



# Chapter 4

## Strategic Plan

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# Strategic Plan

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This chapter builds on previous chapters. It presents the priorities of need and proposed uses of federal funding for the next five years for the City of Tucson and Pima County.

Priority needs identified in this Consolidated Plan relate to:

- A. Housing
- B. Homeless
- C. Special Needs
- D. Human Services
- E. Non-housing Community Development Needs
- F. Administration and Planning

# City/County Grant Funding Projections

Program	Grant Funding Projections			
	FY 2006		FY 2006-10	
	Tucson	Pima County	Tucson	Pima County
CDBG	\$ 7,061,282	\$ 2,881,675	\$ 35,305,000	\$ 14,408,375
HOME	\$ 4,431,806	Joint with City	\$ 21,655,000	Joint with City
ADDI	\$ 164,897	Joint with City	\$ 820,000	Joint with City
ESG	\$ 272,706	\$ 110,929	\$ 1,360,000	\$ 554,645
HOPWA	\$ 390,000		\$ 1,950,000	
<b>TOTAL</b>	<b>\$ 12,320,691</b>	<b>\$ 2,992,604</b>	<b>\$ 61,090,000</b>	<b>\$ 14,963,020</b>

Note: Assumes level funding for Federal entitlement programs



## A. Housing Needs

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Discussion covers:

- ❑ Housing priority needs
- ❑ Basis of the needs
- ❑ Identification of obstacles to meeting the needs
- ❑ Summary of priorities/objectives/proposed accomplishments
- ❑ Strategies to meet the identified needs

# Housing Priority Needs

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## City of Tucson/Pima County:



- ❑ Development of permanent rental units
  - special needs and homeless populations
  - low-income families
  - large families
- ❑ Development of permanent homeownership units
  - downpayment assistance
  - development of single-family homes
  - pre- and post-homeownership counseling
- ❑ Preservation
  - homeowner-occupied rehabilitation
  - rehabilitation of affordable rental units, including public housing
  - home maintenance



# Housing Needs Priorities are Based on the Following:

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## **City of Tucson/Pima County:**

- ❑ Large number of cost-burdened households
- ❑ Large number of low-income households
  - Elderly/Disabled
  - Large families
  - Large homeless population
- ❑ Age of housing stock
- ❑ Stress indicators
- ❑ Housing costs increasing faster than wages
- ❑ Low home-ownership rate- especially in the City of Tucson and among minorities throughout Pima County



# Obstacles Hindering Affordable Housing

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## **City of Tucson/Pima County:**

- ❑ Costs of development
  - land
  - infrastructure
  - construction
- ❑ Lack of vacant developable land
- ❑ Housing costs increasing faster than wages
- ❑ Condition of existing housing stock
- ❑ Predatory lending practices
- ❑ Neighborhood opposition
- ❑ Local development review/permitting process
- ❑ Regulatory barriers

# Housing Priority Needs Table

Table 2A										
City of Tucson Priority Housing Needs				Urban Pima County Priority Housing Needs						
Household Type	Income	Priority	Need	Household Type	Income	Priority	Need			
r e n t e r	small	0-30%	H	5293	r e n t e r	small	0-30%	H	1493	
		31-50%	H	4408			31-50%	M	1300	
		51-80%	M	3186			51-80%	H	2090	
	large	0-30%	H	1605		large	0-30%	H	547	
		31-50%	H	1440			31-50%	M	437	
		51-80%	M	1546			51-80%	H	626	
	elderly	0-30%	H	1843		elderly	0-30%	H	726	
		31-50%	H	1919			31-50%	M	957	
		51-80%	M	1312			51-80%	L	1156	
	other	0-30%	H	7385		other	0-30%	M	1615	
		31-50%	H	6057			31-50%	M	1211	
		51-80%	M	3551			51-80%	L	1727	
o w n e r s	small	0-30%	L	1594	o w n e r s	small	0-30%	H	1533	
		31-50%	L	1715			31-50%	H	2021	
		51-80%	H	654			51-80%	L	4458	
	large	0-30%	L	469		large	0-30%	H	582	
		31-50%	L	1040			31-50%	H	990	
		51-80%	H	146			51-80%	L	1716	
	elderly	0-30%	H	2074		elderly	0-30%	H	2259	
		31-50%	H	1988			31-50%	M	3673	
		51-80%	H	527			51-80%	L	6172	
	other	0-30%	L	1249		other	0-30%	M	1231	
		31-50%	L	855			31-50%	L	951	
		51-80%	L	139			51-80%	L	1614	

# City of Tucson – Summary of Housing Priorities/ Objectives and Proposed Accomplishments

<b>Table 2C</b>			
<b>City of Tucson Summary of Specific Housing Objectives</b>			
<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
Rental Housing Objectives			
1	Increase the supply of affordable rentals for families	Number of units produced	500
2	Reduce the number of elderly cost burdened	Number of units produced	250
3	Increase the supply of affordable rentals for special populations	Number of units produced	200
4	Preserve units as affordable rental	Number of units retained	500
Owner Housing Objectives			
1	Increase the supply of affordable home ownership units	Number of units produced	325
2	Preserve existing housing stock	Number of units rehabilitated	2500
3	Increase affordability through downpayment assistance	Number of home owners assisted	500
4	Lead free homes	Number of units assisted	100

