

From Poverty to Prosperity: Breaking the Cycle of Generational Poverty



**PROSPERITY
INITIATIVE**

Jane Shurtleff
Communications & Community Service Chair
Rotary Club of Oro Valley and CC4P Member

“You also, like living stones, are being built into a spiritual house...”

1 Peter 2:4-6 (NIV)

Poverty Metrics for Pima County

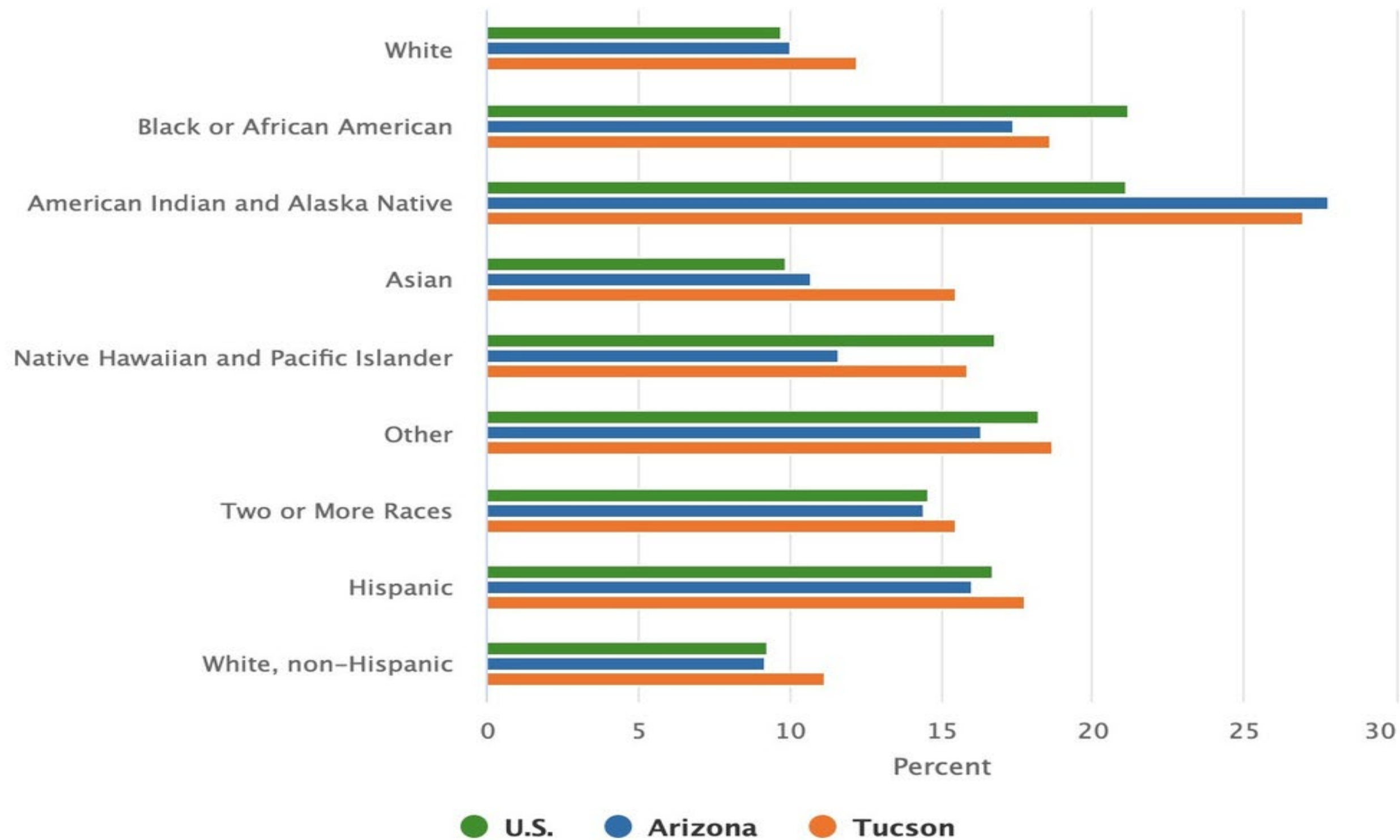
- ▶ Pima County's poverty rate is 13.8%, with 17.8% of its children under the age of 18 living below the poverty line.¹
- ▶ Tucsonans born in 1992 earned between \$1,700 and \$2,000 less annually at age 27 than those born in 1978, after adjusting for inflation.²
- ▶ 1/3 of children growing up in low-income households, also live in low-income households as adults.³

