



# NEIGHBORHOOD REVITALIZATION STRATEGY

## FLOWING WELLS

Prepared by:  
ESI Corporation

June 29, 2001





ESI Corp. • Real Estate & Economic Development Counselors



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STRATEGY**

**PREPARED BY:  
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## I. Background and Process

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The Neighborhood Revitalization Strategy process is a valuable means for challenged communities to identify their issues and make a concrete plan for change. The Pima County Neighborhood Services Department and the Phoenix office of the U.S. Department of Housing and Urban Development (HUD) saw that the community of Flowing Wells was in need of revitalization, and that the seeds for positive change exist in this neighborhood.

The goal of this planning process can be summed up in the following statement from HUD in their notice on the development of neighborhood revitalization strategies:

*"Comprehensive community revitalization strategies seek to create partnerships among federal and local governments, the private sector, community organizations and neighborhood residents. The Department seeks to create communities of opportunity in distressed neighborhoods by stimulating the reinvestment of human and economic capital and by economically empowering low-income residents."*

– Notice CPD-96-01, HUD

There are a number of geographic definitions of "Flowing Wells." The U.S. Census Bureau officially defines the Flowing Wells Census Designated Place (CDP) as the unincorporated area roughly bounded by the Rillito Creek on the north, Interstate 10 on the west, Roger Road on the south and Fairview Avenue on the east. The Flowing Wells Neighborhood Association and Community Coalition (FWNACC) uses the Flowing Wells Unified School District boundary as their base for membership. This area includes parts of northern Tucson, southern Marana and unincorporated areas in-between. The school district includes all of the CDP except the western most portion.

Since the guidelines for determining an eligible Neighborhood Revitalization Strategy Area (NRSA) were critical for defining the study area for this report, a group consisting of community leaders, County staff and school district staff were brought together to identify the study area. The group was briefed on the guidelines and with their knowledge of the neighborhood, outlined the area called the Flowing Wells Neighborhood Revitalization Strategy Area or "Flowing Wells NRSA."

The area they defined is a 3.1 square mile neighborhood located north of the city of Tucson and south of the Rillito River in unincorporated Pima County. In addition to the Rillito River, Interstate 10 forms a physical barrier which defines the community. There is also a rail line which runs along the neighborhood side of the freeway which impacts the neighborhood through noise and traffic congestion. Land uses in the area are mixed, with industrial uses located along the freeway corridor, and commercial and residential scattered throughout the remaining area. There is vacant land available for residential, commercial and industrial activity.

This is an older community which is battling the issues of inconsistent land uses, deteriorating housing, crime and a general rundown appearance. As with many older neighborhoods there are many longtime residents who are active in the community, and are willing to work at improving the quality of life for all residents.

### Neighborhood Revitalization Strategy Requirements

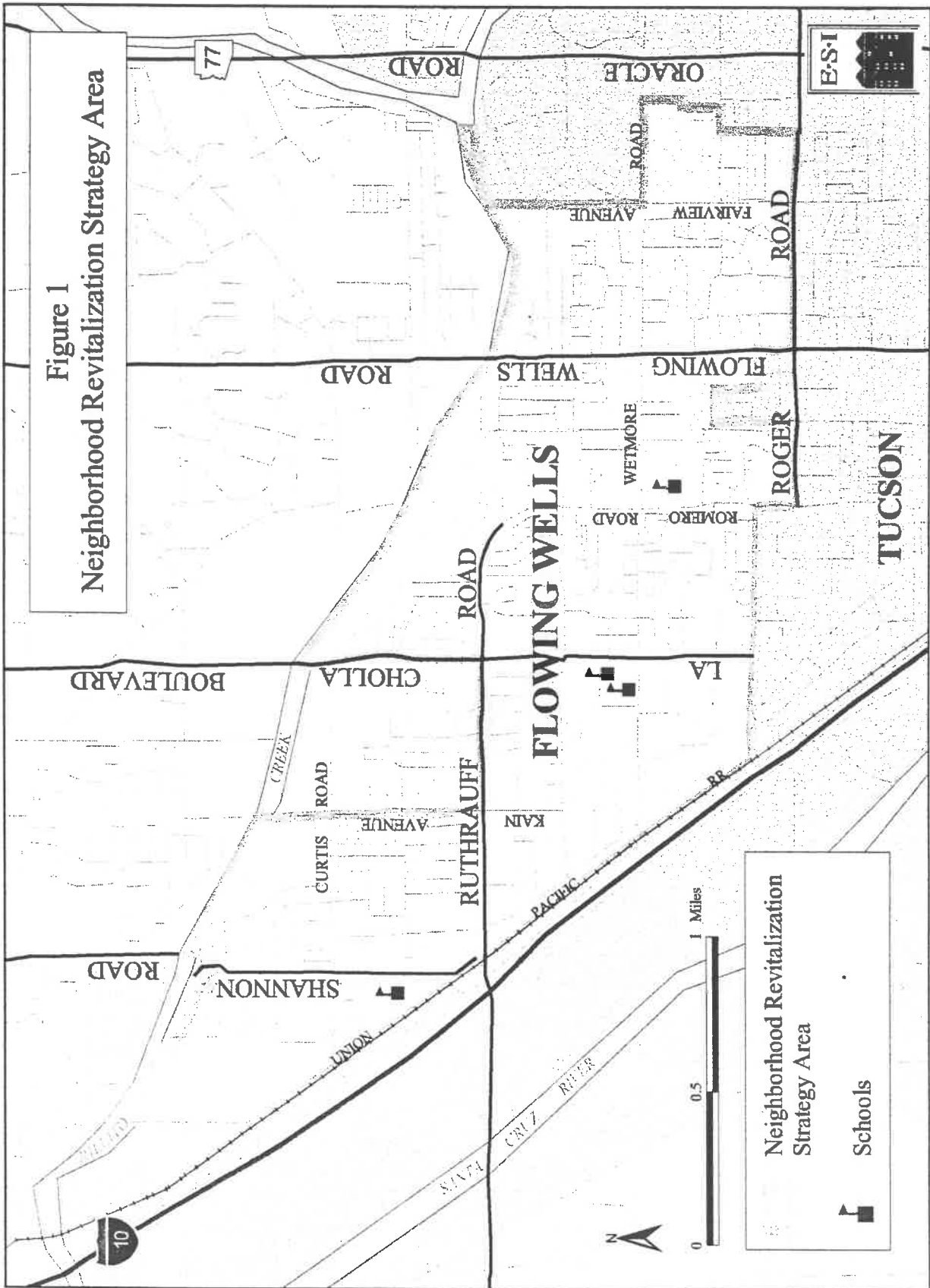
The three guidelines laid out by HUD for an NRSA are:

1. The area must be contiguous
2. The area must be primarily residential
3. The area must contain a percentage of low and moderate income residents that is equal to the "upper quartile percentage" (as computed by HUD pursuant to 24 CFR 570.208(a)(1)(ii)) or 70 percent, whichever is less but, in any event, not less than 51 percent.

The study area chosen meets all three of these requirements. The area is contiguous, as can be seen on Figure 1, a windshield tour of the neighborhood determined that the area is primarily residential, and the area has a low and moderate income rate of 51.1 percent based on 1990 block group data from HUD.<sup>1</sup> Table 1 presents all of the block groups which are either entirely or partially located within the neighborhood. The study area is geographically defined as the Flowing Wells CDP, less census block group 04-019-004506-3. For the remainder of this study the term "Flowing Wells Neighborhood Revitalization Strategy Area" or Flowing Wells NRSA refers to this study area.

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<sup>1</sup> In the case of Pima County, the "upper quintile percentage" for 1990 was less than 51 percent, therefore 51 percent was used as the limit for determining eligibility.



**Table 1**  
**Flowing Wells Neighborhood Revitalization Strategy**  
**Area, Low-Moderate Income Population, 1990**

| Block Group     | Population     |               | Low-Moderate Rate |
|-----------------|----------------|---------------|-------------------|
|                 | Low-Mod Income | Total         |                   |
| 04-019-004508-4 | 1,191          | 1,784         | 66.8%             |
| 04-019-004508-3 | 990            | 1,546         | 64.0%             |
| 04-019-004508-2 | 580            | 1,005         | 57.7%             |
| 04-019-004506-1 | 1,200          | 2,172         | 55.2%             |
| 04-019-004507-4 | 573            | 1,072         | 53.5%             |
| 04-019-004507-5 | 430            | 878           | 49.0%             |
| 04-019-004507-1 | 633            | 1,294         | 48.9%             |
| 04-019-004507-3 | 732            | 1,511         | 48.4%             |
| 04-019-004506-2 | 658            | 1,561         | 42.2%             |
| 04-019-004507-6 | 93             | 276           | 33.7%             |
| 04-019-004507-2 | 420            | 1,577         | 26.6%             |
| <b>Total</b>    | <b>7,500</b>   | <b>14,676</b> | <b>51.1%</b>      |

Note: 1. Population total based on HUD calculations; does not correspond exactly to U.S. Census Bureau reported figures used in the remainder of this document.

Source: U.S. Department of Housing and Urban Development

### **Flowing Wells Neighborhood Association and Community Coalition**

The Flowing Wells Neighborhood Association and Community Coalition (FWNACC) was created in 1995 through the efforts of the Flowing Wells School District in cooperation with the residents of the area. It covers the entire school district, which includes both incorporated and unincorporated areas, and nearly all of the Flowing Wells NRSA. The leaders and members of FWNACC were key contributors to the development of this report, and are expected to be the force behind the implementation of the strategies.

The Association has the ongoing goal of giving area residents a voice in needed reforms. The Association has received recognition by the local media and government for crime prevention activities, neighborhood cleanups, efforts to alleviate substandard housing, use of zoning laws to control public nuisances and participation in graffiti abatement. The school district, law enforcement groups, city and county departments, city council members, county supervisors and the county attorney have all contributed to the success of FWNACC.

## Taskforce

In order to make this plan an implementable document, the Flowing Wells Taskforce was created. Their role was to provide a baseline understanding of the neighborhood and to develop strategies which address the issues of concern within the community. Two meetings were held with this group, and many members were consulted individually outside of the meetings to answer questions specific to their area of expertise. The first meeting included core representatives from the neighborhood, Flowing Wells Unified School District and Pima County Community Services Department. The second meeting included the full taskforce representing a wide range of constituencies in the region. Taskforce members are listed in Table 2 and the sign-in sheet from the second meeting is included in Appendix A.

**Table 2**  
**Flowing Wells Neighborhood Revitalization Taskforce**

| <b>Name</b>    | <b>Company or Organization</b>                                      |
|----------------|---|
| Sharon Atwell  | United States Department of Housing and Urban Development           |
| Gary Bachman   | Pima County Community Services                                      |
| Alex Becerra   | U.S. Department of Housing and Urban Development                    |
| Debbie Becher  | Pro Neighborhoods   |
| Kevin Daily    | Flowing Wells Neighborhood Association and Community Coalition      |
| Bob Decker     | Pima County Wastewater Management Department                        |
| Steve Dolan    | Pima County Department of Transportation and Flood Control District |
| Wilma Ferry    | Flowing Wells Neighborhood Association and Community Coalition      |
| David Folch    | ESI Corp  |
| Cindy Heaton   | Flowing Wells Schools Family Resource and Wellness Centers          |
| Pamela Innis   | Arizona Department of Environmental Quality                         |
| Allen Kulwin   | Pima County Community Services                                      |
| Stan Levine    | Pima County Health Department                                       |
| Larry Mulhern  | Tucson Water  |
| Barbara Norris | Pima Youth Partnership  |
| Ethan Orr      | City of Tucson Economic Development                                 |
| Ted Payne      | Pima County Department of Transportation and Flood Control District |
| Joel Pesce     | Pima County Sheriff's Department, Directed Patrol Foothills Unit    |
| Pete Peterson  | Desert Sun Properties   |

**Table 2 (Continued)**  
**Flowing Wells Neighborhood Revitalization Taskforce**

| <b>Name</b>      | <b>Company or Organization</b>                                 |
|------------------|--|
| Carol Pry        | Pima Federal Credit Union                                      |
| Ryan Raleigh     | Pima County Community Services                                 |
| Michele Ream     | Pima Youth Partnership   |
| Cheryl Roberts   | Flowing Wells Irrigation District                              |
| Judie Scalise    | ESI Corp   |
| Gloria Soto      | Pima County Community Services                                 |
| Rochelle Swanson | Pima County Natural Resources, Parks and Recreation            |
| Ellie Towne      | Flowing Wells Neighborhood Association and Community Coalition |
| Norman Tripp     | Pima County Zoning   |

### **Community Meetings**

Two community meetings were held to solicit input for the plan. Both of the meetings were held at Flowing Wells Junior High, located within the neighborhood.

The first community meeting was held the evening of Thursday January 18, 2001 in conjunction with the monthly meeting of the FWNACC. The meeting was attended by 48 community members including county staff and elected officials based on the sign-in sheets, however it was estimated that more than 60 people attended in total (sign-in sheet included in Appendix A). The goals of this meeting were to introduce the community to the process, begin developing a mission statement and solicit their initial input on positive and negative issues affecting the neighborhood.

The second community meeting was held the evening of Thursday May 17, 2001, again in conjunction with the FWNACC meeting. This meeting was used to present demographic data on the area, and to solicit comments on a number of key strategies. The meeting was attended by approximately 20 residents, County staff and school district staff.

## II. Neighborhood Profile

### A. Demographic Analysis

The following demographic profile compares Flowing Wells to the city of Tucson. Due to Flowing Wells' location on the northern border of the city, this comparison shows how the neighborhood relates to the population center of Pima County.

The data presented are derived from two sources published by the U.S. Census Bureau, 1990 data were gleaned from the 1990 census, and 1999 data for the city of Tucson was gleaned from a new publication entitled the American Community Survey (ACS). The ACS presents detailed survey derived data in most of the same categories offered in the complete census.

### Population

Flowing Wells is located in the Tucson area, the second largest metropolitan area in Arizona. Table 3 shows its population in 1990 was 13,177 or two percent of the county total. Pima County and the city of Tucson both grew substantially during the 1990s with the county adding over 175,000 people and the city adding 81,000. Flowing Well grew by 14.2 percent, adding 1,873 people.

**Table 3**  
**Population**  
**Flowing Wells, Tucson and Pima County, 1990 to 2010**

|                            | 1990    | 1995    | 2000    | 2005    | 2010      |
|----------------------------|---------|---------|---------|---------|-----------|
| Flowing Wells <sup>1</sup> | 13,177  | na      | 15,050  | na      | na        |
| Tucson                     | 405,390 | 447,075 | 486,699 | 508,521 | 540,307   |
| Percent Change             |         | 10.3%   | 8.9%    | 4.5%    | 6.3%      |
| Pima County                | 668,500 | 758,050 | 843,746 | 943,795 | 1,031,623 |
| Percent Change             |         | 13.4%   | 11.3%   | 11.9%   | 9.3%      |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

Source: U.S. Census Bureau, Arizona Department of Economic Security

Race and ethnicity data presented in Table 4 show significant differences between the Flowing Wells population and the city of Tucson. In both 1990 and 1999 approximately 75 percent of the Tucson population was White while in Flowing Wells the White population was nearly 93 percent. Proportionally, the difference in the Hispanic population was even greater as the Hispanic share of the population in Tucson was over twice as high as in Flowing Wells. Although similar data is not available for Flowing Wells, the Hispanic population in the city grew by over six percent from 1990 to 1999.

