

Prosperity Initiative

**City of South Tucson
Mayor and Council**

October 3, 2023



*The Prosperity Initiative is an opportunity to be **architects of change** for the next generation.*

Pima County Chair Adelita Grijalva

Prosperity Initiative Timeline

April 2022

- Presentation to Mayor and Council on poverty as we emerged from pandemic
- Unanimous vote to form joint task force

June 2022

- Presentation to Pima County Board of Supervisors
- Requested detailed plan
- Discussions resulted in focus on evidence-based policy that will reduce poverty with regional and multijurisdictional participation

November 2022

- Detailed plan approved by Board
- Regional Working Group formed.
- **December 2022** first Working Group meeting





The Prosperity Initiative's mandate is to develop a set of policies that

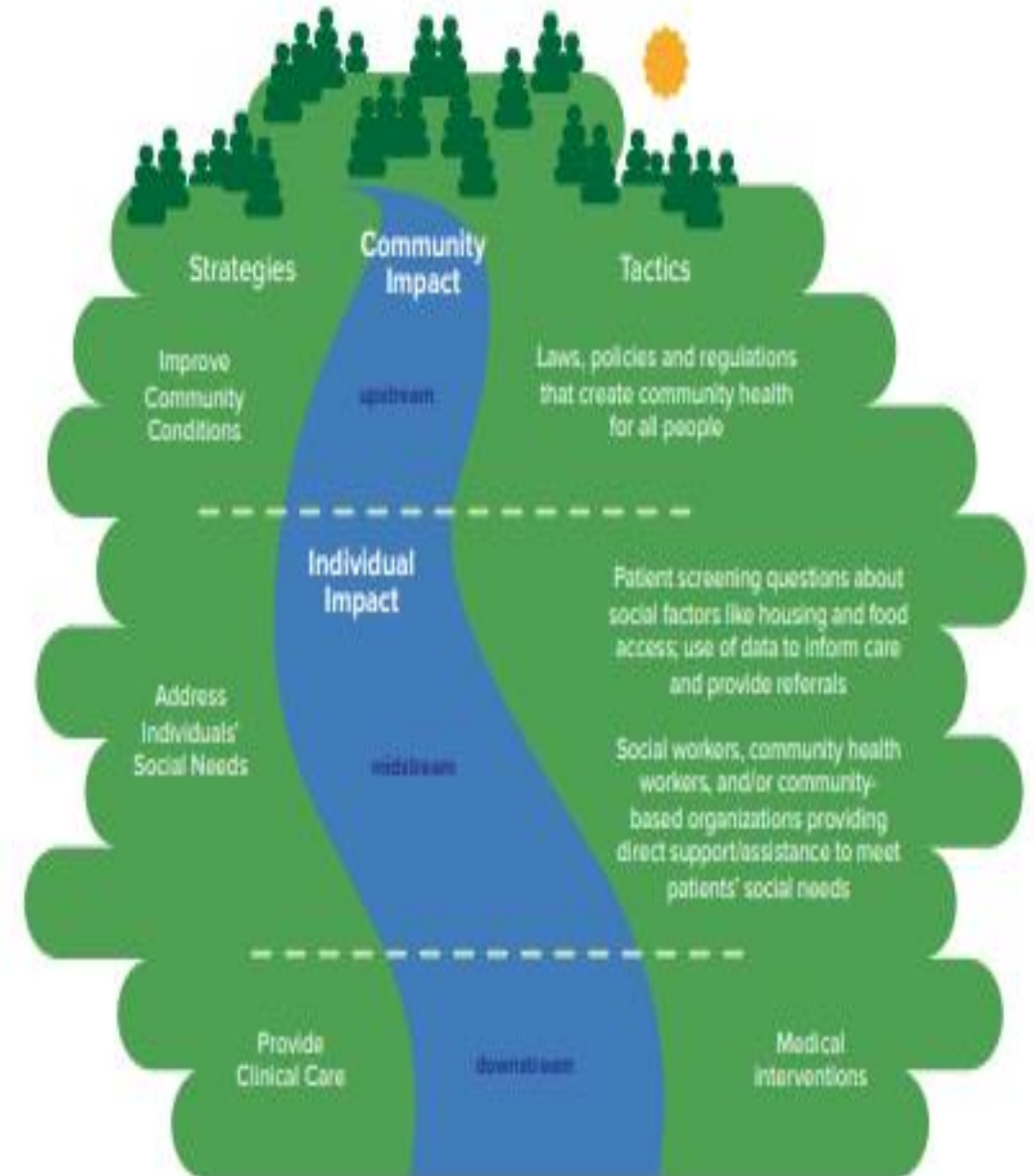
Guide long-term efforts to create community wealth by addressing generational poverty and improving opportunity

- while also addressing the immediate needs of those currently experiencing poverty
- for adoption or adaptation by local governments

Are research and evidence-based

Four Approaches

1. Preventing poverty
2. Alleviating suffering
3. Aiding transition to economic stability
4. Addressing structures in a community



Right sizing the policy

Too little?

Program
Area



Just right?
Policy for
local
government



Too big?
Advocacy
Area





University of Arizona Researchers

Brian Mayer, Professor School of Sociology

Brian Mayer is a Professor of Sociology with the College of Social and Behavioral Sciences with expertise in the area of poverty as well as other areas. Dr. Mayer supported the Tucson Mayor's Poverty Commission from 2012-2014. He also developed the experiential learning Tucson Poverty Project class that incorporates community-based research approaches and has received recognition for his innovative work in teaching and community engagement.

