

CITY OF TUCSON



Adopted Biennial Budget Detail

Fiscal Years 2009 and 2010

Volume II



CITY OF TUCSON

Adopted Biennial Budget Detail
Fiscal Years 2009 and 2010
Presented July 1, 2008

CITY COUNCIL



HONORABLE
ROBERT E. WALKUP
MAYOR



REGINA ROMERO
WARD 1



RODNEY GLASSMAN
WARD 2



KARIN UHLICH
WARD 3



SHIRLEY C. SCOTT
WARD 4



STEVE LEAL
WARD 5



NINA J. TRASOFF
WARD 6

CITY ADMINISTRATION

MIKE HEIN
City Manager

MICHAEL D. LETCHER
Deputy City Manager

RICHARD MIRANDA
Assistant City Manager

KAREN MASBRUCH
Assistant City Manager



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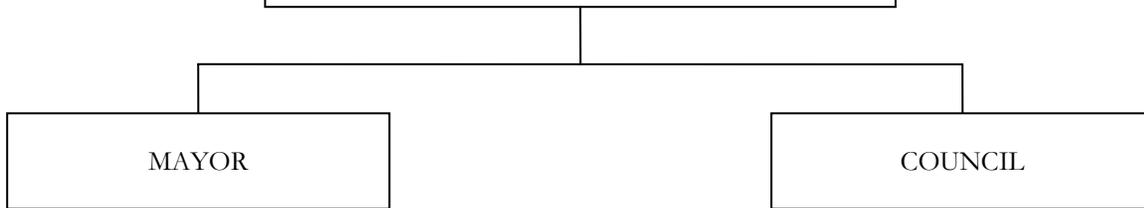
VOLUME II

OPERATING BUDGET DETAIL

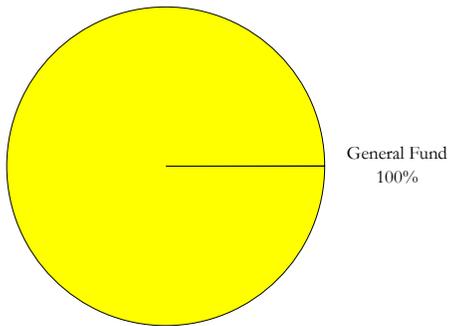
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MAYOR AND COUNCIL

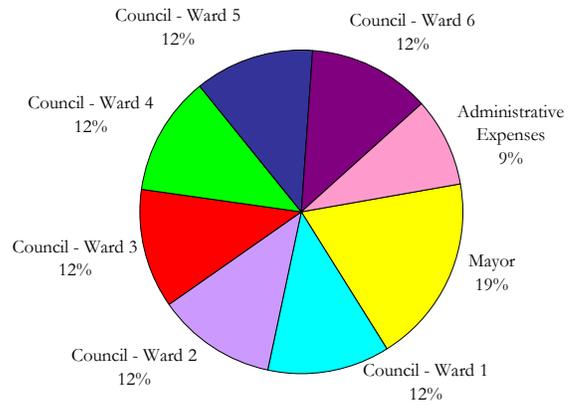
OPERATING: \$ 3,477,650
 POSITION TOTAL: 51.50



FINANCING PLAN

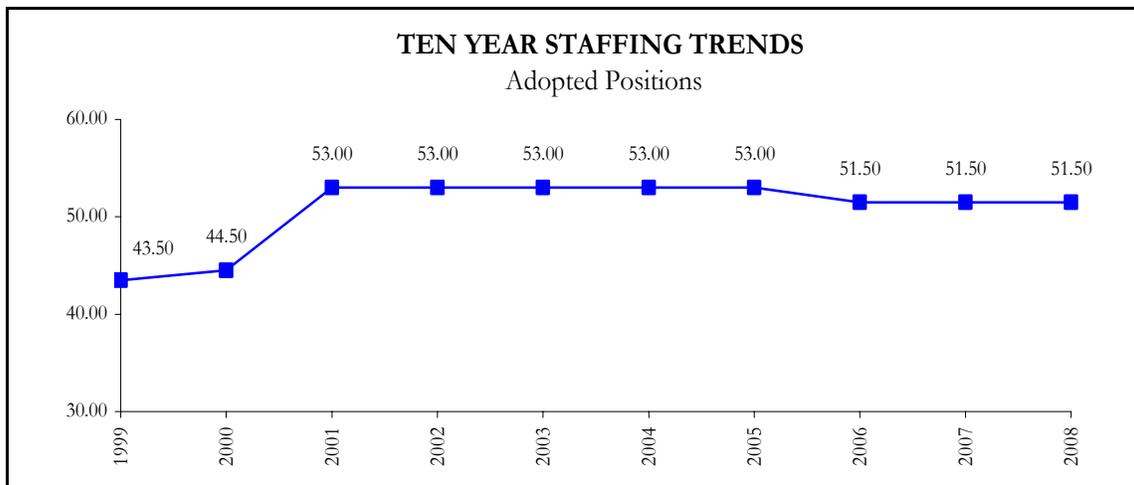


PROGRAM ALLOCATION

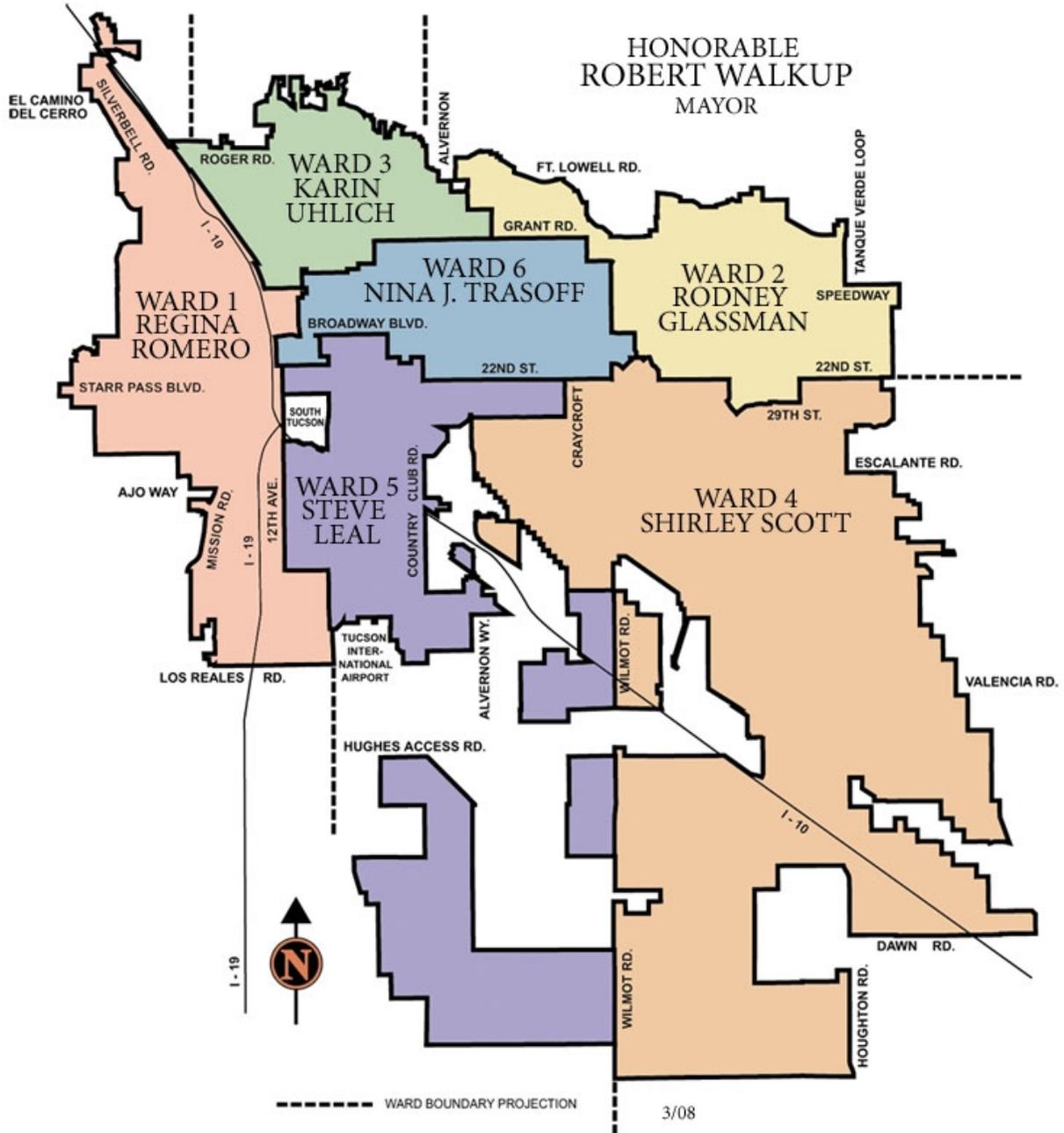


TEN YEAR STAFFING TRENDS

Adopted Positions



CITY OF TUCSON WARD MAP



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.

DEPARTMENT SERVICES

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. The population of each ward is approximately 88,300. The city conducts partisan elections. In the Primary Elections, electors may vote for their party's candidate for Mayor, and may also vote for their party's candidate for Council Member in their council ward. In the General Election, all qualified electors of the City of Tucson (regardless of city ward) may vote for all offices. The Mayor's Office is located in City Hall. Each Council Member has an office in the ward they represent.

MAYOR AND COUNCIL PHONE NUMBERS AND LOCATIONS

Office	Representative	Address	Phone Number
Mayor	Robert E. Walkup	255 West Alameda	791-4201
Ward 1	Regina Romero	940 West Alameda	791-4040
Ward 2	Rodney Glassman	7575 East Speedway	791-4687
Ward 3	Karin Uhlich	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	Nina J. Trasoff	3202 East First Street	791-4601

There are six City of Tucson Strategic Subcommittees. Each council member serves on three strategic subcommittees. The subcommittees are:

- Children, Families, and Seniors
- Environment, Planning, and Resource Management
- Neighborhoods, Public Safety, and Emergency Preparedness
- Transportation
- Economic and Workforce Development
- Rio Nuevo/Downtown, Arts, Culture, and History

MAYOR AND COUNCIL

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Mayor	9.50	9.50	9.50	9.50	9.50
Council - Ward 1	7.00	7.00	7.00	7.00	7.00
Council - Ward 2	7.00	7.00	7.00	7.00	7.00
Council - Ward 3	7.00	7.00	7.00	7.00	7.00
Council - Ward 4	7.00	7.00	7.00	7.00	7.00
Council - Ward 5	7.00	7.00	7.00	7.00	7.00
Council - Ward 6	7.00	7.00	7.00	7.00	7.00
Department Total	51.50	51.50	51.50	51.50	51.50
Financial Summary					
Mayor	\$ 605,835	\$ 620,480	\$ 620,480	\$ 628,140	\$ 628,140
Council - Ward 1	322,530	425,540	425,540	433,160	433,160
Council - Ward 2	411,964	425,540	425,540	433,160	433,160
Council - Ward 3	360,324	425,540	425,540	433,160	433,160
Council - Ward 4	392,635	425,540	425,540	433,160	433,160
Council - Ward 5	398,102	425,540	425,540	433,160	433,160
Council - Ward 6	397,411	425,540	425,540	433,160	433,160
Administrative Expenses	300,435	250,550	250,550	250,550	250,550
Department Total	\$ 3,189,236	\$ 3,424,270	\$ 3,424,270	\$ 3,477,650	\$ 3,477,650
Character of Expenditures					
Personal Services	\$ 2,747,454	\$ 3,005,120	\$ 3,005,120	\$ 3,058,500	\$ 3,058,500
Services	369,918	358,670	358,670	358,670	358,670
Commodities	71,864	60,480	60,480	60,480	60,480
Department Total	\$ 3,189,236	\$ 3,424,270	\$ 3,424,270	\$ 3,477,650	\$ 3,477,650
Source of Funds					
General Fund	\$ 3,187,202	\$ 3,424,270	\$ 3,424,270	\$ 3,477,650	\$ 3,477,650
Civic Contributions Fund	2,034	-0-	-0-	-0-	-0-
Department Total	\$ 3,189,236	\$ 3,424,270	\$ 3,424,270	\$ 3,477,650	\$ 3,477,650

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$3,477,650 reflects an increase of \$53,380 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

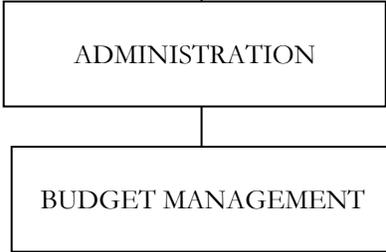
◆ Impact on salaries due to Fiscal Year 2008 merit increases	\$ 54,810
◆ Increase in funding for medical insurance	18,490
◆ Reduction of required pension contribution	<u>(19,920)</u>
Total	<u>\$ 53,380</u>

Fiscal Year 2010

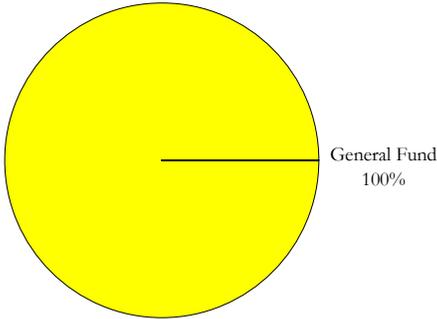
The operating budget for Fiscal Year 2010 of \$3,477,650 reflects no change from Fiscal Year 2009.

BUDGET AND RESEARCH

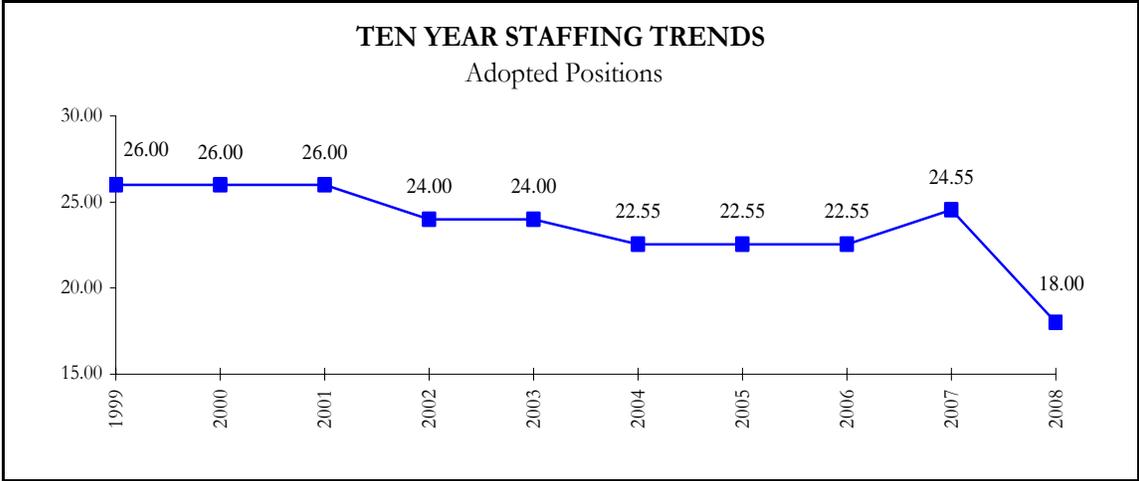
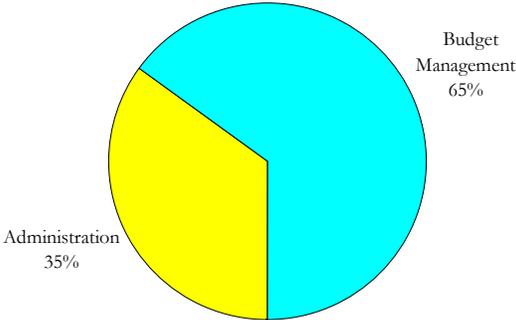
OPERATING: \$ 1,282,450
POSITION TOTAL: 18.00



FINANCING PLAN



PROGRAM ALLOCATION



BUDGET AND RESEARCH

MISSION STATEMENT

To ensure effective and efficient allocation of resources by working with the Mayor and Council, City Manager, and city departments and offices to provide the highest levels of services to the residents of Tucson.

DEPARTMENT SERVICES

The Budget and Research Department develops and manages the operating budget and the five-year capital improvement program, provides evaluation and analysis of municipal programs, and facilitates performance improvement. In performing these functions, a primary focus is adding value to the organization. These and other related services are provided through the Administration and Budget Management Divisions.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	7.55	7.00	7.00	7.00	7.00
Budget Management	11.00	11.00	11.00	11.00	11.00
Research and Organizational Effectiveness	6.00	-0-	-0-	-0-	-0-
Department Total	24.55	18.00	18.00	18.00	18.00
Financial Summary					
Administration	\$ 562,474	\$ 634,070	\$ 638,440	\$ 454,410	\$ 395,530
Budget Management	936,109	1,056,670	1,036,790	828,040	960,800
Research and Organizational Effectiveness	454,906	-0-	-0-	-0-	-0-
Department Total	\$ 1,953,489	\$ 1,690,740	\$ 1,675,230	\$ 1,282,450	\$ 1,356,330
Character of Expenditures					
Personal Services	\$ 1,828,279	\$ 1,558,960	\$ 1,502,320	\$ 1,147,720	\$ 1,221,600
Services	60,672	66,980	110,110	66,080	66,080
Commodities	64,538	64,800	62,800	68,650	68,650
Department Total	\$ 1,953,489	\$ 1,690,740	\$ 1,675,230	\$ 1,282,450	\$ 1,356,330
Source of Funds					
General Fund	\$ 1,953,489	\$ 1,690,740	\$ 1,675,230	\$ 1,282,450	\$ 1,356,330
Department Total	\$ 1,953,489	\$ 1,690,740	\$ 1,675,230	\$ 1,282,450	\$ 1,356,330

BUDGET AND RESEARCH

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$1,282,450 reflects a decrease of \$408,290 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase for retiree payouts	\$ 165,150
◆ Impact on salaries due to Fiscal Year 2008 merit increases	23,100
◆ Increase in funding for medical insurance	6,420
◆ Reduction of required pension contribution	(8,950)
◆ Pension savings due to end-of-service participants	(10,540)
◆ Transfers to Non-Departmental for intern and service costs	(98,790)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(484,680)
Total	<u>\$ (408,290)</u>

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$1,356,330 reflects an increase of \$73,880 from Fiscal Year 2009.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Manage the variance of general purpose funds actual expenditures to estimated expenditures (percent).	<1.0%	0.0%	0.0%	0.0%	0.0%

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration Division provides administrative support to ensure that staff can develop and execute the city's budget.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	11.00	11.00	11.00	11.00	11.00
Financial Resources					
General Fund	\$ 936,109	\$ 1,056,670	\$ 1,036,790	\$ 828,040	\$ 960,800

BUDGET MANAGEMENT

Services

The Budget Management Division develops, implements, and monitors the city's annual operating and capital budgets, to ensure they remain within authorized appropriations and available revenues.

Position Resources	7.55	7.00	7.00	7.00	7.00
Financial Resources					
General Fund	\$ 562,474	\$ 634,070	\$ 638,440	\$ 454,410	\$ 395,530

RESEARCH AND ORGANIZATIONAL EFFECTIVENESS*

Resources

Position Resources	6.00	-0-	-0-	-0-	-0-
Financial Resources					
General Fund	\$ 454,906	\$ -0-	\$ -0-	\$ -0-	\$ -0-

*The Research and Organizational Effectiveness Division was eliminated in Fiscal Year 2007.

CITY ATTORNEY

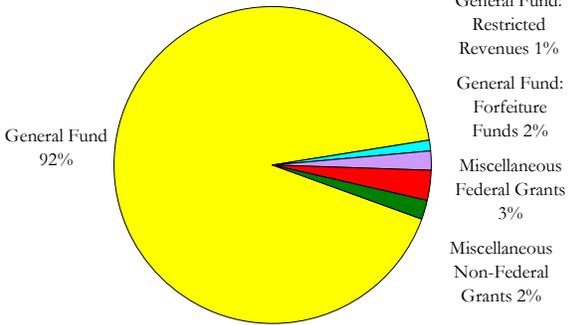
OPERATING: \$ 8,534,990
 POSITION TOTAL: 112.00

ADMINISTRATION

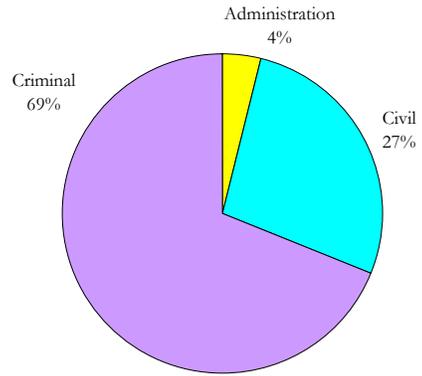
CIVIL

CRIMINAL

FINANCING PLAN

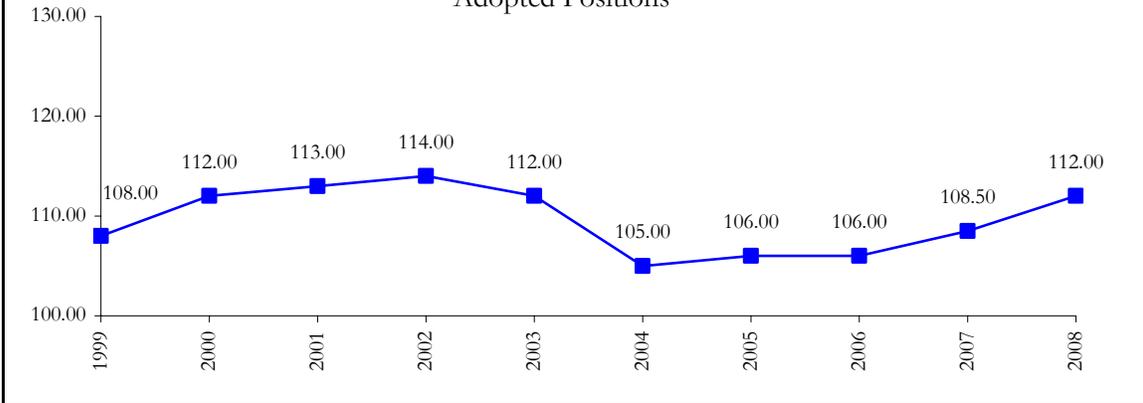


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



CITY ATTORNEY

MISSION STATEMENT

To ensure the legality of the official business of the City of Tucson by providing sound legal advice; represent the city in all legal proceedings and administrative matters involving issues of law; and ensure the safety of Tucson's citizens by enforcing criminal state statutes and local ordinances.

DEPARTMENT SERVICES

The City Attorney's Office consists of the Administration, Civil, and Criminal Divisions. The Administration Division provides legal advice to the Mayor and Council as well as professional leadership, guidance, and support to the City Attorney's Office. The Civil Division provides legal advice and representation to the Mayor and Council, the City Manager, and all city departments. This division helps to ensure the lawfulness of the official business of the city and, when possible, avoid litigation. The Civil Division also 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. This division enforces state and local laws regulating nuisance properties such as those that are the site of recurring criminal activity, and prosecutes civil infraction cases to abate nuisance conditions, such as weedy lots, junked cars, and vacant and neglected structures. The Criminal Division also provides notice of court proceedings to crime victims.

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 downtown redevelopment, increased land use litigation under new laws, and transactional issues for the Regional Transportation Authority. The office is continually involved in issues faced by city departments, including Police, Fire, Tucson Water, and Parks and Recreation.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	3.00	3.00	3.00	3.00	3.00
Civil	26.00	26.00	26.00	26.00	26.00
Criminal	79.50	83.00	83.00	83.00	83.00
Department Total	108.50	112.00	112.00	112.00	112.00
Financial Summary					
Administration	\$ 351,328	\$ 366,910	\$ 387,310	\$ 376,880	\$ 376,880
Civil	2,375,084	2,250,500	2,203,990	2,271,110	2,102,380
Criminal	5,938,941	6,575,500	6,566,830	5,887,000	5,869,000
Department Total	\$ 8,665,353	\$ 9,192,910	\$ 9,158,130	\$ 8,534,990	\$ 8,348,260

CITY ATTORNEY

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 8,483,134	\$ 8,531,800	\$ 8,389,830	\$ 7,657,290	\$ 7,470,560
Services	408,986	488,830	468,630	471,320	471,320
Commodities	195,935	203,140	185,570	189,380	189,380
Other	(422,702)	(30,860)	114,100	217,000	217,000
Department Total	\$ 8,665,353	\$ 9,192,910	\$ 9,158,130	\$ 8,534,990	\$ 8,348,260

Source of Funds

General Fund	\$ 8,329,088	\$ 8,416,360	\$ 8,570,550	\$ 7,850,920	\$ 7,664,190
General Fund: Restricted Revenues	-0-	60,000	-0-	60,000	60,000
General Fund: Forfeiture Funds	4,110	210,010	114,100	157,000	157,000
Miscellaneous Federal Grants	250,805	344,620	311,560	311,600	311,600
Miscellaneous Non-Federal Grants	81,350	161,920	161,920	155,470	155,470
Department Total	\$ 8,665,353	\$ 9,192,910	\$ 9,158,130	\$ 8,534,990	\$ 8,348,260

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$8,534,990 reflects a decrease of \$657,920 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase for retiree payouts	\$ 198,350
◆ Impact on salaries due to Fiscal Year 2008 merit increases	109,710
◆ Increase in funding for medical insurance	47,080
◆ Pension savings due to end-of-service participants	(6,550)
◆ Reduction of required pension contribution	(52,430)
◆ Reduction in grant capacity	(84,920)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(869,160)
Total	<u>\$ (657,920)</u>

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$8,348,260 reflects a decrease of \$186,730 from the Fiscal Year 2009 budget due primarily to a reduction in grant capacity.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Monitor and respond to requests from the Mayor and Council, the City Manager, and city departments for legal advice and representation.					
• Number of legal opinions	62	145	65	68	72
• Number of responses to requests for legal advice on daily operational issues	11,372	11,713	11,941	12,538	13,164
• Legal review of contracts and inter-governmental agreements	553	814	581	610	640
Control litigation of all active civil cases involving the city during the year.	389	615	408	429	450
• Actively defend in-house wrongful act litigation cases against the city	46	53	48	51	53
• Maximize amount of money saved through settlement or litigation (\$000s)	1,326	3,475	1,392	1,462	1,535
Produce favorable civil case outcomes for the city.					
• Number of civil cases with favorable outcomes (less than estimated exposure)	57	35	60	63	66
• Percent of cases with favorable outcomes	80%	95%	95%	95%	95%
Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, staff professionalism, and efficiency of procedures.					
• Number of cases prosecuted	54,419	60,125	55,300	56,100	56,900
Defer the prosecution of first-time, non-violent defendants by offering counseling/education opportunities to first-time offenders.					
• Number of defendants who applied for, or were offered, diversion	7,861	3,800	7,991	8,121	8,251
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.					
• Number of notifications	39,986	39,700	42,000	43,000	43,500
• Number of victims assisted in obtaining restitution	2,292	2,824	2,700	2,750	3,000
• Amount obtained in restitution awards for crime victims and City Court (\$000s)	164	250	172	175	178

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration Division ensures the lawfulness 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.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	3.00	3.00	3.00	3.00	3.00
Financial Resources					
General Fund	\$ 351,328	\$ 366,910	\$ 387,310	\$ 376,880	\$ 376,880

CIVIL

Services

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) to help ensure the lawfulness of the official business of the City of Tucson and avert litigation contrary to the city’s interest for all civil cases.

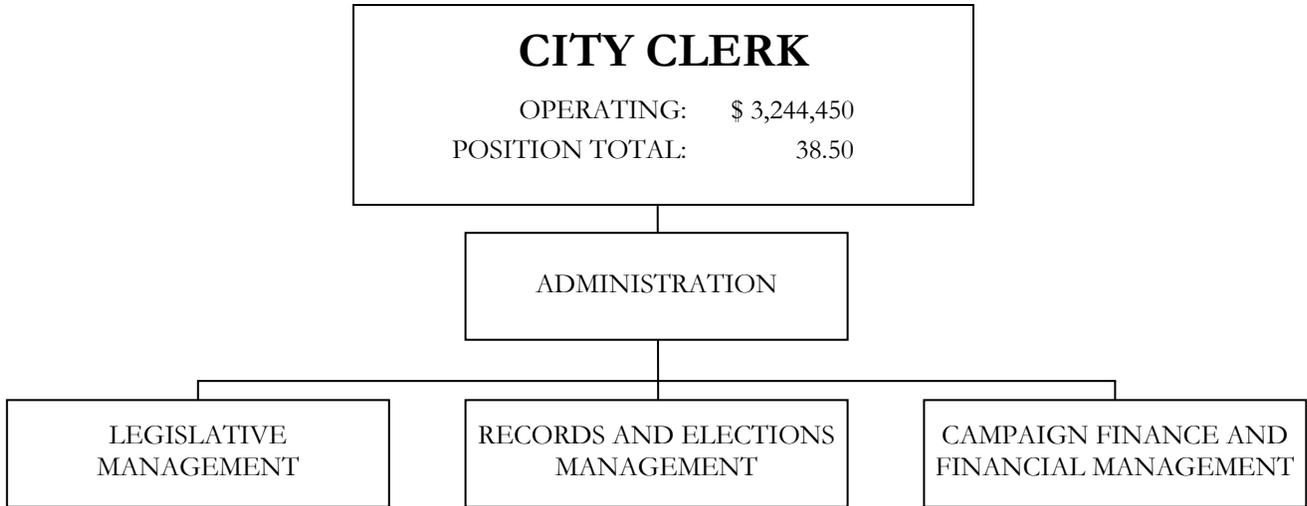
Position Resources	26.00	26.00	26.00	26.00	26.00
Financial Resources					
General Fund	\$ 2,375,084	\$ 2,190,500	\$ 2,203,990	\$ 2,211,110	\$ 2,042,380
General Fund: Restricted Revenues	-0-	60,000	-0-	60,000	60,000
Financial Resources Total	\$ 2,375,084	\$ 2,250,500	\$ 2,203,990	\$ 2,271,110	\$ 2,102,380

Division Summaries (Continued)**CRIMINAL****Services**

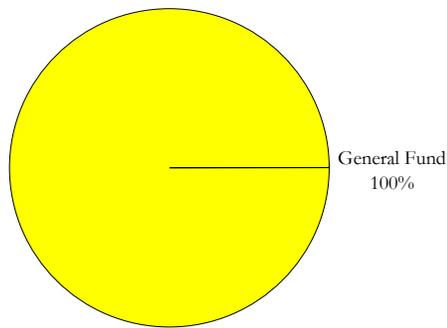
The Criminal Division promotes the safety of the community and supports local law enforcement by upholding state and local laws and ordinances through the prosecution of misdemeanor criminal cases; provides for rehabilitation of first-time, non-violent offenders through a diversion program; provides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

Resources

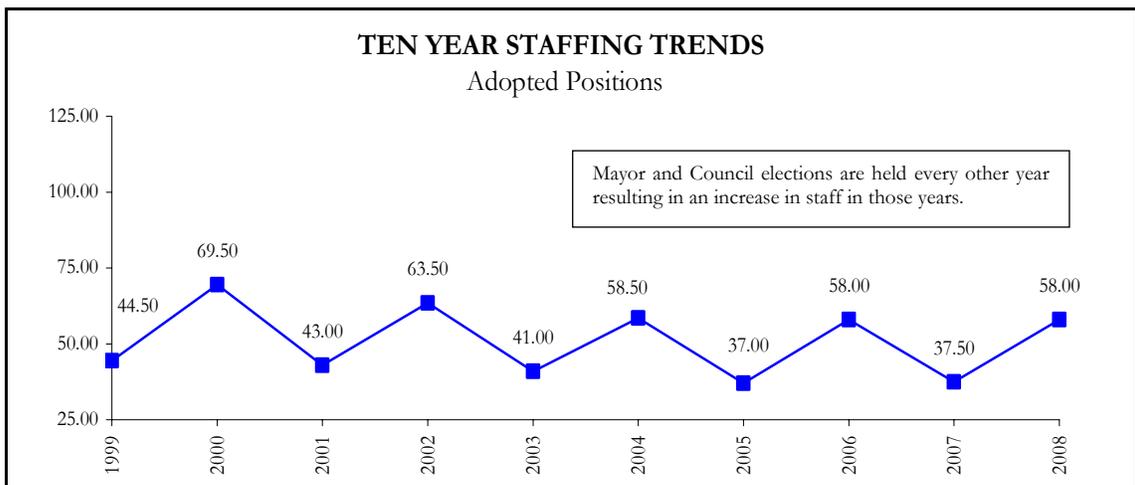
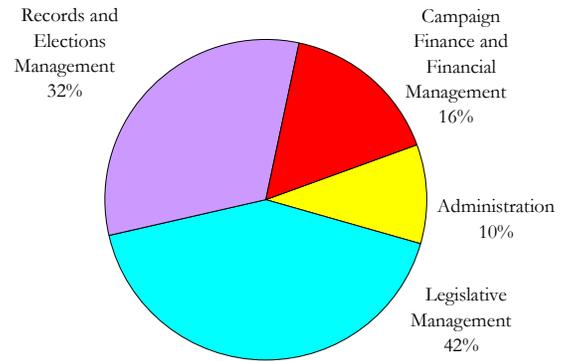
	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	79.50	83.00	83.00	83.00	83.00
Financial Resources					
General Fund	\$ 5,602,676	\$ 5,858,950	\$ 5,979,250	\$ 5,262,930	\$ 5,244,930
General Fund: Forfeiture Funds	4,110	210,010	114,100	157,000	157,000
Miscellaneous Federal Grants	250,805	344,620	311,560	311,600	311,600
Miscellaneous Non-Federal Grants	81,350	161,920	161,920	155,470	155,470
Financial Resources Total	\$ 5,938,941	\$ 6,575,500	\$ 6,566,830	\$ 5,887,000	\$ 5,869,000



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.

DEPARTMENT SERVICES

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 body. 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 municipal elections, and administers the Campaign Finance Program as prescribed by the City Charter. The City Clerk is appointed by the Mayor and Council. The divisions of the City Clerk are Administration, Legislative Management, Records and Elections Management, and Campaign Finance and Financial Management.

Mayor and Council elections are held every other year, which results in a fluctuation in staffing and budget levels. Fiscal Year 2008 was an election year for Mayor and Council Members in Wards 1, 2, and 4. In Fiscal Year 2010, elections will be held for Council Members in Wards 3, 5, and 6.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	2.00	2.00	2.00	2.00	2.00
Legislative Management	23.00	23.00	23.00	23.00	23.00
Records and Elections Management	7.50	29.00	29.00	8.50	29.00
Campaign Finance and Financial Management	5.00	4.00	4.00	5.00	5.00
Department Total	37.50	58.00	58.00	38.50	59.00
Financial Summary					
Administration	\$ 358,414	\$ 366,020	\$ 366,020	\$ 320,860	\$ 331,270
Legislative Management	1,521,643	1,447,330	1,447,330	1,362,460	1,400,240
Records and Elections Management	1,338,744	2,971,770	2,876,770	1,044,520	2,110,430
Campaign Finance and Financial Management	454,667	734,870	734,870	516,610	634,910
Department Total	\$ 3,673,468	\$ 5,519,990	\$ 5,424,990	\$ 3,244,450	\$ 4,476,850

CITY CLERK

Department Resources (Continued)

Character of Expenditures	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Personal Services	\$ 2,676,687	\$ 3,353,460	\$ 3,293,460	\$ 2,530,200	\$ 2,752,970
Services	701,145	1,313,550	1,278,550	547,750	999,100
Commodities	129,967	829,940	829,940	145,660	703,940
Equipment	153,870	2,200	2,200	-0-	-0-
Other	11,799	20,840	20,840	20,840	20,840
Department Total	\$ 3,673,468	\$ 5,519,990	\$ 5,424,990	\$ 3,244,450	\$ 4,476,850

Source of Funds

General Fund	\$ 3,669,857	\$ 5,519,990	\$ 5,424,990	\$ 3,244,450	\$ 4,476,850
Miscellaneous Federal Grants	3,611	-0-	-0-	-0-	-0-
Department Total	\$ 3,673,468	\$ 5,519,990	\$ 5,424,990	\$ 3,244,450	\$ 4,476,850

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$3,244,450 reflects a decrease of \$2,275,540 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Impact on salaries due to Fiscal Year 2008 merit increases	\$ 41,620
◆ Retiree payouts	33,020
◆ Increase in funding for medical insurance	15,650
◆ Increase for Voice Over Internet Protocol phone charges	6,160
◆ End of service participant pension savings	(5,980)
◆ Reduction of required pension contribution	(13,390)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(352,620)
◆ Reduction due to Fiscal Year 2009 not being an election year	<u>(2,000,000)</u>
Total	<u>\$ (2,275,540)</u>

Fiscal Year 2010

The Fiscal Year 2010 operating budget of \$4,476,850 includes an increase of \$1,232,400 from Fiscal Year 2009 primarily for the election costs of the November 2009 election.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Ensure Open Meeting Law requirements are met for Mayor and Council meetings and meetings of boards, commissions, and committees.					
• Number of meeting notices and agendas posted within required time frames	1,570	1,570	1,460	1,460	1,460
Process and file official city documents received as public record in accordance with city and state law within 30 days of receipt.					
• Number of documents processed and filed	16,385	16,385	15,480	15,480	15,480
Ensure that all registered voters receive information and instructions regarding the election process.					
• Number of voter pamphlets distributed to households	155,000	N/A	170,000	N/A	170,000
Mail Early Ballot Request Postcards to registered voters.	N/A	N/A	396,660	-0-	400,000
Process Early Ballot Affidavits within the time frame required by state law.	N/A	N/A	68,700	-0-	65,000
Manage the Campaign Finance Program.					
• Number of mayoral and council candidate campaign finance reports reviewed and processed*	10	70	70	10	60
• Number of audits completed	2	18	5	2	6
• Number of requests for public matching funds processed	4	10	10	2	10

*This measure is linked to the number of candidates and election year, which varies. For example, Fiscal Year 2008 was a mayoral and three council seat election year.

DIVISION SUMMARIES

ADMINISTRATION

Services

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.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	2.00	2.00	2.00	2.00	2.00
Financial Resources					
General Fund	\$ 358,414	\$ 366,020	\$ 366,020	\$ 320,860	\$ 331,270

LEGISLATIVE MANAGEMENT

Services

The Legislative Management Division provides administrative assistance to the department, accurately records, transcribes, and distributes the minutes and attendant documents for Mayor and Council and other public meetings. The division also provides staff support for all meetings of the Mayor and Council's boards, commissions, and committees as legally required.

Resources

Position Resources	23.00	23.00	23.00	23.00	23.00
Financial Resources					
General Fund	\$ 1,520,971	\$ 1,447,330	\$ 1,447,330	\$ 1,362,460	\$ 1,400,240
Miscellaneous Federal Grants	672	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 1,521,643	\$ 1,447,330	\$ 1,447,330	\$ 1,362,460	\$ 1,400,240

Division Summaries (Continued)**RECORDS AND ELECTIONS MANAGEMENT****Services**

The Records and Elections Management 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. The division also ensures that elections are conducted in accordance with legal requirements and established policies and procedures, encouraging maximum voter participation.

Resources

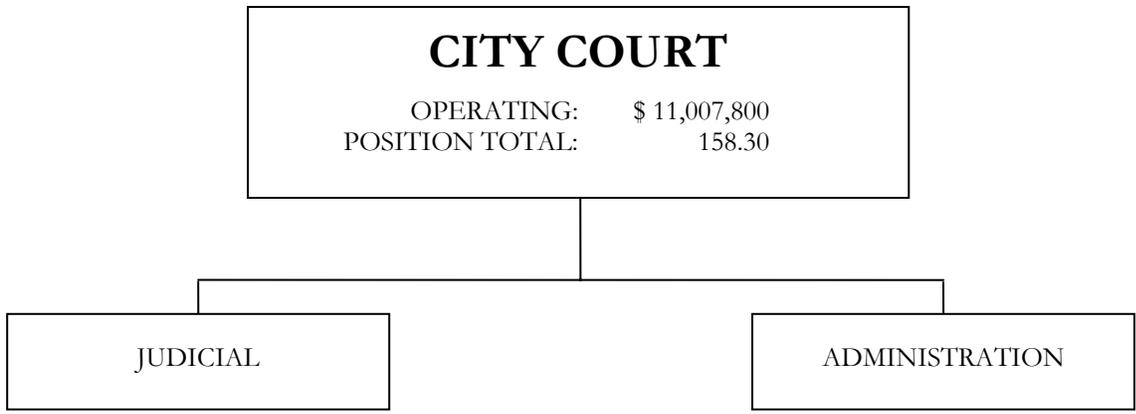
	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	7.50	29.00	29.00	8.50	29.00
Financial Resources					
General Fund	\$ 1,335,805	\$ 2,971,770	\$ 2,876,770	\$ 1,044,520	\$ 2,110,430
Miscellaneous Federal Grants	2,939	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 1,338,744	\$ 2,971,770	\$ 2,876,770	\$ 1,044,520	\$ 2,110,430

CAMPAIGN FINANCE AND FINANCIAL MANAGEMENT**Services**

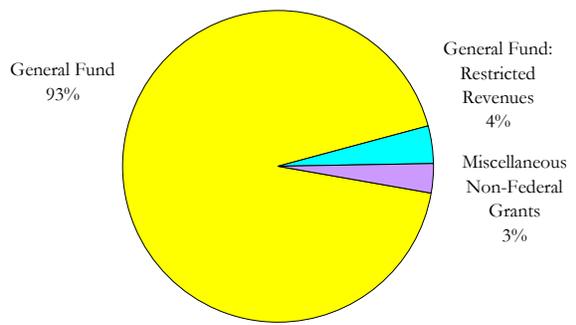
The Campaign Finance and Financial Management Division provides financial direction to the department and the Mayor and Council offices, monitors budget expenditures, and administers the Election Campaign Finance Program to ensure that public funds are distributed in accordance with the Tucson City Charter.

Resources

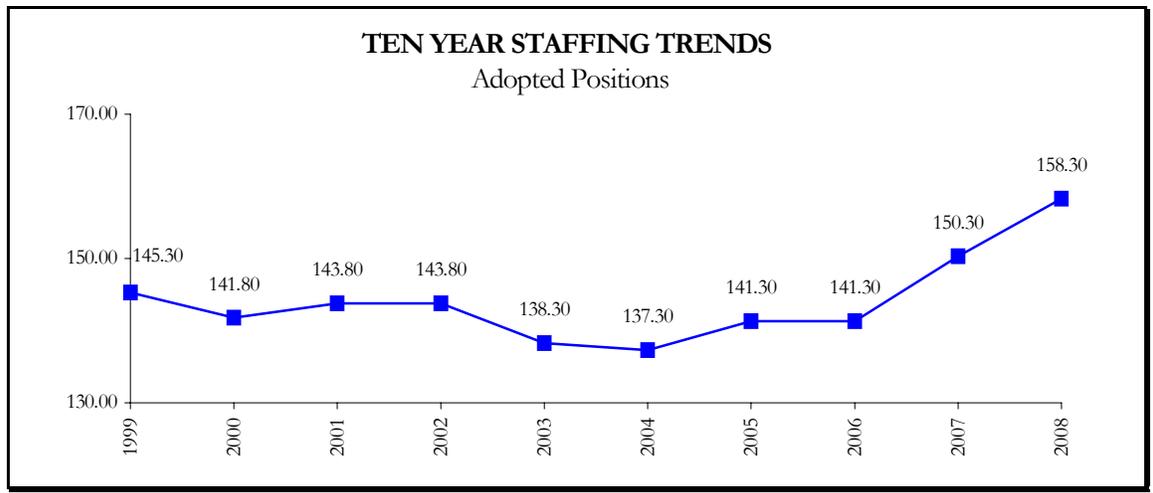
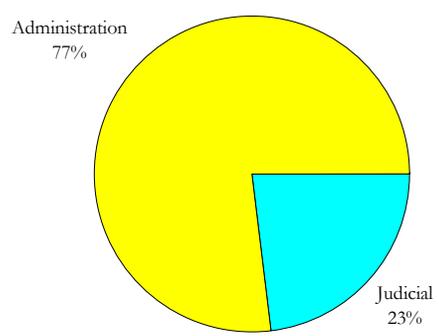
Position Resources	5.00	4.00	4.00	5.00	5.00
Financial Resources					
General Fund	\$ 454,667	\$ 734,870	\$ 734,870	\$ 516,610	\$ 634,910



FINANCING PLAN



PROGRAM ALLOCATION



CITY COURT

MISSION STATEMENT

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

DEPARTMENT SERVICES

The case volume of City Court is the second largest of any municipal court in Arizona. The caseload per judicial officer is the second highest in the state, and the caseload per administrative staff employee is the highest in the state. The divisions of City Court are Judicial and Administration. Within the Judicial Division, 13 full-time Magistrates, 3 Limited Special Magistrates, a Presiding Magistrate, and other special magistrates hear a variety of cases including traffic, driving under the influence (DUI), drug possession, prostitution, shoplifting, domestic violence, and other city code violations. A significant number of the DUI and prostitution cases are tried before a jury.

