

PROSPERITY INITIATIVE

Measuring Progress

July 14, 2026



PIMA COUNTY

Recap from June 9 Study Session Meeting:

PI focused efforts are in 2 Broad Categories:

1) Operations / Policy / Culture

Building capacity for organization to shift to PI aligned practices – budget process, inventorying, trainings

2) Programmatic alignment efforts

Alignment to PI means . .

. . *making sure Low-Income Families with Children are:*

Prioritized

Included in program decision-making

. . *that services / Programs we provide are:*

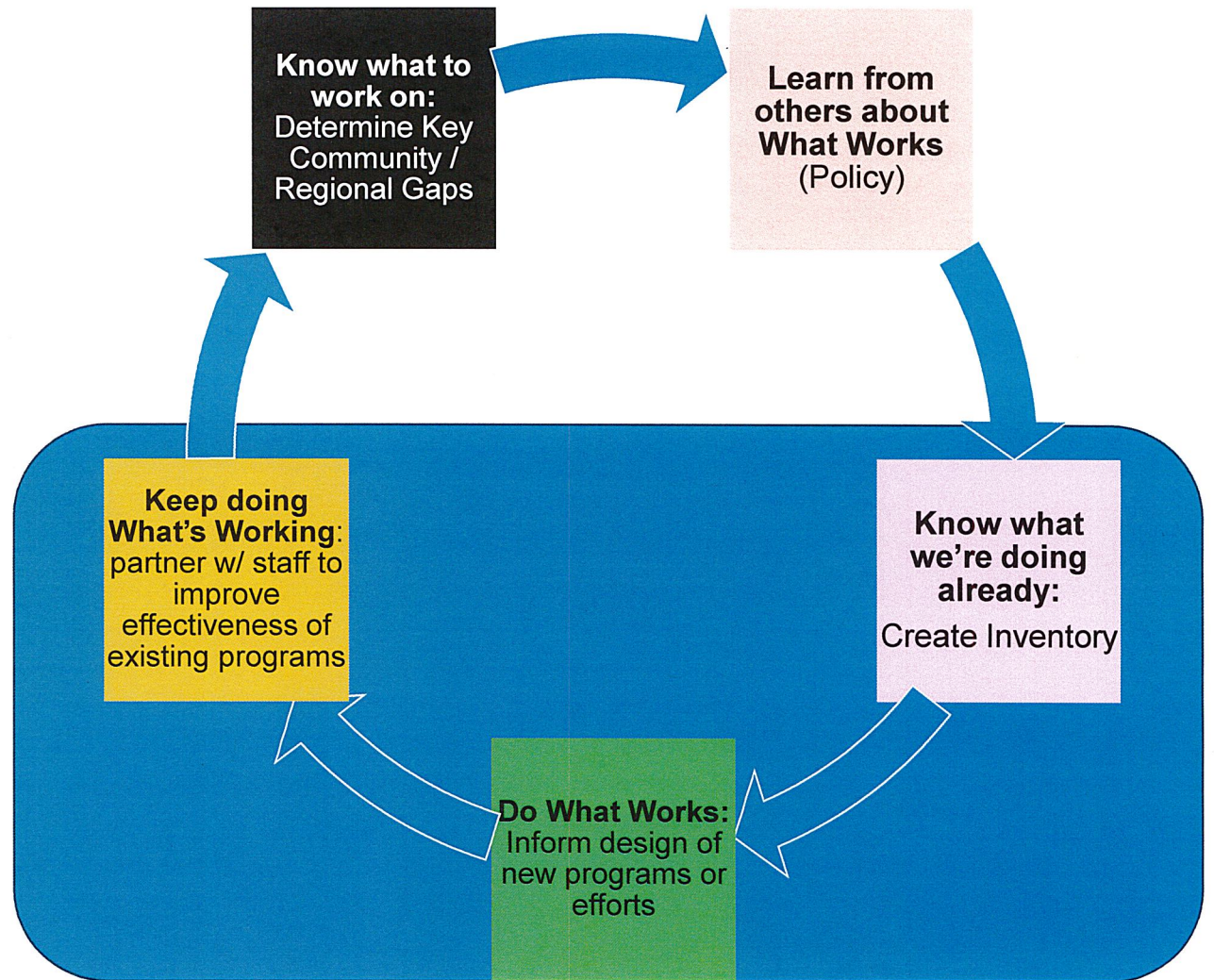
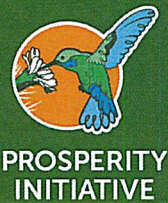
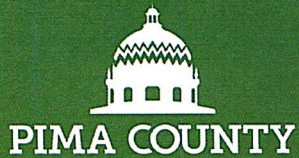
Steamlined

