

POVERTY REDUCTION

Research Findings, Discussion, and Conclusions

Intended Audience of Report

The Christian Community and the
City of Tucson Public, Private and Social Sectors

4Tucson is a 501(c)3 nonprofit organization located in Tucson, Arizona. It exists for the purpose of identifying city-wide problems and recommending biblical systemic solutions.

The views expressed in this paper are those of the authors only. From these views 4Tucson intends to develop policy and tactics for the implementation of these views.

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About 4Tucson

Vision

We see 4Tucson serving as a catalyst to engage the Christian community to bring about spiritual and societal transformation for the prosperity of the entire city.

Mission

We will partner with every sector and domain of society based on common love, common goals and the common good to make Tucson one of the most livable cities in the world, allowing each partner to determine the part it should play.

Values

Unity - “I pray also for those who will believe in me through their message, that all of them may be one, Father, just as you are in me and I am in you.” (John 17:20-21)

Collaboration - “Plans fail for lack of counsel, but with many advisers they succeed.” (Proverbs 15:22)

Integrity - “You are the salt of the earth, But if the salt loses its saltiness, how can it be made salty again? It is no longer good for anything, except to be thrown out and trampled underfoot.” (Matthew 5:13)

Service - “Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.” (Matthew 25:40)

22 Strategic Focus Areas

Moral and Cultural Heritage	Community and Family Stability	City Infrastructure
1) World View	1) Marriage	1) Water
2) Meta-Narrative	2) Parenting	2) Energy
3) City Awareness of Positive Christian Value	3) Education	3) Transportation
4) Normative to go to Church	4) Health & Healthcare	4) Access to Capital
5) Racial Reconciliation	5) Poverty Reduction	5) Economic Opportunity & Development
6) Pro-Family Government	6) Housing	6) Natural Resource Management
	7) Family Legacy	7) Land Use
	8) Quality of Life	
	9) Fun Place to Live	

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Executive Summary

This research article and action plan is focused on poverty reduction within the city of Tucson. Its core focus is on the indicators of 1) graduating from high school, 2) securing employment, and 3) waiting until after marriage to have children, and how these three indicators impact rates of poverty amongst individuals and the entire city. It takes a brief look at national, state and local information and identifies local constituencies (appendices) and their current and past work on poverty reduction in Tucson.

Background

Poverty Reduction is the process utilized to identify the root causes of poverty and to promote community environments where individuals are able to lift themselves out of poverty. According to the U.S. Census website (2015), poverty is measured using a set of money income thresholds varying by family size and composition in order to determine who is living in poverty. If a family's total income is less than that family's threshold, that family, including every individual in it, is considered to be living in poverty. According to the official measure from the US Census Bureau, Tucson's poverty rate, as of 2012, was the sixth highest amongst large metropolitan statistical areas (MSAs) in the United States. "One in three kids under the age of 18 inside our city limits lives in poverty. Statewide, the rate is one in four. Nationwide, it's one in five" (Arizona Daily Star, February 28, 2016).

Poverty in Tucson is highest amongst women, children, and female-headed households where no husband is present, individuals living in nonfamily households, American Indians, Hispanics, those with less than a high school degree, the foreign-born, and persons who aren't employed or who work less than full-time year-round. Of the census tracts that are fully or mostly within the City of Tucson, 15 had poverty rates above 40% between 2008 and 2012.

In Tucson, there is a clustering of poverty with one at the northeastern city limits, one to the east, three in the south, and the remaining ten neighborhoods contiguously spanning downtown, the University of Arizona area, and north of the university up Miracle Mile. One quarter of Tucson's poor live in these neighborhoods characterized by concentrated poverty.

According to the Washington Post (2013), three major indicators have been identified as drivers of poverty, they include: 1) graduating from high school, 2) securing employment, and 3) waiting to have children until after marriage. Haskins, the writer of the article, states,

Our research shows that of American adults who followed these three simple rules, only about 2 percent are in poverty and nearly 75 percent have joined the middle class (defined as earning around \$55,000 or more per year). There are surely influences other than these principles at play, but following them guides a young adult away from poverty and toward the middle class.

Assumptions

Because the city of Tucson is considered comparable to other medium sized cities throughout the country, in terms of 1) population (above 550,000), 2) local government model (Mayor and Council), and 3) economic and social environments (growing in population and diversity), its public, private and social sectors must pay close attention to how it supports its citizenry. Because of these factors, we should assume that:

1. The Tucson community wants to improve its system for graduating high school students
2. Tucson possesses the necessary assets and resources to improve educational outcomes
3. The Tucson community believes it is important for its citizens to be gainfully employed
4. Tucson's city government desires to create a business friendly environment and local organizations and businesses are capable of developing quality jobs
5. Poverty is directly associated with children being born outside of marriage
6. Citizens of Tucson see children being born out of marriage as a problem

Goal /Objectives

The goal of the Poverty Reduction Taskforce is to act as a catalyst by facilitating poverty reduction in the City of Tucson through the achievement of three objectives; residents successfully: 1) graduating from high school, 2) securing employment, and 3) waiting to have children until after marriage.

Biblical Perspective

From a scriptural perspective “Poverty” can be spiritual, societal, and communal. As has been articulated in its vision statement, 4Tucson sees itself as “[serving] as a catalyst to engage the Christian community in bringing about spiritual and societal transformation for the prosperity of the entire community.” It believes this transformation must occur at the city level. It sees transformation as occurring when something is substantially changed in its character or substance. It thinks transformation is the process of changing something that exists from its current state into something new and more desirable.

4Tucson believes that an effective catalyst has the capability of increasing the velocity of change of an object, and at its core, 4Tucson believes it is helping increase the velocity of change at the city level within Tucson. According to Fusion Ministries (2016), George Otis remarked “For the term transformation to be properly applied to a community, change must be evident not only in the lives of its inhabitants, but also in the fabric of its institutions.” The Great Commandment is to love God with all your heart, soul and mind and to love your neighbor as yourself. This love has the capacity to transform Tucson in three distinct ways, spiritually, socially and communally.

Spiritual Transformation

Spiritual transformation comes from helping people love God in all that that involves. As the Poverty Reduction Taskforce considers all aspects of developing a workable, long-term strategy for reducing poverty, a strategy for helping those who are in spiritual poverty should not be overlooked.

Societal Transformation

Societal transformation comes from helping people love their neighbors as themselves. As the Poverty Reduction Taskforce, whatever strategies are developed should also include the fulfillment of the commandment to love our neighbors, followed by a list of practical steps that Christians can take to help their neighbors. We are talking about being the catalyst for radical systemic transformation.

Community Transformation

Community transformation is not about placing Christianity or the church at the center of society, but rather sowing kingdom leaven (Matthew 13:33) into all parts of society and living it out in such a way where people in every sector and every domain of society knows someone who truly follows Jesus and who lives their life and makes choices/decisions in such a way that God is honored. Understanding transformation in the theological context of “Thy kingdom come, Thy will be done in earth, as it is in heaven” (Matthew 6:10 KJV) includes the will of God being displayed in Tucson as an expression of His kingdom.

Biblically Identifiable Causes of Poverty

The Bible classifies the causes of poverty into four different categories:

- Oppression and fraud – In the Old Testament (e.g., Prov. 14:31; 22:7; 28:15) we find that many people were poor because they were oppressed by individuals or governments. Many times, governments established unjust laws or debased the currency, measures that resulted in the exploitation of individuals.
- Misfortune, persecution, or judgment – In the book of Job we learn that God allowed Satan to test Job by bringing misfortune upon him (1:12-19). Elsewhere in the Old Testament (e.g., Ps. 109:16; Isa. 47:9; Lam. 5:3) we read of misfortune or of God’s

judgment on a disobedient people. When Israel turned from God's laws, God allowed foreign nations to take them into captivity as a judgment for their disobedience.

- Laziness, neglect, drunkenness and gluttony – Proverbs teaches that some people are poor because of improper habits and apathy (10:4; 13:4; 19:15; 20:13; 23:21).
- Culture of poverty – Proverbs 10:15 says, "*The ruin of the poor is their poverty.*" A mindset of poverty breeds perpetual, multigenerational poverty and the cycle is not easily broken.

Poverty - Current Literature

Graduating High School

In the United States, education is regarded as the pathway to improving one's chances of achieving a middle class lifestyle. Americans believe in the power of a good education. The majority of Americans think that in order for one to live a quality life, one must successfully graduate high school, and if possible, attend and graduate college. In this new world economy, those who fail to graduate college, run the risk of living a life of poverty. Even more so, those without skills in the science, technology, engineering or math (STEM) disciplines, as compared to those with skills, will find it challenging to secure a career with high quality income (Melguizo & Wolniak, 2012, p. 401). "Graduating from high school and enrolling in college not only leads to a higher standard of living for individuals, it also impacts an entire community's level of poverty" (Simms, 2016, p. 44).

Educational institutions play a key role in the social and economic order and health of a city. In conjunction with the family institution, schools are one of the primary entities utilized in the process of preparing a city's next generation of leaders and workers. Throughout the United States, and Tucson specifically, these institutions have had significant challenges associated with successfully educating generation after generation of students. According to Johnson (2008), years of poor academic performance (year-after-year) justified the Bush administration's enactment of the "No Child Left Behind (NCLB)" law. The purpose of this law was to create and implement standards that would hold every public school (in the United States) accountable for students' academic success and hopefully eliminate social stratification in education.

In reviewing Tucson's largest educational provider (Tucson Unified School District), it becomes apparent that graduation rates are a critical part of the conversation associated with poverty in the city of Tucson (see Table 1). In reviewing dropout rates across multiple Tucson

school districts (by schools and as districts), we see the rates continue to be too high. They range from 10 to 30 percent (see table 2). The question to keep in mind when reviewing graduation rates, is how (the policy) the data is being measured. According to the Arizona Department of Education (2016),

Dropout rates are reported for grades seven through twelve, and are based on a calendar year that runs from the first day of summer recess through the last day of school. A school's total enrollment is used as the population figure against which dropouts are subsequently counted. For purposes of this study, dropouts are defined 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.