**Table 4**  
**Population, Gender, Race, Ethnicity and Poverty**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**

|                              | 1990<br>FW <sup>1</sup> | 1990<br>Tucson | 1999<br>Tucson |
|------------------------------|-------------------------|----------------|----------------|
| <b>Population</b>            | 13,177                  | 405,390        | 462,003        |
| <b>Gender</b>                |                         |                |                |
| Male                         | 47.2%                   | 48.7%          | 47.8%          |
| Female                       | 52.8%                   | 51.3%          | 52.2%          |
| <b>Race</b>                  |                         |                |                |
| White                        | 92.7%                   | 75.2%          | 73.3%          |
| Black                        | 0.5%                    | 4.3%           | 5.1%           |
| American Indian              | 1.0%                    | 1.6%           | 2.2%           |
| Asia/Pacific Islander        | 0.5%                    | 2.2%           | 2.3%           |
| Other Race                   | 5.3%                    | 16.7%          | 19.2%          |
| <b>Ethnicity<sup>2</sup></b> |                         |                |                |
| Hispanic                     | 12.1%                   | 29.3%          | 35.7%          |
| <b>Poverty</b>               |                         |                |                |
| People Living in Poverty     | 15.8%                   | 19.6%          | 16.4%          |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

2. Census totals by block group can vary by tract measures.

Percentages by race and ethnicity are based on the percentages of the total population as describe in the aggregate racial data collection

Source: 1990 U.S. Census and 1999 American Community Survey

The poverty rate in Flowing Wells in 1990 was 15.8 percent compared to 19.6 percent in the city of Tucson. While the poverty rate declined in the city of Tucson during the 1990s, it increased in Flowing Wells. Based on 1997 data from the US Census Bureau, the poverty rate for children in the Flowing Wells Unified School District was 16.7

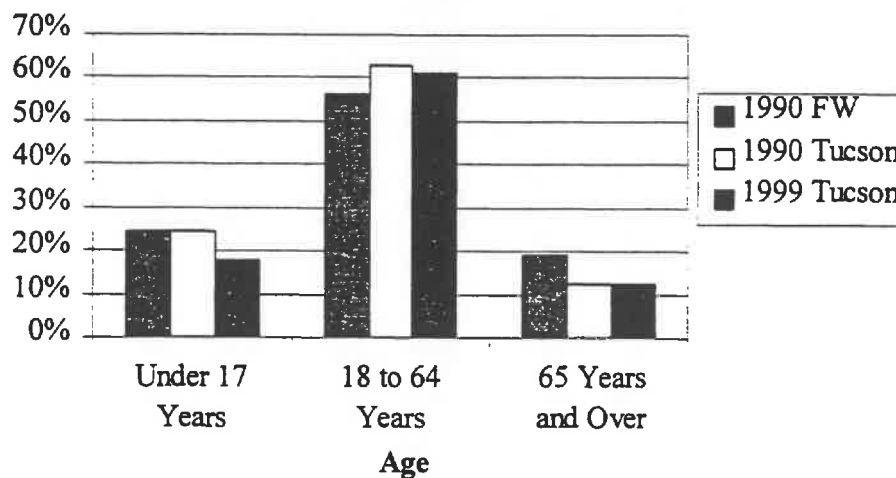


percent, representing an increase of approximately one percent during the intervening years.

## Age

A comparison of 1990 data show that the youth population was nearly identical in Flowing Wells and the city of Tucson in 1990 at approximately 24 percent. When only considering the adult population, Flowing Wells is generally older than the city with a lower representation of persons in the 18 to 64 age range and a higher representation in the 65 and older range. This concentration of seniors provides an opportunity to offer targeted programs to meet their needs within their community.

**Chart 1**  
**Age Breakdown of the Population**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**

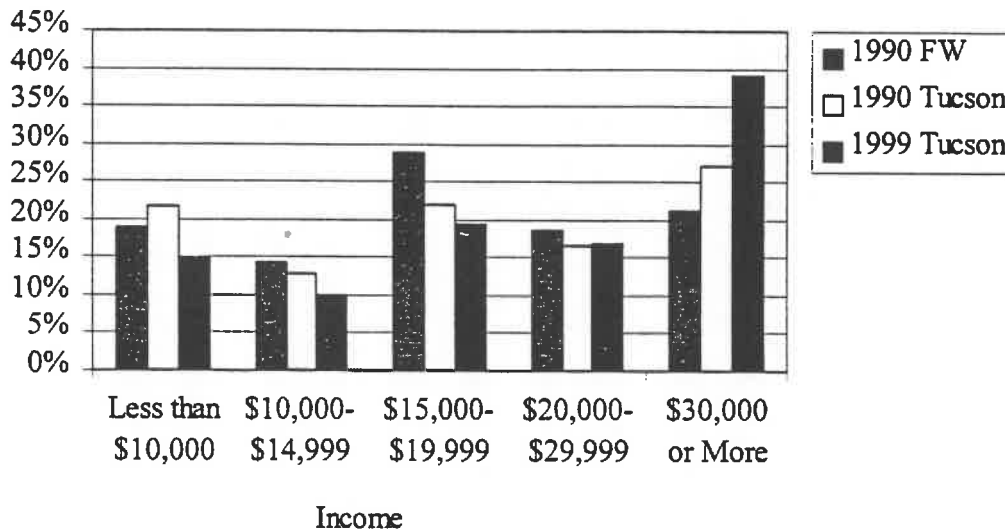


Source: 1990 U.S. Census and 1999 American Community Survey

## Income

There is no clear trend in the comparison of Flowing Wells and Tucson incomes from 1990. While Tucson had a higher percentage of households in the lowest income category, less than \$10,000, Flowing Wells had a higher rate in the three categories ranging from \$10,000 to \$29,999. The most significant of these differences is in the \$15,000 to \$19,999 range, in which Flowing Wells had its largest share of households. Tucson households were more represented in the highest income range, \$30,000 and above, than were those in Flowing Wells by approximately seven percent. The city of Tucson saw significant gains from 1990 to 1999 as the share of households dropped in the three lowest categories and rose in the two highest (it should be noted that data was not adjusted for inflation).

**Chart 2**  
**Household Income Breakdown**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**



Source: 1990 U.S. Census and 1999 American Community Survey

## Housing

The first step in examining the housing in the study area is to understand the number of dwelling units and whether they are occupied by owners or renters.

**Table 5**  
**Dwelling Unit Summary**  
**1990 Flowing Wells NRSA and Tucson**  
**and 1999 Tucson**

|                 | 1990<br>FW <sup>1</sup> | 1990<br>Tucson | 1999<br>Tucson |
|-----------------|-------------------------|----------------|----------------|
| Dwelling Units  |                         |                |                |
| Total           | 6,295                   | 183,338        | 204,059        |
| Occupied        | 5,453                   | 162,685        | 185,342        |
| Vacancy Rate    | 13.4%                   | 11.3%          | 9.2%           |
| Owner Occupied  | 77.2%                   | 51.4%          | 53.1%          |
| Renter Occupied | 22.8%                   | 48.6%          | 46.9%          |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

Source: 1990 U.S. Census and 1999 American Community Survey

Vacancy rates in Flowing Wells and Tucson were relatively similar in 1990 at 13.4 percent and 11.3 percent respectively. Owner versus renter occupancy showed a much larger difference though. In Flowing Wells over three fourths of the occupied dwelling units were owner occupied compared to half of the units in the city. This difference is likely due to the high concentration of mobile homes in Flowing Wells, which will be seen in the following table, and that these types of units tend to have a higher owner occupancy rate. In general, this trend toward higher owner occupancy indicates that residents will have a higher vested interest in their neighborhood and therefore a higher desire to see the neighborhood turn around.

An understanding of the housing types of Flowing Wells residents will help to focus the revitalization efforts on strategies which will have the greatest impact on the neighborhood. When comparing the two areas, it is clear that the options that were available to Flowing Wells residents in 1990 were different from those for Tucson residents.

**Table 6**  
**Housing Type**  
**1990 Flowing Wells NRSA and Tucson**

|                                    | 1990<br>FW <sup>1</sup> | 1990<br>Tucson |
|------------------------------------|-------------------------|----------------|
| <b>Owner Occupied<sup>2</sup></b>  | <b>4,212</b>            | <b>83,687</b>  |
| Single Family Detached             | 23.2%                   | 75.2%          |
| Single Family Attached             | 1.7%                    | 9.0%           |
| 2 or More Units                    | 0.7%                    | 3.4%           |
| Mobile Home                        | 74.8%                   | 11.7%          |
| Other                              | 0.0%                    | 0.6%           |
| <b>Renter Occupied<sup>2</sup></b> | <b>1,241</b>            | <b>78,998</b>  |
| Single Family Detached             | 18.5%                   | 19.0%          |
| Single Family Attached             | 12.5%                   | 8.4%           |
| 2 or More Units                    | 7.7%                    | 68.7%          |
| Mobile Home                        | 61.6%                   | 2.6%           |
| Other                              | 0.9%                    | 1.2%           |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

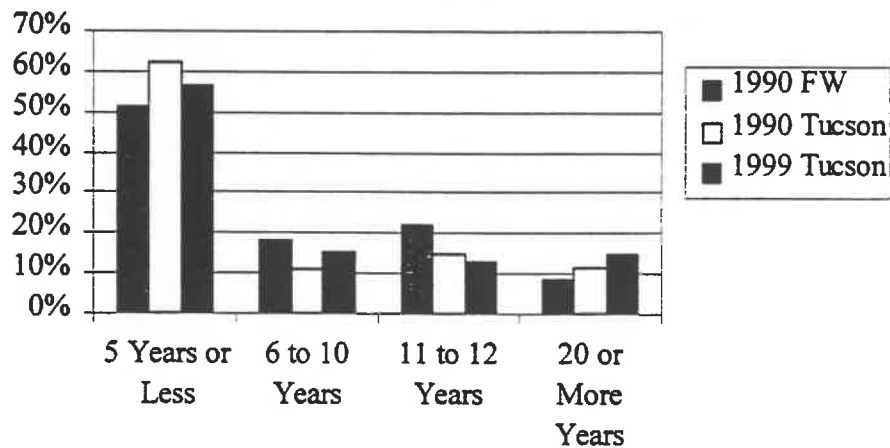
2. Percentages refer to the percent of all members of a category (owner or renter)

Source: 1990 U. S. Census

The majority of homes in both the renter and owner occupied categories in Flowing Wells are mobile homes. In contrast, the majority of owner occupied homes in Tucson were single family and the majority of renter occupied homes were multi-family (2 or More Units). This high concentration of mobile homes requires strategies targeted at this housing type.

It is also reasonable to assume that people who have lived in the area longer have formed more substantial ties to the area. Chart 3 contains data pertaining to residents' tenure in their current home. Like Tucson, the majority of residents in Flowing Well had lived in their homes five years or less. In contrast, Flowing Wells had approximately 40 percent of its population in the six to 20 year range while Tucson had only 28 percent of its population in this group. Less than ten percent of the Flowing Wells population was in the longest tenure category, 20 years or more.

**Chart 3**  
**Housing Tenure**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**



Source: 1990 U.S. Census and 1999 American Community Survey

The median home age (including mobile homes) in Flowing Wells was slightly younger than Tucson in 1990 reflecting a housing boom in the neighborhood during the decade of the 1970's. While the age of homes in Tucson is spread relatively evenly across the four decades from 1950 to 1989, Flowing Wells homes tend to be newer with nearly 70 percent built since 1970. Again, this trend is likely influenced by the higher percentage of mobile homes in the study area. Mobile homes, especially older ones, tend to have a shorter useful life than site built homes.

**Table 7**  
**Age of Home**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**

|                          | <b>1990<br/>FW<sup>1</sup></b> | <b>1990<br/>Tucson</b> | <b>1999<br/>Tucson</b> |
|--------------------------|--------------------------------|------------------------|------------------------|
| Built 1990-1999          | n/a                            | n/a                    | 11.1%                  |
| Built 1980-1989          | 28.2%                          | 25.4%                  | 18.0%                  |
| Built 1970-1979          | 41.5%                          | 27.0%                  | 28.0%                  |
| Built 1960-1969          | 19.0%                          | 17.0%                  | 14.5%                  |
| Built 1950-1959          | 9.9%                           | 18.6%                  | 17.4%                  |
| Built 1940-1949          | 0.9%                           | 6.7%                   | 6.3%                   |
| Built 1939 or Earlier    | 0.5%                           | 5.3%                   | 4.6%                   |
| <b>Median Year Built</b> | <b>1976</b>                    | <b>1971</b>            | <b>1972</b>            |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

Source: 1990 U.S. Census and 1999 American Community Survey

Housing affordability is another key factor which is important to evaluate in terms of creating a revitalization strategy and implementing a workable plan. As a rule, low income residents have less disposable income and may struggle to make a house payment. Home maintenance often gets deferred which leads to dilapidated housing becoming the norm.

In order to better understand the optimal affordable range for mortgage payments, Table 8 presents median income estimates combined with lending industry standards to arrive at a figure which describes likely affordable monthly payments for Flowing Wells residents.

**Table 8**  
**Housing Affordability**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**

|                             | 1990<br>FW <sup>1</sup> | 1990<br>Tucson | 1999<br>Tucson |
|-----------------------------|-------------------------|----------------|----------------|
| Median Monthly Income       | \$1,173.35              | \$1,812.33     | \$2,871.75     |
| Percentage for Home Payment | 30%                     | 30%            | 30%            |
| Affordable Monthly Payment  | \$352.01                | \$543.70       | \$861.53       |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

Source: 1990 U.S. Census and 1999 American Community Survey

This calculation indicates that in 1990, housing development which would result in a monthly payment of \$352 would tend to be affordable for the median household in Flowing Wells. As an industry standard among home mortgage lenders, no more than 30 percent of a householder's gross income should be spent on a home payment. This percentage of gross income is the basis for the "percentage of income for home payment" category included in Table 8. While the percentage of income reflects current industry standards, the incomes used in the table for Flowing Wells represent 1990 dollars.

As an estimation of Flowing Wells today, if the relationship between Flowing Wells' and Tucson's median incomes did not change between 1990 and 1999, adjusting for inflation the affordable monthly payment in Flowing Wells in 1999 would be \$558. Assuming a 3.0 percent down payment (based on Federal Housing Administration minimums), a 7.0 percent interest rate, insurance and taxes, this monthly payment could purchase a \$65,000 home.

## Employment and Employability

It is important to address issues which relate to the employability and earning of the Flowing Wells residents. The question of affordability of housing cannot be successfully addressed without attention to the employment status and potential of the area residents.

In 1990, less than one percent of Flowing Wells residents spoke Spanish as their primary language *and* reported themselves to not speak English well; showing that language is not a significant barrier to employment in the neighborhood.

**Table 9**  
**Linguistic and Educational Barriers to Employment**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**

|   | 1990<br>FW <sup>1</sup> | 1990<br>Tucson | 1999<br>Tucson |
|---|-------------------------|----------------|----------------|
| <b>Language</b>                               |                         |                |                |
| Speaks Spanish <u>and</u> English<br>Not Well | 0.8%                    | 3.4%           | n/a            |
| <b>Education</b>                              |                         |                |                |
| No High School                                | 26.5%                   | 21.5%          | 18.9%          |
| High School Graduate                          | 32.7%                   | 25.1%          | 25.0%          |
| Some College/ AA Degree                       | 29.7%                   | 33.1%          | 33.5%          |
| Professional Certificate                      |                         |                |                |
| Bachelor Degree                               | 8.6%                    | 12.8%          | 13.7%          |
| Graduate Degree                               | 3.5%                    | 8.0%           | 8.9%           |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

Source: 1990 U.S. Census And American Community Survey

The level of education of Flowing Wells was slightly lower than Tucson in 1990. Nearly 73 percent of the population over the age of 25 in Flowing Wells had a high school diploma compared to 79 percent in Tucson. This trend continues in the post high school categories, where Flowing Wells is underrepresented compared to the city. A lower educational level is a critical impairment to residents' ability to secure well paying jobs in a competitive marketplace such as Pima County.



Dropout rates are measured between the seventh and twelfth grades for all schools and school districts in Arizona.<sup>2</sup> Table 10 presents the dropout rates for the Flowing Wells Unified School District and compares that to the county and state averages. The data presented are for the entire school district, and therefore include children that live outside of the neighborhood. As a general trend, Flowing Wells dropout rates at the elementary school level are higher than the state and county rates. In contrast, dropout rates at the high school level are consistently lower than in the other two areas.

