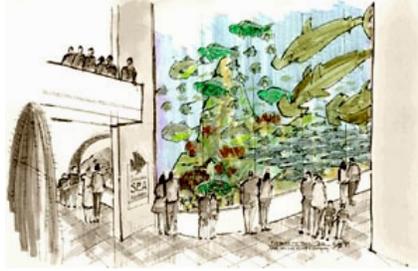


TUCSON

arizona

Adopted Budget Operating Detail
FISCAL YEAR 2002
VOLUME II

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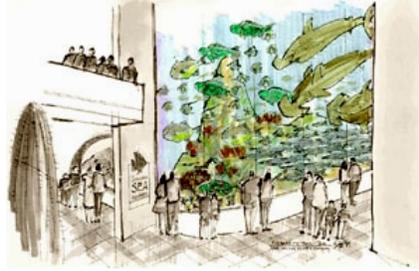


VOLUME II

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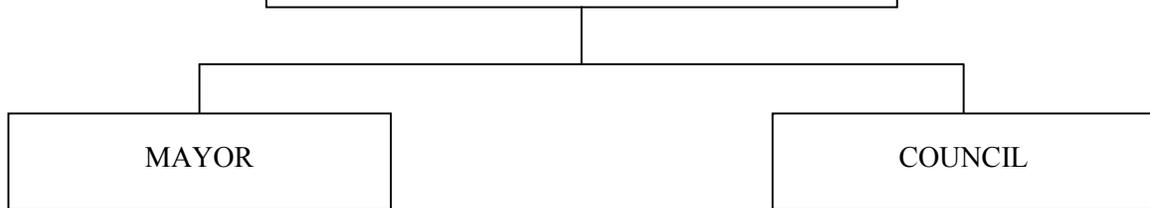
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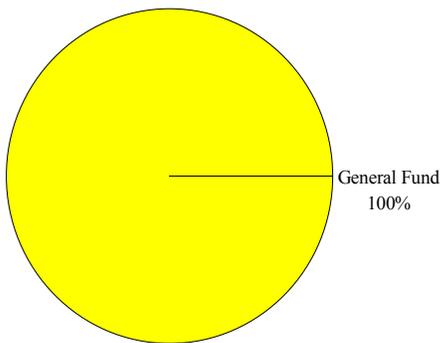
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MAYOR AND COUNCIL

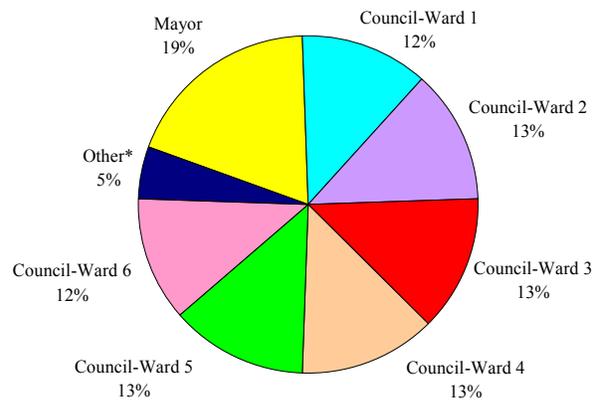
OPERATING: \$ 2,480,820
 POSITION TOTAL: 53.00



FINANCING PLAN



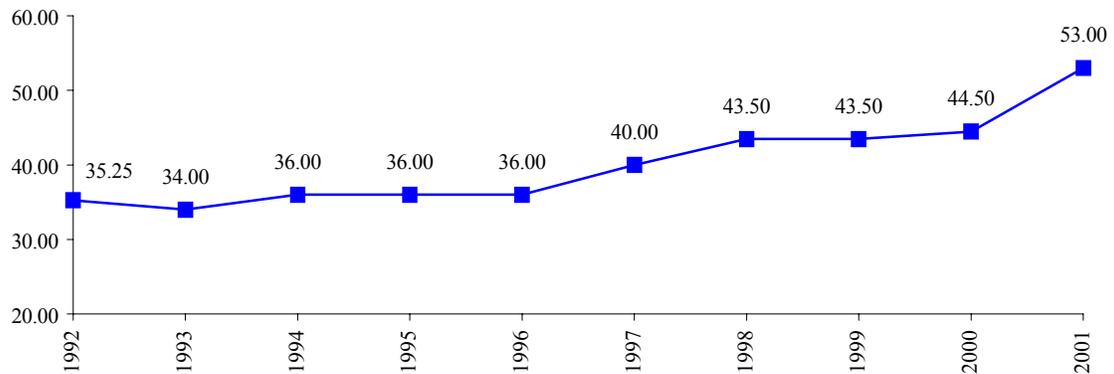
PROGRAM ALLOCATION



*Includes General Administration (5%), and Elected Officials Pension (<1%).

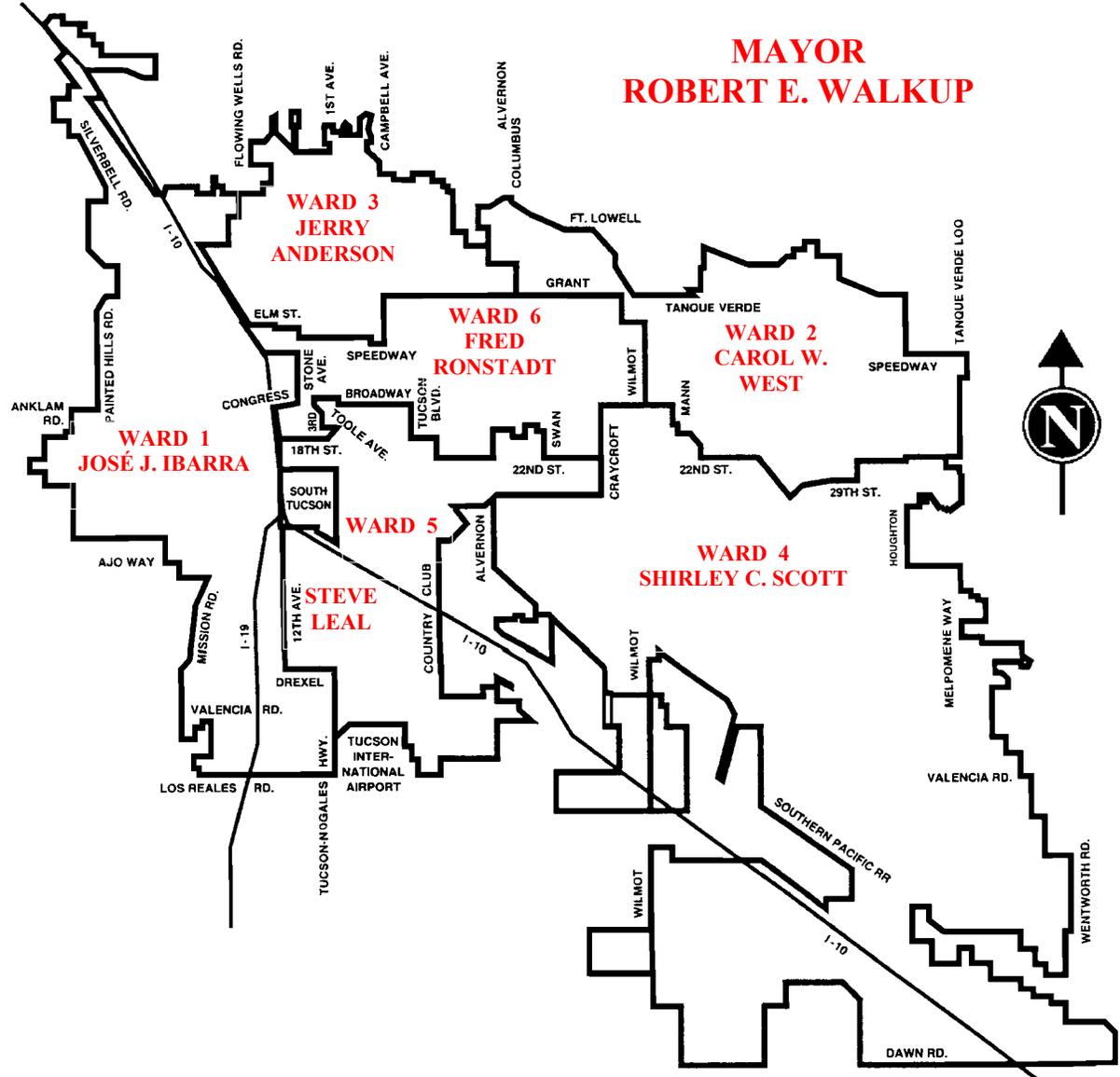
TEN YEAR STAFFING TRENDS

Adopted Positions



CITY OF TUCSON WARD MAP

**MAYOR
ROBERT E. WALKUP**



MAYOR AND COUNCIL

MISSION STATEMENT: To establish public policy and develop programs as mandated by the Tucson City Charter, represent community interests, and work with city management to effectively meet the community's current and long-term needs.

OVERVIEW

Tucson is a charter city with a council-manager form of government. The legislative body is comprised of an elected mayor and six council members who establish legislative policies. These policies are carried out by a city manager who is appointed by the Mayor and Council. The Mayor and Council also appoint a city attorney, a city clerk, and city magistrates.

The city is geographically divided into six wards. Each ward contains about 78,000 citizens who are represented by one council member. The mayor is elected at-large from the city. The Mayor's Office is located in City Hall. Council members are nominated by ward and elected at-large. Each council member has an office in the ward they represent.

MAYOR AND COUNCIL PHONE NUMBERS AND LOCATIONS

		Address	Phone Number
Mayor	Robert E. Walkup	255 West Alameda	791-4201
Ward 1	José J. Ibarra	940 West Alameda	791-4040
Ward 2	Carol W. West	7575 East Speedway	791-4687
Ward 3	Jerry Anderson	1510 East Grant Road	791-4711
Ward 4	Shirley C. Scott	8123 East Poinciana	791-3199
Ward 5	Steve Leal	4300 South Park Avenue	791-4231
Ward 6	Fred Ronstadt	2205 East Speedway	791-4601

The Mayor and Council deliberate and set policy at meetings held on Mondays (and special meetings as designated). Public notification of meeting dates, times, and locations are provided in accordance with the State of Arizona's Open Public Meetings Law. The agendas for meetings, as well as reference documents and proposed ordinances and resolutions, are available for public review prior to each meeting at the Office of the City Clerk, in the lobby of City Hall (255 West Alameda), and at the Government Reference Desk in the Main Library (101 North Stone Avenue). Live television coverage of Monday meetings is cablecast on Channel 12. In addition, replays of the meetings are also cablecast on Channel 12 following the Monday meetings. Information on the mayor, each council member, and past and current agendas is available on the city's internet Web site ("<http://www.ci.tucson.az.us>").

There are two agendas for each council meeting: the study session agenda and the regular meeting agenda. The study session agenda provides a forum for the Mayor and Council to ask staff questions, to discuss aspects of issues facing the city, and to provide direction to staff. The regular session agenda allows the Mayor and Council to consider and enact ordinances and resolutions. Ordinances, when

MAYOR AND COUNCIL

Overview (Continued)

approved by the Mayor and Council, become the laws of the city. Routine items of business are scheduled under the heading of Consent Agenda. This agenda allows a number of regular business items to be approved by a single vote of the Mayor and Council.

The Mayor and Council frequently schedule public hearings on topics of interest in order to ascertain community perspectives. Interested persons are invited to attend and offer comments. Additionally, during "Call to the Audience" on the Regular Agenda, the public is invited to speak to the Mayor and Council on any topic.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Mayor	9.50	9.50	9.50	9.50
Council-General Administration	1.50	1.50	1.50	1.50
Council-Ward 1	6.00	7.00	7.00	7.00
Council-Ward 2	6.00	7.00	7.00	7.00
Council-Ward 3	6.00	7.00	7.00	7.00
Council-Ward 4	5.50	7.00	7.00	7.00
Council-Ward 5	6.00	7.00	7.00	7.00
Council-Ward 6	6.00	7.00	7.00	7.00
Department Total	<u>46.50</u>	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>

FINANCIAL RESOURCES

Mayor	\$ 456,758	\$ 495,620	\$ 475,360	\$ 483,880
Elected Officials Pension-Former Mayors	11,600	11,600	11,600	11,540
Council-General Administration	96,720	117,460	94,920	114,290
Council-Ward 1	256,561	334,490	310,010	302,690
Council-Ward 2	250,513	326,590	311,450	314,030
Council-Ward 3	265,796	333,960	316,470	310,530
Council-Ward 4	255,599	342,850	342,160	313,270
Council-Ward 5	257,349	338,460	324,250	311,710
Council-Ward 6	265,382	334,690	330,590	306,620
Elected Officials Pension-Former Council Members	12,310	12,320	12,320	12,260
Council-Ward Office Relocation	43,903	-0-	-0-	-0-
Department Total	<u>\$ 2,172,491</u>	<u>\$ 2,648,040</u>	<u>\$ 2,529,130</u>	<u>\$ 2,480,820</u>

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 1,899,554	\$ 2,450,720	\$ 2,311,090	\$ 2,595,180
Services	238,595	139,840	164,550	158,370
Commodities	80,342	94,130	90,140	61,770
Other	-0-	-0-	-0-	(297,500)
Inter-Activity Transfers	(46,000)	(36,650)	(36,650)	(37,000)
Department Total	<u>\$ 2,172,491</u>	<u>\$ 2,648,040</u>	<u>\$ 2,529,130</u>	<u>\$ 2,480,820</u>

SOURCE OF FUNDS

General Fund	<u>\$ 2,172,491</u>	<u>\$ 2,648,040</u>	<u>\$ 2,529,130</u>	<u>\$ 2,480,820</u>
Department Total	<u>\$ 2,172,491</u>	<u>\$ 2,648,040</u>	<u>\$ 2,529,130</u>	<u>\$ 2,480,820</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

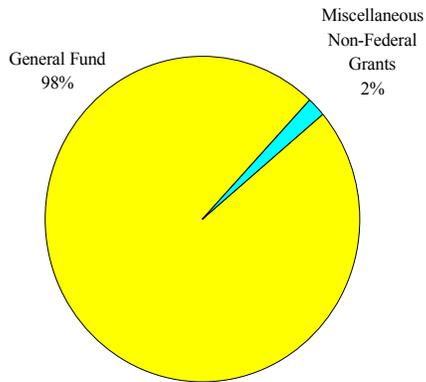
The adopted budget for Fiscal Year 2002 of \$2,480,820 is a decrease of \$167,220 due to the following changes:

• Adjustments to salaries and fringe benefits based on actual salaries of employees hired and increases granted	\$ 51,490
• Impact of a 2% pay increase effective July 1, 2001	49,000
• Group insurance rate increase	15,570
• Increase to motor pool and vehicle depreciation based on usage of vehicles	7,900
• Loss of payroll transfers which result in an addition to the Fiscal Year 2002 budget	5,980
• Funding for consulting services on the Rio Nuevo plan and Web site development	4,240
• Reduction in equipment purchases	(36,780)
• On May 7, 2001, the Mayor and Council approved a 10% across-the-board decrease in their budgets	(270,500)
• Other miscellaneous changes	<u>5,880</u>
Department Total	<u>\$ (167,220)</u>

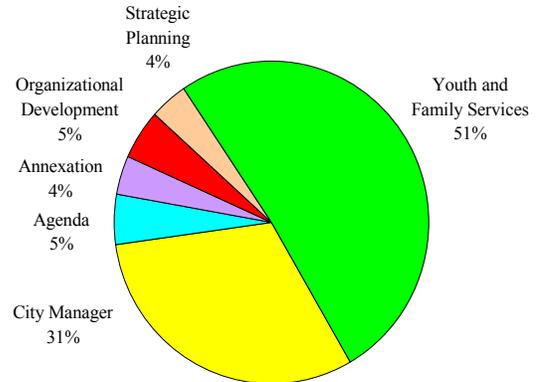
CITY MANAGER

OPERATING: \$ 4,109,810
 POSITION TOTAL: 20.50

FINANCING PLAN

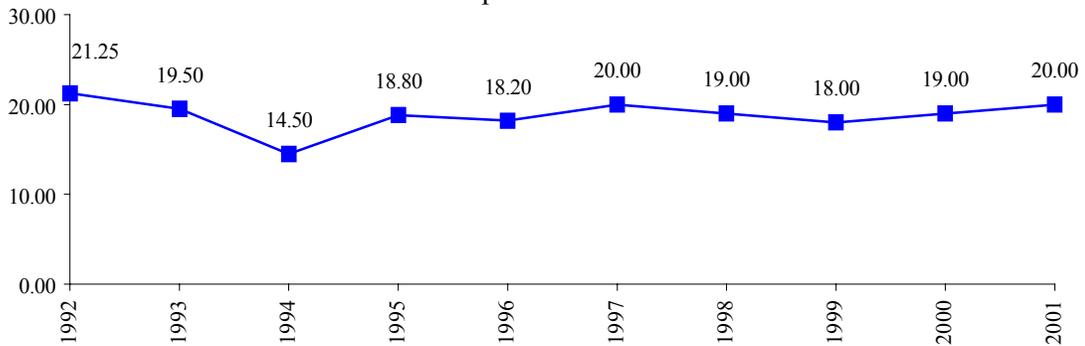


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



CITY MANAGER

MISSION STATEMENT: To provide leadership so that the legislative policy of the Mayor and Council is effectively implemented; lead the development and administration of organizational work plans and special programs that are strategically aligned with priorities established by the governing body and the community; formulate and oversee the fiscal plans that allocate current and future resources in accordance with Mayor and Council direction; and systematically monitor and report on performance and progress to ensure accountability and to attain desired outcomes.

OVERVIEW

For Fiscal Year 2002, a citywide realignment of programs and work units was made to better support city goals and community needs. Many of the units that were included in the City Manager budget in prior fiscal years are now presented in the budget under the groupings shown in the organization chart in Volume I, page i. These units are Citizen and Neighborhood Services, Community Relations (formerly Information Outreach), Office of Economic Development, Environmental Management, Equal Opportunity Office, Grants Office (formerly part of Intergovernmental Relations), Historic Preservation Office, Independent Police Auditor, Intergovernmental Relations (formerly Intergovernmental Affairs), Tucson-México Project, and Zoning Examiner.

The City Manager includes six units: City Manager, Agenda, Annexation, Organizational Development (resources formerly included in the Human Resources Department), Strategic Planning (resources formerly included in the Budget and Research Department), and Youth and Family Services. The realignment also resulted in a shift of staffing and funding from the disbanded Special Projects unit to the City Manager unit, the Annexation unit, the Planning Department, and the Non-Departmental Rio Nuevo Project.

DEPARTMENT RESOURCES

Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
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POSITION RESOURCES

PERMANENT

City Manager	10.00	10.00	10.00	12.50
Agenda	3.00	3.00	3.00	3.00
Annexation*	7.00	7.00	8.00	2.00
Organizational Development**	-0-	-0-	-0-	1.00
Strategic Planning***	-0-	-0-	-0-	2.00
Department Total	20.00	20.00	21.00	20.50

*Formerly part of the Special Projects unit.

**Formerly budgeted in the Human Resources Department.

***Formerly budgeted in the Budget and Research Department.

CITY MANAGER

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
City Manager	\$ 1,360,754	\$ 1,045,310	\$ 986,650	\$ 1,266,620
Agenda	278,345	207,640	212,160	221,100
Annexation	598,466	616,530	665,080	167,490
Organizational Development	-0-	-0-	-0-	194,890
Strategic Planning	-0-	-0-	-0-	159,710
Youth and Family Services	2,345,447	2,300,000	2,200,000	2,100,000
Department Total	<u>\$ 4,583,012</u>	<u>\$ 4,169,480</u>	<u>\$ 4,063,890</u>	<u>\$ 4,109,810</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,524,967	\$ 1,611,950	\$ 1,579,020	\$ 1,746,060
Services	607,839	411,320	426,730	194,840
Commodities	111,782	82,080	94,010	101,830
Other	2,345,447	-0-	2,195,920	(20,000)
Inter-Activity Transfers	(7,023)	2,064,130	(231,790)	2,087,080
Department Total	<u>\$ 4,583,012</u>	<u>\$ 4,169,480</u>	<u>\$ 4,063,890</u>	<u>\$ 4,109,810</u>

SOURCE OF FUNDS

General Fund	\$ 4,583,012	\$ 3,819,480	\$ 4,063,890	\$ 4,009,810
Miscellaneous Non-Federal Grants	-0-	100,000	-0-	100,000
Miscellaneous Federal Grants	-0-	250,000	-0-	-0-
Department Total	<u>\$ 4,583,012</u>	<u>\$ 4,169,480</u>	<u>\$ 4,063,890</u>	<u>\$ 4,109,810</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$4,109,810 is a decrease of \$59,670 due to the following changes:

• Transfer of Organizational Development funding and one human resources administrator position from the Human Resources Department	\$ 194,950
• Transfer of funding for Strategic Planning and one project manager and one senior management analyst positions from the Budget and Research Department	158,300
• Impact of a 2% pay increase effective July 1, 2001	38,000
• Impact on salaries due to Fiscal Year 2002 merit increases	16,420
• Net salary and fringe benefits for addition of one administrative assistant and one senior management analyst; deletion of one secretary; transfer of one project manager to the Planning Department; and transfer to the Rio Nuevo Project in Non-Departmental of one director of special projects, one executive secretary (reclassified to a secretary), and one-half project manager	7,700
• Impact of a 1% reduction to balance the budget	(20,000)
• Decrease in youth and family services allocation consistent with reduction to outside agencies funding	(200,000)
• Reduction in federal grant capacity	(250,000)
• Other miscellaneous changes	<u>(5,040)</u>
Department Total	<u><u>\$ (59,670)</u></u>

CITY MANAGER

MISSION STATEMENT: The City Manager provides leadership and administration for the operation of the city government, in support of direction given by the Mayor and Council, and in response to community needs, employing proven public management practices and innovative methods to achieve results.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The City Manager serves as a central point for communication and coordination to ensure alignment of Mayor and Council policies and priorities, citizen needs, and organizational efforts. Interactive support and assistance is provided by the City Manager at the weekly Mayor and Council sessions and via other meetings and communications, as the members of the governing body establish priorities and carry out their legislative responsibilities. The City Manager leads the efforts of city directors and managers to ensure that programs and services effectively support Mayor and Council policies and priorities. By interacting directly with community members on a regular and systematic basis, the City Manager connects municipal government services to citizen needs; this interaction is via responses to specific inquiries, attendance at public meetings and events, through citizen surveys, and by issuing reports on the progress of city efforts.

City Manager (Continued)

Engaged Community and Responsive Government (Continued)

The City Manager administers the Livable Tucson Program which established priorities for the city through citizen input. The 17 Livable Tucson Goals are used to help set policy and guide city services (see Volume I, B).



Goal: Infill and Reinvestment, Not Urban Sprawl

The City Manager provides leadership and guidance to the Back to Basics program, which seeks to rehabilitate the city's aging infrastructure and to revitalize the social and economic dynamics of older neighborhoods. Leadership and coordination is also provided to the multi-departmental Slum Abatement Blight and Enforcement Response (SABER) Project, which targets problem residential rental properties and focuses on code enforcement efforts. Infill redevelopment is encouraged through the oversight of city efforts to rehabilitate Stone Avenue and Fifth/Sixth Street corridors and integrate commercial and residential development.



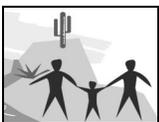
Goal: People-Oriented Neighborhoods

With the oversight of the City Manager, the Civano development creates a mixed-use and pedestrian-oriented community that balances the needs of people in cars with those on foot or bicycles. Civano will leave over 35% of its site in an open and natural condition, allowing residents easy access to the desert through greenbelts and bike paths.



Goal: Efficient Use of Natural Resources

The Civano project, under the oversight of the City Manager, demonstrates that Tucson can maintain a high quality of life while conserving precious water and energy.



Goal: Protected Natural Desert Environment

The City Manager provides leadership and guidance to the city's stewardship of the A-7 Ranch. In addition, the City Manager leads the city's participation in the Sonoran Desert Conservation Plan efforts.



Goal: Successful Downtown

The City Manager provides leadership and guidance to city programs, and improvement efforts focused on downtown. City staff supports Rio Nuevo Project work under the direction of the City Manager.

City Manager (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Prepare for and participate in all Mayor and Council Study Sessions, Regular Meetings, and Special Meetings, ensuring accurate communication and effective support for deliberations and setting policy.				
• Total meetings	43	N/A	44	55
• Total Mayor and Council documents reviewed and officially signed by the City Manager in advance of meetings	1,391	N/A	1,351	1,380
Develop and administer a bilingual citizen survey to a statistically valid sample to gather data about priorities and satisfaction with city services.				
• Number of community characteristics about which data will be gathered	N/A	N/A	10	10
• Number of city service areas for which citizen satisfaction data will be gathered	N/A	N/A	30	30
Direct the development of work plans for city services that align with Mayor and Council policies and community priorities and that allocate resources accordingly; these plans will include performance and accountability measures.				
• Number of city departments/offices to develop work plans	N/A	N/A	N/A	35
• Number of reports to be issued by the City Manager with data on key indicators and measures	N/A	N/A	N/A	2
Monitor Back to Basics projects for timeliness, budget, and legal compliance.				
• Number of neighborhoods with active Back to Basics projects	8	N/A	12	19

City Manager (Continued)

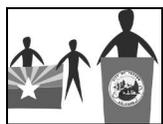
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Achieve a satisfactory or better rating in at least 20 of 30 city service areas about which information is gathered in Tucson's citizen survey.				
<ul style="list-style-type: none"> • Number of services achieving a satisfactory or better rating 	N/A	N/A	15	20
Monitor completion of Back to Basics projects on time, in legal compliance, within budget, and according to neighborhood plan.				
<ul style="list-style-type: none"> • Total number of neighborhoods completed 	6	N/A	3	12

AGENDA

MISSION STATEMENT: Agenda schedules and distributes material to be reviewed by the Mayor and Council during council meetings and monitors follow-up action by city staff.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Agenda works closely with the Mayor and Council; city departments; other city, county, state, and federal governmental entities; and the general public to ensure that issues, concerns, and emergencies are scheduled and publicized in a timely manner for consideration by the governing body.

KEY MEASURES OF PERFORMANCE

Key Outputs

Develop and establish the annual Mayor and Council meeting calendar and schedule all special meetings requested in accordance with the City Charter.

<ul style="list-style-type: none"> • Number of regularly scheduled meetings • Number of special meetings 	37	37	37	43
	6	12	7	12

Track all actions requested or direction given by Mayor and Council to ensure timely completion by all city departments and offices.	675	700	675	690
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Agenda (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Compile and review Mayor and Council Memoranda, Communications, and related documents, and ensure the timely delivery of complete and accurate agenda packets.				
• Number of documents compiled for Regular Agenda	686	750	656	670
• Number of documents compiled for Study Session	705	775	695	710

ANNEXATION

MISSION STATEMENT: Annexation advances Mayor and Council policies and objectives as they relate to expanding the corporate boundaries of the city, and deals with issues of incorporation, economic development, and self-determination.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The annexation process brings additional neighborhoods into the city and provides citizens with the opportunity for ongoing cooperation with their neighborhood and the local government.

KEY MEASURES OF PERFORMANCE

Key Outcomes				
Increase the assessed value of the City of Tucson through annexations.				
• Amount of assessed valuation in annexed areas (\$000s)	\$ 1,700	\$ 4,000	\$ 3,800	\$ 35,000
Increase the City of Tucson's population through annexations.				
• Population of annexed areas	1,404	N/A	45	958

ORGANIZATIONAL DEVELOPMENT

MISSION STATEMENT: Organizational Development provides consultation and support to city management and department staff on key organizational issues, including performance management, strategic planning, continuous improvement, management and team development, and organizational effectiveness for improved service delivery to the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Provide consultation, support, and training to executive leaders.				
• Number of learning hours per executive per year	13.8	15.0	36.0	32.0
• Number of networking and learning sessions provided for assistant directors	4	N/A	4	4

STRATEGIC PLANNING

MISSION STATEMENT: Strategic Planning is an internal resource team dedicated to making the City of Tucson successfully positioned for the future through the use of planning, research, and analysis that helps inform decision and policy making. Efforts are focused on the opportunities and barriers that affect Tucson’s ability to provide a high level of government service, be competitive in the global economy, balance land use, and be a desirable place to live, work, and visit.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Strategic Planning develops organizational improvement efforts and conducts research and analysis aimed at increasing the responsiveness of government. Strategic Planning is involved in efforts such as the Livable Tucson Program and the citywide resident survey that are designed to gather citizen input to be used to shape the services offered by the city.

KEY MEASURES OF PERFORMANCE

Key Outputs

Conduct research, study policies, provide analysis, develop strategies, and generate recommendations for the City Manager and Mayor and Council.

• Number of reports, memoranda, and presentations	N/A	N/A	N/A	10
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Strategic Planning (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Develop and implement strategic planning and organizational improvement efforts within the city organization.				
• Number of projects	N/A	N/A	N/A	6
Establish a certified data center and provide data as needed for publications, reports, presentations, and other communications.				
• Number of specialized data reports produced	N/A	N/A	N/A	25
Key Outcomes				
Contribute to making the City of Tucson a high-performing organization.				
• Percent of recommendations made that are implemented	N/A	N/A	N/A	85%

YOUTH AND FAMILY SERVICES

MISSION STATEMENT: Youth and Family Services coordinates the youth and family programming for the City of Tucson; fosters collaboration among the community's youth and family services providers; coordinates the city's efforts with other community resources for youth and family programs; and interacts with neighborhoods, youth, and parents to better understand and meet community needs.

SUPPORT FOR LIVABLE TUCSON GOALS**Goal: Caring, Healthy Families and Youth**

The City Manager coordinates the community-wide Youth Strategy adopted by the Mayor and Council and monitors the unallocated youth funds distributed annually by the governing body to fund priority youth and family projects and services.

KEY MEASURES OF PERFORMANCE**Key Outputs**

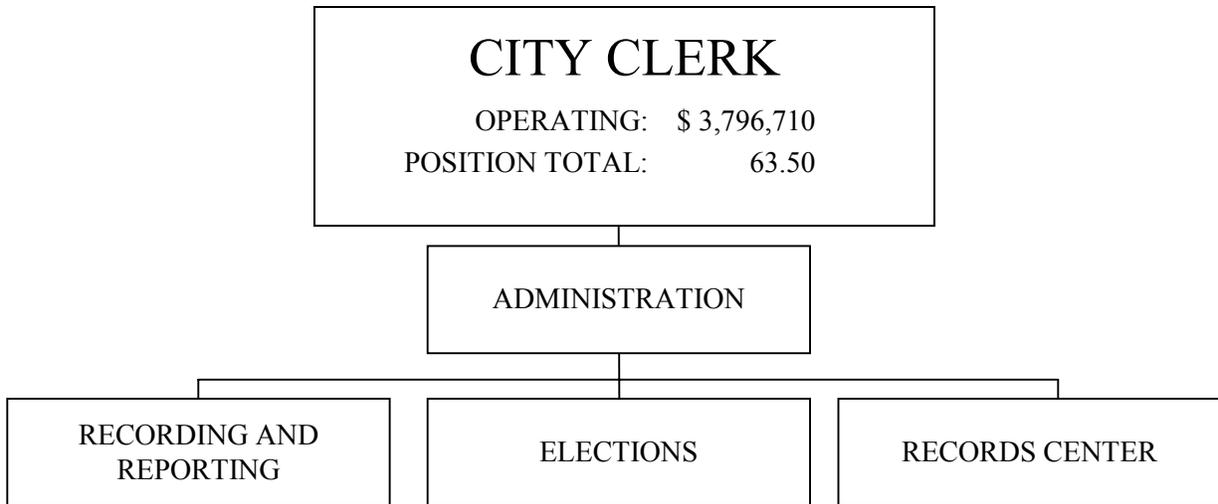
Monitor Financial Participation Agreements (FPAs) with youth services' providers funded by the Youth and Family Services program.

• Amount of funds allocated (\$ millions)	N/A	N/A	\$ 2.2	\$ 2.0
• Number of FPAs monitored	N/A	N/A	12	10

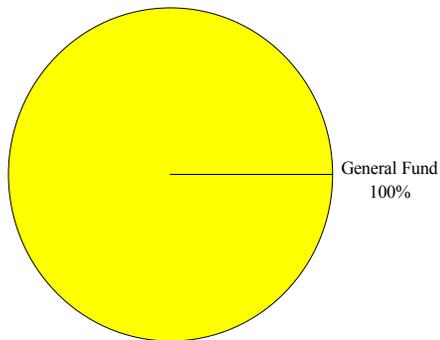
Youth and Family Services (Continued)

KEY MEASURES OF PERFORMANCE

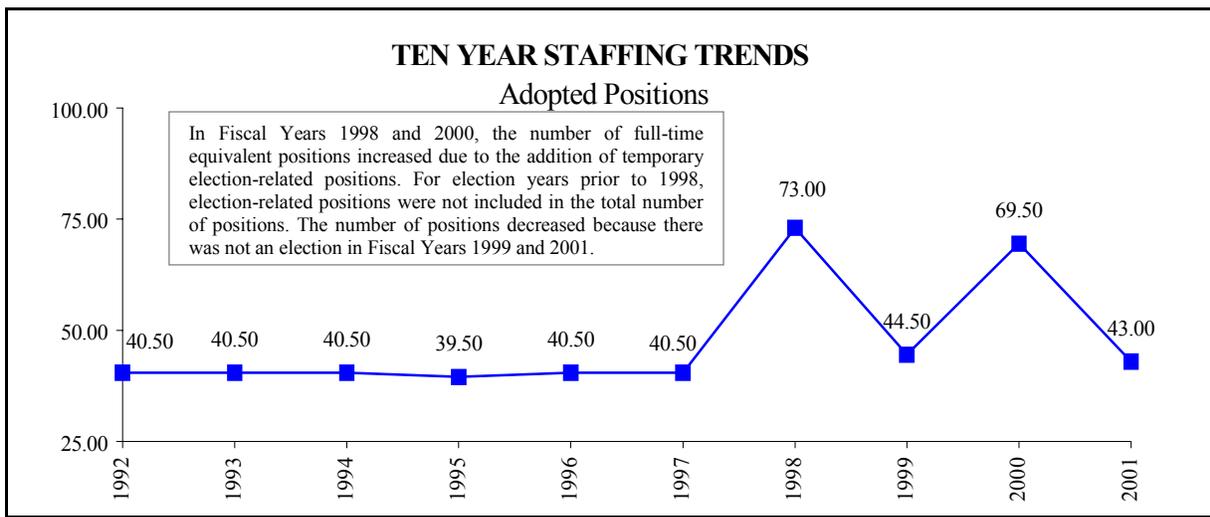
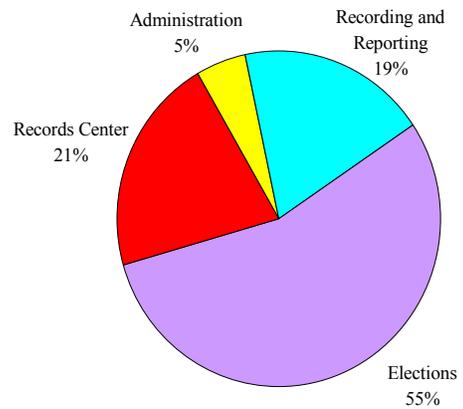
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Ensure that youth services' providers funded by the city meet performance measures and expend funds on time and within budget, in keeping with the Mayor and Council's adopted youth and family services policy.				
• Percent of performance measures met	N/A	N/A	N/A	90%
• Percent of funds spent on time and within budget	N/A	N/A	N/A	90%



FINANCING PLAN



PROGRAM ALLOCATION



CITY CLERK

MISSION STATEMENT: To provide administrative, clerical, and logistical support to the Mayor and Council; maintain, store, and secure all documents necessary for the effective administration and operation of municipal government; conduct regular and special municipal elections in conformance with federal, state, and city laws and procedures; and administer the City of Tucson Campaign Finance Program.

OVERVIEW

The City Clerk is responsible for providing administrative and logistical support to the Mayor and Council and the boards, commissions, and committees appointed by the governing authority. The City Clerk serves as the official scribe for the Mayor and Council; ensures that Open Meeting Law requirements are met by all public bodies of the city; acts as the official records keeper for city documents; conducts elections and administers the City Charter prescribed Campaign Finance Program. The City Clerk is appointed by the Mayor and Council. The divisions of the City Clerk are Administration, Recording and Reporting, Elections, and the Records Center.

DEPARTMENT HIGHLIGHTS

During November 2000, the City Clerk's Office administered a Franchise and Charter Special Election. Voter turnout was 74.42%.

Office space was acquired at 800 East 12th Street to serve as the Elections Warehouse and Early Voting facility. Additional storage space will also be available for storage/retrieval of public records thereby freeing much needed space at the city's Records Center.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The City Clerk works closely with both the public and city departments to provide timely notice regarding upcoming public meetings of the Mayor and Council and advisory bodies, including the administration of Open Meeting Laws. The City Clerk provides citizens with a means to interact with elected officials and convenient access for viewing and receiving copies of public records, including the Mayor and Council's Citizen Comment Line and the Records Management Program. The City Clerk ensures that the community is afforded a fair and accurate municipal election process.

CITY CLERK

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	2.00	2.00	2.00	2.00
Recording and Reporting	12.50	12.50	12.50	12.50
Elections	8.00	8.00	8.00	8.00
Records Center	18.00	18.00	18.00	18.00
Permanent Total	40.50	40.50	40.50	40.50
<u>NON-PERMANENT</u>				
Elections	29.00	2.50	2.50	23.00
Non-Permanent Total	29.00	2.50	2.50	23.00
Department Total	69.50	43.00	43.00	63.50

FINANCIAL RESOURCES

Administration	\$ 181,908	\$ 177,340	\$ 177,760	\$ 202,440
Recording and Reporting	659,665	710,730	686,340	724,960
Elections	3,073,739	675,210	798,550	2,067,750
Records Center	704,300	741,850	741,470	801,560
Department Total	\$ 4,619,612	\$ 2,305,130	\$ 2,404,120	\$ 3,796,710

CHARACTER OF EXPENDITURES

Personal Services	\$ 3,060,554	\$ 1,885,470	\$ 2,008,520	\$ 2,434,570
Services	1,074,500	323,260	299,560	912,530
Commodities	433,333	96,400	96,040	487,610
Equipment	51,306	-0-	-0-	-0-
Other	-0-	-0-	-0-	(38,000)
Inter-Activity Transfers	(81)	-0-	-0-	-0-
Department Total	\$ 4,619,612	\$ 2,305,130	\$ 2,404,120	\$ 3,796,710

SOURCE OF FUNDS

General Fund	\$ 4,619,612	\$ 2,305,130	\$ 2,404,120	\$ 3,796,710
Department Total	\$ 4,619,612	\$ 2,305,130	\$ 2,404,120	\$ 3,796,710

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$3,796,710 is an increase of \$1,491,580 due to the following changes:

• Addition of funding for the charter-mandated elections in Fiscal Year 2002 including 20.5 positions	\$ 1,292,080
• Funding added for the General Plan portion of the election	100,000
• Impact of a 2% pay increase effective July 1, 2001	36,000
• Carryforward of campaign finance funding to Fiscal Year 2002	30,000
• Impact on salaries due to Fiscal Year 2002 merit increases	20,910
• Impact of a 1% reduction to balance the budget	(38,000)
• Other miscellaneous changes	<u>50,590</u>
 Department Total	 <u>\$ 1,491,580</u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides administrative direction to the department, monitors budget expenditures, and ensures that all department programs are delivered as required by law and in accordance with City of Tucson policies and procedures.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Complete requests for assistance and information from the Mayor and Council and City Manager.				
• Number of requests completed	50	40	58	50
Ensure Open Meeting Law requirements are met for Mayor and Council meetings and meetings of boards, committees, and commissions.				
• Number of meeting notices and agendas posted within required time frames	1,548	1,620	1,620	1,650
Attend and act as the official scribe at the Mayor and Council meetings.				
• Number of meetings attended	42	43	46	43

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Fulfill activities in accordance with established guidelines.				
• Percent of requests from Mayor and Council or City Manager completed	100%	100%	100%	100%
• Percent of City Manager referrals completed	100%	100%	100%	100%
• Percent of meeting requirements met	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	2.00	2.00	2.00	2.00
Financial Resources				
General Fund	\$ 181,908	\$ 177,340	\$ 177,760	\$ 202,440

RECORDING AND REPORTING

MISSION STATEMENT: The Recording and Reporting Division accurately records, transcribes, and distributes the minutes and attendant documents for Mayor and Council and other public meetings. The division provides staff support for all meetings of the Mayor and Council's boards, commissions, and committees as legally required.

KEY MEASURES OF PERFORMANCE

Key Outputs

Transcribe and distribute comments received through the Mayor and Council's Citizen Comment Line within ten work hours from log-in time.

• Number of comments transcribed	4,640	4,200	4,000	4,000
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Complete Mayor and Council meeting minutes and special verbatim transcripts within 30 days of meeting or request.

• Number of meetings transcribed	66	74	70	70
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Complete minutes of meetings for boards, commissions, and committees and special verbatim transcripts within 30 days of meeting or request.

• Number of meetings transcribed	224	275	275	275
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Recording and Reporting (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Inform the Mayor and Council of the opinions of the citizens of Tucson.				
• Percent of transcription and distribution of comments on the Mayor and Council's Citizen Comment Line completed within ten work hours	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	12.50	12.50	12.50	12.50
Financial Resources				
General Fund	\$ 659,665	\$ 710,730	\$ 686,340	\$ 724,960

ELECTIONS

MISSION STATEMENT: The Elections Division ensures that elections are conducted in accordance with legal requirements and established policies and procedures, encouraging maximum voter participation. The division administers the Election Campaign Account ensuring that public funds are distributed in accordance with the provisions of the Tucson City Charter.

KEY MEASURES OF PERFORMANCE

Key Outputs

Publish all legal advertisements for Mayor and Council public hearings, ordinances, and resolutions as required.

• Number of legal advertisements published	127	160	160	160
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Update voter registration statistics and update boundary line changes on posted ward maps within 30 days of effective date.

• Number of updates completed	5	8	8	8
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Complete tasks associated with the Campaign Finance Program within established guidelines.

• Number of campaign finance reports (mayoral and council candidates) reviewed and processed	90	10	10	63
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• Number of audits completed	22	2	2	16
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• Number of seminars conducted	2	1	1	1
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CITY CLERK

Elections (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Ensure that all registered voters receive information and instructions regarding the election process.*	100%	N/A	100%	100%

*No elections were planned for in Fiscal Year 2001; however, a franchise and charter election was held.

RESOURCE SUMMARY

Position Resources	37.00	10.50	10.50	31.00
Financial Resources				
General Fund	\$ 3,073,739	\$ 675,210	\$ 798,550	\$ 2,067,750

RECORDS CENTER

MISSION STATEMENT: The Records Center Division stores, secures, and retrieves city documents in a systematic and accessible manner, and provides documentary information and other services requested by city staff and the public in a timely manner and in accordance with legal requirements.

KEY MEASURES OF PERFORMANCE

Key Outputs

Process and file official city documents received for public record in accordance with city and state law within 30 days of receipt.

• Number of documents processed and filed	14,000	16,750	16,750	16,750
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Process citizen and staff requests for information.

• Number of requests processed	15,030	16,000	17,000	17,000
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Process and store records received at the Records Center within one week of receipt from city departments.

• Number of records (cubic feet)	2,191	2,800	2,800	2,800
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Records Center (Continued)

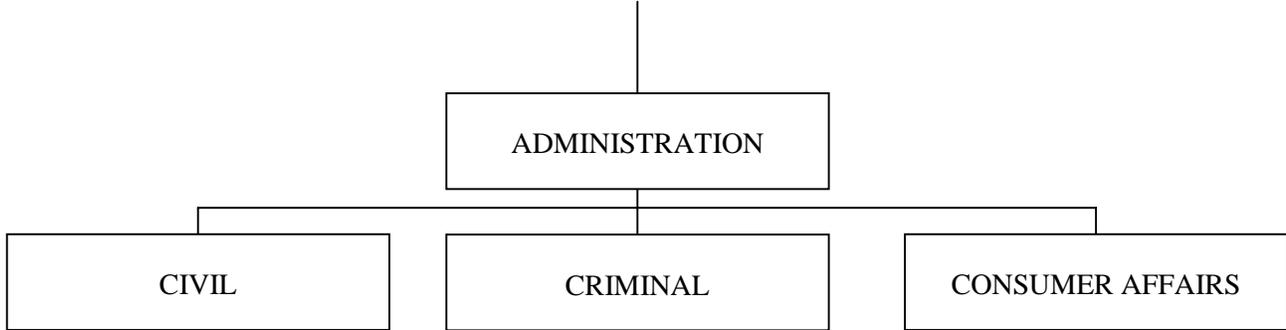
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Archive documents within the required time frame.	100%	100%	100%	100%
Maintain the percentage of utilized storage space for inactive records at the city Records Center.	100%	100%	100%	100%
Archive and maintain public documents to ensure accessibility to public and staff.	100%	100%	100%	100%

RESOURCE SUMMARY

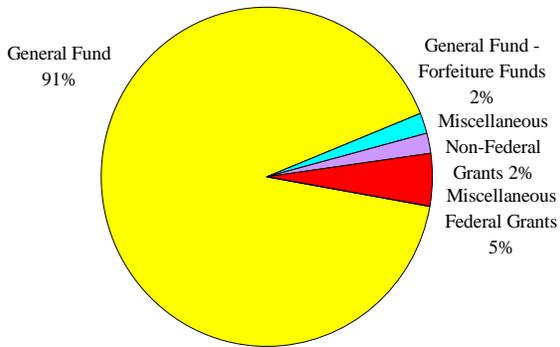
Position Resources	18.00	18.00	18.00	18.00
Financial Resources				
General Fund	\$ 704,300	\$ 741,850	\$ 741,470	\$ 801,560

CITY ATTORNEY

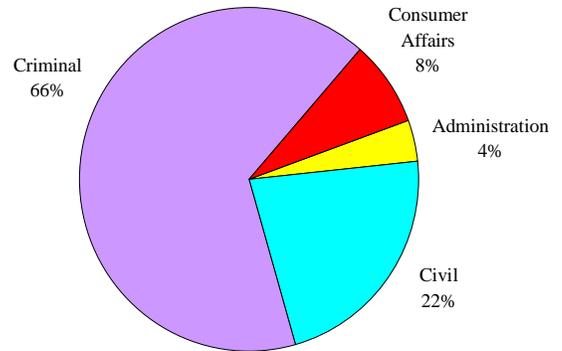
OPERATING: \$ 6,876,820
 POSITION TOTAL: 114.00



FINANCING PLAN

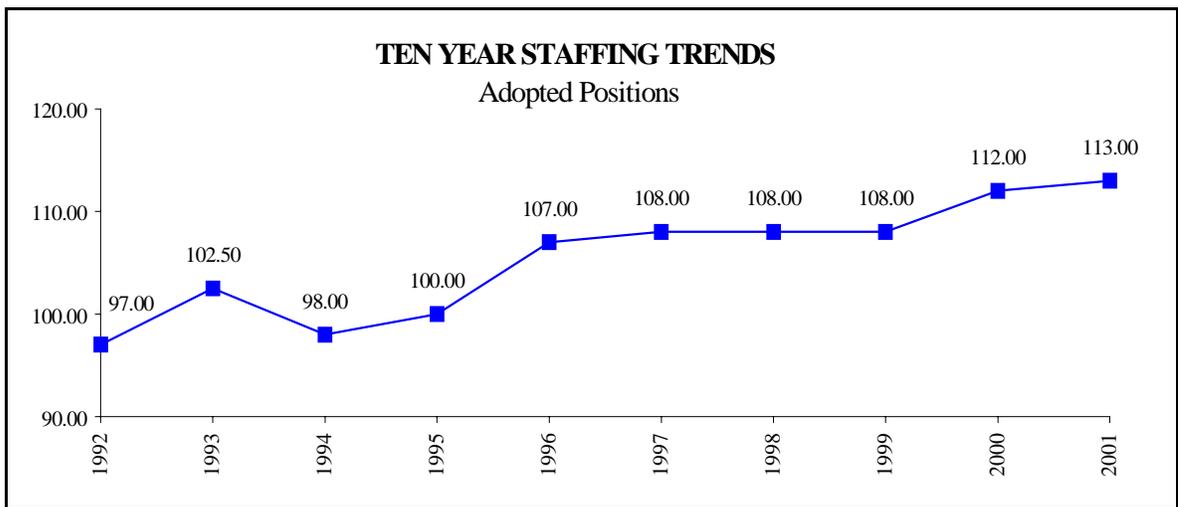


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



CITY ATTORNEY

MISSION STATEMENT: To ensure the legality of the official business of the City of Tucson, and avert litigation contrary to the city's interest by representing the city in all legal proceedings and administrative matters involving issues of law; ensuring the safety of Tucson's citizens by enforcing criminal state statutes and local ordinances; and protecting the interest of consumers by assisting them against fraudulent business practices.

OVERVIEW

The City Attorney's Office consists of the Administration, Civil, Criminal, and Consumer Affairs Divisions. The Civil Division provides legal advice and representation to the Mayor and Council, the City Manager, and all city departments. The division helps to ensure the lawfulness of the official business of the city and, when possible, avoid litigation adverse to the city. The Civil Division represents the city in administrative proceedings and litigation before federal and state courts.

The Criminal Division prosecutes, on behalf of the city and in the name of the state, all criminal and civil cases within the jurisdiction of City Court. The division uses civil remedies available in Pima County Superior Court such as the Crime Property Abatement statute to address regularly occurring criminal activity. The division provides notice to both state-mandated and non-mandated crime victims.

The Consumer Affairs Division provides consumer protection assistance, information, and education to citizens. The division utilizes civil lawsuits, the Arizona Consumer Fraud Act, criminal prosecution, administrative procedure, informal mediation, and other non-judicial remedies. The division operates a telephone service through which complaint pre-screening and a wide range of information is available on consumer subjects, including landlord/tenant rights, consumer finance, transportation, retail sales, and the purchase of many other products and services. All assistance is provided to consumers free of charge.

DEPARTMENT HIGHLIGHTS

The City Attorney's Office is at the forefront of a variety of issues of vital importance to the city as well as to cities across the state. These include the development of the Rio Nuevo downtown district, development of the Sonoran Desert Conservation Plan, maintaining the integration of city boundaries through enforcement of municipal incorporation statutes, addressing the real estate and environmental issues associated with the development of the Clearwater Renewable Resource Facility and the licensing and franchising of electric utility, gas utility, and fiber optic telecommunications to protect the interests of the city and the citizens due to changes resulting from the new competitive environment.

Through development and enforcement of planning and zoning ordinances, the City Attorney's Office continues to assist in the protection of neighborhoods throughout the city from incompatible non-residential development. The adoption of a development agreement and rezoning conditions for the El Con Mall brought it under present codes, provided for extensive mitigation of potential adverse impact upon surrounding residential neighborhoods, and assisted in the redevelopment of the mall. The City Attorney's Office also assisted the Planning Department in developing amendments to the Land Use Code to bring it into compliance with existing state law and judicial precedent.

Department Highlights (Continued)

The Civil Division works to ensure the high integrity of city employees by defending the city against employee appeals of disciplinary and/or termination actions.

As legal counsel to the Tucson Water Department, the City Attorney's Office assisted with negotiations that culminated in a supplemental effluent Intergovernmental Agreement with Pima County, assisted with permitting a Managed Recharge Project in the Santa Cruz River that will increase the supply of water for the city's reclaimed water system, and negotiated an agreement with ASARCO to allow the mining company to use Central Arizona Project water instead of groundwater.

The city prevailed in a lawsuit challenging the constitutionality of a state law limiting the hours of operation of sexually-oriented businesses.

The City Attorney's Office revenue investigation into complaints about sexually-oriented tabloids being sold in city right-of-ways prompted the publisher to quit the Tucson market, and the machines were subsequently seized by the City Attorney's Office pursuant to court order.

The U.S. District Court approved an agreement between the city, the Tucson Airport Authority, the U.S. Air Force, two defense contractors, and the Environmental Protection Agency (EPA) settling all environmental remediation issues at the Tucson International Airport Superfund site. This agreement results in the clean-up of the groundwater and soils at the site with the City of Tucson bearing no costs.

The Criminal Division prevailed against a challenge to the validity of Tucson's smoking regulations. The Superior Court found the city's smoking ordinance constitutional.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Safe Neighborhoods

The Neighborhood Resource Team within the Criminal Division works with neighborhood associations and the Tucson Police Department to reduce criminal activity by participating in nuisance abatement and prosecution of crimes such as prostitution, drug offenses, graffiti, excessive noise, unruly gatherings, liquor violations, and code offenses. The team educates neighborhoods of their rights as victims under the Neighborhood Protection Act and develops partnerships with neighborhood leaders, city departments, and other public and private agencies to address issues that impact the quality of life of Tucsonans. The impact of the team has been positive. In addition to 447 prostitution cases, the team has opened or been assigned 186 criminal and civil cases since November 1999 and has informally resolved numerous other neighborhood complaints without the need to file charges.

The City Attorney's Office participates in the Tucson/Pima County Anti-Hate Crimes Task Force, a collaborative effort by the city, county, and state law enforcement and prosecutorial agencies, local governments, school districts, community organizations, and the business community.

The Consumer Affairs Division assists tenants by providing information regarding landlord and tenant rights and obligations under the Arizona Residential Landlord and Tenant Act. The provision of this information enables tenants to assert their rights to have landlords provide and maintain safe living conditions.

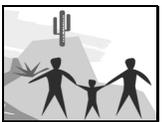
Support for Livable Tucson Goals (Continued)**Goal: Caring, Healthy Families and Youth**

One of the foremost responsibilities of the Criminal Division is to protect family members and to promote safe family environments. Our efforts are reflected in several ways. Through the Serious Victims' Crime Program, the Criminal Division handles cases involving child abuse and neglect, aggravated assault on a child, contributing to the delinquency of a minor, and serious assaults or instances in which a defendant has more than one serious misdemeanor charge involving victims. Prosecutors protect the rights of victims and ensure that, upon sentencing, defendants attend parenting classes and counseling whenever appropriate.

In recognition of the special needs of families with members who suffer from mental illness, the Criminal Division, in concert with the Community Partnership of Southern Arizona, City Court, the Office of the Public Defender, and mental health care providers has established a successful Mental Health Diversion Program. This program provides a more appropriate and compassionate response to misdemeanor crimes committed by the non-dangerous chronically mentally ill than can be provided through standard prosecution.

This year the Criminal Division placed greater emphasis on prosecution and training in the areas of elder abuse and domestic violence, and has been recognized by the Attorney General's Office for its work and training in these areas.

The Criminal Division, in coordination with the Tucson Police Department's Domestic Violence Unit, Southwestern Intervention Services, and City Court Probation, addresses victim safety issues and other options which victims may use to break the cycle of domestic violence. The Criminal Division and the Brewster Center are present at all initial court appearances and domestic violence walk-in hearings to assist victims at this important first stage of the criminal process. The Victim Notification and Assistance Program ensures that victims receive timely information about their rights, legal options, and court procedures by closely interfacing with the Brewster Center and the Tucson Center for Women and Children.

**Goal: Protected Natural Desert Environment**

The City Attorney's Office and the Tucson Water Department are actively engaged in efforts to coordinate with the Pima County Sonoran Desert Conservation Plan to develop and implement a habitat conservation plan for the preservation of endangered species habitat and the mitigation of development effects on endangered species. This office has been instrumental in the development of a cooperative agreement between the city and the Audubon Society, under which the society will seek funding to rehabilitate retired farmland in Avra Valley that lies along the Santa Cruz River Corridor. The City Attorney's Office is also involved with the Sweetwater Wetlands project, which uses natural wetlands to filter and improve the quality of sewage effluent that is reused for turf irrigation.

Support for Livable Tucson Goals (Continued)



Goal: Reduced Poverty and Equality of Opportunity

The Consumer Affairs Division provides consumer information and education in retail sales to assist consumers in avoiding financial damage and prevent low-income consumers from losing their vehicles due to unlawful liens. The division also provides information to low-income tenants regarding wrongful evictions and/or utility shutoffs and refers families with children who have been denied rentals to the appropriate agencies for investigation of possible unlawful discrimination.



Goal: Abundant Urban Green Space and Recreation Areas

The City Attorney's Office helps reduce visual blight by prosecuting civil infractions such as junk motor vehicles, excessive weeds, graffiti, zoning and building code violations, and other violations that contribute to neighborhood blight. Staff works with the Development Services Department on the Billboard Enforcement Program to target visual blight and protect the nighttime skies from light pollution caused by illegal billboards.



Goal: Organizational Support

The City Attorney's Office provides both routine and complex legal advice to Mayor and Council, the City Manager, and all city departments. Recent examples include support for the Rio Nuevo downtown development project and the development agreements for El Con Mall, conformance with state and federal laws concerning environmental issues, protection of historic neighborhoods, advice on personnel matters, and defense of wrongful act litigation. Additional responsibilities include ensuring the legality of the official business of the city and overseeing the preparation of all resolutions and ordinances taken before the Mayor and Council.

DEPARTMENT RESOURCES

	Actual	Adopted	Estimated	Adopted
	FY 2000	FY 2001	FY 2001	FY 2002

POSITION RESOURCES

PERMANENT

Administration	2.00	2.00	2.00	2.00
Civil	28.00	28.00	28.00	28.00
Criminal	74.00	75.00	75.00	76.00
Consumer Affairs	8.00	8.00	8.00	8.00
Department Total	<u>112.00</u>	<u>113.00</u>	<u>113.00</u>	<u>114.00</u>

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Administration	\$ 194,316	\$ 198,180	\$ 264,530	\$ 244,450
Civil	1,415,277	1,524,480	1,476,720	1,527,610
Criminal	3,783,403	4,461,150	4,298,930	4,542,250
Consumer Affairs	559,746	517,110	531,570	562,510
Department Total	<u>\$ 5,952,742</u>	<u>\$ 6,700,920</u>	<u>\$ 6,571,750</u>	<u>\$ 6,876,820</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 5,695,933	\$ 6,159,340	\$ 6,115,360	\$ 6,429,960
Services	350,172	614,680	486,630	568,280
Commodities	194,620	177,600	175,900	242,200
Equipment	24,393	29,600	20,390	20,000
Other	-0-	-0-	-0-	(63,000)
Inter-Activity Transfers	(312,376)	(280,300)	(226,530)	(320,620)
Department Total	<u>\$ 5,952,742</u>	<u>\$ 6,700,920</u>	<u>\$ 6,571,750</u>	<u>\$ 6,876,820</u>

SOURCE OF FUNDS

General Fund	\$ 5,599,236	\$ 6,110,290	\$ 6,013,330	\$ 6,304,570
General Fund - Forfeiture Funds	23,636	117,030	117,030	124,290
Miscellaneous Non-Federal Grants	74,147	123,600	91,390	122,620
Miscellaneous Federal Grants	255,723	350,000	350,000	325,340
Department Total	<u>\$ 5,952,742</u>	<u>\$ 6,700,920</u>	<u>\$ 6,571,750</u>	<u>\$ 6,876,820</u>

CITY ATTORNEY

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$6,876,820 is an increase of \$175,900 due to the following changes:

• Impact of a 2% pay increase effective July 1, 2001	\$ 110,000
• Impact on salaries due to Fiscal Year 2002 merit increases	82,230
• Addition of rental expenses for Consumer Affairs and Drug Enforcement due to relocations to new offices	68,000
• Increase in group insurance due to increased rates	55,010
• Increase due to reclassification of five law clerks and nine assistant prosecutors to senior prosecutors	52,870
• Carryforward funding for acquisitions which will not be completed by June 30, 2001	34,080
• Increase in training of attorneys to meet continuing law education requirements	20,020
• Addition of one senior prosecutor to be funded out of Neighborhood Protection/Improvement Initiatives	-0-
• Decrease in Drug Enforcement Grant funding	(24,660)
• Impact of a 1% reduction to balance the budget	(63,000)
• Decrease in remodeling budget due to completion of carpeting project in Fiscal Year 2001	(85,650)
• Adjustments to charges for services to other departments	(90,320)
• Other miscellaneous changes	<u>17,320</u>
 Department Total	 <u><u>\$ 175,900</u></u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division ensures the legality of the official business of the City of Tucson by providing professional leadership, guidance, and support to the City Attorney's Office and by providing legal advice to Mayor and Council.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Monitor responses to requests from the Mayor and Council, the City Manager, and city departments for legal advice.				
• Number of legal opinions	94	100	95	95
• Number of responses to daily requests for legal advice	9,452	9,800	8,376	8,376

Administration (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Advise the Mayor and Council during Mayor and Council meetings.				
• Number of meetings	42	43	46	43
Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, professionalism of staff, and efficiency of procedures.				
• Number of cases prosecuted	55,738	N/A	56,000	56,000
Monitor the provision of consumer protection assistance.				
• Number of telephone inquiries	9,573	N/A	9,765	9,960
• New consumer complaints	425	N/A	425	425
Key Outcomes				
Provide the Mayor and Council, the City Manager, and city departments with professional advice and responses in regard to legal issues.				
• Percent completed in a timely manner	95%	95%	95%	95%
Obtain, through the provision of legal advice, satisfaction with the City Attorney's Office by the Mayor and Council, the City Manager, and department heads.				
• Percent expressing satisfaction during periodic surveys and meetings	85%	100%	85%	85%
Obtain, through the provision of services, satisfaction with the Criminal Division by victims, judges, and police enforcement agents.				
• Percent expressing satisfaction during periodic survey meetings/audits	85%	N/A	90%	85%

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Obtain, through the provision of consumer protection assistance, information, and education, satisfaction with the services of the Consumer Affairs Division by the citizens of Tucson.				
• Percent expressing satisfaction during random survey ratings	93%	N/A	90%	90%

RESOURCE SUMMARY

Position Resources	2.00	2.00	2.00	2.00
Financial Resources				
General Fund	\$ 194,316	\$ 198,180	\$ 264,530	\$ 244,450

CIVIL

MISSION STATEMENT: The Civil Division provides legal advice and representation to the Mayor and Council, the City Manager, and all city departments, and serves as the city representative in courts of law and administrative proceedings (including personal injury, contracts, employment, environment and land use, and misconduct) in order to ensure the legality of the official business of the City of Tucson and avert litigation contrary to the city's interest for all civil cases.

KEY MEASURES OF PERFORMANCE

Key Outputs

Control litigation of all active civil cases involving the city during the year.	142	150	143	143
Actively defend in-house wrongful act litigation cases against the city.	45	60	48	48
Monitor bankruptcy and garnishment cases to protect public resources.	329	250	367	348
Provide legal review of all city contracts and foreclosure actions to protect the public resources.	1,142	1,200	1,200	1,080

Civil (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Represent and respond to all requests from city departments on personnel matters to ensure the integrity and accountability of city employees and to lessen and/or control potential liability to the city resulting from employee lawsuits.	1,382	2,038	1,709	1,702
Respond to requests from Mayor and Council, the City Manager, and city departments for legal advice.				
• Number of legal opinions	94	N/A	95	95
• Number of responses to requests for legal advice on daily operational issues	9,452	9,800	8,376	8,376
Key Outcomes				
Maximize amount of money saved through settlement or litigation (\$000s).	\$ 1,367	\$ 1,000	\$ 1,560	\$ 1,560
Produce favorable civil case outcomes for the city:				
• Number of civil cases with favorable outcomes (less than estimated exposure)	47	40	45	45
• Percent of total cases	95%	95%	95%	95%
• Number of city departments' disciplinary action cases before the Civil Service Commission	6	N/A	8	7
• Percent of cases sustained	100%	N/A	95%	95%
• Number of disciplinary action cases before Administrative Proceeding Offices	35	N/A	28	32
• Percent of cases sustained	99%	N/A	95%	95%
Provide Mayor and Council, the City Manager, and city departments professional advice and responses in regard to legal issues.				
• Percent completed in a timely manner	95%	N/A	95%	95%

RESOURCE SUMMARY

Position Resources	28.00	28.00	28.00	28.00
Financial Resources				
General Fund	\$ 1,415,277	\$ 1,524,480	\$ 1,476,720	\$ 1,527,610

CRIMINAL

MISSION STATEMENT: The Criminal Division promotes the safety of the community and supports local law enforcement by upholding state and local laws and ordinances through the prosecution of misdemeanor criminal cases; provides for rehabilitation of first-time, non-violent offenders through a diversion program; provides timely notification to victims; and responds to citizen inquiries about cases pending in City Court.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Respond in writing to all substantive legal motions received from defendants or their attorneys.				
• Number of motion responses filed at City Court	4,069	4,500	4,398	4,398
• Number of answers/appeals/special actions filed	164	N/A	165	165
Ensure the daily availability of a prosecutor to respond to walk-in and telephone inquiries from the public.	85%	85%	85%	85%
Defer the prosecution of first-time, non-violent defendants to reduce the City Court caseload, make resources available for the prosecution of more serious crimes, and offer a counseling/education opportunity to first-time offenders.				
• Number of defendants who applied for or were offered diversion	6,876	N/A	6,900	6,753
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.				
• Number of notifications mailed/called	31,801	35,000	31,617	31,617
• Number of victims assisted in obtaining restitution	3,067	3,700	3,300	3,300
• Amount obtained in restitution awards for crime victims and City Court (\$000s)	\$ 327	\$ 320	\$ 312	\$ 312

Criminal (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Respond in a timely manner to all substantive legal motions.				
• Percent of motion responses filed within ten days of receipt	98%	100%	95%	95%
• Percent of appeals/special actions won	92%	N/A	85%	85%
Obtain responses to public surveys rating staff professionalism.				
• Percent of public survey responses indicating professional treatment from the prosecutor	85%	85%	85%	85%
Offer diversion to first-time, non-violent defendants to reduce the City Court case-load, make resources available for the prosecution of more serious crimes, and offer a counseling/education opportunity to first-time offenders.				
• Percent of defendants successfully completing diversion	71%	N/A	75%	75%
• Percent of defendants scheduled for general criminal arraignment offered diversion	9%	N/A	10%	10%
Obtain responses to victim satisfaction surveys upon conclusion of case.				
• Percent of victim surveys returned with "above average" appraisal	95%	N/A	95%	95%

RESOURCE SUMMARY

Position Resources	74.00	75.00	75.00	76.00
Financial Resources				
General Fund	\$ 3,429,897	\$ 3,870,520	\$ 3,740,510	\$ 3,970,000
General Fund - Forfeiture Funds	23,636	117,030	117,030	124,290
Miscellaneous Non-Federal Grants	74,147	123,600	91,390	122,620
Miscellaneous Federal Grants	255,723	350,000	350,000	325,340
 Financial Resources Total	 <u>\$ 3,783,403</u>	 <u>\$ 4,461,150</u>	 <u>\$ 4,298,930</u>	 <u>\$ 4,542,250</u>

CONSUMER AFFAIRS

MISSION STATEMENT: The Consumer Affairs Division provides consumer protection through a complaint intake and consumer information telephone service, combined with programs for dispute resolution, investigation of consumer complaints, enforcement through settlement or litigation, education, referrals, and distribution of information; all of which are intended to assist citizens in defending themselves from unfair and deceptive practices in the marketplace.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Respond within one business day to citizen inquiries on the consumer information and complaint intake telephone service.				
• Percent of inquiries	84%	100%	80%	80%
• Number of inquiries	9,573	N/A	9,500	9,500
Respond within one hour to citizen requests for urgent or emergency assistance.				
• Percent of requests	98%	100%	98%	98%
• Number of requests	96	N/A	80	80
Respond within one hour to consumers who require office appointments.				
• Percent of appointments	90%	N/A	90%	90%
• Number of appointments	240	N/A	200	200
Mail requested complaint forms and/or consumer education information materials to consumers upon request.				
• Percent of requests	100%	100%	100%	100%
• Number of requests	2,734	N/A	2,700	2,700
Evaluate formal consumer complaints for appropriate action.				
• Percent of complaints	100%	100%	100%	100%
• Number of complaints	425	N/A	425	425

Consumer Affairs (Continued)

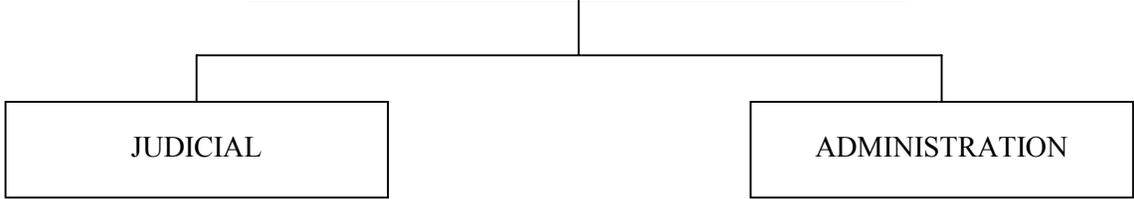
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Obtain a random survey rating from clients that staff professionalism and service is "good" or better.				
• Percent of desired rating achieved	93%	98%	90%	90%
Obtain court approval on assurances to discontinue deceptive acts or practices, or Consent Judgments to record completion and satisfactory legal settlement of consumer fraud investigation issues.				
• Number of Assurances of Discontinuance or Consent Judgments	14	15	12	12
Obtain consumer restitution and/or investigative costs and attorney fees (\$000s).	\$ 94	N/A	\$ 100	\$ 100

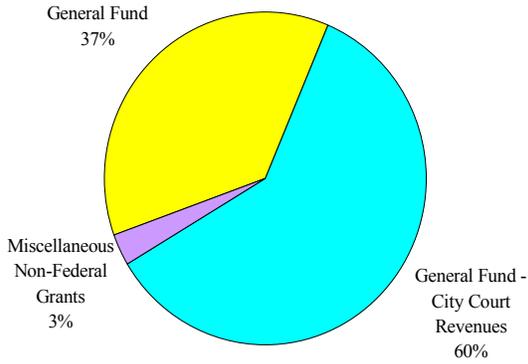
RESOURCE SUMMARY

Position Resources	8.00	8.00	8.00	8.00
Financial Resources				
General Fund	\$ 559,746	\$ 517,110	\$ 531,570	\$ 562,510

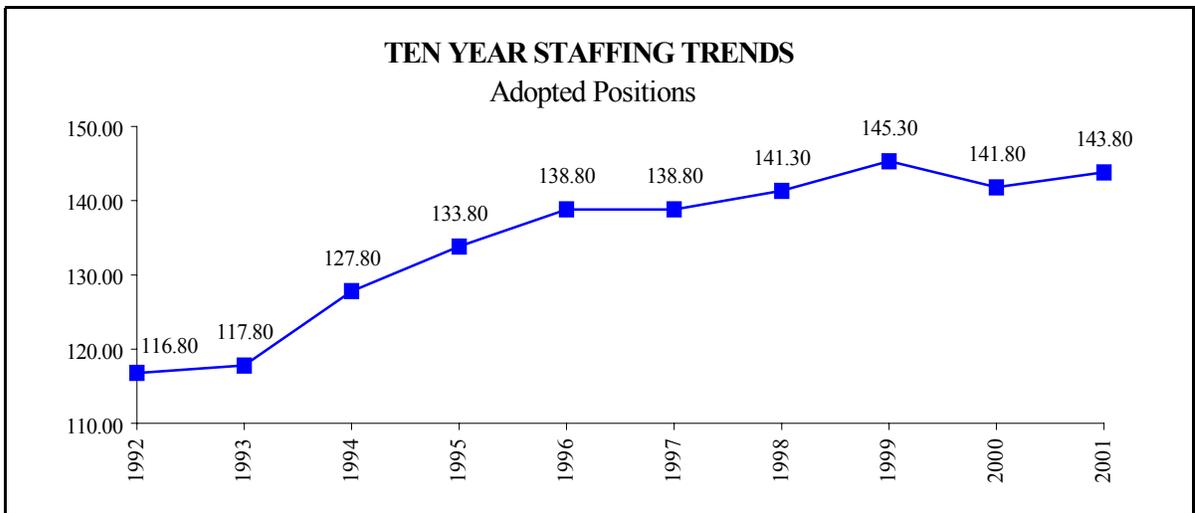
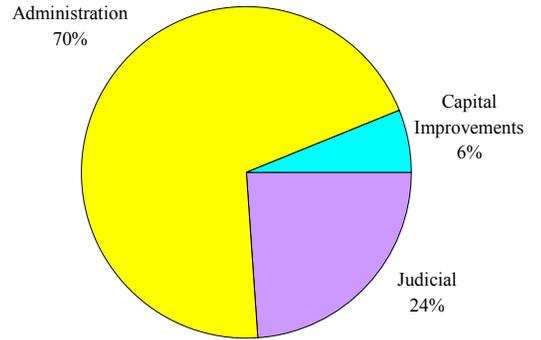
CITY COURT	
OPERATING:	\$ 9,471,210
CAPITAL:	<u>577,000</u>
TOTAL:	<u>\$ 10,048,210</u>
POSITION TOTAL:	143.80



FINANCING PLAN



PROGRAM ALLOCATION



CITY COURT

MISSION STATEMENT: To serve the community and protect individual rights by providing fair and prompt administration of justice.

OVERVIEW

The case volume of City Court is the second largest of any municipal court in Arizona. The divisions of City Court are Judicial and Administration. Within the Judicial Division, 12 full-time magistrates, 2 limited special magistrates, and other special magistrates hear a variety of cases including traffic, driving under the influence (DUI), drug possession, prostitution, shoplifting, domestic violence, and city code violations. A significant number of the DUI and prostitution cases are tried before a jury. Through an intergovernmental agreement with Superior Court, City Court is the central contact point in Pima County for the issuance of Orders of Protection for domestic violence cases and related hearings.

The Administration Division provides records management, computerized case tracking, calendar management, public services, and order enforcement for the entire court, processing nearly 300,000 cases per year.

DEPARTMENT HIGHLIGHTS

City Court has implemented new programs to enhance access to justice and judicial accountability:

- Saturday Court: Offers individuals with civil traffic infractions the opportunity to speak with a judge on a walk-in basis and resolve cases in one court visit. The court hears an average of 104 cases per week, and the program has generated \$376,806 since its inception in March 1999.
- Warrant Court: With coordinated planning by City Court, the city prosecutor, the Tucson Police Department (TPD) and the Office of the Public Defender, the court instituted evening court hours to arraign individuals with outstanding criminal warrants on a walk-in basis. The success of the project is leading the court to explore providing additional criminal court functions on a walk-in basis. The court has been able to resolve an average of 400 cases per week and has generated almost \$80,000 in the collection of outstanding fines and restitution.
- Mental Health Diversion: A project which has been in planning for over two years has brought benefit to the court and community by allowing non-violent mentally-ill offenders to be treated through the mental health community while serving a diversion term for minor offenses in City Court. The project was nominated for an Innovations in Justice Award and recognized by the Arizona Criminal Justice Commission.
- Enforcement Programs: The court has implemented various sentence enforcement efforts to improve compliance with court orders. The Tax Intercept Program, sponsored by the Arizona Supreme Court, allows the court to attach state tax refunds for defendants who have failed to pay municipal court fines. The Call Back Unit of the court provides prompt notice to defendants of delinquent payments; credit bureau research and reporting allows the court to verify defendant financial status to determine ability to pay, and provides incentives for prompt resolution of court matters. Referrals to the County Attorney's bad check program reaffirmed City Court's decision to no longer accept checks for cases in default. The court has also instituted a voluntary wage allotment project.

Department Highlights (Continued)

- **Parking Enforcement Interface:** The court instituted electronic filing with an interface between the Department of Transportation's Parking Enforcement unit and City Court. Plans for the future includes download from the court's database to Parking Enforcement to facilitate the booting of vehicles.
- **Self Service Center:** After its remodeling during this fiscal year, City Court will be the first municipal court in Arizona with a self-service center for unrepresented defendants. This center will provide citizens with case information, location and hours of court operation, and an explanation of court processes and forms.
- **Training and professional development:** The court has brought in national and state experts to provide training for magistrates, court managers, and staff in Trial Court Performance Standards, caseflow management, and legal advice. Court staff is afforded the opportunity to pursue an Associate's Degree in Administration of Justice from Pima Community College through coursework offered at the court before normal work hours.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Safe Neighborhoods

City Court mediates family and neighborhood problems through Orders of Protection, injunctions prohibiting harassment, and by providing subsequent hearings. Safe streets and respect for laws and the judicial system are promoted through court enforcement programs. City Court enhances public awareness of laws and safety by offering traffic safety classes. Prompt adjudication of civil infractions and criminal matters ensures neighborhood safety.



Goal: Caring, Healthy Families and Youth

City Court assists victims of domestic violence by having magistrates available 24 hours a day to issue Orders of Protection both at the courthouse and satellite locations. City Court also promotes education in family harmony through domestic violence intervention screening and counseling. Additionally, City Court protects families through specialized assessment and education programs as part of the sentences imposed on offenders.