Table 1: Tucson Unified School District 2015 Graduation Rates

Cohort	School	Grad Total	Non Grad Total	Num Total	White	Num White	AfAm	Num AfAm	Hisp	Num Hisp	NatAm	Num NatAm	Asian	Num Asian	Male	Num Male	Female	Num Female
2015	All High Schools Summary	81.07%	18.02%	3107	85.2%	876	79.0%	167	79.9%	1799	66.7%	72	86.1%	86	76.0%	1548	86.1%	1559
2015	Mary Meredith	36.36%	63.64%	11	28.6%	7	0.0%	0	50.0%	2	100.0%	1	0.0%	0	50.0%	8	0.0%	3
2015	Direct Link II	0.00%	100.00%	1	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0
2015	Catalina High Magnet School	63.55%	36.45%	214	61.7%	47	78.6%	28	63.8%	105	20.0%	5	68.4%	19	61.1%	108	66.0%	106
2015	Cholla High Magnet School	87.46%	12.54%	311	88.5%	26	81.8%	11	87.5%	248	81.3%	16	100.0%	2	80.7%	166	95.2%	145
2015	Palo Verde High Magnet School	74.52%	25.48%	208	76.6%	47	71.0%	31	73.9%	111	66.7%	3	83.3%	6	66.4%	104	82.7%	104
2015	Pueblo High Magnet School	74.45%	25.55%	321	66.7%	18	100.0%	2	75.3%	287	63.6%	11	0.0%	0	65.7%	172	84.6%	149
2015	Rincon High School	76.56%	23.44%	192	84.5%	58	81.3%	16	73.5%	98	0.0%	0	70.0%	10	71.6%	102	82.2%	90
2015	Sabino High School	90.20%	9.80%	255	92.5%	160	88.9%	9	85.3%	68	0.0%	0	100.0%	2	86.9%	137	94.1%	118
2015	Sahuaro High School	88.09%	11.91%	361	89.6%	201	93.3%	15	85.5%	124	50.0%	2	100.0%	7	82.1%	179	94.0%	182
2015	Santa Rita High School	87.57%	12.43%	177	87.1%	70	81.3%	16	90.1%	71	66.7%	3	85.7%	7	83.2%	89	92.1%	88
2015	Tucson High Magnet School	86.94%	13.06%	720	86.9%	99	85.7%	28	87.2%	548	80.8%	26	100.0%	8	82.8%	332	90.5%	388
2015	Project MORE	27.78%	72.22%	36	28.6%	7	25.0%	4	26.1%	23	0.0%	1	100.0%	1	30.8%	26	20.0%	10
2015	University High School	98.64%	1.36%	220	97.5%	119	100.0%	3	100.0%	65	0.0%	0	100.0%	23	98.9%	93	98.4%	127
2015	Alternative 2 (TAP)	13.51%	86.49%	37	33.3%	3	50.0%	2	11.1%	27	0.0%	4	0.0%	0	0.0%	4	15.2%	33
2015	Southwest Alternative HS	0.00%	100.00%	1	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	1	0.0%	0
2015	Howenstine High School	0.00%	100.00%	3	0.0%	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	3	0.0%	0
2015	Tucson Distance Learning	12.82%	15.38%	39	7.7%	13	0.0%	2	16.7%	18	0.0%	0	0.0%	1	8.7%	23	18.8%	16

Data Source: Tucson Unified School District (June, 2016).

Table 2: Multiple School Districts—Middle School Drop Out Rates

District	Middle School Name	Subgroup	Dropout Rate
Amphitheater Unified District	Amphi Academy at El Hogar	Hispanic or Latino	28.57
Amphitheater Unified District	Amphi Academy at El Hogar	Male	24.49
Flowing Wells Unified District	Flowing Wells Digital Campus	Male	23.19
Flowing Wells Unified District	Flowing Wells Digital Campus	Hispanic or Latino	19.35
Flowing Wells Unified District	Flowing Wells Digital Campus	All	18.81
Flowing Wells Unified District	Flowing Wells Digital Campus	White	18.75
Amphitheater Unified District	Amphi Academy at El Hogar	All	18.37
Amphitheater Unified District	Amphi Academy at El Hogar	White	17.24
Amphitheater Unified District	Amphi Academy at El Hogar	Female	12.24
Flowing Wells Unified District	Flowing Wells Digital Campus	Economically Disadvantaged	10

Data Source: Arizona Department of Education (2015).

Table 3: Multiple School Districts—High School Drop Out Rates

LEA Name	High School Name	Subgroup	Dropout Rate
Tucson Unified District	Teenage Parent Program - TAPP	Hispanic or Latino	30
Tucson Unified District	Teenage Parent Program - TAPP	Female	28.81
Amphitheater Unified District	Amphi Academy at El Hogar	Hispanic or Latino	28.57
Tucson Unified District	Teenage Parent Program - TAPP	Economically Disadvantaged	26.85
Tucson Unified District	Teenage Parent Program - TAPP	White	26.67
Sunnyside Unified District	S.T.A.R. Academic Center	Male	25.94
Tucson Unified District	Project More High School	Black/African American	25
Amphitheater Unified District	Amphi Academy at El Hogar	Male	24.49
Sunnyside Unified District	S.T.A.R. Academic Center	Hispanic or Latino	24.3
Flowing Wells Unified District	Flowing Wells Digital Campus	Male	23.19
Sunnyside Unified District	S.T.A.R. Academic Center	Students With Disabilities	21.21
Sunnyside Unified District	S.T.A.R. Academic Center	Female	19.92
Flowing Wells Unified District	Flowing Wells Digital Campus	Hispanic or Latino	19.35
Flowing Wells Unified District	Flowing Wells Digital Campus	White	18.75
Tucson Unified District	Project More High School	Students With Disabilities	18.18
Tucson Unified District	Project More High School	White	17.86
Amphitheater Unified District	Amphi Academy at El Hogar	White	17.24
Sunnyside Unified District	S.T.A.R. Academic Center	American Indian or Alaska Native	16
Sunnyside Unified District	S.T.A.R. Academic Center	Economically Disadvantaged	15.81
Sunnyside Unified District	S.T.A.R. Academic Center	White	15
Tucson Unified District	Project More High School	Male	13.74
Tucson Unified District	Project More High School	Economically Disadvantaged	13.64
Amphitheater Unified District	Amphi Academy at El Hogar	Female	12.24
Tucson Unified District	Project More High School	Hispanic or Latino	10.88
Tucson Unified District	Project More High School	Female	10.67
Flowing Wells Unified District	Flowing Wells Digital Campus	Economically Disadvantaged	10
Tucson Unified District	Mary Meredith K-12 School	White	10

Data Source: Arizona Department of Education (2015).

Securing Employment

Securing quality employment in Tucson can be a challenge, specifically for those without a high school diploma. The nation's recession from 2007 – 2009 was especially difficult for already poverty stricken families. “The situation in Tucson was aggravated by our job market, which is dominated by a service industry that pays barely livable wages and...part-time jobs. Compared with the U.S. and states averages, we also have a higher percentage of single-parent households...” (Arizona Daily Star, February 28, 2016).

A major market significantly impacted by the “great recession” was housing. Tucson is heavily reliant on the construction industry, therefore when housing starts dropped, the economy was directly impacted. For years Tucson has relied heavily on government contracting, construction, and service industries to prop up its economy. It also ignored other economic development strategies that would grow the economy through human capital, mainly entrepreneurs.

There are multiple ways (tools) to develop a local economy that provides an adequate number of jobs, supports quality of life, reduces poverty levels, and offers opportunities for growth. These tools include business attraction, business retention, entrepreneurship, and enterprise development. Of these four different types of economic development, the life blood of a community (or city) being able to successfully replenish its sources of jobs is entrepreneurship and enterprise development.

According to Lichtenstein and Lyons (2005), entrepreneurs are individuals who build their business skills through a process of being transformed. This transformation process involves both internal and external changes. The process is facilitated by long-term relationship building with other entrepreneurs as well as other successful business people that deliver coaching and mentoring activities to them. Entrepreneurs are considered the city's risk takers,

willing to sacrifice by working an abundant number of hours, investing their own money to start a business, and having the will and ability to remain focused on building something well beyond someone who is not an entrepreneur.

All businesses start small and grow, some larger than others, but being an entrepreneur means investing time, talent, and money in a risky proposition. According to an article in Bloomberg, 8 out of 10 entrepreneurs who start businesses fail within the first 18 months (cited in Forbes, 2013). The Bureau of Labor Statistics (see Table 4) shows the trend for business survival from 1994 – 2007.

Lichtenstein and Lyons (2010) assert that entrepreneurs are the true heroes of America's economy. They identify viable business opportunities, assemble resources and expertise required for pursuit of those opportunities, successfully manage the growth process, and continuously create the collective business assets that constitute a city's economic portfolio.

Along with entrepreneurs, enterprises are an important asset within a city. Enterprises are distinct from entrepreneurs in that they are the assets created by entrepreneurs, however, they typically continue without the participation of an entrepreneur. Enterprises are local grocery stores, barber shops, car dealerships, and every other business sector in a community. They hire people, provide opportunities for advancement, and make financial contributions to people and organizations.

Table 4: Entrepreneurship and the U.S. Economy

Chart 2. Survival rates of establishments, by year started and number of years since starting, 1994–2007, in percent

Number of years since starting	Year													
	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
1	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
2	79.8	79.2	79.0	78.8	80.6	79.6	78.9	75.5	78.4	79.2	79.1	80.0	78.3	77.2
3	68.5	68.5	67.6	68.7	69.1	67.6	66.3	64.5	67.5	68.4	69.1	68.7	66.2	63.4
4	61.2	60.5	60.4	60.6	60.2	59.0	58.5	57.5	60.2	61.4	61.3	60.1	56.1	54.9
5	54.9	54.7	54.1	53.5	53.6	53.2	53.1	52.4	55.0	55.3	54.7	52.2	49.3	–
6	50.2	49.5	48.8	48.1	48.7	48.7	48.6	48.2	50.4	50.1	48.2	46.5	–	–
7	45.8	45.0	44.5	44.2	45.0	45.0	45.1	44.5	46.3	44.7	43.7	–	–	–
8	42.1	41.4	41.2	41.0	41.9	42.1	42.1	41.2	42.0	40.9	–	–	–	–
9	38.9	38.6	38.5	38.2	39.4	39.3	39.1	37.6	38.7	–	–	–	–	–
10	36.4	36.3	36.0	36.2	37.0	36.8	36.0	34.7	–	–	–	–	–	–
11	34.2	34.1	34.0	34.0	34.8	33.9	33.4	–	–	–	–	–	–	–
12	32.4	32.2	32.1	32.1	32.2	31.7	–	–	–	–	–	–	–	–
13	31.0	30.5	30.4	29.8	30.3	–	–	–	–	–	–	–	–	–
14	29.3	29.0	28.6	28.1	–	–	–	–	–	–	–	–	–	–
15	27.8	27.1	26.9	–	–	–	–	–	–	–	–	–	–	–

Note: Dashes indicate not applicable.

