

**City of Tucson,
Arizona**



**Adopted Budget
Fiscal Year 2013
Effective July 1, 2012**

City of Tucson, Arizona

Adopted Budget
Fiscal Year 2013
Effective July 1, 2012

Mayor and Council



HONORABLE
JONATHAN ROTHSCHILD
Mayor



REGINA ROMERO
Ward One



PAUL CUNNINGHAM
Ward Two



KARIN UHLICH
Ward Three



SHIRLEY SCOTT
Ward Four



RICHARD FIMBRES
Ward Five



STEVE KOZACHIK
Ward Six

City Administration

RICHARD MIRANDA
City Manager

LIZ RODRIGUEZ MILLER
Deputy City Manager

KELLY GOTTSCHALK
Assistant City Manager/
Chief Financial Officer

ANDREW H. QUIGLEY
Assistant City Manager



**DISTINGUISHED
BUDGET PRESENTATION
AWARD**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Tucson

Arizona

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Tucson, Arizona for its annual budget for the Fiscal Year beginning July 1, 2011.

To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for one year. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

TABLE of CONTENTS



City of Tucson Organization Chart Fiscal Year 2013.....	i
City of Tucson Officials and Directors.....	ii
Budget Calendar for Fiscal Year 2013.....	iii
Community Profile.....	iv
How to Use This Budget.....	x

SECTION A CITY MANAGER'S MESSAGE

City Manager's Message.....	A-1
Budget Overview.....	A-11

SECTION B POLICIES and LEGAL REQUIREMENTS

Financial Policies and Practices.....	B-1
Debt Management Policy.....	B-5
Legal Requirements Imposed by the State.....	B-9
Legal Requirements Imposed by the City Charter.....	B-11
Statement Required by Arizona Revised Statutes 42-17102.....	B-13
Budget Adoption Resolution No. 21890.....	B-14

SECTION C FUNDING SOURCES

General Fund.....	C-1
Special Revenue Funds.....	C-11
Enterprise Funds.....	C-20
Debt Service Funds.....	C-25
Capital Projects Funds.....	C-28
Internal Service Funds.....	C-30
Fiduciary Funds.....	C-32

TABLE of CONTENTS



SECTION D DEPARTMENT BUDGETS

Summary of Expenditures by Department	D-1
Mayor and Council	D-3
Budget and Internal Audit.....	D-11
City Attorney	D-17
City Clerk	D-25
City Court.....	D-33
City Manager.....	D-43
Environmental Services	D-51
Equal Opportunity Programs and Independent Police Review.....	D-61
Finance.....	D-65
General Services.....	D-73
Housing and Community Development.....	D-85
Human Resources.....	D-101
Information Technology	D-109
Parks and Recreation.....	D-119
Planning and Development Services	D-133
Procurement	D-141
Public Defender	D-149
Transportation.....	D-153
Tucson City Golf.....	D-165
Tucson Convention Center.....	D-171
Tucson Fire.....	D-179
Tucson Police	D-189
Tucson Water	D-201
Non-Departmental.....	D-211
Pension Services.....	D-217

TABLE of CONTENTS



SECTION E CAPITAL IMPROVEMENT PROGRAM

Overview of the Five-Year Capital Improvement Program.....	E-1
Summary Tables.....	E-7
Table I, Summary by Department.....	E-8
Table II, Summary by Funding Source	E-9
Table III, Summary of CIP Impact on the Operating Budget.....	E-11
Table IV, Projects with Pima County Funding.....	E-12
Department Programs	E-13
Impact Fee Projects Plan.....	E-31
Capital Unmet Needs	E-36

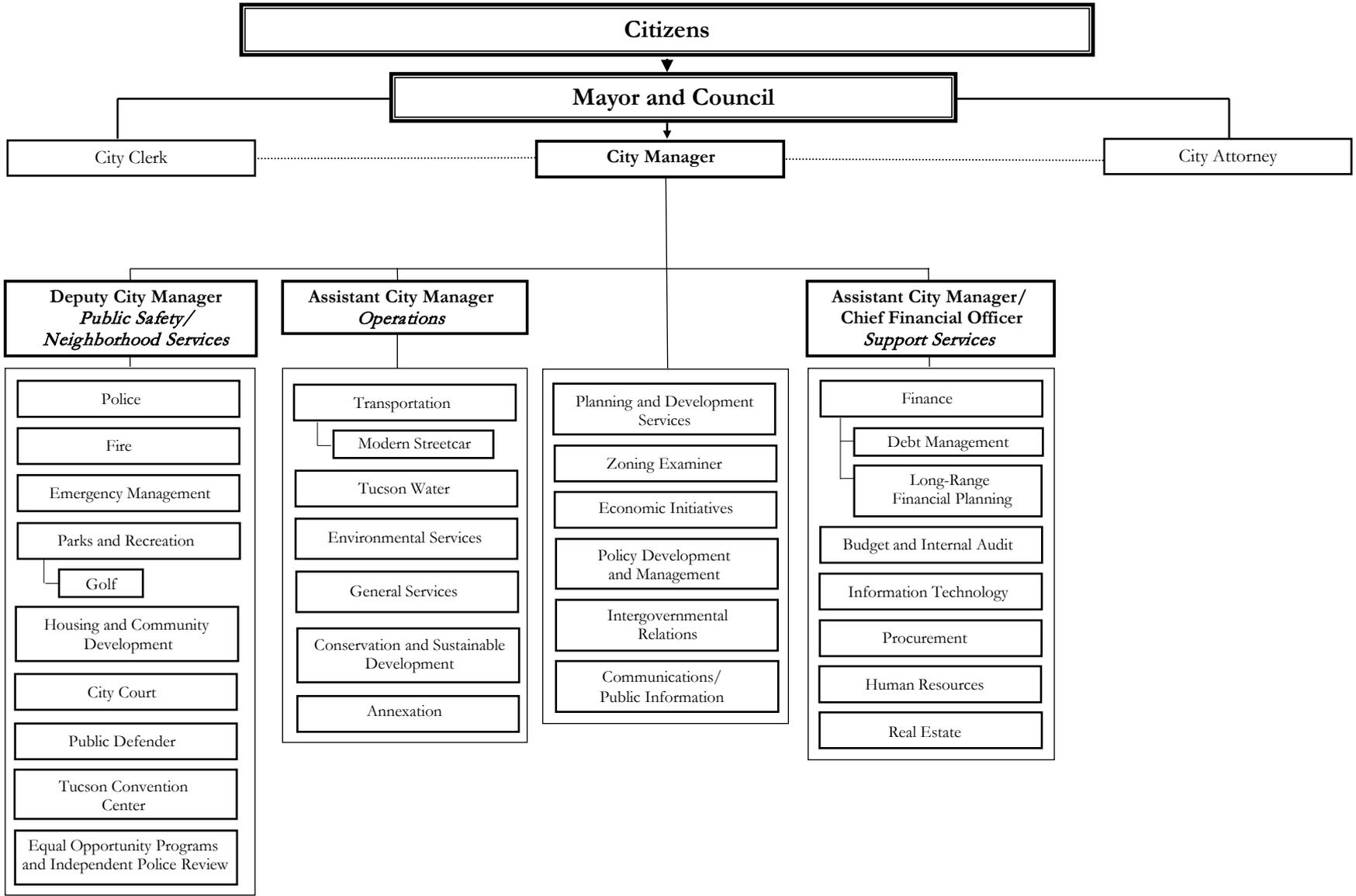
SECTION F SUMMARY

Components of the Total Financial Plan Fiscal Year 2013	F-1
Revenues	F-2
Expenditures.....	F-3
Summary of Projected Fund Balance	F-4
Four-Year City Staffing Comparison.....	F-6
Full-Time Equivalent Positions Permanent and Non-Permanent	F-8
Number of City Employees Per 1,000 Population.....	F-9

SECTION G GLOSSARY

Glossary of Terms	G-1
Acronyms and Initialisms	G-7

**CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2013**



City of Tucson

OFFICIALS and DIRECTORS

OFFICIALS

City Manager, *Richard Miranda*
Deputy City Manager, *Liz Rodriguez Miller*
Assistant City Manager/Chief Financial Officer,
Kelly Gottschalk
Assistant City Manager, *Andrew H. Quigley*
City Attorney, *Mike Rankin*
City Clerk, *Roger Randolph*

PUBLIC SAFETY/NEIGHBORHOOD SERVICES

City Court, *Antonio Riojas*
Equal Opportunity Programs and Independent Police Review, *Liana Perez*
Housing and Community Development, *Albert Elias*
Parks and Recreation, *Fred H. Gray, Jr.*
Public Defender, *Mary Trejo*
Tucson City Golf, *Fred H. Gray, Jr.*
Tucson Convention Center, *Mark Timpf, Interim*
Tucson Fire, *James Critchley, Jr.*
Tucson Police, *Roberto Villaseñor*

OPERATIONS and DEVELOPMENT

Environmental Services, *Nancy Petersen, Interim*
General Services, *Ronald Lewis*
Planning and Development Services,
Ernest A. Duarte
Transportation, *Tony Paez, Interim*
Tucson Water, *Alan Forrest*

SUPPORT SERVICES

Budget and Internal Audit, *Marie Nemerguth*
Finance, *Kelly Gottschalk*
Human Resources, *Lani Simmons*
Information Technology, *DJ Parslow, Interim*
Procurement, *Mark Neihart*

BUDGET CALENDAR

FISCAL YEAR 2013

November 9, 2011	Study Session presentation on revenues (Fiscal Year 2011 year-end financials and fund balance and Fiscal Year 2012 1 st quarter major tax revenue update).
February 7, 2012	Study Session discussion of preliminary General Fund revenue and expenditure estimates for Fiscal Year 2013.
March 6, 2012	Study Session to update Mayor and Council on proposed budgets, including capital improvement program, and any updated revenue information (e.g., state-shared funding) and receive additional direction, as necessary.
March 27, 2012	Study Session discussion of City core services: streets and traffic maintenance and mass transit system.
April 3 and 10, 2012	Study Session discussions of City core services: mass transit system, police, fire, and parks and recreation.
April 24, 2012	Study Session: Submission of the City Manager's Recommended Fiscal Year 2013 Budget, including the Five-Year Capital Improvement Program, and preliminary discussion.
May 8, 2012	Study Session discussion of Recommended Fiscal Year 2013 Budget. Public hearing on the Recommended Fiscal Year 2013 Budget.
May 15, 2012	Study Session discussion of Recommended Fiscal Year 2013 Budget. Regular Agenda: Adoption of a Tentative Budget for Fiscal Year 2013.
June 5, 2012	Public hearing on the Fiscal Year 2013 budget as tentatively adopted. Special Mayor and Council meeting for the purpose of final budget adoption.
June 19, 2012	Regular Agenda: Adoption of Fiscal Year 2013 property tax levies.

COMMUNITY PROFILE

COMBINING A RICH HISTORY WITH A BRIGHT FUTURE

Permanent settlements were built in Tucson nearly 2,000 years ago by people of the Hohokam culture.



A Long History of Many Cultures

The Hohokam culture thrived in this region until it suddenly declined during the fourteenth century. Native American cultures believed to be descendants of the Hohokam were joined by new arrivals from Spain, Mexico, and the eastern United States. Mission San Xavier del Bac, the “White Dove of the Desert,” was founded by the Franciscan Order in the late 1600s and continues to serve the Tohono O’odham Native American community. The mission has been restored; the interior frescoes were cleaned and painted by European artists, who trained local Tohono O’odham tribal members in the craft.

More than 300 years after Tucson’s founding as a mission site, the “Old Pueblo” continues to grow and celebrate its diverse cultural influences.

An Interesting Place to Live

Located in the Sonoran Desert, Tucson is surrounded by mountain ranges and lush desert valleys. Tucsonans enjoy about 350 days of sunshine each year and an average daytime temperature of 83 degrees. Leisure activities are abundant. The Tucson area has more than 27,000 acres of park lands and 732 miles of designated bikeways. In 2010, *Bicycling Magazine* ranked Tucson as the 9th most bike-friendly city in America. In 2011, *The Alliance for Biking and Walking* ranked Tucson fifth for spending per capita for cyclists and pedestrians. In the nearby mountains and deserts, there are many places to camp, hike, and fish; the southern Arizona region is ranked one of the five best areas in the United States for bird watching. Golfing is available year-round on over 40 public and private golf courses. In the winter, skiing is only a one-hour drive from Tucson.

The Tucson metropolitan region is increasingly becoming a favorite destination for sports-related competitions. Since 2007, it has annually hosted the Professional Golf Association’s (PGA) Accenture Match Play Championship which features the top 64 golfers in the world. Tucson Padres, the Triple-A affiliate of the San Diego Padres, offers a full season of minor league baseball.



The University of Arizona Wildcats’ intercollegiate athletic events provide an exciting array of Pacific-12 division competition. In 2011, the program received a Top 20 standing in the Directors Cup. The men’s baseball team won the 2012 National Collegiate Athletic Association (NCAA) College World Series Championship. Since 2008, Arizona men’s football has returned to bowl game prominence. The men’s basketball team has been one of the country’s most successful programs since 1983, and most recently finished in the Elite Eight at the 2011 NCAA tournament. The men’s and women’s swim teams won the NCAA Swimming and Diving championships. The women’s softball team has won eight NCAA championships including the 2006 and 2007 titles.

Tucson provides opportunities to stimulate the mind as well as the body and is home to the University of Arizona which is ranked among the top 60 public universities by *US News and World Report*. The University of Arizona offers undergraduate, graduate, and doctoral degree programs and has an extension program open to the public. Its Eller College of Management has been ranked in the top ten of *Princeton Review*’s list of best entrepreneurial graduate programs.

COMMUNITY PROFILE

COMBINING A RICH HISTORY WITH A BRIGHT FUTURE

The University is rich in history. It was established in 1885 as the first university in the Arizona Territory and is the state's only land grant institution. It has 329 fields of study with 19 colleges and 18 schools on 3 campuses.

Pima Community College (PCC) offers 172 transfer and occupational programs across six campuses and four learning centers. The college also customizes workforce training for regional employers, with training for approximately 5,600 employees annually. For many of its 40 plus years PCC has ranked among the ten largest multi-campus community colleges in the nation.



There are over 215 arts groups and over 35 art galleries in Tucson. Tucson's downtown arts district hosts over 800 arts and cultural events annually, with many other events and fairs available throughout Tucson. Many museums and other attractions are located in the Tucson area, including the Tucson Museum of Art, Arizona Historical Society Museum, Arizona State Museum, Center for Creative Photography, Tucson Children's Museum, Fort Lowell Museum, Pima Air and Space Museum, Tucson Botanical Gardens, Reid Park Zoo, Flandrau Planetarium, Kitt Peak National Observatory, Mission San Xavier del Bac, and the Arizona-Sonora Desert Museum (rated as one of America's top ten zoos by *Parade Magazine*).

We Mean Business

Tucson's business environment is as agreeable and diverse as its natural climate. Tucson is the base of major military installations as well as prominent corporations in high tech and aerospace industries and major medical and research facilities.



Federal, State, and local governments are significant components of the local economy including Davis-Monthan Air Force Base, but manufacturing employment has more than doubled in the past decade. This growth is due to advanced technology companies such as Raytheon Missile Systems, Texas Instruments, Intuit, the U of A Technology Park and IBM, all of which have made Tucson their business home. The area is served by 14 different hospitals and is considered a regional medical hub. With a population of 520,000, Tucson is Arizona's second largest city and the metropolitan area exceeds one million people. It not only attracts top businesses and technology firms, but also offers four shopping malls, numerous high quality hotel facilities and five destination resorts.

Tucson is recognized as one of the megatrend cities for the 21st century with its emerging presence as a center for optics, astronomy, medical innovation, and health services. The University of Arizona is ranked among the top 20 public research universities nationwide and is an integral part of our local business with an impact of \$2.1 billion in the county. Tourism contributes almost \$3 billion annually to the local economy and continues to be a major contributor to the region's economic base.

In 2007, Tucson was designated one of 25 Solar America Cities by the U.S. Department of Energy. *Business Facilities*, in its 2011 Rankings Report, ranked Tucson first as Alternative Energy Industry Leaders, sixth for Economic Growth Potential, and sixth in Aerospace/Defense Manufacturing.

COMMUNITY PROFILE

KEY STATISTICS

City Government

By charter from the State of Arizona, the City of Tucson is governed by a Mayor and Council. Council member candidates are nominated in primary elections in each of the six wards, but are elected in citywide elections. The mayor is nominated and elected citywide. The Mayor and Council set policy and appoint a city manager to provide the general supervision and direction for city government operations. Tucson is the county seat for Pima County which is the second largest county in population in Arizona.

Demographics

Tucson has grown: 45th largest city in 1980, 34th largest in 1990, the 30th largest in 2000, and the 32nd largest in 2010. Tucson is the second largest city in Arizona behind Phoenix.



Population	Tucson	Pima County
1990	405,371	666,957
2000	486,699	843,746
2010	520,116	980,263

Land Area	
1990	157.53 square miles
2000	195.5 square miles
2010	227.7 square miles

Land Use, 2010	
Undeveloped	52.84%
Residential	22.50%
Commercial	4.06%
Government	3.26%
Industrial	3.09%
Open Space	2.59%
Agricultural	0.77%
Other	10.89%



Racial/Ethnic Composition, 2010	
White, Non-Hispanic	40.3%
Hispanic/Latino	35.6%
Black/African American	4.2%
Native American	2.3%
Asian/Pacific Islander	2.6%
Other	13.3%
Two or more races	1.7%

Median Age	
1990	30.8 years
2000	32.1 years
2010	34.2 years

COMMUNITY PROFILE

KEY STATISTICS

Economy



Major Employers - Southern Arizona, 2012¹ (Based on number of full-time equivalent positions)

University of Arizona	11,604
Raytheon Missile Systems	11,500
U.S. Army Intelligence Center and Fort Huachuca	9,039
Davis-Monthan Air Force Base	8,215
Pima County	8,132
State of Arizona	8,075
Walmart Stores, Inc.	7,900
Tucson Unified School District	6,793
Freeport-McMoRan Copper & Gold, Inc. ²	4,800
Tohono O'odham Nation	4,679
Carondelet Health Network	4,566
City of Tucson	4,502
U.S. Customs and Border Patrol	3,700
University Physicians Healthcare	3,618
Tucson Medical Center HealthCare	2,966
Fry's Food and Drug Stores	2,724

¹Source: "Book of Lists," *Inside Tucson Business*, January 2012.

²Formerly Phelps Dodge Mining Company



Total Employment

(Pima County)

2006	490,200
2007	491,700
2008	449,699
2009	448,258
2010	450,641
2011	448,000

Unemployment Rates

(Pima County)

2006	3.9%
2007	3.6%
2008	5.6%
2009	8.8%
2010	9.0%
2011	9.1%

Annual Rate of Earnings

(Per worker in current dollars)

2006	\$40,260
2007	\$41,502
2008	\$40,322
2009	\$39,900
2010	\$44,048
2011	\$44,908

Building Permits Issued

	Residential	Commercial	Industrial
2006	2,904	171	6
2007	1,518	129	14
2008	701	208	10
2009	361	65	1
2010	376	47	1
2011	270	45	1

COMMUNITY PROFILE

KEY STATISTICS

City Services

The City of Tucson is committed to providing appropriate and equitable levels of service to all of its citizens. Some examples are listed below.

Environmental Services

Tons of Waste Received at Los Reales Landfill	524,899
Tons of Waste Collected by City of Tucson Refuse Services	241,974
Tons of Material Recycled	39,000



Parks and Recreation/Golf Resources

Parks (District, Neighborhood, School, Regional, and Open Space)	177
Recreation Centers	16
Senior Centers	3
Out of School Program Sites	27
Senior Citizen Program Sites	13
Municipal Swimming Pools*	26
Municipal Golf Courses	5
Tennis Court Sites	17
Ballfields/Multipurpose Fields	202

*Some have been kept out of operation due to budget constraints.



Public Safety

Number of Authorized Commissioned Law Enforcement Personnel	998
Average Police Emergency Response Time (in minutes)	4.15
Average Police Response Time for All Emergency, Critical, Urgent, and General Response Calls (in minutes)	43.67
Number of Commissioned Fire Personnel (including Paramedics)	619
Number of Fire Stations	21
Number of Fire Emergency Calls	79,400
Number of Ambulance Transports (Advanced Life Support)	19,390
Total Fire Response Time (including travel time; 90% of the time)	7.41 min.



Transportation

Number of Street Miles Maintained	2,100
Miles of Bikeways	575
Miles of Drainageway	1,449
Number of Street Lights	19,664
Annual Miles of Fixed-Route Bus Service	9,685,000
Annual Miles of Paratransit Service	3,581,100
Number of Traffic Signals	579

Tucson Water

Miles of Water Lines	4,507
Miles of Reclaimed Water Lines	193
Number of Active Water Connections	225,250
Millions of Gallons of Potable Water Storage Capacity	307
Billions of Gallons of Potable Water Delivered Annually	36

COMMUNITY PROFILE

SELECTED ECONOMIC INDICATORS – TUCSON METRO AREA Calendar Year

Description	2010	Projected 2011	Projected 2012	Projected 2013
Personal Income (\$Millions)	\$ 34,360.8	\$ 35,795.6	\$ 37,019.2	\$ 38,592.2
Percentage Change from Prior Year	2.7	4.2	3.4	4.2
Retail Sales-Excluding Food ¹	\$ 6,449.2	\$ 6,923.1	\$ 7,261.9	\$ 7,594.2
Percentage Change from Prior Year	-1.5	7.3	4.9	4.6
Residential Building Permits (Units)	1,938.0	2,242.0	2,662.0	3,877.0
Percentage Change from Prior Year	-9.0	15.7	18.7	45.6
Gasoline Sales (Millions of Gallons)	384.2	383.1	384.8	387.9
Percentage Change from Prior Year	1.9	-0.3	0.4	0.8
Population (000)	981.2	986.1	991.2	1,000.3
Percentage Change from Prior Year	-0.3	0.5	0.5	.09
Real Per Capita Disposable Income	\$ 14,989	\$ 14,602	\$ 14,592	\$14,694
Percentage Change from Prior Year	1.1	-2.6	-0.1	0.7
Aggregate Earnings Rate	\$ 44,048	\$ 44,908	\$ 45,836	\$ 47,011
Percentage Change from Prior Year	2.3	2.0	2.1	2.6
Consumer Price Index (CPI) Western Region (Percent Change)	1.1	2.8	2.0	1.6
Personal Consumption Deflator (Percent Change)	1.8	2.5	1.9	1.4

Source: Economic Outlook, May 2012, Economics and Business Research Center, Eller College of Management, University of Arizona.

¹Calculated by combining retail sales (less food) with restaurant and bar sales.

HOW TO USE THIS BUDGET

This document guide outlines the City of Tucson's Fiscal Year 2013 Adopted Budget. Copies of the budget are available for viewing at the Joel D. Valdez Main Library, the City Clerk's Office, and the Office of Budget and Internal Audit. In addition, the budget may be viewed on the City of Tucson Web site, <http://www.tucsonaz.gov>. Information may be obtained by calling the Office of Budget and Internal Audit at (520) 791-4551 or e-mailing the office at budget@tucsonaz.gov.

The Adopted Budget is organized as follows.

City Manager's Message/Budget Overview – This section includes the letter from the City Manager transmitting the budget to the Mayor and Council and an overview of the budget. In the transmittal letter, the City Manager highlights the key General Fund budget balancing efforts as well as budgetary impacts.

Policies and Legal Requirements – Financial policies and practices, debt management policy, and State and local legal provisions are presented, including the process for budget adoption and setting the property tax, public hearings, and a property tax summary.

Funding Sources – This section of this document offers descriptions of the City's funds, detailed discussion on the various revenue sources and includes a historical summary of certain revenues for each fund.

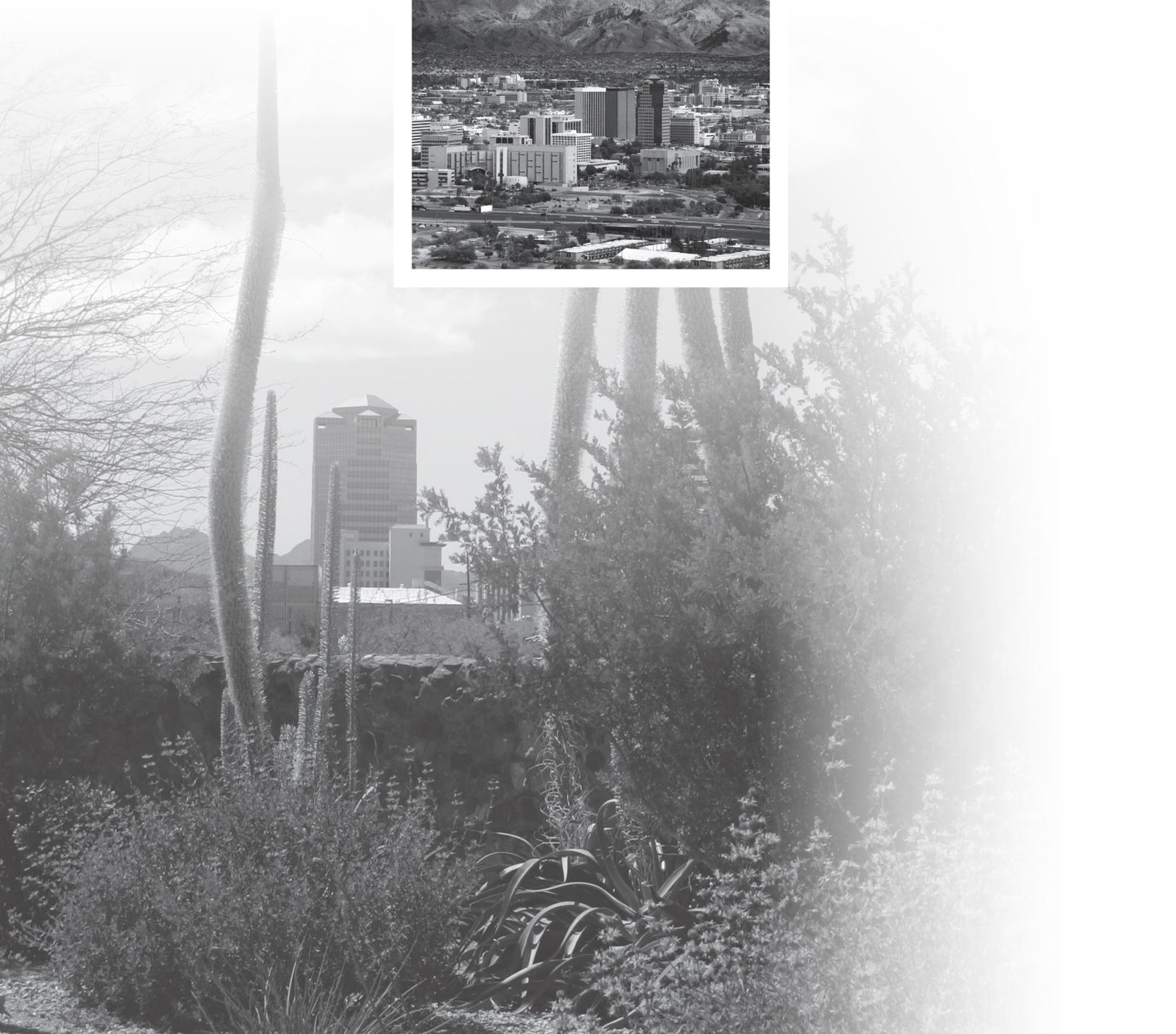
Department Budgets – This section provides an overview of the departments' budgets. Within each department are a summary of its services, significant changes, key measures of performance, descriptions of the department's operating programs, and the financial and personnel resources that support each program.

Capital Improvement Program – This section provides a summary of the approved Five-Year Capital Improvement Program.

Summary Information – Schedules contained in this section provide summary level information on the consolidated (operating and capital) city budget. Expenditure and revenue information, descriptions of funds, debt service information, and staffing histories are summarized.

Glossary – The glossary and acronyms/initialisms define terms used in the budget.

Section A
City Manager's Message





CITY OF TUCSON

OFFICE OF THE CITY MANAGER

July 1, 2012

Honorable Mayor and Council Members:

The Fiscal Year 2013 Adopted Budget, for the first time since 2009, does not include cuts to City services or our employees' pay. We are beginning to see sales tax revenue increase slowly and as a result, this budget reflects the gradual restoration of City services.

This legally balanced budget is based on a projection of moderate economic and revenue growth that will enable us to maintain the provision of core services to the community. Difficult cost-cutting decisions made by the Council in recent years are paying off now, stabilizing the City's financial position. The local economy continues to incrementally improve, while revenues, as well as our reserves, are beginning to increase from their lowest points during the global recession. That being said, it is important to note that the local sales tax, while improving, is still 14% lower (\$24 million less) than 2007 funding levels.

While we are not able to bring back all City services to desired levels in Fiscal Year 2013, nor address the many unmet infrastructure and maintenance needs we face, we are able to incrementally target some of our most critical needs and establish a platform for ongoing service restoration. If we continue to make prudent and conservative financial decisions, we will have the opportunity in coming years to return City services to levels that our community expects and deserves. It is paramount that as we do so, we consider these investments strategically, and align budget resources in the most efficient manner possible with our essential service mandates.

Fiscal Year 2013 Strategic Goals and Strategies: Targeting Critical Needs and Service Restoration

The following strategic objectives, reflecting direction provided by the Mayor and Council, form the platform for the Fiscal Year 2013 Budget:

- Incremental restoration of core services, including swimming pool openings and streets and roads maintenance
- Addressing critical infrastructure needs affecting safety and security
- Investment in employees and customer service
- Enhancement of service delivery through efficiencies, reorganization, new funding solutions, and in-sourcing/outsourcing

General Fund: Approach to Balancing the Budget

In preparing this year's budget, an attempt was made to provide the Mayor and Council with an accurate financial picture of Fiscal Year 2013. A thorough staff analysis was conducted in detail of various projected revenue sources as well as a review of recent year actuals vs. projected expenditures. In January 2012, the Chief Financial Officer and Budget Director held individual meetings with Mayor and Council offices to identify budget priorities and concerns. Following these meetings, overall budget cost drivers were established including a) restoration of employee pay which had been decreased since Fiscal Year 2009 through furlough days; b) increased contributions to both the civilian and public safety pension systems; c) increased costs in medical premiums; d) sustaining our valued investment in the mass transit system; and e) the potential need to restructure debt service payments to defer costs.

Following departmental budget submittals in February, I conducted a thorough line-item review of expenditures with each department and office director. Specific requests and critical resource needs were discussed as well as efficiency and customer service efforts. Budget adjustments were made as appropriate and deemed necessary. From February to April, Study Session discussions were held with the Mayor and Council to discuss budget and financial information and core services issues and priorities. Following submittal of the recommended budget in late April, Mayor and Council provided further direction regarding closing the revenue and expenditure gap in golf operations and the dedication of funding towards the maintenance of residential and arterial and collector streets. Council input and direction from all of these meetings has been incorporated into this adopted budget.