**Table 10**  
**Dropout Rates, 1994 to 1999**

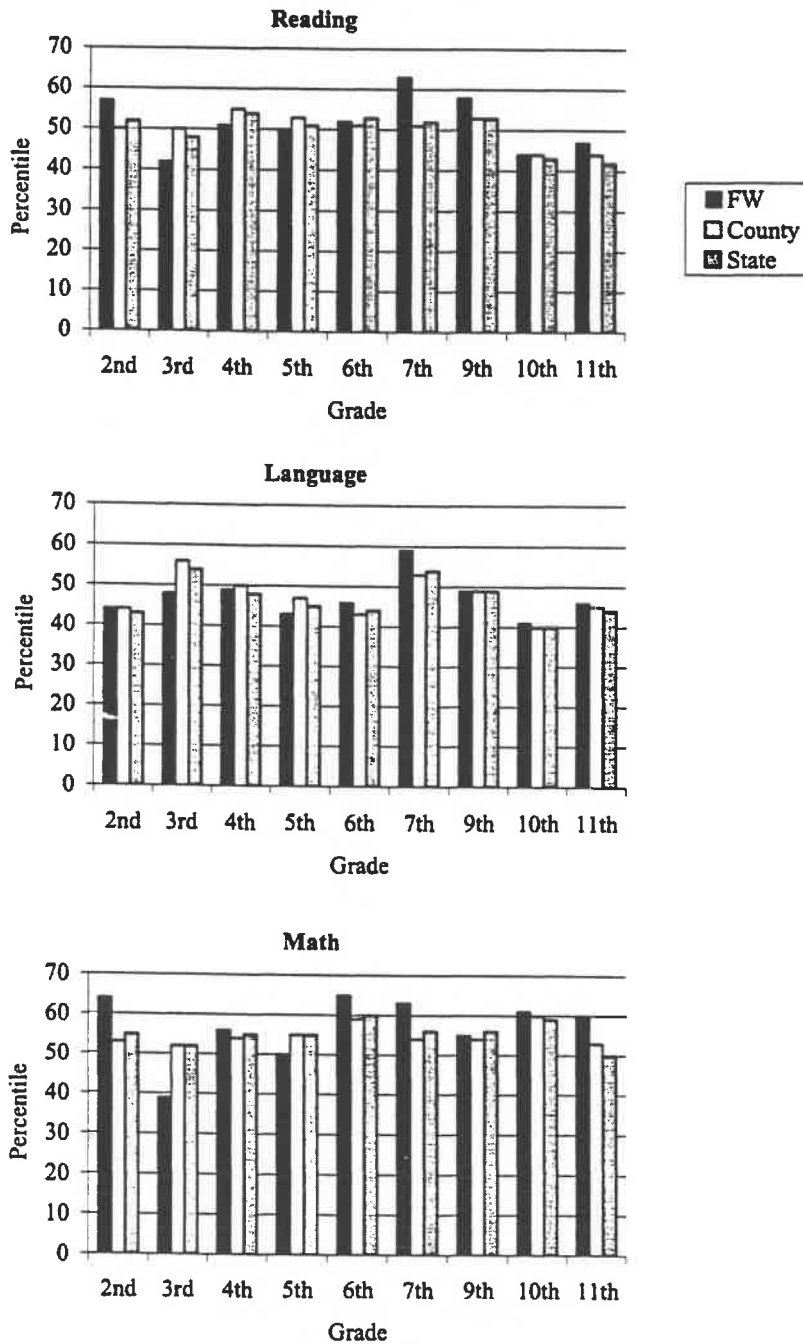
|                                      | 1994-<br>1995 | 1995-<br>1996 | 1996-<br>1997 | 1997-<br>1998 | 1998-<br>1999 |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Flowing Wells School District</b> |               |               |               |               |               |
| 7th and 8th Grade                    | 2.6%          | 3.5%          | 3.0%          | 4.8%          | 3.9%          |
| High School                          | 10.8%         | 11.1%         | 11.0%         | 10.6%         | 10.6%         |
| <b>Pima County</b>                   |               |               |               |               |               |
| 7th and 8th Grade                    | 3.5%          | 3.4%          | 3.1%          | 2.3%          | 2.4%          |
| High School                          | 13.3%         | 14.9%         | 15.5%         | 13.3%         | 13.7%         |
| <b>Arizona</b>                       |               |               |               |               |               |
| 7th and 8th Grade                    | 3.2%          | 3.6%          | 3.5%          | 3.0%          | 2.7%          |
| High School                          | 12.1%         | 12.2%         | 12.8%         | 11.5%         | 12.2%         |

Source: Arizona Department of Education

Chart 4 examines standardized test percentile rankings for the same geographic areas as in Table 10. In most cases, the scores of Flowing Wells schools were the same or higher than county or state scores. Although all of the scores fluctuate between school years, the math category shows the widest positive margin between the county and the state.

<sup>2</sup> The Arizona Department of Education defines dropouts as "students who are enrolled in school at any time during the school year, but are not enrolled at the end of the school year and did not transfer, graduate or die." In practice, some transferring students are difficult to track which can overstate dropout rates.

**Chart 4**  
**Stanford 9 Percentile Rank in Reading, Language and Math,**  
**Flowing Wells NRSA<sup>1</sup>, County and State, 1998**



Note 1.: Based on Flowing Wells Unified School District  
 Source: Arizona Department of Education

The 1990 unemployment rate for Flowing Wells residents was 6.6 percent or 1.7 percent lower than the city of Tucson. The total number of persons who were not in the labor force was 4,213 or 41.3 percent of the population age 16 or older. This high concentration of persons not in the labor force is likely due to the higher number of persons over 65 years of age who, most of which likely retired.

**Table 11**  
**Labor Force, Unemployment and Occupation**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**

|   | 1990<br>FW <sup>1</sup> | 1990<br>Tucson | 1999<br>Tucson |
|---|-------------------------|----------------|----------------|
| Labor Force <sup>2</sup>  | 5,993                   | 196,051        | 223,275        |
| Total Employed  | 5,599                   | 179,702        | 207,425        |
| Not in Labor Force  | 4,213                   | 114,825        | 128,109        |
| Unemployment Rate   | 6.6%                    | 8.3%           | 7.1%           |
| <b>Occupation<sup>3</sup></b>   |                         |                |                |
| Executive, Administrative, Managerial and Professional Specialty Occupation | 17.1%                   | 26.3%          | 26.8%          |
| Technical, Sales, and Administration Support Service <sup>4</sup>           | 32.5%                   | 32.8%          | 33.4%          |
| Farming, Forestry, and Fishing  | 17.3%                   | 18.2%          | 16.0%          |
| Precision Production, Craft and Repair                                      | 0.9%                    | 1.6%           | 1.8%           |
| Handlers, Equipment Cleaners, Helper, Operators and Laborers <sup>5</sup>   | 16.2%                   | 10.8%          | 12.0%          |
|   | 15.9%                   | 10.4%          | 10.0%          |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

2. Labor force was calculated based on total employment in the areas listed plus unemployment

3. Percentages reflect the percentages of employed persons

4. Includes Private Household Services., Protection Services and Other Services Occupation

5. Includes Machine Operators, Assemblers, and Inspectors

Source: 1990 U.S. Census and 1999 American Community Survey

Flowing Wells shows a relative trend toward middle and lower income jobs in comparison to Tucson. Over one quarter of the city of Tucson labor force is employed in the "Executive, Administrative, Managerial and Professional Specialty Occupations," compared to 17 percent in Flowing Wells. On the other end of the employment spectrum, in terms of wages, 32 percent of Flowing Wells residents are employed in "Precision Production, Craft and Repair" and "Handlers, Equipment Cleaners, Helpers, Operators and Laborers" compared to 21 percent of Tucson residents. When combined, these factors, along with the low labor force participation rate, tend to lead to explain the relatively low household incomes presented earlier.

Another barrier to employment can be a lack of transportation. However, this does not appear to be an issue in Flowing Wells where 92 percent of households had access to one or more vehicles in 1990. In addition, the lower than average household size shows that in general one vehicle may be sufficient for most households in Flowing Wells.

**Table 12**  
**Average Household Size and Vehicle per Household**  
**1990 Flowing Wells NRSA and Tucson and 1999 Tucson**

|                                     | 1990<br>FW <sup>1</sup> | 1990<br>Tucson | 1999<br>Tucson |
|-------------------------------------|-------------------------|----------------|----------------|
| Average House Size                  | 2.09                    | 2.21           | 2.49           |
| <b>Number of Vehicles Available</b> |                         |                |                |
| No Vehicle                          | 8.3%                    | 11.6%          | 11.0%          |
| One Vehicle                         | 47.3%                   | 44.5%          | 45.5%          |
| Two Vehicle                         | 33.0%                   | 32.3%          | 31.9%          |
| Three or More                       | 11.7%                   | 11.6%          | 11.7%          |

Note: 1. Flowing Wells CDP, less block group 04-019-004506-3

Source: 1990 U.S. Census and 1999 American Community Survey

## B. Community Facilities and Services

### Building and Zoning Codes

Zoning in the neighborhood is dominated by “Multiple Use Zone” (see Table 13). This category allows for a wide range of residential and non-residential uses including single family and multi-family residential, retail, office and industrial. This type of zoning has resulted in many situations of adjacent parcels with inconsistent land uses. The area bounded by Curtis Road, Kain Avenue and Interstate 10 has the most diverse zoning, including a mix of residential, general and local business and industrial. It is the desire of many residents to convert the Multiple Use Zones into more targeted zoning classifications.

**Table 13**  
**Flowing Wells NRSA Zoning**

| Zoning Category |                                     | Acres         | Percent       |
|-----------------|-------------------------------------|---------------|---------------|
| CB-1            | Local Business Zone                 | 5.2           | 0.3%          |
| CB-2            | General Business Zone               | 31.9          | 1.7%          |
| CI-1            | Light Industrial/Warehousing Zone   | 41.0          | 2.2%          |
| CI-2            | General Industrial Zone             | 124.4         | 6.6%          |
| CMH-1           | County Manufactured and Mobile Home | 47.8          | 2.5%          |
| CMH-2           | County Manufactured and Mobile Home | 10.0          | 0.5%          |
| CR-3            | Single Residence Zone               | 80.7          | 4.3%          |
| CR-4            | Mixed-Dwelling Type Zone            | 18.5          | 1.0%          |
| CR-5            | Multiple Residence Zone             | 14.9          | 0.8%          |
| MU              | Multiple Use Zone                   | 1445.0        | 76.5%         |
| SH              | Suburban Homestead Zone             | 58.1          | 3.1%          |
| TH              | Trailer Homesite Zone               | 4.5           | 0.2%          |
| TR              | Transitional Zone                   | 6.5           | 0.3%          |
| <b>Total</b>    |                                     | <b>1888.4</b> | <b>100.0%</b> |

Note: The total area based on Pima County zoning data is less than the area based on Census data (TIGER) due to different widths of Rillito Creek.

Source: Pima County

### Infrastructure

#### Wastewater

Homes in Flowing Wells are on either septic tanks or the Pima County Wastewater Management Department's wastewater system. The wastewater system runs throughout the neighborhood, so most parcels which are not currently served are less than 1,000 feet

from an existing wastewater main. In fact, on individual streets some homes are on septic systems and others on the County's wastewater system. There are some homes in the neighborhood that, while adjacent to existing sewer lines, are not able to hook up because the homes are not high enough to allow for gravity flow to the sewer lines.

Residents of the neighborhood have long complained about fowl odors emanating at street level from the sewer lines. Since the neighborhood is immediately adjacent to the Roger Road Treatment Facility, effluent from the greater Tucson area flows through the neighborhood to this plant. The County is currently addressing this problem, and expects the remediation to be completed soon.

### Water

There are a number of options in the neighborhood for water service. Geographically, the neighborhood is nearly evenly split between the Flowing Wells Irrigation District and Tucson Water. It is also possible to use a well in the area, although few are currently in use. Due to some of the water contamination issues which exist, a number of wells have been shut down in recent years.

### Streets

Road conditions in the neighborhood have been described as average compared to other unincorporated areas, and poor compared to municipal areas. The majority of roads in the area are relatively old, and built to inferior standards than those used today. Nearly the entire area is without curbs, gutters and sidewalks. Many of the neighborhood streets are in very bad condition including large cracks and pot holes, while the mile and half-mile streets are maintained with greater regularity, they are also in poor condition. Some of the factors causing the poor street conditions include 18-wheel and other large commercial vehicles using roads for which they were not designed, higher traffic volumes than the roads were originally designed for, and increased rain water runoff undermining the integrity of the pavement.

The County is planning a major road improvement project along Wetmore Road from Romero Road to Flowing Wells Road. This project is anticipated to relieve much of the traffic which flows through Flowing Wells from Interstate 10 to other parts of the Tucson area.

There are few street lights in the area. Most of those which exist were purchased and continue to be lit through grant funds. Therefore the community must continue to submit grant applications to ensure the lights remain on. Anecdotal research has shown that criminal activity has been reduced in the areas where lights have been installed.

### Drainage

Drainage was one of the most important issues for residents. The issues relate to flooding at intersections, and water which stands for days after a rain storm.

Nearly the entire neighborhood is in a 500 year flood plain, with small strips along Rillito Creek and the southern boarder in a 100 year flood plain. Drainage problems occur at a number of intersections where standing water can be a hazard for vehicles. However, in most areas these problems do not put personal property or residents in danger and are therefore not part of Pima County drainage funding.

Two drainage projects are currently under construction. The first is along Fairview Avenue between Limberlost Drive and Wetmore Road where a drainage channel is being installed to alleviate street and residential flooding occurring there. The second is along Shannon Road between Palmyra Street and Rillito Creek where temporary remediation is being installed during summer 2001, with permanent construction expected be completed by 2006. Other areas of the neighborhood have been studied by the Pima County Flood Control District, but none were determined to have sever enough problems to require additional funding.

Residents in the neighborhood are currently requesting that the County include a number of new drainage projects be included in the capital improvements plan update. These projects are generally located in the northwestern portion of the neighborhood. Although not included in current plans, construction of retention basins may be a strategy for alleviating the problems related to standing water. Retention basins could also double as small neighborhood parks which are needed in the area.

### **Environmental Quality**

There are a number of environmental issues within the area due to its industrial history. There are three Superfund sites in the neighborhood: Shannon-Rillito, El Camino del Cerro and Miracle Mile. Although the sites have been identified and nearby wells shutdown, the Arizona Department of Environmental Quality (ADEQ) does not know the source or full extent of the contamination. All of these sites are currently being investigated to determine the most effective course of action for remediation of soil and water contamination. ADEQ is confident that there are no contaminated wells in use in the neighborhood.

Some of the other environmental issues in the area include illegal dumping on vacant parcels, dumping of hazardous materials inappropriately, abandoned wells and residual effects from drug labs. All of these issues reflect the need for Phase I Environmental Site Assessments to be conducted on nearly all parcels in the area upon sale. This basic environmental assessment is intended to protect the purchaser of the property and is required when there is a suspicion of contamination. However, the relatively high cost of these studies makes many buyers and sellers reluctant to conduct them.

## **Parks and Recreation Facilities**

Currently, the neighborhood is lacking any dedicated park facilities. There are however a number of partnerships which exist with the FWUSD including the Flowing Wells Junior High School pool and fields and the Homer Davis summer playground program. The Rillito River Park also borders the neighborhood providing a linear park system for running, biking, etc.

This will change in 2002 when the Flowing Wells Park is dedicated. This park is located on the south side of the Rillito River and will occupy 28.25 acres. The park improvements will include sports fields, restrooms, ramadas, picnic areas, playground, jogging path, basketball courts, volleyball courts, lighting and parking.

The community would like to add small parks to their neighborhood. These parks would be one to two acres in size and be located within each square mile of the neighborhood so that children would not need to cross major streets to access park facilities. These parks would likely need to be designed to require only a minimal amount of operation and maintenance. These facilities could have the added benefit being used as retention basins for water drainage.

The Pima County Parks and Recreation Department and the Amphitheater School District operate the Amphitheater Community Education Seniors (ACES) program at the Amphitheater School District's headquarters located within the neighborhood. The program has over 700 members and offers activities for seniors including lunches, day trips, classes and a place for senior to congregate.

There is a desire to add a community center in the neighborhood. The proposed location is a two acre parcel which will be acquired by the County as part of a road improvement project at the intersection of Romero and Wetmore Roads. This facility would have recreation amenities for both seniors and youth, provide space for social service providers and space for community meetings and events. In addition to this facility, the community is interested in working with the Boys and Girls Club to build a youth center at the new Flowing Wells Park.

## **Police Protection**

The most prevalent criminal activity in the neighborhood is related to drug manufacturing, sale and usage. At any one time the Sheriff's Department is monitoring the activity at approximately ten drug houses, with a focus on three or four. Methamphetamines are the drugs most commonly found in the neighborhood.

Gang activity is not prevalent within the neighborhood, but that which exists is related to white supremacist organizations and "taggers." The white supremacist gang members who live in the neighborhood do not tend to conduct their criminal activity there.