Effective

Today:

Aligning for Effectiveness
and measuring progress

PI Policy Cycle



Alignment for Effectiveness and Impact Plan

County Programs and Services grouped into 3 clusters:

- Major Investments / Major Impacts (MIMI) – significant current multi-year County investments
- AFI – Align for Impact emerging opportunities to have significant impact
- General Alignment - all other activities identified in inventory

Inventory

Department	Budget Group	Cost Center	Description of Programs / Activities Aligned with PI Policy in FY27:	Programs / Activities Alignment with th Policies:
AS Assessor	6-152 Assessor Statutory Mandates	10095CC AS	Property tax exemptions, valuation freezes and reductions, for seniors and those with disabilities that also income qualify, restricted affordable housing, and non-profits. Processing statutory required valuation reductions for affordable housing developed with Low Income Housing Tax Credits.	1. Increase Housir Mobility, 3. Improv Stability
CA County Administrator	6-192 County Administrator	11762CC CA	Administration of coordinated effort to reduce homelessness and improve housing supply and stability via the Office of Housing Opportunities and Homeless Solutions.	1. Increase Housir Mobility, 3. Improv Stability
CLR Conservation Lands & Resources	6-6753 Natural Resources Parks and Trails	11727CC CLR	Clean up of the Desert Haven Natural Resource Park to reduce crime occuring in the park that is impacting low income neighborhood.	2: Reinvest in High Neighborhoods
	6-6754 Range and Conservation Lands	11712CC CLR	4-H ranching and Pima County Cooperative Extension programming targeting rural youth with career fairs and other activities.	10. Prioritize Work Development for Underserved
CWD Community and Workforce Development	6-179 Community Services	10019CC CWD	Rent and utility assistance for low-income households.	3. Improve Housin
		10022CC CWD	Case management of rent and utility assistance offered to low-income households .	3. Improve Housin
		11339CC CWD	Community action funding, including rent and utility assistance	3. Improve Housin
		11593CC CWD	Craycroft Shelter to provide temporary housing to people who have been evicted.	2: Reinvest in High Neighborhoods , 3 Housing Stability
	6-180 Homeless Services	10032CC CWD	Sheltering people experiencing homelessness, providing outreach	2: Reinvest in High

Alignment for Effectiveness

Major Investments / Major Impacts (MIMI): Key examples - PEEPs; Housing investments

Prosperity Office role: assist with development of evaluation process or plans

Align for Impact (AFI)

Included: County programming addressing crucial gaps for families (children & their primary caretakers) in Pima County.

Prosperity Office role includes supporting new efforts that address known systems-level gaps; support building cross-departmental work; help to identify appropriate evidence-based strategy; Assist in evaluation planning

EMERGING AREAS of FOCUS:

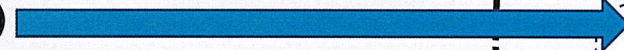
- workforce development / economic development intersection
- youth-serving programs – work experience, transition to PSE

General Alignment (GA): Other PI-aligned efforts

Prosperity Office role involves providing general-purpose tools and guidance

Measures of Progress

These metrics
(Impact Indicators)
are identified and
we have baseline
statistics



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PIMA COUNTY



Prosperity
Initiative



CITY OF
TUCSON

Impact
(long-term
regional
change):

*Increased
Prosperity
and
Reduced
Poverty*

Impact Indicator Dashboard



Work



Health



Housing



Education

Education Jobs

Quality of Life/Neighborhood Reinvestment

Ratio of multifamily to single-family housing Higher = better

Share of housing units by type across the region

GEOGRAPHY	2013
Pima County	39% MF 61% SF
Tucson	37% MF 63% SF

MF = Multifamily | SF = Single-family | Trend compares 2013 to 2023

People experiencing poverty in high-poverty neighborhoods Lower = better

Percent living in census tracts where more than 30% of residents are below the poverty line

GEOGRAPHY	2013
Pima County	26.4%
Tucson	37.4%

Trend compares 2013 to 2023

Children experiencing poverty in high-poverty neighborhoods Lower = better

Percent living in census tracts where more than 30% of residents are below the poverty line

GEOGRAPHY	2013	2018	2023	TREND
Pima County	29%	26%	21%	▼
Tucson	25.1%	24%	24.5%	▼

Trend compares 2013 to 2023

Total of 31 Impact Indicators.