General Fund Resources

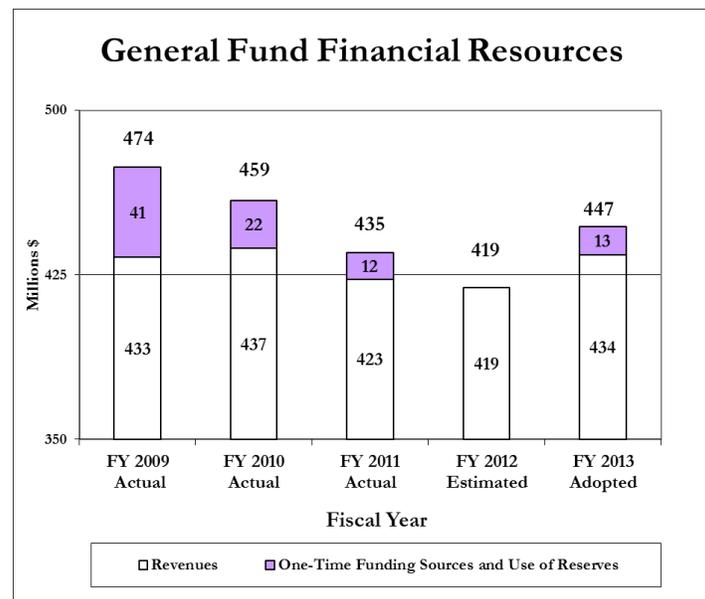
Revenue Outlook – The City of Tucson is reliant primarily on sales tax to sustain City services. The fluctuating nature of this revenue source, compared with more stable local funding sources like property tax, mean the City is particularly susceptible to economic ups and downs as was evident in recent years during the global financial crisis.

Following are the primary revenue streams which comprise over 61% of the Fiscal Year 2013 General Fund Budget:

- City sales tax – The Fiscal Year 2012 estimate is \$5 million more than Fiscal Year 2011 collections, a 3% increase. Fiscal Year 2013 revenues are included at an additional 3% increase, or \$5.2 million, over the Fiscal Year 2012 estimate. Sales tax revenue is increasing slowly with the adopted budget at 14% less, or \$24 million lower, than 2007 levels.
- State-shared sales tax – The Fiscal Year 2012 estimate is \$800,000 more than Fiscal Year 2011 actual collections, a 2% increase. Fiscal Year 2013 revenues are included at an additional 1.9% increase, or \$800,000, over the Fiscal Year 2012 estimate. State-shared sales tax revenue is increasing slowly; the adopted budget is still 16%, or \$8 million, less than 2007 levels.
- State-shared income tax – Income tax revenues are already known since they are based on State collections for the 2010 tax year. Fiscal Year 2013 revenues will be at a nearly a 21% increase, \$9 million, over Fiscal Year 2012. Although Fiscal Year 2013 reflects a large percentage increase over the prior year, revenues are still \$25 million (or 22%) less than Fiscal Year 2009 levels.

Use of One-Time Resources - The chart below illustrates the historic availability of General Fund financial resources and the use of one-time funding sources to offset expenditures. In Fiscal Year 2009, the onset of the global recession caused local and state-shared revenues to decline to the point that it was necessary to use fund balance reserves at fiscal year-end. Throughout the following fiscal years, one-time resources were again used to balance the budget in addition to further reducing expenditures.

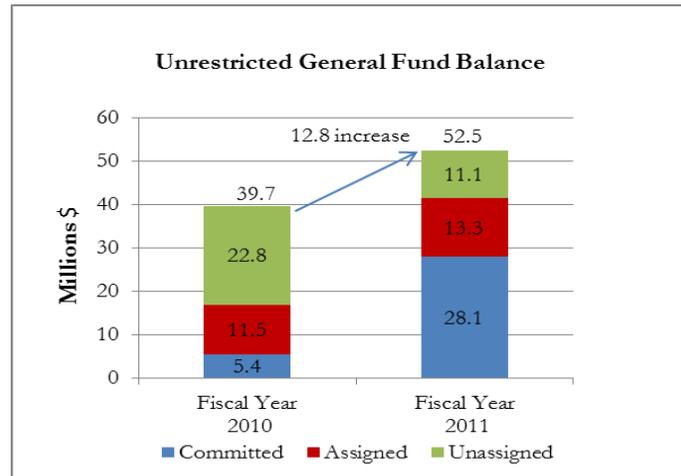
The Fiscal Year 2013 Adopted Budget does still rely on some one-time fixes because current planned expenditures exceed projected revenues despite significant budget balancing efforts. However, it is anticipated that debt restructuring will only be pursued in the spring of 2013 if other potential revenues or savings do not materialize during the fiscal year.



Unrestricted Fund Balance - The status of the General Fund Unrestricted Fund Balance is critical to the financial health of the City, and has implications for the City’s access to the financial markets and the cost of borrowing in order to finance needed infrastructure and facilities projects. During the recent economic downturn we relied on a portion of these funds to close our budget deficits in Fiscal Years 2008 and 2009. During Fiscal Year 2010, the City implemented Government Accounting Standards Board (GASB) Statement 54 which established new fund balance classifications for governmental funds; as a result, unrestricted funds include committed, assigned, and unassigned categories. At the end of Fiscal Year 2010, the unassigned fund balance was increased for the first time in three years from \$17.0 million to \$22.8 million, a \$5.8 million increase. Total unrestricted fund balance equaled \$39.8 million at Fiscal Year End 2010.

During Fiscal Year 2011, Mayor and Council established a stabilization fund within the committed category with a minimum policy goal of 10% of prior year General Fund revenues. At the end of Fiscal Year 2011, a portion of the unassigned balance (\$22.8 million) was transferred to the stabilization fund which is 5.4 % of operating revenues. The unassigned fund balance, or residual net resources, was at \$11.1 million, or 2.7% of revenues (Mayor and Council’s policy target is 7% minimum). Total unrestricted fund balance equaled \$52.5 million at Fiscal Year End 2011 and included \$13.3 million in assigned funds. However, it is anticipated that a majority of the funds assigned for budget deficit mitigation in Fiscal Year 2012 will not need to be used for that purpose.

The Fiscal Year 2013 Adopted Budget includes the usage of assigned fund balance again in order to balance the budget. However, in upcoming fiscal years, it is critical that we continue to grow our unrestricted fund balance to ensure a sustainable organization for the future.



Core Services: Budget Impacts

A primary goal in the development of the Fiscal Year 2013 Budget was the incremental restoration of core services (public safety, parks and recreation, streets and traffic maintenance, mass transit). In some service areas, specific restoration efforts were undertaken during Fiscal Year 2012 that will continue in Fiscal Year 2013.



Tucson Police – Two federal COPS hiring grants are already providing funds for an additional 75 authorized commissioned police officers who are being trained in back-to-back academy classes. Some reassigned solo motor officers are returning to traffic enforcement responsibilities. Executive development training is in progress to prepare for significant commander attrition anticipated in Fiscal Year 2015. A state-of-the-art crime lab opened in the fall of 2011 and enhances the department's commitment in providing the community with quality forensic science and compliance with national standards on needed space.



Tucson Fire – Commissioned staffing was reduced by 54 positions last fiscal year which resulted in taking some trucks and response units out of service. This contributed to slower fire/medical response times; however, specific service delivery efficiencies such as the use of two-person Alpha trucks for medical responses are being implemented during the fiscal year to adapt to current workforce levels. A federal Staffing for Adequate Fire and Emergency Response (SAFER) grant has been applied for which would provide funding for 33 firefighters for two years. Responsibility for the 911 communications center operations was assigned to Fire early last fiscal year. Changes in management strategies and equipment improvements have reduced call processing times, yet staffing levels remain a challenge.



Parks and Recreation – The majority of programs are being maintained at existing service levels. However, public/private partnerships are providing new funding solutions which will enhance specific programs; for example, Tucson Summer Splash donations to reopen swimming pools. The usage of Hi Corbett Stadium by the University of Arizona baseball team provides sustainable funding as well as increases the convenience and visibility of a local sporting event for our community. The increased operating costs for the newly opened Expedition Tanzania elephant habitat zoo expansion will be fully-supported by zoo admission fees.



Streets and Traffic Maintenance – In early April 2012, an aggressive four-month clean-up of citywide medians and roadsides was initiated. This effort will be supported by a comprehensive median island maintenance program including increased watering intervals throughout the year. Funding for contracted maintenance and paving of residential and arterial and collector streets has been budgeted at \$20 million in order to substantially increase last year's efforts to address priority areas citywide. Outside contracting of graffiti clean-up is being supplemented by city crews. Safety issues will be addressed through copper wire replacement and increased traffic striping.



Mass Transit System – The City's public transportation system includes Sun Tran fixed-route bus service and Sun Van paratransit service, for persons with disabilities. The purchase of additional Sun Tran buses and rising fuel and labor costs are anticipated to be offset by greater passenger revenues resulting from increased ridership. Future Smart Cards implementation will provide for more flexibility for users, lower maintenance costs, improved data collection and reconciliation, easier route performance tracking, and improved boarding efficiency.

Outside Agencies: Budget Impacts

Specific contractual allocations (as well as support payments) have been budgeted to fund non-profit agencies that support human services, economic and workforce development, arts, and special events in our community. In addition, payments are made to other jurisdictions for services contracted through intergovernmental agreements (e.g., Pima Animal Care Center for animal services). The Fiscal Year 2013 Adopted Budget includes General Fund allocations to outside agencies totaling \$9.4 million which is comparable to Fiscal Year 2012 funding. Funding for Tucson Regional Economic Opportunities (TREO) is being reduced by 23% to fund the City's new Economic Development Manager position. A list of allocations is included in Non-Departmental in Section D, Department Budgets.

Enterprise Operations: Budget Impacts



Environmental Services, Tucson Water, and Tucson City Golf are funded by fees for service. It is essential that these enterprise operations be carefully managed in order to continue to provide quality services to the community while being fiscally responsible regarding long-term operation and sustainability. Organizational structures have been adjusted and efficiencies implemented over the past years throughout these areas due to decreased revenues and increased costs.

- **Tucson Water** – The department’s mission is to provide the highest quality water in a cost-effective, efficient, and environmentally responsible manner. This mission is reflected in the current Financial Plan which includes an increase to revenues to maintain financial sufficiency. It includes a capital program primarily focused on replacing aging infrastructure for reliability as well as increasing the amount of cash reserves (working capital) to improve bond ratings which will lower borrowing costs for the capital program. The Financial Plan for Fiscal Years 2012-2017 was recommended by the Citizens’ Water Advisory Committee (CWAC) and adopted by Mayor and Council on February 28, 2012. Tucson Water is at its lowest employee-to-customer ratio in decades at 2.46 employees per 1,000 customers. It is working to lower energy use and is purchasing its full Central Arizona Project (CAP) allocation this year in order to secure future water resources.

Per capita water consumption continues to decline, which is positive news; however, the utility relies on water sales to generate over 80% of its revenues. Water rate restructuring was approved by Mayor and Council on May 22, 2012 that is anticipated to generate an additional \$11.8 million in revenue (an additional 8.3%) to meet the adopted Financial Plan. The new rate structure will rebalance water rates to maintain a conservation incentive based on current consumption trends.

- **Environmental Services** – There are no fee increases enacted for Fiscal Year 2013; the last increases were in July 2011. Based upon a review of expected revenues and the implementation of various efficiencies, the operating budget for Environmental Services has been decreased by \$1.6 million, or 3%. Adherence to the fleet replacement plan will continue which is resulting in vehicle maintenance budget decreases and increased reliance on technology efficiencies such as using a global positioning system for landfill compaction.
- **Tucson City Golf** – Tucson City Golf continues to compete for the golfing dollar in Southern Arizona as fewer rounds are being played and the number of winter visitors playing golf has gone down. The adopted Golf budget reflects specific fee increases and eliminations of certain discounts and vacant positions which are aimed at improving its financial position in the short-term while maintaining service to the community. A shift from a permanent to a non-permanent workforce continues in order to effectively align resources with anticipated business needs. A cost/benefit/savings analysis of options is being conducted with the input of a citizen work group to determine how to address Golf’s structural deficit, as directed by the Mayor and Council in May. Options found to be fiscally sound will be considered for implementation.

Capital Improvement Program: Supporting Core Services

The Five-Year Capital Improvement Program includes critical projects that will enhance our community's core services infrastructure. Line construction began in April 2012 on the Tucson Modern Streetcar ("SunLink") which is the City's highest priority capital project that will create significant economic development and infill opportunities and connect the downtown and University areas. The modern streetcar project is already triggering retail, office and residential development, and redevelopment opportunities along its route which will contribute to improving Tucson's economy.

Public safety communications infrastructure is being upgraded with the 911 emergency answering and dispatch operation facilities' renovations underway at the Thomas O. Price Communications Center to accommodate new live back-up emergency capabilities for the region. This is in alignment with the mission of the Pima County Wireless Integrated Network (PCWIN), which is a Pima County bond project to enhance regional public safety emergency communications.

Due to the extent of the City's unmet capital needs specifically related to streets maintenance and construction, discussions were held in May and June with Mayor and Council regarding a potential General Obligation bond election in November 2012 to fund these critical needs. Following a public hearing on June 19th seeking citizen input, Mayor and Council voted on June 26th to refer the placement of a question on the November 2012 ballot seeking voter authorization to issue \$100 million in General Obligation bonds to repair and resurface arterial and residential streets within the City of Tucson.



Economic Development Focus

The Mayor and Council have recognized that the City's financial position is closely tied to the health of the local economy and have directed that additional focus be made in economic development. The City continues to build its economic development incentives toolkit (e.g., Infill Incentive District, Primary Jobs Incentive Program, Urban Overlay District, Central Business District designation for use of Government Property Lease Excise Tax, etc.) in order to encourage investment, help retain and create jobs, and grow local businesses. These efforts will ensure that sufficient revenues are generated so that the City can continue to provide the highest quality municipal services to Tucson residents.

In Fiscal Year 2013, the City's economic development efforts will be spearheaded by a newly created City Manager's Office of Economic Initiatives whose staff is working collaboratively with the Mayor's Office economic development staff and other City departments that support businesses, such as Planning and Development Services, Finance, and Real Estate. Attention is being paid to improving the effectiveness of the City's relationships with our community partners such as Tucson Regional Economic Opportunities (TREO), Metropolitan Tucson Convention and Visitors Bureau (MTCVB), and the various chambers of commerce. In March, a Fiscal Year 2013 Request for

Proposals was issued for economic and workforce development programs, services, and tourism events offered by non-profit organizations. Thirty-three eligible proposals were submitted and grant funding allocations will be awarded this summer by the Mayor and Council following discussion of recommendations made by a citizen panel. Contracts will be executed and monitored by economic development staff.

The development of the Tucson Modern Streetcar (“SunLink”) is perhaps the most significant economic development project being undertaken by the City. Enhancing the viability of downtown and building a stronger linkage between downtown with the University will be major drivers of future economic success for Tucson. Additional specific areas of focus for economic development in the coming year include: a) encouraging business expansion and relocation, including further developing trade and relations with Mexico, b) improving the environment for business creation and start-ups, c) providing for easier navigation for businesses through City systems and processes, and d) streamlining the development review process.

Investment in City Employees and Customer Service

It is important that a primary organizational goal be the daily enhancement of service delivery to our residents. Each and every day we must look at systems, processes, and disciplines that enhance the way in which we provide and maintain services to the community. Good customer service begins and ends with our employees, and the organizational environment must appropriately support their mission.

City employees have sacrificed throughout the economic downturn. Significant attrition and position eliminations, as well as recruitment backlogs, have created more work for most of our staff. Frozen wages, furlough days, and increased out-of-pocket medical insurance and pension costs have reduced the take home pay of employees. Based on Mayor and Council direction, I am pleased that the Fiscal Year 2013 Adopted Budget includes a 1% cost of living adjustment (COLA) for all City employees to be funded by holding vacant positions partway into the fiscal year.

We also must have the courage to make internal changes and realignments in order to make our organization as effective and efficient as possible. In Fiscal Year 2013, we will re-direct resources within the organization to improve how we communicate with residents by consolidating web, Channel 12, and community relations staff under one umbrella within the City Manager’s Office. We will focus on training and employee development to enhance our service delivery methods and abilities. Front-line customer service and revenue generating positions will be filled to ensure that critical services are delivered. In addition, the City’s volunteer program will be reinvigorated to make use of Tucsonans’ interest and willingness to contribute to their city.

Forecasting Future Challenges and Opportunities and Taking Action: Beyond Fiscal Year 2013

As we begin the new fiscal year, it is important that staff and the Mayor and Council focus their planning efforts on the following potential fiscal and operational challenges that the City may face in the coming years:

- We anticipate continued annual benefit cost increases for pension, health insurance, workers’ compensation, unemployment insurance, and public liability insurance. Employee classification and compensation planning, as well as employee development and training plans, will strengthen the sustainability of our workforce and service delivery.
- As the State of Arizona’s temporary sales tax expires in May of 2014, there may be unforeseen impacts to City revenues or programs.

- Federal grants for public safety personnel received in Fiscal Years 2012 and 2013 will expire in Fiscal Year 2015, leaving the City General Fund to pick up these costs.
- Our future investment in transit services, including the modern streetcar, must be based on a strategic five-year planning horizon in order to anticipate and adapt to community needs and associated costs.
- There will be operations and maintenance costs associated with the Modern Streetcar, Pima County Wireless Integrated Network (PCWIN), and the Joint City/County Courthouse – projects that will come on-line in the next few years.
- Adequate ongoing funding to address aging infrastructure, replace old vehicles and equipment, and address other unmet capital needs will need to be identified.
- Fund balance deficits in the Highway User Revenue Fund, Tucson City Golf enterprise, and self-insurance fund need to be remedied.
- Funding to invest in technology would provide improved customer service and lead to more efficient operations.
- Building and maintaining adequate financial reserve levels needs to continue to be a priority.
- Addressing local control of spending and allowing the use of increased revenues for City services by potentially pursuing a voter-approved authorization for an alternative expenditure limitation such as Home Rule or a permanent adjustment instead of the State imposed formula limit.

There are also many opportunities that lie ahead for the City to strengthen its financial position and address long-term concerns and issues:

- The City's renewed focus on economic development, including investment in the Streetcar and in downtown development, hiring of a new economic development manager, and the creation of a strong incentive package will help to grow the local economy and improve City revenues over time.
- Annexation will continue to be a high priority in Fiscal Year 2013, buoyed by the platform of the City's Water Service Area Policy. Annexation generates additional revenue for the City and makes sense from an economic and municipal service perspective.
- Many of the City's major transportation corridors will be improved through the Regional Transportation Authority plan in the next few years. There is the opportunity through these transportation improvements, coupled with appropriate planning efforts, overlay zoning, etc., to incentivize revitalization of vacant and underutilized properties along these routes that will contribute additional tax revenue to the City.
- Further development and utilization of the Five-Year Financial Model will improve decision making by planning for anticipated future changes in both revenues and expenditures and providing the ability to accurately consider multiple budget scenarios. By taking a strategic approach now to address long-term financial sustainability we can enhance our core services and facilitate responsible management and dedication of future revenue growth.

Strategic plans to address these future challenges and opportunities are being developed in alignment with the current budget year's goals and strategies that emphasize targeting the City's critical needs and incremental core services restoration. Future budget processes and decisions will be directly impacted by the long-range strategies that are being initiated now.

Conclusion

The efforts of City staff throughout the organization were greatly appreciated in the construction of this budget. Special thanks to the Assistant City Managers; department directors and their financial staff; and staff of the Budget and Internal Audit Office and the Finance Department for their commitment and long hours dedicated to developing this budget.

It is imperative to recognize that City employees are continuing to serve our community well even with the severe financial challenges we have faced during recent years. Given the caliber of employees that work for the City, we are overcoming these challenges with an ethic of dedication and commitment to public service.

The Mayor and Council have made many tough decisions related to the City budget in recent years that have ultimately improved our financial health. With your strong leadership we have significantly narrowed our recurring deficit and are cautiously restoring our core services.

I believe that the adopted budget is in clear alignment with the needs of the community as directed by the Mayor and Council. I am proud to join in partnership with you, our employees, and the citizens of Tucson as we work together to continue to make Tucson a great community.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Richard Miranda". The signature is fluid and cursive, with a large initial "R" and "M".

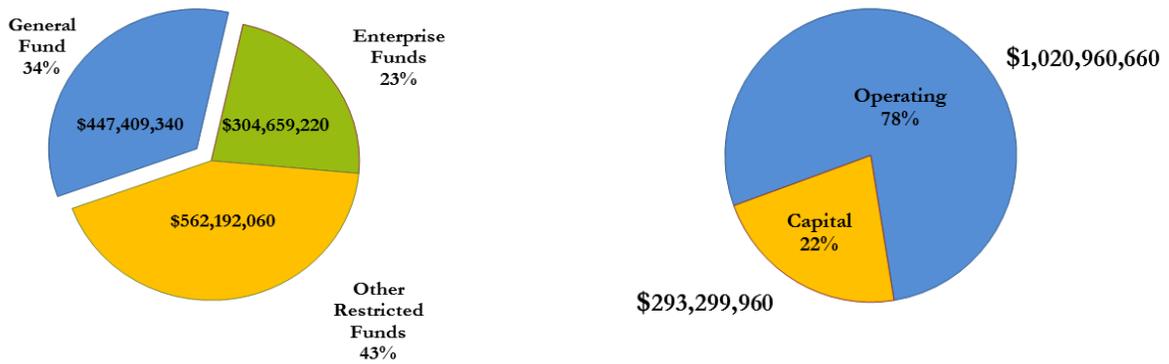
Richard Miranda
City Manager

BUDGET OVERVIEW

The Tucson City Charter requires that the City Manager submit a recommended budget for the following fiscal year on or before the first Monday in May, or on such date in each year as shall be fixed by the Mayor and Council. The Mayor and Council review the City Manager's recommended budget and are required by the State of Arizona to adopt a balanced budget on or before the third Monday in August. For Fiscal Year 2013, the recommended budget was submitted to the Mayor and Council on April 24, 2012. Mayor and Council adopted the budget on June 5, 2012.

The Fiscal Year 2013 Adopted Budget totals \$1.314 billion. Approximately 66% is from restricted funds that can only be used for specific purposes: 23% from Enterprise Funds of \$305 million and 43% from Other Restricted Funds of \$562 million. The remaining 34% or \$447 million is from the General Fund, which the Mayor and Council have discretion to program to meet the City's priority needs. The General Fund budget has increased by \$18.9 million, or over 4%, from Fiscal Year 2012.

Fiscal Year 2013 \$1,314,260,620



The citywide budget decreased by almost \$25 million from the Adopted Fiscal Year 2012 Budget of \$1.338 billion. The capital budget decreased by \$60 million, while the operating budget increased by \$35 million. The decrease in the capital budget is primarily due to the completion of several major capital projects (e.g., Crime Lab, Tanzania African Expansion and solar panel installations). The increase in the operating budget primarily is attributed to the increase in personnel, benefit, public liability, and workers' compensation insurance costs and streets and road maintenance costs. See chart below.

	Total Budget (\$ millions)				
	Adopted FY 2012 Budget	Adopted FY 2013 Budget	Change	Percentage Change	
General Fund	\$ 425.8	\$ 447.4	\$ 21.6	5%	
Enterprise Funds	273.7	304.7	31.0	11%	
Other Restricted Funds	639.3	562.2	(77.1)	(14%)	
Total	\$ 1,338.8	\$ 1,314.3	\$ (24.5)		
Operating	\$ 985.9	1,021.0	\$ 35.1	4%	
Capital	352.9	293.3	(59.6)	(17%)	
Total	\$ 1,338.8	\$ 1,314.3	\$ (24.5)		

This Budget Overview is organized into four sections which focus on the changes from the Adopted Fiscal Year 2012 Budget to the Adopted Fiscal Year 2013 Budget:

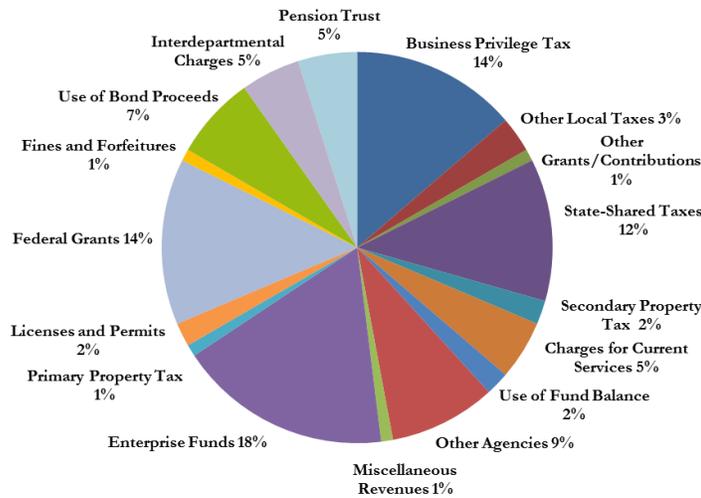
- Where the Money Comes From – Revenue Sources
- Where the Money Goes – Expenditures and Staffing
- Citizen Impacts
- Budget Development Process

For more detailed information on changes, see Funding Sources in Section C and Department Budgets in Section D.

WHERE THE MONEY COMES FROM

There are three major revenue groups in the city budget: 1) General Fund, 2) Enterprise Funds, which are restricted, and 3) Other Restricted Funds. This section of the overview will first discuss General Fund revenues, followed by a discussion of Restricted Funds revenues. See chart below which illustrates the funding sources for citywide revenues.

Citywide Revenues
\$1.314 billion



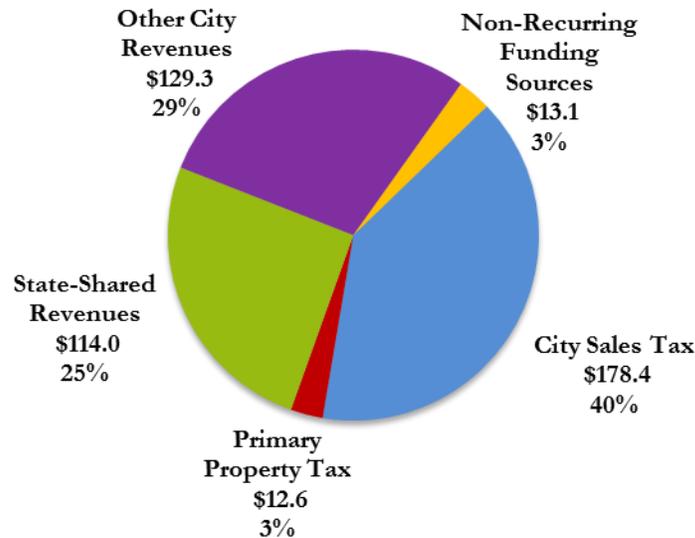
General Fund Revenues

Revenue for the Fiscal Year 2013 General Fund adopted budget comes from both city-generated and state-shared sources. Revenues totaling \$447.4 million are included: \$434.7 million of which is recurring; \$12.7 million is non-recurring. This is \$21.6 million more, or 5%, than the Fiscal Year 2012 Adopted Budget and \$28.5 million more than the projected Fiscal Year 2012 revenues. Local sales tax revenues of \$178.4 million, which comprise 40% of the General Fund revenues, have been estimated at a 3% growth over projected Fiscal Year 2012 collections. The City's primary property tax will provide funding for less than 3% of the General Fund budget.

State-shared taxes (sales, income, and auto lieu) make up 25% of the adopted General Fund revenues. Increases in state income tax collections will result in Tucson's share being \$9.2 million higher than the estimated revenues for Fiscal Year 2012. The 29% in Other City Revenues shown in the chart on the next page consists of other local taxes and fees, fines and forfeitures, charges for city services, and contributions.

Debt restructuring in the amount of \$9.4 million has been programmed in order to balance the budget; restructuring has been included as “one-time” revenue which offsets the debt principal repayment expenditure. Debt restructuring will only be pursued in the spring of 2013 if other potential revenues (e.g., delinquent sales tax collections) or savings do not materialize during the fiscal year and close the gap.

**Fiscal Year 2013
General Fund Revenues
\$447.4 million**



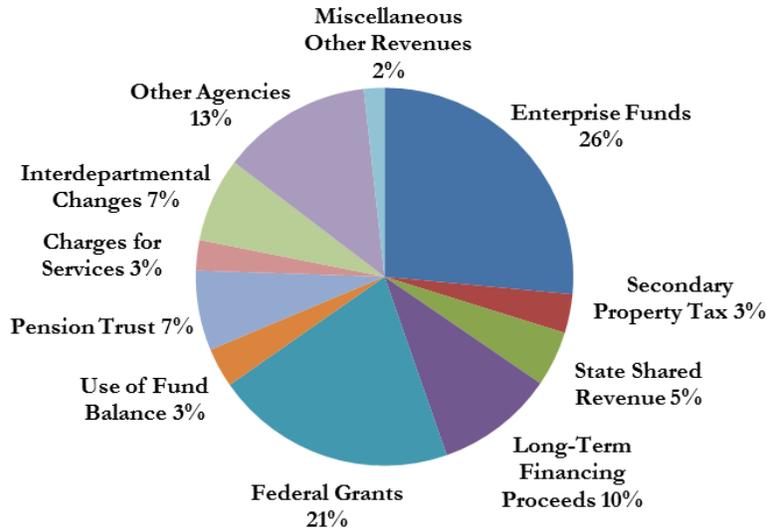
Restricted Funds – Revenues

Restricted funds account for 66% of the total Fiscal Year 2013 Budget. These funds are considered restricted because their use is limited to specific purposes. Restricted fund revenues are generated from the following federal, state, and local sources:

- (1) grants, shared revenues, and contributions from other state and local governments
- (2) self-supporting enterprise funds (environmental services, golf, and water)
- (3) city revenues that are collected for a specific purpose, such as certificates of participation and other debt financing, and reserves set aside for a particular requirement
- (4) internal service and fiduciary funds

The largest component of restricted revenue is from the Enterprise Funds while federal grants comprise the second largest component. See following chart and additional information which is available in Section C.

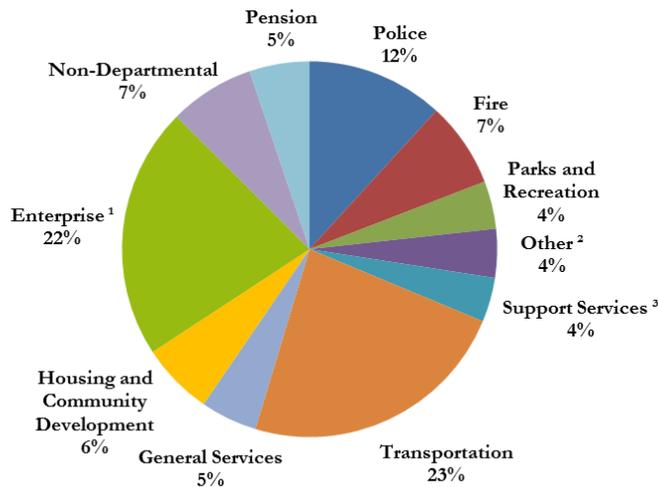
**Fiscal Year 2013
Restricted Funds – Revenues
\$867.1 million**



WHERE THE MONEY GOES

The City budget funds a broad range of services. Environmental Services, Tucson Water, and Tucson City Golf are self-supporting through their fees for services and are included in the Enterprise group, which makes up 23% of the Fiscal Year 2013 Adopted Budget. The following two graphs illustrate the specific areas in which citywide and General Fund expenditures are budgeted. Detailed information on individual department budgets can be found in Section D.