# Pima County – Summary of Housing Priorities/ Objectives and Proposed Accomplishments

<b>Table 2C Pima County Summary of Specific Housing Objectives</b>			
<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
<b>Rental Housing Objectives</b>			
1	Rental Housing Development	# of units of affordable rental or unit-years of affordability	200
2	Rental Housing Development for Disabled pops	# of units of affordable rental	100
3	Rental housing for elderly	# of units of affordable rental	200
4	Perservation of existing affordable rental housing including rehab	# of units of preserved	100
<b>Owner Housing Objectives</b>			
1	Downpayment assistance for 1st time buyers	Number of buyers assisted	500
2	Development of single family homes	Number of affordable homes built	250
3	Acquisition/ Rehab/ resale	Number of homes purchased and resold	30
4	Homebuyer Counseling/Training	Number of buyers successfully purchasing homes	500
5	Owner Occupied Rehab	# of units repaired/preserved	3500
6	Demolition/reconstruction	# of units rebuilt	10



# Strategies to Meet the Identified Housing Needs

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## **City of Tucson/Pima County:**

1. Development of affordable housing: funds will be earmarked for land acquisition, demolition, downpayment assistance, new construction, rehabilitation of existing housing for affordable ownership and rental housing.
2. Preservation of affordable housing stock: funds will be earmarked for owner-occupied housing rehabilitation and rental rehabilitation.
3. Encourage leverage:
  - downpayments
  - state/local housing trust and bond funds
  - private equity
  - program income
4. Development of mechanisms to provide relief from impact fees for developers of affordable housing
5. Development of better understanding in the community, as well as the development community, of affordable housing concepts, to ensure acceptability.
6. Streamline development review process for affordable housing producers
7. Increase information available to consumers regarding home purchasing and maintenance
8. Establishment of housing trust funds.



## B. Homeless Needs

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Discussion Includes:

- Homeless priority needs
- Basis of the needs
- Identification of obstacles to meeting the needs
- Summary of priorities/objectives/proposed accomplishments
- Strategies to meet the identified needs



# Homeless Priority Needs

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## **City of Tucson/Pima County:**

- ❑ Develop more permanent supportive housing
  - chronic substance abusers
  - seriously mentally ill
  - persons living with HIV/AIDS
  - disabled
  
- ❑ Develop more transitional housing with support services, including employment and vocational training
  - youth
  - families
  - individual
  
- ❑ Decrease incidents of chronic homelessness
  - increase availability of permanent supportive housing units
  - explore housing first as model for housing chronic and difficult-to-house populations



# Homeless Needs Priorities are Based on the Following:

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## **City of Tucson/Pima County:**

Priorities are based on those established in the community's Continuum of Care prepared by the Tucson Planning Council for the Homeless

- large number of homeless individuals and families in the community
- need for services linked to housing
- gaps identified in Continuum of Care gaps analysis
- HUD's stated goal to eliminate chronic homelessness within 10yrs



# Obstacles Hindering Ability to Meet the Needs of the Homeless Population

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## **City of Tucson/Pima County**

- ❑ Insufficient funding for the subsidies necessary to create additional housing for this population
- ❑ Lack of coordination between social service providers and housing providers
- ❑ Length of time it takes the disabled population to obtain benefits such as SSI, SSDI, and VA benefits
- ❑ Inadequate discharge planning
- ❑ Employment opportunities that support living wages
- ❑ Lack of affordable daycare in support of employment
- ❑ Crime-free housing policies
- ❑ Lack of adequate housing resources
- ❑ Loss of prevention and case management funds
- ❑ Difficulty in siting projects – neighborhood opposition

# Homeless Priority Needs Table

City of Tucson and Pima County Homeless Needs Table					
Part 1: Homeless Population		Sheltered		Un-sheltered	Total
		Emergency	Transitional		
1. Homeless Individuals		466	552	1720	2738
2. Homeless Families with Children		63	192	228	483
	2a. Persons in Homeless-with-Children Families	216	560	694	1470
Total		682	1112	2414	4208
Part 2: Homeless Subpopulations		Sheltered		Un-sheltered	Total
1. Chronically Homeless			72	619	691
2. Severely Mentally Ill			397	0	397
3. Chronic Substance Abuse			667	0	667
4. Veterans			226	0	226
5. Persons with HIV/AIDS			50	0	50
6. Victims of Domestic Violence			225	0	225
7. Youth (Under 18 years of age)			2	0	2
Part 3: Homeless Needs Table - Individuals		Needs	Currently Available		Gap
Beds	Emergency Shelters	525	345		180
	Transitional Housing	959	0		959
	Permanent Supportive Housing	784	434		350
	Total	2268	779		1489
Part 4: Homeless Needs Table - Families		Needs	Currently Available		Gap
Beds	Emergency Shelters	533	233		300
	Transitional Housing	982	782		200
	Permanent Supportive Housing	336	226		110
	Total	1851	1241		610

# City of Tucson – Summary of Homeless Priorities/ Objectives and Proposed Accomplishments

**Table 1C**  
**City of Tucson Summary of Specific Homeless Objectives**

<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
1	Increase supply of transitional housing for individuals	# of units produced	28
2	Increase supply of permanent housing for individuals	# of units produced	35
3	Increase supply of shelters for individuals	# of units produced	180
4	Increase supply of transitional housing for families	# of units produced	200
5	Increase the supply of permanent housing for families	# of units produced	100
6	Increase the supply of shelters housing for families	# of units produced	300
7	Fund homeless prevention and supportive services	Reduce unmet need	5% reduction