His work in environmental sociology has examined the role of community activism and participation in the identification and management of potential environmental health risks.



Keith Bentele, SIROW Associate Research Professor

Keith Bentele, PhD, is an Associate Research Professor with the Southwest Institute of Research on Women (SIROW) in the College of Social and Behavioral Sciences and holds a Ph.D. in Sociology. Dr. Bentele's research has examined state-level poverty rates, inequality, homelessness, and the generosity and accessibility of various safety-net programs.

He is interested in policy-relevant research with the potential to reduce poverty and homelessness. His specific areas of methodological expertise are in the use of quantitative methods and statistics.

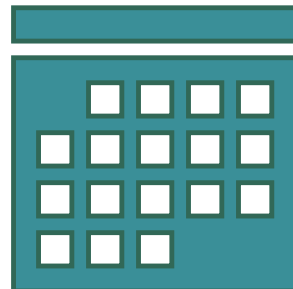


Timeline: Two phases

Phase 1: **Policy Development**

December 2023

- **Working Group** meets monthly
- **Stakeholder Meetings & Listening Sessions**
- **Develop five to ten policies** for review and to be considered for adoption



Phase 2: **Operational Review**

January 2024

- **Departments** review current programming and resource allocation to align with the adopted policies
- **Develop** metrics for each policy
- **Stakeholder Meetings** and Listening Sessions for input on implementation ideas



Reducing *Intergenerational* Poverty

“Situation in which children who grow up in families with incomes below the poverty line are themselves poor as adults.”

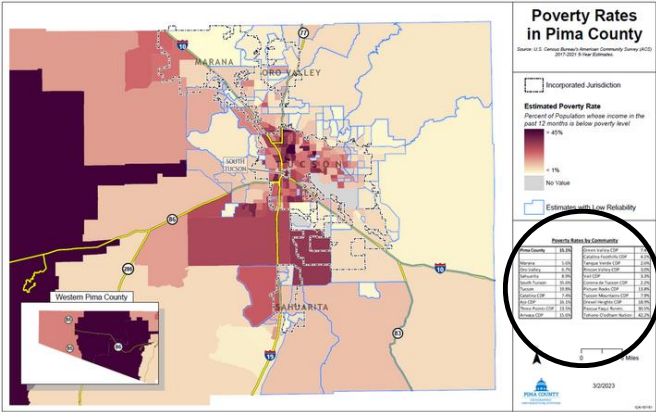
- Among U.S. children born around 1980, **one-third** of children living in low-income households also had low household incomes in adulthood
- **twice the 17% rate** found among adults in their 30s who did not grow up in low-income households.

Investing in children is the strongest ROI

Looking for policies that

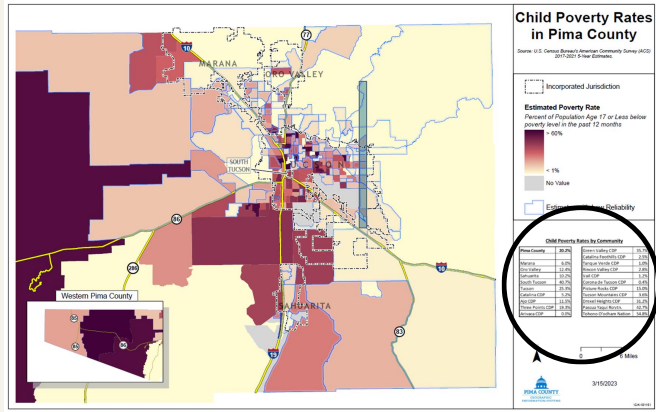
- improve health
- improve educational attainment
- improve earnings for parents
 - or for children as adults
- reduce expenses
- create opportunities to build and protect assets

Pima County has a high poverty rate



Poverty Rates by Community

Community	Rate
Pima County	15.1%
Marana	5.6%
Oro Valley	6.7%
Sahuarita	8.9%
South Tucson	35.6%
Tucson	19.8%
Catalina CDP	7.4%
Ajo CDP	16.1%
Three Points CDP	13.5%
Arivaca CDP	15.6%
Green Valley CDP	7.4%
Catalina Foothills CDP	4.1%
Tanque Verde CDP	2.6%
Rincon Valley CDP	3.0%
Vail CDP	3.3%
Corona de Tucson CDP	2.2%
Picture Rocks CDP	13.8%
Tucson Mountains CDP	7.9%
Drexel Heights CDP	18.9%
Pascua Yaqui Rsvrtn.	30.5%
Tohono O'odham Nation	42.2%