Goal: Engaged Community and Responsive Government

In response to citizen surveys, City Court has expanded its hours of operation to meet the needs of the community. The expanded hours of operation include the availability of public service functions such as information, payments, and proofs of compliance with court orders. A magistrate is also available to handle warrants for failure to appear and failure to pay fines on criminal matters, and mitigation in civil matters.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Judicial	18.80	18.80	18.80	17.80
Administration	123.00	125.00	125.00	126.00
Department Total	141.80	143.80	143.80	143.80

FINANCIAL RESOURCES

Judicial	\$ 2,244,688	\$ 2,207,800	\$ 2,192,130	\$ 2,466,380
Administration	6,275,622	6,700,860	6,475,570	7,004,830
Operating Total	8,520,310	8,908,660	8,667,700	9,471,210
Capital Improvements	50,335	600,000	780,670	577,000
Department Total	\$ 8,570,645	\$ 9,508,660	\$ 9,448,370	\$ 10,048,210

CHARACTER OF EXPENDITURES

Personal Services	\$ 6,126,740	\$ 6,348,920	\$ 6,348,920	\$ 6,738,930
Services	2,142,321	1,977,270	1,964,230	2,098,480
Commodities	183,947	282,470	254,550	294,080
Equipment	67,302	100,000	100,000	128,720
Other	-0-	-0-	-0-	(89,000)
Inter-Activity Transfers	-0-	200,000	-0-	300,000
Operating Total	8,520,310	8,908,660	8,667,700	9,471,210
Capital Improvements	50,335	600,000	780,670	577,000
Department Total	\$ 8,570,645	\$ 9,508,660	\$ 9,448,370	\$ 10,048,210

SOURCE OF FUNDS

General Fund	\$ 2,862,103	\$ 3,452,010	\$ 4,177,740	\$ 3,681,860
General Fund - City Court Revenues	5,540,312	5,693,500	5,107,480	6,003,950
Miscellaneous Non-Federal Grants	168,230	363,150	163,150	362,400
Department Total	\$ 8,570,645	\$ 9,508,660	\$ 9,448,370	\$ 10,048,210

CITY COURT

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$9,471,210 is an increase of \$562,550 due to the following changes:

• Impact of salary increase for magistrates	\$ 145,000
• Impact of a 2% pay increase effective July 1, 2001	117,000
• Addition of unallocated budget capacity contingent upon revenue collections	100,000
• Increased building maintenance costs due to court expansion and remodeling project	94,320
• Impact on salaries due to Fiscal Year 2002 merit increases	70,180
• Addition of two court clerks in Case Management to improve case processing	67,000
• Replacement of furniture and office equipment	62,130
• Impact of increased rates on group insurance costs	55,420
• Cost of police officers for court security due to extended court hours	25,000
• Reduction of one senior court clerk in Public Services	(31,420)
• Reduction of one special magistrate position	(48,000)
• Impact of a 1% reduction to balance the budget	(89,000)
• Other miscellaneous changes	<u>(5,080)</u>

Operating Total \$ 562,550

Capital

The adopted budget for Fiscal Year 2002 of \$577,000 is a decrease of \$23,000 due to the following changes:

• New funding to complete the court remodeling project	\$ 577,000
• Project work completed in Fiscal Year 2001	<u>(600,000)</u>

Capital Total (23,000)

Department Total \$ 539,550

JUDICIAL

MISSION STATEMENT: The Judicial Division builds public trust and confidence in the City Court by providing prompt and impartial adjudication of cases and equal access for all citizens who appear before City Court.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Adjudicate all cases brought before the court.				
• Number of criminal arraignments	42,330	42,000	42,000	42,000
• Number of bench trials	744	780	750	750
• Number of jury trials	112	160	115	115
• Number of civil hearings	2,840	N/A	3,000	3,000
• Number of civil infraction hearings	1,000	N/A	1,000	1,000
Key Outcomes				
Provide prompt and impartial adjudication of cases.				
• Percent of caseload disposed of within 60 days	N/A	80%	80%	80%

RESOURCE SUMMARY

Position Resources	18.80	18.80	18.80	17.80
Financial Resources				
General Fund - City Court Revenues	\$ 2,150,715	\$ 2,132,470	\$ 2,116,800	\$ 2,391,800
Miscellaneous Non-Federal Grants	93,973	75,330	75,330	74,580
Financial Resources Total	<u>\$ 2,244,688</u>	<u>\$ 2,207,800</u>	<u>\$ 2,192,130</u>	<u>\$ 2,466,380</u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division supports the judiciary and serves the community by providing efficient case processing, quality service to the public, enforcement of judicial orders, and integrity and accountability in all transactions.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Maintain file library and track file flow to ensure accountability for all court-wide events which include the following: file destruction, file storage, calendared events, motions, set asides, probation revocations, prior arrests, record requests, and on-demand requests.				
• New files opened	120,000	139,500	139,000	139,000
• Number of files archived and destroyed	207,000	N/A	200,000	200,000
• Number of pending files	N/A	N/A	468,000	400,000
Initiate court cases by entering citation information in the computer system, and manage caseload by entering results of court hearings in an accurate and timely manner.				
• Number of cases initiated and updated	298,900	225,000	298,900	298,900
Implement contracts for payment when it is determined that defendants, due to financial hardship, are unable to pay at time of sentencing.				
• Number of contracts for payment established	1,800	6,120	2,000	2,000
Monitor domestic violence offenders on the special probation program to prevent further incidents of domestic violence.				
• Number of domestic violence cases on monitored probation	404	520	500	500
Serve the public from 7:00 a.m. to 7:00 p.m. on weekdays, and on Saturday from 7:00 a.m. to 3:00 p.m., to provide citizen information, cashier services, reschedule court hearings, and accept proofs of compliance with court orders.				
• Number of individuals served	88,000	82,000	88,000	88,000

Administration (Continued)**KEY MEASURES OF PERFORMANCE**

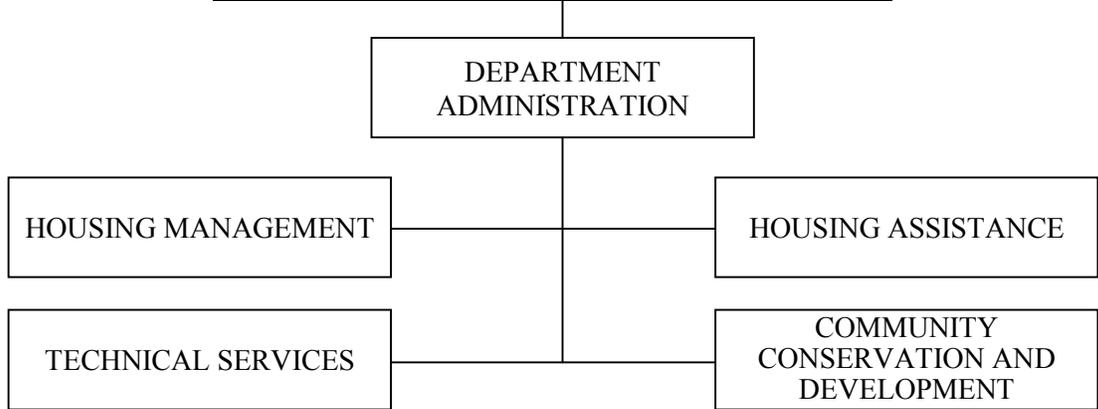
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Provide access to judicial services for victims of domestic violence or harassment from 8:00 a.m. to 4:00 p.m. on weekdays, and provide information, forms, interpreter services, and clerical support for hearings.				
• Number of citizens served	6,200	6,120	6,000	6,000
Provide clerical support to the City Court and ensure accurate and timely preparation of court orders and related documents for all court trials and hearings, and route files and documents to the appropriate department for action.				
• Number of court files handled	92,000	73,000	100,000	100,000
Key Outcomes				
Enforce contracts for time payments to ensure fines are paid within the specified amount of time.	60%	60%	75%	75%
Assist individuals within 30 minutes of their arrival.	95%	60%	95%	95%
Serve applicants for orders against domestic violence or harassment within 30 minutes of arrival time.				
• Number of applicants	6,440	5,400	6,000	6,000

RESOURCE SUMMARY

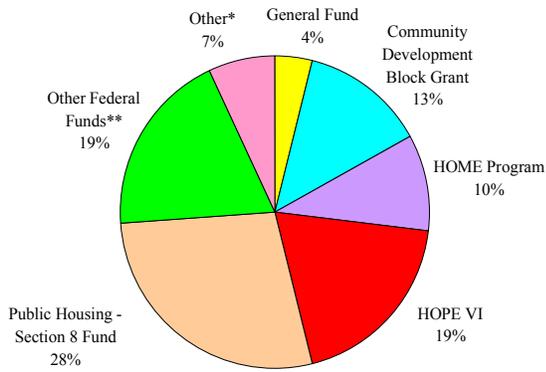
Position Resources	123.00	125.00	125.00	126.00
Financial Resources				
General Fund	\$ 2,811,768	\$ 2,852,010	\$ 3,397,070	\$ 3,104,860
General Fund - City Court Revenues	3,389,597	3,561,030	2,990,680	3,612,150
Miscellaneous Non-Federal Grants	74,257	287,820	87,820	287,820
Financial Resources Total	<u>\$ 6,275,622</u>	<u>\$ 6,700,860</u>	<u>\$ 6,475,570</u>	<u>\$ 7,004,830</u>

COMMUNITY SERVICES

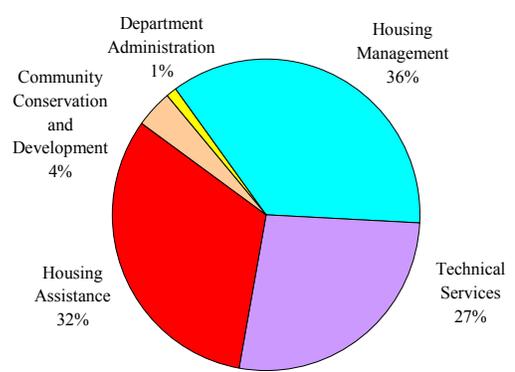
OPERATING: \$ 76,226,570
POSITION TOTAL: 155.00



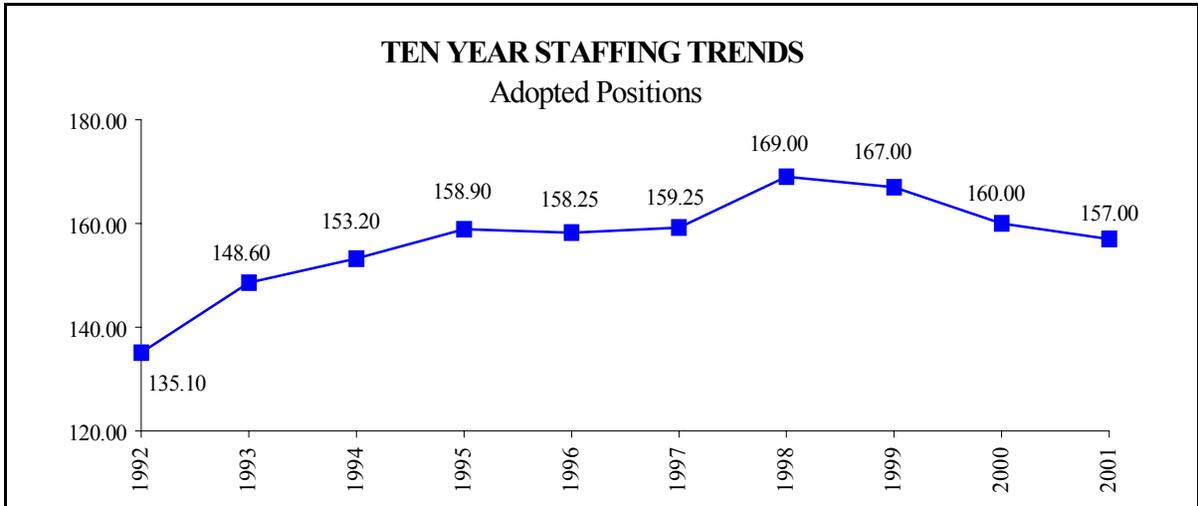
FINANCING PLAN



PROGRAM ALLOCATION



*Includes General Fund Earned Revenue (3%), Miscellaneous Non-Federal Grants (<1%), and Public Housing Local Revenue (3%).
**Includes Comprehensive Housing Grant (6%), Miscellaneous Federal Grants (1%), Miscellaneous Federal Housing Grants (7%), and Public Housing Conventional/Development Fund (4%)



COMMUNITY SERVICES

MISSION STATEMENT: To improve the quality of life for the citizens of Tucson by providing housing and community service programs that strengthen and enhance the social, economic, and physical environment, especially for those of lower income.

OVERVIEW

The Community Services Department accomplishes its mission through the work of 155 staff members organized into five divisions: Department Administration, Housing Management, Technical Services, Housing Assistance, and Community Conservation and Development. The department administers housing, social service, and community development programs, as well as a wide range of other public projects. The department manages federal, state, and local funds, applying those resources to locally determined needs and priorities.

The theme of the Fiscal Year 2002 Community Services Department budget is *Creating Community Opportunity*. The department brings diverse groups together in productive working relationships. The newly-created partnerships can then break through to achieve results far beyond what the individual players would be able to do—truly an instance of the whole being greater than the sum of its parts. The strategy is to be flexible so that the response to opportunity can be quick. If people and resources can be brought together, then opportunity can be transformed into better living conditions and quality of life for citizens.

DEPARTMENT HIGHLIGHTS

Rehabilitation Collaborative: The Rehabilitation Collaborative is a group of nine homeowner rehabilitation organizations that, working together, can provide more comprehensive home rehabilitation with greater efficiency than they could achieve working on their own. The efforts of the Rehabilitation Collaborative will result in new funding for home rehabilitation and improved service delivery.

Section 8 - Landlord Outreach and Securing Housing Vouchers: The Housing Assistance Division initiated a Landlord Outreach Program designed to let a greater number of landlords know about the benefits and procedures of renting to Section 8 clients. The response in the first year was significant—200 owners attended the outreach meetings, many of them new to the Section 8 program and eager to participate. Because of this initial success, the department intends to make the Landlord Outreach Program a permanent part of its Section 8 strategy. Also, the Housing Assistance Division secured 379 additional multi-year housing vouchers, a 10% increase in the number of rental housing subsidies available for our lower income residents.

Housing Opportunities for People Everywhere (HOPE) VI Projects - A Beginning and An End: During Fiscal Year 2002, the city's first HOPE VI project—the revitalization of the Santa Rosa neighborhood—will be completed. The department leveraged a \$15 million federal Housing and Urban Development (HUD) grant into \$60 million. These funds have been used for new construction, the purchase of scattered-site homes, helping neighborhood businesses, the construction of a new neighborhood center in Santa Rosa, and most importantly, for investment in the families living in Santa Rosa as a means of improving their lives.

COMMUNITY SERVICES

Department Highlights (Continued)

As Santa Rosa HOPE VI winds down, the \$12.7 million South Park HOPE VI project will begin with the goal of providing improvements in such areas as private housing, economic development, infrastructure, social services, and community security. The department anticipates leveraging funds over the coming years so that a total of \$75 million will be invested in this new HOPE VI project.

Investing in People: The department administers a wide range of programs aimed at the diverse needs in the community. There are the Resident Initiatives which provide additional help to public housing residents. The Family Self-Sufficiency Program prepares families on welfare—typically single-parent families—for a life of independence from government assistance. The new Youth Opportunity (YO) Grant funds will provide assistance to young people who are living either in public housing or in Section 8 subsidized housing. The new Mainstream program provides housing and needed care for the disabled clients in the Section 8 program. The department conducts homeownership counseling for first time homebuyers. Finally, the Homeless Continuum of Care program provides services ranging from emergency help to transitional housing.

Community Planning: While the department prides itself on taking advantage of opportunities as they occur, it emphasizes planning which focuses on the long-range needs of the community. This strategy ensures that we will be in a position to see and seize opportunities whenever they arise. Examples of this kind of planning include: the various Neighborhood Community Development Plans, the Distressed Mobile Home Study, the Section 8 and Public Housing Agency Plan, and the Homeless Continuum of Care.

The department also targets specific neighborhood initiative areas for funding beyond the HOPE VI grants. These areas include Downtown/Rio Nuevo, the State Action Grant's redevelopment of the Near North side, the Oracle Homeownership Zone (now in its third year), and the citywide Back to Basics Program.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Community Services Department actively engages the public in discussion of community needs and strategies. Each year, Community Services prepares six major housing and community development plans for which the department seeks out community input, holds public meetings, and listens carefully to what is said. The department also coordinates the activities of two Mayor and Council advisory groups--the Community Development Advisory Committee and the Metropolitan Housing Commission.

In support of neighborhood-based decision making, the department actively supports and funds the Pro-Neighborhood program which underwrites neighborhood volunteer projects.

Support for Livable Tucson Goals (Continued)



Goal: Caring, Healthy Families and Youth

Families and youth are important participants in, and recipients of programs offered by the Community Services Department with the greatest impact occurring through housing programs. Families and youth services also receive major benefits from Community Development Block Grants and other social services block grants programs. The department contracts with organizations such as Pima Youth Partnership, Child and Family Services, and the Homeless Team Project to support the healthy development of youth.

Through the city’s Public Housing Drug Elimination Program, the department partners with other agencies to share resources and promote healthy families and youth. Support is given to prevention-based programs that provide at-risk youth with safe, fun, and educational activities. The Family Self-Sufficiency program provides an opportunity for public housing and Section 8 families to improve themselves through education, job training, support for job enhancement, and managed savings.



Goal: Infill and Reinvestment, Not Urban Sprawl

Comprehensive reinvestment in urban core neighborhoods is a departmental focus. The department administers loan and grant programs which provide low- and moderate-income families with funds to repair their homes. Two HOPE VI grants and the Oracle Road Home Ownership Zone develop new infill housing and investment in neighborhood infrastructure and public services for city residents in stressed neighborhoods. In the last five years, the department and its non-profit partners have increased the number of households assisted with housing problems from 8,500 to over 11,900. The city’s new five-year goal is to assist 1,000 additional households per year.



Goal: People-Oriented Neighborhoods

The Community Services Department provides financial and technical support to a wide variety of agencies to help them revitalize, and promote services within, neighborhoods. The Pro-Neighborhood program continues to play a key role in supporting neighborhood-initiated activities.

The HOPE VI Santa Rosa Neighborhood Revitalization project epitomizes the new urbanism approach to developing neighborhoods where people can work, play, and live by developing places to work, places to gather, and improved housing through strategic investment in the neighborhood.

The department also funds numerous neighborhood-initiated capital and public service projects that make neighborhoods better places to live. Examples include development of a midtown library and recreation center, construction of a skateboard park, and a school-based wellness center.

Support for Livable Tucson Goals (Continued)



Goal: Respected Historic and Cultural Resources

When rehabilitating existing homes and building homes, the department strives to maintain or construct historically compatible homes—structures that blend in with the existing neighborhoods. One example is infill housing in the El Presidio downtown neighborhood. The department also funds the Voices program, which is a local effort to capture the history of neighborhoods through stories and pictures. Culture and history are also honored through the Dunbar Coalition Project to create an African-American Cultural Center.



Goal: Reduced Poverty and Greater Equality of Opportunity

As a public housing authority, the Community Services Department manages 6,000 affordable housing units through its public housing and Section 8 programs. This program provides stable, decent housing to those who could not otherwise afford it. With the additional help of other services that go beyond the basic need of shelter, these clients are in a position to take better advantage of opportunities most of us take for granted. The Family Self-Sufficiency program creates opportunities for families to improve their standard of living, increase their stability, and become self-reliant.

In addition, the department administers programs to develop affordable homeownership and transitional rental housing and to promote a wide range of services including those targeted for homeless people. Funding is provided to over 110 agencies whose primary mission is to promote opportunity for the needy in our community.



Goal: Successful Downtown

The department encourages new housing and the stabilization of existing housing in the neighborhoods near downtown. The department is developing homeownership opportunities in downtown neighborhoods, and is pursuing the acquisition of parcels that would serve as gateways to downtown in the future.



Goal: Quality Job Training

The department participates in the Federal Section 3 program, which encourages city contractors to hire low-income employees. Community Services also supports job training programs for homeless, high school, and university students. Educational stipends are provided to low-income family members participating in the Family Self-Sufficiency program. The department operates a Public Housing Youth Training Program. The Family Self-Sufficiency program funds three one-year apprenticeships within the department as general office clerks.



Goal: Strong Local Business

The department currently funds four loan programs, which offer affordable loans and training to start-up, low-income, and minority small businesses. The programs are offered through the Tucson Old Pueblo Credit Union, Chicanos Por La Causa, Business Development Finance Corporation, and Tucson Urban League. The department also provides technical assistance to local businesses in its neighborhood redevelopment programs.

SANTA ROSA HOPE VI PROJECT

The Santa Rosa Neighborhood project brings together many of the Livable Tucson Goals into a single coordinated effort. HOPE VI is a U.S. Department of Housing and Urban Development Program which is designed to redevelop some of the country's most troubled and isolated public housing developments. The goal of the City of Tucson's HOPE VI program is not only to improve the public housing development but to also improve the surrounding neighborhood. The city has been working in the Santa Rosa neighborhood for three years, coordinating the efforts of several city departments in developing housing, infrastructure, community facilities, resident initiatives, and economic development.

Goal: Engaged Community and Responsive Government

- Both the HOPE VI Revitalization Grant Application and the Revitalization Implementation Plan were developed after numerous community meetings. Advisory committee meetings, neighborhood update meetings, public housing resident meetings have been held on a regular basis since November 1996.

Goal: Caring, Healthy Families and Youth

- The HOPE VI program is working with existing childcare providers to extend these services to the community.
- A new Child Development Center is being constructed from which CODAC and Headstart will provide services. CODAC and Headstart are also working to develop programs to train and develop home childcare businesses for residents to provide more childcare options.
- A new Learning Center will be built to provide educational and job training programs. The HOPE VI program is working with a range of local educational institutions representing kindergarten through college to develop educational programs.
- The HOPE VI program calls for an expansion of the existing Family Self-Sufficiency program with services provided on-site for current and future residents. The Family Self-Sufficiency program provides collaborative, community-based family case management services and opportunities for education and job training that can lead to living wage work and affordable homeownership.
- Recreational opportunities will also be expanded. The Santa Rosa Recreation Center will be expanded and remodeled, and the new Santa Rosa Neighborhood Park will be built. The Recreation Center will coordinate its programs with the schools and childcare facilities to provide a multilevel program for youth and adults.
- The HOPE VI program will provide facilities for a Wellness Center on site. CODAC Behavioral Health Services and Salud Para Todos will provide free health care screening, immunization services, substance abuse counseling, and other preventative health care services.

Goal: People Oriented Neighborhoods

- The HOPE VI program has worked with Santa Rosa residents to develop a Neighborhood Fund Program that will be administered by the neighborhood. The fund will sustain the city's redevelopment efforts long into the future by supporting neighborhood-selected projects and investments for the residents of the neighborhood. A mix of loans, grants, and other investments will be available to support neighborhood projects and will serve as a model for neighborhood investment possibilities.
- A neighborhood park has been developed, and pedestrian and street improvements, and public art are all making the area more people-friendly.

Goal: Reduced Poverty and Greater Equality of Opportunity

- The new HOPE VI Development, Posadas Sentinel, includes 60 public housing units and 60 affordable rental units. Increased homeownership opportunities will be available for residents in the form of these new homes being constructed in the neighborhood.
- Public housing residents have been given the choice of staying in the neighborhood or moving to other public housing units located throughout the city.

COMMUNITY SERVICES**DEPARTMENT RESOURCES**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Department Administration	10.00	10.00	10.00	10.00
Housing Management	66.00	66.00	66.00	66.00
Technical Services	28.00	28.00	28.00	28.00
Housing Assistance	36.00	36.00	36.00	35.00
Community Conservation and Development	18.00	17.00	17.00	16.00
Department Total	<u>158.00</u>	<u>157.00</u>	<u>157.00</u>	<u>155.00</u>

FINANCIAL RESOURCES

Department Administration	\$ 917,053	\$ 936,840	\$ 1,232,100	\$ 988,360
Housing Management	9,594,731	11,391,920	12,132,140	27,510,100
Technical Services	13,786,095	23,194,640	16,777,360	20,580,520
Housing Assistance	20,912,363	21,930,540	19,868,380	23,862,070
Community Conservation and Development	2,571,832	3,684,050	2,494,630	3,285,520
Operating Total	<u>47,782,074</u>	<u>61,137,990</u>	<u>52,504,610</u>	<u>76,226,570</u>
Capital Improvements	<u>5,928,911</u>	<u>1,175,000</u>	<u>2,369,480</u>	<u>-0-</u>
Department Total	<u>\$ 53,710,985</u>	<u>\$ 62,312,990</u>	<u>\$ 54,874,090</u>	<u>\$ 76,226,570</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 7,397,277	\$ 8,054,410	\$ 8,306,260	\$ 8,406,040
Services	26,379,682	21,178,010	21,541,140	23,010,460
Commodities	833,436	887,080	929,360	800,260
Equipment	1,931,898	1,600,500	3,202,520	2,415,360
Debt Service	468,162	970	970	390
Other	10,804,938	393,540	458,360	625,970
Inter-Activity Transfers	(33,319)	29,023,480	18,066,000	40,968,090
Operating Total	<u>47,782,074</u>	<u>61,137,990</u>	<u>52,504,610</u>	<u>76,226,570</u>
Capital Improvements	<u>5,928,911</u>	<u>1,175,000</u>	<u>2,369,480</u>	<u>-0-</u>
Department Total	<u>\$ 53,710,985</u>	<u>\$ 62,312,990</u>	<u>\$ 54,874,090</u>	<u>\$ 76,226,570</u>

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>SOURCE OF FUNDS</u>				
General Fund	\$ 3,283,919	\$ 3,352,170	\$ 3,333,840	\$ 3,023,720
General Fund - Restricted	449,537	-0-	-0-	-0-
General Fund Earned Revenue	830,264	2,969,000	1,497,160	2,642,450
General Fund - Certificates of Participation	4,304,024	250,000	79,480	-0-
Miscellaneous Non-Federal Grants	-0-	319,650	279,000	500,000
Capital Agreements Fund	323,231	-0-	-0-	-0-
Community Development Block Grant	7,230,055	11,751,900	9,349,600	10,308,000
Comprehensive Housing Grant HOME Program	1,296,521	2,854,660	1,701,900	4,553,830
HOPE VI	4,567,964	8,724,550	5,695,840	7,484,160
Miscellaneous Federal Grants	2,226,990	1,609,100	5,278,230	14,608,320
Miscellaneous Federal Housing Grants	988,544	863,410	863,410	863,410
Public Housing - Section 8 Fund	2,158,055	5,378,760	2,230,050	5,415,180
Public Housing Conventional/ Development Fund	20,499,848	19,242,290	19,311,530	21,518,560
Public Housing Local Revenue	3,313,473	3,096,560	3,360,680	3,366,320
	2,238,560	1,900,940	1,893,370	1,942,620
Department Total	<u>\$ 53,710,985</u>	<u>\$ 62,312,990</u>	<u>\$ 54,874,090</u>	<u>\$ 76,226,570</u>

COMMUNITY SERVICES

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$76,226,570 is an increase of \$15,088,580 due to the following changes:

• Increase in HOPE VI federal funding for Santa Rosa and South Park projects	\$ 12,999,220
• Increase in capacity for federal Section 8 funding due to additional multi-year housing vouchers	2,276,270
• Increase in General Fund capacity for income received as a developer fee for the HOPE VI project	690,000
• Increase in projected Community Development Block Grant allocation	225,800
• Funding for federal Youth Opportunities (YO) Grant	175,000
• Impact of workers' compensation rate increase	122,280
• Impact on salaries due to Fiscal Year 2002 merit increases	117,640
• Carryforward of General Fund for projects not completed by June 30, 2001	65,200
• Impact of a 1% reduction to balance the budget	(15,000)
• Reduction of General Fund due to debt service payments from Non-Departmental budget	(128,930)
• Reduction of General Fund allocation for United Way agencies consistent with 10% reduction to Outside Agencies funding	(166,780)
• Transfer of Community Development Block Grant funding capacity for Back to Basics projects to the capital budget	(1,275,000)
• Other miscellaneous changes	<u>2,880</u>
Operating Total	\$ 15,088,580

Capital

The adopted budget for Fiscal Year 2002 of zero is a decrease of \$1,175,000 due to the following changes:

• Completion of Community Resources Center project	\$ (250,000)
• Completion of Santa Rosa Neighborhood Center project	<u>(925,000)</u>
Capital Total	<u>(1,175,000)</u>
Department Total	<u>\$ 13,913,580</u>

DEPARTMENT ADMINISTRATION

MISSION STATEMENT: The Department Administration Division assists in the efficient and effective delivery of low-cost housing and community services for the citizens of Tucson by providing overall administration for the department, including program, financial, personnel, and computer management.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Manage processes that coordinate, measure progress, and ensure performance in achieving departmental goals.				
• Conduct project management, financial, and performance measures reviews	N/A	N/A	10	10
• Produce monthly expenditure reports	12	N/A	12	12
Spend federal funds on locally determined projects within program guidelines as soon as effectively possible with Community Development Block Grant (CDBG) and HOME grant fiscal year expenditures equal to or exceeding the annual entitlement amounts.				
• Community Development Block Grant	95.6%	N/A	100%	100%
• HOME grant	122.9%	N/A	100%	100%
Key Outcomes				
Produce housing and community services by spending federal funds within the rules and regulations as determined by the annual Single Audit Act, with a goal of no "findings".				
• Number of findings	N/A	N/A	-0-	-0-
Secure program funding from the private and public sector to increase community resources for affordable housing and Community Services Department programs.				
• Number of commitments secured	10	12	12	12
• Amount of commitments secured (\$000s)	\$ 21,795	\$ 6,000	\$ 6,000	\$ 6,000

COMMUNITY SERVICES

Department Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Manage department programs to the satisfaction of agencies, clients, and employees.				
• Percent of surveys with rating of “satisfactory” or better	75%	80%	80%	80%
Manage department resources to ensure that major programs, projects, and services are produced effectively, on time, and within budget.				
• Low Rent housing at 97% occupancy	N/A	N/A	97%	97%
• Section 8 housing at 100% occupancy	N/A	N/A	100%	100%

RESOURCE SUMMARY

Position Resources	10.00	10.00	10.00	10.00
Financial Resources				
General Fund	\$ 135,833	\$ 211,780	\$ 192,270	\$ 126,560
General Fund Earned Revenue	-0-	7,000	57,000	57,000
Community Development Block Grant	585,760	467,680	732,450	467,680
Comprehensive Housing Grant	16,900	16,060	16,060	16,510
HOME Program	20,000	20,000	20,000	21,200
HOPE VI	20,270	20,000	20,000	105,000
Miscellaneous Federal Housing Grants	5,000	5,000	5,000	5,000
Public Housing - Section 8 Fund	133,290	137,290	137,290	137,290
Public Housing Conventional/ Development Fund	-0-	52,030	52,030	52,120
Financial Resources Total	<u>\$ 917,053</u>	<u>\$ 936,840</u>	<u>\$ 1,232,100</u>	<u>\$ 988,360</u>

HOUSING MANAGEMENT

MISSION STATEMENT: The Housing Management Division manages city-owned rental housing for low-income households by ensuring that properties are maintained at a high quality standard, by being responsive to neighborhood concerns, and by promoting tenant self-sufficiency.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Maintain a high occupancy rate for available public housing units.				
• Number of available units	1,288	1,424	1,424	1,463
• Occupancy rate	96%	97%	97%	97%
Increase Family Self-Sufficiency program client contributions to savings accounts.				
• Number of clients contributing to home purchase savings accounts	92	120	112	120
• Gross amount of savings	\$ 237,957	\$ 300,000	\$ 302,400	\$ 360,000
• Average amount saved per client	\$ 2,564	\$ 2,500	\$ 2,700	\$ 3,000
Obtain leveraged funding from community and private support for HOPE VI Revitalization Projects.				
• Santa Rosa (\$000s)	\$ 2,861	\$ 6,810	\$ 11,660	\$ 6,900
• South Park (\$000s)	N/A	N/A	\$ -0-	\$ 800
Acquire or construct housing replacement units for HOPE VI Santa Rosa Revitalization Projects.	20	100	86	67
Key Outcomes				
Collect \$1,850,000 in outstanding tenant rent.				
• Percent collected	N/A	N/A	N/A	97%
Provide safe, decent, and sanitary housing to low-income households.				
• Percent of clients rating units as “satisfactory” or better	75%	80%	80%	80%
Improve housing stock that is compatible with the neighborhood and is an asset to the community through use of Comprehensive Housing Grant Program funds.				
• Number of units maintained and improved	281	75	460	723
• Amount spent (\$000s)	\$ 1,297	\$ 1,500	\$ 1,051	\$ 721

COMMUNITY SERVICES

Housing Management (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Assist clients in Family Self-Sufficiency program to meet their individual training and service plan goals.				
• Percent of clients meeting goals	82%	75%	75%	77%
Graduate clients from the Family Self-Sufficiency program (i.e. free from public assistance for one year).	18	25	25	27

RESOURCE SUMMARY

Position Resources	66.00	66.00	66.00	66.00
Financial Resources				
General Fund	\$ 147,962	\$ 295,810	\$ 299,210	\$ 295,980
General Fund Earned Revenue	283,470	1,442,210	325,160	1,976,700
Community Development Block Grant	15,110	15,000	10,000	10,000
Comprehensive Housing Grant	1,194,369	2,757,850	1,605,090	4,454,310
HOPE VI	2,104,418	1,547,100	4,225,230	14,479,320
Miscellaneous Federal Housing Grants	326,296	439,400	469,330	1,042,860
Public Housing - Section 8 Fund	51,135	28,800	75,820	77,940
Public Housing Conventional/Development Fund	3,233,411	2,964,810	3,228,930	3,230,370
Public Housing Local Revenue	2,238,560	1,900,940	1,893,370	1,942,620
Financial Resources Total	<u>\$ 9,594,731</u>	<u>\$ 11,391,920</u>	<u>\$ 12,132,140</u>	<u>\$ 27,510,100</u>

TECHNICAL SERVICES

MISSION STATEMENT: The Technical Services Division promotes, facilitates, administers, and funds programs and projects to preserve, upgrade, and expand the supply of affordable housing and ensures the effective use of available resources for the delivery of community services and the expansion of community facilities.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide financial and/or technical assistance to low/moderate income families.				
• Acquire affordable housing units				
◇ Number of units	18	20	48	10
◇ Dollar value (\$000s)	\$ 493	\$ 736	\$ 800	\$ 300
• Construct affordable housing				
◇ Number of units	61	55	65	60
◇ Dollar value (\$000s)	\$ 4,816	\$ 2,763	\$ 5,130	\$ 4,700
• Rehabilitate affordable housing				
◇ Number of units	409	436	436	447
◇ Dollar value (\$000s)	\$ 3,725	\$ 1,934	\$ 2,385	\$ 2,445
Ensure effective distribution of non-local resources by contracting with and monitoring social service agency performance and providing technical assistance for program development and capacity building.				
• Number of contracts	104	115	110	110
• Amount of contracted funds (\$000s)	\$ 4,226	\$ 6,524	\$ 4,470	\$ 4,470
Key Outcomes				
Expand the supply of affordable housing in the community.				
• Number of additional housing units produced	820	1,000	1,000	1,000
Strengthen neighborhoods through increased homeownership opportunities and develop affordable homeownership opportunities in "Homeownership Zones."				
• Number of homebuyers assisted	78	60	60	80
Enhance the quality of life for low-income residents by supporting local social service agencies and expanding community facilities.				
• Percent of contracted performance measures met by service agencies	95%	90%	95%	95%

COMMUNITY SERVICES

Technical Services (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	28.00	28.00	28.00	28.00
Financial Resources				
General Fund	\$ 2,363,430	\$ 2,439,000	\$ 2,436,360	\$ 2,426,550
General Fund Earned Revenue	431,794	784,790	380,000	580,000
Miscellaneous Non-Federal Grants	-0-	300,000	279,000	500,000
Community Development Block Grant	4,758,447	8,734,420	6,916,040	7,585,650
Comprehensive Housing Grant	85,252	80,750	80,750	83,010
HOME Program	4,238,540	7,878,200	4,875,640	6,736,650
HOPE VI	-0-	42,000	18,000	24,000
Miscellaneous Federal Grants	803,002	701,040	701,040	701,040
Miscellaneous Federal Housing Grants	1,105,630	2,234,440	1,090,530	1,943,620
Financial Resources Total	\$ 13,786,095	\$ 23,194,640	\$ 16,777,360	\$ 20,580,520

HOUSING ASSISTANCE

MISSION STATEMENT: The Housing Assistance Division provides Section 8 rental assistance in the private market to eligible low-income individuals and families so that they may live in safe, decent, sanitary, and affordable housing. The division researches and develops new rent subsidy programs to increase the affordable housing stock in the community.

KEY MEASURES OF PERFORMANCE

Key Outputs

Accept housing applications to maintain the required level of occupancy for the Section 8 and Public Housing Programs.

• Number of Section 8 applications accepted	2,048	300	800	1,600
• Number of public housing applications accepted	2,052	2,000	2,400	2,400

Comply with program indicators (e.g. reasonable rent, housing quality inspections) as specified under the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP).	98%*	90%	90%	90%
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*Estimate of score

Housing Assistance (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Annually inspect all occupied units to ensure that families are housed in decent, safe, and sanitary conditions.				
• Number of units inspected	3,597	3,785	3,594	3,923
Fully utilize available federal resources for eligible clients by maintaining a 100% occupancy level.	98%	100%	100%	100%
Provide quarterly training and/or information to property owners to encourage participation by owners of units located outside areas of poverty or minority concentration and to increase/ maintain affordable housing in the community.				
• Number of training sessions	N/A	N/A	4	4
Key Outcomes				
Meet the housing assistance needs of eligible families in partnership with private rental businesses.				
• Number of families assisted	3,597	3,785	3,594	3,923
• Number of landlords in program	1,462	1,405	1,405	1,420
• Amount of rent subsidies provided (\$000s)	\$ 17,354	\$ 17,551	\$ 18,364	\$ 19,240
Obtain a rating on housing services of “satisfactory” or better from participating families.				
• Percent of families awarding desired rating	N/A	80%	80%	80%

COMMUNITY SERVICES

Housing Assistance (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	36.00	36.00	36.00	35.00
Financial Resources				
General Fund	\$ 55,350	\$ 55,050	\$ 55,050	\$ 22,460
General Fund Earned Revenue	-0-	-0-	-0-	28,750
Miscellaneous Non-Federal Grants	-0-	19,650	-0-	-0-
Miscellaneous Federal Housing Grants	721,046	2,699,920	635,190	2,423,700
Public Housing - Section 8 Fund	20,055,905	19,076,200	19,098,420	21,303,330
Public Housing Conventional/ Development Fund	80,062	79,720	79,720	83,830
Financial Resources Total	\$ 20,912,363	\$ 21,930,540	\$ 19,868,380	\$ 23,862,070

COMMUNITY CONSERVATION AND DEVELOPMENT

MISSION STATEMENT: The Community Conservation and Development Division develops and implements housing programs that assist low- and moderate-income individuals and families by eliminating poor housing conditions in order to improve neighborhoods for the citizens of Tucson.

KEY MEASURES OF PERFORMANCE

Key Outputs

Complete repairs to homes occupied by low- and moderate-income families.

• Emergency home repairs	43	71	56	77
• Other repair programs	175	216	163	157
• Repairs in target neighborhood areas	11	5	3	10
• Repairs in Back to Basics neighborhoods	N/A	N/A	-0-	13

Maintain the amount of private funding for home repair programs to complement public funding reductions.

• Amount of public funding (\$000s)	\$ 2,061	\$ 2,324	\$ 2,324	\$ 2,172
• Amount of private funding (\$000s)	\$ 481	\$ 2,143	\$ 782	\$ 800

Community Conservation and Development (Continued)

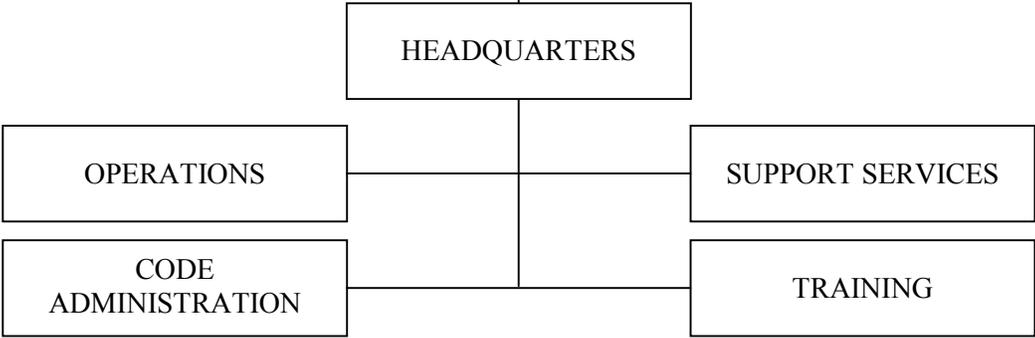
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Provide better housing and living conditions to low- and moderate-income families by eliminating health and safety hazards in the home.				
• Number of families served	229	226	222	257
Demolish vacant, dilapidated, and hazardous structures in cooperation with other city agencies.				
• Number of structures demolished	17	10	5	5

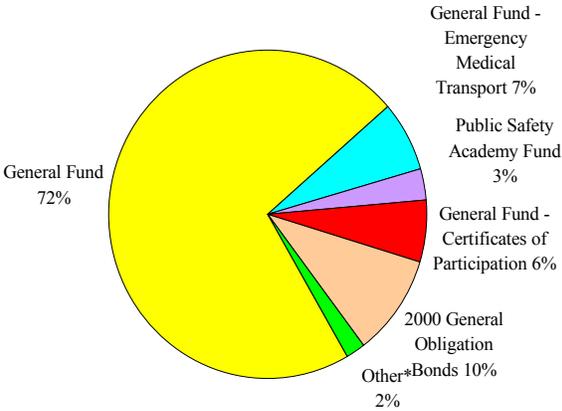
RESOURCE SUMMARY

Position Resources	18.00	17.00	17.00	16.00
Financial Resources				
General Fund	\$ 206,045	\$ 160,530	\$ 160,950	\$ 152,170
Community Development Block Grant	1,870,738	2,534,800	1,341,110	2,244,670
HOME Program	309,424	826,350	800,200	726,310
Miscellaneous Federal Grants	185,542	162,370	162,370	162,370
Miscellaneous Federal Housing Grants	83	-0-	30,000	-0-
Financial Resources Total	<u>\$ 2,571,832</u>	<u>\$ 3,684,050</u>	<u>\$ 2,494,630</u>	<u>\$ 3,285,520</u>

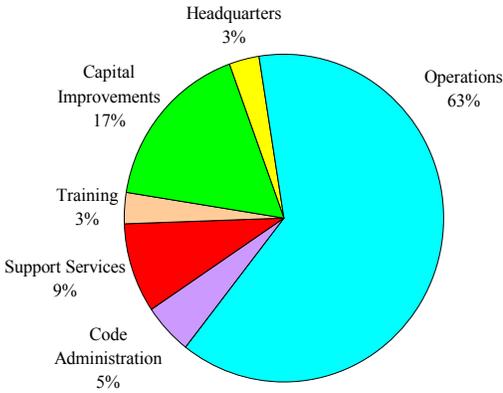
FIRE	
OPERATING:	\$ 45,479,160
CAPITAL:	<u>9,079,200</u>
TOTAL:	<u>\$ 54,558,360</u>
POSITION TOTAL:	571.00



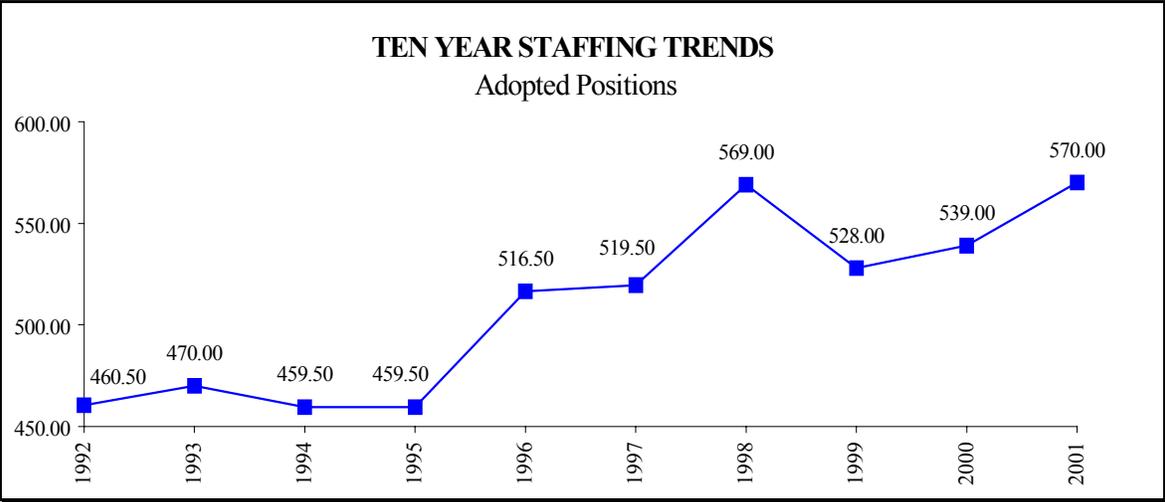
FINANCING PLAN



PROGRAM ALLOCATION



*Includes 1984 and 1994 General Obligation Bonds (<1%), Non-Federal Grants (<1%), and Federal Grants (<2%).



FIRE

MISSION STATEMENT: To protect the community from fire, hazardous materials, natural disasters, and other emergencies generated by human acts or nature and to serve the community through comprehensive life safety and property conservation awareness programs that reduce loss of life, protect property, and reduce damage to the environment.

OVERVIEW

All emergency and non-emergency services are developed, maintained, and provided by highly trained professionals dedicated to excellence.

In order to carry out its mission effectively, the Tucson Fire Department is organized into five divisions: Headquarters, Operations, Code Administration, Support Services, and Training. Headquarters provides direction and policy to the entire department. The Operations Division protects the lives and property of the citizens of Tucson by responding to emergencies, performing inspections, and presenting public education programs to increase fire and life safety awareness in the community. The Code Administration Division promotes public safety by administering fire codes and standards, conducting building inspections, enforcing compliance of code requirements, and investigating suspicious fires. Public education efforts include injury prevention, child safety, at-risk behaviors, and safety equipment information. The Support Services Division supports the other divisions by procuring and distributing supplies and equipment, and keeping all vehicles and equipment in a fully functional condition. The Training Division provides training for new and existing Fire Department personnel to ensure well-trained public servants. The division is also developing a regional training program to provide standardized and specialized training to regional fire districts and agencies.

DEPARTMENT HIGHLIGHTS

The Fire Department is in the process of constructing a new station at the Public Safety Training Academy. Once completed, the permanent station will house an engine, ladder, and paramedic company. This station will service the expanding city limits in the southeast part of the community.

Software for a new reporting system, the National Fire Incident Reporting System (NFIRS) has become operational and provides the Fire Department with state of the art reporting and statistical accounting capabilities.

Construction of an Aircraft Rescue and Firefighting Facility (ARFF) will be completed at the Public Safety Training Academy. This facility will offer required training for regional airport firefighters.

A reorganization of the Fire Department in Fiscal Year 2000 laid the groundwork for advanced life support delivery that will eventually include paramedics on every engine and ladder company. A six-month pilot program for paramedic assessment units has been completed. The pilot program shows an increased capability of accurate initial assessment of patients and decreases the demand on ambulances.

SUPPORT FOR LIVABLE TUCSON GOALS



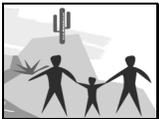
Goal: Safe Neighborhoods

The Tucson Fire Department responds to all fire and medical calls and maintains an average response time of 4.6 minutes. Fire crews maintain a high profile in neighborhoods and schools to foster safety and a sense of security, and each station is designated as a safe-house. The department provides home safety inspections upon request and provides and installs smoke detectors to families in need. The department also performs fire prevention inspections for businesses.



Goal: Caring, Healthy Families and Youth

The Tucson Fire Department promotes numerous childhood safety and injury prevention programs such as bike safety rodeos, drowning prevention, and pedestrian, fire, and seasonal safety themes. The department uses a fire safety trailer to teach children how to safely evacuate a building that is on fire. Bike helmets and infant/child car seats are provided to children of low-income families, along with instruction on proper wear/installation. Adopt-A-School programs for third graders and pre-school age children teach them about fire safety. The Juvenile Firesetters Program is delivered to a target group of at-risk youth and includes a mental health evaluation component to better evaluate those who need services. The department participates in a Cadet program, to provide young people with the knowledge and skills necessary to enter public service as a career. The department also participates in the city's Internal Youth Policy Team with Police, Parks and Recreation, Library, Community Services, and Citizen and Neighborhood Services.



Goal: Protected Natural Desert Environment

The Tucson Fire Department coordinates the clean up of hazardous materials found on public lands when no responsible party can be found. The department trains city employees and distributes materials needed to clean up small spills of potentially dangerous materials on city property. The department also assists businesses which helps achieve voluntary compliance with applicable fire codes and hazardous materials handling processes. In addition, the department helps prevent the destruction of desert vegetation by effectively fighting wildfires.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Headquarters	11.00	26.00	26.00	13.00
Operations	462.00	469.00	469.00	482.00
Code Administration	36.00	36.00	36.00	36.00
Support Services	22.00	29.00	29.00	29.00
Training	8.00	10.00	10.00	11.00
Department Total	<u>539.00</u>	<u>570.00</u>	<u>570.00</u>	<u>571.00</u>

COMMISSIONED OFFICERS BY CLASSIFICATION

Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief - Assignment: Assistant Fire Chief	5.00	5.00	5.00	5.00
Fire Battalion Chief - Assignment Staff	5.00	6.00	6.00	6.00
Fire Battalion Chief	12.00	12.00	12.00	12.00
Fire Captain - Assignment: Eight Hour	6.00	7.00	7.00	7.00
Fire Captain - Assignment: Training Officer	3.00	5.00	5.00	5.00
Fire Captain - Assignment: Hazardous Material/Technical Rescue Team	15.00	15.00	15.00	15.00
Fire Captain	79.00	88.00	88.00	88.00
Fire Engineer - Assignment: Hazardous Material/Technical Rescue Team	18.00	18.00	18.00	18.00
Paramedic - Assignment: Hazardous Material/Technical Rescue Team	12.00	12.00	12.00	12.00
Fire Prevention Inspector - Assignment: Hazardous Material/Technical Rescue Team	6.00	6.00	6.00	6.00
Fire Engineer	77.00	81.00	81.00	81.00
Paramedic	72.00	76.00	76.00	76.00
Fire Prevention Inspector	16.00	19.00	19.00	20.00
Fire Fighter - Assignment: Hazardous Material/Technical Rescue Team	30.00	30.00	30.00	30.00
Fire Fighter	<u>142.00</u>	<u>145.00</u>	<u>145.00</u>	<u>145.00</u>
Commissioned Officers Total	<u>499.00</u>	<u>526.00</u>	<u>526.00</u>	<u>527.00</u>

FIRE**Department Resources (Continued)**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Headquarters	\$ 1,305,664	\$ 2,391,520	\$ 2,391,520	\$ 1,641,880
Operations	28,638,091	30,627,010	30,612,910	34,338,910
Code Administration	2,239,106	2,496,320	2,496,320	2,704,040
Support Services	3,148,867	4,217,780	4,175,770	5,137,580
Training	618,731	1,386,930	1,386,930	1,656,750
Operating Total	35,950,459	41,119,560	41,063,450	45,479,160
Capital Improvements	1,799,579	3,591,800	1,973,230	9,079,200
Department Total	<u>\$ 37,750,038</u>	<u>\$ 44,711,360</u>	<u>\$ 43,036,680</u>	<u>\$ 54,558,360</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 31,643,303	\$ 34,581,810	\$ 34,581,810	\$ 37,431,370
Services	2,530,111	3,678,520	3,678,520	4,467,320
Commodities	1,818,753	2,302,450	2,277,740	2,918,920
Equipment	981,270	1,382,570	1,351,170	1,642,900
Inter-Activity Transfers	(1,022,978)	(825,790)	(825,790)	(981,350)
Operating Total	35,950,459	41,119,560	41,063,450	45,479,160
Capital Improvements	1,799,579	3,591,800	1,973,230	9,079,200
Department Total	<u>\$ 37,750,038</u>	<u>\$ 44,711,360</u>	<u>\$ 43,036,680</u>	<u>\$ 54,558,360</u>

SOURCE OF FUNDS

General Fund	\$ 31,204,487	\$ 35,363,710	\$ 35,806,100	\$ 39,172,410
General Fund - Emergency Medical Transport	4,048,255	3,624,000	3,425,500	3,800,000
Public Safety Academy Fund	1,023,945	1,386,930	1,386,930	1,656,750
General Fund - Certificates of Participation	78,986	2,916,120	452,220	3,142,500
Miscellaneous Non-Federal Grants	3,231	331,100	200	425,700
Miscellaneous Federal Grants	116,829	736,200	1,199,960	1,023,800
1984 General Obligation Bonds	727,365	34,300	83,310	40,200
1994 General Obligation Bonds	546,940	-0-	682,460	75,000
2000 General Obligation Bonds	-0-	319,000	-0-	5,222,000
Department Total	<u>\$ 37,750,038</u>	<u>\$ 44,711,360</u>	<u>\$ 43,036,680</u>	<u>\$ 54,558,360</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)**Operating**

The adopted budget for Fiscal Year 2002 of \$45,479,160 is an increase of \$4,359,600 due to the following changes:

• Impact of a 2% pay increase effective July 1, 2001	\$ 582,000
• Increase in grant capacity	550,000
• Increase in pension costs due to rate change	508,960
• Sick leave sell back and paramedic certification pay	485,920
• Impact on salaries due to Fiscal Year 2002 merit increases	399,270
• Increase in apparatus replacement allowance to fully fund the replacement program	358,080
• Impact of increased rates on group insurance costs	305,330
• Emergency medical services management contract and other professional services	251,000
• Impact of an additional 2% pay increase for commissioned personnel effective January 1, 2002	250,000
• Impact of workers' compensation rate increase	237,790
• New fire inspector position related to annexation	94,400
• Maintenance of buildings, grounds, and equipment	71,000
• Carryforward of equipment purchases	56,110
• Increase in cost of utilities	51,550
• Increase in motor fuel costs	51,300
• Increase in training and travel due primarily to higher cost of paramedic classes	41,800
• Study of call patterns to help determine geographic allocation of resources	40,000
• Other miscellaneous changes	<u>25,090</u>
 Operating Total	 \$ 4,359,600

Capital

The adopted budget for Fiscal Year 2002 of \$9,079,200 is an increase of \$5,487,400 due to the following changes:

• Capacity for Fiscal Year 2000 General Obligation Bond projects	\$ 5,222,000
• New funding for other projects	798,600
• Project work completed in Fiscal Year 2001	<u>(533,200)</u>
 Capital Total	 <u>\$ 5,487,400</u>
 Department Total	 <u><u>\$ 9,847,000</u></u>

HEADQUARTERS

MISSION STATEMENT: The Headquarters Division provides direction and policy to ensure the prevention and extinguishment of fires, and the provision of emergency medical services, environmental protection, and code enforcement to the community; and responsibly administers all fiscal operations and personnel policies, procedures, and actions.

The Advanced Life Support Cost Recovery Section recovers partial costs of advanced life support ambulance services to the community, and ensures paperwork is complete for billing purposes.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Manage and maintain the facilities, equipment, and fire and support personnel to provide fire protection, medical response, and other services to the community.				
• Number of fire stations	17	18	18	18
• Number of engine companies	18	19	18	19
• Number of paramedic/engine companies	0	1	1	0
• Number of paramedic companies	12	13	12	13
• Number of ladder companies	7	7	7	8
• Number of commissioned department personnel	499	526	526	527
• Number of non-commissioned department personnel	40	44	44	44
Submit invoices for advanced life support ambulance transports.	16,397	14,000	16,600	17,000
Key Outcomes				
Provide additional and/or upgraded facilities/companies to serve the community.	1	6	6	6
Recover costs for advanced life support/ambulance service.				
• Collection rate	84%	70%	75%	80%
• Dollars collected (\$000s)	\$ 4,100	\$ 3,624	\$ 4,200	\$ 4,300

RESOURCE SUMMARY

Position Resources	11.00	26.00	26.00	13.00
Financial Resources				
General Fund	\$ 1,305,664	\$ 2,391,520	\$ 2,391,520	\$ 1,641,880

OPERATIONS

MISSION STATEMENT: The Operations Division protects the lives and property of the citizens of Tucson by responding promptly to all fire and medical emergencies with an adequate number of personnel, equipment, and consistent use of up-to-date tactics and strategies needed to mitigate those emergencies. It ensures the public's safety through a comprehensive program of pre-fire planning inspections, and presentation of public education programs that increase fire and life safety awareness in the community. It manages resources to effectively meet the evolving emergency medical needs of the community.

Through use of continuous training and educational programs for paramedics and emergency medical technicians, participation in medical research projects, and utilization of the most current medical equipment and technologies, the public is ensured of receiving first-rate professional emergency medical services.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Answer emergency calls.	62,164	64,000	64,000	67,000
Respond to structure fires.	300	300	350	300
Conduct Adopt-A-School safety classes for third graders.				
• Number of classes provided	560	280	560	560
• Number of students attending Adopt-A-School classes	36,800	34,250	36,800	36,800
Provide continuing professional education programs for 466 firefighters.				
• Number of hours per person	75	99	99	99
Respond to requests for paramedic services.	27,938	31,000	31,000	33,200
Respond to calls concerning people experiencing cardiac arrests.	437	1,350	450	470
Key Outcomes				
Respond to emergency calls by arriving at scene within five minutes of dispatch (average response time is 4.6 minutes).				
• Percent of timely response	95%	100%	95%	100%

FIRE**Operations (Continued)****KEY MEASURES OF PERFORMANCE**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Expose third grade students to fire/injury prevention strategies.				
• Percent of third grade students in Adopt-A-School classes	100%	100%	100%	100%
Arrive at scene within eight minutes of dispatch for advanced life support response (American Heart Association standard). Average response time is 5.5 minutes.				
• Percent of timely response	87%	90%	85%	90%
Provide cardiopulmonary resuscitation for citizens suffering cardiac arrest.				
• Percent of patients saved that were suffering bystander-witnessed cardiac arrests	20%	16%	20%	20%
• Number of those lives saved	14	22	18	22
• Percent of patients saved that were suffering cardiac arrests not witnessed by bystanders.	14%	10%	14%	14%
• Number of those lives saved	3	14	8	14

RESOURCE SUMMARY

Position Resources	462.00	469.00	469.00	482.00
Financial Resources				
General Fund	\$ 24,589,836	\$ 27,003,010	\$ 27,187,410	\$ 30,038,910
General Fund - Emergency Medical Transport	4,048,255	3,624,000	3,425,500	3,800,000
Miscellaneous Federal Grants	-0-	-0-	-0-	500,000
Financial Resources Total	\$ 28,638,091	\$ 30,627,010	\$ 30,612,910	\$ 34,338,910

CODE ADMINISTRATION

MISSION STATEMENT: The Code Administration Division promotes public safety by administering fire codes and standards, conducting regular building inspections, and providing prompt detection and enforced compliance of code violations. The division ensures compliance with federal and state regulations regarding fire and environmental hazards through extensive inspection, enforcement, reporting, and cooperation with responsible agencies to promote and maintain a safer community. The division addresses major health and safety risk areas such as injury prevention, child safety, safety equipment, juvenile firesetters, and other educational opportunities.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Conduct fire code inspections on commercial buildings.				
• Number inspected	2,439	1,680	2,400	2,550
Provide safety/educational classes to the community.	678	400	525	500
Respond to all fire code complaints from citizens.				
• Number of complaints	577	700	600	600
Key Outcomes				
Promote public safety through fire code enforcement.				
• Percent of 25,000 total commercial buildings inspected*	47%	55%	10%	12%
• Percent of citizen code complaints addressed within five days	100%	100%	100%	100%
Promote public safety through public education.				
• Number of community contacts through educational programs	124,635	80,100	81,000	90,000

*Quantity of buildings increased due to inclusion of all commercial buildings.

FIRE

Code Administration (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	36.00	36.00	36.00	36.00
Financial Resources				
General Fund	\$ 2,160,120	\$ 2,196,320	\$ 2,496,320	\$ 2,354,040
General Fund - Certificates of Participation	78,986	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	300,000	-0-	350,000
Financial Resources Total	<u>\$ 2,239,106</u>	<u>\$ 2,496,320</u>	<u>\$ 2,496,320</u>	<u>\$ 2,704,040</u>

SUPPORT SERVICES

MISSION STATEMENT: The Support Services Division maintains adequate inventories of organizational supplies and equipment; distributes supplies as required to sustain around-the-clock routine and emergency operations; maintains all vehicles and equipment in a fully functional condition to ensure safe, consistent, and prompt responses of emergency field operations. The division seeks to reduce the crime of arson by conducting comprehensive investigations of all suspicious fires, securing all available evidence for prosecution by the responsible agency, and promoting fire safety and prevention education for all citizens.

The division oversees the collection, storage, and dissemination of all fire department data management and information needs. It provides support to all Tucson Fire Department divisions by designing, maintaining, and supplying specialized mapping and drawing information. The Management Information Section ensures the quality control and integrity of data for the fire data management systems, and administers and manages the department's computers and network.

KEY MEASURES OF PERFORMANCE

Key Outputs

Perform preventive maintenance checks on all fire apparatus and support equipment.

- Number of preventive maintenance checks done
- | | | | | |
|--|-----|-----|-----|-----|
| | 639 | 600 | 655 | 655 |
|--|-----|-----|-----|-----|

Perform unscheduled and emergency repairs on all front-line apparatus.

- Number of repairs
- | | | | | |
|--|-------|-----|-------|-------|
| | 1,233 | 700 | 1,320 | 1,320 |
|--|-------|-----|-------|-------|

Investigate fires to determine cause and origin.

- Number of fires investigated
- | | | | | |
|--|-----|-----|-----|-----|
| | 413 | 390 | 440 | 460 |
|--|-----|-----|-----|-----|

Support Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Provide services for management information (includes drafting, records, and computer hardware and software).				
• Number of requests	4,212	3,500	4,680	4,680
Key Outcomes				
Ensure that front-line apparatus and equipment is available at all times.				
• Percent of apparatus available	93%	80%	90%	90%
• Percent of equipment available	99%	90%	90%	90%
Quantity of investigated fires determined to be arson and reported to Tucson Police Department.	209	220	220	230

RESOURCE SUMMARY

Position Resources	22.00	29.00	29.00	29.00
Financial Resources				
General Fund	\$ 3,148,867	\$ 3,772,860	\$ 3,730,850	\$ 5,137,580
General Fund - Certificates of Participation	-0-	444,920	444,920	-0-
Financial Resources Total	\$ 3,148,867	\$ 4,217,780	\$ 4,175,770	\$ 5,137,580

TRAINING

MISSION STATEMENT: The Training Division ensures that the uniformed members of the Tucson Fire Department are highly trained and qualified at both the entry- and incumbent-levels. It provides career-enhancement opportunities for all members to ensure well-trained public servants.

Firefighter, driver operator, and aircraft rescue and firefighting training offered to other fire departments, districts, and agencies providing those kinds of services will serve to make the City of Tucson Public Safety Training Academy a regional training facility.

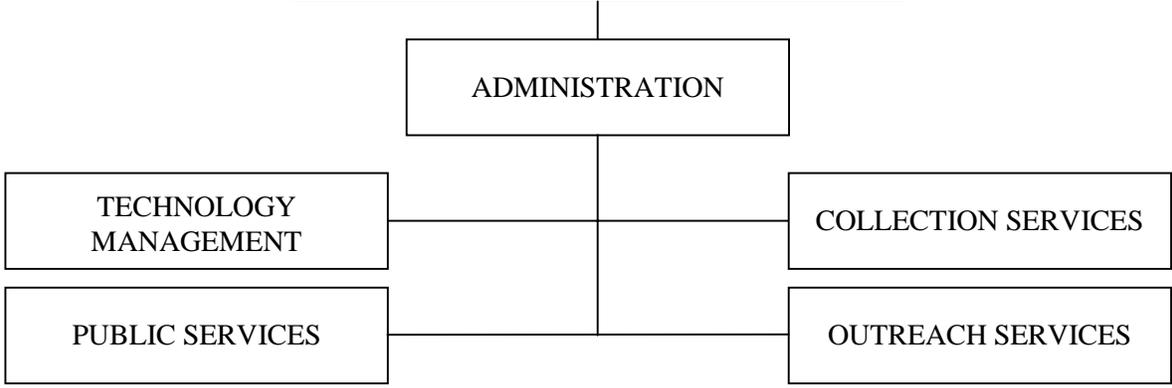
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Train new recruits to be qualified firefighters.				
• Number of recruits	22	50	32	50
• Hours of training per recruit	800	800	800	800
Provide continuing education classes for uniformed members.				
• Hours of training	48	48	48	48
• Number of personnel	499	565	526	565
Provide advanced driver training and refresher courses to department members.				
• Hours of training	24	24	24	24
• Number of employees	40	50	70	50
Key Outcomes				
Enhance staff capability through training and education				
• Percent of qualified recruits graduating.	78	N/A	82	80
• Total hours of continuing education.	23,952	N/A	25,248	27,120
• Total hours of driver training.	960	N/A	1,680	1,200

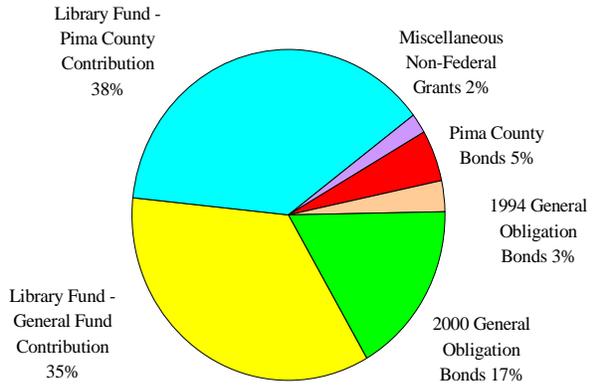
RESOURCE SUMMARY

Position Resources	8.00	10.00	10.00	11.00
Financial Resources				
Public Safety Academy Fund	\$ 618,731	\$ 1,386,930	\$ 1,386,930	\$ 1,656,750

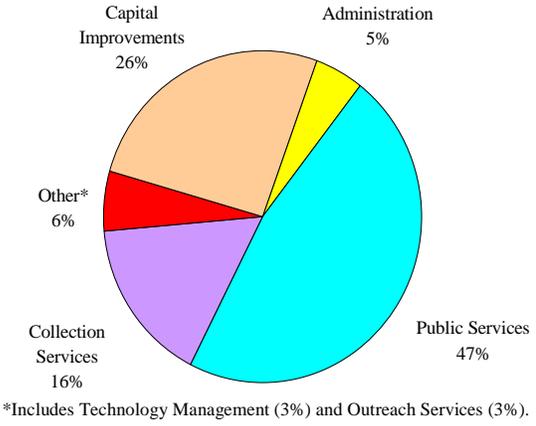
LIBRARY	
OPERATING:	\$ 19,719,980
CAPITAL:	<u>6,780,000</u>
TOTAL:	<u>\$ 26,499,980</u>
POSITION TOTAL:	287.25



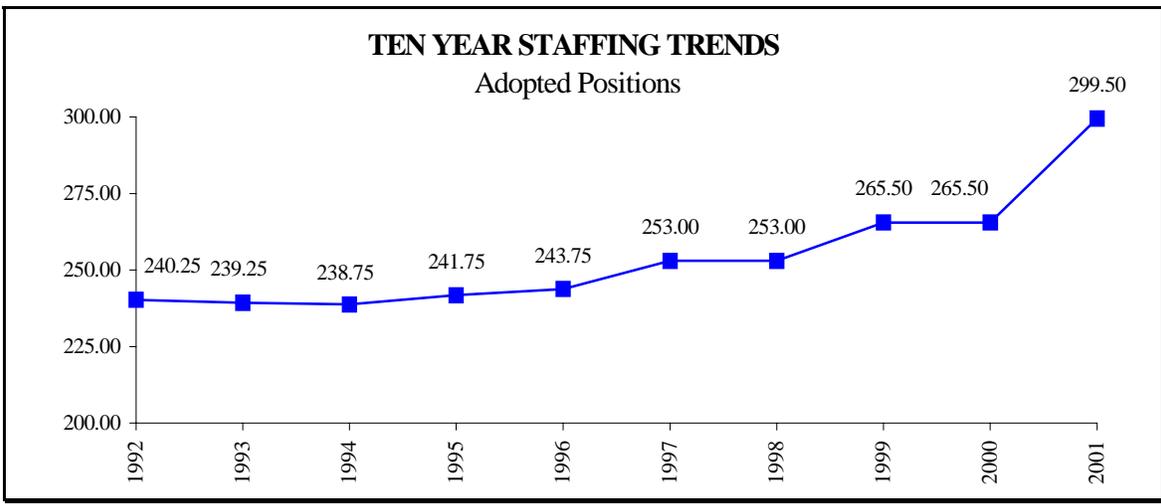
FINANCING PLAN



PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS



LIBRARY

MISSION STATEMENT: To provide Tucson and Pima County residents free and equitable access to information resources needed for full participation in the community and for the enrichment of individual lives.

OVERVIEW

The Library Department provides access to information, promotes literacy and a love of reading, and supports lifelong learning. It does this by providing collections of materials and computer resources in 22 permanent facilities, through a variety of outreach activities, and by providing staff to assist customers with materials and services. Library services are provided to all of Pima County through an intergovernmental agreement between the City of Tucson and the Pima County Free Library District and in partnership with other community information providers. The divisions within the department include Administration, Technology Management, Public Services, Collection Services, and Outreach Services.

DEPARTMENT HIGHLIGHTS

The Library Department has allocated \$3,214,800 to expand its collection of books, periodicals, and records.

The Library Department completed the second year of a three-year, \$400,000 grant from the Wallace-Reader's Digest Funds to provide positive youth development through improved educational and career development opportunities for low-income youth.

Through a community-supported strategic plan, the Library Department developed a vision statement, a statement of core values, and six strategic directions leading into the 21st century. The six strategic directions are:

- Begin with Books and Reading
- Put Children and Youth First
- Celebrate Culture and the Arts
- Promote Strong Neighborhoods
- Enhance Economic Development and Support Economic Advancement
- Use Library Information Technology to Bridge the "Information Gap"

The Library Department is working with the Town of Oro Valley and Pima County to build a 15,000 square-foot library in Oro Valley. Currently, the library is projected to open in January 2002. Computer labs at South Tucson Library and Green Valley Library will open in the fall of 2001. In January 2002, El Pueblo Library will move to a larger building at the El Pueblo Neighborhood Center and the Technology Assisted Learning Lab in the Santa Rosa Neighborhood Center will open.

The Library Department contracted with Hidell & Associates Architects to prepare a report for a long-range facilities plan. This plan incorporates a review of current library facilities, proposes possible library service models, and examines demographic trends in Tucson and Pima County to identify potential library locations. A draft plan was prepared in spring 2001, and public review began in July 2001.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Caring, Healthy Families and Youth

The Library Department has several programs that target youth and families such as Project LIFT (Literacy Involves Families Together), which brings families together to promote reading as a positive recreational activity. Story times, introducing children and parents to language and reading, are offered at all library locations. Collaborative efforts with community agencies and other city and county departments include working with area schools, the Boys and Girls Clubs of Tucson, and the city and county Parks and Recreation Departments to provide homework help centers for children and teens; partnering with Child and Family Resources (CFR) to promote library resources to parents and develop reading skills in children; and in-service training programs for staff at CFR after-school programs. The department participates in the City of Tucson's internal Youth Policy Team together with the Police, Community Services, Fire, Parks and Recreation Departments, and Citizen and Neighborhood Services.



Goal: Strong Local Businesses

The Main Library has an extensive reference section and a business librarian to help local business and aspiring entrepreneurs. The Main Library's business services' staff actively collaborates with the Greater Tucson Economic Council (GTEC), the Greater Tucson Strategic Partnership for Economic Development (GTSPED), the Tucson Urban League, Pima Community College's Small Business Development Training Center, and Service Corps of Retired Executives (SCORE). Outreach is provided to business groups to inform the community about available services. Recent outreach efforts have targeted the U.S. Department of Commerce through their Nuts and Bolts project, the American Indian Chamber of Commerce, the Tucson Black Chamber of Commerce, the Tucson Hispanic Chamber of Commerce, and the Small Business Fair. Public access computers are available at all library locations and are widely used by small local businesses for research and other start-up tasks.



Goal: Reduced Poverty and Increased Equality of Opportunity

The Library Department makes information available to all, including those who cannot easily get to a library, through programs such as the Bookmobile, Books-by-Mail, and Homebound Services. Through a series of Gates Foundation grants and other funding, the department has placed public access personal computers in all library locations. People who do not own computers rely on the Library Department not only for access to electronic resources, but also for staff assistance and training in information technology literacy skills. Job seekers can prepare resumes and find employment resources via the Library Department's electronic services. A three-year \$400,000 grant from the Wallace-Reader's Digest Funds is providing for the development of improved educational services and employment opportunities for low-income youth, as well as the creation of teen resource centers at the Main, Mission, Valencia, and Woods libraries.

Support for Livable Tucson Goals (Continued)



Goal: Excellent Public Education

The Library Department works closely with schools and offers programs to help ensure that our children are getting the best education possible. The Homework Help program, visits to schools by librarians, newsletters, joint meetings with educators, and tours of libraries for school children are examples of these efforts. Library computer labs and trained staff give children better opportunities to complete research or produce reports for school assignments.



Goal: Engaged Community and Responsive Government

Free community and neighborhood meeting space is provided at each library. Last year these spaces were used for 7,050 neighborhood gatherings and meetings. The Library Department also encourages and supports involvement in Neighborhood Enhancement Teams (NETeams) and Back to Basics efforts. Eight staff members from six different library branches are active in NETeam community work.



Goal: Respected Historic and Cultural Resources

The Main Library maintains two collections of significant relevance to our local history and culture: the Steinheimer Collection of Southwest Children's Books (2,600 books) and the Arizona Collection (3,750 items of cultural history in Southeast Arizona and Pima County). In addition, the Library Department's catalog system is able to access the specialized collections at the University of Arizona and Pima Community College, and the department is currently involved in a statewide effort to promote partnerships between public libraries and museums. With funds from a Library Services and Technology Act grant, the Library Department, the University of Arizona, the Arizona State Museum, and the Arizona Historical Society have begun the process of conserving the State Archives of Sonora. This project will ultimately make these important archives available to a much wider audience in both the United States and Mexico.



Goal: Successful Downtown

The Main Library, in the heart of downtown, is an educational and cultural center. It provides unique collections, specialized services, and a selection of programs in arts, humanities, and social issues for all ages. The Main Library Plaza is the venue for festivals, public performances, musical concerts, and special events. In the past year it has been the site for the annual Tucson Fire Department's Chili Cookoff, the Tucson Heritage Festival, Dia de Los Niños Festival, the Folklife Festival, and the Holiday Parade festivities, to name just a few of the notable events. The main floor houses the Gallery, a constantly changing showcase for new and emerging local artists. The Main Library is a destination point for school tours, community groups, history buffs, grant seekers, business entrepreneurs, avid readers, teenagers, educators, Internet searchers, and parents. Over 50,000 people visit this branch each month. The Main Library works to maintain a safe, pleasant environment for people to visit and enjoy.

LIBRARY**DEPARTMENT RESOURCES**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	18.00	18.00	18.00	18.00
Technology Management	6.00	6.00	6.00	6.00
Public Services	169.50	192.75	192.25	183.50
Collection Services	16.50	16.50	16.50	16.50
Outreach Services	11.00	13.00	13.00	13.00
Permanent Total	221.00	246.25	245.75	237.00
<u>NON-PERMANENT</u>				
Public Services	35.50	44.25	46.75	41.25
Collection Services	4.75	4.75	4.75	4.75
Outreach Services	4.25	4.25	4.25	4.25
Non-Permanent Total	44.50	53.25	55.75	50.25
Department Total	265.50	299.50	301.50	287.25

FINANCIAL RESOURCES

Administration	\$ 1,312,406	\$ 1,463,960	\$ 1,447,540	\$ 1,313,280
Technology Management	896,663	1,016,670	1,019,890	852,290
Public Services	9,382,750	11,355,950	10,783,250	12,441,030
Collection Services	3,976,265	4,210,730	4,204,780	4,254,850
Outreach Services	753,853	861,570	860,830	858,530
Operating Total	16,321,937	18,908,880	18,316,290	19,719,980
Capital Improvements	44,903	2,020,000	934,530	6,780,000
Department Total	\$ 16,366,840	\$ 20,928,880	\$ 19,250,820	\$ 26,499,980

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 10,613,354	\$ 11,815,400	\$ 11,783,310	\$ 11,719,860
Services	2,094,662	2,368,810	1,803,120	3,051,280
Commodities	3,428,429	3,970,770	3,975,960	4,027,520
Equipment	185,492	53,900	53,900	103,320
Other	-0-	-0-	-0-	(182,000)
Inter-Activity Transfers	-0-	700,000	700,000	1,000,000
Operating Total	16,321,937	18,908,880	18,316,290	19,719,980
Capital Improvements	44,903	2,020,000	934,530	6,780,000
Department Total	<u>\$ 16,366,840</u>	<u>\$ 20,928,880</u>	<u>\$ 19,250,820</u>	<u>\$ 26,499,980</u>

SOURCE OF FUNDS

Library Fund - General Fund Contribution	\$ 8,160,969	\$ 9,104,440	\$ 8,808,145	\$ 9,359,990
Library Fund - Pima County Contribution	8,160,969	10,124,440	9,328,145	9,939,990
Miscellaneous Non-Federal Grants	-0-	200,000	200,000	650,000
Pima County Bonds	-0-	750,000	50,000	1,250,000
1994 General Obligation Bonds	44,903	-0-	114,530	700,000
2000 General Obligation Bonds	-0-	750,000	750,000	4,600,000
Department Total	<u>\$ 16,366,840</u>	<u>\$ 20,928,880</u>	<u>\$ 19,250,820</u>	<u>\$ 26,499,980</u>

LIBRARY

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$19,719,980 is an increase of \$811,100 due to the following changes:

• Carryforward from Fiscal Year 2001 for projects not completed by June 30, 2001	\$ 401,800
• Increased funding for the loading dock at the Main Library	300,000
• Increased capacity for grants	300,000
• Impact of a 2% pay increase effective July 1, 2001	234,000
• Increased funding for the Infotech Literacy Program and the Technology Assisted Learning Lab, including a decrease of 1.5 positions due to revised implementations	191,890
• Impact on salaries due to Fiscal Year 2002 merit increases	155,910
• Increased funding for opening the Oro Valley Library branch	138,780
• Decrease in one-time computer replacement funds	(167,080)
• Completion of one-time remodeling projects in Fiscal Year 2001	(170,240)
• Impact of a 1% reduction to balance the budget	(182,000)
• Eliminate funding for Sunday library services at Woods, Mission, Miller-Golf Links, and Green Valley branches, including 10.75 positions	(386,000)
• Other miscellaneous changes	<u>(5,960)</u>
 Operating Total	 \$ 811,100

Capital

The adopted budget for Fiscal Year 2002 of \$6,780,000 is an increase of \$4,760,000 due to the following changes:

• Additional funding for the construction of the Quincie Douglas Center Library	\$ 2,000,000
• Funding for the design and construction of the George Miller-Golf Links branch expansion	1,400,000
• Additional funding for the construction of the Midtown Library and Learning Center	1,100,000
• Funding for the design and construction of the Main Library Plaza Improvements	700,000
• Decreased funding for the El Pueblo branch expansion as it nears completion	(440,000)
 Capital Total	 <u>\$ 4,760,000</u>
 Department Total	 <u><u>\$ 5,571,100</u></u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides leadership and management support for the library system through planning, facilities management, fiscal and personnel services, and coordination with city and county governments and the Library Board; collaborates with other libraries and educational and cultural organizations; and responds to or initiates major partnership efforts to improve information delivery in the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Negotiate an intergovernmental agreement between Pima County and the City of Tucson to provide an annual budget (\$000s).	\$ 16,367	\$ 20,929	\$ 19,250	\$ 26,499
Administer the private custodial, grounds maintenance, and security contracts, and coordinate the work of city and county public buildings departments to ensure safe, clean, well-maintained buildings for citizens to use and enjoy.	17	20	20	20
Provide new and/or remodeled or renovated libraries.	-0-	1	3	3
Prepare major planning documents (i.e. strategic planning document, facilities planning document, funding plan document).	1	2	-0-	2
Maintain ongoing major partnerships with governmental and community agencies.	3	3	6	6
Provide support for library organizations and agencies such as the Library Board, friends of the library groups, the Library Foundation, and the Arizona State Library.	7	7	7	7
Key Outcomes				
Meet the community's need for library services.				
• Number of open libraries	20	20	20	22

LIBRARY

Administration (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	18.00	18.00	18.00	18.00
Financial Resources				
Library Fund - General Fund Contribution	\$ 656,203	\$ 731,980	\$ 723,770	\$ 656,640
Library Fund - Pima County Contribution	656,203	731,980	723,770	656,640
Financial Resources Total	<u>\$ 1,312,406</u>	<u>\$ 1,463,960</u>	<u>\$ 1,447,540</u>	<u>\$ 1,313,280</u>

TECHNOLOGY MANAGEMENT

MISSION STATEMENT: The Technology Management Division installs, manages, and maintains the department's computer resources and network connections, including the integrated online catalog, Web servers, Internet connections, and workstations (computers and terminals) in order to provide the public and staff with access to the Library Department and remote resources both within library facilities and from home.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide computer access for the Internet, library catalog, and remote databases.

• Public computers	147	231	225	235
• Staff computers	183	250	396	509

Key Outcomes

Expand on-line access to library information.

• Number of times the Library Home Page is accessed (000s)	854	1,000	12,000	15,000
• Number of connections to the library catalog and on-line databases from home, school, or workplace (000s)	273	1,500	2,720	3,000
• Percent availability of on-line catalog and circulation system to the public	99%	99%	99%	99%

Technology Management (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	6.00	6.00	6.00	6.00
Financial Resources				
Library Fund - General Fund Contribution	\$ 448,332	\$ 508,335	\$ 509,945	\$ 426,145
Library Fund - Pima County Contribution	448,332	508,335	509,945	426,145
Financial Resources Total	\$ 896,663	\$ 1,016,670	\$ 1,019,890	\$ 852,290

PUBLIC SERVICES

MISSION STATEMENT: The Public Services Division, through a Main Library and 21 branch libraries, provides Tucson and Pima County residents with information and materials for use in libraries and through lending and computer access. The division develops and administers specialized services for all ages with emphasis on families, youth, and independent learners to promote opportunity in an increasingly information-based society.

KEY MEASURES OF PERFORMANCE**Key Outputs**

Provide Tucson residents and visitors with access to library materials, programs, and information.

• Number of materials loaned (000s)	5,383	5,300	5,500	5,700
• Number of reference/information questions answered	625,000	875,000	900,000	910,000
• Number of programs and storytimes provided for children	3,132	3,200	3,250	3,300
• Number of library tours and programs provided for adults and teens	1,329	1,525	1,550	1,600
• Number of books and electronic resources used by customers in the library (000s)	N/A	10,500	11,000	11,500
• Number of classes offered to residents on basic computer skills, finding jobs on the Internet, writing resumes, consumer health, and conducting research for school assignments	N/A	N/A	600	600
• Number of Internet hours available to the public (000s)	N/A	N/A	9,270	10,025

LIBRARY

Public Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<p>Inform teenagers about library services by recruiting and training high school students to be library advocates. (Funded by Wallace-Reader's Digest Funds' Public Libraries as Partners in Youth Development grant)</p>				
<ul style="list-style-type: none"> • Number of youth library advocates 	N/A	N/A	10	10
<p>Provide workforce development by hiring and training low-income teens as library aides at Main, Mission, Valencia, and Woods libraries. (Funded by Wallace-Reader's Digest Funds' Public Libraries as Partners in Youth Development grant)</p>				
<ul style="list-style-type: none"> • Number of youth library aides 	N/A	N/A	10	10
<p>Key Outcomes</p>				
<p>Provide Tucson residents and visitors with access to library materials, programs, and information.</p>				
<ul style="list-style-type: none"> • Number of children maintaining their school reading levels by participating in the summer reading program 	27,088	22,000	28,000	30,000
<ul style="list-style-type: none"> • Number of customers of all ages attending programs, storytimes, and tours to support language skills, literacy, and lifelong learning 	144,585	130,000	135,000	137,500
<ul style="list-style-type: none"> • Percent of population having library cards 	54%	54%	54%	54%
<p>Provide informative presentations by youth library advocates to youth groups, middle and high school classes, parent and faculty groups, etc. about library services.</p>				
<ul style="list-style-type: none"> • Number of presentations 	N/A	N/A	50	50
<ul style="list-style-type: none"> • Number of people contacted 	N/A	N/A	1,250	1,250

Public Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Provide teens and others with opportunities to improve information technology skills through training programs on computer use taught by youth library aides and library staff at Main, Mission, Valencia, and Woods libraries.				
• Number of training programs	N/A	N/A	9	9
• Number of contacts	N/A	N/A	90	90

RESOURCE SUMMARY

Position Resources	205.00	237.00	239.00	224.75
Financial Resources				
Library Fund - General Fund Contribution	\$ 4,691,375	\$ 5,327,975	\$ 5,041,625	\$ 5,720,515
Library Fund - Pima County Contribution	4,691,375	5,827,975	5,541,625	6,220,515
Miscellaneous Non-Federal Grants	-0-	200,000	200,000	500,000
Financial Resources Total	\$ 9,382,750	\$ 11,355,950	\$ 10,783,250	\$ 12,441,030

COLLECTION SERVICES

MISSION STATEMENT: The Collection Services Division selects and purchases library materials to meet the needs of the community; catalogs and processes these materials to make them available to the public; works with public services to ensure that the library collections are kept current and relevant to the needs of our customers; and processes interlibrary loans to borrow materials for our customers that are not available through the Library Department.

KEY MEASURES OF PERFORMANCE**Key Outputs**

Obtain library materials for use by the community.

• Number of new books and other materials delivered to branch libraries for public use	286,188	285,000	300,000	300,000
• Number of titles ordered	22,497	19,000	20,000	20,000
• Number of items borrowed from other libraries for customers	2,778	2,900	2,900	2,900

LIBRARY

Collection Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Provide library materials that are current and relevant to the needs of our customers.				
• Percent of customers indicating satisfaction with the book and materials collections	90%	85%	85%	85%
• Percent of titles that appear on the “Best Books” lists that were purchased for the system	86%	90%	90%	90%
• Number of items of library materials distributed for use by the community	1,160	N/A	1,217	1,300
• Number of unique titles available for library users	205,000	N/A	204,000	205,000

RESOURCE SUMMARY

Position Resources	21.25	21.25	21.25	21.25
Financial Resources				
Library Fund - General Fund Contribution	\$ 1,988,133	\$ 2,105,365	\$ 2,102,390	\$ 2,127,425
Library Fund - Pima County Contribution	1,988,133	2,105,365	2,102,390	2,127,425
Financial Resources Total	<u>\$ 3,976,265</u>	<u>\$ 4,210,730</u>	<u>\$ 4,204,780</u>	<u>\$ 4,254,850</u>

OUTREACH SERVICES

MISSION STATEMENT: The Outreach Services Division strengthens educational, cultural, and literacy efforts throughout the community and identifies new outreach opportunities by collaborating with schools, community organizations, and other city and county departments. The division takes library services and materials to locations other than Library Department facilities, with an emphasis on reaching youth and families.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide youth with Homework Help sites in libraries, schools, recreation centers, and other agencies.