# Pima County – Summary of Homeless Priorities/ Objectives and Proposed Accomplishments

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**Table 1C**  
**Pima County Summary of Specific Homeless**

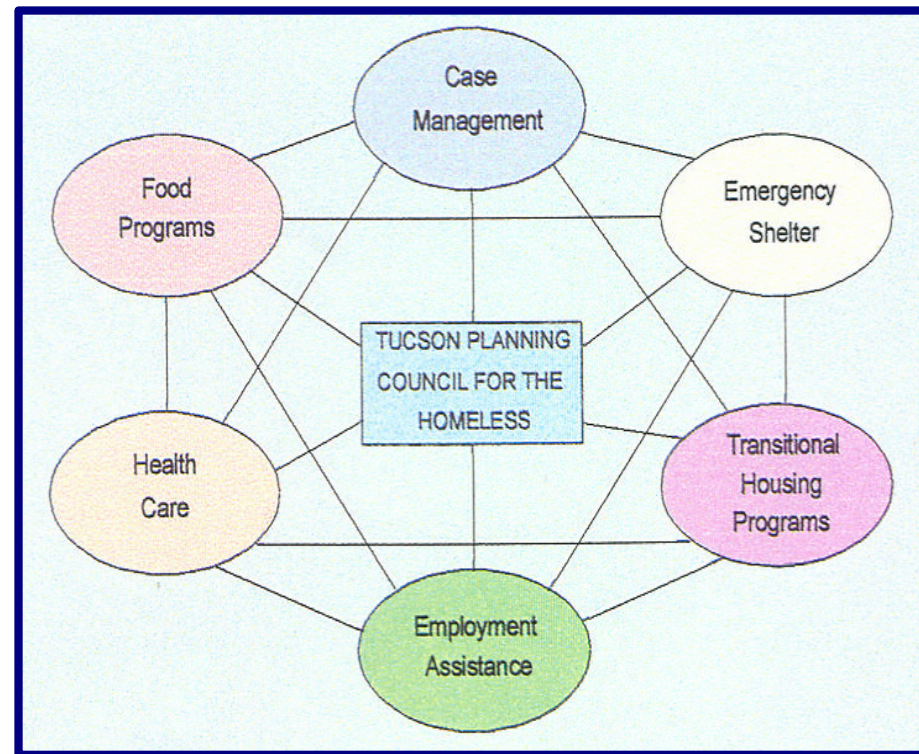
<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
1	Operating subsidies for Homeless/DV Shelters	# of units assisted	100
2	Prevention of Homelessness	# of families receiving assist	250
3	Case Management and Essential Services	# of clients receiving assist	1250
4	Development of supportive rental housing	# of units of supportive housing developed	200

# Homeless Continuum of Care Overview

## Tucson Planning Council for the Homeless

### TPCH's goals are:

- ❑ To serve as an advocate for the homeless;
- ❑ To provide leadership, expertise and advice to local planning and funding bodies on issues that impact on services to homeless populations;
- ❑ To increase community awareness and support for homeless people, homeless issues, the Tucson Planning Council for the Homeless and service provider organizations.





# Strategies to Meet the Identified Homeless Needs

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## **City of Tucson/Pima County:**

- ❑ Fund providers through the Continuum of Care process, that propose to link housing to services
- ❑ Develop and implement a “housing first” pilot and evaluate effectiveness
- ❑ Identify homeless characteristics and adapt service system to meet the characteristics
- ❑ Increase supply of shelter services, transitional and permanent supportive housing
- ❑ Seek additional funding from Shelter Plus Care and Supportive Housing Program Grants
- ❑ Seek additional funds for medical, behavioral, substance abuse, and mental health services
- ❑ Fund services that enhance discharge planning and other preventive services
- ❑ Prevention: rent, utility and mortgage assistance and debt and mortgage counseling
- ❑ Short-term assistance: emergency shelters and motel vouchers
- ❑ Employment and training tied to housing assistance
- ❑ Implementation of Continuum of Care strategies through participation in the local process – Tucson Planning Council for the Homeless
- ❑ Development of housing targeted to special needs populations.
- ❑ Development of a 10-year plan to end homelessness



## C. Special Needs Population

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Discussion Includes:

- ❑ Special needs
- ❑ Basis of the needs
- ❑ Identification of obstacles to meeting the needs
- ❑ Summary of priorities/objectives/proposed accomplishments
- ❑ Strategies to meet the identified needs

# Special Needs Priorities

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## City of Tucson/Pima County

- ❑ Lack of transitional housing/permanent housing and support services for following populations:
  - seriously mentally ill
  - persons living with HIV/AIDS
  - elderly
  - youth
  - disabled
  - substance abusers
- ❑ Home adaptations for elderly and special needs population
- ❑ Enhanced social services for elderly and special needs populations



# Special Needs Priorities Are Based on the Following:

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## **City of Tucson/Pima County**

- ❑ Number of cost-burdened households by sub-population
- ❑ Increasing age of the population
- ❑ Number of disabled persons residing in the jurisdiction
- ❑ Number of persons infected with AIDS/HIV residing in jurisdiction
- ❑ Under-served youth as identified by stakeholders in planning sessions
- ❑ Lack of vocational/skills/job training for special populations
- ❑ Lack of affordable housing that is located near public transportation and services
- ❑ Lack of rental housing that is affordable to ver- and extremely-low-income residents



# Obstacles Hindering Ability to Meet Special Needs Population

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## **City of Tucson/Pima County**