Child Poverty Rates by Community

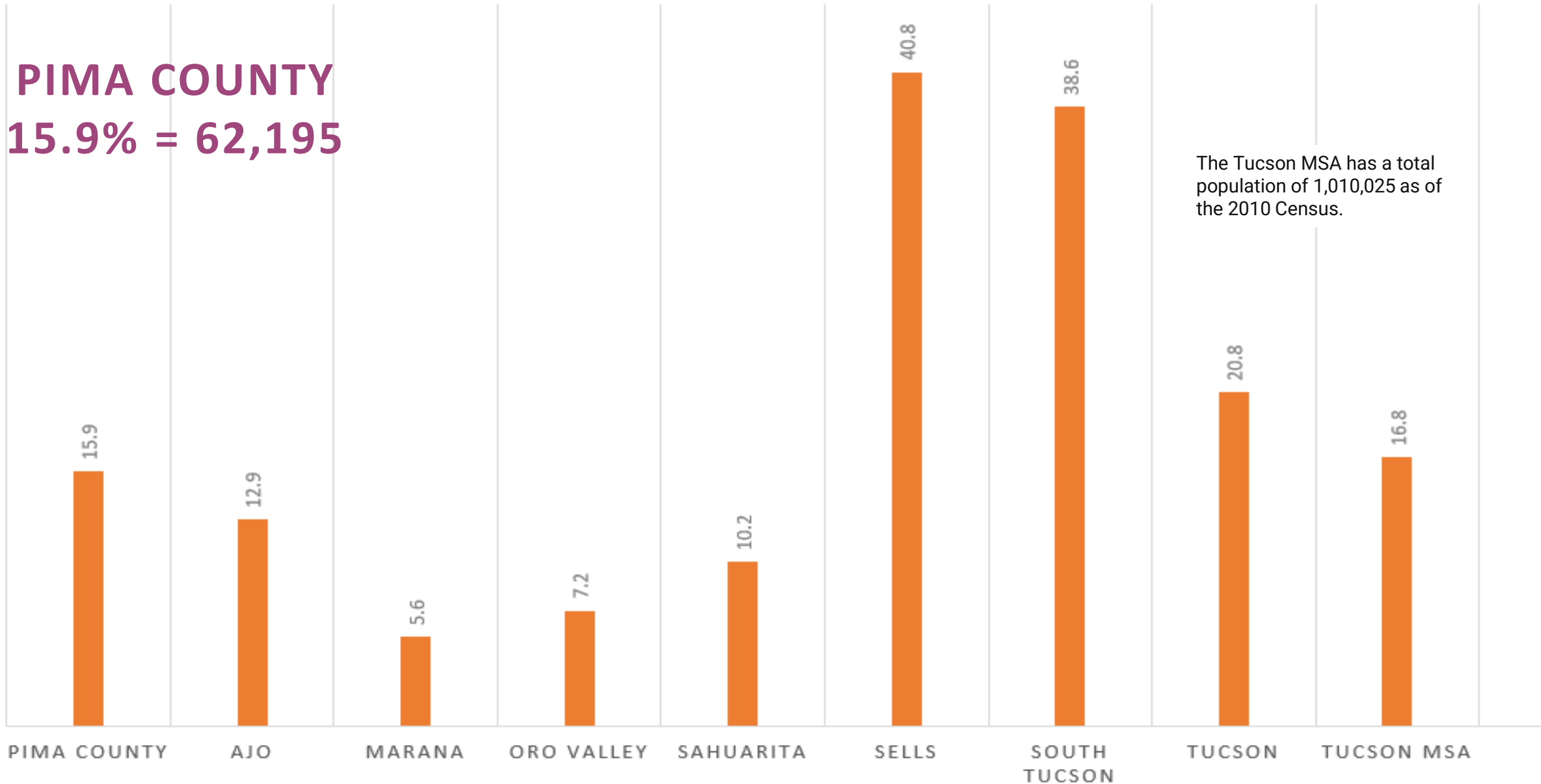
Community	Rate
Pima County	20.2%
Marana	6.0%
Oro Valley	12.4%
Sahuarita	10.2%
South Tucson	40.7%
Tucson	25.3%
Catalina CDP	5.2%
Ajo CDP	11.5%
Three Points CDP	19.3%
Arivaca CDP	0.0%
Green Valley CDP	35.7%
Catalina Foothills CDP	2.5%
Tanque Verde CDP	1.0%
Rincon Valley CDP	2.8%
Vail CDP	1.2%
Corona de Tucson CDP	0.4%
Picture Rocks CDP	15.0%
Tucson Mountains CDP	3.6%
Drexel Heights CDP	31.2%
Pascua Yaqui Rsvrtn.	42.7%
Tohono O'odham Nation	54.8%

Childhood poverty rates almost always exceed those for adults.