• Number of participants	23,805	23,000	23,500	24,000
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Outreach Services (Continued)**KEY MEASURES OF PERFORMANCE**

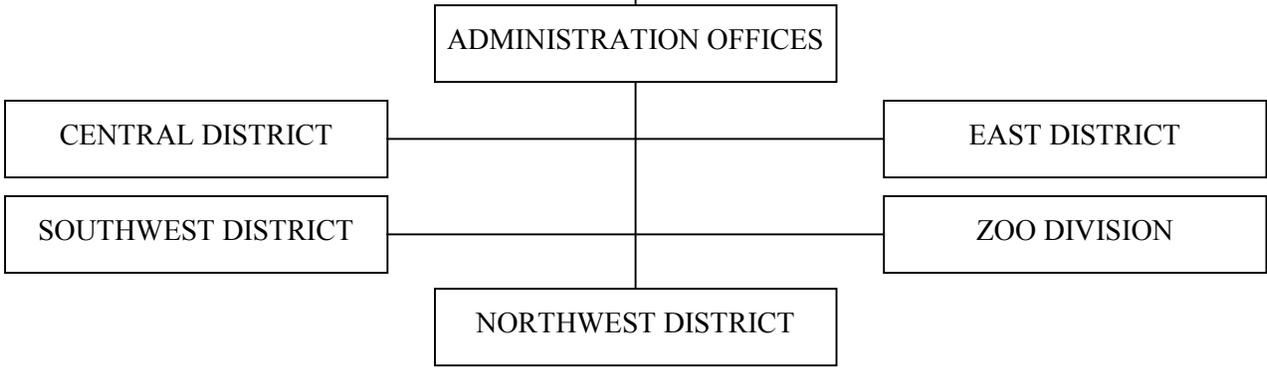
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Provide bookmobile, homebound, and books-by-mail services and family literacy programs to customers with limited or no ability to use a library branch.				
• Number of customers	12,698	15,000	15,000	15,000
Collaborate in community events (e.g., festivals and college nights) and provide information about library resources, reading, etc., to groups outside of the library.				
• Number of events and presentations	141	96	100	100
• Number of individual contacts	21,138	30,000	30,000	30,000
Participate in ongoing partnerships with other departments, schools, community agencies, and organizations to promote reading and literacy.				
• Number of partnerships	7	6	6	6
Provide family literacy programs to high school students and young parents.				
• Number of participants in Project LIFT (Literacy Includes Families Together)	N/A	N/A	750	750
Key Outcomes				
Support educational, cultural, and literacy efforts in the community.				
• Percent of youth reporting improved school grades	52%	80%	60%	75%
• Percent of Project LIFT parents reporting more time spent on reading and reading-related activities with their children	N/A	95%	85%	85%

LIBRARY

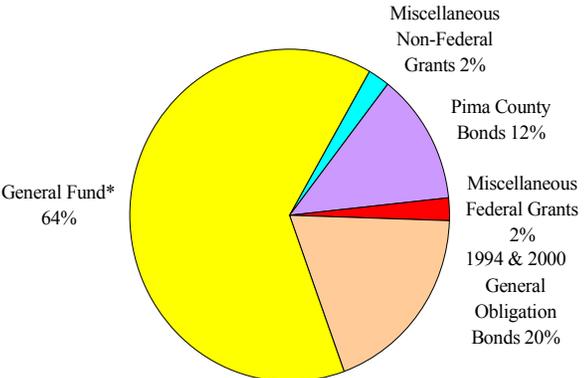
Outreach Services (Continued)**RESOURCE SUMMARY**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	15.25	17.25	17.25	17.25
Financial Resources				
Library Fund - General Fund Contribution	\$ 376,927	\$ 430,785	\$ 430,415	\$ 429,265
Library Fund - Pima County Contribution	376,927	430,785	430,415	429,265
Financial Resources Total	<u>\$ 753,853</u>	<u>\$ 861,570</u>	<u>\$ 860,830</u>	<u>\$ 858,530</u>

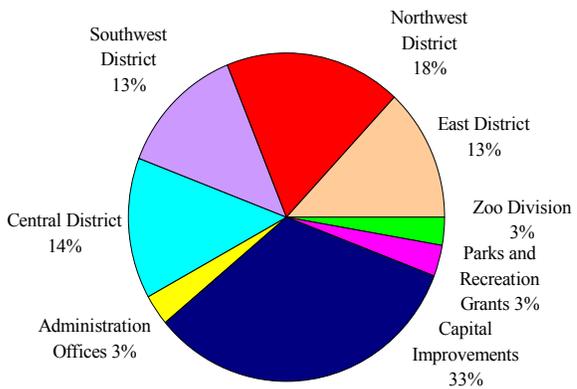
PARKS AND RECREATION	
OPERATING:	\$ 39,165,620
CAPITAL:	<u>19,731,200</u>
TOTAL:	<u>\$ 58,896,820</u>
POSITION TOTAL:	677.50



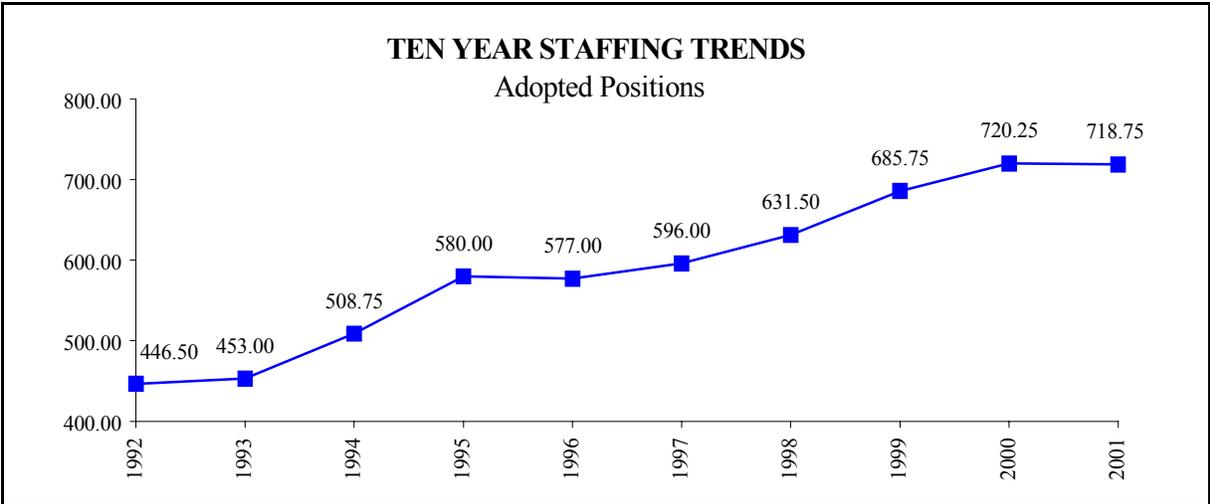
FINANCING PLAN



PROGRAM ALLOCATION



*Includes General Fund (58%), General Fund - Fees and Charges (6%), General Fund - Parks Foundation (<1%), General Fund - Restricted (<1%).



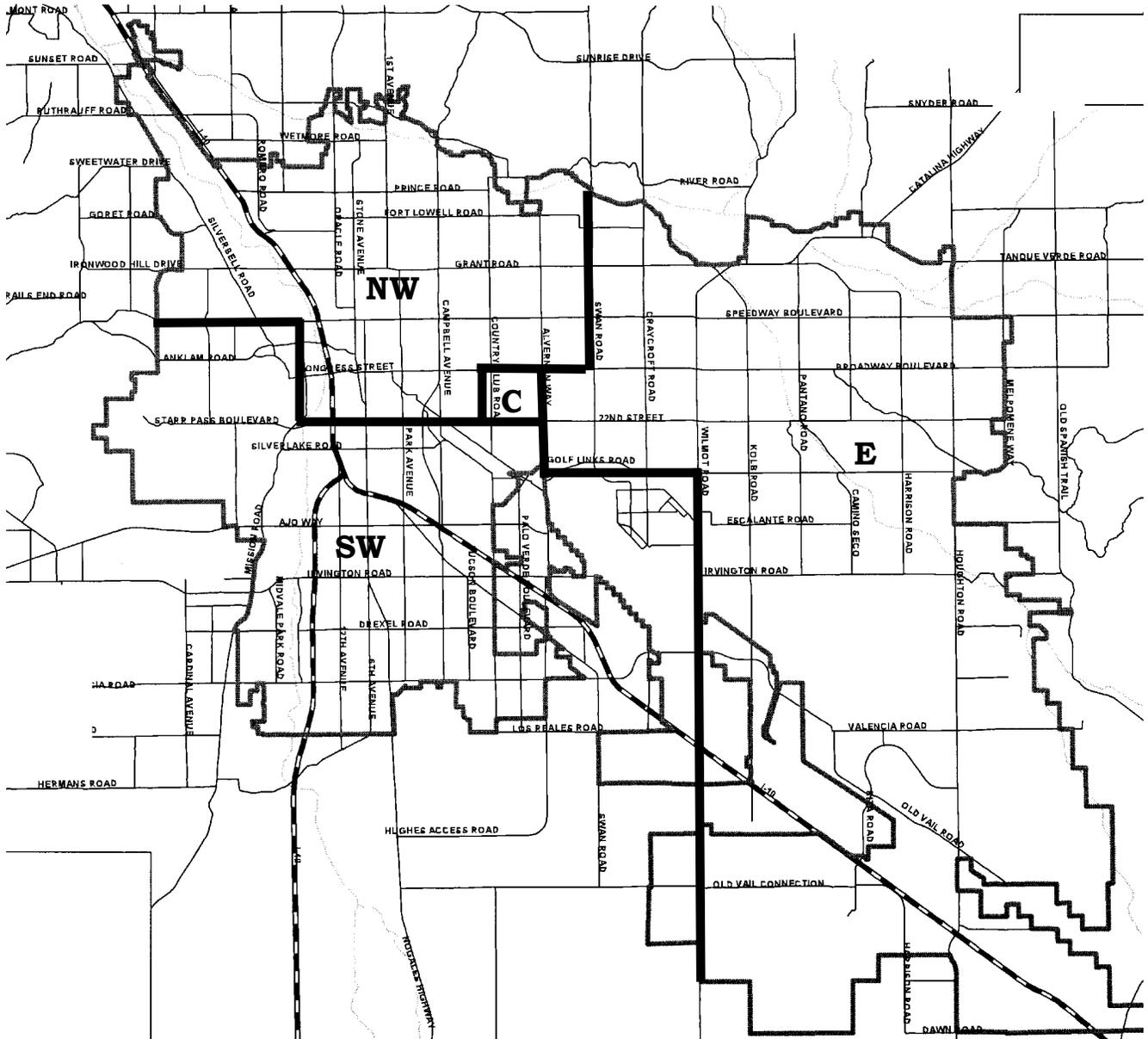
PARKS AND RECREATION DISTRICT MAP

C = Central District

E = East District

NW = Northwest District

SW = Southwest District



PARKS AND RECREATION

MISSION STATEMENT: To involve Tucsonans of all ages and abilities in their park system by providing well trained employees in decentralized administrative areas who connect themselves to their customers with quality service and facilities.

OVERVIEW

The Parks and Recreation Department has oriented its entire operation to get closer to Tucsonans by providing quality services and facilities. The department's emphasis is to strengthen our youth enrichment programs by combining our services with other departments. Community involvement and neighborhood assistance is a priority. We are preparing our system for the future with a progressive and challenging strategic plan. Included within the Parks and Recreation Department are Administration Offices; the Central, Southwest, Northwest, and East Districts; and the Zoo.

DEPARTMENT HIGHLIGHTS

The Parks and Recreation Department works cooperatively with other departments on various programs as follows:

- Gang Resistance Education and Training Program (GREAT) with the Tucson Police Department;
- Summer Reading and Computer Lab Programs as well as the after-school Homework Help program with the Tucson Public Library;
- Daycare facilities at our centers which serve neighborhood working parents and are funded by Community Development Block Grants through the Community Services Department; and
- Adopt-A-School, Safe Kids, and the Fourth of July Tour for Tucson's Children with the Tucson Fire Department.

The department works diligently to increase voluntary employee participation through the Neighborhood Enhancement Teams (NETeams). The goal is to help neighborhoods in neighborhood clean-ups, housing repairs, and community events. In Fiscal Year 2000, NETeams expanded department participation, adopted a house through the Christmas in April house repair program, adopted a street to conduct periodic clean-ups, and sponsored a booth at the Reid Park Zoo Halloween Festival. The department has also assisted in six community clean-ups.

The department involved Tucsonans in a strategic planning process. The community and neighborhood leadership and staff have developed the department's direction through the year 2010: *"A Proud History—A Future Without Limits!"*

The department partnerships with non-profit agencies that advocate and conduct fund raising for the department. In Fiscal Year 2000, the Tucson Parks Foundation raised \$120,000 for recreation programming and park improvements. The Tucson Zoological Society raised \$100,000 for Reid Park Zoo, and the Richard and Annette Bloch Cancer Foundation donated \$1,000,000 for a Cancer Survivors Plaza in Reid Park. We will continue to leverage our system resources to benefit Tucsonans.

The department also received strong community support in May 2000 when voters approved a \$34,000,000 bond package for improvements, renovations, and natural resource land acquisitions.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Abundant Urban Green Space and Recreation Areas

The Parks and Recreation Department provides numerous and varied leisure time opportunities throughout the city. Facilities and programs, both indoor and outdoor, are designed to serve all people—from the very young through the most mature, from people with disabilities to the most physically active—spanning many social, cultural, and special interests. The department provides 101 parks, 103 playgrounds, 222 playing fields, and 2,691 acres of parkland.



Goal: Clean Air and Quality Water

The Parks and Recreation Department contributes to clean air by maintaining some 22,000 trees on public properties. Department efforts include effective water management, oversight of discharged wastewater, and the predominant use of reclaimed water in the irrigation of turf and landscaping that conserves, protects, and recharges the local aquifer.



Goal: People Oriented Neighborhoods

The Parks and Recreation Department provides indoor and outdoor facilities and programs throughout the city which accommodate thousands of Tucsonans of all ages, income, and ability. Recreation and neighborhood centers, school sites, pools, parks, and sports fields provide citizens venues to meet and the opportunity to interact with their neighbors. Programs such as KIDCO, senior clubs, adult athletic leagues, life-long learning classes, concerts, and special events benefit people in building self-pride and feeling good about themselves, their neighborhoods, and the community.



Goal: Caring, Healthy Families and Youth

The Parks and Recreation Department offers multiple opportunities for families to have fun, relax, and participate in activities at recreation and neighborhood centers, parks, schools, golf courses, and the Reid Park Zoo. Several programs encourage parent participation in advisory groups as well as activities. The department also participates in the city's Internal Youth Policy Team, together with Citizen and Neighborhood Services and the Library, Police, Fire, and Community Services Departments.



Goal: Excellent Public Education

The Parks and Recreation Department, through partnerships with the public libraries, local schools, and colleges, promotes public education in our community for all generations by offering programs designed to both educate and enhance learning skills. Parks and Recreation Department facilities are used for middle school intergenerational credit classes, high school credit courses given in conjunction with a downtown youth jobs program, community college course work in programming for youth development, a degree program offered in recreation studies, and free zoo admission for over 30,000 children each year who are provided the opportunity to learn the value of animal wildlife and our responsibility to be conservators of this resource. Other programs such as SeniorNET encourage lifelong learning opportunities for senior participants.

Support for Livable Tucson Goals (Continued)



Goal: Protected Natural Desert Environment

The department supports special preservation efforts such as the Lincoln Park Riparian Habitat Project (formerly the Atturbury Project), and the Case and North-Central District parks. These natural settings will be sustained through careful attention to planning and development. In conjunction with the Tucson Water Department, the Parks and Recreation Department also maintains the grounds of the 60-acre Sweetwater Wetlands site, which provides a riparian habitat in the city.



Goal: Engaged Community and Responsive Government

The department provides space and assistance to community groups who wish to meet for a variety of decision-making discussions and group interchanges. Neighborhood and recreation centers specifically nurture this environment. Numerous citizen advisory groups, steering committees, parent advisory boards for center and after-school sites, senior clubs, an adaptive advisory board specifically for issues regarding people with disabilities, and a teen center downtown participate in decision-making and advisement activities. Year-round volunteer programs within the four districts and the zoo educate individuals to invest in the community and environment.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
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POSITION RESOURCES

PERMANENT

Administration Offices	-0-	27.00	27.00	28.00
Central District	-0-	103.75	103.75	79.75
Southwest District	-0-	78.50	78.50	90.50
Northwest District	-0-	81.50	81.50	97.50
East District	-0-	86.00	86.00	84.00
Zoo Division	26.50	25.50	25.50	25.50
Parks and Recreation Grants	9.00	7.50	7.50	4.00
Administration	35.50	-0-	-0-	-0-
Recreation and Human Services	147.75	-0-	-0-	-0-
Parks Maintenance	173.00	-0-	-0-	-0-
Permanent Total	391.75	409.75	409.75	409.25

PARKS AND RECREATION

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>NON-PERMANENT</u>				
Central District	-0-	153.00	153.00	61.50
Southwest District	-0-	39.50	39.50	29.00
Northwest District	-0-	25.75	25.25	101.25
East District	-0-	36.50	36.50	38.75
Zoo Division	13.00	11.50	11.50	2.50
Parks and Recreation Grants	60.00	42.75	42.75	35.25
Recreation and Human Services	254.25	-0-	-0-	-0-
Parks Maintenance	3.50	-0-	-0-	-0-
Non-Permanent Total	<u>330.75</u>	<u>309.00</u>	<u>308.50</u>	<u>268.25</u>
Department Total	<u><u>722.50</u></u>	<u><u>718.75</u></u>	<u><u>718.25</u></u>	<u><u>677.50</u></u>

FINANCIAL RESOURCES

Administration Offices	\$ -0-	\$ 2,377,650	\$ 2,238,960	\$ 1,769,310
Central District	-0-	12,343,230	12,311,090	8,110,380
Southwest District	-0-	6,738,260	6,724,660	7,748,800
Northwest District	-0-	6,515,740	6,588,040	10,394,100
East District	-0-	6,819,200	6,777,150	7,528,710
Zoo Division	2,200,398	2,167,300	2,157,300	1,973,700
Parks and Recreation Grants	515,103	1,833,270	1,852,360	1,640,620
Administration	2,795,445	-0-	-0-	-0-
Recreation and Human Services	16,810,944	-0-	-0-	-0-
Parks Maintenance	14,153,096	-0-	-0-	-0-
Operating Total	<u>36,474,986</u>	<u>38,794,650</u>	<u>38,649,560</u>	<u>39,165,620</u>
Capital Improvements	<u>2,778,940</u>	<u>6,676,000</u>	<u>5,123,780</u>	<u>19,731,200</u>
Department Total	<u><u>\$ 39,253,926</u></u>	<u><u>\$ 45,470,650</u></u>	<u><u>\$ 43,773,340</u></u>	<u><u>\$ 58,896,820</u></u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 19,417,019	\$ 21,405,630	\$ 21,501,340	\$ 21,598,920
Services	12,660,867	13,649,310	13,443,550	13,986,770
Commodities	3,433,121	3,678,210	3,682,720	3,592,680
Equipment	1,152,574	261,060	221,510	542,480
Other	-0-	-0-	-0-	(356,000)
Inter-Activity Transfers	(188,595)	(199,560)	(199,560)	(199,230)
Operating Total	<u>36,474,986</u>	<u>38,794,650</u>	<u>38,649,560</u>	<u>39,165,620</u>
Capital Improvements	<u>2,778,940</u>	<u>6,676,000</u>	<u>5,123,780</u>	<u>19,731,200</u>
Department Total	<u><u>\$ 39,253,926</u></u>	<u><u>\$ 45,470,650</u></u>	<u><u>\$ 43,773,340</u></u>	<u><u>\$ 58,896,820</u></u>

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>SOURCE OF FUNDS</u>				
General Fund	\$ 33,421,080	\$ 33,068,080	\$ 33,301,500	\$ 34,235,160
General Fund - Fees and Charges	3,277,233	3,893,300	3,495,700	3,289,840
General Fund - Parks Foundation	10,907	278,630	278,630	280,520
General Fund - Restricted	63,445	236,690	238,690	121,320
Miscellaneous Non-Federal Grants	425,193	1,098,110	1,098,110	1,079,510
Capital Agreements Fund	252,550	-0-	-0-	-0-
Pima County Bonds	659,160	4,009,000	990,300	7,455,200
Miscellaneous Federal Grants	288,928	1,009,840	1,026,930	949,270
1994 General Obligation Bonds	855,430	155,000	822,480	100,000
2000 General Obligation Bonds	-0-	1,722,000	2,521,000	11,386,000
Department Total	<u>\$ 39,253,926</u>	<u>\$ 45,470,650</u>	<u>\$ 43,773,340</u>	<u>\$ 58,896,820</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$39,165,620 is an increase of \$370,970 due to the following changes:

• Increase in group insurance, pension, and workers' compensation rates	\$ 485,380
• Impact of a 2% pay increase effective July 1, 2001	381,000
• Increased costs of electricity, water, gas, sewer, and telephone	314,210
• Carryforward funding from Fiscal Year 2001 for projects not completed by June 30, 2001	278,210
• Impact on salaries due to Fiscal Year 2002 merit increases	188,320
• Quarter year funding for the newly constructed Freedom Center scheduled to be completed in the spring of 2002 including 6.50 permanent positions and 1.50 non-permanent positions	174,570
• Increase of building maintenance work performed by the Department of Operations	107,000
• Various repairs and improvements at the Zoo in preparation for American Zoos and Aquarium Association accreditation	98,000
• Addition of KIDCO program at Cottonwood School including 2.00 non-permanent positions	38,000
• Elimination of grant capacity including a net of 11 positions	(192,650)
• Elimination of HICO program and reduction in MIDCO programming due to low participation	(264,750)
• Reduction in personal services for anticipated losses due to attrition and retirement	(293,300)
• Impact of a 1% reduction to balance the budget	(356,000)
• Completion of projects carried forward from Fiscal Year 2000	(577,270)
• Other miscellaneous changes	(9,750)
Operating Total	<u>\$ 370,970</u>

PARKS AND RECREATION

Significant Changes (Continued)

Capital

The adopted budget for Fiscal Year 2002 of \$19,731,200 is an increase of \$13,055,200 due to the following changes:

• Capacity for 2000 General Obligation Bond program projects	\$ 9,664,000
• Carryforward funding for projects not completed in the previous fiscal year	3,613,700
• Increase in the Pima County Bond program based on scheduled implementation	3,027,500
• Completion of capital projects in Fiscal Year 2001	(3,481,000)
• Other miscellaneous changes	<u>231,000</u>
 Capital Total	 <u>\$ 13,055,200</u>
 Department Total	 <u><u>\$ 13,426,170</u></u>

ADMINISTRATION OFFICES

MISSION STATEMENT: The Administration Offices Division provides direction and sets policy for four districts, the zoo, and city golf courses and develops and manages the operating and capital budgets for the department. The division provides administrative and clerical support so that district staff can operate in a manner that promotes efficient and effective operations and ensures that customers are provided excellent service and facilities throughout the districts. The division directs planning and development activities for the department.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide support and assistance to Mayor and Council appointed citizen committees that advise the governing body.				
• Tucson Parks and Recreation Commission meetings	7	10	9	9
• Tucson Greens Committee meetings	12	12	12	12
• Tucson Rodeo Grounds/Parade Citizens Oversight Committee meetings	3	4	2	2
• Landscape Advisory Committee meetings	9	12	12	12
• Off-Leash Dog Area Task Force meetings	3	4	2	2
 Assist City Manager with citywide issues by serving on various directors committees.	 N/A	 N/A	 6	 6

Administration Offices (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Enhance communication by meeting with city departments to improve current service.				
• Number of meetings	N/A	N/A	3	6
Attend neighborhood association and citizen committee meetings to better understand community needs and involvement in our park system.	N/A	N/A	24	36
Key Outcomes				
Obtain overall satisfaction rating of “very good” or “excellent” services from surveyed customers.	95%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	-0-	27.00	27.00	28.00
Financial Resources				
General Fund	\$ -0-	\$ 2,377,650	\$ 2,238,960	\$ 1,769,310
Financial Resources Total	\$ -0-	\$ 2,377,650	\$ 2,238,960	\$ 1,769,310

CENTRAL DISTRICT

MISSION STATEMENT: The Central District ensures that customers are provided with excellent service and facilities. The district provides friendly and fun programs, well-maintained, safe, and environmentally-conscious facilities and sites including picnic areas, playgrounds, and athletic facilities. The facilities serve recreational and social needs and ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. Central District highlights include Hi Corbett Field, Reid Park, leisure classes and registration, event and theatre services, sports administration, therapeutics, the Randolph Tennis Center, and the department’s volunteer program.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide and operate facilities for various programs.

• Adult sports leagues	103	105	103	92
• Programs for individuals with disabilities	91	71	93	93

PARKS AND RECREATION

Central District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Promote youth, adult, senior, and family development through continuing safety inspections and maintenance of city sports fields, courts, and fixtures.				
• Biking/jogging paths				
◇ Number of paths	1	1	1	1
◇ Total paved miles	3	3	3	3
• Little League fields	1	3	1	1
• Soccer fields	1	2	1	1
• Tennis courts	25	12	25	25
• Ramadas	18	15	18	18
• Playgrounds	4	11	4	4
Book reservations for park facilities.	11,250	11,250	11,250	11,250
Sponsor concerts and theater performances at no cost to the public.	80	80	88	88
Register participants in leisure classes held in the area of gymnastics/motor development, sports fitness, cultural arts, and other physical activities.	26,981	27,800	31,000	31,000
• KIDCO	5,000	N/A	5,000	5,000
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.				
• Number of trees planted	9	10	10	10
• Number of aged or damaged trees removed	6	5	5	6
• Gallons of reclaimed water used for irrigation (000s)	90,000	94,500	94,500	94,500
Provide adults with sports leagues.				
• Number of participants	9,158	9,563	9,689	9,700
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	N/A	N/A	25	25
Key Outcomes				
Percentage of park patrons rating park facilities “satisfactory” or better.	90%	95%	90%	90%

Central District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Maintain a maintenance rating of “good” or above as rated through user surveys for the district’s athletic fields.	80%	90%	90%	90%
Provide registered senior club members with socialization, technology training, fitness, and leisure class opportunities.				
• Number of registered members	6,900	7,000	7,000	7,000
Conserve water in parks.				
• Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	37,000	32,500	32,500	32,500
Provide community volunteers on a year-round basis to assist staff in providing services.				
• Number of hours provided	32,000	N/A	32,000	35,000
Maintain a rating of good or better on providing core district services to other districts and departments.	N/A	N/A	90%	90%
Enhance community awareness and involvement by attending neighborhood and community meetings.	N/A	N/A	18	20

RESOURCE SUMMARY

Position Resources	-0-	256.75	256.75	141.25
Financial Resources				
General Fund	\$ -0-	\$ 10,359,680	\$ 10,339,540	\$ 6,389,830
General Fund - Fees and Charges	-0-	1,983,550	1,971,550	1,720,550
Financial Resources Total	\$ -0-	\$ 12,343,230	\$ 12,311,090	\$ 8,110,380

PARKS AND RECREATION

SOUTHWEST DISTRICT

MISSION STATEMENT: The Southwest District ensures that customers are provided with excellent service, provides friendly and fun programs, and well-maintained, safe, and environmentally-conscious facilities and sites. The district also provides picnic areas, playgrounds, and athletic facilities serving the recreational and social needs that ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. Southwest District highlights includes the El Pueblo Regional Center, the Tucson Rodeo Grounds, the Kennedy Park Fiesta Area, coordination of civic events, and Senior Olympic administration.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide and operate facilities for various programs.				
• Recreation centers	2	2	2	2
• Neighborhood centers	2	2	2	2
• Regional centers	1	1	1	1
• Parks	N/A	N/A	27	27
Provide age-appropriate activities to increase socialization skills, wellness habits, arts education, and environmental education.				
• KIDCO sites – school year	15	11	15	15
• KIDCO sites – summer	19	19	19	19
• Programs for individuals with disabilities	9	9	9	9
• Programs for senior citizens	N/A	N/A	5	5
Provide free American Red Cross swim classes during the summer.				
• Number of classes	172	175	180	180
Promote youth, adult, senior, and family development through continuing safety inspections of city sports fields, courts, and fixtures.				
• Baseball fields	4	4	4	4
• Biking/jogging paths				
◇ Number of paths	6	6	6	6
◇ Total paved miles	6.1	6.1	6.1	6.1
• Football fields	8	8	8	8
• Little League fields	32	32	34	34
• Multi-purpose courts (basketball/volleyball)	12	12	12	12
• Soccer fields	10	10	11	11
• Softball fields	13	13	13	13

Southwest District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
• Tennis courts	10	10	10	10
• Volleyball courts	5	5	5	5
• Ramadas	20	20	22	22
• Playgrounds	24	24	26	26
• Swimming Pools	N/A	N/A	6	6
Book reservations for park facilities.	11,250	11,250	11,250	11,250
Provide civic event support to non-profit, educational, and other local organizations by providing bleachers, staging, and booths.				
• Number of events supported	N/A	N/A	175	175
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.				
• Number of trees planted	70	75	75	75
• Number of aged or damaged trees removed	58	60	50	50
Register youth for sports fitness, visual/performing arts, and environmental education through KIDCO programs.	2,200	2,460	2,500	2,500
Key Outcomes				
Percentage of park patrons rating parks facilities “satisfactory” or better.	90%	95%	95%	95%
Maintain a maintenance rating of “good” or above as rated through user surveys for the district’s athletic fields.	85%	90%	90%	95%
Refurbish playgrounds with new fall-zones, apparatus, and delineations for safety for a safe and user-friendly park environment.				
• Number of playground refurbishments	N/A	N/A	1	2
Resurface multi-use/tennis court surfaces.	N/A	N/A	2	2

PARKS AND RECREATION

Southwest District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Conserve water in parks. • Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	86,500	87,000	87,000	87,000
Enhance community awareness and involvement by attending neighborhood and community meetings.	N/A	N/A	12	16
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	N/A	N/A	4	4

RESOURCE SUMMARY

Position Resources	-0-	118.00	118.00	119.50
Financial Resources				
General Fund	\$ -0-	\$ 6,570,010	\$ 6,556,410	\$ 7,451,050
General Fund - Fees and Charges	-0-	168,250	168,250	297,750
Financial Resources Total	<u>\$ -0-</u>	<u>\$ 6,738,260</u>	<u>\$ 6,724,660</u>	<u>\$ 7,748,800</u>

NORTHWEST DISTRICT

MISSION STATEMENT: The Northwest District ensures that customers are provided with excellent service, provides friendly and fun programs, and well-maintained, safe, and environmentally-conscious facilities and sites. The district also provides picnic areas, playgrounds, and athletic facilities, serving the recreational and social needs that ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. Northwest District highlights include Aquatics Program Administration, Northwest Center, Catalina High Magnet School Park, Armory Senior Citizen Center, and the Pascua Neighborhood Center.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide and operate facilities for various programs.				
• Recreation centers	2	3	2	3
• Neighborhood centers	3	3	3	3
• Senior center	N/A	1	1	1
• Parks	N/A	N/A	33	33
Provide age-appropriate activities to increase socialization skills, wellness habits, arts education, and environmental education.				
• KIDCO sites – school year	7	10	9	9
• KIDCO sites – summer	6	13	10	10
• Programs for individuals with disabilities	29	29	29	29
Provide free American Red Cross swim classes during the summer session.				
• Number of classes	325	327	300	937
Promote youth, adult, senior, and family development through continuing safety inspections of city sports fields, courts, and fixtures.				
• Baseball fields	7	7	7	7
• Biking/jogging paths				
◇ Number of paths	6	6	6	6
◇ Total paved miles	6.3	6.3	6.3	6.3
• Football fields	4	4	4	4
• Little League fields	20	20	20	20
• Multi-purpose courts (basketball/volleyball)	7	7	7	7
• Rugby fields	1	1	1	1
• Soccer fields	14	14	15	15
• Softball fields	12	12	12	12

PARKS AND RECREATION

Northwest District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
• Tennis courts	13	13	13	13
• Volleyball courts	6	6	6	6
• Ramadas	37	40	40	40
• Playgrounds	39	41	43	43
• Pools	N/A	N/A	10	10
Book reservations at park facilities.	11,250	11,250	11,250	11,250
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.				
• Number of trees planted	235	126	115	190
• Number of aged or damaged trees removed	160	105	95	50
• Gallons of reclaimed water used for irrigation (000s)	100,000	75,000	74,800	76,000
Register youth for sports fitness, visual/performing arts, and environmental education through KIDCO programs.	1,158	1,740	1,525	1,525
Key Outcomes				
Percentage of park patrons rating park facilities “satisfactory” or better.	95%	95%	95%	95%
Maintain a maintenance rating of “good” or above for the district’s athletic fields as rated through user surveys.	90%	90%	90%	90%
Enhance water safety and swimming skills in children.				
• Number of participants*	3,800	1,220	28,610	28,610
Conserve water in parks.				
• Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	36,500	82,000	81,000	83,000

*Aquatics programming transferred to Northwest District in Fiscal Year 2001.

Northwest District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Enhance community awareness and involvement by attending neighborhood and community meetings.	N/A	N/A	100	125
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	N/A	N/A	50	75

RESOURCE SUMMARY

Position Resources	-0-	107.25	106.75	198.75
Financial Resources				
General Fund	\$ -0-	\$ 6,437,490	\$ 6,509,790	\$ 10,125,550
General Fund - Fees and Charges	-0-	78,250	78,250	268,550
Financial Resources Total	\$ -0-	\$ 6,515,740	\$ 6,588,040	\$ 10,394,100

EAST DISTRICT

MISSION STATEMENT: The East District ensures that customers are provided with excellent service; provides friendly and fun programs; and well-maintained, safe, and environmentally-conscious facilities and sites. The district also provides picnic areas, playgrounds, and athletic facilities, serving the recreational and social needs that ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. East District highlights include Udall, Ft. Lowell, and Lincoln Regional Parks; Udall, Clements, and Randolph Regional Recreation Centers; and the Golf Links Sports Complex.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide and operate facilities for various programs.

• Regional centers	3	3	3	3
• Neighborhood centers	N/A	N/A	1	1
• Parks	N/A	N/A	31	31

Provide citywide, age-appropriate activities to increase socialization skills, wellness habits, arts education, and environmental education.

• KIDCO sites – school year	9	10	9	10
• KIDCO sites – summer	14	15	14	15

PARKS AND RECREATION

East District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
• MIDCO sites – school year	6	5	6	5
• MIDCO sites – summer	4	9	4	8
• Programs for individuals with disabilities	13	13	13	13
• GREAT sites	3	N/A	3	3
Provide free American Red Cross swim classes during the summer session.				
• Number of classes	375	390	390	390
Promote youth, adult, senior, and family development through continuing safety inspections and maintenance of city sports fields, courts, and fixtures.				
• Baseball fields	5	6	5	5
• Biking/jogging paths				
◇ Number of paths	7	7	7	8
◇ Total paved miles	11.6	6.2	11.6	11.6
• Little League fields	36	36	36	36
• Multi-purpose courts (basketball/volleyball)	14	15	14	14
• Soccer fields	25	25	25	27
• Softball fields	19	14	19	19
• Tennis courts	16	20	16	16
• Volleyball courts	7	8	7	7
• Ramadas	40	30	40	40
• Playgrounds	34	32	34	34
• Pools	N/A	N/A	9	9
Book reservations at park facilities.	11,250	11,250	11,250	11,250
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.				
• Number of trees planted	42	99	9	9
• Number of aged or damaged trees removed	95	105	114	114
• Gallons of reclaimed water used for irrigation (000s)	152,500	152,750	152,750	152,750

East District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Register youth for sports fitness, visual/performing arts, and environmental education through programs.				
• KIDCO sites – school year	950	N/A	950	1,095
• KIDCO sites – summer	1,450	N/A	1,450	1,555
• MIDCO sites – school year	360	N/A	360	360
• MIDCO sites – summer	140	N/A	140	140
• GREAT sites – summer	240	N/A	240	240
• Regional Center Camps – summer	515	N/A	515	515
Key Outcomes				
Percentage of park patrons rating park facilities “satisfactory” or better.	95%	95%	95%	95%
Maintain a maintenance rating of “good” or above for the district’s athletic fields as rated through user surveys.	90%	90%	90%	90%
Enhance water safety and swimming skills in children.				
• Number of participants	3,500	1,220	3,700	3,700
Conserve water in parks.				
• Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	113,500	114,000	113,500	113,500
Enhance community awareness and involvement by attending neighborhood and community meetings.	N/A	N/A	12	16
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	N/A	N/A	10	10

RESOURCE SUMMARY

Position Resources	-0-	122.50	122.50	122.75
Financial Resources				
General Fund	\$ -0-	\$ 6,555,950	\$ 6,513,900	\$ 7,260,460
General Fund - Fees and Charges	-0-	263,250	263,250	268,250
Financial Resources Total	\$ -0-	\$ 6,819,200	\$ 6,777,150	\$ 7,528,710

PARKS AND RECREATION

ZOO

MISSION STATEMENT: The Zoo Division provides an accredited zoo facility that encourages safe and rewarding experiences for people of all ages; exposes visitors to conservation and environmental information; and promotes knowledge and appreciation of animals and their habitats from around the world.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Attract visitors to Reid Park Zoo.				
• Total number of visitors	406,211	400,000	400,000	400,000
• Children admitted free in school groups	33,780	30,000	32,000	32,000
• Special event attendance	44,002	18,000	20,000	20,000
Provide quality animal care.				
• Total number of animals	478	560	475	475
• Total number of species	169	163	169	169
• Total number of endangered species	28	14	25	25
Maintain exhibits in a naturalistic manner.	36	36	36	36
Maintain walkways, public areas, and animal facilities in an aesthetically pleasing and safe condition.				
• Number of acres	17	17	17	17
Offer special events to attract visitors.	9	6	6	6
Participate in the national Species Survival Plans Program to protect and increase awareness of endangered species (number of programs).	15	15	15	15
Key Outcomes				
Provide proper care to newborn animals.				
• Collection mortality rate	N/A	N/A	3%	3%
Achieve a positive rating from zoo visitors.				
• Percent of visitors rating their visit as “satisfactory” or better	99%	90%	95%	95%
Provide opportunities for citizen involvement at the zoo through the Zoo Docent Program.				
• Number of volunteer hours	10,000	N/A	10,000	10,000

Zoo (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	39.50	37.00	37.00	28.00
Financial Resources				
General Fund	\$ 1,242,532	\$ 767,300	\$ 1,142,900	\$ 1,238,960
General Fund - Fees and Charges	957,866	1,400,000	1,014,400	734,740
Financial Resources Total	\$ 2,200,398	\$ 2,167,300	\$ 2,157,300	\$ 1,973,700

PARKS AND RECREATION GRANTS

MISSION STATEMENT: The Parks and Recreation Grants Unit seeks federal, state, and local grant funding for the provision of recreational opportunities and community support services. Emphasis is placed on leveraging existing city resources to enhance funding for programs and services.

KEY MEASURES OF PERFORMANCE

Key Outputs

Secure Parks and Recreation grants through federal, state, and local granting agencies.	10	10	10	10
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Key Outcomes

Improve recreational opportunities for the community through the investment of federal, state, and local grant funds (\$000s).	\$ 499	\$ 1,833	\$ 1,833	\$ 1,833
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RESOURCE SUMMARY

Position Resources	69.00	50.25	50.25	39.25*
Financial Resources				
General Fund - Parks Foundation	\$ 10,907	\$ 188,630	\$ 188,630	\$ 190,520
General Fund - Restricted	63,445	236,690	238,690	121,320
Miscellaneous Federal Grants	288,928	1,009,840	1,026,930	949,270
Miscellaneous Non-Federal Grants	151,823	398,110	398,110	379,510
Financial Resources Total	\$ 515,103	\$ 1,833,270	\$ 1,852,360	\$ 1,640,620

*Staff in Parks and Recreation Grants report to various staff in other divisions of the department.

PARKS AND RECREATION

ADMINISTRATION*

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	35.50	-0-	-0-	-0-
Financial Resources				
General Fund	\$ 2,533,835	\$ -0-	\$ -0-	\$ -0-
General Fund - Fees and Charges	261,610	-0-	-0-	-0-
Financial Resources Total	<u>\$ 2,795,445</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

RECREATION AND HUMAN SERVICES*

RESOURCE SUMMARY

Position Resources	402.00	-0-	-0-	-0-
Financial Resources				
General Fund	\$ 14,753,187	\$ -0-	\$ -0-	\$ -0-
General Fund - Fees and Charges	2,057,757	-0-	-0-	-0-
Financial Resources Total	<u>\$ 16,810,944</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

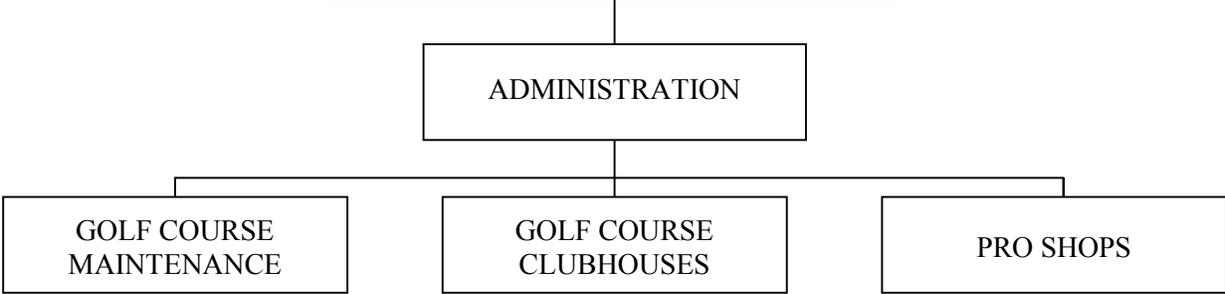
PARKS MAINTENANCE*

RESOURCE SUMMARY

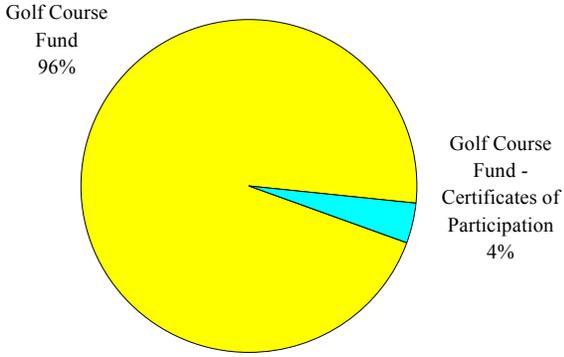
Position Resources	176.50	-0-	-0-	-0-
Financial Resources				
General Fund	\$ 14,153,096	\$ -0-	\$ -0-	\$ -0-
Financial Resources Total	<u>\$ 14,153,096</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

*Parks and Recreation was reorganized in Fiscal Year 2001 into four districts.

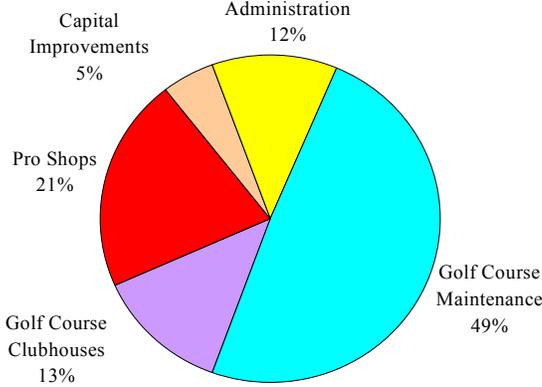
TUCSON CITY GOLF	
OPERATING:	\$ 10,602,790
CAPITAL:	<u>546,900</u>
TOTAL:	<u>\$ 11,149,690</u>
POSITION TOTAL:	169.00



FINANCING PLAN

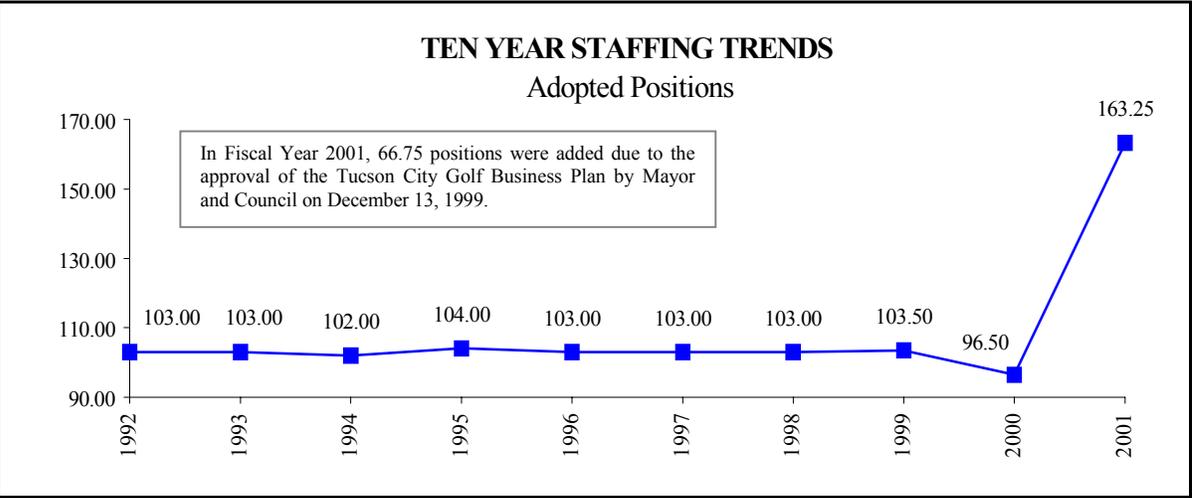


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



TUCSON CITY GOLF

MISSION STATEMENT: To provide to our customer base, Tucsonans and visitors, well-maintained golf courses, excellent customer service at reasonable prices, and affordable youth programs that promote sport and player etiquette.

OVERVIEW

Tucson City Golf (TCG) operates and manages five golf courses, four retail pro shops, four driving ranges, and four clubhouse restaurants. TCG operations are self-supporting through the revenues generated by users. TCG promotes and assists local youth golf programs to provide golfing and training opportunities while improving golf etiquette. TCG's proactive marketing plan educates our customer base about TCG pricing values year round. TCG has established a strong communication system with our local golfers, charity groups, and golf clubs. TCG has developed a dedicated and trained workforce that provides excellent customer service and is skilled in golf course maintenance and etiquette to increase the enjoyment and frequency of play at all golf courses. The components of TCG are Administration, Golf Course Maintenance, Golf Course Clubhouses, and Pro Shops.

DEPARTMENT HIGHLIGHTS

TCG established a new administrative unit with the hiring of a new assistant director for golf operations and four head golf professionals.

Tucson City Golf Administration relocated to the Randolph North/Dell Urich Golf Course complex.

The double-tee starting system (starting golfers on the front and back nine holes simultaneously) has been fully implemented on all courses to increase prime-time play capacity and revenue.

The City of Tucson now owns and operates all four golf pro shops with Civil Service staff. These Pro Shops were previously contracted to golf professionals.

There was increased usage of all Tucson City Golf course facilities, including driving ranges and restaurants, during Fiscal Year 2001.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Caring, Healthy Families and Youth

The Junior Golf Program in Tucson is one of the most outstanding in the country. Administered by Tucson City Golf and financially supported by the Tucson Conquistadores, each year it affords nearly 2,000 youth the opportunity to play golf at no charge.

Support for Livable Tucson Goals (Continued)



Goal: Abundant Urban Green Space and Recreation Areas

Tucson City Golf provides recreational opportunities for resident and visiting golfers on five golf courses. There are over 600 acres of turf maintained by Tucson City Golf, along with thousands of trees. In the heart of Tucson lies the Randolph Golf Course complex, an oasis of green open space consisting of two 18-hole golf courses in the midst of a thriving urban environment.



Goal: Clean Air and Quality Water

Tucson City Golf irrigates turf on the golf courses through the exclusive use of reclaimed water, saving approximately 900 million gallons of groundwater annually.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	4.00	4.00	5.00	5.00
Golf Course Maintenance	63.00	49.00	49.00	23.00
Golf Course Clubhouses	6.00	6.00	6.00	6.00
Pro Shops	-0-	14.00	14.00	13.00
Permanent Total	73.00	73.00	74.00	47.00
<u>NON-PERMANENT</u>				
Administration	-0-	0.50	-0-	-0-
Golf Course Maintenance	-0-	24.25	24.25	50.25
Golf Course Clubhouses	24.50	22.75	22.75	22.75
Pro Shops	-0-	42.75	44.75	49.00
Non-Permanent Total	24.50	90.25	91.75	122.00
Department Total	97.50	163.25	165.75	169.00

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Administration	\$ 869,717	\$ 1,051,000	\$ 1,115,460	\$ 1,400,170
Golf Course Maintenance	5,837,448	5,738,570	5,738,570	5,452,010
Golf Course Clubhouses	1,374,437	1,286,150	1,286,150	1,433,380
Pro Shops	-0-	1,587,040	1,587,040	2,317,230
Operating Total	8,081,602	9,662,760	9,727,220	10,602,790
Capital Improvements	-0-	805,000	750,100	546,900
Department Total	<u>\$ 8,081,602</u>	<u>\$ 10,467,760</u>	<u>\$ 10,477,320</u>	<u>\$ 11,149,690</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 3,585,963	\$ 4,952,370	\$ 4,975,480	\$ 4,876,270
Services	2,508,489	2,061,060	2,102,410	2,213,300
Commodities	1,738,369	1,542,130	1,542,130	2,490,810
Equipment	-0-	600,000	600,000	285,300
Debt Service	248,781	507,200	507,200	630,380
Other	-0-	-0-	-0-	106,730
Operating Total	8,081,602	9,662,760	9,727,220	10,602,790
Capital Improvements	-0-	805,000	750,100	546,900
Department Total	<u>\$ 8,081,602</u>	<u>\$ 10,467,760</u>	<u>\$ 10,477,320</u>	<u>\$ 11,149,690</u>

SOURCE OF FUNDS

Golf Course Fund	\$ 8,081,602	\$ 9,857,760	\$ 9,867,320	\$ 10,732,690
Golf Course Fund - Certificates of Participation	-0-	500,000	500,000	417,000
Golf Course Fund - Parks Foundation Contributions	-0-	110,000	110,000	-0-
Department Total	<u>\$ 8,081,602</u>	<u>\$ 10,467,760</u>	<u>\$ 10,477,320</u>	<u>\$ 11,149,690</u>

TUCSON CITY GOLF

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$10,602,790 is an increase of \$940,030 due to the following changes:

- Impacts of the revised Tucson City Golf Business Plan approved by Mayor and Council on December 4, 2000, including the management of Pro Shop merchandising by Tucson City Golf staff, and a net increase of 5.75 positions \$ 841,110
- Impact of a 2% pay increase effective July 1, 2001 97,150
- Impact on salaries due to Fiscal Year 2002 merit increases 27,950
- Other miscellaneous changes (26,180)

Operating Total \$ 940,030

Capital

The adopted budget for Fiscal Year 2002 of \$546,900 is a decrease of \$258,100 due to the following changes:

- Deletion of capacity for contributions from the Parks Foundation \$ (110,000)
- Completion of Fiscal Year 2001 capital projects (148,100)

Capital Total \$ (258,100)

Department Total \$ 681,930

ADMINISTRATION

MISSION STATEMENT: The Administration Division ensures an enjoyable golfing experience for Tucson residents and visitors by scheduling year-round play; effectively administering the automated tee time reservation and resident golf card programs; exercising prudent financial management and control of Tucson City Golf; and coordinating tournament play such as the annual Ladies Professional Golf Association (LPGA) Tournament.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide opportunities for junior golf play.				
• Number of junior play cards issued	2,050	2,000	2,100	2,200
• Total rounds of junior golf	18,700	18,000	18,500	19,000
Issue or process renewals for resident and senior golf cards.	19,570	21,500	22,000	22,500

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Provide five municipal golf courses and four driving ranges for the enjoyment and recreation of the public.				
• Total rounds of golf (18-hole equivalent)	308,000	271,000	325,904	330,000

RESOURCE SUMMARY

Position Resources	4.00	4.50	5.00	5.00
Financial Resources				
Golf Course Fund	\$ 869,717	\$ 1,051,000	\$ 1,115,460	\$ 1,400,170

GOLF COURSE MAINTENANCE

MISSION STATEMENT: The Golf Course Maintenance Division provides Tucson residents and visitors with five well-maintained golf courses and four driving ranges by ensuring the performance of a comprehensive maintenance program that is conscious of natural resource conservation.

KEY MEASURES OF PERFORMANCE

Key Outputs

Maintain 600 turfed acres for daily golf play.

• Fairways mowed twice weekly	175	175	175	175
• Tees mowed three times weekly	22	22	22	22
• Greens mowed daily	15	15	15	15
• Driving ranges and practice areas	47	47	47	47

Key Outcomes

Conserve groundwater through the use of reclaimed water for irrigation of five golf courses (millions of gallons).	900	900	900	900
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Increase percentage of golf course patrons rating golf course facilities “satisfactory” or better.	N/A	N/A	77%	82%
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Golf Course Maintenance (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	63.00	73.25	73.25	73.25
Financial Resources				
Golf Course Fund	\$ 5,837,448	\$ 5,738,570	\$ 5,738,570	\$ 5,452,010

GOLF COURSE CLUBHOUSES

MISSION STATEMENT: The Golf Course Clubhouses Division manages the clubhouses at each golf course with an emphasis on providing superior customer service. Full service restaurants provide reasonably priced, high quality food and beverage services for golfers and non-golfers, and provide banquet and catering services for special occasions.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide banquet and catering services at the four golf course clubhouses.

• For golf groups	56	120	80	110
• For non-golf groups	352	360	360	396

Key Outcomes

Provide clubhouse food service that meets health and safety requirements.

• Pima County Health Department rating (average score)	96%	95%	95%	95%
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RESOURCE SUMMARY

Position Resources	30.50	28.75	28.75	28.75
Financial Resources				
Golf Course Fund	\$ 1,374,437	\$ 1,286,150	\$ 1,286,150	\$ 1,433,380

PRO SHOPS

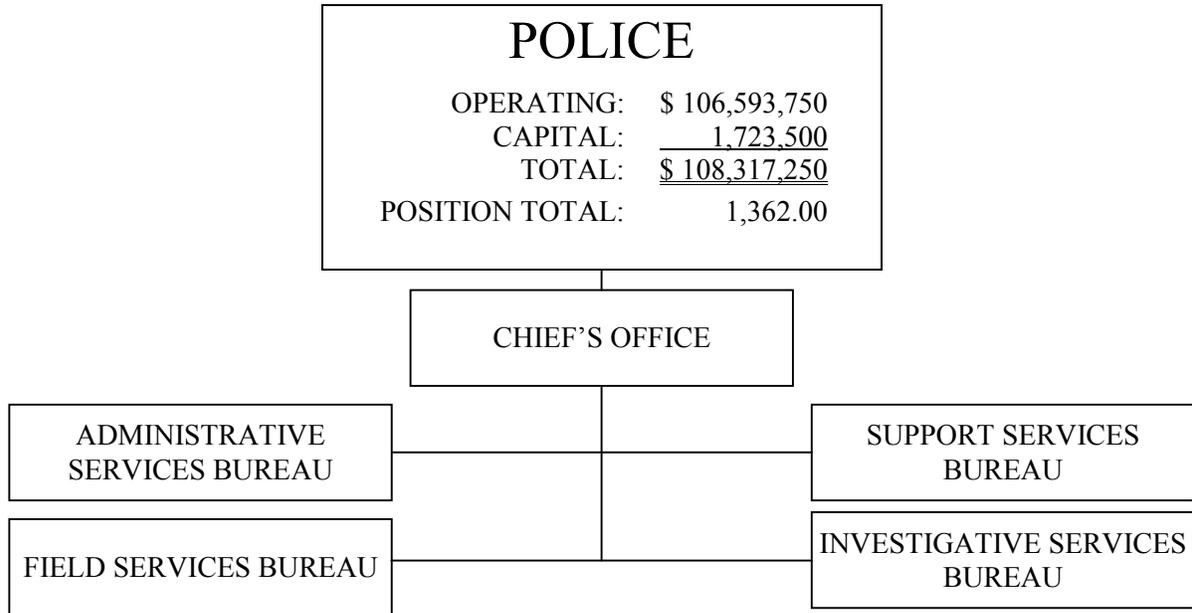
MISSION STATEMENT: The Pro Shops Division manages the golf pro shops at each golf course with an emphasis on providing superior customer service. Full service golf pro shops collect all greens fees, offer golf merchandise for sale, manage golf course operations, and operate the driving range.

KEY MEASURES OF PERFORMANCE

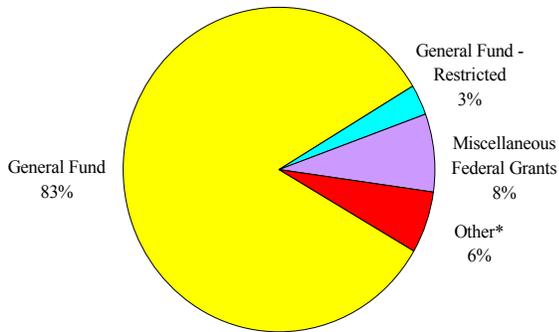
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide operations support, customer service, golf lessons, and merchandise sales at the four golf course pro shops.				
• Hours of golf lessons	N/A	4,000	4,000	4,200
• Revenue from driving range	N/A	\$ 600,000	\$ 600,000	\$ 612,000
• Revenue from pro shops	N/A	N/A	\$ 670,000	\$ 825,000
Key Outcomes				
Provide quality pro shop services.				
• Customer satisfaction rating (scale of 1 to 5)	N/A	3.5	3.5	3.75

RESOURCE SUMMARY

Position Resources	-0-	56.75	58.75	62.00
Financial Resources				
Golf Course Fund	\$ -0-	\$ 1,587,040	\$ 1,587,040	\$ 2,317,230

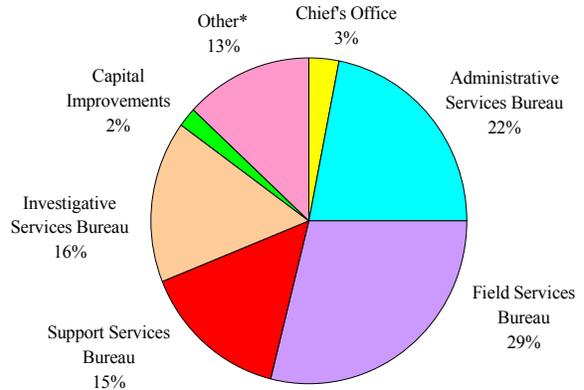


FINANCING PLAN

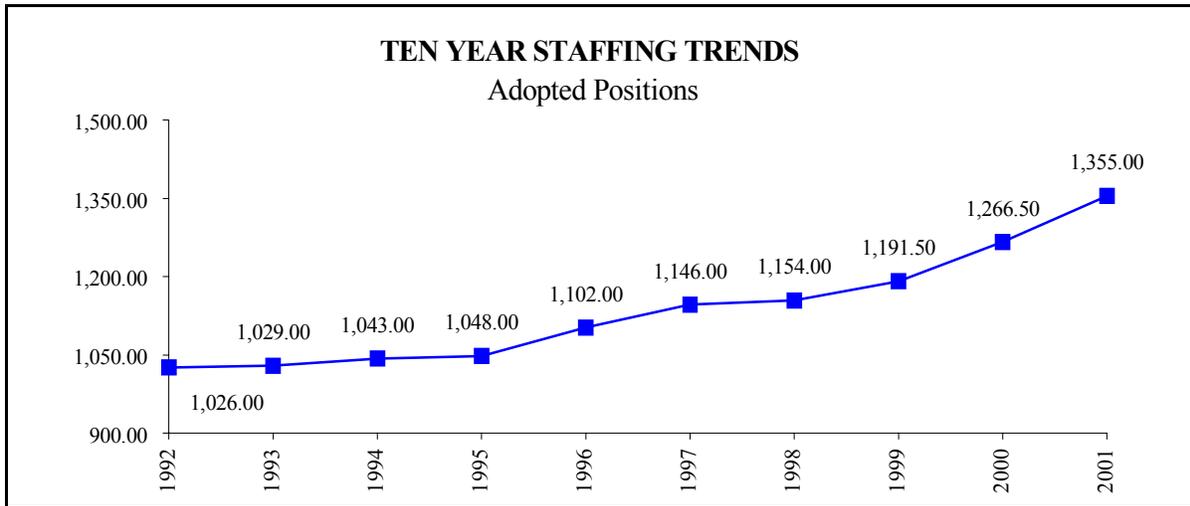


*Includes Public Safety Academy Funds (2%), Forfeiture Funds (2%), General Obligation Bonds (1%), Miscellaneous Non-Federal Grants (1%), Police Charges (<1%).

PROGRAM ALLOCATION



*Includes Police Grants (11%) and Forfeiture Funds Accounts (2%).



POLICE

MISSION STATEMENT: To serve the public in partnership with our community to protect life and property, prevent crime, and resolve problems.

OVERVIEW

The Tucson Police Department is organized into the Chief's Office and four bureaus: Administrative Services, Field Services, Support Services, and Investigative Services. These functional areas are responsible for delivering quality service to the public.

The Chief's Office provides policy direction to the department and ensures the integrity of the organization and its people.

The Administrative Services Bureau ensures that operational and support functions have the necessary financial and material resources to properly serve the community. The bureau's communications center receives citizen calls for assistance and either dispatches patrol officers to incidents or takes reports over the phone. The bureau collects, organizes, and distributes essential information to patrol and investigative staffs and provides records to the public. Finally, the bureau includes the programming and technical personnel necessary to maintain and enhance the department's information systems.

The Field Services Bureau provides patrol services and initial responses to citizen calls for assistance throughout the city and, along with the Support Services Bureau, is the nucleus for community policing efforts within the department.

The Support Services Bureau ensures that all areas of the department receive the necessary personnel to properly serve the community. The bureau also ensures that all personnel are fully trained and maintain the necessary standards to serve as commissioned officers. It also provides air, canine, Special Weapons and Tactics (SWAT), and traffic control support to patrol officers. The bureau administers the School Resource Officer and Crime Prevention programs. It also develops and maintains the department's emergency response plans.

The Investigative Services Bureau conducts follow-up investigations to gather and develop the information necessary for the successful prosecution of accused criminals. The bureau also analyzes and stores evidence gathered to support the prosecution of alleged offenders.

DEPARTMENT HIGHLIGHTS

The department is using \$1.8 million in federal grant funds to enhance technology and move it significantly closer to a paperless information system. The grant provides the necessary funds to upgrade computer technology that will allow patrol officers and investigators to receive information in a fraction of the time than is currently required.

The Mayor and Council authorized a 56 position increase in commissioned strength by approving a Department of Justice grant that supports the department's community policing initiatives. Of those 56 positions, 50 are allocated to patrol functions. This gives patrol officers more time to meet people living or working in their beats and helps resolve problems affecting those beats. The grant also provides funding for investigative personnel to follow up on neighborhood crime problems.

Department Highlights (Continued)

The grant covers 75% of the salaries and fringe benefits (up to \$75,000 per position) over a three-year period. The city must cover all other costs and is obligated to maintain the positions once grant funding terminates. Previous Department of Justice grants added a total of 84 positions to the department's commissioned strength.

In addition, the department received additional funding for its Communications, Forensics, and command staff. Fourteen new Communications Division positions will improve the department's ability to respond to and coordinate the activities of officers at major incidents or during planned operations. Two new positions in the Forensics Division will provide improved collection and subsequent analysis of evidence. Additional command staff allows better management of the department's patrol forces.

Design of the Midtown Multipurpose Facility at 22nd Street and Alvernon is near completion, and bids for construction should be distributed within the next few months.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Safe Neighborhoods

The department works closely with individuals and groups to reduce crime and ensure safe neighborhoods. Community policing is a philosophy that requires officers to become familiar with their areas of assignments and work closely with residents, as well as other city departments, to improve the quality of life for citizens throughout the community.



Goal: Caring, Healthy Families and Youth

The department coordinates with schools and social service agencies to identify and work with at-risk youth to prevent them from making poor decisions that will adversely affect the rest of their lives. The School Resource Officer program places commissioned staff in schools throughout the Amphi, Sunnyside, and Tucson Unified school districts to reduce problems and serve as role models for students. Through a grant program, the department identifies at-risk youth and introduces these students to more wholesome and productive environments to show the benefits that grow out of good decisions and choices. The department also participates in the city's Internal Youth Policy Team, together with the Library, Parks and Recreation, Fire, and Community Services Departments, and Citizen and Neighborhood Services.



Goal: Strong Local Businesses

The department supports businesses by vigorously investigating and arresting individuals who commit crimes against individuals and firms in the Tucson area. Officers provide advice to companies on methods to deter crime in and around their businesses. By reducing crime, the department creates an environment in which businesses can flourish.

Support for Livable Tucson Goals (Continued)



Goal: Successful Downtown

The department provides a safe environment to help the downtown area prosper. Foot and bike patrols furnish protection to citizens who frequent or occasionally visit the downtown area.



Goal: Engaged Community and Responsive Government

The department promotes an engaged community and responsive government through its commitment to community based policing. The department has a citizen’s steering committee to obtain public input on policies and future direction. Programs supporting an involved public include: Neighborhood Watch, citizen meetings to determine public satisfaction with the department, the Citizen’s Police Academy, and reserve officer and volunteer programs.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Chief's Office	44.00	44.00	45.00	45.00
Police Grants	117.00	138.00	140.50	137.50
Administrative Services Bureau	195.00	215.00	214.00	214.00
Field Services Bureau	492.00	532.00	538.00	538.00
Support Services Bureau	154.00	155.00	159.00	162.00
Investigative Services Bureau	262.00	268.00	260.00	259.50
Permanent Total	1,264.00	1,352.00	1,356.50	1,356.00
<u>NON-PERMANENT</u>				
Police Grants	3.00	3.00	-0-	6.00
Non-Permanent Total	3.00	3.00	-0-	6.00
Department Total	1,267.00	1,355.00	1,356.50	1,362.00

POLICE

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>COMMISSIONED PERSONNEL BY CLASSIFICATION</u>				
Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant - Assignment: Assistant Police Chief	4.00	4.00	4.00	4.00
Police Lieutenant - Assignment: Police Captain	11.00	12.00	13.00	13.00
Police Lieutenant	23.00	23.00	26.00	26.00
Police Sergeant - Assignment	32.00	32.00	33.00	34.00
Police Sergeant	84.00	85.00	85.50	83.50
Detective Assignment	5.00	5.00	5.00	5.00
Detective	126.00	132.00	130.00	129.00
Police Officer - Assignment	242.00	242.00	243.00	244.00
Police Officer	404.00	455.00	457.00	456.00
Commissioned Personnel Total	<u>932.00</u>	<u>991.00</u>	<u>997.50</u>	<u>995.50</u>

FINANCIAL RESOURCES

Chief's Office	\$ 3,324,152	\$ 3,324,890	\$ 3,549,760	\$ 3,445,330
Police Grants	7,044,647	9,537,920	13,731,820	12,175,900
Forfeiture Funds Accounts	1,073,837	2,368,150	825,500	2,345,520
Administrative Services Bureau	20,250,325	21,623,000	21,672,690	24,116,660
Field Services Bureau	26,443,644	29,347,360	28,808,030	31,897,610
Support Services Bureau	12,493,792	16,067,410	17,074,040	15,697,580
Investigative Services Bureau	15,179,525	16,687,230	16,443,440	16,915,150
Operating Total	<u>85,809,922</u>	<u>98,955,960</u>	<u>102,105,280</u>	<u>106,593,750</u>
Capital Improvements	<u>4,288,180</u>	<u>3,857,600</u>	<u>8,338,580</u>	<u>1,723,500</u>
Department Total	<u>\$ 90,098,102</u>	<u>\$ 102,813,560</u>	<u>\$ 110,443,860</u>	<u>\$ 108,317,250</u>

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 67,929,254	\$ 72,976,060	\$ 73,444,480	\$ 78,641,430
Services	9,972,068	11,469,570	10,945,730	10,633,100
Commodities	3,103,943	3,282,790	4,867,750	3,818,780
Equipment	1,504,251	3,093,160	4,110,950	2,476,230
Debt Service	-0-	-0-	9,220	-0-
Other	3,299,086	6,673,150	7,067,920	7,397,200
Inter-Activity Transfers	1,320	1,461,230	1,659,230	3,627,010
Operating Total	85,809,922	98,955,960	102,105,280	106,593,750
Capital Improvements	4,288,180	3,857,600	8,338,580	1,723,500
Department Total	<u>\$ 90,098,102</u>	<u>\$ 102,813,560</u>	<u>\$ 110,443,860</u>	<u>\$ 108,317,250</u>

SOURCE OF FUNDS

General Fund	\$ 76,305,180	\$ 82,783,390	\$ 83,010,840	\$ 89,536,590
General Fund - Forfeiture Funds	883,003	1,768,150	585,950	1,745,520
General Fund - Police Charges	54,000	54,000	50,700	53,500
General Fund - Restricted	1,827,732	2,940,000	3,120,860	3,000,000
Public Safety Academy - General Fund Share	1,538,403	1,736,150	1,962,690	1,843,670
Public Safety Academy - Other Agency Fees	213,398	430,000	430,000	430,000
Public Safety Academy - Certificates of Participation	-0-	-0-	1,678,500	321,500
General Fund - Certificates of Participation	731,280	3,668,600	1,990,100	-0-
Miscellaneous Non-Federal Grants	736,078	1,094,830	1,200,100	1,135,170
Miscellaneous Federal Grants	7,748,938	8,077,440	15,803,640	8,849,300
1984 General Obligation Bonds	-0-	-0-	265,000	-0-
1994 General Obligation Bonds	60,090	-0-	84,480	-0-
2000 General Obligation Bonds	-0-	261,000	261,000	1,402,000
Department Total	<u>\$ 90,098,102</u>	<u>\$ 102,813,560</u>	<u>\$ 110,443,860</u>	<u>\$ 108,317,250</u>

POLICE

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$106,593,750 is an increase of \$7,637,790 due to the following changes:

• Increase in the purchase of computer hardware and software with grant funding	\$ 1,897,500
• Transfer of Technology Plan grant funds from capital improvement program	1,596,600
• Increase in funding for overtime based on recent trends	1,380,900
• Impact of a 2% pay increase effective July 1, 2001	1,147,000
• Impact of Fiscal Year 2001 salary adjustments and personal services increases including four additional positions	1,134,530
• Impact on salaries due to Fiscal Year 2002 merit increases	899,010
• Impact on group insurance due to increasing health insurance rates	802,970
• Increase in funding for extratime based on recent trends	687,020
• Increase in funding for jailboard due to anticipated rate increases	651,500
• Impact of an additional 2% pay increase for commissioned personnel effective January 1, 2002	450,000
• Addition of three officers to the School Resource Officers program	263,970
• Impact of higher cost per gallon gasoline and added miles from new vehicles purchased in Fiscal Year 2001	215,100
• Increase in vehicle depreciation costs due to full year utilization of vehicles purchased in Fiscal Year 2001	200,900
• Carryforward for projects not completed in Fiscal Year 2001	188,450
• Increase in remodeling and alterations of facilities	141,880
• Increase of pension costs due to rate adjustments	119,870
• Decrease due to one-time purchase and replacement of office and communications equipment and furniture in Fiscal Year 2001	(227,140)
• Decrease in cost of workers' compensation due to rate adjustment	(290,470)
• Impact of rate decrease on public liability insurance costs	(341,830)
• Decrease due to one-time purchase of vehicles for the Universal Hiring Program III grant	(471,000)
• Decrease in grant funding for other professional services	(903,410)
• Decrease due to one-time purchase of helicopter in Fiscal Year 2001	(1,575,000)
• Other miscellaneous changes	<u>(330,560)</u>
Operating Total	\$ 7,637,790

Capital

The adopted budget for Fiscal Year 2002 of \$1,723,500 is a decrease of \$2,134,100 due to the following changes:

• Increased funding for police substation with 2000 General Obligation Bonds	\$ 730,000
• Increased funding for Land Acquisition and Facilities Improvement with 2000 General Obligation Bonds	411,000
• Carryforward of certificates of participation for completion of dormitory	321,500
• Transfer of funding for Technology Plan to operating budget	(1,596,600)
• Decreased funding for dormitory as it nears completion	<u>(2,000,000)</u>
Capital Total	\$ <u>(2,134,100)</u>
Department Total	\$ <u>5,503,690</u>

CHIEF'S OFFICE

MISSION STATEMENT: The Chief's Office develops and implements policies that provide the highest quality of service to the community and ensures that these policies are carried out by establishing and maintaining requisite operating procedures and evaluation processes. The office provides planning and analysis support for the department, coordinates development of the operating and capital budgets, and monitors expenditures.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Respond to public inquiries and contacts through the Internal Affairs Unit within the Professional Standards Section.	1,058	1,600	1,528	1,600
Key Outcomes				
Optimize patrol function staffing level to benefit the community.				
• Percent of patrol officer time available for community-based policing	21%	40%	20%	20%
Complete investigations initiated by internal or external complaints.				
• Number of investigations initiated	1,463	1,568	1,473	1,500
• Percent of investigations completed within the goal of 20 working days	90%	98%	92%	90%

RESOURCE SUMMARY

Position Resources	44.00	44.00	45.00	45.00
Financial Resources				
General Fund	\$ 3,324,152	\$ 3,324,890	\$ 3,549,760	\$ 3,445,330

POLICE

POLICE GRANTS

MISSION STATEMENT: The Police Grants Unit provides the budget capacity for potential grant funding from federal and state agencies and other funding sources to enhance law enforcement resources.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Enhance police resources by applying for grant funding.				
• Number of applications	19	20	21	20
Key Outcomes				
Improve police services to the community by obtaining resources from federal and state grants or other funding sources.				
• Number of grants received	19	24	24*	24*
• Percent of grant applications that are approved	100%	90%	92%	90%

*Some grants were received from prior year applications.

RESOURCE SUMMARY

Position Resources	120.00	141.00	140.50	143.50
Financial Resources				
General Fund	\$ 2,247,275	\$ 2,475,650	\$ 2,609,120	\$ 2,791,430
Miscellaneous Non-Federal Grants	681,928	1,094,830	1,200,100	1,135,170
Miscellaneous Federal Grants	4,115,444	5,967,440	9,922,600	8,249,300
Financial Resources Total	<u>\$ 7,044,647</u>	<u>\$ 9,537,920</u>	<u>\$ 13,731,820</u>	<u>\$ 12,175,900</u>

FORFEITURE FUNDS ACCOUNTS

RESOURCE SUMMARY

Financial Resources				
General Fund - Forfeiture Funds	\$ 883,003	\$ 1,768,150	\$ 585,960	\$ 1,745,520
Miscellaneous Federal Grants	190,834	600,000	239,540	600,000
Financial Resources Total	<u>\$ 1,073,837</u>	<u>\$ 2,368,150</u>	<u>\$ 825,500</u>	<u>\$ 2,345,520</u>

ADMINISTRATIVE SERVICES BUREAU

MISSION STATEMENT: The Administrative Services Bureau provides financial, material, and information resources to department personnel so that they can furnish the best possible service to the community; coordinates the maintenance and acquisition of facilities and equipment and manages capital projects; facilitates police operations by providing technological support and development; serves as a communications link between the community and the department; furnishes public records to citizens; and reports to investigative staff for following up potential leads.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Answer calls to the Tucson Police Department non-emergency line (791-4444).	N/A	N/A	135,000	135,000
Answer emergency 9-1-1 calls routed to the Tucson Police Department.	317,951	300,000	346,024	350,000
Copy and distribute police incident reports.	117,199	120,000	124,132	188,897
Maintain fleet readiness by ensuring that all city maintained vehicles are available for departments use at any given time.				
• Percent available	90%	91%	91%	91%
Key Outcomes				
Answer non-emergency line (791-4444) calls within 30 seconds of the time a call enters the queue.				
• Percent within 30 seconds	N/A	N/A	60%	60%
Process non-emergency line calls within three minutes.				
• Percent within three minutes	N/A	N/A	60%	60%
Answer emergency 9-1-1 calls within ten seconds of the time a call is transferred to the Tucson Police Department.				
• Percent within ten seconds	53%	90%	47%	60%
Copy and distribute all police incident reports.				
• Percent within 24 hours of receipt	100%	100%	100%	100%

POLICE

Administrative Services Bureau (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	195.00	215.00	214.00	214.00
Financial Resources				
General Fund	\$ 20,250,325	\$ 21,623,000	\$ 21,672,690	\$ 24,116,660

FIELD SERVICES BUREAU

MISSION STATEMENT: The Field Services Bureau protects life and property, prevents crime, preserves the peace, maintains order, and arrests suspected offenders by providing 24-hour a day response to calls for service. The bureau interacts with individual neighborhoods and community groups in the resolution of problems, planning for special events, and improving the quality of life.

KEY MEASURES OF PERFORMANCE

Key Outputs

Respond to calls for service.

• Number of life threatening calls	6,848	6,547	7,042	7,636
• Number of emergency calls	127,876	127,101	133,148	140,914
• Number of non-emergency calls requiring police response	77,921	108,590	97,774	96,579
• Number of non-emergency calls	N/A	N/A	81,016	86,242

Key Outcomes

Respond to life threatening calls.

• Percent within five minutes	65%	90%	60%	90%
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Respond to emergency calls.

• Percent within ten minutes	60%	90%	55%	90%
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Respond to calls requiring police presence.

• Percent within 30 minutes	46%	90%	45%	90%
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RESOURCE SUMMARY

Position Resources	492.00	532.00	538.00	538.00
Financial Resources				
General Fund	\$ 26,443,644	\$ 29,347,360	\$ 28,808,030	\$ 31,897,610

SUPPORT SERVICES BUREAU

MISSION STATEMENT: The Support Services Bureau provides the department with highly qualified commissioned and non-commissioned personnel who reflect the diversity of the city's population, basic and advanced training to commissioned recruits and incumbents respectively, operational support for patrol officers, and crime prevention information to neighborhoods and businesses. The bureau places officers into the public school systems to reduce problems and to serve as role models for the community's youth.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Meet with school classes, groups, and associations to deliver presentations on the topics of gang resistance, substance abuse, crime prevention, personal safety, and bicycle safety.				
• Number of presentations	2,496	3,500	2,262	3,500
Ensure that the department remains within 95% of authorized staffing levels.				
• Percent of staffing	91%	100%	98%	95%
Respond to calls for service in support of police operations.				
• Service Dog Unit	N/A	N/A	4,761	4,800
• Air Support Unit	N/A	N/A	9,285	10,500
• SWAT	N/A	N/A	205	220
Key Outcomes				
Reduce traffic collision rates.				
• Number of injury-producing collisions per thousand of population	26	18	18	18
• Number of overall collisions per thousand of population	34	30	30	30

POLICE

Support Services Bureau (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	154.00	155.00	159.00	162.00
Financial Resources				
General Fund	\$ 8,860,259	\$ 9,325,260	\$ 9,927,790	\$ 10,370,410
General Fund - Police Charges	54,000	54,000	50,700	53,500
General Fund - Certificates of Participation	-0-	1,582,000	1,582,000	-0-
General Fund - Restricted	1,827,732	2,940,000	3,120,860	3,000,000
Public Safety Academy - General Fund Share	1,538,403	1,736,150	1,962,690	1,843,670
Public Safety Academy - Other Agency Fees	213,398	430,000	430,000	430,000
Financial Resources Total	<u>\$ 12,493,792</u>	<u>\$ 16,067,410</u>	<u>\$ 17,074,040</u>	<u>\$ 15,697,580</u>

INVESTIGATIVE SERVICES BUREAU

MISSION STATEMENT: The Investigative Services Bureau conducts follow-up investigations and ensures that violent and habitual criminals are arrested and prosecuted to the fullest extent, combats the illegal drug trade through vigorous interdiction, and participates in other activities designed to reduce the financial incentive for crime.

KEY MEASURES OF PERFORMANCE

Key Outputs

Process requests for evidence comparison and analysis sent to the crime laboratory.	9,163	N/A	11,000	12,000
Respond to requests for identification services from officers.	2,811	N/A	3,300	3,600
Process incoming items of evidence and property.	62,086	N/A	63,000	66,000

Key Outcomes

Complete requests for comparison and analysis sent to the crime laboratory within the established due dates.