The Administration Division provides, and is responsible for, personnel management, facilities management, budget management, records management, computerized case tracking, calendar management, public services, and enforcement of court-ordered sanctions for approximately 240,000 charges per year.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Judicial	18.80	17.30	19.30	19.30	19.30
Administration	131.50	142.50	139.00	139.00	139.00
Department Total	150.30	159.80	158.30	158.30	158.30
Financial Summary					
Judicial	\$ 2,634,086	\$ 2,477,220	\$ 2,737,826	\$ 2,505,220	\$ 2,473,330
Administration	7,879,501	9,331,610	8,724,174	8,502,580	8,517,130
Operating Total	\$ 10,513,587	\$ 11,808,830	\$ 11,462,000	\$ 11,007,800	\$ 10,990,460
Capital Improvements	\$ 1,021	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 10,514,608	\$ 11,808,830	\$ 11,462,000	\$ 11,007,800	\$ 10,990,460

CITY COURT

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 8,334,075	\$ 9,331,660	\$ 9,392,650	\$ 8,474,360	\$ 8,453,890
Services	1,692,234	1,517,220	1,601,940	1,660,050	1,651,870
Commodities	331,565	401,670	331,410	321,950	326,420
Equipment	155,713	106,840	100,000	100,000	106,840
Other	-0-	451,440	36,000	451,440	451,440
Operating Total	\$ 10,513,587	\$ 11,808,830	\$ 11,462,000	\$ 11,007,800	\$ 10,990,460
Capital Improvements	\$ 1,021	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 10,514,608	\$ 11,808,830	\$ 11,462,000	\$ 11,007,800	\$ 10,990,460
Source of Funds					
Operating Funds					
General Fund	\$ 10,253,427	\$ 11,006,410	\$ 11,049,040	\$ 10,190,320	\$ 10,169,850
General Fund: Restricted Revenues	258,660	431,590	321,590	445,110	446,380
Miscellaneous Federal Grants	1,500	-0-	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	370,830	91,370	372,370	374,230
Operating Funds Total	\$ 10,513,587	\$ 11,808,830	\$ 11,462,000	\$ 11,007,800	\$ 10,990,460
Capital Funds					
General Fund: Restricted Revenues	\$ 1,021	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Capital Funds Total	\$ 1,021	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 10,514,608	\$ 11,808,830	\$ 11,462,000	\$ 11,007,800	\$ 10,990,460

Significant Changes**Fiscal Year 2009**

The adopted operating budget for Fiscal Year 2009 of \$11,007,800 reflects a decrease of \$801,030 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase for retiree payouts	\$ 131,100
◆ Impact on salaries due to Fiscal Year 2008 merit increases	105,680
◆ Increase in funding for medical insurance	60,630
◆ Increase in restricted revenue sources and associated expenditures	9,730
◆ Pension savings due to end-of-service participants	(7,440)
◆ Reduction of required pension contribution	(50,420)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(1,050,310)
Total	<u>\$ (801,030)</u>

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$10,990,460 reflects a decrease of \$17,340 from Fiscal Year 2009.

CITY COURT

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Adjudicate all charges brought before the court.					
• Number of criminal arraignments	37,200	36,000	33,300	34,300	35,329
• Number of bench trials	340	340	343	350	360
• Number of jury trials	170	190	132	140	148
• Number of civil traffic hearings	2,500	2,700	2,337	2,500	2,700
Initiate court cases by entering citation information in the computer system, and manage case flow by entering results of court hearings in an accurate and timely manner.					
• Number of criminal charges that require action by a judicial officer, (consists of DUI, criminal traffic and misdemeanor charges)	73,814	N/A	79,176	84,718	90,260
Serve the public by providing citizen information and cashier services, re-scheduling court hearings, and accepting proofs of compliance with court orders.					
• Number of individuals served*	112,000	115,000	140,000	165,000	194,000
• Number of customer transactions	440,000	470,000	500,000	530,000	560,000
Provide access to judicial services for victims of domestic violence or harassment from 8:00 a.m. to 4:00 p.m. on weekdays.					
• Number of requests for petitions**	5,900	6,900	2,697	2,800	3,000
Percentage of individuals assisted within 30 minutes of their arrival.***	90%	90%	75%	70%	65%
Reduce arraignment to disposition time, which is the number of days from arraignment to a disposition (judgment).					
• Average number of days from arraignment to disposition****	125	125	148	151	154

*Increase based upon estimated 18% annual increase in people requiring services from Public Services.

**Reduction due to new memorandum of understanding between Pima County Superior Court, Pima County Consolidated Justice Courts, and Tucson City Court, and fewer petitions being filed.

***Decrease is due to an increased number of customers coming into the court building, the limited number of customer service windows (28), and an increase in the number of civil traffic and photo enforcement charges filed with the court.

****Arraignment to disposition time is increasing due to older cases being disposed, skewing the average number of days higher.

DIVISION SUMMARIES

JUDICIAL

Services

The Judicial Division builds public trust and confidence in City Court by providing prompt and impartial adjudication of cases and equal access for all citizens.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	18.80	17.30	19.30	19.30	19.30
Financial Resources					
General Fund	\$ 2,634,086	\$ 2,476,930	\$ 2,737,826	\$ 2,505,220	\$ 2,473,330
Miscellaneous Non-Federal Grants	-0-	290	-0-	-0-	-0-
Financial Resources Total	\$ 2,634,086	\$ 2,477,220	\$ 2,737,826	\$ 2,505,220	\$ 2,473,330

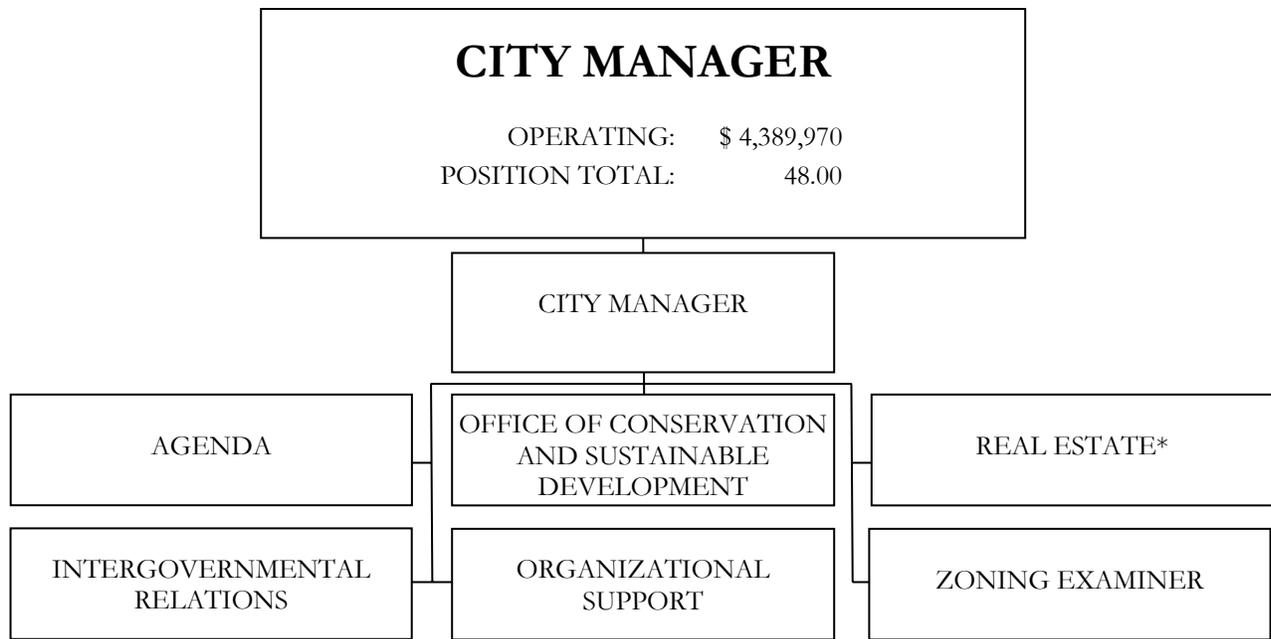
ADMINISTRATION

Services

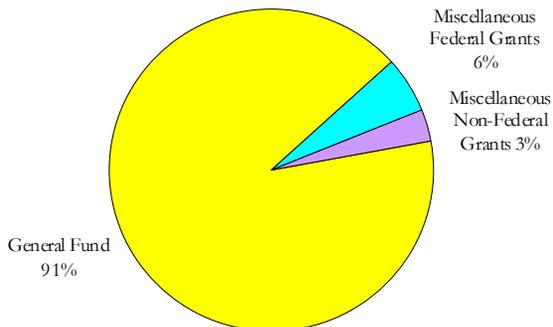
The Administration Division supports the judiciary and serves the community by providing efficient case processing, quality service to the public, enforcement of judicial orders, and integrity and accountability in all transactions.

Resources

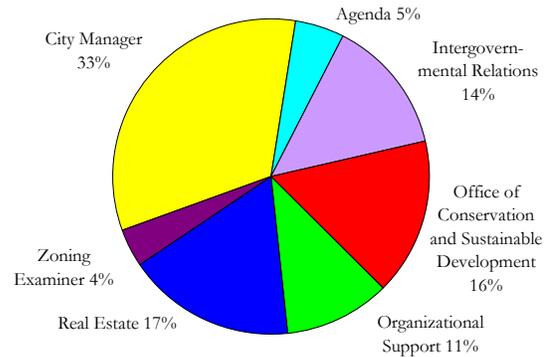
Position Resources	131.50	142.50	139.00	139.00	139.00
Financial Resources					
General Fund	\$ 7,619,341	\$ 8,529,480	\$ 8,311,214	\$ 7,685,100	\$ 7,696,520
General Fund: Restricted Revenues	258,660	431,590	321,590	445,110	446,380
Miscellaneous Federal Grants	1,500	-0-	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	370,540	91,370	372,370	374,230
Financial Resources Total	\$ 7,879,501	\$ 9,331,610	\$ 8,724,174	\$ 8,502,580	\$ 8,517,130



FINANCING PLAN



PROGRAM ALLOCATION



*The Real Estate Division is transferred from the Department of Transportation in Fiscal Year 2009.

CITY MANAGER

MISSION STATEMENT

To provide leadership in effectively implementing the legislative policy of the Mayor and Council; oversee the development and administration of strategic plans, organizational work plans, and special programs that are 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.

DEPARTMENT SERVICES

The City Manager's office includes seven units: City Manager, Agenda, Intergovernmental Relations, Office of Conservation and Sustainable Development, Organizational Support, Real Estate, and Zoning Examiner. In addition, the City Manager retains hiring authority for and the reporting responsibility for Office of Equal Opportunity Programs and Independent Police Review.

The City Manager is aided in carrying out the responsibilities of the office by the deputy city manager and two assistant city managers.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
City Manager	13.00	13.00	15.00	14.00	14.00
Agenda	3.00	3.00	3.00	3.00	3.00
Intergovernmental Relations	4.00	4.00	4.00	4.00	4.00
Office of Conservation and Sustainable Development	4.00	4.00	4.00	5.00	5.00
Organizational Support	-0-	6.00	6.00	4.00	4.00
Real Estate*	-0-	-0-	-0-	16.00	16.00
Zoning Examiner	2.00	2.00	2.00	2.00	2.00
Department Total	26.00	32.00	34.00	48.00	48.00
Financial Summary					
City Manager	\$ 1,475,346	\$ 1,613,500	\$ 1,613,500	\$ 1,465,390	\$ 1,464,730
Agenda	214,330	218,590	229,411	198,540	198,630
Intergovernmental Relations	584,097	641,170	641,170	608,520	614,230
Office of Conservation and Sustainable Development	268,554	748,540	507,543	698,240	698,150
Organizational Support	-0-	544,870	616,317	480,410	472,340
Real Estate*	-0-	-0-	-0-	751,130	750,240
Zoning Examiner	196,826	203,500	208,530	187,740	187,570
Department Total	\$ 2,739,153	\$ 3,970,170	\$ 3,816,471	\$ 4,389,970	\$ 4,385,890

*The Real Estate Division is transferred from the Department of Transportation in Fiscal Year 2009.

CITY MANAGER

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 2,336,199	\$ 3,133,370	\$ 3,033,768	\$ 3,422,070	\$ 3,409,720
Services	378,968	393,100	636,278	495,670	503,090
Commodities	53,986	42,300	46,425	70,800	71,620
Equipment	-0-	1,400	-0-	1,430	1,460
Other	(30,000)	400,000	100,000	400,000	400,000
Department Total	\$ 2,739,153	\$ 3,970,170	\$ 3,816,471	\$ 4,389,970	\$ 4,385,890

Source of Funds

General Fund	\$ 2,739,153	\$ 3,570,170	\$ 3,716,471	\$ 3,989,970	\$ 3,985,890
Miscellaneous Federal Grants	-0-	250,000	50,000	250,000	250,000
Miscellaneous Non-Federal Grants	-0-	150,000	50,000	150,000	150,000
Department Total	\$ 2,739,153	\$ 3,970,170	\$ 3,816,471	\$ 4,389,970	\$ 4,385,890

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$4,389,970 reflects an increase of \$419,800 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Organizational changes resulting in a transfer of 16 positions	\$ 848,330
◆ Impact on salaries due to Fiscal Year 2008 merit increases	49,470
◆ Increase in funding for medical insurance	19,100
◆ Decrease due to revised phone billing methodology by Information Technology	(6,000)
◆ Reduction of required pension contribution	(26,330)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(464,770)
Total	<u>\$ 419,800</u>

Fiscal Year 2010

The Fiscal Year 2010 Operating Budget of \$4,385,890 is a decrease of \$4,080 from Fiscal Year 2009.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
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	1,800	1,800	1,900	2,000	2,000
Defeat legislation that Mayor and Council believe is harmful to the City of Tucson and its citizens.					
• Percent defeated	85%	80%	80%	80%	80%
Ensure passage of legislation beneficial to the City of Tucson and its citizens.					
• Percent passed	80%	70%	80%	80%	80%
Hold public hearings, render decisions, and make recommendations to the Mayor and Council related to zoning.					
• Number of rezoning cases	40	45	40	45	45
• Number of zoning appeal cases	-0-	2	1	1	1

DIVISION SUMMARIES

CITY MANAGER

Services

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.

Resources

Position Resources	13.00	13.00	15.00	14.00	14.00
Financial Resources					
General Fund	\$ 1,475,346	\$ 1,613,500	\$ 1,613,500	\$ 1,465,390	\$ 1,464,730

CITY MANAGER

Division Summaries (Continued)

AGENDA

Services

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

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	3.00	3.00	3.00	3.00	3.00
Financial Resources					
General Fund	\$ 214,330	\$ 218,590	\$ 229,411	\$ 198,540	\$ 198,630

INTERGOVERNMENTAL RELATIONS

Services

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.

Resources

Position Resources	4.00	4.00	4.00	4.00	4.00
Financial Resources					
General Fund	\$ 584,097	\$ 641,170	\$ 641,170	\$ 608,520	\$ 614,230

OFFICE OF CONSERVATION AND SUSTAINABLE DEVELOPMENT

Services

The Office of Conservation and Sustainable Development promotes an environmental vision and provides leadership that emphasizes strong natural resources protection and sustainable community growth.

Resources

Position Resources	4.00	4.00	4.00	5.00	5.00
Financial Resources					
General Fund	\$ 268,554	\$ 348,540	\$ 407,543	\$ 298,240	\$ 298,150
Miscellaneous Federal Grants	-0-	250,000	50,000	250,000	250,000
Miscellaneous Non-Federal Grants	-0-	150,000	50,000	150,000	150,000
Financial Resources Total	\$ 268,554	\$ 748,540	\$ 507,543	\$ 698,240	\$ 698,150

Division Summaries (Continued)

ORGANIZATIONAL SUPPORT**Services**

The Organizational Support unit provides support and resources to city departments that are keys to downtown development.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	-0-	6.00	6.00	4.00	4.00
Financial Resources					
General Fund	\$ -0-	\$ 544,870	\$ 616,317	\$ 480,410	\$ 472,340

REAL ESTATE***Services**

Real Estate provides professional real property support for city departments including appraisal, acquisition, management, special studies, cultural resource clearance, environmental investigation, leasing, and disposition.

Resources

Position Resources	-0-	-0-	-0-	16.00	16.00
Financial Resources					
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 751,130	\$ 750,240

ZONING EXAMINER**Services**

The Zoning Examiner provides independent and professional review and analysis of zoning and land use changes, stolen property dispositions, and liquor license extension-of-premises cases.

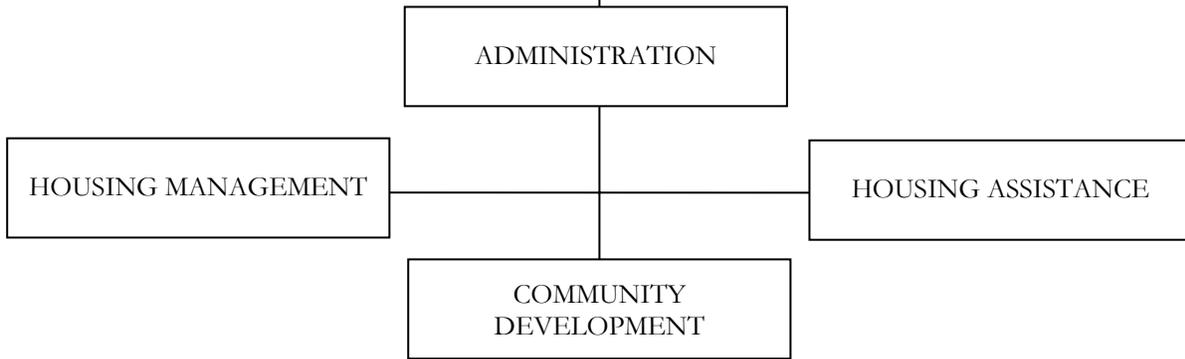
Resources

Position Resources	2.00	2.00	2.00	2.00	2.00
Financial Resources					
General Fund	\$ 196,826	\$ 203,500	\$ 208,530	\$ 187,740	\$ 187,570

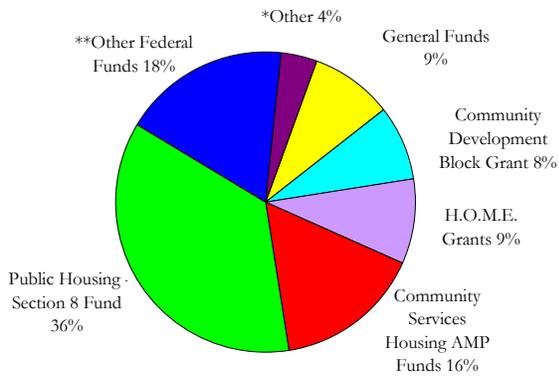
*The Real Estate Division is transferred from the Department of Transportation in Fiscal Year 2009.

COMMUNITY SERVICES

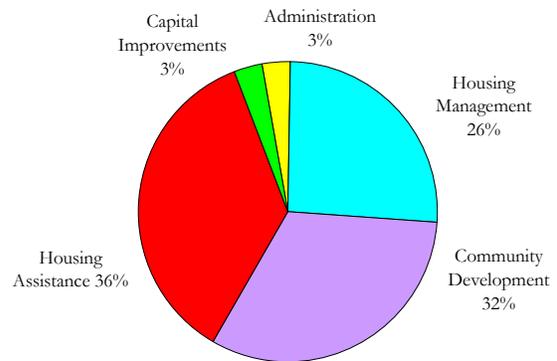
OPERATING: \$ 78,282,030
 CAPITAL: 2,038,100
 TOTAL: \$ 80,320,130
 POSITION TOTAL: 148.75



FINANCING PLAN



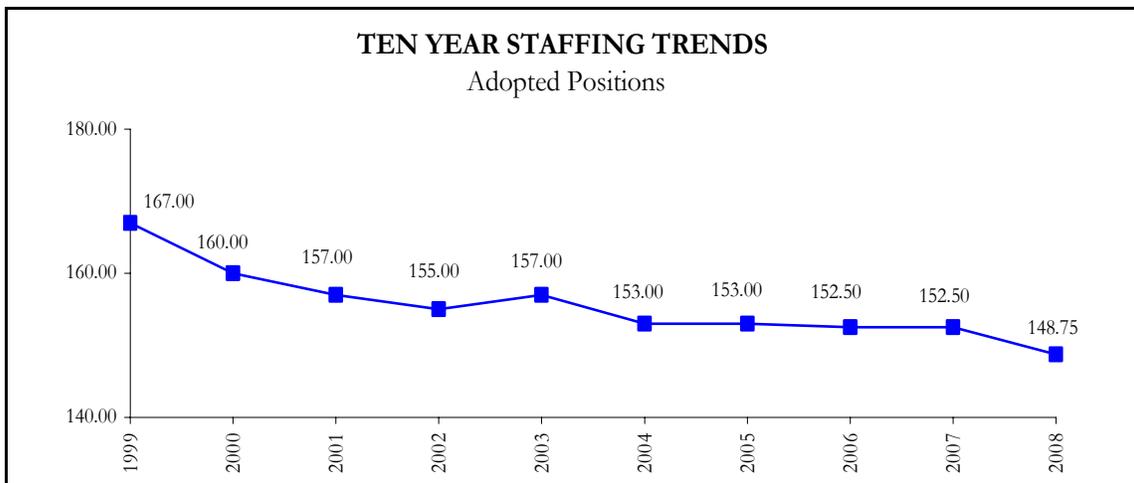
PROGRAM ALLOCATION



*Includes Housing Trust Fund 2% , Capital Agreement Funds Pima County Bonds <1%, Miscellaneous Non-Federal Grants <1%
 **Includes Miscellaneous Federal Housing Grants 6%, HOPE VI 5%, Central Office Cost Center Federal Funding 4%, Miscellaneous Federal Grants 2%, Lead Hazard Control Program Grant 1%

TEN YEAR STAFFING TRENDS

Adopted Positions



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 disabled, elderly, and low income families.

DEPARTMENT SERVICES

The Community Services Department accomplishes its mission through four divisions: Administration, Housing Management, Community Development, and Housing Assistance. The department administers housing, social service, and community development programs, as well as a wide range of other public projects, utilizing federal, state, and local funds for locally-determined needs and priorities.

The department brings diverse groups together to form productive working relationships. The strategy is to combine planning with flexibility so that the response to opportunity can be maximized for better living conditions and quality of life for citizens.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	14.00	14.25	14.25	14.25	14.25
Housing Management	70.00	67.75	67.75	67.75	67.75
Community Development	33.75	32.75	34.75	34.75	34.75
Housing Assistance	34.00	34.00	31.00	32.00	32.00
Department Total	151.75	148.75	147.75	148.75	148.75
Financial Summary					
Administration	\$ 1,981,741	\$ 2,539,460	\$ 2,409,995	\$ 2,770,260	\$ 2,803,980
Housing Management	11,690,179	18,359,230	17,989,585	21,140,900	20,673,660
Community Development	14,474,683	27,155,650	28,753,516	25,304,160	25,091,580
Housing Assistance	28,828,731	30,773,610	28,102,350	29,066,710	29,676,880
Operating Total	\$ 56,975,334	\$ 78,827,950	\$ 77,255,446	\$ 78,282,030	\$ 78,246,100
Capital Improvements	928,476	1,567,500	897,860	2,038,100	2,087,200
Department Total	\$ 57,903,810	\$ 80,395,450	\$ 78,153,306	\$ 80,320,130	\$ 80,333,300

COMMUNITY SERVICES

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditure					
Personal Services	\$ 9,534,613	\$ 9,917,880	\$ 9,770,781	\$ 10,156,820	\$ 10,026,220
Services	45,967,944	31,180,980	35,722,894	38,028,240	36,896,980
Commodities	1,408,605	905,220	1,028,555	936,490	930,940
Equipment	73,880	40,000	99,500	-0-	-0-
Other	(9,708)	36,783,870	30,633,716	29,160,480	30,391,960
Operating Total	\$ 56,975,334	\$ 78,827,950	\$ 77,255,446	\$ 78,282,030	\$ 78,246,100
Capital Improvements	\$ 928,476	\$ 1,567,500	\$ 897,860	\$ 2,038,100	\$ 2,087,200
Department Total	\$ 57,903,810	\$ 80,395,450	\$ 78,153,306	\$ 80,320,130	\$ 80,333,300

Source of Funds

Operating Funds

General Fund	\$ 4,202,899	\$ 4,308,500	\$ 4,030,610	\$ 4,293,210	\$ 4,316,480
General Fund: Restricted Revenues	7,991	2,010,000	-0-	-0-	-0-
General Fund: Earned Revenue	1,647,313	3,590,760	3,635,536	2,898,400	2,450,030
Housing Trust Fund	-0-	-0-	200,000	1,887,330	1,575,000
Community Development Block Grant Fund	5,721,818	7,136,870	7,284,011	6,440,300	5,769,410
Public Housing Capital Fund	3,048,540	3,583,420	853,830	6,600	-0-
H.O.M.E. Grants	3,547,866	11,368,060	12,328,054	6,606,270	6,508,990
HOPE VI - Martin Luther King Revitalization	1,015,691	5,426,860	1,376,699	3,288,160	1,130,060
Central Office Cost Center: Federal Funding	6,155,871	6,124,180	3,006,766	3,008,000	2,907,570
Central Office Cost Center: General Fund Contribution	-0-	-0-	277,890	277,890	277,890
Public Housing Section 8 Fund	28,070,309	27,622,050	27,622,450	29,054,940	29,668,280
Miscellaneous Federal Housing Grants	2,798,394	5,372,980	3,984,243	4,559,400	4,672,680
Community Services Housing Asset Management Program Funds	-0-	-0-	9,966,412	12,573,720	15,083,670
Lead Hazard Control Program Grant	-0-	-0-	280,000	1,220,000	1,800,000
Miscellaneous Federal Grants	270,918	1,584,270	1,808,945	1,467,810	1,386,040
Miscellaneous Non-Federal Grants	487,724	700,000	600,000	700,000	700,000
Operating Funds Total	\$ 56,975,334	\$ 78,827,950	\$ 77,255,446	\$ 78,282,030	\$ 78,246,100

Department Resources (Continued)

Source of Funds (Continued)	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Capital Funds					
General Fund	\$ 6,909	\$ -0-	\$ 175,360	\$ -0-	\$ -0-
General Fund: Earned Revenue	-0-	300	-0-	-0-	-0-
Capital Agreement Fund: Pima County Bonds	-0-	517,900	140,000	795,500	337,200
Community Development Block Grant Fund	298,067	-0-	-0-	104,600	-0-
Public Housing Capital Fund	-0-	87,900	-0-	-0-	-0-
H.O.M.E. Grants	623,500	778,000	582,500	284,500	-0-
HOPE VI - Martin Luther King Revitalization	-0-	183,400	-0-	853,500	1,750,000
Capital Funds Total	\$ 928,476	\$ 1,567,500	\$ 897,860	\$ 2,038,100	\$ 2,087,200
Department Total	\$ 57,903,810	\$ 80,395,450	\$ 78,153,306	\$ 80,320,130	\$ 80,333,300

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$78,282,030 reflects a decrease of \$545,920 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase due to housing assistance payments for the Section 8 program	\$ 1,400,000
◆ Increase due to award of a Lead Hazard Control Program Grant	1,200,000
◆ Impact on salaries due to Fiscal Year 2008 merit increases	12,810
◆ Increase in funding for medical insurance	4,930
◆ Reduction in required pension contribution	(6,540)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(85,560)
◆ Decrease miscellaneous grant capacity	<u>(3,071,560)</u>
Total	<u>\$ (545,920)</u>

The Fiscal Year 2009 Capital Budget of \$2,038,100 funds the Martin Luther King Public Housing Amenities and Mercado District Rentals projects.

Fiscal Year 2010

The Fiscal Year 2010 of \$78,246,100 includes a decrease of \$35,930 from Fiscal Year 2009.

The Fiscal Year 2010 Capital Budget of \$2,087,200 continues funding for the Martin Luther King Public Housing Amenities Project.

COMMUNITY SERVICES

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Secure program funding from private and public sectors to increase community resources for affordable housing and other Community Services programs.					
• Number of commitments secured	8	9	9	9	9
• Amount of commitments secured (\$000s)	\$ 2,094	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Facilitate programs and projects that preserve, upgrade, and expand affordable housing, community facilities, and human services, primarily serving low to moderate income households.					
• Human Services Contracts*					
◇ Number of contracts	94	130	89	175	175
◇ Dollar Value (\$000s)	\$ 4,375	\$ 4,218	\$ 4,300	\$ 7,060	\$ 7,060
• Single Family Units					
◇ Number of units	100	95	95	150	155
◇ Dollar Value (\$000s)	\$ 3,192	\$ 3,100	\$ 3,100	\$ 1,950	\$ 2,100
• Multi-Dwelling Units					
◇ Number of units	28	11	11	60	65
◇ Dollar value (\$000s)	\$ 1,818	\$ 1,700	\$ 1,700	\$ 1,600	\$ 1,500
• Public Facilities					
◇ Number of units	30	30	30	36	36
◇ Dollar value (\$000s)	\$ 2,454	\$ 2,400	\$ 2,400	\$ 1,800	\$ 1,800
• Housing Rehabilitation**					
◇ Number of units	720	560	700	550	560
◇ Dollar value (\$000s)	\$ 1,335	\$ 1,350	\$ 1,350	\$ 3,200	\$ 3,300
• Lead-Based Paint Hazards					
◇ Number of units	N/A	N/A	N/A	70	88
◇ Dollar value (\$000s)	N/A	N/A	N/A	\$ 920	\$ 1,230
• Demolition					
◇ Number of units	28	22	22	16	14
◇ Dollar value (\$000s)	\$ 320	\$ 275	\$ 275	\$ 167	\$ 150
Maintain a constant level of participation in the Family Self-Sufficiency (FSS) program.					
• Number of participants	149	200	190	190	190
Provide effective case management to ensure that FSS participants become eligible to receive any funds accrued in their FSS escrow.					
• Number of successful graduates	15	20	15	15	15

*Beginning in Fiscal Year 2009, adding Shelter Plus Care and School Plus Jobs

**Beginning in Fiscal Year 2009, adding Housing Rehabilitation Collaborative funds, less Community Home Repair Project of Arizona (CHRP) repairs

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration Division assists in the efficient and effective delivery of affordable housing and community services for the citizens of Tucson by providing overall administration for the department, including program, financial, personnel, and computer management.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	14.00	14.25	14.25	14.25	14.25
Financial Resources					
General Fund	\$ 225,668	\$ 230,300	\$ 230,300	\$ 246,610	\$ 260,570
General Fund: Earned Revenue	612,442	964,630	881,880	1,253,270	1,291,570
Community Development Block Grant Fund	470,299	705,770	659,816	659,820	661,340
Public Housing Capital Fund	71,214	36,790	10,500	-0-	-0-
H.O.M.E. Grants	26,391	26,390	25,629	26,200	26,200
HOPE VI - Martin Luther King Revitalization	30,018	90,080	90,080	40,120	20,060
Central Office Cost Center: Federal Funding	272,000	257,000	283,290	307,930	307,930
Public Housing Section 8 Fund	269,709	224,500	224,500	232,310	232,310
Miscellaneous Federal Housing Grants	4,000	4,000	4,000	4,000	4,000
 Financial Resources Total	 \$ 1,981,741	 \$ 2,539,460	 \$ 2,409,995	 \$ 2,770,260	 \$ 2,803,980

COMMUNITY SERVICES

Division Summaries (Continued)

HOUSING MANAGEMENT

Services

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.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	70.00	67.75	67.75	67.75	67.75
Financial Resources					
General Fund	\$ 190,053	\$ 277,890	\$ -0-	\$ -0-	\$ -0-
General Fund: Earned Revenue	1,028,704	2,425,100	1,928,258	1,316,410	898,740
Community Development Block Grant Fund	8,217	30,000	20,000	70,000	70,000
Public Housing Capital Fund	2,894,182	3,484,010	808,080	6,600	-0-
HOPE VI - Martin Luther King Revitalization	985,673	5,336,780	1,286,619	3,248,040	1,110,000
Central Office Cost Center: Federal Funding	5,818,471	5,801,780	2,658,076	2,631,070	2,530,640
Central Office Cost Center: General Fund Contribution	-0-	-0-	277,890	277,890	277,890
Public Housing Section 8 Fund	111,070	204,490	204,890	207,370	210,470
Miscellaneous Federal Housing Grants	81,861	324,450	326,643	478,030	242,250
Community Services Housing Asset Management Project Funds	-0-	-0-	9,966,412	12,573,720	15,083,670
Miscellaneous Federal Grants	84,224	474,730	512,717	331,770	250,000
Miscellaneous Non-Federal Grants	487,724	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 11,690,179	\$ 18,359,230	\$ 17,989,585	\$ 21,140,900	\$ 20,673,660

Division Summaries (Continued)

COMMUNITY DEVELOPMENT

Services

The Community Development Division facilitates programs and projects to preserve, upgrade, and expand affordable housing, community facilities, and human service programs, primarily serving low to moderate income households.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	33.75	32.75	34.75	34.75	34.75
Financial Resources					
General Fund	\$ 3,787,178	\$ 3,800,310	\$ 3,800,310	\$ 4,018,670	\$ 4,028,050
General Fund: Restricted	7,991	2,010,000	-0-	-0-	-0-
Revenues					
General Fund: Earned Revenue	6,167	201,030	825,398	328,720	259,720
Housing Trust Fund	-0-	-0-	200,000	1,887,330	1,575,000
Community Development Block Grant Fund	5,216,512	6,373,240	6,576,335	5,710,480	5,038,070
Public Housing Capital Fund	83,144	62,620	35,250	-0-	-0-
H.O.M.E. Grants	3,521,475	11,341,670	12,302,425	6,580,070	6,482,790
Miscellaneous Federal Housing Grants	1,665,522	1,557,240	2,837,570	3,722,850	4,071,910
Lead Hazard Control Program Grant	-0-	-0-	280,000	1,220,000	1,800,000
Miscellaneous Federal Grants	186,694	1,109,540	1,296,228	1,136,040	1,136,040
Miscellaneous Non-Federal Grants	-0-	700,000	600,000	700,000	700,000
Financial Resources Total	\$ 14,474,683	\$ 27,155,650	\$ 28,753,516	\$ 25,304,160	\$ 25,091,580

COMMUNITY SERVICES

Division Summaries (Continued)

HOUSING ASSISTANCE

Services

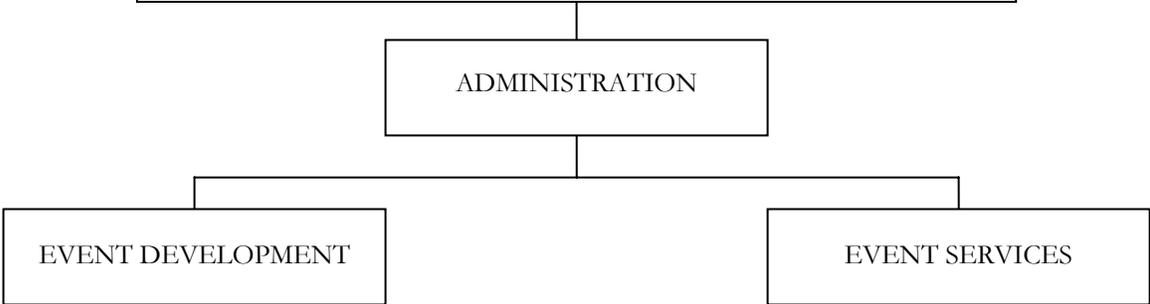
The Housing Assistance Division provides Housing Choice Voucher rental assistance in the private market to eligible low income individuals and families so that they may live in safe, decent, sanitary, and affordable housing. The division researches and develops new rent subsidy programs to increase the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

Resources

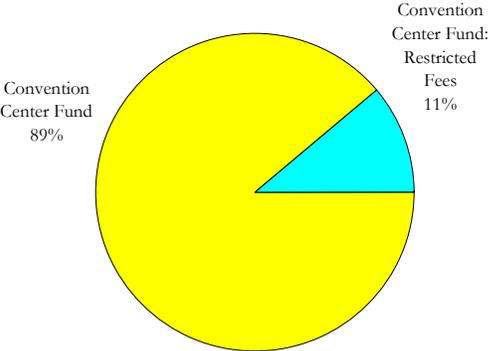
	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	34.00	34.00	31.00	32.00	32.00
Financial Resources					
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 27,930	\$ 27,860
Community Development Block Grant Fund	26,790	27,860	27,860	-0-	-0-
Central Office Cost Center: Federal Funding	65,400	65,400	65,400	69,000	69,000
Public Housing Section 8 Fund	27,689,530	27,193,060	27,193,060	28,615,260	29,225,500
Miscellaneous Federal Housing Grants	1,047,011	3,487,290	816,030	354,520	354,520
Financial Resources Total	\$ 28,828,731	\$ 30,773,610	\$ 28,102,350	\$ 29,066,710	\$ 29,676,880

TUCSON CONVENTION CENTER

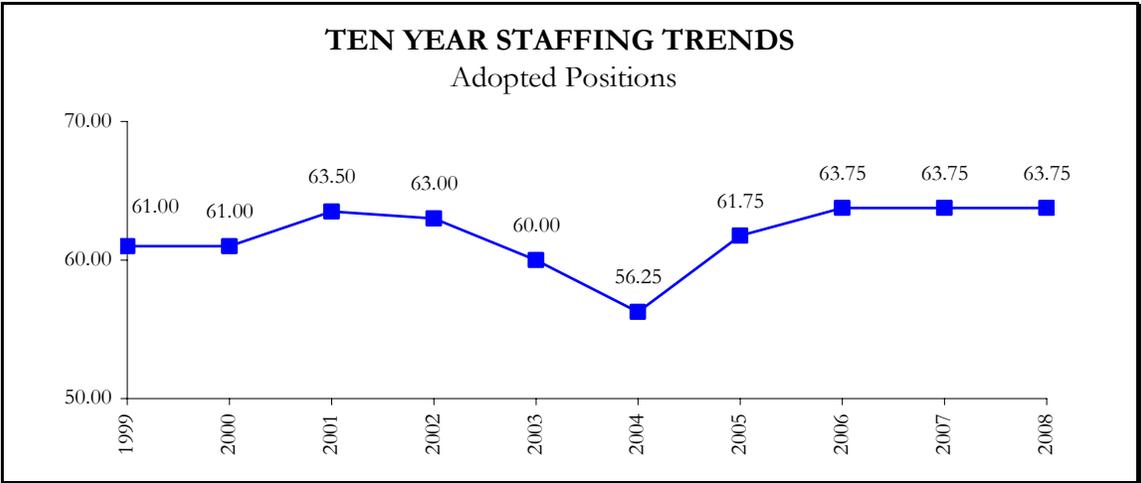
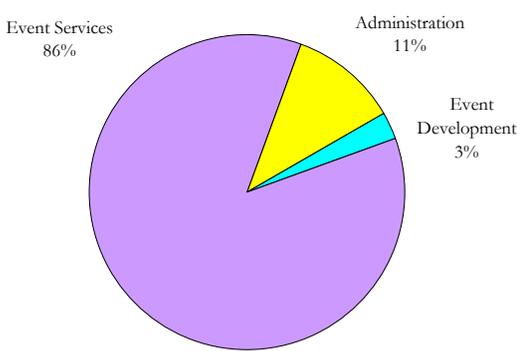
OPERATING: \$ 7,342,350
POSITION TOTAL: 63.75



FINANCING PLAN



PROGRAM ALLOCATION



TUCSON CONVENTION CENTER

MISSION STATEMENT

To create an economic catalyst for Tucson's downtown and the community through the attraction of convention visitors and community members; to provide quality event space and services for community organizations; to provide a destination for entertainment, performing arts, and exhibitions; and to always bring quality management to the City of Tucson's public assembly facilities.

DEPARTMENT SERVICES

The Tucson Convention Center is a multi-purpose complex on a 27-acre campus in downtown Tucson that hosts conventions, trade shows, and entertainment. The Tucson Convention Center offers a total of 205,000 square feet of meeting space in twenty 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 1,600 guests. The Tucson Arena, adjacent to the exhibition space, offers seating for up to 8,962. A courtyard provides space for outdoor activity and leads to the adjacent 2,289-seat Tucson Music Hall and 511-seat Leo Rich Theatre, home for many local arts groups. Tucson Convention Center facilities play a vital role in downtown development. The department is organized into three divisions: Administration, Event Development, and Event Services.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	9.75	9.75	9.75	10.00	10.00
Event Development	1.50	1.50	1.50	1.50	1.50
Event Services	52.50	52.50	52.50	52.25	52.25
Department Total	63.75	63.75	63.75	63.75	63.75
Financial Summary					
Administration	\$ 815,228	\$ 850,710	\$ 850,710	\$ 812,600	\$ 802,760
Event Development	167,978	205,210	205,210	192,630	189,100
Event Services	6,815,600	6,299,200	6,299,200	6,337,120	6,315,970
Operating Total	\$ 7,798,806	\$ 7,355,120	\$ 7,355,120	\$ 7,342,350	\$ 7,307,830
Capital Improvements	\$ 328	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 7,799,134	\$ 7,355,120	\$ 7,355,120	\$ 7,342,350	\$ 7,307,830

TUCSON CONVENTION CENTER

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 3,100,147	\$ 3,440,820	\$ 3,440,820	\$ 3,095,140	\$ 3,064,380
Services	4,171,741	3,126,520	3,126,520	3,255,020	3,250,070
Commodities	488,944	246,780	246,780	251,190	252,380
Equipment	37,974	541,000	541,000	741,000	741,000
Operating Total	\$ 7,798,806	\$ 7,355,120	\$ 7,355,120	\$ 7,342,350	\$ 7,307,830
Capital Improvements	\$ 328	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 7,799,134	\$ 7,355,120	\$ 7,355,120	\$ 7,342,350	\$ 7,307,830

Source of Funds

Operating Funds

Convention Center Fund	\$ 7,071,996	\$ 6,714,120	\$ 6,714,120	\$ 6,501,350	\$ 6,466,090
Convention Center Fund: Restricted Fees	726,810	641,000	641,000	841,000	841,740
Operating Funds Total	\$ 7,798,806	\$ 7,355,120	\$ 7,355,120	\$ 7,342,350	\$ 7,307,830

Capital Funds

Convention Center Fund	\$ 328	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Capital Funds Total	\$ 328	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 7,799,134	\$ 7,355,120	\$ 7,355,120	\$ 7,342,350	\$ 7,307,830

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$7,342,350 reflects a decrease of \$12,770 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase for parking improvements	\$ 184,320
◆ Impact on salaries due to Fiscal Year 2008 merit increases	34,810
◆ Increase in funding for medical insurance	20,600
◆ Reduction of required pension contribution	(15,370)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(237,130)
Total	\$ (12,770)

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$7,307,830 reflects a decrease of \$34,520 from Fiscal Year 2009.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Provide quality space and event services, and maintain strong community use of the Music Hall, Leo Rich Theatre, meeting space, arena, and exhibition space.					
• Days used by non-profit organizations in the Music Hall	173	175	160	165	170
• Days used by non-profit organizations in the Leo Rich Theatre	130	140	100	120	140
• Days used by non-profit organizations in the arena	153	159	160	165	165
Provide entertainment, performing arts, and exhibitions for the community.					
• Number of attendees at events	702,860	730,680	730,000	740,000	740,000
• Days used in the Music Hall	277	250	250	255	260
• Days used in the Leo Rich Theatre	170	175	175	175	180
• Days used in the arena	175	170	183	188	188
Create an economic catalyst for downtown through the attraction of convention visitors and community members to downtown.					
• Amount of Transient Occupancy Tax generated downtown	\$ 848,061	\$ 907,425	\$ 905,000	\$ 940,000	\$ 940,000
• Sales and rental tax collected at the Tucson Convention Center	\$ 545,159	\$ 548,877	\$ 548,000	\$ 550,000	\$ 560,000

TUCSON CONVENTION CENTER

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administrative Division provides management direction and sets policy to ensure effective and efficient services for Tucson Convention Center customers.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	9.75	9.75	9.75	10.00	10.00
Financial Resources					
Convention Center Fund	\$ 815,228	\$ 850,710	\$ 850,710	\$ 812,600	\$ 802,760

EVENT DEVELOPMENT

Services

The Event Development Division promotes facility usage and encourages new business through marketing and event creation.