1. "Persons in Poverty in Pima County, AZ," United States Census Bureau, 2024 and "Estimated Percent of People Age 0-17 in Poverty for Pima County, AZ," FRED, United States Census Bureau, 2024.

2. "Going Backwards: In Tucson, economic mobility is declining," Jim Kiser, July 2026.

3. "Reducing Intergenerational Poverty," National Academy of Sciences, Engineering and Medicine, 2024.

Poverty Rate by Race & Ethnicity (2024)



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

“Poverty is a system driven by discrimination and we are disproportionately higher in families of color. That diversity is a part of our rich heritage and strength as a community.”

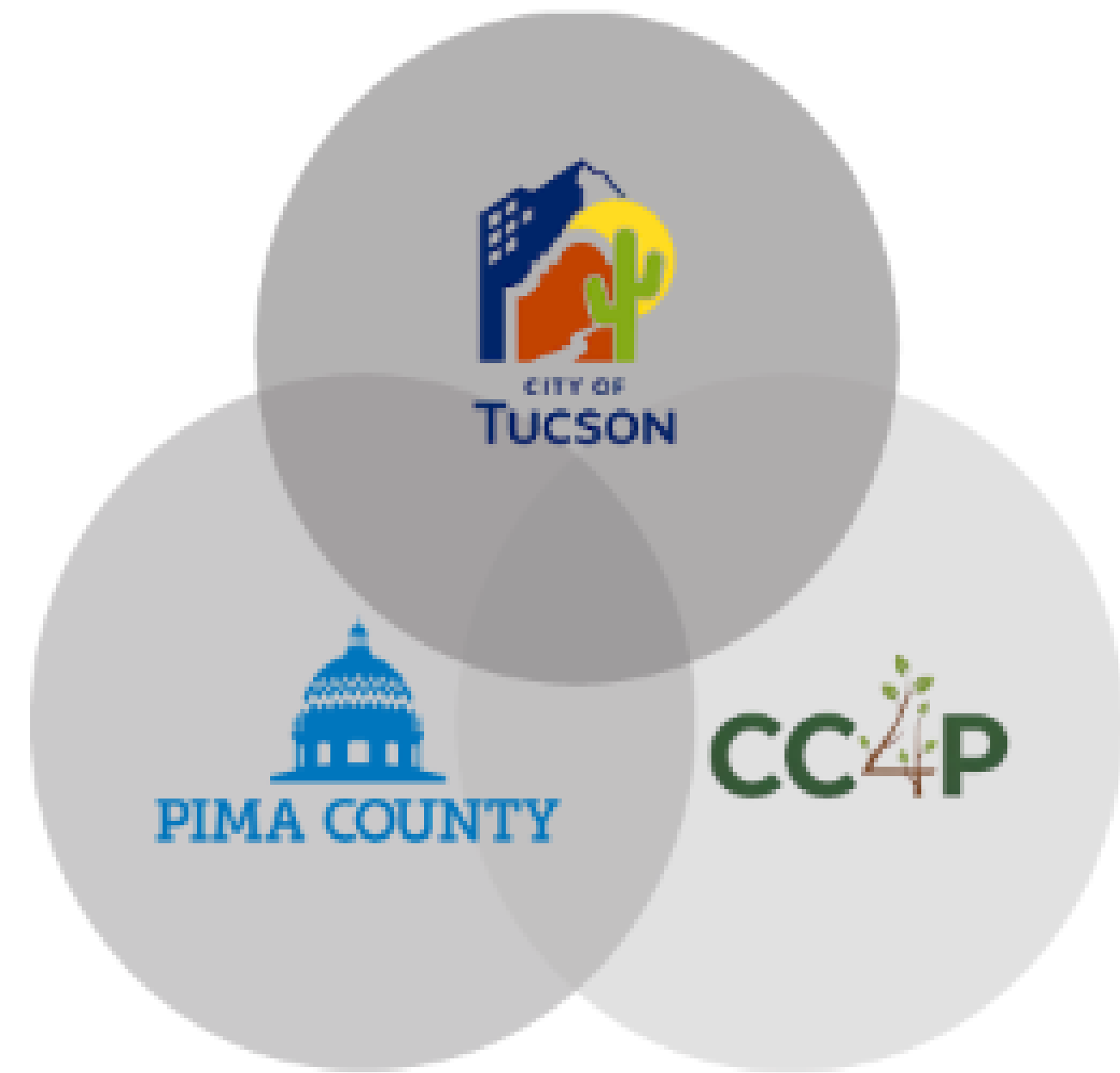
“If we can create equivalencies and remove the barriers to home ownership, healthcare, education, and income, we would have a much more prosperous community.”

