month 19
Y2 M9	Transformation Plan Document Final	Final Draft Transformation Plan submittal – Prepare final plan based on input from open house public meetings and steering committee review and	Month 21

		comments. Develop project implementation plan based on feedback from open houses.	
Y2 M11	Community Involvement	Series of open house forums to present Final Plan	Month 24
Y2 M12	Engage Stakeholders, Action the Plan	Plan of Action (convene implementing partners, structure/package projects & programs, pursue funding/financing, grow organizational capacity, present to governmental bodies for formal adoption)	Month 24

Attachment 15. Budget

Applicant: City of Tucson

File Name: TucAttach15.pdf



City of Tucson - Department of Housing and Community Development
 June 2018 Choice Neighborhoods Planning Grant Application
 Oracle Choice Neighborhoods Initiative



Budget and Leveraging Form

Sources	CNI Grant	Match/Leverage		Total
		Cash	Supporting	
CN Planning Grant	\$350,000			\$350,000
CN Action Items Grant	\$950,000			\$950,000
COT/HCD Central Office Cost Center		\$66,746		\$66,746
COT/HCD General Fund		\$267,339		\$267,339
COT/HCD CDBG - Project		\$500,000		\$500,000
COT Dept. of Transportation			\$5,236,500	\$5,236,500
COT Economic Initiatives			\$286,000	\$286,000
ASU - Innovations in Community Based Crime Reduction (CBCR) Grant - Planning		\$150,000		\$150,000
La Frontera			\$20,000	\$20,000
Total Sources	\$1,300,000	\$984,085	\$5,542,500	\$7,826,585

Uses	CNI Grant	Match/Leverage		Total
		Cash	Supporting	
Planning Coordination				
Lead Applicant Project Coordinator 75% - 2 yrs		\$123,147		\$123,147
Lead Applicant HCD Director 5% - 2 yrs		\$19,100		\$19,100
Lead Applicant HCD Deputy Director 5% General Fund & 5% COCC - 2 yrs		\$32,592		\$32,592
Lead Applicant PCD Administrator 15% - 2 yrs		\$45,864		\$45,864
Lead Applicant PHA Administrator 10% - 2 yrs		\$29,232		\$29,232
Lead Applicant Accountant 20% - 2 yrs		\$32,914		\$32,914
Lead Applicant Public Housing Program Manager 10% - 2 yrs		\$21,218		\$21,218
Assistant City Manager 2.5% - Rose Study 1 yr		\$6,720		\$6,720
PDSO Lead Planner 2.5% - Rose Study 1 yr		\$2,797		\$2,797
PDSO Principal Planner 2.5% - Rose Study 1 yr		\$3,067		\$3,067
Economic Development Director 2.5% Rose Study 1 yr		\$6,300		\$6,300
Mayor's Office Policy Advisor 5% - Rose Study - 1 yr		\$6,134		\$6,134
Planning Coordination - The Planning Center/Poster Frost Mirto	\$225,001			\$225,001
ASU CBCR Planning Activities		\$150,000		\$150,000
Community Engagement & Capacity Building				
Community Assessment Stipends	\$10,000			\$10,000
ASU School of Social Work	\$114,999			\$114,999

Housing, Neighborhood, & People				
Tucson House Environ. Assess		\$5,000		\$5,000
Brother Johns Economic Incentive 41 jobs			\$286,000	\$286,000
Action Items - To Be Determined	\$950,000	\$450,000		\$1,400,000
Doing While Planning Projects		\$50,000		\$50,000
Speedway/Stone Bus Pullout			\$200,000	\$200,000
Stone/Glenn Bus Pullout			\$200,000	\$200,000
2 Single Saguaro Bus Shelters			\$17,000	\$17,000
1 ACI Shelter			\$3,500	\$3,500
Resurfacing Grant/Oracle and Stone Ave to Fort Lowell			\$620,000	\$620,000
Road Improvements Grant Rd - Oracle Rd to Stone Ave			\$1,850,000	\$1,850,000
Transit Service Improvements			\$2,346,000	\$2,346,000
La Frontera Market Studies			\$20,000	\$20,000
Total Uses	\$1,300,000	\$984,085	\$5,542,500	\$7,826,585

Budget Narrative: The budget includes \$1,300,000 in Choice Neighborhoods Planning and Action Grant funds. A total of \$350,000 will be used for development of the Transformation plan by funding the activities of the Planning Center and Poster-Frost-Mirto, and the activities of the Research Coordinator, ASU School of Social Work. In addition \$950,000 will be used for action activities. The City of Tucson Housing & Community Development Department has committed \$500,000 match in CDBG project funds for action activities and doing while planning projects regardless of grant application approval and will match \$267,339 in General Fund to fund portions of multiple City staff participating in the planning activities and the completion of the Environmental Assessment. In addition, the City will provide \$66,746 from the PHA’s de-federal funds in the Central Office Cost center for PHA staff participating in the Housing, Neighborhood, and People Transformation Teams. Arizona State University will match \$150,000 from its Community Based Crime Reduction Grant as part of the People Transformation Team conducting household level surveys.

In kind contributions include City of Tucson Transportation Department projects totaling \$5,236,500 for transportation projects slated in the target area in the next five years including

new buses, bus shelters, and roadway improvements. Additional in-kind comes from a Government Property Lease Excise Tax incentive provided by the City's Economic Initiatives office that is creating 41 jobs in the target area. A final in-kind contribution of \$20,000 is from La Frontera who as a member of the Housing Transformation Team is providing the market studies for the Storacle Point and Alborada Apartments projects to the Oracle Choice Neighborhoods Initiative.

**Attachment 16. Documentation to Support Consistency with
Consolidated Plan and PHA/MTW Plan**

Applicant: City of Tucson

File Name: TucAttach16.pdf



CITY OF TUCSON
HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT
ADMINISTRATIVE DIVISION

June 7, 2018

Dominique Blom
General Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing & Urban Development
451 7th Street SW, Room 10100
Washington, DC 20410

Re: Choice Neighborhoods Planning Grant
Consistency with the Consolidated and PHA Plans
City of Tucson

Dear Ms. Blom:

As the Certifying Official for the City of Tucson jurisdiction Consolidated Plan and as the Director of the City of Tucson Public Housing Authority I certify that the City of Tucson's application for a Choice Neighborhoods Planning and Action Grant is consistent with both the Consolidated Plan and the PHA Plan. Attached is evidence of consistency in providing the highlighted sections from the PHA Plan and the Annual Action Plan associated with the 2015 Consolidated Plan. Both documents reflect the City's intent to pursue a Choice Neighborhoods Planning and Action Grant to develop a transformation plan for the neighborhoods surrounding the severely distress Tucson House Public Housing property.

Should you have any questions please feel free to contact me at (520) 837-5395 or sally.stang@tucsonaz.gov.

Sincerely,

A handwritten signature in cursive script that reads "Sally Stang".

Sally Stang, Director
City of Tucson
Housing & Community Development Department

Attachments



Administration 310 N. Commerce Park Loop P. O. Box 27210 Tucson, AZ 85726-7210
(520) 791-4171 FAX (520) 791-5407 TDD (520) 791-5481

ETHNICITY	Hispanic	Non-Hispanic	Unknown
2013	769	619	0
2017	378	438	0
Percent Change	-51%	-30%	0

Based on the needs identified in the HUD Consolidated Plan the Agency continues to provide decent, safe, and affordable housing in Tucson and Pima County. In order to address the increasing community needs, the Agency has become more proactive in using available resources to define and expand existing strategies.

Analysis of PHA portfolio and options: The City of Tucson, during the last year, has worked on an analysis of the Public Housing portfolio to identify strategies for long-term viability. Issues under evaluation include: 1) funding sources; 2) financing mechanisms; 3) rent structures; 4) capital and structural improvements; 5) property mix and locations; 6) operations costs, energy costs and management efficiencies; 7) neighborhood context and revitalization initiatives; 8) coordination of City services for low-income residents; and 9) maintaining the one-for-one replacement of any units that are removed from the public housing portfolio. It has been determined that the PHA should move forward with the procurement of a Master Developer to assist mission to revitalize the portfolio. An RFQ will be developed and once Board of Commissioner approval is received, the PHA will move forward to begin the revitalization of the portfolio.