Data Source: Bureau of Labor Statistics (2014). Retrieved as of 02/11/2015 from http://www.bls.gov/bdm/entrepreneurship/bdm_chart3.htm

As was previously stated, enterprises have a high rate of failure, and some industry sectors have a higher rate of failure than others. Cities are directly impacted when enterprises fail. Lichtenstein and Lyons (1999) state that enterprises can become extremely isolated, social and economic threads that existed between an enterprise and the community can become undone, previously strong relationships between business people and an areas residents can become strained, and consequently no relational attachment to the environment remains. The city that should provide enterprises with a local workforce, low cost space, and a physical environment and infrastructure that supports safety and esthetics is left wanting. Consequently, city residents can be left with a sense of frustration from the perception or realities about a lack of available employment opportunities. Tucson’s economic profile shows how it is fairing (see table 5).

Table 5: Economic Glance at Tucson, AZ

Data Series	June 2015	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015
Labor Force Data						
Civilian Labor Force (1)	463	459.7	461.6	471.5	470.6	(P) 473.7
Employment (1)	435.7	431.3	433.2	444.5	444.4	(P) 448.6
Unemployment (1)	27.3	28.4	28.4	27	26.1	(P) 25.1
Unemployment Rate (2)	5.9	6.2	6.1	5.7	5.5	(P) 5.3
Nonfarm Wage and Salary Employment						
Total Nonfarm (3)	357.8	355.4	362.1	371.4	375	(P) 382.0
12-month % change	0.3	0.5	1.1	1.4	1.7	(P) 3.0
Mining and Logging (3)	2.3	2.2	2.2	2.2	2.2	(P) 2.2
12-month % change	-4.2	-8.3	-4.3	-4.3	-4.3	(P) -4.3
Construction (3)	14.8	15.2	14.8	14.8	14.9	(P) 15.0
12-month % change	0.7	4.1	-3.3	-2	-0.7	(P) 0.7
Manufacturing (3)	22.8	22.8	22.7	22.6	22.8	(P) 23.0
12-month % change	0.4	0	0.4	0.4	1.3	(P) 1.3
Trade, Transportation, and Utilities (3)	59.9	60	59.7	60.1	61.4	(P) 63.5
12-month % change	0.2	0.7	-0.8	0	1	(P) 1.3
Information (3)	4.1	4.1	4.2	4.1	4.1	(P) 4.2
12-month % change	-2.4	-2.4	0	0	0	(P) 2.4
Financial Activities (3)	17.7	17.8	17.8	17.8	18.2	(P) 18.1
12-month % change	1.1	1.1	1.1	1.7	4	(P) 2.8
Professional and Business Services (3)	50.9	51	51.8	52.3	52.6	(P) 54.0
12-month % change	2.6	4.1	4.4	3.4	4.8	(P) 7.1
Education and Health Services (3)	63.1	62.6	63.6	63.2	63.8	(P) 64.6
12-month % change	3.3	3.3	3.4	2.4	2.1	(P) 3.5
Leisure and Hospitality (3)	43	42.7	41.3	42.1	42	(P) 43.1
12-month % change	5.1	7	2	2.4	0.2	(P) 3.6
Other Services (3)	13.1	13	12.9	12.7	12.8	(P) 12.8
12-month % change	0	0	-0.8	-0.8	-0.8	(P) -1.5
Government (3)	66.1	64	71.1	79.5	80.2	(P) 81.5
12-month % change	-6.4	-8.6	-0.1	1.4	1.6	(P) 3.2
Footnotes						
(1) Number of persons, in thousands, not seasonally adjusted.						
(2) In percent, not seasonally adjusted.						
(3) Number of jobs, in thousands, not seasonally adjusted. See About the data.						
(P) Preliminary						

Data Source: US Department of Labor, US Bureau of Labor Statistics (January, 2016)

Waiting to Have Children Until After Marriage

According to the Brookings Institution (March, 2013), on average poor children have typically lacked the same parental support structures that middle-class families can provide. As a result, poor children enter kindergarten far behind their more advantaged peers and, on average never catch up and even fall farther behind. In addition to deficits in education, children in poverty are more likely to make bad decisions that lead them to drop out of school; become teen parents, join gangs and break the law.

Teenage pregnancies statistically end up in both the mother and the child or children in financial poverty. The Brookings Institute found that more than 40 percent of American children, including more than 70 percent of black children and 50 percent of Hispanic children, are born outside marriage. Brookings Institute believes that,

this unprecedented rate of non-marital births, combined with the nation's high divorce rate, means that around half of children will spend part of their childhood—and for a considerable number of these all of their childhood — in a single-parent family. As hard as single parents try to give their children a healthy home environment, children in female-headed families are four or more times as likely as children from married-couple families to live in poverty. In turn, poverty is associated with a wide range of negative outcomes in children, including school dropout and out-of-wedlock births.

Healthy marriages provide strong benefits for all family members. The marriage culture seems to be alive and well for those with a college degree. These families usually not only have enough money to afford good schools for their children, but they also provide a stable family environment that allows children to flourish. According to an article located on the website of the United States Conference of Bishops (2016),

- Children raised in intact married families are more likely to attend college, are physically and emotionally healthier, are less likely to be physically or sexually abused, less likely to use drugs or alcohol and to commit delinquent behaviors, have a decreased risk of divorcing when they get married, are less likely to become pregnant/impregnate someone as a teenager, and are less likely to be raised in poverty. ("Why Marriage Matters: 26 Conclusions from the Social Sciences," Bradford Wilcox, Institute for American Values, www.americanvalues.org/html/r-wmm.html)

- Children receive gender specific support from having a mother and a father. Research shows that particular roles of mothers (e.g., to nurture) and fathers (e.g., to discipline), as well as complex biologically rooted interactions, are important for the development of boys and girls. ("Marriage and the Public Good: Ten Principles," 2006, www.princetonprinciples.org)
- A child living with a single mother is 14 times more likely to suffer serious physical abuse than is a child living with married biological parents. A child whose mother cohabits with a man other than the child's father is 33 times more likely to suffer serious physical child abuse. ("The Positive Effects...")
- In married families, about 1/3 of adolescents are sexually active. However, for teenagers in stepfamilies, cohabiting households, divorced families, and those with single unwed parents, the percentage rises above 1/2. ("The Positive Effects...")
- Growing up outside an intact marriage increases the chance that children themselves will divorce or become unwed parents. ("26 Conclusions..." and "Marriage and the Public Good...") * Children of divorce experience lasting tension as a result of the increasing differences in their parents' values and ideas. At a young age they must make mature decisions regarding their beliefs and values. Children of so called "good divorces" fared worse emotionally than children who grew up in an unhappy but "low-conflict" marriage. ("Ten Findings from a National Study on the Moral and Spiritual Lives of Children of Divorce," Elizabeth Marquardt, www.betweenworlds.org)

In an article by the Brookings Institute (January, 2016), 50% of all children born to women under age 30 are born out of wedlock. The ratio is higher to women without a college degree. They believe that the stigma of pre-marital sex has all but disappeared in our culture. The proportion of children raised in single parent homes has risen from 5% in 1960 to 30% currently.

An article written in the AZ Daily Star (August, 2013), found that Tucson has one of the highest percentages of children living with single parents – 52%. For all of Pima County, 71% of kids in poverty live with one parent. The article states that growing up poor dims kid's chances of success as adults – and makes it more likely that they will grow up to be unemployed, unhealthy or behind bars. It also puts girls at a higher risk of early pregnancy.

As of this article, Arizona had the third highest rate of teen pregnancy in the nation. Although teen births have dropped, there are still 27 births for every 1,000 girls under the age of 19. In a study by Women's Voices, Women Vote Action Fund, the U.S. had the highest poverty

rate for single-parent families among 17 high income countries. It also had the highest percentage without health care & the weakest support system. In Pima County the problem is compounded by the lack of child support. Local moms are owed \$240 million. While statewide it's nearly \$2 billion per the AZ State Attorney General's office (AZ Daily Star, 2013).

Arizona is one of three states that teach abstinence-only sex education and parents are required to opt in for their child to participate. It is believed that this often results in kids with dysfunctional parents to be left out. Arizona State Senator Steve Farley, D-Tucson, wants to change the law to so that parents have to opt-out. He also wants comprehensive education, not abstinence only. The coalition for Healthy Arizona Teens reports that the three states with the lowest teen pregnancy, New Hampshire, Vermont & Maine all require comprehensive sex education in the classroom.

Table 6: Pregnancies and Pregnancy Outcome By Age Group and Year, Females 19 or Younger, Arizona, 2003-2013

Pregnancy outcome by year	Total, females 19 years or younger	Under 15 years	15 – 19 years old		
			Total, 15-19 years	15-17 years	18-19 years
All Pregnancies					
2003	13,654	272	13,382	4,755	8,627
2004	14,163	233	13,930	4,955	8,975
2005	13,898	239	13,659	4,790	8,869
2006	14,918	242	14,676	5,105	9,571
2007	15,038	325	14,713	4,975	9,738
2008	14,047	230	13,817	4,740	9,077
2009	12,537	156	12,381	3,945	8,436
2010	10,980	150	10,830	3,363	7,467
2011	10,269	150	10,119	2,939	7,180
2012	9,710	116	9,594	2,860	6,734
2013	8,715	91	8,624	2,385	6,239

Pregnancy outcome by year	Total, females 19 years or younger	Under 15 years	15 – 19 years old		
			Total, 15-19 years	15-17 years	18-19 years
Live Births					
2003	11,700	211	11,489	4,110	7,379
2004	11,863	188	11,675	4,227	7,448
2005	11,933	185	11,748	4,179	7,569

2006	12,916	170	12,746	4,450	8,296
2007	12,972	180	12,792	4,361	8,431
2008	12,161	161	12,000	4,151	7,849
2009	10,952	132	10,820	3,501	7,319
2010	9,416	105	9,311	2,910	6,401
2011	8,435	101	8,334	2,447	5,887
2012	8,117	67	8,050	2,430	5,620
2013	7,222	71	7,151	1,985	5,166
Abortions					
2003	1,867	60	1,807	614	1,193
2004	2,220	44	2,176	703	1,473
2005	1,892	54	1,838	582	1,256
2006	1,919	69	1,850	624	1,226
2007	1,979	142	1,837	576	1,261
2008	1,813	67	1,746	567	1,179
2009	1,519	24	1,495	418	1,077
2010	1,512	44	1,468	435	1,033
2011	1,785	49	1,736	478	1,258
2012	1,539	48	1,491	414	1,077
2013	1,441	20	1,421	382	1,039
Fetal Losses					
2003	90†	*	86	31	55
2004	80†	*	79	25	54
2005	73	0	73	29	44
2006	80†	*	80	31	49
2007	90†	*	84	38	46
2008	70†	*	71	22	49
2009	66	0	66	26	40
2010	50†	*	51	18	33
2011	49	0	49	14	35
2012	50†	*	53	16	37
2013	52	0	52	18	34

Notes: * Cell suppressed due to non-zero count less than 6; † Sum rounded to nearest tens unit due to non-zero addend less than 6.