**Fiscal Year 2013 Expenditures
\$1.314 billion**

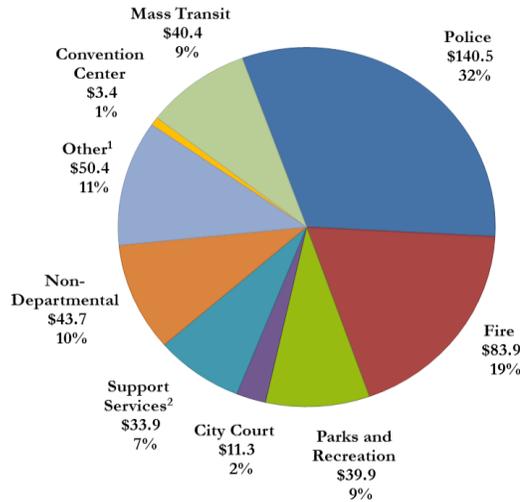


¹Tucson Water, 17%, Environmental Services, 4%, and Tucson City Golf, 1%

²Mayor and Council, City Clerk, City Manager's Office, City Attorney, City Court, Equal Opportunity Programs and Independent Police Review, Public Defender, Planning and Development Services and Tucson Convention Center

³ Budget and Internal Audit, Finance, Human Resources, Information Technology, and Procurement

**Fiscal Year 2013
General Fund Expenditures
\$447.4 million**



¹ Mayor and Council, City Clerk, City Manager's Office, City Attorney, Equal Opportunity Programs and Independent Police Review, General Services, Housing and Community Development, Public Defender, Planning and Development Services, and Transportation.

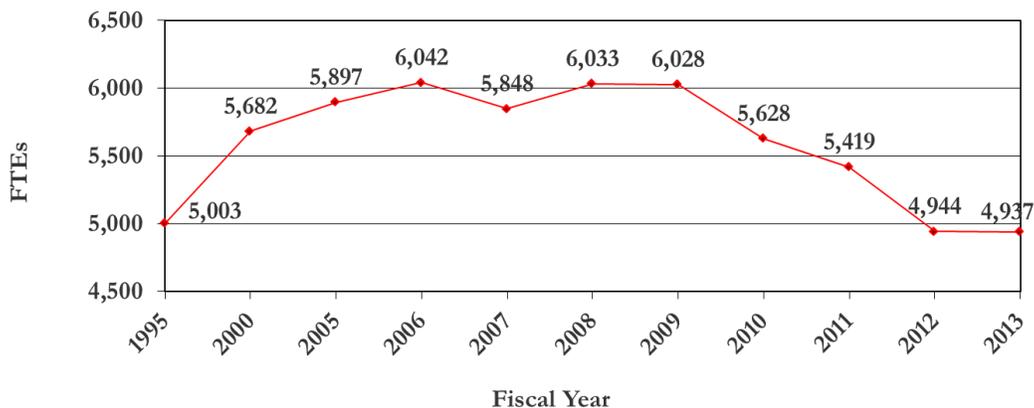
² Budget and Internal Audit, Finance, Human Resources, Information Technology, and Procurement.

Staffing

The number of City employees in the adopted budget for Fiscal Year 2013 totals 4,937.75, a decrease of 6.5 full-time equivalent (FTE) positions from Fiscal Year 2012. An FTE is equal to a 40-hour work week or 2,080 hours per year.

The citywide FTE comparison chart below illustrates how staffing over the past decades peaked in Fiscal Year 2006 at 6,042. The adopted Fiscal Year 2013 staffing of 4,937 approximates the City's authorized staffing level back in Fiscal Year 1995, and is almost 1,100 less than it was as recently as Fiscal Year 2009 as also illustrated below. For more detail on authorized position resources, see the individual departments in Section D.

A four-year City staffing comparison chart is included in Section F as well as a breakdown between permanent and non-permanent positions for Fiscal Year 2013. One potential measure of municipal efficiency, and the value that residents are getting for their taxes, is the staffing ratio per 1,000 population. A chart is also included in Section F which illustrates that the number of City employees per 1,000 population has gradually declined in the past 10 years from a peak of 11.2 in Fiscal Year 2006 to 9.6 in Fiscal Years 2012 and 2013.



CITIZEN IMPACTS

City Property Taxes. The City's property tax rates will increase in Fiscal Year 2013. The City imposes two taxes on property within the city limits. The primary property tax, which is applied to the limited value assessed by the Pima County Assessor, is used for general purposes; and the secondary property tax, which is applied to the full cash value assessed by the Pima County Assessor, is used to pay off general obligation bond debt.

The combined property tax rate for the Fiscal Year 2013 Adopted Budget is \$1.2639 per \$100 of assessed valuation, which is an increase of \$0.1018. As allowed by state law, the City will increase the primary property tax levy by the actual cost of involuntary torts or claims that were paid in Fiscal Year 2011. The involuntary tort levy amount is \$1,051,650, which increases the estimated primary tax rate by \$0.0317 per \$100 of assessed valuation. The involuntary tort revenue will be a reimbursement to the City's Self Insurance Fund and will help toward eliminating the deficit in that fund. The increase to the secondary tax rate is needed to repay the general obligation bond principal and interest obligations. This \$0.1018 increase in the combined rate would mean an increase of \$10.18 annually for an owner of a home with a \$100,000 actual valuation.

City of Tucson Property Tax Comparisons				
	Actual FY 2012	Adopted FY 2013	Change	
Rate Changes				
Primary	\$ 0.4297	\$ 0.4125	\$ (0.0172)	
Secondary	0.7324	0.8514	0.1190	
Total	\$ 1.1621	\$ 1.2639	\$ 0.1018	

Charges for Services. Not all charges for services directly impact the general public; e.g., court fines and development fee increases. The charges for services that generally affect the majority of Tucson residents are the refuse collection and disposal service fees and water system cost of service/usage rates. Specific water rate increases were approved by Mayor and Council on May 22, 2012.

Service Levels. The economic recession caused the City to reduce staffing and reduce or eliminate certain services. Staffing had fallen to the Fiscal Year 1995 level through attrition and the elimination of vacant positions. However, our primary restoration goal is the daily enhancement of service delivery to our residents. This will be accomplished by making internal changes and realignments to make our organization as effective and efficient as possible. A focus will be made on training and employee development and staffing front-line customer service and revenue generating functions to ensure that critical services are delivered.

BUDGET DEVELOPMENT PROCESS

The budgetary process is governed by both state and City legal requirements and provides an opportunity for citizen comment.

On April 24, 2012 the city manager submitted the Fiscal Year 2013 Recommended Budget and the Proposed Five-Year Capital Improvement Program for Fiscal Years 2013-2017. The submission was in compliance with the Tucson City Charter which requires that the city manager prepare a written estimate of the funds required to conduct the business and affairs of the city for the next fiscal year.

A public hearing for the Fiscal Year 2013 Recommended Budget was held on May 8, 2012 to provide the public with an opportunity to comment. On May 8th and 15th, time was set aside at Mayor and Council study sessions for review of the recommended budget; and the budget was tentatively adopted at the regular Mayor and Council meeting on May 15th. The tentative budget adoption was in compliance with the City Charter by which

the city manager is required to submit to Mayor and Council an estimate of the probable expenditures for the coming fiscal year.

On June 5th, the City of Tucson held a public hearing on the budget as tentatively adopted followed by a special meeting for final budget adoption. Adoption of the property tax levies was held on June 19th in accordance with state law.

The budget calendar for Fiscal Year 2013 can be found on page iii.

Section B

Policies and Legal Requirements



FINANCIAL POLICIES and PRACTICES

The City of Tucson's goal is to provide the highest quality services to the community in the most cost-effective manner. The City's strategy to achieve these results is through goals to improve Tucson in a coordinated manner and to make fiscally responsible decisions that will ultimately strengthen the city.

The development of the City of Tucson's budget is designed to reflect the needs and desires of the community. Throughout the year, the Mayor and Council and staff obtain input from the community through citizen commissions, neighborhood dialog meetings, and budget townhalls. The city council provides input to the City Manager for the preparation of the Recommended Budget, which is reviewed with the Mayor and Council in the spring of each year. The purpose of the Recommended Budget is to enable the community and the city council to comment on a balanced budget before tentative adoption.

In addition to legal requirements set by State law and the City Charter, the Mayor and Council adopted Comprehensive Financial Policies in January 2011 as recommended by the Government Finance Officers Association (GFOA). These policies establish guidelines for the City's overall fiscal planning and management. These principles are intended to foster and support the continued financial strength and stability of the City as reflected in its financial goals. Following these principles will enhance the City's financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies and investors. It will also protect the Council's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies.

The Comprehensive Financial Policies are available in their entirety on the City Finance Department's website at <http://www.tucsonaz.gov/finance>. Additional updates to the policies will be discussed by the Mayor and Council in the fall of 2012.

Balanced Budget

The city shall adopt a balanced budget so that expenditures approved for City purposes will not exceed the estimate of income expected from all sources, including available balances from prior years. This policy applies to expenditures and revenues within each fund such that each fund is individually balanced. Furthermore, one-time funding sources will only be used for one-time expenditures to avoid a future imbalance that would be caused by funding recurring expenditures with one-time revenues or balances from prior years.

Per the adopted Policies, the City of Tucson should always adopt a legally balanced budget and should strive to adopt a structurally balanced budget while considering the long-term impact on the City's financial health. In difficult budget times, the City should strive first to maintain balanced operating budgets and then to achieve a structurally balanced budget as quickly as possible.

Operating Management Policies

- Department directors are expected to manage their areas with the overall financial health of the City in mind and to look for effective and efficient ways to deliver quality services to our citizens while meeting the goals of the city council.
- All personnel requests must be fully justified to show that they will either meet new program purposes or maintain or enhance service delivery.
- Revenue projections will be based on historical trends by developing base lines for ongoing types of revenues. Conservative but realistic revenue projections will be prepared to assess the limits of budget appropriation.
- User fees and charges, which are approved by the city council, will be periodically analyzed and updated to ensure sufficient cost recovery.
- Development fees will be reviewed each year and adjusted if necessary.
- Each department will create performance measurements to make sure the goals and objectives of the department are obtained in an efficient and effective manner.
- Investments of cash funds will be maintained in accordance with the City Charter and State Statutes.

FINANCIAL POLICIES and PRACTICES

- The City will pursue outstanding collections through revenue collectors and perform audits on businesses to ensure compliance with the City Tax Code.

Capital Management Policy

The purpose of the Capital Improvement Program is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance to established policies.

- The City will develop, maintain and revise when necessary a continuing Capital Improvement Program (CIP).
- The CIP must include a list of proposed capital improvements with cost estimates, funding sources, time schedules for each improvement and estimated operating and maintenance costs.
- The CIP will cover a five-year planning horizon, identifying infrastructure and facility projects along with the funding sources available for projected expenditures.

Revenue Diversification

The City cannot meet the growing demand for services without diversifying its revenue base. Although the State places certain restrictions on raising revenues, restrictions due to the City Charter can be lifted if approved by the voters. The City must continue in its efforts to expand revenues such as fees for services, and to remove limitations set by the City Charter where feasible.

General Accounting Policies

- The city complies with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) statements in accounting for and presenting financial information.
- The modified accrual basis of accounting is used for all governmental fund types, while other fund types including enterprise funds comply with the full accrual basis of accounting.
- An annual audit is performed by an independent public accounting firm. The audit opinion is included in the city's Comprehensive Annual Financial Report (CAFR).
- The City's CAFR will be submitted to the Government Finance Officers Association (GFOA) Certification of Achievement for Excellence in Financial Reporting Program.
- Financial systems will be maintained to monitor revenues and expenditures.

Budgetary Policies

The basis of budgeting is best described as a modified cash basis, because funds are budgeted in the year expended. As a result, revenues that may be received in a prior year are budgeted in the year that they will be expended. A good example is bond funds, which are sold and received in the fiscal year prior to the fiscal year that they are budgeted and expended.

- The budget will be prepared using the best practices and procedures set out by the GFOA and the GASB.
- The budget will be prepared in accordance with the policies and priorities of the Mayor and Council, including the City's Comprehensive Financial Policies and approved strategic plan.
- The budget will reflect the needs being met, services provided, resources used, and sources of funds.
- Annually, the Mayor and Council is to adopt a balanced budget on or before the third Monday in June preceding the beginning of the fiscal year, which sets out that year's revenues and appropriations for each program and item of expenditures.
- The City will adopt a balanced budget without using non-recurring funding sources to defray recurring expenditures.
- Consistent with the annual budget process, a five-year capital improvement program will be approved.
- The adopted annual budget is the basis for the implementation, control, and management of that year's programs and use of funds.
- The City's budget will be submitted to the GFOA Distinguished Budget Presentation Program.

Fund Balance Policy

An important component of good fiscal practice for any organization is to have a policy on the amount of reserves to be maintained, the purposes for which their use is allowed, and the manner in which reserves are restored after use. Fund balance is an important indicator of the City's financial position.

Fund Balance is comprised of Non-spendable, Restricted, Committed, Assigned, or Unassigned components. This policy refers to unrestricted fund balance which would include the latter three fund balance components: Committed, Assigned, or Unassigned.

The City of Tucson's General Fund unrestricted fund balances will be maintained to provide the City with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing. This is needed to maintain the City's creditworthiness and to adequately provide for economic and legislative uncertainties, cash flow needs and contingencies.

Committed Fund Balance

- Mayor and Council action is required to "commit" and "uncommit" funds for a specific purpose.
- The City will maintain a stabilization fund or "rainy day fund" as a committed fund balance in the General Fund of no less than ten percent (10%) of General Fund revenues. The City is currently not in conformity with this goal but will strive to achieve it within five years.
- The stabilization fund may only be used if specific action is taken by Mayor and Council after the unassigned/contingency fund balance is depleted and if the City Manager is able to demonstrate the magnitude of the unforeseen emergency and there are no reasonable budget adjustments available to continue to provide the essential services to the public.
- In the event the stabilization fund must be used to provide for temporary funding, the City must restore to the minimum limit over a period not to exceed five fiscal years following the fiscal year in which the event occurred. If the depletion of the stabilization fund was a result of an ongoing economic downturn, the City's goal is to restore the fund balance within five years of revenue stabilization.

Assigned Fund Balance - The Chief Financial Officer/Finance Director will approve any assigned fund balance.

Unassigned Fund Balance

- A target of a minimum of seven percent (7%) of General Fund revenues will be "unassigned/contingency", with the intention to provide additional stability to the General Fund recognizing the cyclical nature of the economy and the volatility of the major revenue sources of the City.
- Funds in excess of the minimum targets will be retained in the unassigned General Fund balance and may be considered to supplement "pay as you go" capital outlay expenditures, or may be used to prepay existing City debt.
- These funds may not be used to establish or support costs that are recurring in nature.

Investment Policy

The Tucson City Charter and State Statutes authorize the City to invest in obligations of the U.S. government, its agencies and instrumentalities, money market funds consisting of the above, repurchase agreements, bank certificates of deposit, commercial paper rated A-1/P-1, corporate bonds and notes rated AAA or AA, and the State of Arizona Local Government Investment Pool. Investment maturities are scheduled so that maturing principal and interest, plus ongoing, non-investment cash flow, is sufficient to cover projected payroll, operating, and capital expenses as these become payable. Funds available for the day-to-day operation of the City may be invested in authorized investments with a final maturity not exceeding three years from the date of the investment. Monies not related to the day-to-day operation of the City, such as bond proceeds, also may be invested for a maximum of three years with maturities based upon anticipated needs.

Comparison to the Basis of Accounting for the Comprehensive Annual Financial Report (CAFR)

- The structure of City funds is generally the same in the budget and the CAFR. However, because the CAFR uses either a modified accrual or full accrual basis of accounting, there are differences in how revenues and expenses are treated in specific areas.
- Where the General Fund contributes to a special revenue fund, those special revenue funds do not carry an unreserved fund balance because only the amount of General Fund required to cover expenses and obligations are transferred. This treatment is essentially the same in both the budget and the CAFR.
- The budget matches revenues to expenditures in the year expensed for funds other than the General Fund. This may result in differences with the CAFR where a revenue may be received prior to the start of the fiscal year, such as is the case with bond funds and other financing, while the CAFR would report the proceeds in the year received.
- The budget does not record expenditures such as depreciation that are accrued under Generally Accepted Accounting Principles.

DEBT MANAGEMENT POLICY

This policy is a component of the adopted Comprehensive Financial Policies. It has been developed to provide guidelines for the issuance of bonds and other forms of indebtedness to finance necessary land acquisitions, capital construction, equipment, and other items for the City and post-closing follow-up with respect to such financings.

The debt policy is to be used in conjunction with the Adopted Budget, the Capital Improvement Program (CIP) and other financial policies as directed by Mayor and Council. It will assist the City in determining appropriate uses of debt financing, establish debt management goals, provide guidelines that will result in the lowest cost of borrowing for each transaction and assist the City in maintaining its current credit ratings, while assuming a prudent level of financial risk and preserving the City's flexibility to finance future capital programs and requirements.

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 (GO) bonds are backed by the full-faith and credit of the City and are secured by secondary property tax. The Tucson City Charter currently sets an upper primary and secondary property tax limit of \$1.75 per \$100 of assessed valuation as a condition upon the City's continuing ability to impose and collect transaction privilege taxes. Therefore, state laws notwithstanding, the City will not levy a combined primary and secondary property tax that exceeds \$1.75. 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 and Obligations

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

DEBT MANAGEMENT POLICY

maintains 150% - 200% debt service coverage. Water revenue bonds and obligations 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.

Water Infrastructure Finance Authority (WIFA) Loans

In 1997, Arizona State Legislation increased the powers of the Wastewater Management Authority created in 1989 and permitted additional types of borrowers to access funds through the establishment of the Water Infrastructure Finance Authority (WIFA). A part of this legislation provides WIFA the power to issue bonds to provide low interest rate loans to local governments related to the Clean Water Act. WIFA's funding source includes both Federal and State sources. In order to participate in the WIFA loan program, local governments must have existing bond authorization equal to the loan amount.

Clean Renewable Energy Bonds

In July, 2005, Congress passed the Energy Tax Incentives Act of 2005 (the "Act"). Among a number of other tax incentives, the Act permits state and local governments, cooperative electric companies, clean renewable energy bond lenders and Indian tribal governments to issue 'clean renewable energy bonds' (CREBs) to finance certain renewable energy and clean coal facilities.

CREBs are a new form of tax credit bond in which interest on the bonds is paid in the form of federal tax credits by the United States government in lieu of interest paid by the issuer. CREBs, therefore, provide qualified issuers/qualified borrowers with the ability to borrow at a 0% interest rate. The federal tax benefit to the holder of a CREB is greater than the benefit derived from tax-exempt municipal bonds in that the tax credit derived from a CREB can be used to offset on a dollar-for-dollar basis.

The City began issuing CREBs in Fiscal Year 2009 and will continue to use this financing mechanism to fund the purchase and installation of solar panels for use on city buildings. The bond principal is being repaid from the electricity savings and rebates from Tucson Electric Power.

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.

SUMMARY OF OUTSTANDING INDEBTEDNESS
As of July 1, 2012

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 222,360,610	19.72%
Highway Revenue Bonds	122,535,000	10.87%
Certificates of Participation	247,651,000	21.96%
Special Assessment Debt	3,052,000	0.27%
Clean Renewable Energy Bonds	17,662,300	1.57%
Capital Leases	2,875,920	0.26%
	616,136,830	54.63%
Business-type Activities:		
Water System Revenue Bonds	495,852,220	43.97%
Certificates of Participation	14,529,000	1.29%
Capital Leases	1,261,540	0.11%
	511,642,760	45.37%
 Total Indebtedness	 \$ 1,127,779,590	 100.00%

Bond Sales Forecast

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, 2012, the City had sold \$120,830,000 of that authorization. New bond authorization sales are not planned for Fiscal Year 2013. The Tucson Water Utility will instead issue water system revenue obligation bonds in the amount of \$51,651,000 for the acquisition and construction of water system improvements.

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 2013, the required levy to cover outstanding bonds is estimated at \$28,754,300, an increase of \$3,208,484 from the levy for Fiscal Year 2012. The Fiscal Year 2013 secondary property rate is estimated at \$0.8514 per \$100 of assessed valuation, an increase of \$0.1190 from the Fiscal Year 2012 actual rate of \$0.7324. The actual rate for Fiscal Year 2013 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 2013 will be \$17,486,050.

Enterprise Funds Debt Service. Enterprise Fund revenue bonds and other long-term obligations are payable solely from fees, charges for services, or rents paid by users of the service provided.

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 2012	FY 2013
General Government Funds¹		
General Fund	\$ 21,825,920	\$ 21,830,330
ParkWise Fund	1,379,550	1,432,700
Highway User Revenue Fund	327,720	170,750
General Obligation Bond Debt Fund	27,021,550	28,056,290
Street and Highway Revenue Bond Debt Fund	17,878,080	17,486,050
Miscellaneous Federal Grants Fund	83,390	-0-
Special Assessments Fund	725,020	578,550
Total General Government Funds	69,241,230	69,554,670
Internal Service Funds²		
Facilities Management Internal Service Fund	5,140	2,580
General Service Fund	2,022,550	1,890,320
Total Internal Service Funds	2,027,690	1,892,900
Enterprise Funds²		
Environmental Services Fund	1,365,300	1,247,670
Tucson City Golf Fund	164,720	206,720
Tucson Water Utility Fund	42,544,070	46,688,970
Total Enterprise Funds	44,074,090	48,143,360
Grand Total	\$ 115,343,010	\$ 119,590,930

¹General Government Funds debt service payments are budgeted in Non-Departmental, except for ParkWise where its debt service payments are budgeted in General Services.

²Internal Service and Enterprise Funds debt service payments are budgeted in their respective departments.

LEGAL REQUIREMENTS

The City's budget is subject to requirements set by the State of Arizona's Constitution and statutes, and the Tucson City Charter.

LEGAL REQUIREMENTS IMPOSED BY THE STATE

Tucson, like all cities in the State of Arizona, is subject to numerous budgetary and related legal requirements. Article IX, Section 20(1) of the Arizona Constitution sets out limits on the City's legal budget capacity. In general, the Mayor and Council cannot authorize expenditures of local revenues in excess of the expenditure limitation determined annually by the State of Arizona's Economic Estimates Commission (EEC). This limitation is based on the City's actual expenditures incurred during Fiscal Year 1980, adjusted to reflect subsequent inflation and population growth. Not subject to this limit are items such as bond proceeds, related debt service, interest earnings, certain highway user revenue funds, federal funds, monies received pursuant to intergovernmental agreements, and state grants which are to be used for specific purposes. Each year the EEC recalculates expenditure limitations for population growth and inflation, using the federal Gross Domestic Product (GDP) index to account for inflationary increases.

The City's limitation amount for Fiscal Year 2013 includes two voter-approved increases to the expenditure base. In November 1981, the voters passed an \$800,000 increase and in November 1987, the voters approved a \$46.9 million permanent increase to the base limitation.

Property Tax Levy Limitation

The Arizona Constitution and Arizona Revised Statutes (ARS) specify a property tax levy limitation system. This system consists of two levies, a limited levy known as the primary property tax levy and an unlimited levy referred to as the secondary property tax levy. The primary levy may be imposed for all purposes, while the secondary levy may be used only to retire the principal and interest or redemption charges on general obligation bonded indebtedness.

Primary Property Tax Levy: There is a strict limitation on how much the City can levy as a primary property tax. The primary property tax levy is limited to an increase of 2% over the previous year's maximum allowable primary levy, plus an increased dollar amount due to a net gain in property not taxed the previous year (ARS §42-17051). Even if the City does not adopt the maximum allowable levy from year to year, the 2% allowable increase will be based on the prior year's "maximum allowable levy." The "net new property" factor is included in the calculation to take into account all new construction and any additional property added to a community due to annexations. The 2% increase applies to all taxable property.

The Arizona State law allows cities and towns to include tort claim reimbursements in the primary tax levy. The property tax revenue represents a reimbursement to the City's Self-Insurance Fund for the actual cost of liability claim judgments paid during the prior fiscal year. The City of Tucson includes this reimbursement in its primary property tax levy.

Secondary Property Tax Levy: The secondary property tax allows the City to levy a property tax for the purpose of retiring the principal and paying interest on general obligation bonds. This levy is referred to as the "unlimited" levy because this property tax may be levied in an amount to make necessary interest payments on, and for the retirement of, general obligation bonds issued by the City.

Not only is the dollar amount of the secondary property tax levy "unlimited," the actual full cash value of property that is used in determining the tax rate can be adjusted by changes in market value without a cap (Article IX, Section 18 and 19, Arizona Constitution). Unlike the primary tax system, which uses a controlled assessment system to determine the tax rate, state laws allow the City to levy the amount of secondary property tax necessary to pay off its general obligation bonds.

LEGAL REQUIREMENTS

Budget Adoption

State law (ARS §42-17101) requires that on or before the third Monday in July of each fiscal year, the Mayor and Council must adopt a tentative budget. Once this tentative budget has been adopted, the expenditures may not be increased upon final adoption. In effect, with the adoption of the tentative budget, the council has set its maximum "limits" for expenditure, but these limits may be reduced upon final adoption.

Once the tentative budget has been adopted, it must be published once a week for at least two consecutive weeks. The tentative budget must be fully itemized in accordance with forms supplied by the auditor general and included in the council meeting minutes.

State law (ARS §42-17104, §42-17105) specifies that the city or town council must adopt the final budget for the fiscal year by roll call vote at a special meeting called for that purpose. The adopted budget then becomes the amount proposed for expenditure in the upcoming fiscal year and shall not exceed the total amount proposed for expenditure in the published estimates (ARS §42-17106). Once adopted, no expenditures shall be made for a purpose not included in the budget, and no expenditures shall be made in excess of the amounts specified for each purpose in the budget, except as provided by law. This restriction applies whether or not the city has at any time received, or has on hand, funds or revenue in excess of those required to meet expenditures incurred under the budget. Federal and bond funds are not subject to this requirement.

Adoption of Tax Levy

State law (ARS §42-17107) governing truth in taxation notice and hearing requires that on or before February 10, the county assessor shall transmit to the city an estimate of the total net assessed valuation of the city, including an estimate of new property that has been added to the tax roll since the previous levy of property taxes in the city. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the city in the preceding year, the governing body shall publish a notice of tax increase. The truth in taxation hearing must be held prior to the adoption of the property tax levy.

The tax levy for the city must be adopted on or before the third Monday in August (ARS §42-17151). The tax levy must be specified in an ordinance adopted by the Mayor and Council. The levy is for both the primary and secondary tax.

Budget Revisions

ARS §42-17106 requires that no expenditures be made for a purpose not included in the adopted budget in any fiscal year in excess of the amount specified for each purpose in the budget. The City of Tucson in its annual Budget Adoption Resolution defines "purpose" as a series of departments and offices organized into the following six program categories:

- 1) Elected and Official
- 2) Public Safety/Neighborhood Services
- 3) Operations and Development
- 4) Support Services
- 5) Non-Departmental
- 6) Fiduciary Funds

The departments within a given program category are held accountable for their budget. Each department and the Office of Budget and Internal Audit continuously monitor expenditures. If budget changes are needed, city departments prepare budget change requests that identify the areas to be increased and decreased. The budget office approves these budget change requests; under special circumstances the City Manager or his designee also approves the change requests. If there are major policy or program implications associated with a change, the City Manager may submit it to the Mayor and Council for approval. Once approved, the revised appropriation is entered into the City's financial management system.

ARS §42-17106 permits the Mayor and Council, on the affirmation of a majority of the members at a duly noticed public meeting, to authorize the transfer of funds between program categories if the funds are available so long as the transfer does not violate the state set spending limitations.

LEGAL REQUIREMENTS IMPOSED BY THE CITY CHARTER

Legal requirements of the Tucson City Charter related to limiting property taxes and scheduling of budget adoption are more restrictive than state law.

Property Tax Levy Limitation

Chapter IV, Section 2 of the Tucson Charter sets an upper property tax limit of \$1.75 per \$100 assessed value. Therefore, state laws notwithstanding, the City cannot levy a combined primary and secondary property tax that exceeds \$1.75.

Fiscal Year

The fiscal year of the City begins the first day of July of each year. (Tucson City Charter, Chapter XIII, Section 1)

Submission of the Recommended Budget

The City Charter requires that the City Manager prepare a written estimate of the funds required to conduct the business and affairs of the City for the next fiscal year. This estimate, which is the recommended budget, is due on or before the first Monday in May of each year, or on such date in each year as shall be fixed by the Mayor and Council. (Tucson City Charter, Chapter XIII, Section 3)

Budget Approval

On or before the first Monday in June of each year, or on such date in each year as shall be fixed by the Mayor and Council, the City Manager is required to submit to the Mayor and Council an estimate of the probable expenditures for the coming fiscal year, stating the amount in detail required to meet all expenditures necessary for city purposes, including interest and sinking funds, and outstanding indebtedness. Also required is an estimate of the amount of income expected from all sources and the probable amount required to be raised by taxation to cover expenditures, interest, and sinking funds. (Tucson City Charter, Chapter XIII, Section 4)

Budget Publication and Hearings

The budget has to be prepared in detail sufficient to show the aggregate sum and the specific items allowed for each and every purpose. The budget and a notice that the Mayor and Council will meet for the purpose of making tax levies must be published in the official newspaper of the city once a week for at least two consecutive weeks following the tentative adoption of such budget. (Tucson City Charter, Chapter XIII, Section 5)

Adoption of the Budget and Tax Levy

Under Chapter XIII, Section 13 of the City Charter, any unexpended funds held at the conclusion of the fiscal year, other than funds needed to pay bond indebtedness, are no longer available for expenditure and must be credited against amounts to be raised by taxation in the succeeding fiscal year.

If a budget is adopted after the beginning of the fiscal year, Chapter XIII, Section 13 may bar the expenditure of any money until a budget is in place. The implications of Chapter XIII, Section 13 are two-fold. First, any non-bond related expenditure authority terminates on June 30. Second, since the clear implication of this section is that an adopted budget is necessary to provide expenditure authority, if a budget is not in place on July 1 the City cannot expend funds. To avoid any possible implications of not having a budget in place before the beginning of the fiscal year, it is advised that the Mayor and Council adopt a final budget on or before June 30.