Choice Neighborhoods and Rental Assistance Demonstration (RAD): In 2016 the City of Tucson applied for a Choice Neighborhoods Planning and Action Grant from the U.S. Department of Housing and Urban Development (HUD). This application was not selected for funding in this national competition. The Agency has reapplied for the grant and is waiting for the HUD announcement of the 2017 grant awards. The application incorporated a physical needs assessment a 408 unit seventeen-story public housing building that represents 27% of the local PHA public housing portfolio, the Tucson House. The physical needs assessment resulted in a "severely distressed" designation, due to the antiquated systems in the building. This elderly and disabled high rise public housing building is located in a high-stress neighborhood with an adopted revitalization area plan, the Oracle Area Revitalization Project (OARP). The intent is to plan for the transformation of to address the aged building systems including HVAC, domestic water distribution, fire suppression, electrical and other special building components. The PHA will also include energy conservation and finishes. The agency has built on the previous Choice Neighborhoods application and will continue to integrate the Tucson House residents and neighbors in a collective process and projects to benefit all area residents. The application was further strengthened through the award of the Byrne Criminal Justice Innovation Program which has targeted the same area as our Choice Neighborhoods application. The Agency may also partner with Chicanos por la Causa in the HUD Envision Center Demonstration, which is also looking at the same area which includes Tucson House. Once the PHA issues a RFQ for a Master Developer partner, the PHA may consider RAD for Tucson House as well as other Public Housing properties.

Energy Performance Contract: The PHA has done some preliminary evaluations and is considering an energy performance contract for the entire portfolio of public housing buildings and units. Energy Performance Contracting (EPC) is an innovative financing technique that uses cost savings from reduced energy consumption to repay the cost of installing energy conservation measures. This may be included in the plans from the Master Developer contract for all, or a portion of, public housing properties.

VASH: The PHA continues to leverage HOME funds to allow for payment of security deposits; this removes one of the barriers to housing for this vulnerable population. The PHA is planning to retain this support for veterans.

Homeless Preference Program:

The Agency has committed 10% of the portfolio, vouchers and public housing unit, in support of housing families through HPP. The Homeless Preference Program will continue to accept the following referrals:

Coordinated Entry Referrals - Vouchers

Permanent Supportive Housing Exits – Vouchers and Public Housing Units (as availability provides)

Homeless Families - Public Housing Units

The Agency plans to increase the utilization of vouchers and public housing units to address homeless ness but adding the following referrals:

Homeless Youth (between the ages of 18 and 24 years of age) – Vouchers or Public Housing

The homeless youth referrals will be allowed from any Tucson Pima Collaboration to End Homelessness (TPCH) agency partner. The referring agency must sign the agreement with the applicant and the PHA to provide case management and referrals for life skills, employment training and opportunities, education, parenting, substance abuse treatment, mental health counseling, or any other necessary services.

Partner with Pima County Pay for Success – Vouchers

The PHA may partner with Pima County to provide up to 250 vouchers, if available, to provide housing assistance to program participants experiencing chronic homelessness, behavioral health issues and frequent engagements with law enforcement. The chronic definition, for this purpose, does not require the HUD definition of but shall mean a minimum of two homelessness periods with the addition of behavioral health and permanent supportive housing needs.

Affirmatively Furthering Fair Housing: Consistent with the City's responsibility to affirmatively further fair housing and facilitate deconcentration of poverty, the City of Tucson Public Housing Authority (PHA) will continue to utilize two sets of payment standards utilizing the Hypothetical Small Area Fair Market Rents and Core Based Statistical Area (CBSA) ratios. The City and County will be jointly implementing the new Affirmatively Furthering Fair Housing (AFFH) planning process but will continue to provide the Impediments to Fair Housing until the further clarification regarding the implementation of AFFH is available.

Significant Amendment and Substantial Deviation/Modification. Provide the PHA's definition of "significant amendment" and "substantial deviation/modification"

It is the intent of the City of Tucson/Pima County PHA Plan Consortium to adhere to the mission, goals and objectives outlined in the five-year strategic plan. The plan, however, will be modified and re-submitted to HUD should a substantial deviation from program goals and objectives occur. The Housing Authority defines substantial deviations as:

- *Any change in the planned or actual use of federal funds for activities that would prohibit or redirect the Housing Authority's strategic goals of increasing the availability of decent, safe and affordable housing for the citizens of the City of Tucson and Pima County.
- *Any single or cumulative annual change in the planned or actual use of federal funds as identified in the five-year plan that exceeds 20% of the City of Tucson/Pima County Consortium's annual program budgets for Section 8 or public housing activities.
- *A need to respond immediately to Acts of God beyond the control of the Housing Authority, such as earthquakes, hurricanes, civil unrest, or other unforeseen significant event.
- *A mandate from local government officials, specifically the governing board of the Housing Authority, to modify, revise, or delete the long range goals and objectives of the program.
- * A substantial deviation does not include any changes in HUD rules and regulations, which require or prohibit changes to activities listed herein.

A Significant Amendment or Modification to the Annual Plan and five-year Plans is defined as:

- *Changes of a significant nature to the rent or admissions policies or to the organization of the waiting list not required by federal regulatory requirements as to effect a change in the Section 8 Housing Choice Voucher Administrative Plan for the City of Tucson and Pima County or the Public Housing Admissions and Continued Occupancy Policy (ACOP).
- *Resident on PHA Board Requirement: HCD is has successfully recruited a Resident commissioner by soliciting interest from PHA participants. Because the Metropolitan Housing Commission (MHC) was unable to make quorum, Pima County Community Service staff completed the screening and recommendation.

New Activities.

B.2 (a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?

Y N

- Hope VI or Choice Neighborhoods.
- Mixed Finance Modernization or Development-Tucson House.
- Demolition and/or Disposition-pending evaluation.
- Designated Housing for Elderly and/or Disabled Families.
- Conversion of Public Housing to Tenant-Based Assistance.
- Conversion of Public Housing to Project-Based Assistance under RAD.
- Occupancy by Over-Income Families- pending HOTMA.
- Occupancy by Police Officers.
- Non-Smoking Policies.
- Project-Based Vouchers.
- Units with Approved Vacancies for Modernization.
- Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project based units and general locations, and describe how project basing would be consistent with the PHA Plan.

- In 2017 the City of Tucson applied for a Choice Neighborhoods Planning and Action Grant from the U.S. Department of Housing and Urban Development (HUD). The application incorporated a physical needs assessment of a 408 unit seventeen-story public housing building that represents 27% of the local PHA public housing portfolio, the Tucson House. The physical needs assessment resulted in a "severely distressed" designation, due to the antiquated systems in the building. This elderly and disabled high rise public housing building is located in a high-stress neighborhood with an adopted revitalization area plan, the Oracle Area Revitalization Project (OARP). The PHA has continued to investigate the options for making the needed improvements to Tucson House, and is considering a resubmission of a grant application under the Choice Neighborhoods program and the possibility of a RAD conversion. The intent is to plan for the transformation of to address the aged building systems including HVAC, domestic water distribution, fire suppression, electrical and other special building components. The PHA will also include energy conservation and finishes. Should the PHA need to demolish or dispose of any Public Housing property after selecting a co-developer partner and developing a rehabilitation or redevelopment plan the PHA will undergo a Significant Amendment to the PHA plan to specifically identify the property.
- The PHA may partner with Chicanos por la Causa for the HUD EnVision Center Demonstration for support services focusing on the four pillars of economic empowerment, educational advancement, health and wellness, and character and leadership.
- The PHA will develop a Master Developer RFQ to assist in the revitalization of the agency's portfolio. As resource reliability changes and the housing portfolio ages, it is clear that redevelopment is required for long term viability. The Agency will consider demolition, disposition, redevelopment, RAD, energy performance contracting, Low Income Housing Tax Credits, Historical Tax Credits, Housing Trust Funds, and any other resources available to continue to provide quality affordable housing to the community.
- With the greater use of technology the new Emphasys Elite software will provide, the PHA will allow program participants to complete on-line re-certifications and will accept electronic submissions of scanned documents. Electronic signatures will be accepted to mean that it is the intention of the participant that they understand the requirements for the program and are signing digitally to that effect. The exception to this will be the HUD Form 9886 and the IRS Form 4506-T which will require an original signature or a scan of an original signature. The PHA will also implement a demand debit system for rent or payment collections. The use of portals for landlords, applicants, and program participants will allow for electronic communication and updated client information for users availability.
- Emergency Solution Grant: Through the HOTMA changes, recipients may sub-award funds to the PHA. The PHA will partner to receive the funding with an agency partner should it be advantageous to do so.
- Administrative Outsourcing: The PHA retains the rights to outsource any administrative functions in the best interest of the administration of the program.

