

## Ward 6 Staff



Steve Kozachik



Ann Charles



Diana Amado



Amy Stabler



Alison Miller



Caroline Lee



# Ward 6 Newsletter

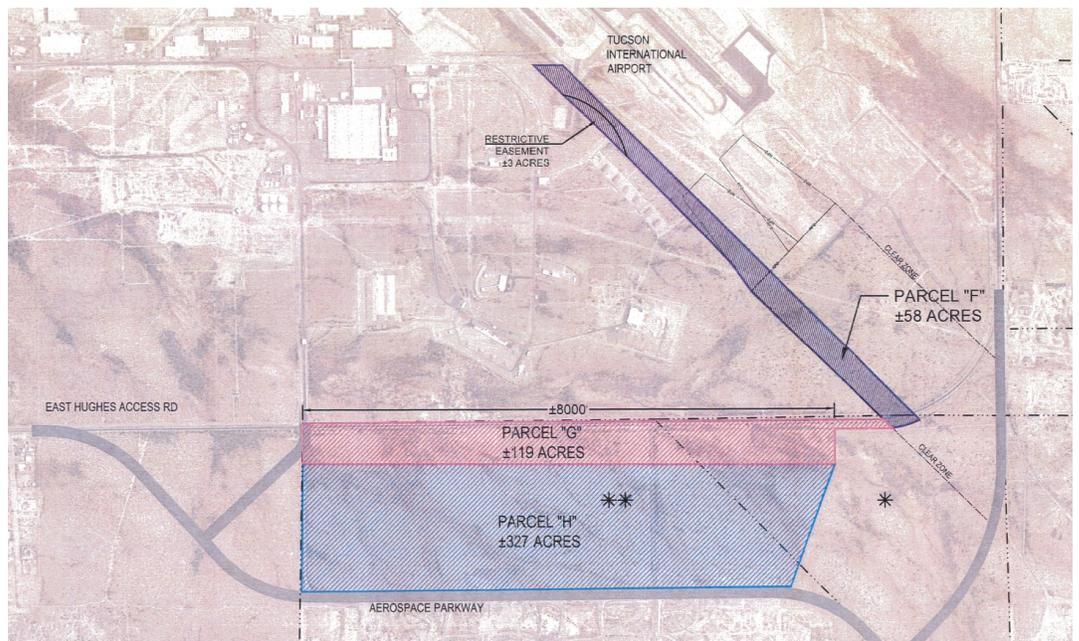
TUCSON FIRST

December 21, 2015

### In this issue...

Sonoran Corridor.....	1
Health Plan.....	3
Retirement Buy-Out.....	5
Jail Costs.....	6
Minimum Compensation for Highly-Paid Executives.....	7
Tucson City Golf.....	8
Ft. Lowell Elementary School.....	11
GPLET Changes.....	12
Banner University Medical Center.....	13
UA and Astronomy.....	13
UA Football.....	14
Death with Dignity.....	14
One America for All People.....	17
Events and Entertainment.....	18

### Sonoran Corridor



The shaded area near the bottom of this map shows land owned by the Tucson Airport Authority. The diagonal purple above it and to the right is owned by the Air



### Important Phone Numbers

#### Tucson Police Department

911 or nonemergency  
791-4444

#### Water Issues

791-3242/800-598-9449  
Emergency: 791-4133

#### Street Maintenance

791-3154

#### Graffiti Removal

792-2489

#### Abandoned Shopping Carts

791-3171

#### Neighborhood Resources

837-5013

#### SunTran/SunLink

792-9222

TDD: 628-1565

#### Environmental Services

791-3171

#### Park Wise

791-5071

#### Planning and Development Services

791-5550

#### Pima Animal Care Center

724-5900

#### Pima County Vector Control

Cockroach: 443-6501

Mosquito: 243-7999

## Continued: A Message From Steve

Force. The looping roadway south of what's called Parcel H is the 4.5 miles of roadway we're calling the Aerospace Parkway. It's immediately west of the remaining seven miles of the Sonoran Corridor. That's the extension between I10 and I19 we have to build out if we're going to survive economically as a region. I had the full map in my November 23<sup>rd</sup> newsletter.

The buildings you see in the middle of those shaded areas are Raytheon. Raytheon is going to expand. That means high-paying, long term manufacturing jobs. If history is any indicator, they'll either grow here or in Alabama. Without a buffer, it won't be here.

Last week, we approved a Memorandum of Understanding with the Tucson Airport Authority (TAA) in which we both committed to find a way to preserve that buffer land. Once it's preserved, not only will the Raytheon expansion be on more solid ground, but we'll have an important precursor in place for the larger discussion about finishing the Sonoran Corridor. Refer to the November 23<sup>rd</sup> newsletter for that discussion – manufacturing, rail cargo, air cargo, over-the-road international cargo. Without that level of economic development, this region is looking at significant financial problems that may not be reversible. That's not hype.

TAA needs that diagonal piece of Air Force land in order to build a second runway. They're working together to get that piece of the deal done. Everybody understands that we all benefit by this getting done.

I invited the Chair of the County Board of Supervisors, Sharon Bronson, and County Administrator Chuck Huckelberry to join us at last week's study session. To have them sitting with us at our table, talking as partners about the fundamental importance of this project to the region was of such magnitude that it amazed me the media didn't pick up the story. We often hear how the City and County are like a dog and a cat, and can't get along. But when we have the two major governing bodies from the region seated together working towards a fiscal survival solution, it doesn't get ink. It's the holidays – maybe when some of them get back from break we'll start to see this piece getting reported.