LEGAL REQUIREMENTS

The Mayor and Council are required to hold a public hearing at least one week prior to the day on which tax levies are made, so that taxpayers may be heard in favor of or against any proposed tax levy. After the hearing has been concluded, the Mayor and Council adopt the budget as finally determined upon. All taxes are to be levied or voted upon in specific sums and cannot exceed the sum specified in the published estimate. (Tucson City Charter, Chapter XIII, Section 6, and Ordinance Number 1142, effective 6-23-48)

City Ordinance Setting the Property Tax Rate

On the day set for making tax levies, and not later than the third Monday in August, the Mayor and Council must meet and adopt an ordinance that levies upon assessed valuation of property within the city a rate of taxation sufficient to raise the amounts estimated to be required in the annual budget. (Tucson City Charter, Chapter XIII, Section 7, and Ordinance Number 1142, effective 6-23-48)

**STATEMENT REQUIRED BY ARIZONA REVISED STATUTES §42-17102
RELATIVE TO PROPERTY TAXATION**

**PRIMARY AND SECONDARY TAX LEVIES
FISCAL YEARS 2012 AND 2013**

Property Tax	Adopted FY 2012 Levy	Actual FY 2012 Levy	FY 2013 Maximum Levy Amount	FY 2013 Involuntary Tort Levy Amount	FY 2013 Total Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$ 14,707,820	\$ 14,707,820	\$ 12,619,250 ¹	\$ 1,051,650 ²	\$ 13,670,900	\$ (1,036,920)	(7.1%)
Secondary	25,721,550	25,545,816	28,754,300	-0-	28,754,300	3,208,484	12.6%
Total	\$ 40,429,370	\$ 40,253,636	\$ 41,373,550	\$ 1,051,650	\$ 42,425,200	\$ 2,171,564	5.4%

Property Tax	Actual FY 2012 Rate	Estimated FY 2013 Rate ³	Amount Rate Increase/ (Decrease)	Percentage Rate Increase/ (Decrease)
Primary	\$ 0.4297	\$ 0.4125	\$ (0.0172)	(4.0%)
Secondary	0.7324	0.8514	0.1190	16%
Total	\$ 1.1621	\$ 1.2639	\$ 0.1018	8.8%

¹ The primary property tax levy is limited to an increase of two percent over the previous year's maximum allowable primary levy plus an increased dollar amount due to a net gain in property not taxed in the previous year, such as new construction and annexed property. The primary property tax levy is shown at the estimated maximum amount. The actual maximum amount may be less.

² Increase to the levy rate as reimbursement for Fiscal Year 2011 tort claim payments.

³ Both rates may differ depending on the final actual assessed valuation for the respective purposes.

ADOPTED BY THE
MAYOR AND COUNCIL

June 5, 2012

RESOLUTION NO. 21890

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013, DECLARING THAT TOGETHER SAID EXPENDITURES SHALL CONSTITUTE THE BUDGET OF THE CITY OF TUCSON FOR SUCH FISCAL YEAR AND DECLARING THAT THE 5 YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) HAS BEEN APPROVED WITH THE FIRST YEAR OF THE CIP BEING ADOPTED AS PART OF THE AFOREMENTIONED BUDGET.

WHEREAS, pursuant to the provisions of the laws of the State of Arizona, and the Charter and Ordinances of the City of Tucson, the Mayor and Council are required to adopt an annual budget; and

WHEREAS, the Mayor and Council have prepared and filed with the City Clerk a proposed budget for the Fiscal Year beginning July 1, 2012 and ending June 30, 2013, which was tentatively adopted on May 15, 2012 and consists of estimates of the amounts of money required to meet the public expenses for that year, an estimate of expected revenues from sources other than direct taxation and the amount needed to be raised by taxation upon real and personal property; and

WHEREAS, due notice has been given by the City Clerk that this tentative budget with supplementary schedules and details is on file and open to inspection by anyone interested; and

WHEREAS, publication of the estimates has been made and the public hearing at which any taxpayer could appear and be heard in favor of or against any proposed expenditure or tax levy has been duly held, and the Mayor and Council are now

convened in special meeting to finally determine and adopt estimates of proposed expenditures for the various purposes set forth in the published proposal, all as required by law;

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF TUCSON, ARIZONA, AS FOLLOWS:

SECTION 1. The Mayor and Council have finally determined the estimates of revenue and expenditures, as set forth in Schedules A, B, C, D, E, and F attached and incorporated herein by this reference, which will be required of the City of Tucson for the Fiscal Year beginning July 1, 2012 and ending June 30, 2013, and such finally determined estimates are hereby adopted as the budget of the City of Tucson for said fiscal year.

SECTION 2. The Purposes of Expenditure and the amount finally determined upon for each purpose, as set forth in this section, are necessary for the conduct of the business of the government of the City of Tucson, and such amounts and purposes shall constitute the adopted Expenditure Plan for the City for the 2013 Fiscal Year:

<u>Purpose of Expenditure</u>	<u>Final 2013 Budget</u>
Elected and Official	\$ 24,942,090
Public Safety/Neighborhood Services	416,619,970
Operations and Development	657,585,890
Support Services	50,240,520
Non-Departmental	96,694,190
Fiduciary Funds	<u>68,177,960</u>
 TOTAL	 <u>\$ 1,314,260,620</u>

SECTION 3. That the Purposes of Expenditure and the amount finally determined upon for each purpose as set forth in this section constitutes the portion of the adopted budget of the City for the 2013 Fiscal Year which is subject to the State Budget Law:

<u>Purpose of Expenditure</u>	<u>Final 2013 Budget Subject to State Budget Law</u>
Elected and Official	\$ 22,175,660
Public Safety/Neighborhood Services	254,729,230
Operations and Development	305,689,630
Support Services	33,879,510
Non-Departmental	22,880,460
Fiduciary Funds	<u>-0-</u>
 TOTAL	 <u>\$ 639,354,490</u>

SECTION 4. That money for any fund may be used for any of the purposes set forth in Section 2, except money specifically restricted by State or Federal law or City Charter, Code, Ordinances or Resolutions or bond covenants.

SECTION 5. That the 5 year Capital Improvement Program (CIP), as summarized in Section E of the Recommended Budget Fiscal Year 2013, is approved with the first year of the CIP being adopted as part of the aforementioned budget

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 5th day of June, 2012.



 MAYOR

ATTEST:



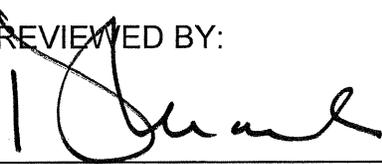
 CITY CLERK

APPROVED AS TO FORM:



 CITY ATTORNEY

REVIEWED BY:



 CITY MANAGER

Schedule A to Resolution No. 21890
City of Tucson
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2013

FUND	ADOPTED BUDGETED EXPENDITURES / EXPENSES* 2012	ACTUAL EXPENDITURES / EXPENSES ** 2012	FUND BALANCE/ NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/ EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 370,812,120	\$ 372,900,440	\$ 66,146,810	Primary: \$ 12,619,250	\$ 421,736,760	\$ 9,416,000	\$ 9,416,000	\$	\$ 43,833,580	\$ 456,669,240	\$ 394,159,760
2. Special Revenue Funds	469,368,540	295,340,250	96,229,100		359,290,600			45,666,480		501,186,180	425,819,480
3. Debt Service Funds Available	45,624,650	45,624,650	2,001,980	Secondary: 28,754,300	7,781,090	12,265,000	12,265,000		1,832,900	36,704,470	34,070,890
4. Less: Amounts for Future Debt Retirement			-0-							-0-	
5. Total Debt Service Funds	45,624,650	45,624,650	2,001,980	28,754,300	7,781,090	12,265,000	12,265,000		1,832,900	36,704,470	34,070,890
6. Capital Projects Funds	2,466,060	639,520	-0-		1,185,300					1,185,300	1,185,300
7. Permanent Funds	N/A	N/A	N/A							N/A	N/A
8. Enterprise Funds Available	287,872,610	269,684,960	768,429,460		304,659,220					1,073,088,680	299,305,720
9. Less: Amounts for Future Debt Retirement			-0-							-0-	
10. Total Enterprise Funds	287,872,610	269,684,960	768,429,460		304,659,220					1,073,088,680	299,305,720
11. Internal Service Funds	79,639,290	71,573,970	(10,585,910)	Primary: 1,051,650	65,722,520					56,188,260	69,860,510
12. Fiduciary Funds	73,572,600	71,400,370	575,846,440		59,284,000					635,130,440	68,177,960
13. TOTAL ALL FUNDS	\$ 1,329,355,870	\$ 1,127,164,160	\$ 1,498,067,880	\$ 42,425,200	\$ 1,219,659,490	\$ 21,681,000	\$ 21,681,000	\$ 45,666,480	\$ 45,666,480	\$ 2,125,022,130	\$ 1,292,579,620

EXPENDITURE LIMITATION COMPARISON

	2012	2013
1. Budgeted expenditures/expenses	\$ 1,329,355,870	\$ 1,292,579,620
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	1,329,355,870	1,292,579,620
4. Less: estimated exclusions	702,532,680	653,225,130
5. Amount subject to the expenditure limitation	\$ 626,823,190	\$ 639,354,490
6. EEC or voter-approved alternative expenditure limitation	\$ 632,631,190	\$ 650,408,940

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Schedule B to Resolution No. 21890
City of Tucson
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2013

	2012	2013
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 14,707,820	\$ 13,670,900
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 14,707,820	\$ 13,670,900
B. Secondary property taxes	25,721,550	28,754,300
C. Total property tax levy amounts	\$ 40,429,370	\$ 42,425,200
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 14,707,820	
(2) Prior years' levies		
(3) Total primary property taxes	\$ 14,707,820	
B. Secondary property taxes		
(1) Current year's levy	\$ 25,721,550	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ 25,721,550	
C. Total property taxes collected	\$ 40,429,370	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4297	0.4125
(2) Secondary property tax rate	0.7324	0.8514
(3) Total city/town tax rate	1.1621	1.2639

B. Special assessment district tax rates
 Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating no special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Schedule C to Resolution No. 21890
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
GENERAL FUND			
Local taxes			
Business Privilege Tax	\$ 169,320,000	\$ 173,000,000	\$ 178,400,000
Public Utility Tax	23,127,000	23,600,000	24,600,000
Use Tax	6,060,000	6,000,000	6,200,000
Transient Occupancy Tax	8,585,000	9,200,000	9,200,000
Room Tax	3,131,000	3,600,000	3,800,000
Liquor Taxes	750,000	750,000	800,000
Pawn Broker Second Hand Dealer	200,000	400,000	400,000
Occupational Taxes	125,000	40,000	40,000
Government Property Lease Excise Tax	3,500	3,500	3,500
Licenses and permits			
Utility Franchise Fees	13,018,900	13,402,130	13,356,100
Cable Television Licenses	5,384,000	5,384,000	3,634,000
License Application Fees	1,938,000	1,600,000	1,600,000
Alarm Permit Fee	1,000,000	50,000	1,000,000
Telecommunications Licenses and Franchise Fee	923,300	913,870	909,900
Sign Regulation Fee	316,620	412,500	354,600
Litter Assessment Fee	174,000	108,880	200,000
Miscellaneous Licenses and Permits	15,310	26,020	26,020
Intergovernmental			
State Shared Income Tax	43,899,990	43,899,990	53,100,000
State Shared Sales Tax	38,800,000	41,000,000	42,200,000
State Shared Auto Lieu Tax	19,400,000	18,300,000	18,700,000
Dispatch Services	1,053,890	1,036,750	969,540
Law Enforcement Training	180,130	180,130	247,300
State Telecommunications 911 Excise Tax	40,000	27,240	40,000
Tri-Band Multi-Agency Agreements	18,010	18,000	-0-
Charges for services			
Administration Charge to Enterprise Funds	11,878,730	11,878,730	10,123,390
City Attorney	13,050	5,000	5,000
General Government	123,320	190,630	173,600
General Services	400	120	-0-
Housing and Community Development	93,900	169,300	166,500
Information Technology	232,800	276,370	228,000
Parks and Recreation	5,577,320	5,326,140	5,885,540
Planning and Development Services	6,333,070	8,393,580	7,508,200
Public Defender	54,200	132,990	132,990
Transportation	2,850	-0-	-0-
Tucson Fire	12,167,550	12,234,490	12,234,490
Tucson Police	4,704,000	4,163,850	4,774,320
Fines and forfeits			
City Attorney	835,000	590,000	512,890
City Court	3,104,520	2,077,390	2,169,410
Finance	6,030	8,000	8,000
General Government	20,000	1,200	2,000
Housing and Community Development	-0-	4,590	4,000
Planning and Development Services	-0-	890	1,000
Transportation	5,250	-0-	-0-
Tucson Fire	6,000	6,000	6,000
Tucson Police	11,490,500	11,408,620	11,348,200

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Schedule C to Resolution No. 21890
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
Use of Money and Property			
Rentals and Leases	\$ 329,350	\$ 463,810	\$ 426,640
Interest Earnings	546,980	288,820	288,670
In-lieu property taxes			
Tucson Water Utility	1,600,000	1,600,000	1,600,000
Other Agencies			
Pima Animal Care Fees	980,000	1,135,410	1,100,000
University of Arizona Fire Service	126,220	134,420	134,420
Contributions			
General Government	1,103,810	1,103,810	1,153,570
Housing and Community Development	70,000	78,880	70,000
Parks and Recreation	356,400	414,000	359,500
Tucson Police	833,800	706,030	740,000
Miscellaneous			
Sale of Property	121,010	173,550	118,070
Miscellaneous Revenues	577,000	718,910	636,000
Opens Space Contributions	12,000	5,400	-0-
Recovered Expenditures	103,350	44,670	45,400
Total General Fund	\$ 400,872,060	\$ 406,688,610	\$ 421,736,760
SPECIAL REVENUE FUNDS			
Mass Transit Fund			
Fare Box Revenue	\$ 6,126,800	\$ 6,849,760	\$ 7,695,000
Pass Sale Revenue	5,679,500	6,346,940	6,825,800
Shuttle Service	-0-	45,000	-0-
Advertising Revenue	205,000	205,000	315,300
Regional Transportation Authority	5,870,000	5,343,000	6,556,000
County/Local Operating Assistance	4,509,170	4,516,330	4,303,400
Special Needs	775,900	637,000	714,100
Rents and Leases	160,000	225,000	120,000
Proceeds from Sale of Capital Assets	-0-	50,000	-0-
Miscellaneous Revenue	338,000	705,000	338,000
Federal Transit Grants	81,178,800	81,178,800	81,039,200
Local Transit Assistance Fund	-0-	436,000	-0-
Total Mass Transit Fund	\$ 104,843,170	\$ 106,537,830	\$ 107,906,800
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,250,000	\$ 1,225,000	\$ 1,275,000
Box Office Fees	140,000	130,000	140,000
Parking	875,000	850,000	850,000
Catering and Concessions	350,000	325,000	340,000
Novelty Sales	30,000	20,000	27,000
Commission Revenue	125,000	130,000	140,000
Facility User Fees	260,000	230,000	240,000
Arena Facility User Fees	200,000	195,000	200,000
Event Ticket Rebates	135,000	136,000	140,000
Recovered Expenditures	40,000	-0-	55,000
Rents and Leases	50,000	50,000	50,000
Miscellaneous Revenues	-0-	43,500	-0-
Total Tucson Convention Center Fund	\$ 3,455,000	\$ 3,334,500	\$ 3,457,000

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Schedule C to Resolution No. 21890
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
Highway User Revenue Fund			
State Shared HURF	\$ 30,625,850	\$ 30,625,850	\$ 33,696,950
Permits and Inspection Fees	278,000	278,000	278,000
Temporary Work Zone Traffic Control	200,000	200,000	200,000
Rents and Leases	291,280	229,900	291,280
Proceeds from Sale of Capital Assets	2,000,000	49,890	100,000
Total Highway User Revenue Fund	\$ 33,395,130	\$ 31,383,640	\$ 34,566,230
ParkWise Fund			
Parking Meter Collections	\$ 887,250	\$ 788,420	\$ 848,930
Parking Revenues	2,138,500	1,754,380	1,869,930
Hooded Meter Fees	16,500	24,390	25,000
Assessment Fee	-0-	60,000	60,000
Parking Violations	873,430	898,720	930,000
Rents and Leases	393,190	380,820	290,270
Interest Earnings	104,030	104,030	104,030
Miscellaneous Revenues	500	500	500
Total ParkWise Fund	\$ 4,413,400	\$ 4,011,260	\$ 4,128,660
Capital Improvement Fund			
Intergovernmental Agreements	\$ 18,727,050	\$ 8,798,070	\$ 16,088,900
Certificates of Participation	29,400,500	6,307,440	10,963,000
Total Capital Improvement Fund	\$ 48,127,550	\$ 15,105,510	\$ 27,051,900
Civic Contribution Fund			
Housing and Community Development	\$ -0-	\$ 11,600	\$ -0-
Parks and Recreation	205,100	101,900	251,210
Transportation	-0-	200	-0-
Tucson Convention Center	15,400	5,000	5,000
Tucson Fire	50,000	3,200	20,000
Tucson Police	-0-	6,300	32,170
Interest Earnings	3,500	3,860	8,000
Total Civic Contribution Fund	\$ 274,000	\$ 132,060	\$ 316,380
Community Development Block Grant Fund			
Community Development Block Grant	\$ 11,747,150	\$ 13,467,710	\$ 10,073,510
Program Income	1,420	140,000	520,000
El Portal Income	120,000	120,000	-0-
Total Community Development Block Grant Fund	\$ 11,868,570	\$ 13,727,710	\$ 10,593,510
Development Fee Fund			
Development Fees for Police	\$ 500,000	\$ 482,700	\$ 510,000
Development Fees for Fire	250,000	265,100	255,000
Development Fees for Transportation	2,543,600	2,630,500	2,594,500
Development Fees to Parks	600,000	625,000	612,000
Development Fees for General Services	275,000	280,700	-0-
Interest Earnings	95,000	74,000	80,000
Total Development Fee Fund	\$ 4,263,600	\$ 4,358,000	\$ 4,051,500
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 3,513,470	\$ 4,504,000	\$ 3,062,800
Lead Hazard Control Grants	1,090,800	48,950	826,670
Program Income	813,870	777,110	760,950
Total Miscellaneous Housing Grant Fund	\$ 5,418,140	\$ 5,330,060	\$ 4,650,420

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Schedule C to Resolution No. 21890
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grant	\$ 37,349,130	\$ 37,842,020	\$ 38,068,200
Program Income	31,500	28,310	6,500
Interest Earnings	7,000	6,290	7,000
Total Public Housing Section 8 Fund	\$ 37,387,630	\$ 37,876,620	\$ 38,081,700
HOME Investment Partnerships Program Fund			
HOME Funds	\$ 5,241,830	\$ 6,059,790	\$ 6,137,460
Program Income	230,000	230,000	426,960
Total HOME Investment Partnerships Program Fund	\$ 5,471,830	\$ 6,289,790	\$ 6,564,420
Other Federal Grants Fund			
City Attorney	\$ 433,310	\$ 332,170	\$ 352,760
City Manager	3,450,000	1,800,000	2,272,470
General Government	-0-	-0-	900,000
General Services	1,196,620	151,860	-0-
Housing and Community Development	230,840	128,160	116,430
Information Technology	300,000	-0-	-0-
Parks and Recreation	698,210	479,040	672,580
Transportation	12,567,250	5,643,150	7,504,600
Tucson Fire	1,800,940	898,870	3,686,940
Tucson Police	13,252,470	9,761,140	13,148,930
Total Other Federal Grants Fund	\$ 33,929,640	\$ 19,194,390	\$ 28,654,710
Non-Federal Grants Fund			
City Attorney	\$ 149,310	\$ 80,200	\$ 141,200
City Clerk	10,000	10,000	-0-
City Manager	150,000	-0-	-0-
General Services	530,830	-0-	-0-
Housing and Community Development	3,878,280	3,575,900	333,610
Information Technology	94,870	-0-	-0-
Parks and Recreation	964,350	60,810	521,900
Tucson Fire	1,050,000	-0-	164,000
Tucson Police	1,589,760	928,260	1,384,710
Total Non-Federal Grants Fund	\$ 8,417,400	\$ 4,655,170	\$ 2,545,420
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 117,733,800	\$ 82,692,400	\$ 86,721,950
Total Regional Transportation Authority Fund	\$ 117,733,800	\$ 82,692,400	\$ 86,721,950
Total Special Revenue Funds	\$ 418,998,860	\$ 334,628,940	\$ 359,290,600
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared - HURF	\$ 6,480,240	\$ 6,185,000	\$ 7,361,140
Interest Earnings	-0-	9,640	-0-
Total Street and Highway Bond and Interest Fund	\$ 6,480,240	\$ 6,194,640	\$ 7,361,140
Special Assessment Bond and Interest Fund			
Special Assessment Collections	\$ 330,730	\$ 429,360	\$ 408,710
Interest Earnings	9,400	4,850	5,800
Miscellaneous Revenues	4,000	4,150	5,440
Total Special Assessment Bond and Interest Fund	\$ 344,130	\$ 438,360	\$ 419,950
Total Debt Service Funds	\$ 6,824,370	\$ 6,633,000	\$ 7,781,090

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Schedule C to Resolution No. 21890
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
CAPITAL PROJECTS FUNDS			
2000 General Obligation Fund			
General Obligation Bond Proceeds	\$ 2,466,060	\$ 302,700	\$ 1,176,600
Interest Earnings	-	6,260	8,700
Total 2000 General Obligation Fund	\$ 2,466,060	\$ 308,960	\$ 1,185,300
Total Capital Projects Funds	\$ 2,466,060	\$ 308,960	\$ 1,185,300
PERMANENT FUNDS			
None	\$ -0-	\$ -0-	\$ -0-
Total Permanent Funds	\$ -0-	\$ -0-	\$ -0-
ENTERPRISE FUNDS			
Tucson Water Utility			
Potable Water Sales	\$ 132,045,220	\$ 131,038,000	\$ 138,780,400
Reclaimed Water Sales	10,954,000	10,869,000	11,634,000
Central Arizona Project Surcharge	2,129,140	2,112,770	2,235,700
Water Conservation Fee	2,981,000	2,870,000	2,871,000
Fire Sprinkler Fee	1,279,640	1,269,640	1,345,900
Connection Fees	1,727,000	615,000	617,000
Service Charges	3,077,000	2,857,000	3,087,000
Development Plan Review/Inspection Fees	608,000	540,000	575,000
Billing Services	3,125,000	3,125,000	3,156,000
Miscellaneous Revenues	1,591,000	1,018,000	1,200,000
Tucson Airport Remediation Project	1,692,000	1,480,600	1,445,000
Water System Equity Fees	3,061,000	2,791,000	2,324,000
CAP Water Resource Fees	361,000	361,000	347,000
Miscellaneous Grants	925,430	865,000	865,000
Sale of Capital Assets	180,000	50,000	50,000
Interest Earnings	94,000	84,000	20,000
Water Utility Revenue Bond Proceeds	18,954,000	-	8,614,000
Water System Obligation Bond Proceeds	38,089,000	43,039,000	51,651,000
Total Tucson Water Utility	\$ 222,873,430	\$ 204,985,010	\$ 230,818,000
Environmental Services Fund			
Residential Refuse Services	\$ 28,050,000	\$ 27,256,750	\$ 28,207,480
Commercial Refuse Services	8,915,000	8,857,480	8,173,070
Landfill Services Charges	4,530,000	6,085,710	5,505,650
Remediation Ground Fee	3,500,000	2,160,150	3,400,000
Self Haul Fee	1,400,000	905,600	1,174,000
Refuse Penalties	200,000	206,460	211,180
Recycling	1,000,000	1,261,340	850,000
Household Hazardous Waste	140,000	93,250	140,000
Federal Grants	404,200	58,520	-
State and Local Grants	270,930	352,800	402,000
Sale of Capital Assets	300,000	337,930	500,000
Interest Earnings	14,000	44,200	50
Recovered Expenses	-	17,650	17,000
Miscellaneous Revenues	139,670	85,650	350,000
General Obligation Bond Proceeds	1,386,200	287,380	630,000
Certificates of Participation Proceeds	377,000	427,300	3,200,000
Total Environmental Services Fund	\$ 50,627,000	\$ 48,438,170	\$ 52,760,430

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Schedule C to Resolution No. 21890
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
Tucson Golf Course Fund			
El Rio	\$ 938,230	\$ 814,880	\$ 900,540
Randolph	3,540,390	2,671,940	3,149,920
Fred Enke	1,288,260	998,110	1,227,760
Silverbell	1,346,870	1,074,650	1,279,100
Other Revenues	23,000	93,620	28,000
Total Tucson Golf Course Fund	\$ 7,136,750	\$ 5,653,200	\$ 6,585,320
Public Housing Fund			
Federal Grants	\$ 6,626,660	\$ 6,619,360	\$ 6,870,940
Housing Administration Charges	2,330,050	2,402,290	2,660,350
Tenant Rent and Parking Fees	3,939,670	3,795,440	3,379,560
Charges for Other Services	443,540	416,540	548,340
Other Rental Income	754,520	754,520	856,280
Interest Revenue	-0-	790	-0-
Other Revenues	106,000	-0-	180,000
Total Public Housing Fund	\$ 14,200,440	\$ 13,988,940	\$ 14,495,470
Total Enterprise Funds	\$ 294,837,620	\$ 273,065,320	\$ 304,659,220
INTERNAL SERVICE FUNDS			
Fleet Services Internal Service Fund			
Interdepartmental Charges	\$ 25,533,310	\$ 24,488,380	\$ 25,752,480
Interest Revenue	5,000	6,950	-0-
Proceeds from the Sale of Capital Assets	140,000	50,000	26,400
Miscellaneous Revenues	97,000	203,000	48,000
Total Fleet Services Internal Service Fund	\$ 25,775,310	\$ 24,748,330	\$ 25,826,880
General Services Internal Service Fund			
Interdepartmental Charges	\$ 19,654,180	\$ 18,556,330	\$ 18,536,260
Non-Grant Contributions	522,780	522,780	387,420
Miscellaneous Revenues	30,000	15,000	5,000
Clean Renewable Energy Bond Proceeds	10,526,300	14,434,950	-0-
Total General Services Internal Service Fund	\$ 30,733,260	\$ 33,529,060	\$ 18,928,680
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 20,518,700	\$ 19,473,630	\$ 18,416,330
Interest Revenue	-0-	92,000	90,000
Proceeds from Lawsuit Settlement	2,460,630	-0-	2,460,630
Total Self Insurance Internal Service Fund	\$ 22,979,330	\$ 19,565,630	\$ 20,966,960
Total Internal Service Funds	\$ 79,487,900	\$ 77,843,020	\$ 65,722,520
FIDUCIARY FUNDS			
Tucson Supplemental Retirement System			
Employer Contributions	\$ 30,000,000	\$ 27,185,000	\$ 38,800,000
Employee Contributions	9,000,000	8,200,000	8,300,000
Portfolio Earnings	11,634,000	12,050,000	12,134,000
Transfers from Other Systems	500,000	50,000	50,000
Miscellaneous Revenues	35,000	50,000	-0-
Total Tucson Supplemental Retirement System	\$ 51,169,000	\$ 47,535,000	\$ 59,284,000
Total Fiduciary Funds	\$ 51,169,000	\$ 47,535,000	\$ 59,284,000
TOTAL ALL FUNDS	\$ 1,254,655,870	\$ 1,146,702,850	\$ 1,219,659,490

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Schedule D to Resolution No. 21890
City of Tucson

Summary by Fund Type of Other Financing Sources/ <Uses> and Interfund Transfers
Fiscal Year 2013

FUND	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Refunding of Certificates of Participation	\$ 9,416,000	\$ 9,416,000	\$	\$
Transfer to Mass Transit Fund				40,430,790
Transfer to Tucson Convention Center				3,402,790
Total General Fund	\$ 9,416,000	\$ 9,416,000	\$ -0-	\$ 43,833,580
SPECIAL REVENUE FUNDS				
Transfer from General Fund	\$	\$	43,833,580	\$
Transfer from Street and Highway Bond and Interest Fund			1,832,900	
Total Special Revenue Funds	\$ -0-	\$ -0-	\$ 45,666,480	\$ -0-
DEBT SERVICE FUNDS				
Refunding of Streets and Highway Bonds	\$ 12,265,000	\$ 12,265,000	\$	\$
Transfer to HURF Fund				1,832,900
Total Debt Service Funds	\$ 12,265,000	\$ 12,265,000	\$ -0-	\$ 1,832,900
CAPITAL PROJECTS FUNDS				
None	\$	\$	\$	\$
Total Capital Projects Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
PERMANENT FUNDS				
None	\$	\$	\$	\$
Total Permanent Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
ENTERPRISE FUNDS				
None	\$	\$	\$	\$
Total Enterprise Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
INTERNAL SERVICE FUNDS				
None	\$	\$	\$	\$
Total Internal Service Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
TOTAL ALL FUNDS	\$ 21,681,000	\$ 21,681,000	\$ 45,666,480	\$ 45,666,480

Schedule E to Resolution No. 21890
CITY OF TUCSON
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
GENERAL FUND				
Mayor and Council	\$ 2,663,570	\$	\$ 2,630,080	\$ 2,843,180
Budget and Internal Audit	1,416,390		1,351,360	1,478,420
City Attorney	7,900,950		7,426,370	8,525,540
City Clerk	4,230,110		3,987,060	3,394,540
City Court	11,655,890		9,825,800	11,306,630
City Manager	6,762,520		6,785,380	7,412,400
Finance	7,778,620		7,786,900	8,361,130
General Services	7,962,650	(5,654,990)	2,853,440	2,931,220
Housing and Community Development	6,403,960		6,286,880	6,722,740
Human Resources	1,766,520		1,754,760	2,021,700
Information Technology	16,254,510		15,878,630	18,660,810
Office of Equal Opportunity	823,250		820,600	782,510
Parks and Recreation	38,809,240		38,015,800	39,931,460
Planning and Development Services	7,583,500		7,161,830	7,568,640
Procurement	3,278,660		3,268,440	3,357,450
Public Defender	2,797,640		2,725,850	3,086,390
Transportation	1,174,780		1,170,160	7,142,550
Tucson Fire	72,193,670	5,654,990	77,619,600	83,845,450
Tucson Police	135,105,880		133,125,420	140,536,270
Non-Departmental	34,249,810		42,426,080	34,250,730
Total General Fund	\$ 370,812,120	\$ -0-	\$ 372,900,440	\$ 394,159,760
SPECIAL REVENUE FUNDS				
City Attorney	\$ 590,960	\$	\$ 412,370	\$ 493,960
City Clerk	10,000		-0-	-0-
City Court	790,000		316,200	715,400
City Manager	3,600,000		1,800,000	2,272,470
General Services	13,471,900	(1,400,000)	11,207,260	11,522,410
Housing and Community Development	64,402,750		63,559,900	60,615,090
Information Technology	394,870		-0-	-0-
Parks and Recreation	15,834,610		10,647,750	13,647,450
Transportation	324,147,820		179,214,860	298,880,230
Tucson Convention Center	6,819,060		5,373,910	6,557,760
Tucson Fire	2,900,940	1,400,000	905,140	12,320,540
Tucson Police	28,220,610		15,467,840	14,565,810
Non-Departmental	8,185,020		6,435,020	4,228,360
Total Special Revenue Funds	\$ 469,368,540	\$ -0-	\$ 295,340,250	\$ 425,819,480
DEBT SERVICE FUNDS				
Non-Departmental	\$ 45,624,650	\$	\$ 45,624,650	\$ 34,070,890
Total Debt Service Funds	\$ 45,624,650	\$ -0-	\$ 45,624,650	\$ 34,070,890

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule E to Resolution No. 21890
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses Within Each Fund Type
 Fiscal Year 2013

