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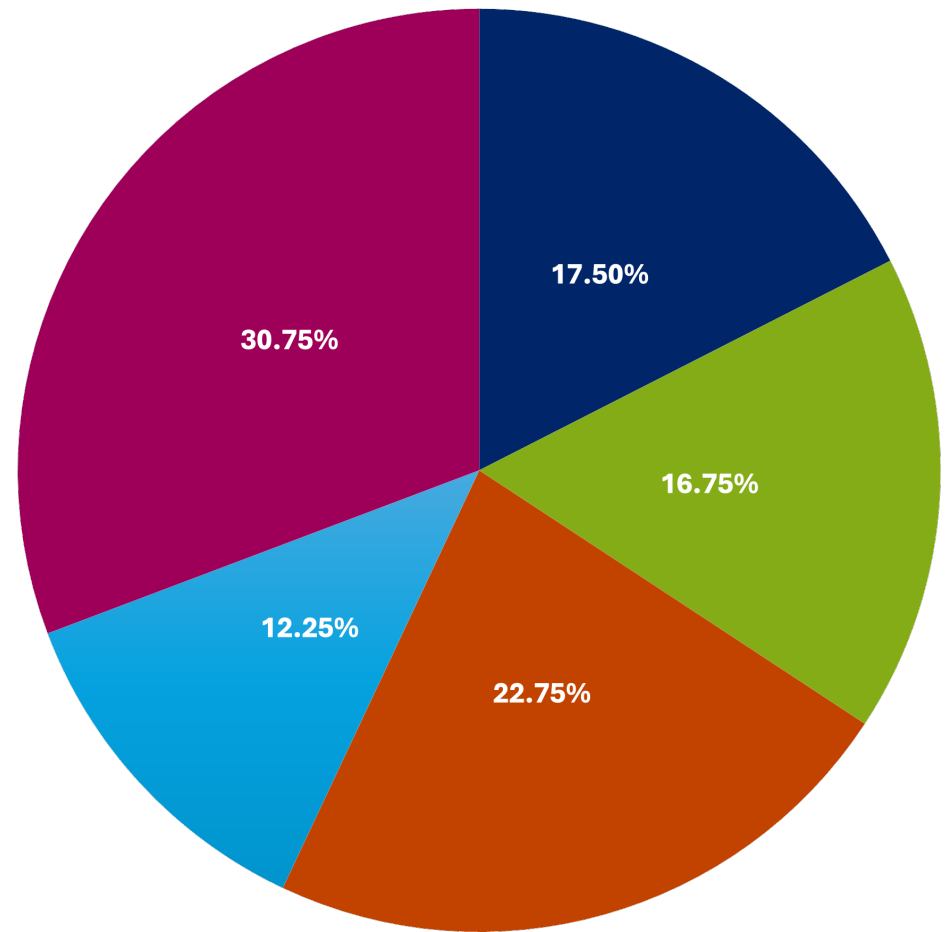
Proposition 414 – Safe & Vibrant City

The City of Tucson is asking voters to consider a half-cent sales tax increase for the next 10 years to fund a safer and more vibrant Tucson. If approved by voters on Tuesday, March 11, the City's sales tax rate would increase to 3.1% and generate a projected \$800 million over those 10 years.

The revenues that the half-cent sales tax would generate, if approved by voters, over the 10 years would be split into five distinct categories with 65.75% of the funding allocated to public safety investments and 34.25% of the funding allocated to community resiliency investments.

The proposed ***Safe & Vibrant City*** ballot measure invests in five vital areas:

- Affordable Housing & Shelter
- Neighborhood & Community Resilience
- Enhanced Emergency Response
- Technology Investments
- Capital Investments for First Responders



The *Safe & Vibrant City: Community Investment Plan* describes the allocations of this funding, based on an estimated \$80,000,000 annual tax revenue projection, over 10 years. Actual annual tax collections will vary. The allocations shall strictly adhere to the percentages for each of the five categories listed above, based on annual actual revenues collected.

If Proposition 414 is approved by voters, the *Safe & Vibrant City: Tax Oversight Commission* shall oversee activities conducted under this ballot measure and assure that the total tax revenues are strictly distributed to the five categories based on the established percentages. The Mayor and Council, after obtaining the recommendation of the Commission, will have some authority to approve reallocations of funding among the existing or new projects and programs within each category to meet evolving needs over the 10-year tax duration as part of the City’s annual budget process.

Affordable Housing and Shelter (17.5%)



Safe & Vibrant City: Affordable Housing and Shelter (A)

A-1. Gap Financing Pool (\$2,000,000 per year) - All dollar values are based on an estimated \$80,000,000 per year tax collection. Actual annual values will vary and will be allocated proportionately. This item provides funding for the City of Tucson's Housing Trust Fund. Funds will be distributed to proposed housing developments which require supplemental funding to build affordable and/or workforce housing. The funding pool will accumulate over time and be distributed to qualifying projects through a competitive process that advances the goals of the Housing Affordability Strategy for Tucson (HAST). Staff in collaboration with the Commission on Equitable Housing and Development will recommend projects to Mayor & Council for approval. The Safe & Vibrant City: Tax Oversight Commission will monitor the uses of this fund.

A-2. Impact Fee Waiver Pool (\$750,000 per year)

Affordable housing projects that meet the City's Affordable Housing Impact Fee Subsidy Program Policy requirements and Ordinance No. 11919 can apply for Impact Fee relief. The City pays the required Impact Fees for approved projects. This program is currently funded through the General Fund on an annual basis, subject to annual budget availability, at approximately \$500,000. This item will supplant and increase the funding to \$750,000 per year and remove the uncertainty over future General Fund availability. Projects are reviewed by staff for eligibility and require Mayor & Council approval.