Resources

Position Resources	1.50	1.50	1.50	1.50	1.50
Financial Resources					
Convention Center Fund	\$ 167,978	\$ 205,210	\$ 205,210	\$ 192,630	\$ 189,100

EVENT SERVICES

Services

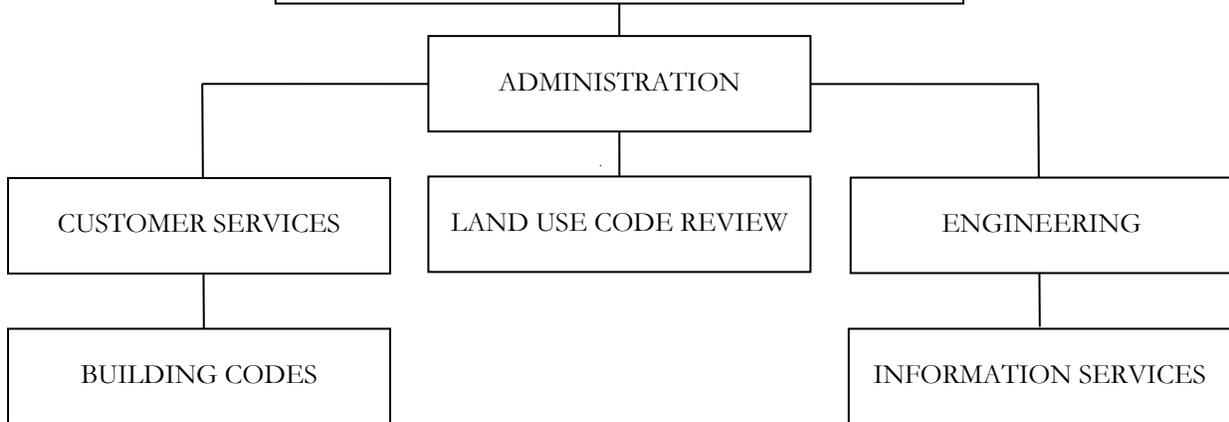
The Event Services Division is responsible for management of all events and to ensure safe and clean facilities for all guests.

Resources

Position Resources	52.50	52.50	52.50	52.25	52.25
Financial Resources					
Convention Center Fund	\$ 6,088,790	\$ 5,658,200	\$ 5,658,200	\$ 5,496,120	\$ 5,474,230
Convention Center Fund: Restricted Fees	726,810	641,000	641,000	841,000	841,740
Financial Resources Total	\$ 6,815,600	\$ 6,299,200	\$ 6,299,200	\$ 6,337,120	\$ 6,315,970

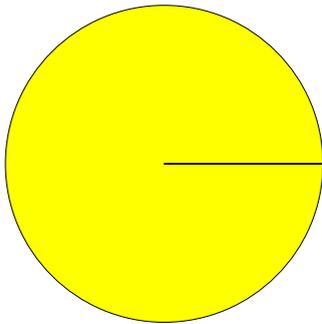
DEVELOPMENT SERVICES

OPERATING: \$ 10,869,580
 POSITION TOTAL: 119.00

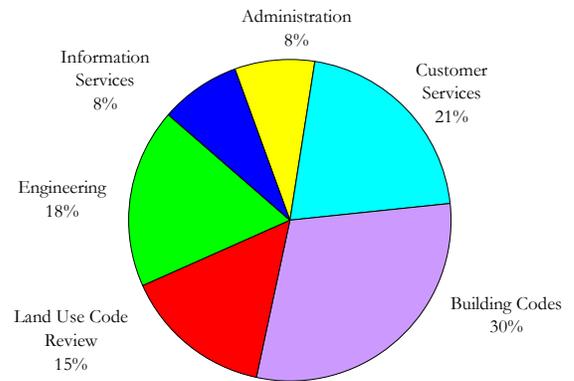


FINANCING PLAN

General Fund:
 Development
 Services
 Revenues
 100%



PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



DEVELOPMENT SERVICES

MISSION STATEMENT

To facilitate a safe, attractive, and sustainable community; work in partnership with the community to build a safe and beautiful city while preserving Tucson's unique heritage; share knowledge through education and technology to encourage innovative development and design solutions; and provide and maintain a safe, fulfilling, and enriching environment for our staff that encourages open communication and participation.

DEPARTMENT SERVICES

The Development Services Department manages comprehensive building plan review, zoning, engineering, and field inspection services for residential and commercial development and construction activities. Experienced and qualified personnel provide technical assistance on building and development-related codes, plan reviews, permits, and inspections to ensure compliance to adopted city codes.

The department is organized into six divisions: Administration, Customer Services, Building Codes, Land Use Code Review, Engineering, and Information Services. These divisions address the regulatory functions governing development and construction in the city.

The department has a computerized plan review and permitting system. This system assures the customer that all code-related items have been reviewed and all necessary inspections are conducted; multiple city departments use this system. The system also allows the tracking, monitoring, and resolution of complaints. In addition, the department maintains plan review files, inspection records, and approved plans in a centralized location accessible to the public.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	17.00	8.00	8.00	8.00	8.00
Customer Services	16.00	28.00	28.00	27.00	27.00
Building Codes	43.00	40.00	40.00	40.00	40.00
Land Use Code Review	17.00	19.00	19.00	19.00	19.00
Engineering	20.00	18.00	18.00	18.00	18.00
Information Services	7.00	7.00	7.00	7.00	7.00
Department Total	120.00	120.00	120.00	119.00	119.00

DEVELOPMENT SERVICES

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Summary					
Administration	\$ 1,716,461	\$ 1,042,570	\$ 769,766	\$ 888,580	\$ 888,580
Customer Services	2,330,177	3,796,950	3,620,167	2,240,740	2,208,690
Building Codes	3,154,422	3,098,650	2,789,722	3,259,460	3,260,500
Land Use Code Review	1,332,585	1,746,420	2,145,962	1,695,560	1,695,980
Engineering	2,086,349	2,271,440	2,138,464	1,950,820	1,950,830
Information Services	538,354	636,480	802,490	834,420	634,420
Operating Total	\$ 11,158,348	\$ 12,592,510	\$ 12,266,571	\$ 10,869,580	\$ 10,639,000
Capital Improvements	\$ 105,577	\$ 215,000	\$ 185,000	\$ -0-	\$ -0-
Department Total	\$ 11,263,925	\$ 12,807,510	\$ 12,451,571	\$ 10,869,580	\$ 10,639,000
Character of Expenditures					
Personal Services	\$ 8,618,883	\$ 9,466,460	\$ 8,574,819	\$ 9,161,100	\$ 9,161,100
Services	1,736,777	2,585,990	3,045,608	1,151,760	1,156,010
Commodities	277,410	264,410	628,144	437,540	237,170
Equipment	9,816	25,650	18,000	20,000	20,000
Other	515,462	250,000	-0-	99,180	64,720
Operating Total	\$ 11,158,348	\$ 12,592,510	\$ 12,266,571	\$ 10,869,580	\$ 10,639,000
Capital Improvements	\$ 105,577	\$ 215,000	\$ 185,000	\$ -0-	\$ -0-
Department Total	\$ 11,263,925	\$ 12,807,510	\$ 12,451,571	\$ 10,869,580	\$ 10,639,000
Source of Funds					
Operating Funds					
General Fund: Development Services Revenues	\$ 11,158,348	\$ 12,592,510	\$ 12,266,571	\$ 10,869,580	\$ 10,639,000
Operating Funds Total	\$ 11,158,348	\$ 12,592,510	\$ 12,266,571	\$ 10,869,580	\$ 10,639,000
Capital Funds					
General Fund: Restricted Revenues	\$ 105,577	\$ 215,000	\$ 185,000	\$ -0-	\$ -0-
Capital Funds Total	\$ 105,577	\$ 215,000	\$ 185,000	\$ -0-	\$ -0-
Department Total	\$ 11,263,925	\$ 12,807,510	\$ 12,451,571	\$ 10,869,580	\$ 10,639,000

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$10,869,580 reflects a decrease of \$1,722,930 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Impact of retiree payouts	\$ 259,830
◆ Increase for permit software that supports electronic plans submittal	200,000
◆ Impact on salaries due to Fiscal Year 2008 merit increase	123,900
◆ Increase in funding for medical insurance	53,270
◆ Pension savings due to end-of-service participants	(13,770)
◆ Reduction in required pension contribution	(52,300)
◆ Reduction in personnel costs to offset transfers for the increase in public safety pension contributions	(505,340)
◆ Capacity decreased due to removal of the indirect cost allocation as an expenditure credit	<u>(1,788,520)</u>
Total	<u>\$ (1,722,930)</u>

The Fiscal Year 2009 Capital Budget is zero, which is a reduction of \$215,000 from Fiscal Year 2008. The decrease is due to the completion of projects.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$10,639,000 includes a decrease of \$230,580 from Fiscal Year 2009 primarily due to the completion of software implementation.

DEVELOPMENT SERVICES

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Provide timely and impartial plans reviews while protecting the public health and welfare.					
• Number of plans reviewed	10,602	N/A	9,629	9,300	9,500
• Percent of commercial plan reviews completed within four weeks	74%	95%	75%	95%	95%
• Percent of residential plan reviews completed within four weeks	74%	95%	77%	95%	95%
Prepare and issue commercial and residential building permits.					
• Number of commercial permits issued	6,532	N/A	5,500	5,000	6,000
• Number of residential permits issued	9,427	N/A	7,000	6,000	6,500
Perform inspections of new construction, remodels, and additions.					
• Number of commercial inspections	72,180	60,000	54,000	56,000	60,500
• Number of residential inspections	94,221	96,000	88,000	78,000	84,000
Coordinate and review all submitted subdivision plats and development plans.					
• Number of plats and plans reviewed	134	125	114	108	108
Review all sign permit applications.					
• Number of applications reviewed	1,966	2,200	1,820	2,200	2,200
Provide assistance to walk-in customers.					
• Number of permit counter customers	36,112	N/A	35,292	35,736	35,250
• Number of records customers	13,344	N/A	11,124	13,850	12,900

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration Division provides management direction, sets policy, and provides support to ensure effective, efficient, and responsive services. (This division previously included Zoning Administration, which has been transferred to the Urban Design and Planning Department.)

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	17.00	8.00	8.00	8.00	8.00
Financial Resources					
General Fund: Development Services Revenues	\$ 1,716,461	\$ 1,042,570	\$ 769,766	\$ 888,580	\$ 888,580

CUSTOMER SERVICES

Services

The Customer Services Division provides support throughout the department to ensure efficient and effective customer service delivery.

Resources

Position Resources	16.00	28.00	28.00	27.00	27.00
Financial Resources					
General Fund: Development Services Revenues	\$ 2,330,177	\$ 3,796,950	\$ 3,620,167	\$ 2,240,740	\$ 2,208,690

BUILDING CODES

Services

The Building Codes Division strives to protect the public's health and welfare through the review of all construction documents and inspection of all construction activities for compliance with approved plans as regulated by the city's building and technical codes.

Resources

Position Resources	43.00	40.00	40.00	40.00	40.00
Financial Resources					
General Fund: Development Services Revenues	\$ 3,154,422	\$ 3,098,650	\$ 2,789,722	\$ 3,259,460	\$ 3,260,500

DEVELOPMENT SERVICES

Division Summaries (Continued)

LAND USE CODE REVIEW

Services

The Land Use Code Review Division administers the regulatory aspects of land use planning to facilitate a safe, attractive, and sustainable community. It reviews and processes all projects and programs within specified code required time frames and provides the necessary assistance to customers to ensure the success of those projects and programs.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	17.00	19.00	19.00	19.00	19.00
Financial Resources					
General Fund: Development Services Revenues	\$ 1,332,585	\$ 1,746,420	\$ 2,145,962	\$ 1,695,560	\$ 1,695,980

ENGINEERING

Services

The Engineering Division provides all our customers, internal and external, with quality professional plan review and inspection services for civil engineering projects in conjunction with building plans submitted for compliance with the Development Standards and Floodplain Ordinance.

Resources

Position Resources	20.00	18.00	18.00	18.00	18.00
Financial Resources					
General Fund: Development Services Revenues	\$ 2,086,349	\$ 2,271,440	\$ 2,138,464	\$ 1,950,820	\$ 1,950,830

INFORMATION SERVICES

Services

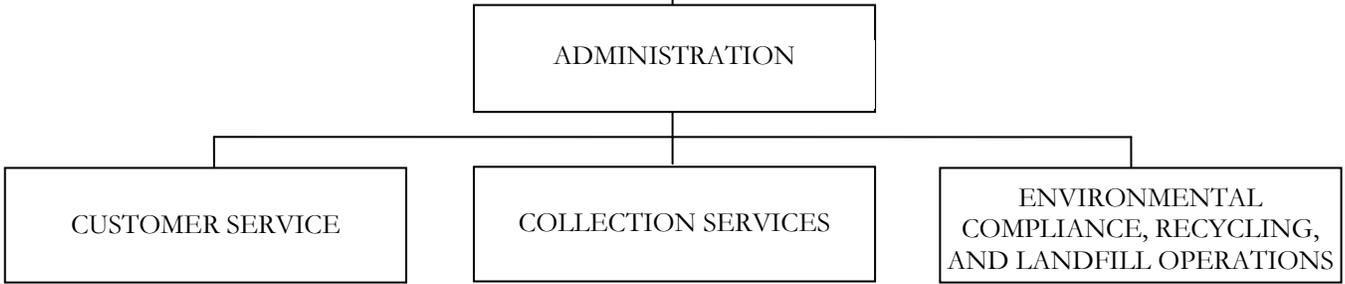
The Information Services Division supports internal and external customers by designing innovative systems to enhance department efficiency and increase access to information while also maintaining the existing technology required for daily business.

Resources

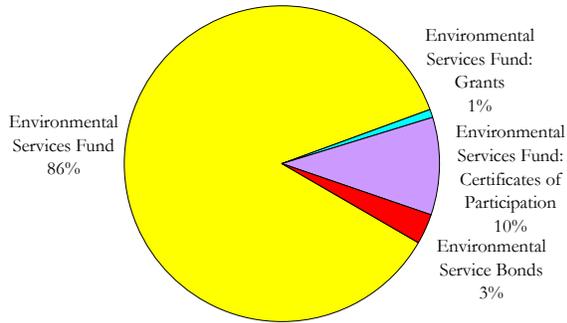
Position Resources	7.00	7.00	7.00	7.00	7.00
Financial Resources					
General Fund: Development Services Revenues	\$ 538,354	\$ 636,480	\$ 802,490	\$ 834,420	\$ 634,420

ENVIRONMENTAL SERVICES

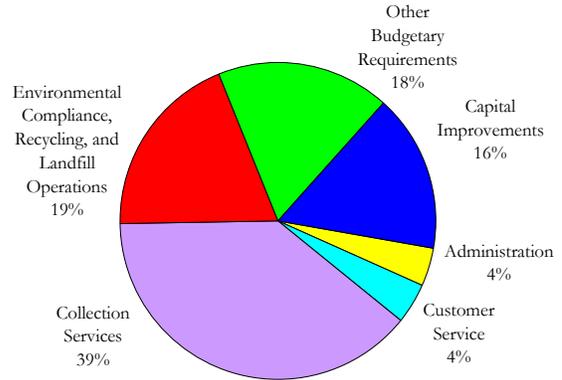
OPERATING:	\$ 52,199,670
CAPITAL:	<u>9,742,100</u>
TOTAL:	<u>\$ 61,941,770</u>
POSITION TOTAL:	263.00



FINANCING PLAN

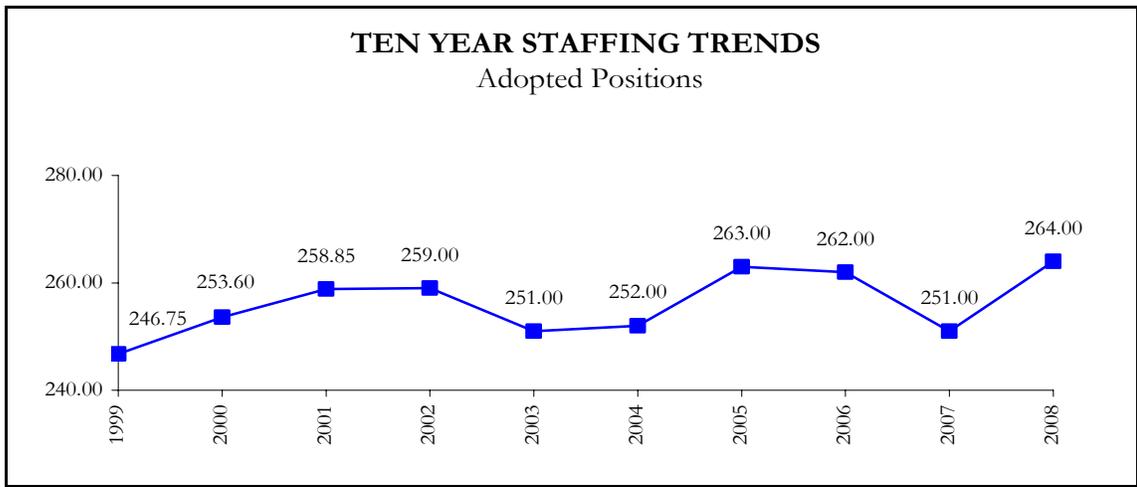


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



ENVIRONMENTAL SERVICES

MISSION STATEMENT

To ensure a healthy Tucson community by providing innovative and cost-effective waste management and environmental protection services.

DEPARTMENT SERVICES

The Environmental Services Department enhances the quality of life for Tucsonans by providing refuse collection, landfill management, and environmental protection services. Environmental Services works to ensure that environmental impacts at inactive landfills and sites that may have or may be perceived to have contamination, making them undevelopable (Brownfields), are identified, assessed, and remediated so that these impacts do not pose a risk to the health of our residents, the safety of our groundwater, and the quality of life in our neighborhoods.

Environmental Services uses innovative waste management strategies emphasizing waste reduction, recycling, and environmentally-sound landfill management to meet the city's long-term disposal needs, ensuring compliance with federal, state, and local environmental regulations in an efficient and financially responsible manner.

In June 2004, the Mayor and Council designated Environmental Services as a city enterprise fund. Fiscal Year 2009 will mark the fifth year that Environmental Services has been operated in a self-supporting capacity.

The department is organized into the following operating divisions: Administration, Customer Service, Collection Services, and Environmental Compliance, Recycling, and Landfill Operations. The department serves approximately 135,000 residential and 3,750 commercial customers.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	16.00	15.00	21.00	22.00	22.00
Customer Service	17.00	18.00	18.00	18.00	18.00
Collection Services	157.00	163.00	160.00	159.00	159.00
Environmental Compliance, Recycling, and Landfill Operations	64.00	68.00	64.00	64.00	64.00
Department Total	254.00	264.00	263.00	263.00	263.00

ENVIRONMENTAL SERVICES

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Summary					
Administration	\$ 1,886,746	\$ 1,877,120	\$ 2,256,539	\$ 2,221,430	\$ 2,221,300
Customer Service	2,515,222	3,179,870	3,010,377	2,478,820	2,480,370
Collection Services	19,357,696	20,222,590	20,086,341	24,515,700	24,895,300
Environmental Compliance, Recycling, and Landfill Operations	10,324,846	9,882,250	9,808,573	11,551,970	11,670,630
Other Budgetary Requirements	5,882,232	8,307,370	10,311,730	11,431,750	11,874,180
Operating Total	\$ 39,966,742	\$ 43,469,200	\$ 45,473,560	\$ 52,199,670	\$ 53,141,780
Capital Improvements	\$ 3,295,698	\$ 12,239,000	\$ 9,522,890	\$ 9,742,100	\$ 12,842,100
Department Total	\$ 43,262,440	\$ 55,708,200	\$ 54,996,450	\$ 61,941,770	\$ 65,983,880

Character of Expenditures

Personal Services	\$ 16,453,483	\$ 17,643,470	\$ 17,643,470	\$ 16,714,040	\$ 16,714,040
Services	16,474,582	16,823,960	17,035,960	18,826,310	18,985,580
Commodities	3,830,443	4,354,140	4,356,640	5,419,910	5,423,620
Equipment	-0-	673,740	737,240	4,616,190	4,962,490
Other	3,208,234	3,973,890	5,700,250	6,623,220	7,056,050
Operating Total	\$ 39,966,742	\$ 43,469,200	\$ 45,473,560	\$ 52,199,670	\$ 53,141,780
Capital Improvements	\$ 3,295,698	\$ 12,239,000	\$ 9,522,890	\$ 9,742,100	\$ 12,842,100
Department Total	\$ 43,262,440	\$ 55,708,200	\$ 54,996,450	\$ 61,941,770	\$ 65,983,880

Source of Funds

Operating Funds

Environmental Services Fund	\$ 39,815,917	\$ 42,877,700	\$ 44,882,060	\$ 51,604,540	\$ 52,546,650
Environmental Services Fund: Federal Grants	150,825	181,500	381,500	185,130	185,130
Environmental Services Fund: Non-Federal Grants	-0-	410,000	210,000	410,000	410,000
Operating Funds Total	\$ 39,966,742	\$ 43,469,200	\$ 45,473,560	\$ 52,199,670	\$ 53,141,780

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Source of Funds (Continued)					
Capital Funds					
Environmental Services Fund	\$ 22,814	\$ 150,000	\$ 150,000	\$ 1,626,400	\$ 2,312,100
Environmental Services Fund: Certificates of Participation	499,544	8,424,000	6,419,650	6,000,000	9,150,000
2000 Environmental Service Bonds	2,773,340	-0-	2,953,240	2,115,700	-0-
Future Environmental Services Revenue Bonds	-0-	-0-	-0-	-0-	1,380,000
2000 General Obligation Bond Funds	-0-	3,665,000	-0-	-0-	-0-
Capital Funds Total	\$ 3,295,698	\$ 12,239,000	\$ 9,522,890	\$ 9,742,100	\$ 12,842,100
Department Total	\$ 43,262,440	\$ 55,708,200	\$ 54,996,450	\$ 61,941,770	\$ 65,983,880

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$52,199,670 reflects an increase of \$8,730,470 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase for new refuse vehicles from reserves	\$ 4,000,000
◆ Increase in debt service payments	2,500,000
◆ Increase for vehicle maintenance and fuel costs	1,142,680
◆ Capacity for the Materials Recycling Facility	<u>766,570</u>
Total	<u>\$ 8,409,250</u>

The Fiscal Year 2009 Capital Budget of \$9,742,100 funds improvements to create future landfill capacity and comply with environmental protection regulations.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$53,141,780 includes an increase of \$942,110 from Fiscal Year 2009 due to increases primarily in debt service and equipment.

The Fiscal Year 2010 Capital Budget of \$12,842,100 continues funding landfill improvements, facilities, and protection from environmental impacts.

ENVIRONMENTAL SERVICES

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Enhance customer accessibility to the department by monitoring the telephone hang-up (abandoned calls) rate and adjusting the phone system to ensure quality customer service.					
• Percent of abandoned calls	1.9%	4.0%	2.0%	2.0%	2.0%
Conserve natural resources and protect the environment by diverting waste from Los Reales Landfill through Tucson Recycles.					
• Tons recycled at Materials Recovery Facility (MRF)	46,900	50,500	47,000	48,000	48,500
• Christmas trees diverted	24,900	N/A	19,000	18,000	18,000
• Tons of scrap metal recycled	1,658	N/A	1,600	1,600	1,600
• Tons of electronics recycled	32	N/A	35	37	39
Collect solid waste material and recyclables.					
• Number of commercial tons collected*	134,000	107,000	130,000	125,000	120,000
• Number of residential tons collected	154,000	172,000	158,000	162,000	166,000
Collect heavy brush and bulky items through the Brush and Bulky Program.					
• Number of stops per week	3,300	3,350	5,400	5,510	5,620
• Total tons collected	16,800	17,100	17,100	17,500	17,800
Inspect incoming refuse loads for hazardous wastes (U.S. Environmental Protection Agency's guideline is to inspect 1% of total loads).					
• Number of inspections	4,160	5,050	4,160	4,160	4,160
• Percent of total loads inspected	3%	4%	3%	3%	3%
Provide safe and environmentally secure disposal of refuse.					
• Refuse collected by city and private haulers*	723,000	660,000	900,000	660,000	660,000
• Number of loads	255,000	112,000	260,000	250,000	250,000

*Tonnage estimates are based on current Environmental Services fees. Any changes in Environmental Services fees may affect these estimates.

DIVISION SUMMARIES

ADMINISTRATION

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
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Services

The Administration Division provides management direction for computer automation and the delivery of solid waste services, control and monitoring of capital improvement projects, budget and fiscal management, public education and information, and employee training, safety, and other human resource functions.

Resources

Position Resources	16.00	15.00	21.00	22.00	22.00
Financial Resources					
Environmental Services Fund	\$ 1,886,746	\$ 1,877,120	\$ 2,256,539	\$ 2,221,430	\$ 2,221,300

CUSTOMER SERVICE

Services

The Customer Service Division receives and dispatches customer's requests for service, maintains billing, educates the community about departmental programs, maintains waste collection data, and supports efficient truck routes.

Resources

Position Resources	17.00	18.00	18.00	18.00	18.00
Financial Resources					
Environmental Services Fund	\$ 2,515,222	\$ 2,769,870	\$ 2,878,377	\$ 2,068,820	\$ 2,070,370
Environmental Services Fund: Non-Federal Grants	-0-	410,000	132,000	410,000	410,000
Financial Resources Total	\$ 2,515,222	\$ 3,179,870	\$ 3,010,377	\$ 2,478,820	\$ 2,480,370

COLLECTION SERVICES

Services

The Collection Services Division provides effective residential and commercial collection of solid waste and recyclables at a minimum per unit cost while preserving community health and welfare.

Resources

Position Resources	157.00	163.00	160.00	159.00	159.00
Financial Resources					
Environmental Services Fund	\$ 19,357,696	\$ 20,222,590	\$ 20,086,341	\$ 24,515,700	\$ 24,895,300

ENVIRONMENTAL SERVICES

Division Summaries (Continued)

ENVIRONMENTAL COMPLIANCE, RECYCLING, AND LANDFILL OPERATIONS

Services

The Environmental Compliance, Recycling, and Landfill Operations Division promotes waste reduction programs and achieves environmental excellence by identifying and correcting impacts to the city's natural resources and preventing future problems through compliance, assessment, remediation, landfill closure, and innovative designs. The division provides comprehensive and cost-effective management of landfill construction and operations to ensure customer satisfaction and community health safeguards.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	64.00	68.00	64.00	64.00	64.00
Financial Resources					
Environmental Services Fund	\$ 10,174,021	\$ 9,700,750	\$ 9,349,073	\$ 11,366,840	\$ 11,485,500
Environmental Services Fund: Federal Grants	150,825	181,500	381,500	185,130	185,130
Environmental Services Fund: Non-Federal Grants	-0-	-0-	78,000	-0-	-0-
Financial Resources Total	\$ 10,324,846	\$ 9,882,250	\$ 9,808,573	\$ 11,551,970	\$ 11,670,630

OTHER BUDGETARY REQUIREMENTS

Administrative Service Charges

Administrative support charges from other city departments (i.e., Procurement, Information Technology, Budget and Research, and Finance).

Debt Service: Bonds and Certificates of Participation (COPs)

The principal, interest, and fiscal agent fees for bonds and non-bond financing mechanisms.

Resources

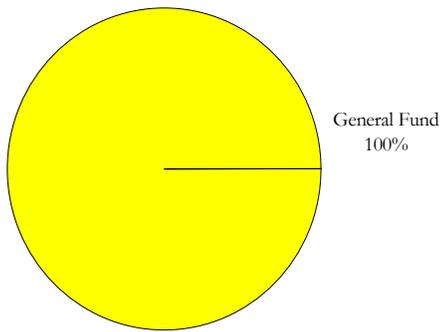
Financial Resources

Environmental Services Fund	\$ 5,882,232	\$ 8,307,370	\$ 10,311,730	\$ 11,431,750	\$ 11,874,180
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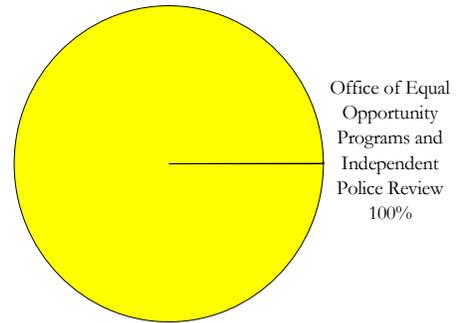
OFFICE OF EQUAL OPPORTUNITY PROGRAMS AND INDEPENDENT POLICE REVIEW

OPERATING: \$ 732,190
POSITION TOTAL: 12.00

FINANCING PLAN

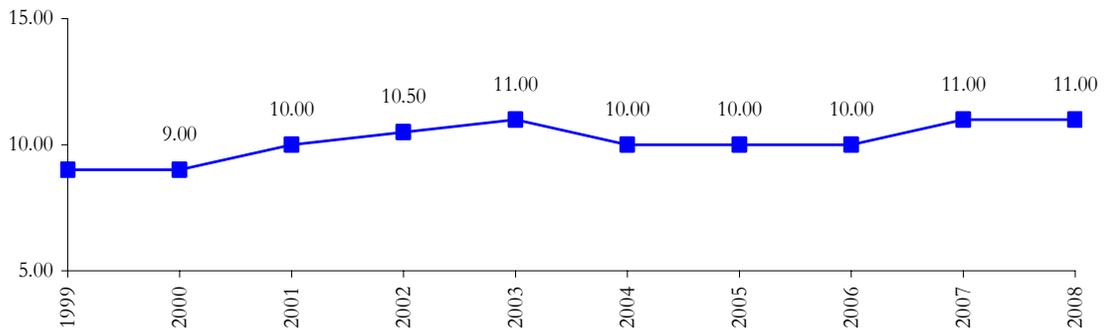


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



OFFICE OF EQUAL OPPORTUNITY PROGRAMS AND INDEPENDENT POLICE REVIEW

MISSION STATEMENT

To ensure that Tucson citizens are afforded equal opportunity in the provision of public accommodation, housing, and employment without regard to race, color, national origin, sex, disability, age, religion, familial status, marital status, sexual orientation, gender identity, ancestry, political opinions, beliefs, or affiliations. To ensure equal procurement opportunity to all businesses with which the city solicits and/or conducts contracted services. To provide a thorough, objective, and fair external review process of citizen inquiries and complaints of police misconduct.

OFFICE SERVICES

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and reporting responsibility over the Office of Equal Opportunity Programs and Independent Police Review. The office investigates complaints of discrimination filed by citizens and city employees, and ensures accessibility to city programs, facilities, and services for persons with disabilities. The office provides citizens with an external police review process to ensure thorough resolution of citizen complaints of police misconduct. The Minority and Women-Owned Business Enterprise Program is administered through the office, which entails certification of businesses participating in the program, setting participation goals on eligible construction projects, and monitoring the effectiveness of the program. The office is also responsible for preparing and maintaining the Equal Employment Opportunity Plan for the City of Tucson workforce.

OFFICE RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Office of Equal Opportunity Programs and Independent Police Review	11.00	11.00	11.00	12.00	12.00
Total	11.00	11.00	11.00	12.00	12.00
Financial Summary					
Office of Equal Opportunity Programs and Independent Police Review	\$ 737,263	\$ 832,950	\$ 832,950	\$ 732,190	\$ 755,410
Total	\$ 737,263	\$ 832,950	\$ 832,950	\$ 732,190	\$ 755,410
Character of Expenditures					
Personal Services	\$ 592,028	\$ 613,470	\$ 613,470	\$ 510,090	\$ 530,240
Services	128,073	145,110	145,110	193,450	196,220
Commodities	17,162	14,370	14,370	28,650	28,950
Other	-0-	60,000	60,000	-0-	-0-
Total	\$ 737,263	\$ 832,950	\$ 832,950	\$ 732,190	\$ 755,410

OFFICE OF EQUAL OPPORTUNITY PROGRAMS AND INDEPENDENT POLICE REVIEW

Office Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Source of Funds					
General Fund	\$ 737,263	\$ 832,950	\$ 832,950	\$ 732,190	\$ 755,410
Total	\$ 737,263	\$ 832,950	\$ 832,950	\$ 732,190	\$ 755,410

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$732,190 reflects a decrease of \$100,760 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Impact on salaries due to Fiscal Year 2008 merit increases	\$ 9,430
◆ Increase in funding for medical insurance	3,230
◆ Decrease due to revised phone billing methodology by Information Technology	(1,390)
◆ Pension savings due to end-of-service participants	(3,020)
◆ Reduction of required pension contribution	(3,950)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(105,060)
Total	<u><u>\$ (100,760)</u></u>

Fiscal Year 2010

The Fiscal Year 2010 Operating Budget of \$755,410 is an increase of \$23,220 from Fiscal Year 2009.

MEASURES OF PERFORMANCE

Process, investigate, and mediate complaints of discrimination filed by citizens and city employees.

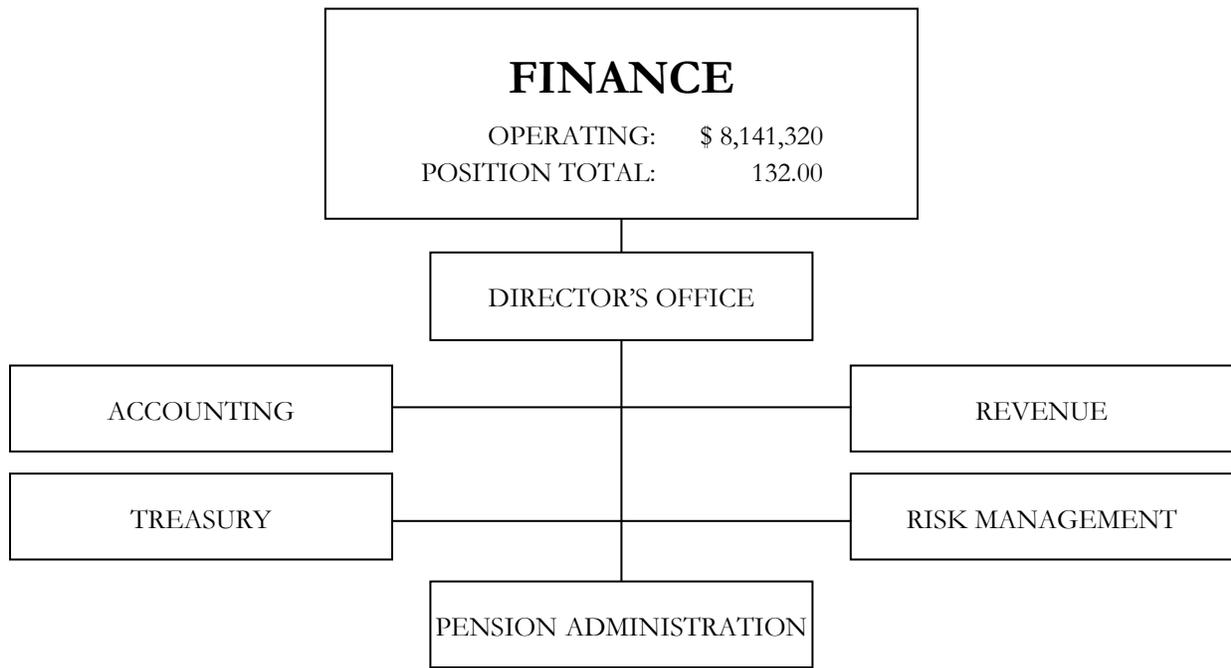
• Number of complaints processed	100	100	75	75	75
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Provide Minority and Women-Owned Business/Disadvantaged Business Enterprise certification and re-certification.

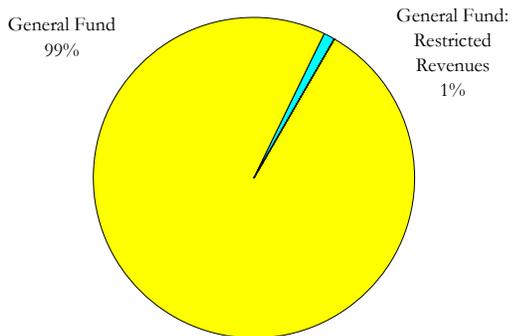
• Number of certifications processed	425	425	300	300	300
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Provide citizens with an external police review process to ensure a thorough, objective, and fair resolution of citizen inquiries and complaints regarding police misconduct.

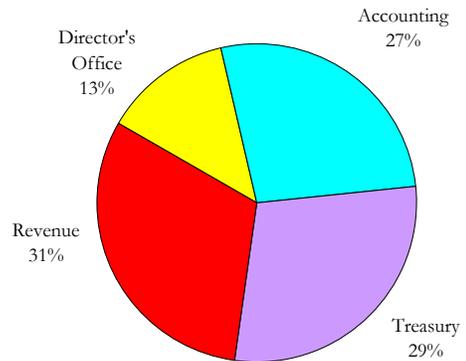
• Number of complaints reviewed	392	400	400	400	400
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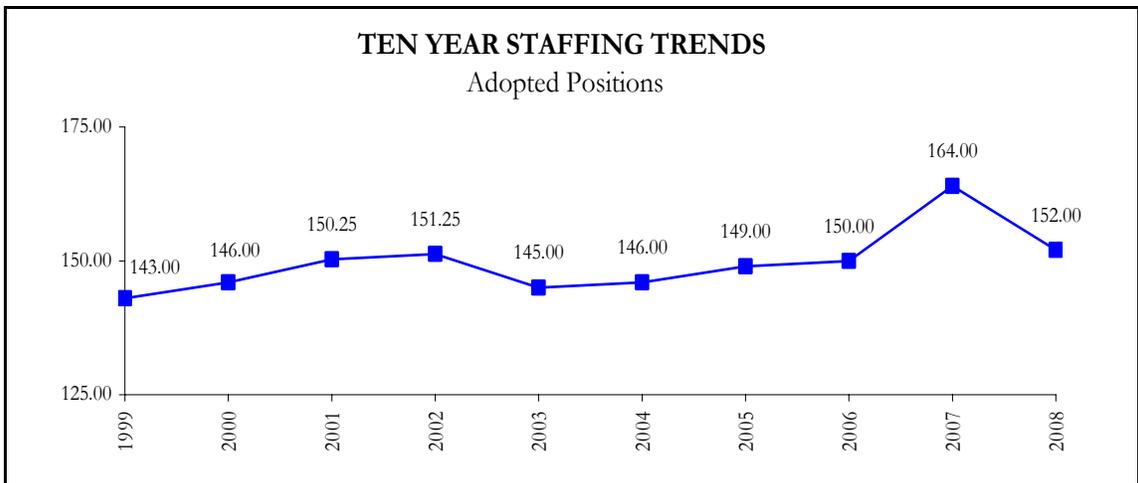
FINANCING PLAN



PROGRAM ALLOCATION



*Risk Management and Pension Administration budgets are located in the Internal Service and Fiduciary Funds category.



FINANCE

MISSION STATEMENT

To support the operations of the City of Tucson by maintaining a fiscally sound organization that conforms to legal requirements and generally accepted financial management principles, and to provide quality service in the areas of investments, debt management, revenue administration and projections, risk management, accounting, audit, and pension administration.

DEPARTMENT SERVICES

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, Accounting, Treasury, Revenue, Risk Management, and Pension Administration.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Director's Office	16.00	16.00	14.00	14.00	14.00
Accounting	36.00	36.00	38.00	38.00	38.00
Treasury	44.00	44.00	46.00	46.00	46.00
Revenue	37.00	37.00	34.00	34.00	34.00
Risk Management	16.00	16.00	15.00	-0-	-0-
Pension Administration	3.00	3.00	3.00	-0-	-0-
Department Total	152.00	152.00	150.00	132.00	132.00

FINANCE

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Summary*					
Director's Office	\$ 1,449,025	\$ 1,709,400	\$ 1,485,355	\$ 1,094,010	\$ 1,111,170
Accounting	2,456,052	2,261,950	2,422,915	2,159,420	2,031,970
Treasury	2,789,271	2,695,890	2,845,790	2,325,990	2,473,930
Revenue	2,784,351	2,742,020	2,528,345	2,561,900	2,479,560
Risk Management	452,170	355,330	355,330	-0-	-0-
Pension Administration	-0-	-0-	-0-	-0-	-0-
Department Total	\$ 9,930,869	\$ 9,764,590	\$ 9,637,735	\$ 8,141,320	\$ 8,096,630
Character of Expenditures*					
Personal Services	\$ 8,636,617	\$ 8,115,730	\$ 8,563,925	\$ 7,671,930	\$ 7,627,240
Services	1,463,428	1,485,890	695,560	111,470	111,470
Commodities	440,039	377,600	378,250	357,920	357,920
Other	(609,215)	(214,630)	-0-	-0-	-0-
Department Total	\$ 9,930,869	\$ 9,764,590	\$ 9,637,735	\$ 8,141,320	\$ 8,096,630
Source of Funds					
General Fund	\$ 9,852,911	\$ 9,647,250	\$ 9,520,395	\$ 8,023,980	\$ 7,979,290
General Fund: Restricted Revenues	-0-	117,340	117,340	117,340	117,340
General Fund: Certificates of Participation	77,958	-0-	-0-	-0-	-0-
Department Total	\$ 9,930,869	\$ 9,764,590	\$ 9,637,735	\$ 8,141,320	\$ 8,096,630

*Effective Fiscal Year 2008, the budgets for Risk Management and Pension Administration were relocated. For Fiscal Year 2009, these sections are located in the Internal Service and Fiduciary Funds category.

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$8,141,320 reflects a decrease of \$1,623,270 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase for retiree payouts	\$ 313,730
◆ Impact on salaries due to Fiscal Year 2008 merit increase	132,970
◆ Increase in funding for medical insurance	54,030
◆ Increase in funding for telephone charges	7,030
◆ Pension savings due to end-of-service participants	(13,370)
◆ Reduction of required pension contribution	(50,830)
◆ Transfer Employee Benefits to Human Resources	(355,330)
◆ Transfer citywide accounting software maintenance to Information Technology	(455,870)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(1,255,630)
Total	<u>\$ (1,623,270)</u>

The transfer of Employee Benefits to Human Resources also resulted in a reduction of three positions. The Pension Administration and Risk Management are now located in the Internal Service and Fiduciary Funds category resulting in a reduction of 14 additional positions.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$8,096,630 includes a decrease of \$44,690 from Fiscal Year 2009.

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. M-F 1:00 p.m. to 5:00 p.m.
Midtown/Hardesty Center	1100 South Alvernon Way	M-F 8:00 a.m. to 12:00 p.m. M-F 1:00 p.m. to 5:00 p.m.
Price Service Center	4004 South Park, Building #1	M-F 8:00 a.m. to 5:00 p.m.
Ward 4 Council Office	8123 East Poinciana	M-F 1:00 p.m. to 5:00 p.m.

FINANCE

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Plan, organize, and direct city debt offerings.					
• Number of debt offerings	10	8	7	5	5
Conduct both planned and department requested audits, reviews, cost studies, investigations, financial issue consultations, and special projects of city functions.	35	40	40	40	40
Pay vendor invoices.					
• Payment vouchers created	62,000	70,000	57,000	55,000	55,000
• Percent paid within payment terms	97%	97%	97%	97%	97%
Issue new licenses and bill accounts.					
• New licenses issued	8,800	8,900	8,900	8,900	8,900
• Accounts billed	517,000	522,000	522,000	522,000	522,000
Process and deposit utility, tax, and license payments and other city revenue.					
• Total number of payments processed (000s)	2,940	2,990	2,990	2,990	2,990
• Percent of utility payments processed the same day as received	75%	75%	75%	75%	75%
• Percent of tax, license, and other payments processed the same day as received	100%	100%	100%	100%	100%
• Collect business sales taxes and occupational license fees (\$000s)	\$ 224,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000
Recover unpaid taxes identified in audits and collect delinquent taxes (\$000s).	\$ 8,000	\$ 6,000	\$ 6,000	\$ 7,000	\$ 8,000
Enhance employees' retirements by increasing participation in deferred compensation through education outreach programs.					
• Percent of eligible employees participating in deferred compensation	55%	64%	66%	66%	66%

DIVISION SUMMARIES

DIRECTOR'S OFFICE

Services

The Director's Office provides administrative direction to the department's divisions, manages the city's debt issuance program, develops city revenue projections, and advises city management officials and the governing body regarding financial matters. The Internal Audit Section 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.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	16.00	16.00	14.00	14.00	14.00
Financial Resources					
General Fund	\$ 1,444,658	\$ 1,592,060	\$ 1,368,015	\$ 976,670	\$ 993,830
General Fund: Restricted Revenues	-0-	117,340	117,340	117,340	117,340
General Fund: Certificates of Participation	4,367	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 1,449,025	\$ 1,709,400	\$ 1,485,355	\$ 1,094,010	\$ 1,111,170

ACCOUNTING

Services

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.