• Percent of timely completion	36%	80%	70%	80%
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Investigative Services Bureau (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Respond to requests for identification services from officers.				
• Percent of timely completion	63%	N/A	75%	100%
Process items of evidence and property for release and disposal.	49,333	N/A	50,000	53,000
Optimize clearance rates for the following crimes:				
• Homicide	76%	N/A	80%	80%
• Sexual Assault	15%	N/A	15%	15%
• Robbery	18%	N/A	20%	20%
• Aggravated Assault	39%	N/A	40%	40%
• Burglary	5%	N/A	5%	5%
• Larceny	14%	N/A	15%	15%
• Auto Theft	7%	N/A	10%	10%

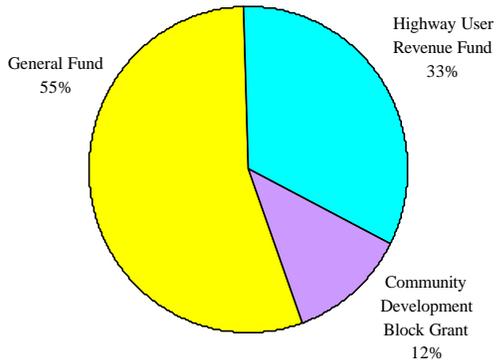
RESOURCE SUMMARY

Position Resources	262.00	268.00	260.00	259.50
Financial Resources				
General Fund	\$ 15,179,525	\$ 16,687,230	\$ 16,443,440	\$ 16,915,150

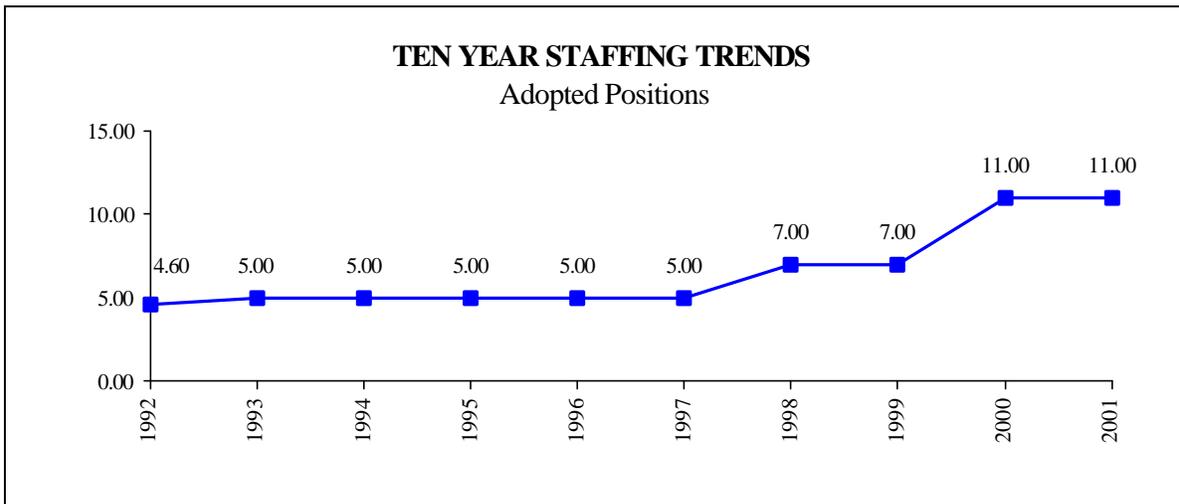
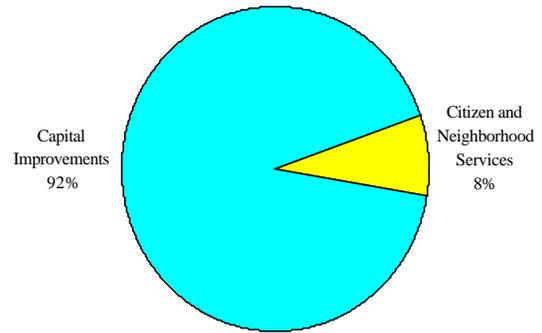
CITIZEN AND NEIGHBORHOOD SERVICES*

OPERATING:	\$ 886,820
CAPITAL:	<u>10,243,000</u>
TOTAL:	<u>\$ 11,129,820</u>
POSITION TOTAL:	11.00

FINANCING PLAN



PROGRAM ALLOCATION



*Included as a division of the City Manager in prior fiscal years.

CITIZEN AND NEIGHBORHOOD SERVICES

MISSION STATEMENT: Citizen and Neighborhood Services (CNS) helps increase the capacity of neighborhoods to develop, improve, and solve problems by bringing city resources to their assistance. CNS also seeks to identify other partners for neighborhoods to strengthen their support networks.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

CNS effectively partners with citizens through Neighborhood Enhancement Teams (NETeams) that represent all city departments. NETeams deliver services and information directly to neighborhoods and have proven to be effective in the city's effort to create responsive government.



Goal: Caring, Healthy Families and Youth

CNS administers youth employment programs throughout the year in collaboration with Pima County's Community Services Department and private non-profit agencies. CNS also works with the Tucson Police Department and the Arizona National Guard's Drug Demand Reduction Team in anti-crime and anti-drug awareness programs and activities. In addition, youth employment and enrichment programs administered by CNS impact the quality of life in many neighborhoods.



Goal: People-Oriented Neighborhoods

CNS provides registered neighborhoods assistance with newsletters, meeting notices, logistics, and equipment support for their community events. CNS also disseminates information to residents on city services and provides education on how to create more livable neighborhoods.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
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POSITION RESOURCES

PERMANENT

Citizen and Neighborhood Services	11.00	11.00	11.00	11.00
Total	11.00	11.00	11.00	11.00

CITIZEN AND NEIGHBORHOOD SERVICES

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Citizen and Neighborhood Services	\$ 716,497	\$ 810,010	\$ 894,560	\$ 886,820
Operating Total	716,497	810,010	894,560	886,820
Capital Improvements*	1,308,827	3,790,000	1,166,790	10,243,000
Total	\$ 2,025,324	\$ 4,600,010	\$ 2,061,350	\$ 11,129,820

CHARACTER OF EXPENDITURES

Personal Services	\$ 500,232	\$ 579,650	\$ 587,480	\$ 626,250
Services	55,503	108,360	119,190	108,470
Commodities	151,348	86,500	157,580	152,400
Equipment	9,414	-0-	30,310	8,700
Other	-0-	-0-	-0-	(9,000)
Inter-Activity Transfers	-0-	35,500	-0-	-0-
Operating Total	716,497	810,010	894,560	886,820
Capital Improvements*	1,308,827	3,790,000	1,166,790	10,243,000
Total	\$ 2,025,324	\$ 4,600,010	\$ 2,061,350	\$ 11,129,820

SOURCE OF FUNDS

General Fund	\$ 2,025,324	\$ 4,600,010	\$ 2,061,350	\$ 6,136,820
Highway User Revenue Fund	-0-	-0-	-0-	3,718,000
Community Development Block Grant	-0-	-0-	-0-	1,275,000
Total	\$ 2,025,324	\$ 4,600,010	\$ 2,061,350	\$ 11,129,820

*Funding for the citywide Back to Basics capital program budget is included in Citizen and Neighborhood Services for budget presentation purposes.

CITIZEN AND NEIGHBORHOOD SERVICES

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$886,820 is an increase of \$76,810 due to the following changes:

• Increase in postage budget for neighborhood newsletters	\$ 75,370
• Impact on salaries due to Fiscal Year 2002 merit increases	14,700
• Impact of a 2% pay increase effective July 1, 2001	12,000
• Decrease for one-time computer expenditures in Fiscal Year 2001	(10,000)
• Other miscellaneous changes	<u>(15,260)</u>

Operating Total	\$ 76,810
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Capital

The adopted budget for Fiscal Year 2002 of \$10,243,000 is an increase of \$6,453,000 due to the following changes:

• Transfer of Highway User Revenue Funds for Back to Basics projects from Department of Transportation's capital budget	\$ 3,718,000
• Carryforward of Back to Basics funding from Fiscal Year 2001	2,625,000
• Transfer of Community Development Block Grant funds for Back to Basics projects from the Community Services Department operating budget	1,275,000
• Decrease due to expenditure of Back to Basics carryforward funds in prior years	<u>(1,165,000)</u>

Capital Total	<u>\$ 6,453,000</u>
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Total	<u><u>\$ 6,529,810</u></u>
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KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Distribute neighborhood newsletters.				
• Number of newsletters mailed	260	260	260	280
Support Back to Basics neighborhoods.				
• Number of neighborhoods supported	8	12	12	19
Provide education and orientation sessions regarding CNS and the Neighborhood Enhancement Teams (NETeams) to neighborhoods, Mayor and Council, city departments, the media, community organizations, and businesses.				
• Number of sessions	144	144	144	160

CITIZEN AND NEIGHBORHOOD SERVICES

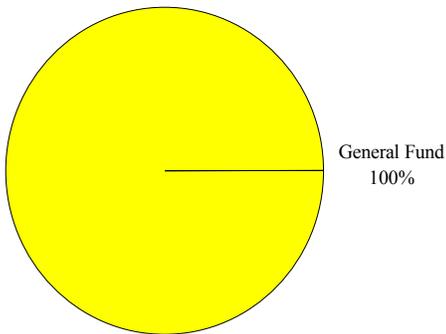
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Develop, implement, and evaluate neighborhood-based youth employment and enrichment programs in concert with neighborhood associations.				
• Number of youth programs	25	20	20	25
• Number of youth employed	249	250	250	250
Address the needs of neighborhoods as they relate to Citizen and Neighborhood Services through Citizen Participation Advisory Committee (CPAC) meetings.				
• Number of CPAC meetings	12	12	12	12
Train NETeam members on the NETeam concept and other relevant areas for the benefit of the neighborhoods.				
• Number of NETeam members trained	150	130	150	175
Key Outcomes				
Serve Tucson youth in partnerships with their neighborhoods through Citizen and Neighborhood Services' youth employment and enrichment programs.				
• Number of youth served	249	200	230	230
Register neighborhood associations.				
• Number of new neighborhoods registered	10	12	12	12
Encourage use of Citizen and Neighborhood Services.				
• Number of registered neighborhoods	140	145	150	165

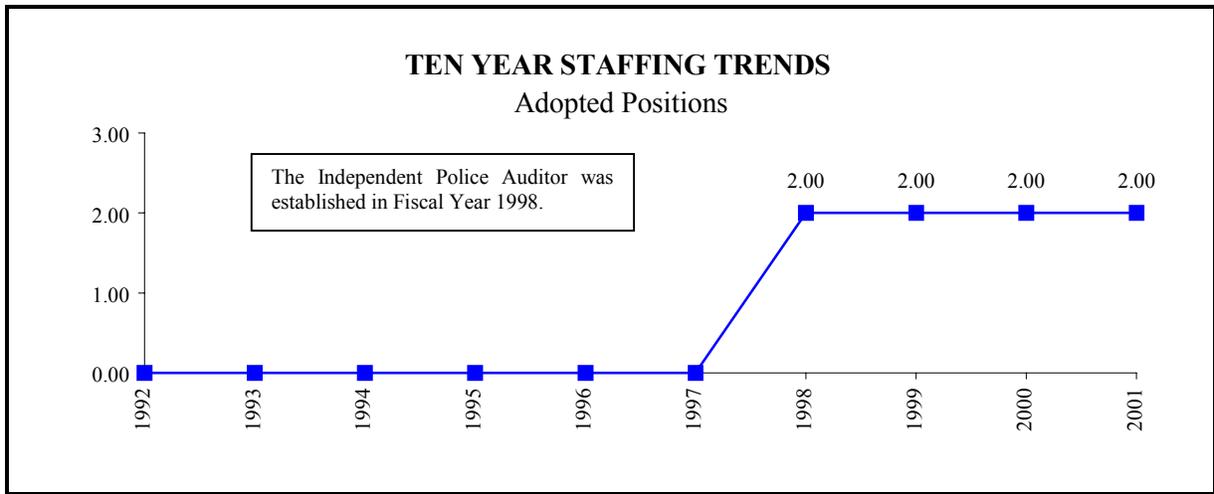
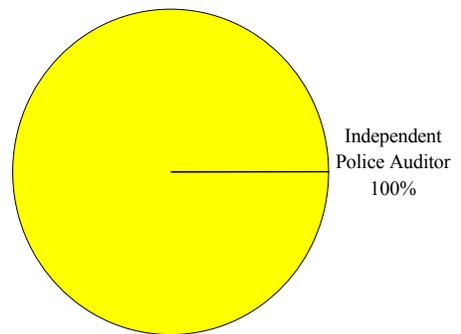
INDEPENDENT POLICE AUDITOR*

OPERATING: \$ 143,000
POSITION TOTAL: 2.00

FINANCING PLAN



PROGRAM ALLOCATION



*Included as a division of the City Manager in prior fiscal years.

INDEPENDENT POLICE AUDITOR

MISSION STATEMENT: The Independent Police Auditor provides citizens with an external police review process to ensure the thorough, objective, and fair resolution of citizen inquiries and complaints regarding police conduct.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Independent Police Auditor responds to citizen complaints and concerns regarding police services by performing complaint audits, conducting community outreach and education, and by involving the appropriate resources within the Tucson Police Department and other city departments to address community needs.



Goal: Safe Neighborhoods

The Independent Police Auditor conveys concerns received from citizens about neighborhood crimes and police practices to the appropriate divisions and personnel within the Tucson Police Department. The Independent Police Auditor provides citizens with information about how to contact their designated geo-based police officer to facilitate and involve the community as a partner in community policing.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Independent Police Auditor	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00

FINANCIAL RESOURCES

Independent Police Auditor	\$ 128,219	\$ 137,840	\$ 136,510	\$ 143,000
Total	\$ 128,219	\$ 137,840	\$ 136,510	\$ 143,000

CHARACTER OF EXPENDITURES

Personal Services	\$ 120,937	\$ 127,230	\$ 127,230	\$ 135,000
Services	4,684	5,910	6,100	5,400
Commodities	2,598	4,700	3,180	3,600
Other	-0-	-0-	-0-	(1,000)
Total	\$ 128,219	\$ 137,840	\$ 136,510	\$ 143,000

INDEPENDENT POLICE AUDITOR

Financial Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>SOURCE OF FUNDS</u>				
General Fund	\$ 128,219	\$ 137,840	\$ 136,510	\$ 143,000
Total	<u>\$ 128,219</u>	<u>\$ 137,840</u>	<u>\$ 136,510</u>	<u>\$ 143,000</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$143,000 is an increase of \$5,160 due to the following changes:

• Impact of a 2% pay increase effective July 1, 2001	\$ 3,000
• Impact on salaries due to Fiscal Year 2002 merit increases	2,540
• Other miscellaneous changes	<u>(380)</u>
Total	<u>\$ 5,160</u>

KEY MEASURES OF PERFORMANCE

Key Outputs

Perform monthly audits of select completed Office of Professional Standards investigations performed by the Tucson Police Department.	12	12	12	12
Inform and educate citizens by conducting community outreach through public presentations, brochures, fliers, and video.	49	18	24	24

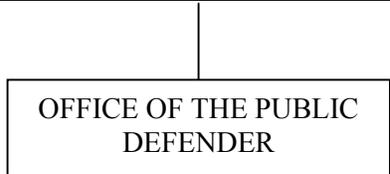
Key Outcomes

Provide citizens with an external police review process to ensure the thorough, objective, and fair resolution of citizen inquiries and complaints regarding police misconduct.

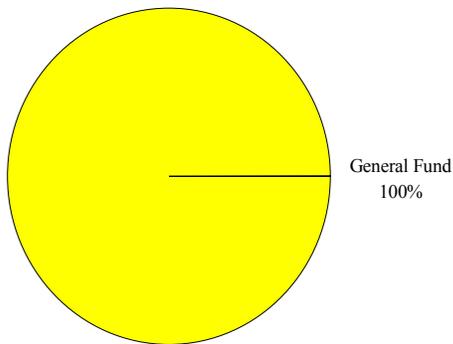
• Number of citizen inquiries	245	400	300	300
• Number of complaints reviewed	469	600	500	500
• Number of complaints referred to the Tucson Police Department's Office of Professional Standards for investigation	142	100	100	100

OFFICE OF THE PUBLIC DEFENDER

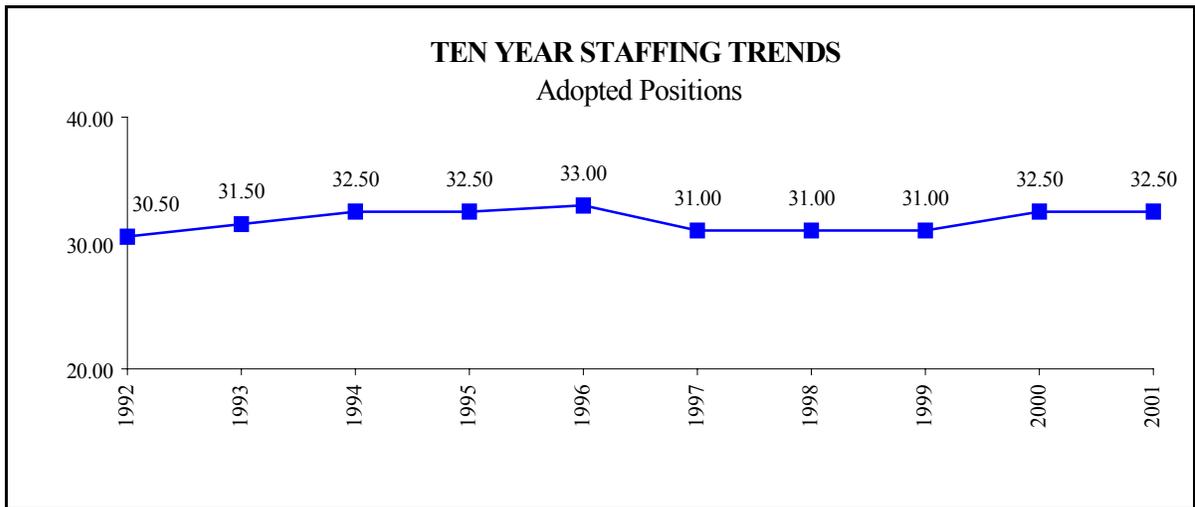
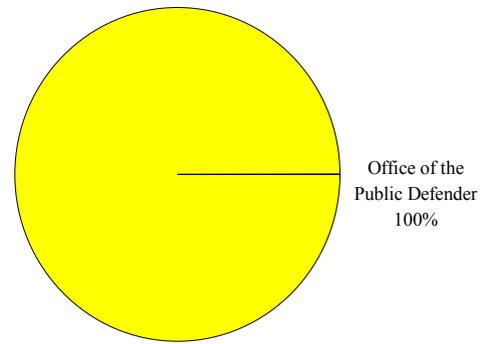
OPERATING: \$ 2,072,480
POSITION TOTAL: 33.50



FINANCING PLAN



PROGRAM ALLOCATION



OFFICE OF THE PUBLIC DEFENDER

MISSION STATEMENT: To provide quality, cost-effective legal representation to indigent defendants entitled to appointed counsel in City Court in accordance with the mandates of state and federal law and the Ethical Rules of the Arizona State Supreme Court.

OVERVIEW

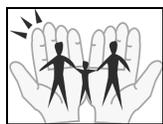
The Office of the Public Defender was established as a cost-effective alternative to the use of contract attorneys. The office provides legal representation independent from the Criminal Division of the City Attorney's Office. The Office of the Public Defender is supported by 19 attorneys and 14.5 other positions.

DEPARTMENT HIGHLIGHTS

The city's policy of aggressive domestic violence enforcement resulted in the Office of the Public Defender being assigned over 2,000 domestic violence cases during Fiscal Year 2001.

The Office of the Public Defender, in cooperation with the City Attorney's Office, will refer over 800 clients to Mental Health Diversion during Fiscal Year 2002. These clients will have their charges dismissed if they comply with a mental health treatment plan intended to reduce repeat offenses.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Reduced Poverty and Greater Equality of Opportunity

The Office of the Public Defender represents indigent persons charged with crimes in City Court. One of the goals of the office is to ensure that these indigent persons receive equal justice and that all of their constitutional rights are protected.



Goal: Caring, Healthy Families and Youth

One of the services provided by the Office of the Public Defender is the referral of clients, when appropriate, to counseling services and social service agencies to deal with the cause of their criminal activity. The Office of the Public Defender will refer a projected 600 persons to appropriate agencies during Fiscal Year 2002.



Goal: Engaged Community and Responsive Government

The Office of the Public Defender maintains a continuous dialogue with other government agencies, the courts, and with local mental health experts, in order to be as responsive as possible to the changing needs of our clients and the community.

OFFICE OF THE PUBLIC DEFENDER

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Office of the Public Defender	32.50	32.50	32.50	33.50
Department Total	32.50	32.50	32.50	33.50

FINANCIAL RESOURCES

Office of the Public Defender	\$ 1,858,697	\$ 1,973,770	\$ 1,973,770	\$ 2,072,480
Department Total	\$ 1,858,697	\$ 1,973,770	\$ 1,973,770	\$ 2,072,480

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,720,271	\$ 1,797,420	\$ 1,797,420	\$ 1,919,290
Services	97,138	124,620	124,620	127,670
Commodities	41,288	41,930	41,930	46,520
Equipment	-0-	9,800	9,800	-0-
Other	-0-	-0-	-0-	(21,000)
Department Total	\$ 1,858,697	\$ 1,973,770	\$ 1,973,770	\$ 2,072,480

SOURCE OF FUNDS

General Fund	\$ 1,858,697	\$ 1,973,770	\$ 1,973,770	\$ 2,072,480
Department Total	\$ 1,858,697	\$ 1,973,770	\$ 1,973,770	\$ 2,072,480

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$2,072,480 is an increase of \$98,710 due to the following changes:

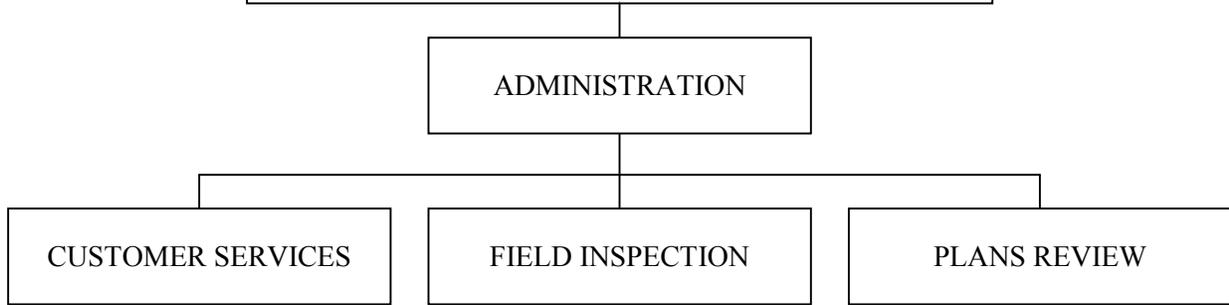
• Impact of a 2% pay increase effective July 1, 2001	\$ 37,000
• Impact on salaries due to Fiscal Year 2002 merit increases	31,960
• Addition of a customer service clerk to facilitate processing of case files	25,550
• Increase in group insurance due to higher rates	17,280
• Increase in building maintenance costs	5,560
• Impact of a 1% reduction to balance the budget	(21,000)
• Other miscellaneous changes	2,360
Department Total	<u>\$ 98,710</u>

KEYS MEASURES OF PERFORMANCE

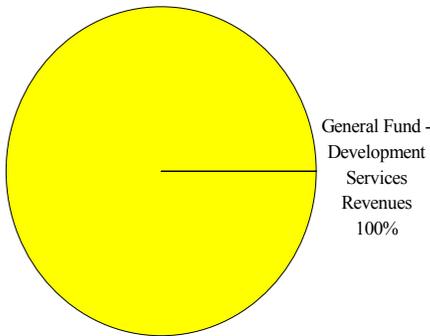
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Represent all indigent persons appointed to the Office of the Public Defender by City Court.	6,378	7,000	7,000	7,200
Process complaints promptly and effectively.				
• Number of complaints from clients	14	15	15	20
Key Outcomes				
Provide legal representation in an efficient and timely manner to indigent members of the community so that their constitutional right to counsel is maintained.				
• Percent of clients represented in a timely manner	100%	100%	100%	100%
• Percent of satisfied clients	99%	N/A	99%	99%
Provide representation in a cost-effective manner.				
• Average cost per case	\$ 291	\$ 282	\$ 282	\$ 288

DEVELOPMENT SERVICES

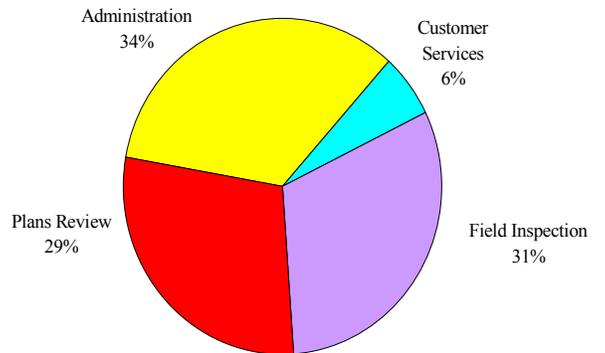
OPERATING: \$ 7,098,080
 POSITION TOTAL: 101.00



FINANCING PLAN

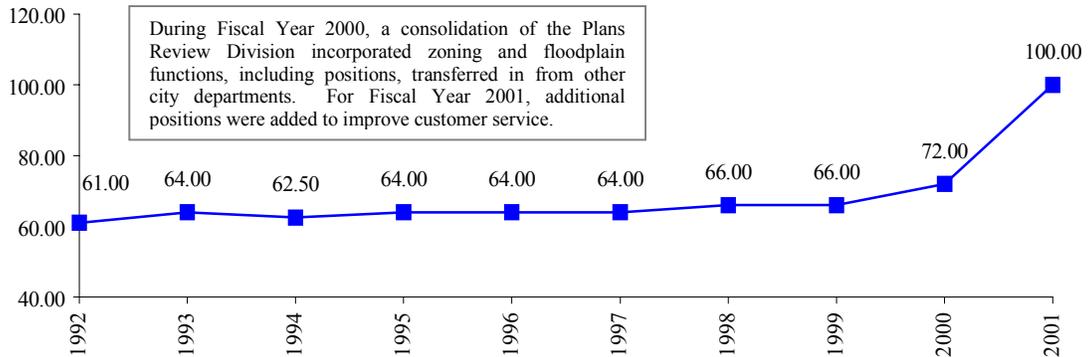


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



DEVELOPMENT SERVICES

MISSION STATEMENT: To protect the public's safety, health, and welfare through responsive and objective interpretation, application, and enforcement of adopted and mandated laws and standards that govern construction, development, and signs. To provide centralized development-related services.

OVERVIEW

The Development Services Department manages a comprehensive plan review process and field inspections for residential and business construction activities. Experienced and qualified personnel provide technical assistance on building and development-related codes, plan review, permits, and inspections to ensure compliance to the adopted city codes.

The department is organized into four divisions: Administration, Customer Services, Field Inspection, and Plans Review. These divisions address the regulatory functions governing development and construction in the city. Through the use of project managers, complex development projects are coordinated for expeditious approval and permitting through the Community Design Review Committee.

The city and county share a computerized plan review and permitting system. The software was recently upgraded to meet our growing public needs and demands. The software ensures the customer that all code-related items have been reviewed and all necessary inspections are conducted. The software also allows the tracking, monitoring, and resolution of property and housing complaints. In addition, the department maintains plan review files, inspection records, and approved plans on microfilm in a centralized location accessible to the public.

The department also addresses reported violations of the city's housing, building, and sign codes through plan review, permitting, and by a comprehensive complaint inspection process. Enforcement of the city's sign code aims to balance a highly aesthetic image for the community with the needs of businesses for identification and advertisement.

DEPARTMENT HIGHLIGHTS

Based on the recommendations of a consulting firm, Management Partners, Inc., the department reorganized during Fiscal Year 2000. The first phase in this reorganization was the incorporation of the zoning and floodplain review function into the Development Services Department. The second phase was the creation of the Property and Housing Complaints/Public Information section.

The Development Services Department administered the Rental Housing Assessment Project. This project was a multi-departmental effort directed by the Mayor and Council to assess the condition of the rental housing stock in the city and to create a database of substandard rental properties. The Mayor and Council directed the Development Services Department to conduct a follow-up assessment that started in June 2001.

The department facilitated the Slumlord Task Force appointed by the Mayor and Council to review the impact and applicability of State Slumlord Legislation. In October 2000, the Mayor and Council accepted the recommendation of the Task Force to adopt an ordinance putting the State Slumlord Statute into effect for the City of Tucson. The Development Services Department is charged with enforcement of this ordinance, and is one of the principal participating departments in the Slum Abatement and Blight Enforcement Response (SABER) pilot project. SABER's mission is the reduction of urban blight by means of the identification and elimination of slum properties and by the enforcement of Statutes and Ordinances that prohibit blight conditions.

Department Highlights (Continued)

A department Web page has been created to help facilitate communications with both our internal and external customers. The Web page will provide department information and highlights. A feature of the Web page is the capability to highlight plans and renderings of proposed development being reviewed for permits that may be of interest to the public.

The Development Services Department is committed to providing excellent customer service. The department has engaged in providing training to enhance and upgrade the existing skills of the employees. Additionally, a Development Services Procedures Manual has been drafted to assist the public with the functions and processes administered by the department. Classes explaining rental property regulations, the permitting process, and manufactured home regulations have been provided to our customers.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Development Services Department has assigned staff to Citizen and Neighborhood Services NETeams to engage the community in meaningful interactions that address citizens' particular and unique needs. Staff also participates in neighborhood meetings to discuss the functions of the department and to address issues of concern regarding development-related code enforcement and compliance efforts. Classes and self-help tools, such as the Development Services Processes Manual, have been created to assist citizens with the permitting and code enforcement processes. The department seeks to improve its service delivery to the community through the use of surveys and client interactions.



Goal: Safe Neighborhoods

The Development Services Department actively seeks to provide safe and lawfully operated residential and commercial structures in neighborhoods through the use of plan review, construction permits, and inspection procedures. The department has undertaken a proactive approach to the identification of unsafe rental properties by conducting inspections to ensure compliance with adopted development-related codes that address life, safety, and health-related issues. The Development Services Department has been working cooperatively with neighborhood associations in the identification and securing of vacant and abandoned structures. Development Services also works cooperatively with the Police Department, Fire Department, and other health and safety agencies in responding to emergencies.



Goal: People-Oriented Neighborhoods

The Development Services Department, through the enforcement of adopted development-related codes and standards, contributes towards maintaining the viability and integrity of neighborhoods.

Support for Livable Tucson Goals (Continued)



Goal: Strong Local Businesses

The Development Services Department is actively involved in commercial project expansions and new development identified by the city's Office of Economic Development. Project managers are assigned to facilitate meetings and to identify potential development-related issues. They assist in expediting the plan review, permitting, and inspection processes associated with the unique scheduling needs of our clients. Department staff facilitate ad hoc committees comprised of local business people, such as licensed contractors and mobile home operators, to discuss regulations and issues that effect them. Additionally, staff members participate as liaisons on organizations such as the Small Business Administration and Greater Tucson Economic Council (GTEC).



Goal: Successful Downtown

The department is actively involved in the Rio Nuevo Multipurpose Facilities District planning effort through participation in the city departments' directors' team.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	13.00	14.00	10.00	21.00
Customer Services	11.00	11.00	11.00	11.00
Field Inspection	37.00	44.00	45.00	34.00
Plans Review	25.00	29.00	32.00	33.00
Permanent Total	86.00	98.00	98.00	99.00
<u>NON-PERMANENT</u>				
Field Inspection	4.00	2.00	2.00	2.00
Non-Permanent Total	4.00	2.00	2.00	2.00
Department Total	90.00	100.00	100.00	101.00

FINANCIAL RESOURCES

Administration	\$ 1,458,073	\$ 1,620,750	\$ 1,530,240	\$ 2,392,960
Customer Services	403,730	416,200	457,030	412,820
Field Inspection	2,379,922	2,865,700	2,757,490	2,194,020
Plans Review	379,852	1,738,860	1,686,530	2,098,280
Department Total	\$ 4,621,577	\$ 6,641,510	\$ 6,431,290	\$ 7,098,080

DEVELOPMENT SERVICES

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 4,419,360	\$ 5,294,420	\$ 5,146,760	\$ 5,829,250
Services	846,909	1,086,370	1,014,400	1,054,160
Commodities	275,668	229,230	227,130	242,360
Equipment	55,108	129,490	118,000	37,310
Inter-Activity Transfers	(975,468)	(98,000)	(75,000)	(65,000)
	<hr/>	<hr/>	<hr/>	<hr/>
Department Total	\$ 4,621,577	\$ 6,641,510	\$ 6,431,290	\$ 7,098,080

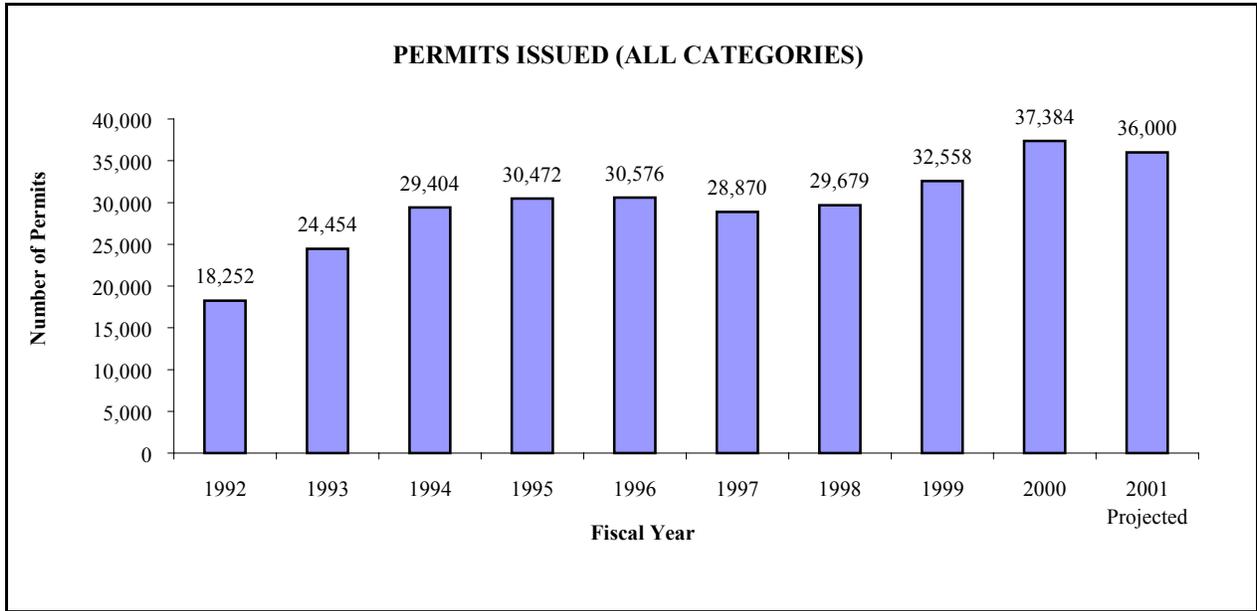
SOURCE OF FUNDS

General Fund - Development Services Revenues	\$ 4,621,577	\$ 6,641,510	\$ 6,431,290	\$ 7,098,080
	<hr/>	<hr/>	<hr/>	<hr/>
Department Total	\$ 4,621,577	\$ 6,641,510	\$ 6,431,290	\$ 7,098,080

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$7,098,080 is an increase of \$456,570 due to the following changes:

• Charges for automated electronic service support	\$ 139,860
• Impact on salaries due to Fiscal Year 2002 merit increases	102,620
• Impact of a 2% pay increase effective July 1, 2001	102,000
• Increase in group medical insurance costs due to increased rates	97,800
• Funds carried forward from Fiscal Year 2001 for equipment purchases	80,310
• Addition of a city engineer to improve plans review	80,000
• Increase in overtime due to work loads	34,150
• Increase in vehicle fuel costs	21,350
• Increase in the cost of office equipment maintenance	20,970
• Decrease in public liability insurance rate	(49,410)
• Decrease in motor pool service rates	(78,630)
• Decrease in the one-time purchase of equipment	(91,000)
• Other miscellaneous changes	(3,450)
	<hr/>
Department Total	\$ 456,570



ADMINISTRATION

MISSION STATEMENT: The Administration Division provides management direction, project management, and administrative support, to ensure an effective, efficient, and responsive development services center.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Coordinate and review all submitted sub-division plats and development plans.				
• Number of plats and plans reviewed	120	110	120	120
Process appeals to the city's building official.				
• Number of appeals processed	79	100	84	81
Investigate all property and housing-related complaints.				
• Number of complaints received	N/A	N/A	1,020	2,000
• Number of complaints resolved or abated	N/A	N/A	837	1,800

DEVELOPMENT SERVICES

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Provide community training, education, and information associated with the department's permitting and code enforcement processes.				
• Develop informational reports, brochures, and fliers	N/A	N/A	N/A	12
• Attend community-sponsored meetings	N/A	N/A	N/A	12
• Review and report on planned development and code violations	N/A	N/A	N/A	12
Key Outcomes				
Provide to the development community the benefit of timely and consistent review of subdivision/development plans.				
• Initial comments completed within four weeks of original submittal	N/A	N/A	N/A	100%
Process appeals to the building official within the required ten calendar day time frame.				
• Percent processed within time frame	83%	100%	80%	90%
Increase construction activity in targeted infill areas through the fee waiver program.				
• Number of permits issued	359	400	485	485
• Residential, new construction	265	N/A	185	185
• Residential, remodel	94	N/A	276	276
• Commercial construction	N/A	N/A	24	24
Provide a responsive centralized property and housing complaint and public information section to the community.				
• Percent of complaint investigations initiated within 24 hours (eminent danger), five days (housing code violations), and ten days for all other complaints	N/A	N/A	N/A	90%
• Percent of customer satisfaction identified through a customer survey	N/A	N/A	N/A	90%

Administration (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002*
Position Resources	13.00	14.00	10.00	21.00
Financial Resources				
General Fund - Development Services Revenues	\$ 1,458,073	\$ 1,620,750	\$ 1,530,240	\$ 2,392,960

*Property and Housing Complaints and Public Information organization was moved to Administration from Field Inspection for organizational efficiency.

CUSTOMER SERVICES

MISSION STATEMENT: The Customer Services Division provides efficient and effective customer service delivery to citizens in the areas of building permitting, records retrieval, and storage by issuing of permits, recording the activities of plan reviews, maintenance of records, and verifying Certificates of Occupancy.

KEY MEASURES OF PERFORMANCE

Key Outputs

Prepare and issue building permits.

• Number of permits issued	37,384	33,000	35,270	35,000
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Key Outcome

Provide “satisfactory” or above service to walk-in customers.

• Percent of “satisfactory” or above responses indicated on customer surveys	N/A	90%	90%	90%
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RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	11.00
Financial Resources				
General Fund - Development Services Revenues	\$ 403,730	\$ 416,200	\$ 457,030	\$ 412,820

DEVELOPMENT SERVICES

FIELD INSPECTION

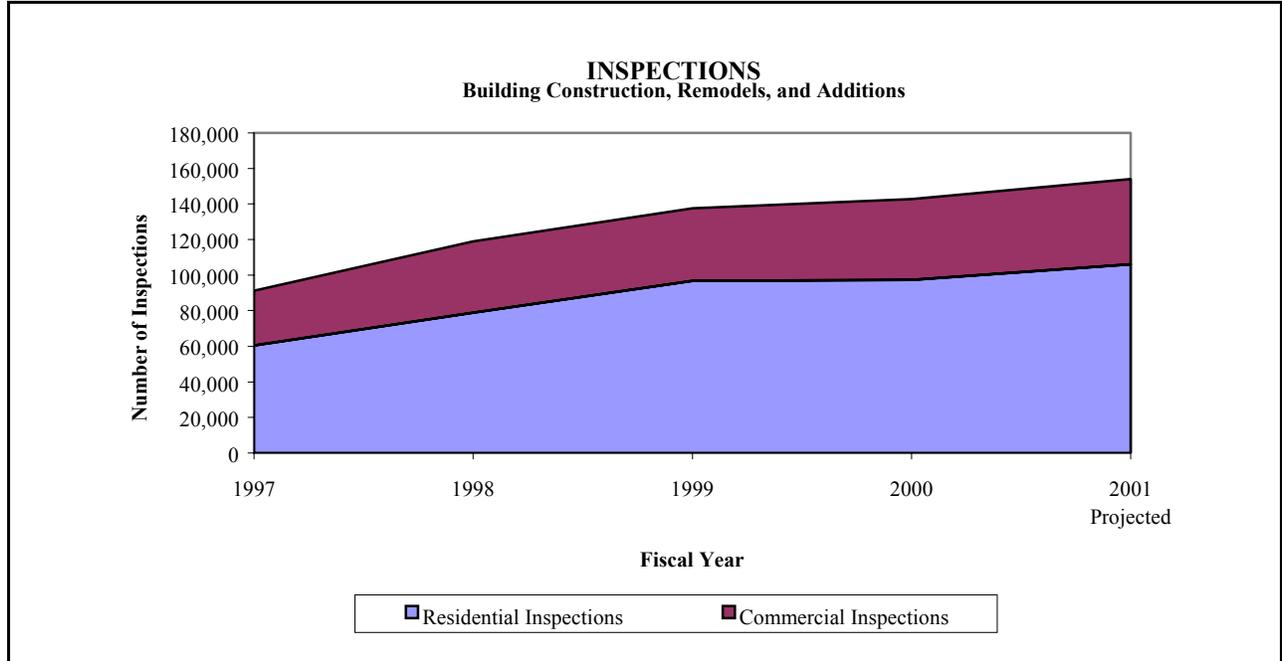
MISSION STATEMENT: The Field Inspection Division protects the public’s health and welfare by inspecting all construction activities for compliance with approved plans as regulated by the city’s building, sign, and technical codes.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Perform inspections of new construction, remodels, and additions.				
• Number of commercial inspections	47,577	39,000	48,000	45,000
• Number of residential inspections	97,177	87,500	106,000	100,000
Inspect arterial and collector streets to ensure sign code compliance.				
• Miles inspected	1,290	5,000	5,000	5,000
Inspect subdivisions for the release of assurances (secured funds for transportation, floodplain, and other improvements).				
• Number of inspections	N/A	N/A	140	140
Investigate sign code complaints.				
• Number of locations found to be in violation of the sign code	N/A	N/A	4,800	4,800
Key Outcomes				
Provide timely and impartial inspections.				
• Percent of commercial inspections completed within 24 hours of customer’s request	N/A	99%	98%	98%
• Percent of residential inspections completed within 24 hours of customer’s request	N/A	99%	98%	98%
• Percent of subdivisions inspected for assurance release within three business days of request	N/A	N/A	75%	90%
• Achieve a rating of “fair and impartial” for services delivered in a survey of customers	N/A	90%	90%	90%

RESOURCE SUMMARY

Position Resources	41.00	46.00	47.00	36.00
Financial Resources				
General Fund - Development Services Revenues	\$ 2,379,922	\$ 2,865,700	\$ 2,757,490	\$ 2,194,020



PLANS REVIEW

MISSION STATEMENT: The Plans Review Division reviews all development plans submitted for compliance with the minimum standards of the building and technical codes that protect the public’s safety, health, and welfare.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Perform review for all commercial building plans.				
• Number of plans reviewed	2,132	2,500	2,025	2,030
Perform review for all residential and model home building plans.				
• Number of plans reviewed	4,880	4,000	4,636	4,640
Key Outcomes				
Provide timely and impartial plans reviews while protecting the public health and welfare.				
• Percent of initial reviews of commercial plans completed within target dates*	N/A	90%	90%	90%

*Target dates are a function of the valuation and complexity of the project. Each project can and may have its own unique review period assigned at the time of application.

DEVELOPMENT SERVICES

Plans Review (Continued)

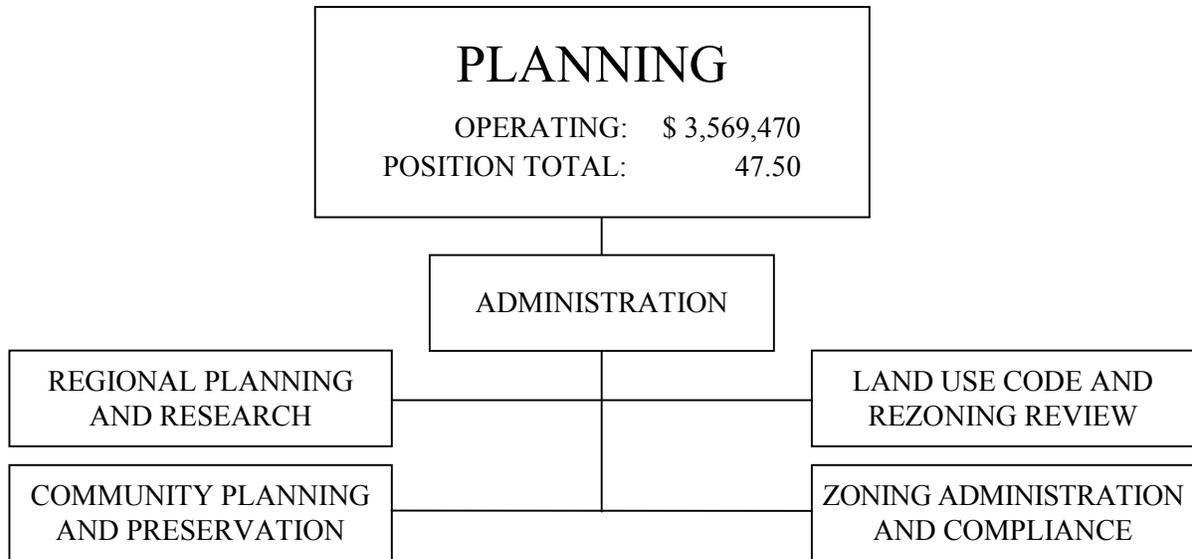
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
• Percent of initial reviews of residential plans completed within target dates*	N/A	90%	90%	90%
• Percent of “fair and impartial” ratings received from customers surveyed on service delivery	N/A	90%	90%	90%

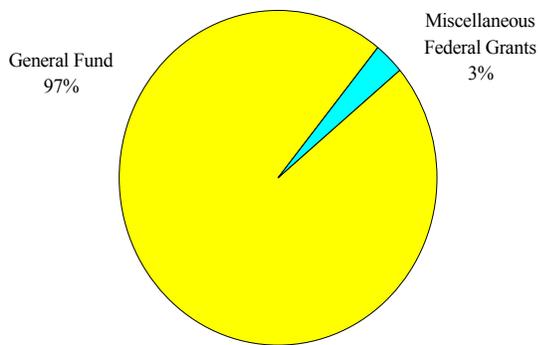
*Target dates are a function of the valuation and complexity of the project. Each project can and may have its own unique review period assigned at the time of application.

RESOURCE SUMMARY

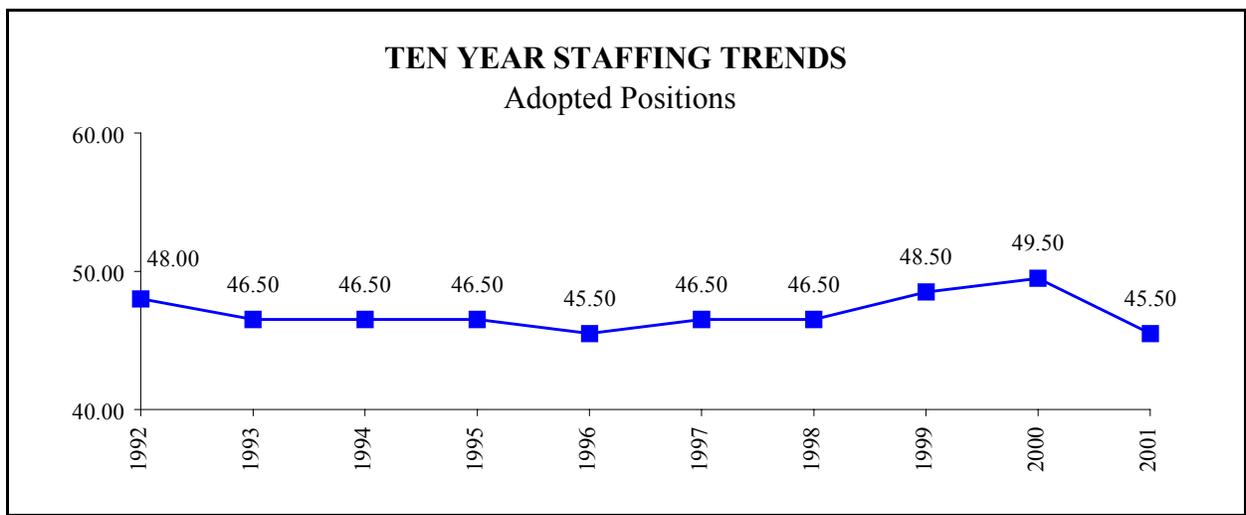
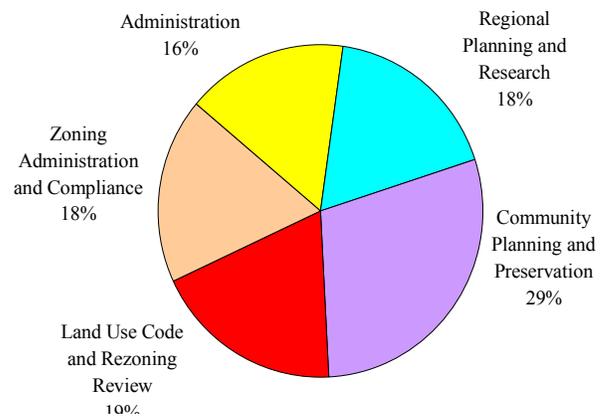
Position Resources	25.00	29.00	32.00	33.00
Financial Resources				
General Fund - Development Services Revenues	\$ 379,852	\$ 1,738,860	\$ 1,686,530	\$ 2,098,280



FINANCING PLAN



PROGRAM ALLOCATION



PLANNING

MISSION STATEMENT: To preserve and enhance Tucson's cultural, environmental, and historical resources while contributing to the development of a healthy economy by conducting modern, efficient, and equitable community planning and zoning activities that ensure proper growth and development for the citizens of the City of Tucson.

OVERVIEW

The Planning Department's mission is carried out through the divisions of Administration, Regional Planning and Research, Community Planning and Preservation, Land Use Code and Rezoning Review, and Zoning Administration and Compliance.

The emphasis of the Planning Department's Fiscal Year 2002 budget is on the provision of mandated services, including maintenance of the Comprehensive General Plan and its elements, such as: area and neighborhood plans and the *Major Streets and Routes Plan*; continued revision of the Tucson Land Use Code; evaluation of rezoning and other land development requests; and enforcement of ordinances, standards, and regulations in accordance with state statutes and the Tucson Land Use Code. Additionally, the department provides the public with population, statistical, economic, land use, and zoning information concerning the urban growth and development of the Tucson region.

DEPARTMENT HIGHLIGHTS

The Planning Department is working to add Comprehensive Plan elements based on the requirements of the State of Arizona's Growing Smarter legislation. A multi-department team is in the process of creating the required Costs of Development Element for the plan.

The department works with the private sector to develop master plans for emerging urban areas of the city, such as La Estancia and Rio Nuevo, in order to foster sensitivity to environmental resources, innovation in design, and adequacy of public infrastructure. Area and Neighborhood Plans are being developed that will increase the area of the city covered by specific plan policy. The Mayor and Council adopted the 12th Avenue/Valencia Road Area Plan in the spring of 2001. Future planning efforts will focus on the evolving south side area of the city.

The department continues enhancement of its Web site that provides an excellent public participation opportunity, as well as providing planning and zoning information for the public which includes topical issues such as: Growing Smarter, zoning maps, adopted plans, the Land Use Code, Development Standards, agendas for the Planning Commission and the Board of Adjustment.

Planning Department staff is preparing for the release of the latest census information to the public, as it becomes available. Staff continues to act as liaison to the federal effort to ensure the city's correct share of state revenues based on an accurate population count.

The Planning Department supports the efforts of other departments and agencies through data collection and organization, analysis of information, and Geographical Information System (GIS) mapping.

Department Highlights (Continued)

The department provides significant ongoing staff support to interdepartment teams such as Back to Basics Neighborhood Programs, the Green Team, and Neighborhood Enhancement Teams (NETeams). In response to community needs, including Back to Basics neighborhood support, the department continues to focus its efforts on zoning enforcement activities.

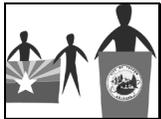
The department regularly revises the Land Use Code in response to Mayor and Council initiatives, while maintaining a program of city code revisions that address established city goals. The department manages complex urban research projects on regional planning issues, such as infill development and urban design.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Better Alternatives to Automobile Transportation

The Planning Department, together with community representatives, promotes alternate modes of transportation through Major Streets and Routes Plan revisions, neighborhood and area planning, and comprehensive plan policies. The Growth Area Element requirement of Growing Smarter legislation, under development for inclusion in the city's Comprehensive Plan, will contain policies to encourage use of alternative modes of transportation, as well as improve the efficiency of automobile travel.



Goal: Engaged Community and Responsive Government

The Planning Department is continually involved in outreach to the community regarding planning and zoning proposals and provides response to neighborhood concerns through zoning enforcement. Integral to the department's outreach are its informative and highly used Web site (2,500 hits per month) and a comprehensive set of bilingual information brochures. The area and neighborhood planning process provides an opportunity for staff to educate citizens about the planning process and government services, and to make lasting neighborhood contacts. Planning Department staff and many of the citizens involved in plan development continue to contact each other regularly regarding neighborhood issues after plan adoption.

Staff is working closely with the Parks and Recreation Department on the update of their Strategic Plan 2010 document. Through extensive public participation efforts, the direction of the Plan will play a significant role in an update to the Parks, Recreation, Open Space, and Trails (PROST) section of the Comprehensive Plan.



Goal: Safe Neighborhoods

Through the application of the Land Use Code, enforcement of zoning violations and the rezoning review process, the Planning Department, in cooperation with the Tucson Police Department, supports adherence to Safe by Design principles. Planning policies emphasize the design of neighborhoods and developments to create safe neighborhoods.

Support for Livable Tucson Goals (Continued)



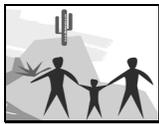
Goal: Infill and Reinvestment, Not Urban Sprawl

Area and neighborhood plans provide land use stability for property owners to reinvest in the city. The Comprehensive Plan Land Use and Community Character and Design Elements encourage sustainable infill development, which preserves and enhances existing neighborhoods. The Balanced Development Policy Framework identified several infill opportunities, which are consistent with adopted Mayor and Council policy, city programs, and community investment strategies.



Goal: Abundant Urban Green Space and Recreation Areas

Through implementation of the Parks, Recreation, Open Space, and Trails Element of the Comprehensive Plan, urban green space and recreation areas are established, and potential open space areas are evaluated. Planning Department staff will also communicate the city's green space and recreation goals to the State Land Department and their consultants for inclusion in the conceptual plans for approximately 60,000 acres of state trust land in the southeast part of the city and to the south of the city.



Goal: Protected Natural Desert Environment

The Planning Department supports protection of the natural desert environment through regular updating of the native plant preservation ordinance and participation in efforts to improve wash/greenway preservation. Staff is working cooperatively with engineering staff to map and designate washes in undeveloped areas of the city for protection of natural riparian resources. Mapping and designation for protection has also occurred within developed reaches of urban washes.



Goal: Strong Local Business

The department assists the Office of Economic Development, Greater Tucson Economic Council, and private economic interests by facilitating location decisions made by businesses. Staff provides results of research and policy analysis to support quality economic development in the city to decision-makers. Staff regularly assists citizens seeking to develop or expand small businesses through the provision of socio-economic information vital to the development of business plans, proformas, and financial applications. Staff is continually updating the Web site to provide current socio-economic information.



Goal: People-Oriented Neighborhoods

The department supports people-oriented neighborhoods and neighborhood planning process by working with property owners and residents to develop policy direction specific to the future of their neighborhoods. Staff works with citizen steering committees during the development of plans, such as the recently adopted Grant/Alvernon Area Plan and the 12th Avenue/Valencia Road Area Plan, to ensure that the needs and desires of the neighborhood are addressed in the plans.

Support for Livable Tucson Goals (Continued)



Goal: Respected Historic and Cultural Resources

Through the historic preservation review process, the Planning Department, working with the Tucson-Pima County Historical Commission and the applicant, maintains the architectural character of local historic districts. The department also works cooperatively with the city's Historic Preservation Office to promote the city's National Historic Districts and to accomplish special preservation projects, such as Tucson Origins. The Comprehensive Plan Cultural Heritage Element encourages the protection and enhancement of Tucson's cultural heritage and unique identity and the expansion of the scope of urban experiences for residents and visitors to enjoy.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	4.00	4.00	4.00	4.00
Regional Planning and Research	9.50	9.50	9.50	9.50
Community Planning and Preservation	13.00	14.00	13.00	13.00
Land Use Code and Rezoning Review	7.00	8.00	9.00	10.00
Zoning Administration and Compliance	10.00	10.00	10.00	10.00
Permanent Total	43.50	45.50	45.50	46.50
<u>NON-PERMANENT</u>				
Community Planning and Preservation	-0-	-0-	-0-	1.00
Non-Permanent Total	-0-	-0-	-0-	1.00
Department Total	43.50	45.50	45.50	47.50

FINANCIAL RESOURCES

Administration	\$ 546,697	\$ 328,990	\$ 328,990	\$ 579,790
Regional Planning and Research	548,592	626,590	641,410	641,970
Community Planning and Preservation	681,746	1,064,570	992,060	1,026,620
Land Use Code and Rezoning Review	531,930	536,320	586,010	686,590
Zoning Administration and Compliance	720,128	634,070	634,070	634,500
Department Total	\$ 3,029,093	\$ 3,190,540	\$ 3,182,540	\$ 3,569,470

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 2,807,254	\$ 2,827,110	\$ 2,827,110	\$ 2,978,380
Services	114,047	250,160	242,160	488,380
Commodities	94,887	107,390	107,150	110,390
Equipment	7,775	5,880	6,120	26,320
Other	-0-	-0-	-0-	(34,000)
Inter-Activity Transfers	5,130	-0-	-0-	-0-
Department Total	\$ 3,029,093	\$ 3,190,540	\$ 3,182,540	\$ 3,569,470

SOURCE OF FUNDS

General Fund	\$ 3,029,093	\$ 3,082,540	\$ 3,082,540	\$ 3,459,470
Miscellaneous Federal Grants	-0-	108,000	100,000	110,000
Department Total	\$ 3,029,093	\$ 3,190,540	\$ 3,182,540	\$ 3,569,470

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$3,569,470 is an increase of \$378,930 due to the following changes:

• Increase in funding for state-mandated planning legislation and neighborhood planning	\$ 200,000
• Transfer of one project manager from the City Manager's budget in support of various planning projects	86,300
• Impact of a 2% pay increase effective July 1, 2001	54,000
• Impact on salaries due to Fiscal Year 2002 merit increases	53,990
• Increase in funding for Sonoran Desert Conservation project	50,000
• Addition of one non-permanent technological intern position for the planning intern program	25,000
• Decrease in funding for one-time office repairs and upgrades	(30,000)
• Impact of a 1% reduction to balance the budget	(34,000)
• Other miscellaneous changes	(26,360)
Department Total	<u>\$ 378,930</u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides management direction and support to the department's other four divisions, oversees department programs and community outreach, promotes sound land use administration, and provides professional planning advice to the Mayor and Council and City Manager.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide citizen participation in planning for the community through public meetings and hearings.				
• Number of meetings held	198	220	192	200
Provide additional training programs for staff in the areas of customer service and professional planning practices.				
• Number of staff trained	N/A	N/A	46	46
• Number of training hours	N/A	N/A	368	368
Provide staff support for various boards, committees, and commissions related to planning issues.				
• Number of staff hours	11,170	11,300	10,968	10,970
Key Outcomes				
Enhance the quality of customer service provided to the development and neighborhood community.				
• Percent of supervisors rating improvement in the performance of employees after attending training programs	N/A	N/A	50%	75%

RESOURCE SUMMARY

Position Resources	4.00	4.00	4.00	4.00
Financial Resources				
General Fund	\$ 546,697	\$ 328,990	\$ 328,990	\$ 579,790

REGIONAL PLANNING AND RESEARCH

MISSION STATEMENT: The Regional Planning and Research Division develops and maintains a coordinated regional planning and research program through the preparation and update of the Comprehensive General Plan; the provision of demographic, economic, land use, and real estate information concerning urban growth and development of the Tucson region; and develops, expands, and maintains a geographic information center in support of department and citywide programs.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide demographic, economic, and land use data in response to information requests.				
• Number of requests	3,874	3,900	10,716	10,700
Prepare revisions to the “ <i>Tucson Update</i> ” publication and the city’s Web page.	28	29	28	28
Respond to specific urban research requests from the City Manager and Mayor and Council.				
• Number of requests	581	560	704	700
Complete maps, charts, and data listing requests for various public hearing notifications, publications, and area and neighborhood plan amendments.	864*	2,320	2,623	2,620
Key Outcomes				
Provide informative department-wide services that offer substantial opportunity for citizen involvement.				
• Number of contacts with Web page**	5,520	5,520	29,772	29,800

*Statistics for April through June 2000

**Count reflects part of Fiscal Year 2000 and Fiscal Year 2001

RESOURCE SUMMARY

Position Resources	9.50	9.50	9.50	9.50
Financial Resources				
General Fund	\$ 548,592	\$ 626,590	\$ 641,410	\$ 641,970

COMMUNITY PLANNING AND PRESERVATION

MISSION STATEMENT: The Community Planning and Preservation Division develops and maintains a coordinated community planning program through the preparation and update of adopted city plans including sub-regional, area, neighborhood, specific, redevelopment, and functional plans; provides land use policy and planning information as it relates to urban growth and development of the Tucson region; and conducts design reviews within city historic zones.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Process Historic Preservation Zone cases.				
• Number of cases	79	80	60	60
Analyze planning and zoning compliance of real estate offers to sell city property for the Department of Transportation.				
• Number of offers	78	92	60	60
Review rezonings, special exceptions, time extensions, and change of concept plan/change of condition(s) to provide conformance to adopted plans, and review Rezoning Development Plan to ensure compliance.				
• Number of reviews*	72	60	76	70
Review Residential Cluster Projects to ensure conformance with the Mayor and Council adopted plans.				
• Number of reviews	49	68	40	40
Provide plan amendment determination requests.				
• Number of requests	160	150	208	200
Review rezoning case development plans to ensure compliance with the Mayor and Council rezoning conditions.				
• Number of reviews	42	95	132	110
Key Outcomes				
Promote neighborhood, area, and sub-regional land use plans.				
• Percent of city covered by adopted plans	90%	90%	92%	94%

*Residential Cluster Projects not included in count.

Community Planning and Preservation (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	13.00	14.00	13.00	14.00
Financial Resources				
General Fund	\$ 681,746	\$ 956,570	\$ 892,060	\$ 916,620
Miscellaneous Federal Grants	-0-	108,000	100,000	110,000
Financial Resources Total	\$ 681,746	\$ 1,064,570	\$ 992,060	\$ 1,026,620

LAND USE CODE AND REZONING REVIEW

MISSION STATEMENT: The Land Use Code and Rezoning Review Division maintains land use regulations and development standards and oversees compliance by researching, drafting, evaluating, and processing any amendments to the Tucson Land Use Code and the Development Standards; evaluates and processes rezoning requests and special exception land use requests; and provides rezoning information to the public.

KEY MEASURES OF PERFORMANCE

Key Outputs

Review and report on rezoning to the Zoning Examiner and Mayor and Council.

• Number of reviews and reports	125	105	136	130
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Review and report on special exception land use cases to the Zoning Examiner and the Mayor and Council.

• Number reviews and reports	125	40	123	120
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Review and report on original zoning for annexation to the Mayor and Council.

• Number of reviews and reports	4	6	4	4
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Review special exception land use cases for the Planning Director.

• Number of reviews	42	30	116	110
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Complete amendments to the Land Use Code regulations and the Development Standards.

• Number of amendments	15	10	4	4
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Land Use Code and Rezoning Review (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Increase availability, through the rezoning process, of land for immediate residential and non-residential development.				
• Residential acreage	125	300	300	300
• Non-residential acreage	32	100	100	100
Ensure that proposed projects comply with adopted Mayor and Council Comprehensive Plan, neighborhood plan, and area plan policies.				
• Number of rezoning or special exception cases	72	145	208	200

RESOURCE SUMMARY

Position Resources	7.00	8.00	9.00	10.00
Financial Resources				
General Fund	\$ 531,930	\$ 536,320	\$ 586,010	\$ 686,590

ZONING ADMINISTRATION AND COMPLIANCE

MISSION STATEMENT: The Zoning Administration and Compliance Division administers and enforces the application of ordinances and regulations relating to the development and use of land in accordance with state statutes and the Tucson Land Use Code. This is accomplished by providing zoning information to the public, investigating complaints about zoning violations, performing site reviews, assisting with zoning review for permit/license applications, and coordinating variance review processes.

KEY MEASURES OF PERFORMANCE

Key Outputs				
Respond to written requests from property owners for zoning compliance letters within five days.				
• Number of requests received	153	N/A	152	153
• Number of requests completed	138	230	152	120
Process specialized use and compliance review applications.				
• Number of applications	60	80	20	20

Zoning Administration and Compliance (Continued)

KEY MEASURES OF PERFORMANCE

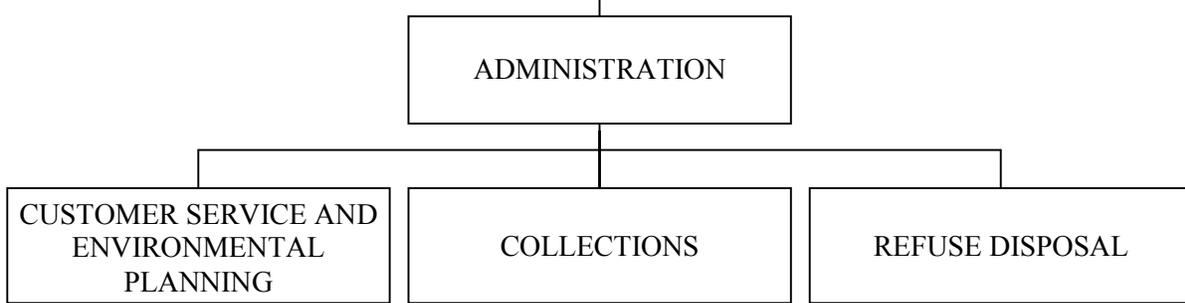
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Process liquor license applications for zoning compliance within five days.				
• Number of applications	328	280	384	380
Process lot development option applications, that modify setbacks and wall heights.				
• Number of applications	201	200	216	210
Key Outcomes				
Resolve zoning violations through enforcement actions of the division.				
• Percent of zoning violations successfully resolved	93%	95%	95%	95%

RESOURCE SUMMARY

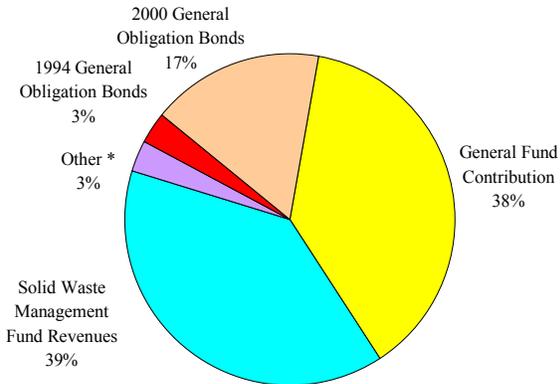
Position Resources	10.00	10.00	10.00	10.00
Financial Resources				
General Fund	\$ 720,128	\$ 634,070	\$ 634,070	\$ 634,500

SOLID WASTE MANAGEMENT

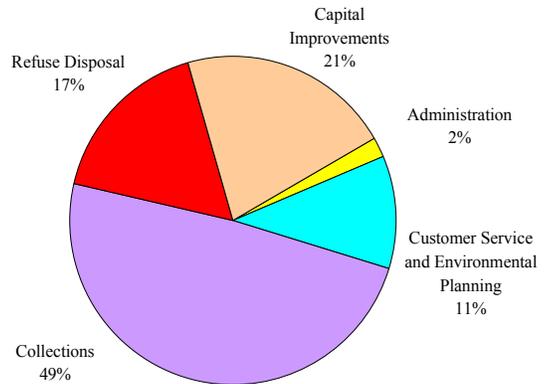
OPERATING: \$ 29,155,440
 CAPITAL: 7,690,000
 TOTAL: \$ 36,845,440
 POSITION TOTAL: 244.00



FINANCING PLAN



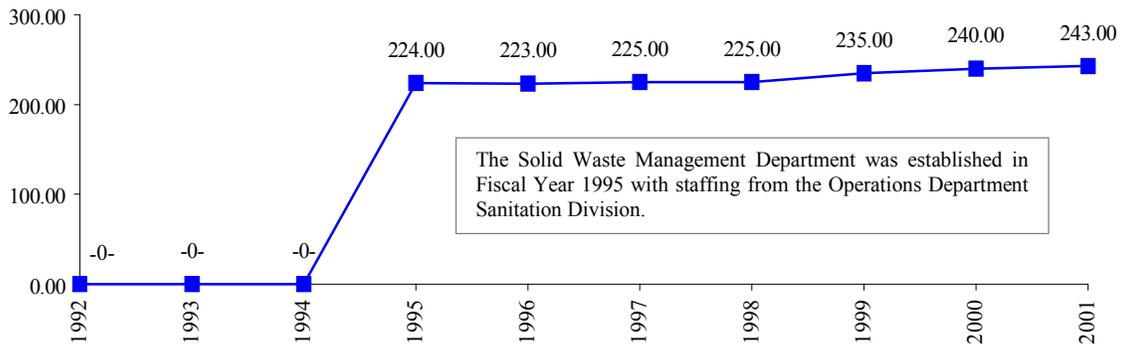
PROGRAM ALLOCATION



*Includes Environmental and Solid Waste Mandate Reserves (2%), Miscellaneous Non-Federal Grants (1%), and Miscellaneous Federal Grants (<1%)

TEN YEAR STAFFING TRENDS

Adopted Positions



The Solid Waste Management Department was established in Fiscal Year 1995 with staffing from the Operations Department Sanitation Division.

SOLID WASTE MANAGEMENT

MISSION STATEMENT: To provide a comprehensive and cost-effective solid waste management program to ensure customer satisfaction and community health safeguards by providing solid waste collection, disposal, and recycling services.

OVERVIEW

The Solid Waste Management Department (SWMD) provides daily code enforcement, alternating-week recycling, twice-per-week residential refuse collection, commercial refuse collection, seven-day-per-week landfill operations, and twice-a-year brush and bulky collections. The department provides personnel, equipment, supplies, and contracted services to deliver an overall package of high quality, and cost-effective waste handling services to the community. Providing community education is a vital component in carrying out these programs.

The four divisions of the Solid Waste Management Department are Administration, Customer Service and Environmental Planning, Collections, and Refuse Disposal. With 244 staff members, the department serves approximately 131,000 residential and 3,317 commercial customers.

DEPARTMENT HIGHLIGHTS

Through a grant from the Environmental Protection Agency (EPA), the SWMD will be offering 300 small businesses on-site recycling service. The *Small Business Recycling Project* will test the feasibility of offering this new service on a citywide basis to Tucson's small businesses. This pilot project will promote collection of 21 types of recyclable material in a single, 90-gallon blue barrel. This convenient and easy to use program will increase commercial waste diversion and could ultimately reduce refuse costs for small businesses.

The EPA is showcasing the department's award-winning *¡Viva Reciclaje!* education program throughout the country and Latin America. This program is seen as a model education campaign for increasing participation in recycling programs in Spanish speaking neighborhoods. This effort exemplifies the recognized and proven success of the *¡Viva Reciclaje!* innovative education strategies and their applicability to other regions.

The Collections Division will continue to address the rapid growth of households and population within the city through the use of more efficient routes, truck designs, and better trained personnel. The department's commercial services have continued to hold steady over the past year.

At the Los Reales Landfill, the first lined cell went into use in July 2000. This disposal area uses an advanced synthetic liner designed to increase protection of the environment. Construction of a second cell is planned to begin in January 2002. Projects are planned to ensure the Los Reales Landfill will last 20 to 50 years.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Through a pilot program, the Solid Waste Management Department provides once-per-week refuse and recycling services to selected neighborhoods in Tucson. Community wide surveys are planned for the upcoming year to help determine participants satisfaction with the recycling and collection services.



Goal: Abundant Urban Green Space and Recreation Areas

The department has several projects, either planned or underway, to revegetate closed landfills or to prepare them for recreational uses. Final planning is for a multipurpose park incorporated into the mandated closure construction at the Irvington Landfill. The feasibility of similar recreational areas is being examined at several other old landfill sites.

The department works cooperatively with other city departments and government agencies to protect the environment and help keep our community clean. The department's environmental inspectors ensure that reported code violations, such as junk storage, weedy lots, illegal refuse and hazardous waste disposal are quickly addressed, thereby promoting a cleaner community.



Goal: Clean Air and Quality Water

The department meets federal, state, and local environmental regulations in the development and operation of city landfills. All current and future disposal areas at the Los Reales Landfill will use underground synthetic liners to protect groundwater for future generations. Additionally, proper management of landfill gas ensures protection of the earth's ozone layer.

Implementation of a new computer routing system will enable more efficient routing of garbage trucks, resulting in fewer miles driven and reduced vehicle emissions. The department will explore the feasibility of acquiring alternative fuel collection vehicles in the coming year.



Goal: People-Oriented Neighborhoods

The department provides support to an increasing number of neighborhood improvement projects and special events, including neighborhood cleanups that are coordinated and sponsored by Citizen and Neighborhood Services. The department incorporates and coordinates neighborhood cleanup projects with existing residential neighborhood brush and bulky cleanups (already provided twice a year to all neighborhoods within the city) into Citizen and Neighborhood Services' activities.



Goal: Strong Local Businesses

The department continues to assist both small and large local businesses by providing integrated, and comprehensive solid waste and recycling services. These activities assist businesses to operate in a profitable manner. The department maintains a competitive rate structure for commercial solid waste collection within the city to allow for fair and reasonable prices for the services provided. In the upcoming year, 300 small businesses will be provided a new on-site recycling service.

Support for Livable Tucson Goals (Continued)



Goal: Efficient Use of Natural Resources

In partnership with local business and utility companies, the Solid Waste Management Department has developed a project to convert methane, a naturally-produced landfill gas, into electricity. This project reduces the level of methane gas at the Los Reales Landfill and provides an economical energy source for the community. This system became operational in March 1999 and its contribution to the environment continues today. Similar projects are being explored at two closed landfills.

The department’s waste reduction and recycling programs diverted 16,488 tons of waste from the city’s landfill during Fiscal Year 2000. Over 64% of all eligible households participate in the city’s curbside recycling program. These efforts not only extend the life of the Los Reales Landfill, but also conserve natural resources, reduce greenhouse gases, and help protect our groundwater for future generations.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	8.00	8.00	8.00	11.00
Customer Service and Environmental Planning	25.00	25.00	26.00	25.00
Collections	160.00	164.00	164.00	163.00
Refuse Disposal	46.00	46.00	45.00	45.00
Permanent Total	239.00	243.00	243.00	244.00
<u>NON-PERMANENT</u>				
Customer Service and Environmental Planning	0.33	-0-	-0-	-0-
Non-Permanent Total	0.33	-0-	-0-	-0-
Department Total	239.33	243.00	243.00	244.00

FINANCIAL RESOURCES

Administration	\$ 752,120	\$ 739,150	\$ 739,150	\$ 834,780
Customer Service and Environmental Planning	3,259,862	3,932,600	3,889,240	4,085,100
Collections	14,943,912	17,595,310	16,781,920	18,019,520
Refuse Disposal	5,102,321	6,277,910	5,898,310	6,216,040
Operating Total	24,058,215	28,544,970	27,308,620	29,155,440
Capital Improvements	4,057,999	3,672,000	3,637,200	7,690,000
Department Total	\$ 28,116,214	\$ 32,216,970	\$ 30,945,820	\$ 36,845,440

SOLID WASTE MANAGEMENT

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 10,410,032	\$ 11,458,230	\$ 11,228,230	\$ 11,865,450
Services	12,223,088	13,177,200	13,101,600	14,139,950
Commodities	1,229,226	1,430,020	1,540,910	1,695,480
Equipment	543,063	2,468,520	1,426,880	1,989,560
Other	-0-	-0-	-0-	(279,000)
Inter-Activity Transfers	(347,194)	11,000	11,000	(256,000)
Operating Total	24,058,215	28,544,970	27,308,620	29,155,440
Capital Improvements	4,057,999	3,672,000	3,637,200	7,690,000
Department Total	<u>\$ 28,116,214</u>	<u>\$ 32,216,970</u>	<u>\$ 30,945,820</u>	<u>\$ 36,845,440</u>

SOURCE OF FUNDS

Solid Waste Management Fund - General Fund Contribution	\$ 15,227,225	\$ 16,072,450	\$ 14,806,100	\$ 18,554,340
Solid Waste Management Fund Revenues	9,733,584	9,682,520	9,682,520	10,184,000
Environmental and Solid Waste Mandate Reserves	-0-	2,830,000	2,795,200	654,800
Miscellaneous Non-Federal Grants	-0-	410,000	410,000	410,000
Miscellaneous Federal Grants	4,424	-0-	30,000	7,100
1994 General Obligation Bonds	3,150,981	1,214,000	1,214,000	925,200
2000 General Obligation Bonds	-0-	2,008,000	2,008,000	6,110,000
Department Total	<u>\$ 28,116,214</u>	<u>\$ 32,216,970</u>	<u>\$ 30,945,820</u>	<u>\$ 36,845,440</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$29,155,440 is an increase of \$610,470 due to the following changes:

• Funds carried forward from Fiscal Year 2001 for equipment purchases not received by June 30, 2001	\$ 1,091,600
• Increase in vehicle maintenance costs due to revised rates	719,920
• Impact of a 2% pay increase effective July 1, 2001	200,000
• Increase in fuel costs due to higher prices	187,260
• Impact on salaries due to Fiscal Year 2002 merit increases	165,580
• Increase in funding for public education on recycling	122,000
• Increase in overtime and extratime due to coverage of holidays and employee vacations	95,830
• Increase in group insurance costs due to increased rates	89,570
• Increase due to the addition of one management analyst for refuse collections routing analysis which will be offset with savings in fuel costs	54,990
• Reduction of funds carried forward for software purchases in Fiscal Year 2001	(105,000)
• Decrease in public liability insurance due to a rate adjustment	(135,170)
• Elimination of one-time expense for the Home Depot project at Broadway and Prudence	(222,520)
• Impact of a 1% reduction to balance the budget	(279,000)
• Reduction of one-time purchases and upgrades of landfill equipment and solid waste vehicles	(1,380,000)
• Other miscellaneous changes	<u>5,410</u>
Operating Total	\$ 610,470

Capital

The adopted budget for Fiscal Year 2002 of \$7,690,000 is an increase of \$4,018,000 due to the following changes:

• Addition of new funding for gas mitigation, landfill closures, landfill improvements, and lined cells	\$ 5,420,000
• Funds carried forward from Fiscal Year 2001 due to project delays	2,270,000
• Work completed in Fiscal Year 2001	<u>(3,672,000)</u>
Capital Total	<u>\$ 4,018,000</u>
Department Total	<u><u>\$ 4,628,470</u></u>

SOLID WASTE MANAGEMENT

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides management direction for the delivery of solid waste services with emphasis on the operation of a commercial refuse billing system, control and monitoring of capital improvement projects, budget and fiscal management, public education, and employee training and safety.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Maintain department personnel overtime at no more than 5% of salaries.	5.6%	5.0%	5.0%	5.0%
Respond to customer telephone calls.				
• Number of calls received	96,500	118,000	118,000	118,000
Provide facilities for citizens to drop-off hazardous waste products, that will protect the environment.				
• Number of citizens using drop-off facilities	24,235	22,000	25,000	26,000
Key Outcomes				
Promote a safe and clean environment by resolving all reported code violations.				
• Percent resolved within sixty days	84%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	8.00	8.00	8.00	11.00
Financial Resources				
General Fund Contribution	\$ 752,120	\$ 739,150	\$ 739,150	\$ 834,780

CUSTOMER SERVICE AND ENVIRONMENTAL PLANNING

MISSION STATEMENT: The Customer Service and Environmental Planning Division promotes waste reduction programs, ensures a safe environment, enhances neighborhoods, provides excellent customer service, develops efficient routing for collection service, and educates the community about solid waste management programs.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide recycling and waste reduction education and outreach information to citizens.				
• Information brochures distributed	146,000	158,000	152,000	160,000
• K through 12 student participants	5,781	8,000	8,650	8,900
• Event and program participants	8,800	10,500	9,000	10,500
Respond to citizens requesting code violation inspections and investigations. (Includes weedy lots, illegal storage, abandoned vehicles, illegal refuse, and hazardous waste disposal).				
• Number of code violation calls received	30,190	25,500	31,000	34,000
Key Outcomes				
Enhance accessibility to the department by monitoring the hang-up rate and adjusting the phone system to ensure quality customer service.				
• Percent of customers hanging up	5%	5%	5%	5%
Conserve natural resources and protect the environment by diverting waste from Los Reales Landfill (tons).				
• Tons recycled	16,488	18,500	17,900	18,500
Promote a safe and clean environment by resolving all reported code violations.				
• Number of code violations investigated	7,326	13,000	12,000	13,000
• Percent resolved within 60 days	84%	90%	90%	90%

SOLID WASTE MANAGEMENT

Customer Service and Environmental Planning (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	25.33	25.00	26.00	25.00
Financial Resources				
General Fund Contribution	\$ 3,255,438	\$ 3,522,600	\$ 3,449,240	\$ 3,668,000
Miscellaneous Non-Federal Grants	-0-	410,000	410,000	410,000
Miscellaneous Federal Grants	4,424	-0-	30,000	7,100
Financial Resources Total	\$ 3,259,862	\$ 3,932,600	\$ 3,889,240	\$ 4,085,100

COLLECTIONS

MISSION STATEMENT: The Collections Division provides effective residential and commercial collection of solid waste and recyclables at a minimum per-unit cost while preserving community health and welfare.

KEY MEASURES OF PERFORMANCE

Key Outputs

Maintain commercial customer accounts.

• Number of active accounts	3,750	4,500	3,317	3,350
• Amount of revenue collected (\$000s)	\$ 5,370	\$ 5,300	\$ 5,200	\$ 5,200

Collect solid waste material and recyclables.

• Number of commercial tons collected	118,690	122,000	114,980	115,000
• Number of residential tons collected	181,040	202,000	185,200	189,000

Collect heavy brush and bulky items through the Brush and Bulky Program.