Definition of Resilience in Housing to Support Items 3-5

Resilience in Housing – Resilience is the ability to adapt to change positively, recover from difficulties and persist in facing challenges. When it comes to housing, challenges like extreme weather, the inability to pay one's rent or mortgage, rising housing prices, or sudden or deferred maintenance needs create housing instability. Investments like home repair, rental assistance, eviction prevention, and climate adaptation increase resilience in housing.

A-3. Resiliency: City-owned Housing Stock (\$2,000,000 per year)

Preserving and enhancing existing housing stock for extremely low-income households is a key affordability strategy and critical for preventing homelessness. This item allocates funding on an annual basis to invest in City of Tucson-owned housing, including public housing, for: necessary repairs, renovations, weatherization, HVAC improvements, solar power, water efficiency upgrades, EV charging equipment, and ADA improvements, where applicable. These projects will be City-delivered and unused dollars will accumulate to future years for use under this item.

A-4. Resiliency: Homeowners (\$1,000,000 per year) Preserving and enhancing existing housing stock is a key affordability strategy. This item allocates funding on an annual basis to invest in owner-occupied housing for homeowners who are at or below 120% Area Median Income (AMI) for: weatherization, HVAC improvements, solar power, roof repairs, plumbing repairs, water efficiency upgrades, EV charging equipment, and ADA improvements, where applicable. These projects will be delivered via community partnerships under one-or-more competitive opportunities, and unused dollars will accumulate to future years for use under this item.

A-5. Resiliency: Renters (\$1,000,000 per year)

Preserving and enhancing existing housing stock is a key affordability strategy. This item allocates funding on an annual basis to invest in affordable and workforce rental housing for: weatherization, HVAC improvements, solar power, roof repairs, plumbing repairs, water efficiency upgrades, EV charging equipment, and ADA improvements, where applicable. The funding pool will accumulate over time and be distributed to qualifying projects through a competitive process that advances the goals of the Housing Affordability Strategy for Tucson (HAST). Staff, in collaboration with the Commission on Equitable Housing and Development, will recommend projects to Mayor & Council for approval. These projects will require a Financial Participation Agreement with qualifying landlords.

A-6. Down Payment Assistance (\$300,000 per year)

Homeownership can create housing stability and help Tucsonans disrupt cycles of generational poverty by building wealth. However, a lack of a down payment is a major obstacle for many families to purchase a home. This down payment assistance funding will expand on the current HOME Down Payment Assistance, which is both a City of Tucson and Pima County program and will offer low to moderate income families a path to homeownership. Unused dollars will accumulate for use in future years.

A-7. Asset Repositioning (\$700,000 per year)

Asset Repositioning funding will allow the City of Tucson and community partners to create affordable homeownership opportunities for Tucson families. This funding will support the renovation and modernization of City-owned single-family homes and sell them to families or individuals with low income. Projects will be City-delivered and unused dollars will accumulate for use in future years.

A-8. Low-Barrier Shelter Development and Operations (\$950,000 per year)

One of the most significant gaps in services to the unsheltered houseless population is providing sufficient low-barrier shelter options. Many of Tucson's individuals experiencing homelessness face barriers when trying to access available local shelters. These include prohibitions on keeping pets, restrictions on family members and/or partners to stay together, sobriety requirements, and limits on property that can be stored on-site. This item provides annual funding which can accrue to develop low-barrier shelter facilities as well as annual funding to operate the City's low-barrier shelters. Use of this funding will be recommended by City staff for approval by the *Safe & Vibrant City: Tax Oversight Commission*.

A-9. Housing First Program (\$2,500,000 per year)

The City's Housing First Program works to solve homelessness in Tucson by providing an array of services designed to interrupt experiences of homelessness and promote long-term stability. The program uses proven evidence informed strategies to respond to the unique and complex needs of unsheltered individuals and families. Services include street and community outreach programs, emergency shelter and interim housing solutions providing immediate alternatives to unsheltered living, and longer-term housing options. Program participants have access to housing assistance, intensive case management, and navigation to a variety of community services including substance abuse treatment, behavioral health services, medical care, childcare, educational programs, volunteerism programs, and employment training resources. Unused dollars will accumulate for use in future years.

A-10. Community Safety Staffing: Care Coordinators and Navigators (1 of 2) (\$750,000 per year)

When faced with poverty, behavioral health challenges, and/or housing instability, life can turn from vulnerable into crisis quickly. The Care Coordination and Services Navigation team connects Tucsonans to needed social services and resources before, during, and after crisis to increase their stability while saving Tucson's taxpayers tens of thousands of dollars and hundreds of hours of first responders' time. Supporting individuals through their most challenging moments takes time, advanced skills, and a trauma-informed approach. This item funds a projected 10 behavioral health and social work experts. Unused dollars will accumulate for use in future years.

A-11. Mobile & Specialty Courts (\$1,000,000 per year)

Mobile & Specialty Courts focus on specific types of nonviolent offenses, special community needs, and rehabilitative justice programs to meet the needs of both the offender and the community. Each court provides expertise and specialized programs to rehabilitate the offender, reduce recidivism, and restore trust in the community. Going mobile with the Specialty Court model means public safety and enforcement is more efficient and responsive to addressing low level crimes. This item provides annual funding to operate a Mobile Court to expand the reach of the City's current Specialty Court functions. Funding will also be used to support necessary technology and staffing for court operations in the field. Funding that exceeds the annual needs of the Mobile Court function will be used to support the City's other Specialty Courts (e.g., Domestic Violence Court, Mental Health Court, Veterans' Court).