Page 9 of 13

form HUD-50075-ST (12/2014)

Draft Annual Action Plan for public comment May 11, 2018 to June 10, 2019

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City of Tucson has available multiple parcels of land that may be developed to provide housing and facilities for the benefit of low and moderate income people and neighborhoods. As available, a Request for Proposals process will occur that will provide opportunities for private and nonprofit developers to participate in the development of these parcels.

Discussion

Analysis of PHA portfolio and options: The City of Tucson is in the process of completing an analysis of the Public Housing portfolio to identify strategies for long-term viability. Issues under evaluation include: 1) funding sources; 2) financing mechanisms; 3) rent structures; 4) capital and structural improvements; 5) property mix and geographic distribution; 6) operations costs, energy costs and management efficiencies; 7) neighborhood context and revitalization initiatives; 8) coordination of City services for low-income residents; and 9) maintaining the one-for-one replacement of any units that are removed from the public housing portfolio.

Oracle Choice Neighborhoods and Related Initiatives: In 2016 and 2017 the City of Tucson applied for Choice Neighborhoods Planning and Action Grants from the U.S. Department of Housing and Urban Development (HUD). The Choice Neighborhoods application, known as the Oracle Choice Neighborhoods Initiative (OCNI) encompasses 2.6 square miles and includes Tucson House, a 408 unit, seventeen-story public housing facility serving elderly and disabled persons that represents 27% of the local PHA public housing portfolio. A physical needs assessment for Tucson House prepared in support of the OCNI resulted in a "severely distressed" designation, due to the antiquated physical systems in the building. Tucson House is located in a high-stress neighborhood with an adopted revitalization area plan, the Oracle Area Revitalization Project (OARP).

The applications were not selected for funding. In October 2017, the Arizona State University School of Social Work was awarded funding for a Community Based Crime Reduction initiative for the Oracle Area. This initiative will support research, planning, and implementation activities to address social drivers of crime within an area that is largely coincident with the OARP and OCNI area. The Rose Center for Public Leadership in Land Use, a program of the National League of Cities (NLC) in partnership with the Urban Land Institute (ULI) chose this same area for its 2018 Fellowship Program. The Fellowship Program provided recommendations to improve community engagement, corridor identity, and pedestrian safety.

In light of these positive developments in the Oracle Area the City of Tucson will complete a third Choice Neighborhoods Planning and Action Grant in June of 2018, and allocate \$250,000 of CDBG funding in support of the Oracle Choice Neighborhoods Initiative and to further implementation of

Annual Action Plan Fiscal Year 2019
Program Year 2018
July 1, 2018 to June 30, 2019

33

OMB Control No. 2506-0117 (exp. 06/30/2018)

Draft Annual Action Plan for public comment May 11, 2018 to June 30, 2019

drivers of crime within an area that is largely coincident with the OARP and OCNI area. The Rose Center for Public Leadership in Land Use, a program of the National League of Cities (NLC) in partnership with the Urban Land Institute (ULI) chose this same area for its 2018 Fellowship Program. The Fellowship Program provided recommendations to improve community engagement, corridor identity, and pedestrian safety.

In light of these positive developments in the Oracle Area the City of Tucson will complete a third Choice Neighborhoods Planning and Action Grant in June of 2018, and allocate \$250,000 of CDBG funding in support of the Oracle Choice Neighborhoods Initiative and to further implementation of recommendations from both the Community Based Crime Reduction Initiative and the Rose Center Fellowship.

Through the above noted opportunities and others, the PHA will investigate options for making the needed improvements to Tucson House and will continue to integrate Tucson House residents and neighbors into collective processes and projects that will benefit all.

Energy Performance Contract: The PHA has done some preliminary evaluations and is considering an energy performance contract for the entire portfolio of public housing.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The Family Self Sufficiency (FSS) program is a voluntary program available to families who receive rental assistance through the public housing and Section 8 Housing Choice Voucher programs. Participants must have a genuine desire to work toward a living wage career within a five year period. Participants set and meet long and short-term goals for education, training, career development and job retention. The program's main focus is to help participants reach self-sufficiency so that they no longer need to depend on public assistance programs in order to provide for their families. Homeownership, savings and financial education are encouraged. Approximately one-third of graduates move on to homeownership.

The Resident Opportunities for Self-Sufficiency (ROSS) program provides additional assistance to public housing residents who may need more time to meet self-sufficiency goals due to language barriers or lack of high school diploma. This is a three year program that will allow a participant to then transfer to the FSS program if more time is needed.

The Section 8 Home Ownership Program (SEHQP) provides an opportunity for low-income Housing Choice Voucher (HCV) holders to achieve homeownership. As of 2014 HCD had 25 HCVs available from A2004 and an additional 15 HCVs from A2033 for homeownership. Moreover, staff works with homeownership clients to educate them about other resources available in the community, e.g. those available through the City's HOME program, Federal Home Loan Bank, sponsors of individual

Annual Action Plan Fiscal Year 2019
Program Year 2018
July 1, 2018 to June 30, 2019

59

OHM Control No: 2566-0117 (exp. 06/30/2018)

**Certification of Consistency
with the Consolidated Plan**

**U.S. Department of Housing
and Urban Development**

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.
(Type or clearly print the following information:)

Applicant Name: City of Tucson- Housing and Community Development Department

Project Name: Oracle Choice Neighborhoods Initiative (OCNI)

Location of the Project: The Oracle Area Revitalization Project, the 2.6 sq mile are with the
following boundaries- South-Speedway, North- Miracle Mile, East- Stone
and West-Fairview/I-10

Name of the Federal Program to which the applicant is applying: Choice Neighborhoods Planning & Action Grant

Name of Certifying Jurisdiction: City of Tucson

Certifying Official of the Jurisdiction Name: Sally Stang

Title: Director, Housing & Community Development Department

Signature: 

Date: 6/7/2018

Attachment 17. Alignment with Existing Efforts

Applicant: City of Tucson

File Name: TucAttach17.pdf



CITY OF
TUCSON

PLANNING &
DEVELOPMENT
SERVICES
DEPARTMENT

August 24, 2017

Ms. Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, AZ 85745

**Re: Oracle Choice Neighborhoods Initiative (OCNI)
Confirmation of Location in Redevelopment Area**

Dear Ms. Stang:

This letter is to confirm that the area proposed for the referenced Choice Neighborhoods Planning Grant is largely within the Downtown Gateway Redevelopment Area for which the City of Tucson Mayor and Council passed a resolution on April 12, 2013 (Resolution #21875). This Redevelopment Area establishes mechanisms to create significant economic development activity as a catalyst for other development with a focus on underutilized and vacant property. Specifically, the redevelopment area allows the City to activate the Government Property Lease Excise Tax (GPLET) program. Recently a developer has taken advantage of the GPLET program to construct a new restaurant within the proposed planning area. We believe this economic development tool and other tools that may be developed in coming years will contribute to the area's ongoing revitalization.

Other districts that intersect with the proposed area and provide economic incentives include the Infill Incentive District, the Global Economic Development District, and the Downtown Financial Incentive District. Also the Primary Job Incentive and Site Specific Sale Incentive can be utilized by qualifying projects in this area.

We are excited about the opportunities a Choice Neighborhood grant would afford the City to work with the community in transforming this area, building on initial planning undertaken as part of the City's Oracle Area Revitalization Project.