Resources

Position Resources	36.00	36.00	38.00	38.00	38.00
Financial Resources					
General Fund	\$ 2,382,461	\$ 2,261,950	\$ 2,422,915	\$ 2,159,420	\$ 2,031,970
General Fund: Certificates of Participation	73,591	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 2,456,052	\$ 2,261,950	\$ 2,422,915	\$ 2,159,420	\$ 2,031,970

Division Summaries (Continued)

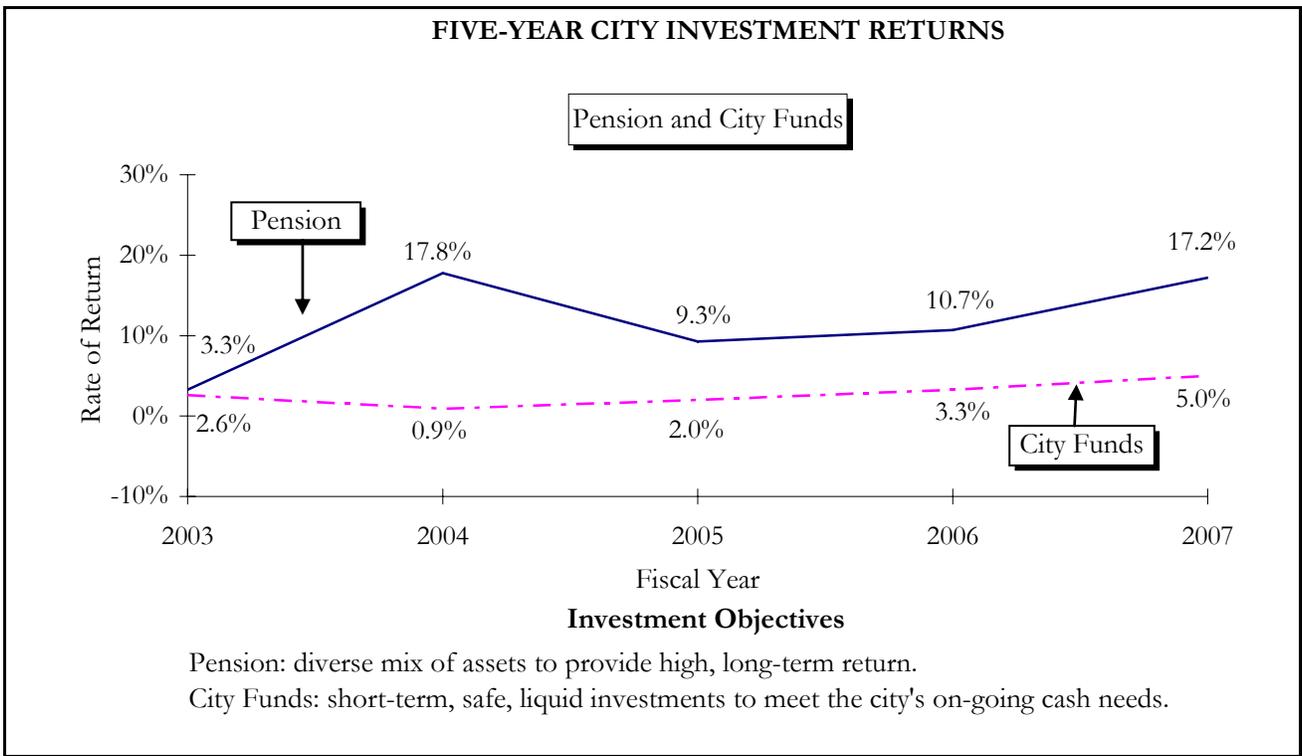
TREASURY

Services

The Treasury Division is comprised of the Collections, Investments, and License Sections. The Collections Section processes all payments and deposits all revenues received from the public and from other city departments in an accurate and timely manner, and operates cashier stations throughout the community. The Investment Section manages the City of Tucson's investments. The License Section administers the business license provisions of the tax code to generate revenue for financing city services in a manner that is accountable and responsive to the public.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	44.00	44.00	46.00	46.00	46.00
Financial Resources					
General Fund	\$ 2,789,271	\$ 2,695,890	\$ 2,845,790	\$ 2,325,990	\$ 2,473,930



Division Summaries (Continued)**REVENUE****Services**

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 and collects delinquent city receivables in a way that balances both fiscal responsibility and fair collection practices. The Tax Audit Section enforces the Business Privilege Tax Code by performing audits of businesses subject to the tax law and improves taxpayer knowledge of the tax law through the auditing program and by conducting taxpayer education seminars, providing informational brochures, and responding to requests for information.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	37.00	37.00	34.00	34.00	34.00
Financial Resources					
General Fund	\$ 2,784,351	\$ 2,742,020	\$ 2,528,345	\$ 2,561,900	\$ 2,479,560

RISK MANAGEMENT**Services**

The Risk Management Division administers 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 to prevent injuries to employees and the public.

Resources

Position Resources	16.00	16.00	15.00	-0-	-0-
Financial Resources					
General Fund	\$ 452,170	\$ 355,330	\$ 355,330	\$ -0-	\$ -0-

*Effective Fiscal Year 2008, the budget for Risk Management, except the Employee Benefits Section, was relocated. For Fiscal Year 2009, these sections are located in the Internal Service and Fiduciary Funds category. Employee Benefits moved from Finance to Human Resources effective Fiscal Year 2009.

FINANCE

Division Summaries (Continued)

PENSION ADMINISTRATION

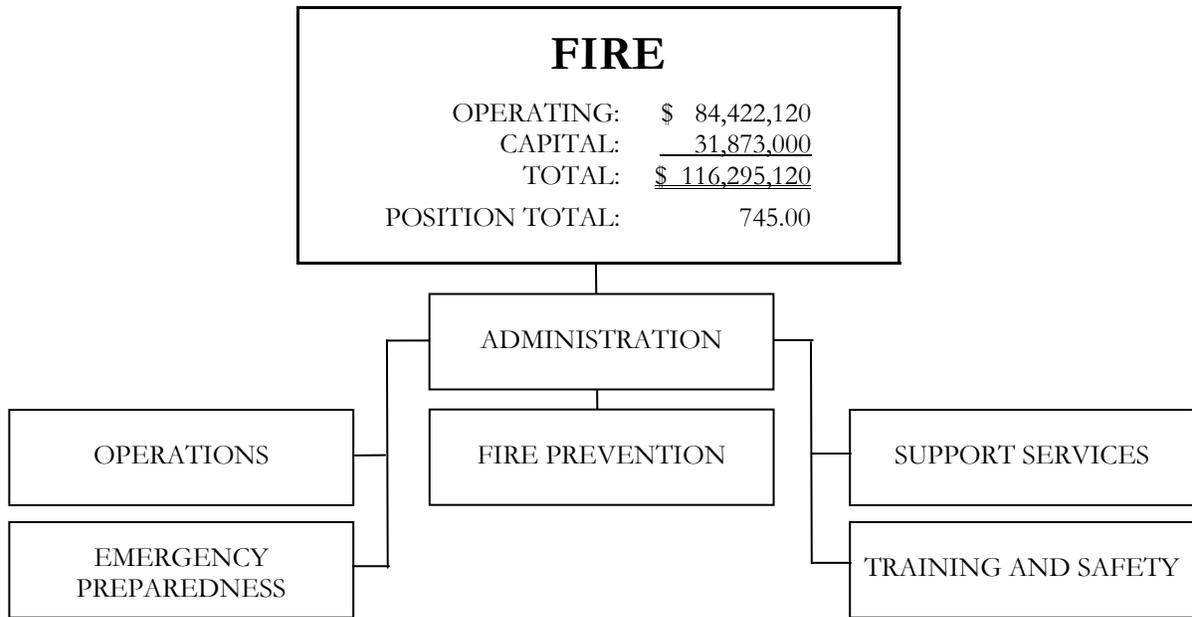
Services

The Pension Administration Division maintains accurate and complete records pertaining to the accrual and payment of retirement benefits. It improves participant knowledge by providing summary plan descriptions and retirement planning seminars, and by responding to employee and retiree inquiries.

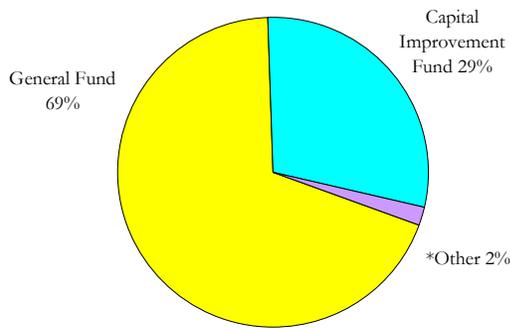
Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	3.00	3.00	3.00	-0-	-0-
Financial Resources*	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-

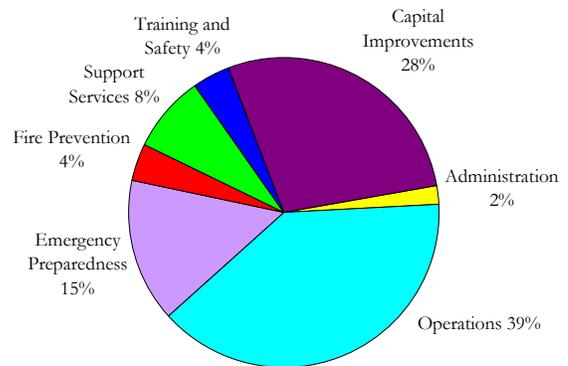
*Effective Fiscal Year 2008, the budget for Pension Administration was relocated. For Fiscal Year 2009, it is located in the Internal Service and Fiduciary Funds category.



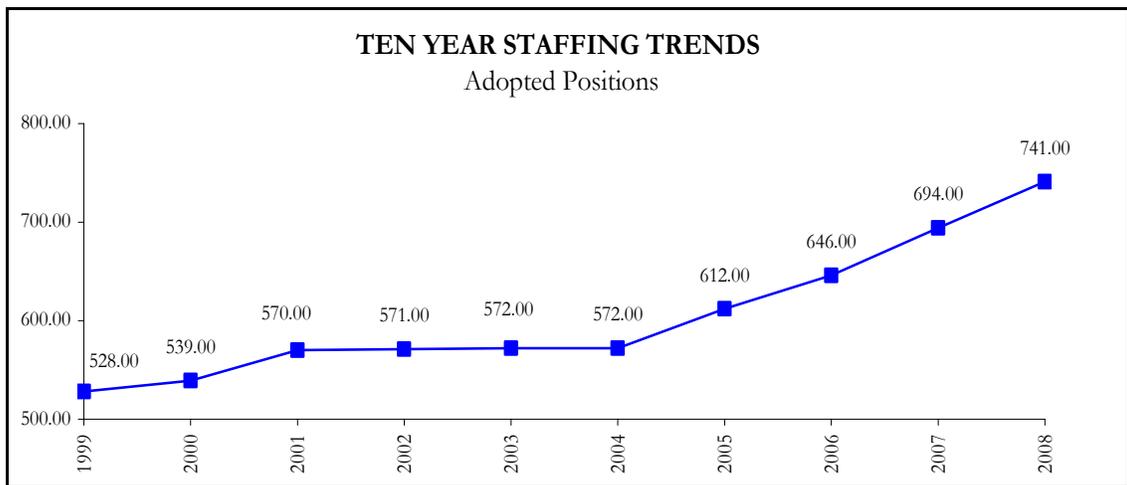
FINANCING PLAN



PROGRAM ALLOCATION



*Includes Miscellaneous Federal Grants 1%, Miscellaneous Non-Federal Grants <1%, Civic Contribution Fund <1%, and General Obligation Funds <1%



FIRE

MISSION STATEMENT

To protect the lives and property of the citizens of Tucson from natural and man-made hazards and acute medical emergencies through prevention, education, and active intervention.

DEPARTMENT SERVICES

Tucson Fire Department is an all-hazards-trained department, responding to fire, medical, hazardous materials, and technical rescue emergencies. The Tucson Fire Department responds to emergencies from 21 fire stations, comprised of 22 engine companies, 10 ladder companies, 18 paramedic companies, and 2 alternative service delivery companies. It also has hazardous materials, technical rescue, and rapid response teams. All emergency and non-emergency services are developed, maintained, and provided by 745 highly trained professionals dedicated to excellence.

To carry out its mission effectively, the Tucson Fire Department is organized into six divisions: Administration, Operations, Emergency Preparedness, Fire Prevention, Support Services, and Training and Safety. Administration provides direction and policy to the entire department, and includes human resources and financial components. The Operations Division protects lives and property by responding to fire and medical emergencies, performing pre-fire planning inspections, and presenting public education programs to increase fire and life safety awareness. The Emergency Preparedness Division handles the administrative side of emergency medical service delivery and emergency management/homeland security. The Fire Prevention Division promotes public safety by administering fire codes and standards, conducting commercial building inspections, enforcing code compliance, and investigating suspicious fires. The Support Services Division supports the department by procuring and distributing supplies and equipment, keeping all vehicles and equipment in a fully functional condition, and providing technological support. The Training and Safety Division provides training for new and existing department personnel to ensure well-trained fire fighters; a regional training program provides standardized and specialized training to other fire districts and agencies.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	17.00	16.00	18.00	18.00	18.00
Operations	429.00	475.00	462.00	462.00	462.00
Emergency Preparedness	156.00	156.00	163.00	163.00	163.00
Fire Prevention	53.00	46.00	49.00	49.00	49.00
Support Services	23.00	30.00	34.00	34.00	34.00
Training and Safety	18.00	18.00	19.00	19.00	19.00
Department Total	696.00	741.00	745.00	745.00	745.00

FIRE**Department Resources (Continued)**

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Commissioned Officers by Classification					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Battalion Chief: Assistant Fire Chief	5.00	5.00	5.00	5.00	5.00
Fire Battalion Chief: Staff	8.00	7.00	9.00	9.00	9.00
Fire Battalion Chief	12.00	12.00	12.00	12.00	12.00
Fire Captain: Training Officer	5.00	5.00	5.00	5.00	5.00
Fire Captain: HazMat/Technical Rescue Team	27.00	27.00	27.00	27.00	27.00
Fire Captain: Eight Hour	7.00	8.00	8.00	8.00	8.00
Fire Captain	91.00	98.00	98.00	98.00	98.00
Paramedic: HazMat/Technical Rescue Team	27.00	26.00	26.00	26.00	26.00
Fire Engineer: HazMat/Technical Rescue Team	30.00	30.00	30.00	30.00	30.00
Fire Prevention Inspector: HazMat	-0-	1.00	1.00	1.00	1.00
Fire Prevention Inspector	26.00	27.00	27.00	27.00	27.00
Fire Engineer	84.00	91.00	91.00	91.00	91.00
Paramedic	113.00	121.00	121.00	121.00	121.00
Fire Fighter: HazMat/Technical Rescue Team	54.00	54.00	54.00	54.00	54.00
Fire Fighter	137.00	158.00	158.00	158.00	158.00
Commissioned Personnel Total	627.00	671.00	673.00	673.00	673.00

Financial Summary

Administration	\$ 2,070,444	\$ 2,308,860	\$ 2,354,660	\$ 2,373,110	\$ 2,184,280
Operations	39,506,021	47,310,140	45,321,910	45,819,390	45,888,790
Emergency Preparedness	15,397,696	16,743,860	17,320,150	17,923,010	17,968,930
Fire Prevention	3,870,024	5,605,010	5,977,310	4,910,170	4,899,720
Support Services	5,220,454	7,143,010	7,548,617	8,799,500	9,048,190
Training and Safety	4,477,067	3,536,880	4,050,113	4,596,940	4,424,350
Operating Total	\$ 70,541,706	\$ 82,647,760	\$ 82,572,760	\$ 84,422,120	\$ 84,414,260
Capital Improvements	\$ 6,336,220	\$ 18,705,300	\$ 9,815,182	\$ 31,873,000	\$ 1,200,000
Department Total	\$ 76,877,926	\$ 101,353,060	\$ 92,387,942	\$ 116,295,120	\$ 85,614,260

Character of Expenditures

Personal Services	\$ 61,033,230	\$ 69,027,420	\$ 68,976,800	\$ 70,916,210	\$ 70,857,740
Services	4,005,804	4,713,700	4,729,600	3,878,320	3,948,930
Commodities	4,407,618	4,773,910	4,743,630	4,920,420	4,625,120
Equipment	681,742	2,521,950	2,511,950	3,297,170	3,572,470
Other	413,312	1,610,780	1,610,780	1,410,000	1,410,000
Operating Total	\$ 70,541,706	\$ 82,647,760	\$ 82,572,760	\$ 84,422,120	\$ 84,414,260
Capital Improvements	\$ 6,336,220	\$ 18,705,300	\$ 9,815,182	\$ 31,873,000	\$ 1,200,000
Department Total	\$ 76,877,926	\$ 101,353,060	\$ 92,387,942	\$ 116,295,120	\$ 85,614,260

Department Resources (Continued)

Source of Funds	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Operating Funds					
General Fund	\$ 64,259,034	\$ 74,379,050	\$ 74,139,057	\$ 79,857,880	\$ 79,599,410
General Fund: Restricted Revenues	-0-	20,000	20,000	180,400	180,810
General Fund: Certificates of Participation	387,200	1,605,000	-0-	-0-	-0-
General Fund: Lease/Purchase	-0-	397,540	397,540	497,540	497,540
Public Safety Academy Fund: General Fund Transfer*	3,798,169	2,861,730	2,801,723	-0-	-0-
Public Safety Academy Fund: Other Agency Fees*	31,709	160,000	160,000	-0-	-0-
Capital Improvement Fund	-0-	-0-	1,830,000	2,535,000	2,805,000
Miscellaneous Federal Grants	1,122,245	2,874,440	2,874,440	1,123,300	1,121,500
Miscellaneous Non-Federal Grants	8,050	350,000	350,000	218,000	200,000
Fleet Services Internal Service Fund: Certificates of Participation	448,529	-0-	-0-	-0-	-0-
Risk Management Internal Service Fund	468,653	-0-	-0-	-0-	-0-
Civic Contributions Fund	18,117	-0-	-0-	10,000	10,000
Operating Funds Total	\$ 70,541,706	\$ 82,647,760	\$ 82,572,760	\$ 84,422,120	\$ 84,414,260
Capital Funds					
General Fund	\$ 95,680	\$ -0-	\$ 90,261	\$ -0-	\$ -0-
General Fund: Restricted Revenues	920,015	1,000,000	579,985	-0-	-0-
General Fund: Certificates of Participation	1,708,866	15,522,200	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	7,976,591	31,433,000	1,200,000
1994 General Obligation Bond Funds: Interest	1,428	-0-	-0-	-0-	-0-
2000 General Obligation Bond Funds	3,518,179	1,233,100	218,345	200,000	-0-
2000 General Obligation Bond Funds: Interest	92,052	950,000	950,000	240,000	-0-
Capital Funds Total	\$ 6,336,220	\$ 18,705,300	\$ 9,815,182	\$ 31,873,000	\$ 1,200,000
Department Total	\$ 76,877,926	\$ 101,353,060	\$ 92,387,942	\$ 116,295,120	\$ 85,614,260

*Public Safety Academy Funds are now reflected in the General Fund.

FIRE

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$84,422,120 reflects an increase of \$1,774,360 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Pension contribution increase for commissioned employees	\$ 1,651,170
◆ Impact on salaries due to Fiscal Year 2008 merit increases	385,730
◆ Increase in funding for medical insurance	366,150
◆ Increase in nonoffice supplies	352,700
◆ Additional capacity for fuel	250,000
◆ New fire reporting software	200,000
◆ Retiree payouts for noncommissioned employees	165,440
◆ Removal of interdepartmental credits	154,310
◆ Increase in financing for fire equipment	138,590
◆ Pension savings due to end-of-service participants	(7,250)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts and increase in public safety pension contributions	(329,340)
◆ Reduction of grant capacity	<u>(1,553,140)</u>
Total	<u>\$ 1,774,360</u>

The Fiscal Year 2009 Capital Budget of \$31,873,000 primarily funds the new Fire Department headquarters.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$84,414,260 includes a decrease of \$7,860 from Fiscal Year 2009 primarily due to decreases in retiree payouts.

The Fiscal Year 2010 Capital Budget of \$1,200,000 completes the development of the new headquarters facility.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Recover costs for advanced life support/ ambulance service.					
• Number of billed advanced life support ambulance transports	17,876	18,322	18,872	19,250	19,828
• Collection rate	70%	70%	70%	80%	80%
• Dollars collected (\$000s)	\$ 6,878	\$ 7,050	\$ 7,400	\$ 7,800	\$ 8,300

Department Measures of Performance (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Respond to fire and medical emergency calls.					
• Number of emergency calls	74,000	77,000	79,000	81,000	83,000
• Number of unit responses to structure fires (house, apartment, building)	2,800	2,930	3,018	3,108	3,200
• Number of requests for paramedic services	22,200	23,000	22,322	21,642	20,962
• Number of calls concerning people experiencing cardiac arrests	950	1,000	1,050	2,000	2,050
Respond to emergency calls by arriving at scene within five minutes of dispatch.					
• Percent of timely response	90%	90%	90%	90%	90%
Arrive at scene within nine minutes of dispatch for advanced life support response.					
• Percent of timely response	90%	90%	90%	90%	90%
Conduct fire code inspections.					
• Number of commercial buildings inspected	3,000	3,200	2,000	2,000	2,000
• Number of schools inspected	425	450	450	450	450
• Number of specialty inspections	N/A	N/A	3,000	3,000	3,000
Investigate fires to determine cause and origin.					
• Number of fires investigated	480	490	490	465	475
Promote public safety through public education.					
• Number of community contacts through educational programs	80,000	85,000	85,000	86,000	86,000
• Number of Juvenile Fire Stopper (JFS) classes conducted	N/A	N/A	6	6	6
Ensure public safety through collection of household hazardous waste.					
• Number of participants	27,000	28,000	28,000	28,500	28,500
• Number of pounds collected (millions)	1.5	1.7	1.5	1.6	1.6
Train new recruits to be qualified fire fighters.					
• Number of recruits	100	75	60	30	80
• Percent of qualified recruits graduating	80%	80%	80%	80%	80%

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration 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; it responsibly administers all fiscal operations and personnel policies, procedures, and actions. The Advanced Life Support Transport Cost Recovery Section recovers partial costs of advanced life support ambulance services.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	17.00	16.00	18.00	18.00	18.00
Financial Resources					
General Fund	\$ 2,070,444	\$ 2,308,860	\$ 2,354,660	\$ 2,373,110	\$ 2,184,280

OPERATIONS

Services

The Operations Division provides all-hazard risk protection and response to the Tucson community using contemporary, efficient, and compliant emergency response service, through a highly trained force of professional and dedicated emergency fire, rescue, and medical services personnel. It strives to focus on continuously improving customer service, internal process, and technologies in conjunction with financial sustainability.

Resources

Position Resources	429.00	475.00	462.00	462.00	462.00
Financial Resources					
General Fund	\$ 38,376,538	\$ 45,916,890	\$ 43,928,660	\$ 45,741,090	\$ 45,812,290
Public Safety Academy Fund: General Fund Transfer	-0-	518,810	518,810	-0-	-0-
Miscellaneous Federal Grants	1,122,245	874,440	874,440	73,300	71,500
Civic Contributions Fund	7,238	-0-	-0-	5,000	5,000
Financial Resources Total	\$ 39,506,021	\$ 47,310,140	\$ 45,321,910	\$ 45,819,390	\$ 45,888,790

Division Summaries (Continued)

EMERGENCY PREPAREDNESS**Services**

The Emergency Preparedness Division is responsible for the department's emergency medical service (EMS) administration and emergency management functions. EMS administration includes the creation and monitoring of service contracts, the developing of equipment specifications, scope of practices, and standards of care, and the resolution of customer and quality assurance, liability, and liaison issues related to pre-hospital medical care. Emergency Management Section is responsible for citywide disaster management, homeland security protection, and regional, state, and federal all-hazard coordination. Other functions include special operations training, education, regional response, and mass casualty and preparedness.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	156.00	156.00	163.00	163.00	163.00
Financial Resources					
General Fund	\$ 15,010,496	\$ 16,346,320	\$ 16,922,610	\$ 17,425,470	\$ 17,471,390
General Fund: Certificates of Participation	387,200	-0-	-0-	-0-	-0-
General Fund: Lease/Purchase	-0-	397,540	397,540	497,540	497,540
Financial Resources Total	\$ 15,397,696	\$ 16,743,860	\$ 17,320,150	\$ 17,923,010	\$ 17,968,930

FIRE PREVENTION**Services**

The Fire Prevention Division promotes public safety by administering fire codes and standards, conducting regular building inspections, and enforcing compliance of code violations. The Fire Prevention Section conducts inspections of facilities such as commercial buildings, schools, vacant and neglected structures, group homes, and landfills. They also respond to citizen complaints and conduct specialty inspections of tents, fireworks displays, open burn permits, and the self-inspection program. The Household Hazardous Waste (HHW) Program and the Small Business Waste Acceptance Program reduce the incidence of fire, poisoning, and environmental damage through the collection, packaging, and disposal of HHW and commercial waste from small businesses. Ninety-six percent of the materials collected through these programs are recycled. In accordance with International Fire Code, the Tucson Fire Department investigates the cause and origin of all fires reported within city jurisdiction.

Resources

Position Resources	53.00	46.00	49.00	49.00	49.00
Financial Resources					
General Fund	\$ 3,382,442	\$ 3,255,010	\$ 3,627,310	\$ 3,637,170	\$ 3,644,720
Miscellaneous Federal Grants	-0-	2,000,000	2,000,000	1,050,000	1,050,000
Miscellaneous Non-Federal Grants	8,050	350,000	350,000	218,000	200,000
Risk Management Internal Service Fund	468,653	-0-	-0-	-0-	-0-
Civic Contributions Fund	10,879	-0-	-0-	5,000	5,000
Financial Resources Total	\$ 3,870,024	\$ 5,605,010	\$ 5,977,310	\$ 4,910,170	\$ 4,899,720

FIRE**Division Summaries (Continued)****SUPPORT SERVICES****Services**

The Support Services Division provides internal support to the department. The division's Logistics/Maintenance Section purchases, maintains, and distributes inventories of supplies and equipment and maintains all vehicles and equipment in a fully functional condition. The Community Services Section provides fire fighters and the community with instructional support, materials, and education programs focused on reducing the incidence of injury and death. The Public Information Section provides accurate and timely information to the news media and the community on events and services provided. The Information Technology Services Section provides technological, computer, and informational support for emergency and routine operations.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	23.00	30.00	34.00	34.00	34.00
Financial Resources					
General Fund	\$ 4,771,925	\$ 5,518,010	\$ 5,698,617	\$ 6,244,100	\$ 6,222,380
General Fund: Restricted Revenues	-0-	20,000	20,000	20,400	20,810
General Fund: Certificates of Participation	-0-	1,605,000	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	1,830,000	2,535,000	2,805,000
Fleet Services Internal Service Fund: Certificates of Participation	448,529	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 5,220,454	\$ 7,143,010	\$ 7,548,617	\$ 8,799,500	\$ 9,048,190

TRAINING AND SAFETY**Services**

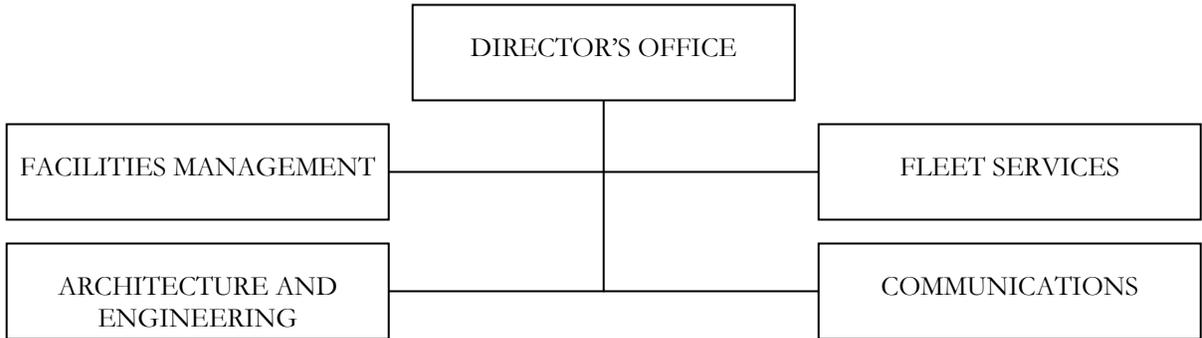
The Training and Safety Division's goal is to ensure that well-trained, highly qualified fire fighters are available to provide emergency service to the Tucson community through comprehensive professional training programs and career enhancement opportunities. It provides regional training opportunities to current and prospective members of the fire service throughout Southern Arizona. The division also works to ensure that all Tucson Fire Department members are provided with the safest and healthiest possible work environment.

Resources

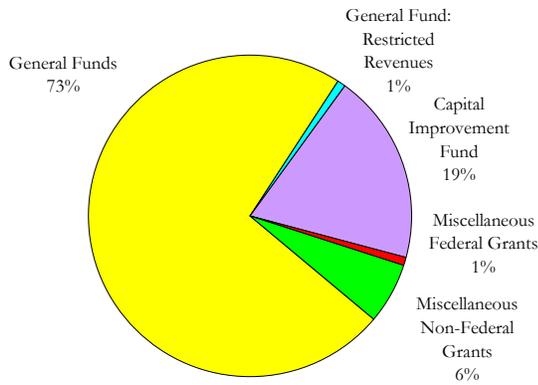
Position Resources	18.00	18.00	19.00	19.00	19.00
Financial Resources					
General Fund	\$ 647,189	\$ 1,033,960	\$ 1,607,200	\$ 4,436,940	\$ 4,264,350
General Fund: Restricted Revenues	-0-	-0-	-0-	160,000	160,000
Public Safety Academy Fund: General Fund Transfer	3,798,169	2,342,920	2,282,913	-0-	-0-
Public Safety Academy Fund: Other Agency Fees	31,709	160,000	160,000	-0-	-0-
Financial Resources Total	\$ 4,477,067	\$ 3,536,880	\$ 4,050,113	\$ 4,596,940	\$ 4,424,350

GENERAL SERVICES

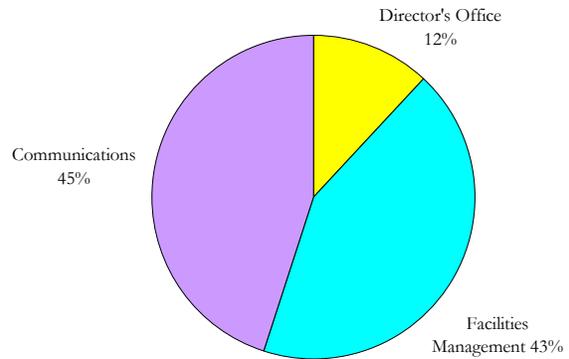
OPERATING: \$ 15,688,210
 POSITION TOTAL: 341.00



FINANCING PLAN



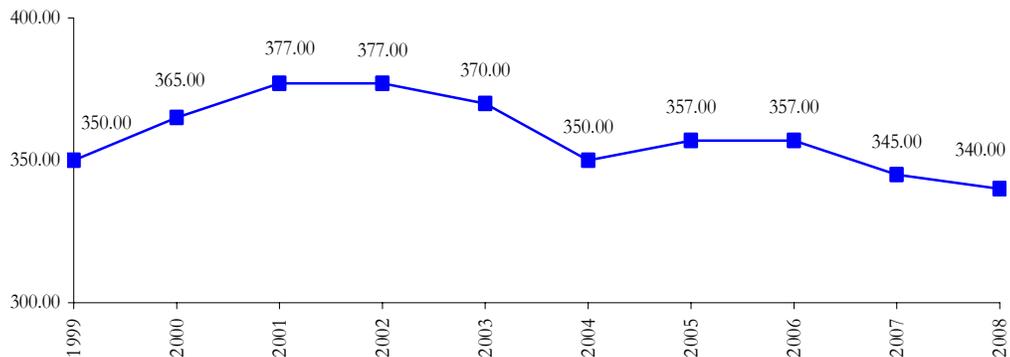
PROGRAM ALLOCATION



*Architecture and Engineering and Fleet Services are fully charged to user departments.

TEN YEAR STAFFING TRENDS

Adopted Positions



GENERAL SERVICES

MISSION STATEMENT

To provide efficient, cost-effective facilities, fleet, and communications services to all city offices and departments.

DEPARTMENT SERVICES

The General Services Department consists of five divisions: Director's Office, Facilities Management, Architecture and Engineering, Fleet Services, and Communications. Facilities Management plans, programs, and schedules ongoing and long-term facilities maintenance, repair, and custodial services; and provides planning and implementation for energy conservation and energy optimization efforts. Architecture and Engineering provides for the development and oversight of long-range building plans and programs, detailed project scopes, cost estimates, designs, construction documents, and construction oversight for major new buildings, repairs, remodels, and alteration projects. Fleet Services provides new vehicle specifications and procurement assistance; provides advice on vehicle utilization and replacement; manages fuels inventories; operates an automated, self-service fueling system; and provides all phases of vehicle preventive maintenance and repair to city vehicles and heavy equipment. Communications installs and maintains critical public safety and general services communications equipment and provides 9-1-1 call taking and fire medical dispatch.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Director's Office	8.00	8.00	8.00	8.00	8.00
Facilities Management	100.00	100.00	101.00	101.00	101.00
Architecture and Engineering	15.00	15.00	15.00	15.00	15.00
Fleet Services	108.00	108.00	108.00	108.00	108.00
Communications	109.00	109.00	109.00	109.00	109.00
Department Total	340.00	340.00	341.00	341.00	341.00
Financial Summary					
Director's Office	\$ 856,593	\$ 1,942,620	\$ 976,880	\$ 1,871,620	\$ 1,871,620
Facilities Management	3,298,741	9,402,980	4,125,236	6,778,450	3,778,450
Architecture and Engineering	2,436,842	415,470	551,463	-0-	-0-
Fleet Services	-0-	(1,100)	-0-	-0-	-0-
Communications	6,992,334	7,314,890	7,553,199	7,038,140	6,616,490
Operating Total	\$ 13,584,510	\$ 19,074,860	\$ 13,206,778	\$ 15,688,210	\$ 12,266,560
Capital Improvements	\$ 6,191,597	\$ -0-	\$ 2,508,402	\$ -0-	\$ -0-
Department Total	\$ 19,776,107	\$ 19,074,860	\$ 15,715,180	\$ 15,688,210	\$ 12,266,560

GENERAL SERVICES

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 21,074,730	\$ 22,337,220	\$ 21,704,074	\$ 21,692,260	\$ 21,325,430
Services	13,553,623	15,102,170	13,311,331	19,263,760	16,229,040
Commodities	16,843,036	13,211,080	19,706,176	17,081,610	17,081,370
Equipment	1,458,386	75,570	46,590	480,970	480,970
Other	(39,345,265)	(31,651,180)	(41,561,393)	(42,830,390)	(42,850,250)
Operating Total	\$ 13,584,510	\$ 19,074,860	\$ 13,206,778	\$ 15,688,210	\$ 12,266,560
Capital Improvements	\$ 6,191,597	\$ -0-	\$ 2,508,402	\$ -0-	\$ -0-
Department Total	\$ 19,776,107	\$ 19,074,860	\$ 15,715,180	\$ 15,688,210	\$ 12,266,560
Source of Funds					
Operating Funds					
General Fund	\$ 11,698,878	\$ 12,001,650	\$ 12,859,166	\$ 11,561,180	\$ 11,194,350
General Fund: Restricted Revenues	78,271	73,210	161,619	127,030	72,210
General Fund: Certificates of Participation	718,236	6,000,000	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	135,993	3,000,000	-0-
Miscellaneous Federal Grants	-0-	500,000	50,000	100,000	100,000
Miscellaneous Non-Federal Grants	-0-	500,000	-0-	900,000	900,000
General Services Clearinghouse Fund	1,089,125	-0-	-0-	-0-	-0-
Operating Funds Total	\$ 13,584,510	\$ 19,074,860	\$ 13,206,778	\$ 15,688,210	\$ 12,266,560
Source of Funds					
Capital Funds					
General Fund: Restricted Revenues	\$ -0-	\$ -0-	\$ 982,218	\$ -0-	\$ -0-
General Fund: Certificates of Participation	6,191,597	-0-	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	1,526,184	-0-	-0-
Capital Funds Total	\$ 6,191,597	\$ -0-	\$ 2,508,402	\$ -0-	\$ -0-
Department Total	\$ 19,776,107	\$ 19,074,860	\$ 15,715,180	\$ 15,688,210	\$ 12,266,560

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$15,688,210 reflects a decrease of \$3,386,650 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase of budget capacity for elevator maintenance project	\$ 3,000,000
◆ Increase for retiree payouts	316,820
◆ Impact on salaries due to Fiscal Year 2008 merit increases	115,930
◆ Carryforward for ongoing intergovernmental agreements	54,820
◆ Increase in funding for medical insurance	47,780
◆ Decrease due to revised phone billing methodology	(17,560)
◆ Pension savings due to end-of-service participants	(18,430)
◆ Reduction of required pension contribution	(41,620)
◆ Transfer of maintenance for the Children’s Museum and Temple of Music and Art to the Non-Departmental budget	(140,000)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(704,390)
◆ Reduction in capacity due to completion of the central heating and cooling loop project	<u>(6,000,000)</u>
Total	<u>\$ (3,386,650)</u>

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$12,266,560 reflects a reduction of \$3,421,650 from Fiscal Year 2009.

GENERAL SERVICES

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Manage Facilities Management projects requested by customer departments in a timely manner.					
• Average number of days to complete work order estimates	18	N/A	15	15	15
Implement projects that reduce electricity consumption.					
• Kilowatt hours saved	783,905	N/A	700,000	700,000	700,000
Manage Architecture and Engineering projects requested by customer departments in a timely manner.					
• Average number of days to complete work order estimates	27	25	24	24	24
Perform Fleet Services work order repairs for customers.					
• Percent completed within 3 days	70%	N/A	70%	70%	70%
• Percent completed within 6 days	80%	N/A	80%	80%	80%
• Percent completed within 10 days	90%	N/A	90%	90%	90%
Increase the percentage of fleet vehicles using alternative fuels.					
• Percent of fleet vehicles	25%	N/A	29%	33%	37%
Achieve an average cumulative quality score of 97% for emergency medical dispatch services by performing quality assurance reviews based on a nationally recognized scoring system.					
• Average cumulative score	98%	95%	98%	98%	98%

DIVISION SUMMARIES

DIRECTOR'S OFFICE

Services

The Director's Office provides overall direction and management for four divisions and supports their efforts in the areas of budgeting, cost accounting, personnel management, environmental compliance, safety, and training.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	8.00	8.00	8.00	8.00	8.00
Financial Resources					
General Fund	\$ 856,593	\$ 941,520	\$ 976,880	\$ 971,620	\$ 971,620
Miscellaneous Federal Grants	-0-	500,000	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	500,000	-0-	900,000	900,000
Fleet Services Internal Service Fund	-0-	1,100	-0-	-0-	-0-
Financial Resources Total	\$ 856,593	\$ 1,942,620	\$ 976,880	\$ 1,871,620	\$ 1,871,620

FACILITIES MANAGEMENT*

Services

The Facilities Management Division ensures a healthy, functional, aesthetic, and sustainable building environment for all city employees and the public by providing cost-effective and responsive facility, property, and energy management.

Resources

Position Resources	100.00	100.00	101.00	101.00	101.00
Financial Resources					
General Fund	\$ 3,291,531	\$ 3,395,770	\$ 4,018,026	\$ 3,671,240	\$ 3,671,240
General Fund: Restricted Revenues	7,210	7,210	57,210	7,210	7,210
General Fund: Certificates of Participation	-0-	6,000,000	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	-0-	3,000,000	-0-
Miscellaneous Federal Grants	-0-	-0-	50,000	100,000	100,000
Financial Resources Total	\$ 3,298,741	\$ 9,402,980	\$ 4,125,236	\$ 6,778,450	\$ 3,778,450

*Additional funding for the Facilities Management Division can be found in the Internal Service and Fiduciary Funds category within the Facilities Management Internal Service Fund.

GENERAL SERVICES

Division Summaries (Continued)

ARCHITECTURE AND ENGINEERING*

Services

The Architecture and Engineering Division ensures a healthy, functional, aesthetic, and sustainable building environment for all city employees and the public by providing quality and timely facilities design and construction services.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	15.00	15.00	15.00	15.00	15.00
Financial Resources					
General Fund	\$ 629,481	\$ 415,470	\$ 415,470	\$ -0-	\$ -0-
General Fund: Certificates of Participation	718,236	-0-	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	135,993	-0-	-0-
General Services Clearinghouse Fund	1,089,125	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 2,436,842	\$ 415,470	\$ 551,463	\$ -0-	\$ -0-

FLEET SERVICES*

Services

The Fleet Services Division meets the vehicle and equipment needs of city departments by providing effective maintenance and repair services, managing fuel operations, acquiring new vehicles and equipment, disposing of old equipment, and operating city motor pools.

Resources

Position Resources	108.00	108.00	108.00	108.00	108.00
Financial Resources					
Fleet Services Internal Service Fund	\$ -0-	\$ (1,100)	\$ -0-	\$ -0-	\$ -0-

*Funding for the Architecture and Engineering and Fleet Services Divisions can be found in the Internal Service and Fiduciary Funds category within the Facilities Management and Fleet Services Internal Service Funds.

Division Summaries (Continued)

COMMUNICATIONS*

Services

The Communications Division provides continuous 9-1-1 and emergency fire-medical dispatching services to residents, visitors, and other regional public safety agencies, and maintains reliable and cost-effective public safety and general services voice and data communication systems.

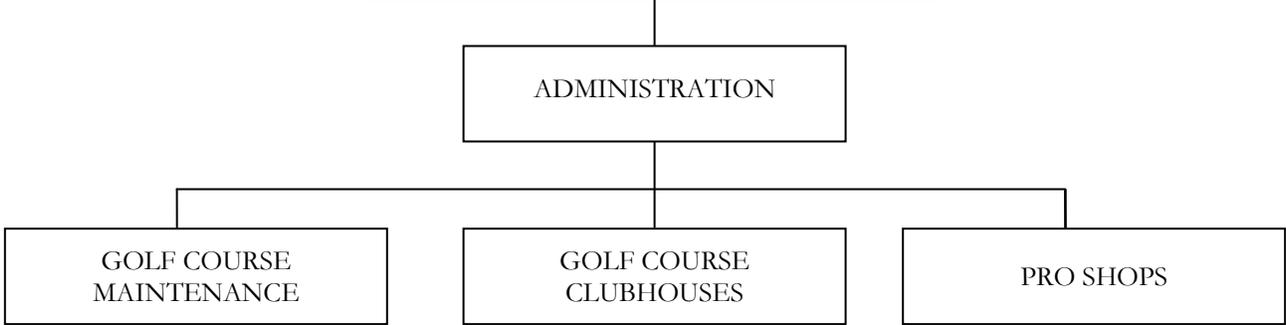
Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	109.00	109.00	109.00	109.00	109.00
Financial Resources					
General Fund	\$ 6,921,273	\$ 7,248,890	\$ 7,448,790	\$ 6,918,320	\$ 6,551,490
General Fund: Restricted Revenues	71,061	66,000	104,409	119,820	65,000
Financial Resources Total	<u>\$ 6,992,334</u>	<u>\$ 7,314,890</u>	<u>\$ 7,553,199</u>	<u>\$ 7,038,140</u>	<u>\$ 6,616,490</u>

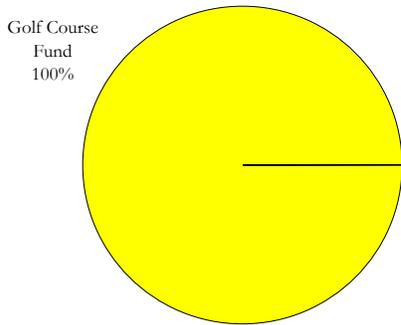
*Additional funding for the Communications Division can be found in the Internal Service and Fiduciary Funds category within the Facilities Management Internal Service Fund.