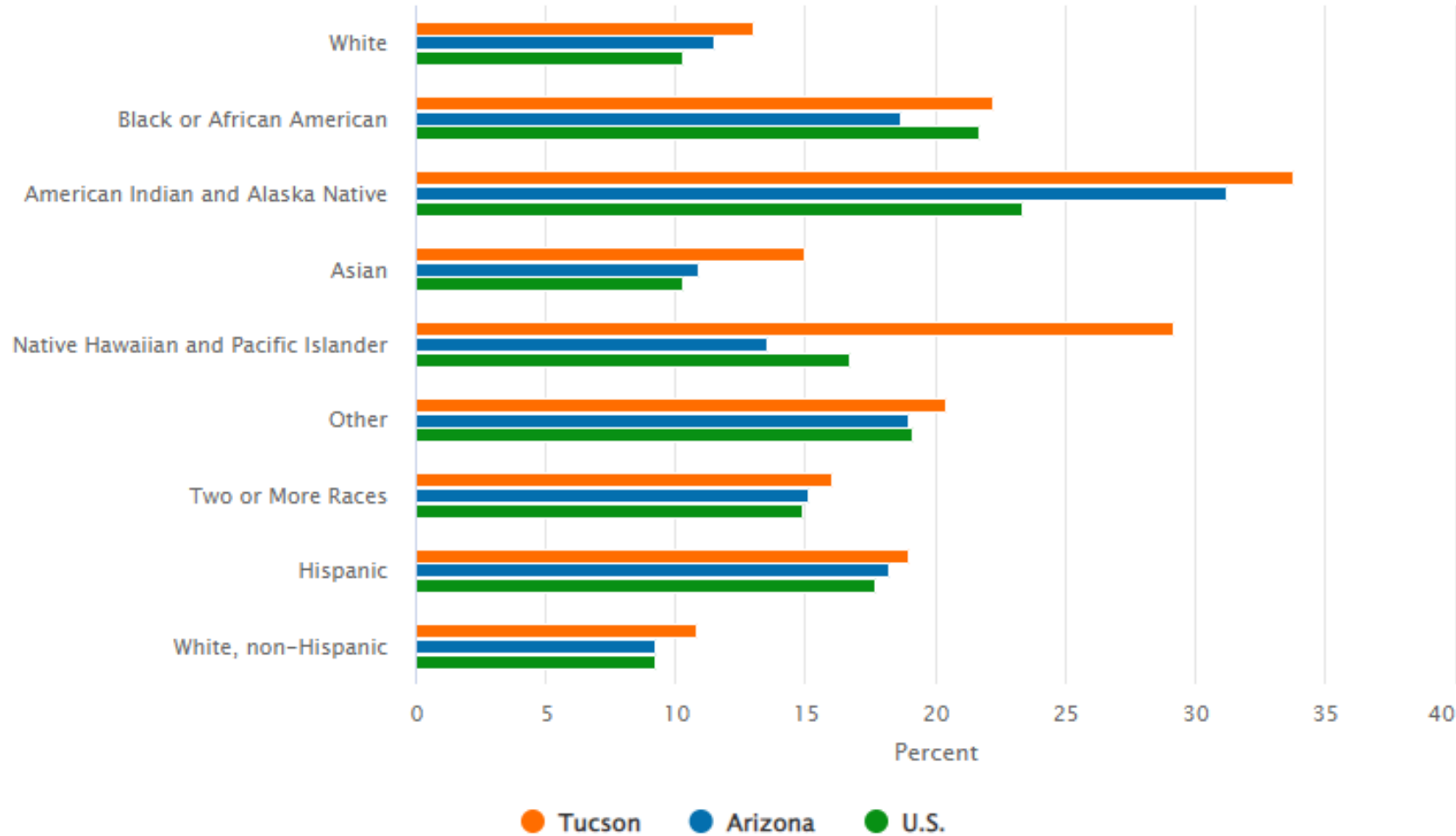
2020 POVERTY RATES

PIMA COUNTY
15.9% = 62,195

The Tucson MSA has a total population of 1,010,025 as of the 2010 Census.



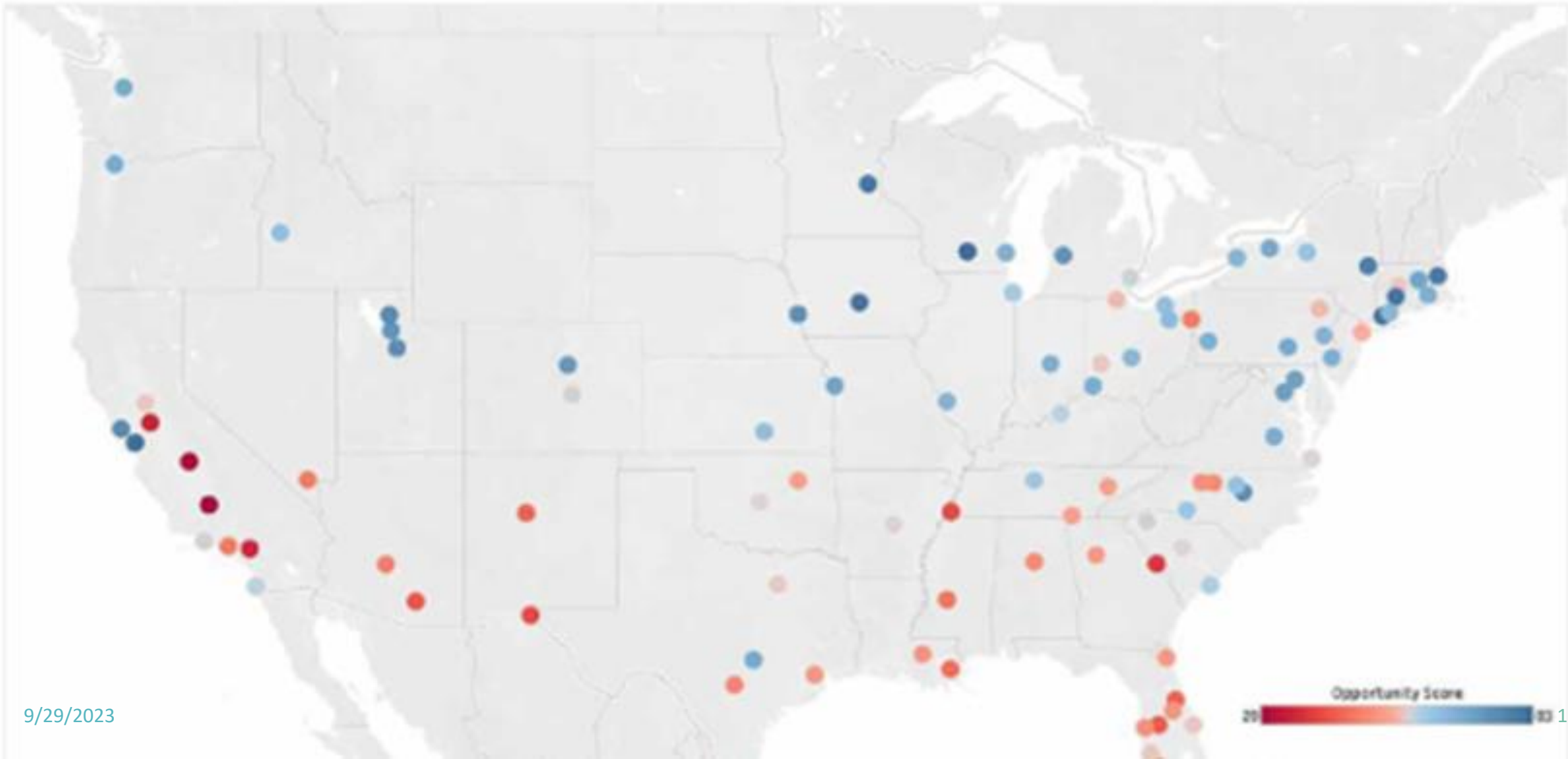
Poverty Rate by Race & Ethnicity (2021)