FUND/DEPARTMENT	BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
CAPITAL PROJECTS FUNDS				
Parks and Recreation	\$ 554,060	\$ -	\$ -0-	\$ 555,300
Transportation	1,712,000		505,200	600,000
Tucson Fire	200,000		134,320	30,000
Total Capital Projects Funds	\$ 2,466,060	\$ -0-	\$ 639,520	\$ 1,185,300
ENTERPRISE FUNDS				
Environmental Services	\$ 51,476,220	\$ -	\$ 47,124,490	\$ 50,752,160
Housing and Community Development	14,200,440		13,387,670	14,495,470
Tucson City Golf	7,136,750		7,467,790	6,557,380
Tucson Water Utility	215,059,200		201,705,010	227,500,710
Total Enterprise Funds	\$ 287,872,610	\$ -0-	\$ 269,684,960	\$ 299,305,720
INTERNAL SERVICE FUNDS				
Finance	\$ 9,534,550	\$ -	\$ 7,215,490	\$ 8,437,060
General Services	58,579,130		55,037,510	49,837,970
Human Resources	7,938,800		7,764,090	7,923,950
Transportation	670,000		1,300,000	850,000
Tucson Fire	451,040		251,740	348,320
Non-Departmental	2,465,770		5,140	2,463,210
Total Internal Service Funds	\$ 79,639,290	\$ -0-	\$ 71,573,970	\$ 69,860,510
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System	\$ 73,572,600	\$ -	\$ 71,400,370	\$ 68,177,960
Total Fiduciary Funds	\$ 73,572,600	\$ -0-	\$ 71,400,370	\$ 68,177,960
TOTAL ALL FUNDS	\$ 1,329,355,870	\$ -0-	\$ 1,127,164,160	\$ 1,292,579,620

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule F to Resolution No. 21890
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
Mayor and Council				
General Fund	\$ 2,663,570	\$	\$ 2,630,080	\$ 2,843,180
Department Total	\$ 2,663,570	\$ -0-	\$ 2,630,080	\$ 2,843,180
Budget and Internal Audit				
General Fund	\$ 1,416,390	\$	\$ 1,351,360	\$ 1,478,420
Department Total	\$ 1,416,390	\$ -0-	\$ 1,351,360	\$ 1,478,420
City Attorney				
General Fund	\$ 7,900,950	\$	\$ 7,426,370	\$ 8,525,540
Other Federal Grants Fund	439,650		332,170	352,760
Non-Federal Grants Fund	151,310		80,200	141,200
Department Total	\$ 8,491,910	\$ -0-	\$ 7,838,740	\$ 9,019,500
City Clerk				
General Fund	\$ 4,230,110	\$	\$ 3,987,060	\$ 3,394,540
Non-Federal Grants Fund	10,000		-0-	-0-
Department Total	\$ 4,240,110	\$ -0-	\$ 3,987,060	\$ 3,394,540
City Court				
General Fund	\$ 11,655,890	\$	\$ 9,825,800	\$ 11,306,630
Capital Improvement Fund	790,000		316,200	715,400
Department Total	\$ 12,445,890	\$ -0-	\$ 10,142,000	\$ 12,022,030
City Manager				
General Fund	\$ 6,762,520	\$	\$ 6,785,380	\$ 7,412,400
Non-Federal Grants Fund	150,000		-0-	-0-
Other Federal Grants Fund	3,450,000		1,800,000	2,272,470
Department Total	\$ 10,362,520	\$ -0-	\$ 8,585,380	\$ 9,684,870
Environmental Services				
Environmental Services Fund	\$ 51,476,220	\$	\$ 47,124,490	\$ 50,752,160
Department Total	\$ 51,476,220	\$ -0-	\$ 47,124,490	\$ 50,752,160
Equal Opportunity Programs				
General Fund	\$ 823,250	\$	\$ 820,600	\$ 782,510
Department Total	\$ 823,250	\$ -0-	\$ 820,600	\$ 782,510
Finance Department				
General Fund	\$ 7,778,620	\$	\$ 7,786,900	\$ 8,361,130
Self Insurance Internal Service Fund	9,534,550		7,215,490	8,437,060
Department Total	\$ 17,313,170	\$ -0-	\$ 15,002,390	\$ 16,798,190
General Services				
General Fund	\$ 7,962,650	\$ (5,654,990)	\$ 2,853,440	\$ 2,931,220
Capital Improvements Fund	8,759,500	(400,000)	6,318,530	7,497,600
Fleet Services Internal Service Fund	26,781,740		25,417,580	28,224,300
General Service Internal Service Fund	31,797,390		29,619,930	21,613,670
Non-Federal Grants Fund	530,830		-0-	-0-
Other Federal Grants Fund	1,196,620	(1,000,000)	1,230,860	-0-
ParkWise Fund	2,984,950		3,657,870	4,024,810
Department Total	\$ 80,013,680	\$ (7,054,990)	\$ 69,098,210	\$ 64,291,600

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule F to Resolution No. 21890
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
Housing and Community Development				
General Fund	\$ 6,403,960	\$	\$ 6,286,880	\$ 6,722,740
Community Development Block Grant	11,135,190		11,551,480	10,593,510
Highway User Revenue Fund	950,000		675,000	275,000
HOME Investment Partnerships	5,471,830		5,602,150	6,564,420
Miscellaneous Housing Grants	5,418,140		4,329,420	4,650,420
Non-Federal Grants Fund	3,878,280		3,828,340	333,610
Other Federal Grants Fund	230,840		230,840	116,430
Public Housing Funds (AMP)	14,200,440		13,387,670	14,495,470
Public Housing Section 8 Fund	37,318,470		37,342,670	38,081,700
Department Total	\$ 85,007,150	\$ -0-	\$ 83,234,450	\$ 81,833,300
Human Resources				
General Fund	\$ 1,766,520	\$	\$ 1,754,760	\$ 2,021,700
Self Insurance Internal Service Fund	7,938,800		7,764,090	7,923,950
Department Total	\$ 9,705,320	\$ -0-	\$ 9,518,850	\$ 9,945,650
Information Technology				
General Fund	\$ 16,254,510	\$	\$ 15,878,630	\$ 18,660,810
Non-Federal Grants Fund	94,870		-0-	-0-
Other Federal Grants Fund	300,000		-0-	-0-
Department Total	\$ 16,649,380	\$ -0-	\$ 15,878,630	\$ 18,660,810
Parks and Recreation				
General Fund	\$ 38,809,240	\$	\$ 38,015,800	\$ 39,931,460
2000 General Obligation Fund	554,060		-0-	555,300
Capital Improvements Fund	10,359,750		7,087,010	7,972,300
Civic Contribution Fund	3,012,200		2,326,690	1,266,970
Development Fee Fund	800,100		694,200	3,213,700
Non-Federal Grant Fund	964,350		60,810	521,900
Other Federal Grants Fund	698,210		479,040	672,580
Department Total	\$ 55,197,910	\$ -0-	\$ 48,663,550	\$ 54,134,210
Planning and Development Services				
General Fund	\$ 7,583,500	\$	\$ 7,161,830	\$ 7,568,640
Department Total	\$ 7,583,500	\$ -0-	\$ 7,161,830	\$ 7,568,640
Procurement				
General Fund	\$ 3,278,660	\$	\$ 3,268,440	\$ 3,357,450
Department Total	\$ 3,278,660	\$ -0-	\$ 3,268,440	\$ 3,357,450
Public Defender				
General Fund	\$ 2,797,640	\$	\$ 2,725,850	\$ 3,086,390
Department Total	\$ 2,797,640	\$ -0-	\$ 2,725,850	\$ 3,086,390

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Schedule F to Resolution No. 21890
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
Transportation				
General Fund	\$ 1,174,780	\$	\$ 1,170,160	\$ 7,142,550
2000 General Obligation Fund	1,712,000		505,200	600,000
Highway User Revenue Fund	32,558,000		29,522,310	46,655,470
Capital Improvements Fund	11,315,300		3,037,590	4,067,000
Development Fee Fund	5,634,600		1,566,770	5,593,620
Other Federal Grants	12,567,250		5,631,460	7,504,600
Mass Transit Fund	144,338,870		103,380,040	148,337,590
Regional Transportation Authority	117,733,800		36,076,690	86,721,950
Self Insurance Internal Service Fund	670,000		1,300,000	850,000
Department Total	\$ 327,704,600	\$ -0-	\$ 182,190,220	\$ 307,472,780
Tucson City Golf				
Golf Course Fund	\$ 7,136,750	\$	\$ 7,467,790	\$ 6,557,380
Department Total	\$ 7,136,750	\$ -0-	\$ 7,467,790	\$ 6,557,380
Tucson Convention Center				
Convention Center Fund	\$ 5,703,660	\$	\$ 5,336,410	\$ 5,552,760
Capital Improvements Fund	1,100,000		-	1,000,000
Civic Contributions	15,400		37,500	5,000
Department Total	\$ 6,819,060	\$ -0-	\$ 5,373,910	\$ 6,557,760
Tucson Fire				
General Fund	\$ 72,193,670	\$ 5,654,990	\$ 77,619,600	\$ 83,845,450
2000 General Obligation Fund	200,000		134,320	30,000
Capital Improvements Fund	-	400,000	-	4,049,600
Civic Contribution Fund	50,000		6,270	20,000
Development Fee Fund	-		-	4,400,000
Non-Federal Grants Fund	1,050,000		-	164,000
Other Federal Grants Fund	1,800,940	1,000,000	898,870	3,686,940
Self Insurance Internal Service Fund	451,040		251,740	348,320
Department Total	\$ 75,745,650	\$ 7,054,990	\$ 78,910,800	\$ 96,544,310
Tucson Police				
General Fund	\$ 135,105,880	\$	\$ 133,125,420	\$ 140,536,270
Capital Improvements Fund	13,288,000		4,778,440	-
Civic Contribution Fund	-		-	32,170
Non-Federal Grants Fund	1,597,210		928,260	1,384,710
Other Federal Grants	13,335,400		9,761,140	13,148,930
Department Total	\$ 163,326,490	\$ -0-	\$ 148,593,260	\$ 155,102,080
Tucson Water				
Tucson Water Utility Fund	\$ 215,059,200	\$	\$ 201,705,010	\$ 227,500,710
Department Total	\$ 215,059,200	\$ -0-	\$ 201,705,010	\$ 227,500,710

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule F to Resolution No. 21890
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
Non-Departmental				
General Fund	\$ 34,249,810	\$	\$ 42,426,080	\$ 34,250,730
Capital Improvements Fund	2,500,000		750,000	1,750,000
Tucson Convention Center Fund	3,793,780		3,793,780	1,307,030
Fleet Services Internal Service Fund	5,140		5,140	2,580
General Obligation Bond Debt Service Fund	27,021,550		27,021,550	28,056,290
Highway User Revenue Fund	428,300		428,300	271,330
Other Federal Grants	-0-		83,390	900,000
ParkWise Fund	1,379,550		1,379,550	-0-
Public Housing Section 8 Fund	83,390		-0-	-0-
Self Insurance Internal Service Fund	2,460,630		-0-	2,460,630
Special Assessments Fund	725,020		725,020	578,550
Street and Highway Bond Debt Service Fund	17,878,080		17,878,080	5,436,050
Department Total	\$ 90,525,250	\$ -0-	\$ 94,490,890	\$ 75,013,190
Pension Services				
TSRS Pension Fund	\$ 73,572,600	\$	\$ 71,400,370	\$ 68,177,960
Department Total	\$ 73,572,600	\$ -0-	\$ 71,400,370	\$ 68,177,960
TOTAL ALL DEPARTMENTS	\$ 1,329,355,870	\$ -0-	\$ 1,127,164,160	\$ 1,292,579,620

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Section C Funding Sources

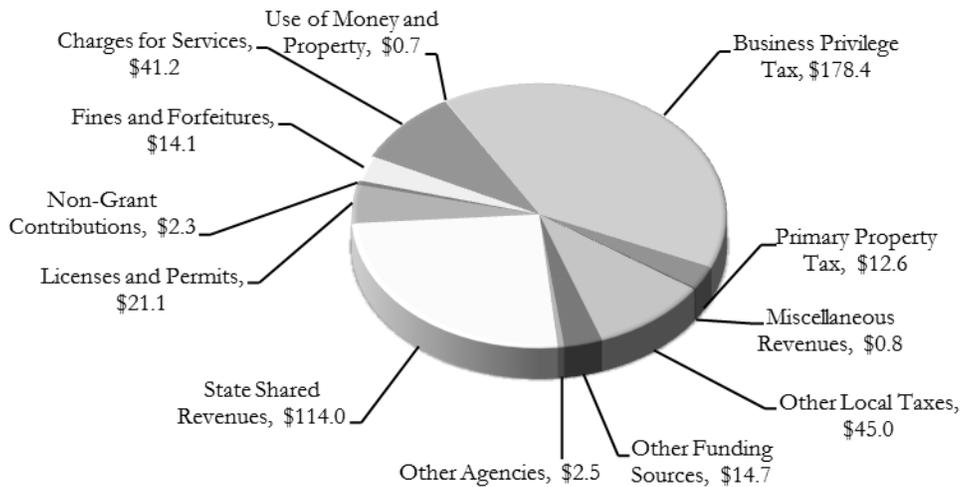


GENERAL FUND

The General Fund is the chief operating fund of a state or local government. All of a government's activities are reported in the General Fund unless there is a compelling reason to report an activity in another fund. Compelling reasons include certain Generally Accepted Accounting Principles requirements, specific legal requirements, or requirements for financial administration.

The City of Tucson's adopted General Fund revenues for Fiscal Year 2013 are \$447.4 million, an increase of \$21.6 million or 5.0% from the Fiscal Year 2012 adopted budget of \$425.8 million.

General Fund Revenues \$447.4 million



CITY BUSINESS PRIVILEGE (SALES) TAX

The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 40% of the anticipated General Fund revenue. Changes in the availability of this resource greatly impact the ability of the City to provide general government services. Since Fiscal Year 2007, the City went through an extended period of declining local sales tax revenue. However, the City is now seeing the gradual return of local sales tax growth. The projected rate of growth from estimated Fiscal Year 2012 revenues to Fiscal Year 2013 is 3.1%, or \$5.4 million, which assumes a slight uptick in local sales tax receipts.

The Tucson City Charter authorizes a 2% tax on taxable business activity transacted within the city limits. The tax is imposed on 15 separate business activities. The charter exempts food purchased for home consumption, but allows the taxation of food consumed in restaurants or carried out. The charter further provides that as long as the city sales tax is imposed, no ad valorem tax shall be imposed on real or personal property within the city in excess of \$1.75 per \$100 of assessed valuation.

GENERAL FUND



PRIMARY PROPERTY TAX

The City imposes a primary property tax on real and personal property located within the city limits. Revenues from the primary property tax can be used to pay any expense legally chargeable to the General Fund.

The Arizona State Constitution limits the amount of ad valorem taxes levied by a city to an amount not to exceed 2% greater than the maximum allowable levy in the preceding year. This levy limitation permits additional taxes to be levied on new or annexed property which may be taxed at the allowable rate computed for property taxed in the preceding year. Property annexed by November 1 will be taxable in the following year. The Fiscal Year 2013 revenues reflect the 2% allowable increase.

The city also applies a state law that allows an increase to the primary property tax levy by the amount of involuntary torts or claims that were paid in Fiscal Year 2011. The involuntary tort levy amount is \$1,051,650, which increases the estimated primary tax rate by \$0.0317 per \$100 of assessed valuation. The additional revenue from the primary property tax increase will be recognized in the Self-Insurance Internal Service Fund.

The estimated primary property tax, including the amount for the tort levy, for Fiscal Year 2013 is \$13,670,900 or \$1.0 million less than the actual levy of \$14,707,820 for Fiscal Year 2012. The tax rate for Fiscal Year 2013 will decrease to \$0.4125 per \$100 of assessed valuation from \$0.4297 for Fiscal Year 2012. The city is required, under the Truth in Taxation law, to notify taxpayers of its intention to increase primary property taxes over the previous year's levy, unless the amount increased is solely attributable to new construction and annexations. However, due to the net decrease in Fiscal Year 2013, this notification was not required.

Primary Tax Rate and Levy					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
	Actual	Actual	Actual	Actual	Adopted
Primary Tax Rate	\$ 0.3231	\$ 0.3144	\$ 0.3289	\$ 0.4297	\$ 0.4125
Primary Tax Levy ¹	\$ 10,915,388	\$ 11,404,150	\$ 12,063,167	\$ 14,707,820	\$ 13,670,900
Valuation	\$ 3,378,331,185	\$ 3,627,276,148	\$ 3,667,565,654	\$ 3,422,592,245	\$ 3,313,878,996

¹The primary tax levy for Fiscal Years 2012 and 2013 include the amount for involuntary tort claims of \$2,492,500 and \$1,051,650, respectively.

GENERAL FUND

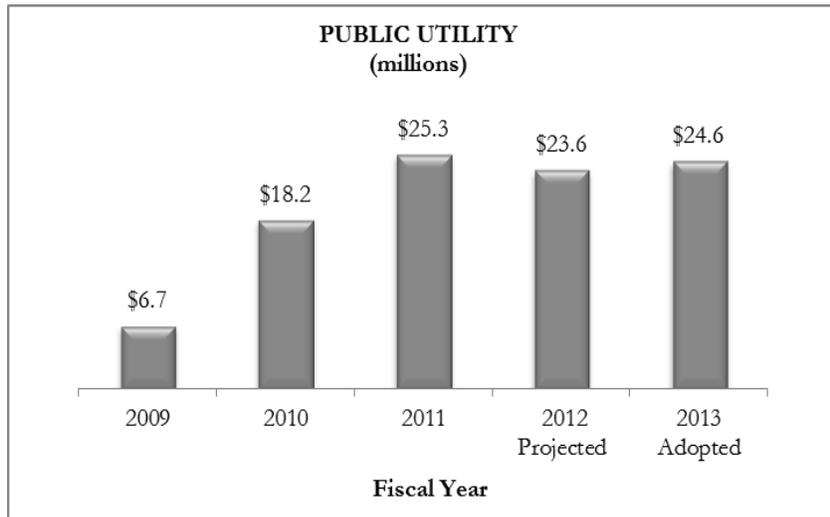
PUBLIC UTILITY TAX

The Tucson City Charter authorizes a tax on the gross sales by public utilities and telecommunication providers that operate without a franchise to consumers within the city limits. The City changed the tax rate paid from 2% to 4% beginning in Fiscal Year 2010. The tax is paid monthly on gross income with a provision allowing credit against the public utility tax for any franchise fees paid to the City. The public utility tax is in addition to the 2% city sales tax.

Under the terms of voter-approved franchises granted to Tucson Electric Power and Southwest Gas for use of public rights-of-way, the city collects 2.25% on gross sales of electricity and 3.0% on natural gas consumed within the city (1.5% is set aside for utility relocation reimbursements). Franchise fee payments received from Tucson Electric Power and Southwest Gas reduce the public utility tax due from them.

Monies received from public utility taxes and utility franchise fees can be used to pay any expense legally chargeable to the General Fund.

Estimated revenues from public utility taxes for Fiscal Year 2013 total \$24.6 million. The forecast assumes a 4.2% growth from Fiscal Year 2012 estimated revenues of \$23.6 million.



OTHER LOCAL TAXES

Other local taxes that the City imposes include use, transient occupancy, room, occupational, liquor and excise. The use tax applies when goods are purchased from a retailer who does not collect sales tax. The Tucson City Code authorizes a 6% transient occupancy tax on rooms rented for 30 days or less. In addition to the transient occupancy tax, there is a daily hotel/motel surtax of \$2.00 per rented room.

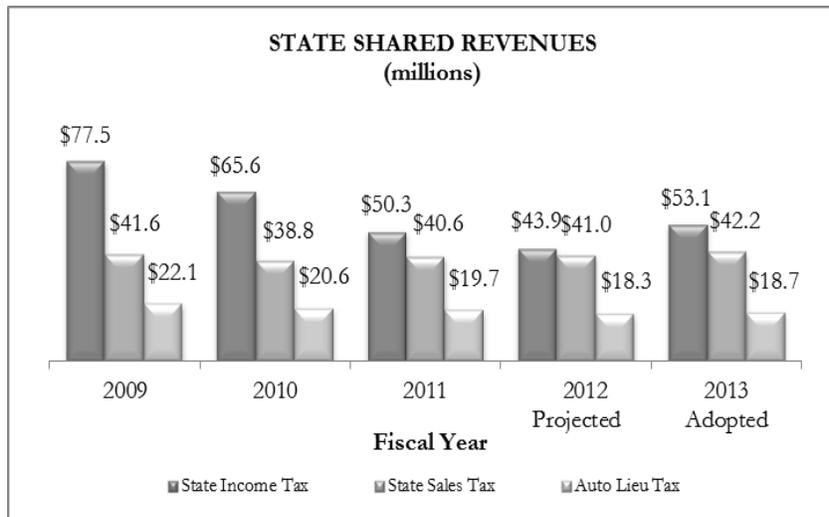
Estimated revenues from other local taxes not including public utility tax for Fiscal Year 2013 total \$20.4 million. The forecast assumes a 2.0% growth from Fiscal Year 2012 estimated revenues of \$20.0 million.

GENERAL FUND

STATE SHARED REVENUES

Cities and towns in Arizona receive a portion of revenues collected by the State of Arizona. The allocations for these revenues are primarily based on U.S. Census population figures. The three state-shared revenues represent 26% of the General Fund budget. Revenues from these sources can be used for any general government activity.

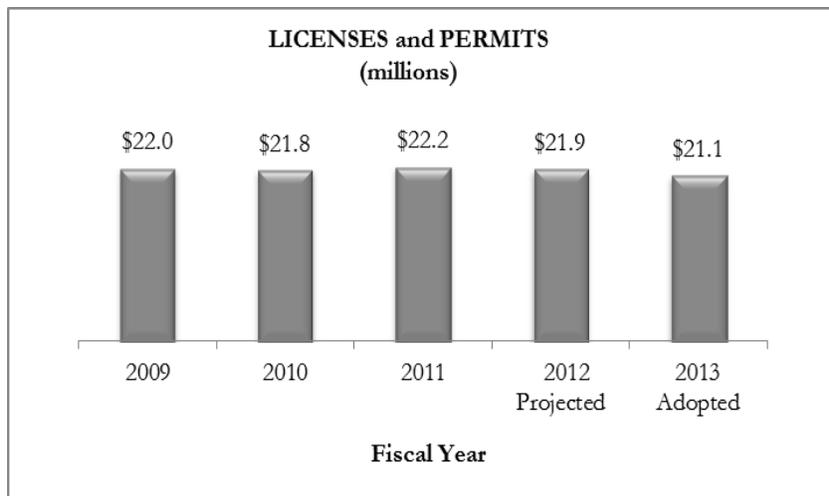
For Fiscal Year 2013, the projected state-shared revenues are \$114.0 million, representing a 10.5% increase from the \$103.2 million estimate for Fiscal Year 2012. An almost \$10 million increase in state income tax is attributable to the impact the economy has had on taxpayers. For example, home foreclosures have eliminated the taxpayers' ability to claim mortgage interest deductions from their adjusted gross incomes which has increased income tax collections.



LICENSES and PERMITS

Licenses and Permits revenues include revenue from various business licenses and sign and miscellaneous permits. For Fiscal Year 2013, the projected licenses and permits revenues are \$21.1 million, representing a 3.8% decrease from the \$21.9 million estimate for Fiscal Year 2012.

The loss of \$2.0 million in cable television license fees will potentially be partially offset by the collection of a newly-implemented alarm fee.



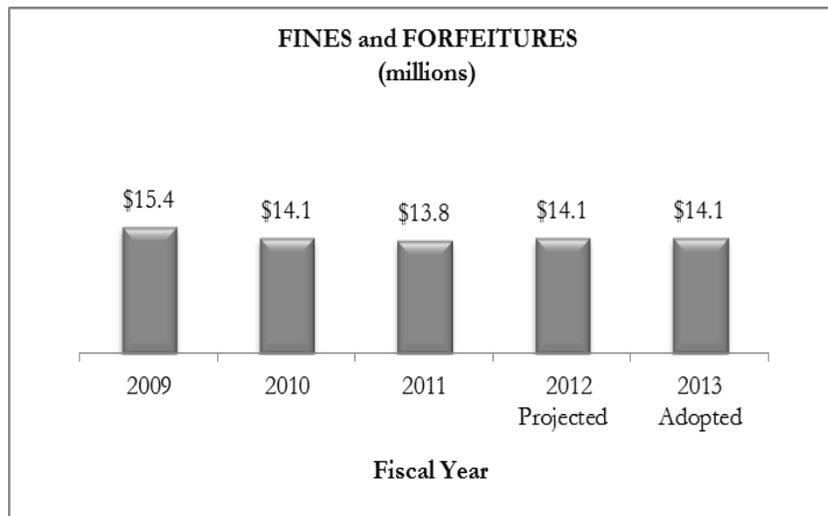
GENERAL FUND

FINES and FORFEITURES

This revenue is derived from fines for violations of state statutes and the Tucson City Code, and from forfeitures collected by the Tucson Police Department and the City Attorney. Fines include driving under the influence and other criminal misdemeanors, civil traffic violations, and parking violations.

Fines and penalty revenues are accounted for in both the General Fund and the Special Revenue Funds. Forfeitures, which are accounted for in the General Fund, are restricted for specific law enforcement expenses.

The proposed Fiscal Year 2013 revenues are projected to be slightly less than Fiscal Year 2012 estimated revenues.



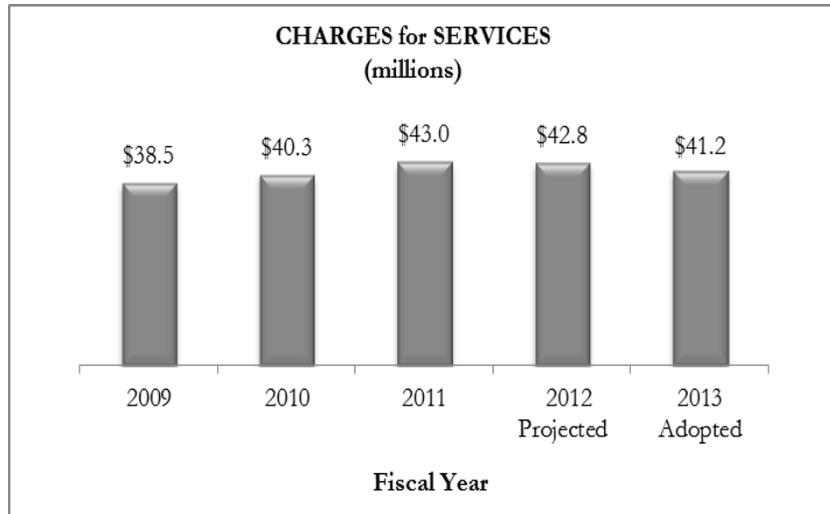
CHARGES for SERVICES

City departments may charge fees for a certain level of cost recovery. The Planning and Development Services Department charges fees for permits and inspections, project planning and review, and zoning. The Fire Department charges fees for services provided for emergency medical transport and fire inspections. The Parks and Recreation Department has fees for admission to the zoo, recreational programs and classes. Included in the Charges for Services is an administrative charge to the Enterprise Funds. This charge covers the cost of General Fund support services provided to the business-type activities of the City.

In Fiscal Year 2013, charges for services are projected to decrease approximately \$1.5 million from estimated Fiscal Year 2012. The major decrease is the loss of revenue from the administrative charge to enterprise funds of \$1.8 million that was previously charged to the Highway User Revenue Fund; this charge has been suspended for Fiscal Year 2013. A decrease in project planning and review fees is also projected due to the permitting of significant construction projects during the prior fiscal year. These charges for services decreases will be partially offset by an increase of zoo admission revenues due to the completion of the Expedition Tanzania expansion and additional revenues for Police impoundment fees and special duty program.

GENERAL FUND

The following graph illustrates the City of Tucson charges for services over five years.



USE of MONEY and PROPERTY

Revenues in this category include earnings from the leasing of City property and interest earnings. The Finance Department invests funds that are available but not needed for immediate disbursement. Interest earnings are anticipated to slightly decrease. Rentals and lease revenues have been increased due to the contract with the University of Arizona for the use of Hi Corbett Stadium.

OTHER AGENCIES

Revenues in this category come from Intergovernmental Agreements with other jurisdictions (e.g., Pima County for animal services fees collected on behalf of the City, contract for fire services with the University of Arizona).

NON-GRANT CONTRIBUTIONS

Revenues in this category are from miscellaneous contributions. The major source of revenue in this category is from a federal subsidy to investors equal to 35% of the interest payable by the issuer of Qualified Energy Conservation Bonds (QECS) and Build America Bonds (BABs). The City projects to receive \$1.2 million from the subsidy to offset the debt service interest payments.

The other major source of revenue in this category is from Arizona's Counter Narcotics Alliance (CNA) which is a multi-jurisdictional drug task force that consists of 18 participating agencies. CNA reimburses the City for expenditures related to drug enforcement.

MISCELLANEOUS REVENUES

Revenues in this category include the sale of property, recovered expenditures and other miscellaneous funds. The Open Space Contributions were reported in the General Fund in prior years but have been transferred to the Civic Contribution Fund which is a Special Revenue Fund. The revenues are projected to decrease from Fiscal Year 2012 estimate of \$0.9 million to \$0.8 million due to the conservative projection of revenues to be received from pCard rebates.

GENERAL FUND

OTHER FUNDING SOURCES

Other Funding Sources is the category in which current financial resources are reported separately from standard operating revenues to avoid distorting revenue trends. For Fiscal Year 2013, the other financial resources are in lieu of taxes, refunding proceeds, and use of fund balance.

Municipal-owned utilities are exempt from property taxes. In order to compensate the City for the lost property tax revenues, the City imposed an in lieu of tax on the Tucson Water Utility Fund which is projected to bring \$1.6 million into the General Fund for Fiscal Year 2013.

Refunding proceeds are those used to repay previously issued debt and related issuance costs. If necessary for deficit mitigation, the City will refinance its COPs principal payments due June 30, 2013. These payments will be deferred to future years.

Unrestricted fund balance will be used as necessary for deficit mitigation.