As I've noted previously, our federal delegation has voted on a bipartisan basis to include the full \$600M buildout of the Sonoran Corridor in the Federal Transportation budget. The reality is that we wouldn't have gotten our federal streetcar funding without showing a local matching source of funds. The same will be true of this project.

The memorandum of understanding with TAA is a key to the retention of Raytheon. When that happens, and as the Sonoran Corridor gets built out, the airport is a clear beneficiary. It has every incentive to make sure the price it's charging for the vacant land south of Raytheon reflects the economic development implications, both for the airport and for the area generally.

The land will need an Environmental Impact Study. From a timing standpoint, that'll take a bit over a year. We need to work together to come up with a funding plan for the buffer



**Important Phone Numbers**

Senator John McCain (R)  
520-670-6334

Senator Jeff Flake (R)  
520-575-8633

Congresswoman Martha McSally (R)  
(2<sup>nd</sup> District)  
(202) 225-2542  
Tucson Office: 520-881-3588

Congressman Raul Grijalva (D)  
(3<sup>rd</sup> District)  
520-622-6788

Governor Doug Ducey (R)  
602-542-4331  
Tucson office: 520-628-6580

Mayor Jonathan Rothschild  
520-791-4201

land so we're ready to commit it to Raytheon by 2017. We'll continue looking at what those funding options are. The reality is that we may be back to the voters to ask for bonding authority. That's how governments fund \$50M projects. It spreads the debt out generationally so people who will benefit in say 10 years will be paying their fair share. It's not free. We cannot afford to bury the item under 98 other projects like we just did on the county bond package the voters turned down in November.

I'm grateful to Supervisor Bronson and Administrator Huckelberry for spending the time with us to visibly demonstrate how we're in concert on this item. We just need to roll up all of our sleeves and get this done. Regions have game-changing opportunities. For us, this is that.

**Fiscal Needs**

As that development piece moves ahead, we're tackling some financial hurdles, too. Two involve reductions in our in-house benefits costs. We're taking a look at our health plan benefits and offering some early-out opportunities for retirement-eligible workers.

**Health Plan**

Our health care provider is Cigna. Right now, they are computing our costs for FY'17. They'll base those charges on our actual experience in FY'15 (the period that ended on July 1, 2015), our actual losses in the first half FY'16, and changes we're proposing that will reduce those costs going forward. I made the motion to adopt those changes last Tuesday.

For every 10% our health care costs increase, we pay an added \$6.2M from our general fund. Our medical premiums rose 8% and 10.5% in the past two years. Last fiscal year, the city absorbed the full 10.5% cost increase and kept employee contributions at the FY'15 levels. While we're talking about laying off workers, pension costs that are out of control on the public safety side, and a budget that is structurally out of balance in general, we cannot continue to shoulder those benefits cost increases without making immediate changes.

M&C want our City Manager to continue negotiating changes with the labor organizations that represent city workers. We cannot afford to take baby steps or those organizations will simply lose members due to layoffs, and the citizens will lose services due to our workforce reductions. I predicted that when M&C gave pay increases two years ago – we're seeing it come to fruition now.

Here are the changes we adopted:

	Proposed Action	Impact to City	Impact to Employee	Projected Annual Mitigation of Cost Increase to City *
FY 2016	Eliminate life insurance portability for employees hired on or after January 1, 2016  Current policy allows retirees to continue supplemental life insurance at a partially blended rate after retiring. This unique contract provision isn't offered by most insurers.	+ As portability population decreases, marketability of plan with carriers will increase, and employees won't sustain the additional cost for blended coverage.  - EEs could view as a take-away  <i>Note: Contract amendment is required for change to take effect mid-plan year.</i>	+ As portability population decreases, marketability of plan with carriers will increase, and employees won't sustain the additional cost for blended coverage.  - EEs could view as a take-away	Long term cost mitigation
	Close the door for Retiree insurance: New Hires on and after January 1, 2016 would not be eligible for insurance after retirement, including medical, dental, vision and \$7,500 Retiree Life	+ Future cost avoidance/containment – over time, rate blending will have less pronounced effect on active employees as enrolled retiree population decreases	+ Future cost avoidance/containment – over time, rate blending will have less pronounced effect on active employees as enrolled retiree population decreases	Long term cost mitigation

None of that affects current workers or current retirees. But offering retiree insurance benefits is not best practice in industry, nor is it common in the public sector. We've been offering it, and we can no longer afford to keep it as a part of our new-hire benefit package. We can't place a dollar figure on the savings because that's a function of how many people we hire. Given that the City Manager is also recommending we eliminate the 40 probationary workers we have on the payroll and implement a hiring freeze, I'd suggest the near-term savings aren't significant. But Cigna will look at the long term effects and factor those into our new premiums.

For FY'17, here are the changes we adopted. I'll take them a few at a time.