Data Source: Arizona Department of Health Services (November, 2014).

Poverty - Discussion and Conclusions

Graduating High School

Securing Employment

Waiting to Have Children Until After Marriage

APPENDIX A. Community profile

APPENDIX B. GRADUATING HIGH SCHOOL

Key people working on graduating high school.

The following people are considered key people in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Youth On Their Own	<ul style="list-style-type: none"> • Dr. Bryan Foulk, Pres. • Tom Hoyt • Sean Murray • Mary Stewart • Michael DiChristofano • Mike Hanson • Terry Hlivko • Jane Klipp • Marian Conrad Lalonde • Bob Levine • Juan Ley • Kim Marohn • Jennifer Row • Bill Stoffers • Bob Villamana 	Teresa Liverzani-Baker	Support the high school graduation of the homeless: <ul style="list-style-type: none"> • Financial Assistance, • Basic Human Needs, • Guidance 	Public, private, or charter schools in Tucson	Homeless/unaccompanied through no fault of their own in grades 6-12 up to age 21.	Yoto.org
Our Family Services	<ul style="list-style-type: none"> • Scott Koenig, President • Kay Nelson • Stella Rivera-Varela • Rachel Chanes • Larry Cochran • Vanessa Cota • Peter DeLuca • Geneva Escobedo • Hazel Heinzer • John Jackson • Melodie Lopez • JC Rivers • Lenny Robles • Ann Ventola • Patti Caldwell – ex officio 	Patti Caldwell	<ul style="list-style-type: none"> • Homeless Youth Services; • Safe Place; • Transitional Housing; • Street Outreach; • Healthy Futures 	Schools; In the Community; in Our Family Services facilities and offices in Tucson	Homeless and near-homeless youth up to age 21.	www.ourfamilyservices.org 520-323-1708

Key people working on graduating high school. The following people are considered key people in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Pima Prevention Partnership	<ul style="list-style-type: none"> • Brenda Evan, PhD, Chair; • Arcadio Gastelum; • Kathleen Robinson; • Jeffrey Gould; • Barbara Burnstein; • William Lofquist; • Shirley Scott; • Raul Grijalva; • Thomas Donovan; • Henry Ramon; • Austin Constable; • Edward Marshall III; • Ronald Wilson, JD 	Claire Scheuren	<p>Pima Prevention Partnership operates three charter schools aimed at students who are ready to receive state-of-the art help with academics. All of the schools offer certified and highly qualified instructors using the latest technology including Smart Boards, lap tops, and web-based curriculum. We believe that smaller classes, more individual attention from teachers, and a sense of belonging in a safe school environment encourage learning. Eligible students receive free breakfast, lunch, and bus passes.</p> <p>Students can earn free laptops as a reward for attendance and academic achievement.</p> <p>The schools are: Pima Partnership Academy (T); Pima Partnership High School (T); Arizona Collegiate High School (Phx)</p>	Tucson Phoenix	Grades 6 - 12	www.thepartnership.us 520-791-2711
Tucson Urban League	<ul style="list-style-type: none"> • C. J. Battle, Chair; • Georgia Hale; • Joman Jenkins; • Henry Wesley; • Mark Kerr • Mike Lectcher • Marcel Nzeukou • Eunice Rhodes; • Cyndi Roberts; • Eddie Saavedra 	Deborah Embry	Project YES (K-8) tutoring/mentoring; Summer Youth Education and Employment (14-24) – basic education instruction and academic enrichment	Tucson	Low-income, at risk youth	www.tucsonurbanleague.org 520-791-9522

Key people working on graduating high school. The following people are considered key people in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Child & Family Resources	<ul style="list-style-type: none"> • Christina Cutshaw, Chair; • Kayt Yrun-Duffy; • Rob Groll • Bill Berk; • Susan Friese; • Bob Gary; • David Higuera; • Linda Horowitz; • Jesus Magana; • Sarah Richelson; • Pamela Roberts; • Kristine Spengler; • Mary Swallow; • Priscella Teran; • Anthony Young; • Ross Zimmerman 	Eric Schindler, PhD	Grrrls Project Youth Empowered Success (YES)	Pima County	Girls ages 11-15 YES Teams are at various high schools	www.childfamilyresources.org 520-881-8940
Youth on the Rise (YOTR) Youth on the Rise, a 35-member multi-sector collaborative, of which, United Way of Tucson and Southern Arizona is the backbone agency. Youth On The Rise (YOTR) was established through a development grant from the OYIF in 2013, which made it possible to strategically plan for a connected system of education, career, and support service pathways that will assist opportunity youth in obtaining education and career credentials.	<p><u>Youth On The Rise partners include:</u></p> <ul style="list-style-type: none"> • Tucson Unified School District, • Joint Technical Education District, • Pima Community College, • University of Arizona South, • Pima County One Stop, • Arizona Child Safety & Family Services, • Pima County Juvenile Court Center, • Pima County Public Library, • Tucson Youth Development, • Arizona Children's Association, • Children's Action Alliance, • Youth on Their Own, • Goodwill, • Tucson Urban League, • Higher Ground a Resource Center, • La Frontera, • FosterEd, • Our Family Services, 	United Way	Improve pathways to education and employment for opportunity youth ages 16-24 who have dropped out of high school.	Tucson	"Opportunity youth", 16 – 24 year olds who are not in school and not in the workforce.	www.unitedwaytucson.org

Key people working on graduating high school. The following people are considered key people in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Helios Education Foundation	<ul style="list-style-type: none"> • Vince Roig; • Paul Luna; • Don Aripoli, PhD; • Mark Fernandez; • Tom Herndon; • Vada Manager; • Ioanna Morfessis, PhD; • Jane Roig; • Maria Sastre; • Steven Wheeler 	Paul J. Luna	Facilitating Successful Transitions, Advancing Academic Preparedness by Improving Academic Rigor and Relevance with an Emphasis on STEM, Creating and Sustaining Highly Skilled Teachers and Effective Leaders, Embedding a College-going Culture Supported by Actively Engaged Families and Communities	Tucson (and Florida)	Middle school and high school students	www.helios.org (602) 381-2260
Fred G. Acosta Job Corps Center	<ul style="list-style-type: none"> • Administered by U.S. Department of Labor 	Carld Rosborough, Center Director	Academic training, including basic reading and math. Ensure that every qualified student obtains his or her GED/high school diploma prior to leaving the center.	Tucson & Pima County (All AZ Counties)	Youth ages 16 - 24	fredgacosta.jobcorps.gov
Cradle to Career Partnership (C2C)	<ul style="list-style-type: none"> • Leadership Council: • Vicki Balentine, Co-Chair; • Jon Kasle, Co-Chair; • Linda Arzoumanian; • David Baker; • Jessica Brisson; • Jessica Brisson; • Collette Brown; • Melinda Cervantes; 	Backbone org: United Way of Tucson and So AZ	The Partnership is working to establish data-driven collaborative action networks for initiating and sustaining strategies to improve seven identified outcomes: Kindergarten Readiness; Early Grade Literacy; Middle School Math; High School Graduation; Re-Engagement of Opportunity Youth; Post-Secondary Education; Success and Career Attainment	Tucson & Pima County	Youth	C2cpima.org

Key people working on graduating high school. The following people are considered key people in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
PPEP –Portable Practical Educational Preparation, Inc	<ul style="list-style-type: none"> • Gertha Brown-Hurd, PPEP President; • Edgar Granillo; • Dr. Celestino Fernandez; • Jorge Valenzuela 	Executive Team: Barbara Coronado, COO; Gary Kleopfer; Gina Judy; Johnson Bia, PhD;Kari Hogan;Robert Riggs	<p>PPEP, Inc.'s Youth Programs are funded primarily by the Department of Housing and Urban Development (Youthbuild) and Pima County Workforce Investment Act (summer and after school programs).</p> <p>WIA Youth Programs: Summer programs and after school programs. The main objective is to focus on long-term academic and occupational learning opportunities and to provide a comprehensive service strategy.</p> <p>YouthBuild Participants work toward their GED diploma, learn job skills, and leadership development, while serving their communities; by building affordable housing and providing community services.</p>	Pima County	<p>WIA Youth Programs: Youth ages 14 – 21.</p> <p>YouthBuild: Low-income youth ages 17-24</p>	520.622.3553 ppep.org

Second tier people working on graduating high school.

The following people are considered behind the scene individuals in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Stand up for kids - Tucson	None Local	Ben Buehler-Garcia	Volunteers help with homework	Street Outreach in Tucson	Homeless youth	www.standupforkids.org/ tucson 520-271-5369
Our Family Services	<ul style="list-style-type: none"> • Scott Koenig, President • Kay Nelson • Stella Rivera-Varela • Rachel Chanes • Larry Cochran • Vanessa Cota • Peter DeLuca • Geneva Escobedo • Hazel Heinzer • John Jackson • Melodie Lopez • JC Rivers • Lenny Robles • Ann Ventola • Patti Caldwell – ex officio 	Patti Caldwell	Homeless Youth Services; Safe Place; Transitional Housing; Street Outreach; Healthy Futures	Schools; In the Community; in Our Family Services facilities and offices in Tucson	Homeless and near-homeless youth up to age 21.	www.ourfamilyservices.org 520-323-1708
Mentoring Tucson's Kids	<ul style="list-style-type: none"> • Bruce Johnson, Pres., • Henry Fortino, • Shirlie McNeill, • Bryan Bergsma, • Charlotte Brown, • Melissa Low, 	Don McNeill	Mentoring	Tucson	Youth : -in urban communities -have an incarcerated parent -live in a single-parent, foster, or group home -have signs of drug/alcohol abuse -have had contact with the juvenile justice system -have been a victim of abuse/neglect	Mentoringtucsonskids.org 520-624-4765

Second tier people working on graduating high school. The following people are considered behind the scene individuals in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Pima Library Foundation	<ul style="list-style-type: none"> • John Byrnes, Pres. • Linda Arzoumanian, PhD • Melinda Cervantes • C. Mary Okoye • Mike Proctor • Linda Seitz • Brenda Viner • Anthony Young • Betty Bengtson, Ex Officio 	Ann-Eve G. Cunningham	Programs & Services at the Libraries: Homework Help	All Pima County Libraries, Various public schools, Online, Boys & Girls Clubs of Tucson, Juvenile Detention Center	Teens, youth, adults	Pimalibraryfoundation.org (also see library.pima.gov)
Goodwill of Southern Arizona	Not Listed	Liz Gulick and Lisa Allen (Co-President/CEO)	GoodGuides Youth Mentoring, Metro Youth Program	Various locations around Tucson; Metro youth Center Tucson	At-risk youth ages 12 – 17; Ages 12 – 24 yrs who were in the Juvenile Justice system in the last 12 months	goodwillsouthernaz.org 520-623-5174
Arizona's Children Association	<ul style="list-style-type: none"> • Ingrid Novodvorsky PhD, Chair (T); • Harold Magalnick MD ; • Gregory Wilson (T); • Holley Stacy); • William Addison, Jr.(T); • Anthony Sizer (T); • Robert Carlisi (T); • Stephen Riordan; • Mabel Crescioni, PhD (T); • Gerald Smith; • Elizabeth Howell (T); • Mary Steed (T); • Patricia Krueger; • Thomas Wisz; • Cynthia Landin; • Kevin Patterson; • Renee Dinwiddie; • Lawrence Eta; • Marcia Meyer; • Joseph Hattrick; • Anna Osborn; • Morgan Stoll (T); • Tom McKenna (T); 	Denise Ensdorff, MSW, LCSW	THRIVE Mentor Program	Tucson and Statewide	16 – 17 yr. olds about to leave the foster care system	arizonaschildren.org