Taggers are generally youth who graffiti property, and are in most cases not considered to be violent criminals.

The Sheriff's Department is implementing the "Clean Sweep" program in five neighborhoods in Pima County, including Flowing Wells. This program involves intense enforcement in troubled areas within the county. The program begins with a marketing campaign where deputies go door-to-door informing residents of the increased enforcement and distributing surveys. This is intended to engage the public in the effort to reduce crime in their neighborhood. Surveys will be conducted periodically to assess resident's feelings about crime in their neighborhood and the Sheriff's Department's attention to these problems.

In 2000, Pima County received a \$193,000 grant from the Office of Juvenal Justice Delinquency Prevention, through the Governor's Community Policy Office, Division for Children to begin a program entitled "Breaking the Cycle." The focus will be on children living in high-risk areas who have been exposed to violence in their home or have shown aggressive or violent behavior in pre-school. This intervention process is designed to interrupt the devastation that juvenile delinquency creates within the family, and thereby reduce the need for future, more costly juvenile services. The program is limited to a small area of Pima County which includes all of Flowing Wells.

Block watch has been an effective tool against crime in the northwestern portion of the neighborhood. The residents of the area bordered by Ruthrauff Road, La Cholla Boulevard, Rillito Creek and Interstate 10 have a strong relationship with Sheriff's Department which has resulted in reduced criminal activity and a number of arrests. The remainder of the neighborhood has no block watch, but the Sheriff's Department is working with interested residents in an attempt to implement a program.

Criminal activity in the "Flowing Wells District" has been steadily declining over the past six years as can be seen in Table 14. While the Flowing Wells District is larger than the Flowing Wells NRSA, a spatial distribution of criminal activity for 1998 showed that all of the crimes in the District occurred within the NRSA; a trend which is described as "typical" by the Sheriff's Department. Overall, violent crime and property crime have decreased by 24 percent and 25 percent respectively. However, Flowing Wells remains the highest unincorporated area in Pima County for criminal activity.

**Table 14**  
**Flowing Wells District Criminal Activity, 1995 to 2000**

|                       | 1995  | 1996  | 1997  | 1998  | 1999  | 2000  |
|-----------------------|-------|-------|-------|-------|-------|-------|
| <b>Violent Crime</b>  |       |       |       |       |       |       |
| Homicides             | 2     | 1     | 2     | 1     | 3     | 1     |
| Rape                  | 6     | 10    | 7     | 7     | 8     | 7     |
| Other Sex Offenses    | 52    | 40    | 37    | 45    | 35    | 35    |
| Robbery               | 24    | 31    | 27    | 18    | 22    | 15    |
| Aggravated Assault    | 73    | 54    | 86    | 68    | 52    | 62    |
| Other Assault         | 381   | 327   | 332   | 342   | 301   | 291   |
| Total                 | 538   | 463   | 491   | 481   | 421   | 411   |
| <b>Property Crime</b> |       |       |       |       |       |       |
| Burglary              | 192   | 166   | 225   | 257   | 185   | 182   |
| Larceny               | 1,076 | 741   | 691   | 718   | 643   | 622   |
| Auto Theft            | 149   | 150   | 165   | 144   | 116   | 147   |
| Arson                 | 27    | 12    | 13    | 10    | 6     | 10    |
| Suspicious Activity   | 1,283 | 1,372 | 1,450 | 1,288 | 1,309 | 1,033 |
| Criminal Damages      | 337   | 297   | 295   | 293   | 273   | 252   |
| Total                 | 3,064 | 2,738 | 2,839 | 2,710 | 2,532 | 2,246 |

Note: Data based on the Flowing Wells District as defined by the Pima County Sheriff's Department; an area slightly larger than the Flowing Wells NRSA.

Source: Pima County Sheriff's Department

### **Fire/Emergency Protection**

Fire and emergency services are provided by the Northwest Fire/Rescue District. There is one station located within the neighborhood near the intersection of La Cholla Boulevard and Ruthrauff Road. This station also serves as the administrative headquarters for the district.

### **Education**

The Flowing Wells Unified School District serves nearly all of the Flowing Wells NRSA. The easternmost portion of the area is served by the Amphitheater School District. The Amphitheater administrative offices are located within the neighborhood. The following schools are located within the neighborhood, all of which are in FWUSD:

- Centennial Elementary School
- Flowing Wells Junior High School
- Homer Davis Elementary School
- Inscape Alternative School
- Laguna Elementary School

High school students attend Flowing Wells High School located one quarter mile south of the neighborhood.

The school district plays an important role in the FWNACC by participating in meetings and providing space for community activities. The district also houses three Family Resource Centers, a local social service provider.

Currently the two closest Pima Community College campuses are the Northwest Community Learning Center and the Downtown Campus. The new 100 acre, 5,000 student Northwest Campus is expected to open by fall 2002. This will offer neighborhood residents closer access to a full service campus.

### **Economic Development**

Flowing Wells is a community which has the opportunity for significant economic growth. Nearly the entire neighborhood is served by water and sewer, the western most parcels have direct rail frontage and Interstate 10 is in close proximity to nearly all the land. In addition, the flexible zoning and available land make this neighborhood an ideal location for many types of industries.

Residents of Flowing Wells are in favor of most types of industry. There is a desire to keep all heavy industries closer to the freeway, with office and retail uses distributed throughout the neighborhood.

Business recruitment activities for the entire metropolitan Tucson area are coordinated by the Greater Tucson Economic Development Council (GTEC). It is important that GTEC be fully aware of the desires of its member communities so that it can provide the best services possible for them. Flowing Wells residents are in favor of quality business development in their community, and should make this known to GTEC and economic development officials on the Pima County staff.

### **III. Neighborhood Resources**

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Within the metropolitan Tucson area exist a wide range of social services which Flowing Wells residents and businesses can access, however very few of these are located within the neighborhood. The Family Resource Centers and local houses of worship are the only social services in the area.

#### **Family Resource Centers**

The Family Resource Centers deliver a variety of social services which include distribution of food boxes, rental assistance, utility assistance and referrals to other agencies. This service is provided in conjunction with the Flowing Wells Unified School District at the following locations:

- Homer Davis Elementary School
- Flowing Well Junior High School/Centennial Elementary School
- Laguna Elementary School

#### **Religious Institutions**

Religious institutions can play a key role in the delivery of social services within a community. The following are located in the neighborhood:

- Alliance Bible Church
- Flowing Wells Baptist Church
- Northside Fellowship Church
- Northwest Baptist Church
- Victory Assembly Of God

#### **Tucson Area Community Resources**

Beyond the neighborhood itself, the metropolitan Tucson area has a number of organizations which can provide assistance. Table 15 identifies a selected list of community based organizations in the Tucson area which provide services to area residents and businesses. These organizations provide a broad range of services from education to small business technical assistance.

#### **Financial Resources**

Appendix B identifies funding sources available to the Flowing Wells NRSA. This is a list of local and state entities which provide grants, loans and other financial assistance.

**Table 15**  
**Tucson Area Community Based Organizations and Services Offered**

| <b>Organization</b>  | <b>Services Offered</b>   |
|--|---|
| American Civil Liberties Union                                       | Advocates to uphold freedoms guaranteed by the Bill of Rights, particularly in the areas of freedom of speech, equal protection under the law, and due process; accepts for investigation only cases between an individual and a Governmental entity, not another individual or a business; all requests must be submitted to the Phoenix office in writing, accompanied by a resume of issues pertaining to the case; provides speakers and literature on these subjects to schools and to the general public.   |
| Arizona Attorney General - Civil Rights and Public Advocacy Division | Investigates discrimination complaints in employment, housing, public accommodations, voting and Americans with Disabilities Act.   |
| Arizona Coalition for Human Services                                 | Promotes coordinated efforts and resources to achieve and maintain an effective, economical human services delivery system in Arizona. The Coalition selects an annual set of specific targets for legislative action; individual members of the coalition have a broader agenda and provide a wider scope for action.  |
| Arizona Community Action Association, Inc.                           | Statewide, private, nonprofit organization which assists individuals and communities in working toward the elimination of poverty in Arizona. Activities include: advocacy for people who are disadvantaged, through research and education; examination of economic or policy barriers preventing self sufficiency; and education for the general public on the impact of poverty in their communities. Offers technical assistance, distribution of printed materials, research information and statistics to local community groups and media, and presentations for organizations that provide services to people with low incomes. |

**Table 15 (Continued)**  
**Tucson Area Community Based Organizations and Services Offered**

| <b>Organization</b>                                    | <b>Services Offered</b>   |
|--|---|
| Arizona Early Intervention Program/AZEIP - Pima County | AZEIP, under Part C of the Individuals with Disabilities Education Act/IDEA, provides for the delivery of a wide range of early intervention services to infants and toddlers who have developmental delays or who have established conditions known to be associated with developmental delays. This is accomplished through an interagency, family centered, comprehensive, coordinated, and multidisciplinary service delivery system.   |
| Arts Genesis, Inc                                      | Mission is to create multicultural and community based arts programs which enrich, educate and empower participants.  |
| Association of Arizona Food Banks                      | Operates the Central Donor Service which brings together donors of salvageable and gleaned products with food banks capable of pick up, storage, and distribution; also publishes a directory of emergency food resources which includes all food banks and pantries in the state as well as the services they provide.   |
| Cancer Information Service - National Cancer Institute | National information and education network provides free public service of confidential and personalized attention to each caller; staff address cancer issues, including ways to prevent cancer, information on screening and early detection, diagnosis, current treatment options, and research studies and advances for patients, their families, general public and health professionals. Also provides referrals to cancer related community services such as Food and Drug Administration certified mammography facilities and distributes National Cancer Institute materials to callers. |
| Catholic Social Service                                | Provides a broad range of programs in order to promote individual, family, and community well being to people of all faiths.  |

**Table 15 (Continued)**  
**Tucson Area Community Based Organizations and Services Offered**

| <b>Organization</b>                                 | <b>Services Offered</b>   |
|---|---|
| Chicanos Por La Causa                               | Community Development Corporation; offers housing education; provides loans to small and/or minority owned businesses; sponsors a variety of cultural and recreational activities; operates Casa de Encanto and Casa del Pueblo; and provides limited financial assistance.   |
| Chicanos Por La Causa - Rural Development Loan Fund | Loan fund designed to provide new employment, income, and ownership opportunities for residents of rural areas; funds may be utilized for the purchase or rehabilitation of land and buildings; or for machinery, equipment, furniture, fixtures, inventory, or working capital.  |
| Child-Parent Centers, Inc. - Head Start             | As the grantee for Head Start programs in Pima County, provides early childhood education for children ages 3-4 whose families are low income. Services include classroom and home based programs; medical, dental, psychological and nutrition services for the child, and social service support for the family. A special needs program integrates children with disabilities into the regular child development program. Transportation is available to and from some centers.  |
| Christmas In April - Greater Tucson                 | Volunteers provide home repair and rehabilitation to homeowners living on low incomes, particularly older adults and people with disabilities, so they may continue to live in warmth, safety, independence, dignity and decency. The work is performed on one day in April, in partnership with a pre-selected neighborhood, in the barn-raising tradition. Donations and volunteers are solicited from throughout the greater Tucson area. Committees work throughout the year in preparation for the event. Neighborhood volunteers, trained by Christmas In April canvas the pre-selected neighborhood and assist qualified low income homeowners in the completion of the initial program application. |

**Table 15 (Continued)**  
**Tucson Area Community Based Organizations and Services Offered**

| <b>Organization</b>                       | <b>Services Offered</b>  |
|---|--|
| Community Food Bank                       | Short term, emergency food assistance and community education on the issue of hunger.  |
| Community Foundation for Southern Arizona | Builds charitable endowments which are used to support charitable activities for youth, environment, education, arts, families, neighborhoods, and HIV/AIDS in southern Arizona.   |
| Community Outreach Program for the Deaf   | COPD and the Division of Disabled Persons provide services aimed at maximizing the independence of people who are deaf or hard of hearing; offers individual planning, including personal future plan, ecological and situational assessment.  |
| Family Resources and Wellness Centers     | Assists families to receive educational, health, mental health, recreational and social services including emergency food boxes, clothing, utility assistance or information and referral.   |
| Habitat for Humanity Tucson               | Builds houses for families with low incomes to purchase with a sweat equity requirement and 1.5 percent down payment; no interest on the balance which is paid over 20 years. Families are selected by a Family Selection Committee. Applicants must attend an Orientation to receive an application. Receives no profit from the sale of the houses.                              |
| Northwest Interfaith Center               | Works with the Community Food Bank to provide emergency food boxes. Assesses needs and advocates with other social service agencies to help residents with emergency assistance, e.g. rent, utilities, food, and gasoline vouchers for people looking for work in the Tucson area. Meal delivery service to home bound individuals who are unable to prepare meals for themselves. |



**Table 15 (Continued)**  
**Tucson Area Community Based Organizations and Services Offered**

| Organization   | Services Offered   |
|--|--|
| Pima Association of Governments                          | Regional planning agency involved in multi-jurisdictional matters; administers the Title XX Social Services Planning Program which recommends funding of social service programs for people who are low income, older adults, or adults with disabilities; sponsors the Ride-Share Program which matches people interested in carpooling and promotes alternative modes of travel.               |
| Pima Community College - Administration                  | Serves the entire community by providing training for occupations with local employment potential, skills development for employees in local businesses. academic courses that transfer to universities, short term training certificates and two year associate degrees; varied formats offer self paced, accelerated. day, evening, weekend, on-line and televised classes in 63 program areas |
| Pima Community College Small Business Development Center | Individual counseling for owners, managers and entrepreneurs of small businesses; offers confidential. personal attention to business planning, financial, marketing, and special needs. Sponsors workshops, seminars and courses on topics of interest to small businesses.   |
| Pima Council on Developmental Disabilities               | Advocacy for Pima County residents who have developmental disabilities and for their families; monitors programs and systems to ensure that quality services are available: services include workshops, educational programs. resource and referral services. networking, and monthly meetings for public input.   |
| Pima County Adult Education                              | Basic education and vocational opportunities for adults. Services include: Basic Education, classes for adults in reading, writing, math, science, social studies, citizenship, English to Speakers of Other Languages (ESOL), and GED high school equivalency test preparation.   |

**Table 15 (Continued)**  
**Tucson Area Community Based Organizations and Services Offered**

| <b>Organization</b>                             | <b>Services Offered</b>  |
|---|--|
| Pima County Community Services Department       | Mission is to improve the standard of living in Pima County, and to assist the people and communities of Pima County, particularly those with lower incomes, in becoming economically self sufficient.   |
| Pima County Department of Environmental Quality | Environmental quality services for Pima County residents, including preservation and improvement of air and water quality and potable water supply; environmental input into land use and development; and management of hazardous materials. Promotes the curbside recycling program. Speakers bureau on a variety of environmental topics.   |
| Pima County Interfaith Council                  | Interfaith organization comprised of congregations, schools and community organizations, working to build new relationships which unite people from diverse ethnic, economic and cultural backgrounds.   |
| Pima County Mothers Against Drunk Driving       | MADD's mission is to stop drunk driving and to support the victims of this violent crime. Offers free support groups, victim advocacy and court accompaniment for victims and family members of drunk driving crashes.   |
| Pima County/Tucson Women's Commission           | Studies the situation of women and barriers to women's equality, recommends necessary changes in procedures, programs or policies which will benefit women, and takes action to achieve the changes that will contribute to equal rights and opportunity. Also gathers information on leadership pertaining to urban, rural, immigrant, and young women; poverty, health and welfare issues; and maintains lists of women's organizations and services. Free consultations for women experiencing discrimination to explore their options. |

**Table 15 (Continued)**  
**Tucson Area Community Based Organizations and Services Offered**

| <b>Organization</b>                         | <b>Services Offered</b>  |
|---|--|
| Pima Home Health                            | In-home care provided when needed by the client including weekends, evenings and holidays. Services include home health aide, homemaker, medical social service, skilled nursing, occupational and physical therapy and speech pathology. United Way funding is available for people in the notch group who have no health insurance.  |
| Pro Neighborhoods                           | Seeks to strengthen neighborhoods and grassroots groups in the city of Tucson and Pima County by offering a wide range of technical resources and mini-grants. Technical assistance and project funding are available year-round.  |
| Project P.P.E.P. Behavioral Health Services | Counseling for rural residents of all ages, includes substance abuse, children, mental health and severe mental illness (SMI); DUI counseling; English, Spanish available; certified AHCCCS provider.  |
| Salvation Army Amphitheater Corps           | Multipurpose neighborhood center serving northwest Tucson and open to all age groups. Offers religious, spiritual, and recreational activities, day camp and a weekly youth group; a gym for basketball and volleyball; and game, weight and craft rooms. Also offers 'Home League,' a weekly ladies group. Homeless men and women may take showers; towels, soap and shampoo are donated by local hotels. |
| St. Vincent De Paul Society                 | Provides aid in emergency situations to people in need who are ineligible for public assistance. Requisitions are given for food, clothing and household items; assistance may vary from one location to another.  |
| State of Arizona Workers' Compensation Fund | Administers Workers' Compensation insurance for Arizona employers; pays medical expenses and provides compensation to covered employees who suffer a job injury or occupational disease; also provides compensation to dependents of employees whose deaths are job related.   |

## **IV. Neighborhood Issues, Mission and Plan**

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Throughout this report the groundwork has been laid for the neighborhood revitalization plan. Through a combination of interviews, community meetings and research, issues and concerns were identified and categorized by topic headings. The revitalization plan will follow these major category headings:

- A. Public Safety
- B. Neighborhood Appearance
- C. Housing
- D. Infrastructure
- E. Social Services
- F. Education
- G. Economic and Job Opportunities

Although these issues have been grouped into categories for ease of interpretation and analysis, many of them are inter-related. For example, the issues may be identified within several categories and one solution may address a number of issues. The inter-related nature of issues in a declining neighborhood demands that a comprehensive approach be undertaken to achieve revitalization. Given the interrelated nature of these issues, it is clear that if action is not taken the neighborhood will continue in a downward spiral. The issues listed below are by no means insurmountable. The plan that has been created addresses these issues and positions the neighborhood on a solid track towards stabilization and prosperity. The neighborhood has many points of pride and many long time residents who are willing to work to improve the quality of life.