- ❑ Lack of community understanding of the needs of various sub-populations
- ❑ High costs associated with providing housing and multiple services needed to meet the needs of these populations
- ❑ Lack of coordination among affordable housing providers and service providers
- ❑ Insufficient funding for services and housing
- ❑ Lack of vocational/skill/job training for special populations
- ❑ Large geographical area of Pima County
- ❑ Limited availability of Public Housing and Section 8 vouchers

# City of Tucson – Summary of Special Needs Priorities/ Objectives and Proposed Accomplishments

**Table 1C**  
**City of Tucson Special Needs Objectives**

<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
1	Fund services for elderly and frail elderly persons	# of persons served	3000
2	Fund accessibility programs	# of units made accessible	150
3	Fund services for SMI populations	# of clients served	300
4	Fund services for disabled populations	# of clients served	4500
6	Fund services for victims of domestic violence	# of clients served	7500
7	Fund services for persons with HIV/AIDS	# of clients served	980

# Pima County – Summary of Special Needs Priorities/ Objectives and Proposed Accomplishments

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**Table 1C**  
**Pima County Special Needs Objectives**

<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
1	Development of Rental Housing for Elderly	# of units developed	200
2	Reverse Mortgage Program	# of clients assisted	250
3	Home Adaptions for Disabled	# of units adapted	150
4	Development of Rental Housing for Special Needs Population	# of units developed	200

# City of Tucson – Special Needs Summary

**Table 1B**  
**City of Tucson Summary of Special Needs Table**  
**(Units of Service per year)**

<b>Special Needs Subpopulations</b>	<b>Priority</b>	<b>Need</b>	<b>Dollars</b>	<b>Goals</b>
Elderly/Frail Elderly	H	120,000	\$3,750,000* (cdbg \$169,000)	3,000
Severe Mental Illness	H	12,119	\$465,000* (cdbg \$25,000)	300
Developmentally/Physically Disabled	M	35,500	\$6,684,000* (cdbg \$170,000)	4,500
Persons w/Alcohol/Other Drug Addictions	M	300	\$80,000	300
Persons with HIV/AIDS	H	1,823	\$390,000**	980
Other (Domestic Violence victims)	H	16,000***	\$1,150,000*	7,500

\* Primarily City General Funds

\*\* HOPWA Funds

\*\*\*Cases reported to law enforcement



# Pima County – Special Needs Summary

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**Table 1B**  
**Pima County Special Needs Table**

<b>Special Needs Subpopulations</b>	<b>Priority</b>	<b>Need</b>	<b>Dollars</b>	<b>Goals</b>
Elderly/Frail Elderly	High	120,000	\$200,000	2,000
Developmentally/Physically Disabled	High	35,500	\$250,000	150
Other (Domestic Violence victims)	High	16,000	\$450,000	4,250



# Strategies to Meet the Identified Special Needs

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## **City of Tucson/Pima County:**

- ❑ Link service providers more closely with housing providers
- ❑ Increase supply of transitional and permanent affordable housing
- ❑ Encourage the development of market-rate housing that better suits the needs of an aging population
- ❑ Increase the number of accessible housing units
- ❑ Enhance the availability of services for sub-populations
- ❑ Fund vocational/skills/job training programs targeted to sub-populations
- ❑ Provide tenant-based rental assistance
- ❑ Leverage resources to develop permanent supportive housing for special needs populations.



## D. Human Services

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### Discussion Includes:

- ❑ Ranking of human service needs
- ❑ Basis of the needs ranking
- ❑ Identification of obstacles to meeting the needs
- ❑ Summary of priorities/objectives/proposed accomplishments
- ❑ Strategies to meet the identified needs



# Human Services Priorities

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## City of Tucson:

- ❑ **Crisis Assistance:** Encourage and maintain a coordinated community response to individuals in crisis to arrest, stabilize, and link client to appropriate support services.
- ❑ **Support Services:** Promote a safe community with access to essential services for all residents, particularly vulnerable persons and persons with barriers to achieving optimum independence.
- ❑ **Youth and Early Childhood Development and Support:** Promote opportunities that assist youth in making responsible and healthy decisions.
- ❑ **Individual Development:** Programs targeted at youth and other special populations that builds skills, contributes to a skilled work force, promotes cultural richness and healthy life styles

## Pima County:

- ❑ Accessible social services for elderly/disabled, as required by the American Disability Act
- ❑ Transportation services for elderly, disabled and youth
- ❑ Senior nutrition programs
- ❑ Affordable childcare
- ❑ Health services
- ❑ Summer and after-school youth programs
- ❑ Crime awareness and prevention programs
- ❑ Employment and training programs
- ❑ Substance abuse prevention programs
- ❑ Fair housing counseling programs
- ❑ Other public services needs



# Human Services Needs Priorities are Based on the Following:

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## **City of Tucson:**

- ❑ The basis for ranking these priorities is the Human Services Plan. This document allocates funds set aside for human services. Mayor and Council adopted the 2005/2006 Human Services Plan in April 2004. The next planning process will begin in the fall of 2005.
- ❑ Services for the homeless and special populations are incorporated into the City Humans Services Plan
- ❑ The City of Tucson historically allocates over \$30,000,000 to Human Services. The majority of this funding is City general funds. City historically allocates the maximum amount of CDBG funds allowed, currently capped at 15% of the grant amount, which in FY 05 was \$1,118,000.