	Proposed Action	Impact to City	Impact to Employee	Projected Annual Mitigation of Cost Increase to City *
FY 2017	Dependent audit <ul style="list-style-type: none"> <li>Ineligible dependents removed from coverage; no penalty to employee/retiree</li> <li>Option to provide employees with amnesty period during open enrollment to remove ineligible dependents prior to audit; however, an audit could be conducted at any time – will require advance planning and preparation including:                             <ul style="list-style-type: none"> <li>RFI to select a vendor</li> <li>Project plan</li> <li>Communication plan</li> </ul> </li> </ul>	+ Mitigation of premium cost increase + Ensures accurate application of policy and adherence to best practice standards + Reduces City liability exposure in the event that a claim is denied by an insurance carrier because the carrier discovers the dependent is ineligible - Education campaign and removal of ineligible dependents is resource intensive	+ Ensures that all participants aren't paying more than they should in premium due to coverage of ineligible dependents - Eliminates coverage of ineligible individuals - Requires participants to provide personal documentation - may be viewed unfavorably	\$500,000
	Discontinue coverage of domestic partners (notification to be mailed to affected employees/retirees in December for coverage ending 6/30/2016) <ul style="list-style-type: none"> <li><b>Approval needed soon to ensure December notification</b></li> </ul>	+ Mitigation of premium cost increase + Decreased administration complexities + Reduces 1099-MISC reporting (HR, Finance)	- 130 EEs/retirees currently cover DPs	\$350,000
	Discontinue coverage to ex-spouses & their children when divorce decree specifies employee/retiree must provide coverage <ul style="list-style-type: none"> <li>If there's a medical child support order, coverage is still required for children</li> <li>Coverage of ex-spouses isn't required under any state/federal laws</li> </ul>	+ Mitigation of premium cost increase + Ensures accurate application of policy & adherence to best practice standards + Defrays potential for liability due to large claims for these individuals	+ Ensures that all participants aren't paying more than they should in premium due to coverage of ineligible dependents - Eliminates coverage of ineligible individuals	Unable to determine; employees often don't report coverage of ex-spouses – TBD

The audit is important simply to make sure the people we're covering are actually eligible under the plan. Based on experiences that the consultants we hired to help put this list together have had in other jurisdictions, they project we'll save about half a million dollars per year on just cleaning up the accounts.

With recent changes in state law, domestic partners can marry. The projected annual savings for eliminating coverage for domestic partners is about \$350K. Discontinuing coverage for ex-spouses upon divorce is consistent with what we'll find in the audit; that is, ineligible people taken off the rolls.

FY 2017	<p>Change funding from Fully Insured to Minimum Premium</p> <p>Minimum Premium is a hybrid funding model with the protections of a fully insured plan and the opportunity to experience claims management as required for self insurance. The City pays administrative and stop loss fees to Cigna while capturing monies otherwise paid in state and federal taxes; captured amounts fund a medical benefits reserve in preparation for transition to self insurance.</p>	<p>+ Mitigation of cost increase: Elimination of 2% state/4% federal taxes</p> <p>- Monthly cost fluctuations &amp; reserves required to pay claims</p>	N/A	\$2,100,000 short- and long-term medical premium reduction
FY 2017	<p>ACA requires the City to provide reporting on a monthly basis of whether medical insurance was offered to "full time" employees. Benefits currently begin 1<sup>st</sup> day of pay period following 30 days of employment; partial month reporting is confusing and administratively burdensome</p> <ul style="list-style-type: none"> <li>Effective January 1, 2017, move insurance start date to 1<sup>st</sup> day of month following 30 days of employment</li> </ul>	<i>Under examination to understand system programming impacts</i>	378 EEs hired Aug, 2014 – July, 2015. On average, insurance would have started 8.1 days later using the proposed formula. 108 would have started coverage 1-11 days sooner; 270 would have started coverage 1-29 days later.	Cost Neutral

We have to move toward a self-insurance plan. By saving money that we're now paying in taxes due to the way we fund the policy, we can begin to put away some cash to build up the account we'll need to self-insure. That'll take us a few years, but we've got to begin that process now.

The piece about when coverage begins is simply an administrative change that eases partial-month reporting. Some on the council were concerned that the change could make new hires have to wait for up to 59 days before being covered. We'll have the City Manager put into an administrative directive that it's our intent to minimize those wait times, but we can't hamstring the hiring process by saying we won't hire someone until it's the last two weeks of the month just to shorten that waiting period.

Labor agreed with the minimum premium and the internal audit. I didn't agree to any amendments that were offered to delay our implementation of these changes. I'm sure the City Manager will keep in touch with the labor groups to keep communications open as we with engage Cigna over these changes.

The city currently pays over \$700K annually in premiums for non-married partner coverage. Retiree insurance costs us just under \$10M annually. Closing the door to those benefits doesn't affect anybody who's now employed by the city, but it might just preserve jobs for some of those people as the changes help us back to fiscal health.

**Retirement Buy-Out**

Another effort we're implementing to reduce our benefits costs is an 'early out' offer to city workers who are already eligible to retire. The notice went out last week.

This is for non-public safety workers who retire in the December 15, 2015 to February 5, 2016 window. They'll be offered three months of their base salary (520 hours) as an incentive to go off the payroll early. The payment will be a lump sum and will not be pensiona-

ble. The qualifiers are similar to most other pension plans – things such as age plus years of service, 80 ‘points,’ and those sorts of standard eligibility requirements.

We discussed this option during our financial retreat. For these non-commissioned workers, we pay just under \$70K annually per FTE (full time equivalent employee) for benefits. There are 206 eligible workers who are funded by the general fund. If about half of them accept the offer, we’ll save in the neighborhood of \$1M in FY’16. There’s still a conversation to be had about how many of those positions will remain vacant and how many we end up refilling.

Remember, this is all about getting our budget to a structurally balanced condition where our regular, reoccurring costs are matched by our regular, reoccurring revenues. In the scheme of things, this \$1M is a small piece, but helpful.

### **Jail Costs**

Yet another way we’re reducing our general fund costs is by signing up with Santa Cruz County for the transport of certain jail prisoners. We don’t have a city jail, so we contract for jailboard costs with the county. It costs Pima County more to run their operation than it does in Santa Cruz County, so we’re giving this arrangement a test run.

Currently, we pay Pima County \$280 for the first day a prisoner is incarcerated and \$85 per day thereafter. The first day charges are intended to allow Pima County to recover the costs associated with booking the person. Based on projected prisoner counts, we’re anticipating having to pay nearly \$6.5M to the county this year for jailboard. Since I took office in 2009, we’ve seen increases of over 60% in booking costs and about a 40% in per day costs.