### **A. Public Safety**

Addressing public safety issues is an important starting point in turning a neighborhood around. The multifaceted issues of drug sales, usage and manufacturing was of high concern to the community. Other criminal activity such as violent crime, property crime, car thefts and graffiti were all called out as concerns. Issues such as loose dogs and cats and speeding underscore the need for resident safety as they drive, walk and bike in their neighborhood. The community also wanted to reduce police response times, and offered the ideas of building a substation in the neighborhood or implementing bicycle patrols. There is also a strong desire to proactively address problems, especially among the youth by increasing police and youth interaction and fostering the Community Justice Board.

- Drug sales/use/manufacturing
- Speeding
- Loose dogs and cats
- Graffiti
- Violent crime
- Car thefts
- Property crime
- Reduce police response times
- Domestic Violence/Child Abuse

## **B. Neighborhood Appearance**

The most important issues relating to neighborhood appearance involve vehicles. Residents were primarily concerned about the volume of junk cars and abandoned cars in the area. The issue of automobile repair businesses on residential property was also brought up. Parking is a problem in both the form of double and triple parking as well as semi-trucks parked on neighborhood streets. Beyond vehicles, the neighborhood appearance is diminished by trash in yards, messy alleys and public right-of-ways not being maintained. Noise from the rail line which borders the study area also has a negative impact on the quality of life for residents located in western Flowing Wells. The community believes that the fair and uniform enforcement of building and zoning codes will go a long way to improving conditions.

- Junk cars (neighborhood looks like a “junk yard”)
- Semi-trucks on residential streets
- Some yards look like garbage dumps
- Clean the alleys
- Weed cleanup on public rights of way
- Excessive on street parking (double and triple parking)
- Easements do not comply with standards
- Automobile repair businesses out of homes
- Train noise

## **C. Housing**

The general consensus among the community is that a large proportion of the dwelling units in the community are old, rundown and in need of some type of repair. The community is home to many low income seniors and families who struggle to make ends meet, and therefore need assistance to make repairs on their homes or to afford the materials necessary to do them. Residents would like to increase the rate of home ownership and also bring new affordable housing opportunities to the neighborhood. The issue of landlords and tenants which do not maintain their residential rental properties was seen as a concern which could be addressed through stricter enforcement of codes, monitoring of properties and better screening of tenants.

- Housing is old and run down
- Many neglected trailers
- New affordable housing needed
- Some renters do not maintain their rental properties
- More home ownership
- Housing rehabilitation needed
- Better dissemination of housing assistance program information
- Large senior population
- Many very low income seniors and shut-ins
- Do not forget needy families
- More Section 8 housing, especially for seniors
- Many homes in need of wiring and plumbing upgrades
- Slum trailer parks
- Homes on ground contamination
- Abandoned homes

#### **D. Infrastructure**

Infrastructure conditions in the neighborhood are improving. Wastewater issues involve homes still on septic systems and foul smelling sewer lines. Water issues involve poor quality water and the presence of two Superfund sites within the neighborhood. Roadway issues involve potholes, flooding and drainage. The community is also interested in making the neighborhood safer for pedestrian and bicycle traffic by installing street lights, sidewalks and bike lanes. Additional park facilities are planned for the area, and residents would like to speed up their construction, and add additional neighborhood parks throughout the community. Public transportation was seen as needing to be improved so that residents could access jobs, schools and social services. Having Flowing Wells annexed into the City of Tucson was mentioned as a strategy.

- Pot holes
- All utilities need upgrading
- Some homes on septic (house by house issue)
- Sewer lines smell bad
- Street flooding and drainage problems
- Add sidewalks (especially near schools)
- Three Superfund sites
- Water quality is poor
- Need parks and neighborhood playgrounds
- Better street lights
- Put utilities underground
- River walk/linear park needed
- Problems at Ruthrauff and Davis intersection (backup from the train and accidents)
- Bicycle lanes needed
- Additional fire hydrants needed
- Transportation needed to get to jobs

## **E. Social Services**

The fact that very few social services are available in the neighborhood is seen as important obstacle to overcome. The community sees the need for a variety of services to be offered in the neighborhood including senior activities, youth activities, parenting classes, life skills classes and domestic violence. In order to implement many of these activities in Flowing Wells, the community will need to make space available for social service providers and others. The community stated the need for a recreation center, a library and public access computers.

- Need senior activities and services in the neighborhood
- Youth activities in the evenings and weekends
- Family services in general
- Parenting classes
- Life skills for youth
- No social services physically located in the neighborhood
- Need recreation center
- Improve resident to resident relationships within the neighborhood
- Need a library and computers in the neighborhood
- Domestic violence education

## **F. Education**

Community members stated that the leadership of the Flowing Wells School District links and anchors this community. This strong relationship will be capitalized on when developing and implementing strategies. Activities identified as needed at the elementary and high school level included the additional emphasis on special education, additional vocation education opportunities and expanded nourishment programs for needy children. Secondary education areas of need included offering scholarships to area young people, and linking residents to the new community college being built approximately three miles from the neighborhood. Classes for seniors and computer education for adults are both needed in the community.

- School district links/anchors the neighborhood
- More emphasis on special education
- More vocational education at the high school level
- Scholarships for college
- Classes for seniors
- Planning to build a community college in the area
- Adult computer education
- Nourishment programs for children at school

## G. Economic and Job Opportunities

Economic and job opportunities that were identified fit loosely into two categories; attracting consumer services to the neighborhood, and bringing better jobs into the neighborhood. Consumer services that were identified included a photocopy center, sit-down restaurants, fast food restaurants and a grocery store. The community lost a Wal-Mart a few years ago, but have recently attracted a Walgreen's. Residents indicate that they are pro-business, and will welcome clean industry into their community which bring good jobs. Although most businesses would be welcome throughout the community, there is a desire that more intensive uses be located closer to Interstate 10. Internships and mentoring are seen as important means by which the area's youth can build solid careers.

- Vocational internships
- Job sharing
- Mentoring
- Attract industry
- A lot of vacant land zoned for employment activities
- Need a photocopy center
- Need fast food
- Need another grocery store
- Need sit-down restaurants
- Kmart moved out of the neighborhood
- Neighborhood is pro-business
- Businesses should be located near I-10
- Jobs for youth
- Assemble parcels for future economic activity

### Mission Statement

At the community meeting the participants were asked to provide their vision and ideas as to what they want their neighborhood to become. Their comments were synthesized into the following mission statement:

*Our mission is to maintain a larger organization composed of many individual Neighborhood Watch groups, city and county, as well as other interested parties within the Flowing Wells School District boundaries. We come together to communicate and exchange information with Flowing Wells Schools, law enforcement, government and other community leaders resulting in greater influence in community issues of concern such as crime prevention and citizen involvement.*



## Strategic Plan

The strategic plan which follows is a five-year plan which has the broad goal of revitalizing the study area. Each goal is organized under one of the preceding categories. and is followed by specific strategies or tasks. Each strategy/task is followed by a cost estimate (when available), implementing partners, timeframe and benchmark measurements. It is expected that this plan will be revisited each year to remove the goals which have been accomplished and to add new goals as appropriate.

The following timeframes are used in the plan:

- ♦ Immediate – Year 1
- ♦ Mid-term – Year 2 or 3
- ♦ Long Term – Year 4 or 5

## A. Public Safety

**Goal Statement:** 1. Reduce crime of all types through increased community and police involvement.

**Funding Sources:** Bond improvement funds, HUD, Pro Neighborhoods grants, Project Intervention (ADOC/Governor's Office), CDBG

| Strategy/Project  | Cost Estimate       | Partners  | Timing    | Benchmark  |   |
|---|---------------------|---|-----------|--|---|
|   |                     |   |           | Baseline   | Projection  |
| 1a. Open a sub-station or community police office in the Flowing Wells Area. Identify secure space in an existing building. Hire 6 new officers to cover station or office for 24/7 shifts. (Possibly incorporate into new community center.) | \$189,000 Per year. | Sheriff's Dept., Planning Dept.   | Long Term | 4 miles to nearest substation from Wetmore and La Cholla | 1 mile to nearest substation from Wetmore and La Cholla |
| 1b. Purchase additional equipment to increase communication between all four areas of the neighborhood for the local Block Watch such as cell phones, scanners, car decals, and a computer modem for the community police office.             | \$10,000            | Sheriff's Dept., FWNACC   | Mid-Term  | None of this equipment is present                        | Equipment purchased                                     |
| 1c. Purchase bicycle equipment and bicycles to extend and expand bicycle patrol from summer part-time only to year round full time.   | \$15,000            | Sheriff's Dept.   | Long Term | 1 officer on bike/foot patrols                           | 6 officers on bike/foot patrols                         |
| 1d. Reduce police response time once new officers are hired and in place.   | No extra cost       | Sheriff's Dept.   | Long Term | 5 minute response time                                   | 3 minute response time                                  |
| 1e. Increase the profile of the existing Silent Witness (88 Crime) program by having more signs and flyers available to neighborhood.   | \$1,000             | Sheriff's Dept., Tucson Police Dept., Sign Shop, Traffic Operations, FWNACC, Pima County Attorney | Immediate | 0 signs in area  | 10 signs in area  |

**Goal Statement:** 2. Eliminate the sale, use and manufacture of illegal drugs in the neighborhood.

**Funding Sources:** CDBG, Pro Neighborhoods, Corporate Donations, Project Intervention (ADOC/Governor's Office),

| Strategy/Project  | Cost Estimate | Partners  | Timing    | Benchmark                       |                                 |
|---|---------------|---|-----------|---------------------------------|---------------------------------|
|   |               |   |           | Baseline                        | Projection                      |
| 2a. Work with Sheriff's Community Resources Department and Drug Enforcement Agency to learn how to identify and report illegal drug sales, use of drugs and the manufacturing of drugs in area, to eliminate drug related crimes. | No extra cost | Pima County Sheriff's Department D.A.R.E. program, DEA MANTIS, FWNACC | Immediate | 2 drug houses shut down in 2000 | Shut down 4 drug house per year |

**Goal Statement:** 3. Reduce the prevalence of speeding to maintain a safe environment for driving, walking and bicycling.

**Funding Sources:** Insurance Corporations Grants, Pima County Sheriff's Department, Transportation Enhancement Programs (ADOT), Title I Public Works Grants (EDA), CDBG (ADOC):

| Strategy/Project  | Cost Estimate | Partners                               | Timing    | Benchmark                                 |  |
|---|---------------|--|-----------|---|--|
|   |               |  |           | Baseline                                  | Projection                                 |
| 3a. Purchase a Radar Trailer for DPS to use in area 20 days per month.  | \$12,000      | Sheriff's Dept.                        | Immediate | Trailer in neighborhood 0 times per month | Trailer in neighborhood 20 times per month |
| 3b. Work with Pima County Traffic Operations Department to provide slow down signage in areas identified.                               | TBD           | FWNACC, Pima County Traffic Operations | Immediate | 0 signs                                   | 20 signs in place                          |
| 3c. Investigate traffic calming techniques and funding options for various locations in the neighborhood, and develop a plan of action. | No extra cost | FWNACC, Pima County Traffic Operations | Mid-Term  | No plan                                   | Plan in place                              |

# Flowing Wells Neighborhood Revitalization Strategy

**Goal Statement:** 4. Reduce the number of stray animals in the neighborhood.

**Funding Sources:** Humane Society, Pima County Community Services (CDBG), Pro Neighborhoods, Title I Public Works Grants (EDA)

| Strategy/Project  | Cost Estimate   | Partners                           | Timing    | Benchmark                                   |                                  |
|---|-----------------|------------------------------------|-----------|---|----------------------------------|
|   |                 |                                    |           | Baseline                                    | Projection                       |
| 4a. Increase awareness by sending out a letter to everyone in the area on the laws regarding animal control, providing phone numbers of enforcers of the laws, and fines associated for violators of the laws. Goal is to reduce number of stray animals in the area. | Less than \$500 | FWNACC, Pima County Animal Control | Immediate | 10 stray animals in any given day (average) | 0 stray animals in any given day |
| 4b. Work with Humane Society to set up clinics in neighborhood for Low or No Cost Fee for Spay and Neuter Programs to decrease the number of animals in area. Send out with mailing in 4a. to inform residents.   | No extra cost   | Humane Society FWNACC              | Immediate | 10 stray animals in any given day (average) | 0 stray animals in any given day |

**Goal Statement:** 5. Address the continuum of youth related issues through proactive intervention and engagement, and a variety of punitive options.