- Bonnie Bazata, Senior Aide to the Pima County Board of Supervisors

The Prosperity Initiative

A **collaborative** effort by the City of Tucson, Pima County, and the Community Coalition for Prosperity to **disrupt intergenerational** poverty and build long-term community wealth.

An **evidence-based set of policies** that can be implemented at the **local level**, which are shown to break cycles of poverty and create opportunity.



The Prosperity Initiative

3 Cross Policy Strategies • 13 Policies • 4 Policy Areas

Strategy 1
Center a 2Gen
“whole family”
approach

Strategy 2
Address climate
resilience &
environmental
justice

Strategy 3
Prevent and
reduce crime

1. Increase Housing Supply, Mobility and Opportunity
2. Improve Quality of Life and Opportunity in High-Poverty Areas
3. Improve Housing Stability

4. Increase Health Coverage and Reduce Medical Debt
5. Reduce Unintended Pregnancies

6. Increase Access to Early Childhood Childcare and Education
7. Increase Pathways to Postsecondary Education

8. Transportation to Connect Disadvantaged Communities to Jobs & Resources
9. Expand Broadband Services and Address Barriers to Digital Inclusion
10. Prioritize Workforce Development for Underserved Populations
11. Improve Job Quality for Low-Income Workers
12. Improve Financial Capability for Low-Income Families and Small Businesses
13. Increase Small Business Ownership and Expansion Opportunities



Housing



Health



Education



Workforce



Pima County's Progress



- ▶ **Providing affordable homes** for low-income individuals and families, while focusing on eviction prevention to avoid homelessness.
- ▶ **Supporting local food banks** to address reductions in the federal Supplemental Nutrition Assistance Program (SNAP) that are impacting an estimated 30,000 children.
- ▶ **Investing more than \$10 million in Preschool Early Education Program Scholarships (PEEPS)** for full-day preschool scholarships to increase kindergarten readiness and lower childcare costs. 630 children are on the Peeps waiting list.
- ▶ **Expanding broadband services and delivering free internet** to hundreds of thousands of people, especially to unserved and underserved areas, including rural and tribal communities.
- ▶ **Helping nonprofit organizations provide economic development, health and social services** to low-income, rural and economically underserved communities.

City of Tucson's Prosperity Initiative



Action Plan - Goals



- **Inclusive, Safe, Healthy, Opportunity-Rich Neighborhoods** – strengthen safety, youth access, cohesion, and services in high-need areas.
- **Address Root Causes of Poverty Through Prevention** – focus on housing stability, workforce access, healthcare, childcare, and financial resilience.
- **Expand Economic & Community Mobility** – improve education-to-career pathways, support small/local businesses, and enhance job opportunities.
- **Ensure Equitable & Accessible City Systems** – streamline services, center equity, improve engagement, and strengthen data-driven decisions.