Santa Cruz County is going to charge us \$65 per day with no first day booking charges. The details relative to transport are still being worked out, but it sounds as though they’ll simply negate our first day’s savings. The prisoners we’re going to do this with will only be those booked for 10 days or longer. If it seems to be working out well, we’ll take another look at expanding that population later on. This initial contract is good until the end of 2016.

We typically put about 1,300 prisoners in jail per month. Of those, about 10% are in for longer than 10 days.

We’re also looking at other ways to reduce jail costs. Ultimately, the goal is to incarcerate fewer people, allowing them to put their lives back together and minimize disruption in that process. We’re using home detention with electronic monitoring in some cases, and video reviews and other forms of diversion in others. We’re also working to give both Marana and Oro Valley access to our Alternatives to Jail program.

Since the state dumped jail costs onto the county, we as a region have to work together to reduce costs. That’s what this agreement with Santa Cruz County and the other alternative programs represent.

## Minimum Compensation for Highly-Paid Executives



Ever wonder who's on our \$100,000 bill? That would be Woodrow Wilson.

In what I felt was a move in the wrong direction, staff presented a recommendation to us to increase the minimum salary for highly-paid executives. Currently,

the Department of Labor (DOL) recommended minimum is \$100K annually. Because it's anticipated the DOL will increase that recommended minimum, staff wanted to combine seven existing pay grades into one. The positions are all director level and above. The recommendation was to reset the minimum salary for that new pay grade to \$122,158 annually.

Currently on our salary roster, the minimum salary for some of the jobs being recommended to this higher level is already above the \$122K. But for others, it's currently \$80K, \$86K, \$91K, \$102K, and \$116K. I advised staff during the study session that I would be pulling this from the consent agenda and that I do not support the proposed consolidations and increases to the minimums.

The reasoning behind the proposed increase is that the DOL looks at a variety of factors when deciding whether an employee is eligible for overtime. One of those factors is your minimum salary. If your position meets or exceeds the minimum, you're assumed to be exempt from overtime. If it doesn't, other factors are considered.

Remember, the positions being consolidated are all members of the city's executive leadership team, department directors, or above. The standards used by the DOL to apply the overtime standards under the Fair Labor Standards Act include things such as regularly supervising two or more other employees, having management as a primary duty, having some genuine input into the job status of other workers, exercising discretion and judgment in their work, and educational attainment. Each of our executive leadership team employees are doing those sorts of things on a regular basis. None would be eligible for overtime under the "job duties" test imposed by the DOL.

We're getting ready to send termination notices to 40 probationary employees, none of whom are on the executive leadership team and none of whom are earning anything close to \$122K. Now is certainly not the time for us to raise the salary floor for already highly-paid workers, even with the recognition that the new rates wouldn't affect existing workers (all but one are already above that minimum). It's the wrong message to send, and for all new hires into those positions going forward, we'd have set the bar considerably higher than it currently is.

M&C decided to 'continue' this discussion, so it never came to us on consent. If it does, I'll be pulling it and voting against the increased minimums.



Tucson has had municipal courses since the about the time of the Great Depression. Early in this century, City Golf was made an enterprise department, which means it's supposed to be fully self-funding. Had I been around for that vote, I'd have voted against that designation. Given the capital costs and the inability to really track the fiscal value of the courses to the local economy, it's not realistic. But it's what we have, and it's what we're trying to sort through now.

Tucson City Golf has five courses. Two are at Randolph. Together, they make money from an operations standpoint. The other three – Fred Enke, Silverbell, and El Rio – lose money. Each of those properties has a built-in requirement that the property be maintained as some form of public open space. As a result, we can't sell those properties and turn them over to the private sector for whatever sort of non-public use may be contemplated.

Over the past 10 years, golf has built up a deficit to the general fund of about \$8.5M. Much of that came during or before the recession, but it's still running about \$500K annually in the red. Capital costs are a large reason for that.

Another large cost item for golf is water. Some of the courses pay the full fare, while others have reduced costs per acre-foot of water used. Combined, water is about 20 to 25% of operating costs. What we do is charge the courses for the water, loan them the balance due from operations out of our general fund, and expect them to pay back the general fund from future operations revenues. It all seems circular; we charge ourselves (varying amounts), pay ourselves, and then call it debt back to ourselves. I understand that it keeps Tucson Water whole for the cost of the water, but it justifies an analysis of what the impact would be to ratepayers if some of the golf revenues are lost to Tucson Water (from shutting down courses), and whether we might be wise to reduce those operations costs and help the golf program head towards profitability. We're already not fully capturing the economic value of golf to the community, and this is just another example of where we might want to rethink how we're treating the golf enterprise – assuming we choose to continue with that designation.

El Rio and Enke pay over \$800 per acre foot for the reclaimed water they use. The Silverbell golf course gets secondary effluent at no cost. The Randolph courses have an IGA with Pima County and get 'water credits' for the reclaimed water used on those courses. We just signed an IGA with Oro Valley in which we give them reclaimed water on a 'non-interruptible' basis while charging them the rate we offer to reclaimed customers who agree to accept interruptions in their water service at our discretion. The rates and agreements are already all over the map. On top of that, our own water pricing policy states "to the extent charges for reclaimed water based on cost of service do not provide an adequate price incentive, the price of reclaimed water shall be based on a market value which encourages its use." We could drop the cost for El Rio and Enke by half, be consistent with our own established policies, and reduce their losses and thus their 'debt' to the general fund. There are creative solutions we haven't considered.