	<ul style="list-style-type: none"> • Jodi Peary; • Ellen Howlett (T) 					
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Second tier people working on graduating high school. The following people are considered behind the scene individuals in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Big Brothers Big Sisters Tucson	<ul style="list-style-type: none"> • Kevin Bedient – Chair; • Marsha Jacquay; • Jeffrey Farmer; • Jed Lightcap; • Jose Alvarez; • Adam Churchill; • Andrew Esposito; • Charles Everett; • Gloria Garcia; • Travis Jones; • Eric Neilsen; • Heather Shallenbergerf; • Linwood Tatro; • Paul Vassallo; • Donielle Wright; • George Yanez 	Marie Logan	Mentoring	Tucson	At-risk youth	www.tucsonbig.org 520-624-2447
Child & Family Resources	<ul style="list-style-type: none"> • Christina Cutshaw, Chair; • Kayt Yrun-Duffy; • Rob Groll • Bill Berk; • Susan Friese; • Bob Gary; • David Higuera; • Linda Horowitz; • Jesus Magana; • Sarah Richelson; • Pamela Roberts; • Kristine Spengler; • Mary Swallow; • Priscella Teran; • Anthony Young; • Ross Zimmerman 	Eric Schindler, PhD	Grrrls Project Youth Empowered Success (YES)	Pima County	Girls ages 11-15 YES Teams are at various high schools	www.childfamilyresources.org 520-881-8940

Second tier people working on graduating high school. The following people are considered behind the scene individuals in the City of Tucson who are working on graduating from high school:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Higher Ground	<ul style="list-style-type: none"> Jansen Azarias Sen. David Bradley ; Barry Richardson; David Reilly; Victoria Wilson 	Jansen Azarias	Academic Tutoring Math Tutoring Mentoring, school support, financial literacy, drop out prevention services	Tucson	K - 12	www.higherground.me 520-622-1425
Fred G. Acosta Job Corps Center	<ul style="list-style-type: none"> Administered by U.S. Department of Labor 	Carld Rosborough, Center Director	Academic training, including basic reading and math. Ensure that every qualified student obtains his or her GED/high school diploma prior to leaving the center.	Tucson & Pima County (All AZ Counties)	Youth ages 16 - 24	fredgacosta.jobcorps.gov

Nonprofit organizations who receive money to work on graduating high school.

The following nonprofit organizations receive money in order to increase high school graduation:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Youth On Their Own	<ul style="list-style-type: none"> • Dr. Bryan Foulk, Pres. • Tom Hoyt • Sean Murray • Mary Stewart • Michael DiChristofano • Mike Hanson • Terry Hlivko • Jane Klipp • Marian Conrad Lalonde • Bob Levine • Juan Ley • Kim Marohn • Jennifer Row • Bill Stoffers • Bob Villamana 	Teresa Liverzani-Baker			
Stand up for kids - Tucson	None Local	Ben Buehler-Garcia			
Pima Prevention Partnership	<ul style="list-style-type: none"> • Brenda Evan, PhD, Chair; • Arcadio Gastelum; • Kathleen Robinson; • Jeffrey Gould; • Barbara Burnstein; • William Lofquist; • Shirley Scott; • Raul Grijalva; • Thomas Donovan; • Henry Ramon; • Austin Constable; • Edward Marshall III; • Ronald Wilson, JD 	Claire Scheuren			

Nonprofit organizations who receive money to work on graduating high school. The following nonprofit organizations receive money in order to increase high school graduation:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Tucson Urban League	<ul style="list-style-type: none"> • C. J. Battle, Chair; • Georgia Hale; • Joman Jenkins; • Henry Wesley; • Mark Kerr • Mike Lectcher • Marcel Nzeukou • Eunice Rhodes; • Cyndi Roberts; • Eddie Saavedra 	Deborah Embry			
Child & Family Resources	<ul style="list-style-type: none"> • Christina Cutshaw, Chair; • Kayt Yrun-Duffy; • Rob Groll • Bill Berk; • Susan Friese; • Bob Gary; • David Higuera; • Linda Horowitz; • Jesus Magana; • Sarah Richelson; • Pamela Roberts; • Kristine Spengler; • Mary Swallow; • Priscella Teran; • Anthony Young; • Ross Zimmerman 	Eric Schindler, PhD			
Higher Ground	<ul style="list-style-type: none"> • Jansen Azarias • Sen. David Bradley ; • Barry Richardson; • David Reilly; • Victoria Wilson 	Jansen Azarias			

Nonprofit organizations who receive money to work on graduating high school. The following nonprofit organizations receive money in order to increase high school graduation:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
<p>Youth on the Rise (YOTR) Youth on the Rise, a 35-member multi-sector collaborative, of which, United Way of Tucson and Southern Arizona is the backbone agency. Youth On The Rise (YOTR) was established through a development grant from the OYIF in 2013, which made it possible to strategically plan for a connected system of education, career, and support service pathways that will assist opportunity youth in obtaining education and career credentials.</p>	<p>Youth On The Rise partners include:</p> <ul style="list-style-type: none"> • Tucson Unified School District, • Joint Technical Education District, • Pima Community College, • University of Arizona South, • Pima County One Stop, • Arizona Child Safety & Family Services, • Pima County Juvenile Court Center, • Pima County Public Library, • Tucson Youth Development, • Arizona Children’s Association, • Children’s Action Alliance, • Youth on Their Own, • Goodwill, • Tucson Urban League, • Higher Ground a Resource Center, • La Frontera, • FosterEd, • Our Family Services, • as well as other participating agencies. 	<p>United Way</p>			
<p>Cradle to Career Partnership (C2C)</p>	<ul style="list-style-type: none"> • Leadership Council: • Vicki Balentine, Co-Chair; • Jon Kastle, Co-Chair; • Linda Arzoumanian; • David Baker; • Jessica Brisson; • Jessica Brisson; • Collette Brown; • Melinda Cervantes; • ETC. See website for entire LONG list 	<p>Backbone org: United Way of Tucson and So AZ</p>			
<p>PPEP –Portable Practical Educational Preparation, Inc</p>	<ul style="list-style-type: none"> • Gertha Brown-Hurd, PPEP President; • Edgar Granillo; • Dr. Celestino Fernandez; • Jorge Valenzuela 	<p>Executive Team: Barbara Coronado, COO; Gary Kleopfer; Gina Judy; Johnson Bia, PhD;Kari Hogan;Robert Riggs</p>			

City of Tucson plans for graduating high school.

The following are city plans used by local government to increase high school graduation:

Name of Plan	Policies
Plan Tucson	<p>E1: Support lifelong learning, including early childhood education, community education, literacy, and after-school and continuing education programs.</p> <p>E4: Build and maintain partnerships among neighborhood, community, business, and regional institutions and programs to increase educational opportunities.</p> <p>E5: Maximize educational opportunities as a recognized foundation for personal and economic advancement and leadership</p>
Miles Neighborhood Plan (2009)	<p>POLICY 4.1</p> <p>Support and involve the Miles Neighborhood residents in programs that improve their quality of life.</p>
Pima Prospers (2015)	<p>Goal 1: Support the Library District as a vital community asset for the provision of a variety of services-</p> <ul style="list-style-type: none"> • Policy 3: Provide flexibility in programming to embrace the library’s emerging role as educational centers for new technologies and innovation. • Policy 4: Support existing library initiatives, programs and collaborative resources; increasing access and educational opportunity, giving children a strong start in learning and providing places where all citizens, young and old can pursue learning in a collaborative, creative environment. • Policy 5: Support new partnerships through Joint Technical Education Districts (JTED) and others to expand career technical education programs to high school aged youth to help build a skilled workforce by educating and training qualified workers, and specifically by: <ul style="list-style-type: none"> a) Encouraging industry to offer internship opportunities to complement career technical education; b) Fostering career exploration opportunities in Grades 7 through 9; and c) Facility sharing by JTED with high school students in the daytime and adults in the evening.

APPENDIX C. SECURING EMPLOYMENT

Key people working on securing employment.

The following people are considered key people in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Tucson Urban League	<ul style="list-style-type: none"> • C. J. Battle, Chair; • Georgia Hale; • Joman Jenkins; • Henry Wesley; • Mark Kerr • Mike Lectcher • Marcel Nzeukou • Eunice Rhodes; • Cyndi Roberts; • Eddie Saavedra 	Deborah Embry	<p>The Tucson Urban League offers a wide variety of summer youth programs targeting youth ages 14-24. Our staff provides young people work experience, basic education instruction and academic enrichment and employability skills training during the summer months. Students get an opportunity to earn credit toward school, gain exposure to the workforce and engage in career and educational planning. TUL offers youth and adult on-the-job training, assistance for school, job placement services and summer jobs for youth.</p>	Tucson	Youth, adults, and dislocated workers	<p>www.tucsonurbanleague.org</p> <p>520-791-9522</p>
Pima Prevention Partnership	<ul style="list-style-type: none"> • Brenda Evan, PhD, Chair; • Arcadio Gastelum; • Kathleen Robinson; • Jeffrey Gould; • Barbara Burnstein; • William Lofquist; • Shirley Scott; • Raul Grijalva; • Thomas Donovan; • Henry Ramon; • Austin Constable; • Edward Marshall III; • Ronald Wilson, JD 	Claire Scheuren	<p>Pima County youth ages 14-18 in foster care are paired with an adult volunteer mentor for at least a year while completing rigorous job, life and soft skills training and receiving ongoing academic support. The goal of this effort is to ensure these teens return to and/or stay in school, graduate, and obtain valuable entry-level job skills to obtain employment at a livable wage.</p> <p>Youth and their mentors choose to complete 12 weeks of culinary training through PPP's Teen Cuisine or bicycle repair training through PPP's Bizanteen Bikes. Weekly mentoring activities continue throughout the year.</p> <p>Mentors receive extensive training and ongoing support.</p> <p>Youth are paid a stipend for successful participation in skills training.</p>	Tucson	Youth ages 14-18 in foster care.	<p>www.thepartnership.us</p> <p>520-791-2711</p>