A-12. Justice Transition Center (One-time cost of \$5,000,000; equivalent to \$500,000 per year over 10 years)

Serving persons entering or exiting jail, the Justice Transition Center provides resource and services with the goal of stabilizing the individual, reducing recidivism, and reconnecting the individual back to the community. These funds are allocated to make a capital investment, in partnership with Pima County, to develop a Justice Transition Center in Tucson. This function would ideally be co-located with the Sobering Alternative Facility for Recovery (SAFR), but could be a stand-alone operation. This project is planned for completion within the first three years of tax accrual.

A-13. SAFR Center (One-time cost of \$5,000,000; equivalent to \$500,000 per year over 10 years)The Sobering Alternative Facility for Recovery (SAFR) Center will provide a safe location for persons who are actively under the influence of opioid/fentanyl or other substances and need safe medical treatment and support. Once established, the SAFR center can be accessed voluntarily by individuals seeking a safe recovery location and provide a drop-off location for law enforcement who have persons in custody that need to safely sober themselves, and then be offered choices to include drug diversion programs, such as medically assisted treatment, or entry into the justice system as a result of criminal activity. This function would ideally be co-located with the Justice Transition Center,

but could be a stand-alone operation. This project is planned for completion within the first three years of tax accrual.

A-14. City Court Planning (One-time cost of \$500,000; equivalent to \$50,000 per year over 10 years)

The current City Court building needs renovations to include roofing, mechanical and electrical systems, and interior renovations. Alternately, the possibility exists to co-locate City Court with the Pima County Consolidated Justice Court. This item is to fund a study to explore options for the future of City Court and develop a recommended strategy. Construction dollars are not included in this initial *Safe & Vibrant City: Community Investments Plan*. However, the *Safe & Vibrant City: Tax Oversight Commission* will have authority to allocate funding as it may become available over the course of the sales tax duration to meet some or all of the capital cost. The City will identify additional funding sources, as needed, once the project is ready for construction in the future.

Based on an annual tax collection of \$80,000,000, investments in *Safe & Vibrant City: Affordable Housing and Shelter* would total \$14,000,000 (17.50%).

Neighborhood & Community Resilience (16.75%)



Safe & Vibrant City: Neighborhood & Community Resilience (B)

B-1. Office of Violence Prevention & Intervention (\$300,000 per year)

The Office of Violence Prevention & Intervention focuses on violence reduction using community-based interventions and a comprehensive effort to reduce violence, especially gun violence. The City connects impacted communities with the resources, leadership development, and strategic relationships needed to interrupt crime networks and prevent future violence. This office will be housed in the City Manager's Office, supporting the intersectional efforts required to meet these goals. This item funds approximately three staff to lead these efforts, which will include oversight of the City's evidence-based programs to include the VIVA (Violence Interruption and Vitalization Actions) program. The current iteration of VIVA is already showing great promise in reducing violent gun crime in the locations of deployment. Unused dollars will accumulate for use in future years.

B-2. Community Service Officer (CSO) Expansion (1 of 2) (\$2,600,000 per year)

The addition of Community Service Officers to the City's workforce has been a tremendous addition to the delivery of services to Tucson. This is a prime example of "putting the right work in the right hands." The Community Service Officer (CSO) position provides a wide range of services to the community. This proposed CSO expansion (1 of 2) is focused on neighborhood and community resilience activities performed by CSOs, including enhanced service delivery to 911 calls for service, support for neighborhood businesses, support for the VIVA program, community education, and related actions. This item funds a projected 40 additional CSOs. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new CSOs (e.g., vehicle, uniforms, safety gear) as the City recruits and onboard the new staff. Once onboarded, this item funds CSO salaries and benefits. Unused dollars will accumulate for use in future years.

B-3. Investments for CBVI (Community Based Violence Intervention) (\$1,000,000 per year)

Community based violence intervention (CBVI) is a public health approach that aims to reduce violent crime by focusing on individuals and groups at risk of committing or being victims of gun violence. Investing in evidence-informed strategies will result in safer neighborhoods and communities. Tucson's VIVA program is an example of CBVI, and one of the key success factors is to make physical investments in the neighborhoods once the networks that supported violent gun crime are disrupted, to prevent recurrence. The goal is to transform the environment. This item will fund neighborhood investments in VIVA and additional locations, such as new green spaces, community clean-ups, lighting and security features, and similar investments that are tailored to the specific needs of each location. Use of these dollars will be recommended by the City's VIVA Oversight Board and approved by the *Safe & Vibrant City: Tax Oversight Commission*. Unused dollars will

accumulate for use in future years.

B-4. Community Safety Staffing: Care Coordinators and Navigators (2 of 2) (\$600,000 per year)

This item supports additional Enrichment Coordinators and Navigators to carry out the work of community-based violence intervention (CBVI). These positions will be embedded in the community where there are high incidences of violence and gun crimes, with the purpose of delivering education and services that build the capacity and resilience of Tucsonans most at risk of violent crime. This item projects to fund eight behavioral health and social work experts. Unused dollars will accumulate for use in future years.

B-5. Thrive Zone Investments (\$1,000,000 per year)

Thrive Zones are areas in Tucson that have experienced historic disinvestment, resulting in households with lower income, higher unemployment, lower educational attainment, higher crime rates, and other measures of stress and vulnerability. The City of Tucson currently has two Thrive Zones that engage residents and local businesses to help determine neighborhood investments and opportunities for residents to thrive and disrupt cycles of poverty through education, services, and jobs. The approach also integrates strategies for crime reduction and public safety. Use of these dollars will be recommended by City staff and approved by the *Safe & Vibrant City: Tax Oversight Commission*. Unused dollars will accumulate for use in future years.