**Funding Sources:** HUD, State Funds, CDBG, County Funds, Project Intervention (ADOC/Governor's Office)

| Strategy/Project   | Cost Estimate       | Partners  | Timing    | Benchmark                                  |   |
|--|---------------------|---|-----------|--|---|
|  |                     |   |           | Baseline                                   | Projection                                    |
| 5a. Increase number of officers in area to include Bicycle Patrol.   | Same as Strategy 1a | Sheriff's Dept.   | Long Term | 1 officer on bike/foot patrols             | 6 officers on bike/foot patrols               |
| 5b. Increase awareness of the Community Justice Board and increase from 1 board to 3 boards.                             | No extra cost       | FWNACC, Pima County Attorney, Volunteered Residents   | Immediate | 8 members on board = 4 students per month  | 15 members = 3 boards = 12 students per month |
| 5c. Work with Boy Scouts to start up an Explorers Program in area, and encourage residents to participate in ride-alongs | No extra cost       | Boy Scouts of America, Pima County Sheriffs Department  | Immediate | 0 Explorers in local Sheriff's office      | 10 Explorers in local Sheriff's office        |
| 5d. Coordinate with agencies providing mentoring programs for at-risk youth to include area residents.                   | No extra cost       | Our Town, Big Brothers/Big Sisters, Flowing Wells School District, One-On-One, Partners, Inc. | Immediate | 0 youth participating in mentoring program | 20 youth participating in mentoring program   |

## B. Neighborhood Appearance

**Goal Statement:** 1. Bring order to on street parking in the neighborhood.

**Funding Sources:** State of Arizona Department of Transportation, Pima Association of Governments

| Strategy/Project   | Cost Estimate | Partners  | Timing    | Benchmark                                    |   |
|--|---------------|---|-----------|--|---|
|  |               |   |           | Baseline                                     | Projection                                  |
| 1a. Work with Sheriff's Department to enforce parking violations in neighborhoods  | No extra cost | Sheriff's Dept.   | Immediate | 10 semi trucks parked on residential streets | 0 semi trucks parked on residential streets |
| 1b. Work with the Pima County Dept. of Transportation Traffic Engineering division to have neighborhood streets designated with weight limits. | No extra cost | FWNACC, Pima County Dept. of Transportation Traffic Engineering | Immediate | 10 semi trucks parked on residential streets | 0 semi trucks parked on residential streets |

**Goal Statement:** 2. Make Flowing Wells an attractive community by cleaning up the neighborhood.

**Funding Sources:** Pro Neighborhoods, Neighborhood Fundraisers, CDBG, Arizona Housing Trust Fund (ADOC), Community Housing Plans (ADOC)

| Strategy/Project  | Cost Estimate   | Partners  | Timing    | Benchmark                              |  |
|---|-----------------|---|-----------|--|--|
|   |                 |   |           | Baseline                               | Projection                                       |
| 2a. Work with law enforcement to target chronic building and zoning code violators.   | No extra cost   | Pima County Sheriff Department, Public Works Department   | Mid-Term  | 0 number of violators fined            | all violators fined                              |
| 2b. Create a mailing system to warn residents about building and zoning code violations. Ex: 1 <sup>st</sup> Warning, 2 <sup>nd</sup> Warning, Final Warning, Enforcement (using registered mail if necessary). | Less than \$500 | Pima County Sheriffs Department, Public works zoning and building dept.   | Immediate | No system in place                     | System put in place                              |
| 2c. Conduct a one-time comprehensive neighborhood cleanup providing manpower and equipment for the removal of debris and hazardous materials (may take multiple days)   | \$25,000        | Community Services Dept., FWNACC, Davis-Monthan AFB, Arizona National Guard-Project Challenge, City of Tucson Graffiti Abatement, Tucson Clean and Beautiful, Pima County Solid Waste Dept. | Immediate | 0 clean-ups                            | 2 times per year                                 |
| 2d. Increase awareness of monthly hazardous waste program.  | No extra cost   | Community Services Dept, Public Works Dept., FWNACC, Pima County Solid Waste Dept.  | Immediate | Tons of waste collected per year (TBD) | 15% increase in tons of waste collected per year |
| 2e. Start a Tool Library for neighborhood residents.  | \$5,000         | Pro Neighborhoods, CDBG, Home Depot   | Mid-Term  | 0 tools available to borrow            | 100 tools available to borrow                    |
| 2f. Institute a quarterly award program for well maintained homes and properties, and include a yard placard designation  | \$800           | FWNACC, Community Services Dept.  | Immediate | 0 awards issued per year               | 4 awards issued per year                         |

**Goal Statement:** 3. Determine type of easements (public vs. private) and designated use of easement or public right of way to enforce proper use maintenance of same.

**Funding Sources:** Transportation Enhancement Programs (ADOT)

| Strategy/Project   | Cost Estimate | Partners   | Timing    | Benchmark         |                        |
|--|---------------|--|-----------|-------------------|------------------------|
|  |               |  |           | Baseline          | Projection             |
| 3a. Work with appropriate County departments to identify easements along mile and half mile streets. | No extra cost | Community Services Department, Development Services Department | Immediate | No inventory      | Inventory in place     |
| 3b. Issue warnings and fines if necessary for the proper maintenance of the easements                | No extra cost | Community Services Department, Development Services Department | Mid-Term  | 0 warnings issues | TBD based on inventory |



## C. Housing

**Goal Statement:** 1. Encourage residents and landlords to maintain their property in conformance with local codes.

**Funding Sources:** CDBG, HOME, Private Foundations, Arizona Housing Trust Fund (ADOC), Community Housing Plans (ADOC), Owner-Occupied Housing Rehabilitation Programs (ADOC):

| Strategy/Project   | Cost Estimate                 | Partners   | Timing    | Benchmark                    |  |
|--|-------------------------------|--|-----------|------------------------------|--|
|  |                               |  |           | Baseline                     | Projection                             |
| 1a. Partner with non-profit agencies for home maintenance education programs   | \$15,000                      | Home Depot, Tucson Urban League, Chicanos Por La Causa.  | Immediate | 6 workshops per month        | 8 workshops per month                  |
| 1b. Issue \$250 grants for home owners to purchase materials for the improvement of the exterior of their homes or yards such as paint or landscaping items (possibly develop partnership with local home improvement store) | \$5,000                       | Home Depot, Pima County Community Services, FWNACC   | Mid-term  | 0 grants of this type issued | 20 grants of this type issued per year |
| 1c. Expand or target specific amount from CDBG funding for existing housing rehabilitation program, and provide community outreach to inform about current programs available.   | \$50,000                      | Pima County Community Services Dept., CIIRPA, DIRECT, Pima Council On Aging, Tucson Urban League | Long Term | \$0 rehab targeted funding   | \$50,000 rehab targeted funding        |
| 1d. Subsidize building permit fees for low-moderate income residents making repairs to their homes   | No direct cost (Lost revenue) | Pima County Development Services.  | Mid-term  | 0 permit fees reduced        | 20 permit fees reduced per year        |

**Goal Statement:** 2. Ensure that all seniors in the neighborhood have access to safe, clean and affordable housing.

**Funding Sources:**

| Strategy/Project   | Cost Estimate | Partners                      | Timing   | Benchmark    |                              |
|--|---------------|-------------------------------|----------|--------------|------------------------------|
|  |               |                               |          | Baseline     | Projection                   |
| 2a. Identify seniors in the neighborhood needing services to ensure they have safe clean and affordable housing. | No extra cost | FWNACC, Pima Council on Aging | Mid-Term | 0 identified | Identify 20 seniors per year |

**Goal Statement:** 3. Build new housing in the neighborhood which is affordable to area residents.

**Funding Sources:** CDBG, HOME, Mortgage Revenue Bonds, Dept. of Commerce, Housing Finance Agency, Freddie Mac, Fannie Mae, Arizona Housing Trust Fund (ADOC), Community Housing Plans (ADOC), Owner-Occupied Housing Rehabilitation Programs (ADOC)

| Strategy/Project  | Cost Estimate                | Partners                           | Timing   | Benchmark                       |                                 |
|---|------------------------------|------------------------------------|----------|---------------------------------|---------------------------------|
|   |                              |                                    |          | Baseline                        | Projection                      |
| 3a. Locate and purchase vacant land available for construction of new homes                           | \$200,000                    | Pima County Real Estate Department | Mid-term | 0 lots                          | 10 lots                         |
| 3b. Designate targeted areas for higher density zoning tied to the construction of affordable housing | No extra cost                | Planning Dept.                     | Mid-term | 15 acres zoned for high density | 30 acres zoned for high density |
| 3c. Subsidize building permit fees for affordable housing projects                                    | No extra cost (lost revenue) | Pima County Development Services   | Mid-term | 0 permit fees waived            | 20 permit fees waived           |

**Goal Statement:** 4. Increase home ownership in the neighborhood.

**Funding Sources:** CDBG, HOME, Mortgage Revenue Bonds, Housing Finance Agency, Freddie Mac, Fannie Mae, Pre-Development Funds (ADOC), Community Housing Plans (ADOC)

| Strategy/Project  | Cost Estimate | Partners   | Timing    | Benchmark                           |                                     |
|---|---------------|--|-----------|-------------------------------------|-------------------------------------|
|   |               |  |           | Baseline                            | Projection                          |
| 4a. Increase awareness of homeownership programs available.                               | No extra cost | Pima County Community Services Dept., Chicanos Por La Causa, Family Housing Resources, Tucson Urban League, Primavera Builders, Arizona Land Trust, Habitat for Humanity | Immediate | 30 families using programs per year | 60 families using programs per year |
| 4b. Offer credit counseling to assist residents in preparing themselves for homeownership | No extra cost | Pima County Community Services Dept. HUD, Chicanos Por La Causa, Family Housing Resources, Tucson Urban League, Primavera Builders                                       | Immediate | 30 families using programs per year | 60 families using programs per year |

**Goal Statement:** 5. Improve the dissemination of housing program information through multiple delivery points and formats.

**Funding Sources:** CDBG, HOME, Freddie Mac, Fannie Mae

| Strategy/Project   | Cost Estimate | Partners                                     | Timing    | Benchmark                              |  |
|--|---------------|--|-----------|--|--|
|  |               |  |           | Baseline                               | Projection                                       |
| 5a. Develop a flyer which lists all of the County, State and Federal housing programs which may be available to neighborhood residents (mobile home eligibility information should be included for each program) | No extra cost | Pima County Community Services Dept.         | Immediate | Various flier in different formats     | Single uniform flyer                             |
| 5b. Increase awareness of housing information on the Pima County Web Site  | No extra cost | Pima County Community Services Dept.         | Immediate | Hits on that page of the website (TBD) | Increase hits by 20% on that page of the website |
| 5c. Make flyers available at each FWNACC meeting and other locations as appropriate (such as high school, elementary schools, health clinic and Family Resource Center)  | No extra cost | Pima County Community Services Dept., FWNACC | Immediate | Flyers available at 1 location         | Flyers available at four locations/meetings      |

## D. Infrastructure

**Goal Statement:** 1. Improve drainage flow and to reduce or eliminate ponding at project areas.

**Funding Sources:** Capital Improvement Projects, Small Flood Control Projects, Bond Funds, Title I Public Works Grants (EDA), Greater Arizona Development Authority (GADA):

| Strategy/Project   | Cost Estimate      | Partners   | Timing    | Benchmark             |                         |
|--|--------------------|--|-----------|-----------------------|-------------------------|
|  |                    |  |           | Baseline              | Projection              |
| 1a. Drainage Project 1-Shannon/Carnaubia; improve drainage flow into Rillito Creek that will reduce the ponded runoff primarily in the streets of the Palmdale subdivision.                      | \$336,000          | Pima County Flood Control District                             | Immediate | Ponding up to 2 weeks | Ponding less than 1 day |
| 1b. Other drainage problems, analyze solutions to determine cost estimates and recommend a project to include Root/Gardner Lanes, Plum Avenue, Wetmore/Highway Drive/Curtis/Kain and Davis/Cutis | Unknown            | Dept. of Transportation  | Immediate | Unknown               | Unknown                 |
| 1c. Secure funding sources for drainage project areas not programmed as a CIP or Small Flood Control Project, nor eligible for federal flood disaster relief funds                               | Depends on project | Pima County Flood Control, and other agencies to be determined | Long Term | Unknown               | Unknown                 |
| 1d. Extend La Cholla Boulevard from Gardner Road to Prince Road.   | TBD                | FWNACC, Pima County DOT  | Long Term | No road               | Road complete           |

**Goal Statement:** 2 Improve the appearance of the neighborhood by putting utilities under ground.

**Funding Sources:**

| Strategy/Project  | Cost Estimate | Partners   | Timing    | Benchmark |   |
|---|---------------|--|-----------|-----------|---|
|   |               |  |           | Baseline  | Projection                              |
| 2a. Research partnership opportunities with utilities to bury lines | TBD           | Tucson Electric Power, Southwest Gas, City of Tucson Water, Telephone Companies, Construction Companies to be determined | Long Term | No plan   | Plan in place to bury appropriate lines |

**Goal Statement:** 3. Make the neighborhood safer for pedestrians, bicyclists and drivers.

**Funding Sources:** Transportation Enhancement Programs (ADOT)

| Strategy/Project  | Cost Estimate | Partners  | Timing    | Benchmark             |                                    |
|---|---------------|---|-----------|-----------------------|------------------------------------|
|   |               |   |           | Baseline              | Projection                         |
| 3a. Work with Union Pacific Railroad to obtain a schedule of trains or other information which will help residents avoid the intersection of Ruthrauff and Davis at times when there is a high likelihood for a train to be crossing. | No extra cost | FWNACC, Union Pacific Railroad, Pima County DOT                                   | Immediate | No schedule           | Schedule received and disseminated |
| 3b. Develop a pedestrian/bicycle circulation plan including bike lanes and sidewalks, especially near schools   | \$75,000      | Public Works Dept., Pima County Dept. of Transportation, FWNACC                   | Long Term | No plan in place      | Plan complete                      |
| 3c. Based on priorities identified in the plan, construct sidewalks-same as 3c.   | TBD           | Pima County Dept. of Transportation   | Long Term | 0 sidewalks           | TBD based on plan                  |
| 3d. When roads are resurfaced or rebuilt, make appropriate improvements to allow for bike lanes   | TBD           | Pima County Dept. of Transportation   | Long Term | 0 miles of bike lanes | TBD based on plan                  |
| 3e. Inventory street lights within the neighborhood and develop a standard for light types and spacing  | No extra cost | Public Works Dept., FWNACC  | Immediate | No inventory          | Inventory complete                 |
| 3f. Increase the number of street lights in the neighborhood.   | \$25,000      | Public Works Dept., Pima County Community Services, Tucson Electric Power, FWNACC | Mid Term  | 15 lights             | 45 lights                          |

**Goal Statement:** 4. Ensure the drinking water in the neighborhood is of the highest quality possible.

**Funding Sources:** Arizona Clean Water Revolving Fund (WIFA), Arizona Water Protection Fund (Department of Water Resources)

| Strategy/Project  | Cost Estimate | Partners  | Timing    | Benchmark                |                      |
|---|---------------|---|-----------|--------------------------|----------------------|
|   |               |   |           | Baseline                 | Projection           |
| 4a. Gather the information from the recent study on the El Camino del Cerro and Shannon Road-Rillito Creek sites and implement necessary improvements | TBD           | ADEQ, FWNACC, Pima County Environmental Control, Pima County Community Services | Immediate | No remediation occurring | Complete remediation |

**Goal Statement:** 5. All residents who are interested will be able to connect to the County wastewater system, and needed system upgrades will be made.

**Funding Sources:** Arizona Clean Water Revolving Fund (WIFA), Arizona Water Protection Fund (Department of Water Resources)

| Strategy/Project   | Cost Estimate  | Partners   | Timing    | Benchmark     |                |
|--|--|--|-----------|---------------|----------------|
|  |  |  |           | Baseline      | Projection     |
| 5a. Subsidize wastewater hookup fees for low and moderate income families. Conduct study of cost for wastewater hook-up fees/ permit fees for improvement of wastewater lines and see if there is a potential program for low/income families. | No extra cost (lost revenue based on type of permit) | Pima County Solid Waste , FWNACC, Pima County Community Services | Immediate | 0 fees waived | 20 fees waived |



**Goal Statement:** 6. Provide a network of community and regional parks which fit the needs of the community.

**Funding Sources:** CDBG, Private dollars, Bond Funds

| Strategy/Project   | Cost Estimate | Partners   | Timing    | Baseline             | Benchmark Projection     |
|--|---------------|--|-----------|----------------------|--------------------------|
| 6a. Build small, low maintenance neighborhood parks (pocket parks) for local children and families | TBD           | Pima County Parks and Recreation Dept., Pima County Community Services | Long Term | 0 neighborhood parks | 1 park per square mile   |
| 6b. Make additional improvements to Flowing Wells Park by adding equipment and tot lot             | 90,000        | Pima County Parks and Recreation Dept., Pima County Community Services | Long Term | No plans             | After completion of park |

**Goal Statement:** 7. Develop new transportation routes with Sun Tran to ensure that residents can get to their designated destinations.

**Funding Sources:** Transportation Enhancement Programs (ADOT)

| Strategy/Project  | Cost Estimate | Partners  | Timing    | Baseline                  | Benchmark Projection |
|---|---------------|---|-----------|---------------------------|----------------------|
| 7a. Conduct survey to determine usage, ridership, demand and gaps in service for transit-and provide to SunTran | \$5,000       | SunTran, FWNACC, Pima County Community Services, Pima County Department of Transportation | Immediate | Issues and demand unknown | Survey complete      |
| 7b. Based on survey, implement new routes in the area and increase frequency of service                         | TBD           | SunTran, FWNACC, Pima County Community Development Dept.                                  | Mid-term  | TBD based on survey       | TBD based on survey  |

## E. Social Services

**Goal Statement:** 1. Provide activities for youth, seniors and families in the neighborhood at times which are convenient.