TUCSON CITY GOLF

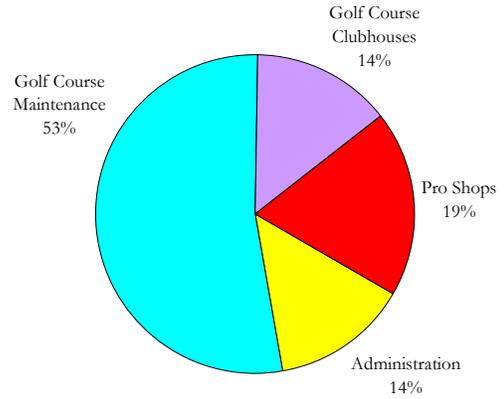
OPERATING: \$ 11,063,820
 POSITION TOTAL: 154.75



FINANCING PLAN

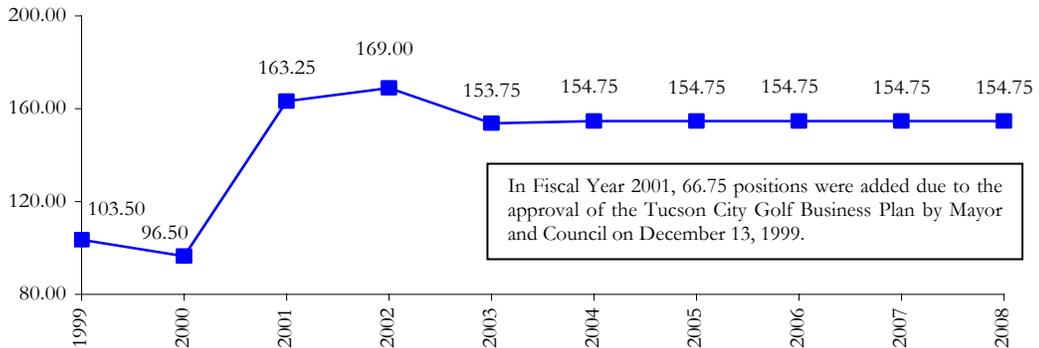


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



TUCSON CITY GOLF

MISSION STATEMENT

To maintain the city's golf courses to the highest standard; establish ongoing training programs that ensure the highest level of golf course maintenance and customer service; demonstrate a positive economic investment in retail and concessions operations; and develop and promote new programs to increase the annual user base and improve communications with customers.

DEPARTMENT SERVICES

Tucson City Golf (TCG) operates and manages five golf courses, four retail pro shops, four driving ranges, and four clubhouse restaurants. TCG promotes and assists local youth golf programs to provide golfing and training opportunities while improving golf etiquette. The divisions of TCG are Administration, Golf Course Maintenance, Golf Course Clubhouses, and Pro Shops.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	6.00	6.00	6.00	6.00	6.00
Golf Course Maintenance	70.00	70.00	70.00	70.00	70.00
Golf Course Clubhouses	25.75	25.75	25.75	25.75	25.75
Pro Shops	53.00	53.00	53.00	53.00	53.00
Department Total	154.75	154.75	154.75	154.75	154.75
Financial Summary					
Administration	\$ 1,114,487	\$ 1,510,830	\$ 1,509,850	\$ 1,508,730	\$ 1,497,000
Golf Course Maintenance	4,735,635	5,926,250	5,825,480	5,826,600	5,837,060
Golf Course Clubhouses	1,398,321	1,480,370	1,561,620	1,561,620	1,562,890
Pro Shops	1,663,153	2,146,370	2,166,870	2,166,870	2,166,870
Operating Total	\$ 8,911,596	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820
Capital Improvements	\$ 959,252	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 9,870,848	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820

TUCSON CITY GOLF

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 4,299,229	\$ 5,674,010	\$ 5,583,760	\$ 5,584,390	\$ 5,584,390
Services	1,939,255	2,388,930	2,166,070	2,163,120	2,153,110
Commodities	2,337,032	2,404,790	2,681,210	2,681,210	2,690,220
Equipment	87,095	50,410	87,100	87,100	87,100
Other	248,985	545,680	545,680	548,000	549,000
Operating Total	\$ 8,911,596	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820
Capital Improvements	\$ 959,252	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 9,870,848	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820
Operating Funds					
Golf Course Fund	\$ 8,911,596	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820
Operating Funds Total	\$ 8,911,596	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820
Capital Funds					
Golf Course Fund	\$ 959,252	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Capital Funds Total	\$ 959,252	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Department Total	\$ 9,870,848	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820	\$ 11,063,820

Significant Changes

Fiscal Year 2009

There is no change in the Fiscal Year 2009 operating budget of \$11,063,820 from Fiscal Year 2008.

Fiscal Year 2010

There is no change in the Fiscal Year 2010 operating budget of \$11,063,820 from Fiscal Year 2009.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Provide five municipal golf courses and four driving ranges for the enjoyment and recreation of the public.					
• Total rounds of golf (18-hole equivalent)	290,000	291,000	291,000	292,000	292,000
Provide operations support, customer service, golf lessons, and merchandise sales at the four golf course pro shops.					
• Hours of golf lessons	3,200	3,300	3,300	3,300	3,300
• Revenue from driving ranges	\$ 676,000	\$ 689,000	\$ 689,000	\$ 702,000	\$ 702,000
• Revenue from pro shops	\$ 738,000	\$ 793,000	\$ 793,000	\$ 852,000	\$ 852,000
Provide opportunities for junior golf play.					
• Number of junior card holders	2,700	2,700	2,700	2,800	2,800
• Total rounds of junior golf	21,500	23,000	23,000	23,500	23,500

DIVISION SUMMARIES

ADMINISTRATION

Services

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, and exercising prudent financial management and control of Tucson City Golf.

Resources

Position Resources	6.00	6.00	6.00	6.00	6.00
Financial Resources					
Golf Course Fund	\$ 1,114,487	\$ 1,510,830	\$ 1,509,850	\$ 1,508,730	\$ 1,497,000

TUCSON CITY GOLF

Division Summaries (Continued)

GOLF COURSE MAINTENANCE

Services

The Golf Course Maintenance Division provides Tucson residents and visitors with five well-maintained golf courses and four driving ranges through a comprehensive maintenance program that conserves natural resources.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	70.00	70.00	70.00	70.00	70.00
Financial Resources					
Golf Course Fund	\$ 4,735,635	\$ 5,926,250	\$ 5,825,480	\$ 5,826,600	\$ 5,837,060

GOLF COURSE CLUBHOUSES

Services

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

Resources

Position Resources	25.75	25.75	25.75	25.75	25.75
Financial Resources					
Golf Course Fund	\$ 1,398,321	\$ 1,480,370	\$ 1,561,620	\$ 1,561,620	\$ 1,562,890

PRO SHOPS

Services

The Pro Shops Division manages the golf pro shops 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 ranges.

Resources

Position Resources	53.00	53.00	53.00	53.00	53.00
Financial Resources					
Golf Course Fund	\$ 1,663,153	\$ 2,146,370	\$ 2,166,870	\$ 2,166,870	\$ 2,166,870

Division Summaries (Continued)

GOLF FACTS	
Maintain 600 turfed acres for daily golf play:	
• Fairways mowed twice weekly	180
• Tees mowed three times weekly	270
• Greens mowed daily	90
• Driving ranges operated	
◇ Number of hitting stations	110

HUMAN RESOURCES

OPERATING: \$ 2,971,980
 POSITION TOTAL: 32.00

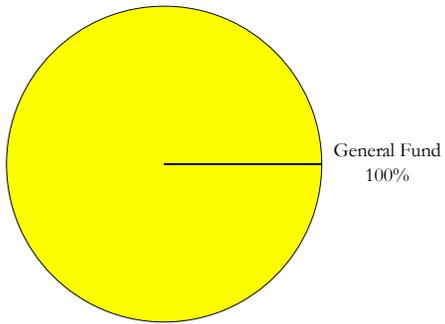
ADMINISTRATION/
 EMPLOYEE RELATIONS

RECRUITMENT/MARKETING/
 GENERAL CONSULTING

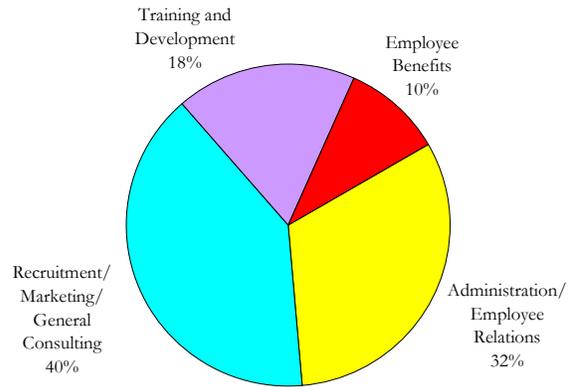
TRAINING AND
 DEVELOPMENT

EMPLOYEE
 BENEFITS

FINANCING PLAN



PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



HUMAN RESOURCES

MISSION STATEMENT

To be consistent and knowledgeable partners with our customers, whose work we understand and support; to value seamless customer service, lifelong learning, innovation and flexibility, and wellness and balance.

DEPARTMENT SERVICES

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 policy development, direction, and guidance to the organization and is responsible for effectively communicating with employees and applicants regarding their rights, responsibilities, opportunities, and benefits. Human Resource services are delivered to all levels of the organization through the divisions of Administration/Employee Relations, Recruitment/Marketing/General Consulting, Training and Development, and Employee Benefits. The department provides staff support to the city's Civil Service Commission for meetings and employee appeals and to the City Manager's Office for employee relations and grievance matters.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration/Employee Relations	8.00	9.00	9.00	10.00	10.00
Recruitment/Marketing/General Consulting	15.00	15.00	15.00	15.00	15.00
Training and Development	5.00	4.00	4.00	4.00	4.00
Employee Benefits	-0-	-0-	-0-	3.00	3.00
Department Total	28.00	28.00	28.00	32.00	32.00
Financial Summary					
Administration/Employee Relations	\$ 1,027,539	\$ 921,150	\$ 921,150	\$ 954,100	\$ 885,240
Recruitment/Marketing/General Consulting	1,118,893	1,226,370	1,226,370	1,180,110	1,188,770
Training and Development	822,045	756,670	756,670	528,890	565,050
Employee Benefits	-0-	-0-	-0-	308,880	326,090
Department Total	\$ 2,968,477	\$ 2,904,190	\$ 2,904,190	\$ 2,971,980	\$ 2,965,150

HUMAN RESOURCES

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 2,117,653	\$ 2,299,570	\$ 2,299,570	\$ 2,266,480	\$ 2,259,650
Services	635,471	489,130	489,130	564,130	564,130
Commodities	215,066	115,090	115,090	141,370	141,370
Other	287	400	400	-0-	-0-
Department Total	\$ 2,968,477	\$ 2,904,190	\$ 2,904,190	\$ 2,971,980	\$ 2,965,150

Source of Funds

General Fund	\$ 2,809,331	\$ 2,904,190	\$ 2,904,190	\$ 2,971,980	\$ 2,965,150
Risk Management Internal Service Fund	159,146	-0-	-0-	-0-	-0-
Department Total	\$ 2,968,477	\$ 2,904,190	\$ 2,904,190	\$ 2,971,980	\$ 2,965,150

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$2,971,980 reflects an increase of \$67,790 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Transfer of the Employee Benefits unit from Finance to Human Resources	\$ 353,330
◆ Increase due to retiree payouts	178,990
◆ Impact on salaries due to Fiscal Year 2008 merit increases	39,780
◆ Increase in funding for medical insurance	13,330
◆ Pension savings due to end-of-service participants	(9,900)
◆ Reduction of required pension contribution	(15,450)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(492,290)
Total	<u>\$ 67,790</u>

Fiscal Year 2010

The approved operating budget for Fiscal Year 2010 of \$2,965,150 reflects a decrease of \$6,830 from Fiscal Year 2009 Adopted Budget.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Process applications for permanent city positions.	16,306	18,000	19,567	23,480	23,480
• Vacancies posted	243	N/A	290	348	348
• Candidates hired	921	N/A	350	300	300
• Average days to fill	48	N/A	57	60	60
Monitor employee appeal processes to ensure adequate due process.					
• Number of Civil Service Appeals	9	N/A	20	20	20
• Days of hearings for Civil Service Appeals	12	N/A	22	22	22
• Number of Conference Board Grievance Committee Hearing requests filed	17	N/A	22	27	27
• Number of Conference Board Grievance Committee Hearing requests requiring a hearing	7	N/A	15	20	20
• Days of hearings for Conference Boards or Grievance Committees	10	N/A	20	25	25
Administer union agreements and city policies and directives to ensure proper implementation and regulatory compliance.					
• Number of eligible police union employees	900	898	940	960	960
• Number of eligible fire union employees	513	529	630	670	670
• Number of eligible labor/trades union employees	838	872	835	835	835
• Number of eligible administrative/professional/technical and clerical union employees	1,323	1,498	1,330	1,325	1,325
• Number of non-represented employees, excluding non-permanent employees	1,540	N/A	1,545	1,530	1,530
Enhance employee skills through city supported training and education.					
• Number of city sponsored training courses offered	151	N/A	137	109	109
• Number of employees participating in city sponsored training courses	3,063	N/A	3,560	2,660	2,660
Number of employees attending college through tuition reimbursement.	169	N/A	160	180	180

HUMAN RESOURCES

DIVISION SUMMARIES

ADMINISTRATION/EMPLOYEE RELATIONS

Services

The Administration/Employee Relations Division provides policy direction and guidance to all city managers, supervisors, and employees in personnel matters involving employee and labor relations to ensure consistent, fair, and equitable treatment of employees and job applicants. The division also verifies that all employment actions are in compliance with city policy, Civil Service Rules, and laws, and ensures the accuracy of employment records. The Human Resources Director provides staff support to the Civil Service Commission.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	8.00	9.00	9.00	10.00	10.00
Financial Resources					
General Fund	\$ 868,393	\$ 921,150	\$ 921,150	\$ 954,100	\$ 885,240
Risk Management Internal Service Fund	159,146	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 1,027,539	\$ 921,150	\$ 921,150	\$ 954,100	\$ 885,240

RECRUITMENT/MARKETING/GENERAL CONSULTING

Services

The Recruitment/Marketing/General Consulting Division attracts highly qualified candidates for employment with the city. This is accomplished in partnership with departments through recruitment marketing, screening, and testing of applicants. The employment of highly qualified candidates bolsters the city's ability to provide excellent services to the community.

Resources

Position Resources	15.00	15.00	15.00	15.00	15.00
Financial Resources					
General Fund	\$ 1,118,893	\$ 1,226,370	\$ 1,226,370	\$ 1,180,110	\$ 1,188,770

TRAINING AND DEVELOPMENT

Services

The Training and Development Division assists City of Tucson employees to improve their performance by providing opportunities for training and education that support individual, team, and organizational development.

Resources

Position Resources	5.00	4.00	4.00	4.00	4.00
Financial Resources					
General Fund	\$ 822,045	\$ 756,670	\$ 756,670	\$ 528,890	\$ 565,050

Division Summaries (Continued)

EMPLOYEE BENEFITS*

Services

The Employee Benefits Division provides employees and retirees quality health and welfare benefits, through administration, education, and communication.

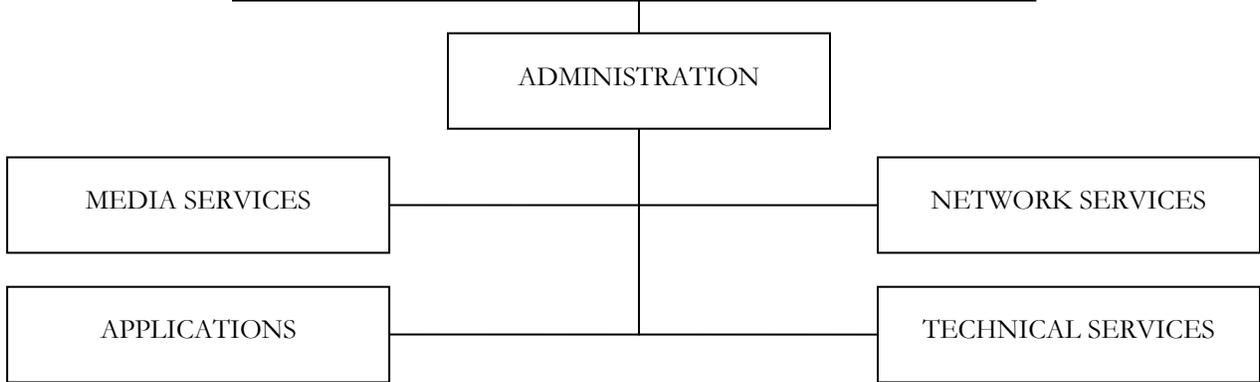
Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	-0-	-0-	-0-	3.00	3.00
Financial Resources					
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 308,880	\$ 326,090

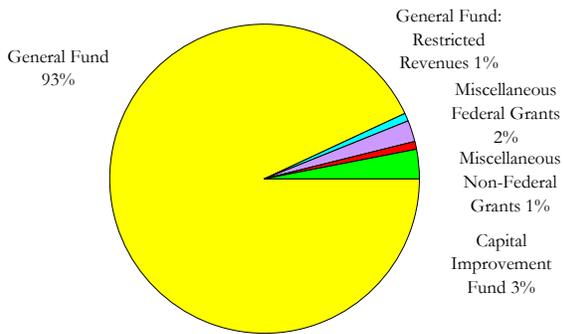
*Effective Fiscal Year 2009, Employee Benefits was transferred to Human Resources from Finance.

INFORMATION TECHNOLOGY

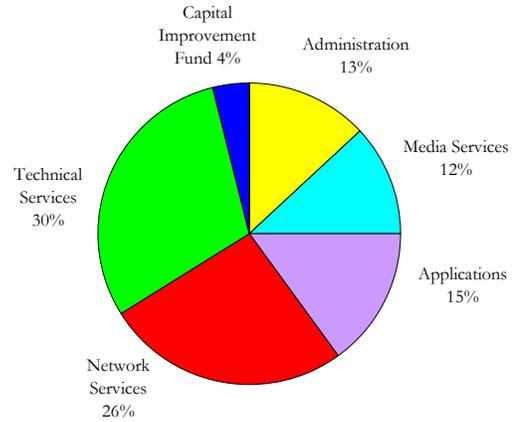
OPERATING: \$ 14,541,210
 CAPITAL: 550,330
 TOTAL: \$ 15,091,540
 POSITION TOTAL: 100.16



FINANCING PLAN



PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



INFORMATION TECHNOLOGY

MISSION STATEMENT

To lead in the effective use of technology by partnering with others for accessible information and responsive government services.

DEPARTMENT SERVICES

The Information Technology (IT) Department supplies the city with vision, leadership, and skills that enable the city and its citizens to benefit from technological innovation. The department directly provides services which require an enterprise view, supports most departments with their business systems, and coordinates with departmental IT organizations to effectively deliver specialty systems support. Centrally-provided services include computer center operations, network services, business application development and maintenance, end-user computer system support, technology innovation, standards development and enforcement, technology investigation, and contract administration that range from hardware and software acquisition to city telecommunications and cable television delivery.

The Information Technology Department is organized into five divisions: Administration, Media Services, Applications, Network Services, and Technical Services. Daily city business is made more efficient by e-mail and file sharing services, voice and high speed data communications, database management, and support for the city's core business applications. Specialized services, including Web site management, video technology, and graphics production, serve to improve the reach and scope of the city's ability to communicate with and inform citizens. Support by the IT Department gives city employees greater access to information, easier ways to transact business and communicate with internal partners, and increased capability to meet community citizen needs. The department promotes the development and expansion of Tucson's telecommunication, video service, and Internet access infrastructure, and serves as liaison to the Access Tucson Board of Directors and the TechPac Advisory Committee.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	9.50	9.50	9.50	8.00	8.00
Media Services	16.66	16.66	16.66	17.16	17.16
Applications	27.00	27.00	27.00	27.00	27.00
Network Services	25.00	25.00	25.00	21.00	21.00
Technical Services	22.00	22.00	22.00	27.00	27.00
Department Total	100.16	100.16	100.16	100.16	100.16

INFORMATION TECHNOLOGY

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Summary					
Administration	\$ 2,246,018	\$ 2,245,080	\$ 1,807,095	\$ 2,003,940	\$ 2,003,940
Media Services	1,584,929	1,651,190	1,772,480	1,847,760	1,834,070
Applications	2,496,724	2,655,140	2,742,030	2,299,660	2,453,940
Network Services	5,077,127	4,487,110	5,206,865	3,872,040	3,651,660
Technical Services	3,653,728	3,686,670	3,731,820	4,517,810	4,499,410
Operating Total	\$ 15,058,526	\$ 14,725,190	\$ 15,260,290	\$ 14,541,210	\$ 14,443,020
Capital Improvements	\$ 5,424,210	\$ 4,000,000	\$ 4,355,790	\$ 550,330	\$ -0-
Department Total	\$ 20,482,736	\$ 18,725,190	\$ 19,616,080	\$ 15,091,540	\$ 14,443,020
Character of Expenditures					
Personal Services	\$ 7,939,457	\$ 8,534,920	\$ 8,343,075	\$ 7,670,730	\$ 7,572,540
Services	5,535,348	4,046,080	4,140,665	4,251,250	4,251,250
Commodities	1,951,164	1,606,820	1,609,530	1,576,960	1,576,960
Equipment	999,181	459,530	450,740	567,660	567,660
Other	(1,366,624)	77,840	716,280	474,610	474,610
Operating Total	\$ 15,058,526	\$ 14,725,190	\$ 15,260,290	\$ 14,541,210	\$ 14,443,020
Capital Improvements	\$ 5,424,210	\$ 4,000,000	\$ 4,355,790	\$ 550,330	\$ -0-
Department Total	\$ 20,482,736	\$ 18,725,190	\$ 19,616,080	\$ 15,091,540	\$ 14,443,020
Source of Funds					
Operating Funds					
General Fund	\$ 13,712,714	\$ 13,896,460	\$ 14,291,450	\$ 14,042,940	\$ 13,944,750
General Fund: Restricted Revenues	607,905	498,730	108,620	103,400	103,400
General Fund: Certificates of Participation	639,775	-0-	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	860,220	-0-	-0-
Miscellaneous Federal Grants	-0-	300,000	-0-	300,000	300,000
Miscellaneous Non-Federal Grants	98,132	30,000	-0-	94,870	94,870
Operating Funds Total	\$ 15,058,526	\$ 14,725,190	\$ 15,260,290	\$ 14,541,210	\$ 14,443,020

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Capital Funds					
General Fund: Certificates of Participation	\$ 5,424,210	\$ 4,000,000	\$ -0-	\$ -0-	\$ -0-
Capital Improvement Fund	-0-	-0-	4,355,790	550,330	-0-
Capital Funds Total	\$ 5,424,210	\$ 4,000,000	\$ 4,355,790	\$ 550,330	\$ -0-
Department Total	\$ 20,482,736	\$ 18,725,190	\$ 19,616,080	\$ 15,091,540	\$ 14,443,020

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$14,541,210 reflects a decrease of \$183,980 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Capacity transferred from the Finance Department for software maintenance	\$ 455,870
◆ Retiree payouts	272,140
◆ Impact on salaries due to Fiscal Year 2008 merit increases	122,660
◆ Removal of interdepartmental credits to enterprise funds due to accounting change	108,220
◆ Increase in funding for medical insurance	43,460
◆ Miscellaneous adjustments	(5,460)
◆ Pension savings due to end-of-service program participants	(11,810)
◆ Pension contribution reduction	(52,370)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension in contributions	(1,116,690)
Total	<u>\$ (183,980)</u>

The capital budget reflects carryforward of \$550,330 to complete network and communication upgrades.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$14,443,020 includes a decrease of \$98,190 from Fiscal Year 2009 primarily due to decreases in retiree payouts.

The capital budget reflects the completion of network and communication upgrades.

INFORMATION TECHNOLOGY

DEPARTMENT MEASURE OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Ensure that supported applications are available to internal customers during scheduled business hours, and directly to citizens on a highly available basis.					
• Percentage of applications and hardware platforms that have cross-trained support functions	70%	N/A	75%	80%	85%
• Percentage of applications and technical functions that have a business continuity plan	45%	N/A	45%	65%	75%
• Ensure 24/7 availability of the city network	N/A	N/A	99%	99%	99%
Protect and insure the security of city data and systems for all city departments.					
• Percentage of servers and hardware that are regularly scanned and patched for security vulnerabilities	55%	N/A	85%	95%	98%
Increase the leverage of IT investments.					
• Percentage of test environments that run on virtual servers (i.e., do not require additional hardware)	5%	N/A	10%	15%	20%
• Percent of sites and Web sites with pages directly created and maintained by individual organizations	32%	N/A	40%	50%	60%
• Number of operating systems and database platforms supported by IT	22	N/A	26	25	20
• Number of new open source applications and tools implemented	2	N/A	2	3	2
Evaluate customers' performance and satisfaction with IT.					
• Number of applications that are not running on a supported release and platform	7	N/A	6	4	2
• Percentage of help desk calls responded to within one hour	60%	N/A	75%	90%	90%
• Percentage of web support requests (taking less than an hour) completed when requested	59%	N/A	65%	75%	85%
• Percentage of projects completed on time and on budget	N/A	N/A	65%	70%	75%

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration Division provides leadership, strategic direction, planning, and support in the development and use of information and related technology.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	9.50	9.50	9.50	8.00	8.00
Financial Resources					
General Fund	\$ 2,147,886	\$ 1,915,080	\$ 1,807,095	\$ 1,609,070	\$ 1,609,070
Miscellaneous Federal Grants	-0-	300,000	-0-	300,000	300,000
Miscellaneous Non-Federal Grants	98,132	30,000	-0-	94,870	94,870
Financial Resources Total	\$ 2,246,018	\$ 2,245,080	\$ 1,807,095	\$ 2,003,940	\$ 2,003,940

MEDIA SERVICES

Services

The Media Services Division assists departments in reaching the public with city information by producing a variety of television programs that highlight the work of city departments, including broadcasts of Mayor and Council meetings; creating graphic and written materials that explain city services; and coordinating media contacts across the city. The division also maintains a Web site (with streaming video content), and publicizes events and activities that encourage public participation.

Resources

Position Resources	16.66	16.66	16.66	17.16	17.16
Financial Resources					
General Fund	\$ 1,260,312	\$ 1,326,190	\$ 1,742,480	\$ 1,817,760	\$ 1,804,070
General Fund: Restricted Revenues	324,617	325,000	30,000	30,000	30,000
Financial Resources Total	\$ 1,584,929	\$ 1,651,190	\$ 1,772,480	\$ 1,847,760	\$ 1,834,070

INFORMATION TECHNOLOGY

Division Summaries (Continued)

APPLICATIONS

Services

The Applications Division provides the analysis, development, implementation, and ongoing support of specific and enterprise software applications that run city business processes and ensures the performance and stability of those systems. The division also provides consultation for software purchases and works with the various city departments to promote application and architectural standards and best practices. In addition to supporting city software, the Applications Division provides design, development, support, and maintenance for the city's Internet Web sites and promotes increased public information and access to city services.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	27.00	27.00	27.00	27.00	27.00
Financial Resources					
General Fund	\$ 2,496,724	\$ 2,655,140	\$ 2,742,030	\$ 2,299,660	\$ 2,453,940

NETWORK SERVICES

Services

The Network Services Division ensures a stable and secure communications environment for all city departments, including communications networks, Internet access, data networks, voice-over-internet-protocol (VOIP) telecommunications, and wireless connectivity.

Resources

Position Resources	25.00	25.00	25.00	21.00	21.00
Financial Resources					
General Fund	\$ 4,154,064	\$ 4,313,380	\$ 4,268,025	\$ 3,798,640	\$ 3,578,260
General Fund: Restricted Revenues	283,288	173,730	78,620	73,400	73,400
General Fund: Certificates of Participation	639,775	-0-	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	860,220	-0-	-0-
Financial Resources Total	\$ 5,077,127	\$ 4,487,110	\$ 5,206,865	\$ 3,872,040	\$ 3,651,660

Division Summaries (Continued)

TECHNICAL SERVICES

Services

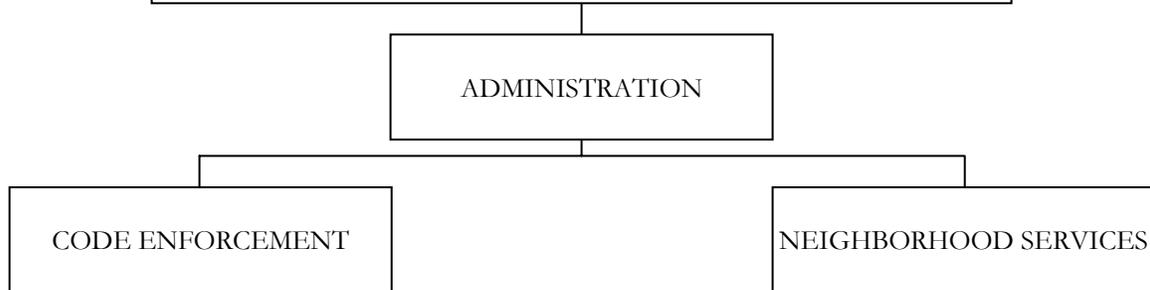
The Technical Services Division ensures a stable and secure computing environment by supporting data center operations and monitoring and maintaining the servers and infrastructure needed to support city applications and services. This division provides help desk functions that range from supporting applications to supporting computer hardware and operating systems for city departments. The Technical Services Division also promotes standards and practices for data center operations to support the sustainability of a reliable city infrastructure.

Resources

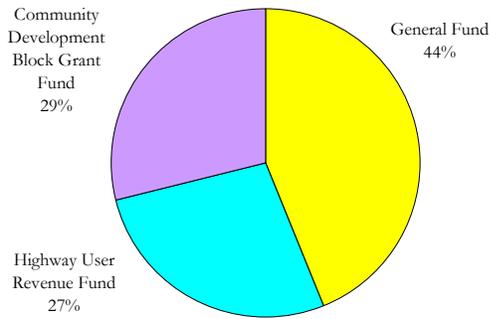
	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	22.00	22.00	22.00	27.00	27.00
Financial Resources					
General Fund	\$ 3,653,728	\$ 3,686,670	\$ 3,731,820	\$ 4,517,810	\$ 4,499,410

NEIGHBORHOOD RESOURCES

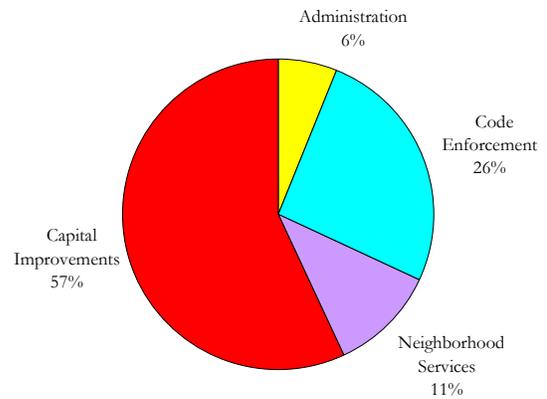
OPERATING: \$ 5,413,670
 CAPITAL: 7,310,700
 TOTAL: \$ 12,724,370
 POSITION TOTAL: 62.00



FINANCING PLAN

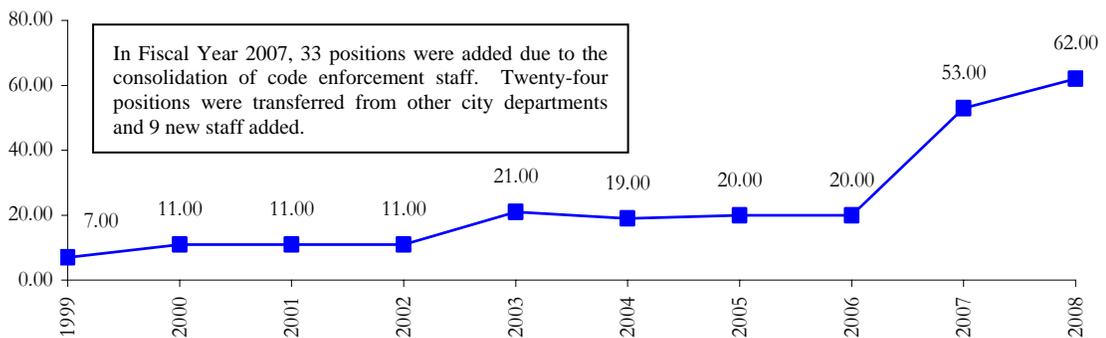


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



NEIGHBORHOOD RESOURCES

MISSION STATEMENT

To improve neighborhoods by bringing city resources to their assistance, partnering to strengthen neighborhood support networks, and maintaining the health and safety of residents through code enforcement and remediation.

DEPARTMENT SERVICES

The Department of Neighborhood Resources brings attention to priority neighborhood needs through communication with neighborhood leaders, residents and associations, partnerships with citizens and community groups, and the support and development of city-initiated problem solving efforts such as City Teams. Consolidation of code inspection staff makes efficient use of resources through cross training and addressing multiple issues through the single inspector process. A remediation crew assists with property issues such as illegal dumping and accumulation of debris. The department is organized into three divisions: Administration, Code Enforcement, and Neighborhood Services. The department administers Back to Basics, Graffiti Removal, Vacant and Neglected Structures (VANS), Pima County Neighborhood Reinvestment Grants within the city, the Youth Enrichment and Employment Program, the city phone number (792-CITY), and the NOVA referral system.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	6.00	6.00	6.00	6.00	6.00
Code Enforcement	42.00	51.00	51.00	51.00	51.00
Neighborhood Services	5.00	5.00	5.00	5.00	5.00
Department Total	53.00	62.00	62.00	62.00	62.00
Financial Summary					
Administration	\$ 1,224,620	\$ 1,336,010	\$ 1,290,490	\$ 726,840	\$ 734,310
Code Enforcement	1,433,736	2,227,160	2,165,810	3,311,700	3,300,130
Neighborhood Services	835,993	885,890	965,890	1,375,130	1,375,130
Operating Total	\$ 3,494,349	\$ 4,449,060	\$ 4,422,190	\$ 5,413,670	\$ 5,409,570
Capital Improvements	\$ 2,996,101	\$ 7,430,400	\$ 2,010,201	\$ 7,310,700	\$ 2,780,400
Department Total	\$ 6,490,450	\$ 11,879,460	\$ 6,432,391	\$ 12,724,370	\$ 8,189,970

NEIGHBORHOOD RESOURCES**Department Resources (Continued)**

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 3,143,998	\$ 2,746,680	\$ 2,551,610	\$ 3,697,070	\$ 3,692,970
Services	1,047,057	1,083,650	1,187,750	1,307,030	1,307,030
Commodities	552,592	394,810	458,910	379,570	379,570
Equipment	-0-	35,000	35,000	30,000	30,000
Other	(1,249,298)	188,920	188,920	-0-	-0-
Operating Total	\$ 3,494,349	\$ 4,449,060	\$ 4,422,190	\$ 5,413,670	\$ 5,409,570
Capital Improvements	\$ 2,996,101	\$ 7,430,400	\$ 2,010,201	\$ 7,310,700	\$ 2,780,400
Department Total	\$ 6,490,450	\$ 11,879,460	\$ 6,432,391	\$ 12,724,370	\$ 8,189,970
Source of Funds					
Operating Funds					
General Fund	\$ 3,392,295	\$ 4,207,460	\$ 4,180,590	\$ 5,413,670	\$ 5,409,570
General Fund: Restricted Revenues	-0-	40,000	40,000	-0-	-0-
Highway User Revenue Fund	102,054	201,600	201,600	-0-	-0-
Operating Funds Total	\$ 3,494,349	\$ 4,449,060	\$ 4,422,190	\$ 5,413,670	\$ 5,409,570
Capital Funds					
General Fund	\$ 240,644	\$ 450,000	\$ 86	\$ 230,300	\$ -0-
Highway User Revenue Fund	1,543,916	3,300,000	1,339,483	3,400,000	1,700,000
Community Development Block Grant Fund	1,211,541	3,680,400	670,632	3,680,400	1,080,400
Capital Funds Total	\$ 2,996,101	\$ 7,430,400	\$ 2,010,201	\$ 7,310,700	\$ 2,780,400
Department Total	\$ 6,490,450	\$ 11,879,460	\$ 6,432,391	\$ 12,724,370	\$ 8,189,970

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$5,413,670 reflects an increase of \$964,610 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Credits from Environmental Services were eliminated; costs are now covered by General Fund revenue recovered by an administrative service charge paid by Environmental Services	\$ 987,920
◆ Credits from Development Services were eliminated; costs are now covered by General Fund revenue recovered by an administrative service charge paid by Development Services	393,970
◆ Increase for retiree payouts	109,460
◆ Impact on salaries due to Fiscal Year 2008 merit increases	41,530
◆ Increase in funding for medical insurance	23,450
◆ Reduction resulting from conversion to Voice Over Internet Protocol phone service	(1,070)
◆ Pension savings due to end-of-service participants	(6,540)
◆ Reduction of required pension contribution	(20,600)
◆ Reduction due to transfer of budget to Non-Departmental for debt service payments for equipment that was lease/purchased	(27,840)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(535,670)
Total	<u>\$ 964,610</u>

The adopted Fiscal Year 2009 Capital Budget of \$7,310,700 funds the Back to Basics Program.

Fiscal Year 2010

There is a minimal change in the Fiscal Year 2010 operating budget of \$5,409,570 from Fiscal Year 2009.

The Fiscal Year 2010 Capital Budget of \$2,780,400 funds the Back to Basics Program.

NEIGHBORHOOD RESOURCES

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Monitor Back to Basics and Pima County Neighborhood Reinvestment Grant projects for timeliness, budget status, and legal compliance.					
• Number of active Back to Basics projects	130	120	130	130	130
• Number of active Neighborhood Reinvestment Grant projects	40	40	30	25	25
Remove graffiti from public and private sites.					
• Square feet removed (in millions)	2.6	N/A	2.7	2.9	3.1
• Number of sites addressed	19,400	N/A	21,000	23,100	25,300
Promote a safe, clean environment and healthy neighborhoods by resolving code violations.					
• Number of code related calls for service	28,500	N/A	28,900	29,300	29,700
• Number of cases initialized	13,100	N/A	14,400	15,800	17,300
• Number of Notices of Violation issued	3,100	14,700	5,300	5,800	6,400
• Number of citations issued	362	N/A	400	440	480

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration Division provides management direction, oversees department operations, and provides project and financial reporting and legal compliance on the Back to Basics projects and the Pima County Neighborhood Reinvestment Grant projects.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	6.00	6.00	6.00	6.00	6.00
Financial Resources					
General Fund	\$ 1,224,620	\$ 1,296,010	\$ 1,250,490	\$ 726,840	\$ 734,310
General Fund: Restricted Revenues	-0-	40,000	40,000	-0-	-0-
Financial Resources Total	\$ 1,224,620	\$ 1,336,010	\$ 1,290,490	\$ 726,840	\$ 734,310

CODE ENFORCEMENT

Services

The Code Enforcement Division provides education on city codes, enforces city codes through inspections, administers the Vacant and Neglected Structures program, and works with other departments and neighborhoods to resolve code violations.

Resources

Position Resources	42.00	51.00	51.00	51.00	51.00
Financial Resources					
General Fund	\$ 1,433,188	\$ 2,227,160	\$ 2,165,810	\$ 3,311,700	\$ 3,300,130
Highway User Revenue Fund	548	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 1,433,736	\$ 2,227,160	\$ 2,165,810	\$ 3,311,700	\$ 3,300,130

NEIGHBORHOOD RESOURCES

Division Summaries (Continued)

NEIGHBORHOOD SERVICES

Services

The Neighborhood Services Division administers the Graffiti Removal Program, provides mailing support for neighborhood communications, provides guidance and support to neighborhood associations, and assists citizens' queries through the 792-CITY phone number and the NOVA referral system.

Resources

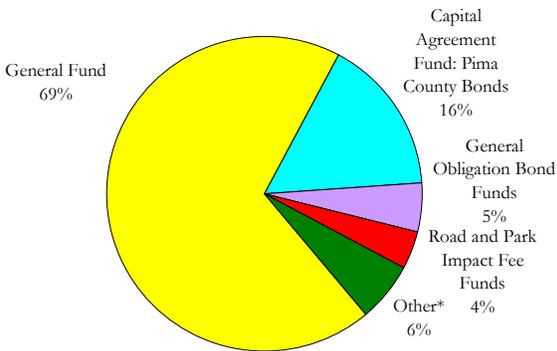
	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	5.00	5.00	5.00	5.00	5.00
Financial Resources					
General Fund	\$ 734,487	\$ 684,290	\$ 764,290	\$ 1,375,130	\$ 1,375,130
Highway User Revenue Fund	101,506	201,600	201,600	-0-	-0-
Financial Resources Total	\$ 835,993	\$ 885,890	\$ 965,890	\$ 1,375,130	\$ 1,375,130

PARKS AND RECREATION

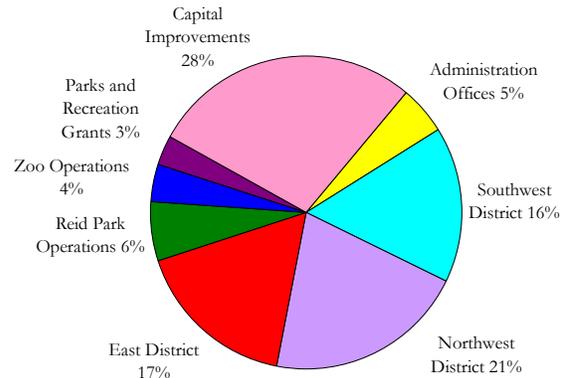
OPERATING: \$ 48,040,650
 CAPITAL: 18,974,800
 TOTAL: \$ 67,015,450
 POSITION TOTAL: 749.50



FINANCING PLAN



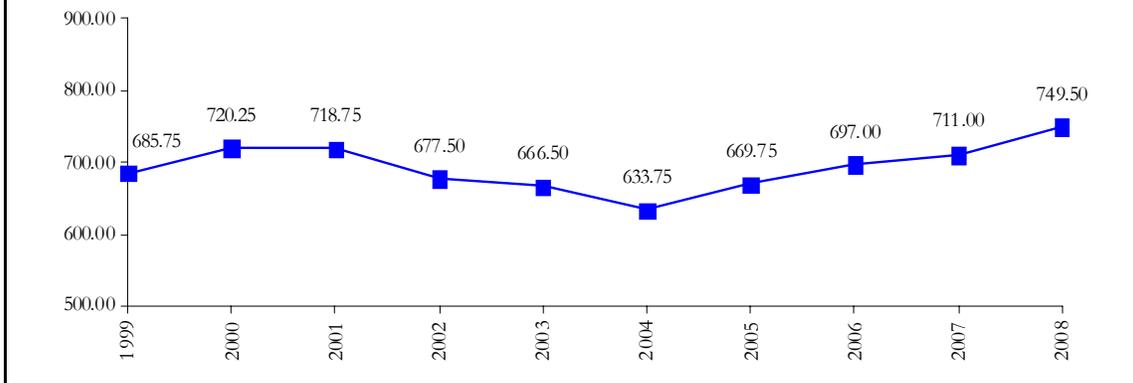
PROGRAM ALLOCATION



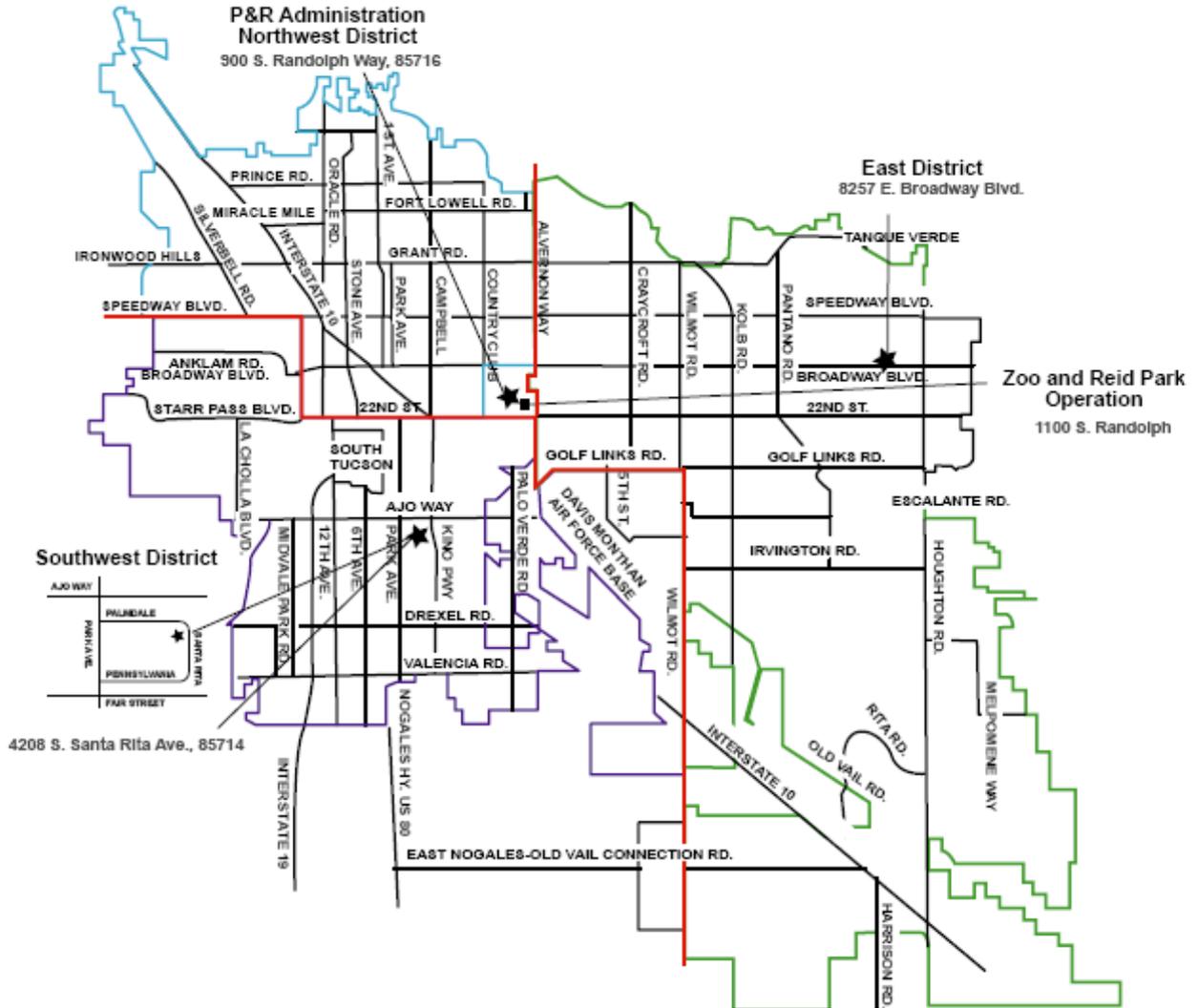
*Includes Miscellaneous Non-Federal Grants 2%, Capital Improvement Fund 1%, Civic Contributions Fund 1%, Miscellaneous Federal Grants 1%, Regional Transportation Authority Fund 1%

TEN YEAR STAFFING TRENDS

Adopted Positions



PARKS AND RECREATION DISTRICT MAP



PARKS AND RECREATION

DEPARTMENT MISSION

To provide a parks and recreation system offering high quality facilities, programs, and services for Tucsonans of all ages and abilities.