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Business Privilege Tax	\$ 168,139,914	\$ 169,320,000	\$ 173,000,000	\$ 178,400,000
Primary Property Tax	\$ 11,800,393	\$ 12,215,330	\$ 12,215,330	\$ 12,619,250
Other Local Taxes				
Public Utility Tax	\$ 25,291,168	\$ 23,127,000	\$ 23,600,000	\$ 24,600,000
Use Tax	6,361,392	6,060,000	6,000,000	6,200,000
Transient Occupancy Tax	8,865,662	8,585,000	9,200,000	9,200,000
Room Tax	3,659,042	3,131,000	3,600,000	3,800,000
Liquor Taxes	760,615	750,000	750,000	800,000
Pawn Broker Second Hand Dealer	284,946	200,000	400,000	400,000
Occupational Taxes	86,091	125,000	40,000	40,000
Governmental Property Lease Excise Tax	2,368	3,500	3,500	3,500
Subtotal	\$ 45,311,284	\$ 41,981,500	\$ 43,593,500	\$ 45,043,500
State Shared Taxes				
State Income Tax	\$ 50,284,825	\$ 43,899,990	\$ 43,899,990	\$ 53,100,000
State Sales Tax	40,564,009	38,800,000	41,000,000	42,200,000
Auto Lieu Tax	19,718,347	19,400,000	18,300,000	18,700,000
Subtotal	\$ 110,567,181	\$ 102,099,990	\$ 103,199,990	\$ 114,000,000
Licenses and Permits				
Utility Franchise Fees	\$ 13,263,577	\$ 13,018,900	\$ 13,402,130	\$ 13,356,100
Cable Television Licenses	5,381,104	5,384,000	5,384,000	3,634,000
License Application Fees	2,029,265	1,938,000	1,600,000	1,600,000
Alarm Permit Fee	-0-	1,000,000	50,000	1,000,000
Telecommunications Licenses and Franchise Fees	938,427	923,300	913,870	909,900
Sign Regulation	341,346	316,620	412,500	354,600
Litter Assessment Fee	271,250	174,000	108,880	200,000
Miscellaneous Licenses and Permits	18,502	15,310	26,020	26,020
Subtotal	\$ 22,243,471	\$ 22,770,130	\$ 21,897,400	\$ 21,080,620

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Fines and Forfeitures				
City Attorney	\$ 389,511	\$ 835,000	\$ 590,000	\$ 512,890
City Court	2,249,634	3,104,520	2,077,390	2,169,410
Finance	5,697	6,030	8,000	8,000
General Government	-0-	20,000	1,200	2,000
Housing and Community Development	-0-	-0-	4,590	4,000
Planning and Development Services	5,178	-0-	890	1,000
Transportation	20	5,250	-0-	-0-
Tucson Fire	6,677	6,000	6,000	6,000
Tucson Police	11,095,910	11,490,500	11,408,620	11,348,200
Subtotal	\$ 13,752,627	\$ 15,467,300	\$ 14,096,690	\$ 14,051,500
Charges for Services				
Administrative Charge to Enterprise Funds	\$ 11,878,730	\$ 11,878,730	\$ 11,878,730	\$ 10,123,390
City Attorney	15,314	13,050	5,000	5,000
General Government	104,204	123,320	190,630	173,600
General Services	275	400	120	-0-
Housing and Community Development	209,256	93,900	169,300	166,500
Information Technology	129,930	232,800	276,370	228,000
Parks and Recreation	5,024,083	5,577,320	5,326,140	5,885,540
Planning and Development Services	8,342,208	6,333,070	8,393,580	7,508,200
Public Defender	101,774	54,200	132,990	132,990
Transportation	4,560	2,850	-0-	-0-
Tucson Fire	12,287,812	12,167,550	12,234,490	12,234,490
Tucson Police	4,940,268	4,704,000	4,163,850	4,774,320
Subtotal	\$ 43,038,414	\$ 41,181,190	\$ 42,771,200	\$ 41,232,030
Use of Money and Property				
Rentals and Leases	\$ 1,045,420	\$ 329,350	\$ 463,810	\$ 426,640
Interest Earnings	298,031	546,980	288,820	288,670
Subtotal	\$ 1,343,451	\$ 876,330	\$ 752,630	\$ 715,310
Other Agencies				
Dispatch Services	\$ 1,310,081	\$ 1,053,890	\$ 1,036,750	\$ 969,540
Pima Animal Care Fees	-0-	980,000	1,135,410	1,100,000
University of Arizona Fire Service	126,218	126,220	134,420	134,420
Law Enforcement Training	204,587	180,130	180,130	247,300
State Telecommunications 911 Excise Tax	55,163	40,000	27,240	40,000
Tri-Band Multi-Agency Agreements	22,000	18,010	18,000	-0-
Subtotal	\$ 1,718,049	\$ 2,398,250	\$ 2,531,950	\$ 2,491,260

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Non-Grant Contributions				
General Government	\$ 1,063,950	\$ 1,103,810	\$ 1,103,810	\$ 1,153,570
Housing and Community Development	70,156	70,000	78,880	70,000
Parks and Recreation	356,451	356,400	414,000	359,500
Tucson Police	654,339	833,800	706,030	740,000
Subtotal	\$ 2,144,896	\$ 2,364,010	\$ 2,302,720	\$ 2,323,070
Miscellaneous Revenues				
Sale of Property	\$ 406,703	\$ 121,010	\$ 173,550	\$ 118,070
Miscellaneous Revenues	593,160	577,000	718,910	636,000
Open Space Contributions	11,020	12,000	5,400	-0-
Election Campaign Contributions	1,015	-0-	-0-	-0-
Recovered Expenditures	43,491	103,350	44,670	45,400
Subtotal	\$ 1,055,389	\$ 813,360	\$ 942,530	\$ 799,470
Other Funding Sources				
In Lieu of Taxes	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Refunding Proceeds	11,929,345	9,462,000	-0-	9,416,000
Transfers In from Other Funds	12,253	-0-	-0-	-0-
Balances/Previous Year Surpluses	-0-	3,262,870	-0-	3,637,330
Subtotal	\$ 13,541,598	\$ 14,324,870	\$ 1,600,000	\$ 14,653,330
Total General Fund	\$ 434,656,667	\$ 425,812,260	\$ 418,903,940	\$ 447,409,340

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of several revenue sources that are restricted to expenditures for specified purposes. Included in this category are the Mass Transit Fund, Highway Revenue User Fund (HURF), ParkWise Fund, and Tucson Convention Center (TCC) Fund. Also included are revenues and expenditures for Federal and State Grants, Development Fees, and Capital Projects.

MASS TRANSIT FUND

The Mass Transit Fund records the revenues generated and expenditures made in order to run the public transportation program for the City. Revenues include fare box receipts; operating assistance from the Regional Transportation Authority (RTA), Pima County and other local jurisdictions; and other miscellaneous revenues. The Fiscal Year 2013 fare box and pass sale revenues of \$14.5 million have been budgeted at an increase of \$1.3 million from Fiscal Year 2012 estimated of \$13.2 million due to an assumed increase in ridership. The City received a federal Transportation Investment Generating Economic Recovery (TIGER) grant and is projecting to use \$30.5 million of this funding in Fiscal Year 2013 to continue the construction of a modern, high-capacity streetcar system. The State of Arizona distributed a portion of the revenues from the Local Transportation Assistance Fund (LTAF) to cities and towns during Fiscal Year 2012 before sweeping the remaining funds to help offset the State's budget deficit; there are no LTAF revenues projected for Fiscal Year 2013.

The General Fund transfer to the Mass Transit Fund is increasing by \$0.9 million from \$39.5 million estimated in Fiscal Year 2012 to the projected \$40.4 million in Fiscal Year 2013. The increase is primarily due to bus replacement purchases and projected higher fuel costs.

TUCSON CONVENTION CENTER FUND

The Tucson Convention Center Fund is used for the operations of the convention center. Revenues include room and space rental, box office fees, parking fees, and other miscellaneous revenues. Projected revenues of \$6.9 million for Fiscal Year 2013 are anticipated to decrease from the estimated Fiscal Year 2012 revenues of \$9.1 million. The decrease is the reduction of the General Fund transfer to cover the rent payment made to the Rio Nuevo Multipurpose Facilities District which is tied to the annual Rio Nuevo certification of participation payments.

HIGHWAY USER REVENUE FUND

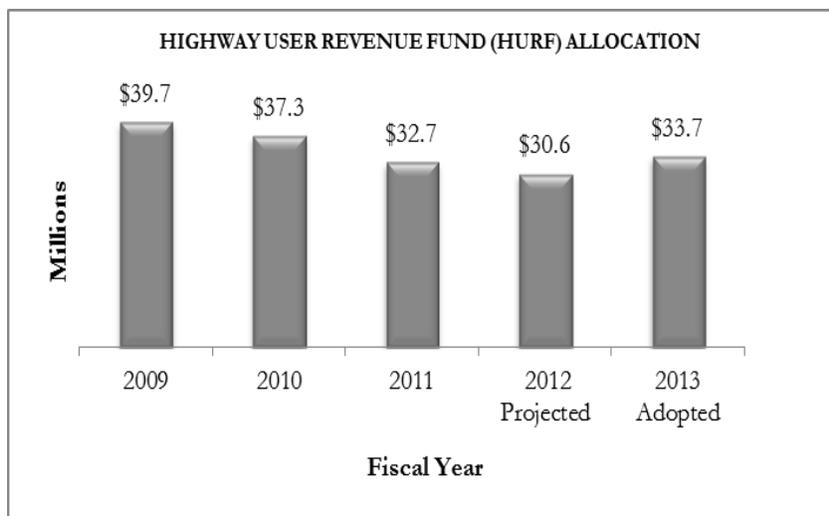
The HURF revenues are generated from the state-collected gasoline tax. Currently, the gas tax is levied at a rate of \$0.18 per gallon and distributed to cities and towns under two formulas. The first formula deposits \$0.13 of the \$0.18 in a fund from which 30% is allocated to cities and towns. One-half of the monies received under this formula are distributed on the basis of population and the remaining half of the monies are distributed on the basis of "county of origin" of gasoline sales. This portion is then allocated in relation to the population of all incorporated cities and towns in the county.

The HURF revenues are restricted solely for street and highway purposes. Eligible activities for HURF revenues include rights-of-way acquisitions, street construction, maintenance and improvements and for debt service on highway and street bonds. HURF revenues are projected to increase \$3.1 million from the Fiscal Year 2012 estimate of \$30.6 million to the Fiscal Year 2013 projected \$33.7 million. The increase is attributable to the State of Arizona reinstating a portion of the distribution to cities and towns from the money that was given to the Department of Public Safety as part of the State of Arizona's budget deficit mitigation.

The Mayor and Council approved the restructuring or refinancing of the Street and Highway principal debt service payment for Fiscal Year 2013. The funds that would have paid the principal debt service payment will be programmed for 9.56 centerline miles of pavement preservation of arterials and intersections.

SPECIAL REVENUE FUNDS

The following graph shows the amount of state-shared HURF revenues received and anticipated by the City. It reflects an approximate 15% reduction since Fiscal Year 2009.



PARKWISE FUND

The ParkWise Fund is used to account for the operations of the City's parking garages, parking lots and parking meters. The projected parking revenues of \$1.9 million for Fiscal Year 2013 are anticipated to increase \$0.1 million from Fiscal Year 2012 estimated revenues of \$1.8 million. This Fund and its expenditures will be monitored regularly during the fiscal year and adjustments will be made as necessary.

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund accounts for capital projects that are financed by Certificates of Participation (COPs) or are reimbursed by governmental agencies such as Pima County and Pima Association of Governments (PAG). Typical projects to be reimbursed by other agencies are street and highway and park improvements. In Fiscal Year 2013, the capital projects funded by COPs issued in prior years are the replacement bleachers for the Tucson Convention Center, replacement of escalators and elevators at various city buildings, and technology improvements.

CIVIC CONTRIBUTION FUND

The Civic Contribution Fund accounts for any monetary contributions from individuals or organizations for a specific purpose. Projected contributions to be expended during Fiscal Year 2013 include those for the Fire Department, Police Department, Parks and Recreation Department, and Tucson Convention Center.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant (CDBG) Fund accounts for funds received from a federal program administered by the U.S. Department of Housing and Urban Development (HUD) which furnishes grant funds to local and state governments to develop viable urban communities by providing decent housing and expanding economic opportunities for low- and moderate-income residents. For Fiscal Year 2013, the projected use of CDBG funding is anticipated to decrease \$3.1 million from the Fiscal Year 2012 estimate of \$13.7 million to \$10.6 million. The reduction is primarily due to the ending of one-time American Recovery and Reinvestment Act (ARRA) grants known as CDBG Recovery and Neighborhood Stabilization Program 2.

SPECIAL REVENUE FUNDS

DEVELOPMENT FEE FUND

The Development Fee Fund accounts for the capital projects which are funded by impact fees. Impact fees are charged to new development as a means of paying for the facilities and infrastructure needed to serve that development. The City of Tucson currently assesses impact fees for water, roads, parks, police, fire, and public facilities. The impact fees for water are accounted for in the Tucson Water Utility Fund. Three of the major projects to be funded with development fees for Fiscal Year 2013 include the expansion of the 911 Communications Center for \$4.4 million, the design and construction of Speedway from Camino Seco to Houghton for \$3.0 million and land acquisition and construction of Phase 1 of the Valencia Corridor Community Park for \$1.4 million.

Projects funded by development fees may be found in Section E, Capital Improvement Program.

MISCELLANEOUS HOUSING GRANT FUND

The Miscellaneous Housing Grant Fund accounts for grants from HUD. The fund includes several grants for homeless activities, supportive services grants for public housing residents, and other smaller or non-recurring HUD grants. The fund also accounts for the Lead Hazard Control Program that reduces lead-based paint hazards to help meet the goal of eliminating childhood lead poisoning.

The revenues in the Miscellaneous Housing Grant Fund are anticipated to decrease \$0.6 million in Fiscal Year 2013 from the Fiscal Year 2012 estimated revenues of \$5.3 million. The decrease is mainly due to the ending of a one-time American Recovery and Reinvestment Act (ARRA) grant known as Homeless Prevention and Rapid Re-Housing Program. The City budgeted and competed for its second Lead Hazard Control Program grant for Fiscal Year 2012 unsuccessfully; however, the City competed again and on March 23, 2012, the Department of Housing and Urban Development announced a three-year \$2.4 million grant award to help reduce or eliminate lead exposure in more than 210 households within the City limits. In Fiscal Year 2013, the City anticipates using \$0.8 million of this grant.

PUBLIC HOUSING SECTION 8 FUND

The Public Housing Section 8 Fund accounts for the federally-funded program that offers affordable and safe housing for low-income families and individuals. Tenants are required to pay rent in the amount of no more than 30% of their income, and federal money pays the balance of the rent to the landlord.

The estimated revenue in Fiscal Year 2012 is \$37.9 million and Fiscal Year 2013 is anticipated to only slightly increase by \$0.2 million to \$38.1 million.

HOME INVESTMENT PARTNERSHIPS PROGRAM FUND

The HOME Investment Partnerships Program is a U.S. Department of Housing and Urban Development entitlement grant program used to strengthen public-private partnerships and to expand the supply of decent, safe, sanitary, and affordable housing, with primary attention to rental housing, for very low-income and low-income families.

Projected revenues for Fiscal Year 2013 are \$6.6 million, a slight increase of \$0.3 million from prior year estimate of \$6.3 million due to timing of multi-year housing construction projects.

OTHER FEDERAL GRANTS FUND

The Other Federal Grants Fund accounts for miscellaneous federal grants that are not accounted for in the Mass Transit Fund, Enterprise Funds or any of the Housing Funds. The grants are awarded by federal agencies such as Department of Justice, Department of Energy, Department of the Interior, Department of Homeland Security, National Highway Traffic Safety Administration, and the Federal Highway Administration. This fund also accounts for federal grants the City has already received under the American Recovery and Reinvestment Act (ARRA). City departments apply for federal grants that enhance the department's mission in providing services to the community.

SPECIAL REVENUE FUNDS

In Fiscal Year 2013, anticipated miscellaneous federal grant revenue is increasing from an estimated \$19.2 million in Fiscal Year 2012 to \$28.7 million. The increase is mainly due to the \$4.1 million for the hiring of police officers under the Community Oriented Policing Services (COPS) grants awarded to the Tucson Police Department by the Department of Justice. The Tucson Police Department has also included \$1.8 million from the award of the Edward Byrne Memorial Justice Assistance Grant (JAG) Program Grant which allows states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. The Tucson Fire Department applied for the Staffing for Adequate Fire and Emergency Response (SAFER) Grant. The grant would cover the salary and benefits of new recruits for two years. In anticipation of a grant award, \$2.5 million is included in Fiscal Year 2013.

The Transportation Department will be completing the ARRA grant received for road resurfacing. The City also received an Early Retiree Reinsurance Program (ERRP) grant which is included in General Government for \$0.9 million in Fiscal Year 2013.

NON-FEDERAL GRANTS FUND

Non-Federal Grants Fund accounts for grants awarded from governments other than the federal government. Most grants recorded in this fund are awarded from the State of Arizona.

In Fiscal Year 2013, anticipated miscellaneous grant revenue is decreasing \$2.2 million from an estimated \$4.7 million in Fiscal Year 2012 to \$2.5 million. The decrease is mainly due to discontinuation of the First Things First Childcare Grant to expand the infant toddler care facilities and scholarships for child care for the Housing and Community Development Department.

REGIONAL TRANSPORTATION AUTHORITY FUND

The Regional Transportation Authority (RTA) Fund accounts for the capital projects approved with funding from the Regional Transportation Authority. The RTA plan is funded by a countywide transaction 1/2-cent sales tax which is collected by the State of Arizona. The state, in turn, transfers the collected funds to a regional transportation fund account. The tax may be collected for a maximum period of 20 years.

Revenues are increasing \$4.0 million in Fiscal Year 2013 to \$86.7 million from the Fiscal Year 2012 estimate of \$82.7 million. The Transportation Department will be undertaking design and improvements along major arterial and collector roadways within the City of Tucson. The improvements will include street widening, storm drains, sidewalks, street lighting and landscaping.

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Mass Transit Fund				
Fare Box Revenue	\$ 5,637,871	\$ 6,126,800	\$ 6,849,760	\$ 7,695,000
Pass Sale Revenue	5,265,697	5,679,500	6,346,940	6,825,800
Shuttle Service	73,440	-0-	45,000	-0-
Advertising Revenue	170,597	205,000	205,000	315,300
Regional Transportation Authority	7,640,562	5,870,000	5,343,000	6,556,000
County/Local Operating Assistance	3,972,393	4,509,170	4,516,330	4,303,400
Special Needs	597,724	775,900	637,000	714,100
Rents and Leases	257,052	160,000	225,000	120,000
Proceeds from Sale of Capital Assets	392,197	-0-	50,000	-0-
Miscellaneous Revenues	1,212,593	338,000	705,000	338,000
Federal Transit Grants	26,303,155	81,178,800	81,178,800	81,039,200
Local Transit Assistance Fund	2,068,404	-0-	436,000	-0-
General Fund Transfer	29,751,202	39,495,700	39,495,700	40,430,790
Subtotal	\$ 83,342,887	\$ 144,338,870	\$ 146,033,530	\$ 148,337,590
Tucson Convention Center Fund				
Room and Space Rental	\$ 1,214,279	\$ 1,250,000	\$ 1,225,000	\$ 1,275,000
Box Office Fees	135,913	140,000	130,000	140,000
Parking	831,788	875,000	850,000	850,000
Catering and Concessions	363,439	350,000	325,000	340,000
Novelty Sales	21,625	30,000	20,000	27,000
Commission Revenue	144,584	125,000	130,000	140,000
Facility User Fees	233,447	260,000	230,000	240,000
Arena Facility User Fees	193,107	200,000	195,000	200,000
Event Ticket Rebates	145,338	135,000	136,000	140,000
Recovered Expenditures	18,718	40,000	-0-	55,000
Rents and Leases	48,832	50,000	50,000	50,000
Miscellaneous Revenues	63,630	-0-	43,500	-0-
General Fund Transfer	5,789,102	6,042,440	5,795,690	3,402,790
Subtotal	\$ 9,203,802	\$ 9,497,440	\$ 9,130,190	\$ 6,859,790

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Highway User Revenue Fund				
State Shared Tax - HURF	\$ 32,733,671	\$ 30,625,850	\$ 30,625,850	\$ 33,696,950
Permits and Inspection Fees	380,138	278,000	278,000	278,000
Developer In Lieu	21,000	-0-	-0-	-0-
Final Fog Seal	37,013	-0-	-0-	-0-
Temporary Work Zone Traffic Control	215,950	200,000	200,000	200,000
Intergovernmental Agreements	5,730	-0-	-0-	-0-
Rents and Leases	391,638	291,280	229,900	291,280
Proceeds from Sale of Capital Assets	326,241	2,000,000	49,890	100,000
Interest Earnings	59,473	-0-	-0-	-0-
Recovered Expenditures	655,516	-0-	-0-	-0-
Miscellaneous Revenues	8,045	-0-	-0-	-0-
Transfer from Street and Highway Bond and Interest Fund	-0-	-0-	-0-	1,832,900
Balances/Previous Year Surpluses	-0-	-0-	-0-	10,802,670
Subtotal	\$ 34,834,415	\$ 33,395,130	\$ 31,383,640	\$ 47,201,800
ParkWise Fund				
Parking Meter Collections	\$ 808,970	\$ 887,250	\$ 788,420	\$ 848,930
Parking Revenues	1,561,541	2,138,500	1,754,380	1,869,930
Hooded Meter Fees	52,020	16,500	24,390	25,000
Assessment Fee	-0-	-0-	60,000	60,000
Parking Violations	896,811	873,430	898,720	930,000
Rents and Leases	158,761	393,190	380,820	290,270
Interest Earnings	91,543	104,030	104,030	104,030
Miscellaneous Revenues	2,219	500	500	500
Transfer from Capital Improvement Fund	367,819	-0-	-0-	-0-
Subtotal	\$ 3,939,684	\$ 4,413,400	\$ 4,011,260	\$ 4,128,660
Capital Improvement Fund				
Intergovernmental Agreements	\$ 9,763,376	\$ 18,727,050	\$ 8,798,070	\$ 16,088,900
Certificates of Participation	15,384,605	29,400,500	6,307,440	10,963,000
Interest Earnings	81,693	-0-	-0-	-0-
Subtotal	\$ 25,229,674	\$ 48,127,550	\$ 15,105,510	\$ 27,051,900

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Civic Contribution Fund				
Contributions for Housing and Community Development	\$ 11,600	\$ -0-	\$ 11,600	\$ -0-
Contributions for Parks and Recreation	237,806	205,100	101,900	251,210
Contributions for Transportation	-0-	-0-	200	-0-
Contributions for Tucson Convention Center	5,000	15,400	5,000	5,000
Contributions for Tucson Fire	7,068	50,000	3,200	20,000
Contributions for Tucson Police	8,763	-0-	6,300	32,170
Interest Earnings	8,615	3,500	3,860	8,000
Balances/Previous Year Surpluses	-0-	2,803,600	-0-	1,007,760
Subtotal	\$ 278,852	\$ 3,077,600	\$ 132,060	\$ 1,324,140
Community Development Block Grant Fund				
Community Development Block Grant Entitlement	\$ 11,259,305	\$ 11,747,150	\$ 13,467,710	\$ 10,073,510
Program Income	133,085	1,420	140,000	520,000
El Portal Income	-0-	120,000	120,000	-0-
Interest Earnings	1,221	-0-	-0-	-0-
Subtotal	\$ 11,393,611	\$ 11,868,570	\$ 13,727,710	\$ 10,593,510
Development Fee Fund				
Development Fees for Police	\$ 850,429	\$ 500,000	\$ 482,700	\$ 510,000
Development Fees for Fire	416,277	250,000	265,100	255,000
Development Fees for Transportation	2,764,954	2,543,600	2,630,500	2,594,500
Development Fees for Parks	583,819	600,000	625,000	612,000
Development Fees for General Services	414,338	275,000	280,700	-0-
Interest Earnings	70,126	95,000	74,000	80,000
Balances/Previous Year Surpluses	-0-	2,171,100	-0-	9,155,820
Subtotal	\$ 5,099,943	\$ 6,434,700	\$ 4,358,000	\$ 13,207,320
Miscellaneous Housing Grant Fund				
Federal Miscellaneous Housing Grants	\$ 9,446,044	\$ 3,513,470	\$ 4,504,000	\$ 3,062,800
Lead Hazard Control Grants	1,600,902	1,090,800	48,950	826,670
Program Income	-0-	813,870	777,110	760,950
Balances/Previous Year Surpluses	20,845	-0-	-0-	-0-
Subtotal	\$ 11,067,791	\$ 5,418,140	\$ 5,330,060	\$ 4,650,420

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Public Housing Section 8 Fund				
Federal Public Housing Section 8 Grants	\$ 34,442,661	\$ 37,349,130	\$ 37,842,020	\$ 38,068,200
Program Income	210,297	31,500	28,310	6,500
Interest Earnings	13,245	7,000	6,290	7,000
Balances/Previous Year Surpluses	-0-	14,230	-0-	-0-
Subtotal	\$ 34,666,203	\$ 37,401,860	\$ 37,876,620	\$ 38,081,700
HOME Investment Partnerships				
Program Fund				
HOME Funds	\$ 4,280,150	\$ 5,241,830	\$ 6,059,790	\$ 6,137,460
Program Income	269,078	230,000	230,000	426,960
Subtotal	\$ 4,549,228	\$ 5,471,830	\$ 6,289,790	\$ 6,564,420
Other Federal Grants Fund				
City Attorney	\$ 350,837	\$ 433,310	\$ 332,170	\$ 352,760
City Manager	1,808,255	3,450,000	1,800,000	2,272,470
General Government	-0-	-0-	-0-	900,000
General Services	393,154	1,196,620	151,860	-0-
Housing and Community Development	135,932	230,840	128,160	116,430
Information Technology	-0-	300,000	-0-	-0-
Parks and Recreation	510,409	698,210	479,040	672,580
Transportation	9,820,062	12,567,250	5,643,150	7,504,600
Tucson Fire	1,213,357	1,800,940	898,870	3,686,940
Tucson Police	6,714,890	13,252,470	9,761,140	13,148,930
Interest Earnings	10,479	-0-	-0-	-0-
Subtotal	\$ 20,957,375	\$ 33,929,640	\$ 19,194,390	\$ 28,654,710

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Non-Federal Grants Fund				
City Attorney	\$ 80,000	\$ 149,310	\$ 80,200	\$ 141,200
City Clerk	6,578	10,000	10,000	-0-
City Manager	-0-	150,000	-0-	-0-
General Services	-0-	530,830	-0-	-0-
Housing and Community Development	2,410,131	3,878,280	3,575,900	333,610
Information Technology	-0-	94,870	-0-	-0-
Parks and Recreation	90,769	964,350	60,810	521,900
Transportation	55,989	-0-	-0-	-0-
Tucson Fire	75,849	1,050,000	-0-	164,000
Tucson Police	1,612,651	1,589,760	928,260	1,384,710
Subtotal	\$ 4,331,967	\$ 8,417,400	\$ 4,655,170	\$ 2,545,420
Regional Transportation Authority Fund				
Regional Transportation Authority	\$ 53,612,620	\$ 117,733,800	\$ 82,692,400	\$ 86,721,950
Total Special Revenue Funds	\$ 302,508,052	\$ 469,525,930	\$ 379,920,330	\$ 425,923,330

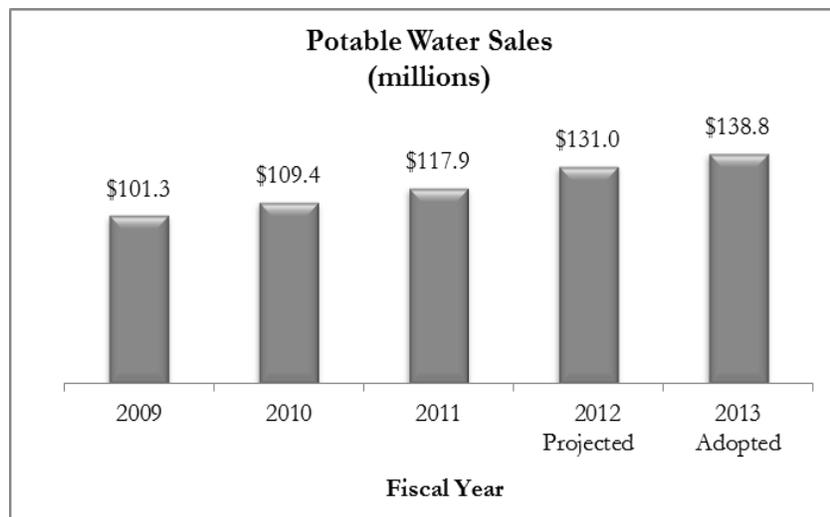
ENTERPRISE FUNDS

Enterprise Funds are used to account for certain operations that provide services to the general public for a fee. The City of Tucson's Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may also issue debt backed solely by the fees and charges of the funds.

TUCSON WATER UTILITY

The Tucson Water Utility is committed to ensuring that customers receive high quality water. To provide this service, the Utility has a variety of fees. The fees include potable water sales, water conservation fees, reclaimed water sales, connection fees and other miscellaneous operating revenues. Non-operating revenues include interest earnings, reimbursement from the Tucson Airport Remediation Project, equity fees and miscellaneous state and federal grants.

The Citizens' Water Advisory Committee (CWAC) recommended and the Mayor and Council approved specific water rate changes for Fiscal Year 2013. The potable water sales revenue is projected to increase by \$7.8 million (an additional 5.9%) over Fiscal Year 2012 estimated and reclaimed water sales are projected to increase by \$0.8 million (an additional 7.3%). Water service charges are projected to be \$0.2 million greater than the Fiscal Year 2012 estimate or an 8.0% increase.



The Tucson Water Department issues Water Revenue System Obligations to provide funds for the acquisition and construction of water system improvements. Revenue System Obligations are loaned to a utility by its guarantee of repayment solely from revenues generated by the utility rather than from a tax. Mayor and Council approval is needed to issue this type of debt obligation.

The Tucson Water Department will be using obligation bonds for the design and construction of an advanced oxidation process treatment plant for \$10.4 million, and for multiple water system improvement projects.

In 1997, Arizona State Legislation increased the powers of the Wastewater Management Authority created in 1989 and permitted additional types of borrowers to access funds through the establishment of the Water Infrastructure Finance Authority (WIFA). A part of this legislation provides WIFA the power to issue bonds to provide low interest rate loans to local governments related to the Clean Water Act. WIFA's funding source includes both Federal and State sources. In order to participate in the WIFA loan program, local governments must have existing bond authorization equal to the loan amount.

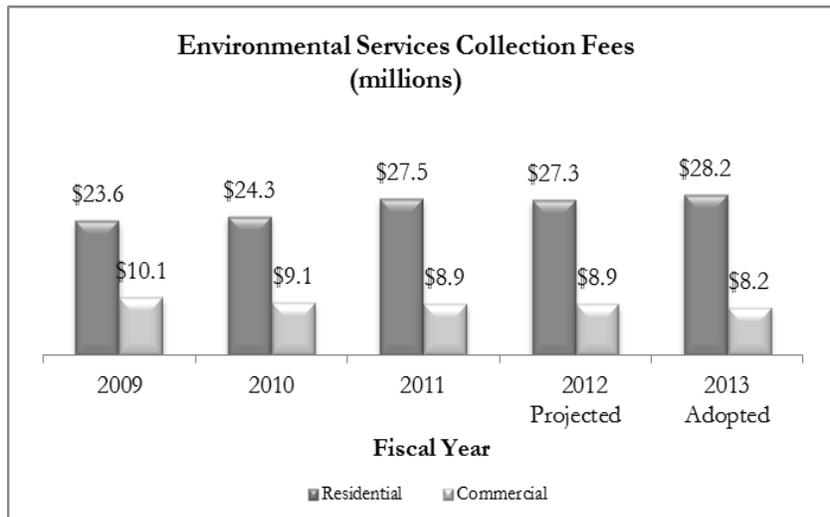
ENTERPRISE FUNDS

The Tucson Water Department will use the WIFA funding for the Southern Avra Valley Reservoir and Booster Station for \$4.9 million; and, as part of the Southern Avra Valley Storage and Recovery project, install collector pipelines for \$3.6 million.