B-6. Workforce Development (\$1,000,000 per year)

This item invests in programs that support economic growth and provide workers with the information, advice, job search assistance, supportive services, and training for in-demand industries and occupations needed to get and keep good jobs. Training services include both classroom and work-based learning opportunities. Workforce Development programs also help connect employers with skilled workers seeking employment. These programs will be delivered via community partnerships under one-or-more competitive opportunities, and unused dollars will accumulate to future years for use under this item.

B-7. Early Childhood Programs (\$1,000,000 per year)

Investments in early childhood education and young children are a predictor of future success. Children that attend high quality early education programs are more likely to graduate from high school, have higher earning potential, are healthier, and have less involvement with the criminal justice system. These formal programs provide care and education for children before they start primary school. Investing in well-designed early childhood education programs equips children with the essential tools and skills they will need throughout their academic journey and life, while providing more consistent ability for parents to work and support their families. These programs will be delivered via community partnerships under one-or-more competitive opportunities that may prioritize applications that target reduction of concentrated and/or generational poverty and mitigation of the impacts of historic and/or systemic inequity, and unused dollars will accumulate to future years for use under this item.

B-8. Youth Workforce Development (\$1,000,000 per year)

Investing in youth employment reduces unemployment and underemployment, which can lead to greater economic stability and social cohesion. Participation in youth workforce development programs exposes youth to job-embedded training and experiences, likely making them more competitive for future education and employment opportunities. Investments in programs may include apprenticeships with local employers and partnerships with community colleges, high schools, and training providers. These programs will be delivered via community partnerships under one-or-more competitive opportunities that may prioritize applications that target reduction of concentrated and/or generational poverty and mitigation of the impacts of historic and/or systemic inequity; and unused dollars will accumulate to future years for use under this item.

B-9. Somos Uno Investments (\$1,000,000 per year)

Somos Uno, launched in 2023, effectively manages the City of Tucson's rich cultural heritage assets. Beyond preservation, it aims to lay the foundation for future history, heritage, arts, and culture endeavors, fostering creative engagement programs. The creation of the Somos Uno Plan will help guide the investments to further arts, history, and culture in Tucson. These programs will be delivered directly by the City and via community partnerships under one-or-more competitive opportunities. Unused dollars will accumulate to future years for use under this item.

B-10. Team Up to Clean Up (\$1,400,000 per year)

The City of Tucson organizes frequent citywide cleanup efforts. Individuals, families, neighbors, civic groups, and City employees are engaged to beautify our city. This item will increase funding for this program and better leverage our ability to address Code Enforcement issues and Vacant and Neglected Structures (VANS) in our community. These projects will be City-delivered and unused dollars will accumulate to future years for use under this item.

B-11. Urban Forest Maintenance (\$500,000 per year)

Tucson's Mayor Regina Romero launched the Tucson Million Trees initiative to increase urban tree canopy to address environmental and public health issues and combat climate change. This initiative uses a two-pronged approach. First, it is nature-based, planting desert, shade, and drought tolerant trees and utilizing stormwater harvesting infrastructure whenever possible to capture, retain, and filter stormwater to irrigate and sustain desert shade trees. Second, it is people-centered ensuring that heat vulnerable communities, identified by using a tree-equity map, are prioritized and included in the planning and planting of new trees. This approach will result in a healthy urban forest that helps mitigate the effects of climate change, including the urban heat island effect, while creating green jobs for young environmental stewards. Projects will be delivered directly by the City and via community partnerships under one or more competitive opportunities. Unused dollars will accumulate to future years for use under this item.

B-12. Transit Shade & Security (One-time cost of \$20,000,000; equivalent to \$2,000,000 per year over 10 years)

Safe and climate resilient bus stop enhancements enhance the transit rider experience. As outlined in the Tucson Resilient Together Climate Action and Adaptation Plan, bus stop improvements will be based on a tiered system. Tier 1 bus stops are planned to receive shade shelters, static information displays, benches, solar powered lighting, and a tamper-proof trash receptacle. Tier 2 bus stops will receive the same amenities as Tier 1, but also additional native vegetation, green stormwater infrastructure, a dynamic information kiosk, an emergency call button, and security cameras. Tier 3 bus stops will receive all the same amenities as Tier 2, but also a bike-share station. In addition, security enhancements will receive funding to provide the needed safety for all riders. Finally, funding will be made available to enhance the transit rider experience, such as the provision of on-board Wi-Fi service. Projects will be delivered directly by the City and by our Transit Operations partner. Unused dollars will accumulate to future years for use under this item. Based on an annual tax collection of \$80,000,000, investments in *Safe & Vibrant City: Neighborhood & Community Resilience* would total \$13,400,000 (16.75%).

Enhanced Emergency Response (22.75%)

Safe & Vibrant City: Enhanced Emergency Response (C)

C-1. Staffing for Tucson Fire Department (TFD) Northwest Infill Station (\$2,270,000 per year)

The north side of the city is densely populated and is identified as underserved. This area generates a significant call volume for TFD. An infill station on the north side of Tucson will help manage the increased call volume and reduce response times for fire, medical, and other emergencies. This investment will also lessen the negative impact on response times in surrounding areas due to resource overtasking. In addition, the last two Insurance Services Office (ISO) evaluations of TFD identified this area as an extreme need in order for the department to maintain ISO Class 1 certification. This station will house an Engine company (four personnel per shift times three shifts) and a Medic or Rescue truck (two personnel per shift times three shifts), plus the required relief pool of one per shift (three total). This item projects funding for 21 additional fire department personnel. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new firefighters (e.g., turnouts, safety gear) as the City recruits and onboard the new staff. Once onboarded, this item funds the firefighters' salaries and benefits. Unused dollars will accumulate for use in future years.