U.S. Census Bureau via MAP (mapazdashboard.arizona.edu)

Figure 5: Child Opportunity Scores for the 100 largest metro areas

You can use the mapping tool at Diversity Data Kids website



Tucson's ranking for Child Opportunity: Lowest 10 metro areas in the country

Table 2: Metro areas ranked by national Child Opportunity Score

Highest 10	Score	Middle 10	Score	Lowest 10	Score
Madison, WI	83	Charlotte, NC	59	Bakersfield, CA	20
San Jose, CA	82	Chicago, IL	58	Fresno, CA	21
Bridgeport, CT	81	Charleston, SC	57	McAllen, TX	23
Des Moines, IA	81	Louisville, KY	56	Stockton, CA	27
Minneapolis, MN	80	San Diego, CA	56	Riverside, CA	28
Hartford, CT	80	Colorado Springs, CO	55	Augusta, GA	31
Boston, MA	79	Detroit, MI	55	Memphis, TN	34
Albany, NY	78	Greenville, SC	55	El Paso, TX	34
San Francisco, CA	75	Oxnard, CA	55	Tucson, AZ	36
Ogden, UT	75	Virginia Beach, VA	54	Lakeland, FL	37

Table 3: Variation in the distribution of children by national Child Opportunity Level, 100 largest metropolitan areas

Highest proportion of children in very low-opportunity neighborhoods

Metro	Percent
Bakersfield, CA	51%
Fresno, CA	50%
McAllen, TX	45%
Stockton, CA	43%
Memphis, TN	40%
Riverside, CA	39%
Augusta, GA-SC	36%
Jackson, MS	35%
Tucson, AZ	32%
Lakeland, FL	31%

Highest proportion of children in very high-opportunity neighborhoods

Metro	Percent
Madison, WI	57%
San Jose, CA	52%
Bridgeport, CT	51%
Des Moines, IA	50%
Minneapolis, MN	49%
Hartford, CT	49%
Boston, MA	47%
Albany, NY	45%
San Francisco, CA	44%
Raleigh, NC	41%

Notes: Very low-opportunity and very high-opportunity neighborhoods defined as the 20% of neighborhoods with the lowest and highest opportunity (respectively) across the United States. Metro names abbreviated to first named city.

4 Policy Areas



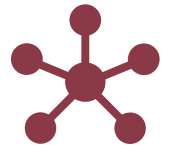
Education



Critical Family Resources



Asset Building & Infrastructure Priorities



Cross Policy Strategies

To improve housing stability

1. **prevent evictions and foreclosures**
2. **mitigate negative consequences** when forced moves occur,
3. **increase homeownership** especially for those in high poverty areas
4. **Increase the stock** of affordable housing

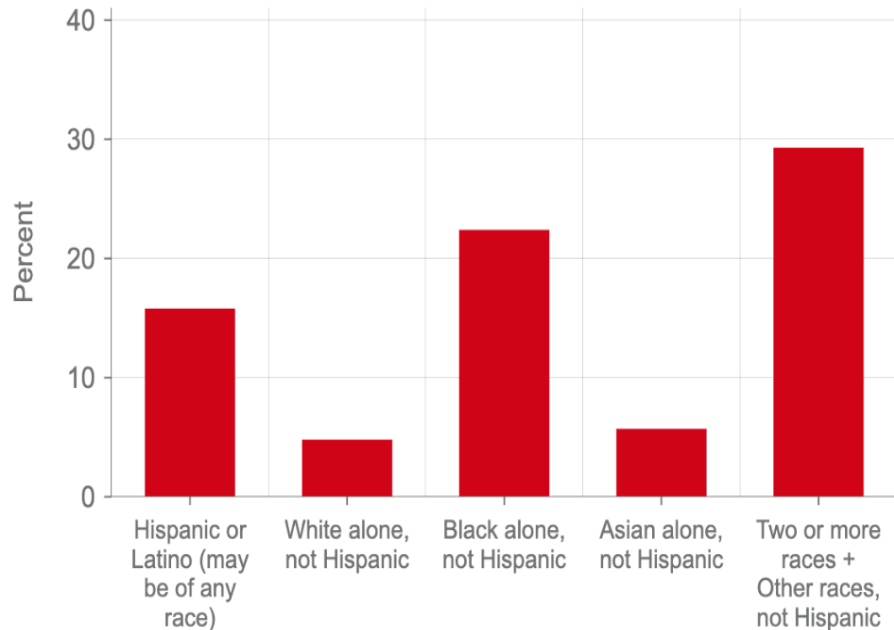
“Research shows that increasing access to **affordable housing is the most cost-effective strategy** for reducing childhood poverty and increasing economic mobility in the United States”. - National Low Income Housing Coalition