Cordially,

Scott Clark
Interim Director
Planning and Development Services Department

Planning & Development Services Department (PDSD) - 201 North Stone Avenue
P.O. Box 27210 - Tucson, AZ 85726-7210
Telephone: (520) 791-5550 - Fax: (520) 791-5852
Website: www.tucsonaz.gov/pdsd

Attachment 18. Evidence of Local Government and School
District Support

Applicant: City of Tucson

File Name: TucAttach18.pdf

June 8, 2018

The Honorable Ben Carson
Secretary
U.S. Department of Housing & Urban Development
451 7th Street SW
Washington, DC 20410



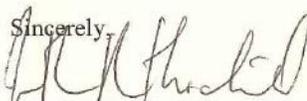
Dear Secretary Carson:

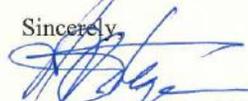
We are writing to express our support and commitment to the City of Tucson's Choice Neighborhood Planning Grant application related to the Tucson House Public Housing and Oracle Choice Neighborhoods Initiative (OCNI). We believe that this project is an ideal fit for the Choice Neighborhood Program. A comprehensive physical needs assessment completed in January 2016 reveals that the Tucson House is severely distressed and that the estimated cost for the capital needs of the building is in excess of \$55.5 million. Despite the high cost of renovation further analysis reveals that it is unlikely that either a single new facility or multiple smaller facilities could be constructed for this amount to replace the existing 408 units. Our Capital Fund and other funding opportunities are grossly inadequate to complete the critical repairs.

The City of Tucson's application incorporates the Oracle Area Revitalization Project (OARP) which represents the 2.6 square miles surrounding the Tucson House. In 2007 the City of Tucson initiated a grassroots effort to develop a plan to restore and revitalize the Oracle Area which was once the Northern Gateway to Tucson's downtown; this plan was completed and endorsed in 2011 by the City of Tucson Mayor and Council. Although several goals and activities of the OARP have been achieved in its first five years, the resources of a Choice Neighborhoods Planning and Action Grant would provide much needed investment to develop a transformation plan and to update and further the goals of the OARP. The City of Tucson was recently chosen for a Daniel Rose Land Use Fellowship by the Urban Land Institute. The City chose the geographic area of the Oracle Choice Neighborhoods Initiative as the target area for the land use challenge. The Rose Center and the recently established Oracle Road Area Task Force will work collaboratively with the Steering Committee of the OCNI.

The City of Tucson has a strong record of successful grant management and leveraging federal funds. The City has completed three HOPE VI projects, providing one for one replacement of more than 340 public housing units, and a record-setting TIGER grant that funded the construction of Tucson's Modern Streetcar line, which has dramatically changed the urban core.

The City of Tucson is dedicated to this project and if funded, will commit all applicable City Departments to participate in the development of a comprehensive transformation plan.

Sincerely,

Jonathan Rothschild
Mayor

Sincerely,

Michael J. Ortega P.E.
City Manager

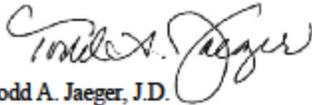
City of Tucson
255 W Alameda St
Tucson, AZ 85701

Page 2

Amphi also serves students, families, and community members in the Oracle Choice Neighborhoods area by providing them with much needed basic necessities through its partnership with the Amphi Foundation to provide services to families in the area. These services include a Family Resource and Wellness Clinic and a Clothing Bank and Resource Center. These efforts would certainly be fostered and likely improve their reach through the Oracle Choice Neighborhood Initiative. The District strives to continue these efforts since they are important in helping at-risk students remain in school and obtain their high school degree.

The Oracle Choice area would greatly benefit from the assistance that can be provided through the Grant Program. We appreciated the opportunity to be a part of the application process, and we look forward to our collaboration with community partners.

Sincerely,



Todd A. Jaeger, J.D.
Superintendent

Attachment 19. Planning Leverage Documentation

Applicant: City of Tucson

File Name: TucAttach19.pdf



CITY OF TUCSON
HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT
ADMINISTRATIVE DIVISION

June 8, 2018

The Honorable Ben Carson
Secretary
U.S. Department of Housing & Urban Development
451 7th Street SW
Washington, DC 20410

Re: Oracle Choice Neighborhoods Initiative

Dear Secretary Carson:

The City of Tucson Housing and Community Development Department is proud to provide \$809,561 as match should they be awarded at \$1,300,000 Choice Neighborhoods Planning and Action Grant in the 2018 application round.

The target neighborhood falls within the City's designated CDBG target area. As such, the City will provide \$250,000 of CDBG in both fiscal years 2019 and 2020 for neighborhood and infrastructure improvement projects. These funds for undefined action activities will be defined through a community planning process and approved by HUD as part of the Annual Action Plan. In addition, the City will provide \$267,339 in General Fund for the Environmental Assessment and various City staff identified on the Budget document and \$66,746 in City of Tucson Public Housing Authority de-federalized Central Office Cost Center funds for planning and oversight.

The City of Tucson is dedicated to improving this gateway to downtown and recognizes the significance of the Tucson House and the surrounding neighborhoods. We believe the alignment of the Choice Neighborhoods Planning and Action Grant, the Byrne Criminal Justice Innovation Grant and the Rose Fellowship creates a the capacity, drive, and collaboration to revitalize this challenged neighborhood and we appreciate the opportunity to apply for this much needed assistance.

Sincerely,

A handwritten signature in cursive script that reads "Sally Stang".

Sally Stang
Director
City of Tucson, Housing & Community Development Department

310 N Commerce Park Loop/PO Box 27210, Tucson, AZ 85726-7210
(520) 791-4171 FAX (520) 791-5407 TDD (520) 791-5481



Your partner for a safe, strong, and healthy community.

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504 W. 29th Street
Tucson, AZ 85713
Phone: (520) 838-5600
Fax: (520) 792-0654

June 8, 2018

Sally Stang, Director
Housing and Community Development Department
City of Tucson
310 Commerce Park Loop
Tucson, Arizona 85745

Re: HUD Choice Neighborhoods Planning Grant Program 2018

Dear Ms. Stang:

La Frontera Partners, Inc. (LaFrontera) fully and enthusiastically supports the City of Tucson's Housing and Community Development Department's application for a 2018 Choice Neighborhoods Planning Grant. La Frontera is a non-profit affordable housing developer that has two Low Income Housing Tax Credit projects currently under construction in the target area of the Oracle Choice Neighborhoods Initiative (OCNI) as follows:

- Miracle Point Apartments
 - 375 W Blacklidge
 - 40 one bedroom units plus a community center for chronically homeless persons with a preference for veterans
 - Total Project Cost: \$8,486,421
- Storacle Point Apartments
 - 4 Locations – 3 within the OCNI target area
 - 2820 N Castro - 12 one bedroom units for chronically homeless persons with a preference for veterans
 - 2525 N Castro – 11 one bedroom units for chronically homeless persons with a preference for veterans and 10 four bedroom fully ADA accessible units for low-income families in need of accessibility features.
 - 20 E Adams – 21 one bedroom units for chronically homeless persons with a preference for veterans
 - Approximate cost for sites within the OCNI target area: \$12,117,838

1 of 2

In addition, La Frontera has submitted an application to the Arizona Department of Housing for a 2018 LIHTC allocation for the Alborada Apartments for which two of the three sites are located with the OCNI target area:

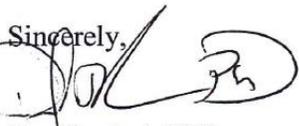
- Alborada Apartments
 - 3 locations – 2 within the OCNI target area
 - 2620 N Balboa – 24 one bedroom units for chronically homeless persons with a preference for veterans
 - 2940 N Oracle – 14 one bedroom units for chronically homeless persons with a preference for veterans
 - Approximate cost for sites within the OCNI target area: \$12,890,007

La Frontera's major investments in affordable housing are evidence of our commitment to the revitalization of the OCNI target area and have prompted the Mayor's request for La Frontera to serve on the Rose Fellowship Task Force. In alignment La Frontera has committed to serving on the Housing Transformation Team in developing the Oracle Choice Neighborhoods Transformation Plan and to working with the City to identify and possibly develop appropriate parcels for affordable housing.

Further, La Frontera is pleased to share the 2017 Storacle Point Apartments market study and the 2018 Alborada Apartments market study with the City of Tucson for the Choice Neighborhoods Planning process. The studies were completed by Griffin Consulting and represent in-kind match of \$20,000 for the planning process.

La Frontera looks forward to working with the City on both the Oracle Rose Fellowship Task Force and the Oracle Choice Neighborhoods Housing Transformation Team and that through creative partnerships and collaboration we can change peoples' lives and revitalize a community.