We're into our second full year with OB Sports running the operation. From what I hear, they're doing an excellent job at customer service and maintaining good course conditions. Last Tuesday, staff brought us a proposal that included two main parts:

- a) Add a 20% surcharge to golf reservations that are made over 7 days in advance of the tee time.
- b) Give OB the chance to increase greens fees by up to \$4 per round during peak reservation times.

I voted against the proposed increases and against the surcharge. The Star reported that "council approved the new rates." While that's true, the vote was 6-1.

My reasoning is simply this. Golf is already a high-priced activity. It needs to gain market share. The demographics (more on that below) are such that we need to develop a golfing habit with younger people and with people who are likely not able to afford today's greens fees. First Tee is our Conquistador partner that works with low income kids, introducing them to golf as they teach other life skills. It's that type of program we should be encouraging. The new costs work in the opposite direction.

All of our conversations about the golf 'debt' to the general fund revolve around the cost of operations and capital directly associated with the program. What's missing is any talk of the larger economic impact the program has on the community. Here's some data that I obtained from a 2007 study of the economics of golf as they related to Scottsdale. The study was done by Golf Digest, and a third of the 500 respondents said they had also visited Tucson for similar golfing vacations. Realize that the numbers are deflated. For a given 'golfing vacation' these are the per person numbers:

<b>Number of golf rounds played</b>	5 rounds
<b>Number of different golf courses played</b>	4 courses
<b>Average personally spent on vacation:</b>	
Airfare	\$353
Car rental	\$176
Local Fuel Cost	\$76
Golf	\$473
Lodging/Accommodations	\$573
Other local transportation	\$7
Food/Dining/Beverages	\$428
Entertainment/Attractions	\$109
Shopping and other retail sales	\$221
<b>Total</b>	<b>\$2,416</b>

So who came on these trips, and how long did they stay?

**How many people (including self) were on your most recent golf vacation?**

	Scottsdale Visitors %	Non-Scottsdale Vacationers %
Average Number of Golfers:	4.3	5.4
Average Number of Non-Golfers:	1.0	1.1
Average Number of Children Under 16:	.2	.3
<i>Base: Total answering</i>	500	500

**How many nights did you spend on this golf vacation?**

Les than 3 nights	7	10
3 nights	22	24
4 nights	24	22
Five nights	22	16
6-7 nights	20	24
8 or more nights	5	4
Average Number of Nights:	5	6
<i>Base: Total answering</i>	500	500

The first column is Scottsdale visitors, and the second one is people playing their courses who didn't stay in Scottsdale. That's four to five people, staying between four and seven nights and playing five rounds during the stay. Adding up those numbers has got to be factored into how we consider golf as a tourism draw for Tucson. I've asked if we can compile similar data for our program. Without it, we can't make a reasonable decision on how to move the golf discussion forward.

Back to demographics for a moment. I made the point during last week's public hearing that this is a sport that currently caters to a diminishing crowd. Here's the data from the Scottsdale study. I doubt the numbers are significantly different today for Tucson:

**Age**

30 or less	1	2
31 – 35	1	5
36 – 40	6	6
41 – 45	9	9
46 – 50	14	14
51 – 55	20	21
56 – 60	22	18
61 – 64	16	13
65 or over	11	12
<i>Base: Total answering;</i>	500	500
Average Age:	54	53

### Household income

Top 3 Box Score	Scottsdale Visitors %	Non-Scottsdale Vacationers %
Under \$55,000	*	2
\$55,000 - \$64,999	1	1
\$65,000 - \$74,999	1	3
\$75,000 - \$89,999	4	7
\$90,000 - \$109,999	10	12
\$110,000 - \$149,999	16	22
\$150,000 - \$199,999	17	17
\$200,000 - \$249,999	9	9
\$250,000 - \$299,999	5	3
\$300,000 - \$499,999	9	4
\$500,000 - \$999,999	5	1
\$1,000,000 - or more	2	1
No Answer	21	18
<i>Base: Total answering</i>	500	500
<b>Average Household Income:</b>	<b>\$252,000</b>	<b>\$183,000</b>

If we're going to invest in golf, that investment has to reflect the fact that we're funding municipal courses, paid for by the Tucson public, and they need to be priced accordingly. That's also behind my reasoning for refusing the fee increases.

Staff had a few recommendations for us to consider. They included selling off a course and using that money to redesign the other four, redesigning what we have so a Par 3 course might be included in the mix, and repurpose one of the courses to make it tournament ready. Each of those costs money that the golf program does not currently have. We don't have it in the general fund, either.

I'm all for giving OB Sports the full term of its five year contract to make a go of it in our market. But our market isn't Hilton Head. If the aim is to grow the number of participants, that will need to come from Tucson residents. Golf will never fully fund itself based on winter visitors coming to play. I suggested lowering greens fees and creating an executive (short) or Par 3 course so people could play for half the cost in half the amount of time they now do. I support the partnership we have with the Conquistadors and look at their First Tee program as a way of our expanding the demographic related to this activity.

We'll be talking more about how to move forward with golf as we get deeper into the budget cycle. As with health care costs, retirement benefits, and the rest of what we're working on, there are no easy answers. But as we close in on some final direction, all of golf's local economic impacts need to be recognized. Outside dollars coming into the local economy count.

### **Ft. Lowell Elementary School**

I opened with a growth item, suggesting that we're not going to be able to cut our way back to prosperity. Then I listed several ways we're cutting. Eventually, the focus needs to be back on expanding our private sector base.



To that end, what's shown above is an early rendering for a new health care facility that's going to move onto the current Ft. Lowell Elementary School site on Pima. We've been working with the developer for over a year and have attended several neighborhood meetings. The groups have been talking, listening, and compromising. The net result will be a very good and much-needed project.