Reducing the intensity and consequences of housing instability has the potential to **substantially reduce harm.**

The benefits would then also be **highly concentrated in impacted communities** such as reduction in displacements via eviction prevention and the **protection of assets** through foreclosure prevention.

Who is impacted?

Percent Not Current on Rent by Race/Ethnicity
ARIZONA Renter Households - January 4-16 2023



- Cost burdened renters and homeowners
- Historically marginalized groups
- People living in areas of concentrated poverty
- Renters of color with children

Tucson rents **increased 37%** between 2020 and 2023

Preventing foreclosures and evictions

Reduces

- churn in the affordable housing market,
- caseloads of caseworkers facilitating transitions to new housing arrangements
- the likelihood of homelessness and impact on shelters
- substantial negative impacts on the physical and mental health including increased depression, risk of suicide, overdose, and child maltreatment.
- longer-terms costs and system burden of mitigated harms including physical health issues, SMI, SUD, homelessness
- Loss of material possessions from displacement
- Loss of wages related to housing instability

Increases and supports

- the positive impacts of other safety-net programs (e.g. childcare, early education)
- the health, well-being, and productivity of employees
- For children the absence of the disruptions to their education and physical and mental health associated with eviction and foreclosure



Programs That Reduce the Negative Impacts of Housing Insecurity

1. Rental Assistance Programs

- 1. Less likely to be food insecure*
- 2. More likely to afford medical care*
- 3. Support the educational outcomes of children*

2. Housing Vouchers

- 1. families were 36% less likely to be homeless*
- 2. 40% less likelihood of moving over a five-year average*

3. Legal Representation

- 1. significantly less likely to receive an eviction judgment*
- 2. less likely to experience other related negative consequences of eviction records.*



Implementation Strategies



Continue the County's Emergency Evictions Legal Services program with the integration of Navigators to link tenants to legal counsel and critical resources like job and childcare assistance.



Develop an emergency rental assistance program that is less generous than the Federally funded ERAP program, but still provides much needed assistance.



Support partnerships with the Justice Courts to increase nonjudicial resolution of eviction disputes that create mutually satisfactory outcomes and avoid an eviction record.

Home Ownership increases the potential to “break the intergenerational continuity of poverty”

Increases the families’

- housing stability
- capacity to build wealth and provide opportunities for their children
- **Children** more likely to go to college
- less likely to receive public assistance
- 1.5 times more likely to own their own home.

“Programs that help families purchase affordable housing hold promise in helping ensure **children reach their full potential** and improving economic outcomes **in future generations.**”



Shared Equity Homeownership

- Shared appreciation loans
- Land trusts (CLTs)
- Deed-restricted housing programs
- Limited equity housing cooperatives



- Supports long-term affordable ownership
- Purchase homes or units at below-market rates
- Reselling has restrictions

“These shared equity programs are *successful* in creating homeownership opportunities for lower income families *that allow purchasers to accumulate assets*, while, at the same time, creating a stock of affordable housing that *remains within the financial reach of subsequent lower income homebuyers*.”

Implementation Strategies

1

Develop a landlord incentive program, similar to the City of Tulsa's Gold Star Landlord Program

2

Provide incentives for private developers to facilitate the creation of more lower-cost owner-occupied housing (e.g. duplexes, triplexes).

3

Develop or expand programs to help low-income households **to maintain homeownership over time**, such as tax relief, foreclosure prevention, and assistance with home repair and modification.



Neighborhood Reinvestment

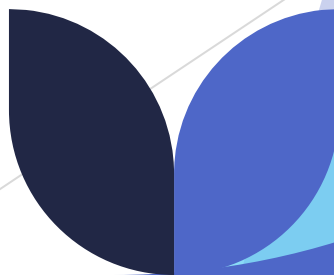


Place matters for
intergenerational mobility



Revitalize **Low Opportunity** Neighborhoods

Improve quality of life and opportunity in low opportunity areas by investing in both physical and social infrastructure in manners that intentionally strive to

- 1) prevent the displacement** of vulnerable residents
 - 2) center the priorities** of most local residents
 - 3) build community wealth** in these low opportunity areas
- 



*Neighborhoods have **causal effects** on children's long-term outcomes.*

The differences we see in outcomes across neighborhoods are **largely due to the causal effect of places**, rather than differences in the characteristics of their residents.

Place-conscious policies to promote upward mobility **should focus primarily on improving the local childhood environment** rather than conditions in adulthood.