These measures are:

- Shared with City of Tucson.
- Used to measure overall progress toward long-term, “population-level” goals.
- Mapping function for whole County will be available – down to census tract

Expected go-live: August 2026



TREND

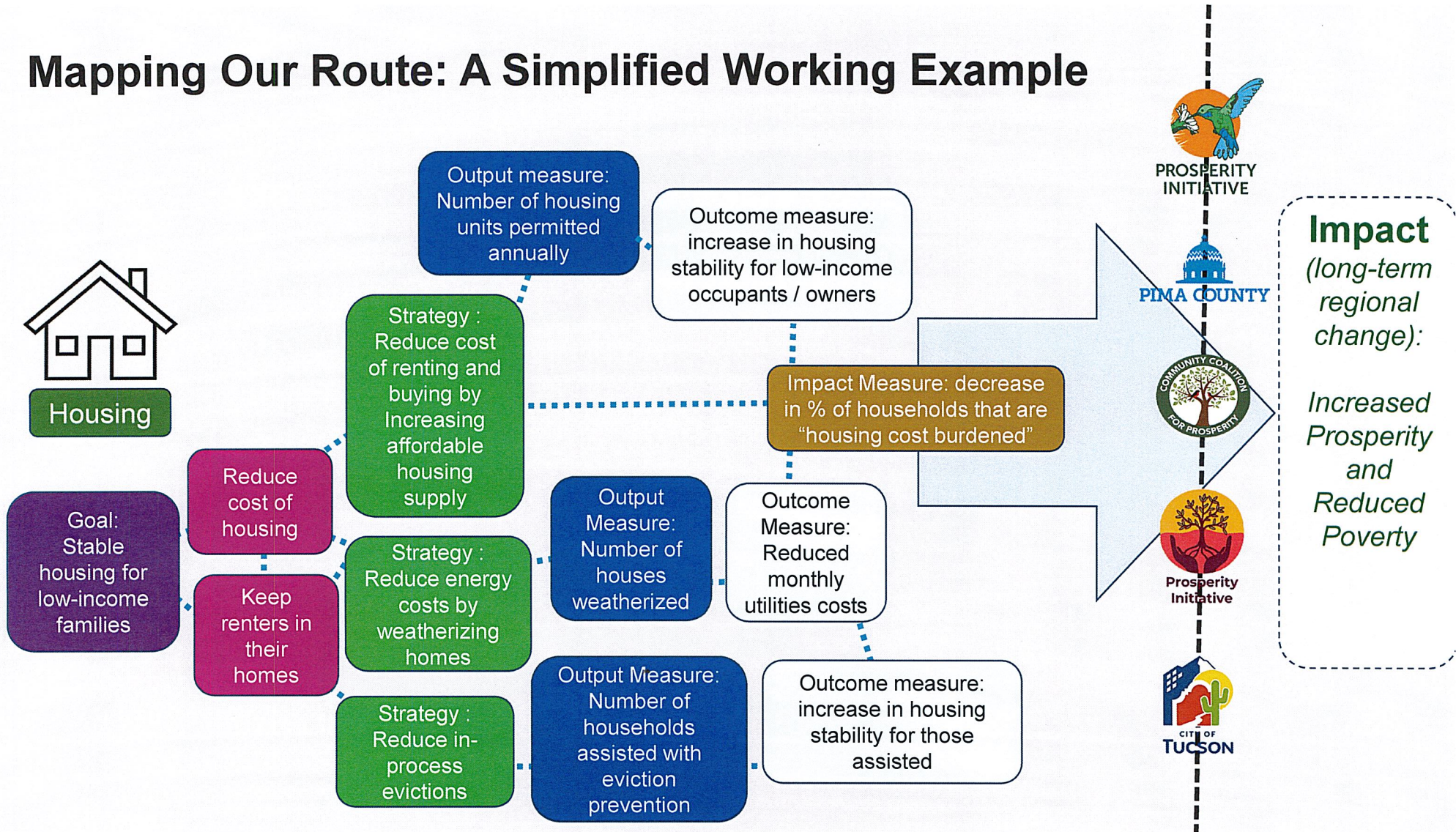
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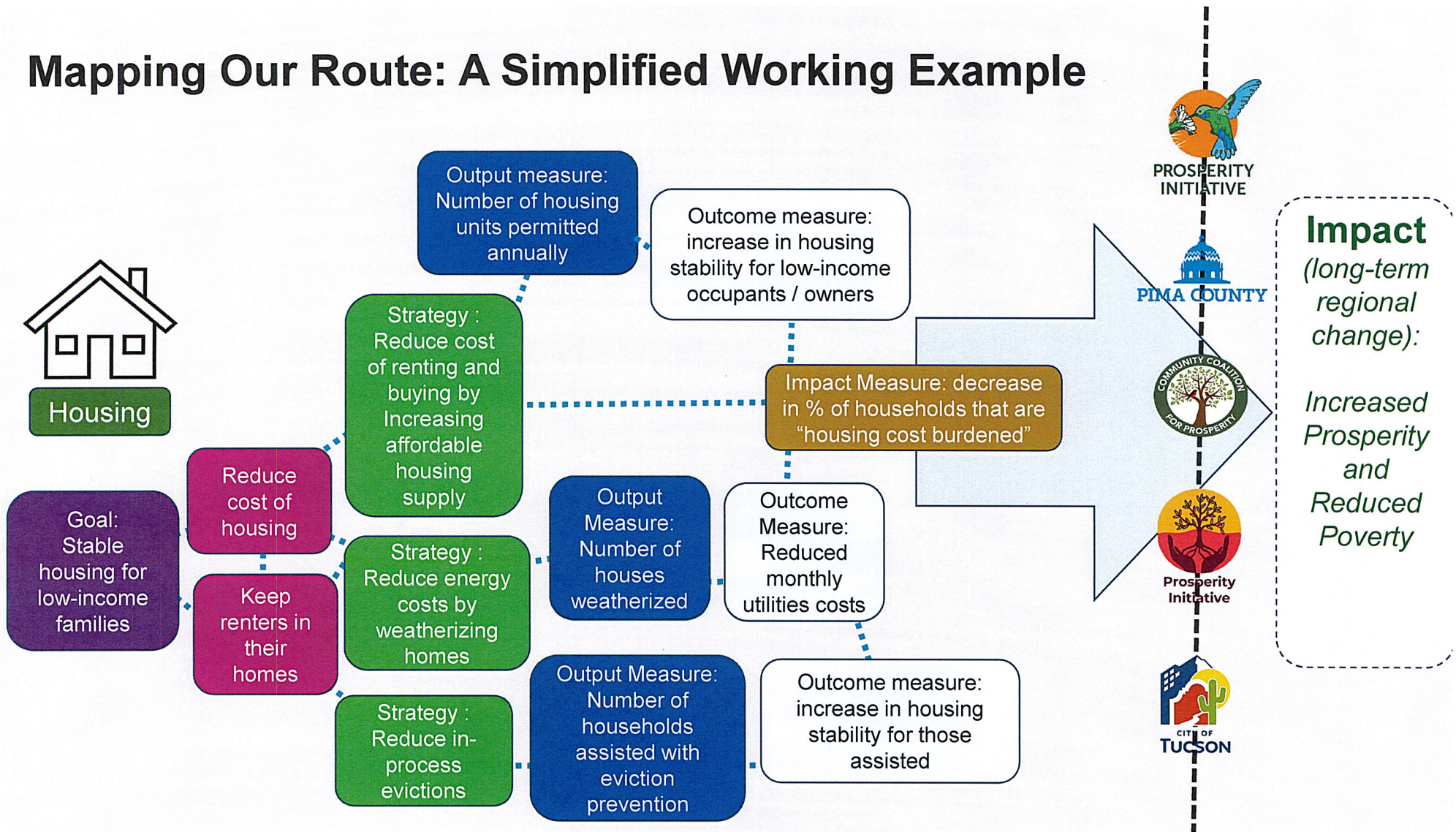
TREND



Mapping Our Route: A Simplified Working Example



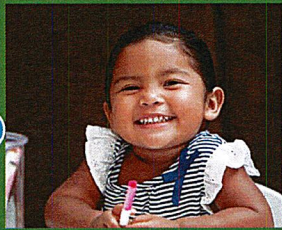
Mapping Our Route: A Simplified Working Example



Life Course Approach

Be ready for school

Attend high-quality preschool



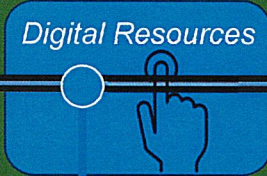
Birth



Earn Income

Be employed in a job with sufficient wages and benefits (Job Quality)

Find work and get hired (Workforce Development)



Accumulate Assets

Save money (Financial Capability)

Own a home (Access to affordable homes)

Be ready for work

Complete appropriate training or post-secondary education

Avoid debt / reduce household expenses

Reduce / avoid Medical Debt (Health insurance)

Reduce / avoid Consumer Debt (Financial Capability)

Reduce housing, transportation, childcare expenses

Where are the gaps?

Discussion



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