ENVIRONMENTAL SERVICES FUND

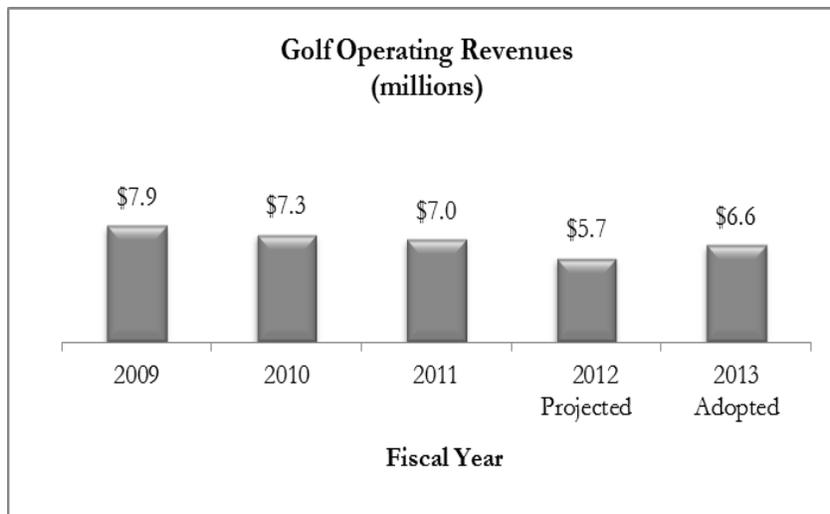
Environmental Services provides Tucson citizens and businesses with refuse and recycling trash collection and waste disposal services. The department operates the city's landfill in compliance with State and Federal regulations and administers the city's Environmental Compliance and Brownfields programs as well as the Household Hazardous Waste program with Pima County.

Overall revenues collected for Fiscal Year 2013 are projected to be slightly higher than Fiscal Year 2012 estimated.



TUCSON GOLF COURSE FUND

The Tucson Golf Course Fund operates five golf courses throughout the city: El Rio, Randolph, Dell Urich, Fred Enke and Silverbell. The revenues funding the golf operations include golf fees, cart rental, driving range and pro shops. For Fiscal Year 2013, the projected revenues are anticipated to increase from Fiscal Year 2012 estimated budget due to a rise in the number of rounds being played at the golf courses.



ENTERPRISE FUNDS

PUBLIC HOUSING (AMP) FUNDS

Public housing provides decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. The City of Tucson owns and manages 1,505 public housing units located throughout the city. The public housing unit portfolio includes elderly/disabled high-rises, multi-unit housing complexes, and scattered site single family homes.

The AMP Fund is projecting federal grant funding to remain relatively flat from the estimated Fiscal Year 2012 through Fiscal Year 2013. The Charges for Other Services is decreasing from the Fiscal Year 2012 estimate of \$0.6 million due to one-time revenue for developer fees.

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Tucson Water Utility				
Operating Revenues:				
Potable Water Sales	\$ 117,858,770	\$ 132,045,220	\$ 131,038,000	\$ 138,780,400
Reclaimed Water Sales	9,673,843	10,954,000	10,869,000	11,634,000
Central Arizona Project Surcharge	2,148,789	2,129,140	2,112,770	2,235,700
Water Conservation Fee	2,124,838	2,981,000	2,870,000	2,871,000
Fire Sprinkler Fee	1,303,811	1,279,640	1,269,640	1,345,900
Connection Fees	1,854,988	1,727,000	615,000	617,000
Service Charges	3,048,692	3,077,000	2,857,000	3,087,000
Development Plan Review/ Inspection Fees	422,227	608,000	540,000	575,000
Billing Services	2,903,352	3,125,000	3,125,000	3,156,000
Miscellaneous Revenues	1,645,001	1,591,000	1,018,000	1,200,000
Subtotal	\$ 142,984,311	\$ 159,517,000	\$ 156,314,410	\$ 165,502,000
Non-Operating Revenues:				
Tucson Airport Remediation Project Reimbursement	\$ 981,678	\$ 1,692,000	\$ 1,480,600	\$ 1,445,000
Water System Equity Fees	2,460,732	3,061,000	2,791,000	2,324,000
CAP Water Resource Fees	413,544	361,000	361,000	347,000
Miscellaneous Grants	80,776	925,430	865,000	865,000
Sale of Capital Assets	344,634	180,000	50,000	50,000
Interest Earnings	105,860	94,000	84,000	20,000
Subtotal	\$ 4,387,224	\$ 6,313,430	\$ 5,631,600	\$ 5,051,000
Longterm Obligation Proceeds:				
Water Utility Revenue Bond	\$ 5,373,651	\$ 18,954,000	\$ -0-	\$ 8,614,000
Water System Obligation Bonds	21,083,586	38,089,000	43,039,000	51,651,000
Subtotal	\$ 26,457,237	\$ 57,043,000	\$ 43,039,000	\$ 60,265,000
Total Revenues	\$ 173,828,772	\$ 222,873,430	\$ 204,985,010	\$ 230,818,000
Environmental Services Fund				
Operating Revenues:				
Residential Refuse Services	\$ 27,522,478	\$ 28,050,000	\$ 27,256,750	\$ 28,207,480
Commercial Refuse Services	8,890,528	8,915,000	8,857,480	8,173,070
Landfill Services Charges	6,128,570	4,530,000	6,085,710	5,505,650
Remediation Ground Fee	2,292,058	3,500,000	2,160,150	3,400,000
Self Haul Fee	910,193	1,400,000	905,600	1,174,000
Refuse Penalties	187,552	200,000	206,460	211,180
Recycling	1,897,037	1,000,000	1,261,340	850,000
Subtotal	\$ 47,828,416	\$ 47,595,000	\$ 46,733,490	\$ 47,521,380

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Non-Operating Revenues:				
Household Hazardous Waste	\$ 83,987	\$ 140,000	\$ 93,250	\$ 140,000
Federal Grants	52,369	404,200	58,520	-0-
State and Local Grants	451,210	270,930	352,800	402,000
Sale of Capital Assets	550,658	300,000	337,930	500,000
Interest Earnings	39,326	14,000	44,200	50
Recovered Expenses	56,782	-0-	17,650	17,000
Miscellaneous Revenues	82,303	139,670	85,650	350,000
Subtotal	\$ 1,316,635	\$ 1,268,800	\$ 990,000	\$ 1,409,050
Longterm Obligation Proceeds:				
General Obligation Bond Proceeds	\$ 185,530	\$ 1,386,200	\$ 287,380	\$ 630,000
Certificates of Participation Proceeds	675,642	377,000	427,300	3,200,000
Subtotal	\$ 861,172	\$ 1,763,200	\$ 714,680	\$ 3,830,000
Balances/Previous Year Surpluses	-0-	849,220	436,260	-0-
Total Revenues	\$ 50,006,223	\$ 51,476,220	\$ 48,874,430	\$ 52,760,430
Tucson Golf Course Fund				
Operating Revenues:				
El Rio	\$ 955,978	\$ 938,230	\$ 814,880	\$ 900,540
Randolph	3,489,359	3,540,390	2,671,940	3,149,920
Fred Enke	1,153,230	1,288,260	998,110	1,227,760
Silverbell	1,350,362	1,346,870	1,074,650	1,279,100
Other Revenues	66,391	23,000	93,620	28,000
Total Revenues	\$ 7,015,320	\$ 7,136,750	\$ 5,653,200	\$ 6,585,320
Public Housing Fund				
Operating Revenues:				
Federal Grants	\$ 6,769,831	\$ 6,626,660	\$ 6,619,360	\$ 6,870,940
Housing Administration Charges	2,258,010	2,330,050	2,402,290	2,660,350
Tenant Rent and Parking Fees	3,654,173	3,939,670	3,795,440	3,379,560
Charges for Other Services	183,052	443,540	416,540	548,340
Other Rental Income	794,835	754,520	754,520	856,280
Interest Revenue	48,475	-0-	790	-0-
Other Revenues	57,580	106,000	-0-	180,000
Total Revenues	\$ 13,765,956	\$ 14,200,440	\$ 13,988,940	\$ 14,495,470
Total Enterprise Funds	\$ 244,616,271	\$ 295,686,840	\$ 273,501,580	\$ 304,659,220

DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of resources for and the payment of, general long-term debt principal and interest which are not serviced by the General, Special Revenue and Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

GENERAL OBLIGATION BOND and INTEREST FUND

General Obligation bonds are a form of long-term borrowing in which the City issues municipal securities and pledges its full faith and credit to their repayment. Bonds are repaid over many years through semi-annual debt service payments. The City levies a property tax for the purpose of retiring the principal and paying interest on the general obligation bonds.

The city's total estimated debt service requirement on general obligation bonds for Fiscal Year 2013 is \$28,754,300, an increase of \$3,208,484 from the Fiscal Year 2012 actual levy of \$25,545,816. The secondary property tax rate for Fiscal Year 2012 was \$0.7324 per \$100 valuation. For Fiscal Year 2013, the adopted secondary property tax rate is \$0.8514 per \$100 valuation.

	Secondary Tax Rate and Levy				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted
Secondary Tax Rate	\$ 0.6370	\$ 0.6200	\$ 0.6261	\$ 0.7324	\$ 0.8514
Secondary Tax Levy	\$ 24,814,860	\$ 24,987,501	\$ 24,506,213	\$ 25,545,816	\$ 28,754,300
Valuation	\$ 3,895,581,900	\$ 4,030,242,132	\$ 3,914,105,239	\$ 3,487,959,628	\$ 3,377,401,416

STREET and HIGHWAY BOND and INTEREST FUND

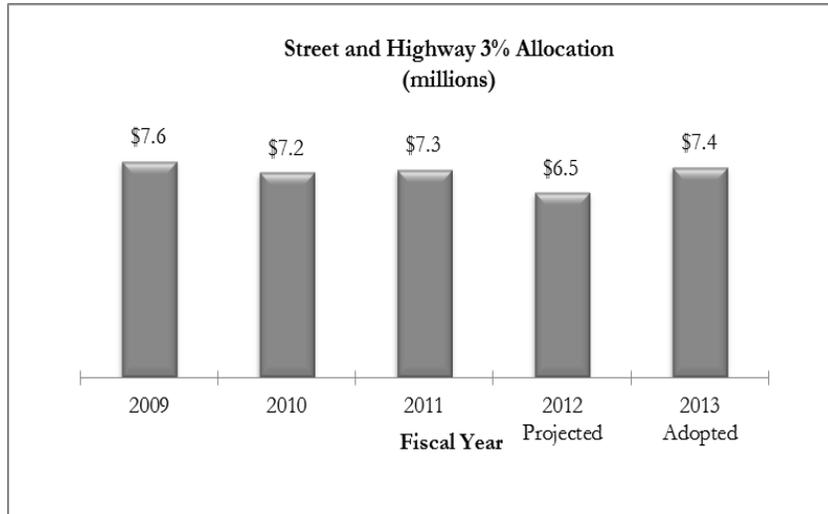
Street and Highway special revenue bonds are issued specifically for the purpose of constructing street and highway projects. These bonds require voter approval and are secured by gasoline tax revenues collected by the State of Arizona. The State's current distribution formula provides that 50.5% be retained in the state highway fund, 19% be distributed to counties, 27.5% be distributed to all incorporated cities and towns, and a final 3% be distributed to cities with a population greater than 300,000.

The City designates the 3% allocation to the repayment of the principal and interest on the Street and Highway revenue bonds. If the amount received is not sufficient to cover the debt service payments, then an operating transfer from the HURF Fund to the debt service fund is made to cover the difference.

For Fiscal Year 2013, the highway user revenues collected by the State are projected to increase from the prior fiscal year mainly due to the elimination of the sweep of funds to the State's Motor Vehicle Division. The projected amount for Fiscal Year 2013 is \$7.4 million, or an 18.7% increase from the prior year estimate of \$6.2 million. The City plans to refund or refinance the Street and Highway bond principle debt service payment to free up funds in order to mill and overlay 9.56 centerline miles of arterials and intersections during the fiscal year.

DEBT SERVICE FUNDS

The following graph shows the amount of state-shared 3% HURF Allocation revenues received and anticipated by the City. It reflects over a 2.6% reduction since Fiscal Year 2009.



SPECIAL ASSESSMENT BOND and INTEREST DEBT SERVICE FUND

Special Assessment bonds are issued by the City on behalf of improvement districts created for a specific purpose, such as to finance local street paving, street lighting, or sidewalk improvements. Property owners in the designated districts are proportionately assessed for the principal and interest costs of repaying bonds. The City, as trustee for improvement districts, is responsible for collecting the assessments levied against owners of property within each improvement district and for disbursing these amounts to retire the bonds issued to finance the improvements. In the event of default (non-payment) by the property owner, the City may enforce auction sale of the property to satisfy the debt service requirements of the special assessment bonds. The City of Tucson administers special improvement districts in accordance with the provisions of Arizona Revised Statutes Chapter 4 of Title 48 which governs these types of taxing districts.

The City invoices the property owners twice a year, during the fall and spring of the calendar year. The monies received are used to pay the debt service on the bonds.

DEBT SERVICE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
General Obligation Bond and Interest Fund				
Secondary Property Taxes	\$ 24,276,588	\$ 25,721,550	\$ 25,220,500	\$ 28,754,300
Balances/Previous Year Surpluses	-0-	1,300,000	1,801,050	-0-
Subtotal	\$ 24,276,588	\$ 27,021,550	\$ 27,021,550	\$ 28,754,300
Street and Highway Bond and Interest Fund				
State Shared Tax - HURF	\$ 7,284,647	\$ 6,480,240	\$ 6,185,000	\$ 7,361,140
Interest Earnings	-0-	-0-	9,640	-0-
Refunding Proceeds	12,276,408	-0-	-0-	12,265,000
Transfer from Highway User Revenue Fund	-0-	11,397,840	10,340,090	-0-
Balances/Previous Year Surpluses	-0-	-0-	1,343,350	-0-
Subtotal	\$ 19,561,055	\$ 17,878,080	\$ 17,878,080	\$ 19,626,140
Special Assessment Bond and Interest Fund				
Special Assessment Collections	\$ 598,613	\$ 330,730	\$ 429,360	\$ 408,710
Interest Earnings	6,735	9,400	4,850	5,800
Miscellaneous Revenues	6,735	4,000	4,150	5,440
Balances/Previous Year Surpluses	-0-	380,890	286,670	158,600
Subtotal	\$ 612,083	\$ 725,020	\$ 725,030	\$ 578,550
Total Debt Service Funds	\$ 44,449,726	\$ 45,624,650	\$ 45,624,660	\$ 48,958,990

CAPITAL PROJECTS FUNDS

Funds for capital projects are created to account for the purchase or construction of major capital facilities which are not financed by General, Special Revenue, or Enterprise Funds. Voter-authorized bonds are the source of funds in this group. Proceeds from bond sales are reflected in the year that they are expended, not at the time of issuance. Details on capital projects may be found in Section E, Capital Improvement Program.

2000 GENERAL OBLIGATION FUND

The 2000 General Obligation Fund accounts for capital projects that are financed by General Obligation bonds approved by the city voters at a special bond election held on May 16, 2000. The voters authorized \$129.5 million in bonds that were issued for the purpose of providing funds for construction of park and library improvements, street lighting and sidewalk improvements, construction of drainage facilities' improvements, public safety improvements, environmental safety improvements, and paying the costs of issuance of the bonds. The City only issues an adequate amount of bonds to meet current capital needs.

The Parks and Recreation Department has programmed \$0.5 million of general obligation and interest earnings for capital projects such as the Lincoln Park Area Maintenance Center, the Grijalva School Park, and several other projects. The Transportation Department has programmed \$0.6 million on several drainage improvement projects.

Details on projects funded by the 2000 General Obligation Fund may be found in Section E, Capital Improvement Program.

CAPITAL PROJECTS FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
2000 General Obligation Fund				
General Obligation Bond Proceeds	\$ 3,614,679	\$ 2,466,060	\$ 302,700	\$ 1,176,600
Interest Earnings	15,264	-0-	6,260	8,700
Miscellaneous Revenues	211,463	-0-	-0-	-0-
Total Capital Projects Funds	\$ 3,841,406	\$ 2,466,060	\$ 308,960	\$ 1,185,300

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City or to other governments on a cost reimbursement basis. The City's internal service funds include Fleet Services; General Services for facilities maintenance, communications and architects and engineering; and Self Insurance for property and public liability, workers' compensation, and the safety and wellness programs.

FLEET SERVICES INTERNAL SERVICE FUND

Fleet Services meets the transportation needs of other City departments by providing vehicle and equipment preventive maintenance and repair services; administering vehicle fuel operations; managing vehicle and equipment acquisition, preparation, and disposal; and operating a city motor pool. Fleet Services charges other City departments for the services provided. For Fiscal Year 2013, the anticipated interdepartmental charges of \$25.8 million are projected to increase by \$1.3 million from estimated Fiscal Year 2012 of \$24.5 million primarily due to the anticipated increase to future fuel costs. Increased interdepartmental charges also reflect the potential increase in repair costs due to the lack of vehicle replacement funds citywide. Without a proactive vehicle replacement plan, the City's fleet is aging and becoming more costly to maintain.

GENERAL SERVICES INTERNAL SERVICE FUND

The General Services Internal Service fund provides architecture and engineering services, communication services, and facility maintenance for other City departments. The architects and engineering services provide project management. The Facilities Management Division provides well-managed, efficient and healthy environments in all City of Tucson owned and/or leased properties.

The interdepartmental charges are projected to remain stable at \$18.5 million from the Fiscal Year 2012 estimated to the projected Fiscal Year 2013 amount.

SELF INSURANCE FUND

The Self Insurance Fund is used to finance the City of Tucson's risk management program. Revenue to this fund is primarily derived from charges to other City departments. The related fund activity includes unemployment claims, workers' compensation claims, public liability claims, employee safety and wellness programs, hazardous waste management (spill program), and specified environmental remediation. The charges to other City departments are dependent on the department claim cost and the expenses (insurance, legal, medical, and administrative cost) related to the risk management program.

In Fiscal Year 2013, the City will continue to include tort claim reimbursements in the primary tax levy as allowed by state law. The property tax revenue represents a reimbursement to the City's Self Insurance Fund for the actual cost of liability claim judgments paid during Fiscal Year 2011. The amount levied for the tort liability reimbursement will be \$1,051,650, a \$0.0317 property tax increase per \$100 assessed value.

The City has built in capacity for a portion of the proceeds from a possible settlement from a claim in the W.R. Grace Bankruptcy case for property damages caused by the use or sale of products containing asbestos. This revenue would be used to fund attorney fees owed as a result of the lawsuit proceedings.

INTERNAL SERVICE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Fleet Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 23,338,719	\$ 25,533,310	\$ 24,488,380	\$ 25,752,480
Interest Revenue	7,848	5,000	6,950	-0-
Proceeds from the Sale of Capital Assets	-0-	140,000	50,000	26,400
Miscellaneous Revenues	171,275	97,000	203,000	48,000
General Fund Transfer	995,000	-0-	-0-	-0-
Balances/Previous Year Surpluses	-0-	1,011,570	4,250	2,400,000
Total Revenues	\$ 24,512,842	\$ 26,786,880	\$ 24,752,580	\$ 28,226,880
General Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 17,792,475	\$ 19,654,180	\$ 18,556,330	\$ 18,536,260
Non-Grant Contributions	-0-	522,780	522,780	387,420
Interest Revenue	14,304	-0-	-0-	-0-
Miscellaneous Revenues	205,294	30,000	15,000	5,000
General Fund Transfer	305,000	-0-	-0-	-0-
Balances/Previous Year Surpluses	-0-	1,049,130	-0-	2,684,990
Subtotal	\$ 18,317,073	\$ 21,256,090	\$ 19,094,110	\$ 21,613,670
Clean Renewable Energy Bond Proceeds	292,552	10,526,300	14,434,950	-0-
Total Revenues	\$ 18,609,625	\$ 31,782,390	\$ 33,529,060	\$ 21,613,670
Self Insurance Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 19,288,870	\$ 20,518,700	\$ 19,473,630	\$ 18,416,330
Property Tax (Tort Claims)	234,566	2,492,500	2,205,860	1,051,650
State Grant	71,985	-0-	-0-	-0-
Interest Revenue	96,471	-0-	92,000	90,000
Subtotal	\$ 19,691,892	\$ 23,011,200	\$ 21,771,490	\$ 19,557,980
Proceeds from Lawsuit Settlement	-0-	2,460,630	-0-	2,460,630
Total Revenues	\$ 19,691,892	\$ 25,471,830	\$ 21,771,490	\$ 22,018,610
Total Internal Service Funds	\$ 62,814,359	\$ 84,041,100	\$ 80,053,130	\$ 71,859,160

FIDUCIARY FUNDS

These funds are used to account for assets held by the City in a trustee capacity or as an agent of individuals, private organizations, other governments and/or other funds.

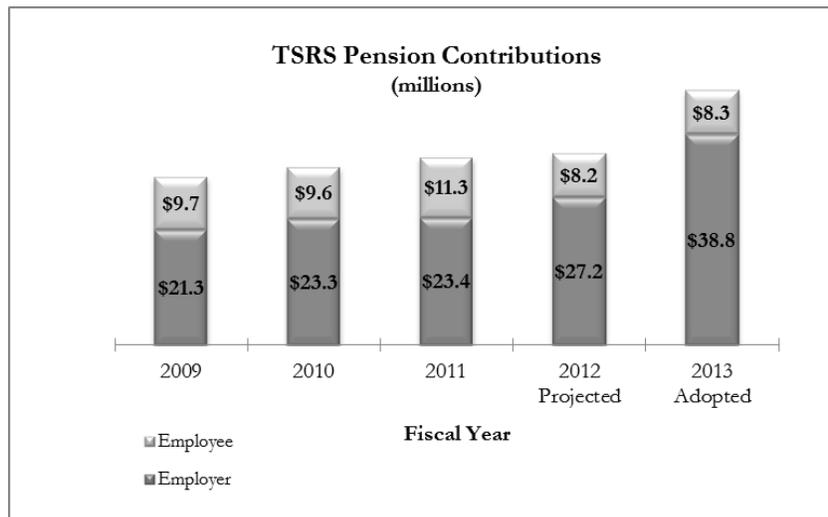
TUCSON SUPPLEMENTAL RETIREMENT SYSTEM

The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. Substantially all full-time and certain part-time employees, with the exception of those covered by the Arizona Public Safety Personnel Retirement System or the Elected Officials Retirement Plan of Arizona, are covered by TSRS.

For Tucson Supplemental Retirement System employees hired prior to July 1, 2006, the employee contributes 5% of their annual covered payroll through bi-weekly payroll deductions. Employees hired after June 30, 2006, contribute 40% of the total required rate calculated annually by the system actuary with future changes to employee contribution rates limited to a maximum annual increase not to exceed 2.5% of annual salary.

Tucson Supplemental Retirement System employees hired after June 30, 2011 are provided with a modified pension program (or pension “tier”) that establishes age 60 as the minimum age required for retirement eligibility after 20 years of credited service; requiring 85 points for eligibility (previously 80 points); normal retirement age of 65 (previously age 62); and reducing the pension benefit formula to 2.0% per year of credited service (previously 2.25% per year). In addition, the pension calculation for this tier will exclude service credits and average final pay associated with the members accrued unused sick and vacation leave pay at retirement (these elements are included for employees hired on or before June 30, 2011). The contribution rate for the new tier will remain at 40% of the recommended rate for TSRS by the System’s actuary.

In Fiscal Year 2013, the City financed portion of the contribution rate is 28.77% up from the Fiscal Year 2012 rate of 23.57%. This increase in contribution rate is due to the losses on assets as well as overall demographic losses experienced by the plan. The Fiscal Year 2013 employer contribution rate is projected to be 29.94% for the employees hired before June 30, 2006 and 20.96% for those employees hired after June 30, 2006.



FIDUCIARY FUNDS

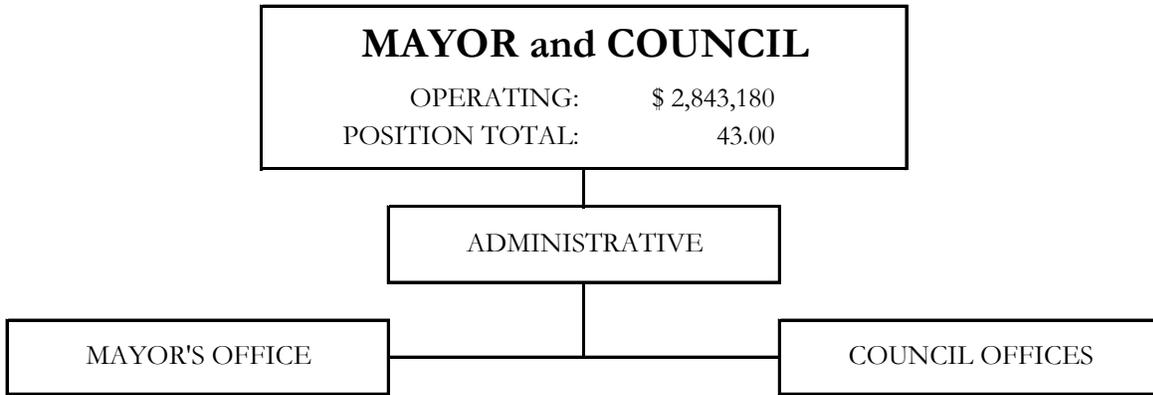
FINANCIAL RESOURCES	ACTUAL FY 2011	ADOPTED FY 2012	ESTIMATED FY 2012	ADOPTED FY 2013
Tucson Supplemental Retirement System				
Employer Contributions	\$ 23,432,916	\$ 30,000,000	\$ 27,185,000	\$ 38,800,000
Employee Contributions	11,335,216	9,000,000	8,200,000	8,300,000
Portfolio Earnings	118,188,894	11,634,000	12,050,000	12,134,000
Transfers from Other Sources	750,009	500,000	50,000	50,000
Miscellaneous Revenue	45,681	35,000	50,000	-0-
Balances/Previous Year Surpluses	-0-	22,403,600	23,865,370	8,893,960
Total Fiduciary Funds	\$ 153,752,716	\$ 73,572,600	\$ 71,400,370	\$ 68,177,960

Section D Department Budgets

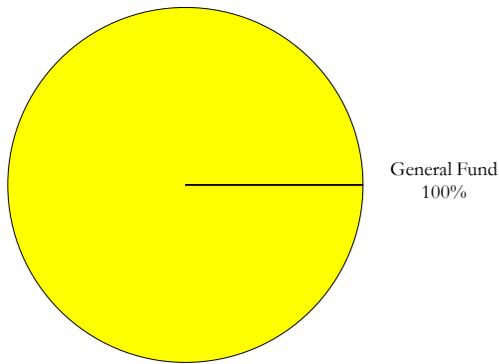


SUMMARY OF EXPENDITURES BY DEPARTMENT

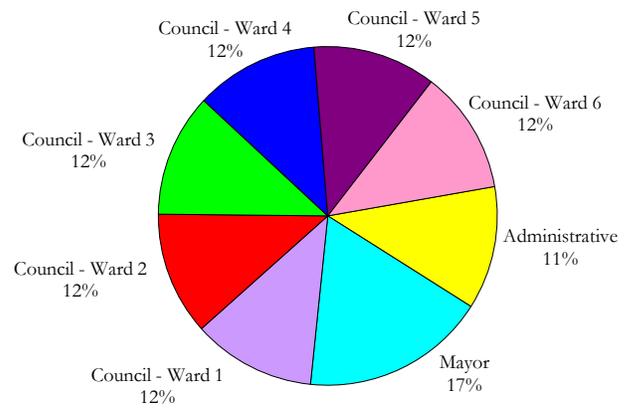
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Elected and Official				
Mayor and Council	\$ 2,662,366	\$ 2,663,570	\$ 2,630,080	\$ 2,843,180
City Manager	8,373,906	10,362,520	8,585,380	9,684,870
City Attorney	8,056,920	8,491,910	7,838,740	9,019,500
City Clerk	2,766,110	4,240,110	3,987,060	3,394,540
Subtotal	\$ 21,859,302	\$ 25,758,110	\$ 23,041,260	\$ 24,942,090
Public Safety/Neighborhood Services				
City Court	\$ 10,558,367	\$ 12,445,890	\$ 10,142,000	\$ 12,022,030
Equal Opportunity Programs and Independent Police Review	784,526	823,250	820,600	782,510
Housing and Community Development	76,687,699	85,007,150	83,234,450	81,833,300
Parks and Recreation	51,137,558	55,197,910	48,663,550	54,134,210
Public Defender	2,667,596	2,797,640	2,725,850	3,086,390
Tucson City Golf	7,577,759	7,136,750	7,467,780	6,557,380
Tucson Convention Center	5,437,191	6,819,060	5,373,910	6,557,760
Tucson Fire	78,021,478	75,745,650	78,910,800	96,544,310
Tucson Police	162,832,759	163,326,490	148,593,260	155,102,080
Subtotal	\$ 395,704,933	\$ 409,299,790	\$ 385,932,200	\$ 416,619,970
Operations and Development				
Environmental Services	\$ 43,816,730	\$ 51,476,220	\$ 47,124,490	\$ 50,752,160
General Services	59,439,928	80,013,680	69,098,210	64,291,600
Planning and Development Services	7,497,027	7,583,500	7,161,830	7,568,640
Transportation	181,894,387	327,704,600	182,190,220	307,472,780
Tucson Water	170,078,954	215,059,200	201,705,010	227,500,710
Subtotal	\$ 418,910,296	\$ 681,837,200	\$ 507,279,760	\$ 657,585,890
Support Services				
Budget and Internal Audit	\$ 1,369,268	\$ 1,416,390	\$ 1,351,360	\$ 1,478,420
Finance	9,620,508	17,313,170	15,002,390	16,798,190
Human Resources	14,074,869	9,705,320	9,518,850	9,945,650
Information Technology	15,930,454	16,649,380	15,878,630	18,660,810
Procurement	3,471,892	3,278,660	3,268,440	3,357,450
Subtotal	\$ 44,466,991	\$ 48,362,920	\$ 45,019,670	\$ 50,240,520
Non-Departmental	\$ 95,248,378	\$ 99,987,250	\$ 94,490,890	\$ 96,694,190
Pension Services	\$ 68,135,877	\$ 73,572,600	\$ 71,400,370	\$ 68,177,960
Total All Departments	\$ 1,044,325,777	\$ 1,338,817,870	\$ 1,127,164,150	\$ 1,314,260,620



FINANCING PLAN



PROGRAM ALLOCATION



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.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Mayor	7.00	7.00	7.00	7.00
Ward 1	6.00	6.00	6.00	6.00
Ward 2	6.00	6.00	6.00	6.00
Ward 3	6.00	6.00	6.00	6.00
Ward 4	6.00	6.00	6.00	6.00
Ward 5	6.00	6.00	6.00	6.00
Ward 6	6.00	6.00	6.00	6.00
Department Total	43.00	43.00	43.00	43.00
TOTAL BUDGET				
Administrative	\$ 277,024	\$ 223,370	\$ 223,370	\$ 300,250
Mayor	505,729	474,900	474,730	483,670
Ward 1	333,110	327,550	327,390	343,210
Ward 2	313,877	327,550	326,900	343,210
Ward 3	305,451	327,550	322,590	343,210
Ward 4	348,415	327,550	326,060	343,210
Ward 5	309,750	327,550	308,580	343,210
Ward 6	269,010	327,550	320,460	343,210
Department Total	\$ 2,662,366	\$ 2,663,570	\$ 2,630,080	\$ 2,843,180
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,286,968	\$ 2,334,390	\$ 2,264,350	\$ 2,431,210
Services	343,795	300,980	309,560	383,760
Supplies	31,603	28,200	56,170	28,210
Department Total	\$ 2,662,366	\$ 2,663,570	\$ 2,630,080	\$ 2,843,180
FUNDING SOURCES				
General Fund	\$ 2,662,366	\$ 2,663,570	\$ 2,630,080	\$ 2,843,180

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$2,843,180 reflects an increase of \$179,610 from the Fiscal Year 2012 Adopted Budget. Changes include:

Pension, medical, workers' compensation and public liability insurance increases	\$ 116,670
Building maintenance, repair, and security cost increases	38,990
Personnel costs	23,950
Total	\$ 179,610

OPERATING PROGRAMS

ADMINISTRATIVE: This program area addresses the administrative needs of the Mayor and Council offices by supporting building operational expenses, utilities, insurance and supplies needed to support Mayor and Council meetings.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 277,024	\$ 223,370	\$ 223,370	\$ 300,250
Character of Expenditures				
Services	\$ 272,360	\$ 218,570	\$ 218,570	\$ 295,570
Supplies	4,664	4,800	4,800	4,680
Program Total	\$ 277,024	\$ 223,370	\$ 223,370	\$ 300,250

MAYOR and COUNCIL: This program area consists of the mayor and six council members. The Mayor and Council act as the policymaking body for the City of Tucson, pass City ordinances, establish policy for administrative staff by resolution, approve new programs, and adopt the budget.