Key people working on securing employment. The following people are considered key people in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Goodwill of Southern Arizona	Not listed	Liz Gulick and Lisa Allen (Co-President/CEO)	Adult Programs: Job Connection Centers; Employee Development Program; One-stop adult employment ; Career ladders One-stop; Supported employment. Youth Programs: Youth Employment Program; GoodGuides Youth Mentoring; Good Futures Youth Program; Metro Youth Program; Youth Restoration Program	Various locations around Tucson; Metro youth Center Tucson	Adults and youth	Goodwill southern az.org 520-623-5174
Youth on the Rise (YOTR) Youth on the Rise, a 35-member multi-sector collaborative, of which, United Way of Tucson and Southern Arizona is the backbone agency. Youth On The Rise (YOTR) was established through a development grant from the OYIF in 2013, which made it possible to strategically plan for a connected system of education, career, and support service pathways that will assist opportunity youth in obtaining education and career credentials.	See website for partners	United Way	Career exploration and planning	Tucson	“Opportunity youth”, 16 – 24 year olds who are not in school and not in the workforce.	www.unitedwaytucson.org
Fred G. Acosta Job Corps Center	Administered by U.S. Department of Labor	Carld Rosborough, Center Director	Career technical training in several vocational trades: Automotive Repair; Collision Repair; Electrical Wiring; Facilities Maintenance; Health Occupations; Medical Office Support; Plumbing; Retail Sales	Tucson & Pima County (All AZ Counties)	Youth ages 16 - 24	fredgacosta.jobcorps.gov

Key people working on securing employment. The following people are considered key people in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Pima County JTED	Pima County JTED District #11 Governing Board: <ul style="list-style-type: none"> • Robert Schlanger, Chair; • Alex Jacome; • Mary Jondrow, PhD; • Wayne Peate, MD; • Cindy Rankin, PhD 	None given	Many career and technical education programs	Eligible students must live within the boundaries of a Pima County JTED member school district, and may attend a public, private, charter, or home school	High school sophomores, juniors, seniors, and students who are in the process of earning a GED and are under 22 years of age.	Pimajted.org
Pima County Youth Programs	<ul style="list-style-type: none"> • Pima County Board of Supervisors 	Chuck Huckelberry, County Administrator	Youth Employment Center offering: Free workshops and seminars on career-related topics (Résumé Building, Job Interviews, Employability, Career Exploration); One-on-one comprehensive case management/workforce development with a staff specialist ; Individual skills and interests assessments; Individualized career plans; Paid work experience/internship; combination basic skills/work experience and other work-based learning opportunities; Specialized JTED satellite location; High school/GED-High School Equivalency (HSE)/dropout recovery support; College bridge and access; Employers and youth connections; Youth Workers – Pima County Public Libraries; Youth Career Expo Series Summer Youth Program Arts and Education Pima Vocational HS Pledge-a-Job		Out-of-school youth (ages 16-24) and in-school youth (ages 14-21) who seek support in developing their educational and career pathways	Webcms.pima.gov

Key people working on securing employment. The following people are considered key people in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Pima County Employment, Job Training and Education	<ul style="list-style-type: none"> Pima County Board of Supervisors 	Chuck Huckelberry, County Administrator	<p>Job Assistance – One Stop Career Center;</p> <p>Employment Training Services: Occupational skills training; On-the-Job training and internships; Customized training in special-demand areas.</p> <p>Adult Education/ Basic Training: GED program.</p> <p>Kino Veterans Workforce Center: Help military veterans find jobs and get training, benefits and support services; and to help employers hire veterans. Help dislocated workers (persons who have been laid off)</p> <p>Rio Nuevo Service Center: Serves unemployed adults</p> <p>Sullivan-Jackson Employment Center: Help homeless men and women seeking to enter the workforce.</p>	Pima County	Adults	webcms.pima.gov
JobPath	<ul style="list-style-type: none"> Martha Gerganoff, President; Rev. Steve Springer; Tim Walwrath; Monica Barcelo; Andrea Robson; Robert Glaser; Bill Holmes; Ernie Lujan; Art Mendoza; 	Herminia Cubillos	Job training, skills development, and education	Tucson	18 yrs. or older, legally able to work in US, Tucson/Pima County resident for at least 1 yr., have high school diploma or GED, have NOT completed a 4-yr college degree, able to place into college-level courses, able to	Jobpath.net

	<ul style="list-style-type: none"> • Nancy McMahon; • Jimmy Ojeda; • Patty Popp; • Richard Schaefer; • Bruce Dusenberry 				meet income qualifications	
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Key people working on securing employment. The following people are considered key people in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Primavera	<ul style="list-style-type: none"> • Edward Beltran; • Maritza J. Broce; • Vanessa Cacio; • Brian Glenn • Jana Happel • Eileen Hollowell; • Leslie Hunter; • Genevieve Leavitt; • Manny Mejias; • Brooke Sanders-Silverman; • John Schwarz; • Joseph Scott; • Ismael Soqui-Tapia; • Samuel Swift; • Susan Tarrence, President; • David Wohl; • Debbie Wong 	Not listed	<p>Primavera Works: Provides ethical day-labor opportunities. We provide above-minimum wage, temporary employment options and temp-to-hire opportunities for people who are homeless and unemployed or under-employed.</p> <p>Prisoner Re-Entry Partnership (PREP): PREP program has closed due to the end of a Dept. of Labor grant, but Primavera continues to provide services to men and women recently released from prison.</p>	Tucson	<p>Primavera Works is available to people enrolled in a Primavera housing program or shelter.</p> <p>Men and women recently released from prison.</p>	works@primavera.org

Key people working on securing employment. The following people are considered key people in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
PPEP –Portable Practical Educational Preparation, Inc.	<ul style="list-style-type: none"> Gertha Brown-Hurd, PPEP President; Edgar Granillo; Dr. Celestino Fernandez; Jorge Valenzuela 	<p>Executive Team: Barbara Coronado, COO; Gary Kleopfer; Gina Judy; Johnson Bia, PhD;Kari Hogan;Robert Riggs</p>	<p>Employment and training programs for both Youth and Adults. PPEP's Adult Employment and Vocational Training Programs provide a variety of education, employment and training services.</p> <p>Through agreements with One-Stop operators, PPEP provides career counseling services to eligible participants, assisting with finding appropriate training, providing necessary supportive services, developing job placement, and providing follow-up once employed.</p> <p>YouthBuild Participants work toward their GED diploma, learn job skills, and leadership development, while serving their communities; by building affordable housing and providing community services.</p>	Pima County	<p>Adults, Dislocated Workers, and Older Worker Programs in Pima County</p> <p>YouthBuild: Low-income youth ages 17-24</p>	520.622.3553 ppep.org
Easter Seals Blake Foundation	<ul style="list-style-type: none"> Autumn van den Berg, President; MaryAnn Penczar; Brent VanKoevering; Lindy Cote; Betsy Bruce; Danny Blake; Linda Fiore; Michael Goldsmith; Dina Green; Edward Leyba; James Maina; Eric Meyers; Eric Smith; James Woodrow 	Ema Kammeyer, GEO	<p>Adult Supported Training Programs (individuals work alongside job-coaches who provide on-the-job supports): SAGE Employment & Community Services creates employment opportunities</p>	Pima County	Adults with disabilities	520-622-3933 easterseals.com

Second tier people working on securing employment.

The following people are considered behind the scene individuals in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Pima Library Foundation	<ul style="list-style-type: none"> • John Byrnes, Pres. • Linda Arzoumanian, PhD; • Melinda Cervantes • C. Mary Okoye • Mike Proctor • Linda Seitz • Brenda Viner • Anthony Young • Betty Bengtson, Ex Officio 	Ann-Eve G. Cunningham	Job-seekers are assisted in their searches, advised on putting together a resume, mentored on how to interview, and receive other valuable information and skills in Career Services sessions	All Pima County Libraries	Teens, youth, adults	Pimalibraryfoundation.org (also see library.pima.gov)
Cradle to Career Partnership (C2C)	<p>Leadership Council:</p> <ul style="list-style-type: none"> • Vicki Balentine, Co-Chair; • Jon Kasle, Co-Chair; • Linda Arzoumanian; • David Baker; • Jessica Brisson; • Jessica Brisson; • Collette Brown; • Melinda Cervantes; <p>ETC. See website for entire list</p>	Backbone org: United Way of Tucson and So AZ	The Partnership is working to establish data-driven collaborative action networks for initiating and sustaining strategies to improve seven identified outcomes: Kindergarten Readiness; Early Grade Literacy; Middle School Math; High School Graduation; Re-Engagement of Opportunity Youth; Post-Secondary Education; Success and Career Attainment	Tucson & Pima County	Youth	C2cpima.org
Tucson Youth Development	<ul style="list-style-type: none"> • Robert C. Wortman, Ph.D., President; • H. Mike Majeau; • Lynda R. Adams; • Amorette Dudgeon; • Kirt Gardner; • Lawrence T. Lucero; 	Jay Slauter	<p>Out-of-School Youth Programs: Using Pima County One-Stop Case Management to engage in meaningful work, and earn a living wage or better. Help in meeting basic academic requirements for entry in a career-training program and career-entry placements.</p> <p>In-School Youth Programs: Summer youth employment and education.</p>	Tucson	<p>Out-of-school youth ages 16 to 24</p> <p>In-school youth</p>	Tucsonyouth.org

	<ul style="list-style-type: none"> • Laura Nagore; • James Workman 		Career Internships: Provide career exposure and training for youth. Careers in healthcare, biotechnology, logistics and machinist trades are currently featured components of the program			
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Second tier people working on securing employment. The following people are considered behind the scene individuals in the City of Tucson who are working on securing employment:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Our Family Services	<ul style="list-style-type: none"> • Scott Koenig, President • Kay Nelson • Stella Rivera-Varela • Rachel Chanes • Larry Cochran • Vanessa Cota • Peter DeLuca • Geneva Escobedo • Hazel Heinzer • John Jackson • Melodie Lopez • JC Rivers • Lenny Robles • Ann Ventola • Patti Caldwell – ex officio 	Patti Caldwell	Educational and career planning; Employment assistance	Tucson	Homeless and near-homeless youth up to age 21.	www.ourfamilyservices.org 520-323-1708
WorkAbilityUCPSA			<p>Starting Line for Employment: curriculum class for transition age students (18-24) who have graduated from high school and would like to enter the workforce. There is a summer program condensed program for students still attending HS but over the age of 16.</p> <p>Employment Workshop :for those who have prior work experience and want to return to the workforce after a long absence.</p> <p>Mi Patria: Industry specific class, focusing on landscaping and</p>		<p>People with disabilities and: An understanding of what employment means; A desire to be employed; Transportation to and from program and</p>	<p>Workabilityucpsa.org 520-344-8250</p>

			<p>groundskeeping</p> <p>Project Focus: Supports access to UA for TUSD students</p> <p>Intermountain Academy: Private school for people on the autism spectrum</p>		<p>work sites; Ability to be safe to self and others; Ability to be independent in the classroom; Have funding through the Division of Developmental Disabilities (DDD), Vocational Rehabilitation (VR), or able to privately pay</p>	
Kino Service Center						

Nonprofit organizations who receive money to work on securing employment.