The facility will be run by Mainstreet. It'll be transitional care for people who are not bad off enough to stay in a hospital but still aren't quite ready for home. The rooms are dorm-style, upscale, and the whole facility has an inviting ambience.

Throughout the planning process we've worked with TUSD, the development team, and the residents who live in the surrounding area. This has been a cooperative effort, and it will benefit the community from the standpoint of providing this transitional care and providing new jobs that pay well. It's a win/win.

#### **GPLET Changes**

Also in the context of preserving city financial resources, we've given direction to the City Manager to tweak how we offer the Government Property Lease Excise Tax (GPLET) incentive. I previously wrote about my desire to see this happen. Last week it finally came to our agenda.

Under the current GPLET incentive, we forgive all property taxes on a property being developed for a period of eight years. That has allowed 11 projects, largely in the downtown area, to find financing in the private market. It's working well, but our fiscal situation calls for us to make some changes.

The City Manager's office is proposing that we continue to do the tax abatement but that we charge a 'rent' that would capture our costs for administering the GPLET. The proposal is that the rent be 10% of the total benefit being received by the developer. I asked that we modify that hard 10% such that it doesn't exceed the amount of taxes already being paid by the developer on the undeveloped property. I want the City to recoup our costs, and yet I also recognize the tight finance market and so want this incentive to remain cost-neutral to the developer. With that change, it's a good deal for both sides in the arrangement.

Since we implemented the GPLET incentive, we've seen it catalyze \$129M in capital investment with 880 jobs and \$9.3M in direct revenues to the city. It's not a give-away, and now it's more cost beneficial to the revenue side of our books.



## Banner University Medical Center Tucson

Closing out the financial benefits, development, and health care topic for this week, Banner Medical Center construction is about to finally begin. The facility will be a significant improvement to the existing UA Medical Center, and the arrangement will yield a significant cash infusion into the UA medical research and education efforts.

The construction will begin right after the first of the year. For the first few months, the project activities will largely include establishing the construction lay-down area, setting up the contractor and architect offices at what used to be the Catalina movie theater, closing off some existing parking, and beginning the construction of a temporary ambulance bay. The project is in the process of setting up an impressive website where you'll be able to track upcoming construction work and see the project as it unfolds over the next couple of years.

During 2016, you'll see 154 foundation caissons being drilled, structural steel starting to go up, and lots of excavation being hauled from the site. Those are local construction jobs, many of which have been struggling since the housing bust during the recession.

Someone asked me recently what we're going to do in the near term while waiting on the Sonoran Corridor manufacturing jobs. Well, we're going to do some internal housekeeping to reduce our costs, and we're going to continue to build jobs in the economy through projects such as Mainstreet, Banner, and use of the newly adopted GPLET incentives.

### UA and Astronomy

One final piece on our local economy and how you can play a direct role in its health. The local astronomy industry, housed largely out of the UA and its satellite functions, is huge both economically and from a pure research standpoint to this region.



That's an aerial map of the U.S. showing how our lights look from space. Sadly, you can see both Phoenix and Tucson on the map. That's significant from the standpoint of allowing our astronomers to do their jobs. The greater the light pollution, the less able they are to conduct their work. You can play a role in reducing the light overspill.

Dark skies was started by two Tucson astronomers and has now evolved so the principles are in play in over 70 countries worldwide. I was proud to work with some local astronomers a few years ago in drafting our dark skies outdoor lighting ordinance.

The local ordinance gives a total number of lumens that are allowed per developed acre of land. You need to aim floodlights downward, try to shield high-intensity lamps, and turn off those that aren't shielded by 11pm. There are rules governing sports lighting, search lights, signage, and other sorts of illumination. If you'd like to get a lot more information on this important item, email them at [sky@sa-ida.org](mailto:sky@sa-ida.org). They'll come out and make presentations to

your neighborhood or civic group.

Yes, there are exceptions for Christmas lights from Thanksgiving through the end of the year. But they have to be off by 11pm.

I write a lot about the importance of UA research, not only for our local economy but also for international science efforts. The outdoor lighting issue is extremely important in both arenas. Please practice responsible outdoor lighting habits, especially during this holiday season.



### **UA Football**

Congratulations to the UA football team on finishing out the season with a win over New Mexico in the New Mexico Bowl last weekend.

The 2016 Wildcat football schedule is now out – and you can buy season tickets by calling 621.CATS. Here's the schedule for next fall. All game times are still TBD.

- 9/3 - BYU (will be played in Glendale, AZ.)
- 9/10 - Grambling State (Tucson – yes they'll bring the band)
- 9/17 – Hawaii (Tucson)
- 9/24 – Washington (Tucson)
- 10/1 – UCLA (Pasadena)
- 10/8 – Utah (Salt Lake)
- 10/15 – USC (Tucson)
- 10/29 – Stanford (Tucson)
- 11/5 – WSU (Pullman)
- 11/12 – Colorado (Tucson – Homecoming)
- 11/19 – Oregon State (Corvallis)
- 11/25 – ASU (Tucson)

### ***The Tucson Community***

So far, this newsletter has been a lot of numbers. We also have heart in Tucson, and I want to close with a couple of items that point to who we are and our compassionate nature. One is the *Death with Dignity Memorial* we just adopted, and the final piece is the *One America for All People* event I attended at the Islamic Center of Tucson last week.

### **Death with Dignity**

As a City Council, we have no authority to impose conditions on the state or on the health care community when it comes to end-of-life decisions. On the issue of allowing the medical community to work directly with terminal patients to craft a dignified end-of-life plan, the moving parts are so personal that I'm certain we on the council wouldn't agree on details. This is a tough topic.