DEPARTMENT SERVICES

The Parks and Recreation Department provides a variety of parks, recreation facilities, and program experiences equitably throughout the community. Existing facilities are aggressively maintained and additional facilities will be added as growth and demand dictate. Programs are operated at the highest quality level, ensuring a safe environment with exceptional service to develop lifetime customers. Services demonstrate a positive economic investment through partnerships with other service providers, both public and private, contributing to a high quality of life for Tucsonans. The divisions of the Parks and Recreation Department are Administration Offices, Southwest District, Northwest District, East District, Reid Park Operations, and Zoo Operations.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration Offices	32.50	32.50	33.50	34.50	34.50
Southwest District	174.25	207.50	183.25	177.25	177.25
Northwest District	265.20	265.50	278.50	278.50	278.50
East District	157.00	157.00	164.25	171.25	171.25
Reid Park Operations	40.25	40.25	40.25	41.25	41.25
Zoo Operations	32.00	33.00	36.00	36.00	36.00
Parks and Recreation Grants	14.75	13.75	13.25	10.75	10.75
Department Total	715.95	749.50	749.00	749.50	749.50
Financial Summary					
Administration Offices	\$ 3,044,389	\$ 3,029,320	\$ 3,110,530	\$ 3,266,220	\$ 3,233,050
Southwest District	10,627,119	12,551,750	11,051,670	10,525,130	10,419,590
Northwest District	14,825,554	14,647,070	15,074,580	14,508,520	14,490,990
East District	10,762,490	10,787,950	11,700,850	11,190,740	11,117,880
Reid Park Operations	4,414,916	4,243,680	4,319,410	3,972,270	3,850,510
Zoo Operations	2,492,600	2,597,290	2,798,720	2,724,130	2,700,400
Parks and Recreation Grants	684,917	1,851,770	1,851,770	1,853,640	1,876,510
Operating Total	\$ 46,851,985	\$ 49,708,830	\$ 49,907,530	\$ 48,040,650	\$ 47,688,930
Capital Improvements	\$ 2,813,439	\$ 23,628,700	\$ 9,021,277	\$ 18,974,800	\$ 25,638,500
Department Total	\$ 49,665,424	\$ 73,337,530	\$ 58,928,807	\$ 67,015,450	\$ 73,327,430

PARKS AND RECREATION

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 27,444,070	\$ 28,578,650	\$ 29,583,660	\$ 28,297,070	\$ 27,992,100
Services	14,134,083	14,226,230	14,828,360	14,460,310	14,498,490
Commodities	4,570,308	4,369,660	4,720,830	4,834,320	4,821,390
Equipment	751,083	783,290	774,680	448,950	376,950
Other	(112,958)	1,751,000	-0-	-0-	-0-
Total Capital Expenditures	65,399	-0-	-0-	-0-	-0-
Operating Total	\$ 46,851,985	\$ 49,708,830	\$ 49,907,530	\$ 48,040,650	\$ 47,688,930
Capital Improvements	\$ 2,813,439	\$ 23,628,700	\$ 9,021,277	\$ 18,974,800	\$ 25,638,500
Department Total	\$ 49,665,424	\$ 73,337,530	\$ 58,928,807	\$ 67,015,450	\$ 73,327,430

Source of Funds

Operating Funds

General Fund	\$ 46,123,663	\$ 48,000,260	\$ 48,000,260	\$ 46,059,510	\$ 45,756,920
General Fund: Restricted Revenues	84,723	45,610	65,240	73,620	73,940
General Fund: Lease/Purchase	-0-	-0-	-0-	72,000	-0-
Miscellaneous Federal Grants	277,900	598,630	602,030	599,590	618,060
Miscellaneous Non-Federal Grants	86,349	864,330	933,000	924,930	924,930
Civic Contributions Fund	279,350	200,000	307,000	311,000	315,080
Operating Funds Total	\$ 46,851,985	\$ 49,708,830	\$ 49,907,530	\$ 48,040,650	\$ 47,688,930

Capital Funds

General Fund	\$ 355	\$ -0-	\$ 32,755	\$ -0-	\$ -0-
General Fund: Restricted Revenues	-0-	-0-	87,000	338,000	-0-
General Fund: Certificates of Participation	1,064,560	2,817,800	-0-	-0-	-0-
Capital Improvement Fund	-0-	-0-	576,000	424,000	3,750,000
Capital Agreement Fund	22,853	-0-	-0-	-0-	-0-
Capital Agreement Fund: Pima County Bonds	798,182	11,708,700	4,714,192	10,535,200	14,827,700
Regional Transportation Authority Fund	-0-	-0-	-0-	1,000,000	-0-
Community Development Block Grant Fund	-0-	60,000	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	400,000	-0-	316,000	250,000
Road & Park Impact Fee Fund: West District	-0-	1,226,200	825,000	401,200	-0-
Road & Park Impact Fee Fund: East District	-0-	814,800	139,800	510,200	245,500
Road & Park Impact Fee Fund: Central District	-0-	829,600	359,600	354,500	260,200

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Source of Funds - Capital Funds (Continued)					
Road & Park Impact Fee Fund: Southeast District	\$ -0-	\$ 749,200	\$ 266,400	\$ 661,100	\$ 325,400
Road & Park Impact Fee Fund: Southlands District	-0-	1,051,500	225,000	626,500	565,000
2000 General Obligation Bond Funds	865,172	3,860,900	1,790,530	3,172,100	216,300
Civic Contributions Fund	62,317	110,000	5,000	636,000	-0-
Future General Obligation Bonds	-0-	-0-	-0-	-0-	5,198,400
Capital Funds Total	\$ 2,813,439	\$ 23,628,700	\$ 9,021,277	\$ 18,974,800	\$ 25,638,500
Department Total	\$ 49,665,424	\$ 73,337,530	\$ 58,928,807	\$ 67,015,450	\$ 73,327,430

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$48,040,650 reflects a decrease of \$1,668,180 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Impact of retiree payouts	\$ 369,830
◆ Impact on salaries due to Fiscal Year 2008 merit increases	316,910
◆ Increase in capacity for civic contributions and grants	200,570
◆ Increase in funding for medical insurance	177,980
◆ Increase in capacity for delivery of lease-purchased vehicle	72,000
◆ End of service participants pension savings	(17,000)
◆ Decrease due to revised phone billing methodology by Information Technology	(37,100)
◆ Reduction of required pension contribution	(134,330)
◆ Debt service payment capacity transferred to Non-Departmental	(150,000)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(2,467,040)
Total	<u>\$ (1,668,180)</u>

The Fiscal Year 2009 Capital Budget of \$18,974,800 includes projects funded with city and county bonds and agreements with other agencies.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$47,668,930 is a decrease of \$351,720 from Fiscal Year 2009 primarily due to reduction of costs to cover citywide needs.

The Fiscal Year 2010 Capital Budget of \$25,638,500 includes projects funded with city and county bonds and agreements with other agencies.

PARKS AND RECREATION

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Provide and operate facilities for various programs.					
• Recreation centers	6	6	6	6	6
• Neighborhood centers	6	6	6	6	6
• Regional centers	4	4	4	4	4
• Senior centers	1	1	1	1	1
• Parks	121	122	126	126	126
• School/community parks	13	13	13	16	16
Operate and maintain recreational facilities.					
• Ballfields					
◇ Baseball fields	14	14	20	20	20
◇ Football fields	33	34	34	34	34
◇ Little League fields	84	85	85	86	87
◇ Soccer fields	53	53	53	54	56
◇ Softball fields	37	37	37	37	41
• Biking/jogging paths	25	27	26	29	30
• Multi-use courts (basketball/volleyball)	42.5	43.5	43.5	44.5	44.5
• Sand volleyball courts	15	15	15	15	15
• Tennis courts	66	66	66	66	66
• Ramadas	172	174	174	176	177
• Playgrounds	117	120	119	122	122
• Swimming pools	27	27	27	27	27
• Dog runs	6	6	6	6	6
Provide age-appropriate activities to increase socialization skills, wellness habits, arts education, and environmental education.					
• KIDCO sites – school year	33	33	34	34	34
• KIDCO sites – summer	41	41	43	43	43
• Teen In-Betweeners sites – school year	6	7	7	7	7
• Teen In-Betweeners sites – summer	7	7	8	8	8
• Senior Club sites	13	12	12	12	13
• Number of registered Senior Club participants	3,706	3,706	3,706	4,000	4,400
• Programs for individuals with disabilities	87	87	105	105	105

Department Measures of Performance (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.					
• Gallons of reclaimed water used for irrigation in parks ten acres or more (000s)	405,000	407,000	465,000	475,000	480,000
• Number of trees planted	414	415	389	400	400
Attract visitors to Reid Park Zoo.					
• Total number of visitors	420,000	420,000	440,000	450,000	460,000
Provide quality animal care at Reid Park Zoo.					
• Total number of animals (excluding fish)	500	500	254	260	260
• Total number of species	160	160	145	145	145

DIVISION SUMMARIES

ADMINISTRATION OFFICES

Services

The Administration Offices Division provides general oversight for the department by setting direction and policy, developing and managing the department's operating and capital budgets, providing administrative and clerical support, and ensuring that customers are provided excellent service and facilities throughout the system.

Resources

Position Resources	32.50	32.50	33.50	34.50	34.50
Financial Resources					
General Fund	\$ 3,044,389	\$ 3,029,320	\$ 3,110,530	\$ 3,266,220	\$ 3,233,050

SOUTHWEST DISTRICT

Services

The Southwest District Division serves the leisure and social needs of children, teens, adults, seniors, and people with disabilities by providing customer-oriented programs, facilities, and sites.

Resources

Position Resources	174.25	207.50	183.25	177.25	177.25
Financial Resources					
General Fund	\$ 10,627,119	\$ 12,551,750	\$ 11,051,670	\$ 10,525,130	\$ 10,419,590

PARKS AND RECREATION

Division Summaries (Continued)

NORTHWEST DISTRICT

Services

The Northwest District Division serves the leisure and social needs of children, teens, adults, seniors, and people with disabilities by providing customer-oriented programs, facilities, and sites.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	265.20	265.50	278.50	278.50	278.50
Financial Resources					
General Fund	\$ 14,825,554	\$ 14,647,070	\$ 15,074,580	\$ 14,508,520	\$ 14,490,990

EAST DISTRICT

Services

The East District Division serves the leisure and social needs of children, teens, adults, seniors, and people with disabilities by providing customer-oriented programs, facilities, and sites.

Resources

Position Resources	157.00	157.00	164.25	171.25	171.25
Financial Resources					
General Fund	\$ 10,687,490	\$ 10,787,950	\$ 11,700,850	\$ 11,190,740	\$ 11,117,880
General Fund: Restricted Revenues	75,000	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 10,762,490	\$ 10,787,950	\$ 11,700,850	\$ 11,190,740	\$ 11,117,880

REID PARK OPERATIONS

Services

The Reid Park Operations Division operates and maintains facilities that serve the recreational and social needs of the community, including Reid Park Zoo, Hi Corbett Field, and Reid Park. It also provides centralized maintenance service to other districts.

Resources

Position Resources	40.25	40.25	40.25	41.25	41.25
Financial Resources					
General Fund	\$ 4,414,916	\$ 4,243,680	\$ 4,319,410	\$ 3,900,270	\$ 3,850,510
General Fund: Lease/Purchase	-0-	-0-	-0-	72,000	-0-
Financial Resources Total	\$ 4,414,916	\$ 4,243,680	\$ 4,319,410	\$ 3,972,270	\$ 3,850,510

Division Summaries (Continued)

ZOO OPERATIONS

Services

The Reid Park Zoo Division maintains a healthy and enriching environment for a collection of animals from around the world to promote the preservation of global biological diversity and to provide educational and fun experiences for visitors of all ages.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	32.00	33.00	36.00	36.00	36.00
Financial Resources					
General Fund	\$ 2,492,600	\$ 2,597,290	\$ 2,743,220	\$ 2,668,630	\$ 2,644,900
General Fund: Restricted Revenues	-0-	-0-	55,500	55,500	55,500
Financial Resources Total	\$ 2,492,600	\$ 2,597,290	\$ 2,798,720	\$ 2,724,130	\$ 2,700,400

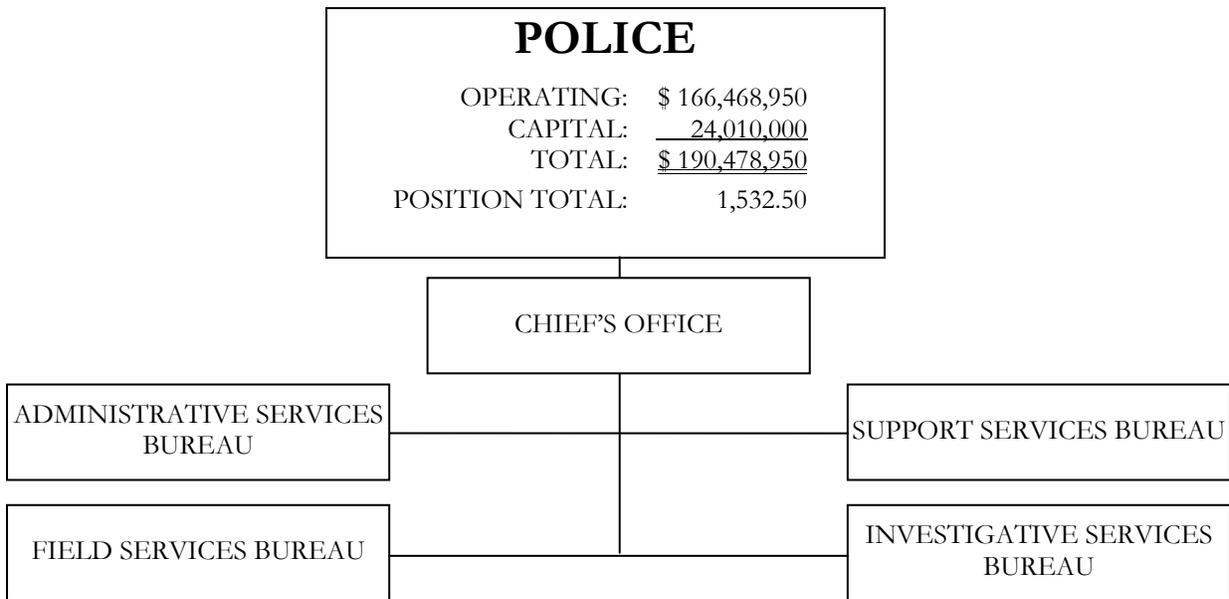
PARKS AND RECREATION GRANTS

Services

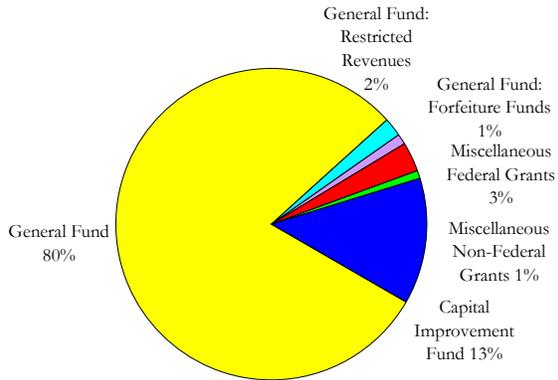
The Parks and Recreation Grants Unit seeks federal, state, and local grant funding for the provision of recreational opportunities and community support services. Emphasis is placed on leveraging existing city resources to enhance funding for programs and services.

Resources

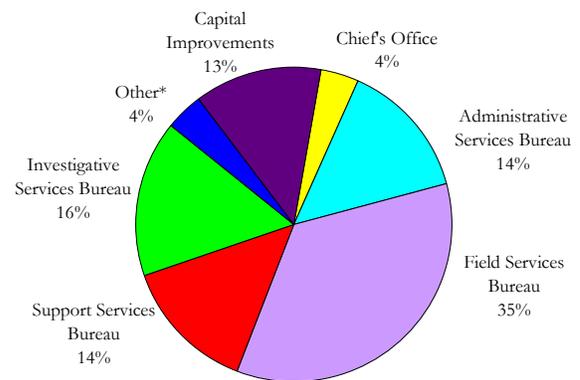
Position Resources	14.75	13.75	13.25	10.75	10.75
Financial Resources					
General Fund	\$ 31,595	\$ 143,200	\$ -0-	\$ -0-	\$ -0-
General Fund: Restricted Revenues	9,723	45,610	9,740	18,120	18,440
Miscellaneous Federal Grants	277,900	598,630	602,030	599,590	618,060
Miscellaneous Non-Federal Grants	86,349	864,330	933,000	924,930	924,930
Civic Contributions Fund	279,350	200,000	307,000	311,000	315,080
Financial Resources Total	\$ 684,917	\$ 1,851,770	\$ 1,851,770	\$ 1,853,640	\$ 1,876,510



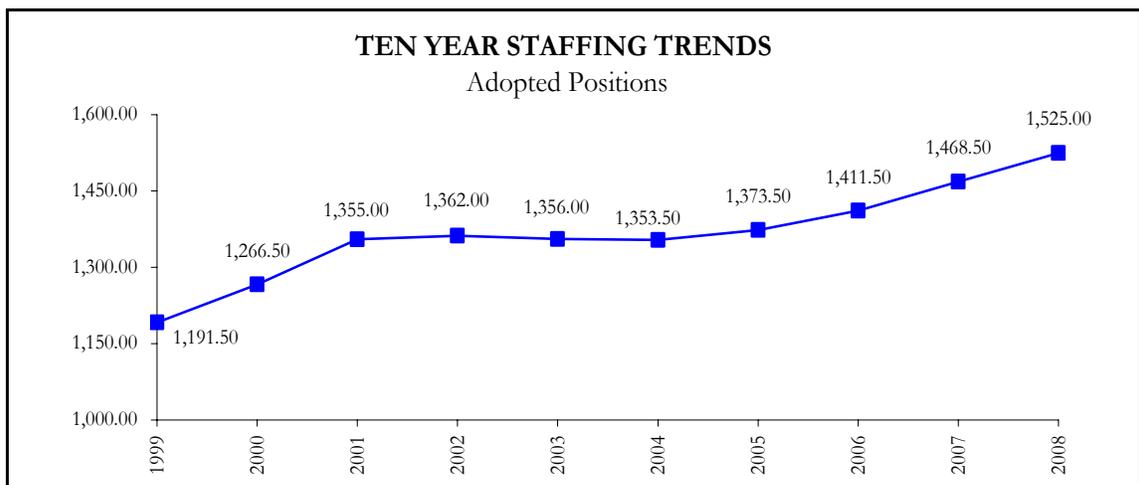
FINANCING PLAN



PROGRAM ALLOCATION



*Includes Police Grants 3% and Forfeiture Funds 1%



POLICE

MISSION STATEMENT:

To serve the public by partnering with the community to protect life and property, prevent crime, and resolve problems.

DEPARTMENT SERVICES

The Tucson Police Department reorganized during Fiscal Year 2008 to more effectively use its resources. The reorganization restored the Field Operations Bureau and the Support Services Bureau. The department maintained the Administrative Services and Investigative Services Bureaus. These four bureaus, directed by the Chief of Police, are responsible for delivering quality service to the public.

The Chief's Office is responsible for providing policy direction, employing departmental resources effectively, and ensuring the integrity of the organization and its personnel.

The Administrative Services Bureau ensures that individuals of the highest quality are hired and successfully trained for positions within the department, and that operational and support functions have the necessary financial and material resources to properly serve the community. The bureau includes the programming and technical personnel necessary to maintain and enhance the department's information sharing systems. Finally, this bureau collects, organizes, and distributes essential information to patrol and investigative staff and provides records to the public.

The Field Services Bureau provides patrol coverage and initial response to citizen calls for assistance in the south, west, downtown, midtown, and east regions of the city.

The Support Services Bureau offers air, canine, Special Weapons and Tactics (SWAT), and traffic control assistance to field officers and administers the School Resource Officer program. In addition, it develops and maintains the department's emergency response plans and conducts training exercises based on those plans. This bureau also administers the department's communication center, which receives citizen calls for assistance and either dispatches patrol officers or initiates an alternative response to the incident.

The Investigative Services Bureau conducts follow-up investigations to develop the information necessary for the successful prosecution of accused criminals. Investigative responsibilities range from crimes against people to crimes against property. This bureau also analyzes and stores evidence gathered to support the prosecution of alleged offenders. Over the last year, this bureau has established two new divisions to better manage its resources. The Central Investigations Division was split into the Property Crimes and Crimes Against Persons Divisions. The department then established a Special Investigations Division commanded by a captain and lieutenant, which is responsible for managing the Gang, Intelligence, Vice, and Undercover Units.

POLICE**DEPARTMENT RESOURCES**

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Chief's Office	56.00	55.50	67.00	58.00	58.00
Administrative Services Bureau	133.00	133.00	152.00	161.00	161.00
Field Services Bureau	733.00	787.00	740.00	726.00	726.00
Support Services Bureau	238.00	241.00	249.00	253.00	253.00
Investigative Services Bureau	289.50	289.50	298.50	313.50	313.50
Police Grants	15.00	15.00	15.00	16.00	16.00
Forfeiture Funds	4.00	4.00	5.00	5.00	5.00
Department Total	1,468.50	1,525.00	1,526.50	1,532.50	1,532.50
Commissioned Personnel by Classification					
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Lieutenant: Deputy Police Chief	1.00	1.00	1.00	1.00	1.00
Police Lieutenant: Assistant Police Chief	4.00	4.00	4.00	4.00	4.00
Police Lieutenant: Police Captain	17.00	17.00	17.00	17.00	17.00
Police Lieutenant	32.00	32.00	34.00	34.00	34.00
Police Sergeant: Assignments	62.00	63.00	63.00	63.00	63.00
Police Sergeant	68.00	73.00	73.00	73.00	73.00
Police Hazardous Devices Technician	8.00	8.00	8.00	8.00	8.00
Detective	138.00	143.00	146.00	146.00	146.00
Police Officer: Assignments	297.00	297.00	302.00	302.00	302.00
Police Officer	443.00	473.00	463.00	463.00	463.00
Commissioned Personnel Total	1,071.00	1,112.00	1,112.00	1,112.00	1,112.00
Financial Summary					
Chief's Office	\$ 5,963,848	\$ 6,095,740	\$ 6,150,180	\$ 7,083,180	\$ 7,098,510
Administrative Services Bureau	24,247,942	24,290,120	31,584,768	25,817,050	26,047,160
Field Services Bureau	58,585,961	68,763,530	59,622,381	67,690,210	67,550,640
Support Services Bureau	23,008,391	25,106,440	25,873,758	26,313,070	26,383,290
Investigative Services Bureau	28,488,786	27,252,530	30,071,200	30,322,410	30,394,230
Police Grants	4,974,325	16,419,450	7,760,784	6,338,420	6,381,790
Forfeiture Funds	1,494,839	2,738,840	2,822,270	2,904,610	2,921,760
Operating Total	\$ 146,764,092	\$ 170,666,650	\$ 163,885,341	\$ 166,468,950	\$ 166,777,380
Capital Improvements	\$ 12,462,551	\$ 26,602,800	\$ 15,907,175	\$ 24,010,000	\$ 38,700,000
Department Total	\$ 159,226,643	\$ 197,269,450	\$ 179,792,516	\$ 190,478,950	\$ 205,477,380

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 123,812,256	\$ 132,057,830	\$ 134,891,656	\$ 138,507,290	\$ 138,534,060
Services	15,325,238	14,999,860	16,037,748	15,573,240	15,645,220
Commodities	6,053,474	5,985,020	6,724,077	5,697,200	5,758,690
Equipment	908,620	3,070,170	2,398,458	1,688,540	737,080
Other	664,504	14,553,770	3,833,402	5,002,680	6,102,330
Operating Total	\$ 146,764,092	\$ 170,666,650	\$ 163,885,341	\$ 166,468,950	\$ 166,777,380
Capital Improvements	\$ 12,462,551	\$ 26,602,800	\$ 15,907,175	\$ 24,010,000	\$ 38,700,000
Department Total	\$ 159,226,643	\$ 197,269,450	\$ 179,792,516	\$ 190,478,950	\$ 205,477,380
Source of Funds					
Operating Funds					
General Fund	\$ 134,203,114	\$ 145,757,500	\$ 145,500,266	\$ 153,168,760	\$ 153,405,650
General Fund: Restricted Revenues	2,257,686	3,503,260	3,533,450	4,396,430	4,410,630
General Fund: Forfeiture Funds	1,287,325	1,974,250	2,222,270	2,145,430	2,159,400
Public Safety Academy Fund: General Fund Transfers*	3,775,540	2,404,110	4,121,860	-0-	-0-
Public Safety Academy Fund: Other Agency Fees*	407,428	449,160	429,020	-0-	-0-
Miscellaneous Federal Grants	3,071,450	15,141,670	6,357,909	5,128,060	5,187,440
Miscellaneous Non-Federal Grants	1,676,657	1,436,700	1,720,566	1,630,270	1,614,260
Civic Contributions Fund	84,892	-0-	-0-	-0-	-0-
Operating Funds Total	\$ 146,764,092	\$ 170,666,650	\$ 163,885,341	\$ 166,468,950	\$ 166,777,380
Capital Funds					
General Fund: Certificates of Participation	\$ 10,062,128	\$ 26,602,800	\$ -0-	\$ -0-	\$ -0-
Capital Improvement Fund	-0-	-0-	15,907,175	24,010,000	38,700,000
1994 General Obligation Bond Funds	2,807	-0-	-0-	-0-	-0-
2000 General Obligation Bond Funds	2,389,244	-0-	-0-	-0-	-0-
2000 General Obligation Bond Funds: Interest	8,372	-0-	-0-	-0-	-0-
Capital Funds Total	\$ 12,462,551	\$ 26,602,800	\$ 15,907,175	\$ 24,010,000	\$ 38,700,000
Department Total	\$ 159,226,643	\$ 197,269,450	\$ 179,792,516	\$ 190,478,950	\$ 205,477,380

*Public Safety Academy Funds are now reflected in the General Fund.

POLICE

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$166,468,950 reflects a decrease of \$4,197,700 from the Fiscal Year 2008 Adopted Budget. Significant changes are as follows:

◆ Pension contribution increase for commissioned employees	\$ 4,143,000
◆ Impact on salaries due to Fiscal Year 2008 merit increases	1,053,740
◆ Increase in funding for medical insurance	709,140
◆ Increase capacity for building maintenance	509,960
◆ Additional capacity for fuel	330,550
◆ Retiree payouts for noncommissioned employees	249,020
◆ Miscellaneous adjustments	18,280
◆ Pension savings due to end-of-service participants	(21,940)
◆ Reduction in phone costs with conversion to Voice Over Internet Protocol phone service	(88,320)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(1,281,090)
◆ Reduction of grant capacity	<u>(9,820,040)</u>
Total	<u>\$ (4,197,700)</u>

The Fiscal Year 2009 Capital Budget of \$24,010,000 primarily funds the Headquarters Expansion and the new Crime Lab.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$166,777,380 includes an increase of \$308,430 from Fiscal Year 2009.

The Fiscal Year 2010 Capital Budget of \$38,700,000 continues the Headquarters Expansion and the new Crime Lab.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Respond to calls for service.					
• Number of emergency response calls	2,198	3,150	1,550	1,620	1,660
• Number of critical response calls	43,810	47,918	51,340	53,250	55,650
• Number of urgent response calls	93,030	104,270	91,810	92,500	93,250
• Number of general response calls	86,170	97,346	87,640	88,250	89,300
Respond to emergency response calls.					
• Percent within five minutes	74%	72%	70%	75%	75%
Respond to critical response calls.					
• Percent within ten minutes	70%	67%	64%	66%	67%

Department Measures of Performance (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Respond to urgent response calls.					
• Percent within 30 minutes	83%	90%	82%	83%	83%
Respond to general response calls.					
• Percent within 60 minutes	56%	63%	55%	55%	55%
Answer emergency 9-1-1 calls routed to the Tucson Police Department.	402,565	414,642	415,250	421,250	423,250
Process other service-related calls.					
• Inbound service calls	257,108	264,821	267,250	268,375	272,100
• Outbound service calls	310,640	319,959	324,200	227,300	328,250
• Non-emergency line (791-4444)	107,112	110,325	114,100	116,150	118,230
Process requests for evidence comparison and analysis sent to the crime laboratory.	5,820	5,900	5,940	6,060	6,180
Process incoming items of evidence and property.	87,000	89,000	89,250	91,700	94,400
Optimize clearance rates (for assigned cases).					
• Homicide	69%	70%	72%	73%	74%
• Sexual Assault	24%	25%	26%	27%	28%
• Robbery	46%	47%	48%	49%	50%
• Aggravated Assault	50%	51%	52%	53%	54%
• Burglary	8%	8%	8%	8%	8%
• Larceny	30%	30%	30%	30%	30%
• Auto Theft	9%	9%	9%	9%	9%

DIVISION SUMMARIES**CHIEF'S OFFICE****Services**

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.

Resources

Position Resources	56.00	55.50	67.00	58.00	58.00
Financial Resources					
General Fund	\$ 5,963,848	\$ 6,095,740	\$ 6,150,180	\$ 7,083,180	\$ 7,098,510

POLICE

Division Summaries (Continued)

ADMINISTRATIVE SERVICES BUREAU

Services

The Administrative Services Bureau provides the department with highly qualified commissioned and non-commissioned personnel, who reflect the diversity of the city's population, through hiring and training. The bureau provides financial, material, and information resources to department personnel so that they can provide the best possible service to the community, coordinates the acquisition and maintenance of facilities and equipment, manages capital projects, furnishes public records to citizens in a timely manner, and provides reports to investigative staff for following up potential leads.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	133.00	133.00	152.00	161.00	161.00
Financial Resources					
General Fund	\$ 20,064,974	\$ 21,436,850	\$ 27,033,888	\$ 25,363,310	\$ 25,588,740
General Fund: Restricted Revenues	-0-	-0-	-0-	453,740	458,420
Public Safety Academy Fund: General Fund Transfers*	3,775,540	2,404,110	4,121,860	-0-	-0-
Public Safety Academy Fund: Other Agency Fees	407,428	449,160	429,020	-0-	-0-
Financial Resources Total	\$ 24,247,942	\$ 24,290,120	\$ 31,584,768	\$ 25,817,050	\$ 26,047,160

FIELD SERVICES BUREAU

Services

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. Officers interact with the public to resolve problems, plan for special events, help improve the quality of life, and provide a communications link between the community and the department.

Resources

Position Resources	733.00	787.00	740.00	726.00	726.00
Financial Resources					
General Fund	\$ 58,585,961	\$ 68,763,530	\$ 59,622,381	\$ 67,561,910	\$ 67,422,340
General Fund: Restricted Revenues	-0-	-0-	-0-	40,000	40,000
Miscellaneous Non-Federal Grants	-0-	-0-	-0-	88,300	88,300
Financial Resources Total	\$ 58,585,961	\$ 68,763,530	\$ 59,622,381	\$ 67,690,210	\$ 67,550,640

*Public Safety Academy Funds are now reflected in the General Fund.

Division Summaries (Continued)**SUPPORT SERVICES BUREAU****Services**

The Support Services Bureau provides a law enforcement presence in schools throughout the metropolitan area, provides operational support to patrol divisions, plans for potential disasters, and supplies specialized response to hostage and other emergencies.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	238.00	241.00	249.00	253.00	253.00
Financial Resources					
General Fund	\$ 20,857,402	\$ 21,603,180	\$ 22,340,308	\$ 22,569,560	\$ 22,633,440
General Fund: Restricted Revenues	2,150,989	3,503,260	3,533,450	3,743,510	3,749,850
Financial Resources Total	\$ 23,008,391	\$ 25,106,440	\$ 25,873,758	\$ 26,313,070	\$ 26,383,290

INVESTIGATIVE SERVICES BUREAU**Services**

The Investigative Services Bureau conducts follow-up investigations and ensures that violent and habitual criminals are arrested and prosecuted to the fullest extent of the law, and combats the illegal drug trade through a regional task force.

Resources

Position Resources	289.50	289.50	298.50	313.50	313.50
Financial Resources					
General Fund	\$ 28,488,786	\$ 27,252,530	\$ 30,071,200	\$ 30,322,410	\$ 30,394,230

POLICE GRANTS**Services**

The Police Grants Division provides budget capacity for potential grant funding from federal and state agencies and other funding sources to enhance law enforcement resources.

Resources

Position Resources	15.00	15.00	15.00	16.00	16.00
Financial Resources					
General Fund	\$ 242,143	\$ 268,390	\$ 282,309	\$ 268,390	\$ 268,390
General Fund: Forfeiture Funds	54,289	172,690	-0-	-0-	-0-
Miscellaneous Federal Grants	2,916,344	14,541,670	5,757,909	4,528,060	4,587,440
Miscellaneous Non-Federal Grants	1,676,657	1,436,700	1,720,566	1,541,970	1,525,960
Civic Contributions Fund	84,892	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 4,974,325	\$ 16,419,450	\$ 7,760,784	\$ 6,338,420	\$ 6,381,790

POLICE

Division Summaries (Continued)

FORFEITURE FUNDS

Services

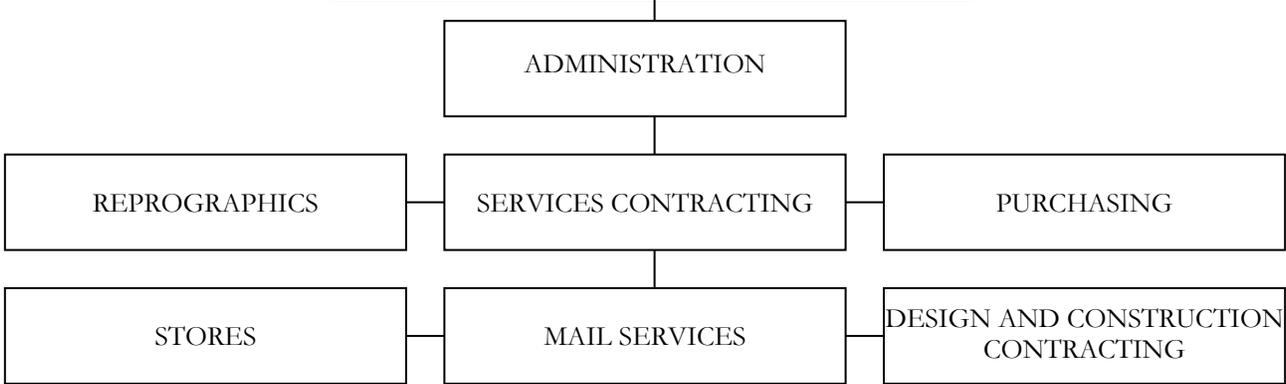
This division provides budget capacity for forfeiture funds, which are made available from seizures due to illegal drug trade, to enhance law enforcement resources.

Resources

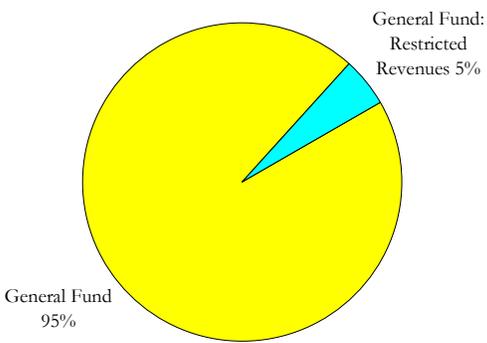
	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	4.00	4.00	5.00	5.00	5.00
Financial Resources					
General Fund	\$ -0-	\$ 337,280	\$ -0-	\$ -0-	\$ -0-
General Fund: Restricted Revenues	106,697	-0-	-0-	159,180	162,360
General Fund: Forfeiture Funds	1,233,036	1,801,560	2,222,270	2,145,430	2,159,400
Miscellaneous Federal Grants	155,106	600,000	600,000	600,000	600,000
Financial Resources Total	\$ 1,494,839	\$ 2,738,840	\$ 2,822,270	\$ 2,904,610	\$ 2,921,760

PROCUREMENT

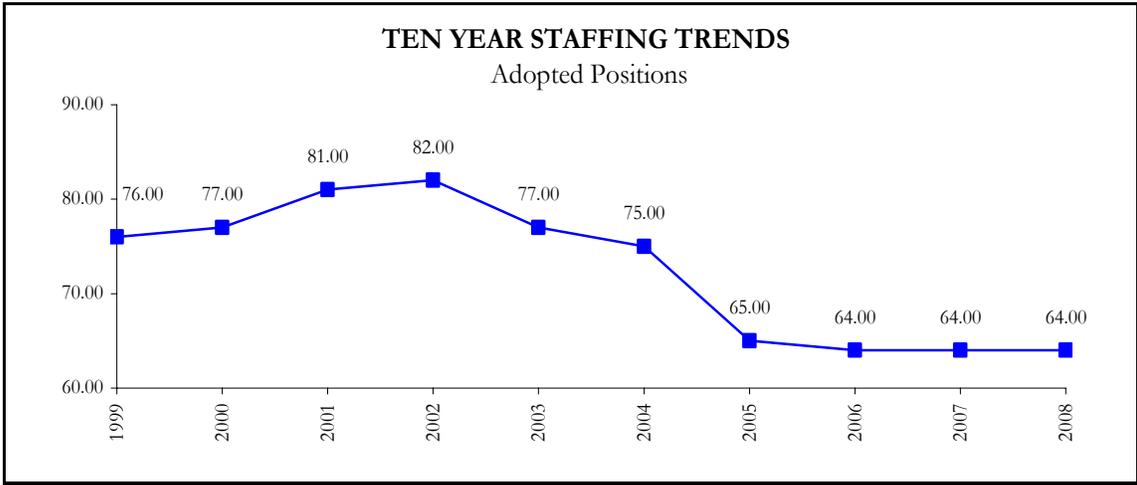
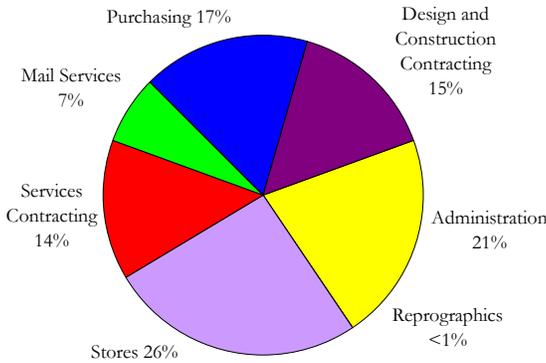
OPERATING: \$ 3,723,740
POSITION TOTAL: 64.00



FINANCING PLAN



PROGRAM ALLOCATION



PROCUREMENT

MISSION STATEMENT

To support city departments in meeting their purchasing goals and needs by ensuring materials and services are available on time, of best value, and acquired with integrity.

DEPARTMENT SERVICES

The Procurement Department strives to improve the efficiency and effectiveness of procurement practices, maximize the purchasing value of public funds, and support city departments in accomplishing their missions. Policies promote environmentally sensitive purchases, competition among all 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, Services Contracting, Mail Services, Purchasing, and Design and Construction Contracting. Services provided by the Procurement Department include contracting for all supplies, materials, equipment, services, and construction; providing in-house printing; maintaining inventories necessary for daily operations; distributing interdepartmental and postal mail; disposing of surplus, unclaimed, lost, and confiscated property; managing the city's procurement card (pCard) Program; and managing the Cooperative Purchasing Program.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	7.00	7.00	8.00	8.00	8.00
Reprographics	8.00	8.00	7.00	7.00	7.00
Stores	17.00	17.00	17.00	17.00	17.00
Services Contracting	7.00	7.00	7.00	7.00	7.00
Mail Services	6.00	6.00	6.00	6.00	6.00
Purchasing	11.00	11.00	11.00	11.00	11.00
Design and Construction Contracting	8.00	8.00	8.00	8.00	8.00
Department Total	64.00	64.00	64.00	64.00	64.00
Financial Summary					
Administration	\$ 864,611	\$ 845,000	\$ 865,620	\$ 799,910	\$ 821,410
Reprographics	26,119	14,130	36,074	18,170	2,570
Stores	1,049,982	999,800	984,310	951,370	966,910
Services Contracting	521,677	582,120	571,440	520,220	535,680
Mail Services	347,715	370,350	325,700	273,800	267,170
Purchasing	706,538	691,160	665,500	619,420	642,550
Design and Construction Contracting	385,128	402,330	382,640	540,850	531,530
Department Total	\$ 3,901,770	\$ 3,904,890	\$ 3,831,284	\$ 3,723,740	\$ 3,767,820

PROCUREMENT

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 4,118,464	\$ 3,527,040	\$ 3,439,894	\$ 3,368,260	\$ 3,412,340
Services	712,306	688,820	630,390	672,130	672,130
Commodities	2,446,349	569,880	415,210	398,010	398,010
Equipment	13,117	47,860	13,200	-0-	-0-
Other	(3,388,466)	(928,710)	(667,410)	(714,660)	(714,660)
Department Total	\$ 3,901,770	\$ 3,904,890	\$ 3,831,284	\$ 3,723,740	\$ 3,767,820
Source of Funds					
General Fund	\$ 3,798,530	\$ 3,764,560	\$ 3,740,954	\$ 3,552,640	\$ 3,596,720
General Fund: Restricted Revenues	103,240	140,330	90,330	171,100	171,100
Department Total	\$ 3,901,770	\$ 3,904,890	\$ 3,831,284	\$ 3,723,740	\$ 3,767,820

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$3,723,740 reflects a decrease of \$181,150 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase due to a change in accounting for interactivity credits	\$ 279,090
◆ Increase for retiree payouts	79,150
◆ Impact on salaries due to Fiscal Year 2008 merit increases	54,260
◆ Increase in funding for medical insurance	29,680
◆ Pension savings due to end-of-service participants	(6,510)
◆ Reduction of required pension contribution	(24,970)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(591,850)
Total	<u>\$ (181,150)</u>

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$3,767,820 reflects an increase of \$44,080 from Fiscal Year 2009.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Act as the central contracting authority for the City of Tucson.					
• Total procurement spending (\$000s)	\$ 220,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Manage and administer the procurement card (pCard) program to reduce overhead and maximize purchasing efficiencies.					
• Increase total spend under pCard program by 10% annually	N/A	N/A	\$ 9,757	\$ 10,733	\$ 11,806
• Increase number of pCard transactions by 10% annually	N/A	N/A	27,522	30,274	33,301
Manage and administer the Online Auction Program.					
• Establish one new Cooperative Partner annually	N/A	N/A	24	25	26
Provide printing services to city departments.					
• Percent of quick print jobs completed within two working days of request	96%	96%	96%	96%	96%
Ensure integrity in the expenditure of public monies by acquiring needed materials and services on time and of best value.					
• Increase the number of annual requirements contracts by three per year	N/A	N/A	620	623	626
• Increase the number of cooperative contracts by two per year	N/A	N/A	82	84	86

PROCUREMENT

DIVISION SUMMARIES

ADMINISTRATION

Services

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.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	7.00	7.00	8.00	8.00	8.00
Financial Resources					
General Fund	\$ 787,972	\$ 745,000	\$ 815,620	\$ 674,460	\$ 695,960
General Fund: Restricted Revenues	76,639	100,000	50,000	125,450	125,450
Financial Resources Total	\$ 864,611	\$ 845,000	\$ 865,620	\$ 799,910	\$ 821,410

REPROGRAPHICS*

Services

The Reprographics Division provides responsive, quality, in-house reprographic services by typesetting, printing, and binding documents and reports at or below commercial prices and in a timely manner.