The following nonprofit organizations receive money in order to work on securing employment:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Tucson Urban League	<ul style="list-style-type: none"> • C. J. Battle, Chair; • Georgia Hale; • Joman Jenkins; • Henry Wesley; • Mark Kerr • Mike Lectcher • Marcel Nzeukou • Eunice Rhodes; • Cyndi Roberts; • Eddie Saavedra 	Deborah Embry			
Pima Prevention Partnership	<ul style="list-style-type: none"> • Brenda Evan, PhD, Chair; • Arcadio Gastelum; • Kathleen Robinson; • Jeffrey Gould; • Barbara Burnstein; • William Lofquist; • Shirley Scott; • Raul Grijalva; • Thomas Donovan; • Henry Ramon; • Austin Constable; • Edward Marshall III; • Ronald Wilson, JD 	Claire Scheuren			
Goodwill of Southern Arizona	Not listed	Liz Gulick and Lisa Allen (Co-President/CEO)			
Cradle to Career Partnership (C2C)	Leadership Council: <ul style="list-style-type: none"> • Vicki Balentine, Co-Chair; • Jon Kasle, Co-Chair; • Linda Arzoumanian; • David Baker; • Jessica Brisson; • Jessica Brisson; • Collette Brown; • Melinda Cervantes; ETC. See website for entire list	Backbone org: United Way of Tucson and So AZ			

Nonprofit organizations who receive money to work on securing employment. The following nonprofit organizations receive money in order to work on securing employment:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Tucson Youth Development	<ul style="list-style-type: none"> • Robert C. Wortman, Ph.D., President; • H. Mike Majeau; • Lynda R. Adams; • Amorette Dudgeon; • Kirt Gardner; • Lawrence T. Lucero; • Laura Nagore; • James Workman 	Jay Slauter			
JobPath	<ul style="list-style-type: none"> • Martha Gerganoff, President; • Rev. Steve Springer; • Tim Walwrath; • Monica Barcelo; • Andrea Robson; • Robert Glaser; • Bill Holmes; • Ernie Lujan; • Art Mendoza; • Nancy McMahan; • Jimmy Ojeda; • Patty Popp; • Richard Schaefer; • Bruce Dusenberry 	Herminia Cubillos			
Primavera	<ul style="list-style-type: none"> • Edward Beltran; • Maritza J. Broce; • Vanessa Cacio; • Brian Glenn • Jana Happel • Eileen Hollowell; • Leslie Hunter; • Genevieve Leavitt; • Manny Mejias; • Brooke Sanders-Silverman; • John Schwarz; • Joseph Scott; • Ismael Soqui-Tapia; • Samuel Swift; 	Not listed			

	<ul style="list-style-type: none"> • Susan Tarrence, President; • David Wohl; • Debbie Wong 				
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Nonprofit organizations who receive money to work on securing employment. The following nonprofit organizations receive money in order to work on securing employment:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Our Family Services	<ul style="list-style-type: none"> • Scott Koenig, President • Kay Nelson • Stella Rivera-Varela • Rachel Chanes • Larry Cochran • Vanessa Cota • Peter DeLuca • Geneva Escobedo • Hazel Heinzer • John Jackson • Melodie Lopez • JC Rivers • Lenny Robles • Ann Ventola • Patti Caldwell – ex officio 	Patti Caldwell			
Easter Seals Blake Foundation	<ul style="list-style-type: none"> • Autumn van den Berg, President; • MaryAnn Penczar; • Brent VanKoevering; • Lindy Cote; • Betsy Bruce; • Danny Blake; • Linda Fiore; • Michael Goldsmith; • Dina Green; • Edward Leyba; • James Maina; • Eric Meyers; • Eric Smith; • James Woodrow 	Ema Kammeyer, CEO			

City of Tucson plans for securing employment.

The following are city plans used by local government to increase high school graduation:

Name of Plan	Policies
Plan Tucson	<p>E5: Maximize educational opportunities as a recognized foundation for personal and economic advancement and leadership</p> <p>JW4: Support and expand entrepreneurship through partnerships, technical assistance, and incentives</p> <p>JW6: Collaborate with local institutions, including but not limited to the University of Arizona, Pima Community College, Pima County, and public and private training and technical organizations to support a well-educated, well-trained workforce with skills matched to local job opportunities and employer needs.</p> <p>JW7: Contribute to workforce stability and advancement through support of ancillary services, such as transportation, childcare, nutrition, and healthcare.</p> <p>BC3: Promote and support local, minority-owned, independent, and small businesses involved in the sale and purchase of locally produced goods and services.</p> <p>BC4: Provide assistance and incentives to encourage entrepreneurial efforts and technological innovations that lead to local business development and expansion.</p>
Pima Prospers (2015)	<p>Goal 1: Connect eligible job-ready youth, adults and dislocated workers to local growth, high-demand industry occupations</p> <ul style="list-style-type: none"> • Policy 1: Assist people in obtaining jobs in strategic industry sectors. • Policy 2: Support employers in finding and hiring qualified employees. • Policy 3: Engage underrepresented labor pools by removing barriers to employment. • Policy 4: Continue to support the County's adult and youth workforce training programs and their key role in improving services and the economy. • Policy 5: Support new partnerships through Joint Technical Education Districts (JTED) and others to expand career technical education programs to high school aged youth to help build a skilled workforce by educating and training qualified workers, and specifically by: <ul style="list-style-type: none"> a) Encouraging industry to offer internship opportunities to complement career technical education; b) Fostering career exploration opportunities in Grades 7 through 9; and c) Facility sharing by JTED with high school students in the daytime and adults in the evening. <p>Goal 1: Support the Library District as a vital community asset for the provision of a variety of services</p> <ul style="list-style-type: none"> • Policy 1: Support the library's vital functions as a destination, place of discovery and an active partner in community building, employment and job training, technological breakthroughs and economic development. <p>Goal 4: Improve workforce development in the medical, behavioral, and specialty health care fields in Pima County-</p> <ul style="list-style-type: none"> • Policy 1: Determine professional health care workforce requirements needed to meet current and future healthcare demands. • Policy 2: Continue to support the Pathways to Healthcare partnership between Pima Community College, Pima County One-Stop and local health care employers to train economically disadvantaged residents for health care careers.

APPENDIX D. WAITING TO HAVE CHILDREN UNTIL AFTER MARRIAGE

Key people working on Unwed Pregnancy.

The following people are considered key people in the City of Tucson who are working on preventing/intervening with unwed pregnancy:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Child & Family Resources	<ul style="list-style-type: none"> • Christina Cutshaw, Chair; • Kayt Yrun-Duffy; • Rob Groll • Bill Berk; • Susan Friese; • Bob Gary; • David Higuera; • Linda Horowitz; • Jesus Magana; • Sarah Richelson; • Pamela Roberts; • Kristine Spengler; • Mary Swallow; • Priscella Teran; • Anthony Young; • Ross Zimmerman 	Eric Schindler, PhD	Mobilization for Positive Futures (Sexual Health & Education)	Sunnyside School District	8 th or 9 th graders in SSUSD	www.childfamilyresources.org 326-8186
Teen Outreach Pregnancy Services	<ul style="list-style-type: none"> • Brian Woods, Pres.; • Cameron Price; • Dr. Jaime Ledesma; • Dr. Janel Lloyd; • Linda Brost; • Kimberly LaPrade, PhD; • Brian Denning 	Not listed	Teen Pregnancy Prevention Education; Free pregnancy testing; Healthy pregnancy classes; Childbirth classes; Parenting classes; Dad classes; Pregnancy/parenting support groups; Parents of teens; Jensen's Corner Thrift Shop for teen families	Tucson Pima County (Maricopa, Yavapai, Gila Counties)	Teens ages 12 - 19	www.teenoutreachaz.org (520) 888-2881
Pima Prevention Partnership Youth and Family Services	<ul style="list-style-type: none"> • Brenda Evan, PhD, Chair; • Arcadio Gastelum; • Kathleen Robinson; • Jeffrey Gould; 	Claire Scheuren	B Unique Teen Pregnancy Prevention program focusing on building healthy relationships, teen pregnancy prevention, and STD/HIV prevention education;	Tucson	Pre-teen and teens	www.thepartnership.us 520-791-2711

	<ul style="list-style-type: none"> • Barbara Burnstein; • William Lofquist; • Shirley Scott; • Raul Grijalva; • Thomas Donovan; • Henry Ramon; • Austin Constable; • Edward Marshall III; • Ronald Wilson, JD 					
TUSD	<p>Governing Board:</p> <ul style="list-style-type: none"> • Adelita Grijalva, Pres; • Kristel Ann Foster; • Michael Hicks; • Cam Juarez; • Dr. Mark Stegeman 	Not listed	<p>Teenage Parent High School (TAP) :</p> <p>a small high school that offers a safe, supportive, caring learning environment for pregnant teens and young parents. Our focus is to support new teen parents in credit recovery, earning credits needed for high school graduation, career and college preparation, and a strong foundation in positive, supportive, healthy parenting skills.</p>	Tucson	<p>Teenage male & female expecting parents and/or parents</p>	<p>edweb.tusd1.org/TAPP/ 520-225-3250</p>
Our Family Services	<ul style="list-style-type: none"> • Scott Koenig, President • Kay Nelson • Stella Rivera-Varela • Rachel Chanes • Larry Cochran • Vanessa Cota • Peter DeLuca • Geneva Escobedo • Hazel Heinzer • John Jackson • Melodie Lopez • JC Rivers • Lenny Robles • Ann Ventola • Patti Caldwell – ex officio 	Patti Caldwell	<p>Pregnancy testing, childbirth education and prenatal care referrals for pregnant and parenting youth in Tucson's 85705 ZIP code</p>	Tucson 85705 zip code	<p>Homeless and near-homeless youth</p>	<p>www.ourfamilyservices.org 520-323-1708</p>