Prosperity Initiative Progress Dashboard

Launched September 1, 2026



Prosperity Initiative Dashboard by the City of Tucson and Pima County

The **Prosperity Initiative Dashboard** tracks key indicators that reflect conditions affecting economic mobility and quality of life across **Pima County** and the **City of Tucson**. The dashboard brings together data across multiple areas including housing, education, health, work, and community conditions to provide a broader understanding of how residents are experiencing opportunity and where continued investment is needed.

No single indicator tells the full story. Economic mobility is shaped by many interconnected factors, including access to stable housing, quality education, healthcare, transportation, employment opportunities, and financial resources. Together, these measures help residents, community partners, and decision-makers understand long-term trends, identify challenges, and support coordinated strategies to expand opportunity.

The dashboard is designed to show progress over time while recognizing that lasting change requires collaboration across jurisdictions, organizations, and communities. **The City of Tucson and Pima County are working together to address the conditions that contribute to generational poverty and create pathways for more residents to thrive.**

Note: Data is updated periodically as new information becomes available. Indicator years vary based on availability of source data.



Overall Goals

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Housing

[Open Page](#)



Health

[Open Page](#)



Education

[Open Page](#)



Jobs

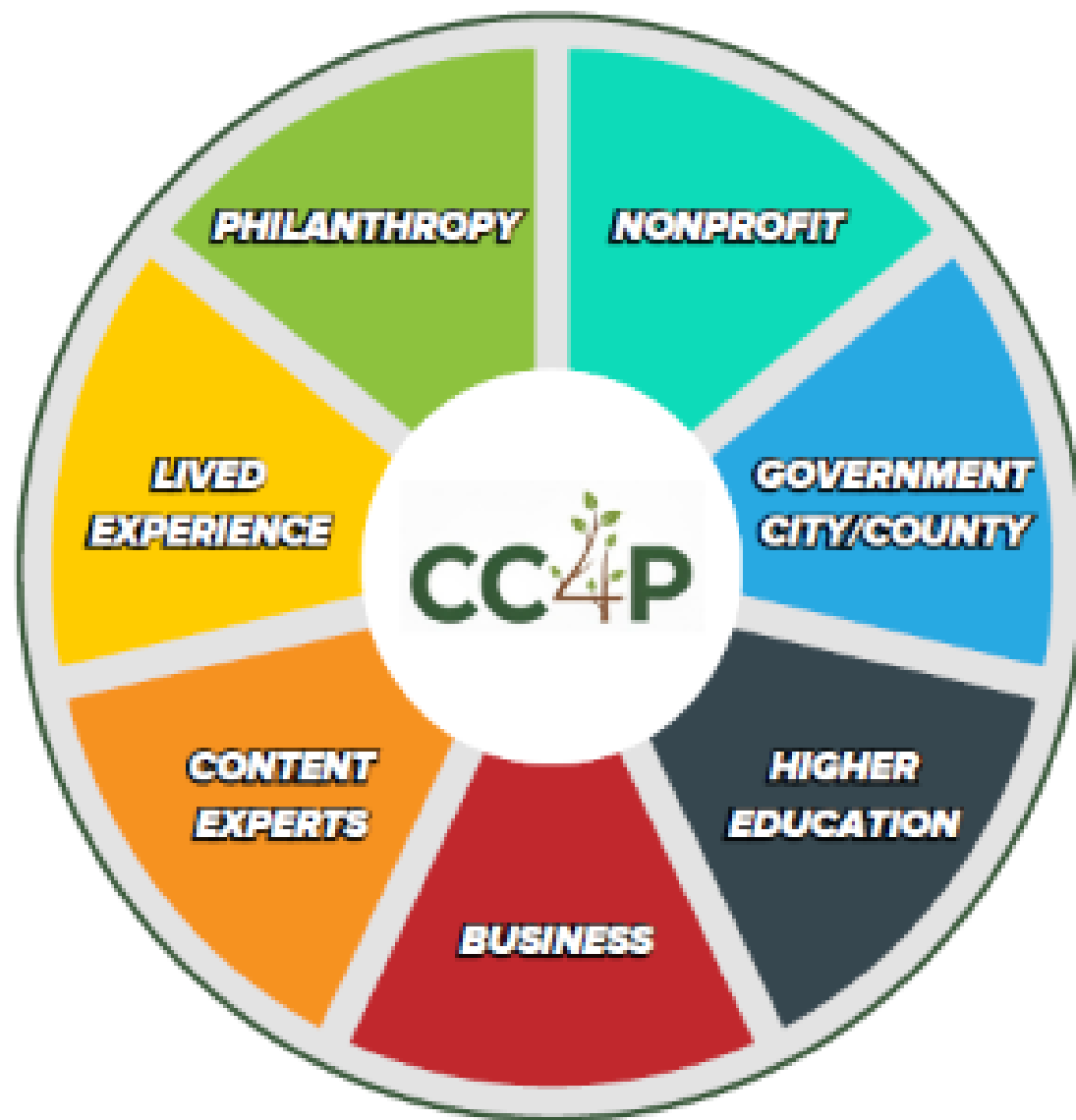
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Cross Policies