## **Pima County:**

- ❑ Pima County Community Development and Neighborhood Conservation Department needs assessment of the county for 2006-2010.
- ❑ Pima County Capital Improvement Plan.
- ❑ Submitted CDBG Proposals for 2005-2006.
- ❑ Interviews with local governments, county staff, and non-profit agencies.
- ❑ Public meetings that were held between November 2004 and January 2005.

The basis for needs ranking were established using the following methodology.

- ❑ Submitted needs that included a dollar value were deemed a priority and summed together to generate the total needs estimate.
- ❑ Staff perspectives.



# Obstacles Hindering Ability to Meet Human Services Needs

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## **City of Tucson:**

- ❑ Too many agencies competing for limited resources
- ❑ Lack of inter-agency coordination
- ❑ Funding insufficient to conduct necessary follow-up
- ❑ Lack of coordination between housing providers and service providers
- ❑ Certain populations not accessing available services, need for targeted outreach

## **Pima County:**

- ❑ Limited availability of funds.
- ❑ Lack of public facilities in rural communities to provide services.
- ❑ Absence of non-profit agencies that are able to provide direct services due to the size of the County.

# Human Services Priority Needs Table

**Table 2B**  
**City of Tucson Priority Human Services Needs**  
**(Annual)**

<b>Human Service</b>	<b>Priority</b>	<b>Need</b>	<b>Dollars</b>	<b>Goals: # of contracts</b>
Youth Development	M	\$ 1,800,000	625,000 cdbg 30,000	25 2
Crisis	H	\$ 1,700,000	gf 500,000 esg250,000 cdbg 500,000	20 25 10
Supportive Services	H	\$ 2,600,000	gf 600,000 cdbg 250,000	24 10
Individual Development	M	\$ 2,900,000	gf 800,000 cdbg 375,000	32 15
Neighborhood Capacity Building	M	180 neighborhoods	80,000 *	20

\* Primarily funded by City General Funds

Need: actual amount requested by respondents to RFP

# Human Services Priority Needs Table

**Table 2B**  
**Pima County Priority Human Services Needs**

<b>Human Service</b>	<b>Priority</b>	<b>Need (5 yrs)</b>	<b>Dollars</b>	<b>Goals</b>
Handicap Services	High	5	\$250,000	5
Transportation Services	High	20	\$100,000	2
Substance Abuse Services	High	5	\$500,000	10
Employment Training	High	5	\$100,000	2
Health Services	High	20	\$250,000	5
Anti-Crime Programs	High	7	\$500,000	5
Youth Programs	High	20	\$625,000	10
Legal Services	High	2	\$275,000	10
Senior Programs	High	18	\$250,000	10

# City of Tucson – Summary of Priorities/ Objectives and Proposed Accomplishments

**Table 2C**  
**City of Tucson Summary of Human Services**  
**(Annually)**

<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures CDBG Funded</b>	<b>Expected Units of Service</b>
1	Fund Domestic Violence Services	Number clients served	7,500
2	Fund Shelter and Support Services	Number clients served	15,000
3	Fund Client Assessment and Case Management Services	Number clients served	1,500
4	Fund Counseling and Mental Health Services	Number clients served	300
5	Fund Health and Safety Services	Number clients served	300
6	Fund Independent Living Services	Number clients served	250
7	Fund Childcare and Child Development Services	Number clients served	1,500
8	Fund Delinquency Prevention & Intervention Services	Number clients served	1,500
9	Fund Parenting Education & Support Services	Number clients served	500
10	Fund Community/Neighborhood Development Services	Number clients served	20
11	Fund Education, Job Training/Placement Services	Number clients served	1,000
12	Fund Recreation and Enrichment Services	Number clients served	4,000

# Pima County – Summary of Priorities/Objectives and Proposed Accomplishments

**Table 2C**  
**Pima County Summary of Human Services**  
**(Annually)**

<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
1	Operating Costs of Homeless/Aids Patients	Number of persons benefiting	900 per year
2	Public Services (General)	Number of persons benefiting	29,000 per year
3	Senior Services	Number of persons benefiting	290 per year
4	Legal Services	Number of persons benefiting	40 per year
5	Youth Services	Number of persons benefiting	140 per year
6	Crime Awareness-Prevention	Number of persons benefiting	5,490 per year



# Strategies to Meet the Human Services Needs City of Tucson

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- ❑ **Crisis Assistance:**
  - provide comprehensive services to victims of domestic violence and sexual assault on a 24/7 basis
  - increase number of shelter beds
  - fund prevention and intervention programs
- ❑ **Support Services:**
  - provide case management services by sub-population
  - provide counseling services for sub-populations
  - provide health and safety programs to sub-populations, particularly those in the notch group not covered by AHCCCS
  - provide for programs that promote independent living
- ❑ **Youth and Early Childhood Development and Support:**
  - Fund programs that are co-located or readily accessible from schools
  - Fund programs targeted at special needs populations
- ❑ **Youth and Early Childhood Development Support (Continued)**
  - Fund programs that provide a link to services for parents
  - Fund programs offered at non-traditional times
  - Fund delinquency prevention/intervention programs
  - Fund programs that target both traditional and non-traditional families
- ❑ **Individual Development:**
  - Fund programs that expand and enhance effectiveness of existing programs
  - Fund programs that provide for meaningful use of volunteers
  - Fund programs that incorporate leadership development
  - Fund job training/skill enhancement programs that are linked to support services such as daycare and transportation
  - Fund programs targeted at youth 12-23 years of age