I'm appreciative that M&C agreed to move this memorial forward as a group to the state

for its consideration. Having worked with several advocacy groups on this locally over the course of the past few months, as have a couple of other council offices, I know the passion this topic generates. We cannot compel state action, and indeed, before I'd sign onto supporting any particular piece of legislation on the issue of death with dignity, I'd have to see the specifics of the proposed law. And yet, the terms of this memorial are general enough and are intended to encourage the conversation at the state level. It's my hope it gets attention in the appropriate committees in Phoenix.

Individuals and families in this community deal with this issue every day. I believe they deserve to see the State of Arizona adopt language similar to that which has passed in several other states, giving permission for medical care providers to work directly with patients in developing compassionate plans that address end of life issues.

Here's our memorial:

ADOPTED BY THE  
MAYOR AND COUNCIL

December 15, 2015

#### A MEMORIAL

RELATING TO STATE LEGISLATION; URGING THE ARIZONA STATE LEGISLATURE TO CONSIDER A "DEATH WITH DIGNITY" OR "AID IN DYING" ACT.

YOUR MEMORIALIST RESPECTFULLY REPRESENTS AS FOLLOWS:

WHEREAS, advances in science and technology have created medical interventions that often prolong the dying process and increase suffering; and

WHEREAS, "aid in dying" describes a medical practice defined by established standards of care, which enables a mentally competent, terminally ill adult to obtain a prescription for medication, which the patient may choose to self-administer, in the face of unbearable suffering, to advance the time of an approaching death; and

WHEREAS, absent the availability of aid in dying, some patients and loved ones in Arizona have become so desperate to relieve suffering caused by terminal illness that they turn to violent means; and

WHEREAS, many find comfort and peace of mind in having access to options at the end of life, including aid in dying, even if they do not exercise those options; and

WHEREAS, a 2014 Gallup Poll found sixty-nine percent of Americans agree with the statement: "When a person has a disease that cannot be cured doctors should be allowed by law to end the patient's life by some painless means if the patient and his or her family request it;" and

WHEREAS, at least three (3) states (Oregon, Washington and Vermont) affirmatively authorize the medical practice of aid in dying, enabling terminally ill, mentally competent adult residents to receive a prescription for life-ending medication from their doctor; and

WHEREAS, many people find significant relief in the legal right and medical means of control in bringing an end to the suffering caused by their terminal illness, and only a small minority of the patients who request a prescription for life-ending oral medication actually receive and use it; and

WHEREAS, well-respected health and medication organizations support the passage of aid in dying laws including:

1) The American Medical Women's Association's official position "supports the passage of aid in dying laws, which empower mentally competent, terminally ill patients and protect participating physicians, such as that passed in Oregon, the Oregon Death with Dignity Act;"

2) The American Public Health Association policy "supports allowing a mentally competent, terminally ill adult to obtain a prescription for medication that the person could self-administer to control the time, place, and manner of his or her impending death, where safeguards equivalent to those in the Oregon DDA are in place;" and

WHEREAS, Arizona recognizes that "[I]t is the public policy of this state, consistent with all constitutionally enumerated rights, as well as those rights otherwise retained by the people, that every person in this state may choose or decline to choose any mode of securing lawful health care services without penalty or threat of penalty." (A.R.S. § 36-1301); and

WHEREAS, the Arizona statute (A.R.S. § 13-1103) that prohibits manslaughter, including the act of "intentionally providing the physical means that another person uses to commit suicide," should not encompass the rational judgment of a psychologically healthy, terminally ill individual facing end-of-life suffering, who asks his or her physician for the means to die in a humane and dignified manner:

NOW, THEREFORE, YOUR MEMORIALIST, THE MAYOR AND COUNCIL OF THE CITY OF TUCSON, ARIZONA:

SECTION 1. Urge the State Legislature to consider the enactment of legislation, using as a model Oregon's "Death with Dignity Act" and similar legislative acts in other states such as

Washington and Vermont, under which terminally-ill adult Arizonans would be allowed to make a written request for the prescription of medication for the purpose of ending life in a humane and dignified manner.

SECTION 2. The City Clerk is hereby authorized and directed to send a copy of this Memorial to the City's legislative representatives, the President of the Arizona Senate and the Speaker of the Arizona House.

California and Montana have joined Oregon, Vermont, and Washington in passing a death with dignity law. I'm hopeful this will receive a fair and full debate in Phoenix this session.

### One America for All People



I opened with an important regional issue that the print media took a pass on, and I'll close with one, too.

Last week, the week before Christmas, I joined about 200 others of similar mind over at the Islamic Center of Tucson for an event entitled

'One America for All People' in which we embraced the notion of acceptance and not the rhetoric based on rejection that's common currency in the media these days. In fact, in my remarks to the group that evening, I referenced E Pluribus Unum – from many, we are one. The phrase appears on the seal of each of our own dollar bills and makes the point that in Tucson it is that, and not the divisive nature of national politics, that has broad general acceptance – our 'common currency.'

It was gratifying to see such an overflow crowd gathered together on a chilly night in the middle of the workweek to send the message that we're not buying the bigotry being expressed so widely. We as a nation have been down similar roads before. Consider Article 1, Section 2 of our constitution. At our founding blacks were counted as three-fifths of a person for the purposes of representation and taxation. Thankfully, that racist clause was eliminated with the passing of the 14<sup>th</sup> Amendment. Fast forward to World War II when Japanese internment camps had our government's stamp of approval. The hateful rhetoric we hear in some of the presidential debates isn't far from that low standard. Later, much of the nation watched what were known as the McCarthy hearings, Congress on a witch hunt for a "commie under every bed." Hundreds of lives were ruined by nothing more than rumor and accusation. And yet in none of those examples can you find more than a small sliver of people who look back with pride on those moments in our history.