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The Community Coalition for Prosperity (CC4P) is a cross-sector collaboration working to reduce generational poverty and increase economic mobility in Pima County.



**Government cannot do
this alone...**

a multi-sector systems
change effort focused on
Alignment, Implementation,
and Advocacy





“By aligning organizations, policies, and investments around a common framework, CC4P helps move the community from isolated interventions to coordinated, systemic solutions that support long-term economic mobility.”

- Jennie Grabel, Project Director for CC4P

The mission of the Community Coalition for Prosperity is to
GROW Prosperity.

in alignment with the Prosperity Initiative.

We are: **G - Grounded in Trust & Authentic Relationships**

R - Rooted in Community Agency & Lived Experience

O - Orchestrating Systemic & Coordinated Action

W - Working & Learning with Accountability

Prosperity is not only what we work toward – it is how we work.

We bring joy and a sense of possibility into every meeting, decision, and partnership.

A prosperous community begins in how we show up TODAY.

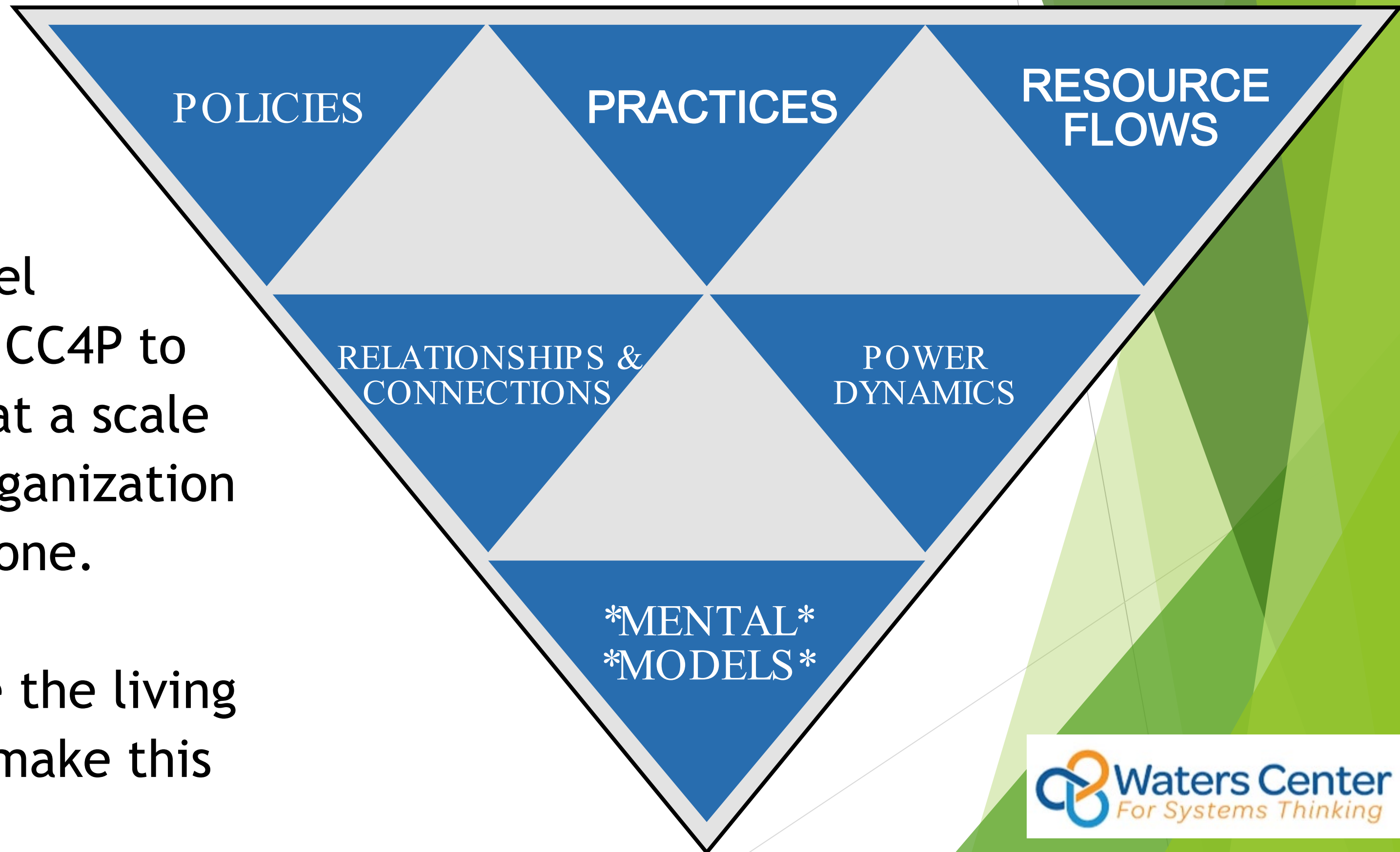


To facilitate community engagement and advocacy that furthers the mission and vision of the Prosperity Initiative, with special emphasis on engaging community members with the lived experience of poverty