Sincerely,


Dan Ranieri, PhD
President and Chief Executive Officer



2 of 2 504 W. 29th Street
Tucson, Arizona 85713-3353
520.838.5600 FAX 520.838-5579
www.lafronteraz.org



June 10, 2018

The Honorable Ben Carson
Secretary
U.S. Department of Housing & Urban Development
451 7th Street SW
Washington, D.C. 20410

RE: Oracle Choice Neighborhoods

Dear Secretary Carson,

Arizona State University (ASU) is committed to providing \$150,000 in matching funds through the Tucson Community Based Crime Reduction Initiative in support of the City of Tucson's 2018 Oracle Choice Neighborhood Planning and Action grant.

The Oracle Choice Neighborhoods (Oracle Choice) targeted planning area coincides with the boundaries of the U.S. Department of Justice funded Tucson Community Based Crime Reduction initiative. The \$150,000 match provided by ASU in 2018 and 2019 through the Tucson Community Based Crime Reduction initiative will be used for the planning phase of Oracle Choice. These funds are dedicated to a community-driven planning and strategy development process for assessing neighborhood safety and crime in the Oracle community. The matching funds will support the collection and review of public safety and crime data, and the development of a community-driven, continuum of solutions to address crime and social drivers of crime. This public safety focus of assessment and strategy development for Tucson Community Based Crime Reduction will include a review of the built environment. These activities will support the development of strategies for the Neighborhood outcome area of the Oracle Choice Transformation Plan.

We are pleased to provide this match and partner with the City of Tucson in this effort to develop a cohesive, comprehensive plan for positive change for the Oracle community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mary Ellen Brown".

Mary Ellen Brown, Ph.D.
Project Director and Principal Investigator,
Tucson Community Based Crime Reduction Initiative

School of Social Work | College of Public Service and Community Solutions
411 N. Central Avenue, Suite 800 | Phoenix, AZ 85004-0689 | p 602.496.0800 | f 602.496.0960 | socialwork.asu.edu

Attachment 20: Action Activities Leverage Documentation

Applicant: City of Tucson

File Name: TucAttach20.pdf



CITY OF TUCSON
HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT
ADMINISTRATIVE DIVISION

June 8, 2018

The Honorable Ben Carson
Secretary
U.S. Department of Housing & Urban Development
451 7th Street SW
Washington, DC 20410

Re: Oracle Choice Neighborhoods Initiative

Dear Secretary Carson:

The City of Tucson Housing and Community Development Department is proud to provide \$809,561 as match should they be awarded at \$1,300,000 Choice Neighborhoods Planning and Action Grant in the 2018 application round.

The target neighborhood falls within the City's designated CDBG target area. As such, the City will provide \$250,000 of CDBG in both fiscal years 2019 and 2020 for neighborhood and infrastructure improvement projects. These funds for undefined action activities will be defined through a community planning process and approved by HUD as part of the Annual Action Plan. In addition, the City will provide \$267,339 in General Fund for the Environmental Assessment and various City staff identified on the Budget document and \$66,746 in City of Tucson Public Housing Authority de-federalized Central Office Cost Center funds for planning and oversight.

The City of Tucson is dedicated to improving this gateway to downtown and recognizes the significance of the Tucson House and the surrounding neighborhoods. We believe the alignment of the Choice Neighborhoods Planning and Action Grant, the Byrne Criminal Justice Innovation Grant and the Rose Fellowship creates a the capacity, drive, and collaboration to revitalize this challenged neighborhood and we appreciate the opportunity to apply for this much needed assistance.

Sincerely,

A handwritten signature in cursive script that reads "Sally Stang".

Sally Stang
Director

City of Tucson, Housing & Community Development Department

310 N Commerce Park Loop/PO Box 27210, Tucson, AZ 85726-7210
(520) 791-4171 FAX (520) 791-5407 TDD (520) 791-5481



MAYOR & COUNCIL MEMORANDUM

November 4, 2015

Subject: Results of Government Property Lease Excise Tax (GPLET) Economic Analysis for Wildcat House Redevelopment Project (Brother John's BBQ) (Ward 3)

Page: 1 of 3

Issue – The Independent Financial and Economic Analysis for the Wildcat House redevelopment project has been completed. Mayor and Council direction is requested regarding the proposed GPLET incentive. With Mayor and Council direction to proceed today, City staff will draft a GPLET lease agreement which will then be scheduled for formal adoption by Mayor and Council.

City Manager's Office Recommendation – Staff has reviewed the Independent Financial and Economic Analysis (attached) and recommends that the Mayor and Council direct that staff return with a lease agreement formalizing the GPLET lease. The results of the Independent Financial and Economic Analysis show that over the eight year GPLET term the direct revenue benefit to the City, County, Schools and State will be approximately \$2.7 million. The indirect revenue benefit will be \$1.3 million. The benefit to the developer resulting from the eight year property tax abatement is approximately \$286,000. State law requires that a municipality can only enter into a lease agreement for a GPLET if the total benefit to the City, County, Schools, and State is larger than the benefit to the developer. The total economic impact (direct and indirect impacts) of the project will be \$35.8 million.

Background – In order to support economic development, infill, and investment in downtown, the Mayor and Council have established over twenty tools, incentives, and process changes that provide financial benefit, regulatory relief, and streamlined development review for businesses and property owners (www.tucsonaz.gov/business).

On June 5, 2012, the Mayor and Council adopted a resolution approving the application and review procedures for economic development incentives. Specifically, for the Primary Jobs Incentive Program, Government Property Lease Excise Tax (GPLET), and the Site Specific Tax Incentive Agreements, an Independent Financial and Economic Analysis is required. The adopted process follows:

1. Pre-Proposal and Initial Screening

In this first step, the interested party meets with the City's Economic Development staff in an initial consultation meeting. If the project meets initial screening criteria, an item will be scheduled for Mayor and Council consideration of the pre-proposal before proceeding with further due diligence efforts.

2. Proposal Analysis and Due Diligence

Upon direction from the Mayor and Council to proceed, applicant will pay a \$5,000 application fee to the City. The City will commission an Independent Financial and Economic Analysis of the project to determine the economic impact. Staff will then return to the Mayor and Council with the results of the Independent Financial and Economic Analysis.

MAYOR AND COUNCIL MEMORANDUM
 Results of GPLET Economic Analysis for Wildcat House
 Redevelopment Project (Brother John's BBQ) (Ward 3)

Page: 2 of 3

3. Mayor and Council Consideration and Approval

Upon completion of steps 1 and 2 above, Mayor and Council will be requested to provide direction regarding proceeding with the project and/or modifying deal points. Based upon the direction provided by the Mayor and Council, a Development Agreement or Lease Agreement formalizing the incentive agreement will be brought forward to the Mayor and Council for consideration and approval.

The criteria specific to the GPLET are:

- Project location is within the established Central Business District
- Improvements result in an increase in property value of at least 100 percent
- Independent analysis determines that the economic and fiscal benefit to government exceed the benefits received by the private lessee (not required for residential rental housing)
- City must take ownership of the property

Present Consideration – The property is owned and managed by WWA Wildcat House LLC. Formerly a restaurant/nightclub, the “Wildcat House” closed in 2012. The building has remained unoccupied for the last three years. The surrounding area has several unoccupied buildings. Brother John’s BBQ LLC and WWA Wildcat House LLC will undertake a full remodel of the building to bring a new family friendly restaurant concept to the area. Activation of this site will be instrumental in the revitalization of the Stone Avenue corridor and complements upcoming renovations to the apartment complex across the street. WWA Wildcat House LLC is owned by April Warden, the owner of Cool Box Storage. Brother John BBQ LLC is headed by David and John Aldecoa, long time restaurant operators in New York and Massachusetts.