I grew up in the 60s. My generation fought for some transformational changes in who we are as a people. We took on civil rights, women's rights, began the environmental movement, and fought our way both at home and abroad through the Vietnam War. We saw the assassination of John, Bobby, and Martin. I'm proud of what the 'boomer' generation did to alter the direction of our country. I'm troubled by what we hear in the mainstream media that sounds so much like we're turning back the clocks to a time when bigotry wasn't so widely condemned as it is now.

Our resiliency as a nation is demonstrated in how we move beyond the momentary displays of anti-(fill in the blank) and come together showing that our ethic is better than that. Do we have enemies? Of course. Should that translate into our turning away refugees fleeing oppression? Not in my opinion, and not in the opinion of the multi-cultural/multi-faith group who met together at the pre-Christmas peace rally at the Islamic Center of Tucson. There's no small irony in the fact that we gathered during the Christmas season; the story of a refugee family who sought sanctuary in a strange land.

Out of many, we are One. That's not only grafted onto each dollar bill minted in this country, but it's foundational in regard to who we are as a people. Tucson's a special place, made up of special people. The 'One America for All People' event demonstrated that.

Sincerely,



Steve Kozachik  
Council Member, Ward 6  
[Ward6@tucsonaz.gov](mailto:Ward6@tucsonaz.gov)

## Events and Entertainment

### TPD Active Shooter Training

Would you know what to do if you were in a public place and a shooter opened fire? Beginning on December 22<sup>nd</sup>, the Tucson Police Department will host training sessions to teach members of the public how to react to active shooter situations and other violent encounters.

The first of these presentations will take place Tuesday, December 22, 2015 from 6:00 p.m. to 8:00 p.m. on the city's west side. If you are interested in attending, please send an email to [TPDPPIO@tucsonaz.gov](mailto:TPDPPIO@tucsonaz.gov) with the following information:

First Name  
Last Name  
Phone Number  
Business  
Business Address

These presentations will continue in 2016. Keep an eye on the Tucson Police Department's Facebook page for upcoming dates as they are announced:

<https://www.facebook.com/TucsonPoliceDepartment>

### **Holiday Laser Shows at the Flandrau Planetarium**

December 11, 2015 - January 09, 2016

1601 E. University Blvd., Tucson, AZ 85719

The annual family favorites “Season of Light” and “Laser Holidays” at Flandrau Science Center weave together the astronomy of the Winter Solstice with the history of light festivals across times and cultures in celebration of the spirit of renewal. Fun for the whole family! Find more information here: <http://flandrau.org/visit/show-schedule>.

### **Ongoing . . . .**

**Mission Garden**, 929 W Mission Ln

Saturdays 8 am – 12 pm, April to November; 12 pm – 4 pm, December to March

A re-creation of the Spanish Colonial walled garden that was part of Tucson’s historic San Agustin Mission. Features Sonoran Desert-adapted heritage fruit-trees, traditional local heirloom crops and edible native plants. *For guided tours call 520-777-9270 and leave message.*

**Children's Museum Tucson**, 200 S 6<sup>th</sup> Ave

Tuesday - Friday: 9:00am - 5:00pm; Saturday & Sunday: 10:00am - 5:00pm

[www.childernsmuseumtucson.org](http://www.childernsmuseumtucson.org)

**Tucson Botanical Gardens**, 2150 N Alvernon Way

“Summer Oasis Series” June through August features special hours, early bird weekends and dog admission. <http://www.tucsonbotanical.org>

**Jewish History Museum**, 564 S Stone Ave

[www.jewishhistorymuseum.org](http://www.jewishhistorymuseum.org)

**Fox Theatre**, 17 W Congress St

[www.FoxTucsonTheatre.org](http://www.FoxTucsonTheatre.org)

**Hotel Congress**, 311 E Congress St

<http://hotelcongress.com>

**Loft Cinema**, 3233 E Speedway Blvd

[www.loftcinema.com](http://www.loftcinema.com)

**Rialto Theatre**, 318 E Congress St

<http://www.rialtotheatre.com/>

**The Rogue Theatre** at The Historic Y, 300 E University Blvd

<http://www.theroguetheatre.org/main.htm>

**Arizona State Museum**, 1013 E University Blvd

November 9, 2013, through July 2015, “Curtis Reframed: The Arizona Portfolios.”

[www.statemuseum.arizona.edu](http://www.statemuseum.arizona.edu)

**Arizona Theater Company**, 330 S Scott Ave

<http://www.arizonatheatre.org/>

**Tucson Museum of Art**, 140 N Main Ave

May 25, 2015 - September 7, 2015: FREE Admission for Military Families.

[www.TucsonMusuemofArt.org](http://www.TucsonMusuemofArt.org)

**Meet Me at Maynards**, 311 E Congress St (north entrance on Toole)

A social walk/run through the Downtown area. Every Monday, rain or shine, holidays too!

Hotel Congress Check-in begins at 5:15pm.

[www.MeetMeatMaynards.com](http://www.MeetMeatMaynards.com)

**UA Mineral Museum**, 1601 E University Blvd

**February 7, 2015– February 7, 2016, 10:00 am – 5:00 pm**

"Meet the Trilobites – Arizona's First Inhabitants," the new exhibit at the Flandrau Science Center and Planetarium, features world-class trilobite fossils from around the globe.

<http://www.uamineralmuseum.org/>

**Southern Arizona Transportation Museum**, 414 N Toole Ave.

Tuesday – Thursday, Sunday: 11:00am - 3:00pm; Friday & Saturday: 10:00am - 4:00pm

<http://www.tucsonhistoricdepot.org>