To hold ourselves and our local governments accountable for implementation of the Prosperity Initiative policies in ways that achieve the highest possible return on social and economic investments



THE CC4P IS ABOUT SYSTEMS CHANGE



This systems-level approach allows CC4P to support change at a scale that no single organization could achieve alone.

Together, we are the living stones that can make this change!

ALIGNMENT



Foster broad community impact through
Prosperity Initiative-Alignment

Free Nonprofit Self-Assessment on our website

GROW Cohort launching
Aug 2026

IMPLEMENTATION



Identify high-impact systemic leverage and collaboration points in our community and launch
Strategic Action Projects

Housing, Health,
Education, and Workforce
Working Group

ADVOCACY



Actively engage Context Experts
(those with lived experience)
through meaningful input,
shared decision-making,
and empowered leadership

Annual Advocacy Agenda

ALIGNMENT

**Prosperity Initiative Self-Assessment for Nonprofit Agencies**

Available NOW on our website - cc4ptucson.org

GROW Alignment Cohort

Identify the System → Understand Your Role → Find Leverage Points → Take Action

- A cohort of 20 Nonprofit Agencies to foster shared goals and collaboration opportunities
- Co-designed and facilitated by the Waters Center for Systems Thinking
- Selected agencies will receive a \$2,500 participation stipend courtesy of TEP
- CEO/ED participation is required

Powered by





living streets alliance



Each agency will get a \$2,500 stipend from TEP for participating!