Resources

Position Resources	8.00	8.00	7.00	7.00	7.00
Financial Resources					
General Fund	\$ 26,119	\$ 14,130	\$ 36,074	\$ 18,170	\$ 2,570

STORES

Services

The Stores Division operates four warehouses and manages an inventory needed for the daily operation of all city departments; provides hazardous material safety information on inventory items 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, online auction, donation, or redistribution to departments.

Resources

Position Resources	17.00	17.00	17.00	17.00	17.00
Financial Resources					
General Fund	\$ 1,049,982	\$ 999,800	\$ 984,310	\$ 951,370	\$ 966,910

*The net budget of Reprographics reflects non-chargeable overhead. Most costs of the division are recovered by charging departments for printing services through interactivity transfers.

Division Summaries (Continued)

SERVICES CONTRACTING

Services

The Services Contracting Division meets the needs of city departments by contracting for professional and non-professional services to ensure that all contracts are developed, solicited, evaluated, negotiated, awarded, and administered in accordance with applicable federal, state, and local laws.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	7.00	7.00	7.00	7.00	7.00
Financial Resources					
General Fund	\$ 521,407	\$ 582,120	\$ 571,440	\$ 517,220	\$ 532,680
General Fund: Restricted Revenues	270	-0-	-0-	3,000	3,000
Financial Resources Total	\$ 521,677	\$ 582,120	\$ 571,440	\$ 520,220	\$ 535,680

MAIL SERVICES

Services

The Mail Services Division provides centralized pickup and delivery service for interdepartmental and postal mail to city departments. The division also provides for the insertion of utility bills, business license statements, and various other bills.

Resources

Position Resources	6.00	6.00	6.00	6.00	6.00
Financial Resources					
General Fund	\$ 346,450	\$ 370,350	\$ 325,700	\$ 273,800	\$ 267,170
General Fund: Restricted Revenues	1,265	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 347,715	\$ 370,350	\$ 325,700	\$ 273,800	\$ 267,170

PROCUREMENT

Division Summaries (Continued)

PURCHASING

Services

The Purchasing Division meets the needs of city departments by contracting for all supplies, materials, equipment, and related services to ensure that all purchases are developed, solicited, evaluated, negotiated, awarded, and administered in accordance with applicable federal, state, and local laws.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	11.00	11.00	11.00	11.00	11.00
Financial Resources					
General Fund	\$ 681,472	\$ 650,830	\$ 625,170	\$ 576,770	\$ 599,900
General Fund: Restricted Revenues	25,066	40,330	40,330	42,650	42,650
Financial Resources Total	\$ 706,538	\$ 691,160	\$ 665,500	\$ 619,420	\$ 642,550

DESIGN AND CONSTRUCTION CONTRACTING

Services

The Design and Construction Contracting Division manages the procurement of professional consultants and contractors to ensure the provision of competent and qualified design and construction services at a fair price. It protects the public interest by maximizing each dollar spent, while complying with current laws and regulations, and provides timely, ongoing contract administration for its customers.

Resources

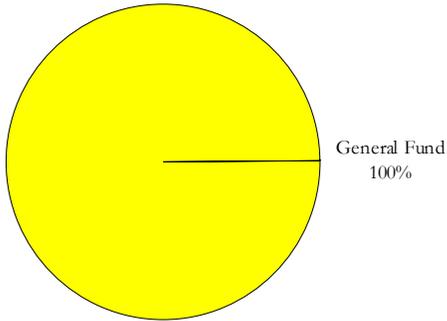
Position Resources	8.00	8.00	8.00	8.00	8.00
Financial Resources					
General Fund	\$ 385,128	\$ 402,330	\$ 382,640	\$ 540,850	\$ 531,530

OFFICE OF THE PUBLIC DEFENDER

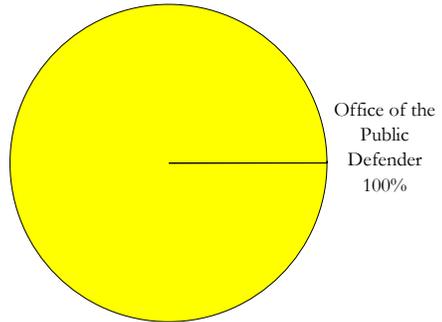
OPERATING: \$ 3,208,090
POSITION TOTAL: 39.00

OFFICE OF THE PUBLIC
DEFENDER

FINANCING PLAN

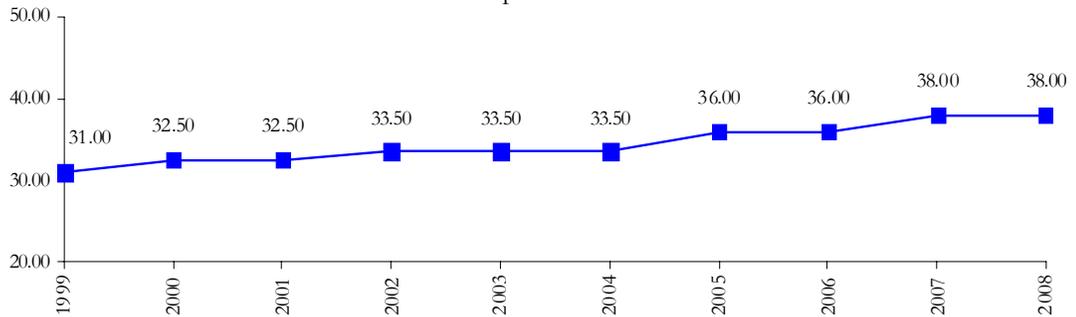


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



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.

OFFICE SERVICES

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 staffed by 23 attorneys and 16 support positions.

OFFICE RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Office of the Public Defender	38.00	38.00	39.00	39.00	39.00
Total	38.00	38.00	39.00	39.00	39.00
Financial Summary					
Office of the Public Defender	\$ 3,028,395	\$ 3,190,910	\$ 3,190,910	\$ 3,208,090	\$ 3,232,030
Total	\$ 3,028,395	\$ 3,190,910	\$ 3,190,910	\$ 3,208,090	\$ 3,232,030
Character of Expenditures					
Personal Services	\$ 2,821,262	\$ 2,964,950	\$ 2,964,950	\$ 2,947,670	\$ 2,971,610
Services	139,724	154,720	154,720	176,870	178,720
Commodities	67,409	71,240	71,240	83,550	81,700
Total	\$ 3,028,395	\$ 3,190,910	\$ 3,190,910	\$ 3,208,090	\$ 3,232,030
Source of Funds					
General Fund	\$ 3,028,395	\$ 3,190,910	\$ 3,190,910	\$ 3,208,090	\$ 3,232,030
Total	\$ 3,028,395	\$ 3,190,910	\$ 3,190,910	\$ 3,208,090	\$ 3,232,030

OFFICE OF THE PUBLIC DEFENDER

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$3,208,090 reflects an increase of \$17,180 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Impact on salaries due to Fiscal Year 2008 merit increases	\$ 48,920
◆ Increase in funding for medical insurance	13,570
◆ Increase in funding for telephone budget	6,160
◆ Reduction of required pension contribution	(17,880)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(33,590)
Total	<u>\$ 17,180</u>

Fiscal Year 2010

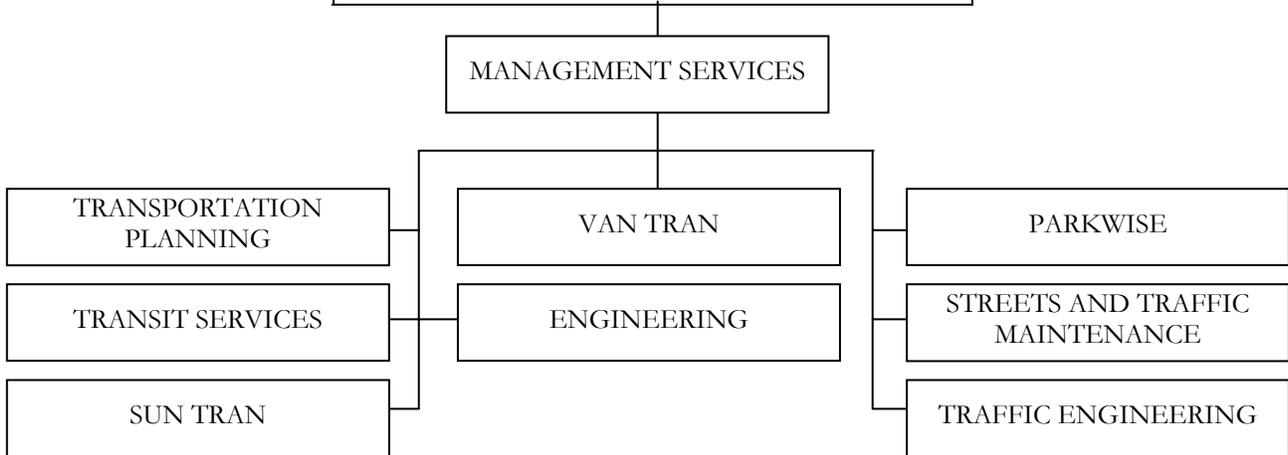
The Fiscal Year 2010 Operating Budget of \$3,232,030 includes a minimal increase from Fiscal Year 2009.

OFFICE MEASURES OF PERFORMANCE

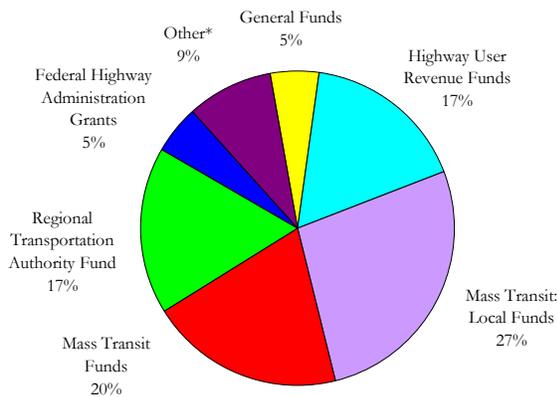
	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Represent all indigent persons appointed to the Office of the Public Defender by City Court.	9,000	9,200	9,500	9,200	9,400
Provide legal representation in an efficient and timely manner to indigent members of the community so that their constitutional right to counsel is maintained.					
• Percent of clients represented in a timely manner	100%	100%	100%	100%	100%
• Percent of satisfied clients	99%	99%	99%	99%	99%
• Number of complaints from clients	25	25	25	25	25
Provide representation in a cost-effective manner.					
• Average cost per case	\$ 336	\$ 347	\$ 336	\$ 349	\$ 344

TRANSPORTATION

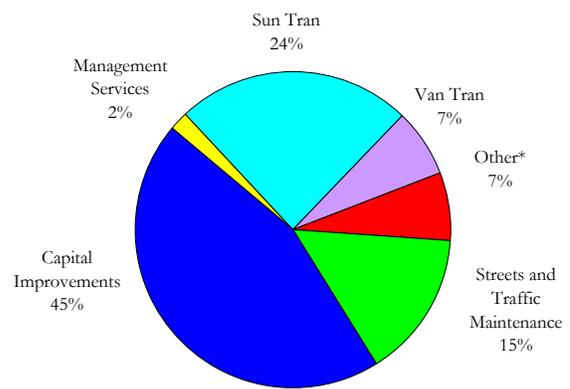
OPERATING: \$ 111,386,450
 CAPITAL: 90,308,900
 TOTAL: \$ 201,695,350
 POSITION TOTAL: 403.50



FINANCING PLAN



PROGRAM ALLOCATION

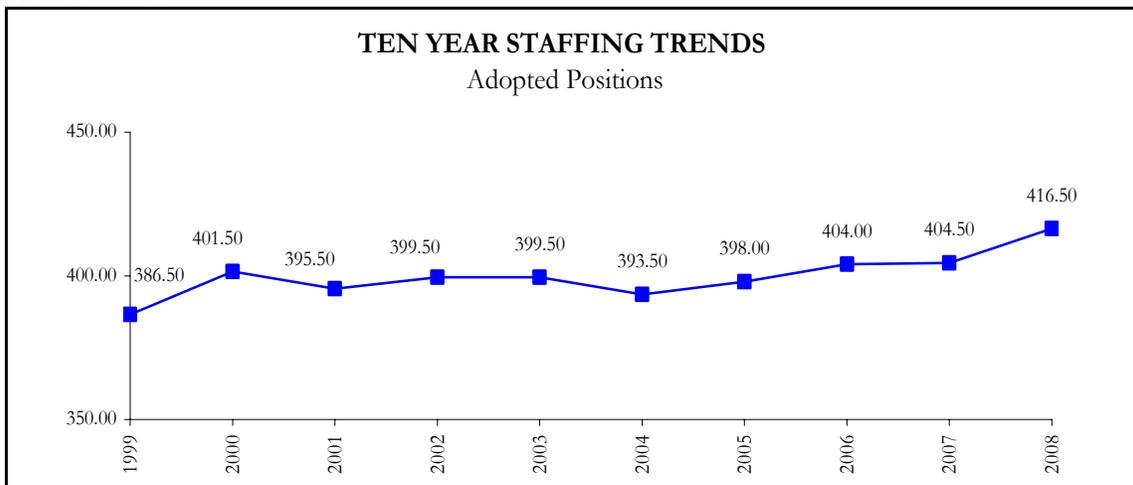


*Includes Miscellaneous Non-Federal Grants 2%, ParkWise Fee and Charges 2%, State Infrastructure Bank Federal Pass-Through 2%, Capital Agreement Funds 1%, Road and Park Impact Fee Funds 1%, 2000 General Obligation Bond Funds <1%

*Includes Engineering, ParkWise, Traffic Engineering, Transit Services, and Transportation Planning

TEN YEAR STAFFING TRENDS

Adopted Positions



TRANSPORTATION

MISSION STATEMENT

To create, maintain, and operate a safe and reliable system for the movement of people throughout our community with the highest quality transportation services, programs, and facilities.

DEPARTMENT SERVICES

The Department of Transportation (DOT) is responsible for a transportation system covering approximately 226 square miles, including over 2,000 miles of streets, bike routes, sidewalks, and alleyways.

DOT is committed to providing accessible public transit via Sun Tran and Van Tran, which offer the community quality transportation alternatives; maintaining a street, alley, and drainageway program, for a clean, safe, and healthful environment; and designing and constructing major system improvements. DOT is also committed to improving traffic safety; maintaining high standards of reliability in existing transportation systems; and working with neighborhoods 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, Transportation Planning, Transit Services, Sun Tran, Van Tran, Engineering, ParkWise, Streets and Traffic Maintenance, and Traffic Engineering.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Management Services	21.00	21.00	21.00	21.00	21.00
Transportation Planning	23.00	23.00	30.00	30.00	30.00
Transit Services	11.00	11.00	11.00	11.00	11.00
Engineering	96.00	96.00	89.00	89.00	89.00
ParkWise	19.50	19.50	19.50	19.50	19.50
Streets and Traffic Maintenance	205.00	205.00	205.00	205.00	205.00
Traffic Engineering	28.00	28.00	28.00	28.00	28.00
Real Estate	13.00	13.00	13.00	-0-	-0-
Department Total	416.50	416.50	416.50	403.50	403.50

TRANSPORTATION

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Summary					
Management Services	\$ 3,196,828	\$ 3,077,980	\$ 2,997,242	\$ 3,436,310	\$ 3,828,800
Transportation Planning	3,726,071	3,744,690	3,558,884	3,450,450	3,450,650
Transit Services	2,383,045	2,076,760	2,042,503	1,993,260	1,653,330
Sun Tran	42,642,445	41,046,700	47,422,198	49,274,480	50,889,110
Van Tran	11,865,546	13,326,310	12,949,886	13,857,970	13,653,710
Engineering	3,912,685	3,973,660	3,874,139	3,172,710	3,071,600
ParkWise	3,341,672	3,383,770	3,918,180	3,408,180	3,256,090
Streets and Traffic Maintenance	29,510,615	33,957,440	32,480,472	30,281,180	31,379,440
Traffic Engineering	2,709,084	2,769,030	3,075,819	2,511,910	2,512,360
Real Estate*	1,011,878	731,140	3,401,752	-0-	-0-
Operating Total	\$ 104,299,869	\$ 108,087,480	\$ 115,721,075	\$ 111,386,450	\$ 113,695,090
Capital Improvements	\$ 55,443,068	\$ 167,836,900	\$ 70,237,869	\$ 90,308,900	\$ 103,418,500
Department Total	\$ 159,742,937	\$ 275,924,380	\$ 185,958,944	\$ 201,695,350	\$ 217,113,590
Character of Expenditures					
Personal Services	\$ 24,041,319	\$ 24,656,960	\$ 24,176,041	\$ 22,208,130	\$ 21,716,970
Services	23,868,121	24,019,610	26,559,139	21,128,740	22,432,140
Commodities	19,547,086	19,836,230	21,550,774	19,509,130	18,999,480
Equipment	881,446	1,134,700	3,792,561	991,410	228,360
Other	35,961,897	38,439,980	39,642,560	47,549,040	50,318,140
Operating Total	\$ 104,299,869	\$ 108,087,480	\$ 115,721,075	\$ 111,386,450	\$ 113,695,090
Capital Improvements	\$ 55,443,068	\$ 167,836,900	\$ 70,237,869	\$ 90,308,900	\$ 103,418,500
Department Total	\$ 159,742,937	\$ 275,924,380	\$ 185,958,944	\$ 201,695,350	\$ 217,113,590

*For Fiscal Year 2009, Real Estate was transferred to the City Manager's Office

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Source of Funds					
Operating Funds					
General Fund	\$ 6,715,428	\$ 9,409,810	\$ 9,739,516	\$ 9,022,440	\$ 10,066,860
General Fund: Restricted Revenues	19,409	-0-	196,612	90,000	90,000
ParkWise: Fees and Charges	3,328,510	3,383,770	3,458,180	3,408,180	3,256,090
Capital Agreement Fund: Pima Association of Governments	13,162	-0-	460,000	-0-	-0-
Capital Agreement Fund: Pima County Bonds	-0-	-0-	121,692	-0-	-0-
Highway User Revenue Fund	35,981,255	37,223,730	35,660,983	31,827,320	32,543,190
Highway User Revenue Fund: Lease/Purchase	-0-	-0-	-0-	400,000	-0-
Highway User Revenue Fund: Contributions	135,237	-0-	89,300	100,000	-0-
Highway User Revenue Fund: In-Lieu Fees	24,989	4,490	2,015,576	27,500	157,500
Regional Transportation Authority Fund	-0-	-0-	305,459	-0-	-0-
Mass Transit Fund: User Fees and General Fund	48,876,398	47,637,800	48,856,610	48,667,790	47,623,630
Mass Transit Fund: Restricted Revenues	213,294	570,000	570,000	1,682,330	3,619,210
Mass Transit Fund: Regional Transportation Authority Contribution	353,215	-0-	5,343,970	6,620,430	7,541,950
Mass Transit Fund: Federal Grants	3,819,544	4,085,970	4,130,517	4,706,670	3,962,870
Mass Transit Fund: State Grants	2,541,284	2,592,000	2,592,000	2,592,000	2,592,000
Federal Highway Administration Grants	726,948	1,265,910	1,109,367	1,035,300	1,035,300
Miscellaneous Federal Grants	542,156	-0-	214,803	-0-	-0-
Miscellaneous Non-Federal Grants	1,009,040	1,914,000	856,490	1,206,490	1,206,490
Operating Funds Total	\$ 104,299,869	\$ 108,087,480	\$ 115,721,075	\$ 111,386,450	\$ 113,695,090

TRANSPORTATION

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Capital Funds					
General Fund	\$ 121,190	\$ -0-	\$ -0-	\$ -0-	\$ -0-
General Fund: Restricted Revenues	336,552	-0-	-0-	-0-	-0-
General Fund: Certificates of Participation	556,705	20,000,000	-0-	-0-	-0-
ParkWise: Fees and Charges	140,803	365,900	-0-	-0-	-0-
ParkWise: Certificates of Participation	-0-	9,800,000	-0-	-0-	-0-
Capital Agreement Fund	463,249	150,500	-0-	-0-	-0-
Capital Agreement Fund: Pima Association of Governments	5,824,458	21,315,000	16,871,222	3,672,000	5,706,000
Capital Agreement Fund: Pima County Bonds	1,226,478	6,500,000	2,440,540	1,200,000	2,000,000
Capital Agreement Fund: Pima County Contribution	-0-	8,633,000	6,900,000	-0-	-0-
Highway User Revenue Fund	1,681,953	2,645,500	2,860,698	1,248,000	856,400
Highway User Revenue Fund: Contributions	-0-	200,000	289,300	200,000	200,000
Highway User Revenue Fund: In-Lieu Fees	644,985	1,382,000	754,770	1,000,000	1,000,000
Regional Transportation Authority Fund	5,115,894	19,444,000	13,478,946	34,442,600	53,262,800
Mass Transit Fund: User Fees and General Fund	1,443,854	4,206,300	570,040	1,934,400	485,000
Mass Transit Fund: Federal Grants	10,700,559	30,640,900	8,252,901	29,724,400	18,718,300
Federal Highway Administration Grants	18,140,535	20,926,000	8,762,025	9,004,000	15,095,000
State Infrastructure Bank Federal Pass-Through	-0-	5,005,000	3,000,000	5,005,000	5,995,000
Miscellaneous Federal Grants	1,375	-0-	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	554,933	-0-	-0-	-0-	-0-
Road and Park Impact Fee Fund: West District	1,300,000	1,984,300	600,000	1,700,000	-0-
Road and Park Impact Fee Fund: East District	99	1,712,700	199,901	750,000	100,000
Road and Park Impact Fee Fund: Central District	-0-	2,481,500	-0-	-0-	-0-
Road and Park Impact Fee Fund: Southeast District	481	1,832,500	250,000	250,000	-0-
Road and Park Impact Fee Fund: Southlands District	-0-	2,952,400	-0-	-0-	-0-
2000 General Obligation Bond Funds	3,343,710	5,596,200	4,575,256	178,500	-0-
2000 General Obligation Bond Funds: Interest	1,006,713	-0-	432,270	-0-	-0-
2000 Street and Highway Revenue Bond Funds	2,838,542	63,200	-0-	-0-	-0-
Capital Funds Total	\$ 55,443,068	\$ 167,836,900	\$ 70,237,869	\$ 90,308,900	\$ 103,418,500
Department Total	\$ 159,742,937	\$ 275,924,380	\$ 185,958,944	\$ 201,695,350	\$ 217,113,590

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$111,386,450 reflects an increase of \$3,298,970 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase due to Regional Transportation Authority (RTA) funds included in Sun Tran's operating budget for extended services	\$ 6,620,430
◆ Transfers from capital to cover Sun Tran and Van Tran operations	1,490,490
◆ Increase to cover Sun Tran operations contingent on fare revenue increases	1,112,330
◆ Increase for retiree payouts	1,068,350
◆ Increase to cover vehicles already under contract	400,000
◆ Impact on salaries due to Fiscal Year 2008 merit increase	387,440
◆ Increase in funding for medical insurance	176,700
◆ Pension savings due to end-of-services participants	(72,720)
◆ Miscellaneous reductions	(76,690)
◆ Reductions for required pension contribution	(158,770)
◆ Reduced funding from the state's Local Transportation Assistance Fund	(707,510)
◆ Transfer Real Estate Division to the City Manager's Office, including 13 positions	(731,140)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(1,698,610)
◆ Reduced revenue projections for state-shared highway user revenue funds	<u>(4,511,330)</u>
Total	<u>\$ 3,298,970</u>

The Fiscal Year 2009 Capital Budget of \$90,308,900 is funded by impact fees, city bonds, federal grants, highway user revenue funds, and intergovernmental agreements. An increase of \$14,998,600 for RTA projects is offset by reductions in capacity based on project schedules.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$113,695,090 includes an increase of \$2,308,640 from Fiscal Year 2009 primary due to capacity for Sun Tran operations contingent on fare revenue increases.

The Fiscal Year 2010 Capital Budget of \$103,418,500 reflects an increase of \$13,109,600 primarily due to increased RTA projects.

TRANSPORTATION

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Submit and execute Federal Transit Administration grants.					
• Number of federal grants awarded	2	2	4	5	5
◊ Total grant dollar value (\$000s)	\$ 20,500	\$ 21,500	\$ 21,500	\$ 13,733	\$ 13,868
Provide regional fixed-route bus service.					
• Number of annual passenger trips (000s)	17,425	17,425	17,031	16,249	16,179
• Annual passenger revenue (\$000s)	\$ 9,090	\$ 9,190	\$ 8,291	\$ 10,399	\$ 10,355
• Total miles (000s)	7,982	7,982	7,955	7,946	7,960
• Cost per mile	\$ 5.36	\$ 5.13	\$ 5.19	\$ 5.53	\$ 5.58
Provide paratransit services to persons with disabilities who cannot use Sun Tran.					
• Miles of service provided (000s)	3,706	4,127	3,698	3,753	3,809
• Number of scheduled passenger trips provided	439,775	655,987	452,767	461,822	471,058
Design and construct capital improvement projects and oversee the resurfacing of major streets.					
• Number of capital projects	50	50	58	55	55
• Number of streets lane miles resurfaced	45	45	42	45	45
Issue parking permits and manage parking garages, parking lots, and parking programs to protect neighborhood integrity and business vitality.					
• Number of residential permits	5,730	3,000	5,400	5,400	5,400
• Number of non-residential permits	310	530	310	310	310
• Number of parking meters	1,379	N/A	1,379	1,379	1,379
◊ Annual revenues (\$000)	\$ 403	N/A	\$ 410	\$ 426	\$ 426
• Number of parking garages	4	N/A	4	5	5
◊ Annual revenues (\$000)	\$ 1,350	N/A	\$ 1,350	\$ 1,414	\$ 1,414
Maintain collector and arterial streets, traffic signals, and street lights.					
• Number of street lane miles rejuvenated, resurfaced, or chip sealed	564	1,152	1,152	793*	928
• Percent of major city streets meeting a good or better condition rating	40%**	40%**	40%	40%	40%
• Number of traffic signal intersections	451	456	456	456	456
• Number of streetlight trouble calls	2,249	1,824	1,824	2,037	1,930
Review development plans and roadway, transit, pedestrian, and bicycle improvements.					
• Development plans reviewed	708	750	650	650	650
• Roadway improvement plans reviewed	251	380	260	260	260

*Number of lane miles reduced due to state highway user revenue fund limitations and increased cost. Financial Sustainability funded at same level as Fiscal Year 2008.

**Percent adjusted from previous year due to change in standards.

DIVISION SUMMARIES

MANAGEMENT SERVICES

Services

The Management Services Division plans, coordinates, supervises, and performs administrative functions to ensure the efficient and successful operation of the department. It promotes alternate mode improvements, thereby reducing traffic congestion and promoting a healthier environment, and supports downtown revitalization efforts.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	21.00	21.00	21.00	21.00	21.00
Financial Resources					
General Fund	\$ 421,507	\$ 384,130	\$ 384,130	\$ 401,160	\$ 793,350
General Fund: Restricted Revenues	-0-	-0-	-0-	90,000	90,000
Highway User Revenue Fund	2,749,321	2,693,850	2,587,112	2,945,150	2,945,450
Federal Highway Administration Grants	26,000	-0-	26,000	-0-	-0-
Financial Resources Total	\$ 3,196,828	\$ 3,077,980	\$ 2,997,242	\$ 3,436,310	\$ 3,828,800

TRANSPORTATION PLANNING

Services

The Transportation Planning Division manages the planning and design of major corridors and oversees Technology Services, which provides computer hardware, software, and networking support for transportation-related projects. The division coordinates, supervises, and implements projects integrating transportation and land use planning elements for community enhancement, transportation efficiencies, and multi-modal connectivity.

Resources

Position Resources	23.00	23.00	30.00	30.00	30.00
Financial Resources					
General Fund	\$ 177,019	\$ 132,670	\$ 133,897	\$ 124,840	\$ 124,840
General Fund: Restricted Revenues	186	-0-	-0-	-0-	-0-
Highway User Revenue Fund	2,596,877	2,694,720	2,843,001	2,408,310	2,408,510
Federal Highway Administration Grants	420,183	567,300	387,183	567,300	567,300
Miscellaneous Federal Grants	531,806	-0-	194,803	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	350,000	-0-	350,000	350,000
Financial Resources Total	\$ 3,726,071	\$ 3,744,690	\$ 3,558,884	\$ 3,450,450	\$ 3,450,650

TRANSPORTATION

Division Summaries (Continued)

TRANSIT SERVICES

Services

The Transit Services Division provides administrative services and coordination for the activities of the public transportation system, which includes Sun Tran's fixed-route bus service and Van Tran's paratransit service for persons with disabilities.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	11.00	11.00	11.00	11.00	11.00
Financial Resources					
Highway User Revenue Fund	\$ 9,996	\$ -0-	\$ 13,000	\$ -0-	\$ -0-
Mass Transit Fund: User Fees and General Fund	1,347,796	833,420	856,541	873,020	873,730
Mass Transit Fund: Restricted Revenues	213,294	570,000	570,000	570,000	570,000
Mass Transit Fund: Federal Grants	771,974	673,340	550,962	550,240	209,600
Federal Highway Administration Grants	39,985	-0-	52,000	-0-	-0-
Financial Resources Total	\$ 2,383,045	\$ 2,076,760	\$ 2,042,503	\$ 1,993,260	\$ 1,653,330

SUN TRAN

Services

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

Resources

Financial Resources

Highway User Revenue Fund	\$ 28,280	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Mass Transit Fund: User Fees and General Fund	36,472,015	34,626,960	36,058,726	35,121,690	34,585,720
Mass Transit Fund: Restricted Revenues	-0-	-0-	-0-	1,112,330	3,049,210
Mass Transit Fund: RTA Contribution	353,215	-0-	5,343,970	6,620,430	7,541,950
Mass Transit Fund: Federal Grants	2,625,101	2,650,230	2,957,502	3,358,030	2,650,230
Mass Transit Fund: State Grants	2,541,284	2,592,000	2,592,000	2,592,000	2,592,000
Miscellaneous Non-Federal Grants	622,550	1,177,510	470,000	470,000	470,000
Financial Resources Total	\$ 42,642,445	\$ 41,046,700	\$ 47,422,198	\$ 49,274,480	\$ 50,889,110

Division Summaries (Continued)

VAN TRAN

Services

Van Tran provides paratransit services that are comparable to public transit services and that are in accordance with the Americans with Disabilities Act (ADA), giving persons with disabilities access to employment, shopping, services, community agencies, and events.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Resources					
Mass Transit Fund: User Fees and General Fund	\$ 11,056,587	\$ 12,177,420	\$ 11,941,343	\$ 12,673,080	\$ 12,164,180
Mass Transit Fund: Federal Grants	422,469	762,400	622,053	798,400	1,103,040
Miscellaneous Non-Federal Grants	386,490	386,490	386,490	386,490	386,490
Financial Resources Total	\$ 11,865,546	\$ 13,326,310	\$ 12,949,886	\$ 13,857,970	\$ 13,653,710

ENGINEERING

Services

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

Resources

Position Resources	96.00	96.00	89.00	89.00	89.00
Financial Resources					
General Fund	\$ 812,338	\$ 1,134,390	\$ 1,005,570	\$ 839,900	\$ 832,430
Highway User Revenue Fund	2,929,771	2,839,270	2,759,269	2,232,810	2,239,170
Highway User Revenue Fund: Contributions	135,237	-0-	89,300	100,000	-0-
Highway User Revenue Fund: In-Lieu Fees	24,989	-0-	-0-	-0-	-0-
Miscellaneous Federal Grants	10,350	-0-	20,000	-0-	-0-
Financial Resources Total	\$ 3,912,685	\$ 3,973,660	\$ 3,874,139	\$ 3,172,710	\$ 3,071,600

TRANSPORTATION

Division Summaries (Continued)

PARKWISE

Services

ParkWise provides a parking management program that enhances the quality of life and stimulates economic development within the area defined by the City Center Strategic Vision Plan.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	19.50	19.50	19.50	19.50	19.50
Financial Resources					
ParkWise: Fees and Charges	\$ 3,328,510	\$ 3,383,770	\$ 3,458,180	\$ 3,408,180	\$ 3,256,090
Capital Agreement Fund: PAG	13,162	-0-	460,000	-0-	-0-
Financial Resources Total	\$ 3,341,672	\$ 3,383,770	\$ 3,918,180	\$ 3,408,180	\$ 3,256,090

STREETS AND TRAFFIC MAINTENANCE

Services

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, traffic signals, and roadway markings to ensure the safe and efficient movement of people, traffic, and goods.

Resources

Position Resources	205.00	205.00	205.00	205.00	205.00
Financial Resources					
General Fund	\$ 4,461,000	\$ 7,400,000	\$ 7,400,000	\$ 7,400,000	\$ 8,059,700
Highway User Revenue Fund	24,798,305	25,854,340	24,431,788	21,985,680	22,694,240
Highway User Revenue Fund: Lease/Purchase	-0-	-0-	-0-	400,000	-0-
Highway User Revenue Fund: In-Lieu Fees	-0-	4,490	4,500	27,500	157,500
Federal Highway Administration Grants	251,310	698,610	644,184	468,000	468,000
Financial Resources Total	\$ 29,510,615	\$ 33,957,440	\$ 32,480,472	\$ 30,281,180	\$ 31,379,440

Division Summaries (Continued)

TRAFFIC ENGINEERING

Services

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

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	28.00	28.00	28.00	28.00	28.00
Financial Resources					
General Fund	\$ 255,728	\$ 279,880	\$ 273,665	\$ 256,540	\$ 256,540
Capital Agreement Fund: Pima County Bonds	-0-	-0-	121,692	-0-	-0-
Highway User Revenue Fund	2,463,886	2,489,150	2,375,003	2,255,370	2,255,820
Regional Transportation Authority Fund	-0-	-0-	305,459	-0-	-0-
Federal Highway Administration Grants	(10,530)	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 2,709,084	\$ 2,769,030	\$ 3,075,819	\$ 2,511,910	\$ 2,512,360

REAL ESTATE*

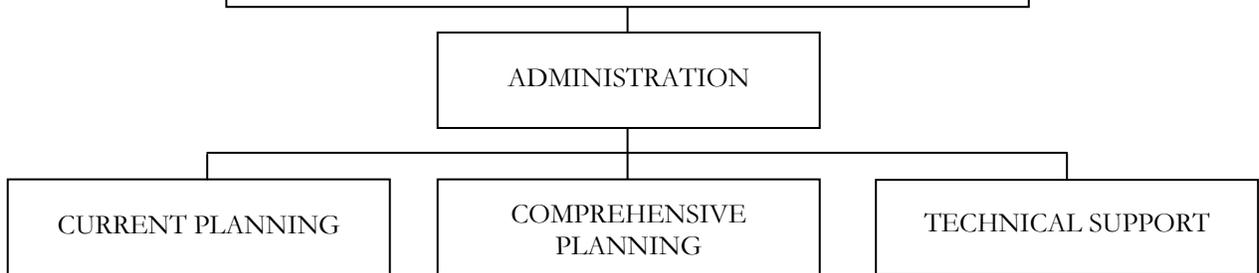
Resources

Position Resources	13.00	13.00	13.00	-0-	-0-
Financial Resources					
General Fund	\$ 587,836	\$ 78,740	\$ 542,254	\$ -0-	\$ -0-
General Fund: Restricted Revenues	19,223	-0-	196,612	-0-	-0-
Highway User Revenue Fund	404,819	652,400	651,810	-0-	-0-
Highway User Revenue Fund: In-Lieu Fees	-0-	-0-	2,011,076	-0-	-0-
Financial Resources Total	\$ 1,011,878	\$ 731,140	\$ 3,401,752	\$ -0-	\$ -0-

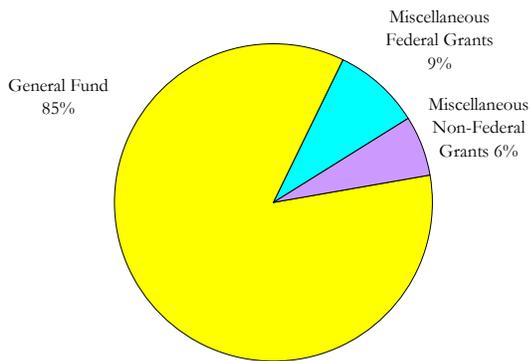
*For Fiscal Year 2009, Real Estate was transferred to the City Manager's Office.

URBAN PLANNING AND DESIGN

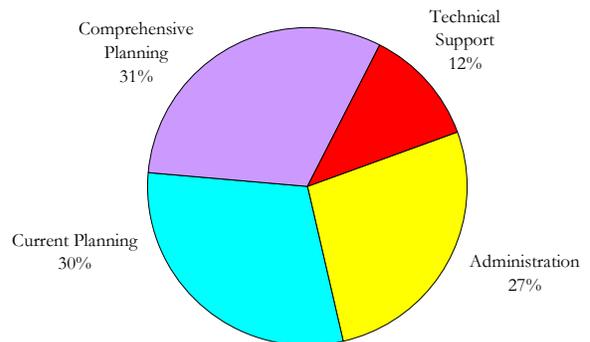
OPERATING: \$ 4,609,730
POSITION TOTAL: 41.00



FINANCING PLAN

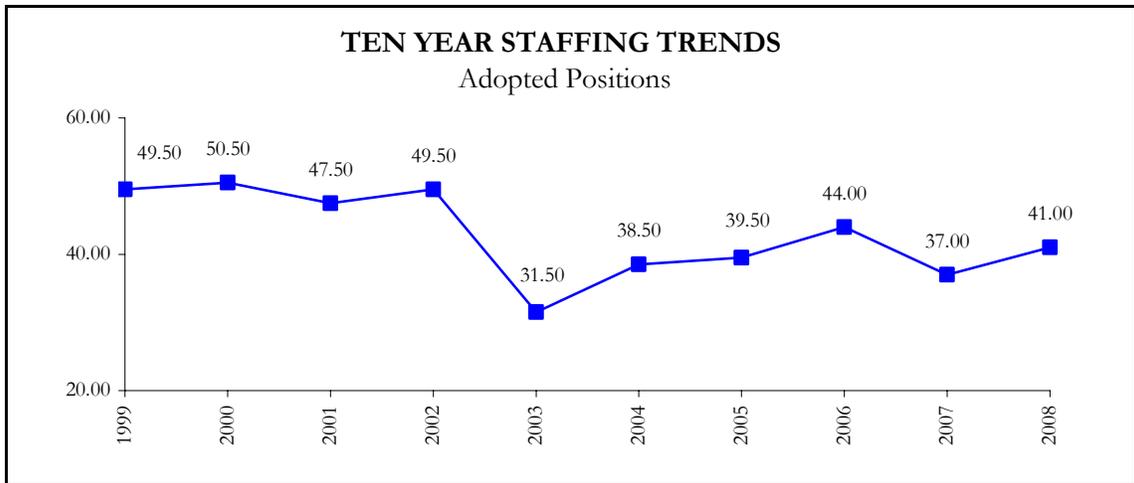


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



URBAN PLANNING AND DESIGN

MISSION STATEMENT

To enhance the quality of life in Tucson through stewardship, community partnerships, education, communication, and innovative planning approaches to guide the city's redevelopment and future growth.

DEPARTMENT SERVICES

Urban Planning and Design is committed to ensuring Tucson is a city recognized as a model for attractive urban development, cultural and historic preservation, and environmental integrity. The department employs innovative technologies and urban planning approaches to create a more sustainable city. Teamwork, open communication, and follow-up to achieve objectives characterize our work. The department consists of four divisions: Administration, Current Planning, Comprehensive Planning, and Technical Support. The department is committed to citizen participation, education, dialogue, and partnerships with all community stakeholders.