The \$1.1 million renovation to the existing building will include:

- Moving the main entrance to Stone Ave.
- Addition of a 2,400 sq. ft. outdoor seating area to the north and east side of the building
- Installation of glass doors and windows to bring natural light
- Additional interior modifications to render the space more inviting

On July 7, 2015, the Mayor and Council directed staff to proceed with the economic analysis for the Wildcat House redevelopment project. Summary of the economic analysis follows:

- During the construction period, this project will support 9 direct construction jobs
- Once complete, the project will create approximately 41 new jobs
- Annual economic impact of the project, is estimated at \$4.2 million
- Direct tax revenues to the taxing jurisdictions over the GPLET period are estimated at \$2.7 million

MAYOR AND COUNCIL MEMORANDUM

Page: 3 of 3

Results of GPLET Economic Analysis for Wildcat House
Redevelopment Project (Brother John's BBQ) (Ward 3)

- Indirect tax revenues to the taxing jurisdictions over the GPLET period are estimated at \$1.3 million
- Over the GPLET term the City of Tucson will receive \$676,000 in direct revenue
- Once the GPLET term ends, the City of Tucson will receive \$2,200 in property tax annually

The property is currently valued at \$531,000. The City of Tucson currently receives under \$1,500 a year in property tax.

Plan Tucson Consideration – This item is related to the Elements of (1) Business Climate and Redevelopment & Revitalization. Specifically this item is supported by the following policies:

- BC5 - Foster the success of commercial areas, including downtown; major corridors; and arts, entertainment, and business districts through targeted investment, incentives, and other revitalization strategies.
- RR1 – Redevelop and revitalize in areas with the greatest potential for long-term economic development by focusing public resources, tools, and incentives to catalyze private investment.
- RR2 – Focus private and public investments in Plan Tucson Building Blocks.
- RR4 – Build from existing assets of areas identified for redevelopment and revitalization.
- BC2 – Continue to develop and implement local strategies, services, and incentives to enhance Tucson's business climate.

Financial Considerations – The \$5,000 collected by the City was used to offset the costs of staff time and resources and the cost of the Independent Financial and Economic Analysis.

Legal Considerations – The City Attorney has reviewed the proposal to ensure adherence to applicable laws.

Respectfully submitted,



Martha M. Durkin
Deputy City Manager

CB
Economic Initiatives

Attachment: Economic Analysis



CITY OF TUCSON
DEPARTMENT OF TRANSPORTATION

August 25, 2017

Sally Stang, Director
Housing & Community Development Department
City of Tucson
310 N. Commerce Park Loop
Tucson, AZ 85745

Subject: Choice Neighborhoods Grant

RE: Transportation (Roadway and Transit investments)

Road Repair/Improvements:

Last 5 Years:

- Grant/Oracle Intersection Improvements- \$7.5M
- Stone Ave: Drachman to Speedway - Roadway improvements - \$3.1M
- Prop 409 Roadway Maintenance/Repairs - \$110,000
- Stone: Drachman to Ft Lowell
- Glenn: Oracle to Stone
- Oracle: Lee to Ft Lowell
- Speedway: 13th to Stone

Underway:

- Grant: Oracle to Stone - Roadway improvements - \$1.85M (just a portion of the project)

Next 5 Years:

- Prop 409 and Prop 101 Roadway Maintenance/Repairs \$620,000
- Grant/Oracle intersection resurfacing
- Stone Avenue: Speedway to Ft Lowell

Roadway Summary Table:

	Last 5 years (with underway)	Next 5 years
Roadway Improvements (total)	\$12,560,000	\$620,000

Transit Service Improvements:

Last 5 years:

- Increasing frequency seven days a week for Rt 16 - \$37,000
- Increasing frequency (weekdays)/service span (7 days) for Rt 9/20 merge - \$58,000
- Rt 9/20 merge/route extension increased service span from Campbell/to Pima College West from 530p to 1130p weekdays, Saturday and Sunday from 600p to 900p

Next 5 years:

--Rt 10 add to the weekday FTN - \$726,000 (annual operator cost is included in this estimate)

-- 3 new buses are estimated to cost \$540,000 each

Bus Stops:

Last 5 Years

--8 refurbished G-style bus shelters: \$9,600 (\$1,200 each)

--5 single saguaro-style shelters w/benches and installation: \$42,500 (\$8,500 each)

-- A total of 57 bus stops in this area got new bus stop signs, Rts. 5, 9, 10, 16, & 19.

--22 horizontal one-sided signs for \$572.00.

--35 vertical two-sided signs for \$2100.00.

Next 5 Years

--1 new ACI shelter: \$3,500

--2 new single-saguaro shelters: \$17,000

Bus Pullouts:

Last 5 Years:

-- Oracle/Glenn SB (Pkg.11): \$200,000

Next 5 Years:

-- Stone/Glenn SB (Pkg. 16): \$200,000

-- Speedway/Stone WB (Pkg. 17): \$200,000

Transit Summary Table:

	Last 5 years	Next 5 Years
Service Improvements	\$95,000	\$2,346,000
Bus Stops	\$54,772	\$20,500
Bus Pullouts	\$200,000	\$400,000
TOTAL	\$349,772	\$2,766,500

If you have any questions or need more information, please contact me.