**Funding Sources:** CDBG

| Strategy/Project   | Cost Estimate             | Partners  | Timing    | Benchmark  |                                       |
|--|---------------------------|---|-----------|--|---------------------------------------|
|  |                           |   |           | Baseline   | Projection                            |
| 1a. Build a multipurpose center in the neighborhood to house youth activities, social services, etc (widening of Wetmore Road has to happen first) | \$3.5 million             | Pima County Community Services, PC Parks & Rec., PC Facilities Management | Long Term | No center located in the neighborhood  | 2004-5 estimated completion date      |
| 1b. Encourage active participation in the ACES program, Flowing Wells Extension Program, Pima Youth Partnership Program                            | No extra cost             | Pima County Parks and Recreation Dept., FWUSD, Pima Youth Partnership     | Immediate | TBD  | 250 active members                    |
| 1c. Support local sports teams such as Little League, Pop Warner, etc.   | \$600 per team            | Local businesses  | Immediate | Local youth teams TBD  | 15% increase in local youth teams     |
| 1d. When construction of multipurpose center starts, contact Pima Tucson Public Library about opening library there                                | \$15,000                  | Pima Tucson Library Dept., PC Parks and Rec., PC Community Services       | Long Term | 4 miles to nearest library   | 1-2 miles to nearest library          |
| 1e. Provide computers for use by students and adults (possibly in conjunction with the high school or through a new community center)              | \$25,000                  | FWUSD   | Long Term | 0 computers available for public use   | 10 computers available for public use |
| 1f. Increase youth recreation activities in the area   | TBD based on new programs | Pima County Parks and Recreation Dept., FWUSD, Pima Youth Partnership     | Mid-term  | 3 activities in the neighborhood (pool, Homer Davis Summer Program, library) | 8 activities in the neighborhood      |

**Goal Statement:** 2. Programs will be offered to address the challenges facing today's families.

**Funding Sources:** Project Intervention (ADOC/Governor's Office), Chemical Abuse (ADOE)

| Strategy/Project   | Cost Estimate   | Partners   | Timing    | Benchmark                          |                                   |
|--|-----------------|--|-----------|------------------------------------|-----------------------------------|
|  |                 |  |           | Baseline                           | Projection                        |
| 2a. Expand the D.A.R.E. and GREAT programs (or other school based program) to the first grade level so that children get this valuable information as early as possible                        | \$25,000        | FWUSD, Sheriff's Dept., Community Services Dept.   | Long Term | Program begins in the fourth grade | Program begins in the first grade |
| 2b. Increase awareness on courses offered on intervention so that family, friends, teachers and employers of drug users can learn how to get the user into a structured rehabilitation program | No extra cost   | Pima Youth Partnership, Our Town Family Center, FWNACC, FWUSD  | Immediate | 3 courses offered                  | 8 courses offered                 |
| 2c. Offer space for and marketing for support group meetings for recovering drug addicted persons  | Less than \$500 | FWNACC, Pima Youth Partnership, Our Town Family Center, Local Churches   | Mid-term  | 0 meetings per week                | 5 meetings per week               |
| 2d. Increase awareness of parenting classes offered to young families to help prepare them for the challenges of raising children  | Less than \$500 | FWUSD, The Parent Connection, Our Town Family Center, Child & Family Resources, Childbirth Education Association | Immediate | TBD                                | Increase enrollment by 15%        |
| 2e. Increase awareness of life skills courses offered to young people  | Less than \$500 | FWUSD, Pima Youth Partnership, Open Inn Inc, Our Town Family Center  | Immediate | TBD                                | Increase enrollment by 15%        |

| Strategy/Project  | Cost Estimate   | Partners  | Timing    | Benchmark |                            |
|---|-----------------|---|-----------|-----------|----------------------------|
|   |                 |   |           | Baseline  | Projection                 |
| 2f. Increase awareness of courses offered on domestic violence intervention so that family, friends, teachers and employers can learn how to get help to families in need | Less than \$500 | Community Services Dept. Open Inn Inc, Our Town Family Center, Parent & Child Abuse Prevention Center | Immediate | TBD       | Increase enrollment by 15% |

**Goal Statement:** 3. Develop strong intra-neighborhood relationships.

**Funding Sources:** PRO Neighborhoods

| Strategy/Project   | Cost Estimate | Partners  | Timing    | Benchmark                     |   |
|--|---------------|---|-----------|-------------------------------|---|
|  |               |   |           | Baseline                      | Projection  |
| 3a. Conduct and implement block parties to improve relationships between residents   | \$500         | FWNACC, Sheriff Dept., Pima County Community Services | Immediate | 0 events per year             | 1 event per year  |
| 3b. Conduct outreach on the Flowing Wells Neighborhood Coalition and the monthly meetings  | No extra cost | FWNACC, Pima Community Services                       | Immediate | 20 average meeting attendance | 40 average meeting attendance                               |
| 3c. Utilize the strategies in this plan as a means for bringing the diverse members of the neighborhood together for causes they believe in. | No extra cost | FWNACC, Pima Community Services, PRO Neighborhoods    | Immediate | Not applicable                | 100 persons participate in an FWNACC activity per year      |
| 3d. Enlist the services of PRO Neighborhoods to build the capacity of FWNACC.  | No extra cost | FWNACC, PRO Neighborhoods                             | Immediate | Not applicable                | FWNACC leadership participates in capacity building program |

**Goal Statement:** 4. Bring social services into the neighborhood.

**Funding Sources:** CDBG

| Strategy/Project   | Cost Estimate   | Partners  | Timing    | Benchmark  |  |
|--|-----------------|---|-----------|--|--|
|  |                 |   |           | Baseline   | Projection                                     |
| 4a. Increase awareness of the social services already offered in the area and work toward increasing those services to include other social service agencies   | Less than \$500 | FWNACC, FWUSD Resource Centers, Pima County Community Action, Chicanos Por La Causa, Unity Way, Salvation Army, Pima County Community Services, Information & Referral Services | Immediate | 3 social service providers in the neighborhood (3 Family Resource Centers) | 6 social service providers in the neighborhood |
| 4b. Open a one-stop center which local non-profit organizations can move into and offer services to the neighborhood and other parts of the Northwest county either at the multipurpose center to be constructed or look for an existing building. | \$25,000        | Pima County Community Services: One Stop, Welfare to Work, Pledge A Job, etc., FWNACC, Pima County Facilities Management  | Long Term | No one-stop center   | Space available                                |

## F. Education

**Goal Statement:** 1. Our schools will foster the development of targeted programs for the neighborhood's youth including nourishment programs, increased special education courses and increased vocational training.

**Funding Sources:** Vocational Education Assistance (ADOE)

| Strategy/Project  | Cost Estimate | Partners  | Timing    | Benchmark                           |   |
|---|---------------|---|-----------|-------------------------------------|---|
|   |               |   |           | Baseline                            | Projection                                      |
| 1a. Expand the nourishment program at the local schools to year round   | TBD           | FWUSD, Pima County Health Department-Community Nutrition Division   | Immediate | 0 children served during the summer | 50 children served during the summer per school |
| 1b. Develop a partnership between the Pima Community Colleges, the Pima County One-Stop Career Center and Flowing Wells Unified School District to expand additional vocational programs at Flowing Wells High School | TBD           | Pima Community College, Pima County One-Stop Center, FWUSD, Pima County Pledge a Job, Pima County School Superintendent | Mid-term  | TBD                                 | Increase vocational programs by 10%             |
| 1c. Expand the on campus simulated work experience and participation of work adjustment programs for students with special needs and mental disabilities  | TBD           | FWUSD, Pima County AZ-EIP, Blake Foundation, Parent Information Network, Pima Prevention Partnership                    | Mid-term  | TBD                                 | Increase programs by 10%                        |

# Flowing Wells Neighborhood Revitalization Strategy

**Goal Statement:** 2. Provide targeted training programs which meet the needs of adults and seniors.

**Funding Sources:** Bond funds, Private Dollars, Adult Education Assistance (ADOE)

| Strategy/Project   | Cost Estimate                       | Partners  | Timing    | Benchmark   |   |
|--|-------------------------------------|---|-----------|---|---|
|  |                                     |   |           | Baseline  | Projection  |
| 2a. Become directly involved in the planning for the new northwest community college in order to ensure that needs of the Flowing Wells community are incorporated into the campus | No extra cost                       | Pima Community Colleges, FWNACC   | Immediate | Flowing Wells represented by 0 persons on planning bodies | Flowing Wells represent by 1 persons on planning bodies |
| 2b. Conduct a survey of local seniors (possibly through the ACES program) to determine educational opportunities they desire   | \$1,000                             | FWNACC, Pima County Parks and Rec., Pima County Community Services, Pima Council on Aging | Immediate | Anecdotal information available                           | Survey data available                                   |
| 2c. Conduct adult computer education classes at the high school in the evenings  | Same as Social Services Strategy 1e | Flowing Wells School District, Pima College Adult Education                               | Mid-term  | 0 classes   | 60 classes per year                                     |

**Goal Statement:** 3. Develop partnership between Pima Community College and University of Arizona for scholarships

**Funding Sources:** Pima Community College, University of Arizona, Private Dollars

| Strategy/Project  | Cost Estimate       | Partners  | Timing   | Benchmark  |            |
|---|---------------------|---|----------|------------|------------|
|   |                     |   |          | Baseline   | Projection |
| 3a. Develop a partnership with Chicanos Por La Causa to expand their Querer Es Poder Eighth Grade College Scholarship Program to the Flowing Wells area | \$1,000 per student | FWUSD, Chicanos Por La Causa, Pima Community College, University of Arizona | Mid-term | 0 students | 4 students |
| 3b. Develop additional partnership with Pima Community College and University of Arizona to implement a scholarship program for High School Graduates   | \$2,500 per student | Pima Community College, University of Arizona, Private Businesses           | Mid-term | 0 students | 5 students |



## G. Economic and Job Opportunities

**Goal Statement:** 1. Economically revitalize Flowing Wells through the expansion of existing businesses, recruitment of new businesses and the expansion of job opportunities.

**Funding Sources:** Commerce and Economic Development Commission (ADOC)

| Strategy/Project  | Cost Estimate | Partners  | Timing    | Benchmark           |   |
|---|---------------|---|-----------|---------------------|---|
|   |               |   |           | Baseline            | Projection  |
| 1a. Increase outreach and develop partnership between Pima County One-Stop Career Center and Pima County Pledge A Job to area youth and businesses as a resource for career planning and finding eligible employees and assist employers in expanding their business. | \$500         | Flowing Wells School District, Pima County One-Stop Career Center, Pima County Pledge A Job | Immediate | 35 students         | 70 students   |
| 1b. Increase the number of businesses using internship and mentoring programs such as Pima County Pledge A Job.   | No extra cost | Pima County Pledge A Job, FWUSD, Pima County One Stop                                       | Immediate | 29 businesses       | 50 businesses   |
| 1c. Set up a meeting with the Greater Tucson Economic Council to inform them of Flowing Wells desires for economic growth, availability of land and pro-business attitude   | No extra cost | GTEC, FWNACC  | Immediate | 0 meetings per year | 1 meeting per year  |
| 1d. Work with Pima County planners to emphasize that the neighborhood would like to keep more intense industries closer to I-10   | No extra cost | Pima County Planning Dept., FWNACC  | Immediate | Not applicable      | No new industrial activity except in land specifically zoned for industrial |

**Goal Statement:** 2. Provide a full continuum of consumer services in the neighborhood including a grocery store, sit-down restaurants, fast food restaurants and a photocopy center.

**Funding Sources:** Commerce and Economic Development Commission (ADOC), Community Development Corporation (ADOC)

| Strategy/Project   | Cost Estimate | Partners   | Timing    | Benchmark    |                    |
|--|---------------|--|-----------|--------------|--------------------|
|  |               |  |           | Baseline     | Projection         |
| 2a. Conduct an inventory to see how many businesses are in or around the area in order to market to consumers. | \$500         | FWNACC, Pima County Community Services, Better Business Bureau   | Immediate | No inventory | Inventory complete |
| 2b. Locate possible vacant land to include in survey to attract office and retail businesses.                  | No extra cost | Pima County Community Services, Pima County Real Estate Division | Immediate | No inventory | Inventory complete |

## **Appendix A**

### **Sign-In Sheets**

**Flowing Wells Neighborhood Revitalization Community Meeting**  
**January 18, 2001**

| <u>Name</u>             | <u>Company or Organization</u> | <u>Street Address and City</u>                                       |
|-------------------------|--------------------------------|--|
| Betty Edwards           | —                              | 4861 N. Valley Park<br>Tucson  |
| Bob Edwards             |                                | " " " "  |
| Dorcy Norton            |                                | 4871 N. Valley Pk.<br>Tucson   |
| Cindy Beitel            |                                | 2722 W. Diamond St.<br>Tucson, AZ 85705                              |
| Cindy Henton            | PW Family Resource Centers     | 1042 W. Farr (Home)<br>Tucson, AZ 85705                              |
| Alan Nelson             | Palm Dale Neighborhood         | 5249 N. Royal Palm Dr.<br>5380 N. Royal Palm Dr.<br>Tucson, AZ 85705 |
| Betty + Rod Bailey      | Palm Dale neighborhood         | 5266 N. MYAKKA AVE<br>TUCSON AZ 85705                                |
| Ray Zielinski           | PALMDALE                       | 3037 W. Emerald Cr.<br>Tuc. 85705                                    |
| Myma Ball               |                                | 3261 N. MYAKKA   |
| RICBERT CHENOWETH       |                                | 2718 W. PALMYRA ST<br>1640 E. WATER ST<br>TUCSON AZ 85719            |
| DOLORES CHENOWETH       |                                | 32 N. Stone 16th Floor<br>Tucson AZ 85705                            |
| ANGIE WEHRKAMP          |                                | 765 W. Limberlost Dr. Apt. 36<br>Tucson, AZ 85705                    |
| M. K. Humphree          |                                | 1518 W. FT LOWELL RD<br>TUCSON AZ 85705                              |
| Ghonia Soto             | PC Comm. SOS.                  | 5324 N. Royal Palm Dr.<br>Tucson, AZ 85705-1150                      |
| John & Shirley<br>Duffy | —                              | 2841 W. Palmetto St.<br>Tucson AZ 85705-1139                         |
| Pat & Pat<br>Peterson   |                                | 1510 E. Grant<br>Tucson AZ 85719                                     |
| Ellie Towne             | Palmdale Neighborhood          | 4950 N. Sunrise ave<br>Tucson, AZ 85705                              |
| Terry LARRY<br>EVANS    | Palmdale Neighborhood          |  |
| Robin Nagase            | City of Tucson Ward 3          |  |
| James Reinhardt         |                                |  |
| Guantanamo Reinhardt    |                                |  |

**Flowing Wells Neighborhood Revitalization Community Meeting**  
**January 18, 2001**

| <u>Name</u>         | <u>Company or Organization</u> | <u>Street Address and City</u>                  |
|---------------------|--------------------------------|---|
| Lois Jackson        |                                | 2801 W. CARNAUBA ST.<br>TUCSON AZ 85705         |
| ALLEN KULWIN        | Pima County Community Services | 32 N. STONE 16TH PL<br>TULSON AZ 85701          |
| RUBEN MORENO        |                                | 1231 W. SMOOT PLACE<br>TUCSON ARIZONA 85701     |
| James B. Webb       |                                | 2842 W. Sahara<br>Tucson AZ 85705               |
| RON & SANDY TRIMBLE |                                | 2959 W. PALM VISTA ST<br>TUCSON, AZ. 85705-1033 |
| CAROLYN BALLARD     |                                | 3033 W. PALMYRA<br>Tucson, AZ 85705             |
| ROBERT KANTNER      |                                | 1016 W. GARNETTE ST.<br>TUCSON, AZ. 85705       |
| Randy & Stacy Ely   |                                | 3058 W. Carnauba<br>Tucson AZ. 85705            |
| BARBARA MOORE       |                                | 1008 W. GARNETTE ST.<br>TUCSON, AZ. 85705       |
| TRD<br>OFF. MERRILL | Tucson Police Dept             | 1019 W. PRINCE<br>TUCSON, AZ 85705              |
| J. F. HARTWEG       |                                | 3034 W. CARNAUBA ST<br>TUCSON AZ - 85705        |
| Sue GRANT           |                                | 2809 W. Carnauba St<br>Tucson AZ 85705          |
| C. W. Hinson        |                                | 4901 N. PALM 30th & 32                          |
| Olivia Hinson       |                                | 4901 N. LUISIANA AVE<br>Tucson AZ 85705         |
| Gladys Buckling     |                                | 2217 VERNAL AVE<br>85705                        |
| Toni McGinness      |                                | 5242 N. Papaya<br>Tucson AZ 85705               |
| Teresa Christman    | Westbrook Home Owners Assn     | 1610 W. Seabrooke Dr.<br>Tucson AZ 85705        |
| RAY & WILMA FERRY   | ROOT LANE AREA                 | 1924 W. ROOT LANE<br>TUCSON AZ 85705            |
| Kevin Daily         | West Fort Lowell Neighborhood  | 1518 W. FORT LOWELL RD<br>TUCSON, AZ 85705      |
| Olivia Christman    |                                | 2541 W. Reginald Place<br>Tucson, AZ 85705      |