# Strategies to Meet the Human Services Needs Pima County

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## **CDBG PRIORITIES**

- ❑ Transportation
  - vans for disabled programs
  - senior vans
  - vans for youth programs
- ❑ Youth
  - childcare scholarships
  - after-school programs
  - summer youth programs
- ❑ Senior/Youth Health and Nutrition Programs
- ❑ Substance Abuse Prevention Services
- ❑ Employment Training Opportunities
- ❑ Legal Services
  - fair housing counseling
  - landlord/tenant counseling and legal representation
- ❑ Anti-Gang and Crime Programs



## E. Non-Housing Community Development Needs

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### Discussion Includes:

- ❑ Non-housing community development needs
- ❑ Basis of the needs ranking
- ❑ Identification of obstacles to meeting the needs
- ❑ Summary of priorities/objectives/proposed accomplishments
- ❑ Strategies to meet the identified needs



# Non-Housing Community Development Priorities

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## **City of Tucson:**

- Park and Recreation facilities
- Facilities owned by agencies
- Infrastructure improvements
  - street lighting
  - sidewalks
  - public transportation
  - storm sewers
- Jobs and workforce development
- Redevelopment areas, including downtown
- Code enforcement/elimination of slum and blight
- Human services programs, including services for the homeless and other special populations

## **Pima County:**

- Lack of infrastructure and public facility needs
- Need for improvements to business districts
- Demolition
- Code enforcement
- Historic preservation



# Non-Housing Community Development Priorities are Based on the Following:

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## City of Tucson:

- ❑ **Parks and Recreation** - Master Plan and the City Capital budget indicates demand beyond projected funding capacity from the City General fund
- ❑ **Agency-Owned Public Facilities** - funded at less than 10 percent of the requested amount
- ❑ **Infrastructure** - aging or absent in many areas of town. The City Capital budget depicts unmet need
- ❑ **Jobs** - Household median income is low compared to the national average
- ❑ **Workforce Development** - high rate of high school drop outs. Workforce Investment Board (WIB) priority
- ❑ **Youth Employment** - lack of jobs and insufficient public transportation
- ❑ **Redevelopment Areas** - Mayor and Council formally adopted several area redevelopment plans

## Pima County:

- ❑ Pima County Community Development and Neighborhood Conservation Department needs assessment of the county for 2006-2010.
- ❑ Pima County Capital Improvement Plan.
- ❑ Submitted CDBG Proposals for past three years.
- ❑ Interviews with local governments, county staff, and non-profit agencies.
- ❑ Public meetings held between November 2004 and January 2005.

The priority non-housing community development needs were established using the following methodology:

- ❑ Submitted needs that included a dollar value were deemed a priority and summed together to generate the total needs estimate.
- ❑ Staff perspectives.



# Obstacles Hindering Ability to Meet Non-Housing Community Development Needs

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## **City of Tucson:**

### **Park and Recreation:**

- ❑ insufficient funding to enhance current regional facilities
- ❑ lack of land for regional facilities
- ❑ insufficient funding to enhance linear, neighborhood and pocket parks
- ❑ population growth creating additional demand

### **Agency-Owned Public Facilities:**

- ❑ lack of funding

### **Infrastructure:**

- ❑ under capitalized

### **Workforce training/Youth employment:**

- ❑ high dropout rates
- ❑ insufficient public transportation
- ❑ lack of jobs for youth

### **Code enforcement**

- ❑ lack of funding
- ❑ disparate enforcement

## **Pima County:**

- ❑ Limited availability of funds.
- ❑ Lack of facilities needed to provide services in rural Pima County.
- ❑ Absence of needed infrastructure in incorporated and unincorporated regions.
- ❑ Size of Pima County.
- ❑ Pima County is the only government that serves one third of the entire County's population.

# City of Tucson Non-Housing Community Development Priority Needs Table

<b>Table 2B</b> <b>City of Tucson Priority Non-Housing Community Development Needs</b> <b>(Annual)</b>				
<b>Community Development Needs</b>	<b>Priority</b>	<b>Need</b>	<b>Dollars</b>	<b>Annual Goal</b>
<b>Public Facility Needs:</b>				\$ 5,000,000
Park Facilities	H	*	\$ 40,998,000	
Agency Owned Public Facilities	L	30 requests	\$ 2,900,000	
<b>Infrastructure:</b>				\$ 3,500,000
Street Improvements	M	*	\$ 97,800,000	
Drainage	L	*	\$ 18,800,000	
Street Lighting	H	*	\$ 5,700,000	
<b>Economic Development:</b>				\$ 1,500,000
Redevelopment Areas	H	**		
Job Training	H	***		
Youth Employment	H	***		
<b>Demolition/Code Enforcement:</b>				\$ 1,250,000
Housing	H	200	\$ 2,000,000	
Non-Housing	L	50	\$ 2,500,000	

- \* City of Tucson Capital Improvement Plan
- \*\* M&C Approved Area Redevelopment Plans
- \*\*\* Human Services Plan