C-2. Staffing for Additional TFD Ladder Company (\$1,650,000 per year) During the economic downturn of the mid-2000's, three of TFD's ladder companies were decommissioned for cost savings. One of those units, Ladder 5, formerly helped serve the midtown and university areas. TFD needs to reintroduce an additional ladder truck to meet call load demands and to address the challenges presented by continued high-rise building development in Tucson, especially in the area previously served by Ladder 5. A Ladder truck is staffed by four firefighters per shift (three shifts total) for a total of 12 new firefighters plus the required relief pool of two additional personnel. This item estimates funding for 14 additional fire department personnel. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new firefighters (e.g., turnouts, safety gear) as the City recruits and onboard the new staff. Once onboarded, this 9 | Page item funds the firefighters'

salaries and benefits. Unused dollars will accumulate for use in future years. C-3. Staffing Hazmat Two (\$315,000 per year) TFD's hazmat team not only services the broad expanse of the City; they also serve as the regional hazmat team for much of southern Arizona. TFD needs to reinstate Hazmat 2, which was decommissioned for cost savings, to better serve the needs of our expanding city, provide necessary redundancy to the overall operation, and prepare TFD to meet the response environment being introduced within the city through economic growth, especially in the energy sector. Each Hazmat truck is staffed with one hazmat trained firefighter per shift, and when called into service, it is supported by other units with properly trained and certified hazmat personnel. This item projects funds for three additional fire department personnel. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new firefighters (e.g., turnouts, safety gear) as the City recruits and onboards the new staff. Once onboarded, this item funds the firefighters' salaries and benefits. Unused dollars will accumulate for use in future years. C-4. Response Improvement Staffing (\$2,895,000 per year) Tucson, like every other major city in the United States, has seen an unprecedented rise in the number of emergent, but less acute, calls for service. TFD's call volume has grown from less than 89,000 annual calls in 2019 to almost 104,000 annual calls for service in 2023, a near-20% increase in 5 years. While significant medical emergencies and structure fires are also on the rise, the number of ancillary calls heavily taxes the response system, resulting in suboptimal response times, excess workload, and excess wear and tear on heavy apparatus. This infusion of new firefighters will allow TFD greater response agility through 2-person staffing in lighter vehicles better suited to handling the growing number of emergent, yet less-acute 911 calls best handled by the Fire Department. This item funds approximately 29 additional fire department personnel. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new firefighters (e.g., turnouts, safety gear) as the City recruits and onboards the new staff. Once onboarded, this item funds the firefighters' salaries and benefits. Unused dollars will accumulate for use in future years.

C-2. Staffing for Additional TFD Ladder Company (\$1,650,000 per year)

During the economic downturn of the mid-2000's, three of TFD's ladder companies were decommissioned for cost savings. One of those units, Ladder 5, formerly helped serve the midtown and university areas. TFD needs to reintroduce an additional ladder truck to meet call load demands and to address the challenges presented by continued high-rise building development in Tucson, especially in the area previously served by Ladder 5. A Ladder truck is staffed by four firefighters per shift (three shifts total) for a total of 12 new firefighters plus the required relief pool of two additional personnel. This item estimates funding for 14 additional fire department personnel. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new firefighters (e.g., turnouts, safety gear) as the City recruits and onboards the new staff. Once onboarded, this item funds the firefighters' salaries and benefits. Unused dollars will accumulate for use in future years.

C-3. Staffing Hazmat Two (\$315,000 per year)

TFD's hazmat team not only services the broad expanse of the City; they also serve as the regional hazmat team for much of southern Arizona. TFD needs to reinstate Hazmat 2, which was decommissioned for cost savings, to better serve the needs of our expanding city, provide necessary redundancy to the overall operation, and prepare TFD to meet the response environment being introduced within the city through economic growth, especially in the energy sector. Each Hazmat truck is staffed with one hazmat trained firefighter per shift, and when called into service, it is supported by other units with properly trained and certified hazmat personnel. This item projects funds for three additional fire department personnel. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new firefighters (e.g., turnouts, safety gear) as the City recruits and onboards the new staff. Once onboarded, this item funds the firefighters' salaries and benefits. Unused dollars will accumulate for use in future years.

C-4. Response Improvement Staffing (\$2,895,000 per year)

Tucson, like every other major city in the United States, has seen an unprecedented rise in the number of emergent, but less acute, calls for service. TFD's call volume has grown from less than 89,000 annual calls in 2019 to almost 104,000 annual calls for service in 2023, a near-20% increase in 5 years. While significant medical emergencies and structure fires are also on the rise, the number of ancillary calls heavily taxes the response system, resulting in suboptimal response times, excess workload, and excess wear and tear on heavy apparatus. This infusion of new firefighters will allow TFD greater response agility through 2-person staffing in lighter vehicles better suited to handling the growing number of emergent, yet less-acute 911 calls best handled by the Fire Department. This item funds approximately 29 additional fire department personnel. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new firefighters (e.g., turnouts, safety gear) as the City recruits and onboards the new staff. Once onboarded, this item funds the firefighters' salaries and benefits. Unused dollars will accumulate for use in future years.