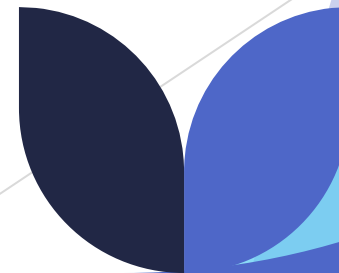
Raj Chetty, Nathaniel Hendren in the Quarterly Journal of Economics, Volume 133, Issue 3, August 2018,



Equitable Development

“a positive development approach that employs processes, policies, and programs that aim to meet the needs of all communities and community members, with a particular focus on underserved communities and populations.”

Guidance for Federal Departments and Agencies on
Advancing Equitable Community and Economic
Development in American Cities and Urban Communities,
White House Directive, May 26, 2023



Recommendations



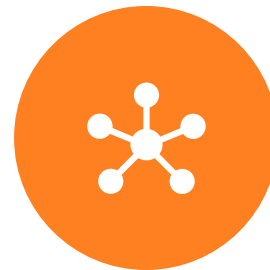
Center community voice



Create and retain community wealth



Prevent and mitigate displacement



Integrate navigators and hubs to services

Prevent & mitigate displacement



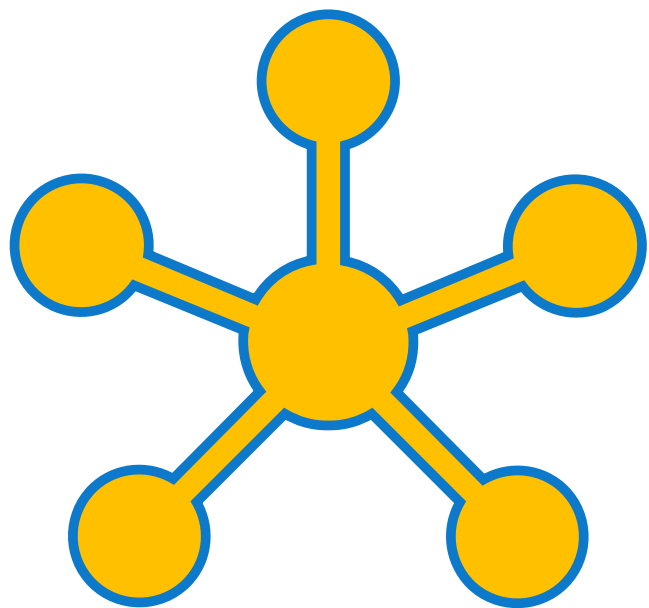
Problem:

- ❖ **Displacement increases** the likelihood of job loss and homelessness, disrupts the education of children, results in reduced access to healthcare, increases mortality among the elderly, and is associated with higher rates of physical and mental health problems
- ❖ **Breaks community ties** and can lead to the loss of the residents and institutions that preserve a community's history and culture

Solution:

- **Implementation of protective policies** prior to investment and the corresponding pressures that drive displacement
- **Preservation of existing affordable housing** including right-of-first-refusal purchase policies
- **Right-to-return** for displaced subsidized housing tenants
- **Financial support** to maintain naturally occurring affordable housing paired with affordability covenants
- **Increase production** of more affordable housing & reduce zoning restrictions

Integrate Navigators & Hubs



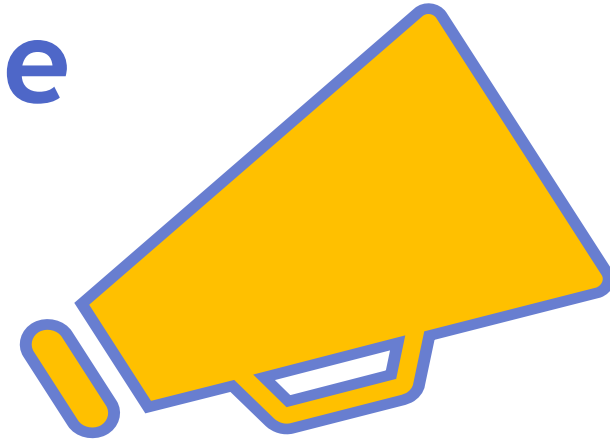
- ❖ To access benefits and services, people need to navigate often complex systems
- ❖ Many low-income households who qualify for a particular benefit are often not enrolled in a wide variety of other programs for which they are eligible
- ❖ Enhancing access to existing benefits will increase the efficacy of both existing safety-net benefits and protective policies.
- ❖ Increase access through outreach, navigation services, and hubs within low opportunity areas

One of the main findings was that individuals that benefited from multiple services, the "bundlers," **were three to four times more likely to achieve a major economic outcome** than individuals who only took advantage of one of the services offered.

Evaluation by Annie E Casey Foundation of
Centers for Working Families 2013

Center community voice

- ▶ Involve residents **early** in the planning process
- ▶ Provide **real influence** in decision-making processes
- ▶ Allow **abundant opportunities** to get involve
- ▶ Involve **trusted** community organizations
- ▶ Build on the **assets of local residents** and businesses
- ▶ Present community residents with a **menu of areas** which they can **prioritize** for investment and improvement



*Achieving robust participation of **underserved community members** (e.g. non-English speakers, immigrants, people with disabilities, people with caretaking responsibilities) **requires intentional outreach and efforts** to reduce barriers to participation.*

The Child Opportunity Index

Education

Early childhood education (ECE)

ECE centers within five miles
High quality ECE centers within five miles
ECE enrollment