• Number of stops per week	N/A	2,000	1,900	1,891
• Total tons collected	8,780	9,200	10,070	11,000

Hold occurrence of missed stops to less than 50 of the 65,000 residential stops completed each day.

• Total number of missed stops per day	47	30	20	25
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Collections (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Ensure that cost-efficient commercial and residential solid waste service is available to the community.				
• Residential disposal cost per ton	\$ 47.23	\$ 54.53	\$ 55.54	\$ 56.50
• Collection cost per household	\$ 5.42	\$ 6.59	\$ 6.77	\$ 6.59
• Brush and bulky cost per ton	\$ 151.59	\$ 153.89	\$144.09	\$ 137.07
• Commercial cost per ton	\$ 27.64	\$ 32.88	\$ 36.87	\$ 38.31

RESOURCE SUMMARY

Position Resources	160.00	164.00	164.00	163.00
Financial Resources				
General Fund Contribution	\$ 9,234,703	\$ 10,415,310	\$ 9,601,920	\$ 12,571,520
Solid Waste Management Fund Revenues	5,709,209	5,300,000	5,300,000	5,448,000
Environmental and Solid Waste Mandate Reserves	-0-	1,880,000	1,880,000	-0-
Financial Resources Total	\$ 14,943,912	\$ 17,595,310	\$ 16,781,920	\$ 18,019,520

REFUSE DISPOSAL

MISSION STATEMENT: The Refuse Disposal Division plans, constructs, and operates city landfills, and conducts environmental monitoring, for the protection of health and the environment, in compliance with regulatory requirements.

KEY MEASURES OF PERFORMANCE

Key Outputs

Inspect incoming refuse loads for hazardous wastes (U.S. Environmental Protection Agency's guideline is to inspect 1% of total loads).

• Number of inspections	6,640	3,220	6,600	6,600
• Percent of total loads inspected	2.9%	3.3%	2.2%	2.2%

SOLID WASTE MANAGEMENT

Refuse Disposal (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Conduct methane gas measurements at various active and closed landfills to meet health and safety and state regulatory standards.				
• Number of measurements	15,029	15,500	15,000	15,000
• Percent meeting standards	99%	100%	100%	100%
Provide safe and environmentally secure disposal of refuse.				
• Tons of refuse collected by department	354,000	360,000*	345,710	352,280
• Tons of refuse collected by private commercial haulers	179,620	297,000*	287,000	177,000
• Number of self-hauled loads	143,170	147,000	141,440	142,000
Key Outcomes				
Promote a cleaner environment by ensuring compliance with all regulatory guidelines that affect city solid waste facilities.				
• Number of regulatory inspections by state agencies	2	6	2	4
• Percent of inspections passed with no violations	100%	100%	100%	100%

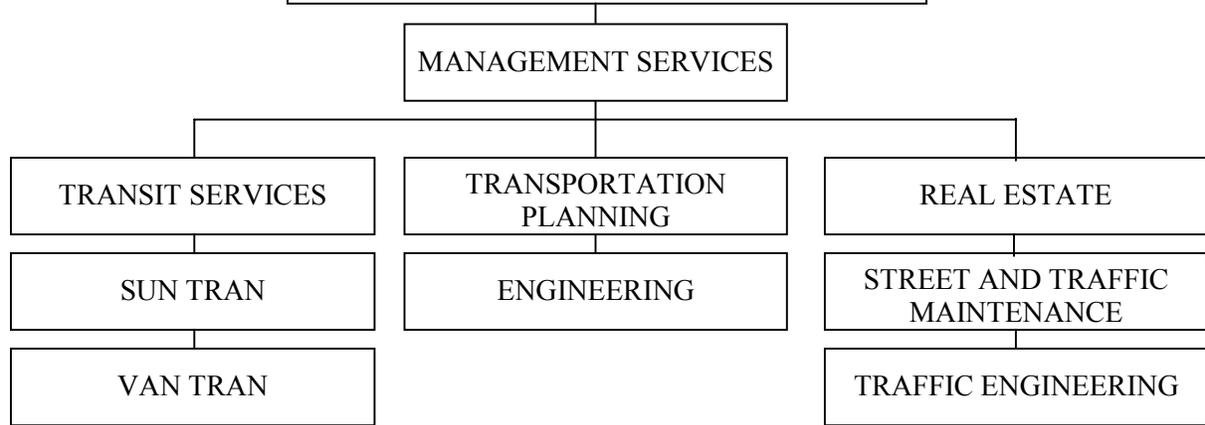
*Inadvertently adopted 110,000 additional tons as department-collected refuse for Fiscal Year 2001. This was a one-time project at Home Depot, Broadway and Prudence, that was collected by private commercial haulers.

RESOURCE SUMMARY

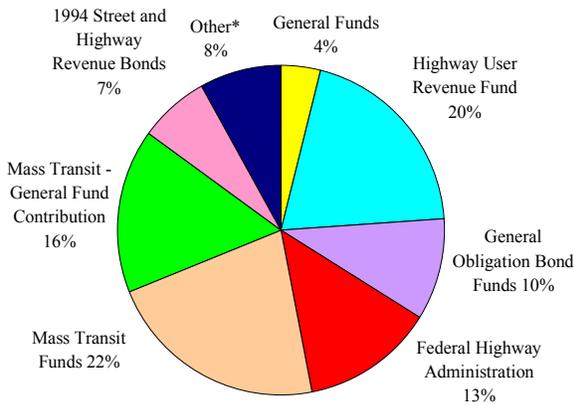
Position Resources	46.00	46.00	45.00	45.00
Financial Resources				
General Fund Contribution	\$ 1,077,946	\$ 1,395,390	\$ 1,015,790	\$ 1,480,040
Solid Waste Management Fund Revenues	4,024,375	4,382,520	4,382,520	4,736,000
Environmental and Solid Waste Mandate Reserves	-0-	500,000	500,000	-0-
Financial Resources Total	<u>\$ 5,102,321</u>	<u>\$ 6,277,910</u>	<u>\$ 5,898,310</u>	<u>\$ 6,216,040</u>

TRANSPORTATION

OPERATING: \$ 73,818,420
 CAPITAL: 100,666,700
 TOTAL: \$ 174,485,120
 POSITION TOTAL: 399.50

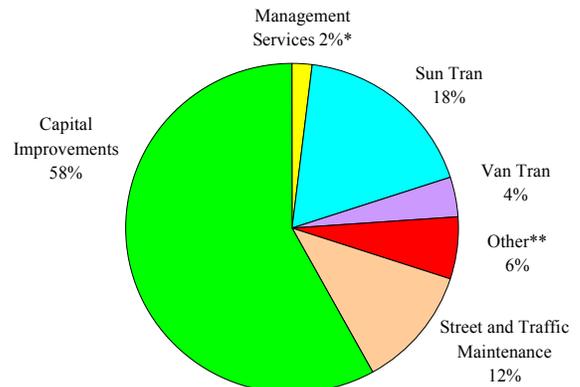


FINANCING PLAN



*Includes Miscellaneous Non-Federal Grants (<1%) and Capital Agreements Fund (8%).

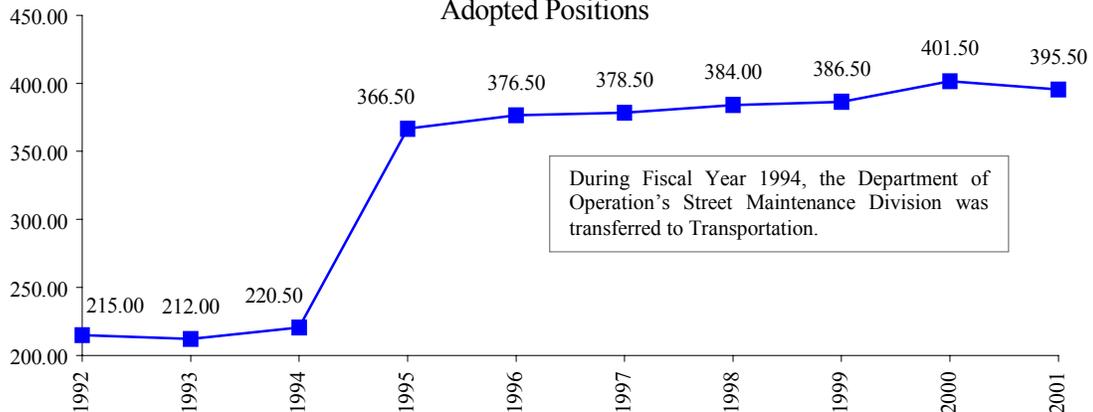
PROGRAM ALLOCATION



*Previously titled Administrative and Programming Services
 **Includes Transit Services (1%), Transportation Planning (1%), Engineering (1%), Real Estate (<1%), and Traffic Engineering (2%).

TEN YEAR STAFFING TRENDS

Adopted Positions



During Fiscal Year 1994, the Department of Operation's Street Maintenance Division was transferred to Transportation.

TRANSPORTATION

MISSION STATEMENT: The Department of Transportation (DOT) provides and manages safe, efficient, and effective traditional and alternate modes of transportation and public transit service for the Tucson metropolitan community. DOT supports safe neighborhoods through effective streets, lighting, and traffic maintenance programs and maintains the highest standards for environmentally secure stormwater drainage systems and air quality that serve the health, safety, and welfare of the community.

OVERVIEW

The Department of Transportation is responsible for a transportation system covering approximately 200 square miles including 2,000 miles of streets, bikepaths, sidewalks, and alleyways. DOT is committed to providing accessible public transit via Sun Tran and Van Tran, which offer the community quality transportation alternatives. DOT maintains a street, alley, and drainageway program for a clean, safe, and healthful environment; designs and constructs major system improvements; and manages the acquisition and sale of properties for capital improvement projects and the improved quality of life within the community.

DOT is committed to improving traffic safety; maintaining high standards of reliability in existing transportation systems; and working with neighborhood coalitions to upgrade streets, sidewalks, medians and parks to promote safety, improve quality of life, and preserve the unique character of Tucson.

The nine divisions of the Department of Transportation are Management Services, Transit Services, Sun Tran, Van Tran, Transportation Planning, Engineering, Real Estate, Street and Traffic Maintenance, and Traffic Engineering.

DEPARTMENT HIGHLIGHTS

DOT continues to work cooperatively with other city departments and local business to foster the revitalization of the downtown business district. The implementation of the downtown circulator shuttle, Tucson Inner City Express Transit (TICET), is a positive step in the ongoing process.

Transit dollars obtained from the State of Arizona will enable the department to further upgrade the fleets of Sun Tran and Van Tran, which provide fixed-route and paratransit service within the community, in an effort to reduce congestion, and promote the use of alternate modes of transportation.

The transition of the Sun Tran bus fleet to environmentally-efficient vehicles remains a priority as diesel-fueled buses are replaced with those that use compressed natural gas (CNG). The new buses will be equipped with wheelchair lifts, improving access to the transit system for people with disabilities, and with bicycle racks to promote multi-modal transportation.

DOT continues to invest significantly in street overlay and seal coating to provide smoother roads for safe travel and to extend the life of heavily traveled pavement. These reconstruction projects will improve safety, reduce congestion, and improve air quality.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Better Alternatives to Automobile Transportation

DOT designs, builds, and administers programs that promote the use of mass transit, bicycles, and walking as alternative modes of transportation for commuting, recreational, and leisure activities. A paratransit service is offered providing much needed mobility and reducing the need for private transportation for those citizens eligible under the Americans with Disabilities Act. Fixed-route service, which transported about 15.3 million riders in the last fiscal year, is also provided to the community by Sun Tran, transporting riders to employment sites, shopping centers, medical complexes, social services, and recreational areas.

DOT constructs sidewalks and pedestrian-crossing devices, sidewalk landscaping, bicycle paths, and bus shelters. Several special signals designed to facilitate roadway crossings for pedestrians and bicyclists have been installed and more are planned in the future.

In cooperation with Pima Association of Governments, Pima County, and the Arizona Department of Transportation, DOT has developed and implemented a regional *Intelligent Transportation System* to manage and maximize existing transportation resources, pedestrian and bicycle programs, and transit operations. The ParkWise Section has implemented a downtown circulator shuttle, TICET, and provides City of Tucson employees with bike lockers and encourages mass transit and pedestrian travel. University Area Travel Reduction Programs have been implemented to reduce vehicular traffic around the University of Arizona. The Neighborhood Traffic Management Program works with neighborhoods to resolve traffic problems and promote alternate modes of transportation within neighborhoods.



Goal: Engaged Community and Responsive Government

DOT is actively involved in community outreach, initiating public meetings concerning transportation issues and participating in joint public meetings and open houses with other agencies. DOT participates regularly in citizen advisory meetings, such as the Citizens Transportation Advisory Committee, the Commission on Disability Issues, and the Transportation Enterprise Area Management Commission. DOT supports the University of Arizona Career Night, Job Fairs, public outreach programs, and neighborhood meetings through the newly created Speakers Bureau.



Goal: Safe Neighborhoods

DOT solicits comments from the public on all capital projects to ensure that “safe by design” concepts are integrated into design and construction. Lighting projects, sidewalks, intersection improvements, and dual turn lanes promote safety for neighborhoods. The maintenance of pedestrian crosswalk striping and safety signals provides safe travel for school children and residents. A cleaner and safer environment is promoted through stormwater quality and water harvesting, and the maintenance of debris-free city-owned lots throughout the community.

Support for Livable Tucson Goals (Continued)

Safe Neighborhoods (Continued)

The residential street lighting program brings neighbors together to map out plans that manage neighborhood traffic and promote safety for pedestrians, cyclists, and drivers. DOT is responsible for the relamping of approximately 14,000 residential street lights to ensure the lights are functioning properly. Graffiti abatement, neighborhood traffic calming and parking plans, and floodplain education programs all work to ensure that the integrity of neighborhoods is preserved.

The Neighborhood Traffic Management Program is designed to protect the quality of life in Tucson neighborhoods through the management and control of traffic in neighborhoods. Techniques such as speed humps, traffic circles, and traffic diverters are used to minimize unwanted traffic and discourage excessive speeds on neighborhood streets, making them safer. ParkWise has residential parking programs in over 20 different neighborhoods, with approximately 5,500 permit holders. These programs significantly reduce the amount of non-resident traffic, which helps to promote neighborhood safety. In addition, traffic enforcement agents routinely patrol these neighborhoods for safety violations and issue citations for non-compliance.



Goal: Infill and Reinvestment, Not Urban Sprawl

Through an efficient traffic circulation system, DOT provides better access to urban centers, promoting livable neighborhoods and successful businesses. The Neighborhood Traffic Management Program helps the City of Tucson improve and stabilize the quality of life in the residential areas impacted by traffic congestion.

DOT proactively pursues the sale of surplus city lots, creating development opportunities, an increased tax base, and an increase of revenue to the City of Tucson. Many of our capital and operating projects are overlays, Back to Basics programs, on-call sidewalk projects, and residential street lighting.

The Stormwater Section is working in coordination with various committees, city departments, and participating city neighborhoods on the preservation of various naturally vegetated washcourses, and revegetation of those areas that have been disturbed or altered by construction, flooding, or other causes.



Goal: Abundant Urban Green Space and Recreation Areas

DOT is working to increase recreation areas and beautify the community. The number of bicycle and pedestrian pathways is increasing. DOT is working with the Parks and Recreation Department and neighborhoods to incorporate recreational uses into flood control basin development and beautify median islands, traffic circles, and pullouts in neighborhoods.

The Tucson Stormwater Management Study, the Watercourse Amenities Safety and Habitat (WASH) Ordinance, Interim Watercourse Improvement Policy, and floodplain ordinances recommend preserving naturally-vegetated watercourses based on riparian habitat classifications, thereby providing wash open space and green belts throughout the city.

Support for Livable Tucson Goals (Continued)



Goal: Protected Natural Desert Environment

Watercourse preservation, including protection of naturally occurring vegetation and wildlife habitat, and revegetation of disturbed watercourses are primary goals of the Tucson Stormwater Management Study (TSMS) Master Plan adopted by Mayor and Council in February, 1996. Rainwater harvesting to reduce the discharge of stormwater and potential pollutants to the desert environment is also promoted through the TSMS process.

DOT provides aerial photos to promote the enforcement of the Native Plant Preservation Ordinance. Protection of the environment is always a consideration in the procurement of properties.



Goal: Clean Air and Quality Water

DOT contributes to cleaner air by providing mass transit services, constructing bus shelters to encourage ridership, operating its buses with compressed natural gas, and increasing the number of bicycle and pedestrian pathways. The construction of roadway and intersection improvements such as dust control paving, intersection widening, and pavement reconstruction helps to alleviate traffic congestion. Land rights are secured that allow for the development and improvement of roadways that more efficiently move traffic. Landscaping is required on all new projects. Also, reduction of the heat island is achieved through the open space provision. Water harvesting is encouraged on all new projects.

By working with the community and local governmental agencies, the Stormwater Quality program's public education and regulation enforcement help to monitor and maintain the quality of the stormwater runoff. The Stormwater Quality section works to eliminate non-stormwater discharges that are potential sources of pollution to the city's storm drain system and washes and inspects industrial facilities, including construction sites, to ensure that they are complying with federal regulations to eliminate pollutants in their stormwater runoff.

Regional traffic signal synchronization, as part of the Intelligent Transportation System, is a key element in reducing traffic stops and delay. The improved traffic flow creates an operational improvement of air quality in the Tucson area. The TICET shuttle provides an alternative to automobile travel in the downtown that helps to reduce the overall congestion and improves air quality.

The transition of the Sun Tran fleet to environmentally-efficient vehicles continues. The 45 new buses added to Sun Tran's fleet in the spring of 2001 operate on compressed natural gas (CNG) and offer the newest technology in the industry. Approximately 72% of the fleet now operates on alternate fuels such as CNG and duel fuel technology.

Support for Livable Tucson Goals (Continued)



Goal: People Oriented Neighborhoods

A primary goal of DOT is to reduce the number of single occupant automobile trips, thereby reducing traffic congestion and improving air quality. Traffic flow in neighborhoods is reduced by mass transit. The paratransit service provides “grocery sweeps” in which we transport people to grocery stores who would otherwise either be unable to go to the market, or who would use a single-family vehicle. This results in improved quality of life for Tucson citizens. DOT also designs and builds neighborhood projects that promote walking, recreational, and leisure activities. Back to Basics projects include the construction of sidewalks, street lighting, pedestrian-crossing devices, public art, linear parks, and the enhancement of sidewalk landscaping.

The Neighborhood Traffic Management Program (NTMP) protects the environment and quality of life in Tucson neighborhoods through the management and control of traffic on neighborhood streets. The ParkWise program works closely with neighborhood groups to help minimize parking and traffic disturbances in neighborhoods.

Neighborhood meetings with the Transportation Enterprise Area Management (TEAM) Commission have helped to implement parking solutions in the development phase of projects such as the Santa Rosa Neighborhood revitalization and the Stone/Sixth Avenue Two-Way Traffic conversion, which assist the business sector while minimizing the traffic impact on the neighborhood.



Goal: Respected Historic and Cultural Resources

Through the Tucson Intermodal Center Master Plan, DOT continues its involvement with the preservation of a key feature of Tucson’s past. The renovation of the Union Pacific Depot, together with the relocation of historic locomotive #1673 and the restoration of the Fourth Avenue underpass, will serve to anchor the east end of the downtown area in this revitalization effort. The extension of the Old Pueblo Trolley into the downtown area as an element of the Barraza-Aviation Parkway marks the beginning of the re-creation of historic electric trolley service that was terminated nearly 50 years ago.

DOT works with local arts agencies to include public art in roadway project design. DOT is also participating with the Planning Department to identify land that could be designated as open space.



Goal: Reduced Poverty and Greater Equality of Opportunity

DOT collaborates with the Beacon Foundation and Handler of Tucson to employ mentally-challenged individuals in maintenance positions. This includes weed control and litter removal in right of ways, and sign fabrication for street signs.

Many Sun Tran and Van Tran passengers are low income citizens who have no other transportation alternatives, and the trips provided give these citizens greater mobility and equality of opportunity for their transportation needs.

Support for Livable Tucson Goals (Continued)



Goal: Efficient Use of Natural Resources

DOT is committed to the preservation of precious non-renewable resources. Sun Tran estimates that 26,000 people ride the bus every weekday. The most recent Comprehensive Operational Analysis indicated that of the current Sun Tran riders, 40% or 10,400 people, have access to more than one vehicle and are considered "riders by choice." The Environmental Protection Agency reports that the average light vehicle sold in the year 2000 averages 24 miles per gallon of gas. Pima Association of Governments estimates the average Tucsonan commutes at least 16 miles round trip per day. Based on those 10,400 people who choose to ride the bus, we estimate a 7,000 gallon reduction in gasoline consumption per weekday; 1,820,000 gallons of gasoline per year (based on a five day workweek.)

Recycled roadway construction material is used for base material on new roads. Old tires are recycled to make pavement material. Water harvesting is promoted on all new projects.



Goal: Successful Downtown

DOT supports the success of the downtown area through the implementation of plans for improved traffic and pedestrian circulation. Many bus lines routed through the downtown Ronstadt Center provide access to downtown employment, shopping, and public events. Unique signage will be constructed to facilitate traffic circulation. Maintenance of the roadways and sidewalks are basic services vital to private and governmental business activity downtown. ParkWise is a major force in the downtown revitalization efforts, partnering with supporting organizations like the Tucson Downtown Alliance, the Tucson Arts District Partnership, and various other private associations. ParkWise manages the free TICET shuttle system that helps visitors and employees maneuver through downtown. ParkWise will also play an important role in the parking and circulation planning and implementation for the Rio Nuevo development.

The department's collaborative efforts with Tucson Electric Power Company, Citizen Downtown Oversight Committee, Graffiti Abatement Program, Intermodal Depot Committee, and area businesses support the downtown area's growth, expansion, and economic success. Public art projects, special events, and various other joint activities promoting downtown are ongoing.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Management Services*	20.50	20.50	23.50	19.50
Transit Services	12.00	12.00	11.00	11.00
Transportation Planning	21.00	21.00	21.00	21.00
Engineering	93.00	95.00	96.00	96.00
Real Estate	15.50	15.50	15.50	15.50
Street and Traffic Maintenance	192.00	192.00	191.00	197.00
Traffic Engineering	37.00	38.00	38.00	38.00
Permanent Total	391.00	394.00	396.00	398.00
<u>NON-PERMANENT</u>				
Engineering	0.50	0.50	0.50	0.50
Traffic Engineering	1.00	1.00	1.00	1.00
Non-Permanent Total	1.50	1.50	1.50	1.50
Department Total	392.50	395.50	397.50	399.50

FINANCIAL RESOURCES

Management Services*	\$ 2,532,441	\$ 3,091,540	\$ 2,780,120	\$ 3,184,680
Transit Services	418,668	859,840	824,520	873,330
Sun Tran	29,265,892	30,018,410	30,620,700	32,262,250
Van Tran	5,596,336	6,267,430	6,385,600	6,537,100
Transportation Planning	1,239,954	2,047,630	1,849,510	2,040,180
Engineering	1,996,546	2,582,680	2,117,600	2,277,300
Real Estate	678,862	869,990	838,320	758,300
Street and Traffic Maintenance	20,065,563	21,004,520	20,913,110	21,665,010
Traffic Engineering	3,598,210	4,038,920	3,767,380	4,220,270
Operating Total	65,392,472	70,780,960	70,096,860	73,818,420
Capital Improvements	42,153,175	82,880,300	56,624,540	100,666,700
Department Total	\$107,545,647	\$ 153,661,260	\$ 126,721,400	\$ 174,485,120

*Previously titled Administrative and Programming Services

TRANSPORTATION

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 19,378,949	\$ 19,621,480	\$ 19,685,580	\$ 20,457,910
Services	16,580,712	20,450,530	19,678,670	21,453,770
Commodities	11,758,100	9,738,850	10,406,300	11,085,040
Equipment	946,728	1,082,660	901,650	1,009,040
Other	23,575,509	23,671,200	25,282,330	25,899,640
Inter-Activity Transfers	(6,847,526)	(3,783,760)	(5,857,670)	(6,086,980)
Operating Total	65,392,472	70,780,960	70,096,860	73,818,420
Capital Improvements	42,153,175	82,880,300	56,624,540	100,666,700
Department Total	<u>\$107,545,647</u>	<u>\$ 153,661,260</u>	<u>\$ 126,721,400</u>	<u>\$ 174,485,120</u>

SOURCE OF FUNDS

General Fund	\$ 4,854,842	\$ 5,065,740	\$ 5,127,930	\$ 6,204,950
General Fund - Certificates of Participation	100,115	360,710	86,450	95,490
Highway User Revenue Fund	27,527,537	28,597,350	32,865,830	35,761,100
Highway User Revenue Fund - Restricted	12,930,048	8,457,200	-0-	-0-
Miscellaneous Non-Federal Grants	17,708	246,790	262,250	245,000
Capital Agreements Fund	7,515,024	9,712,400	5,399,400	13,288,000
Mass Transit - Federal Grants	7,393,455	19,793,230	9,620,120	24,824,030
Mass Transit - General Fund Contribution	21,855,469	24,697,490	22,694,880	28,373,090
Mass Transit - Local Transit Assistance Fund	2,511,416	2,818,970	2,818,970	2,706,800
Mass Transit - State Grants	1,461,943	2,164,720	1,528,410	1,181,720
Mass Transit - User Charges	8,557,550	9,495,970	9,656,140	10,259,040
Mass Transit Section 3	178	-0-	-0-	-0-
Federal Highway Administration Funds	2,962,438	9,982,290	8,836,930	23,124,200
1973 General Obligation Bonds	166,084	360,000	833,920	-0-
1984 General Obligation Bonds	374,770	-0-	88,920	-0-
1994 General Obligation Bonds	2,329,517	2,085,000	1,006,420	2,598,700
2000 General Obligation Bonds	-0-	11,345,000	5,666,000	14,427,000
1994 Street and Highway Revenue Bonds	6,987,553	18,478,400	20,228,830	11,396,000
Department Total	<u>\$ 107,545,647</u>	<u>\$ 153,661,260</u>	<u>\$ 126,721,400</u>	<u>\$ 174,485,120</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$73,818,420 is an increase of \$3,037,460 due to the following changes:

• Increase in the operating cost of Sun Tran	\$ 2,374,790
• Increase in the operating cost of Van Tran	583,670
• Added capacity for expanded Sun Tran service provided through Inter-governmental Agreements	507,000
• Funding carried forward from Fiscal Year 2001 for delayed purchases of goods and services	462,290
• Increase in replacement of computer equipment and software	343,400
• Impact of a 2% pay increase effective July 1, 2001	341,500
• Impact on salaries due to Fiscal Year 2002 merit increases	272,280
• Increase due to the impact of Fiscal Year 2001 salary adjustments and other personal services increases including one risk management coordinator and two data control clerk positions	271,230
• Increase in vehicle depreciation costs	260,360
• Remodeling required to accommodate computer equipment and comply with Pima County requirements	255,000
• Increase in group insurance costs	195,540
• Increase in capacity for additional TEAM revenues	50,000
• Impact of a 1% reduction to balance the budget	(64,000)
• Reduction in the inner city shuttle service	(242,600)
• Decrease for non-recurring cost of replacing parking meters in Fiscal Year 2001	(256,710)
• Decrease in miscellaneous outside services for the Pavement Management Grant	(267,080)
• Reduction in Van Tran's service level	(314,000)
• Increase in transfers to the capital budget results in a decrease to the operating budget	(315,160)
• Reduction in Sun Tran's service level	(637,950)
• Decrease due to the non-recurring costs of purchasing street sweepers and other equipment during Fiscal Year 2001	(779,200)
• Other miscellaneous changes	(2,900)
Operating Total	\$ 3,037,460

TRANSPORTATION

Significant Changes (Continued)

Capital

The adopted budget for Fiscal Year 2002 of \$100,666,700 is an increase of \$17,786,400 due to the following changes:

• Anticipated loans from the state's infrastructure bank - Highway Expansion and Extension Loan Program (HELP)	\$ 13,000,000
• Increase in capacity for federal transit grants and their associated local matches, primarily due to funds carried forward for bus acquisitions	6,057,300
• Increase in anticipated Capital Agreements Funds, primarily from the Pima Association of Governments	3,575,600
• Increase in use of General Obligation Bond capacity due to the 2000 bond program	3,235,700
• Anticipated increase in regionally-allocated federal funds	873,900
• Additional General Fund capacity for underground electric power lines, funded from the increase to the utility franchise fee	400,000
• Reduction in the availability of Highway User Revenue Funds	(2,067,700)
• Reduction in use of 1994 Street and Highway Revenue Bonds	(7,082,400)
• Other miscellaneous changes	<u>(206,000)</u>
Capital Total	<u>\$ 17,786,400</u>
Department Total	<u><u>\$ 20,823,860</u></u>

MANAGEMENT SERVICES*

MISSION STATEMENT: The Management Services Division plans, coordinates, supervises, and performs administrative functions; provides budget, personnel, and computer network support; manages the departmental Speakers Bureau; and serves as liaison to community-based committees for the efficient and successful operation of the Department of Transportation.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Ensure computer hardware, software, and the Internet are operational so staff of the client divisions have trouble-free access.				
• Number of computers maintained	165	165	165	165
Provide employee training in programs on computer software and other areas such as customer service, leadership, and safety.				
• Percent of total employees receiving training	N/A	25%	30%	30%

*Previously titled Administrative and Programming Services

Management Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Coordinate and schedule Mayor and Council agenda items for DOT, council offices, and in partnership with other city departments.				
• Study Session items	N/A	N/A	30	30
• Regular Agenda items	N/A	N/A	50	80
Manage the successful coordination of the Speakers Bureau presentations.				
• Number of presentations	N/A	N/A	24	24
Provide support and assistance to advisory committees and citizen committees.				
• Number of advisory committee meetings	N/A	N/A	50	56
• Number of subcommittee meetings	N/A	N/A	4	4
• Number of citizen committee meetings	N/A	N/A	10	12
Key Outcomes				
Ensure computers are operational by providing technical support.				
• Percent of computer support calls responded to within 24 hours	85%	95%	90%	95%
Ensure quality employee training.				
• Percent of employees rating training “good” or “above average”	N/A	85%	85%	85%
Ensure the successful distribution of information to organizations at Speakers Bureau presentations.				
• Percent of survey cards returned with rating of “good” or “above average” on the value of the presentation	N/A	N/A	N/A	75%

RESOURCE SUMMARY

Position Resources	20.50	20.50	23.50	19.50
Financial Resources				
General Fund	\$ 581,420	\$ 466,680	\$ 459,100	\$ 639,630
Highway User Revenue Fund	1,905,888	2,624,860	2,321,020	2,545,050
Mass Transit - State Grants	45,133	-0-	-0-	-0-
Financial Resources Total	<u>\$ 2,532,441</u>	<u>\$ 3,091,540</u>	<u>\$ 2,780,120</u>	<u>\$ 3,184,680</u>

TRANSPORTATION

TRANSIT SERVICES

MISSION STATEMENT: The Transit Services Division plans, coordinates, supervises, and performs administrative functions for the operation of fixed-route and paratransit services to ensure an efficient and cost-effective public transit system that provides access to employment, services, and events for residents of the Tucson metropolitan area and to promote the use of alternate modes of transportation.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Prepare, submit, and execute Federal Transit Administration grants.				
• Number of grants submitted	3	2	2	2
• Total grant dollar value (\$000s)	\$ 10,000	\$ 9,200	\$ 13,300	\$ 14,000
Prepare, negotiate, and submit Intergovernmental Agreements between area local governments for the provision of public transit services and project management activity utilizing federal and state funding sources.	N/A	N/A	9	9
Process applications for Americans with Disabilities Act (ADA) eligibility for paratransit service.	3,281	3,300	2,650	2,880
Issue reduced-fare identification cards for fixed-route service.	9,344	11,000	11,000	11,000
Key Outcomes				
Maintain access to Van Tran's paratransit services.				
• Number of eligible persons	5,950	5,500	6,250	6,560

RESOURCE SUMMARY

Position Resources	12.00	12.00	11.00	11.00
Financial Resources				
Mass Transit - General Fund Contribution	\$ 418,668	\$ 812,840	\$ 778,220	\$ 757,330
Mass Transit - State Grants	-0-	47,000	46,300	116,000
Financial Resources Total	<u>\$ 418,668</u>	<u>\$ 859,840</u>	<u>\$ 824,520</u>	<u>\$ 873,330</u>

SUN TRAN

MISSION STATEMENT: Sun Tran provides safe, well-maintained, and cost-effective public transportation with a team of employees dedicated to customers, the environment, and the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide regional bus service.				
• Number of buses in fleet	203	203	199	185
• Number of fixed-route service passenger trips provided (000s)	15,273	14,472	14,471	14,760
• Number of fixed-route service hours	624,625	596,996	586,413	600,336
• Number of fixed-route total miles (000s)	7,990	6,904	7,946	7,829
• Cost per fixed-route service mile	\$ 3.66	\$ 4.34	\$ 3.85	\$ 4.12
• Number of preventive maintenance checks to reduce breakdowns	1,094	1,300	1,336	1,336
• Total training hours for operators	5,256	675*	5,000	4,850
• Total training hours for maintenance personnel	3,133	5,000	4,665	3,500
Key Outcomes				
Increase the number of miles of service between breakdowns.	3,421	N/A	6,000	6,000
Maintain a safe public transit service.				
• Vehicle collision accidents per 100,000 miles	1.7	1.5	1.5	1.5
• Passenger injury accidents per 100,000	0.4	0.6	0.6	0.6
Increase percentage of buses fueled with compressed natural gas (CNG) to improve air quality.	48%	N/A	67%	72%
Increase percentage of buses on the public transit system that comply with the Americans with Disabilities Act.	86%	N/A	100%	100%

*During preparation of the Fiscal Year 2001 budget, insufficient data was available to accurately estimate the activity. Subsequently, additional funds were committed for training.

TRANSPORTATION

Sun Tran (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Financial Resources				
Mass Transit - Federal Grants	\$ 1,839,453	\$ 1,843,030	\$ 1,843,030	\$ 1,843,030
Mass Transit - General Fund Contribution	15,753,432	15,398,100	15,937,170	17,885,850
Mass Transit - Local Transit Assistance Fund	2,511,416	2,818,970	2,818,970	2,706,800
Mass Transit - State Grants	873,810	959,440	961,830	117,440
Mass Transit - User Charges	8,287,781	8,998,870	9,059,700	9,709,130
Financial Resources Total	\$ 29,265,892	\$ 30,018,410	\$ 30,620,700	\$ 32,262,250

VAN TRAN

MISSION STATEMENT: Van Tran provides paratransit services within the Tucson metropolitan area that are comparable to public transit services and are in accordance with the Americans with Disabilities Act, giving persons with disabilities access to employment, shopping, services, community agencies, and events.

KEY MEASURES OF PERFORMANCE

Key Outputs

Maintain service levels for persons with disabilities who cannot use Sun Tran.

• Miles of service provided (000s)	2,127	2,456	2,200	2,063
• Hours of service provided	171,785	152,980	172,000	162,000

Provide training for Van Tran drivers.

• Number of safety training hours per driver	17	23	17	17
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Provide preventive vehicle maintenance checks to reduce breakdowns.

• Number of maintenance checks	573	560	560	525
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Key Outcomes

Maintain percent of trips that are on time to destinations.

	92%	91%	91%	91%
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Number of passengers served annually.

	360,382	N/A	364,500	336,152
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Reduce number of vehicular accidents per 100,000 miles of service.

• Accidents per 100,000 miles	0.4	0.8	0.8	0.8
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Van Tran (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Financial Resources				
Mass Transit - Federal Grants	\$ 266,400	\$ 266,400	\$ 289,890	\$ 266,400
Mass Transit - General Fund Contribution	4,517,167	4,983,650	4,978,990	5,200,510
Mass Transit - State Grants	543,000	520,280	520,280	520,280
Mass Transit - User Charges	269,769	497,100	596,440	549,910
Financial Resources Total	\$ 5,596,336	\$ 6,267,430	\$ 6,385,600	\$ 6,537,100

TRANSPORTATION PLANNING

MISSION STATEMENT: The Transportation Planning Division plans, creates, and promotes roadway improvements for efficient access to goods and services, and effective transit and paratransit routes, attractive sidewalks, bike routes, and multiple-use paths to encourage the use of alternate modes reducing congestion and promoting a more healthy environment. The division monitors stormwater management programs for compliance with the city’s federally-mandated municipal stormwater quality permit to ensure both the quality and quantity of stormwater runoff.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide bicycle facility maps to bike shops and the general public.	5,000	5,000	4,200	3,000
Develop recommendations for service changes in the Short-Range Transit Plan to improve transit operations.	6	10	10	10
Analyze stormwater samples to determine stormwater quality.				
• Number of samples analyzed	10	10	10	12
Conduct appeal hearings on eligibility determinations for people with disabilities.	60	60	60	60

Key Outcomes

Provide opportunities for public input on various transportation projects.	60	20	20	30
Meet Environmental Protection Agency standards for stormwater.				
• Number of samples meeting standards	N/A	N/A	8	10

TRANSPORTATION

Transportation Planning (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	21.00	21.00	21.00	21.00
Financial Resources				
General Fund	\$ 824,155	\$ 1,075,740	\$ 1,075,860	\$ 1,467,510
Highway User Revenue Fund	153,140	195,130	133,080	203,370
Miscellaneous Non-Federal Grants	158	246,790	262,250	245,000
Federal Highway Administration Funds	262,323	529,970	378,320	124,300
Mass Transit Section 3	178	-0-	-0-	-0-
Financial Resources Total	<u>\$ 1,239,954</u>	<u>\$ 2,047,630</u>	<u>\$ 1,849,510</u>	<u>\$ 2,040,180</u>

ENGINEERING DIVISION

MISSION STATEMENT: The Engineering Division provides for the prioritization, design, and construction of cost-effective improvements to the city's roadways and flood control systems; manages the use of and access to public rights-of-way; and provides for the protection of life and property from flood hazards.

KEY MEASURES OF PERFORMANCE

Key Outputs

Design and construct capital improvement projects.	N/A	N/A	45	50
Update floodplain delineation studies.	9	9	9	10
Generate petitions by improvement districts at the request of neighborhood groups for the enhancement of their neighborhood.	N/A	N/A	10	12
Issue permits to construct roadway and drainage improvements that result in safety and economic benefits to the community.	N/A	N/A	5,000	6,000
Provide service and support to customers who have obtained permits for excavation/construction in the public right of way.	N/A	N/A	4,600	6,000

Engineering Division (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Maintain percent of major city streets that have a condition rating of good or better.	86%	85%	86%	87%
Resurface major streets (linear miles).	50	50	50	52
Remove structures from the floodplain and flood hazard through the re-drawing of flood maps.	-0-*	200	20*	100
Construct improvements that reduce the threat of flood damage and enhance the community's safety.	11	15	12	12

*Funding levels did not allow for this activity in Fiscal Year 2000 and significantly kept the activity level low in Fiscal Year 2001.

RESOURCE SUMMARY

Position Resources	93.50	95.50	96.50	96.50
Financial Resources				
General Fund	\$ 710,763	\$ 227,060	\$ 208,070	\$ 251,170
Highway User Revenue Fund	1,118,687	1,656,400	1,637,560	1,653,230
Federal Highway Administration Funds	167,096	699,220	271,970	372,900
<hr/>				
Financial Resources Total	<u>\$ 1,996,546</u>	<u>\$ 2,582,680</u>	<u>\$ 2,117,600</u>	<u>\$ 2,277,300</u>

TRANSPORTATION

REAL ESTATE

MISSION STATEMENT: The Real Estate Division provides professional real property services including appraisal, acquisition, management, special studies, geographical information system services, cultural resource clearance, environmental investigation, leasing, and disposition for city departments and the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide needed property for new public facilities.				
• Number of properties acquired	95	75	100	120
Sell surplus parcels of property.	20	32	18	18
Respond to service requests for property vacation, abandonment, easement, rezoning reviews, right-of-entry, lease, or special use.	179	300	160	180
Complete appraisals and estimates of value for real property for various public projects and citywide needs.				
• Number of appraisals and estimates of value	102	N/A	95	100
Provide Geographic Information System (GIS) special project maps to Mayor and Council, neighborhood associations, city departments, governmental agencies, consultants, and the private sector.				
• Number of maps	173	N/A	100	125
Key Outcomes				
Increase the city's tax base by returning unneeded parcels of property to the tax rolls.				
• Number of parcels	20	32	18	18
• Value of parcels (\$000s)	\$ 1,300	N/A	\$ 428	\$ 400

Real Estate (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	15.50	15.50	15.50	15.50
Financial Resources				
General Fund	\$ 678,862	\$ 769,990	\$ 742,350	\$ 758,300
Highway User Revenue Fund	-0-	100,000	95,970	-0-
Financial Resources Total	<u>\$ 678,862</u>	<u>\$ 869,990</u>	<u>\$ 838,320</u>	<u>\$ 758,300</u>

STREETS AND TRAFFIC MAINTENANCE

MISSION STATEMENT: The Streets and Traffic Maintenance Division provides a comprehensive maintenance program of streets, median island landscaping, alleyways, and drainage channels to ensure safe driving surfaces, decrease the potential for flooding, and control dust. The division also manages a maintenance and inspection program of street lighting, traffic signs, and traffic signals to ensure the safe and efficient movement of people, traffic, and goods.

KEY MEASURES OF PERFORMANCE

Key Outputs

Resurface residential streets (lane miles).	356	250	200	250
Maintain four-hour response time to emergency calls regarding traffic signal malfunctions.				
• Number of emergency calls	436	1,000	1,000	1,000
Conduct preventive maintenance on traffic signals: checking timing, controller, and detection devices.				
• Number of traffic signals maintained	636	700	700	700
Re-stripe major collectors and arterials (linear miles).	1,120	2,800	2,800	2,800
Re-lamp street lights for preventive maintenance.				
• Number of lights replaced	2,746	3,000	3,000	3,000
Participate in neighborhood cleanups by removal of debris and trash.				
• Number of cubic yards removed	6,563	30,000	15,000	15,000

TRANSPORTATION

Streets and Traffic Maintenance (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Maintain drainage channels to achieve a balance between flood control considerations, wildlife, and vegetation preservation.				
• Linear miles of drainage channels maintained	N/A	N/A	100	150
Respond to emergency maintenance requests related to public safety (debris and glass in roadway).				
• Number of man hours	N/A	N/A	1,100	1,275
Provide clear and visible lane delineations and roadway markings bi-annually to ensure safe operation of the transportation system.				
• Number of lane miles restriped	2,241	N/A	2,250	2,250
Key Outcomes				
Ensure that traffic signals operate trouble free 24 hours per day.				
• Number of traffic signals	320	330	330	348
• Percent of traffic signals operating trouble free daily	98%	N/A	98%	98%
Ensure that street lights operate trouble free providing needed illumination for roadway and pedestrian safety.				
• Number of street lights	14,000	N/A	14,000	14,000
• Percent of street lights operating trouble free daily	95%	N/A	95%	95%

RESOURCE SUMMARY

Position Resources	192.00	192.00	191.00	197.00
Financial Resources				
General Fund	\$ 704,000	\$ 723,180	\$ 704,000	\$ 704,000
Highway User Revenue Fund	19,361,563	20,281,340	20,209,110	20,961,010
Financial Resources Total	<u>\$ 20,065,563</u>	<u>\$ 21,004,520</u>	<u>\$ 20,913,110</u>	<u>\$ 21,665,010</u>

TRAFFIC ENGINEERING

MISSION STATEMENT: The Traffic Engineering Division designs, constructs, and monitors intelligent transportation, traffic, transit, and parking systems and implements neighborhood traffic calming features that promote a safer community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Process citizen requests concerning traffic regulation signs, visibility issues, pedestrian crossings, traffic signal modifications and timing adjustments, and other safety improvements.	2,538	2,000	2,400	2,400
Review barricade, development, and roadway improvement plans.				
• Barricade plans reviewed	650	600	660	650
• Development plans reviewed	591	450	520	500
• Roadway improvement plans reviewed	376	175	360	350
Respond to requests for Neighborhood Traffic Management Program information.				
• Number of request responses	281	300	290	290
Issue parking permits.				
• Number of residential permits	1,985	4,750	2,500	3,000
• Number of non-residential permits	249	350	300	350
Conduct intersection reviews and adjust green-light signal times for safe and optimal movement of traffic.	240	175	200	200
Respond to citizen calls for parking enforcement services within one hour.	1,408	1,100	1,450	1,600
Key Outcomes				
Enhance livability in neighborhoods.				
• Number of new Neighborhood Traffic Management Programs implemented	66	N/A	40	40
Manage the number of parking programs to protect neighborhood integrity and business viability.	23	23	23	23

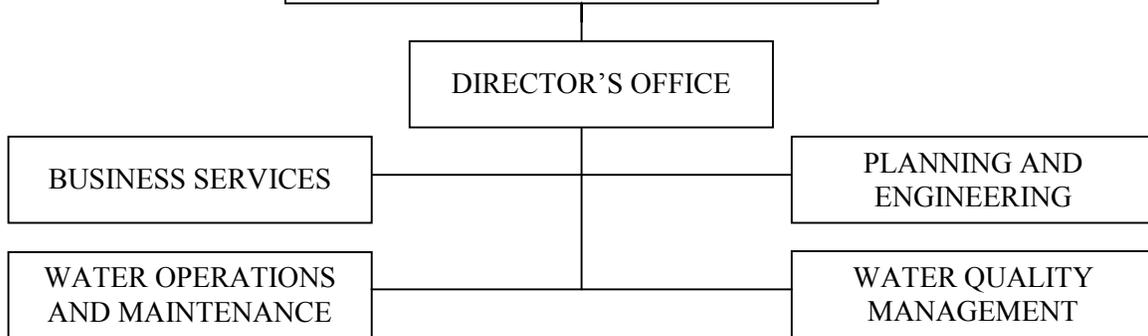
TRANSPORTATION

Traffic Engineering (Continued)**RESOURCE SUMMARY**

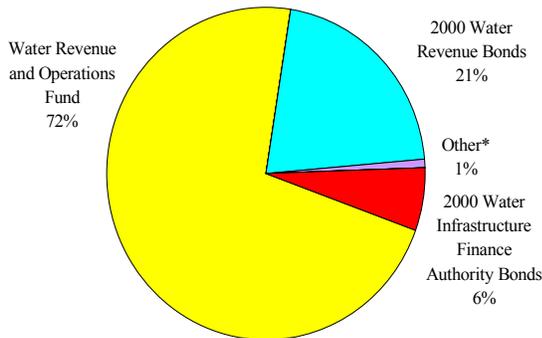
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	38.00	39.00	39.00	39.00
Financial Resources				
General Fund	\$ 1,239,642	\$ 1,678,090	\$ 1,813,550	\$ 1,855,340
General Fund - Certificates of Participation	100,115	360,710	86,450	95,490
Highway User Revenue Fund	1,779,815	2,000,120	1,867,380	2,269,440
Federal Highway Administration Funds	461,088	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	17,550	-0-	-0-	-0-
 Financial Resources Total	 \$ 3,598,210	 \$ 4,038,920	 \$ 3,767,380	 \$ 4,220,270

TUCSON WATER

OPERATING: \$ 99,147,750
 CAPITAL: 56,028,800
 TOTAL: \$ 155,176,550
 POSITION TOTAL: 590.00

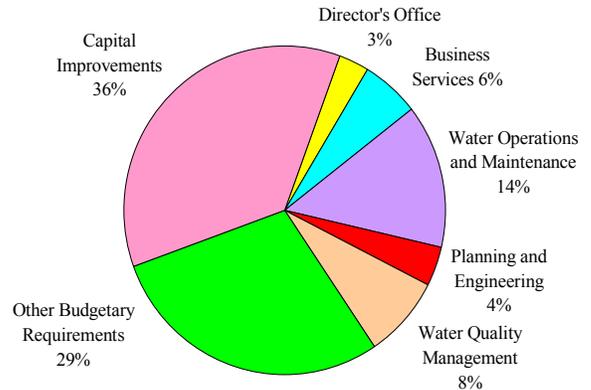


FINANCING PLAN



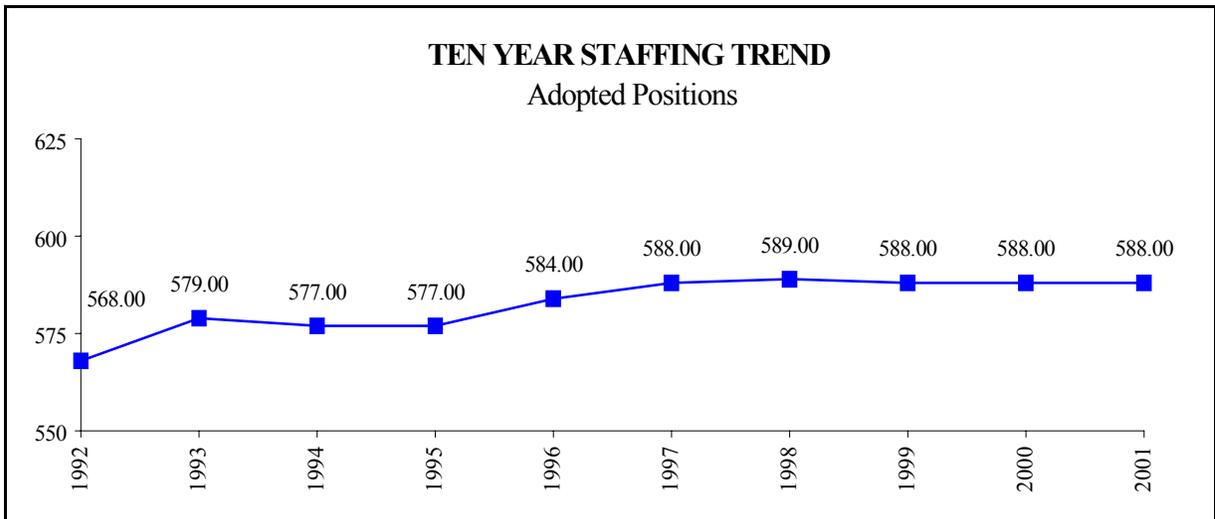
*Includes Central Arizona Project Reserve Fund (1%), Miscellaneous Non-Federal Grants (<1%), and Miscellaneous Federal Grants (<1%).

PROGRAM ALLOCATION



TEN YEAR STAFFING TREND

Adopted Positions



TUCSON WATER

MISSION STATEMENT: To provide, in partnership with our community, excellence in water services to secure the future and enhance quality of life. Our commitment is to ensure our customers receive high quality water and excellent service in a cost efficient and environmentally responsible manner.

OVERVIEW

Tucson Water is charged with balancing the issues of water quality and related costs while managing sustainable water sources to meet current and future demand. Tucson Water maintains this balance by developing and operating the water system in a manner that is responsive to its customers, enhances the environment, and meets or exceeds all regulatory requirements.

Tucson Water provides water service to approximately 670,000 residents within a 285 square-mile service area that encompasses approximately 78% of the greater Tucson metropolitan area's total population. A network of wells, reservoirs, booster stations, and water mains will deliver approximately 35.6 billion gallons or 109,000 acre-feet (one acre-foot equals 325,851 gallons) of drinking water to city and county residents and businesses during Fiscal Year 2002. In addition, about 3.7 billion gallons or 11,000 acre-feet of reclaimed water (wastewater effluent treated by filtering and disinfecting) will be delivered for irrigation purposes. Tucson Water also recharges Colorado River water, secondary effluent, and reclaimed water into the aquifer, thereby "banking" water for future use. Also, Tucson Water will improve the reliability of the water delivery system by replacing old water mains, adding wells, maintaining the well system at 95% availability during peak demand periods, and increasing the capacity to produce reclaimed water. Through these efforts, Tucson Water will be able to produce and distribute 155 million gallons of drinking water and 25 million gallons of reclaimed water per day during the summer to meet peak day demand.

Under the policy direction of the Mayor and Council, staff within the Director's Office and four operating divisions (Business Services, Water Operations and Maintenance, Planning and Engineering, and Water Quality Management) conduct the work of the department.

DEPARTMENT HIGHLIGHTS

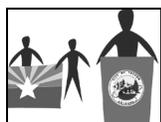
The Clearwater Renewable Resource Facility, located in Avra Valley, began operations in spring of 2001. The facility provides a blend of native groundwater and recharged Colorado River water to the greater Tucson area, which will allow many of the wells in the central city to be placed in a stand-by mode. The facility includes recharge basins, recovery wells, a reservoir, a booster station, and transmission mains, and will be constructed in three phases. At full build-out in 2003, the project will provide up to 60,000 acre-feet of water to Tucson per year, which is about half of the potable water now used by the community. With reduced pumping from the central wellfield, the aquifer in the Tucson basin will slowly recover through natural recharge. A portion of a \$400,000 grant from the Environmental Protection Agency will be used to further improve the water quality information provided to our customers, thereby facilitating the introduction of water from this project into the community.

Department Highlights (Continued)

Tucson Water has implemented three programs to increase efficiency in department operations and to reduce risks:

- Maintenance Management Program targeting preventative maintenance through improved procedures, organization, and staffing
- Reengineering to involve employees in identifying more efficient work practices throughout the department
- Five Star Safety System aimed at reducing risk through world-class safety and loss control practices

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Tucson Water provides a variety of ways for the community to learn about water issues and to influence the direction of water policy. The community is informed through a monthly newsletter *Water Connection*, public service announcements, workshops, construction project outreach activities, annual water quality reports, a department Internet Web site covering current water quality information and many other subjects, a speaker's bureau, department open houses, tours of water facilities and projects using trained docents, water conservation lectures and demonstrations, appearances by the Water Information Van, water information booths at community events, and pamphlets and booklets distributed throughout the community.

The public is encouraged to provide input to Tucson Water by e-mail, telephone comment line, focus groups, annual customer surveys, and participation at citizen advisory committee meetings and project meetings. In addition, the Fiscal Year 2002 rate process will be developed with the assistance of a Customer Rate Advisory Group that includes representatives from all major billing classes.

The value of customer input is demonstrated by the "At-the-Tap" program, where feedback from customer groups identified the acceptability of various water blends to be delivered from the new Clearwater Renewable Resource Facility.



Goal: Excellent Public Education

Tucson Water provides educational materials to assist in teaching all ages about water supply, demand, and water quality issues unique to the Tucson basin. Partnerships with the University of Arizona, Pima Community College, and other schools have been established to provide internships at Tucson Water in the areas of hydrology, engineering, geology, and information systems. The department also provides high school teachers with the opportunity for summer internships at Tucson Water to get a better understanding of community water issues, the complexities of operating a community water system, and career opportunities available to their students. The Sweetwater Wetlands Project continues to provide a variety of educational opportunities involving volunteer docents, teachers using the wetlands as an outdoor classroom, and other organizations assisting with field educational materials.

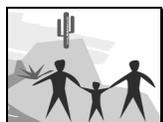
Support for Livable Tucson Goals (Continued)



Goal: Abundant Urban Green Space and Recreation Areas

Tucson Water partners with local schools, including the University of Arizona, and Pima County in support of urban green space and recreation areas. Several important Tucson Water projects (such as the Clearwater Renewable Resource Facility, Pima Mine Road, Sweetwater Wetlands, and Lincoln Park Riparian Habitat projects) are included among the city's Multiple Benefit Water Projects that are designed to enhance the livability of our community while making judicious use of limited water resources.

Staff works with other city departments on Neighborhood Enhancement Teams (NETeams) to help construct neighborhood parks, provide cleanups, and plant native trees. Additionally, Tucson Water maintains landscaping at well and booster sites that blends with the natural surroundings and augments the limited green space in neighborhoods.



Goal: Protected Natural Desert Environment

The primary purpose of the Sweetwater Wetlands is to treat wastewater effluent to allow its reuse for irrigation purposes, but its larger value to the community is the habitat it provides for birds, animals, and plant species that were once common in the area. Since it opened in 1998, bird watching at the wetlands has become a regular entertainment for many Tucsonans. On the southeast side at the Lincoln Park Riparian Habitat Project (formerly the Atturbury Project), reclaimed water is used to support native plant and animal life. Tucson Water protects the Sonoran Desert during construction projects by removing natural vegetation which is then used to "revegetate" construction sites.



Goal: Clean Air and Quality Water

Tucson Water collaborates with the Arizona Department of Water Quality, Arizona Department of Health Services, Pima Association of Governments, and the University of Arizona to ensure that the quality of water delivered to customers exceeds federal, state, and local regulations. Water quality is regularly monitored at approximately 250 sampling points throughout the distribution system. Water samples are analyzed for aesthetic qualities and for chlorine residual, bacteria, and other potential contaminants. In total, approximately 175,000 drinking water analyses are performed per year. Tucson Water also partners with the American Water Works Association Research Foundation and other agencies to provide customer satisfaction through best practices and improved water treatment.

Support for Livable Tucson Goals (Continued)



Goal: Efficient Use of Natural Resources

Tucson Water, in collaboration with the Pima Association of Governments, the U.S. Geological Survey, and the University of Arizona, works vigorously to conserve groundwater and ensure the efficient use of alternative water resources. The Reclaimed Master Plan adopted by the Mayor and Council will increase use of reclaimed water and ensure that at least 7.5% of the total water used by the community continues to be reclaimed water. The Zanjero (water audit) Program saves approximately 45 million gallons of groundwater annually in homes and businesses. An expanded, more sophisticated water main leak detection program saves additional water. The year-round conservation plan *Water Conservation: It's Not Just for Summer* continues, and will be augmented by other conservation initiatives, including further improvements to the Water Waste ordinance, a pilot program to determine the effectiveness of goal-based rates for irrigation accounts, and a conservation assistance program targeted at low-income customers.

In addition to using a large volume of Colorado River water in the Clearwater Renewable Resource Facility, Tucson Water continues to (a) partner with the Central Arizona Water Conservation District (CAWCD) to recharge Colorado River water at the Pima Mine Road site, (b) sell Colorado River water to agricultural operations resulting in groundwater credits that can be used toward maintaining the assured water supply, and (c) support a pilot project by ASARCO to test use of Colorado River water in mining operations.

DEPARTMENT RESOURCES

POSITION RESOURCES

PERMANENT

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Director's Office	27.50	27.50	31.50	31.50
Business Services	131.00	131.00	129.00	130.00
Water Operations and Maintenance	228.50	228.50	227.50	227.50
Planning and Engineering	142.00	142.00	142.00	142.00
Water Quality Management*	-0-	-0-	-0-	59.00
Water Quality*	28.00	28.00	28.00	-0-
Water Treatment*	31.00	31.00	31.00	-0-
Department Total	588.00	588.00	589.00	590.00

*The Water Quality Management Division was created by consolidating the Water Quality Division and the Water Treatment Division.

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Director's Office	\$ 4,296,365	\$ 4,250,390	\$ 4,153,320	\$ 4,263,080
Business Services	8,411,370	9,126,080	9,129,900	8,912,150
Water Operations and Maintenance	22,543,401	22,849,320	22,789,320	21,204,400
Planning and Engineering	6,115,798	6,232,510	6,278,960	5,778,810
Water Quality Management	-0-	-0-	-0-	13,245,520
Water Quality	2,520,305	2,956,790	2,928,590	-0-
Water Treatment	12,179,244	12,835,490	13,049,670	-0-
Other Budgetary Requirements	21,932,613	36,207,610	34,304,610	45,743,790
Operating Total	77,999,095	94,458,190	92,634,370	99,147,750
Capital Improvements	49,363,371	59,788,700	57,703,000	56,028,800
Department Total	<u>\$ 127,362,466</u>	<u>\$ 154,246,890</u>	<u>\$ 150,337,370</u>	<u>\$ 155,176,550</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 25,049,486	\$ 25,798,800	\$ 25,408,580	\$ 27,026,900
Services	32,746,791	45,057,640	43,608,720	46,237,560
Commodities	5,559,902	5,894,880	6,124,480	6,693,290
Equipment	10,231	8,500	8,500	-0-
Debt Service	21,069,623	24,411,730	24,411,730	25,881,710
Other	-0-	106,690	106,690	109,890
Inter-Activity Transfers	(6,436,938)	(6,820,050)	(7,034,330)	(6,801,600)
Operating Total	77,999,095	94,458,190	92,634,370	99,147,750
Capital Improvements	49,363,371	59,788,700	57,703,000	56,028,800
Department Total	<u>\$ 127,362,466</u>	<u>\$ 154,246,890</u>	<u>\$ 150,337,370</u>	<u>\$ 155,176,550</u>

*The Water Quality Management Division was created by consolidating the Water Quality Division and the Water Treatment Division.

TUCSON WATER

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>SOURCE OF FUNDS</u>				
Water Revenue and Operations Fund	\$ 93,381,076	\$ 107,537,790	\$ 108,575,370	\$ 112,103,750
Miscellaneous Non-Federal Grants	-0-	571,400	-0-	201,000
Miscellaneous Federal Grants	-0-	-0-	-0-	250,000
Water Infrastructure Finance Authority Bond	323,876	-0-	-0-	-0-
1994 Water Revenue Bonds	24,152,184	11,669,700	18,893,000	-0-
2000 Water Revenue Bonds	-0-	33,512,000	17,687,000	32,114,800
Central Arizona Project Reserve Fund	926,330	956,000	950,000	962,000
Working Capital	-0-	-0-	685,000	-0-
2000 Water Infrastructure Finance Authority Bonds	8,579,001	-0-	3,547,000	9,545,000
Department Total	<u>\$ 127,362,466</u>	<u>\$ 154,246,890</u>	<u>\$ 150,337,370</u>	<u>\$ 155,176,550</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$99,147,750 is an increase of \$4,689,560 due to the following changes:

• Debt service increase due to projected bond program	\$ 1,502,000
• Increase in power requirements due to start up of Clearwater Renewable Resource Facility and projected rate increases	1,198,370
• Increase to the administrative service charge from the General Fund for the provision of citywide overhead services	1,063,000
• Increased charges from other departments for direct city services	526,690
• Increase in the costs of treatment chemicals due to regulatory changes	526,000
• Impact of a 2% pay increase effective July 1, 2001	509,340
• Sales tax increase due to increased sales and projected rate increases	341,000
• Impact on salaries due to Fiscal Year 2002 merit increases	327,120
• Impact of increased group insurance rates	287,410
• Increases to motor pool and fuel costs	255,100
• Increase in public liability costs due to rate change	197,080
• Addition of two system analyst positions	112,000
• Increase in funding for possible settlement of Central Arizona Project (CAP) damage lawsuits	100,000
• Water test services decrease because of regulatory sampling changes	(117,150)
• Reduction in scope of new billing system assessment	(190,000)
• Decrease in outside legal costs due to resolution of various legal actions	(243,480)
• Decrease in advertising and public relations costs due to phasing out of CAP/Avra Valley blended water promotion	(280,250)
• Transfer of waterline relocations funding to the capital improvement program	(550,500)
• Reduction due to Multiple Benefit consultant costs transferred to other departments	(960,000)
• Other miscellaneous changes	<u>85,830</u>
 Operating Total	 \$ 4,689,560

Capital

The adopted budget for Fiscal Year 2002 of \$56,028,800 is a decrease of \$3,759,900 due to the following changes:

• Transfer of waterline relocations funding from the operating budget	\$ 550,500
• Net change due to completion of projects during Fiscal Year 2001, new projects, and changes to the funding of existing projects	<u>(4,310,400)</u>
 Capital Total	 <u>\$ (3,759,900)</u>
 Department Total	 <u>\$ 929,660</u>

DIRECTOR'S OFFICE

MISSION STATEMENT: The Director's Office provides vision for the future and leadership for Tucson Water; oversees the utility's programs, activities, and strategic planning process to ensure proactive compliance with Mayor and Council water policies, City Manager direction, regulatory requirements, and community expectations; coordinates and facilitates communication with customers, Mayor and Council, outside agencies, other city departments, and the media; provides personnel, training and safety programs; develops efficiency improvements that will minimize projected water rate increases; and promotes water conservation through educational information, training, speakers' bureaus, and water use audits.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Reduce in-home water consumption for customers participating in the Zanjero Residential Water Audit Program.				
• Number of residential water audits conducted	1,340	2,200	1,400	2,000
Respond to media requests for public information.				
• Number of requests	620	400	600	600
Provide Speakers' Bureau presentations in the community with trained staff.				
• Number of presentations	151	N/A	180	150
Conduct educational tours of projects and facilities for customers.				
• Number of customers	725	2,000	1,200	1,200
Provide employee training on customer service, computer software, supervisory skills, and required Occupational Safety and Health Administration (OSHA) safety awareness updates.				
• Hours of training	4,425	4,520	4,804	4,850
Conduct surveys and focus groups to obtain customer input and measure customer perception.				
• Number of surveys conducted annually	1	1	1	4
• Number of focus groups conducted annually	4	12	8	8

Director's Office (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Provide educational opportunities for local school children and teachers about the various water supply, water quality, and water conservation issues specific to Tucson.				
• Number of students participating in 'da Drops Program (Grades K-3)	N/A	N/A	N/A	6,500
• Number of students participating in Our Water, Our Future (Grades 4-6)	N/A	N/A	N/A	3,000
• Number of students participating in Tucson Toolkit (Grades 6-8)	N/A	N/A	N/A	1,500
• Number of high school teachers in internship program	N/A	N/A	N/A	20
• Number of students attending water education fair (Grades 9-12)	N/A	N/A	N/A	400
Provide low-income customers an opportunity to lower water bills by replacing older high-flow fixtures, making plumbing repairs, and identifying poor water use practices.				
• Number of homes provided services through program	N/A	N/A	N/A	60
Key Outcomes				
Obtain overall service satisfaction ratings of "very good" or "excellent" from surveyed customers.				
• Percent of desired ratings received	N/A	90%	90%	92%
Save water by reducing user consumption through individualized residential water audits.				
• Number of gallons saved (000s)	39,100	16,000	40,000	45,000
Receive employee ratings of "above average" or "excellent" on training programs.				
• Percent of desired ratings received	87%	88%	89%	89%

TUCSON WATER

Director's Office (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	27.50	27.50	31.50	31.50
Financial Resources				
Water Revenue and Operations Fund	\$ 4,296,365	\$ 4,078,990	\$ 4,153,320	\$ 4,062,080
Miscellaneous Non-Federal Grants	-0-	171,400	-0-	201,000
Financial Resources Total	<u>\$ 4,296,365</u>	<u>\$ 4,250,390</u>	<u>\$ 4,153,320</u>	<u>\$ 4,263,080</u>

ZANJERO PROGRAM IMPARTS WATER CONSERVATION TIPS DIRECTLY TO CUSTOMERS

The Tucson Water Department's leadership in water conservation is a nationwide model. Not content with one of the lowest western per capita daily usages of 165 gallons per day (compared to Las Vegas' 325 gallons per day) the department has added innovative customer outreach efforts to its conservation program. The Zanjero Water Audit program has become one of the Tucson Water Department's most popular initiatives. Extensively trained employees visit the homes and businesses of Tucson Water Department customers who use a large amount of water to check fixtures, irrigation systems, and customer water use habits. Customers receive individualized surveys that will help them use water more efficiently, identify problem areas, and provide guidelines to reduce their water use. Some customers may qualify to have low-flow fixtures and other water-saving devices installed in their homes.

BUSINESS SERVICES

MISSION STATEMENT: The Business Services Division promotes service excellence by providing centralized administrative support to the department, the City Manager, the Mayor and Council, and the Citizens' Water Advisory Committee (CWAC) that includes financial services involving water rates, revenues, the operating and capital budgets, management analysis, and information technology systems implementation and support. The division also operates the billing system for customers of Tucson Water, the city's Solid Waste Management Department, and the county's Wastewater Management Department by conducting meter reading and billing activities, and providing timely and effective responses to customer inquiries regarding water bills, payments, meter reading, and water services.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Conduct management and financial analysis studies to improve operational efficiency.				
• Number of studies conducted	8	5	12	14
Read water meters for billing purposes.				
• Number of water meters read annually (000s)	2,312	2,358	2,370	2,429
Bill utility service accounts (water, solid waste, and Pima County wastewater).				
• Number of bills issued annually (000s)	2,680	2,639	2,763	2,846
Initiate or discontinue water service at customers' request.				
• Number of service turn-ons/turn-offs	38,063	39,500	39,500	41,000
Key Outcomes				
Develop annual financial plans that are consistent with the annual percentage change in the Western Region Consumer Price Index (CPI).				
• Projected percent change in CPI	2.7%	3.3%	2.4%	2.4%
• Projected/actual percent of water rate increase	0%*	4.5%	2.7%	4.3%

*No rate increase during Fiscal Year 2000.

TUCSON WATER

Business Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Ensure department computer application systems are available to staff and the Internet Web site available to customers except during scheduled maintenance downtime.				
• Percent of scheduled time department computer systems and Web site are available	99%	88%	99%	99%
Provide timely responses to approximately 250,000 customer telephone calls regarding utility accounts (water, solid waste, and Pima County wastewater).				
• Average number of seconds customers wait to speak to a service representative	17	15	15	15
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.				
• Number of errors per 10,000 reads	2	2	2	2

RESOURCE SUMMARY

Position Resources	131.00	131.00	129.00	130.00
Financial Resources				
Water Revenue and Operations Fund	\$ 8,411,370	\$ 9,126,080	\$ 9,129,900	\$ 8,912,150

WATER OPERATIONS AND MAINTENANCE

MISSION STATEMENT: The Water Operations and Maintenance Division ensures a continuous supply of water that is acceptable to customers in terms of cleanliness, clarity, flow, and pressure through the operation and maintenance of water production, disinfection, and distribution facilities, as well as the installation and maintenance of new water services and meters. The division also provides water system leak detection and mitigation to conserve water resources.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Conduct regular inspections of potable and reclaimed water production wells, reservoirs, and boosters to meet Arizona Department of Environmental Quality requirements.				
• Number of inspections conducted	30,360	31,000	32,000	34,000
Provide water customers with reliable, high quality water.				
• Number of operational wells	196	194	204	211
• Number of new meter and full-service requests completed annually	5,603	4,000	5,800	6,000
• Number of emergency water outages repaired	561	620	600	600
Conduct pump tests at wells to maximize well field efficiency and capacity to ensure delivery of an adequate water supply.				
• Number of pump tests conducted	784	750	780	422
• Number of pumps replaced	23	24	25	22
Conduct a systematic valve inspection program.				
• Number of valves inspected and tested	18,002	20,000	20,000	20,000
Respond to customer calls regarding water cleanliness, clarity, flow, or pressure.				
• Number of calls	2,175	2,600	2,700	3,000
Conduct bluestake investigations for customers planning to dig anywhere on their property.				
• Number of bluestake investigations	63,183	N/A	66,000	70,000

TUCSON WATER

Water Operations and Maintenance (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Provide effective and prompt response to water service or distribution maintenance problems within established timelines.				
• Percent of site investigations performed within three hours of customer requests	96%	98%	98%	98%
• Percent of emergency water outages restored within five hours	98%	98%	98%	98%
• Percent of emergency control system malfunctions investigated and repaired within four hours	100%	100%	100%	100%
• Percent of new water meter requests completed in ten days or less	50%	70%	70%	70%
Evaluate, repair, and restore to service failed water production facilities (160 electric, 40 natural gas engine facilities).				
• Percent of stations repaired within eight hours	99%	98%	98%	98%
• Percent of operational wells in service during summer peak demand period	98%	95%	95%	95%
Conserve water through the detection and repair of water system leaks.				
• Number of gallons of water saved (000s)	99,260	141,800	130,000	190,000

RESOURCE SUMMARY

Position Resources	228.50	228.50	227.50	227.50
Financial Resources				
Water Revenue and Operations Fund	\$ 22,543,401	\$ 22,849,320	\$ 22,789,320	\$ 21,204,400

PLANNING AND ENGINEERING

MISSION STATEMENT: The Planning and Engineering Division ensures that water production and distribution systems are planned, designed, constructed, and protected in a manner that meets customer needs, and complies with city, state, and federal consumer regulations. The division also provides comprehensive planning to determine future water system needs, to preserve groundwater, and to enhance use of alternative water resources such as reclaimed and Colorado River water.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Plan to meet current and future water service needs including peak water demand during the summer.				
• Number of new wells drilled	6	15	19	15
• Number of water system improvements incorporated into the computer modeling to enhance water system needs analysis	134	180	180	150
Design or review water production facilities, pipelines, and new water services to ensure current and future water service needs are met.				
• Number of new and modified production/treatment facility projects designed	37	45	45	45
• Miles of transmission and distribution mains designed	5	5	5	5
• Miles of water mains designed and replaced and miles of cast iron mains rehabilitated	8	20*	4	5
• Miles of reclaimed water mains designed	1	4	2	8
• Number of requests for new water services (meters, hydrants, etc.) processed	5,365	6,000	6,000	6,000

*Ninety-four percent of all galvanized mains have been replaced and 90% of all cast iron mains have been cleaned or relined.

Planning and Engineering (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Ensure that all backflow assemblies are constructed, inspected, and tested annually to protect the public water system from cross-contamination.				
• Number of backflow assembly owners notified that testing is required	14,300	15,000	15,300	15,500
• Number of backflow code compliance inspections	5,200	5,000	6,200	7,000
• Number of construction projects inspected for specification compliance	188	200	200	200
Enhance the water delivery system to meet customers' needs for water pressure and supply.				
• Number of new wells equipped	8	14	14	14
• Number of booster and pressure relief valve stations installed	10	10	10	15
• Number of reservoirs and storage tanks constructed	2	5	5	5
• Miles of transmission and distribution water mains installed	23	10	20	15
Key Outcomes				
Ensure system infrastructure records are accurate and accessible to the public, developers, designers, and other agencies.				
• Number of responses to requests for water system information	29,066	30,000	30,000	30,000
• Percentage of requests responded to within one day	100%	N/A	100%	100%
Ensure system modification projects submitted for review are processed within established time lines.				
• Number of system modification plans reviewed	395	528	530	550
• Percentage of system modification plans reviewed within 14 days	54%	50%	75%	100%

Planning and Engineering (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Ensure the safety of the water system, and complete improvements within established timelines.				
• Percent of new development plans reviewed within ten days of submittal	81%	90%	90%	90%
• Percent of facility projects designed within 15 working days of adopted schedule	100%	90%	90%	90%
• Percent of main projects designed within 15 working days of adopted schedule	85%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	142.00	142.00	142.00	142.00
Financial Resources				
Water Revenue and Operations Fund	\$ 6,115,798	\$ 5,832,510	\$ 6,278,960	\$ 5,778,810
Miscellaneous Non-Federal Grants	-0-	400,000	-0-	-0-
Financial Resources Total	<u>\$ 6,115,798</u>	<u>\$ 6,232,510</u>	<u>\$ 6,278,960</u>	<u>\$ 5,778,810</u>

WATER QUALITY MANAGEMENT*

MISSION STATEMENT: The Water Quality Management Division provides water sampling, analyses, and treatment to ensure that the highest quality water is available to our customers. The division operates the Roger Road Reclaimed Water Plant, Sweetwater Wetlands, Tucson Airport Remediation Project Water Treatment Plant, the Hayden-Udall Water Treatment Plant, and the Clearwater Renewable Resource Facility. In addition, the division maintains regulatory compliance with all state, county, and federal agencies as well as provides analytical support to the City of Tucson through its state-of-the-art laboratory facilities.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Conduct water quality monitoring and reporting programs to ensure the highest quality water is being delivered and to ensure compliance with regulatory requirements.				
• Number of samples analyzed by contract laboratories	2,151	816	2,688	2,946
• Number of samples analyzed in-house	13,021	6,630	16,276	17,035
• Number of compliance samples collected	5,392	3,468	5,451	5,582
• Number of discretionary samples collected	7,676	N/A	13,839	13,976
Respond to customer requests for information.				
• Number of customer requests	260	168	252	250
• Number of monthly water quality reports published in the newspaper and on the Web page	139	N/A	152	165
Respond to regulatory requirements by gathering information and preparing and submitting reports within established deadlines.				
• Number of regulatory reports required	3,298	N/A	4,209	4,200
• Number of public notices issued resulting from regulatory violations	1	-0-	-0-	-0-

*The Water Quality Management Division was created by consolidating the Water Quality Division and the Water Treatment Division.

Water Quality Management (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Ensure public confidence in water quality by meeting or exceeding federal, state, and local water regulatory standards.				
• Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%
• Percent of customer requests for water data completed within two weeks of receipt	97%	84%	98%	99%
• Percent of regulatory reports generated by reporting deadlines	99.5%	100%	100%	100%
• Percent of regulatory reports requiring resubmittal to Arizona Department of Environmental Quality	2%	2%	2%	2%
• Percent of contract lab samples turned around in less than six weeks	87%	N/A	87%	90%
• Percent of in-house lab samples turned around in less than six weeks	88%	N/A	88%	89%
Maintain the Tucson Airport Remediation Project (TARP) in service.				
• Percent of time in service	90%	90%	90%	90%
Maintain the Roger Road Reclaimed Water Plant in service.				
• Percent of time in service	100%	90%	100%	100%
Maintain the Hayden-Udall Water Treatment Plant in stand-by or operating service.				
• Percent of time in service	100%	80%	100%	100%
Conduct pilot test programs relating to water treatment processes.				
• Percent of milestones met on schedule	75%	100%	100%	100%

TUCSON WATER

Water Quality Management (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Operate Clearwater Renewable Resource Facility.				
• Recharge and recover a blend of Colorado River water and Avra Valley groundwater (acre-feet)	N/A	N/A	4,000	20,000
Expand the use of reclaimed water to ensure it continues to provide at least 7.5% of total water use.	N/A	7.5%	7.5%	7.5%
Operate the TARP facility to produce 6.5% of the potable water supply for Tucson Water customers.	6.5%	6.5%	6.5%	6.5%

RESOURCE SUMMARY

Position Resources	-0-	-0-	-0-	59.00
Financial Resources				
Water Revenue and Operations Fund	\$ -0-	\$ -0-	\$ -0-	\$ 12,995,520
Miscellaneous Federal Grants	-0-	-0-	-0-	250,000
Financial Resources Total	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ 13,245,520</u>

USE OF RECLAIMED WATER SAVES DRINKING WATER

Tucson Water is one of the nation's pioneers in the study and use of reclaimed water. Its reclaimed water facilities near Prince Road and Interstate 10 have been producing reclaimed water by filtering and disinfecting treated wastewater for more than sixteen years. Reclaimed water is distributed through an 85-mile network of transmission mains to a variety of customers who use the water to irrigate turf and other landscaping, thus eliminating their use of groundwater for irrigation. Today, more than 260 sites are using reclaimed water, including 4 City of Tucson golf courses, 9 private golf courses, 25 city parks, 31 schools, and nearly 100 single-family homes.

WATER QUALITY*

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	28.00	28.00	28.00	-0-
Financial Resources				
Water Revenue and Operations Fund	\$ 2,520,305	\$ 2,956,790	\$ 2,928,590	\$ -0-

WATER TREATMENT*

RESOURCE SUMMARY

Position Resources	31.00	31.00	31.00	-0-
Financial Resources				
Water Revenue and Operations Fund	\$ 12,179,244	\$ 12,835,490	\$ 13,049,670	\$ -0-

*The Water Quality and Water Treatment Divisions were consolidated to form the Water Quality Management Division for Fiscal Year 2002. The historical and adopted key measures of performance for this division appear within Water Quality Management.

OTHER BUDGETARY REQUIREMENTS

Other Budgetary Requirements is an organization that provides budget capacity for various expenses not associated with specific programs within Tucson Water, including General Expense, Administrative Service Charges, Private Water Company Contract Payments, Debt Service: Water Revenue Bonds, and Multiple Benefit Water Projects.

DESCRIPTION

Other Budgetary Requirements includes the following expenses:

General Expense

Various expenses that benefit the entire department and that are not directly associated with any one operating program or with the direct cost of supplying water to customers. Expenses in this area include:

- Sales taxes on water, paid by customers in their water bill, which the Tucson Water passes on to the taxing authority (city or state)
- Funding for potential Central Arizona Project water damage claims
- Building management services for the Water Administration Building
- Utilities for the Water Administration Building
- Other miscellaneous expenses

Administrative Service Charges

The amount transferred to the General Fund from Tucson Water for support services (direct and indirect) received from other city departments (Information Technology, Finance, Budget and Research, etc.).

Private Water Company Contract Payments

Debt service on private water company acquisitions.

Debt Service: Water Revenue Bonds

The principal, interest, and fiscal agent fees on the utility's bonded debt.

Multiple Benefit Water Projects

Projects incorporating recharge, habitat restoration, and recreation that highlight the unique cultural and historic heritage of our community.