# Flowing Wells Neighborhood Revitalization Task Force Meeting

## March 26, 2001

| Name                 | Company or Organization                                       | Street Address and City   |
|----------------------|---|---|
| Judie Scalise        | ESI Corp  | 5333 N. 7th St. C-225<br>Phx, AZ 85014                              |
| Cheryl Robert        | Flowing Wells Irrig. District                                 | 3901 N. Fairview 85705  |
| Bob Decker           | Pima Co. Wastewater Management Dept.                          | 201 N Stone 85701<br>bdecker@www.co.pima.az.us                      |
| Ethan Orr            | City of Tucson Econ. Dev                                      | 166 W Alameda St<br>Tucson AZ 85701                                 |
| STAN LEVINE          | Pima County Health Dept                                       | 150 W Congress 2nd fl<br>Tucson AZ 85701                            |
| Grant Pry            | Pima Fed Credit Union   | 3730 N Stone Ave<br>Tucson AZ 85703                                 |
| Norman Tripp         | P.C. ZONING   | 201 N Stone 85701   |
| TED PAYNE            | P.C. DOT & FCD  | 211 N Stone 85701<br>Tucson AZ                                      |
| Pamela Innis         | Arizona Dept. of Environmental Quality                        | 400 W Congress, Ste 433<br>Tucson, AZ 85701                         |
| Barbara P. Norris    | Pima Youth Partnership  | 4239 Ithaca Rd #101<br>Tucson, AZ                                   |
| Michele Beam         | PYP   | 4239 W Ith #101<br>TUCSON, 85741                                    |
| WILMA FERRY          | F.W. Neighborhood Assoc                                       | 1924 W. Root Ave<br>Tucson 85705 NTUC 849 & Ail.                    |
| Ellie Towne          | F.W. Neighborhood Assoc. & Comm Coalition                     | 3324 N. Royal Palm Dr. Tucson 85705-1113<br>townehaz@aol.com        |
| DEPUTY<br>JOEL PESCE | PIMA COUNTY SHERIFF'S DEPT.<br>DIRECTED PATROL FOOTHILLS UNIT | 7205 N SHANNON RD<br>TSON, AZ 85742                                 |
| Rochelle Swanson     | Pima County Natural Resources,<br>Parks & Recreation          | 1204 W. Silverlake Rd. T 85713<br>rochelle@mail.parks.co.pima.az.us |
| Kevin Daily          | Flowing Wells N.A. +<br>Community Coalition PRESIDENT         | kdaily@qwest.net  |
| Jim Hinch            | ESI Corp  | 5333 N. 7th St. C-225<br>Phoenix AZ 85014                           |
| Allen Kellum         | PIMA COUNTY<br>COMMUNITY SERVICES                             | 312 N Stone 16th fl<br>Tucson 85701                                 |
| Ryan Raleigh         | Pima County Comm.<br>Services                                 | 32 N. Stone 16th Fl. Tucson 85701<br>rraleigh@email.arizona.edu     |

***Flowing Wells Neighborhood Revitalization Task Force Meeting***  
**March 26, 2001**

[illegible]

## **Appendix B**

### **Funding Sources**



**Funding Resources: Economic Development**

| <b>Program</b>                                | <b>Administrator</b>  | <b>Description</b>   |
|---|-----------------------|--|
| Accelerated Depreciation of Personal Property | ADOC                  | Provides a five year accelerated depreciation schedule for assessing valuation of class one and class two personal property.   |
| Arizona Business Connection                   | ADOC                  | Program designed to meet the needs of business in every stage of development to encourage growth by offering information on licenses, applications, permits and other requirements and referrals to financing and other resources.   |
| Arizona Export and Loan Guarantee Program     | ADOC                  | Provides loan guarantees of 85% for small businesses wishing to borrow \$50,000 to \$500,000 for less than one year. Funds can be used to purchase inventory and raw materials prior to export shipment, machinery and equipment, marketing, and shipment and manufacturing-related costs for Arizona export products. |
| Arizona MultiBank                             | Arizona MultiBank CDC | Provides financial and technical assistance for the advancement of small business, low and moderate-income housing and economic development.   |
| Business Retention and Expansion              | ADOC                  | Provides 50/50 matching grants that may be used for marketing analyses, inventory, promotional and other surveys and publications.   |

**Funding Resources: Economic Development**

| <b>Program</b>                               | <b>Administrator</b> | <b>Description</b>   |
|--|----------------------|--|
| Chemical Tax Exemption                       | ADOC                 | Exempts chemicals used directly as part of an integrated system in manufacturing, mining, research and development, and certain other activities from transaction privilege and use taxes. |
| Commerce and Economic Development Commission | ADOC                 | State-funded program which provides financial assistance to expanding businesses. Funds may be used for mortgage and equipment loans and loan guarantees.                                  |
| Community Development Corporation            | ADOC                 | Includes the SBA "504," "7A" and "502" loan programs. A lender will loan 50% to 90% and the SBA will guarantee 90% to 100% of the loan.  |
| Economic Strengths Projects                  | ADOC                 | Grants for highways or road improvements that retain or create jobs, and include capital investment in the local economy.  |
| Enterprise Zones                             | ADOC                 | Jobs Requirements: 1. Full Time; 2. Pay above the "county wage offer;" 3. Provide 50% of employee health insurance costs.  |
| Increased Research Activities Tax Credit     | ADOC                 | Subject to further interpretation by the AZ Department of Revenue  |

**Funding Resources: Economic Development**

| <b>Program</b>                        | <b>Administrator</b> | <b>Description</b>   |
|---------------------------------------|----------------------|--|
| Machinery and Equipment Tax Exemption | ADOC                 | Exempts machinery or equipment used directly in manufacturing, processing, fabricating, job printing, refining, or metallurgical operations from both transaction privilege and use taxes. |
| Minority Business Development         | ADOC                 | Assists minorities and women to become certified as eligible to bid on jobs where there is a project set aside for women and minorities.   |
| Private Activity Bonds                | ADOC                 | Bonds are limited to industrial and manufacturing facilities, student loans and multi-family housing.  |
| Private Activity Bonds                | ADOC                 | Tax exempt bonds for manufacturing facilities, utilities, and other buildings including hospitals and industrial parks.  |

**Funding Resources: Education and Training**

| <b>Program</b>                        | <b>Administrator</b>                                      | <b>Description</b>  |
|---------------------------------------|---|---|
| Adult Education Assistance            | ADOE  | Provides funding for classes in adult basic education, English as a second language, general education development and citizenship.   |
| Employment Security Administration    | Employment and Security Administration, Districts IV & VI | Administers unemployment insurance benefits, job placement, counseling, job search assistance and referral to training.   |
| Job Training                          | ADOC  | State-funded grants to expanding or relocating businesses for workforce recruitment and short term customized job training. Priority is given to minority and/or women-owned businesses in rural or disadvantaged areas of the state. |
| Project Intervention                  | ADOC/ Governor's office                                   | Program targets blighted neighborhoods with high gang activity. Funds are used for job training, housing and/or neighborhood revitalization and substance abuse prevention.   |
| Technology Training Income Tax Credit | ADOC  | Must receive pre-certification from ADOC. Training must be provided by accredited institution   |
| Vocational Education Assistance       | ADOE  | Provides support for students enrolled in approved vocational and technological education programs. Supports the technical assistance needs of rural school districts in areas of vocational/technological education.                 |

**Funding Resources: Infrastructure and Environment**

| <b>Program</b>                               | <b>Administrator</b>                          | <b>Description</b>   |
|--|---|--|
| Arizona Clean Water Revolving Fund (CWRF)    | WIFA  | Provides low interest loan assistance to publicly-owned wastewater and water reclamation systems for improvements, planning, construction and rehabilitation of wastewater treatment facilities. water reclamation facilities and related water quality projects.  |
| Arizona Drinking Water Revolving Fund (DWRF) | Water Infrastructure Finance Authority (WIFA) | Provides low-interest financial assistance through leveraged loans, direct loans and linked deposit guarantees for the improvements to drinking water facilities. Eligible uses of funds include planning, engineering, rehabilitation, construction, modification, upgrading and/or equipping drinking water facilities. Source water protection and land acquisition activities are also eligible. |
| Arizona Water Protection Fund (WPF)          | Department of Water Resources (DWR)           | State-funded grants program that provides resources for wetlands restoration, upland treatments, watershed planning, riparian fences, revegetation, and water quality improvement.   |
| CDBG   | ADOC  | Federal funds administered by the State and available to local governments to develop and upgrade basic infrastructure, improve housing stock, and construct or renovate community facilities.   |

**Funding Resources: Infrastructure and Environment**

| <b>Program</b>                                 | <b>Administrator</b> | <b>Description</b>   |
|--|----------------------|--|
| Greater Arizona Development Authority (GADA)   | GADA                 | Aims at addressing important infrastructure needs in non-urban areas of Arizona by providing funding mechanisms for infrastructure projects.   |
| Pollution Control Tax Credit                   | ADOC                 | Provides a 1% income tax credit on purchase price of real and personal property used to control or prevent pollution.  |
| Title I Public Works Grants                    | EDA                  | Provides grants for public works and facilities construction.  |
| Transportation Enhancement Programs            | ADOT                 | Grants for roadway pedestrian and cycling facilities, scenic easements, historic preservation and the mitigation of runoff.  |
| Water Quality Assurance Revolving Fund (WQARF) | ADEQ                 | Offers loans below market rate for tax-exempt financing to local governments for wastewater projects. Eligible projects include: treatment plant upgrades and expansions; biological nutrient removal; pumping stations, force mains and interceptors; collection systems; sludge handling and disposal facilities; storm sewers and non-point source control best management practices. |

**Funding Resources: Housing**

| <b>Program</b>                      | <b>Administrator</b> | <b>Description</b>   |
|-------------------------------------|----------------------|--|
| Arizona Housing Trust Fund          | ADOC                 | State-funded program to assist low and moderate income families with new construction, rehabilitation, renovation, mortgage subsidies, land acquisition, technical assistance, homeownership counseling and matching for federal funds.                  |
| CDBG                                | ADOC                 | Federal funds administered by the State and available to local governments to develop and upgrade basic infrastructure, improve housing stock, and construct or renovate community facilities.   |
| Community Housing Plans             | ADOC                 | Grants available for putting together long-term housing plans for specific community and /or population for the purpose of addressing affordable housing needs of the area.  |
| Development Project Planning Grants | ADOC                 | Planning grants are potential source of seed money to enable community-based organizations to develop housing development ideas that are not yet considered to be viable projects. Project planning grants are available to nonprofit organization only. |
| Emergency Funding                   | ADOC                 | Funds available for affordable housing projects and programs in need of funding for situations that are considered an emergency by the state.  |

**Funding Resources: Housing**

| <b>Program</b>                             | <b>Administrator</b> | <b>Description</b>   |
|--|----------------------|--|
| Emergency Shelters and Temporary Housing   | ADOC                 | State funds for new construction, acquisition or rehabilitation of properties to be used for emergency or temporary housing for homeless or low-income individuals or families in crisis.  |
| Fair Housing Education                     | ADOC                 | State funds for providing Fair Housing education and outreach to a specific community, area, city, county or region.   |
| Home Ownership Project                     | ADOC                 | State funded project for single-family subdivision new infrastructure, new construction or acquisition and rehabilitation of properties to be used for new homeownership opportunities.  |
| HOME Program                               | ADOC                 | Federal housing block grant. Funds to local government to expand the supply of decent, affordable housing for low and very low-income families. Eligible uses include: rental housing, construction, acquisition and/or rehabilitation, first-time homebuyer assistance, tenant-based rental assistance and owner-occupied housing rehabilitation. |
| Housing Trust Fund- State Special Projects | ADOC                 | Limited funding for innovated affordable housing projects and programs.  |
| Low Income Housing Tax Credit Program      | ADOC                 | Federal income tax credits for rehabilitation of residential and multi-family apartment projects.  |



**Funding Resources: Housing**

| <b>Program</b>   | <b>Administrator</b> | <b>Description</b>  |
|--|----------------------|---|
| Low-Income Housing Tax Credit Gap Financing                | ADOC                 | Funds available for applicants interested in gap financing.   |
| Matching Funds and National Competitive Assistance Funding | ADOC                 | Funds available to assist applications competing for federal or private funds at the national level.                                    |
| Owner-Occupied Housing Emergency Repair Program            | ADOC                 | Funds for the emergency repair of properties currently owned and occupied as a primary residence by low-income home owners              |
| Owner-Occupied Housing Rehabilitation Programs             | ADOC                 | Funds for the rehabilitation of properties currently owned and occupied as a primary residence by low-income homeowners.                |
| Permanent and Transitional Rental Housing                  | ADOC                 | State Funds for construction, acquisition and/or rehabilitation of properties to be utilized for rental housing.                        |
| Pre-Development Funds                                      | ADOC                 | Funds used to help cover pre-development cost associated with the development of housing projects geared towards low-income households. |

**Funding Resources: Housing**

| <b>Program</b>                               | <b>Administrator</b> | <b>Description</b>  |
|--|----------------------|---|
| Project Intervention                         | ADOC                 | Program targets blighted neighborhoods with high gang activity. Funds are used for job training, housing and/or neighborhood revitalization and substance abuse prevention. |
| Sole Source Funding                          | ADOC                 | Funds available through sole source procurement methods if it is determined that there is only one source for a much needed service.  |
| State Public Housing Authority (PHA)         | ADOC                 | Allows federal Section 8 rental assistance to be targeted to communities not served by a local PHA.   |
| Tenant-Based Rental Assistance Programs      | ADOC                 | Funds used to help individual households afford housing cost by paying a portion of their rent or providing security deposit.   |
| The Governor's ACTION Communities Initiative | ADOC                 | The program encourages communities to target high-risk areas to assess needs and strategize how to address them   |

**Funding Resources: Social Services and Quality of Life**

| Program  | Administrator | Description   |
|--|---------------|---|
| Administration for Children, Youth and Families (ACYF) | ADES          | Program provides resources and a wide array of services for abused, neglected or abandoned children. Also includes family preservation such as parenting training and intervention services for families at risk of abuse, neglect or dependency. |
| Aging Nutrition Services                               | ADHS          | Provides consultation and technical assistance in nutrition and food services management to Senior Nutrition Centers that provide meals to the elderly.   |
| Chemical Abuse   | ADOE          | Assists schools with the cost of programs designed to prevent chemical abuse by pupils in kindergarten programs and grades 1 to 12.   |
| Child Care Administration                              | ADES          | Provides for the subsidization of child day care services for qualified recipients.   |
| Children's Information Center                          | ADHS          | A statewide bilingual toll-free number for families, caregivers and health care professionals to help facilitate access to needed services for children.  |
| County Prenatal Block Grant                            | ADHS          | Grants used to improve the health status of women of childbearing age, pregnant women and infants.  |

**Funding Resources: Social Services and Quality of Life**

| Program                                     | Administrator                  | Description   |
|---|--------------------------------|---|
| Health Start                                | ADHS                           | Program utilizes lay health workers to promote prenatal care among low-income teens. Follow-up with women and children for two years to promote primary health care.                                    |
| Juvenile Justice and Delinquency Prevention | Governor's Office for Children | Develop alternatives to secure detention for status offenders (such as runaways), separation of adults and juveniles in adult jails and lockups, and removal of juveniles from adult jails and lockups. |
| Nutrition Network                           | ADHS                           | Provides education for communities on nutrition.  |
| Project Intervention                        | ADOC                           | Program targets blighted neighborhoods with high gang activity. Funds are used for job training, housing and/or neighborhood revitalization and substance abuse prevention.                             |