Primary school

Third grade reading proficiency
Third grade math proficiency

Secondary and post-secondary

High school graduation rates
AP enrollment
College access/enrollment

Resources

School poverty
Teacher experience
Adult educational attainment

Health and Environment

Healthy environments

Access to healthy food
Access to green space
Walkability
Housing vacancy rates

Toxic exposures

Superfund sites
Industrial pollutants
Microparticles
Ozone
Heat

Health care access

Health insurance coverage

Social and Economic

Economic opportunities

Employment rate
Commute duration

Economic resource index

Poverty rate, public assistance rate, high skill employment, median household income, home ownership

Family structure

Single parenthood

Why Traditional Workforce Development Isn't a Poverty Reduction Strategy

- **50% of all jobs** in Pima County are low wage, most with few benefits
- Prior to 1970s, there were well paying jobs that **only required a high school education**
- Now, most **“middle class” jobs** require some training (though not necessarily a degree)
- **92% of jobs** require digital skills

“Near-term stability isn't enough—workers need pathways that lead to **long-term prosperity.**”

Jobs for the Future



The
challenge
for low-
income job
seekers:
*It's hard to
stay on
course*

Often have low digital and literacy skills so “upskilling” is needed.

There is no financial safety net, so they need a job and need it now.

They may have childcare responsibilities.

Emergencies can get in the way of meeting program expectations

Three Successful Programs

Project Quest

Majority Latinas with children
Training for middle skill health care occupations

Two year program that pays 100% tuition & fees first year; 50% second

Funds supportive services & provides Career Counselors

Strong employer engagement

Per Schola

- 85% people of color and 50%+ have only HSE
- Offers free training
- Additional direct financial assistance available
- Each learner has a dedicated Support Manager and Financial Coach
- Strong employer engagement

Year Up

- Opportunity Youth, primarily of color
- Year long program: half classroom, half internship
- Targets IT & Business Services
- “High support, high expectations” model
- Strong employer engagement
- Operates in 6 cities



- **Eligibility 80% AMI or below**
- **90% of students complete.**
 - (3x higher than national average for community colleges.)
- **Students receive financial resources** based on need
- **85% job attainment rate** within six months of graduation
- **\$47,400 is the average annual salary** for graduates
- **\$3 ROI**
- **\$6 million** in reduced public assistance



IETS and NDCs: Building bridges

Integrated Education and Training

- a combination of **education and job skills training** that is used to transition adult learners beyond adult basic education and through a career pathway
- **iBEST** is a well researched model jointly taught by Career / Technical instructor and Basic Skills instructor
- designed to reach the “tipping point” of at least **a year’s worth of college credits and an occupational credential**
- Sometimes **additional supportive services**

Non-degree credentials

- often there are “**stackable**” certificates within a career pathway
- growth in **micro-credentials** but impact is not known
- both men and women with an NDC **earn more than their counterparts** whose highest level of education is a high school diploma





Student Affairs Advising @ Pima Community College

Nationally recognized for its navigation services and coaching.

- **Navigation** helps students find and access supports, such as financial aid resources, which they might be eligible for and could benefit from.

Two types of coaching: academic and specialized

- 1. Academic coaches** provide tutoring and inform students about opportunities for career-based learning and other educational services.
- 2. Specialized coaches** provide students social and emotional support. Specialized coaching is offered to students in their first semester, first-generation college students, students with military backgrounds, and those receiving benefits such as TANF.

The American Institutes for Research's Five Key Elements

1. **Coordination and collaboration** across the workforce, education, industry, and economic development sectors;
2. **Career development/planning** and **goal/mobility coaching**;
3. Dual focus on **skill building for in-demand, high-growth occupations** and industry sectors (i.e., job specific skills)
 - AND **21st century skills** (i.e., communication, teamwork, critical thinking, and problem-solving skills; also known as general skills);
4. **Authentic work experiences** and earn-and-learn opportunities;
5. **Wraparound supports.**



Preparing for the Green Infrastructure Jobs

- Historic opportunity to prepare a local workforce to take jobs expected to create some of **the most significant economic and physical transformations in U.S. history.**
- 77% of Americans identify climate change as a crisis or major problem. Many have been personally affected.
- Of those adults who experienced an extreme weather event in the past 5 years,
 - **51% of Native Americans, 31% of Latino,**
 - **30% of Asian, 29% of Black, 18% of White adults**
- Weather disasters will **continue to worsen** and become more prevalent in the future.
- **Trillions of dollars** will be required to address climate change and build climate resilience.
- Landmark federal law including the **Infrastructure Investment and Jobs Act and Inflation Reduction Act** is bringing significant public capital and tax credits to further incentivize private investment.




Justice40 Initiative

Ensure that federal agencies **deliver 40%** of the overall benefits of climate, clean energy, affordable and sustainable housing, clean water, and other investments **to disadvantaged communities**.

- Remediating and Reducing Legacy Pollution
- Improving Water Quality
- Reducing Transportation Emissions and Improving the Nation's Transportation Infrastructure
- Weatherization Assistance
- Providing Healthy and Affordable Housing

Overall Goal/Requirements: Workforce development and training for underserved workers

A woman with short, light-colored hair, wearing a blue polo shirt, is smiling and looking towards the camera. She is sitting in the operator's seat of a forklift in a warehouse or industrial setting. The background is filled with shelves of boxes and industrial equipment, slightly out of focus. The lighting is warm and indoor.

Prioritize workforce development for low-income jobseekers with evidence-based case management practices that include apprenticeships, on the job training, and supportive services that prepares participants for jobs with self-sufficient wages and benefits.

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