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	-0-	-0-	-0-	-0-
Financial Resources				
Water Revenue and Operations Fund	\$ 21,932,613	\$ 36,207,610	\$ 34,304,610	\$ 45,743,790

WATER DEPARTMENT FLOW OF FUNDS PER ORDINANCE NO. 6347

	<u>AMOUNT</u>	
REVENUES FOR OPERATIONS AND DEBT SERVICE		
Sale of Potable Water	\$90,567,030	
Sale of Reclaimed Water	5,251,970	
Connection Fees	2,898,000	
Sales Tax	6,922,000	
Operating Fund Interest Earnings	1,158,000	
Miscellaneous Revenue	2,298,000	
Pima County Sewer/Solid Waste Billing Services	1,484,000	
Tucson Airport Remediation Project Reimbursement	788,000	
Area Development Fees	540,000	
Total Revenues for Operations and Debt Service		\$ 111,907,000
OTHER SOURCES		
Use of Metropolitan Water Company Reserve Account	236,000	
Miscellaneous Operating Grants	400,000	
Miscellaneous Capital Grants	51,000	
CAP Reserve Fund Revenues and Interest	962,000	
Miscellaneous Non-revenue Sources	191,000	
Total Other Sources		<u>1,840,000</u>
Total Revenues and Other Sources		\$ 113,747,000
Less Transfers to Working Capital		<u>(230,250)</u>
Total Budgeted Revenues and Other Sources		<u><u>113,516,750</u></u>
OPERATIONS AND MAINTENANCE EXPENSE		
Director's Office (excluding grants)	\$ 4,113,080	
Business Services (excluding billing system assessment)	8,902,150	
Water Operations (excluding power)	13,843,960	
Water Quality Management (excluding CAP water purchases/power and grants)	8,212,190	
Planning and Engineering	5,778,810	
CAP Water (capital and commodity charges)	7,753,580	
Power	11,028,770	
General Expense (excluding liability claims, power, and CAP capital/commodity charges)	9,682,450	
Capitalized Operations and Maintenance Expense	(4,722,500)	
Liability Claims	800,000	
Total Operations and Maintenance Expense		\$ 65,392,490

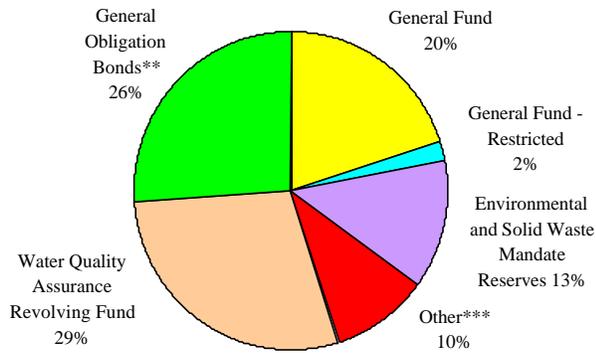
WATER DEPARTMENT FLOW OF FUNDS PER ORDINANCE NO. 6347	
	AMOUNT
DEBT SERVICE ON WATER REVENUE BONDS	
Interest	\$ 18,644,000
Principal	6,800,000
Fiscal Fees	<u>60,000</u>
Total Debt Service on Water Revenue Bonds	\$ 25,504,000
OTHER USES	
Capital Outlay	
Improvements from Revenues and Other Sources	8,684,500
Capitalized Operations and Maintenance Expense	4,722,500
Improvements from Central Arizona Project Reserve Fund	<u>962,000</u>
Total Capital Outlay	14,369,000
Private Water Company Contract Payments	316,190
Billing System	10,000
Miscellaneous Grants	400,000
Administrative Service Charge	<u>7,525,070</u>
Total Other Uses	<u>22,620,260</u>
Total Expenses, Debt Service, and Other Uses	<u><u>\$ 113,516,750</u></u>

Debt Service Coverage	
Total Revenues for Operations and Debt Service	\$ 111,907,000
Less Total Operating and Maintenance Expense	<u>(65,392,490)</u>
Net Revenues after Operations	<u>\$ 46,514,510</u>
Total Debt Service on Water Revenue Bonds (excluding fiscal fees)	\$ 25,444,000
Debt Service Coverage	183%
<p>Ordinance No. 6347 requires the utility to maintain rates at a level resulting in annual net revenues available after operations of at least 120% of the annual total bond debt service (excluding fiscal fees). An additional ordinance covenant requires the utility to make deposits to a reserve fund should such coverage fall below 175%. In response to the ordinance requirements and to achieve lower interest rates on bonds, Mayor and Council have established an annual debt service coverage policy of 175%.</p>	

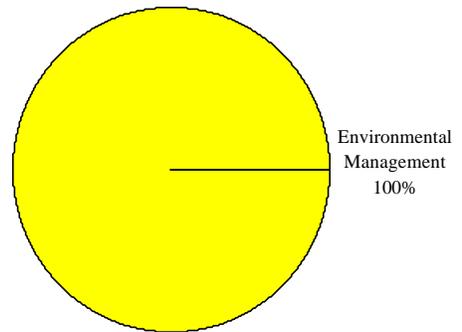
ENVIRONMENTAL MANAGEMENT*

OPERATING:	\$ 2,323,780
CAPITAL:	<u>8,306,400</u>
TOTAL:	<u>\$ 10,630,180</u>
POSITION TOTAL:	15.00

FINANCING PLAN



PROGRAM ALLOCATION

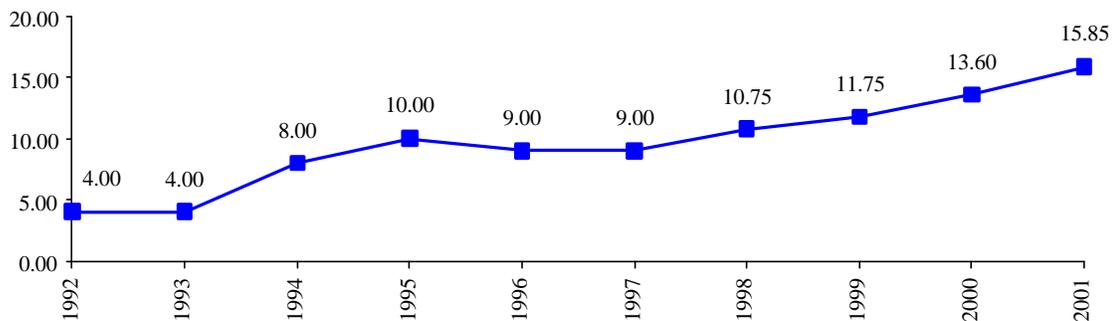


**Includes 1994 General Obligation Bonds (13%), and 2000 General Obligation Bonds (13%)

***Includes Capital Agreements (9%), and Miscellaneous Federal Grants (<1%)

TEN YEAR STAFFING TRENDS

Adopted Positions



*Included as a division of the City Manager in prior fiscal years.

ENVIRONMENTAL MANAGEMENT

MISSION STATEMENT: Environmental Management (EM) promotes a healthy and safe environment by offering city departments technical assistance with regulatory compliance, and by providing the community with innovative environmental solutions.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Infill and Reinvestment, Not Urban Sprawl

Environmental Management’s Brownfields Pilot Project encourages the redevelopment of unused or underutilized sites within the existing city limits. Potential environmental concerns are assessed and businessowners and landowners are assisted in obtaining federal funds for clean up of these sites.



Goal: Excellent Public Education

EM provides environmental education to school age youth and provides environmental programs they can participate in with their families and neighborhoods. Activities include Kids News, Re-Used Materials Becoming Art (RUMBA), community participation events, presentations at schools, and Parks and Recreation Department after-school programs.



Goal: Clean Air and Quality Water

EM monitors water quality at city landfills and appropriate city facilities to ensure compliance with local, state, and federal regulations. EM manages investigation and remediation projects at city sites where contamination may exist; partners with other governmental agencies to promote environmental initiatives such as federal and state superfund programs, wastewater programs, and air quality programs; and performs environmental site assessments for designated Brownfields sites.



Goal: Successful Downtown

Environmental Management is working to restore land formerly used as landfills in the downtown area to allow for development of the Rio Nuevo Project. This investment in downtown restoration will provide the groundwork for future downtown projects.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
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POSITION RESOURCES

PERMANENT

Environmental Management	13.00	15.00	15.00	15.00
Permanent Total	13.00	15.00	15.00	15.00

ENVIRONMENTAL MANAGEMENT

Position Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>NON-PERMANENT</u>				
Environmental Management	0.85	0.85	0.85	-0-
Non-Permanent Total	0.85	0.85	0.85	-0-
Total	13.85	15.85	15.85	15.00

FINANCIAL RESOURCES

Environmental Management	\$ 1,437,483	\$ 1,869,220	\$ 1,572,540	\$ 2,323,780
Operating Total	1,437,483	1,869,220	1,572,540	2,323,780
Capital Improvements	2,564,209	6,854,200	4,909,120	8,306,400
Total	\$ 4,001,692	\$ 8,723,420	\$ 6,481,660	\$ 10,630,180

CHARACTER OF EXPENDITURES

Personal Services	\$ 637,974	\$ 859,790	\$ 863,810	\$ 896,300
Services	735,175	985,750	743,160	1,447,780
Commodities	39,237	60,910	61,570	30,790
Equipment	22,473	28,930	30,050	-0-
Debt Service	2,624	-0-	-0-	-0-
Other	-0-	-0-	-0-	(19,000)
Inter-Activity Transfers	-0-	(66,160)	(126,050)	(32,090)
Operating Total	1,437,483	1,869,220	1,572,540	2,323,780
Capital Improvements	2,564,209	6,854,200	4,909,120	8,306,400
Total	\$ 4,001,692	\$ 8,723,420	\$ 6,481,660	\$ 10,630,180

SOURCE OF FUNDS

General Fund	\$ 1,411,215	\$ 1,397,930	\$ 1,061,930	\$ 2,114,610
General Fund - Restricted	-0-	-0-	-0-	170,830
Environmental and Solid Waste Mandate Reserves	-0-	615,000	406,300	1,404,800
Capital Agreements Fund	207,307	450,000	392,690	1,000,000
Water Quality Assurance Revolving Fund	-0-	-0-	-0-	3,100,000
Miscellaneous Federal Grants	200,062	166,990	206,310	38,340
1994 General Obligation Bonds	2,183,108	3,423,500	3,564,430	1,431,600
2000 General Obligation Bonds	-0-	2,670,000	850,000	1,370,000
Total	\$ 4,001,692	\$ 8,723,420	\$ 6,481,660	\$ 10,630,180

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$2,323,780 is an increase of \$454,560 due to the following changes:

• Increase in operating and maintenance funding for capital projects	\$ 350,000
• Capacity for Arizona Department of Environmental Quality reimbursement for Broadway Landfill operating and maintenance	170,830
• Addition of funding for office space rent previously budgeted in Non-Departmental	99,030
• Impact on salaries due to Fiscal Year 2002 merit increases	21,060
• Impact of a 2% pay increase effective July 1, 2001	17,000
• Impact of a 1% reduction to balance the budget	(19,000)
• Charge-out of a portion of staff salaries to the Rio Nuevo Project	(23,130)
• Decrease due to one-time equipment funding in Fiscal Year 2001	(23,500)
• Decrease in grant capacity due to expenditures on multi-year projects	(128,650)
• Other miscellaneous changes	<u>(9,080)</u>

Operating Total	\$ 454,560
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Capital

The adopted budget for Fiscal Year 2002 of \$8,306,400 is an increase of \$1,452,200 due to the following changes:

• Capacity for Water Quality Assurance Revolving Fund payments from the Arizona Department of Environmental Quality for a groundwater containment system at the Broadway-Pantano remediation site	\$ 3,100,000
• Increase in environmental and solid waste mandate reserves funding	1,094,100
• Increase in capacity for reimbursements from the Arizona Department of Environmental Quality for the Price Service Center remediation	550,000
• Reduction in general obligation bond fund allocation needed for Fiscal Year 2002; to be budgeted in future years as specific project funding is required	(3,291,900)

Capital Total	<u>\$ 1,452,200</u>
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Total	<u><u>\$ 1,906,760</u></u>
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ENVIRONMENTAL MANAGEMENT

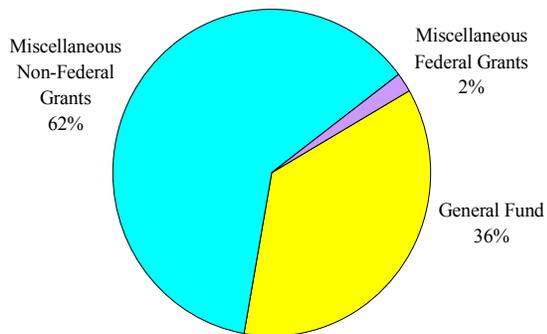
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Evaluate city facilities to establish improved environmental compliance and pollution prevention measures.				
• Number of facilities inspected	20	10	50	50
Monitor groundwater quality at city landfills to ensure compliance with regulatory standards.				
• Number of monitoring events per year	500	540	600	660
Complete environmental site assessments as requested by city departments.				
• Number of research assessments	23	45	30	30
• Number of sampling assessments	31	10	20	20
• Number of cleanup assessments	3	7	5	5
Provide environmental education and public outreach to the community.				
• Number of presentations	44	20	45	50
• Number of public meetings	6	4	6	6
Investigate and remediate city-owned properties requiring soil/ground water restoration.				
• Number of remediation systems in place	6	6	6	7
Key Outcomes				
Ensure compliance with federal and state environmental regulations.				
• Percent of programs in compliance	100%	100%	100%	100%
• Number of violations received	1	-0-	-0-	-0-
Raise the community's awareness of environmental issues.				
• Percent of schools rating education program effective	100%	100%	100%	100%

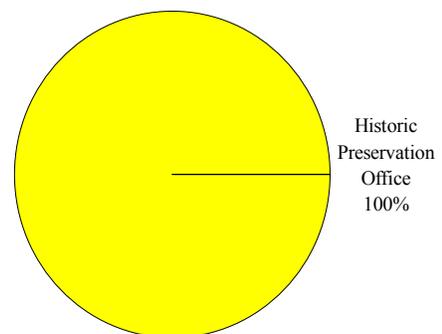
HISTORIC PRESERVATION OFFICE*

OPERATING: \$ 437,950
 POSITION TOTAL: 2.00

FINANCING PLAN

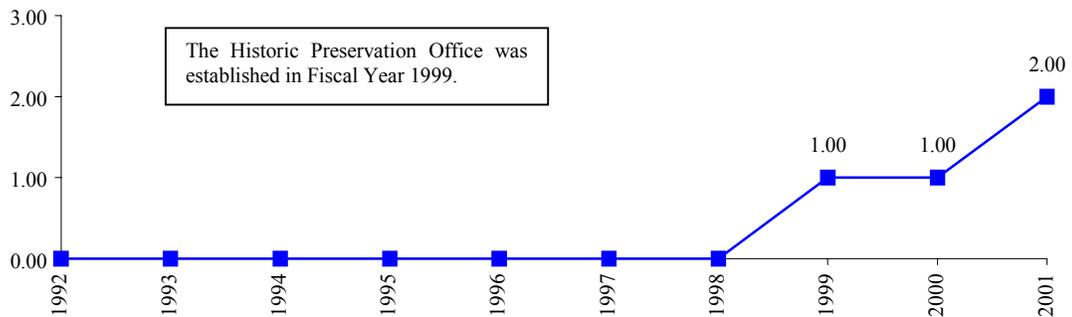


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



*Included as a division of the City Manager in prior fiscal years.

HISTORIC PRESERVATION OFFICE

MISSION STATEMENT: The Historic Preservation Office provides information and technical assistance to city staff, elected officials, preservation organizations, property owners, and the general public about the protection and enhancement of Tucson's varied and significant cultural resources. Other activities include grant writing and administration; program and policy development; and collaboration with community organizations, educational institutions, and other city departments to increase awareness about and protection of cultural resources.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Infill and Reinvestment, Not Urban Sprawl

The Historic Preservation Office writes and administers grants for exterior repairs to historic homes, provides information on appropriate materials and repair techniques for property owners, assists neighborhoods in achieving a listing on the National Register of Historic Places, disseminates information regarding tax incentives for owning or rehabilitating historic properties, and develops and implements policies that protect cultural resources located in the urban area.



Goal: People-Oriented Neighborhoods

The Historic Preservation Office works with historic neighborhoods to preserve pedestrian-oriented elements that contribute to the historic character of these areas. Programs include writing and administering grants for exterior repairs to historic homes and reviewing federally-funded projects for their impact on historic neighborhoods.



Goal: Respected Historic and Cultural Resources

The Historic Preservation Office serves as the point-of-contact for the public regarding historic preservation issues and information and provides policy direction for city activities taking place in historic neighborhoods or areas of archaeological sensitivity. Activities include informing and educating a variety of audiences about historic preservation in Tucson, reviewing city projects for compliance with federal and state regulations, developing and administering cultural resource protection policies and programs, obtaining funding for preservation projects, facilitating the listing of historic resources on the National Register of Historic Places, and working with non-profit groups and developers to interpret Tucson's history through new museums or attractions, programs, or activities.



Goal: Successful Downtown

The Historic Preservation Office assists property owners in obtaining funding and completing appropriate improvements to downtown historic buildings; works with non-profit groups and developers wishing to interpret Tucson's history; collaborates with city departments whose projects affect downtown historic resources; works on increasing the supply of downtown housing; and provides staff support to the Rio Nuevo Project.

HISTORIC PRESERVATION OFFICE**DEPARTMENT RESOURCES**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Historic Preservation Office	1.00	2.00	2.00	2.00
Total	1.00	2.00	2.00	2.00

FINANCIAL RESOURCES

Historic Preservation Office	\$ 120,178	\$ 358,430	\$ 293,970	\$ 437,950
Total	\$ 120,178	\$ 358,430	\$ 293,970	\$ 437,950

CHARACTER OF EXPENDITURES

Personal Services	\$ 83,293	\$ 99,740	\$ 99,740	\$ 122,310
Services	34,999	101,130	185,450	163,490
Commodities	1,886	7,560	8,780	4,150
Other	-0-	-0-	-0-	(2,000)
Inter-Activity Transfers	-0-	150,000	-0-	150,000
Total	\$ 120,178	\$ 358,430	\$ 293,970	\$ 437,950

SOURCE OF FUNDS

General Fund	\$ 95,005	\$ 148,430	\$ 147,470	\$ 156,350
Miscellaneous Non-Federal Grants	25,173	210,000	146,500	271,600
Miscellaneous Federal Grants	-0-	-0-	-0-	10,000
Total	\$ 120,178	\$ 358,430	\$ 293,970	\$ 437,950

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$437,950 is an increase of \$79,520 due to the following changes:

• Increase in grant capacity	\$ 71,600
• Increase due to the full-year funding of an administrative assistant	20,000
• Impact of a 2% pay increase effective July 1, 2001	3,000
• Reduction in professional services funding for projects now funded by the Rio Nuevo Project	(9,600)
• Other miscellaneous changes	(5,480)
Total	\$ 79,520

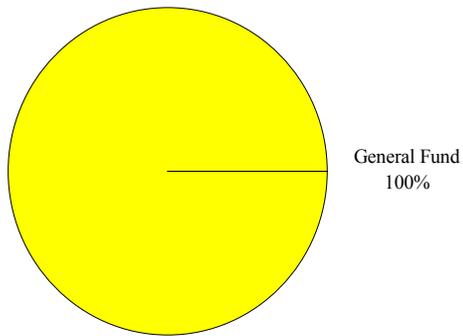
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Inform and educate residents of historic neighborhoods, the general public, business and civic groups, elected officials, and city departments about historic preservation in Tucson.				
• Number of presentations, articles, videos, and brochures	8	12	12	12
Conduct historic resource surveys in neighborhoods that appear to be eligible for listing on the National Register of Historic Places.	2	3	2	2
Review city projects for compliance with state and federal historic preservation regulations and requirements.	100	120	160	160
Manage the city's on-call contract for archaeology/historic preservation services that assess the impact of city construction projects on cultural resources.				
• Number of major projects reviewed	N/A	10	5	10
Provide technical assistance to developers, property owners, and non-profit organizations with the rehabilitation and reuse of historic properties.				
• Number of groups assisted	5	10	5	10
Key Outcomes				
Preserve significant cultural resources by listing historic districts on the National Register of Historic Places and through developing other means of protecting cultural resources.				
• Number of new historic districts	-0-	2	2	2
• Cultural resource protection policy or program developed and implemented	1	1	1	2
Maintain the percentage of those participating in training programs who report that their knowledge of historic preservation principles and regulations is "good" or "excellent" following training.	N/A	75%	75%	75%

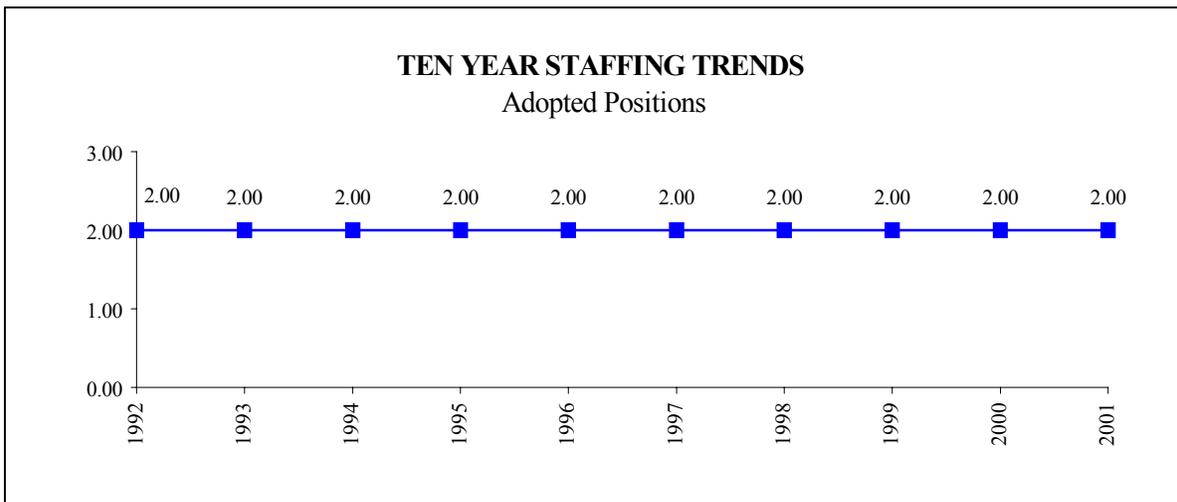
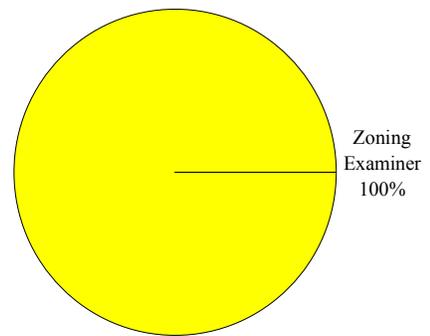
ZONING EXAMINER*

OPERATING: \$ 149,940
POSITION TOTAL: 2.00

FINANCING PLAN



PROGRAM ALLOCATION



*Included as a division of the City Manager in prior fiscal years.

ZONING EXAMINER

MISSION STATEMENT: The Zoning Examiner provides independent and professional review and analysis of zoning and land use changes, and stolen property dispositions. The Zoning Examiner, a quasi-judicial officer, holds code-mandated public hearings on behalf of the Mayor and Council to obtain citizen input, conducts analysis of zoning and land use issues, renders decisions, and makes recommendations to the Mayor and Council. The purpose of these efforts is to provide for orderly, efficient, and quality land development.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Zoning Examiner provides a forum (public hearings) that fosters citizen expression and involvement in development and land uses issues. Citizen input is considered in decisions and recommendations to the Mayor and Council.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Zoning Examiner	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00

FINANCIAL RESOURCES

Zoning Examiner	\$ 139,359	\$ 144,950	\$ 146,490	\$ 149,940
Total	\$ 139,359	\$ 144,950	\$ 146,490	\$ 149,940

CHARACTER OF EXPENDITURES

Personal Services	\$ 134,546	\$ 139,190	\$ 139,190	\$ 143,640
Services	2,804	4,670	5,000	4,950
Commodities	2,009	1,090	2,300	2,350
Other	-0-	-0-	-0-	(1,000)
Total	\$ 139,359	\$ 144,950	\$ 146,490	\$ 149,940

SOURCE OF FUNDS

General Fund	\$ 139,359	\$ 144,950	\$ 146,490	\$ 149,940
Total	\$ 139,359	\$ 144,950	\$ 146,490	\$ 149,940

ZONING EXAMINER

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$149,940 is an increase of \$4,990 due to the following changes:

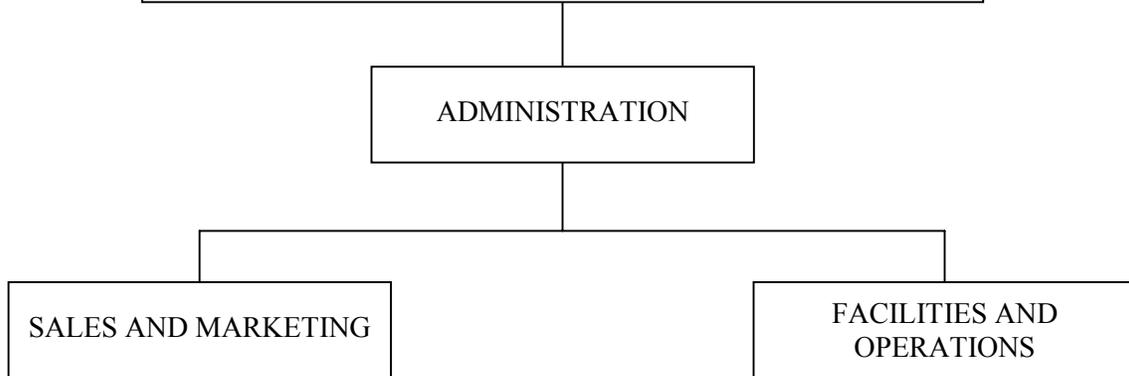
• Impact of a 2% pay increase effective July 1, 2001	\$ 4,000
• Other miscellaneous changes	<u>990</u>
Total	<u>\$ 4,990</u>

KEY MEASURES OF PERFORMANCE

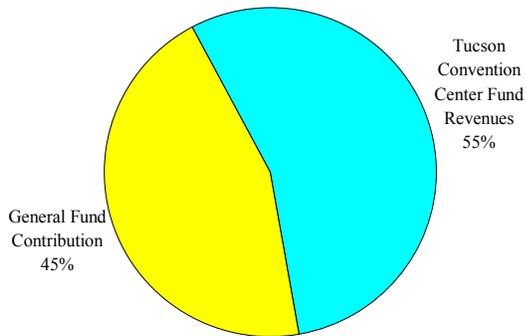
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Hold public hearings, render decisions, and make recommendations to the Mayor and Council related to zoning and land use, and property disposition.				
• Number of rezoning cases	32	34	44	34
• Number of special exception land use cases	16	12	10	14
• Number of stolen property disposition cases	17	15	34	22
• Number of zoning appeal cases	N/A	N/A	2	2
Key Outcomes				
Hold timely, orderly, fair, and impartial hearings, obtain citizen input for inclusion in the decision making process, and issue recommendations and decisions that are professional, independent, and based on findings of fact.				
• Number of hearings	73	76	90	72

TUCSON CONVENTION CENTER

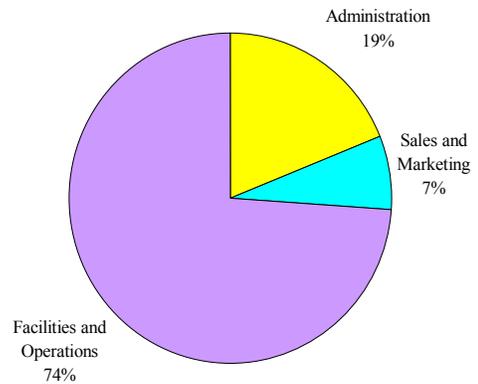
OPERATING: \$ 6,964,530
 POSITION TOTAL: 63.00



FINANCING PLAN

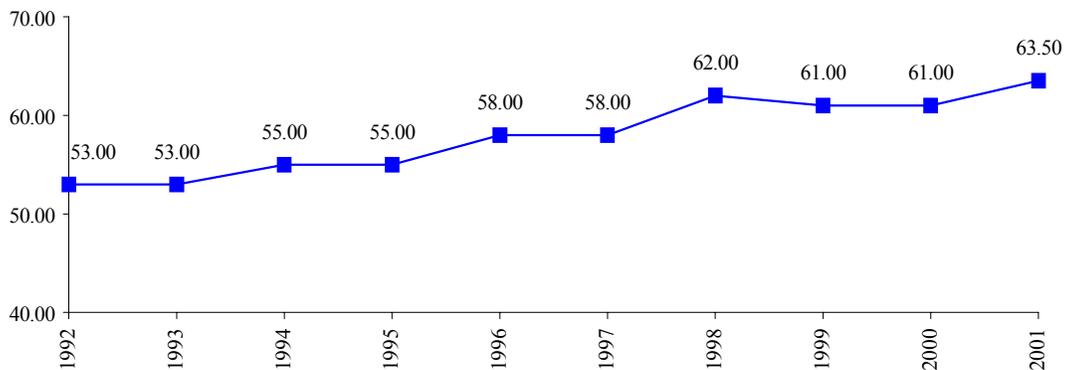


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



TUCSON CONVENTION CENTER

MISSION STATEMENT: To make the Tucson Convention Center a top ten facility in the country among comparable convention centers by providing outstanding convention and community facilities and services; positively impacting the downtown and metropolitan economies, and the quality of life; and by providing clean, attractive, accessible, and well-managed venues to the citizens of Tucson and our out-of-town guests.

OVERVIEW

The Tucson Convention Center (TCC) is a multi-purpose complex on a 27-acre campus in downtown Tucson that hosts the largest conventions and trade shows, and finest entertainment in the city. The Convention Center offers a total of 205,000 square feet of meeting space including eight meeting rooms with capacities of 50 to 1,000 people per room. The 22,500 square foot Grand Ballroom can be divided into three soundproof rooms and accommodates up to 2,000 guests. The Arena, adjacent to the exhibition space, offers seating for up to 9,700. A courtyard provides space for outdoor activity and leads to the adjacent Music Hall and Leo Rich Theatre, home for many local arts groups. As a prime component of the Rio Nuevo Project, Tucson Convention Center facilities play a vital role in the redevelopment of the downtown area.

TCC staff provides professional support for many public and private assemblies, which favorably impact the local economy, and appeal to diverse segments of the community. These events include conventions, the performing arts, sporting events, trade shows, banquets, meetings, public exhibits, concerts, and special events. The Tucson Convention Center is organized into three divisions: Administration, Sales and Marketing, and Facilities and Operations.

DEPARTMENT HIGHLIGHTS

The Tucson Convention Center hosts conventions that are major economic generators for our city. The Waste Management Symposium, National Association for Interpretation, and the Lions Club Leadership Conference (largest in TCC history) are examples of the many successful conferences. Local public events range from concerts by Elton John and ZZ Top, to the return of major family shows such as Walt Disney on Ice and the Ringling Brothers Barnum and Bailey Circus. TCC facilities are home to the Tucson Symphony Orchestra, Arizona Opera, Gem and Mineral Show, and Southern Arizona Home Builders Association Home Shows, and is a gathering and meeting place for many of our local residents.

Recent Tucson Convention Center construction projects and equipment replacements have significantly improved patron comfort and accessibility for the disabled, while desert landscaping installations and reclaimed water conversions will save over one million gallons of precious drinking water per year.

Additional service improvements include the selection of a new facility caterer, implementation of a new computerized booking and facility management system, and the selection of a modern and more cost effective ticketing provider. These, along with the higher expectations and service standards of TCC staff, will continue to move the TCC to a higher level of providing quality service to all user groups.

Department Highlights (Continued)

The development of a closer relationship with the Metropolitan Tucson Convention and Visitors Bureau will feature a joint program for marketing to, and soliciting, regional and national convention business.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Respected Historic and Cultural Resources

The Tucson Convention Center is at the heart of the downtown Rio Nuevo Project, and therefore must increase its input into the program. The TCC Commission’s Vision 2020 Committee has implemented a community-based multi-cultural project to highlight Tucson’s richly diverse culture in the “Tapestry of Tucson Program”. It has developed interpretive exhibit elements that celebrate the heritage, history, and the culture of our local community groups. This program continues to progress, and exhibits will be installed at various locations at the Convention Center as part of the Rio Nuevo process.



Goal: Strong Local Businesses

The Tucson Convention Center seeks out and encourages events that promote job growth and new retail business development. Each year promotional activities are implemented to consistently increase the number of events that impact the local economy, such as the Mariachi Festival, Waste Management Symposium, Gem and Mineral Show, and home shows. TCC staff continues to increase its networking with local and national businesses.

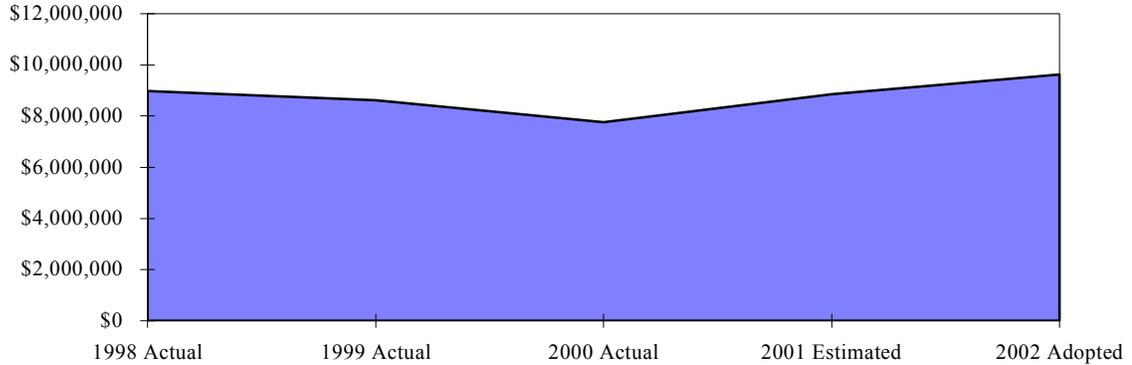


Goal: Successful Downtown

The Tucson Convention Center is a major contributor to the economic health of the downtown area, and is a vital component to the success of the Rio Nuevo Project. Over 500 events are held at its various facilities each year attracting over one million people to the downtown area. These events range from small community meetings to large national and international conventions, concerts, and trade shows. These events create a positive impact on the downtown hotel, restaurant, and retail industries, as well as on city and state sales tax receipts.

TUCSON CONVENTION CENTER EXPENDITURES

Fiscal Year 1998 through Fiscal Year 2002



	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimated	FY 2002 Adopted
Operating	\$ 5,433,103	\$ 5,437,877	\$ 5,097,096	\$ 6,190,600	\$ 6,964,530
Capital	889,706	519,612	5,034	-	-0-
Debt Service	2,657,434	2,658,436	2,658,436	2,659,544	2,659,228
Total	\$ 8,980,243	\$ 8,615,925	\$ 7,760,566	\$ 8,850,144	\$ 9,623,758

Notes: 1) Debt service expenditures are not included within the Tucson Convention Center's budget, but are located in the citywide debt service budget.

2) Fiscal Year 2000 expenditures included \$50,000 in carryforward funds from Fiscal Year 1999.

DEPARTMENT RESOURCES

Actual Adopted Estimated Adopted
FY 2000 FY 2001 FY 2001 FY 2002

POSITION RESOURCES

PERMANENT

Administration	13.00	13.50	13.50	13.50
Sales and Marketing	6.00	6.00	6.00	6.00
Facilities and Operations	21.00	23.00	30.50	30.50
Permanent Total	40.00	42.50	50.00	50.00

TUCSON CONVENTION CENTER

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>NON-PERMANENT</u>				
Administration	8.00	8.00	8.00	8.00
Facilities and Operations	13.00	13.00	5.00	5.00
Non-Permanent Total	21.00	21.00	13.00	13.00
Department Total	61.00	63.50	63.00	63.00

FINANCIAL RESOURCES

Administration	\$ 990,708	\$ 1,321,550	\$ 1,145,740	\$ 1,343,550
Sales and Marketing	410,208	488,650	488,650	499,040
Facilities and Operations	3,696,180	5,181,530	4,556,210	5,121,940
Operating Total	5,097,096	6,991,730	6,190,600	6,964,530
Capital Improvements	5,034	-0-	-0-	-0-
Department Total	\$ 5,102,130	\$ 6,991,730	\$ 6,190,600	\$ 6,964,530

CHARACTER OF EXPENDITURES

Personal Services	\$ 2,212,374	\$ 2,689,960	\$ 2,682,570	\$ 2,800,070
Services	2,505,334	3,119,060	3,014,900	2,909,660
Commodities	167,755	286,710	224,450	306,800
Equipment	210,006	896,000	268,680	1,007,000
Debt Service	1,627	-0-	-0-	-0-
Other	-0-	-0-	-0-	(59,000)
Operating Total	5,097,096	6,991,730	6,190,600	6,964,530
Capital Improvements	5,034	-0-	-0-	-0-
Department Total	\$ 5,102,130	\$ 6,991,730	\$ 6,190,600	\$ 6,964,530

SOURCE OF FUNDS

General Fund Contribution	\$ 2,388,984	\$ 3,561,730	\$ 2,829,500	\$ 3,151,530
Tucson Convention Center Fund Revenues	2,713,146	3,430,000	3,361,100	3,813,000
Department Total	\$ 5,102,130	\$ 6,991,730	\$ 6,190,600	\$ 6,964,530

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$6,964,530 is a decrease of \$27,200 due to the following changes:

• Carryforward of maintenance and equipment purchases	\$ 157,820
• Impact of a 2% pay increase effective July 1, 2001	51,000
• Impact on salaries due to Fiscal Year 2002 merit increases	46,930
• Increase in furniture replacement funding	25,000
• Reduction in outside services for overnight cleaning	(29,410)
• Impact of a 1% reduction to balance the budget	(59,000)
• Completion of planned building maintenance in Fiscal Year 2001 carried forward from Fiscal Year 2000	(187,940)
• Other miscellaneous changes	<u>(31,600)</u>
Department Total	<u><u>\$ (27,200)</u></u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division plans and coordinates all operational functions; provides analytical and fiscal support; maintains accurate accounting systems; and administers event support services for box office and parking operations.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide the community with entertainment, leisure activities, and cultural and social benefits.				
• Number of event days booked	1,458	3,500	2,800	3,500
• Percent of available days Tucson Convention Center is utilized	22%	53%	38%	53%
Sell event tickets.				
• Number of event tickets sold	199,265	380,000	280,000	280,000
Provide Tucson Convention Center staff with customer service training sessions/classes.	7	8	8	10
Provide support for Tucson Convention Center Commission public meetings.	12	12	12	12

TUCSON CONVENTION CENTER

Administration (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Provide efficient administrative support services to maximize revenues from events.				
• Revenue generated from box office services	\$ 160,234	\$ 190,000	\$ 167,000	\$ 200,000
• Percent of customers satisfied with parking and box office services	99%	99%	96%	96%
Provide parking for patrons attending events on a pay per-space basis.				
• Number of daytime parking spaces sold	52,133	126,000	52,233	53,666
• Number of evening parking spaces sold	130,900	77,400	131,150	134,750

RESOURCE SUMMARY

Position Resources	21.00	21.50	21.50	21.50
Financial Resources				
General Fund Contribution	\$ 210,474	\$ 364,580	\$ 392,440	\$ 447,960
Tucson Convention Center Fund Revenues	780,234	956,970	753,300	895,590
Financial Resources Total	<u>\$ 990,708</u>	<u>\$ 1,321,550</u>	<u>\$ 1,145,740</u>	<u>\$ 1,343,550</u>

SALES AND MARKETING

MISSION STATEMENT: The Sales and Marketing Division develops and manages a comprehensive sales and marketing program to attract a wide variety of local and national revenue-generating events.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide facilities for public meetings.

• Mayor and Council meetings	N/A	N/A	15	15
• Other public meetings	N/A	N/A	52	75

Sales and Marketing (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Attend speaker bureau engagements to promote community awareness and conventions at the Tucson Convention Center.	12	12	12	12
Distribute monthly event calendars to city departments, the public, and news media.	1,500	1,000	3,000	3,500

Key Outcomes

Book events at the Tucson Convention Center.

• Number of events booked	350	515	448	455
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RESOURCE SUMMARY

Position Resources	6.00	6.00	6.00	6.00
Financial Resources				
General Fund Contribution	\$ 230,208	\$ 272,560	\$ 318,550	\$ 296,810
Tucson Convention Center Fund Revenues	180,000	216,090	170,100	202,230
Financial Resources Total	<u>\$ 410,208</u>	<u>\$ 488,650</u>	<u>\$ 488,650</u>	<u>\$ 499,040</u>

FACILITIES AND OPERATIONS

MISSION STATEMENT: The Facilities and Operations Division provides effective logistical support, sound and lighting, and appropriate facility set-up and maintenance for all scheduled events.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide the community with attractive rental facilities and technical services to accommodate various events.

• Number of events	386	515	470	500
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Continue to make improvements to the facility as part of Tucson Convention Center Commission Plan projects.

• Amount invested in improvements	\$ 265,000	\$ 500,000	\$ 400,000	\$ 400,000
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TUCSON CONVENTION CENTER

Facilities and Operations (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Increase customer satisfaction as measured by exit surveys of lessees and patrons.				
• Percent of customers satisfied with facilities and technical services	99%	99%	96%	96%

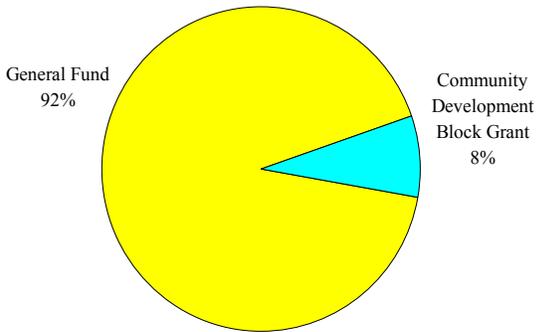
RESOURCE SUMMARY

Position Resources	34.00	36.00	35.50	35.50
Financial Resources				
General Fund Contribution	\$ 1,943,268	\$ 2,924,590	\$ 2,118,510	\$ 2,406,760
Tucson Convention Center Fund Revenues	1,752,912	2,256,940	2,437,700	2,715,180
Financial Resources Total	\$ 3,696,180	\$ 5,181,530	\$ 4,556,210	\$ 5,121,940

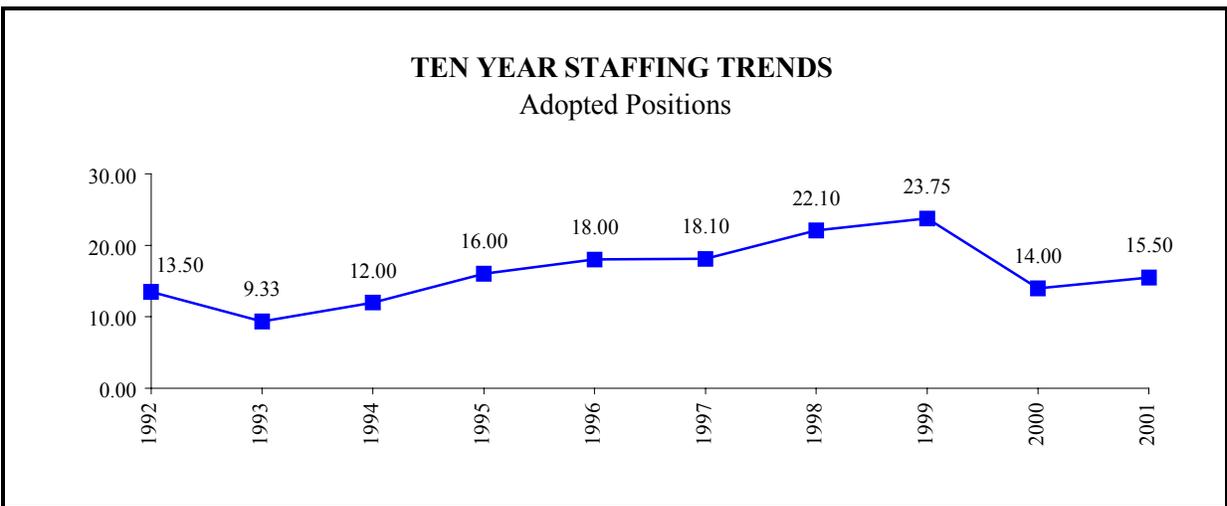
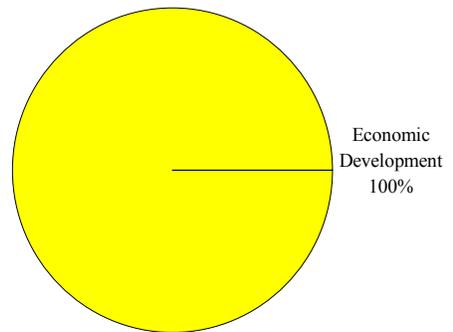
OFFICE OF ECONOMIC DEVELOPMENT*

OPERATING: \$ 1,815,750
POSITION TOTAL: 15.50

FINANCING PLAN



PROGRAM ALLOCATION



*Included as a division of the City Manager in prior fiscal years.

OFFICE OF ECONOMIC DEVELOPMENT

MISSION STATEMENT: The Office of Economic Development (OED) provides programs which create and retain quality jobs, trains citizens for those jobs, and facilitates revitalization of distressed areas of the community. OED also assists manufacturing firms in becoming globally competitive through technical and trade assistance, promoting a vibrant economic climate for Tucson.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

OED staff participates in over 100 neighborhood association meetings and/or public forums. These activities facilitate the delivery of city programs and services to people and businesses at the neighborhood level. Various neighborhood associations use OED equipment for copying, faxing, and other support services. Staff is also available to assist the community in organizing events.



Goal: Infill and Reinvestment, Not Urban Sprawl

OED markets and manages the Parque de Santa Cruz, a 73-acre industrial park at Drexel and Interstate 10, and the Downtown Commerce Park, a 48-acre master planned, corporate business park just west of downtown. OED works closely with the Menlo Park neighborhood to encourage and recruit appropriate development. The Office of Economic Development is also actively involved with the federally-funded Housing Opportunities for People Everywhere (HOPE) VI projects, assisting with economic development programs for these important redevelopment efforts. The State of Arizona's Enterprise Zone program, administered locally by the OED, encourages infill development by providing state income tax credits for job creation and property tax adjustments for capital investment. OED is also actively involved in encouraging arterial commercial revitalization within the inner city.



Goal: Better Paying Jobs

OED delivers programs which directly assist companies in the creation of high wage employment opportunities.



Goal: Quality Job Training

OED pursues state workforce development grants for local businesses to provide specialized worker training. The office also assists local business organizations with the development of training courses for their employees. OED assisted in creation of the Southern Arizona Institute for Advanced Technology and continues to support the efforts of the institute to provide high quality technical and vocational training to local workers.



Goal: Reduced Poverty and Greater Equality of Opportunity

The Hi-Tech Hi-Wage Program, which provides technical training to local citizens so that they can earn more than a livable wage, receives funding and program assistance from OED.

OFFICE OF ECONOMIC DEVELOPMENT

Support for Livable Tucson Goals (Continued)



Goal: Strong Local Business

OED provides direct assistance to businesses including facility locations; access to available government business incentives; assistance with other city, county, and state agencies; and promotion of Tucson to the film industry. Additional assistance is targeted specifically towards cluster industry companies and include assessments that identify potential business improvement projects, and coordination and management of project resource implementation.

OED works to encourage strong local business by providing administrative support to the Mayor and Council-appointed Small Business Commission and through the Business Hotline, a 24-hour telephone inquiry service for the community.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Business Assistance	11.50	12.50	12.50	12.50
Tucson Film Office	2.50	3.00	3.00	3.00
	<hr/>			
Total	14.00	15.50	15.50	15.50

FINANCIAL RESOURCES

Economic Development	\$ 1,346,517	\$ 1,472,910	\$ 1,354,680	\$ 1,815,750
	<hr/>			
Total	\$ 1,346,517	\$ 1,472,910	\$ 1,354,680	\$ 1,815,750

CHARACTER OF EXPENDITURES

Personal Services	\$ 643,666	\$ 826,140	\$ 803,600	\$ 871,340
Services	665,532	459,490	432,360	771,250
Commodities	37,319	37,280	44,140	39,160
Other	-0-	-0-	-0-	(16,000)
Inter-Activity Transfers	-0-	150,000	74,580	150,000
	<hr/>			
Total	\$ 1,346,517	\$ 1,472,910	\$ 1,354,680	\$ 1,815,750

SOURCE OF FUNDS

General Fund	\$ 1,261,602	\$ 1,322,910	\$ 1,280,100	\$ 1,665,750
Community Development Block Grant	84,915	100,000	74,580	150,000
Miscellaneous Federal Grants	-0-	50,000	-0-	-0-
	<hr/>			
Total	\$ 1,346,517	\$ 1,472,910	\$ 1,354,680	\$ 1,815,750

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2001 of \$1,815,750 is an increase of \$342,840 due to the following changes:

• Funding for Southern Arizona Institute of Advanced Technology for workforce development	\$ 130,500
• Funding for loan management fees which are offset by revenues	89,000
• Carryforward for the Commercial Revitalization program	60,000
• Funding for a consultant on Davis-Monthan Air Force Base issues	30,000
• Impact on salaries due to Fiscal Year 2002 merit increases	22,800
• Impact of a 2% pay increase effective July 1, 2001	17,000
• Impact of a 1% reduction to balance the budget	(16,000)
• Other miscellaneous changes	<u>9,540</u>
Total	<u><u>\$ 342,840</u></u>

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Assist businesses from targeted industries with retention, expansion, and location within the City of Tucson.				
• Number of businesses assisted	173	100	180	180
Respond to general business inquiries from the Business Hotline, e-mails, walk-ins, etc.				
• Number of responses	3,000	3,000	3,000	3,000
Document outreach contacts with emphasis on targeted cluster industries.				
• Number of contacts	N/A	285	230	300
Respond to film, television, and advertising production inquiries about locations, technical crews, permits, and facilities in Tucson.				
• Number of inquiries	649	2,000	2,000	2,500
Key Outcomes				
Assist businesses in creating and retaining quality jobs for city residents.				
• Number of jobs created/retained	1,384	500	600	600
Assist companies in identifying and implementing opportunities to reduce the cost of doing business.				
• Dollar amount of cost savings (\$000s)	N/A	N/A	\$ 3,500	\$ 3,500

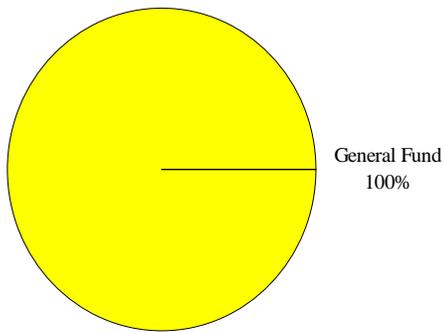
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Market Tucson as a film location to benefit the local economy.				
• Local direct expenditures (\$000s)	\$1,250	\$ 7,000	\$ 5,000	\$ 7,500

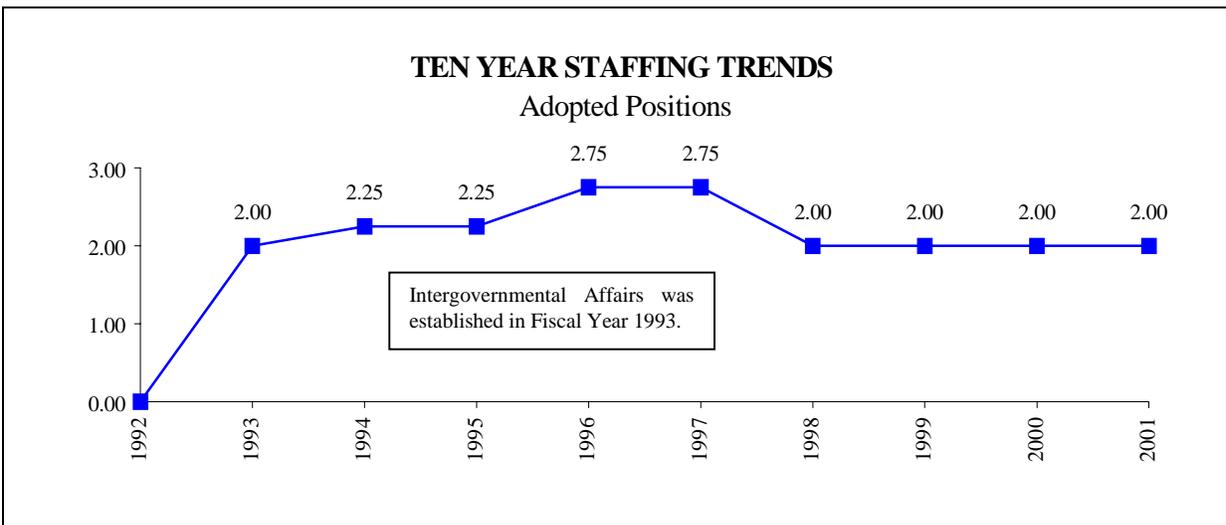
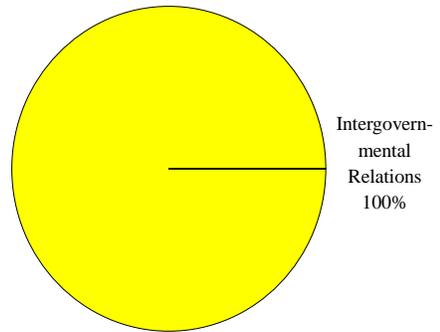
INTERGOVERNMENTAL RELATIONS*

OPERATING: \$ 539,340
POSITION TOTAL: 2.00

FINANCING PLAN



PROGRAM ALLOCATION



*Included as part of the Intergovernmental Affairs Division of the City Manager in prior fiscal years.

INTERGOVERNMENTAL RELATIONS

MISSION STATEMENT: Intergovernmental Relations develops, represents, and advocates the interests of the City of Tucson by fostering and maintaining the city's relationship with other governmental entities on the local, state, and federal levels.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Better Alternatives to Automobile Transportation

Intergovernmental Relations collaborates with Pima Association of Governments, Maricopa Association of Governments, the City of Tucson's Department of Transportation, the Tucson Chamber of Commerce, the Tucson Regional Transportation Coalition, Regional Public Transportation Authority, the Arizona League of Cities and Towns, and the City of Phoenix to ensure that the City of Tucson receives its fair share of transportation funding at the state level and that transportation state-shared revenue funding is not eliminated or reduced.

Intergovernmental Relations works to ensure that the City of Tucson and region receives its fair share of federal funding from the Transportation Equity Act for the Twenty-first Century (TEA-21). Infrastructure projects needed for downtown and international trade development are being pursued, and statewide efforts regarding transportation funding opportunities known as Vision-21 are being followed. Intergovernmental Relations also works with federal consultants to ensure that important transportation projects such as the Downtown Intermodal Center receive adequate funding.



Goal: Engaged Community and Responsive Government

Intergovernmental Relations advocates for issues that are in direct response to community needs. The advocacy process engages the community in the form of coalitions and collaborations around the points of the legislative program adopted annually by the Mayor and Council. Each City of Tucson department is a collaborator in the development and advocacy of the legislative program. In addition, Intergovernmental Relations works with governmental entities and other agencies to secure policies, initiatives, laws, and funding beneficial to the community.



Goal: Caring, Healthy Families and Youth

Intergovernmental Relations collaborates with Pima County, the Cities of Phoenix and Mesa, and national municipal organizations to secure the continuation of state and federal dollars to fund City of Tucson and Pima County summer youth employment programs. Intergovernmental Relations also works with federal consultants to ensure that federal programs relating to youth and families are adequately funded.

INTERGOVERNMENTAL RELATIONS

Support for Livable Tucson Goals (Continued)



Goal: Better Paying Jobs

Intergovernmental Relations urged the governor and state legislature to provide additional funding for job training through the implementation of the Arizona Job Training Tax. This new tax will raise about \$18 million in the first year, up from \$7 million a year from a previous job training fund. Intergovernmental Relations is also providing assistance to the Puerto Nuevo Project, an effort to develop an international distribution center surrounding the Tucson International Airport.



Goal: People-Oriented Neighborhoods

Intergovernmental Relations is collaborating with cities, neighborhood organizations, and the business community to secure state investment in a Neighborhood Preservation Investment and Initiative proposal.



Goal: Successful Downtown

Intergovernmental Relations works with other jurisdictions and organizations to develop state and federal funding mechanisms for downtown redevelopment. This collaboration resulted in a mechanism for the projected \$120 million dollars in funding and in-kind services for the Rio Nuevo Project. Efforts will continue on seeking funding for the Tucson Convention Center expansion that will enhance the downtown area.

DEPARTMENTAL RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Intergovernmental Relations	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00

FINANCIAL RESOURCES

Intergovernmental Relations	\$ 578,897	\$ 503,460	\$ 513,530	\$ 539,340
Total	\$ 578,897	\$ 503,460	\$ 513,530	\$ 539,340

CHARACTER OF EXPENDITURES

Personal Services	\$ 131,191	\$ 134,170	\$ 134,170	\$ 144,110
Services	446,906	367,250	376,590	397,900
Commodities	800	2,040	2,770	2,330
Other	-0-	-0-	-0-	(5,000)
Total	\$ 578,897	\$ 503,460	\$ 513,530	\$ 539,340

INTERGOVERNMENTAL RELATIONS

Departmental Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>SOURCE OF FUNDS</u>				
General Fund	\$ 578,897	\$ 503,460	\$ 513,530	\$ 539,340
Total	\$ 578,897	\$ 503,460	\$ 513,530	\$ 539,340

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$539,340 is an increase of \$35,880 due to the following changes:

• Increase in funding for federal and state legislative consultants	\$ 28,590
• Impact of a 2% pay increase effective July 1, 2001	4,000
• Impact on salaries due to Fiscal Year 2002 merit increases	2,060
• Other miscellaneous changes	1,230
Total	\$ 35,880

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Send proposed state legislation and amendments to Mayor and Council and city departments for review on a timely basis.				
• Number of legislative proposals and amendments sent	1,280	900	1,300	1,500
Provide state legislative status reports to the Mayor and Council about each legislative session.				
• Number of study session presentations	16	16	16	16
• Number of written reports	16	16	16	16
Prepare a legislative agenda for Mayor and Council adoption.				
• Number of Mayor and Council and departments surveyed with regard to legislative programs and agenda items prior to legislative session	27	27	27	27

INTERGOVERNMENTAL RELATIONS

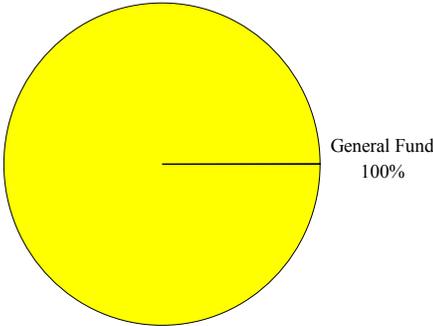
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Help defeat legislation that Mayor and Council believe is harmful to the City of Tucson and its citizens.				
• Percent defeated	93%	90%	90%	90%
Help ensure passage of legislation beneficial to the City of Tucson and its citizens.				
• Percent passed	90%	83%	85%	85%

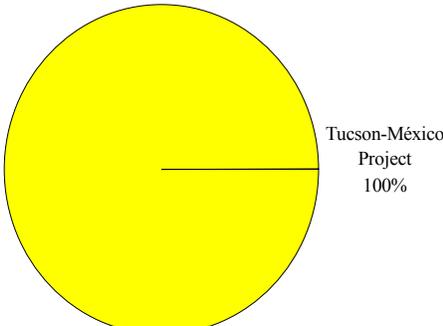
TUCSON-MÉXICO PROJECT*

OPERATING: \$ 449,410
POSITION TOTAL: 5.00

FINANCING PLAN



PROGRAM ALLOCATION



*Included as a unit of the City Manager in prior fiscal years.

TUCSON-MÉXICO PROJECT

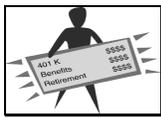
MISSION STATEMENT: The Tucson-México Project assists local businesses and organizations in improving their connections with Mexico by strengthening economic, social, and cultural ties.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Tucson-México Project, through its tourism promotion programs, has developed relationships with over 200 community members who contribute to the agenda and goals of the Project.



Goal: Better Paying Jobs

The Tucson-México Project promotes higher paying jobs by assisting local businesses to increase exports to Mexico. The Puerto Nuevo Project, under the oversight of the Tucson-México Project, will create better paying jobs through the development of an international distribution center surrounding the Tucson International Airport.



Goal: Respected Historic and Cultural Resources

The Tucson-México Project assists social, educational, and cultural local organizations on collaborative efforts with their counterparts in Mexico and collaborates with Sister Cities on cultural events related to Mexico. Through its relationship with the Tucson-México Project, the Mexican city of Guadalajara has contributed a replica of a Guadalajara historic monument to be displayed in the Rio Nuevo Project downtown area.



Goal: Strong Local Business

The Tucson-México Project strives to create a business climate in Tucson that is friendly to Mexican visitors and business people, and collaborates with existing organizations to formulate business development strategies related to Mexico. Additionally, trade shows and trade missions are coordinated for local businesses. The Maquila Supplier Program actively matches local suppliers with viable companies in Mexico.



Goal: Successful Downtown

Tucson-México Project staff promote the Rio Nuevo Project by giving presentations at international venues and by bringing international trade events to the downtown area.

TUCSON-MÉXICO PROJECT

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Tucson-México Project	5.00	5.00	5.00	5.00
Department Total	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>

FINANCIAL RESOURCES

Tucson-México Project	<u>\$ 317,265</u>	<u>\$ 422,020</u>	<u>\$ 450,580</u>	<u>\$ 449,410</u>
Total	<u>\$ 317,265</u>	<u>\$ 422,020</u>	<u>\$ 450,580</u>	<u>\$ 449,410</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 243,433	\$ 300,020	\$ 310,020	\$ 317,380
Services	51,276	117,490	135,930	130,730
Commodities	22,556	4,510	4,630	5,300
Other	-0-	-0-	-0-	(4,000)
Total	<u>\$ 317,265</u>	<u>\$ 422,020</u>	<u>\$ 450,580</u>	<u>\$ 449,410</u>

SOURCE OF FUNDS

General Fund	<u>\$ 317,265</u>	<u>\$ 422,020</u>	<u>\$ 450,580</u>	<u>\$ 449,410</u>
Total	<u>\$ 317,265</u>	<u>\$ 422,020</u>	<u>\$ 450,580</u>	<u>\$ 449,410</u>

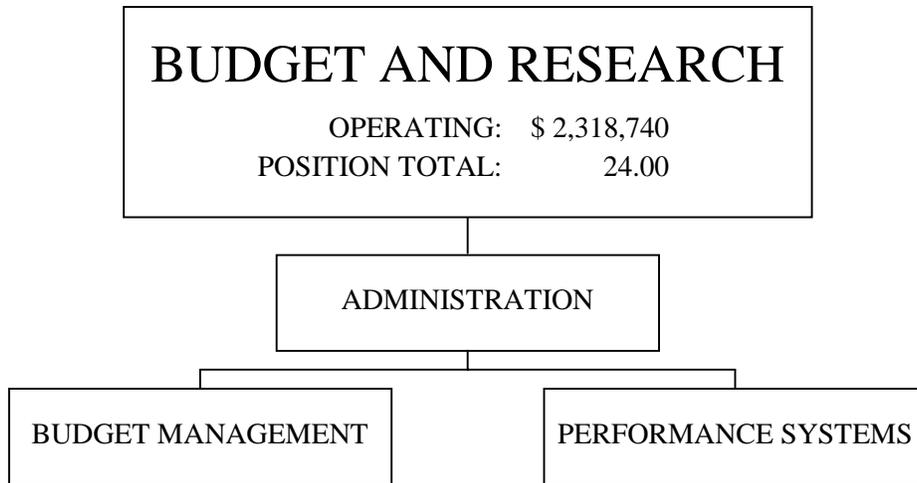
SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$449,410 is an increase of \$27,390 due to the following changes:

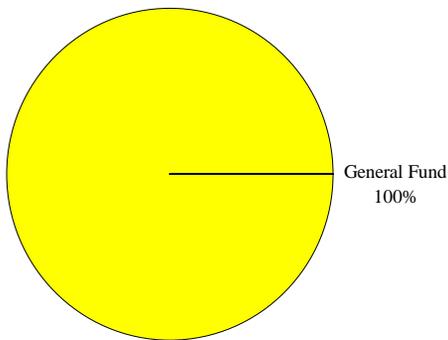
• Addition of funding for office space rent	\$ 34,690
• Impact of a 2% pay increase effective July 1, 2001	7,000
• Impact on salaries due to Fiscal Year 2002 merit increases	5,100
• Reduction in travel funding	(5,590)
• Reduction in funding for an economic impact study performed in Fiscal Year 2001	(10,000)
• Other miscellaneous changes	<u>(3,810)</u>
Total	<u>\$ 27,390</u>

KEY MEASURES OF PERFORMANCE

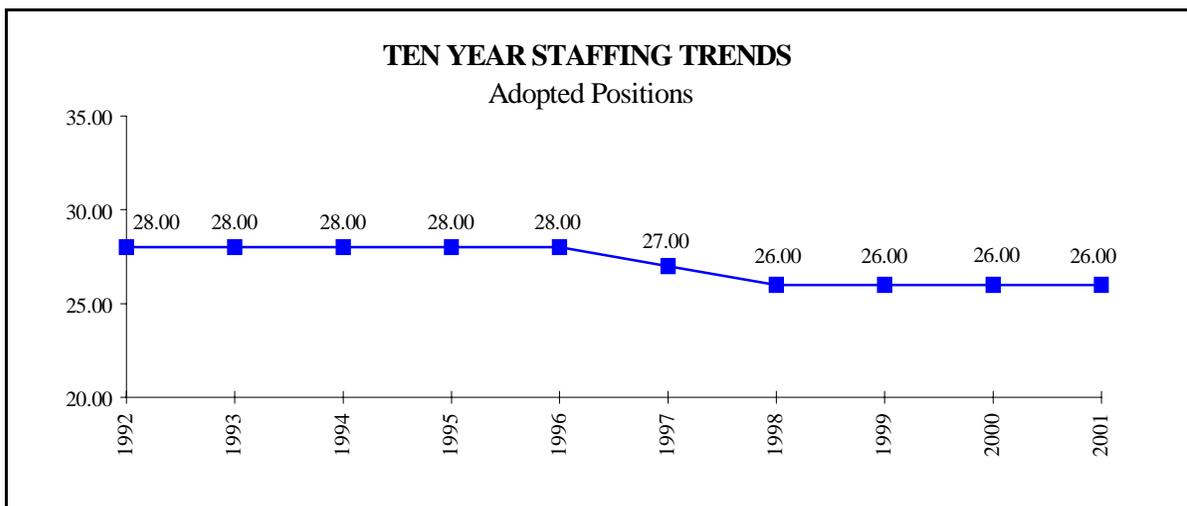
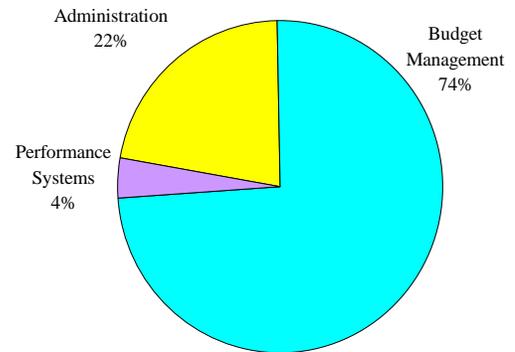
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Develop business opportunities between Tucson and Mexico.				
• International trade and tourism events	10	6	8	10
• Number of companies and organizations participating in trade/tourism events	138	60	100	100
• Community representative meetings	19	18	15	15
• Business development trips	22	6	20	20
• Community outreach meetings	N/A	N/A	N/A	6
Assist Tucson businesses through the Maquila Supplier Program.				
• Tucson business contacted	63	80	75	80
• Maquilas contacted	92	55	80	80
• Mini missions to Mexico with Tucson companies	30	24	30	30
• Tucson businesses participating in mini missions	20	30	30	30
Key Outcomes				
Increase the economic, social, and cultural exchange between Tucson and Mexico.				
• Occurrences of media marketing efforts by Tucson's tourist, retail, and wholesale industries in media targeting the Mexican market	6	3	6	10
• Dollar amount of contracts secured with assistance from the Maquila Supplier Program (\$000s)	\$ 600	\$ 660	\$ 700	\$ 700



FINANCING PLAN



PROGRAM ALLOCATION



BUDGET AND RESEARCH

MISSION STATEMENT: To develop, implement, and manage the city's budget, project management, and program evaluation by working with the Mayor and Council, Office of the City Manager, and city departments and offices so that the highest levels of quality services are delivered to the residents of the City of Tucson in a fiscally responsible manner.

OVERVIEW

The Budget and Research Department develops and manages the annual operating budget and the five-year capital improvement program, facilitates performance improvement and good project management, and provides evaluation and policy analysis of municipal programs. This work is accomplished within the requirements of federal, state, and municipal law. These and other related services are accomplished through the following: Administration, Budget Management, and Performance Systems.

DEPARTMENT HIGHLIGHTS

The department will implement new budget system enhancements which will simplify the budget preparation, management and monitoring processes, and improve the availability and timeliness of budget information for the city. This system will allow budget analysts to expand the time devoted to various types of program analysis, including program evaluation, benchmarking, performance measurement, research, cost/benefit analysis, and other internal consulting services.

The City of Tucson is one of only two jurisdictions in the state of Arizona who have received the Distinguished Budget Presentation Award for 16 years. According to the Government Finance Officer's Association, no jurisdiction in Arizona received the award more than 16 years.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Budget and Research Department staffs the Budget Advisory Committee and the Citizens' Bond Oversight Committee, which provide an avenue for citizen input and for the city to be responsive to its constituents.

Budget and Research staff provides ongoing staff support to the Back to Basics Neighborhoods and NETeams Programs.

The department gathers public input through hearings that are conducted as part of the budget adoption process.

The department will continue its relationship with the University of Arizona's Eller College of Business and Public Administration's Economic and Business Research Program which provides local and regional economic forecasting information that is used in budget planning and forecasting.

BUDGET AND RESEARCH

Support for Livable Tucson Goals (Continued)



Goal: Organizational Support

Through the budget preparation process, the Budget and Research Department works with departments to link department efforts to Livable Tucson Goals and helps departments develop measures that track performance toward these goals. The department contacts other jurisdictions where local sustainability efforts are occurring to see how they tie these efforts to their programs, projects, and policies.

The Budget and Research Department provides support to all city departments and offices through its work in the areas of budget management, performance measurement, and program evaluation. The new budget system enhancements will improve the process and will allow for multi-year budgeting.

Budget and Research staff work in conjunction with the Finance Department to provide operational support to the Rio Nuevo Project.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	7.00	7.00	7.00	7.00
Budget Management	16.00	16.00	16.00	16.00
Performance Systems	1.00	1.00	1.00	1.00
Program Evaluation*	2.00	2.00	2.00	-0-
Department Total	26.00	26.00	26.00	24.00

FINANCIAL RESOURCES

Administration	\$ 448,341	\$ 473,630	\$ 473,630	\$ 497,030
Budget Management	1,089,883	1,699,770	1,699,770	1,724,240
Performance Systems	95,389	97,200	97,200	97,470
Program Evaluation*	148,180	157,830	157,830	-0-
Department Total	\$ 1,781,793	\$ 2,428,430	\$ 2,428,430	\$ 2,318,740

*Program Evaluation was transferred to Strategic Planning in the City Manager.

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 1,590,334	\$ 1,726,120	\$ 1,726,120	\$ 1,636,000
Services	46,489	411,000	411,000	414,740
Commodities	144,537	107,370	107,370	128,000
Equipment	433	183,940	183,940	158,000
Other	-0-	-0-	-0-	(18,000)
Department Total	\$ 1,781,793	\$ 2,428,430	\$ 2,428,430	\$ 2,318,740

SOURCE OF FUNDS

General Fund	\$ 1,781,793	\$ 2,428,430	\$ 2,428,430	\$ 2,318,740
Department Total	\$ 1,781,793	\$ 2,428,430	\$ 2,428,430	\$ 2,318,740

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$2,318,740 is a decrease of \$109,690 due to the following changes:

• Impact of a 2% pay increase effective July 1, 2001	\$ 32,000
• Increase in funding for printing of budget documents	14,740
• Impact on salaries due to Fiscal Year 2002 merit increases	13,040
• Impact of rate increase on group insurance costs	7,830
• Impact of rate increase on public liability insurance costs	2,140
• Impact of a 1% reduction to balance the budget	(18,000)
• A net decrease in funding for replacement of personal computers, printers, and equipment	(20,040)
• Program Evaluation was transferred to Strategic Planning in the City Manager	(158,300)
• Other miscellaneous changes	16,900
Department Total	\$ (109,690)

BUDGET AND RESEARCH

ADMINISTRATION

MISSION STATEMENT: Administration provides administrative and clerical support to Budget Management, and Performance Systems so that staff can develop and execute the city’s budget in a manner which promotes efficient and effective city operations.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide support and assistance to a Mayor and Council subcommittee and those citizen committees advising the governing body.				
• Budget Advisory Committee meetings	20	24	22	24
• Citizens’ Bond Project Oversight Committee meetings	7	8	8	8
• Mayor and Council Civic Events Subcommittee				
◇ Number of subcommittee meetings	10	20	20	20
◇ Number of civic events applications	59	62	60	65
◇ Number of youth education/cultural travel assistance applications	5	10	5	10
Key Outcomes				
Produce and distribute the City of Tucson’s six major budget documents: Recommended and Adopted Operating Budgets, Executive Summary of the Adopted Budget, Proposed and Approved Five-Year Capital Improvement Programs, and the Outside Agencies Adopted Budget.	6	6	6	6
As reported in an annual survey, the percent of departments reporting “value” from information and support provided by Budget and Research.	N/A	N/A	75%	75%

RESOURCE SUMMARY

Position Resources	7.00	7.00	7.00	7.00
Financial Resources				
General Fund	\$ 448,341	\$ 473,630	\$ 473,630	\$ 497,030

BUDGET MANAGEMENT

MISSION STATEMENT: Budget Management manages the development and implementation of the city's annual operating and capital budgets in a manner that controls expenditures within authorized appropriations and available revenues to ensure the highest level of municipal service to city residents.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Annually prepare five-year forecasts of the cost of delivering current levels of city services for each department and office.				
• Number of departments and offices	35	35	35	39
• Citywide summary	3	3	3	3
Evaluate operating and capital budget requests and prepare recommendations to the City Manager.				
• Number of departments' and offices' operating budgets evaluated	35	43	35	39
• Number of departments' and offices' capital budgets evaluated	12	-0-	12	13
• Number of outside agencies' operating budgets evaluated	29	30	31	40
Prepare monthly reports on overtime usage, position vacancies, and projected year-end balances for management and to provide control of the budget.				
• Number of reports prepared annually	35	35	35	35
Conduct program evaluation and other management studies, surveys, and cost studies.				
• Number of program evaluations	-0-	-0-	-0-	4
• Number of other studies	10	20	20	16
Key Outcomes				
Develop Recommended and Adopted Operating Budgets, Proposed and Approved Five-Year Capital Improvement Programs, and the Outside Agencies Adopted Budget for Mayor and Council review and approval.				
• Number of budget documents developed for Mayor and Council	6	6	6	6

BUDGET AND RESEARCH

Budget Management (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Ensure that expenditures do not exceed available revenues and authorized amounts.	100%	100%	100%	100%
As reported in an annual survey, the percent of departments reporting "value" from the following:				
• Training in budget processes	N/A	N/A	75%	75%
• Support on budget issues	N/A	N/A	75%	75%
• Responsiveness to information requests	N/A	N/A	75%	75%

RESOURCE SUMMARY

Position Resources	16.00	16.00	16.00	16.00
Financial Resources				
General Fund	\$ 1,089,883	\$ 1,699,770	\$ 1,699,770	\$ 1,724,240

PERFORMANCE SYSTEMS

MISSION STATEMENT: Performance Systems promotes accountability in project management, service delivery, and city programs by providing training, internal reviews, consulting, and status reporting of city capital projects and program output/outcome measures.

KEY MEASURES OF PERFORMANCE

Key Outputs

Promote accountability in project management.

• Coordinate the City Manager quarterly reviews of capital projects	4	4	4	4
Review budget submittals and provide direction on performance measurement (mission statements, impact statements and measures, Livable Tucson Goals, performance measurements, etc.).				
• Number of reviews	35	35	35	39

Performance Systems (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Provide semi-annual reports to the City Manager on achievements of department performance goals.				
• Number of reports	N/A	70	70	70

Key Outcomes

As reported in an annual survey, the percent of departments reporting “value” for information provided, training, and level of support in the following:

• Performance measurement	N/A	N/A	75%	75%
• Project management	N/A	N/A	75%	75%

RESOURCE SUMMARY

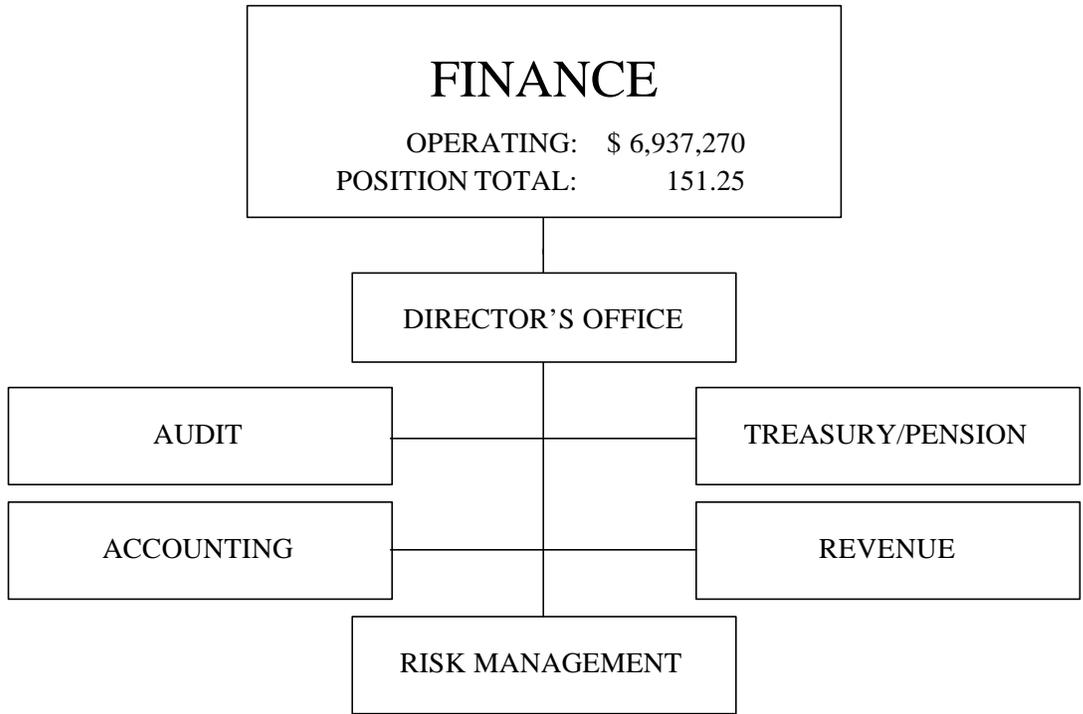
Position Resources	1.00	1.00	1.00	1.00
Financial Resources				
General Fund	\$ 95,389	\$ 97,200	\$ 97,200	\$ 97,470

PROGRAM EVALUATION *

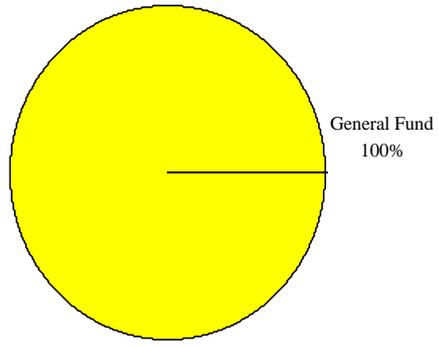
RESOURCE SUMMARY

Position Resources	2.00	2.00	2.00	-0-
Financial Resources				
General Fund	\$ 148,180	\$ 157,830	\$ 157,830	\$-0-

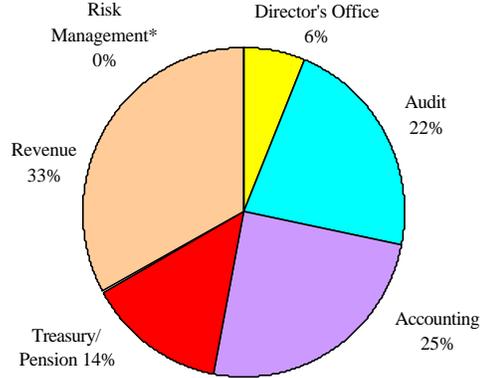
*Program Evaluation was transferred to Strategic Planning in the City Manager.



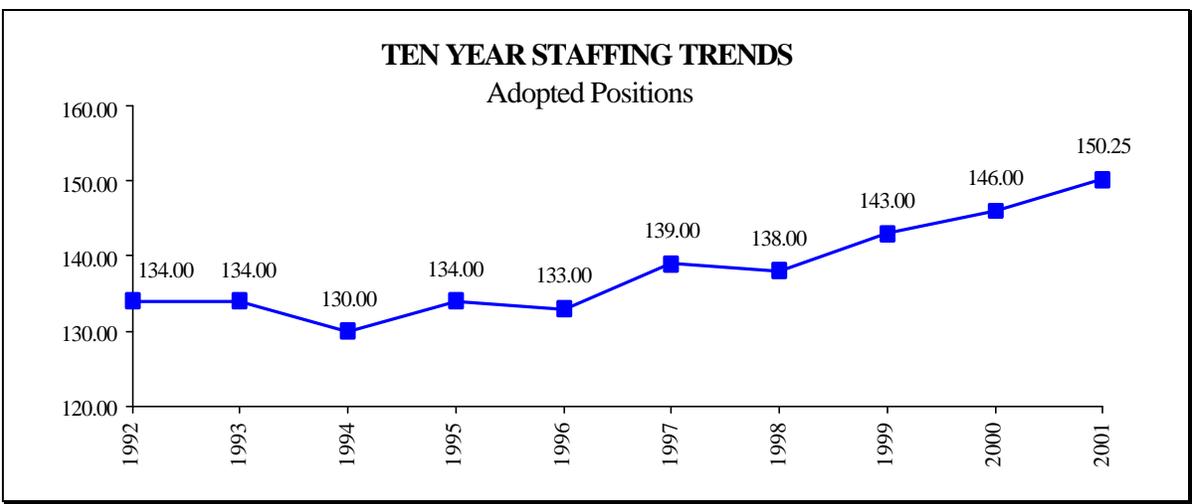
FINANCING PLAN



PROGRAM ALLOCATION



*See Appendix B for Risk Management details.



FINANCE

MISSION STATEMENT: To support the operations of the City of Tucson by providing financial accounting services for city departments and ensuring proper control of city funds so that the tax dollars of Tucson residents are safeguarded and prudently collected, invested, and disbursed. To administer business licensing and the city's debt program. To increase employee compensation satisfaction and post-employment financial security by actively managing the city's retirement systems. To increase productivity of the city workforce, protect the health of employees, and reduce workplace hazards and financial liability for city government due to accidents.