IMPLEMENTATION



Housing - developing a person-centered community-wide housing and homelessness strategy



Health - launching a Community Health Worker (CHW) pilot in the 29th Street Thrive Zone to connect residents to health insurance, care, and community resources



Education - increasing access to high-quality early childhood education through supercharging PEEPS, and support post-secondary education attainment through increased adoption of College Savings Accounts and FAFSA completion



Workforce - developing a dynamic workforce services resource map to be utilized by community members, providers, policy-makers, and funders



ADVOCACY



Build on the success of the Parent Villages advocacy training by creating a “next steps” strategy that aligns with the Prosperity Initiative, resulting in an annual Advocacy Agenda for the CC4P

 **FIRST THINGS FIRST**

 **PimaCommunityCollege**

 **UNITED WAY**
Tucson and
Southern Arizona


**CHILD-PARENT
CENTERS**

 **Children's
Action Alliance**


ARIZONA

CC4P LEADERSHIP TEAM



Jennie
Grabel



Brook
Gilliam



Liz
Cozzi



Sheri
Marlin





CC4P Members commit to:

Actively working to understand their role(s) in the systems that impact generational poverty and prosperity in our community through engagement with the CC4P

Endeavoring to impact those systems in ways that equitably decrease generational poverty and increase prosperity through their roles, and by contributing to the efforts of the CC4P



CC4P MEMBERS

Our Members



Community Members:

Allison Saine
Bob Hungate
Alyssa Norris



Community Members: Bob Hungate, Allison Saine, Alyssa Norris, Arlene Benavidez, Mark Homan, Alexis Wilson, Jordan Levy, Chuck Davis, Dave & Jane Shurtleff, Peggy Goulding



UNITED WAY
Tucson and
Southern Arizona



The power of parents to build a better future for
their children



**Community
Foundation**
for Southern Arizona



**THE UNIVERSITY
OF ARIZONA**



**CITY OF
TUCSON**



PIMA COUNTY



THANK YOU TO OUR PHILANTHROPIC PARTNERS

David and Ashley Hazan
Morris A. Hazan Family Foundation



Peggy Goulding
Robert and JoAnne Hungate
Liz Kanter Groskind and Eric
Groskind

Kent Burbank & Vicente Talanquer



Members' Coffees

We are launching Member Coffees as opportunities for our members to come together for a little systems thinking, a little networking, and a lot of fun!

We look forward to what we can learn about each other and create together in support of the Prosperity Initiative in these spaces.



BECOME A MEMBER TODAY! cc4ptucson.org

COMMUNICATION & ENGAGEMENT STRATEGIES

DIGITAL
NEWSLETTERS



VIRTUAL
FORUMS



STAKEHOLDER
AND FUNDERS
CONVENINGS



Learn more at
www.cc4ptucson.org

The Community Coalition for Prosperity (CC4P), in partnership with the Pima County Health Department and the United Way of Tucson and Southern Arizona, invites you to our Autumn Convening



Protecting Prosperity: A Community-wide Response to SNAP and AHCCCS Changes

**Wednesday, September 30, 2026, 9-11:30am
Community Foundation Campus
5049 E Broadway Blvd, Tucson, AZ 85711**

Join us to learn from the Pima County Health Department about SNAP and AHCCCS changes, anticipated impacts, and their planned response; the United Way's efforts to support community members; and ways YOU can join in the communitywide response to protect prosperity.

RSVP IS REQUIRED

www.cc4ptucson.org



HOT OFF THE PRESS!

Visit our Website to read:

- The Opportunity Report (Jim Kiser)
- Going Backwards (Jim Kiser)
- Op-ed 8/14/26 (Jim Kiser)
- Poverty Project Report 2025 (Dr. Brian Mayer)
- From Poverty to Prosperity (Jane Shurtleff)

[The Pima County Prosperity Initiative Report](#)

www.cc4ptucson.org

*"We can't fix everything,
everywhere, all at once,
but we can each do something,
somewhere, soon"*

- Stacy Abrams