# Pima County Non-Housing Community Development Priority Needs Table

<b>Table 2B Pima County Priority Non-Housing Community Development Needs</b>				
<b>Community Development Needs</b>	<b>Priority</b>	<b>Need (5 yrs)</b>	<b>Dollars</b>	<b>Goals</b>
<b>Public Facility Needs:</b>				
Neighborhood Facilities <sup>1</sup>	High	20	\$ 100,000	1
Parks and/or Recreation Facilities	High	20	\$ 100,000	2
Health Facilities	High	18	\$ 100,000	1
Non-Residential Historic Facilities	High	2	\$ 100,000	1
Fire Protection	High	19	\$ 100,000	1
Youth Centers	High	20	\$ 100,000	1
Child Care Center	High	20	\$ 100,000	1
Senior Centers	High	20	\$ 100,000	1
<b>Infrastructure:</b>				
Water/Sewer Improvements	High	20	\$ 100,000	2
Street Improvements	High	20	\$ 50,000	1
Sidewalks	Medium	4	\$ 50,000	1
Sewer Improvements	Low	9		0
Flood Control Improvements	Low	20	\$ 250,000	1
Solid Waste Disposal	Low	16	\$ 100,000	1
Asbestos Removal	High	2	\$ 50,000	1
<b>Economic Development:</b>				
Job retention/creation	Low	10	\$ 50,000	1 project
<b>Demolition and Code Enforcement:</b>				
Flowing Wells Code Enforcement Program	High	100	\$ 25,000	25
Demolition of abandoned mobile homes	High	500	\$ 30,000	10

<sup>1</sup>Typically when a neighborhood facility is constructed it includes space for youth, child care, senior and recreational services

# City of Tucson – Summary of Priorities / Objectives and Proposed Accomplishments

**Table 2C**  
**City of Tucson Summary of Non-Housing Community Development Needs**

<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
1	Enhance park facilities	Number of enhancements	20
2	Enhancements to agency-owned facilities	Number of enhancements	40
3	Installation of additional sidewalks	Length of improvement	3 miles
4	Installation of additional street lights	Length of improvement	3 miles
5	Provide job training	Units of service	500
6	Blight remediation	Number of units demolished	200

# Pima County – Summary of Priorities/Objectives and Proposed Accomplishments

<b>Table 1C</b>			
<b>Pima County Summary Non-Housing Community Development Needs</b>			
<b>Objective Number</b>	<b>Specific Objectives</b>	<b>Performance Measures</b>	<b>Expected Units</b>
1	Public Facilities	Number of facilities assisted Number of parks redeveloped	10 2
2	Infrastructure	Number of public infrastructure projects assisted	2
3	Economic Development	Number of businesses assisted Number of jobs created/retained	1 1
4	Demolition/Clearance and Code Enforcement	Number of public infrastructure projects assisted Number of code enforcements issued	20 25
5	Human Services	Number of clients served per year	35,860

# Pima County Funding Summary of Needs for Target Areas, Colonias and NRSA

Pima County Non-Housing Community Development Needs Target Areas, Colonias and NRSA											
Location/Project	PUBLIC FACILITIES							INFRASTRUCTURE			
	Neighborhood Facilities	Parks	Health Care Facilities	Solid Waste	Asbestos Removal	Non-Residential Historical Preservation	Fire Protection	Water Improvements	Sewer	Street Improvement	Flood Control
Ajo	\$1,000,000	\$1,000,000		\$75,000	\$25,000	\$2,000,000	\$300,000	\$500,000			
Amado	\$1,000,000	\$500,000		\$25,000							
Arivaca	\$1,000,000	\$1,000,000	\$150,000	\$50,000		\$500,000	\$300,000	\$500,000	\$5,000,000		
Avra Valley	\$1,000,000	\$1,000,000		\$25,000			\$300,000	\$1,000,000			\$16,500,000
Benson Highway											\$1,000,000
Catalina	\$1,000,000	\$1,000,000					\$300,000				\$7,000,000
Continental	\$500,000	\$500,000	\$200,000						\$1,500,000		
Drexel Heights	\$500,000	\$1,000,000					\$300,000		\$1,500,000		
Elephant Head	\$500,000	\$1,000,000					\$300,000				
Flowing Wells	\$2,000,000	\$3,000,000					\$300,000				\$10,000,000
Helmet Peak		\$500,000					\$300,000	\$750,000			
Littleton	\$1,000,000	\$1,000,000									
Marana	\$1,000,000	\$500,000						\$500,000	\$36,000,000		
Picture Rocks	\$500,000	\$2,000,000	\$500,000				\$300,000	\$500,000			
Rillito		\$500,000						\$500,000			
Sahuarita	\$1,000,000	\$1,000,000	\$500,000				\$300,000				
S. Nogales Hwy. Area	\$1,000,000	\$1,000,000					\$300,000	\$750,000	\$9,000,000		
South Tucson	\$1,000,000	\$1,000,000					\$300,000			\$1,200,000	
Southwest Pima County											
Three Points	\$1,000,000	\$500,000	\$600,000				\$300,000	\$1,000,000			
Vail	\$500,000					\$50,000					
Valencia West	\$1,000,000	\$500,000					\$300,000	\$750,000			\$10,000,000
Why	\$500,000							\$500,000			
Countywide										\$198,900,000	
<b>TOTALS</b>	\$17,000,000	\$18,500,000	\$1,950,000	\$175,000	\$25,000	\$2,550,000	\$4,200,000	\$7,250,000	\$53,000,000	\$200,100,000	\$44,500,000