Key people working on Unwed Pregnancy. The following people are considered key people in the City of Tucson who are working on preventing/intervening with unwed pregnancy:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Catholic Social Services	<ul style="list-style-type: none"> • Christopher Ahearn, president; • Pat Torrington; • John Lauer • Mark Mrozowski • Ed Irving; • Richard Koo; • Paul Carrillo; • Mary E. Cochran; • Brian Connelly; • Charles Dunn, KM; • Maryann Hockstad; • John Lohse; • Judy Myers; • Edella Schlager; • Linda S. Tansik; • Sr. Angelica Velez; • Linda Wojtowicz; • Wayne E. Yehling, Esq.; • Donna Zazworsky 	Marguerite D. Harmon, M.S.	<p>Merilac Lodge offers a structured program that requires residents to attend school or have a job. Residents learn how to better care for their children and themselves. They also learn the benefits of teamwork with the other residents. They have opportunities to acquire additional life skills and education that will lead to successful parenting and independent living.</p>		Teens	<p>ccs-soaz.org</p> <p>520-623-0344</p>
Pima County Health Department	<ul style="list-style-type: none"> • Pima County Board of Supervisors 	Chuck Huckelberry, County Administrator	<p>Women's health services and family planning for teens: Counseling and education; Condom supplies and information on the correct use of condoms; Birth control – Family Planning offers the following methods for teens: Intrauterine Devices (IUD), Nexplanon, Depo Provera Shot (Depo), birth control pill, condoms, diaphragm, and cycle beads (natural family planning) Emergency contraceptive pills; Pregnancy testing and counseling; Pelvic exams and Pap Smears ; Sexually transmitted infection education, testing and treatment. Project C.O.N.T.A.C.T.</p>	Pima County	<p>Teens Youth who are homeless, at risk of being homeless, or are high risk for pregnancy and sexually transmitted infections</p>	<p>FAMILY PLANNING AND WOMEN'S HEALTH 3950 S. Country Club Tucson, AZ 85714 (520) 724-2880</p> <p>webcms.pima.gov</p>

Key people working on Unwed Pregnancy. The following people are considered key people in the City of Tucson who are working on preventing/intervening with unwed pregnancy:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Arizona Youth Partnership	<ul style="list-style-type: none"> • David Smith, President; • Don Cox; • Chuck Leefers; • Paula Baxter; • Ani Grimaldi; • Clarence Vatni; • Dan Jones; • Mary Stanford; • Rochelle Swanson; • Steven Vajda, Jr.; • Bill Williams; • Richard Fimbres (non-voting) 	Lori Malangone, M.Ed.	Healthy Relations Education	Pima County Catalina Marana Sahuarita (other AZ locations)	Youth grades 6 - 12	Azyp.org 520-744-9595
Hands of Hope	<ul style="list-style-type: none"> • Not listed 	John Table				

Second tier people working on preventing/intervening with unwed pregnancy.

The following people are considered behind the scene individuals in the City of Tucson who are working on preventing/intervening with unwed pregnancy:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
Teen Outreach Pregnancy Services	<ul style="list-style-type: none"> • Brian Woods, Pres.; • Cameron Price; • Dr. Jaime Ledesma; • Dr. Janel Lloyd; • Linda Brost; • Kimberly LaPrade, PhD; • Brian Denning 	Not listed	Teen Pregnancy Prevention Education; Free pregnancy testing; Healthy pregnancy classes; Childbirth classes; Parenting classes; Dad classes; Pregnancy/parenting support groups; Parents of teens; Jensen's Corner Thrift Shop for teen families	Tucson Pima County (Maricopa, Yavapai, Gila Counties)	Teens ages 12 - 19	www.teenoutreachaz.org (520) 888-2881

Second tier people working on preventing/intervening with unwed pregnancy. The following people are considered behind the scene individuals in the City of Tucson who are working on preventing/intervening with unwed pregnancy:

Organization	Board Directors Names	Executive Director	Programs and Services	Areas of service delivery	Target Audience	Website or Phone Number
TUSD	Governing Board: <ul style="list-style-type: none"> • Adelita Grijalva, Pres; • Kristel Ann Foster; • Michael Hicks; • Cam Juarez; • Dr. Mark Stegeman 	Not listed	Teenage Parent High School (TAP) : a small high school that offers a safe, supportive, caring learning environment for pregnant teens and young parents. Our focus is to support new teen parents in credit recovery, earning credits needed for high school graduation, career and college preparation, and a strong foundation in positive, supportive, healthy parenting skills.	Tucson	Teenage male & female expecting parents and/or parents	edweb.tusd1.org/TAPP/ 520-225-3250
Our Family Services	<ul style="list-style-type: none"> • Scott Koenig, President • Kay Nelson • Stella Rivera-Varela • Rachel Chanes • Larry Cochran • Vanessa Cota • Peter DeLuca • Geneva Escobedo • Hazel Heinzer • John Jackson • Melodie Lopez • JC Rivers • Lenny Robles • Ann Ventola • Patti Caldwell – ex officio 	Patti Caldwell	Pregnancy testing, childbirth education and prenatal care referrals for pregnant and parenting youth in Tucson's 85705 ZIP code	Tucson 85705 zip code	Homeless and near-homeless youth	www.ourfamilyservices.org 520-323-1708
Arizona Youth Partnership	<ul style="list-style-type: none"> • David Smith, President; • Don Cox; • Chuck Leefers; • Paula Baxter; 	Lori Malangone, M.Ed.	Healthy Relations Education	Pima County Catalina Marana Sahuarita	Youth grades 6 - 12	Azip.org 520-744-9595

	<ul style="list-style-type: none"> • Ani Grimaldi; • Clarence Vatni; • Dan Jones; • Mary Stanford; • Rochelle Swanson; • Steven Vajda, Jr.; • Bill Williams; • Richard Fimbres (non-voting) 			(other AZ locations)		
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Nonprofit organizations who receive money to work on preventing/intervening with unwed pregnancy.

The following nonprofit organizations receive money in order to prevent/intervene with unwed pregnancy:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Child & Family Resources	<ul style="list-style-type: none"> • Christina Cutshaw, Chair; • Kayt Yrun-Duffy; • Rob Groll • Bill Berk; • Susan Friese; • Bob Gary; • David Higuera; • Linda Horowitz; • Jesus Magana; • Sarah Richelson; • Pamela Roberts; • Kristine Spengler; • Mary Swallow; • Priscella Teran; • Anthony Young; • Ross Zimmerman 	Eric Schindler, PhD			
Teen Outreach Pregnancy Services	<ul style="list-style-type: none"> • Brian Woods, Pres.; • Cameron Price; • Dr. Jaime Ledesma; • Dr. Janel Lloyd; • Linda Brost; • Kimberly LaPrade, PhD; • Brian Denning 	Not listed			

Nonprofit organizations who receive money to work on preventing/intervening with unwed pregnancy. The following nonprofit organizations receive money in order to prevent/intervene with unwed pregnancy:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Pima Prevention Partnership Youth and Family Services	<ul style="list-style-type: none"> • Brenda Evan, PhD, Chair; • Arcadio Gastelum; • Kathleen Robinson; • Jeffrey Gould; • Barbara Burnstein; • William Lofquist; • Shirley Scott; • Raul Grijalva; • Thomas Donovan; • Henry Ramon; • Austin Constable; • Edward Marshall III; • Ronald Wilson, JD 	Claire Scheuren			
Our Family Services	<ul style="list-style-type: none"> • Scott Koenig, President • Kay Nelson • Stella Rivera-Varela • Rachel Chanes • Larry Cochran • Vanessa Cota • Peter DeLuca • Geneva Escobedo • Hazel Heinzer • John Jackson • Melodie Lopez • JC Rivers • Lenny Robles • Ann Ventola • Patti Caldwell – ex officio 	Patti Caldwell			

Nonprofit organizations who receive money to work on preventing/intervening with unwed pregnancy. The following nonprofit organizations receive money in order to prevent/intervene with unwed pregnancy:

Organization Name	Board Directors Names	Executive Director	Number of Staff Members	Where Does the Money Come From	How Do They Receive Money
Catholic Social Services	<ul style="list-style-type: none"> • Christopher Ahearn, president; • Pat Torrington; • John Lauer • Mark Mrozowski • Ed Irving; • Richard Koo; • Paul Carrillo; • Mary E. Cochran; • Brian Connelly; • Charles Dunn, KM; • Maryann Hockstad; • John Lohse; • Judy Myers; • Edella Schlager; • Linda S. Tansik; • Sr. Angelica Velez; • Linda Wojtowicz; • Wayne E. Yehling, Esq.; • Donna Zazworsky 	Marguerite D. Harmon, M.S.			
Arizona Youth Partnership	<ul style="list-style-type: none"> • David Smith, President; • Don Cox; • Chuck Leefers; • Paula Baxter; • Ani Grimaldi; • Clarence Vatni; • Dan Jones; • Mary Stanford; • Rochelle Swanson; • Steven Vajda, Jr.; • Bill Williams; • Richard Fimbres (non-voting) 	Lori Malangone, M.Ed.			

City of Tucson plans for preventing/intervening with unwed pregnancy.

The following are city plans used by local government to prevent/intervene with unwed pregnancy:

Name of Plan	Policies
Plan Tucson (2014)	<p>PH3: Coordinate with nongovernmental health and preventative service providers to make healthcare accessible to the most vulnerable and in-need populations, including finding new ways to provide access to healthcare at home</p> <p>PH4: Increase access to healthcare services through provision of reliable, affordable, transportation options</p> <p>PH5: Support educational programs that promote health living</p> <p>PH6: Collaborate with Pima County Health Department on emergency service preparedness and to improve knowledge about and service to the many mental and physical services offered through Pima County Health Department.</p>
12 th Avenue, Valencia Road Area Plan (2001)	<p>Policy 4. Encourage neighborhood associations to establish Safe Kids programs to provide children with safe locations throughout the area.</p> <p>Policy 5. Encourage residents to organize community activities such as block parties, festivals, and educational programs, to strengthen the fabric of the community</p>
Pima Prospers (2015)	<p>Goal 1: Promote and support healthy lifestyles for all Pima County residents-</p> <ul style="list-style-type: none"> • Policy 1: Integrate healthy community concepts and principles into land use, social services, and infrastructure planning processes. • Policy 2: Enhance health literacy practices of health care (including behavioral health) and health information providers. <p>Goal 3: Improve urban and rural community access to medical, behavioral, and specialty health care services in Pima County</p> <p>Goal 6: Address health disparities by promoting a better understanding of community assets, health conditions, and health status within Pima County</p> <ul style="list-style-type: none"> • Policy 1: Increase accessibility to data about community assets and health disparities. • Policy 2: Facilitate inclusion of community asset and health disparities data in surveillance, priority setting, and action planning <p>Goal 13: Develop a Health Impact Assessment program for public and publicly-funded projects based on healthy communities principles</p>

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