Urban Planning and Design seeks to build effective relationships with citizens, other governments, and the private sector by identifying solutions to challenges within each of the city's growth areas. Emphasis is on implementation of the General Plan approved by voters in November 2001, as well as Land Use Code simplification and working with all stakeholders on current development projects. In 2008, Urban Planning staff began the process of coordinating General Plan updates for a 2010 vote.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Administration	9.00	9.00	9.00	9.00	9.00
Current Planning	16.00	16.00	16.00	16.00	16.00
Comprehensive Planning	9.00	9.00	9.00	9.00	9.00
Technical Support	7.00	7.00	7.00	7.00	7.00
Department Total	41.00	41.00	41.00	41.00	41.00
Financial Summary					
Administration	\$ 921,636	\$ 1,236,360	\$ 1,228,710	\$ 1,249,440	\$ 1,218,270
Current Planning	980,091	1,874,690	1,818,750	1,379,570	1,495,850
Comprehensive Planning	1,092,939	1,345,420	1,342,620	1,423,360	1,398,240
Technical Support	602,166	640,330	604,410	557,360	511,370
Department Total	\$ 3,596,832	\$ 5,096,800	\$ 4,994,490	\$ 4,609,730	\$ 4,623,730

URBAN PLANNING AND DESIGN

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Character of Expenditures					
Personal Services	\$ 2,980,291	\$ 3,546,270	\$ 3,506,770	\$ 3,130,930	\$ 3,120,810
Services	535,290	762,800	760,410	889,100	841,870
Commodities	81,251	101,530	147,870	108,270	109,490
Equipment	-0-	21,670	14,910	6,900	7,030
Other	-0-	664,530	564,530	474,530	544,530
Department Total	\$ 3,596,832	\$ 5,096,800	\$ 4,994,490	\$ 4,609,730	\$ 4,623,730

Source of Funds

General Fund	\$ 3,336,679	\$ 4,171,250	\$ 4,168,940	\$ 3,901,730	\$ 3,891,610
Highway User Revenue Fund	79,562	85,550	85,550	-0-	-0-
Miscellaneous Federal Grants	132,087	460,000	460,000	408,000	482,120
Miscellaneous Non-Federal Grants	48,504	380,000	280,000	300,000	250,000
Department Total	\$ 3,596,832	\$ 5,096,800	\$ 4,994,490	\$ 4,609,730	\$ 4,623,730

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$4,609,730 reflects a decrease of \$487,070 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase for retiree payouts	\$ 111,140
◆ Impact on salaries due to Fiscal Year 2008 merit increases	49,380
◆ Increase in funding for medical insurance	16,580
◆ Pension savings due to end-of-service participants	(7,540)
◆ Reduction of required pension contribution	(20,700)
◆ Reduction in grant capacity	(127,320)
◆ Reduction in personnel costs to offset transfers for retiree medical, second year retiree payouts, and increase in public safety pension contributions	(508,610)
Total	<u>\$ (487,070)</u>

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$4,623,730 reflects an increase of \$14,000 from Fiscal Year 2009 for increased capacity for grant applications deferred in Fiscal Year 2009.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Provide support to a variety of commissions and committees, including Planning Commission, Landscape Advisory Committee, Environment Planning and Resource Management Subcommittee, Davis Monthan Alternative Energy Solutions Task Force, and the Fort Lowell Advisory Committee.					
• Number of meetings	48	N/A	71	50	50
Review rezonings, special exceptions, time extensions, change of development plans, and change of condition plans to ensure conformance to adopted plans.					
• Change of Condition Plans, Change of Development Plans, and Time Extensions	10	N/A	8	8	10
• Rezonings	25	N/A	35	28	31
• Special Exceptions	48	N/A	50	45	40
• Community Design Review Committee Reviews	36	N/A	30	35	40
Process requests for Cultural Resource review.					
• Number of requests	57	N/A	65	60	60
Manage projects in the City Strategic Plan.					
• Number of projects	18	18	18	18	18
Provide demographic, economic, and land use data in response to information requests.					
• Number of requests	2,210	2,210	2,210	2,450	2,500
Maintain an Urban Planning and Design Web site to inform the public.					
• Number of Web site hits per month	16,538	N/A	16,540	16,800	16,800

DIVISION SUMMARIES

ADMINISTRATION

Services

The Administration Division provides departmental management direction and support and oversees department operations, objectives, and community outreach. The division promotes sound land use administration and provides professional planning advice to the Mayor and Council, City Manager, Planning Commission, and other boards and committees.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	9.00	9.00	9.00	9.00	9.00
Financial Resources					
General Fund	\$ 921,636	\$ 1,236,360	\$ 1,228,710	\$ 1,249,440	\$ 1,218,270

CURRENT PLANNING

Services

The Current Planning Division provides zoning policy development and development review responsibilities for the department. The division oversees rezoning and special exceptions, as well as planned area developments and new public hearing review processes including neighborhood preservation overlays and planned community development districts. It also provides review of area and neighborhood plan amendment requests, as well as special design reviews for subdivisions, development plans, and projects in the Rio Nuevo and Downtown overlay zone. The division oversees the historic preservation and cultural resource reviews and participates in and oversees the building of the city's historic preservation projects, as well as oversight of cultural resources issues on any development activity on city land. The division also develops amendments to the Land Use Code.

Resources

Position Resources	16.00	16.00	16.00	16.00	16.00
Financial Resources					
General Fund	\$ 916,751	\$ 1,249,140	\$ 1,293,200	\$ 1,029,570	\$ 1,075,850
Highway User Revenue Fund	-0-	85,550	85,550	-0-	-0-
Miscellaneous Federal Grants	14,836	160,000	160,000	50,000	170,000
Miscellaneous Non-Federal Grants	48,504	380,000	280,000	300,000	250,000
Financial Resources Total	\$ 980,091	\$ 1,874,690	\$ 1,818,750	\$ 1,379,570	\$ 1,495,850

Division Summaries (Continued)

COMPREHENSIVE PLANNING

Services

The Comprehensive Planning Division deals primarily with the long-term planning issues of the community. Areas of responsibility include the General Plan, Neighborhood Planning, Impact Fees, Urban Landscape Management Issues, Regional Land Use Growth Issues and Planning, and Infill Development. The division's products include updates to the General Plan, traditional Neighborhood Plans and Neighborhood Strategic Plans, impact fee reports and studies, strategic plans and policy reports related to urban landscape management issues, conceptual land use plans for future growth areas, and market analysis and land use plans for infill areas.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	9.00	9.00	9.00	9.00	9.00
Financial Resources					
General Fund	\$ 896,126	\$ 1,045,420	\$ 1,042,620	\$ 1,065,360	\$ 1,086,120
Highway User Revenue Fund	79,562	-0-	-0-	-0-	-0-
Miscellaneous Federal Grants	117,251	300,000	300,000	358,000	312,120
Financial Resources Total	\$ 1,092,939	\$ 1,345,420	\$ 1,342,620	\$ 1,423,360	\$ 1,398,240

TECHNICAL SUPPORT

Services

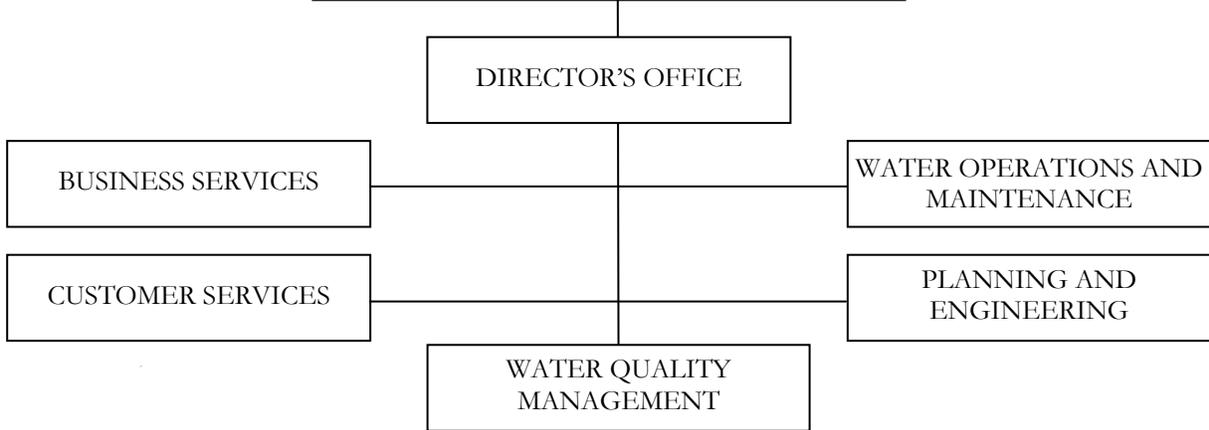
The Technical Support Division provides technical and graphic support for the department and provides research support for comprehensive city planning efforts. The division maintains demographic, economic, land use, and real estate information on urban growth and development of the Tucson region. The division also maintains geographic information systems in support of department and citywide programs.

Resources

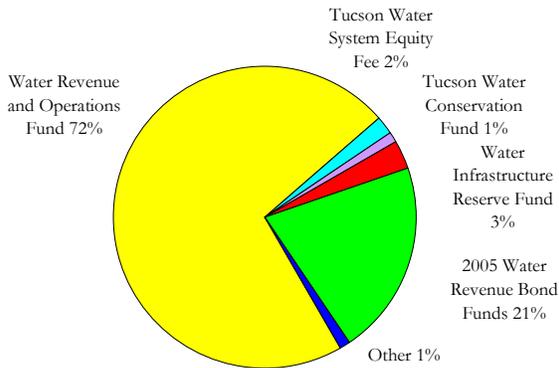
Position Resources	7.00	7.00	7.00	7.00	7.00
Financial Resources					
General Fund	\$ 602,166	\$ 640,330	\$ 604,410	\$ 557,360	\$ 511,370

TUCSON WATER

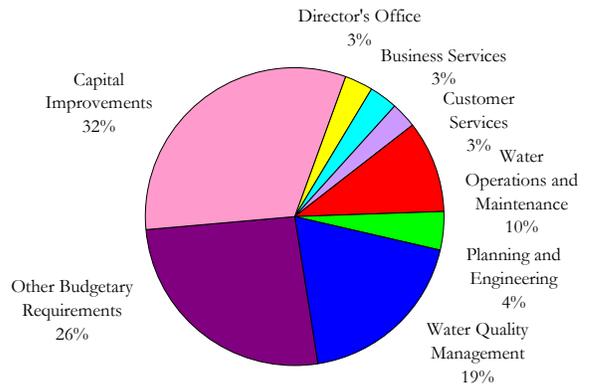
OPERATING: \$ 131,417,140
 CAPITAL: \$ 60,650,000
 TOTAL: \$ 192,067,140
 POSITION TOTAL: 580.00



FINANCING PLAN



PROGRAM ALLOCATION



TEN YEAR STAFFING TREND

Adopted Positions



TUCSON WATER

MISSION STATEMENT

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

DEPARTMENT SERVICES

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 needs, minimizes environmental impacts, and meets or exceeds all regulatory requirements.

Tucson Water's staff of 580 serves approximately 720,000 people in the Tucson area each year. The water system is comprised of 224 potable wells, over 4,500 miles of delivery pipelines, 111 boosters to move water around its delivery area, and 51 reservoirs to store water to meet peak demands. The department continues to plan, design, and construct improvements to system infrastructure to meet the demands of current and future customers.

Tucson Water obtains municipal potable water (water meeting or exceeding all federal, state, and local drinking standards) from groundwater wellfields and a facility where Central Arizona Project (CAP) water is recharged.

- Groundwater is supplied from four wellfields (Central, Avra Valley, Santa Cruz, and Southside). These wellfields have a maximum capacity of 142 million gallons per day during the year.
- The Central Avra Valley Storage and Recovery Project (CAVSARP) has the capacity to recharge 100,000 acre-feet of CAP water annually and can currently recover approximately 70,000 acre-feet annually (approximately 62.5 million gallons per day). Meeting over fifty percent of current demand for potable water with CAP water enables Tucson Water to reduce groundwater pumpage from the central wellfield, over which the majority of the City of Tucson lies, thereby easing concerns related to land subsidence.
- The Southern Avra Valley Renewable Resource Facility (SAVSARP) became operational in 2008 and at full build-out will have the capacity to recharge and recover 60,000 acre-feet of CAP water annually. Completion of the SAVSARP facility will allow Tucson Water to take its full allocation of CAP water, which is critical to the long-term water supply needs of our community.

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

TUCSON WATER

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
Director's Office	32.50	34.50	34.50	34.50	34.50
Business Services	27.00	28.00	28.00	28.00	28.00
Customer Services	108.00	108.00	108.00	108.00	108.00
Water Operations and Maintenance	198.00	202.00	202.00	202.00	202.00
Planning and Engineering	143.00	146.00	146.00	148.00	148.00
Water Quality Management	63.50	59.50	59.50	59.50	59.50
Department Total	572.00	578.00	578.00	580.00	580.00

Financial Summary

Director's Office	\$ 4,358,138	\$ 5,200,180	\$ 5,191,910	\$ 5,517,400	\$ 5,671,610
Business Services	4,532,728	5,162,950	5,435,080	5,384,090	5,506,430
Customer Services	6,758,675	6,745,030	6,894,520	6,490,730	6,555,520
Water Operations and Maintenance	26,435,216	17,986,010	17,607,950	20,067,820	20,299,830
Planning and Engineering	6,083,456	6,491,220	6,603,030	6,804,940	6,837,150
Water Quality Management	21,756,186	32,645,470	32,974,830	36,914,880	39,501,040
Other Budgetary Requirements	41,677,166	50,372,140	49,872,140	50,237,280	52,981,780
Operating Total	\$ 111,601,565	\$ 124,603,000	\$ 124,579,460	\$ 131,417,140	\$ 137,353,360
Capital Improvements	\$ 44,317,242	\$ 67,448,900	\$ 59,633,900	\$ 60,650,000	\$ 52,986,000
Department Total	\$ 155,918,807	\$ 192,051,900	\$ 184,213,360	\$ 192,067,140	\$ 190,339,360

Character of Expenditures

Personal Services	\$ 34,030,066	\$ 33,817,920	\$ 33,941,820	\$ 34,852,820	\$ 36,466,990
Services	44,161,693	49,661,980	51,997,840	54,595,910	55,543,870
Commodities	6,470,335	8,380,210	8,653,750	8,729,620	9,068,210
Equipment	463,744	1,319,310	1,319,310	1,000,540	1,282,290
Other	26,475,727	31,423,580	28,666,740	32,238,250	34,992,000
Operating Total	\$ 111,601,565	\$ 124,603,000	\$ 124,579,460	\$ 131,417,140	\$ 137,353,360
Capital Improvements	\$ 44,317,242	\$ 67,448,900	\$ 59,633,900	\$ 60,650,000	\$ 52,986,000
Department Total	\$ 155,918,807	\$ 192,051,900	\$ 184,213,360	\$ 192,067,140	\$ 190,339,360

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Source of Funds					
Operating Funds					
Tucson Water Revenue and Operations Fund	\$ 109,539,532	\$ 122,430,010	\$ 124,422,470	\$ 124,594,840	\$ 128,441,060
Central Arizona Project Reserve Fund	1,858,061	2,016,000	-0-	-0-	-0-
Tucson Water Fund: State Grants	-0-	156,990	156,990	150,000	150,000
Tucson Water Fund: Federal Grants	203,972	-0-	-0-	-0-	-0-
Tucson Water System Equity Fee	-0-	-0-	-0-	4,611,000	6,456,000
Tucson Water Fund: Water Resource Fee	-0-	-0-	-0-	609,000	854,000
Tucson Water Conservation Fund	-0-	-0-	-0-	1,452,300	1,452,300
Operating Funds Total	\$ 111,601,565	\$ 124,603,000	\$ 124,579,460	\$ 131,417,140	\$ 137,353,360
Capital Funds					
Tucson Water Revenue and Operations Fund	\$ 18,335,243	\$ 21,226,000	\$ 19,350,700	\$ 14,335,000	\$ 18,961,000
Central Arizona Project Reserve Fund	50,001	20,000	-0-	-0-	-0-
Tucson Water Fund: State Grants	408,235	623,000	576,700	-0-	-0-
Tucson Water Fund: Federal Grants	-0-	-0-	-0-	542,000	70,000
Water Infrastructure Reserve Fund	-0-	-0-	-0-	5,000,000	-0-
2000 Water Revenue Bond Funds	1,147,732	-0-	-0-	-0-	-0-
2005 Water Revenue Bond Funds	24,376,031	45,579,900	39,706,500	40,773,000	9,939,000
Future Water Revenue Bonds	-0-	-0-	-0-	-0-	24,016,000
Capital Funds Total	\$ 44,317,242	\$ 67,448,900	\$ 59,633,900	\$ 60,650,000	\$ 52,986,000
Department Total	\$ 155,918,807	\$ 192,051,900	\$ 184,213,360	\$ 192,067,140	\$ 190,339,360

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$131,417,140 reflects an increase of \$6,814,140 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Increase the purchase of the full allocation of Central Arizona Project water	\$ 4,987,310
◆ The sale of bonds for capital improvements results in an increase to debt service	1,814,760
◆ Miscellaneous	<u>12,070</u>
Total	<u>\$ 6,814,140</u>

The adopted Fiscal Year 2009 Capital Budget of \$60,650,000 funds improvements to both the potable and reclaimed water systems.

Significant Changes (Continued)

Fiscal Year 2010

The adopted operating budget for Fiscal Year 2010 of \$137,353,360 includes an increase of \$5,936,220 from Fiscal Year 2009 primarily due to increases in debt service and power costs.

The adopted Fiscal Year 2010 Capital Budget of \$52,986,000 continues funding for the improvements to both potable and reclaimed water systems.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Work with department divisions and Mayor and Council to develop a financial plan that meets operational and capital requirements, is acceptable to our customers, and maintains or improves the utility's bond ratings.					
• Water Revenue Bond Ratings					
◇ Moody's	Aa3	Aa3	Aa3	Aa3	Aa3
◇ Standard & Poor's	A+	A+	A+	A+	A+
◇ Fitch Ratings	AA	N/A	AA	AA	AA
Provide timely responses to customer telephone calls regarding utility accounts.					
• Average number of seconds customers wait to speak to a service representative	40	30	60	30	30
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.					
• Number of errors per 10,000 reads	6.8	4.0	6.5	4.0	4.0
Read water meters for billing purposes.					
• Number of water meters read annually (000s)	2,762	2,837	2,817	2,870	2,870
Provide water customers with reliable, high quality water.					
• Number of operational wells	216	235	220	224	232
• Number of new meter and full-service requests completed annually	5,603	5,827	2,000	2,200	2,350
• Number of emergency water outages repaired	501	476	850	875	900
• Percent of emergency water outages restored within four to eight hours	97%	98%	95%	95%	95%

Department Measures of Performance (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
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	40	40	36	38	45
• Miles of reclaimed transmission mains installed	2.0	-0-	-0-	0.5	-0-
• Number of requests for new water services (meters, hydrants, etc.) processed	5,385	6,615	5,200	5,250	5,750
Ensure system modification projects submitted for review are processed within established time lines.					
• Number of system modification plans reviewed	200	210	210	220	220
• Percentage of system modification plans reviewed within 15 working days	75%	75%	70%	70%	70%
• Use of reclaimed water as a percentage of total water consumption	8.0%	8.0%	12.1%	11.9%	11.8%
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	975	900	900	900	900
• Number of samples analyzed in-house	7,867	8,000	8,000	8,000	8,000
• Number of compliance samples collected	3,818	4,050	3,500	3,500	4,000
• Number of discretionary samples collected	4,200	N/A	4,200	4,200	4,200
• Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%	100%

DIVISION SUMMARIES

DIRECTOR'S OFFICE

Services

The Director's Office provides vision for the future and leadership for Tucson Water and 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. The office coordinates and facilitates communication with customers, Mayor and Council, outside agencies, other city departments, and the media; provides personnel, training, and safety programs; evaluates efficiency improvements to minimize water rate increases; and promotes water conservation through educational information and training.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	32.50	34.50	34.50	34.50	34.50
Financial Resources					
Tucson Water Revenue and Operations Fund	\$ 4,358,138	\$ 5,043,190	\$ 5,034,920	\$ 3,915,100	\$ 4,069,310
Tucson Water Fund: State Grants	-0-	156,990	156,990	150,000	150,000
Tucson Water Conservation Fund	-0-	-0-	-0-	1,452,300	1,452,300
Financial Resources Total	\$ 4,358,138	\$ 5,200,180	\$ 5,191,910	\$ 5,517,400	\$ 5,671,610

BUSINESS SERVICES

Services

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). The division provides financial services and analysis related to water rates and revenues, budget development and coordination (operating and capital), and information technology systems implementation and support.

Resources

Position Resources	27.00	28.00	28.00	28.00	28.00
Financial Resources					
Tucson Water Revenue and Operations Fund	\$ 4,532,728	\$ 5,162,950	\$ 5,435,080	\$ 5,384,090	\$ 5,506,430

Division Summaries (Continued)

CUSTOMER SERVICES

Services

The Customer Services Division promotes service excellence by providing monthly water billing services and responding to all customer inquiries regarding water bills and payments; responding to customer requests for water service turn-on/off and other billing-related services; and ensuring meters are accessible and readable. Through in-home water audits and high bill investigations, the Customer Services Division assists customers in conservation efforts and efficient use of water.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	108.00	108.00	108.00	108.00	108.00
Financial Resources					
Tucson Water Revenue and Operations Fund	\$ 6,758,675	\$ 6,745,030	\$ 6,894,520	\$ 6,490,730	\$ 6,555,520

WATER OPERATIONS AND MAINTENANCE

Services

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 maintenance of water production, disinfection, and distribution facilities, as well as the installation and maintenance of new water services and meters.

Resources

Position Resources	198.00	202.00	202.00	202.00	202.00
Financial Resources					
Tucson Water Revenue and Operations Fund	\$ 26,231,244	\$ 17,986,010	\$ 17,607,950	\$ 20,067,820	\$ 20,299,830
Tucson Water Fund: Federal Grants	203,972	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 26,435,216	\$ 17,986,010	\$ 17,607,950	\$ 20,067,820	\$ 20,299,830

TUCSON WATER

Division Summaries (Continued)

PLANNING AND ENGINEERING

Services

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.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	143.00	146.00	146.00	148.00	148.00
Financial Resources					
Tucson Water Revenue and Operations Fund	\$ 6,083,456	\$ 6,491,220	\$ 6,603,030	\$ 6,804,940	\$ 6,837,150

WATER QUALITY MANAGEMENT

Services

The Water Quality Management Division provides water sampling, analyses, and treatment to ensure that the highest quality water is available to customers. Water Quality Management operates the water system to ensure a continuous supply of safe drinking water is available to customers. In addition, the division operates the reclaimed water system to provide non-potable water for irrigation needs, which reduces the use of potable water in our system.

Resources

Position Resources	63.50	59.50	59.50	59.50	59.50
Financial Resources					
Tucson Water Revenue and Operations Fund	\$ 21,745,124	\$ 32,645,470	\$ 32,974,830	\$ 36,914,880	\$ 39,501,040
Central Arizona Project Reserve Fund	11,062	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 21,756,186	\$ 32,645,470	\$ 32,974,830	\$ 36,914,880	\$ 39,501,040

Division Summaries (Continued)

OTHER BUDGETARY REQUIREMENTS

Services

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, Debt Service, and Central Arizona Project capital repayment.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Resources					
Tucson Water Revenue and Operations Fund	\$ 39,830,167	\$ 48,356,140	\$ 49,872,140	\$ 45,017,280	\$ 45,671,780
Central Arizona Project Reserve Fund	1,846,999	2,016,000	-0-	-0-	-0-
Tucson Water System Equity Fee	-0-	-0-	-0-	4,611,000	6,456,000
Tucson Water Fund: Water Resource Fee	-0-	-0-	-0-	609,000	854,000
Financial Resources Total	\$ 41,677,166	\$ 50,372,140	\$ 49,872,140	\$ 50,237,280	\$ 52,981,780

DESCRIPTION

Other Budgetary Requirements includes the following expenses:

General Expense

This category includes 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 the following:

- Building management services for the Water Administration Building
- Utilities for the Water Administration Building
- Other miscellaneous expenses

Administrative Service Charges

This category includes administrative support charges from other city departments (Procurement, Environmental Services, Information Technology, Budget and Research, Finance, etc.).

Debt Service: Water Revenue Bonds

This category includes the principal, interest, and fiscal agent fees on the utility's bonded debt.

Central Arizona Project: Capital Charges

This category includes the required payment to Central Arizona Water Conservation District (CAWCD) for Central Arizona Project infrastructure.

NON-DEPARTMENTAL

The Non-Departmental category contains program budgets that cannot be associated with any specific department. These programs are Outside Agencies, General Expense, and Debt Service.

DEPARTMENT RESOURCES

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Summary					
General Expense	14.75	4.00	4.00	4.00	4.00
Department Total	14.75	4.00	4.00	4.00	4.00
Financial Summary					
Outside Agencies	\$ 2,225,771	\$ 2,265,460	\$ 2,265,460	\$ 2,405,460	\$ 2,405,460
General Expense	31,700,539	9,922,580	35,778,152	40,867,460	46,463,500
Debt Service	59,680,985	73,913,180	69,131,740	102,625,980	73,970,100
Risk Management Internal Service Fund*	-0-	15,000,000	-0-	-0-	-0-
Tucson Supplemental Retirement System Fund*	-0-	40,000,000	-0-	-0-	-0-
Operating Total	\$ 93,607,295	\$ 141,101,220	\$ 107,175,352	\$ 145,898,900	\$ 122,839,060
Capital Improvements	\$ 1,150,776	\$ 3,200,100	\$ 1,768,411	\$ -0-	\$ -0-
Department Total	\$ 94,758,071	\$ 144,301,320	\$ 108,943,763	\$ 145,898,900	\$ 122,839,060
Character of Expenditures					
Personal Services	\$ 5,927,126	\$ 44,214,020	\$ 5,980,950	\$ 6,656,270	\$ 7,615,710
Services	25,429,240	37,314,170	21,256,158	23,846,270	17,359,450
Commodities	559,434	1,386,020	396,110	408,290	791,710
Equipment	129,226	29,000	568,304	160,000	-0-
Other	61,562,269	58,158,010	78,973,830	114,828,070	97,072,190
Operating Total	\$ 93,607,295	\$ 141,101,220	\$ 107,175,352	\$ 145,898,900	\$ 122,839,060
Capital Improvements	\$ 1,150,776	\$ 3,200,100	\$ 1,768,411	\$ -0-	\$ -0-
Department Total	\$ 94,758,071	\$ 144,301,320	\$ 108,943,763	\$ 145,898,900	\$ 122,839,060

*The Risk Management Internal Service Fund and the Tucson Supplemental Retirement System Fund are now shown in the Internal Service and Fiduciary Funds category.

NON-DEPARTMENTAL

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Source of Funds					
Operating Funds					
General Fund	\$ 40,011,448	\$ 43,875,890	\$ 52,580,392	\$ 52,257,480	\$ 64,091,090
General Fund: Restricted Revenues	2,383,690	45,194,700	2,855,800	18,923,800	6,153,490
General Fund: Certificates of Participation	3,413,883	300,000	-0-	-0-	-0-
General Fund: Offset to Internal Service and Fiduciary Funds	-0-	(55,000,000)	-0-	-0-	-0-
Public Safety Academy Fund: Other Agency Fees	278,575	278,370	278,370	-0-	-0-
ParkWise: Fees and Charges	1,091,763	2,051,250	1,138,730	1,136,440	1,037,830
Convention Center Fund	3,782,339	-0-	3,774,310	3,775,530	3,778,340
Capital Improvement Fund	-0-	-0-	246,130	4,500,000	-0-
Highway User Revenue Fund	1,515,932	2,943,540	2,907,400	2,606,710	2,564,320
Community Development Block Grant Fund	21,090	17,530	17,530	25,880	23,620
H.O.M.E. Grants	-0-	-0-	-0-	5,380	4,910
Central Office Cost Center: Federal Funding	33,473	33,480	33,480	36,050	2,570
Public Housing Section 8 Fund	112,900	105,320	105,320	58,410	53,310
Federal Highway Administration Grants	133,827	600,000	600,000	7,500,000	2,500,000
Miscellaneous Non-Federal Grants	-0-	200,000	-0-	-0-	-0-
General Obligation Bond Debt Service Fund	23,331,690	28,022,940	25,159,690	24,899,560	24,919,400
Street and Highway Revenue Bond Debt Service Fund	16,863,735	16,837,200	16,837,200	29,532,660	17,069,180
Fleet Services Internal Service Fund	1,185	-0-	-0-	-0-	-0-
Special Assessments Debt Service Fund	631,765	641,000	641,000	641,000	641,000
Risk Management Internal Service Fund	-0-	15,000,000	-0-	-0-	-0-
Tucson Supplemental Retirement System Fund	-0-	40,000,000	-0-	-0-	-0-
Operating Funds Total	\$ 93,607,295	\$ 141,101,220	\$ 107,175,352	\$ 145,898,900	\$ 122,839,060

Department Resources (Continued)

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Capital Funds					
General Fund	\$ (262,161)	\$ -0-	\$ -0-	\$ -0-	\$ -0-
General Fund: Restricted Revenues	1,131,689	3,200,100	1,768,411	-0-	-0-
1994 General Obligation Bond Funds: Interest	281,248	-0-	-0-	-0-	-0-
Capital Funds Total	\$ 1,150,776	\$ 3,200,100	\$ 1,768,411	\$ -0-	\$ -0-
Department Total	\$ 94,758,071	\$ 144,301,320	\$ 108,943,763	\$ 145,898,900	\$ 122,839,060

Significant Changes

Fiscal Year 2009

The adopted operating budget for Fiscal Year 2009 of \$145,898,900 reflects an increase of \$4,797,680 from the Fiscal Year 2008 Adopted Budget. Changes are as follows:

◆ Capacity for potential refunding of bonds and certificates of participation	\$ 25,000,000
◆ Addition of certificates of participation funding to reimburse the Parque de Santa Cruz developer for roadway and drainageway construction	4,500,000
◆ Debt service payment changes for a net increase due primarily to the repayment of HELP (Highway Expansion and Extension Loan Program) financing for Mountain Avenue improvements	3,777,000
◆ Transfer from other department budgets to cover retiree medical insurance costs of retirees	729,610
◆ Transfer from General Services to Outside Agencies for building maintenance at the Tucson Children’s Museum and the Temple of Music and Art	140,000
◆ Elimination of one-time and other miscellaneous expenses	(414,140)
◆ Elimination of carryforward capacity	<u>(28,934,790)</u>
Total	<u>\$ 4,797,680</u>

The Fiscal Year 2009 Capital Budget is zero, which is a reduction of \$3,200,100 from Fiscal Year 2008. The decrease is due to the completion and rescheduling of projects.

Fiscal Year 2010

The operating budget for Fiscal Year 2010 of \$122,839,060 includes a decrease of \$23,059,840 from Fiscal Year 2009.

There is no change from the capital budget of zero in Fiscal Year 2009.

NON-DEPARTMENTAL

OUTSIDE AGENCIES

Services

The Outside Agencies program provides funding for organizations that support cultural enrichment, community health and safety, annual community events, and Tucson Community Cable Corporation (Access Tucson).*

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Resources					
General Fund	\$ 1,865,771	\$ 1,867,460	\$ 2,227,460	\$ 2,405,460	\$ 2,405,460
General Fund: Restricted Revenues	360,000	398,000	38,000	-0-	-0-
Financial Resources Total	\$ 2,225,771	\$ 2,265,460	\$ 2,265,460	\$ 2,405,460	\$ 2,405,460

*Funding for JobPath is included in General Expense within the Tucson Regional Economic Opportunities budget.
The Payments to Other Governments agencies are included in General Expense.

OUTSIDE AGENCIES DETAIL

	Adopted FY 2008	Adopted FY 2009	Approved FY 2010
Annual Community Events			
Southern Arizona Regional Science and Engineering Fair	\$ 12,510	\$ 12,510	\$ 12,510
Perimeter Bicycling Association of America (El Tour de Tucson)	30,000	30,000	30,000
Pima College Job Fair	9,610	9,610	9,610
Tucson Gem and Mineral Society	32,450	32,450	32,450
Sub-Total	\$ 84,570	\$ 84,570	\$ 84,570
Community Health and Safety			
88-Crime	\$ 16,580	\$ 16,580	\$ 16,580
Community Mediation Program	54,830	54,830	54,830
Crime Prevention League	14,980	14,980	14,980
Elder Shelter	52,000	52,000	52,000
Humane Society of Southern Arizona	18,030	18,030	18,030
Metropolitan Education Commission	70,840	70,840	70,840
Pima County - Tucson Women's Commission	51,750	51,750	51,750
Sub-Total	\$ 279,010	\$ 279,010	\$ 279,010
Cultural Enrichment			
El Centro Cultural de Las Americas	\$ 12,020	\$ 12,020	\$ 12,020
Sister Cities Association of Tucson	14,420	14,420	14,420
Temple of Music and Art	-0-	100,000	100,000
Tucson Botanical Gardens	54,070	54,070	54,070
Tucson Children's Museum	46,860	86,860	86,860
Tucson Museum of Art	85,790	85,790	85,790
Tucson - Pima Arts Council (TPAC)*	691,030	691,030	691,030
Sub-Total	\$ 904,190	\$ 1,044,190	\$ 1,044,190
Other Agencies			
Tucson Community Cable Corporation (Access Tucson)	\$ 997,690	\$ 997,690	\$ 997,690
Sub-Total	\$ 997,690	\$ 997,690	\$ 997,690
Total	\$ 2,265,460	\$ 2,405,460	\$ 2,405,460

*Rent of \$56,400 for TPAC offices is paid directly by the city.

Note: Payments to Other Governments agencies were transferred to General Expense. JobPath funding is also in General Expense within the budget for Tucson Regional Economic Opportunities. School Plus Jobs was transferred to Community Services.

NON-DEPARTMENTAL

GENERAL EXPENSE

Services

The General Expense program provides centralized budget capacity and accounting and management control for expenditures that are not directly associated with the programs of city departments.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Position Resources	14.75	4.00	4.00	4.00	4.00
Financial Resources					
General Fund	\$ 23,681,335	\$ 23,231,930	\$ 30,641,622	\$ 28,897,670	\$ 38,731,280
General Fund: Restricted Revenues	50,000	40,654,560	400,000	3,361,000	3,361,000
General Fund: Certificates of Participation	3,413,883	300,000	-0-	-0-	-0-
General Fund: Offset to Internal Service and Fiduciary Funds	-0-	(55,000,000)	-0-	-0-	-0-
Convention Center Fund	3,782,339	-0-	3,774,310	3,775,530	3,778,340
Capital Improvement Fund	-0-	-0-	246,130	4,500,000	-0-
Highway User Revenue Fund	639,155	536,090	716,090	333,260	592,880
Federal Highway Administration Grants	133,827	-0-	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	200,000	-0-	-0-	-0-
Financial Resources Total	\$ 31,700,539	\$ 9,922,580	\$ 35,778,152	\$ 40,867,460	\$ 46,463,500

*Payments to Other Governments agencies were transferred to General Expense from Outside Agencies. The city's contribution for the Library is budgeted in General Expense.

DEBT SERVICE (Excluding Environmental Services, Tucson City Golf, and Tucson Water*)**Services**

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.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Resources					
General Fund	\$ 14,464,342	\$ 18,776,500	\$ 19,711,310	\$ 20,954,350	\$ 22,954,350
General Fund: Restricted Revenues	1,973,690	4,142,140	2,417,800	15,562,800	2,792,490
Public Safety Academy Fund: Other Agency Fees	278,575	278,370	278,370	-0-	-0-
ParkWise: Fees and Charges	1,091,763	2,051,250	1,138,730	1,136,440	1,037,830
Highway User Revenue Fund	876,777	2,407,450	2,191,310	2,273,450	1,971,440
Community Development Block Grant Fund	21,090	17,530	17,530	25,880	23,620
H.O.M.E. Grants	-0-	-0-	-0-	5,380	4,910
Central Office Cost Center: Federal Funding	33,473	33,480	33,480	36,050	2,570
Public Housing Section 8 Fund	112,900	105,320	105,320	58,410	53,310
Federal Highway Administration Grants	-0-	600,000	600,000	7,500,000	2,500,000
General Obligation Bond Debt Service Fund	23,331,690	28,022,940	25,159,690	24,899,560	24,919,400
Street and Highway Revenue Bond Debt Service Fund	16,863,735	16,837,200	16,837,200	29,532,660	17,069,180
Fleet Services Internal Service Fund	1,185	-0-	-0-	-0-	-0-
Special Assessments Debt Service Fund	631,765	641,000	641,000	641,000	641,000
Financial Resources Total	\$ 59,680,985	\$ 73,913,180	\$ 69,131,740	\$ 102,625,980	\$ 73,970,100

*See the departmental sections for Environmental Services, Tucson City Golf, and Tucson Water for the debt service budgets in those enterprise funds.

NON-DEPARTMENTAL

RISK MANAGEMENT INTERNAL SERVICE FUND

Services

The Risk Management Internal Service Fund ensures the continuity of city services and programs by avoiding or minimizing the cost of risk by identifying hazards and then applying measures to protect property and prevent injuries to employees and the public.

Resources

	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Financial Resources					
Risk Management Internal Service Fund*	\$ -0-	\$ 15,000,000	\$ -0-	\$ -0-	\$ -0-

TUCSON SUPPLEMENTAL RETIREMENT SYSTEM FUND

Services

The Tucson Supplemental Retirement System Fund maintains accurate and complete records pertaining to the accrual and payment of retirement benefits, and improves participant knowledge of retirement benefits by providing plan descriptions, conducting seminars, and responding to inquiries.

Resources

Financial Resources					
Tucson Supplemental Retirement System Fund*	\$ -0-	\$ 40,000,000	\$ -0-	\$ -0-	\$ -0-

*Budgeting for these services has been moved to the Internal Service and Fiduciary Funds category.

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

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. The city's debt program includes the following financing mechanisms.

General Obligation Bonds

Bond proceeds are used to finance capital projects for police, fire, parks and recreation, drainage, and other purposes. State law limits the amount of general obligation bonds that may be outstanding to 20% of assessed valuation for utility, open space, public safety, and transportation 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% debt service 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.

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 the 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.

Debt Management Policy (Continued)

SUMMARY OF OUTSTANDING INDEBTEDNESS		
As of July 1, 2007		
Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 237,464,814	22.8%
Highway Revenue Bonds	134,665,000	13.0%
Certificates of Participation	184,215,000	17.7%
Special Assessment Debt	3,331,486	0.3%
Capital Leases	11,505,815	1.1%
	571,182,115	54.9%
Business-type Activities:		
Water System Revenue Bonds	411,342,495	39.5%
General Obligation Bonds	45,835,796	4.4%
Certificates of Participation	5,080,000	0.5%
Capital Leases	7,096,351	0.7%
	469,354,642	45.1%
	<u>\$ 1,040,536,757</u>	<u>100.0%</u>

Sales Forecast

2000 Bond Authorization Sales. In May 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, for a five-year program of capital improvements. As of July 1, 2007, the city had sold all of the bonds from that authorization.

2005 Bond Authorization Sales. In May 2005, the voters approved \$142,000,000 of water revenue bonds for a five-year program of capital improvements to the water system. As of July 1, 2007, the city had sold \$78,430,000 of that authorization. New sales totaling \$63.57 million are planned for Fiscal Years 2008 and 2009.

Repayment Impact of Bond Sales:

General Obligation Bond Debt Service. 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 2009, the required levy to cover outstanding bonds is estimated at \$24,899,560, a decrease of \$3,063,250 from the levy for Fiscal Year 2008. The decrease is due to Environmental Services' revenue covering its outstanding general obligation bonds. The Fiscal Year 2009 secondary property rate is estimated at \$0.6370 per \$100 of assessed valuation, a decrease of \$0.1655 from the Fiscal Year 2008 actual rate of \$0.8025. The actual rate for Fiscal Year 2009 may be higher or lower depending on the final secondary assessed valuation set by Pima County later this summer.

Street and Highway Revenue Bond Debt Service. Street and highway revenue bonds are repaid from state-shared Highway User Revenue Fund receipts. Repayment from this source in Fiscal Year 2009 will be \$17,026,660, an increase of \$195,460 from the adopted budget for Fiscal Year 2008.

Enterprise Funds Debt Service. Environmental Services debt service on general obligation bonds from the 2000 authorization and certificates of participation are repaid from environmental service revenues. Debt financing in the Golf Utility is repaid from golf revenues. Water system revenue bonds are repaid from water revenues.

Debt Management Policy (Continued)

The repayment of general obligation bonds used for general government purposes and the repayment of street and highway revenue bonds is budgeted in Non-Departmental. The repayment of debt incurred by internal service and enterprise funds is budgeted in their respective departments.

DEBT SERVICE BY SOURCE OF FUNDS PRINCIPAL AND INTEREST		
	FY 2009	FY 2010
General Government Funds*		
General Fund	\$ 20,892,660	\$ 22,895,450
General Fund: Restricted	2,786,050	2,792,490
Public Safety Academy Fund	276,750	-0-
ParkWise Fund	1,136,440	1,037,830
Highway User Revenue Fund	2,273,450	1,971,440
Federal Grant Funds	7,625,720	2,584,410
General Obligation Bond Debt Fund	24,889,560	24,909,400
Street and Highway Revenue Bond Debt Fund	17,026,660	17,063,180
	<u>\$ 76,907,290</u>	<u>\$ 73,254,200</u>
Internal Service Funds**		
Facilities Management Internal Service Fund	\$ 3,220,000	\$ 1,945,000
	<u>\$ 3,220,000</u>	<u>\$ 1,945,000</u>
Enterprise Funds**		
Environmental Services Fund	\$ 6,213,220	\$ 6,646,050
Golf Course Fund	548,000	549,000
Tucson Water Revenue and Operations Fund	38,163,250	40,917,000
	<u>\$ 44,924,470</u>	<u>\$ 48,112,050</u>
Total	<u><u>\$ 125,051,760</u></u>	<u><u>\$ 123,311,250</u></u>
*General Government Funds debt service payments are budgeted in Non-Departmental.		
**Internal Service and Enterprise Funds debt service payments are budgeted in their respective departments.		

Debt Management Policy (Continued)

Summaries of the city’s outstanding debt, 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, 2007		
(\$000s)		
	<u>General Obligation Bonds</u>	
	<u>6%</u>	<u>20%</u>
Assessed Valuation - \$ 3,016,231		
Debt Limitation	\$ 180,974	\$ 603,246
Less: General Obligation Bonds Outstanding	<u>20,715</u>	<u>262,586</u>
Legal Debt Margin	<u>\$ 160,259</u>	<u>\$ 340,660</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 can be outstanding is limited to a fixed percent of assessed valuation which is set at 20% for utility, lighting, open space, public safety, and transportation purposes, and 6% for other purposes. The city’s ability to issued debt is also limited by the Tucson City Charter which precludes the total property tax to exceed \$1.75 per \$100 assessed value.

CITY OF TUCSON BOND RATINGS			
The city's bond ratings as of June 30, 2007 were as follows:			
<u>Type of Bond</u>	<u>Moody's</u>	<u>Standard & Poors</u>	<u>Fitch</u>
General Obligation Bonds	Aa3	AA	AA
Street and Highway Bonds:			
Senior Lien	A1	AA+	AA-
Junior Lien	A2	A	A+
Water Revenue Bonds			
Senior Lien	Aa3	A+	AA
Certificates of Participation	A1	AA-	AA-

**RATIOS OF NET GENERAL BONDED DEBT OUTSTANDING
LAST SIX FISCAL YEARS
(as of June 30, 2007)**

	FISCAL YEAR					
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Population	508,271	516,220	518,878	521,605	540,754	547,316
Assessed Full Cash Value (\$000s)	\$ 14,786,085	\$ 15,838,941	\$ 17,154,632	\$ 18,396,624	\$ 19,785,493	\$ 22,220,937
Gross General Bonded Debt (\$000s)	243,099	266,989	273,944	248,797	281,489	283,301
Less Debt Service Funds (\$000s)	1,503	3,195	4,439	5,317	7,840	10,834
Net Bonded Debt (\$000s)	241,596	263,794	269,505	243,480	273,649	272,467
Ratio of Net Bonded Debt to Assessed Value	1.63%	1.67%	1.57%	1.32%	1.38%	1.23%
Net Bonded Debt Per Capita (\$)	475.33	511.01	519.40	466.79	506.05	497.82

INTERNAL SERVICE AND FIDUCIARY FUNDS

MISSION

The Internal Service and Fiduciary Funds category consolidates such funds for budgetary presentation.

DEPARTMENT RESOURCES

Financial Summary	Actual FY 2007	Adopted FY 2008	Estimated FY 2008	Adopted FY 2009	Approved FY 2010
Fleet Services Internal Service Fund	\$ 23,467,505	\$ -0-	\$ 25,155,613	\$ 25,993,950	\$ 25,988,800
Facilities Management Internal Service Fund	15,086,759	-0-	15,473,690	21,182,500	19,907,500
Risk Management Internal Service Fund	17,768,325	-0-	15,000,000	15,000,000	15,000,000
Tucson Supplemental Retirement System Fund	60,313,408	-0-	48,000,000	48,000,000	48,000,000
Department Total	\$ 116,635,997	\$ -0-	\$ 103,629,303	\$ 110,176,450	\$ 108,896,300

Character of Expenditures

Personal Services	\$ 55,246,381	\$ -0-	\$ 46,936,780	\$ 46,844,180	\$ 46,844,180
Services	22,479,250	-0-	15,644,310	15,675,310	15,675,310
Commodities	356,102	-0-	389,910	460,510	460,510
Equipment	-0-	-0-	29,000	20,000	20,000
Other	38,554,264	-0-	40,629,303	47,176,450	45,896,300
Department Total	\$ 116,635,997	\$ -0-	\$ 103,629,303	\$ 110,176,450	\$ 108,896,300

Source of Funds

Clean Renewable Energy Bond Fund	\$ -0-	\$ -0-	\$ -0-	\$ 3,220,000	\$ 1,945,000
Facilities Management Internal Service Fund	15,086,759	-0-	15,473,690	17,962,500	17,962,500
Fleet Services Internal Service Fund	23,467,505	-0-	25,155,613	25,993,950	25,988,800
Risk Management Internal Service Fund	17,768,325	-0-	15,000,000	15,000,000	15,000,000
Tucson Supplemental Retirement System Fund	60,313,408	-0-	48,000,000	48,000,000	48,000,000
Department Total	\$ 116,635,997	\$ -0-	\$ 103,629,303	\$ 110,176,450	\$ 108,896,300

*The Fleet Services and Facilities Management Internal Services Funds are managed by the General Services Department. Actual expenditures are recorded there, but are shown here for consistent presentation.

**The Risk Management Internal Service Fund and the Tucson Supplemental Retirements System Fund were previously shown in the Non-Departmental category.