Sincerely,



Carlos de Leon, Deputy Director
City of Tucson Department of Transportation

201 N Stone, 6th Floor • TUCSON, AZ 85726-7210
(520) 791-4371 • FAX (520) 791-5902
www.cityoftucson.org

Attachment 21. Preference Points

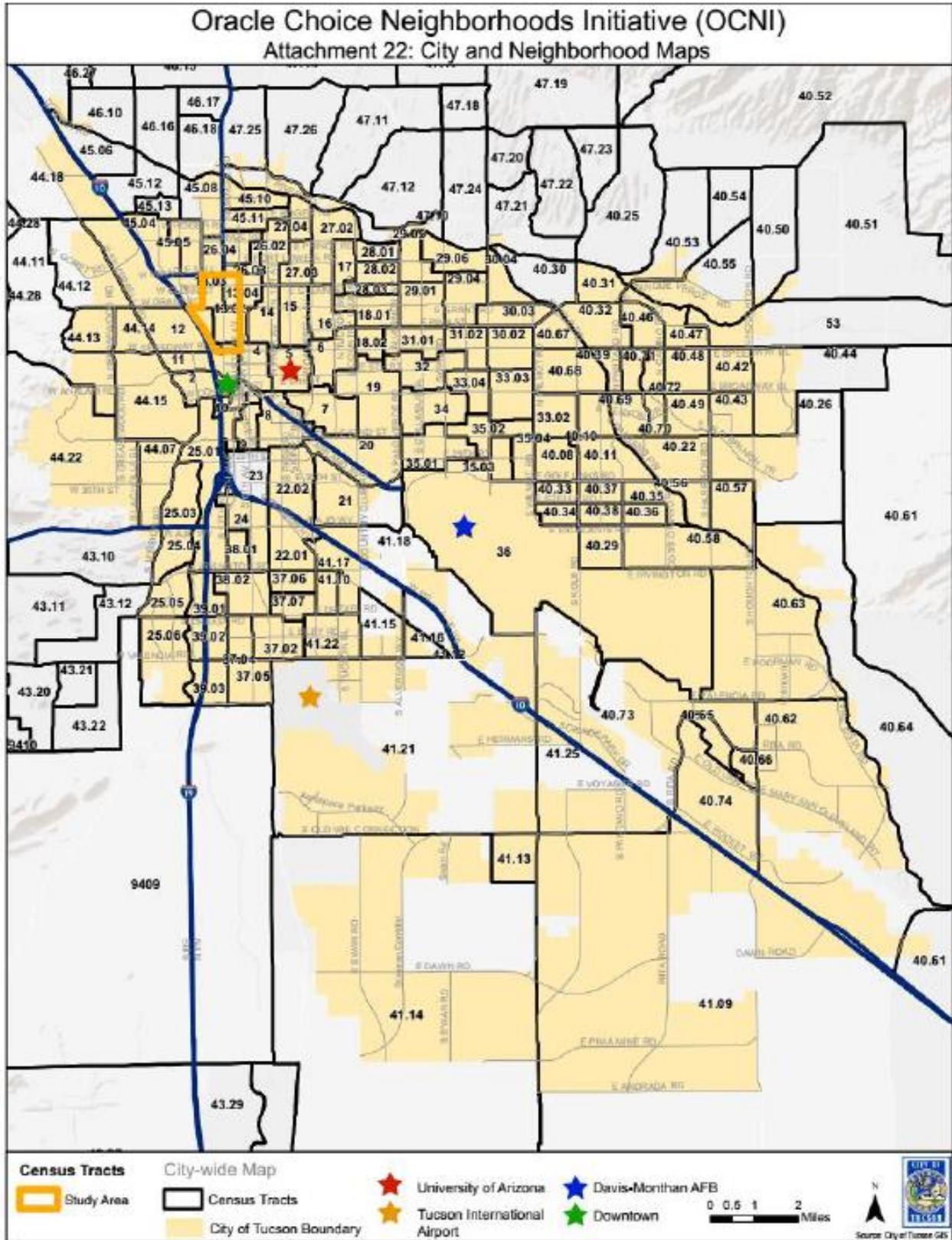
Applicant: City of Tucson

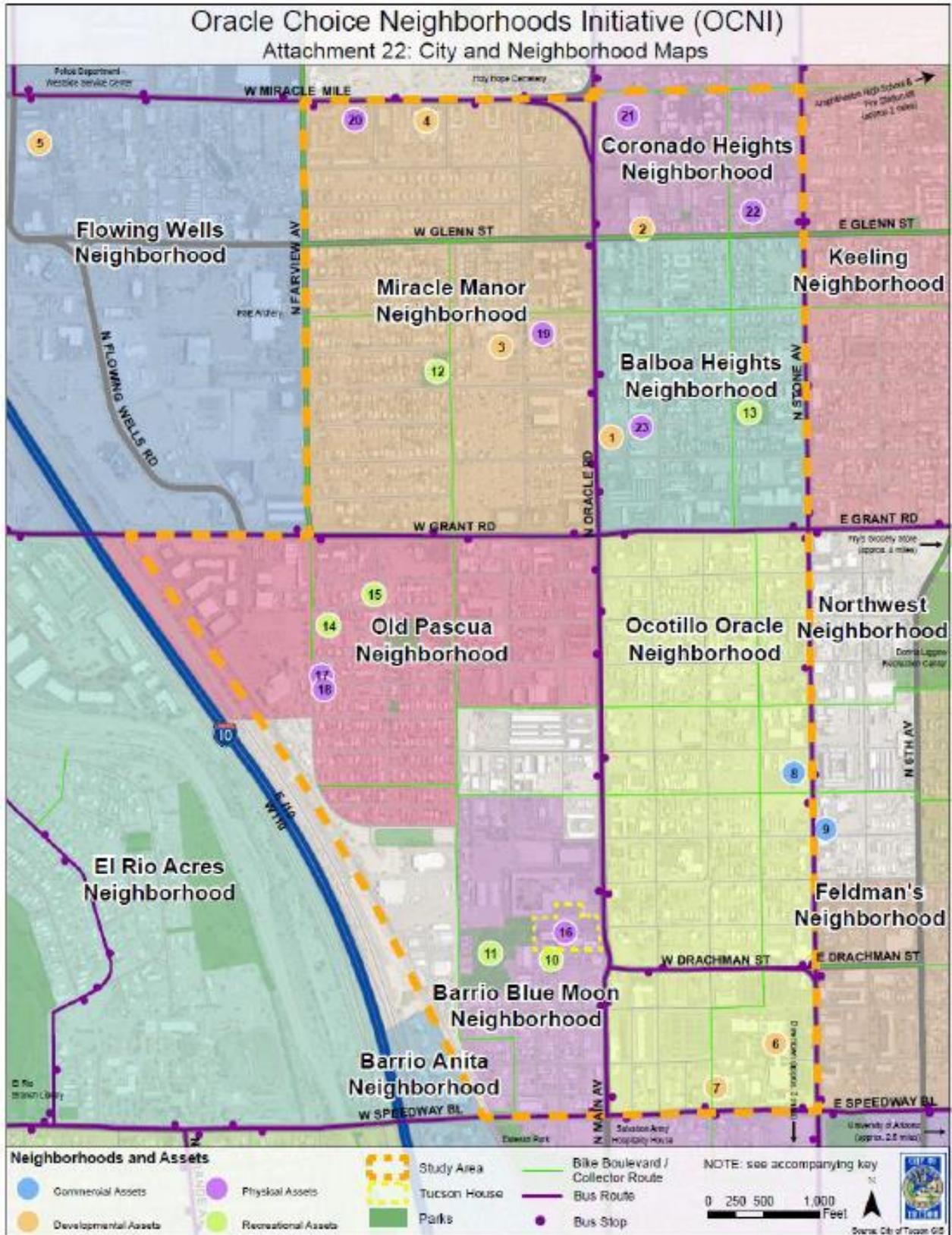
N/A

Attachment 22 City and Neighborhood Maps

Applicant: City of Tucson

File Name: TucAttach22.pdf





Key to Asset Within OCNI Area Provided in Previous Page

Numbers correspond with assets listed on Asset Map included previous page.

DEVELOPMENTAL ASSETS

1. Arts for All
2520 N. Oracle Rd.
2. Beacon Group
308 W. Glenn St.
3. EC Nash Elementary School (in Amphitheater School District)
515 W. Kelso
4. Gospel Rescue Mission
707 W. Miracle Mile
5. House Sonora/La Frontera Center (addiction center)
1367 W. Miracle Mile
6. Pima Community College Downtown Campus
1225 N. Stone Ave.
7. St. Elizabeth’s Health Center
140 W. Speedway Blvd.

COMMERCIAL ASSETS

8. Brother John’s (GPLET)
1801 N. Stone Ave.
9. Cook Tucson (Community Kitchen)
1702 N. Stone Ave.

RECREATIONAL ASSETS

10. Blue Moon Community Garden (located on Tucson House site)
501 N. Oracle Rd.
11. Francisco Elias Esquer Park
1331 N. 14th Ave.
12. Jacinto Park
2600 N. 15th Ave.
13. Marty Birdman Neighborhood Center (in the Balboa Heights Neighborhood; Naida Jane Baker Splash Pad dedicated in 2017)
2536 N. Castro
14. Old Pascua Museum and Yaqui Cultural Center
856 W. Calle Santa Ana
15. Pascua Neighborhood Center
785 W. Saguero St.

PHYSICAL ASSETS *Housing*

16. Tucson House (TARGET HOUSING FOR GRANT)
1501 N. Oracle Rd.
17. 870 W. Calle Sur - #1 and #2 (Public housing)
18. 871 W. Calle Sur - #1 through #4 (Public housing)
2820 N. Castro Ave. (12 units, targeted to chronically homeless w/preference for vets)

19. 455 W. Kelso - #228, #229, and #230 (City-owned affordable units)
801 W. Miracle Mile
20. Ghost Ranch (Low income tax credits project; received National Trust for Historic Preservation Honor)
21. Miracle Point Apartments
375 W. Blackledge Drive
22. Storacle Point Apartments
2525 N. Balboa Ave. (21 units total, 11 targeted to chronically homeless with preference for vets; remaining 10 for low income families)

Additional Assets Nearby OCNI Area (approx. mileage calculated from “asset” to Grant/Oracle)

- Amphitheatre High School
125 W. Yavapai Rd., approx. 1.8 miles from Target Area
- Arizona School for the Deaf & Blind
1200 W. Speedway, approx. 2.0 miles from Target Area
- Donna Liggins Recreation Center
2160 N. 6th Ave., approx. 0.9 miles from Target Area
- Downtown Tucson
approx. 2 miles from Target Area
- El Rio Branch Library
1390 W. Speedway Blvd., approx. 2.43 miles from Target Area
- Estevan Park
1000 N. Main St., approx. 1.3 miles from Target Area
- Fire Station #8
250 W. King Rd., approx. 2.07 miles from Target Area
- Fry’s Grocery Store
3920 W. Grant Rd., approx. 4 miles from Target Area
- Holy Hope Cemetery
3555 N. Oracle Rd., approx. 2.3 miles from Target Area
- PSE Archery
2727 N. Fairview Ave., approx. 1.2 miles from Target Area
- Police Dept. Westside Service Center
1310 W Miracle Mile, approx. 1.7 miles from Target Area
- Salvation Army Hospitality House
1002 N. Main Ave., approx. 1.2 miles from Target Area
- University of Arizona
Approximately 2.5 miles from target area

Attachment 23. Current Site Plan

Applicant: City of Tucson

File Name: TucAttach23.pdf



Attachment 24. Photographs of Target Housing and
Neighborhood

Applicant: City of Tucson

File Name: TucAttach24.pdf

Severely Distressed Target Housing and Neighborhood Photographs

Tucson House (Target Housing)



Adjacent Neighborhoods Lack of Connectivity/Walkability/Streetscapes/Sense of Place



OCNI Area Residential, Commercial, and Industrial Park Revitalization Efforts



Ghost Ranch – Low-Income Housing and Community Facilities

La Frontera located in Grant Industrial Park

Attachment 25. Choice Neighborhoods Application Certification

Applicant: City of Tucson

File Name: TucAttach25.pdf

OMB Approval No. 2577-0269
(exp.4/30/2018)

**CHOICE NEIGHBORHOODS APPLICATION CERTIFICATIONS –
PLANNING GRANTS**

The following are certifications to and agreements with the Department of Housing and Urban Development (HUD) required in connection with the Choice Neighborhoods Planning Grants application and implementation.