OVERVIEW

The Finance Department administers the financial activities of the city and provides financial support to all city departments by coordinating the sale of municipal debt; maximizing interest earnings on city investments; conducting an audit program for the examination and analysis of accounting, financial, and operational controls of city offices; providing for timely and accurate accounting, reporting, and internal control for receipt and disbursement of city funds; ensuring timely collection and accurate recording of cash receipts and billing and auditing tax collection; and managing the risk management and the retirement programs.

The divisions of the Finance Department are the Director's Office, Audit, Accounting, Treasury/Pension, Revenue, and Risk Management. The Tucson Supplemental Retirement System (TSRS) Fund and Deferred Compensation Fund are part of the Treasury/Pension Division. The Risk Management/Self Insurance Fund is used by the Risk Management Division to cover claims and loss prevention expenses.

DEPARTMENT HIGHLIGHTS

The department arranged the sale of General Obligation, Street and Highway, and Water Revenue bonds totaling \$79,980,000, providing required funding for the capital improvement program.

For the 18th consecutive year, the department received the Certificate of Achievement for Excellence in Financial Reporting presented by the Government Finance Officers Association.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Organizational Support

The Finance Department supports all city departments and offices by providing complete and accurate financial records which may be relied upon by departments in formulating decisions affecting their contributions toward the Livable Tucson Goals. Such information is utilized by many departments, but especially by the City Manager in deciding how best to direct city resources in support of Livable Tucson Goals.

Support for Livable Tucson Goals (Continued)

Organizational Support (Continued)

Through efficient management of the city's debt program, the department is able to arrange financing for projects managed by various departments which contribute to a wide variety of Livable Tucson Goals including abundant urban green space and recreation areas, excellent public education, better alternatives to automobile transportation, and clean air and quality water.

The Finance Department works with social service agencies to ensure, or assist in establishing, that the agencies have adequate financial systems that enable them to effectively manage their organizations and to qualify for federal grants. The agencies provide needed services to the community in support of various Livable Tucson Goals.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Director's Office	4.00	4.00	4.00	4.00
Audit	26.00	26.00	26.00	26.00
Accounting	35.00	37.00	37.00	37.00
Treasury/Pension	28.00	29.00	29.00	29.00
Revenue	41.00	42.00	42.00	42.00
Risk Management*	10.00	10.00	10.00	11.00
Permanent Total	144.00	148.00	148.00	149.00
<u>NON-PERMANENT</u>				
Revenue	3.25	1.25	2.25	1.25
Risk Management	1.00	1.00	1.00	1.00
Non-Permanent Total	4.25	2.25	3.25	2.25
Department Total	148.25	150.25	151.25	151.25

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Director's Office	\$ 413,419	\$ 399,070	\$ 399,480	\$ 392,040
Audit	1,464,986	1,504,650	1,479,960	1,562,640
Accounting	1,431,829	1,602,090	1,545,620	1,723,830
Treasury/Pension	1,133,478	1,066,130	1,027,060	974,810
Revenue	2,171,238	2,333,020	2,315,340	2,283,950
Risk Management*	-0-	-0-	-0-	-0-
	<hr/>			
Department Total	\$ 6,614,950	\$ 6,904,960	\$ 6,767,460	\$ 6,937,270

CHARACTER OF EXPENDITURES

Personal Services	\$ 6,688,098	\$ 7,075,100	\$ 6,963,040	\$ 7,400,590
Services	13,254,570	11,100,210	11,101,000	11,186,890
Commodities	905,607	610,980	587,040	508,310
Equipment	52,915	193,840	194,210	133,000
Other	-0-	-0-	-0-	(69,000)
Inter-Activity Transfers	(14,286,240)	(12,075,170)	(12,077,830)	(12,222,520)
	<hr/>			
Department Total	\$ 6,614,950	\$ 6,904,960	\$ 6,767,460	\$ 6,937,270

SOURCE OF FUNDS

General Fund	\$ 6,614,950	\$ 6,904,960	\$ 6,767,460	\$ 6,937,270
	<hr/>			
Department Total	\$ 6,614,950	\$ 6,904,960	\$ 6,767,460	\$ 6,937,270

*The net budget for Risk Management is zero. The city is self-insured for workers' compensation and public liability insurance. Costs are recovered by charging other departments through interactivity transfers using rates based on loss experience. See Appendix B for budget details.

FINANCE

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$6,937,270 is an increase of \$32,310 due to the following changes:

• Impact of a 2% pay increase effective July 1, 2001	\$ 121,000
• Increase in group insurance costs for Fiscal Year 2002	69,350
• Carryforward of funding for software upgrade not received by June 30, 2001	25,000
• Increase in postage for license information mailings	20,920
• Impact on salaries due to Fiscal Year 2002 merit increases	20,680
• Increase in costs for armored car service	7,400
• Impact of a 1% reduction to balance the budget	(69,000)
• Decrease in equipment purchases due to the completion of one-time acquisition purchases	(202,610)
• Other miscellaneous changes	<u>39,570</u>
 Department Total	 <u><u>\$ 32,310</u></u>

LOCATION OF CASHIER STATIONS FOR COLLECTION OF CITY PAYMENTS

Site/Location	Address	Hours of Operation
City Hall	255 West Alameda	M-F 8:00 a.m. to 5:00 p.m.
La Entrada Water Building	310 West Alameda	M-F 8:00 a.m. to 5:00 p.m.
Development Services Center	201 North Stone	M-F 8:00 a.m. to 5:00 p.m.
Eastside City Hall	7575 East Speedway	M-F 8:00 a.m. to 12:00 p.m. 1:00 p.m. to 5:00 p.m.
Price Service Center	4004 South Park, Building #1	M-F 1:00 p.m. to 5:00 p.m.
Ward 4 Council Office	8123 E. Poinciana	M-F 1:00 p.m. to 5:00 p.m.

DIRECTOR'S OFFICE

MISSION STATEMENT: The Director's Office provides administrative direction to the department's divisions, manages the city's debt issuance program, oversees the department's programs in a prudent manner, and advises city management officials and the governing body regarding financial matters.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Plan, organize, and direct city debt offerings.				
• Number of debt offerings	4	5	5	4
• Number of improvement district bonds	-0-	4	4	4
Key Outcomes				
Issue debt to meet the city's financial needs (\$000s).	\$ 74,230	\$ 76,000	\$ 79,980	\$ 78,000

RESOURCE SUMMARY

Position Resources	4.00	4.00	4.00	4.00
Financial Resources				
General Fund	\$ 413,419	\$ 399,070	\$ 399,480	\$ 392,040

AUDIT

MISSION STATEMENT: The Audit Division enforces the Business Privilege Tax Code by performing audits of businesses subject to the tax law; improves taxpayer knowledge of the tax law through the auditing program and by conducting taxpayer education seminars, providing informational brochures, and responding to written and telephone requests for information; implements an audit program for the independent examination and analysis of accounting, financial, and operational control of city offices and agencies receiving funds from the city; and performs reviews, investigations, and cost analyses as requested by management.

KEY MEASURES OF PERFORMANCE

Key Outputs				
Conduct business privilege tax audits for compliance with the tax code.	565	500	450	480
Conduct or make presentations at taxpayer education seminars or meetings.	14	13	14	14
Respond to business tax inquiries.	328	330	340	340

FINANCE

Audit (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Perform planned internal audits of city functions and audits requested by management.	33	28	28	35
Monitor agency contracts receiving federal pass-through social service funding.	57	60	60	60
Assist city departments in determining the cost of their services.	10	6	12	6

Key Outcomes

Ensure the positive response of audited business privilege taxpayers on surveys regarding courteousness of auditor and thoroughness of tax law explanations.

• Percent of positive responses	99%	100%	100%	100%
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Recover unpaid taxes identified in audits to help cover the cost of city services delivered (\$000s).	\$ 1,574	\$ 800	\$ 750	\$ 890
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Achieve implementation of internal audit recommendations by city departments.

• Percent of recommendations implemented	N/A	100%	100%	100%
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RESOURCE SUMMARY

Position Resources	26.00	26.00	26.00	26.00
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Financial Resources

General Fund	\$ 1,464,986	\$ 1,504,650	\$ 1,479,960	\$ 1,562,640
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ACCOUNTING

MISSION STATEMENT: The Accounting Division maintains accurate and complete financial records; supplies meaningful and timely financial data that will inform and assist the public, city management, and investors; prepares financial reports related to all debt, grant, and contractual agreements to avoid penalties and assessments and to preserve funding sources; pays employees on time and in compliance with all federal, state, and city regulations; and pays vendors accurately and on time to encourage favorable future contract terms and to take advantage of early payment discounts.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Pay vendor invoices.				
• Number of invoices paid	186,180	180,000	190,000	190,000
Issue employee paychecks and prepare related reports and remittances.				
• Number of paychecks issued	186,411	185,000	190,000	190,000
• Number of reports/remittances prepared	11,553	12,000	12,000	12,000
Issue financial and personnel-related reports.				
• Comprehensive Annual Financial Report	1	1	1	1
• Grant/compliance/regulatory reports	385	360	380	380
• Scheduled management reports	337	350	350	350
• Special requests	183	60	180	180
Key Outcomes				
Pay vendor invoices within seven calendar days of receipt.	99%	99%	99%	99%
Pay all employees and related payroll taxes on time.	100%	100%	100%	100%
Issue reports within required or committed time frame.	99%	99%	99%	99%

RESOURCE SUMMARY

Position Resources	35.00	37.00	37.00	37.00
Financial Resources				
General Fund	\$ 1,431,829	\$ 1,602,090	\$ 1,545,620	\$ 1,723,830

TREASURY/PENSION

MISSION STATEMENT: The Treasury/Pension Division processes all payments and deposits all revenues received from the public and from other city departments in an accurate and timely manner; staffs remote cashier stations for public convenience when making payments; manages the investments of the city, the retirement system, and the deferred compensation plan in an effective manner; maintains accurate and complete records pertaining to the accrual and payment of retirement and deferred compensation benefits; and improves participant knowledge of retirement benefits by providing summary plan descriptions, retirement planning seminars, and responses to employee and retiree inquiries.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Staff remote cashier stations for the convenience of the public when making payments.				
• Number of payments taken at remote cashier stations	183,371	185,000	185,000	185,000
Provide advance retirement planning for employees by conducting individual and group retirement planning sessions.				
• Individual retirement planning sessions conducted	185	200	200	200
• Group retirement/deferred compensation sessions conducted	48	40	40	40
Maintain accurate records on accrual and payment of retirement and deferred compensation benefits.				
• Number of employee records maintained	8,525	8,600	8,750	9,000
Key Outcomes				
Actively manage the city's cash flow and investments to earn a rate of return on the investment of city funds (net of all bank charges) at least 0.25% higher than the return on the three month treasury bill.				
• Three month Treasury Bill	5.26%	N/A*	N/A*	N/A*
• Fixed income return	5.06%	N/A*	N/A*	N/A*

*Figures are not available because future rates of return are unknown. Actual rates of return for Fiscal Year 2000 are presented.

Treasury/Pension (Continued)

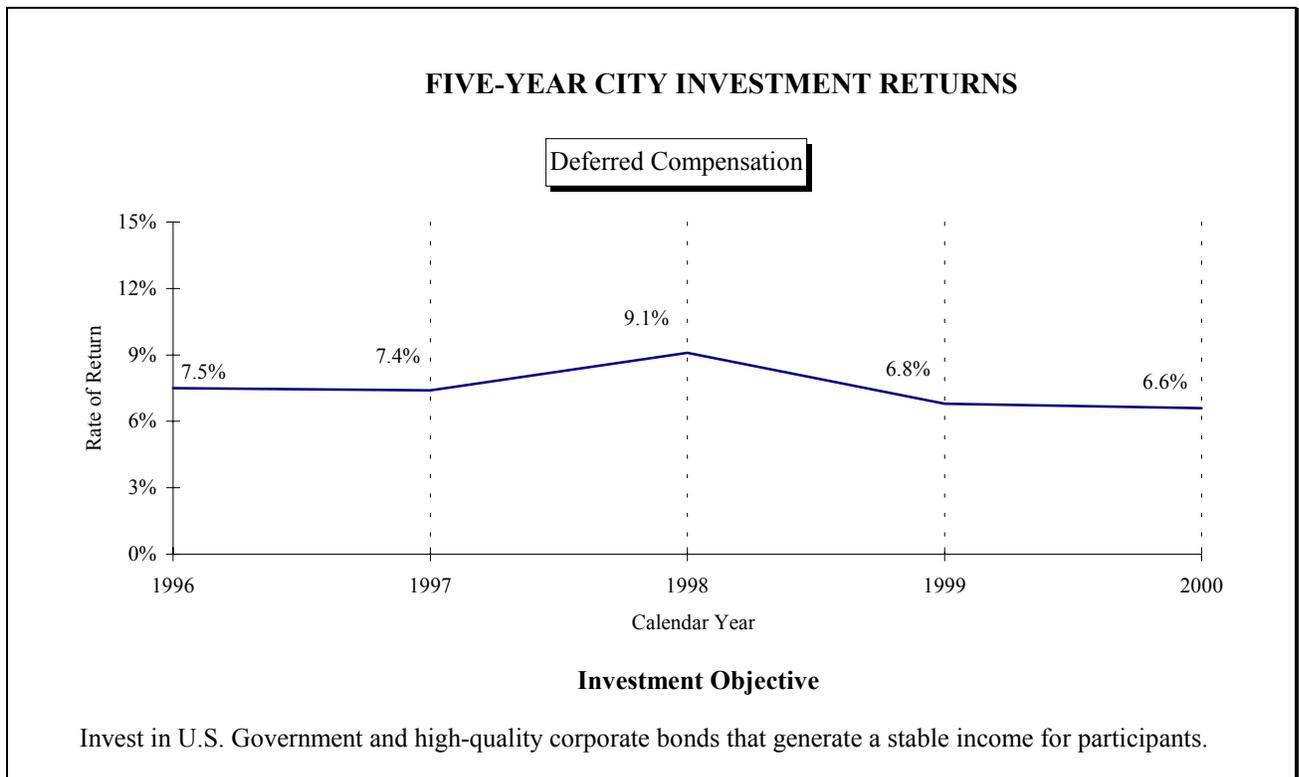
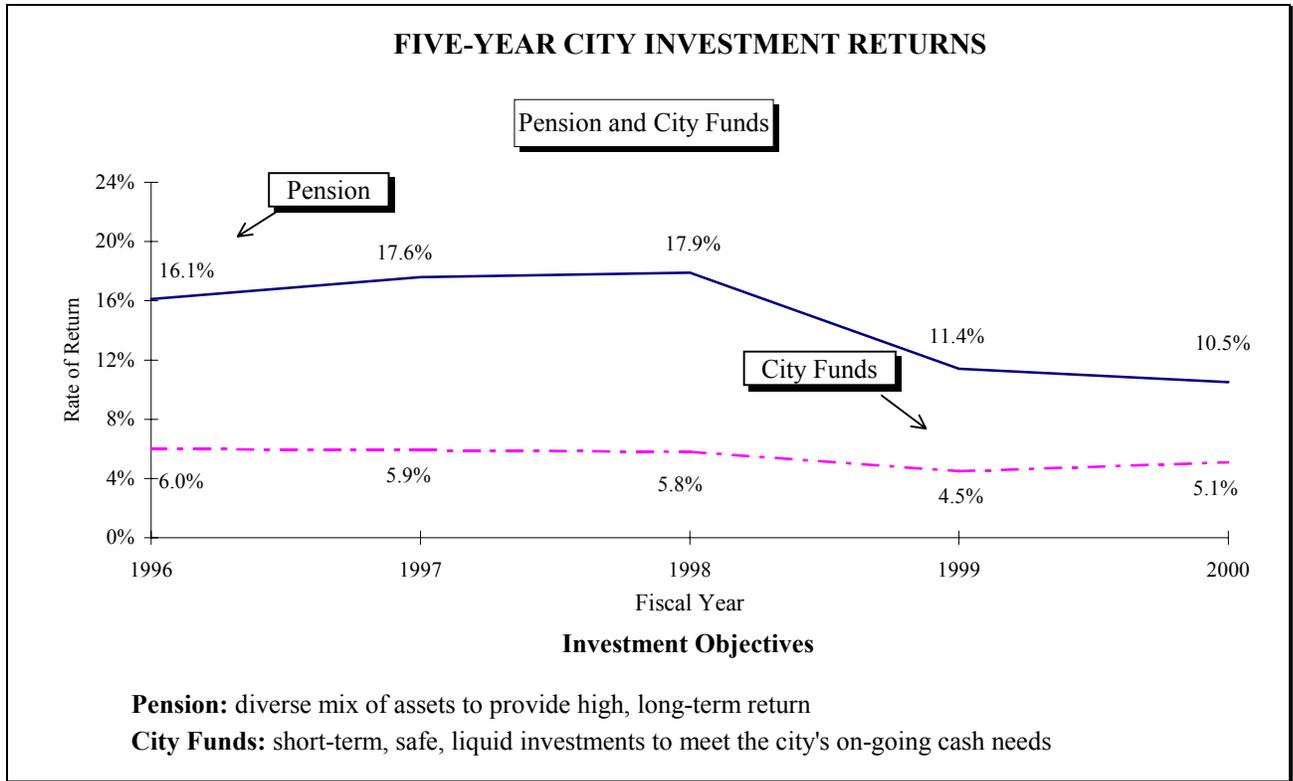
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Manage the Tucson Supplemental Retirement System and deferred compensation fixed income investments to earn a rate of return above that of the Lehman Government/Corporate Bond Index.				
• Lehman Government/Corporate Bond Index	4.31%	N/A*	N/A*	N/A*
• Fixed income return	4.41%	N/A*	N/A*	N/A*
Process and deposit utility payments, tax, license, and other city revenue.				
• Total number of payments processed (000s)	2,633	2,650	2,700	2,700
• Percent of utility payments processed same day as received	77%	85%	85%	85%
• Percent of tax, license, and other payments processed same day as received	100%	100%	100%	100%
Enhance employees' retirements by increasing participation in the Deferred Compensation Program through education outreach programs.				
• Percent of eligible employees participating in deferred compensation	55%	60%	60%	60%

*Figures are not available because future rates of return are unknown. Actual rates of return for Fiscal Year 2000 are presented.

RESOURCE SUMMARY

Position Resources	28.00	29.00	29.00	29.00
Financial Resources				
General Fund	\$ 1,133,478	\$ 1,066,130	\$ 1,027,060	\$ 974,810



REVENUE

MISSION STATEMENT: The Revenue Division administers the city tax code to generate revenue for financing city services in a manner that is accountable and responsive to the public; collects delinquent city receivables in a way that balances both fiscal responsibility and fair collection practices; and develops city revenue projections, which are instrumental to the annual budgetary decision making process.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Issue new licenses and bill accounts.				
• New licenses issued	8,312	9,500	9,000	9,000
• Accounts billed	457,875	425,000	450,000	450,000
Resolve delinquent accounts to either recover money owed or determine that accounts are uncollectable.				
• Number of delinquent accounts in inventory	31,909	31,300	32,000	32,000
Provide updated revenue projections for the current and next fiscal years.	5	8	4	5
Key Outcomes				
Collect business taxes (sales taxes and occupational license fees) (\$000s).	\$ 164,012	\$ 160,000	\$ 164,000	\$ 170,000
Collect delinquent taxes (\$000s).	\$ 3,125	\$ 3,000	\$ 2,800	\$ 2,800
Collect other delinquent receivables (\$000s).	\$ 892	\$ 1,500	\$ 1,000	\$ 1,000
Resolve delinquent accounts.	12,551	14,600	12,700	12,700

RESOURCE SUMMARY

Position Resources	44.25	43.25	44.25	43.25
Financial Resources				
General Fund	\$ 2,171,238	\$ 2,333,020	\$ 2,315,340	\$ 2,283,950

RISK MANAGEMENT

MISSION STATEMENT: The Risk Management Division administers and funds a risk management program to ensure continuity of city service and programs and to avoid or minimize the cost of risk to the city by the identification of hazards and the application of effective risk control measures to protect property and prevent injuries to employees and the public.

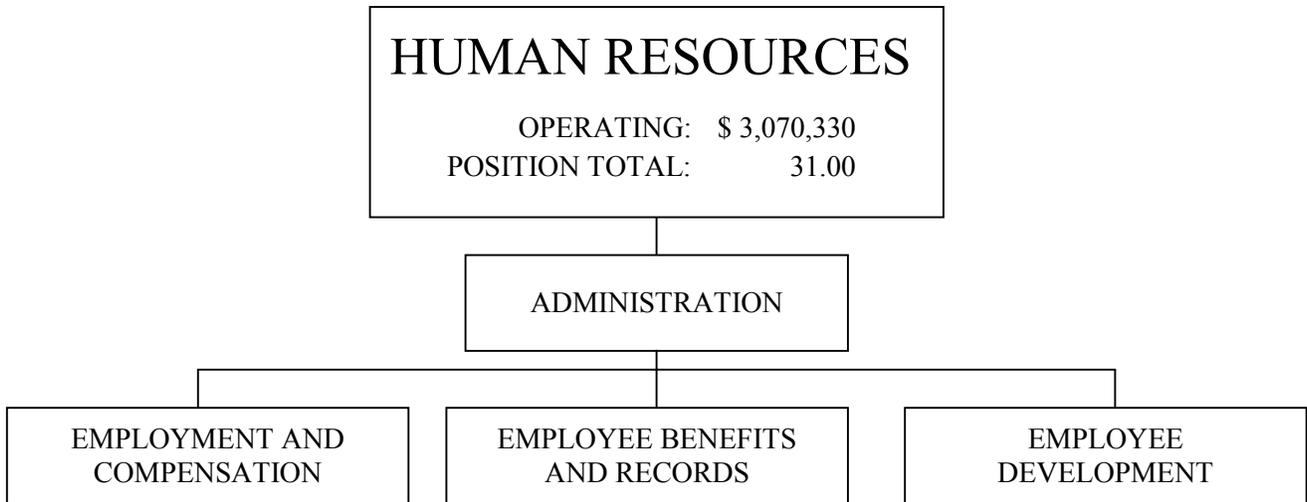
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Process claims made against the city.				
• Liability claims processed	929	925	950	950
• Workers' compensation claims processed	1,067	950	975	975
• Third party claims processed	382	305	325	325
Produce management claim reports on a monthly basis.	12	12	12	12
Conduct safety training and inspections to meet federal and state Occupational Safety and Health Administration (OSHA) standards and regulations.				
• Number of employees trained	6,000	5,000	6,000	6,000
• Number of training sessions conducted	378	250	325	325
• Number of inspections conducted	233	400	550	550
Key Outcomes				
Reduce or eliminate OSHA citations and fines.				
• Number of citations received	-0-	-0-	-0-	-0-
• Cost of fines served	\$ -0-	\$ -0-	\$ -0-	\$ -0-

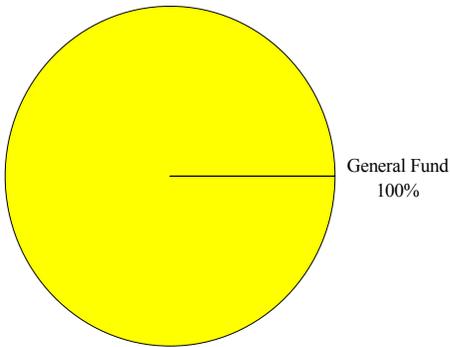
RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	12.00
Financial Resources				
General Fund*	\$ -0-	\$ -0-	\$ -0-	\$ -0-

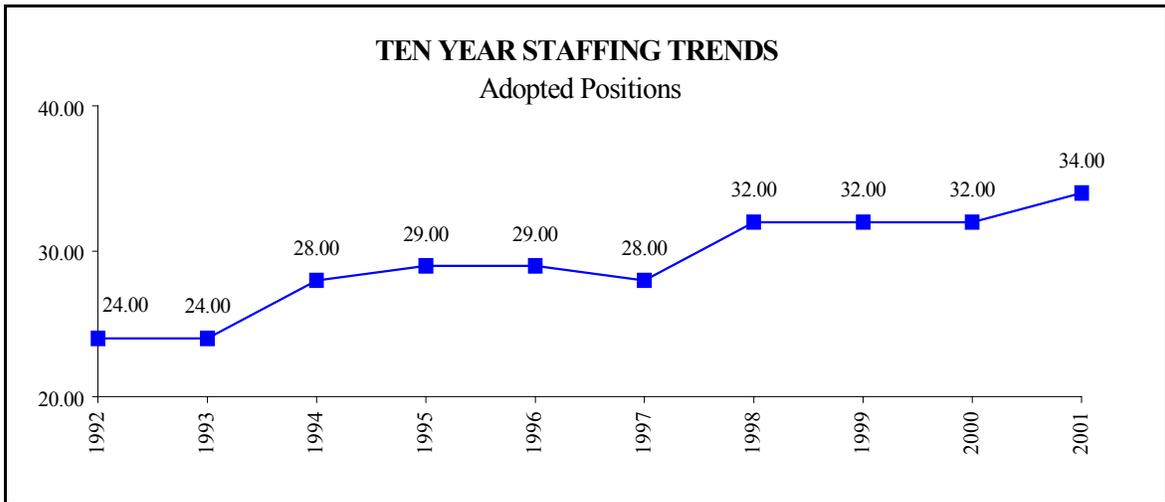
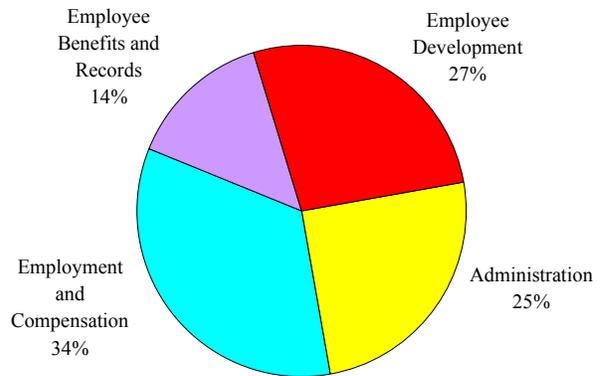
*The net budget for Risk Management is zero. The city is self-insured for workers' compensation and public liability insurance. Costs are recovered by charging other departments through interactivity transfers using rates based on loss experience. See Appendix B for budget details.



FINANCING PLAN



PROGRAM ALLOCATION



HUMAN RESOURCES

MISSION STATEMENT: To ensure that highly qualified individuals are recruited, educated and developed, and retained for all city departments that, in turn, provide service to the community.

OVERVIEW

The Human Resources Department is the centralized personnel source for the City of Tucson, serving city departments and offices by recruiting, training, and retaining a highly qualified and diverse workforce. The department provides personnel policy development, administration, direction, and guidance to the organization and is responsible for effectively communicating with employees and applicants regarding their rights, responsibilities, opportunities, and benefits. Personnel services are delivered to all levels of the organization through the divisions of Administration, Employment and Compensation, Employee Benefits and Records, and Employee Development. The department provides staff support to the city's Civil Service Commission for appeal hearings and all employee grievance committee hearings.

DEPARTMENT HIGHLIGHTS

The Native American Employment Program continues to be successful. Partnerships are being formed with social service agencies and school systems to provide employment experiences to students, and to broaden the pool of Native American applicants for city jobs.

A curriculum for Seven Habits of Highly Effective People is included in many training programs. This training is designed to help managers, supervisors, and staff achieve their greatest potential and to see themselves as responsible and accountable, both personally and organizationally.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Organizational Support

The Human Resources Department serves and supports all departments in the organization. Providing effective personnel services to city departments allows those departments to provide needed services to the community.



Goal: Better Alternatives to Automobile Transportation

Telecommuting provides a viable and accessible alternative to automobile transportation, thus reducing air pollution, greenhouse gas production, and overall traffic congestion. The Human Resources Department supports and facilitates training for the employee telecommuting program. In its third year of operation, the program is gaining momentum as an increasing number of employees participate.

HUMAN RESOURCES**DEPARTMENT RESOURCES**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	6.00	6.00	7.00	5.00
Employment and Compensation	15.00	17.00	16.00	15.00
Employee Benefits and Records	5.00	5.00	6.00	6.00
Employee Development	5.00	5.00	5.00	5.00
Organizational Development	1.00	1.00	1.00	-0-
Department Total	<u>32.00</u>	<u>34.00</u>	<u>35.00</u>	<u>31.00</u>

FINANCIAL RESOURCES

Administration	\$ 533,905	\$ 530,270	\$ 561,790	\$ 767,230
Employment and Compensation	976,554	1,081,350	888,250	1,037,270
Employee Benefits and Records	322,523	325,850	400,140	430,580
Employee Development	858,713	826,530	826,620	835,250
Organizational Development*	185,613	201,020	200,700	-0-
Department Total	<u>\$ 2,877,308</u>	<u>\$ 2,965,020</u>	<u>\$ 2,877,500</u>	<u>\$ 3,070,330</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,842,044	\$ 1,996,140	\$ 1,877,300	\$ 1,870,430
Services	734,435	715,830	679,070	970,840
Commodities	294,224	252,480	320,560	259,670
Equipment	3,974	-0-	-0-	-0-
Other	2,631	7,030	7,030	(24,500)
Inter-Activity Transfers	-0-	(6,460)	(6,460)	(6,110)
Department Total	<u>\$ 2,877,308</u>	<u>\$ 2,965,020</u>	<u>\$ 2,877,500</u>	<u>\$ 3,070,330</u>

SOURCE OF FUNDS

General Fund	<u>\$ 2,877,308</u>	<u>\$ 2,965,020</u>	<u>\$ 2,877,500</u>	<u>\$ 3,070,330</u>
Department Total	<u>\$ 2,877,308</u>	<u>\$ 2,965,020</u>	<u>\$ 2,877,500</u>	<u>\$ 3,070,330</u>

*The Organizational Development Division was transferred to the City Manager.

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$3,070,330 is an increase of \$105,310 due to the following changes:

• Provision for rental payment at the department's new offices previously budgeted in Non-Departmental	\$ 284,260
• Impact of a 2% pay increase effective July 1, 2001	39,000
• Additional funding for employment advertising both on the Internet and in print	25,000
• Increase in funding for pre-employment medical examinations based on heavy recruitment process for Police and Fire	23,400
• Increase in funding for testing services associated with open competitive and in-service positions testing	18,540
• Adjustments for reclassifications of a customer service representative and clerk typist to customer service clerk approved in Fiscal Year 2001	(10,580)
• Impact of a 1% reduction to balance the budget	(31,000)
• Transfer of police personnel supervisor and department personnel coordinator to the Tucson Police Department	(122,510)
• Transfer of Organizational Development to the City Manager	(194,950)
• Other miscellaneous changes	<u>74,150</u>
 Department Total	 <u><u>\$ 105,310</u></u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides policy direction and guidance to all city supervisors, managers, and employees in personnel matters involving employee and labor relations to ensure consistent, fair, and equitable treatment of employees and job applicants.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide administrative staff support to the Civil Service Commission.				
• Number of quarterly and special business meetings	5	6	6	6
• Number of disciplinary appeal hearings	3	9	12	10
• Number of staff hours spent in support of Civil Service Commission activities	356	486	550	500
Provide facilitation services for grievance hearings.				
• Number of grievances facilitated	2	7	2	5
• Number of staff hours spent facilitating	40	140	40	100

HUMAN RESOURCES

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Administer four union agreements for police, fire, labor/trades and administrative, professional, technical and clerical employees.				
• Number of eligible police union members	835	613	883	883
• Number of eligible fire union members	463	400	500	500
• Number of eligible labor/trade union members	963	925	968	968
• Number of eligible administrative, professional, technical, and clerical union members	N/A	N/A	500	1,360
Review and update civil service rules and administrative policies regarding personnel matters.	8	20	10	10
Key Outcomes				
Provide policy direction and guidance on employee and labor relations to city management.				
• Civil service appeal decisions in support of management actions	100%	80%	90%	90%
• Grievance committee decisions in support of management actions	100%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	6.00	6.00	7.00	5.00
Financial Resources				
General Fund	\$ 533,905	\$ 530,270	\$ 561,790	\$ 767,230

EMPLOYMENT AND COMPENSATION

MISSION STATEMENT: The Employment and Compensation Division provides qualified candidates for employment to city departments through the recruitment and testing of applicants to improve the city's ability to provide services to the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Manage the employee selection processes.				
• Process all applications for permanent city jobs	8,777	9,000	9,000	9,000
• Provide departments with qualified candidates	4,567	3,000	3,500	3,500
• Complete civil service recruitments and testing processes	132	100	120	120
• New employees hired	469	325	400	400
Key Outcomes				
Provide an effective recruitment process.				
• Percent of applicants for jobs that are satisfied with the service provided by the department	92%	90%	90%	90%
• Percent of hiring supervisors satisfied with the quality of applicants referred for hiring consideration	92%	90%	90%	90%
• Percent of employees passing their probationary period	77%	95%	85%	90%

RESOURCE SUMMARY

Position Resources	15.00	17.00	16.00	15.00
Financial Resources				
General Fund	\$ 976,554	\$ 1,081,350	\$ 888,250	\$ 1,037,270

HUMAN RESOURCES

EMPLOYEE BENEFITS AND RECORDS

MISSION STATEMENT: The Employee Benefits and Records Division supports the organization by providing employees, supervisors, and managers with a healthy, secure, and productive life through education and administration of comprehensive employee benefits and compensation programs and maintenance of the personnel records system.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Process payments and administer contracts for nine employee benefits programs.				
• Number of contracts	14	13	9	10
• Number of employees eligible for benefits	4,925	4,850	4,950	5,000
• Number of retirees	1,425	1,510	1,510	1,510
Process changes and benefit updates in the payroll system for all annual enrollments in benefit plans.				
• Number of status changes	18,875	4,500	4,500	4,750
• Number of open enrollment changes	14,803	2,500	2,500	3,000
• Number of enrollments for new employees	371	400	400	425
• Number of records converted for retirees	94	120	150	170
• Number of Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) insurance applications for employees who are terminating and dependents no longer eligible for benefits	45	180	70	100
Key Outcomes				
Provide employees with benefit information and related services.				
• Percent of surveyed employees reporting that they are “satisfied” or better with the service they received	N/A	90%	90%	90%
Ensure that all personnel actions are processed within ten working days.				
• Number of transactions	11,392	9,300	10,000	11,000
• Percent processed on time	100%	100%	100%	100%

Employee Benefits and Records (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	5.00	5.00	6.00	6.00
Financial Resources				
General Fund	\$ 322,523	\$ 325,850	\$ 400,140	\$ 430,580

EMPLOYEE DEVELOPMENT

MISSION STATEMENT: The Employee Development Division enhances and improves the skills, effectiveness, and motivation of city employees by providing educational programs that enable employees to develop their capabilities and build productive workplaces.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide training programs in the areas of customer service, communication, leadership, new employee orientation, and technical skills.

• Number of participants	1,478	2,500	1,500	1,500
• Hours of training provided	31,745	25,000	25,000	25,000

Provide city departments with supervisory and pre-supervisory training programs.

• Number of participants	209	225	210	210
• Hours of training provided	10,410	10,000	10,500	10,500

Key Outcomes

Provide training to improve employee productivity.

• Percent of all participants (supervisory and non-supervisory) who indicated improvement in job performance as a result of training received	92%	95%	92%	92%
• Percent of supervisors rating improvement in performance of employees who attended city training courses of study lasting several days	90%	75%	90%	90%

HUMAN RESOURCES

Employee Development (Continued)

RESOURCE SUMMARY

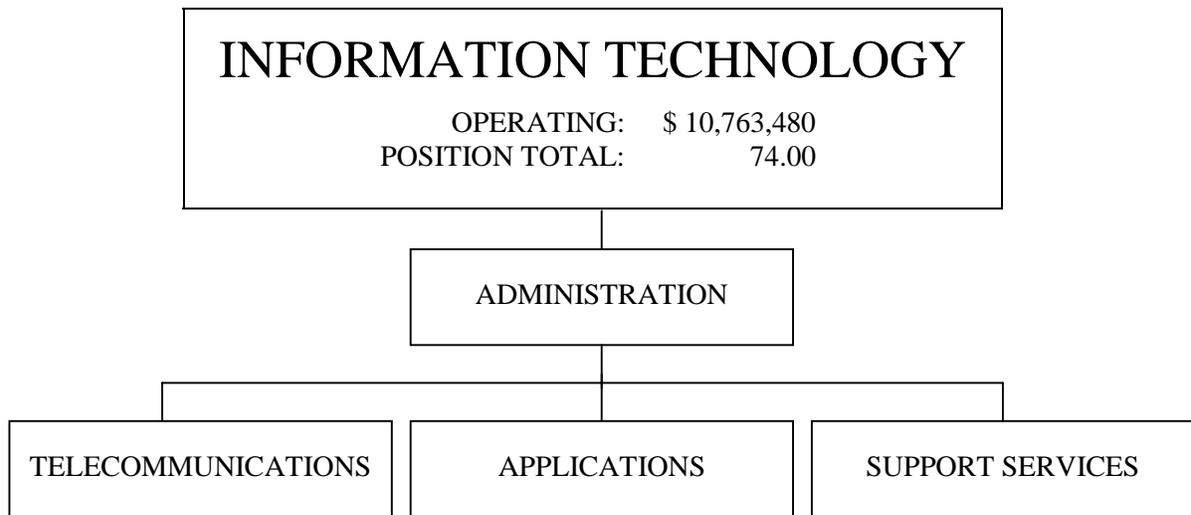
	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	5.00	5.00	5.00	5.00
Financial Resources				
General Fund	\$ 858,713	\$ 826,530	\$ 826,620	\$ 835,250

ORGANIZATIONAL DEVELOPMENT *

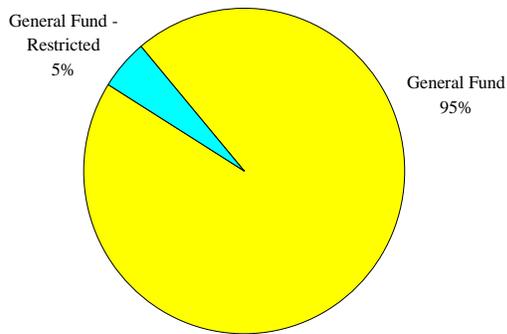
RESOURCE SUMMARY

Position Resources	1.00	1.00	1.00	-0-
Financial Resources				
General Fund	\$ 185,613	\$ 201,020	\$ 200,700	\$ -0-

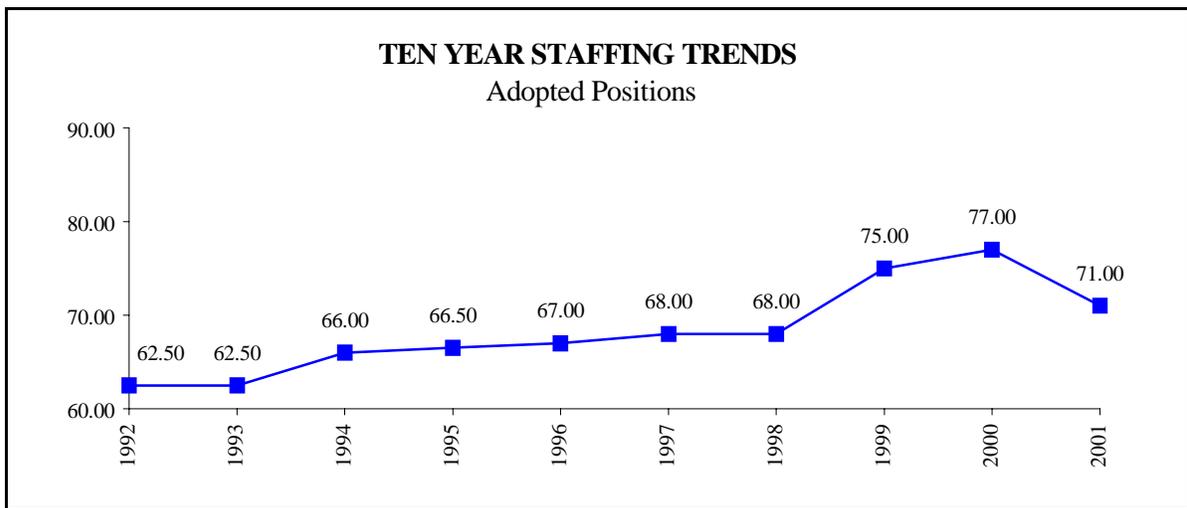
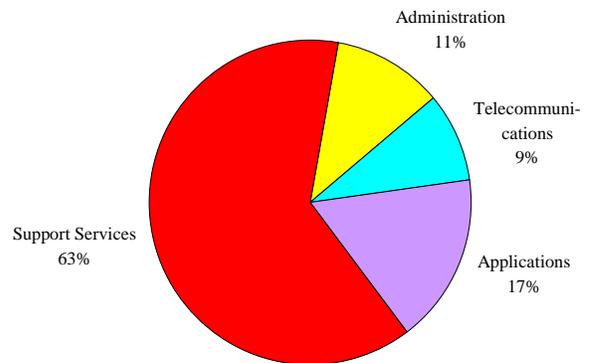
*The Organizational Development component of the Human Resources Department has been transferred to the City Manager.



FINANCING PLAN



PROGRAM ALLOCATION



INFORMATION TECHNOLOGY

MISSION STATEMENT: To partner with other organizations and lead in the delivery of effective government services.

OVERVIEW

The Information Technology Department is the City of Tucson's central technology provider. The department's responsibilities are organized around the philosophy that a central technology department should provide those services requiring an enterprise view, and assist departments in providing those services requiring specialty knowledge, such as business system support. To this end, the department has two primary responsibilities. The first is to provide the central information technology services required by city departments and offices, including data center operations, network services, business application development and maintenance, end user support for personal computers (PCs), strategic technology investigation, and contract administration for the city's telecommunications providers. The second is to provide the vision, leadership, and skills that will enable the City of Tucson to benefit from technological innovation and improve service to the community.

The Information Technology Department focuses on creating and managing a citywide integrated information network, shared by all levels of city government and where appropriate, by the public. The department is organized into four divisions: Administration, Telecommunications, Applications, and Support Services. Services provided to all city departments include information strategy consulting, e-mail, and support for core city business applications and high-speed data communications. This support provides city employees greater access to information, more efficient ways to transact city business, and easier communication avenues both with city departments and with community members. The department also promotes the development and expansion of Tucson's telecommunications infrastructure, and serves as liaison to the Mayor and Council's Telecommunications Policy and Advisory Committee (TelePAC) and the Access Tucson board of directors.

DEPARTMENT HIGHLIGHTS

The department has become an active and visible participant in the community program to recruit technology companies to Tucson, and an important voice in the city regarding electronic government strategies. The department will continue to partner with other city departments to pursue a bold electronic government strategy for the citizens of Tucson, and to contribute to technology-related economic development efforts throughout the community. To this end, the department will:

- Pursue the city's electronic government strategy by implementing pilot systems that provide a foundation for electronic service delivery. This includes an electronic payment system that allows the city to accept payments over the Internet and an electronic permitting capability that allows the city to issue building permits over the Internet.
- Continue to work with the Information Technology Association of Southern Arizona (ITASA), the Tucson Chamber of Commerce, the Greater Tucson Economic Council, and other community partners to assist local businesses in both understanding and using technology, and expanding their markets.

Department Highlights (Continued)

- In partnership with the Operations Department, continue to manage and expand the City of Tucson's Institutional Network (I-Net). The I-Net is the city's future voice, data, and video communications infrastructure, connecting 90 city facilities, neighborhood centers, libraries, and schools. Citizens can access this high-speed network from public access computers located in neighborhood centers and libraries. In Fiscal Year 2002, the department plans to activate connections to all libraries, council offices, and neighborhood centers, per the I-Net business plan.
- Increase the city's ability to analyze complex, interrelated community information using Geographic Information Systems (GIS). The department will accomplish this by supporting the city's GIS Cooperative with systems and database expertise, and developing new GIS applications such as CityScan.
- Integrate the city's stand-alone business systems, dramatically enhancing productivity and government responsiveness.
- Serve as the coordinator for the Telecommunications Policy and Advisory Committee (TelePAC). This advisory group, commissioned by the Mayor and Council, provides recommendations regarding telecommunications policy.
- Continue to oversee the construction and design of Cox Communications' new subscriber system, and work with Tucson's newest cable TV provider, WideOpenWest (WOW). We expect this competition to result in lower rates, better customer service, and new products and services for Tucson residents.
- Continue to encourage a robust, competitive telecommunications environment by working with existing telecommunications providers and encouraging new providers to bring services to Tucson.
- Continue the Technical Intern Program, which provides training and technical employment for students from Pima Community College, the University of Arizona, and Tucson area high schools.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Information Technology Department is dedicated to ensuring citizens have access to electronic government services. Through the TelePAC, the department has actively engaged the community in defining telecommunication goals. The department has also authored a portion of the community strategic economic development plan. Applying cost-effective technologies like GIS, the department promotes resource sharing among city, county, and state organizations, and improves service delivery. The City of Tucson Internet home page provides Tucson citizens information instantly and allows them to submit comments or questions to policymakers.



Goal: Excellent Public Education

Advances in information technology emphasize the importance of lifelong learning. Educational institutions, including libraries and museums, are rethinking their approach to education and their support of nontraditional students. The Information Technology Department supports these efforts by providing high-speed Internet access to local libraries and neighborhood centers across a single network. The department is also working in a collaborative partnership to connect high schools, Pima Community College, and the University of Arizona through an educational network.

Support for Livable Tucson Goals (Continued)



Goal: Better Paying Jobs

The department is preparing residents for better paying jobs through the Technical Intern program. The program provides students hands-on training in not only technical skills, but also the professional skills, such as project management and leading and participating in project teams that are in such high demand in today's job market. Interns from Pima Community College, the University of Arizona, and Tucson area high schools earn a salary above the living wage and network with other interns as they prepare for the workplace.

Using public systems at libraries, council offices, and neighborhood centers, citizens can access the Internet to identify opportunities and prepare themselves for high-paying jobs in technology-dependent industries.

Surplus hardware is donated to local non-profit organizations that work with citizens to further technical skill development.



Goal: Strong Local Business

The department is a strong partner in the community-wide program to attract technology companies to Tucson. As a leader in the Information Technology Association of Southern Arizona (ITASA), the department is helping local businesses understand and use technology, and expand markets for locally-made products. The department is also an important voice in city policy regarding electronic commerce.

Working with TelePAC, the department is also forming telecommunications policies that encourage a robust, community-wide communications infrastructure essential to competing in today's global markets.

DEPARTMENT RESOURCES

POSITION RESOURCES

PERMANENT

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	11.50	11.50	12.50	12.50
Telecommunications	2.00	2.00	2.00	2.00
Applications	22.00	22.00	23.00	23.00
Support Services	33.00	33.00	34.00	34.00
Permanent Total	68.50	68.50	71.50	71.50

INFORMATION TECHNOLOGY

Position Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>NON-PERMANENT</u>				
Applications	2.00	2.00	2.00	2.00
Support Services	0.50	0.50	0.50	0.50
Non-Permanent Total	2.50	2.50	2.50	2.50
Department Total	71.00	71.00	74.00	74.00

FINANCIAL RESOURCES

Administration	\$ 794,929	\$ 1,196,730	\$ 1,233,970	\$ 1,232,060
Telecommunications	336,359	1,077,530	611,950	911,130
Applications	2,173,725	1,685,280	1,727,190	1,844,290
Support Services	6,207,308	6,080,680	5,607,280	6,776,000
Department Total	\$ 9,512,321	\$ 10,040,220	\$ 9,180,390	\$ 10,763,480

CHARACTER OF EXPENDITURES

Personal Services	\$ 4,489,058	\$ 4,498,430	\$ 4,761,650	\$ 4,886,550
Services	3,517,730	4,120,590	3,670,460	3,757,840
Commodities	1,508,474	1,555,750	1,223,780	1,747,060
Equipment	435,639	316,490	139,610	1,021,850
Debt Service	32,498	-0-	-0-	-0-
Other	-0-	-0-	-0-	(97,000)
Inter-Activity Transfers	(471,078)	(451,040)	(615,110)	(552,820)
Department Total	\$ 9,512,321	\$ 10,040,220	\$ 9,180,390	\$ 10,763,480

SOURCE OF FUNDS

General Fund	\$ 9,139,187	\$ 9,259,620	\$ 8,801,260	\$ 10,176,610
General Fund - Restricted	373,134	780,600	379,130	586,870
Department Total	\$ 9,512,321	\$ 10,040,220	\$ 9,180,390	\$ 10,763,480

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$10,763,480 is an increase of \$723,260 due to the following changes:

• Funds carried forward to Fiscal Year 2002 due to delayed purchases of equipment and services in Fiscal Year 2001	\$ 710,710
• Increase in mainframe computer software maintenance costs	368,340
• Increased funding for electronic payment and constituent services and relationship management	275,000
• Increase in citywide network backbone wiring projects	225,000
• Increased funding for the personal computer replacement program	136,500
• Impact of a 2% pay increase effective July 1, 2001	90,000
• Increase in citywide Internet Service Provider funding	87,100
• Non-merit personal services cost increases	66,090
• Impact on salaries due to Fiscal Year 2002 merit increases	60,560
• Decrease in chargebacks to city departments for maintenance and data entry services	56,290
• Increase in travel and technical training	47,390
• Increase in group insurance	29,720
• Impact of a 1% reduction to balance the budget	(97,000)
• Decrease in mainframe and miscellaneous computer hardware and software purchases	(101,320)
• Completion of one-time projects and acquisitions in Fiscal Year 2001	(1,229,000)
• Other miscellaneous changes	<u>(2,120)</u>
Department Total	<u>\$ 723,260</u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides leadership, strategic direction, planning, and support in the development and use of information technology.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Establish a technical foundation for e-government services and implement timely pilot programs.				
• Number of projects	N/A	N/A	7	4
• Percent of projects completed on time	100%	N/A	100%	80%

INFORMATION TECHNOLOGY

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Ensure information technology programs are effective, on time, and within budget by creating and applying technical and project standards.				
• Percent of acquisition projects reviewed within five days	N/A	N/A	90%	95%
• Number of pilot projects	N/A	N/A	N/A	1
Ensure technology support roles and responsibilities are defined through service agreements with customer departments.				
• Percent of customer departments with service agreements	N/A	N/A	50%	80%
Provide trained employees to meet the evolving technology needs of customer departments.				
• Percent of employees with training plan	N/A	N/A	10%	50%
Key Outcomes				
Improve government services by providing appropriate technical solutions.				
• Percent of decrease in telephone inquiries to the Development Services Department about development activity due to on-line availability of data	N/A	N/A	5%	10%
• Percent of customers accessing online inspection information	N/A	N/A	15%	30%
• Number of customers accessing online telephone directory	N/A	N/A	5,000	6,000
Improve the technical skills of Tucson's workforce through the Technical Intern Program.				
• Number of interns participating in the program	N/A	N/A	12	10

Administration (Continued)

RESOURCE SUMMARY

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	11.50	11.50	12.50	12.50
Financial Resources				
General Fund	\$ 794,929	\$ 1,196,730	\$ 1,233,970	\$ 1,232,060

TELECOMMUNICATIONS

MISSION STATEMENT: The Telecommunications Division monitors contracts, licenses, and leases to ensure city-licensed and franchised telecommunications service companies provide quality telecommunications services including voice, video, and data. The division promotes a robust telecommunications infrastructure in the Tucson community.

KEY MEASURES OF PERFORMANCE

Key Outputs

Ensure quality cable telecommunications services are provided to the community by effectively resolving all customer complaints not resolved by Cox Communications, monitoring the subscriber system buildout and design, and working with Cox Communications to develop excellent customer service.

• Number of complaints/inquiries	189	200	200	200
• Percent responded to within two working days	100%	99%	99%	99%
• Percent resolved within 30 days	100%	99%	99%	99%
• Number of joint meetings held with Cox Communications	12	N/A	12	12

Improve Tucson's economic development efforts, increase competition, and improve customer service by encouraging new telecommunications companies to submit license applications.

• Number of providers inquiring about City of Tucson licensing	16	N/A	15	15
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INFORMATION TECHNOLOGY

Telecommunications (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Promote, encourage, and process licenses for new cable television providers, competitive local exchange carriers, and long distance carriers.				
• Number of licensed cable companies	1	N/A	2	2
• Number of newly licensed competitive local exchange carriers	3	N/A	3	4
• Number of long distance carriers	10	N/A	13	15

Key Outcomes

Encourage telecommunications infrastructure expansion.

• Estimated dollar value of fiber optic network expansion (\$000s)	\$ 5,351	N/A	\$ 61,250	\$ 61,250
• Number of cellular towers approved for installation on city property	4	N/A	6	6

Increase city telecommunications revenue by expanding current telecommunications services and adding new providers.

• Total revenue (\$000s)	\$ 2,900	N/A	\$ 3,200	\$ 3,600
• Percent increase	N/A	N/A	10%	13%

Award and disburse community telecommunications grants funded through public access fund in consultation with TelePAC.

• Number of grants	4	N/A	5	5
• Dollar value of grants	\$ 30,000	N/A	\$ 50,000	\$ 50,000

RESOURCE SUMMARY

Position Resources	2.00	2.00	2.00	2.00
Financial Resources				
General Fund	\$ 237,260	\$ 296,930	\$ 232,820	\$ 324,260
General Fund - Restricted	99,099	780,600	379,130	586,870
Financial Resources Total	<u>\$ 336,359</u>	<u>\$ 1,077,530</u>	<u>\$ 611,950</u>	<u>\$ 911,130</u>

APPLICATIONS

MISSION STATEMENT: The Applications Division ensures proper citywide coordination, utilization, and exploitation of existing and emerging technology for city departments and the citizens of Tucson by providing insight, counsel, project management, application development and implementation, database management, and on-going information technology support.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Complete all database projects within one week of scheduled date.				
• Number of projects	120	60	60	60
• Percent of projects completed on time	100%	90%	90%	90%
Complete all application projects within one week of scheduled date.				
• Number of projects	N/A	60	60	80
• Percent of total projects	N/A	90%	90%	90%
Key Outcomes				
Minimize disruption of normal city business and customer service provision by maintaining reliable system availability and timely information delivery to customers within pre-negotiated parameters.				
• Number of projects maintained	200	120	120	120
• Percent maintained within parameters	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	24.00	24.00	25.00	25.00
Financial Resources				
General Fund	\$ 2,173,725	\$ 1,685,280	\$ 1,727,190	\$ 1,844,290

INFORMATION TECHNOLOGY

SUPPORT SERVICES

MISSION STATEMENT: The Support Services Division ensures a stable and secure computing environment for city departments and staff by designing and providing reliable networks, help-desk services, desktop tool support, customer training, and timely printed materials.

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Ensure mainframe, network, and all local area networks and servers managed by this division are available during prime-use hours (Monday through Friday, 7:00 a.m. - 6:00 p.m.).				
• Number of hours available	2,849	2,831	2,831	2,831
• Total prime-use hours	2,860	2,860	2,860	2,860
Process routine reports, customer notifications, and customer billings on schedule by maintaining an up-time of 96% during non-prime use hours (Monday through Friday, 6:00 p.m. - 7:00 a.m.).				
• Number of hours available	3,272	3,245	3,245	3,245
• Total non-prime use hours	3,380	3,380	3,380	3,380
Ensure accurate city financial reports and customer billings by attention to key-punching transactions.				
• Number of error-free transactions (000s)	1,373	878*	1,350	878*
• Total keypunch transactions (000s)	1,373	896*	1,400	896*
Provide for increased customer productivity by resolving support requests.				
• Number resolved at time of request	4,800	8,000	6,400	8,000
• Total number of requests for support	7,896	10,000	8,000	10,000
Maintain customer productivity by ensuring that desktop hardware service vendors respond to service requests within four hours.				
• Number responded to within four hours	350	335	350	335
• Total number of service requests	388	353	400	353

*Replacement of systems that would have reduced keypunching in Fiscal Year 2001 have been delayed to Fiscal Year 2002. As a result, reductions were not achieved in Fiscal Year 2001 as adopted, but are now anticipated for Fiscal Year 2002.

Support Services (Continued)

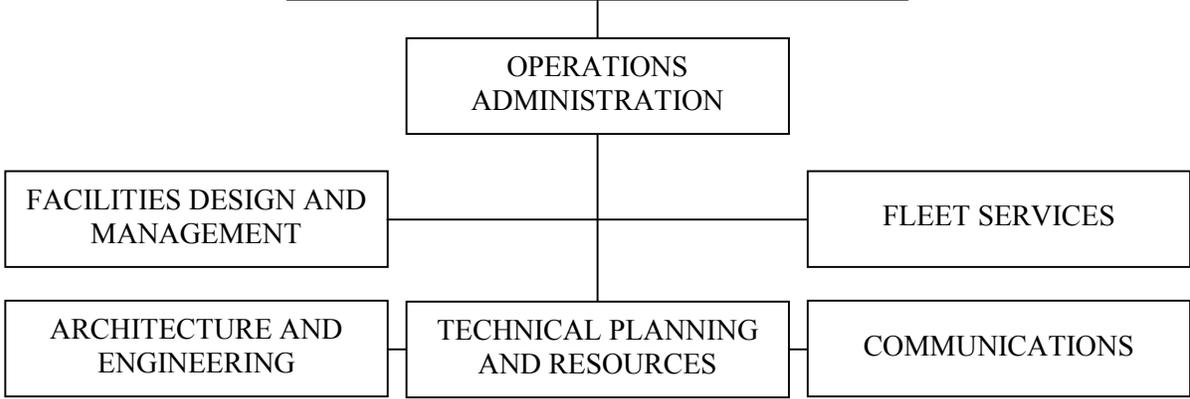
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Ensure reliable and timely availability of computer hardware and software, and technical support for customers.				
• Percent of time local area networks and servers are available during prime-use hours (Monday through Friday, 7:00 a.m. - 6:00 p.m.)	99.6%	99.0%	99.0%	99.0%
• Percent of customer calls for support resolved at time of call	61%	60%	60%	60%
• Percent of on-site service calls responded to within four hours	90%	95%	90%	95%

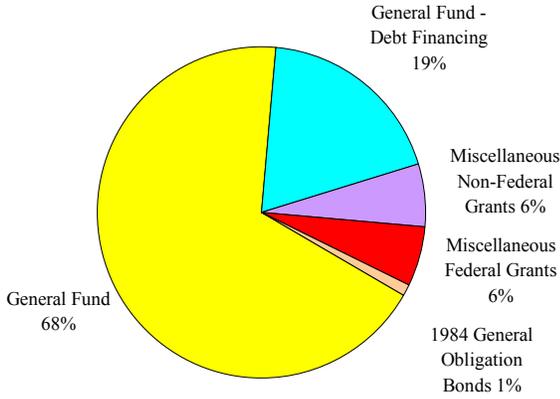
RESOURCE SUMMARY

Position Resources	33.50	33.50	34.50	34.50
Financial Resources				
General Fund	\$ 5,933,273	\$ 6,080,680	\$ 5,607,280	\$ 6,776,000
General Fund - Restricted	274,035	-0-	-0-	-0-
Financial Resources Total	<u>\$ 6,207,308</u>	<u>\$ 6,080,680</u>	<u>\$ 5,607,280</u>	<u>\$ 6,776,000</u>

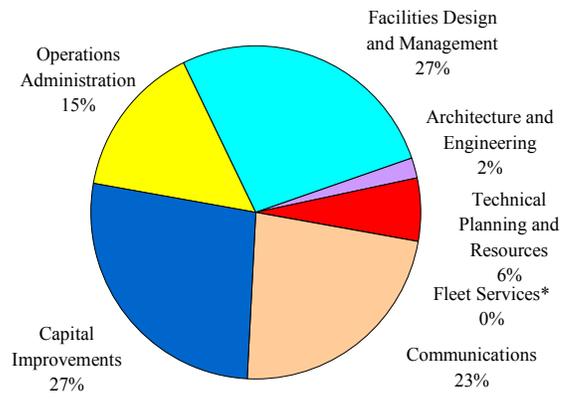
OPERATIONS	
OPERATING:	\$ 18,992,880
CAPITAL:	<u>7,183,800</u>
TOTAL:	<u>\$ 26,176,680</u>
POSITION TOTAL:	377.00



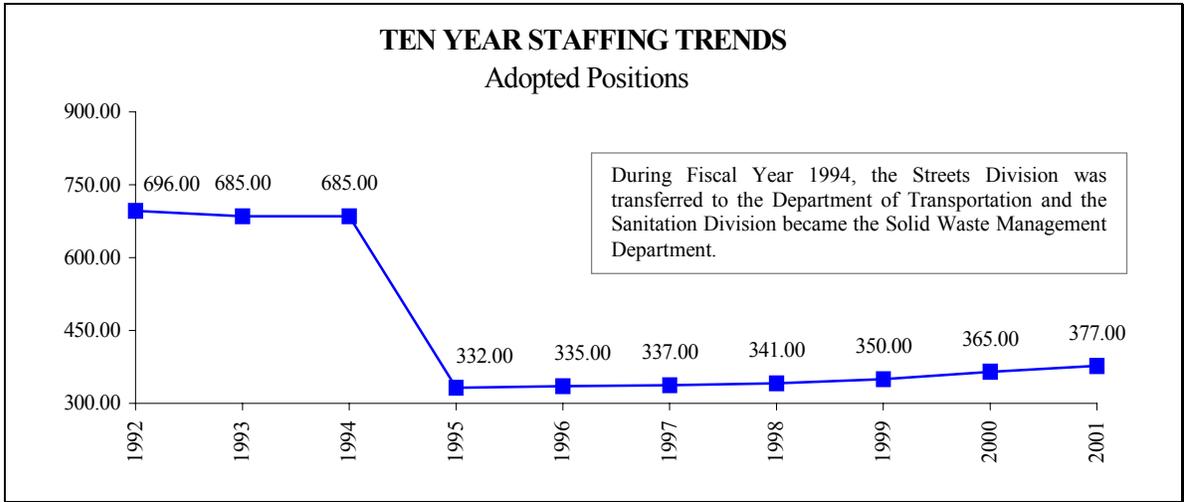
FINANCING PLAN



PROGRAM ALLOCATION



*See Appendix B for the Fleet Services pre-credit budget detail.



OPERATIONS

MISSION STATEMENT: To ensure effective, uninterrupted municipal services to city departments and the community by providing professionally operated and maintained public safety and general services communications systems, well-designed and maintained city facilities, efficiently-managed fleet acquisition and maintenance programs, and technical resources for energy management and telecommunication system development.

OVERVIEW

The Department of Operations consists of six divisions: Operations Administration, Facilities Design and Management, Architecture and Engineering, Technical Planning and Resources, Fleet Services, and Communications. The Communications Division is a primary service provider to the community and the region for emergency public safety notification services. The department provides city departments with city building maintenance and repair; facility design and construction project coordination; fleet management including maintenance, repairs, fueling, and vehicle/equipment acquisition; public safety/general communications dispatching operations and communication systems maintenance; and technology planning and resources for energy management programs and telecommunication system development.

DEPARTMENT HIGHLIGHTS

The city's vehicle replacement program is in its seventh year of maintaining a modern and updated fleet.

The citywide Energy Stars Building Program continues with the performance of energy audits, and the design and implementation of energy conservation strategies specific to budgeted buildings.

Construction is scheduled to begin January 2002, for the Midtown Multi-Service Center, a facility designed to use one-half or less the energy requirements of a typical facility of its type.

The district heating and cooling project for downtown Tucson (a centralized plant that takes advantage of the most recent energy/cost savings technologies) will begin Phase I implementation with the Tucson Convention Center, and Police and Fire Headquarters.

The department will continue with the design and installation of the Regional Emergency Communications System to replace the existing radio and support infrastructure, in order to provide increased security and expand voice/data capabilities.

A long-range plan to reduce the present \$37 million deferred maintenance problem for facilities will be re-introduced.

A second compressed natural gas fueling station will be added at the Eastside Service Center.

The department reorganized the Facilities Design and Management Division and created a new division, Architecture and Engineering.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Safe Neighborhoods

The Communications Division provides the initial answering of 540,000 9-1-1 calls annually to police, fire, and medical emergencies. In addition, the division administers and operates the city's emergency medical dispatch function by providing pre-arrival instructions for citizens reporting medical emergencies.

The Communications Division also provides fire and medical dispatching services to the Tucson Fire Department, Avra Valley Fire District, Golder Ranch Fire District, and Northwest Fire District.

The Multi-Agency Mutual Aid Radio System maintained by the division provides 13 public safety agencies in the Tucson metropolitan area the ability to communicate with each other when providing emergency services.



Goal: Engaged Community and Responsive Government

To promote state of the art technology, the Department of Operations is managing the design and installation of 125 miles of fiber optic network that will connect 91 public buildings. Working with other city departments as well as with the University of Arizona, Pima Community College, and Tucson Unified School District, the network will provide enhanced voice, data, and video conferencing capabilities for public safety, educational, and neighborhood service uses.

The Architecture and Engineering Division ensures that the unique cultural and traditional fabrics of neighborhoods are respected and maintained relative to new public building construction, by conducting public meetings where citizen input concerning design is received.



Goal: Clean Air and Quality Water

The Fleet Services Division has numerous programs in place to reduce pollutants and waste materials. These programs include comprehensive, scheduled preventive maintenance services; annual emissions testing for all fleet units; alternative fuels for a portion of the vehicle fleet; and waste stream reduction.

The Communications Division provides 24-hour leak detection monitoring of 20 fuel storage tanks and associated piping.



Goal: Efficient Use of Natural Resources

The Department of Operations designs and implements energy management and conservation programs in city facilities for energy reduction and cost savings. Activities include energy saving lighting retrofits, solar applications, energy audits, and the use of energy-efficient construction materials and building equipment.

Support for Livable Tucson Goals (Continued)

Efficient Use of Natural Resources (Continued)

The Fleet Services Division manages a program promoting the use of alternative fuels. The program replaces gasoline and diesel powered fleet vehicles with vehicles operating on compressed natural gas (CNG), a more abundant, less expensive resource than oil. Fleet Services plans on purchasing 12 CNG units this fiscal year, bringing the city's complement of alternative fueled vehicles to approximately 170 units.

As mandated by the Mayor and Council, the Department of Operations is installing solar devices on city facilities over the next five years. The city's recognized savings from Tucson Electric Power's 1% rate cut is being reinvested for the promotion of solar energy.

Fleet Services will also reduce fuel consumption related to new vehicle procurements through its rightsizing program, which is designed to match the most fuel-efficient vehicles to work requirements.

The Technical Planning and Resources Division furthers energy efficiency by educating both private sector and city staff designers, builders, and contractors, as well as city and county code officials, on the locally adopted Sustainable Energy Standard, which is 50% more rigorous than the Model Energy Code.



Goal: Successful Downtown

The Department of Operations is implementing a program to provide heating and cooling to downtown governmental and privately-owned facilities using a single physical plant. This will result in reduced energy costs for these buildings and serve as an economic incentive for future investment and new development in the downtown area.



Goal: Organizational Support

The Department of Operations supports city departments by maximizing the hours of availability of facilities, fleet vehicles and off-road equipment, and communications systems.

The Department of Operations enables city departments to achieve their missions by ensuring the highest quality of facility design and construction, and telecommunications/communications systems buildout.

Fleet Services minimizes the avoidable costs associated with obsolete and/or aged vehicles by effectively administering a fleet replacement program.

OPERATIONS

DEPARTMENT RESOURCES

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Operations Administration	10.00	10.00	11.00	11.00
Facilities Design and Management*	132.00	132.00	132.00	112.00
Architecture and Engineering*	-0-	-0-	-0-	20.00
Technical Planning and Resources	10.00	10.00	11.00	11.00
Fleet Services	106.00	108.00	107.00	106.00
Communications	103.00	114.00	114.00	114.00
Permanent Total	361.00	374.00	375.00	374.00
<u>NON-PERMANENT</u>				
Facilities Design and Management	1.00	1.00	1.00	-0-
Architecture and Engineering	-0-	-0-	-0-	1.00
Technical Planning and Resources	1.00	1.00	1.00	1.00
Fleet Services	1.00	1.00	1.00	1.00
Non-Permanent Total	3.00	3.00	3.00	3.00
Department Total	364.00	377.00	378.00	377.00

FINANCIAL RESOURCES

Operations Administration	\$ 650,846	\$ 3,716,220	\$ 3,716,220	\$ 3,834,720
Facilities Design and Management*	8,112,951	8,258,670	7,558,610	7,084,690
Architecture and Engineering*	-0-	-0-	-0-	614,590
Technical Planning and Resources	1,518,666	1,368,860	1,326,860	1,457,720
Fleet Services**	-0-	-0-	-0-	-0-
Communications	5,066,215	5,633,700	5,553,170	6,001,160
Operating Total	15,348,678	18,977,450	18,154,860	18,992,880
Capital Improvements	1,627,035	3,868,000	2,149,000	7,183,800
Department Total	\$ 16,975,713	\$ 22,845,450	\$ 20,303,860	\$ 26,176,680

*For Fiscal Year 2002, the Operations Department reorganized the Facilities Design and Management Division and created a new division, Architecture and Engineering.

**The net budget for Fleet Services is zero. Costs are recovered by charging other departments for vehicle acquisition and maintenance services through interactivity transfers. See Appendix B for budget details.

Department Resources (Continued)

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>CHARACTER OF EXPENDITURES</u>				
Personal Services	\$ 16,685,589	\$ 18,195,990	\$ 18,170,990	\$ 19,213,720
Services	17,670,473	20,454,880	18,245,980	20,336,600
Commodities	8,508,108	8,507,650	9,731,030	10,435,920
Equipment	6,602,545	8,082,440	8,087,250	8,656,460
Other	-0-	-0-	-0-	(151,000)
Inter-Activity Transfers	(34,118,037)	(36,263,510)	(36,080,390)	(39,498,820)
Operating Total	15,348,678	18,977,450	18,154,860	18,992,880
Capital Improvements	1,627,035	3,868,000	2,149,000	7,183,800
Department Total	<u>\$ 16,975,713</u>	<u>\$ 22,845,450</u>	<u>\$ 20,303,860</u>	<u>\$ 26,176,680</u>

SOURCE OF FUNDS

General Fund	\$ 16,817,172	\$ 19,197,450	\$ 16,655,860	\$ 18,011,880
General Fund - Debt Financing	-0-	-0-	-0-	5,000,000
Miscellaneous Non-Federal Grants	775	1,470,000	1,470,000	1,500,000
Miscellaneous Federal Grants	21,491	1,470,000	1,470,000	1,500,000
1984 General Obligation Bonds	136,275	708,000	708,000	164,800
Department Total	<u>\$ 16,975,713</u>	<u>\$ 22,845,450</u>	<u>\$ 20,303,860</u>	<u>\$ 26,176,680</u>

OPERATIONS

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

Operating

The adopted budget for Fiscal Year 2002 of \$18,992,880 is an increase of \$15,430 due to the following changes:

• Funds carried forward to Fiscal Year 2002 due to delayed purchases of equipment and services in Fiscal Year 2001	\$ 766,490
• Impact of a 2% pay increase effective July 1, 2001	313,000
• Impact on salaries due to Fiscal Year 2002 merit increases	187,650
• Added funding for parking lot maintenance	100,000
• Increase in group insurance	88,580
• Increased funding for proprietary building maintenance and utilities costs	64,900
• Increase budget for grant funding including one senior community services project coordinator position	60,000
• Impact of reorganizing the Facilities Design and Management Division and the Architectural and Engineering (A&E) Division, including reduction of two public building maintenance positions, addition of one secretary position, and upgrade of a chief architect to operations administrator	6,980
• Impact of a 1% reduction to balance the budget	(151,000)
• Reduction of one-time funding for communications site air conditioning upgrades	(156,000)
• Reduction of one-time funding for purchases of equipment and services	(163,740)
• Reduction of one-time funding for expansion of the 9-1-1 communications center	(250,000)
• Reduction of one-time funding for construction and renovation projects	(790,870)
• Other miscellaneous changes	<u>(60,560)</u>
Operating Total	\$ 15,430

Capital

The adopted budget for Fiscal Year 2002 of \$7,183,800 is an increase of \$3,315,800 due to the following changes:

• Addition of funding for emergency communications system and facility	\$ 5,164,800
• Carryforward to Fiscal Year 2002 for buildings and equipment projects not completed in Fiscal Year 2001	1,373,400
• Carryforward to Fiscal Year 2002 for Americans with Disabilities Act projects not completed in Fiscal Year 2001	345,600
• Addition of funding for city hall annex communications system	300,000
• Completion of Americans with Disabilities Act projects	(548,400)
• Completion of buildings and equipment projects	<u>(3,319,600)</u>
Capital Total	\$ <u>3,315,800</u>
Department Total	<u><u>\$ 3,331,230</u></u>

OPERATIONS ADMINISTRATION

MISSION STATEMENT: The Operations Administration Division provides overall direction and management for six divisions and supports their efforts in the areas of budgeting, cost accounting, personnel, environmental compliance, safety, and training.

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Conduct in-house quarterly occupational safety and health inspections department-wide.				
• Number of quarterly inspections	4	5	4	4
Ensure departmental accountability by administering major budget, procurement and personnel systems.				
• Number of systems	3	N/A	3	3
Key Outcomes				
Continue to refine adopted customer service survey recommendations presented by department directors.				
• Facilities Design and Management	100%	100%	100%	100%
• Architecture and Engineering	N/A	N/A	N/A	100%
• Technical Planning and Resources	100%	100%	100%	100%
• Fleet Services	100%	100%	100%	100%
• Communications	100%	100%	100%	100%
Reduce occupational safety and health violations by conducting quarterly inspections.				
• Repeat violations identified/eliminated	10	25	20	12
• Percent of serious violations avoided	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	10.00	10.00	11.00	11.00
Financial Resources				
General Fund	\$ 649,889	\$ 776,220	\$ 776,220	\$ 834,720
Miscellaneous Non-Federal Grants	775	1,470,000	1,470,000	1,500,000
Miscellaneous Federal Grants	182	1,470,000	1,470,000	1,500,000
Financial Resources Total	<u>\$ 650,846</u>	<u>\$ 3,716,220</u>	<u>\$ 3,716,220</u>	<u>\$ 3,834,720</u>

OPERATIONS

FACILITIES DESIGN AND MANAGEMENT

MISSION STATEMENT: The Facilities Design and Management Division ensures a healthy, functional, aesthetic, and sustainable building environment for all city employees and the public by providing cost-effective facility maintenance that respond to the long-term requirements of the city and are sensitive to user needs.

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Respond to work requests received for routine building maintenance within 48 hours.				
• Number of requests received	37,262	39,000	40,000	40,000
Manage remodeling and alteration projects.				
• Number of projects managed	N/A	N/A	150	160
Manage maintenance projects.				
• Number of projects managed	274	N/A	325	340
Key Outcomes				
Respond to work requests received for routine building maintenance within 48 hours.				
• Percent responded to within 48 hours	95%	95%	95%	95%
Manage maintenance projects.				
• Percent of projects completed within 5% of estimated costs	100%	N/A	98%	98%
Meet the requirements of customer departments for facility and alterations maintenance by implementing 100% of all adopted suggestions.				
• Percent of adopted suggestions implemented	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	133.00	133.00	133.00	112.00
Financial Resources				
General Fund	\$ 8,112,951	\$ 8,258,670	\$ 7,558,610	\$ 7,084,690

ARCHITECTURE AND ENGINEERING*

MISSION STATEMENT: The Architecture and Engineering Division ensures a healthy, functional, aesthetic and sustainable building environment for all city employees and the public by providing cost-effective facility designs that respond to the long-term requirements of the city and are sensitive to user needs. The division ensures construction that is sound and complies with applicable requirements.

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Manage major design projects that involve construction of new buildings, remodeling, and major maintenance projects.				
• Number of project designs managed	17	N/A	35	40
Manage construction projects involving new buildings, remodels, and renovation projects.				
• Number of projects managed	22	N/A	40	45
Conduct special architectural and planning studies on request.				
• Number of studies	35	60	40	40
Key Outcomes				
Manage major design projects that involve construction of new buildings, remodeling, and major maintenance projects.				
• Percent of designs managed within schedule and within budget	98%	N/A	98%	98%
Manage construction projects involving new buildings, remodels, and renovation projects.				
• Percent of projects completed within 5% of authorized construction costs	98%	N/A	98%	98%
Meet the requirements of customer departments for facility design and construction by implementing 100% of all adopted suggestions.				
• Percent of adopted suggestions implemented	100%	100%	100%	100%

*In prior fiscal years, the functions and resources of this division were part of the Facilities Design and Management Division.

OPERATIONS

Architecture and Engineering (Continued)

RESOURCE SUMMARY

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Position Resources	-0-	-0-	-0-	21.00
Financial Resources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 614,590

TECHNICAL PLANNING AND RESOURCES

MISSION STATEMENT: The Technical Planning and Resources Division provides design and oversight of telecommunications (fiber optics, local area network and wide area network, microwave, and radio) for all city services, including Police, Fire, and emergency medical services. The division designs and implements energy management and conservation programs in city facilities for energy reduction and cost savings.

KEY MEASURES OF PERFORMANCE

Key Outputs

Review and manage energy projects (i.e., lighting, heating, cooling) for new or modified city facilities.

• Number of projects reviewed and managed	28	20	24	24
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Respond to requests for engineering and technical assistance from city offices.

• Number of requests	635	635	635	520
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Design and review telecommunication systems (fiber optics, local and wide area networks, microwave, and radio).

• Number of systems designed and reviewed	15	15	15	12
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Key Outcomes

Complete energy management and conservation enhancements throughout city facilities. Achieve an excellent rating for improvements through debriefings with end users on a project-by-project basis.

• Percent of projects receiving excellent rating	N/A	N/A	95%	95%
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Technical Planning and Resources (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Achieve an excellent rating for services delivered by the division in a survey of department representatives.				
• Percent of services receiving excellent rating	100%	100%	100%	100%
Reduce utility costs and pollution by creating energy efficient buildings.				
• Utility costs savings*	\$ 473,370	\$ 500,000	\$ 500,000	\$ 550,000
• Equivalent number of cars removed from roadway (pollution reduction)*	706	746	746	820

*Benchmark adopted by the Environmental Protection Agency

RESOURCE SUMMARY

Position Resources	11.00	11.00	12.00	12.00
Financial Resources				
General Fund	\$ 1,497,357	\$ 1,368,860	\$ 1,326,860	\$ 1,457,720
Miscellaneous Federal Grants	21,309	-0-	-0-	-0-
Financial Resources Total	<u>\$ 1,518,666</u>	<u>\$ 1,368,860</u>	<u>\$ 1,326,860</u>	<u>\$ 1,457,720</u>

FLEET SERVICES

MISSION STATEMENT: The Fleet Services Division meets the transportation and equipment needs of city departments by providing effective maintenance and repair services, managing fuel operations, acquiring new vehicles and equipment, and operating city motor pools.

KEY MEASURES OF PERFORMANCE

Key Outputs

Perform scheduled vehicle maintenance services.

• Number of maintenance services performed	5,630	5,800	5,980	6,030
• Percent of preventive maintenance services performed on city fleet vehicles	89.5%	89.0%	90.0%	90.0%

OPERATIONS

Fleet Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Acquire new vehicles to replace older vehicles.				
• Number of replacement vehicles acquired	286	275	300	300
Purchase new vehicles that operate on clean burning, less expensive, compressed natural gas (CNG).				
• Number of CNG vehicles purchased	27	10	22	12
Perform emission inspections (including any associated repairs) on city vehicles to ensure compliance with state emission standards.				
• Number of emission inspections conducted	2,000	1,925	2,000	2,050
Conduct reviews of city fleet utilization.				
• Number of reviews conducted	1	2	2	2
Key Outcomes				
Complete fleet repairs within established industry labor time standards.				
• Percent of repairs within standards	93%	90%	90%	90%
Ensure availability of safe, well-maintained fleet vehicles.				
• Percent of vehicles available				
◇ Public Safety	86.8%	92.0%	92.0%	90.0%
◇ All Other	86.6%	90.0%	90.0%	90.0%
◇ Total	86.8%	N/A	90.0%	90.0%
Reduce the size of the city's fleet by recommending the reassignment or removal from service of underutilized fleet units.				
• Number of vehicles reassigned to achieve more efficient use	2	15	5	5
• Number of vehicles removed from service	19	25	10	10

Fleet Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Operate fleet vehicles on clean burning, less expensive, compressed natural gas, resulting in cleaner air and the efficient use of natural resources.				
• Total CNG vehicles	151	157	158	170
• Percent of light duty units operating on CNG	9.0%	9.4%	9.4%	9.4%

RESOURCE SUMMARY

Position Resources	107.00	109.00	108.00	107.00
Financial Resources				
General Fund*	\$ -0-	\$ -0-	\$ -0-	\$ -0-

*The net budget for Fleet Services is zero. Costs are covered by charging other departments for vehicle acquisition and maintenance services through interactivity transfers. See Appendix B for budget details.

COMMUNICATIONS

MISSION STATEMENT: The Communications Division provides continuous 9-1-1 and emergency dispatching services to City of Tucson residents, visitors, and other regional public safety agencies and maintains reliable and cost-effective voice and data communications systems to support city departments in delivering public services.

KEY MEASURES OF PERFORMANCE

Key Outputs

Receive 9-1-1 calls for fire, medical, or police assistance.

• Number of calls received	540,000	508,000	578,000	578,000
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Provide computer-aided dispatch services for fire and emergency medical units.