C-5. Tucson Police Department (TPD) Sworn Staffing (\$5,600,000 per year)

In addition to the growing need for emergency responders in TFD, the need for TPD commissioned officers serving the community has also grown. At current staffing levels, there are certain calls for police services that are not handled in a timely manner. TPD is a leading agency in placing "the right work in the right hands" by creating new staffing models to meet the need for additional resources and the evolving expectations of the community, including the deployment of non-sworn Community Service Officers (CSOs) and Professional Staff Investigators (PSIs). Yet, there is still an unmet need for additional sworn TPD police officers. This item funds approximately 40 additional commissioned 10 | Page police officers. During the first year of the tax dollars accrued will first be used to fund the

initial equipping of the new police officers (e.g., vehicle, uniforms, ballistic vest, equipment) as the City recruits and onboard the new staff. Once onboarded, this item funds the police officers' salaries and benefits. Unused dollars will accumulate for use in future years. Note for this item, it is recognized that the City may have difficulty in recruiting a net increase of 40 additional police officers in the near-term. The ***Safe & Vibrant City: Tax Oversight Commission*** shall have the ability to authorize short-term uses of this funding to support additional CSO and/or PSI personnel during any interim periods when the full 40 additional police officers are not met.

C-6. Community Service Officer (CSO) and Professional Staff Investigator (PSI) Expansion (2 of 2) (\$2,600,000 per year)

The addition of Community Service Officers to the City's workforce is a prime example of "putting the right work in the right hands." The Community Service Officer (CSO) position provides a wide range of services to the community. This proposed CSO expansion (2 of 2) is focused on supporting TPD in managing the daily work of the department, while offsetting the need for further expansion of the sworn staffing component. This item also includes funding for Professional Staff Investigators (PSIs), who function as non-sworn detectives. CSOs and PSIs respond to and investigate non-emergency crimes, accidents, and dispatched calls. They provide front-facing customer service to members of the public at police facilities. In addition, they engage in field duties that do not involve enforcement of state laws, investigation of violent crimes, or responding to emergencies. This item funds an estimated 40 additional CSOs and PSIs. The distribution of the projected 40 positions between CSO and PSI roles may vary year-to-year based on the needs of the community, at the discretion of TPD. During the first year of the tax, dollars accrued will first be used to fund the initial equipping of the new CSOs and PSIs (e.g., vehicle, uniforms, safety gear) as the City recruits and onboard the new staff. Once onboarded, this item funds CSO and PSI salaries and benefits. Unused dollars will accumulate for use in future years.

C-7. 9-1-1 Operator Staffing (\$800,000 per year)

Tucson operates a regional 9-1-1 system. These public safety communicators are the first contact for residents in need and the primary way that emergency services are dispatched in the community. This item funds approximately 10 additional 9-1-1 operators to improve service to the community. Unused dollars will accumulate for use in future years.

C-8. 3-1-1 Operator Staffing (\$700,000 per year)

Tucson has launched a 3-1-1 system for the region to provide better customer service and to help triage non-emergency calls for service. The 3-1-1 function operates 24-hours per day and "puts the right work in the right hands" by answering non-emergency calls, connecting residents to the most appropriate resource or service in a timely manner, and by supporting other contact methods for Tucsonans to get services from the City, including through the Tucson 3-1-1 App. The 3-1-1 Operators are essential to making sure that the right resources are provided to address the specific needs of the customer. These public safety communicators work in close proximity to the 9-1-1 Operators and can transfer emergency calls back to 9-1-1 for immediate assistance, when needed. This item provides ongoing funding for a projected 10 positions in the 3-1-1 function to improve service to the community. Unused dollars will accumulate for use in future years.

C-9. CSARC | IT Technology Support (\$1,370,000 per year)

The Community Safety Awareness and Response Center (CSARC) is the City of Tucson's joint real-time community safety center. As a collaborative endeavor, the CSARC is a long-term, agile, and integrative tool, with its primary mission being to leverage technology to provide real time intelligence to field personnel, and to serve as a force multiplier tool. Additionally, the CSARC can also be utilized to serve as an effective emergency incident planning, prevention, and response tool. At a high-level, these technologies allow for quick access to a compilation of relevant data sets that can help decision makers improve resourcing decisions resulting in better outcomes and improved safety on the roadways, in buildings, and at large forecasted or unplanned events. CSARC activities are managed through technologies such as a network of public and private cameras and automated license plate readers that are viewable through a video management system that organizes disparate data into a single platform, which improves real-time crime detection, management of limited community safety resources, and post-incident analytics. To support the CSARC and expand its capabilities to meet the evolving needs of the community, this item provides annual funding for approximately 10 specially trained staff (\$1,000,000 per year) plus additional funding to support technology licensing and upgrades over time (\$370,000 per year). Unused dollars will accumulate for use in future years. Based on an annual tax collection of \$80,000,000, investments in ***Safe & Vibrant City: Enhanced Emergency Response*** would total \$18,200,000 (22.75%).

Technology Investments (12.25%)



Safe & Vibrant City: Technology Investments (D)

D-1. Body Worn Camera Program (\$4,000,000 per year)

Tucson was one of the first U.S. police agencies to invest in operational transparency and accountability with the community by adopting body worn cameras as standard equipment for officers in the field. The widespread use of body-worn cameras generates a tremendous amount of video and audio data that must be properly managed and made available for internal investigations as well as requests from the public and the media. This investment will provide reliable funding for the technologies that are needed to manage and process this data. Unused dollars will accumulate for use in future years.

D-2. Public Safety Communications Department (PSCD) Technology (\$4,130,000 per year)

Public and community safety operations rely heavily on technology to function efficiently and effectively. The City has invested significant resources into deploying these technologies over the past several years; however, there is a need for dedicated funding to support these technologies over time and replace them as they reach end-of-service-life. During the 10-year period of the sales tax, PSCD and the Information Technology Department (ITD) will need to update our Computer Aided Dispatch (CAD) system, our call recording and processing systems, and continue our ongoing investments in the portable radio systems that support citywide operations. These technologies help keep our first responders and the community safe. The *Safe & Vibrant City: Tax Oversight Commission* shall oversee these investments as programmed by PSCD. Unused dollars will accumulate for use in future years.