1. The public or assisted housing project targeted in this Choice Neighborhoods grant application meets the definition of severe distress in accordance with Section 24(j)(2) of the United States Housing Act of 1937 ("1937Act").
2. The Lead Applicant and Co-Applicant (if any) have not received assistance from the Federal government, State, or unit of local government, or any agency or instrumentality, for the specific activities for which funding is requested in the Choice Neighborhoods application.
3. The Lead Applicant and Co-Applicant (if any) do not have any litigation pending which would preclude timely startup of activities.
4. The Lead Applicant and Co-Applicant (if any) are in full compliance with any desegregation or other court order related to Fair Housing (e.g., Title VI of the Civil Rights Act of 1964, the Fair Housing Act, and Section 504 of the Rehabilitation Act of 1973) that affects the Lead Applicant's and Co-Applicant's (if any) public or assisted housing program and that is in effect on the date of application submission.
5. The Lead Applicant and Co-Applicant (if any) have returned any excess advances received during development or modernization, or amounts determined by HUD to constitute excess financing based on a HUD-approved Actual Development Cost Certificate (ADCC) or Actual Modernization Cost Certificate (AMCC), or other HUD contracts, or that HUD has approved a pay-back plan.
6. There are no environmental factors, such as sewer moratoriums, precluding development in the requested locality.
7. In accordance with the Flood Disaster Protection Act of 1973 (42 U.S.C. 4001-4128), the property targeted for acquisition or construction (including rehabilitation) is not located in an area identified by the Federal Emergency Management Agency (FEMA) as having special flood hazards, unless:
 - (a) The community in which the area is situated is participating in the National Flood Insurance program (see 44 CFR parts 59 through 79), or less than one year has passed since FEMA notification regarding such hazards; and
 - (b) Where the community is participating in the National Flood Insurance Program, flood insurance is obtained as a condition of execution of a Grant Agreement and approval of any subsequent demolition or disposition application.
8. The application does not target properties in the Coastal Barrier Resources System, in accordance with the Coastal Barrier Resources Act (16 U.S.C. 3501).

If selected for Choice Neighborhoods funding:

9. The Lead Applicant and Co-Applicant (if any) will ensure compliance with all policies, procedures, and requirements, including the Program Requirements provided in the NOFA, prescribed by HUD for the Choice Neighborhoods Program.

OMB Approval No. 2577-0269
(exp.4/30/2018)

10. The Lead Applicant and Co-Applicant (of any), will ensure that Choice Neighborhoods grant activities are implemented in a timely, efficient, and economical manner. The Lead Applicant and Co-Applicant (of any), will ensure that all Choice Neighborhoods grant funds are expended by the statutory deadline in accordance with 31 U.S.C. § 1552. Any funds that are not expended by that date will be cancelled and recaptured by the Treasury, and thereafter will not be available for obligation or expenditure for any purpose.

11. The Lead Applicant and Co-Applicant (if any) will ensure assistance from the Federal government, State, or unit of local government, or any agency or instrumentality is not received for the specific activities funded by the Choice Neighborhoods grant. The Lead Applicant and Co-Applicant (if any) has established controls to ensure that any activity funded by the Choice Neighborhoods grant is not also funded by any other HUD program, thereby preventing duplicate funding of any activity.

12. The Lead Applicant and Co-Applicant (if any) will ensure that more assistance is not provided to any housing site or neighborhood under the Choice Neighborhoods grant than is necessary to provide for the planning of affordable housing and neighborhood transformation after taking into account other governmental assistance provided.

13. The Lead Applicant and Co-Applicant (if any) will ensure that the aggregate amount of the Choice Neighborhoods grant is supplemented with funds from sources other than Choice Neighborhoods in an amount not less than 5 percent of the amount of the Choice Neighborhoods grant in accordance with section 24(c)(1)(A) of the 1937 Act (42 U.S.C. 1437v(c)(1)(A)) and as incorporated in the NOFA.

14. The Lead Applicant and Co-Applicant (if any) will ensure compliance with:
(a) The Fair Housing Act (42 U.S.C. 3601-19) and regulations at 24 CFR part 100;
(b) The prohibitions against discrimination on the basis of disability under Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and regulations at 24 CFR part 8);
(c) Title II of the Americans with Disabilities Act (42 U.S.C 12101 et seq.) and its implementing regulations at 28 CFR part 36;
(d) The Architectural Barriers Act of 1968, as amended (42 U.S.C. 4151) and regulations at 24 CFR part 40).

15. The Lead Applicant and Co-Applicant (if any) will ensure compliance with all Choice Neighborhoods requirements for reporting, providing access to records, and evaluation.

Lead Applicant: City of Tucson Housing and Community Development Dept.

Co-Applicant (if any): _____

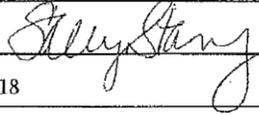
Name of Targeted Public and/or Assisted Housing Site(s):
Tucson House

OMB Approval No. 2577-0269
(exp. 4/30/2018)

I approve the submission of the Choice Neighborhoods application of which this document is a part and make the above certifications to and agreements with the Department of Housing and Urban Development (HUD) in connection with the application and implementation thereof:

Name of Lead Applicant's Executive Officer: Sally Stang

Title: Director

Signature: 

Date: 6/6/2018

Name of Co-Applicant's (if any) Executive Officer: _____

Title: _____

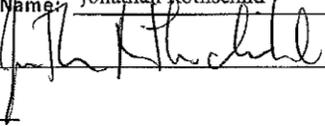
Signature: _____

Date: _____

The following signature is applicable if the Lead Applicant or Co-Applicant is a Public Housing Authority.

Acting on behalf of the Board of Commissioners of the Housing Authority listed below, as its Chairman, I approve the submission of the Choice Neighborhoods application of which this document is a part and make the above certifications to and agreements with the Department of Housing and Urban Development (HUD) in connection with the application and implementation thereof:

Certified By: Board Chairman's Name: Jonathan Rothschild

Board Chairman's Signature: 

Date: 6/6/2018

Warning: HUD will prosecute false claims and statements. Conviction may result in the Imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 32 U.S.C. 3729, 3802)

Attachment 26. Standard Forms

Applicant: City of Tucson

File Name: TucAttach26.pdf

Certification Regarding Lobbying

Applicant: City of Tucson

Submitted Online

Disclosure of Lobbying Activities

Applicant: City of Tucson

Submitted Online

Applicant/Recipient Disclosure/Update Report

Applicant: City of Tucson

Submitted Online

ⁱ <http://www.cbsnews.com/media/americas-11-poorest-cities/8/>

ⁱⁱ Eubank, J. (2015). The most dangerous places to live. http://tucson.com/news/local/crime/arizona-s-most-dangerous-cities/collection_094a5688-1473-11e5-9041-6b67567e22b1.html

ⁱⁱⁱ Arizona Daily Star (2018). https://tucson.com/business/affordable-housing-hard-to-come-by-in-tucson-amid-rising/article_ab9d7e90-842b-5aa2-b6e1-af78f02197ed.html

^{iv} Industrial Areas Foundation. <http://www.citizenshandbook.org/iaf.pdf>

^v Eichler, M.; Ohmer, M.; San Diego State University's Consensus Organizing Center. <http://consensus.sdsu.edu/>