# Pima County Funding Summary of Needs for Target Areas, Colonias and NRSA (Continued)

Pima County Non-Housing Community Development Needs Target Areas, Colonias and NRSA						
Location / Project	PUBLIC SERVICES		YOUTH PROGRAMS		SENIOR PROGRAMS	TOTALS
	Transportation Services	Health Care Services	Youth Centers	Child Care Centers	Senior Centers	
Ajo			\$500,000	\$300,000	\$300,000	\$6,000,000
Amado			\$500,000	\$300,000	\$300,000	\$2,625,000
Arivaca		\$400,000	\$500,000	\$300,000	\$300,000	\$10,000,000
Avra Valley			\$500,000	\$300,000	\$300,000	\$20,925,000
Benson Highway						\$1,000,000
Catalina			\$500,000	\$300,000	\$300,000	\$10,400,000
Continental						\$2,700,000
Drexel Heights			\$500,000	\$300,000	\$300,000	\$4,400,000
Elephant Head						\$1,800,000
Flowing Wells			\$500,000	\$300,000	\$300,000	\$16,400,000
Helmet Peak			\$500,000	\$300,000	\$300,000	\$2,650,000
Littletown			\$500,000	\$300,000	\$300,000	\$3,100,000
Marana			\$500,000	\$300,000	\$300,000	\$39,100,000
Picture Rocks		\$1,250,000	\$250,000	\$250,000	\$250,000	\$5,800,000
Rillito			\$200,000	\$100,000	\$100,000	\$1,400,000
Sahuarita		\$1,250,000	\$500,000	\$300,000	\$300,000	\$5,150,000
S. Nogales Hwy. Area			\$500,000	\$300,000	\$300,000	\$13,150,000
South Tucson			\$500,000	\$300,000	\$300,000	\$4,600,000
Southwest Pima County		\$255,000				\$255,000
Three Points		\$400,000	\$500,000	\$300,000	\$300,000	\$4,900,000
Vail						\$550,000
Valencia West			\$500,000	\$300,000	\$300,000	\$13,650,000
Why						\$1,000,000
Countywide	\$12,000,000					\$210,900,000
<b>TOTALS</b>	\$12,000,000	\$3,555,000	\$7,950,000	\$4,850,000	\$4,850,000	<b>\$382,455,000</b>



# City of Tucson – Strategies to Meet the Non-Housing Community Development Needs

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## **Parks and Recreation:**

- ❑ develop additional funding sources
  - development impact fees
  - user fees
  - leverage additional resources
- ❑ use CDBG as leverage to enhance and develop Parks and Recreation facilities/resources

## **Agency-owned public facilities:**

- ❑ allocate CDBG funding for expanding, replacing and repairing these facilities
- ❑ encourage leveraging of funds
- ❑ encourage consolidation of agencies
- ❑ encourage agencies to share resources, facilities and programs

## **Infrastructure:**

- ❑ enhance aging and absent infrastructure through mechanisms such as the Back to Basics Program

## **Economic Development:**

- ❑ fund workforce development, job creation and retention
- ❑ fund targeted programs in redevelopment areas
- ❑ Fund targeted programs within designated redevelopment areas including the use of the Section 108 Loan Program

## **Code Enforcement/ Slum Blight Abatement:**

- ❑ enhance code enforcement and eliminate blight



# Pima County – Strategies to Meet the Non-Housing Community Development Needs

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## **Public Facilities**

- ❑ Development or improvements to senior, youth, and child care centers
- ❑ Parks developed and improved
- ❑ Development or improvements to health and food bank facilities

## **Infrastructure**

- ❑ Replacements or improvements of water systems and sewer lines
- ❑ Sidewalks/street improvements
- ❑ Flood control improvements
- ❑ Solid waste disposal improvements
- ❑ Asbestos removal
- ❑ Water system extensions for fire prevention/fire hydrants

## **Economic Development**

- ❑ Development or improvements to business district, including the Flowing Wells Neighborhood Revitalization area
- ❑ Support of micro-businesses, business retention and expansion, technical assistance, and other economic development needs



# City of Tucson – Summary of Funding Priorities

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## **CDBG**

1. housing preservation/rehabilitation
2. humans services at the allowable 15% cap
3. public facility enhancements
4. code enforcement and slum and blight elimination
5. infrastructure enhancements
6. economic development activities that enhance redevelopment areas and/or create jobs

## **HOME**

1. housing development for all populations
2. downpayment assistance programs
3. rental development projects for target populations
4. tenant-based rental assistance

## **ESG**

1. shelter beds, permanent and transitional housing
2. services
3. prevention programs



# Pima County – Summary of Funding Priorities

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## **CDBG**

1. Housing
2. Public Facilities
3. Infrastructure Improvements
4. Public Services

## **HOME Priorities**

1. Homebuyer Assistance Programs
2. Rental Housing
3. Preservation of affordable housing

## **ESG**

1. Operation and Maintenance of Shelters
2. Case Management and Outreach
3. Homeless Prevention Activities



## F. Administration and Planning

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### **City of Tucson:**

#### Administration:

- ❑ adequately staff programs to ensure the timely management of grant programs, including the availability of technical assistance, contract management and sufficient monitoring
- ❑ ensure that all program requirements are fulfilled
- ❑ leverage resources when possible

#### Planning:

- ❑ support community development planning, particularly for housing
- ❑ give preferences to planning proposals that target homelessness
- ❑ give preference to planning proposals that promotes fair housing opportunities

### **Pima County:**

- ❑ Administration of CDBG, HOME and ESG programs
- ❑ Technical Assistance and meetings in communities and with non-profit agencies
- ❑ Funding for fair housing activities and for legal services
- ❑ Contract management and monitoring
- ❑ Community research and planning
- ❑ Preparation of the Annual Plan, CAPER and other reports required by HUD
- ❑ Technical assistance and planning with the City of South Tucson, Town of Sahuarita and Town of Marana