D-3. TPD Air Support Modernization (One-time costs of \$16,700,000; equivalent to \$1,670,000 per year over 10 years)

Air assets provide a unique and valuable support resource to TPD patrol and investigative staff. Currently, TPD has regular helicopter support, limited access to fixed-wing aircraft through the Pima County Sheriff's Department, and some small, unmanned aircraft systems (sUAS – aka drones). These platforms' unique capabilities complement each other but are distinct. The primary mission of a fixed-wing aircraft is one of surveillance support, where one aircraft can use technology to provide real-time information on where additional public safety resources are needed, while being able to track multiple incidents at one time. Further, the fixed-wing aircraft can remotely track a vehicle(s) involved in criminal activity and identify a safe opportunity for police officers to intercept the vehicle, significantly reducing the instances of high-speed pursuits. The helicopter has a primary mission of patrol support to calls for service. Due to operational capabilities, helicopters are not conducive to surveillance, and fixed-wing aircraft are less effective in supporting patrol resources when responding to calls for service. Currently, TPD possesses three aging helicopters and small unmanned aircraft system (sUAS), but not a fixed wing aircraft. Funds from this item will be deployed over the 10-year tax period to fund: One fixed-wing aircraft (which will replace one of the three helicopters currently in service), one full replacement helicopter, one replacement helicopter engine plus replacement helicopter blades, and the onboard technology to support these investments. The *Safe & Vibrant City: Tax Oversight Commission* shall oversee these investments as programmed by TPD. Unused dollars will accumulate for use in future years.

Based on an annual tax collection of \$80,000,000, investments in *Safe & Vibrant City: Technology Investments* would total \$9,800,000 (12.25%).

Capital Investments for First Responders (30.75%)



Safe & Vibrant City: Capital Investments for First Responders (E)

E-1. TPD Apparatus & Personal Protective Equipment (PPE) (\$1,700,000 per year)

TPD requires specialized apparatus and personal protective equipment (PPE) to meet the operational needs of the department and to keep staff safe. This item provides an annual allocation of funding to meet these needs. The primary PPE items to be funded are ballistic vests, shields, and non-lethal enforcement platforms which will be purchased on an annual basis to meet demand. Apparatus will be purchased on an as-needed basis to retire aging units and to procure new devices as they become available. Examples of periodic apparatus purchases include Special Weapons and Tactics (SWAT) vehicles, Explosive Ordinance Disposal (EOD) response vehicles and technology, and related equipment. The *Safe & Vibrant City: Tax Oversight Commission* shall oversee these investments as programmed by TPD. Unused dollars will accumulate for use in future years.

E-2. TPD Patrol Vehicles (\$6,000,000 per year)

The most visible and essential equipment used by Tucson Police officers is the marked patrol vehicle. In recent years, TPD has lacked a dedicated funding source for patrol vehicle replacement and the overall fleet has aged, with many units still in service well beyond their intended life. Progress has been made through past investments under Proposition 101 – Safer City, which has sunset, and ongoing purchases through the General Fund Investment Plan, which is entering the final phase. This item will carry the investment into the future to assure the effectiveness and safety of TPD patrol vehicle resources. The *Safe & Vibrant City: Tax Oversight Commission* shall oversee these investments as programmed by TPD. Unused dollars will accumulate for use in future years.

E-3. TPD Non-Patrol Vehicles (\$2,700,000 per year)

In addition to marked patrol vehicles, TPD uses a wide range of non-patrol, marked and unmarked vehicles for investigations, undercover work, CSOs, and other special operations. In recent years, TPD has lacked a dedicated funding source for non-patrol vehicle replacement and the overall fleet has aged, with many units still in service well beyond their intended life. Progress has been made through past investments under *Proposition 101 – Safer City*, which has sunset, and ongoing purchases through the General Fund Investment Plan, which is entering the final phase. This item will carry the investment into the future to assure the effectiveness and safety of TPD non-patrol vehicle resources. These purchases will comply with the City's Green Fleet Policy as adopted by Mayor & Council, whenever practicable. The *Safe & Vibrant City: Tax Oversight Commission* shall oversee these investments as programmed by TPD. Unused dollars will accumulate for use in future years.

E-4. TFD Apparatus Replacement (\$4,000,000 per year)

The TFD frontline apparatus fleet consists of 22 Fire Engines, eight Ladder trucks, and 17 ambulances. In addition, TFD operates several specialty units for technical rescue, wildland, and hazardous materials response. In order to continue to meet the needs of the residents of Tucson, a reliable and safe apparatus fleet is of the utmost priority. This funding will ensure that our fleet is replaced at appropriate intervals for both reliability and cost effectiveness. The *Safe & Vibrant City: Tax Oversight Commission* shall oversee these investments as programmed by TFD. Unused dollars will accumulate for use in future years.

E-5. TFD Personal Protective Equipment (PPE) (\$870,000 per year)

Over the past decade, there have been significant advancements in both materials and procedures for keeping our firefighters and paramedics safe in hazardous environments. In particular, our structural firefighting protective ensemble (turnout gear) require advanced cleaning and replacement cycles. Proper management not only ensures protection from heat, but also has been shown to decrease exposure to harmful contaminants and carcinogens. This funding will support proper replacement cycles as well as mandated repair and cleaning in alignment with National Fire Protection Association (NFPA) standards of care. The *Safe & Vibrant City: Tax Oversight Commission* shall oversee these investments as programmed by TFD. Unused dollars will accumulate for use in future years.