• Number of fire and emergency medical calls dispatched	81,658	85,200	80,000	80,000
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OPERATIONS

Communications (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Design, install, and maintain City of Tucson telephone systems resulting from additions, moves, changes, and repairs.				
• Number of requests for service	853	N/A	930	930
Provide 9-1-1 public education presentations to schools and community groups.				
• Number of presentations	61	60	60	60
Key Outcomes				
Respond to major communication system failures including microwave, fiber network, automatic vehicle location, fuel system.				
• Percent responded to within one hour	100%	100%	100%	100%
Respond to major computer system failures including computer-aided dispatch, automatic vehicle location, leak detection, and fuel system.				
• Percent of service requests responded to within one hour	100%	N/A	100%	100%
Achieve a superior rating for emergency medical dispatch services by performing quality assurance reviews in accordance with a nationally recognized scoring system.				
• Percent of quality assurance reviews receiving superior rating	90%	N/A	90%	90%
Repair major communications systems including microwave, fiber network, automatic vehicle location, and fuel systems within 12 hours.				
• Percent of systems returned to service within 12 hours	100%	95%	100%	100%

Communications (Continued)

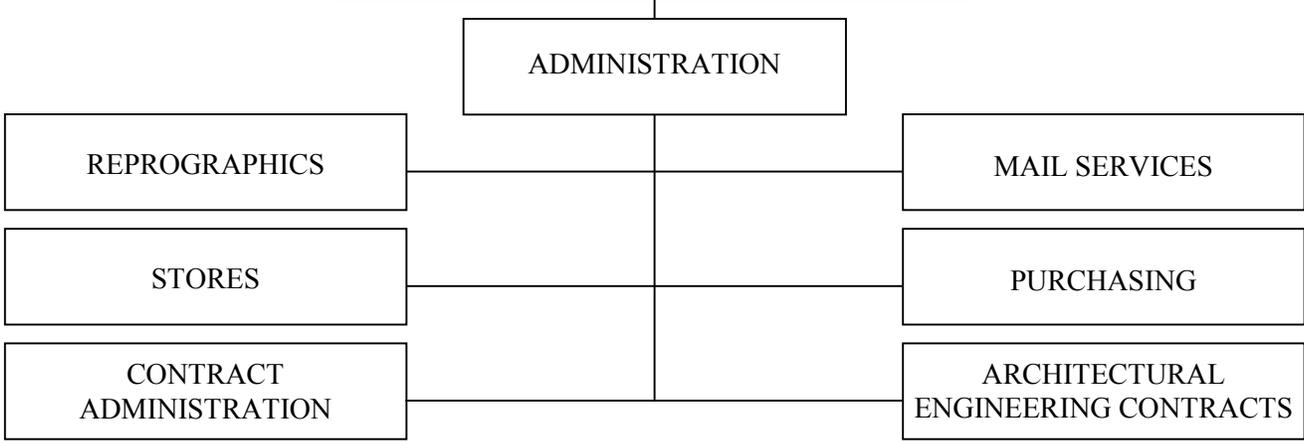
KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Repair major computer systems including computer-aided dispatch, automatic vehicle location, leak detection, and fuel system within 12 hours.				
• Percent of systems returned to service within 12 hours	100%	N/A	100%	100%
Achieve highest levels of departmental user satisfaction for telecommunications services.				
• Percent of surveyed customers indicating above average or excellent	N/A	N/A	80%	90%
Ensure effectiveness of 9-1-1 presentations.				
• Percent of surveyed respondents indicating that the information presented was useful and remembered	N/A	N/A	100%	100%

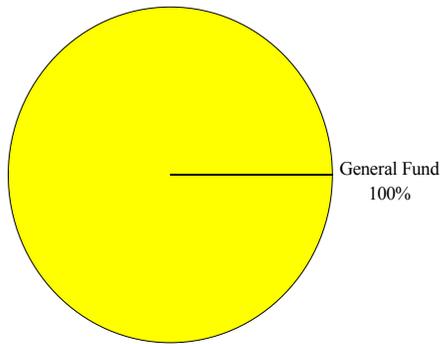
RESOURCE SUMMARY

Position Resources	103.00	114.00	114.00	114.00
Financial Resources				
General Fund	\$ 5,066,215	\$ 5,633,700	\$ 5,553,170	\$ 6,001,160

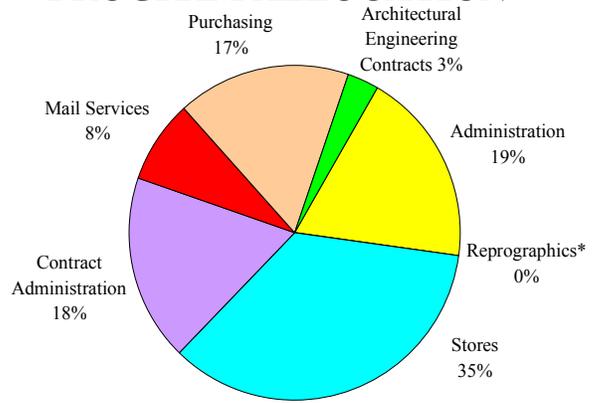
PROCUREMENT
 OPERATING: \$ 3,395,960
 POSITION TOTAL: 82.00



FINANCING PLAN

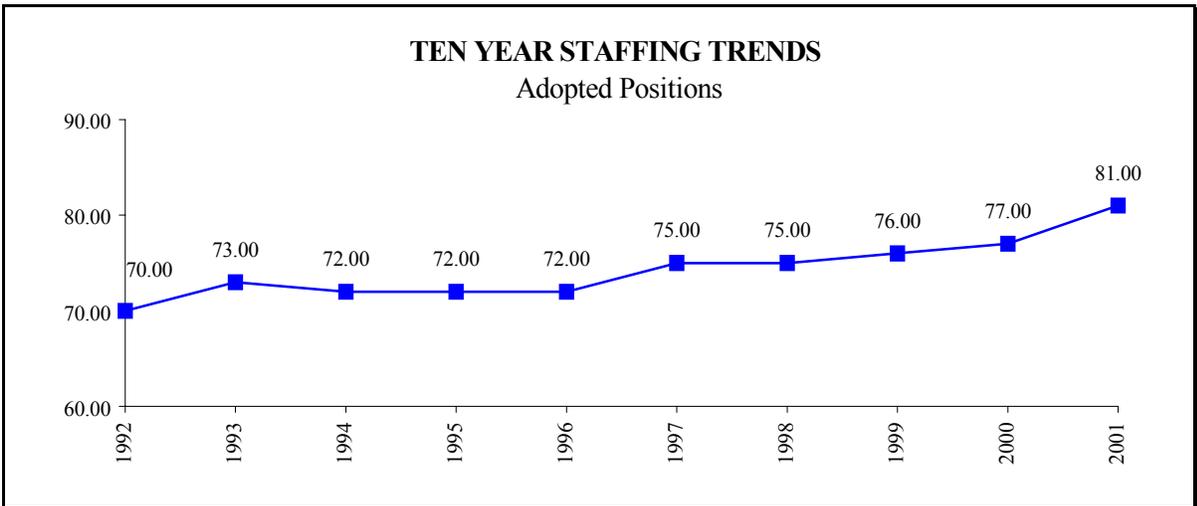


PROGRAM ALLOCATION



*See Appendix B for the Reprographics pre-credit budget detail.

TEN YEAR STAFFING TRENDS
 Adopted Positions



PROCUREMENT

MISSION STATEMENT: To support city departments in meeting their goals by ensuring needed materials and services are available on time, of best value, and acquired with integrity.

OVERVIEW

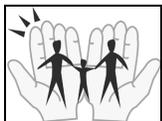
The Procurement Department strives to improve the efficiency and effectiveness of purchasing practices, maximize the purchasing value of public funds, and support city departments in accomplishing their missions. Policies promote environmentally sensitive purchases, competition among vendors providing materials and services to the city, and local purchases to benefit the local economy. The Procurement Department includes the divisions of Administration, Reprographics, Stores, Contract Administration, Mail Services, Purchasing, and Architectural Engineering Contracts. Services provided by the Procurement Department include contracting for all supplies, materials, equipment, services, and construction, and providing in-house printing, inventories needed for daily operations, and distribution of interdepartmental and postal mail.

DEPARTMENT HIGHLIGHTS

The Mayor and Council adopted a living wage ordinance in September of 1999 requiring that employees of city contractors who supply specified services to the city be paid a living wage and also be offered health insurance or additional compensation. The Procurement Department is responsible for monitoring compliance, including the investigation of alleged violations.

The Procurement Department received the Achievement of Excellence in Procurement award from the National Purchasing Institute, one of 48 purchasing organizations to receive the award. The department has received the award for five consecutive years.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Reduced Poverty and Equality of Opportunity

The Procurement Department supports the city's Minority and Women Owned Business Enterprise Program (MWBE) through goals for construction services and a competitive bid preference to eligible MWBE firms. The department works closely with minority- and women-owned businesses in the community by participating in outreach and training programs to maintain contact with such vendors.

The Procurement Department supports the community through coordination of the city's surplus property donation program. The program allows for donation of surplus property, with Mayor and Council approval, to local non-profit agencies and schools. One of the most requested donations is for computers, which are used for training youth and other groups in developing computer skills.

Support for Livable Tucson Goals (Continued)



Goal: Strong Local Business

The Procurement Department, through competitive procurement practices, provides economic stimulation to the local business community. Specifically, the tax-offset program allows purchases to be evaluated by adding sales tax that would be paid to the taxing jurisdiction to the base bid of non-Tucson firms. This program represents up to a 3.2% tax-offset to Tucson vendors. Since its inception in 1990, over one million contract dollars have been awarded to Tucson vendors through the tax-offset program. In addition, since Fiscal Year 1992, the city has awarded an average 76% of annual purchases to vendors within the local metropolitan area.



Goal: Efficient Use of Natural Resources

Procurement purchases products that reduce the waste-stream, such as remanufactured toner cartridges, reloaded ammunition brass, recycled paper, restroom products, envelopes, polyethylene containers, trash can liners, and forms. The department also reduces the number of products in use through source reduction (e.g., purchase of energy saving lamps, environmentally friendly reprographic products and processes, and alternate fuels). Management staff participates on the Environmental Action Committee. The department publishes an annual report on "Resource Efficient Procurement".



Goal: Better Paying Jobs

The Procurement Department supports the goal of better paying jobs through the Living Wage ordinance adopted by Mayor and Council in September of 1999. The Living Wage ordinance requires that employees of city contractors providing specified services to the city be paid a living wage of either \$8 or \$9 an hour, depending on whether the contractor offers health insurance benefits. The Living Wage ordinance will increase the ability of employees to support themselves and their families, decrease poverty and reduce the need for taxpayer funded social services in Tucson. The Procurement Department is responsible for monitoring compliance of the ordinance, including the investigation of alleged violations.



Goal: Organizational Support

The Procurement Department supports all city departments in accomplishing their missions by ensuring materials, equipment, services and construction are acquired on time and are of best value.

DEPARTMENT RESOURCES

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Administration	9.00	9.00	5.00	6.00
Reprographics	11.00	11.00	11.00	11.00
Stores	29.00	29.00	29.00	29.00
Contract Administration	11.00	11.00	11.00	11.00
Mail Services	7.00	7.00	7.00	7.00
Purchasing	14.00	14.00	14.00	13.00
Architectural Engineering Contracts	-0-	-0-	4.00	5.00
Department Total	<u>81.00</u>	<u>81.00</u>	<u>81.00</u>	<u>82.00</u>

FINANCIAL RESOURCES

Administration	\$ 543,296	\$ 615,850	\$ 529,750	\$ 626,850
Reprographics*	43,010	-0-	-0-	-0-
Stores	1,033,898	1,184,770	1,177,030	1,195,090
Contract Administration	426,697	930,990	826,420	609,670
Mail Services	237,736	286,570	287,990	260,190
Purchasing	556,436	604,990	605,100	592,240
Architectural Engineering Contracts**	-0-	-0-	94,780	111,920
Department Total	<u>\$ 2,841,073</u>	<u>\$ 3,623,170</u>	<u>\$ 3,521,070</u>	<u>\$ 3,395,960</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 2,915,938	\$ 3,197,540	\$ 3,198,410	\$ 3,363,450
Services	372,791	357,340	368,280	438,610
Commodities	2,277,122	2,191,080	2,168,980	2,284,130
Equipment	63,000	573,990	467,760	104,980
Debt Service	-0-	12,010	12,010	46,000
Other	-0-	-0-	-0-	(32,000)
Inter-Activity Transfers	(2,787,778)	(2,708,790)	(2,694,370)	(2,809,210)
Department Total	<u>\$ 2,841,073</u>	<u>\$ 3,623,170</u>	<u>\$ 3,521,070</u>	<u>\$ 3,395,960</u>

SOURCE OF FUNDS

General Fund	<u>\$ 2,841,073</u>	<u>\$ 3,623,170</u>	<u>\$ 3,521,070</u>	<u>\$ 3,395,960</u>
Department Total	<u>\$ 2,841,073</u>	<u>\$ 3,623,170</u>	<u>\$ 3,521,070</u>	<u>\$ 3,395,960</u>

*The net budget for Reprographics is zero. Costs are recovered by charging other departments for printing services through inter-activity transfers. See Appendix B for budget details.

**The Architectural Engineering Contracts section was established as a new division during Fiscal Year 2001.

PROCUREMENT

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$3,395,960 is a decrease of \$227,210 due to the following changes:

• Impact of a 2% pay increase effective July 1, 2001	\$ 100,000
• Non-merit personal services cost increases	90,120
• Addition of one senior contract officer position (fully offset by interactivity credits) to support the Department of Transportation's architectural and engineering contracts	57,100
• Impact on salaries due to Fiscal Year 2002 merit increases	52,910
• Increase in funding for carpet replacement	16,000
• Increased funding for the purchase of an inventory software system	15,000
• Increase in vehicle costs due to revised rates	13,100
• Increase in building maintenance costs	11,000
• Impact of a 1% reduction to balance the budget	(32,000)
• Reduction of one-time funding for the purchase a new mailing machine	(40,000)
• Increase in interactivity credits from the Department of Transportation for contracting services	(57,100)
• Increase in interactivity credits form the Department of Operations for stores services	(82,500)
• Decrease due to completion of the initial phases of the on-line procurement integration system project after carryforward of \$104,980 from Fiscal Year 2001	(395,020)
• Other miscellaneous changes	<u>24,180</u>
Department Total	<u>\$ (227,210)</u>

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides strategic direction and management to the department by planning, coordinating, and implementing procurement operations in accordance with applicable laws, Mayor and Council policy, and the administrative direction of the City Manager.

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Manage sales of surplus city property.				
• Number of sales held	14	10	12	14
Support the local business community through the “Tucson First” program by using competitive procurement practices, including the tax-offset program, to award purchasing dollars to local vendors.				
• Amount of purchasing dollars awarded to local vendors (\$000s)	\$ 150,449	\$ 121,000	\$ 151,000	\$ 160,000
Key Outcomes				
Receive revenues from the sale of surplus city property.	\$ 701,737	\$ 900,000	\$ 750,000	\$ 760,000
Percent of purchasing dollars awarded to local vendors.	72.5%	72.0%	73.0%	73.0%

RESOURCE SUMMARY

Position Resources	9.00	9.00	5.00	6.00
Financial Resources				
General Fund	\$ 543,296	\$ 615,850	\$ 529,750	\$ 626,850

REPROGRAPHICS

MISSION STATEMENT: The Reprographics Division provides responsive, quality in-house reprographic services for all departments by typesetting, printing, and binding documents and reports at or below commercial prices in a timely manner.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide printing services to city departments.

• Number of offset print jobs completed	2,527	2,737	2,562	2,650
• Number of quick print jobs completed	2,421	2,400	2,203	2,380

Key Outcomes

Fulfill customer requirements for printing services in a cost-efficient and timely manner.

• Percent of offset print jobs completed within ten working days of request	72%	75%	74%	75%
• Percent of quick print jobs completed within two working days of request	98%	96%	97%	96%

RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	11.00
Financial Resources				
General Fund*	\$ 43,010	\$ -0-	\$ -0-	\$ -0-

*The net budget for Reprographics is zero. Costs are recovered by charging other departments for printing services through inter-activity transfers. See Appendix B for budget details.

STORES

MISSION STATEMENT: The Stores Division operates seven warehouses and manages a \$1.8 million supply inventory needed for the daily operation of all city departments; orders special non-stock items for the Fleet Services Division of the Department of Operations and for Tucson Water; provides hazardous material safety information on inventory items to city departments in the form of material safety data sheets; delivers goods on a timely basis; and disposes of city surplus material and equipment by public sale, auction, donation, or redistribution to departments.

KEY MEASURES OF PERFORMANCE

Key Outputs

Process and deliver requested materials to user departments and offices.

• Number of orders delivered	5,900	6,200	4,500	5,200
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Locate, purchase, and deliver non-stock items for Fleet Services and Tucson Water.

• Number of orders completed	8,572	8,200	8,500	8,550
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Reconcile on-hand quantities for stock inventory items.

• Number of stock items reconciled	12,314	15,400	15,400	15,000
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Key Outcomes

Fulfill customer requirements for inventory items.

• Percent processed and delivered within three working days of request	94%	92%	94%	94%
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• Percent of special non-stock items located, purchased, and delivered within two working days of request	92%	92%	92%	92%
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Limit the amount of losses through the reconciliation of inventory.

• Value of inventory (\$000s)	\$ 1,743	\$ 2,000	\$ 1,800	\$ 1,800
• Percent of inventory losses	0.05%	0.10%	0.05%	0.05%

RESOURCE SUMMARY

Position Resources	29.00	29.00	29.00	29.00
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Financial Resources

General Fund	\$ 1,033,898	\$ 1,184,770	\$ 1,177,030	\$ 1,195,090
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PROCUREMENT

CONTRACT ADMINISTRATION

MISSION STATEMENT: The Contract Administration Division meets the needs of city departments by contracting for professional services, maintenance, and construction services, and ensuring that all contracts are solicited, evaluated, awarded, and administered in accordance with applicable federal, state, and local laws. The division monitors contract compliance, including wage rates on federally funded construction projects, and wage requirements on city contracts subject to the Living Wage Ordinance.

KEY MEASURES OF PERFORMANCE

Key Outputs

Contract for professional, maintenance, and construction services.	186	170	108	150
Award purchase orders.	631	1,000	720	850
Monitor federally-funded construction projects over \$100,000 to ensure wage rate compliance with labor standards.				
• Number of projects monitored	15	15	8	10

Key Outcomes

Assure integrity in the expenditure of public monies by acquiring needed materials and services on time and at best value.				
• Percent of contracts issued within the department standard of 120 calendar days	86%	90%	80%	85%
• Percent of purchase orders issued within the department standard of 28 calendar days	90%	90%	85%	90%
Ensure that federally funded construction contracts are in compliance with wage rates.				
• Percent achieving compliance	100%	100%	100%	100%
Ensure that applicable contracts are in compliance with Living Wage requirements.				
• Percent achieving compliance	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	11.00
Financial Resources				
General Fund	\$ 426,697	\$ 930,990	\$ 826,420	\$ 609,670

MAIL SERVICES

MISSION STATEMENT: The Mail Services Division provides centralized pickup and delivery service for interdepartment and postal mail to city departments. The division also provides for the insertion of water bills, business license statements, and various other bills.

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Provide mail services for city departments.				
• Number of pieces - outgoing presorted postal mail (000s)	38	250	166	300
• Number of pieces - outgoing postal mail (000s)	5,386	5,800	5,400	5,600
• Number of water bills processed (000s)	2,732	2,500	2,600	2,800
Key Outcomes				
Save two cents per piece by presorting postal mail.				
• Dollars saved	\$ 959	\$ 6,250	\$ 3,320	\$ 6,000

RESOURCE SUMMARY

Position Resources	7.00	7.00	7.00	7.00
Financial Resources				
General Fund	\$ 237,736	\$ 286,570	\$ 287,990	\$ 260,190

PURCHASING

MISSION STATEMENT: The Purchasing Division purchases all supplies, materials, equipment, and related services needed by customer departments and offices; and assures that all purchases are solicited, evaluated, awarded, and administered in accordance with applicable federal, state, and local laws.

KEY MEASURES OF PERFORMANCE

Key Outputs				
Award purchase orders for supplies and services.	12,777	10,500	10,500	10,500
Award contracts for supplies and services.	187	160	160	170

PROCUREMENT

Purchasing (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Meet customer needs for materials and services on time, at the best value, and with integrity.				
• Percent of purchase orders awarded within the department standard of 28 calendar days	81%	88%	88%	90%
• Percent of contracts awarded within the department standard of 120 calendar days	80%	86%	86%	90%

RESOURCE SUMMARY

Position Resources	14.00	14.00	14.00	13.00
Financial Resources				
General Fund	\$ 556,436	\$ 604,990	\$ 605,100	\$ 592,240

ARCHITECTURAL ENGINEERING CONTRACTS

MISSION STATEMENT: The Architectural Engineering Contracts Division ensures the acquisition of capable and qualified architectural and engineering services in order to maximize the value of the city's public works projects.

KEY MEASURES OF PERFORMANCE

Key Outputs				
Award contracts for architectural, engineering, environmental and design-build services.	66	80	80	80
Process contract amendments.	40	48	48	48

Architectural and Engineering Contracts (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outcomes				
Ensure best value in the expenditure of public monies by acquiring qualified services at a fair price and on time.				
• Percent of contracts issued within the department standard of 120 calendar days	NA*	90%	95%	95%
• Percent of amendments processed within the department standard of ten calendar days	NA*	90%	95%	95%

*Tracking system not developed until Fiscal Year 2001.

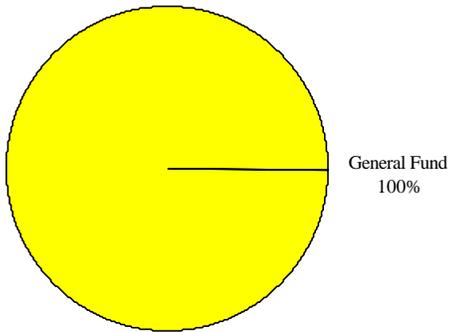
RESOURCE SUMMARY

Position Resources	-0-	-0-	4.00	5.00
Financial Resources				
General Fund	\$ -0-	\$ -0-	\$ 94,780	\$ 111,920

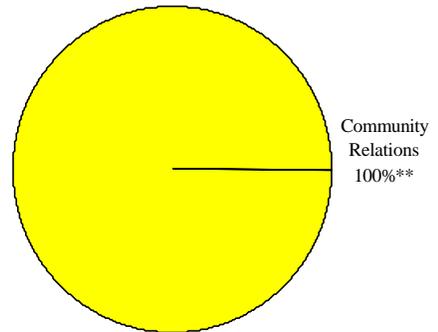
COMMUNITY RELATIONS*

OPERATING: \$ 1,455,720
 POSITION TOTAL: 18.12

FINANCING PLAN



PROGRAM ALLOCATION



**See appendices for breakdown of Community Relations and Video Productions budgets



*Included as the Information Outreach Division of the City Manager in prior fiscal years.

COMMUNITY RELATIONS

MISSION STATEMENT: Community Relations is responsible for assisting departments and offices in reaching the public with specific city information and encouraging citizens to get involved in their city government. These tasks are accomplished by producing a variety of television programs which highlight the work of city departments and the weekly deliberations of the Mayor and Council, creating graphic and written materials that explain city services, working with the media to cover city stories, designing and writing an Internet Web site, and publishing a weekly CityPage of events and activities that encourages public participation.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Community Relations notifies the public and encourages public participation by producing live Mayor and Council meetings on Channel 12; listing community events and public meetings in *CityPage* in the Sunday newspaper; ensuring direct access to city offices through the *InfoGuide*, a city service directory; providing 24-hour access to city information plus on-line opportunities for citizen feedback through the city's Web site; and promoting city events and services available to the public on the *Topic of Tucson* television program.



Goal: Clean Air and Quality Water

Community Relations assists these goals with public education by producing public service announcements, brochures, public affairs programming, and media relations for Environmental Management, Tucson Water Department, and the Solid Waste Management Department.



Goal: Respected Historic and Cultural Resources

Community Relations is videotaping the South Sixth Avenue, Park Avenue, and Stone Avenue transportation projects for its Channel 12 archives. This footage, as well as that of the city's downtown area, documents the visual look of Tucson prior to restoration or rejuvenation projects.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
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POSITION RESOURCES

PERMANENT

Community Relations	15.00	15.00	15.00	15.00
Permanent Total	15.00	15.00	15.00	15.00

COMMUNITY RELATIONS

Position Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>NON-PERMANENT</u>				
Community Relations	3.12	3.12	3.12	3.12
Non-Permanent Total	3.12	3.12	3.12	3.12
Total	18.12	18.12	18.12	18.12

FINANCIAL RESOURCES

Community Relations	\$ 1,138,729	\$ 1,238,600	\$ 1,238,600	\$ 1,455,720
Total	\$ 1,138,729	\$ 1,238,600	\$ 1,238,600	\$ 1,455,720

CHARACTER OF EXPENDITURES

Personal Services	\$ 781,940	\$ 833,790	\$ 833,790	\$ 893,810
Services	448,077	522,580	522,580	709,720
Commodities	100,122	136,730	136,730	93,780
Equipment	104,739	98,000	98,000	84,010
Other	-0-	-0-	-0-	(15,000)
Inter-Activity Transfers	(296,149)	(352,500)	(352,500)	(310,600)
Total	\$ 1,138,729	\$ 1,238,600	\$ 1,238,600	\$ 1,455,720

SOURCE OF FUNDS

General Fund	\$ 1,138,729	\$ 1,238,600	\$ 1,238,600	\$ 1,455,720
Total	\$ 1,138,729	\$ 1,238,600	\$ 1,238,600	\$ 1,455,720

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$1,455,720 is an increase of \$217,120 due to the following changes:

• Addition of funding for office space rent previously budgeted in Non-Departmental	\$ 201,070
• Impact on salaries due to Fiscal Year 2002 merit increases	18,150
• Impact of a 2% pay increase effective July 1, 2001	17,000
• Reduction in audio/visual equipment funding	(13,990)
• Other miscellaneous changes	(5,110)
Total	<u>\$ 217,120</u>

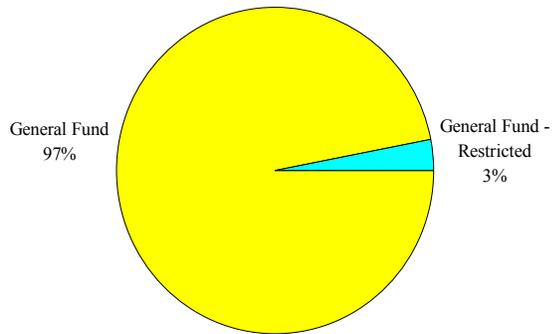
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Assist city departments and offices by producing educational information and providing up-to-the-minute news to citizens and other key audiences.				
• Produce live coverage for Mayor and Council meetings (hours)	283	280	280	280
• Create video programs: <i>Topic of Tucson</i> , <i>Tucson Journal</i> , <i>CityNews</i> , <i>Pet Connection</i> , public service announcements, and training shows	113	106	136	136
• Create <i>Community Bulletin Board</i> messages on Channel 12	440	560	460	460
• Design graphics projects	691	600	650	650
• Provide stories to the media	457	460	460	460
• Write brochures, press releases, and informational copy	271	300	300	300
• Produce <i>CityPage</i> columns for the <i>Arizona Daily Star</i>	146	140	224	224
• Create and post new <i>Hot Topics</i> on the city's Web site	N/A	N/A	200	250
• Respond to inquiries on the city's Web site	1,335	1,200	1,400	1,400
Key Outcomes				
Provide citizens and other key audiences with information about City of Tucson programs and services and where to find more detailed city information to meet their needs.				
• Percent of Cox cable survey respondents familiar with programming on the city channel	97%	98%	98%	98%
• Number of Cox Cable survey respondents who are regular/occasional viewers of Mayor and Council meetings	55,760	58,000	56,000	56,000
• Annual "hits" received on the city's Web site	404,780	N/A	500,000	500,000
• Number of city news stories covered by broadcast television and print media	600	390	600	600

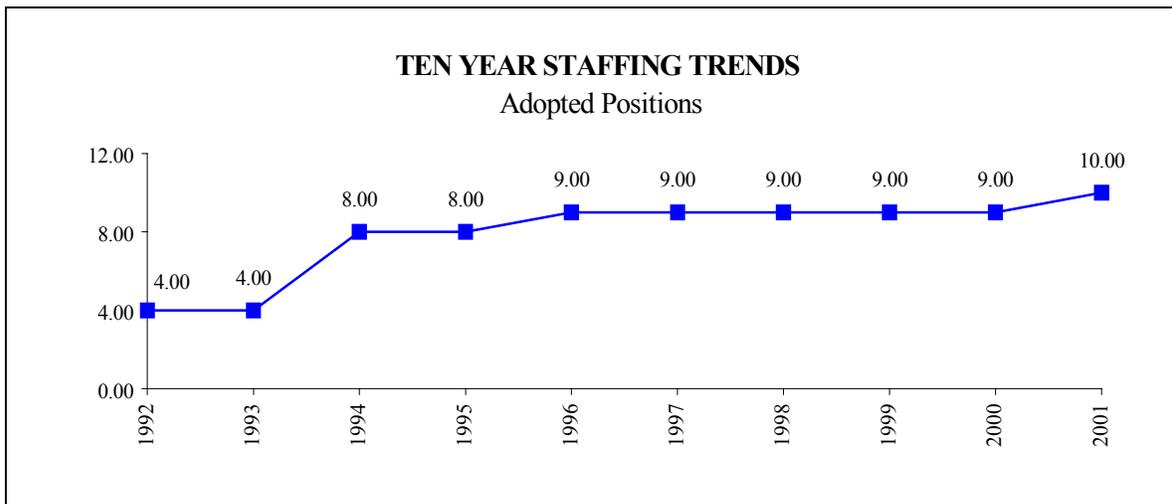
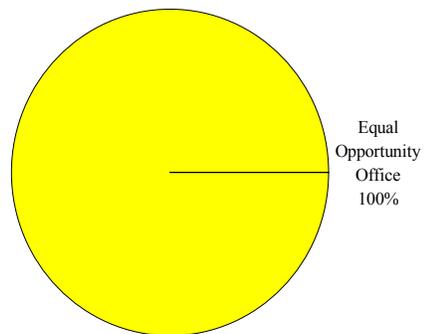
EQUAL OPPORTUNITY OFFICE*

OPERATING: \$ 792,930
 POSITION TOTAL: 10.50

FINANCING PLAN



PROGRAM ALLOCATION



*Included as a division of the City Manager in prior fiscal years.

EQUAL OPPORTUNITY OFFICE

MISSION STATEMENT: The Equal Opportunity Office (EOO) provides equity awareness training within the city and community in an effort to prevent and/or correct discrimination on the basis of race, color, national origin, gender, disability, age, religion, familial status, marital status, sexual orientation, gender identity, or ancestry. The EOO conducts investigations into charges of discrimination filed by city employees (or city applicants) relative to city employment; persons with disabilities relative to accessibility to city facilities and programs; and citizens regarding the provision of housing, public accommodation, and employment within the community.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Equal Opportunity Office works in coordination with other governmental agencies in an effort to continuously streamline the application and review process for Minority and Women Owned Business Enterprise and Disadvantaged Business Enterprise certifications. The Tucson Airport Authority, the Arizona Department of Transportation's Civil Rights Division, and the City of Phoenix are key partners in this initiative that was formed in response to applicants' input.

In a collaborative effort with the Women's Business Center, which is funded by the U.S. Small Business Administration, the EOO provides training on the Minority and Women Owned Business Enterprise certification process as well as reviews all referred applications. The EOO also works with the Small Business Administration's Business Development Finance Corporation in providing joint presentations that target minority- and women-owned businesses.

The EOO partners with an array of agencies and organizations in the facilitation and sponsorship of key community activities such as the Minority Enterprise Week and the OUToberfest. Public comment and involvement in various facets of its work is solicited by EOO, including the yearly Disadvantaged Business Enterprise Program goal for federally-funded transit projects and the Minority and Women Owned Business Enterprise Program.



Goal: Reduced Poverty and Greater Equality of Opportunity

As a result of conducting investigations into complaints of discrimination, the Equal Opportunity Office supports reduced poverty by rectifying discriminatory action when it is found, primarily through conciliation efforts. These efforts address, by way of remedy, the harm or potential harm that individuals have undergone based on discrimination. Because such harm can impact individuals financially, remedies assist and prevent individuals from experiencing financial crisis. EOO offers training to businesses and citizens within the community which supports the public implementation of equal opportunity in employment, housing, and public accommodation.

Support for Livable Tucson Goals (Continued)

Reduced Poverty and Greater Equality of Opportunity (Continued)

The Equal Opportunity Office provides support to three city commissions that work to combat discrimination within the community: the Minority and Women Owned Business Commission, the Human Relations Commission, and the Gay, Lesbian, Bisexual, Transgender Commission. This further supports community efforts against discriminatory treatment that many times impact individuals financially.



Goal: Strong Local Business

The EOO supports equal opportunity for local businesses through the implementation of the city's Minority and Women Owned Business Enterprise (MWBE) Program. The program ensures that minority- and women-owned business enterprises are afforded procurement opportunities within the city. The Disadvantaged Business Enterprise's Diversity Program for Contracts also supports equal opportunity for small businesses seeking to procure contracts through the city that are funded by the Federal Transit Administration and the Federal Highway Administration of the U.S. Department of Transportation.

The EOO provides training and resources to minority- and women-owned businesses, and disadvantaged businesses to support them in gaining business through partnerships with the Arizona Department of Commerce and Pima Community College's Small Business Development Office.

DEPARTMENT RESOURCES

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Equal Opportunity Office	9.00	10.00	10.00	10.00
Permanent Total	9.00	10.00	10.00	10.00
<u>NON-PERMANENT</u>				
Gay, Lesbian, Bisexual, Transgender Commission Support	-0-	-0-	0.50	0.50
Non-Permanent Total	-0-	-0-	0.50	0.50
Total	9.00	10.00	10.50	10.50

Department Resources (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Equal Opportunity Office	\$ 502,582	\$ 582,590	\$ 533,390	\$ 792,930
Total	\$ 502,582	\$ 582,590	\$ 533,390	\$ 792,930

CHARACTER OF EXPENDITURES

Personal Services	\$ 461,332	\$ 530,970	\$ 478,300	\$ 611,280
Services	34,667	37,760	29,110	172,060
Commodities	6,583	13,860	13,410	11,340
Other	-0-	-0-	-0-	(7,000)
Inter-Activity Transfers	-0-	-0-	12,570	5,250
Total	\$ 502,582	\$ 582,590	\$ 533,390	\$ 792,930

SOURCE OF FUNDS

General Fund	\$ 502,582	\$ 582,590	\$ 513,390	\$ 772,930
General Fund - Restricted	-0-	-0-	20,000	20,000
Total	\$ 502,582	\$ 582,590	\$ 533,390	\$ 792,930

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$792,930 is an increase of \$210,340 due to the following changes:

• Addition of funding for office space rent previously budgeted in Non-Departmental	\$ 76,470
• Carryforward from Fiscal Year 2001 to supplement funding for a disparity study to follow-up on the mid-program evaluation of the Minority and Women Owned Business Enterprise Program	60,000
• Increase due to the full-year funding of an equal employment opportunity specialist position	35,000
• Capacity for grant funding in support of the Gay, Lesbian, Bisexual, Transgender (GLBT) Commission	20,000
• Impact on salaries due to Fiscal Year 2002 merit increases	12,110
• Impact of a 2% pay increase effective July 1, 2001	12,000
• Other miscellaneous changes	(5,240)
Total	\$ 210,340

EQUAL OPPORTUNITY OFFICE

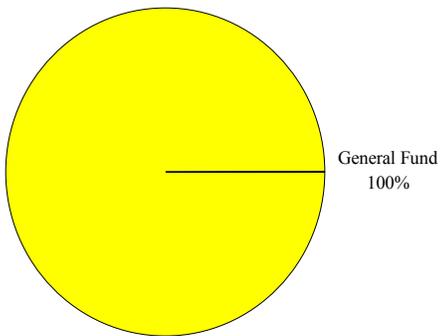
KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Conduct equity awareness and Minority and Women Owned Business Enterprise program information sessions within the city and community.	60	72	72	72
Process, investigate, and mediate complaints of discrimination filed by citizens and city employees.	77	80	80	100
Provide Minority and Women Owned Business Enterprise/Disadvantaged Business Enterprise Directory to community and businesses as requested.	1,440	1,400	1,400	1,400
Distribute information to the community about the city's non-discrimination mandates and programs via posters, brochures, and media presentations.	N/A	N/A	5,000	5,000
Review equal opportunity employment documents from businesses that procure business from the City of Tucson.	N/A	N/A	1,000	1,000
Key Outcomes				
Provide Minority and Women Owned Business/Disadvantaged Business Enterprise certification and re-certification to businesses that apply and meet requirements.	230	250	250	250
Assist and provide citizens with information relative to the Minority and Women Owned Business Enterprise, civil rights complaints, equal employment opportunities, city commissions available for combating discrimination, etc.				
• Number of citizens	1,700	1,700	1,700	2,000

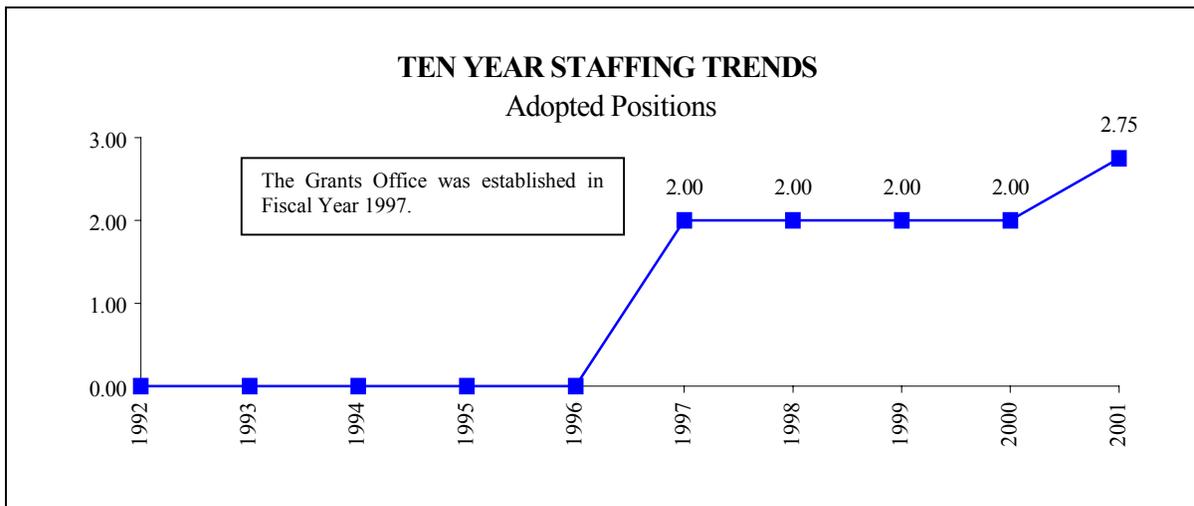
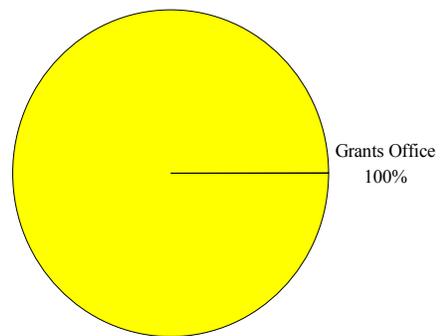
GRANTS OFFICE*

OPERATING: \$ 164,130
POSITION TOTAL: 2.75

FINANCING PLAN



PROGRAM ALLOCATION



*Included as part of the Intergovernmental Affairs Division of the City Manager in prior fiscal years.

GRANTS OFFICE

MISSION STATEMENT: The Grants Office operates as a clearinghouse for grant activity and information regarding funding opportunities, and provides training and technical assistance with grant writing.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

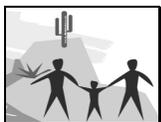
The Grants Office develops state and local grants-related partnerships that directly and indirectly result in additional funding and support for Livable Tucson Goals. The Southern Arizona Grants Network, spearheaded by the Grants Office and 125 governmental, educational, and non-profit agencies seeks partnerships and grant funding information for worthy projects in the City of Tucson, Pima County, and Southern Arizona. Grants Cats, an informal partnership of grants coordinators representing municipalities, state agencies, and organizations around the state, shares grant-related information and works toward streamlining and improving grants processes at the state level.



Goal: Caring, Healthy Families and Youth

The Grants Office collaborated with the Parks and Recreation Department, nine community agencies, and one school district to prepare a successful Juvenile Accountability Incentive Block Grant application which was awarded for a neighborhood-based program for youth at risk and their families by the Governor's Community Policy Office Division for Children.

Support from the Grants Office resulted in the *Communities That Care* grant for the Elvira neighborhood from the Governor's Community Policy Office.



Goal: Protected Natural Desert Environment

The Grants Office provided notice of funding, technical assistance, and grant writing support that resulted in an honorable mention to the City of Tucson from the U.S. Conference of Mayor's Livability Awards for the Civano sustainable community.

The Grants Office provided technical assistance on a successful grant from the U.S. Environmental Protection Agency for a recycling program called ¡Viva Reciclaje! This is an educational program for the Spanish-speaking population in the community and won a national award for innovation.

GRANTS OFFICE**DEPARTMENT RESOURCES**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
Grants Office	2.00	2.00	2.00	2.00
Permanent Total	2.00	2.00	2.00	2.00
<u>NON-PERMANENT</u>				
Grants Office	-0-	0.75	0.75	0.75
Non-Permanent Total	-0-	0.75	0.75	0.75
Total	2.00	2.75	2.75	2.75

FINANCIAL SUMMARY

Grants Office	\$ 119,054	\$ 163,320	\$ 134,390	\$ 164,130
Total	\$ 119,054	\$ 163,320	\$ 134,390	\$ 164,130

CHARACTER OF EXPENDITURES

Personal Services	\$ 115,120	\$ 150,690	\$ 125,010	\$ 150,770
Services	3,014	7,280	4,520	12,260
Commodities	920	5,350	4,860	3,100
Other	-0-	-0-	-0-	(2,000)
Total	\$ 119,054	\$ 163,320	\$ 134,390	\$ 164,130

SOURCE OF FUNDS

General Fund	\$ 119,054	\$ 163,320	\$ 134,390	\$ 164,130
Total	\$ 119,054	\$ 163,320	\$ 134,390	\$ 164,130

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2001 of \$164,130 is an increase of \$810 due to the following changes:

• Addition of funding for office space rent previously budgeted in Non-Departmental	\$ 7,270
• Reduction in funding for one-time equipment purchases	(1,900)
• Impact of a 1% reduction to balance the budget	(2,000)
• Reduction in travel funding	(2,820)
• Other miscellaneous changes	260
Total	\$ 810

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Key Outputs				
Send notice of funding opportunities to Mayor and Council and city departments for review of available grant funding on a timely basis.				
• Number of notices sent	120	N/A	150	175
Assist departments in identifying and applying for competitive grants.				
• Total number of grants applications	77	50	70	75
• Dollar amount of grants applications, including multi-year grants (\$000s)	\$ 48,000	\$ 50,000	\$ 40,000	\$ 46,000
Facilitate and conduct training for city departments in researching, applying for, and writing grants.				
• Number of training sessions held	3	4	4	6
• Number of staff attending training	75	100	75	100
Key Outcomes				
Improve grantsmanship skills of City of Tucson staff through training.				
• Percentage of trainees indicating improvement in effectiveness or productivity on workshop evaluation forms	90%	90%	90%	90%
Assist departments in identifying and applying for competitive grants.				
• Dollar amount of grants received with assistance from the Grants Office, including multi-year grants (\$000s)	\$ 42,000	\$ 25,000	\$ 40,000	\$ 40,000

GRANTS OFFICE

KEY MEASURES OF PERFORMANCE

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Increase the success rate of competitive grants awarded to the city.				
• Total number of competitive grants awarded	55	30	45	50
• Dollar amount of grants awarded (\$000s)	\$ 42,000	\$ 30,000	\$ 40,000	\$ 45,000

NON-DEPARTMENTAL

The Non-Departmental category contains program budgets that cannot be associated with any specific department. These programs are Outside Agencies, General Expense, Debt Service, and the Contingency Fund.

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
General Expense*	3.00	3.00	5.00	5.50
Total	3.00	3.00	5.00	5.50

FINANCIAL RESOURCES

Outside Agencies	\$ 6,453,222	\$ 7,629,100	\$ 7,539,100	\$ 7,114,240
General Expense	10,923,219	7,152,150	6,205,340	8,206,790
Debt Service	45,351,763	49,714,820	48,576,950	50,261,860
Contingency Fund	-0-	200,000	117,540	175,000
Operating Total	62,728,204	64,696,070	62,438,930	65,757,890
Capital Improvements	94,930	5,730,000	899,970	8,620,700
Total	\$ 62,823,134	\$ 70,426,070	\$ 63,338,900	\$ 74,378,590

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,287,674	\$ 1,574,690	\$ 1,706,990	\$ 3,761,360
Services	5,594,102	9,596,700	8,564,290	8,272,450
Commodities	188,984	190,850	403,130	477,160
Equipment	7,867,069	255,910	112,910	1,188,000
Debt Service	46,801,401	51,412,120	49,931,340	52,206,380
Other	5,421,762	6,643,100	6,465,640	6,353,820
Inter-Activity Transfers	(4,432,788)	(4,977,300)	(4,745,370)	(6,501,280)
Operating Total	62,728,204	64,696,070	62,438,930	65,757,890
Capital Improvements	94,930	5,730,000	899,970	8,620,700
Total	\$ 62,823,134	\$ 70,426,070	\$ 63,338,900	\$ 74,378,590

*Inadvertently shown as A-7 Grant Funded Projects in Fiscal Year 2001.

NON-DEPARTMENTAL

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>SOURCE OF FUNDS</u>				
General Fund	\$ 24,836,036	\$ 23,579,650	\$ 22,221,300	\$ 23,724,660
General Fund - Solid Waste Management*	1,285,816	1,776,640	1,563,370	1,609,580
General Fund - Restricted	-0-	-0-	402,240	419,960
General Fund - Zoo Revenue	348,088	385,600	385,600	387,600
General Fund - Restricted Trust Reserves	-0-	2,975,000	-0-	5,619,000
Library Fund - General Fund Contribution	2,605	-0-	-0-	-0-
Public Safety Academy Fund	268,894	259,510	259,510	252,930
General Fund - Certificates of Participation	1,100,000	1,500,000	-0-	2,196,600
Highway User Revenue Fund	2,104,837	2,198,720	2,155,720	2,370,460
Miscellaneous Non-Federal Grants	25,542	351,530	201,530	281,200
General Obligation Debt Service Fund	18,407,984	20,207,130	19,385,750	20,953,750
Street and Highway Debt Service Fund	14,147,462	15,235,260	15,235,260	15,562,900
Community Development Block Grant	99,040	77,800	47,640	46,260
Federal Highway Administration Funds	-0-	376,000	400,000	-0-
HOME Program	-0-	16,160	9,900	9,610
Miscellaneous Federal Grants	-0-	-0-	29,000	-0-
Public Housing - Section 8 Fund	101,900	227,870	139,540	136,410
Public Housing Conventional/ Development Fund	-0-	4,200	2,570	2,570
1973 General Obligation Bonds	94,930	1,255,000	899,970	805,100
Total	\$ 62,823,134	\$ 70,426,070	\$ 63,338,900	\$ 74,378,590

*Inadvertently identified as Environmental and Solid Waste Management Reserves in Fiscal Year 2001.

OUTSIDE AGENCIES*

The Outside Agencies Program supports organizations that provide for economic development, cultural enrichment, and community health and safety. The Outside Agencies Program has been reorganized to include payments to other governments, Tucson Community Cable Corporation (Access Tucson), Tucson Downtown Alliance, and annual community events (such as the Fort Lowell Soccer Shoot-Out and Tucson Conquistadores, among others). Mayor and Council appointed commissions have also been grouped together.

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Payments to Other Governments	\$ 945,876	\$ 1,238,800	\$ 1,238,800	\$ 1,174,000
Economic Development	2,620,000	3,205,880	3,205,880	3,007,000
Cultural Enrichment	1,341,390	1,436,500	1,346,500	1,211,850
Community Health and Safety	403,308	439,430	439,430	400,140
Mayor and Council Appointed Commissions	33,209	37,490	37,490	33,750
Annual Community Events	75,000	75,000	75,000	121,100
Tucson Community Cable Corporation (Access Tucson)	1,034,439	1,096,000	1,096,000	1,166,400
Access Tucson Capacity	-0-	100,000	100,000	-0-
Program Total	<u>\$ 6,453,222</u>	<u>\$ 7,629,100</u>	<u>\$ 7,539,100</u>	<u>\$ 7,114,240</u>
<u>CHARACTER OF EXPENDITURES</u>				
Services	\$ 1,034,439	\$ 1,196,000	\$ 1,196,000	\$ 1,166,400
Other	5,418,783	6,433,100	6,343,100	5,947,840
Program Total	<u>\$ 6,453,222</u>	<u>\$ 7,629,100</u>	<u>\$ 7,539,100</u>	<u>\$ 7,114,240</u>
<u>SOURCE OF FUNDS</u>				
General Fund	\$ 6,346,222	\$ 7,522,100	\$ 7,432,100	\$ 6,716,240
General Fund - Restricted	-0-	-0-	-0-	291,000
Highway User Revenue Fund	107,000	107,000	107,000	107,000
Program Total	<u>\$ 6,453,222</u>	<u>\$ 7,629,100</u>	<u>\$ 7,539,100</u>	<u>\$ 7,114,240</u>

*Budget detail for these agencies is presented in a separate volume, *Outside Agencies Fiscal Year 2002 Recommended Budget*.

NON-DEPARTMENTAL**Outside Agencies (Continued)**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>PROGRAM SUMMARIES*</u>				
Payments to Other Governments				
Pima Animal Control Center	\$ 548,186	\$ 843,490	\$ 843,490	\$ 786,190
Pima Association of Governments	320,940	320,310	320,310	320,310
Victim Witness Program	45,000	45,000	45,000	40,500
Tucson-Pima County Office of Emergency Services	31,750	30,000	30,000	27,000
Program Sub-Total	<u>\$ 945,876</u>	<u>\$ 1,238,800</u>	<u>\$ 1,238,800</u>	<u>\$ 1,174,000</u>
Economic Development				
Greater Tucson Economic Council	\$ 520,000	\$ 600,000	\$ 600,000	\$ 540,000
Industry Cluster's Business Development Support	-0-	140,000	140,000	126,000
Metropolitan Tucson Convention and Visitors Bureau	2,100,000	2,250,000	2,250,000	2,025,000
Tucson Downtown Alliance**	-0-	215,880	215,880	316,000
Program Sub-Total	<u>\$ 2,620,000</u>	<u>\$ 3,205,880</u>	<u>\$ 3,205,880</u>	<u>\$ 3,007,000</u>
Cultural Enrichment				
Tucson-Pima Arts Council	\$ 812,500	\$ 812,500	\$ 812,500	\$ 731,250
Tucson Arts District Partnership	230,000	230,000	230,000	207,000
Tucson Arts District Partnership Revolving Loan Fund	13,005	90,000	-0-	-0-
National Endowment for the Arts	11,885	-0-	-0-	-0-
El Centro Cultural de las Americas	-0-	25,000	25,000	22,500
Tucson Botanical Gardens	75,000	75,000	75,000	67,500
Sister Cities Association of Tucson	15,000	20,000	20,000	18,000
Tucson Museum of Art	119,000	119,000	119,000	107,100
Tucson Children's Museum	65,000	65,000	65,000	58,500
Program Sub-Total	<u>\$ 1,341,390</u>	<u>\$ 1,436,500</u>	<u>\$ 1,346,500</u>	<u>\$ 1,211,850</u>

*Funding in the amount of \$1,501,000 is budgeted for the United Way in the Community Services Department, Technical Services Division.

**Funding for the Tucson Downtown Alliance has been transferred from General Expense to the Outside Agencies Program.

Outside Agencies (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Community Health and Safety				
Crime Prevention Council	\$ 20,780	\$ 20,780	\$ 20,780	\$ 18,700
Community Mediation Program	88,428	76,050	76,050	68,450
88-Crime	23,000	23,000	23,000	20,700
Community Food Bank	-0-	38,000	38,000	34,200
Domestic Violence Collaborative Services*	37,500	42,410	42,410	38,170
Domestic Violence Advocacy Services*	65,000	65,000	65,000	58,500
Wingspan Domestic Violence Project	21,900	21,900	21,900	19,710
National Youth Sports Program (Summer Youth Sports)	-0-	5,500	5,500	-0-
Humane Society of Southern Arizona	25,000	25,000	25,000	22,500
Metropolitan Education Commission	50,000	50,000	50,000	45,000
Pima County/Tucson Women's Commission	71,700	71,790	71,790	64,610
Educational Enrichment Foundation**	-0-	-0-	-0-	9,600
Program Sub-Total	\$ 403,308	\$ 439,430	\$ 439,430	\$ 400,140
Mayor and Council Appointed Commissions				
Tucson-Pima Historical Commission	\$ 9,996	\$ 10,000	\$ 10,000	\$ 9,000
Human Relations Commission	5,620	6,820	6,820	6,140
Tucson Commission on Disability Issues	4,010	5,250	5,250	4,730
Metropolitan Tucson Commission on Urban Native American Affairs	3,583	5,420	5,420	4,880
Metropolitan Energy Commission	10,000	10,000	10,000	9,000
Program Sub-Total	\$ 33,209	\$ 37,490	\$ 37,490	\$ 33,750

*Funding was previously allocated to the Domestic Violence Commission for collaborative and advocacy services.

**Funding for the Educational Enrichment Foundation was previously allocated from the Contingency Fund.

NON-DEPARTMENTAL

Outside Agencies (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
Annual Community Events				
Tucson Gem and Mineral Society	\$ 45,000	\$ 45,000	\$ 45,000	\$ 40,500
Perimeter Bicycling Association of America (El Tour de Tucson)	30,000	30,000	30,000	27,000
Southern Arizona Regional Science and Engineering Fair*	-0-	-0-	-0-	10,000
Tucson Conquistadores*	-0-	-0-	-0-	16,000
Pima Community College Job Fair**	-0-	-0-	-0-	12,000
San Ignacio Yaqui Council Softball Tournament**	-0-	-0-	-0-	2,600
Fort Lowell Soccer Shoot-Out*	-0-	-0-	-0-	13,000
Program Sub-Total	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 121,100</u>
Other Agencies				
Tucson Community Cable Corporation (Access Tucson)***	\$ 1,034,439	\$ 1,096,000	\$ 1,096,000	\$ 1,166,400
Access Tucson Capacity	-0-	100,000	100,000	-0-
Program Sub-Total	<u>\$ 1,034,439</u>	<u>\$ 1,196,000</u>	<u>\$ 1,196,000</u>	<u>\$ 1,166,400</u>
Total All Outside Agencies	<u>\$ 6,453,222</u>	<u>\$ 7,629,100</u>	<u>\$ 7,539,100</u>	<u>\$ 7,114,240</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$7,114,240 is a decrease of \$514,860 due to the following changes:

• Tucson Downtown Alliance has been transferred from the General Expense budget and funding increased	\$ 100,120
• Six new organizations have been added to the Outside Agency budget (see footnotes in the Program Summaries)	63,200
• National Youth Sports did not apply for funding	(5,500)
• Tucson Community Cable Corporation (Access Tucson) has been transferred from the General Expense budget with reduced funding	(29,600)
• One-time carryforward of additional dog licensing revenues for Pima Animal Control was included in the Fiscal Year 2001 budget	(57,300)
• Funding for the five-year Warehouse District Revolving Loan Program ends	(90,000)
• Funding for other outside agencies has been reduced by 10%	(495,780)
Program Total	<u>\$ (514,860)</u>

*Funding for the Southern Arizona Regional Science and Engineering Fair, the Fort Lowell Soccer Shootout, and the Tucson Conquistadores was previously allocated from the Contingency Fund.

**Funding for the Pima Community College Job Fair and the San Ignacio Yaqui Council Softball Tournament has been transferred from Other General Governmental Expense.

***Funding for the Tucson Community Cable Corporation (Access Tucson) has been transferred from General Expense.

GENERAL EXPENSE

The General Expense Program provides centralized budget capacity, and accounting and management control for expenditures that are not directly associated with programs of city departments. The Retiree Medical Insurance budget has been included in this program.

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>POSITION RESOURCES</u>				
<u>PERMANENT</u>				
General Expense*	3.00	3.00	5.00	5.50
Program Total	3.00	3.00	5.00	5.50

FINANCIAL RESOURCES**

Technological Enhancements	\$ -0-	\$ 1,291,800	\$ 811,800	\$ 1,271,800
Geographical Information Systems	-0-	-0-	225,440	209,840
Other General Government Expense	2,173,392	1,816,340	2,292,220	1,900,400
Cultural/Educational Youth Travel	9,500	20,000	20,000	20,000
A-7 Grant Funded Projects	25,941	293,620	293,620	191,910
A-7 Grant Capacity	-0-	150,000	-0-	150,000
A-7 Ranch Operations	265,692	207,910	207,910	239,290
800 East 12th Street Acquisition	1,100,000	-0-	-0-	100,000
North 6th Avenue Acquisition	201,610	-0-	-0-	298,000
Tucson Convention Center	-0-	300,000	50,000	1,047,500
Switchgear Project				
Transfers from Contingency Fund	188,320	-0-	82,460	-0-
Other General Expenditures	7,064,195	4,000,000	2,612,410	4,000,000
Rural Domestic Violence Grant	-0-	-0-	29,000	-0-
Development Services Information	-0-	-0-	308,000	115,000
Technology Upgrade				
Annex Replacement Leases	-0-	900,000	900,000	-0-
Rio Nuevo Project Staff***	-0-	-0-	-0-	-0-
Development Services Remodeling	-0-	-0-	61,000	639,000
Project				
Human Resources Consulting	-0-	-0-	139,000	211,000
Neighborhood Protection/Improvement	-0-	-0-	-0-	700,000
Initiatives				
Downtown Employee Allowance	-0-	-0-	-0-	500,000
Equity Compensation Adjustment	-0-	-0-	-0-	1,000,000

*Includes 3.0 positions for the A-7 Ranch Operations and 2.5 positions for the Rio Nuevo Project.

**Funding for the Tucson Community Cable Corporation (Access Tucson) and Tucson Downtown Alliance has been transferred from General Expense to Outside Agencies.

***A zero budget is reflected because the Rio Nuevo Project funding is a loan to the Rio Nuevo Multipurposes District and is not part of the citywide budget.

NON-DEPARTMENTAL**General Expense (Continued)**

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>Financial Resources (Continued)</u>				
Golf Reimbursement Fund	\$ -0-	\$ -0-	\$ -0-	\$ 107,000
Coverage for 1% Cuts	-0-	-0-	-0-	225,980
Pay Adjustment for Non-Commissioned Personnel	-0-	-0-	-0-	563,920
Fleet Replacement Reduction	-0-	-0-	-0-	(2,600,000)
Indirect Cost	(2,983,150)	(3,430,000)	(3,430,000)	(4,493,000)
Administrative Support-Highway User Revenue Fund	111,264	122,010	122,010	153,670
Raytheon Lease	1,500,000	-0-	-0-	-0-
Retiree Medical Insurance	1,266,455	1,480,470	1,480,470	1,655,480
Program Total	<u>\$ 10,923,219</u>	<u>\$ 7,152,150</u>	<u>\$ 6,205,340</u>	<u>\$ 8,206,790</u>

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,287,674	\$ 1,574,690	\$ 1,706,990	\$ 4,261,360
Services	4,559,663	8,400,700	7,368,290	6,606,050
Commodities	188,984	190,850	403,130	477,160
Equipment	7,867,069	255,910	112,910	1,188,000
Other	2,979	10,000	5,000	230,980
Inter-Activity Transfers	(2,983,150)	(3,280,000)	(3,390,980)	(4,556,760)
Program Total	<u>\$ 10,923,219</u>	<u>\$ 7,152,150</u>	<u>\$ 6,205,340</u>	<u>\$ 8,206,790</u>

SOURCE OF FUNDS

General Fund	\$ 9,686,413	\$ 6,678,610	\$ 5,450,560	\$ 7,642,960
General Fund - Restricted	-0-	-0-	402,240	128,960
General Fund - Certificates of Participation	1,100,000	-0-	-0-	-0-
Highway User Revenue Fund	111,264	122,010	122,010	153,670
Miscellaneous Federal Grants	-0-	-0-	29,000	-0-
Miscellaneous Non-Federal Grants	25,542	351,530	201,530	281,200
Program Total	<u>\$ 10,923,219</u>	<u>\$ 7,152,150</u>	<u>\$ 6,205,340</u>	<u>\$ 8,206,790</u>

General Expense (Continued)**SIGNIFICANT CHANGES:** (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$8,206,790 is an increase of \$1,054,640 due to the following changes:

• Addition of the funding for an equity compensation adjustment	\$ 1,000,000
• Addition of second year funding for the Tucson Convention Center Switchgear Project	747,500
• Addition of funding for Neighborhood Protection/Improvement Initiatives	700,000
• Funding for the Development Services Department remodeling	639,000
• Addition of funding for pay adjustments for non-commissioned personnel	563,920
• Funding for the downtown employee allowance	500,000
• Addition of funding for renovation or demolition of North 6th Avenue acquisition	298,000
• Coverage for 1% cuts to departments	225,980
• Carryforward for the Human Resources consultant	211,000
• Addition of funding for geographic information systems	209,840
• Increase in retiree medical insurance premiums	175,010
• Carryforward for the Development Services Department information technology upgrade	115,000
• Reimbursement to the golf fund for the Ladies Professional Golf Association tournament	107,000
• Repairs and modifications to the 800 East 12th Street warehouse	100,000
• Increase in Other General Government Expenses	84,060
• Increase in use of Highway User Fund Revenues for administrative support	31,660
• Decrease in Technological Enhancement Project (I-Net)	(20,000)
• Decrease in A-7 Ranch grant funded projects	(70,330)
• Transfer of Annex replacement leases to department budgets	(900,000)
• Increase in indirect costs charged to Tucson Water Department	(1,063,000)
• Fleet replacement program reduction	<u>(2,600,000)</u>
 Program Total	 <u>\$ 1,054,640</u>



The Rio Nuevo Multipurpose Facilities District was formed in November 1999 with voter authorization in order to fund the process of recreating Tucson's birthplace, restoring historic buildings and existing museums, and stimulating new private investment in Tucson's downtown area. The Rio Nuevo Project will create a solid foundation in which both residents and visitors can experience the cultural riches of our community's heritage. Its residential and commercial development opportunities will re-create a vibrant core of new life in the heart and future of Tucson.

Capital investment financing for the Rio Nuevo Project is made up of the incremental portion of state sales tax revenues to be generated within the District's geographical boundaries, city funding equaling a match of this state sales tax revenue, and private investment funding. The city match funds can come from any city revenue source and can include the cost of any public improvements funded by the city within the District (e.g. drainage and street improvements). It is currently projected that \$60 million of state sales tax will be made available to the Rio Nuevo Project and that the city match portion will provide another \$60 million. These funds will be collected over a ten-year period, projected to begin in Fiscal Year 2003. Supplemental private investment dollars over a 20-year timeframe could generate a total Rio Nuevo Project development investment of \$750 million. The level of ultimate funding (\$750 million) will be dependent upon the amount of private investment leveraged over time by the District's \$120 million of public investment.

An intergovernmental agreement between the City of Tucson and the District established that the city manager is the executive director of the District, the finance director is the treasurer, and that the city is to provide administrative and operational advice and assistance. For Fiscal Year 2002, the District's Board of Directors approved an \$8.7 million budget for the Rio Nuevo Project. These funds are currently a loan from the city to the District that will be repaid with interest from the incremental sales tax dollars generated within the District. The actual revenue of these tax dollars will be requested from the Arizona State Department of Revenue at a future date once the project groundwork is completed, and will then extend for ten years from the date of initiation in order to fund this project.

The Rio Nuevo Project master plan includes cultural, residential, commercial, and infrastructure projects such as:

- Mission San Augustin
- Tucson Regional Visitors Center
- Arizona State Museum
- Tucson Origins Cultural Park
- Santa Cruz River Restoration

DEBT SERVICE
(Excluding Tucson City Golf and Tucson Water*)

The Debt Service Program manages debt issuance and payments to meet the approved capital needs of the city, while maintaining strong bond ratings and a low-to-moderate debt burden for taxpayers.

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Highway Expansion and Extension Loan Program	\$ 25,250	\$ 500,000	\$ 481,000	\$ 267,000
Business Development Finance Corporation Fixed Rate Debt	5,567,338	5,575,380	5,575,380	5,567,140
Hi Corbett Field Debt Service	898,280	911,540	911,540	906,960
Lease Purchases Debt Service	666,027	1,296,460	998,970	819,360
Certificates of Participation Debt Service	5,635,588	5,983,050	5,983,050	6,178,750
General Obligation Debt Service	18,407,984	20,207,130	19,385,750	20,953,750
Street and Highway Debt Service	14,147,462	15,235,260	15,235,260	15,562,900
Assessment Districts	3,834	6,000	6,000	6,000
Program Total	<u>\$ 45,351,763</u>	<u>\$ 49,714,820</u>	<u>\$ 48,576,950</u>	<u>\$ 50,261,860</u>
<u>CHARACTER OF EXPENDITURES</u>				
Debt Service	\$ 46,801,401	\$ 51,412,120	\$ 49,931,340	\$ 52,206,380
Inter-Activity Transfers	(1,449,638)	(1,697,300)	(1,354,390)	(1,944,520)
Program Total	<u>\$ 45,351,763</u>	<u>\$ 49,714,820</u>	<u>\$ 48,576,950</u>	<u>\$ 50,261,860</u>

*See Tucson City Golf detail on page 131 and Tucson Water detail on page 237.

NON-DEPARTMENTAL

Debt Service (Continued)

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>SOURCE OF FUNDS</u>				
General Fund	\$ 8,803,401	\$ 9,178,940	\$ 9,221,100	\$ 9,190,460
General Fund - Zoo Revenue	348,088	385,600	385,600	387,600
General Fund - Solid Waste Management*	1,285,816	1,776,640	1,563,370	1,609,580
Library Fund - General Fund Contribution	2,605	-0-	-0-	-0-
Public Safety Academy Fund	268,894	259,510	259,510	252,930
Highway User Revenue Fund	1,886,573	1,969,710	1,950,710	2,109,790
General Obligation Debt Service Fund	18,407,984	20,207,130	19,385,750	20,953,750
Street and Highway Debt Service Fund	14,147,462	15,235,260	15,235,260	15,562,900
Community Development Block Grant	99,040	77,800	47,640	46,260
Federal Highway Administration Funds	-0-	376,000	376,000	-0-
HOME Program	-0-	16,160	9,900	9,610
Public Housing - Section 8 Fund	101,900	227,870	139,540	136,410
Public Housing Conventional/Development Fund	-0-	4,200	2,570	2,570
Program Total	<u>\$ 45,351,763</u>	<u>\$ 49,714,820</u>	<u>\$ 48,576,950</u>	<u>\$ 50,261,860</u>

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$50,261,860 is an increase of \$547,040 due to the following changes:

• Increase in debt service for general obligation bonds due to new sale from the 2000 authorization	\$ 746,620
• Increase in debt service for street and highway revenue bonds due to new sale from the 1994 and 2000 bond authorizations	327,640
• Increase in debt service for certificates of participation (COPs), primarily due to the acquisition of mobile data terminals for fire vehicles	195,700
• Transfer of the North 6th Avenue property acquisition payments to General Expense	(200,000)
• Reduced capacity for the debt service on state loans for street projects	(233,000)
• Decrease in debt service for lease/purchase agreements, primarily due to savings from re-negotiation of the IBM mainframe lease	(277,100)
• Other miscellaneous changes	<u>(12,820)</u>
Program Total	<u>\$ 547,040</u>

*Inadvertently identified as Environmental and Solid Waste Management Reserves in Fiscal Year 2001.

Debt Service (Continued)**DEBT FINANCING MECHANISMS****Business Development Finance Corporation Fixed Rate Debt**

The collateral for this debt is the Tucson Convention Center, and its parking lots, the Tucson Police Headquarters, the Information Technology building, and the City Court building. A surety bond is also posted. This debt matures at various times through 2012 with an estimated average rate of 5.75%.

Hi Corbett Field Debt Service

Debt service for assumption of Pima County's debt for Hi Corbett Field improvements, additional Hi Corbett improvements made in Fiscal Year 1997, and related costs and reserves financed at a net interest rate of 5.35% with an average life of 15 years.

Lease Purchases Debt Service

Debt service on lease-purchase financing for police cars, Solid Waste Management vehicles, telephone equipment, computer hardware, and office equipment.

Certificates of Participation Debt Service

Previously financed projects include acquisition of equipment and construction of facilities. The Fiscal Year 2002 budget includes capacity for new debt financing of mobile data terminals for fire vehicles.

General Obligation Debt Service

Debt service on general obligation bonds used for capital improvements is financed entirely from the secondary property tax.

Street and Highway Debt Service

Debt service on street and highway bonds used for street improvements is financed from the state-shared gasoline taxes and highway user fees and charges.

Assessment Districts

This cost is for fees associated with the assessment districts.

NON-DEPARTMENTAL

Debt Service (Continued)

DEBT SERVICE - EXISTING BONDS (AS OF JULY 1, 2001)*						
PRINCIPAL AND INTEREST						
<u>Fiscal</u> <u>Year</u> <u>Ending</u>	<u>Business</u> <u>Development</u> <u>Finance</u> <u>Corporation</u>	<u>Hi Corbett</u> <u>Field</u> <u>Certificates of</u> <u>Participation</u>	<u>Other</u> <u>Certificates of</u> <u>Participation</u>	<u>General</u> <u>Obligation</u> <u>Bonds</u>	<u>Street and</u> <u>Highway</u> <u>Bonds</u>	<u>Total</u>
2002	\$ 5,545,065	\$ 900,955	\$ 5,966,141	\$ 20,921,563	\$ 15,570,278	\$ 48,904,002
2003	5,548,465	904,640	4,899,652	20,901,360	16,029,248	48,283,365
2004	5,553,130	901,505	2,826,815	20,872,428	15,678,233	45,832,111
2005	5,552,470	901,130	2,065,080	20,802,950	15,671,088	44,992,718
2006	5,547,667	903,965	2,065,278	20,791,391	16,161,958	45,470,259
2007	5,551,555	904,409	1,656,969	20,797,401	16,094,748	45,005,082
2008	5,551,797	902,042	1,661,173	21,133,531	16,041,668	45,290,211
2009	5,547,747	902,120	1,721,906	21,181,081	16,218,548	45,571,402
2010	5,549,973	903,020	531,191	21,205,626	16,256,363	44,446,173
2011	5,550,938	901,540	531,231	21,188,781	15,229,213	43,401,703
2012	5,548,813	-0-	530,294	21,188,794	15,089,313	42,357,214
2013	-0-	-0-	533,354	21,137,831	13,694,688	35,365,873
2014	-0-	-0-	530,054	20,200,869	14,183,938	34,914,861
2015	-0-	-0-	525,821	20,685,700	15,160,188	36,371,709
2016	-0-	-0-	530,446	21,613,338	17,378,313	39,522,097
2017	-0-	-0-	528,490	22,520,663	14,010,813	37,059,966
2018	-0-	-0-	530,477	23,672,188	14,094,563	38,297,228
2019	-0-	-0-	531,161	26,274,638	-0-	26,805,799
2020	-0-	-0-	195,545	26,424,138	-0-	26,619,683
2021	-0-	-0-	-0-	12,091,425	-0-	12,091,425
Total	\$ 61,047,620	\$ 9,025,326	\$ 28,361,078	\$ 425,605,696	\$ 262,563,161	\$ 786,602,881

*Does not include indebtedness of enterprise funds (Tucson Water and Tucson City Golf).

DEBT MANAGEMENT POLICY

The City of Tucson uses a variety of financing mechanisms to meet the long-term capital needs of the community. In determining an appropriate indebtedness program for the city, consideration is given to the following:

- Operating and maintenance costs associated with the Capital Improvement Program
- Federal and state laws and regulations, Tucson City Charter, and the Tucson Code
- Current outstanding debt requirements
- Source of debt repayment consistent with the capital project being financed
- Life of the capital project is equal to or greater than the term of the financing
- Proposed debt will not cause extraordinary tax or fee increases
- Proposed debt will not result in limiting the city's ability for future indebtedness

The city's debt program includes the following financing mechanisms. In all cases, the city aggressively manages the debt program, with the assistance of a financial advisor and bond counsel. Restructuring, refinancing, and advance bond refunding are used to limit the city's debt service costs and to provide maximum future borrowing flexibility.

General Obligation Bonds

Bond proceeds are used to finance capital projects for environmental management, police, fire, parks and recreation, library, solid waste management, drainage, and other purposes. State law limits the amount of general obligation bonds that may be outstanding to 20% of assessed valuation for utility and open space purposes and 6% of assessed valuation for all other purposes.

General obligation bonds are payable by the secondary property tax. The Tucson City Charter limits the combined primary and secondary property tax rate to \$1.75 per \$100 of assessed valuation. To provide assurance to the bond rating agencies, the combined tax rate is held to a maximum of \$1.50 per \$100 of assessed valuation. The city generally issues general obligation bonds with 20-30 year maturities.

Street and Highway Revenue Bonds

Bond proceeds are used to finance street improvement projects as defined by state law. State law limits the amount of bonds that can be sold; prior fiscal year highway user revenue receipts, which are used to pay the bonds, must be equal to at least twice the highest annual debt service requirements for senior lien bonds and at least one and one-half times for junior lien bonds. Street and highway revenue bonds generally have a 20 year maturity.

Water Revenue Bonds

Bond proceeds are used to finance capital improvements to the water system. By bond covenant, the city is limited to issuing bonds only if net revenues after operations are equal to at least 120% of the maximum future annual debt service requirement. To maintain a high credit rating and thus decrease borrowing costs, the city maintains a 150% - 200% coverage. Water revenue bonds are generally issued with 20-30 year maturities.

Special Assessment Bonds

Bond proceeds are used to finance improvement district projects. These bonds are payable by tax assessments against the benefiting property owners over a ten-year period.

Debt Management Policy (Continued)

Non-Bond Debt: Lease Purchases, Certificates of Participation, and Installment Contract Debt

These financing mechanisms are used when the projects involved are unsuitable for traditional bonding or a determination is made that alternative financing has advantages over bonding. The debt requirements for these financing mechanisms are payable from the city's recurring revenues and are subject to annual appropriation by Mayor and Council. To minimize borrowing costs, the city generally purchases financing insurance and pledges collateral towards the debt repayment. Maturities for these debts range from 1-20 years, depending upon the nature of the project being financed.

Forecast

1994 Bond Authorization Sales: On May 17, 1994 the voters approved \$80,900,000 of general obligation bonds and \$114,502,000 of water system revenue bonds to be sold over a projected five-year period and \$70,000,000 of street and highway revenue bonds to be sold over a ten-year period. As of July 1, 2001, the city had sold all of the authorized general obligation bonds, water system revenue bonds, and street and highway revenue bonds.

2000 Bond Authorization Sales: On May 16, 2000 the voters approved \$129,500,000 of general obligation bonds, \$123,600,000 of water revenue bonds, and \$25,000,000 of street and highway revenue bonds, all to be sold over a five-year period. As of July 1, 2001, the city had sold \$45,520,000 of general obligation bonds, \$5,500,000 in street and highway revenue bonds, and \$31,400,000 in water system revenue bonds.

Repayment Impact of New Bond Sales: General obligation bond debt is paid off from the secondary property tax rate, which is determined each year by the levy required to meet the annual debt service divided by the city's projected secondary assessed valuation. For Fiscal Year 2002, the required levy to cover existing debt and debt from planned sales is estimated at \$20,953,750, an increase of \$746,620 over the levy for Fiscal Year 2001. The Fiscal Year 2002 secondary property rate is estimated at \$0.9797 per \$100 of assessed valuation, a decrease of \$0.0067 from the Fiscal Year 2001 actual rate of \$0.9864. The actual rate for Fiscal Year 2002 may be higher or lower depending on the final secondary assessed valuation set by Pima County later this summer.

Street and highway revenue bonds are repaid from state-shared Highway User Revenue Fund receipts. Repayment from this source in Fiscal Year 2002 will be \$327,640 more than the adopted budget for Fiscal Year 2001.

Water system revenue bonds are repaid from water revenues; that debt service is included in the Tucson Water budget under Other Budgetary Requirements.

Debt financing in the Golf Utility is repaid from golf revenues; that debt service is included in the Tucson City Golf budget under Debt Service.

Debt Management Policy (Continued)

Summaries of the city's legal debt margin, direct and overlapping debt, current bond ratings, and debt ratios over a ten-year period are provided in the following tables.

LEGAL DEBT MARGIN			
June 30, 2000			
(unaudited)			
(\$000s)			
		<u>General Obligation Bonds</u>	
		Other Purpose	Utility Purpose and Open Spaces
		6%	20%
Assessed Valuation - \$1,945,160			
Debt Limitation		\$ 116,710	\$ 389,032
Total Bonded Debt	\$ 617,134		
Less Bonds Excluded from Limitation:			
Street and Highway	153,235		
Water Utility Revenue Bonds	246,838		
Special Assessment Bonds	4,892		
Public Housing Bonds	<u>1,000</u>		
Debt Subject to Limitation	\$ 211,169	<u>\$ 70,385</u>	<u>\$ 140,784</u>
Legal Debt Margin		<u>\$ 46,325</u>	<u>\$ 248,248</u>

The legal debt margin is calculated in conformity with Article 9, Section 8, Constitution of Arizona. The amount of general obligation bonded debt which may be issued and outstanding is limited to a fixed percent of assessed valuation which is set at 20% for utility purpose and open space, and 6% for other purposes.

NON-DEPARTMENTAL

Debt Management Policy (Continued)

DIRECT AND OVERLAPPING DEBT FOR FISCAL YEAR 2000

	Amount (\$000s)	Ratio of Debt to		Debt per Capita
		<u>Assessed Value</u>	<u>Market Value</u>	
Net Direct Bonded Debt	\$ 210,854	10.84%	1.37%	\$ 433.13
Estimated Overlapping Debt	505,610	25.99%	3.28%	1,038.62
Total	<u>\$ 716,464</u>	<u>36.83%</u>	<u>4.65%</u>	<u>\$ 1,471.75</u>

The city's current bond ratings are as follows:

<u>Type of Bond</u>	<u>Moody's</u>	<u>Standard & Poors</u>
General Obligation Bonds	Aa2	AA
Street and Highway Bonds:		
Senior Lien	Aa3	A+
Junior Lien	A1	A
Water Revenue Bonds	Aa3	A+

**RATIO OF NET GENERAL BONDED DEBT TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA
LAST TEN FISCAL YEARS
(as of June 30, 2000)**

	FISCAL YEAR									
	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
Population	416,000	421,000	428,000	438,000	448,000	449,000	459,000	466,538	476,406	486,810
Assessed Value (\$000s)	1,555,216	1,512,501	1,498,304	1,486,797	1,546,772	1,568,514	1,598,796	1,818,909	1,875,875	1,945,168
Gross Bonded Debt (\$000s)	110,910	123,160	131,622	151,724	173,559	194,854	201,534	209,159	217,274	211,169
Less Debt Service Funds (\$000s)	-0-	-0-	863	2,199	4,476	5,056	5,517	4,012	1,586	315
Net Bonded Debt (\$000s)	110,910	123,160	130,759	149,525	169,083	189,798	196,017	205,147	215,688	210,854
Ratio of Net Bonded Debt to Assessed Value	7.1%	8.1%	8.7%	10.1%	10.9%	12.1%	12.3%	11.3%	11.5%	10.8%
Net Bonded Debt Per Capita (\$)	266.61	292.54	305.51	341.38	377.42	422.71	427.05	439.72	452.73	433.13

NON-DEPARTMENTAL

CONTINGENCY FUND

The Contingency Fund supports funding requests made by individuals or organizations that meet specific policy guidelines and have been approved by Mayor and Council.

	Actual FY 2000	Adopted FY 2001	Estimated FY 2001	Adopted FY 2002
<u>FINANCIAL RESOURCES</u>				
Contingency Fund	\$ -0-	\$ 200,000	\$ 117,540	\$ 175,000
Program Total	\$ -0-	\$ 200,000	\$ 117,540	\$ 175,000
<u>CHARACTER OF EXPENDITURES</u>				
Other	\$ -0-	\$ 200,000	\$ 117,540	\$ 175,000
Program Total	\$ -0-	\$ 200,000	\$ 117,540	\$ 175,000
<u>SOURCE OF FUNDS</u>				
General Fund	\$ -0-	\$ 200,000	\$ 117,540	\$ 175,000
Program Total	\$ -0-	\$ 200,000	\$ 117,540	\$ 175,000

SIGNIFICANT CHANGES: (Fiscal Year 2001 Adopted vs. Fiscal Year 2002 Adopted)

The adopted budget for Fiscal Year 2002 of \$175,000 is a decrease of \$25,000 due to the following change:

• Decrease in funding to balance the budget	\$ (25,000)
Program Total	\$ (25,000)

Fiscal Year 2001 Contingency Fund Transfers Approved by Mayor and Council

Fiscal Year 2001 Adopted Budget	\$ 200,000
August 7, 2000	Ballet Folklorico la Paloma (7,700)
September 5, 2000	Educational Enrichment Foundation (9,600)
October 2, 2000	SciEnTeK-12, Inc. (10,000)
October 23, 2000	Tucson Conquistadores (15,338)
November 6, 2000	Anytown USA (5,000)
November 6, 2000	Salud Para Todos, Inc. (25,000)
November 6, 2000	Tucson Arts Odyssey (7,000)
January 8, 2001	Miracle on Church Street (2,822)
April 2, 2001	Tucson Bicycle Classic (4,000)

Fiscal Year 2001 Contingency Fund Transfers Approved by Mayor and Council (Continued)

April 2, 2001	Danish Club of Tucson	\$ (2,000)
April 9, 2001	Kea Sign	(11,000)
April 23, 2001	Doolen Middle School Literacy Program	(2,000)
April 23, 2001	Hot Topics, Cool Solutions 2001	(25,000)
May 7, 2001	Metropolitan Housing Commission	(2,500)
May 21, 2001	Local HOME Match Funds	(44,370)
June 4, 2001	Western Little League, Inc.	(20,000)
June 18, 2001	COPE Behavioral Services, Inc.	(3,335)
June 18, 2001	25 th SECME Summer Institute	<u>(3,335)</u>
Total Transfers		<u>(200,000)</u>
Contingency Fund Ending Balance		<u><u>\$ -0-</u></u>