E-6. Public Safety Training Academy (PSTA) Modernization (One-time costs of \$15,000,000; equivalent to \$1,500,000 per year over 10 years)

The Public Safety Training Academy (PSTA), built in 1998, serves Tucson Fire, Tucson Police, and multiple other agencies in Southern Arizona. The center is used for all recruit academy training, certification courses, continuing education and promotional processes. The 158-acre facility needs infrastructure improvements, technology upgrades, and modernization of the training grounds. The PSTA modernization project will improve the ability to properly train, retain, and professionally develop community and public safety personnel for the city and beyond. This project is planned to be accomplished during the mid-point of the ten-year tax period.

E-7. Southeast TPD+TFD Center (One-time costs of \$44,300,000; equivalent to \$4,430,000 per year over 10 years)

The fast-growing southeast side of Tucson has been identified as an area for response improvement for both Tucson Fire Department and Tucson Police Department. Call data has shown a need for reduction in response time and relief for the over utilization of existing units. In addition, economic growth in this part of Tucson includes significant manufacturing and related industrial users, which will require enhanced emergency response capabilities. The collaboration on a combined Police and Fire center in this area will bridge that gap for the community. In addition, a combined facility enhances collaboration between agencies and can generate cost efficiencies in both construction and on-going costs. This project is planned to be accomplished during the latter part of the 10-year tax period.

E-8. TFD Northwest (NW) Infill Station (One-time costs of \$12,000,000; equivalent to \$1,200,000 per year over 10 years)

The north side of the City of Tucson is very densely populated, represents a substantial underserved area, and generates a significant call volume for TFD. The City needs an infill station on the north side to help manage the increased call volume and reduce response times for fire, medical, and other emergencies not only to this area, but also to lessen the negative impact on response times in surrounding areas due to resource overtasking. In addition, this area was identified in the past two Insurance Services Office (ISO) evaluations of TFD as an extreme need in order for the department to maintain ISO Class 1 certification. The new station will feature two apparatus bays, dormitories, and all of the modern health and safety features for a modern fire station. Staffing of this facility will be accommodated by item #C-1 of this Community Investments Plan. This project is planned to be accomplished within the first half of the 10-year tax period.

E-9. Additional TFD Ladder Purchase (One-time costs of \$2,000,000; equivalent to \$200,000 per year over 10 years)

During the economic downturn of the mid-2000s, three of TFD's ladder companies were decommissioned for cost savings. TFD needs to reintroduce an additional ladder truck to meet call load demands and to address the hazards presented by the ongoing vertical growth in Tucson, especially in the area previously served by Ladder 5. The 4-person company will not only help ensure the City maintains a Class 1 ISO rating, but it will also help improve response times which can improve patient outcomes. Staffing of this apparatus will be accommodated by item #C-2 of this Community Investments Plan. This purchase is planned within the first two years of the tax period.

E-10. TPD Station and Equipment Modernization (One-time costs of \$10,000,000; equivalent to \$1,000,000 per year over 10 years)

Many of the older police substations are in need of upgrades to both the building footprint and the equipment that helps ensure both expedient response and a healthy workforce. These stations will receive modern infrastructure upgrades as necessary to meet the evolving needs of the community. The **Safe & Vibrant City: Tax Oversight Commission** shall oversee these investments as programmed by TPD. Unused dollars will accumulate for use in future years.

E-11. TFD Station and Equipment Modernization (One-time costs of \$10,000,000; equivalent to \$1,000,000 per year over 10 years)

Of the 22 current fire stations, over half are greater than 20 years old, and six are greater than 40 years old. Many of the older stations are in need of upgrades to both the building footprint and the equipment that helps ensure both expedient response and a healthy workforce. These stations will receive modern infrastructure upgrades to include gender neutral bathrooms, asbestos abatement, and health and safety upgrades for exposure reduction and post incident decontamination. The **Safe & Vibrant City: Tax Oversight Commission** shall oversee these investments as programmed by TFD. Unused dollars will accumulate for use in future years. Based on an annual tax collection of \$80,000,000, investments in **Safe & Vibrant City: Capital Investments for First Responders** would total \$24,600,000 (30.75%).

Contact Us

520-791-4204

Comments@tucsonaz.gov (<mailto:Comments@tucsonaz.gov>)

Supporting Documents

[Call for Special Election - Ordinance 012121](#) ^(PDF, 742KB) (</files/sharedassets/public/v/1/government/documents/ordinance-o12121-signed.pdf>)
(<https://tucsonaz.gov/files/sharedassets/public/v/1/government/documents/ordinance-o12121-signed.pdf>)

[Specifying Ballot Language - Ordinance 012122](#) ^(PDF, 4MB) (</files/sharedassets/public/v/1/government/documents/o12122-rev.pdf>)
(<https://tucsonaz.gov/files/sharedassets/public/v/1/government/documents/ordinance-o12122-signed.pdf>)

[Prop. 414: Safe & Vibrant City - Revised Ordinance 02132](#) ^(PDF, 7MB) (</files/sharedassets/public/v/1/government/documents/ordinance-o12132-signed.pdf>)
(<https://tucsonaz.gov/files/sharedassets/public/v/1/government/documents/ordinance-o12132-signed.pdf>)

[2025 Community Investments Plan Spreadsheet](#) ^(PDF, 115KB) (</files/sharedassets/public/v/1/government/documents/sep-2024-safe-and-vibrant-city-final-adopted-10-15-2024.pdf>)
(<https://tucsonaz.gov/files/sharedassets/public/v/1/government/documents/sep-2024-safe-and-vibrant-city-final-adopted-10-15-2024.pdf>)

[Truth in Taxation Policy - Resolution 23838](#) ^(PDF, 1MB) (/files/sharedassets/public/v/1/government/documents/resolution_23838-signed.pdf)