MAYOR'S OFFICE

Projected Revenue Sources				
General Fund	\$ 505,729	\$ 474,900	\$ 474,730	\$ 483,670
Character of Expenditures				
Salaries and Benefits	\$ 476,684	\$ 450,690	\$ 451,630	\$ 453,550
Services	26,580	20,010	19,820	26,270
Supplies	2,465	4,200	3,280	3,850
Program Total	\$ 505,729	\$ 474,900	\$ 474,730	\$ 483,670

WARD 1

Projected Revenue Sources				
General Fund	\$ 333,110	\$ 327,550	\$ 327,390	\$ 343,210
Character of Expenditures				
Salaries and Benefits	\$ 319,563	\$ 313,950	\$ 316,950	\$ 329,610
Services	8,006	10,400	7,210	10,320
Supplies	5,541	3,200	3,230	3,280
Program Total	\$ 333,110	\$ 327,550	\$ 327,390	\$ 343,210

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
WARD 2				
Projected Revenue Sources				
General Fund	\$ 313,877	\$ 327,550	\$ 326,900	\$ 343,210
Character of Expenditures				
Salaries and Benefits	\$ 299,634	\$ 313,950	\$ 310,040	\$ 329,610
Services	10,186	10,400	12,370	10,320
Supplies	4,057	3,200	4,490	3,280
Program Total	\$ 313,877	\$ 327,550	\$ 326,900	\$ 343,210
WARD 3				
Projected Revenue Sources				
General Fund	\$ 305,451	\$ 327,550	\$ 322,590	\$ 343,210
Character of Expenditures				
Salaries and Benefits	\$ 292,811	\$ 313,950	\$ 304,300	\$ 329,610
Services	6,634	10,400	9,120	10,320
Supplies	6,006	3,200	9,170	3,280
Program Total	\$ 305,451	\$ 327,550	\$ 322,590	\$ 343,210
WARD 4				
Projected Revenue Sources				
General Fund	\$ 348,415	\$ 327,550	\$ 326,060	\$ 343,210
Character of Expenditures				
Salaries and Benefits	\$ 339,297	\$ 313,950	\$ 296,650	\$ 329,610
Services	8,029	10,400	15,400	10,320
Supplies	1,089	3,200	14,010	3,280
Program Total	\$ 348,415	\$ 327,550	\$ 326,060	\$ 343,210
WARD 5				
Projected Revenue Sources				
General Fund	\$ 309,750	\$ 327,550	\$ 308,580	\$ 343,210
Character of Expenditures				
Salaries and Benefits	\$ 298,152	\$ 313,950	\$ 275,530	\$ 329,610
Services	6,113	10,400	18,610	10,320
Supplies	5,485	3,200	14,440	3,280
Program Total	\$ 309,750	\$ 327,550	\$ 308,580	\$ 343,210

MAYOR and COUNCIL

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
WARD 6				
Projected Revenue Sources				
General Fund	\$ 269,010	\$ 327,550	\$ 320,460	\$ 343,210
Character of Expenditures				
Salaries and Benefits	\$ 260,827	\$ 313,950	\$ 309,250	\$ 329,610
Services	5,887	10,400	8,460	10,320
Supplies	2,296	3,200	2,750	3,280
Program Total	\$ 269,010	\$ 327,550	\$ 320,460	\$ 343,210

POSITION RESOURCES

Mayor's Office

Mayor	1.00	1.00	1.00	1.00
Chief of Staff: Office of the Mayor	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant/Mayor	3.00	3.00	3.00	3.00
Program Total	7.00	7.00	7.00	7.00

Council - Ward 1

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00

Council - Ward 2

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00

Council - Ward 3

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00

Council - Ward 4

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00

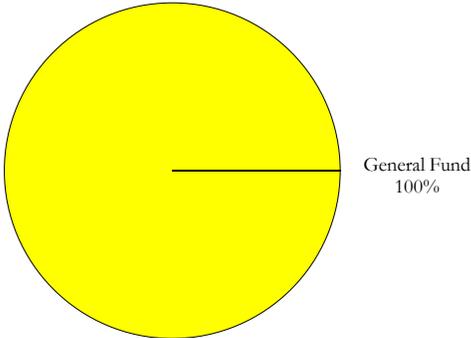
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Council - Ward 5				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 6				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Department Total	43.00	43.00	43.00	43.00

BUDGET and INTERNAL AUDIT	
OPERATING:	\$ 1,478,420
POSITION TOTAL:	14.00

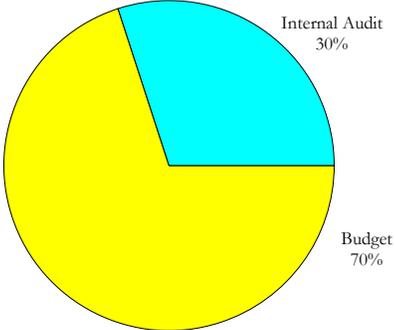
BUDGET

INTERNAL AUDIT

FINANCING PLAN



PROGRAM ALLOCATION



BUDGET and INTERNAL AUDIT

MISSION STATEMENT: To ensure effective and efficient allocation and expenditure of City resources to enable the Mayor and Council, City Manager and City departments to provide quality services to our residents; and provide an independent, objective assurance and consulting activity to ensure prudent fiscal management of public resources.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Budget	10.00	10.00	10.00	10.00
Internal Audit	4.00	4.00	4.00	4.00
Department Total	14.00	14.00	14.00	14.00
TOTAL BUDGET				
Operating	\$ 1,369,268	\$ 1,416,390	\$ 1,351,360	\$ 1,478,420
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,293,259	\$ 1,346,270	\$ 1,283,460	\$ 1,399,290
Services	54,767	57,960	57,540	70,170
Supplies	21,242	12,160	10,360	8,960
Department Total	\$ 1,369,268	\$ 1,416,390	\$ 1,351,360	\$ 1,478,420
FUNDING SOURCES				
General Fund	\$ 1,369,268	\$ 1,416,390	\$ 1,351,360	\$ 1,478,420

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$1,478,420 reflects an increase of \$62,030 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel costs	\$ 52,020
Increased costs for public liability insurance	19,050
Miscellaneous adjustments	2,360
Reduction in quantity of hardcopy budget documents printed for distribution	(3,000)
Reduction of legal advertising costs by placing ads at minimum statutory requirements	(8,400)
Total	\$ 62,030

BUDGET and INTERNAL AUDIT

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Ensure that expenditures do not exceed projected revenues and authorized amounts.	100%	100%	100%	100%
Prepare quarterly reports on projected year-end expenditure and revenue balances and position vacancies for management and City departments so they can make informed decisions.				
• Number of reports	3	3	3	3
Facilitate quarterly Financial Monitoring Team (FMT) meetings to provide control of the budget.				
• Number of meetings	3	3	3	3
Provide administrative support and audit assistance to the Mayor and Council's Independent Audit and Performance Commission.				
• Number of regular and subcommittee meetings	19	18	16	15
Conduct internal audit and other projects as requested by management.				
• Number of projects	21	18	31	35

OPERATING PROGRAMS

BUDGET: This program area develops, implements, and monitors the City's annual operating and capital budgets to ensure they remain within authorized appropriations and available revenues. This work is accomplished within the requirements of federal, state, and municipal laws.

Projected Revenue Sources

General Fund	\$ 986,820	\$ 1,013,480	\$ 924,810	\$ 1,039,790
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Character of Expenditures

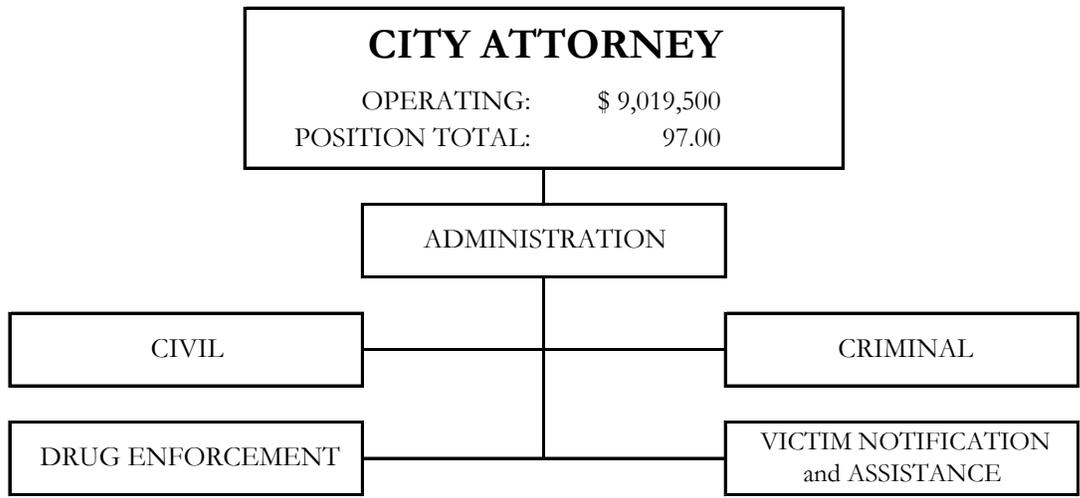
Salaries and Benefits	\$ 915,571	\$ 946,800	\$ 860,350	\$ 970,080
Services	50,007	54,520	54,100	60,750
Supplies	21,242	12,160	10,360	8,960
Program Total	\$ 986,820	\$ 1,013,480	\$ 924,810	\$ 1,039,790

INTERNAL AUDIT: This program area conducts audits, reviews, cost studies, investigations, special projects, consultations, and analyzes department performance measures. Auditors work in an independent and objective manner to provide management with information necessary to improve the City's operations.

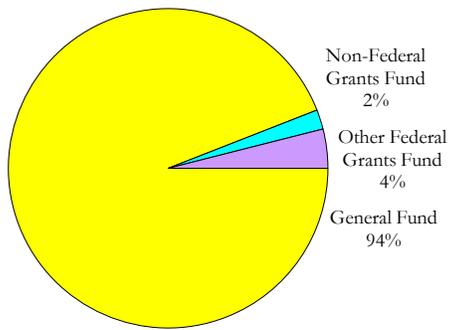
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 382,448	\$ 402,910	\$ 426,550	\$ 438,630
Character of Expenditures				
Salaries and Benefits	\$ 377,688	\$ 399,470	\$ 423,110	\$ 429,210
Services	4,760	3,440	3,440	9,420
Program Total	\$ 382,448	\$ 402,910	\$ 426,550	\$ 438,630

POSITION RESOURCES

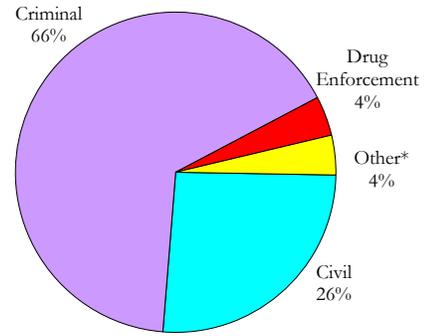
Budget				
Budget and Internal Audit Program Director	1.00	1.00	1.00	1.00
Budget Administrator	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Budget Specialist	1.00	1.00	1.00	1.00
Lead Budget Analyst	4.00	4.00	4.00	4.00
Staff Assistant	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	10.00	10.00	10.00	10.00
Internal Audit				
Finance Manager	1.00	1.00	1.00	1.00
Principal Internal Auditor	2.00	2.00	2.00	2.00
Senior Internal Auditor	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Department Total	14.00	14.00	14.00	14.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration (2%) and Victim Notification and Assistance (2%).

CITY ATTORNEY

MISSION STATEMENT: To ensure the legality of the official business of the City of Tucson and protect the best interests of the City by providing effective and timely legal services to the Mayor and Council, the City Manager and all City departments. The City Attorney's Office shall promote the safety of Tucson's citizens and support local law enforcement by pursuing justice in the prosecution of criminal offenses.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	3.00	3.00	3.00	3.00
Civil	23.00	23.00	24.00	24.00
Criminal	65.00	65.00	64.00	64.00
Drug Enforcement	5.00	5.00	5.00	4.00
Victim Notification and Assistance	3.00	3.00	3.00	2.00
Department Total	99.00	99.00	99.00	97.00

TOTAL BUDGET

Operating	\$ 8,056,920	\$ 8,491,910	\$ 7,838,740	\$ 9,019,500
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CHARACTER OF EXPENDITURES

Salaries and Benefits	\$ 7,398,382	\$ 7,766,230	\$ 7,246,090	\$ 8,279,650
Services	420,057	518,420	434,300	563,260
Supplies	205,605	207,260	158,350	176,590
Equipment	32,876	-0-	-0-	-0-
Department Total	\$ 8,056,920	\$ 8,491,910	\$ 7,838,740	\$ 9,019,500

FUNDING SOURCES

General Fund	\$ 7,626,083	\$ 7,900,950	\$ 7,426,370	\$ 8,525,540
Miscellaneous Federal Grants	350,837	439,650	332,170	352,760
Miscellaneous Non-Federal Grants	80,000	151,310	80,200	141,200
Department Total	\$ 8,056,920	\$ 8,491,910	\$ 7,838,740	\$ 9,019,500

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$9,019,500 reflects an increase of \$527,590 from the Fiscal Year 2012 Adopted Budget. Changes include:

Increase in pension costs	\$ 438,870
Personnel costs and benefits other than pension	74,550
Increase in public liability	44,840
Miscellaneous adjustments	(4,760)
Decrease in postage	(25,910)
Total	\$ 527,590

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
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	76	77	77	75
• Number of responses to requests for legal advice on daily operational issues	13,559	14,238	14,238	14,514
• Legal review of contracts and inter-governmental agreements	614	692	692	705
Control litigation of all active civil cases involving the City during the year.				
• Actively defend wrongful act litigation cases against the City	53	56	56	58
• Maximize amount of money saved through settlement or litigation (\$000s)	\$ 5,502	\$ 1,944	\$ 1,944	\$ 2,300
Produce favorable civil case outcomes for the City.				
• Number of civil cases with favorable outcomes (less than estimated exposure)	99	104	104	110
• Percent of cases with favorable outcomes	90%	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	14,451	13,500	14,600	15,000
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	11,643	14,300	8,083	8,250
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.				
• Number of notifications	36,000	23,000	34,000	35,000
• Number of victims assisted in obtaining restitution	551	535	560	570
• Amount obtained in restitution awards for crime victims and City Court	\$ 208,230	\$ 260,000	\$ 215,000	\$ 215,000

OPERATING PROGRAMS

ADMINISTRATION: This program area provides legal advice to the Mayor and Council and City management, as well as professional leadership, guidance, and support to the other program areas.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 276,534	\$ 236,720	\$ 205,770	\$ 258,910
Character of Expenditures				
Salaries and Benefits	\$ 237,245	\$ 208,160	\$ 192,530	\$ 235,410
Services	10,527	25,200	9,430	17,650
Supplies	5,101	3,360	3,810	5,850
Equipment	23,661	-0-	-0-	-0-
Program Total	\$ 276,534	\$ 236,720	\$ 205,770	\$ 258,910

CIVIL: This program area 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 contracts, employment, environment and land use, personal injury, property damage, wrongful death and civil rights actions) 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.

Projected Revenue Sources				
General Fund	\$ 1,954,576	\$ 2,130,650	\$ 1,930,950	\$ 2,324,680
Character of Expenditures				
Salaries and Benefits	\$ 1,838,692	\$ 1,952,470	\$ 1,837,430	\$ 2,145,550
Services	59,601	121,710	55,340	130,050
Supplies	47,068	56,470	38,180	49,080
Equipment	9,215	-0-	-0-	-0-
Program Total	\$ 1,954,576	\$ 2,130,650	\$ 1,930,950	\$ 2,324,680

CRIMINAL: This program area 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 and civil infraction 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.

Projected Revenue Sources				
General Fund	\$ 5,372,661	\$ 5,456,160	\$ 5,168,850	\$ 5,918,010
General Fund: Restricted	-0-	-0-	80,000	-0-
Program Total	\$ 5,372,661	\$ 5,456,160	\$ 5,248,850	\$ 5,918,010
Character of Expenditures				
Salaries and Benefits	\$ 4,891,978	\$ 4,999,430	\$ 4,802,940	\$ 5,423,100
Services	337,567	346,530	345,450	393,970
Supplies	143,116	110,200	100,460	100,940
Program Total	\$ 5,372,661	\$ 5,456,160	\$ 5,248,850	\$ 5,918,010

CITY ATTORNEY

DRUG ENFORCEMENT: This program area enhances violent crime control efforts by investigating; prosecuting; adjudicating; and punishing drug, gang and related criminal offenders.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 9,420	\$ 42,420	\$ 5,800	\$ 11,050
General Fund: Forfeiture Funds	12,892	35,000	35,000	12,890
Miscellaneous Federal Grants	350,837	439,650	332,170	352,760
Program Total	\$ 373,149	\$ 517,070	\$ 372,970	\$ 376,700
Character of Expenditures				
Salaries and Benefits	\$ 355,467	\$ 478,300	\$ 334,200	\$ 352,760
Services	12,362	23,770	22,870	18,620
Supplies	5,320	15,000	15,900	5,320
Program Total	\$ 373,149	\$ 517,070	\$ 372,970	\$ 376,700

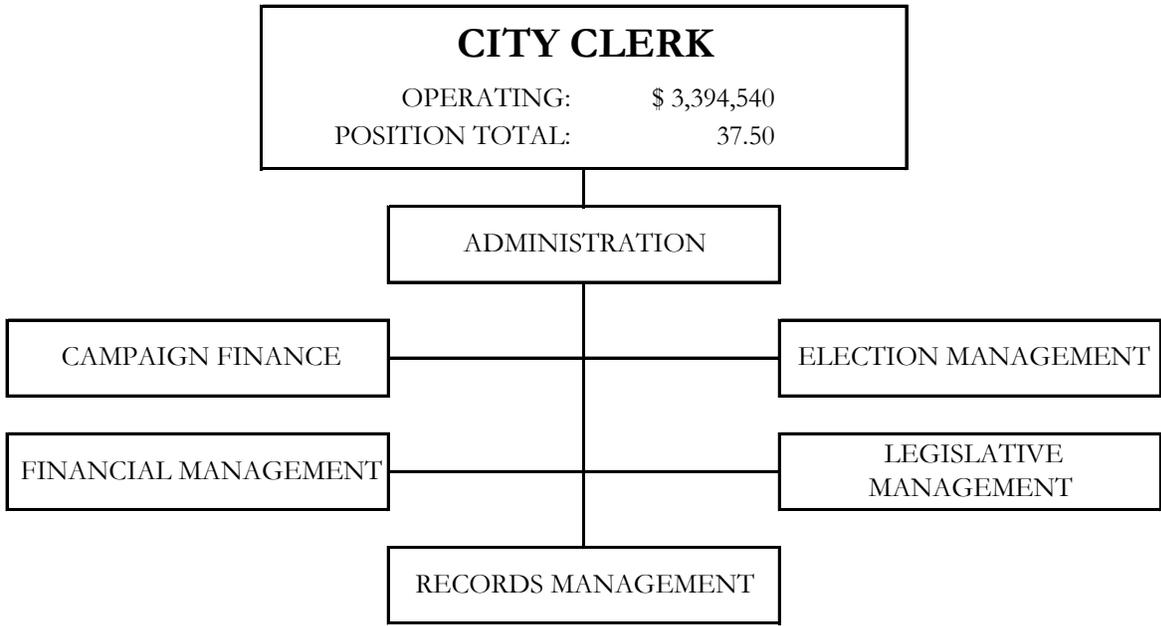
VICTIM NOTIFICATION AND ASSISTANCE: This program area maintains victims' rights through the provision of timely notification to victims and responses to inquiries about cases pending in City Court.

Projected Revenue Sources				
Miscellaneous Non-Federal Grants	\$ 80,000	\$ 151,310	\$ 80,200	\$ 141,200
Character of Expenditures				
Salaries and Benefits	\$ 75,000	\$ 127,870	\$ 78,990	\$ 122,830
Services	-0-	1,210	1,210	2,970
Supplies	5,000	22,230	-0-	15,400
Program Total	\$ 80,000	\$ 151,310	\$ 80,200	\$ 141,200

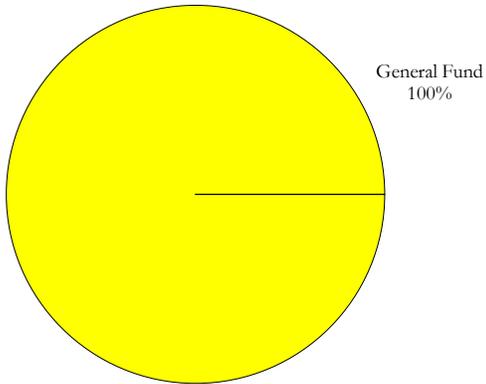
POSITION RESOURCES

Administration				
City Attorney	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Civil				
Principal Assistant City Attorney (Chief Deputy)	1.00	1.00	1.00	1.00
Principal Assistant City Attorney Assignment: Lead Civil Division	-0-	-0-	1.00	1.00
Principal Assistant City Attorney	15.00	15.00	14.00	14.00
Associate Prosecuting City Attorney	-0-	-0-	1.00	1.00
Paralegal	2.00	2.00	2.00	2.00
Executive Assistant	-0-	-0-	1.00	1.00
Legal Secretary	4.00	4.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	23.00	23.00	24.00	24.00

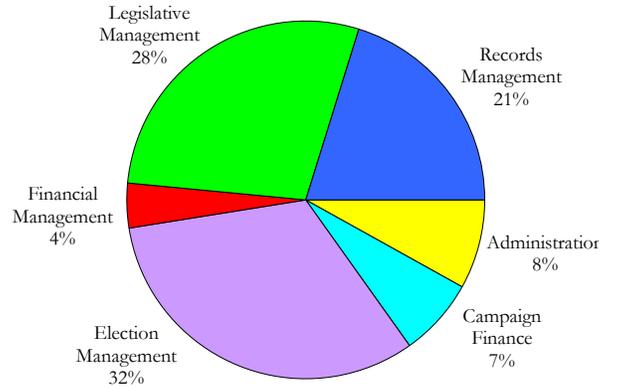
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Criminal				
Principal Assistant City Attorney (Deputy)	1.00	1.00	1.00	1.00
Principal Assistant Prosecuting City Attorney	2.00	2.00	2.00	2.00
Senior Assistant Prosecuting City Attorney	4.00	4.00	4.00	4.00
Associate Prosecuting City Attorney	23.00	23.00	22.00	22.00
Assistant City Attorney	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Litigation Support Supervisor	3.00	3.00	3.00	3.00
Legal Secretary	4.00	4.00	4.00	4.00
Litigation Support Clerk	23.00	23.00	23.00	23.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	65.00	65.00	64.00	64.00
Drug Enforcement				
Senior Assistant Prosecuting City Attorney	1.00	1.00	1.00	1.00
Associate Prosecuting City Attorney	2.00	2.00	2.00	1.00
Legal Secretary	1.00	1.00	1.00	1.00
Litigation Support Clerk	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	4.00
Victim Notification and Assistance				
Litigation Support Clerk	3.00	3.00	3.00	2.00
Program Total	3.00	3.00	3.00	2.00
Department Total	99.00	99.00	99.00	97.00



FINANCING PLAN



PROGRAM ALLOCATION



CITY CLERK

MISSION STATEMENT: To enable the public to fully participate in the governmental process, by providing accurate information and services in a professional manner, enabling the public to make informed decisions affecting the quality of their lives.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	2.00	2.00	2.00	2.00
Campaign Finance	1.75	1.75	1.70	1.70
Election Management	5.30	13.30	12.10	12.10
Financial Management	1.70	1.70	1.70	1.70
Legislative Management	12.50	12.50	11.70	11.40
Records Management	6.25	6.25	8.30	8.60
Department Total	29.50	37.50	37.50	37.50
TOTAL BUDGET				
Operating	\$ 2,766,110	\$ 4,240,110	\$ 3,987,060	\$ 3,394,540
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,820,375	\$ 2,547,900	\$ 2,056,940	\$ 2,151,740
Services	547,271	1,023,080	1,161,870	450,920
Supplies	398,464	659,130	768,250	106,880
Equipment	-0-	-0-	-0-	685,000
Grant Capacity	-0-	10,000	-0-	-0-
Department Total	\$ 2,766,110	\$ 4,240,110	\$ 3,987,060	\$ 3,394,540
FUNDING SOURCES				
General Fund	\$ 2,766,110	\$ 4,230,110	\$ 3,987,060	\$ 3,394,540
Miscellaneous Non-Federal Grant	-0-	10,000	-0-	-0-
Department Total	\$ 2,766,110	\$ 4,240,110	\$ 3,987,060	\$ 3,394,540

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$3,394,540 reflects a decrease of \$845,570 from the Fiscal Year 2012 Adopted Budget. Changes include:

Election equipment purchase	\$ 685,000
Pension, medical, workers' compensation and public liability insurance increases	174,720
Eliminate grant funding	(10,000)
Personnel costs (salary and benefit reductions due to staff retirements)	(67,810)
Election operating expense reduction	(1,627,480)
Total	\$ (845,570)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provides full support, prepares Agendas, Administrative Action Reports and Minutes for Study Session and Regular Mayor and Council meetings. Posts agendas, reports and minutes to staff and the public on the City of Tucson, City Clerk website.				
• Number of meetings supported and attended	111	111	114	114
• Number of Mayor and Council Agenda items processed	1,026	1,110	1,050	1,050
Provides limited support, prepares Agendas, Legal Action Reports and Minutes for major Boards, Committees, and Commissions (BCC) programs. Posts agendas, reports and minutes to staff and the public on the City of Tucson, City Clerk, BCC website. Maintains BCC appointments including the coordination of loyalty oaths.				
• Number of meetings notices and agendas posted	1,149	1,450	1,181	1,100
• Number of BCC members appointed and processed	95	275	165	225
Provides support for Liquor License Applications; includes provision for public notices, coordination of staff recommendations and posting requirements.				
• Number of new person and location transfer applications processed	141	50	110	110
• Number of special event applications processed	121	125	125	125
• Number of extension of premise applications processed	45	48	45	45
Processes and files official City documents received as public record in accordance with City and state law.				
• Number of official City documents such as ordinances, resolutions, contracts and Mayor & Council minutes processed and filed	8,792	9,675	10,310	10,310

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Processes and stores records received from City departments at the City Records Center.				
• Volume of records stored at the City Records Center	14,416	15,150	13,592	14,500
Conducts City of Tucson Mayor, Council and Special elections in odd numbered years; in even numbered years City ballot measures may be placed on a County ballot. Provides election materials to registered City voters; ensures all registered voters, within the City limits, receive information and instructions regarding the election process.				
• Number of registered voters	227,694	228,000	274,706	275,000
• Number of voter information pamphlets distributed to households	142,641	278,000	268,045	145,000
• Number of registered voters casting a ballot	139,193	91,200	129,713	75,000
• Number of early ballots tabulated	84,780	59,280	129,713 ¹	52,500
• Number of ballots cast at the polling places	54,413	31,920	-0- ¹	22,500
Complete tasks associated with the Campaign Finance Program within established guidelines. This measure is linked to the number of candidates and election year, which varies between a three council seat only election and a mayoral and three council seat election.				
• Number of mayoral and council candidate campaign finance reports reviewed and processed	50	150	149	20
• Number of audits completed	4	16	16	4
• Amount of public matching funds disbursed	\$ 11,271	\$ 320,200	\$ 305,205	\$ 98,330

¹The City of Tucson conducted the 2011 Primary and General Elections as Vote-By-Mail elections.

OPERATING PROGRAMS

ADMINISTRATION: This program area provides administrative direction to the department and ensures that all department programs are delivered as required by law and in accordance with City of Tucson policies and procedures.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 255,902	\$ 275,110	\$ 273,960	\$ 273,440
Character of Expenditures				
Salaries and Benefits	\$ 244,653	\$ 255,780	\$ 257,880	\$ 257,110
Services	9,815	17,350	13,980	14,360
Supplies	1,434	1,980	2,100	1,970
Program Total	\$ 255,902	\$ 275,110	\$ 273,960	\$ 273,440

CAMPAIGN FINANCE: The City Clerk serves as the Campaign Finance Administrator and administers the Campaign Finance Program as prescribed by the City Charter.

Projected Revenue Sources				
General Fund	\$ 125,125	\$ 508,630	\$ 421,240	\$ 222,100
Character of Expenditures				
Salaries and Benefits	\$ 105,945	\$ 100,960	\$ 99,960	\$ 107,440
Services	16,271	404,200	319,180	112,690
Supplies	2,909	3,470	2,100	1,970
Program Total	\$ 125,125	\$ 508,630	\$ 421,240	\$ 222,100

ELECTION MANAGEMENT: This program area administratively manages the City's elections that include elective offices, charter amendments, measures and initiatives, and referendum and recall petitions by ensuring that elections are conducted in accordance with legal requirements and established policies and procedures to encourage maximum voter participation.

Projected Revenue Sources				
General Fund	\$ 980,888	\$ 1,906,230	\$ 1,593,590	\$ 1,073,450
Character of Expenditures				
Salaries and Benefits	\$ 345,149	\$ 923,090	\$ 290,480	\$ 255,530
Services	280,767	369,990	576,970	65,390
Supplies	354,972	613,150	726,140	67,530
Equipment	-0-	-0-	-0-	685,000
Program Total	\$ 980,888	\$ 1,906,230	\$ 1,593,590	\$ 1,073,450

FINANCIAL MANAGEMENT: This program area provides financial direction to the department and the Mayor and Council offices; monitors budget expenditures; assists with the development of budgets; maintains internal controls and ensures transactions comply with City of Tucson rules, regulations and policies.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 134,116	\$ 143,380	\$ 135,700	\$ 148,930
Character of Expenditures				
Salaries and Benefits	\$ 101,577	\$ 120,810	\$ 119,620	\$ 132,600
Services	29,630	19,200	13,980	14,360
Supplies	2,909	3,370	2,100	1,970
Program Total	\$ 134,116	\$ 143,380	\$ 135,700	\$ 148,930

LEGISLATIVE MANAGEMENT: This program area officially documents the legislative action taken by the Mayor and Council; processes and distributes meeting agendas, minutes, executed agreements, contracts, resolutions and ordinances for Mayor and Council and other public meetings; administratively manages the filling of boards, committee and commission seats; oversees and supports departments in the administration and management of the City's advisory boards and sub-committees; and oversees the liquor license application process.

Projected Revenue Sources				
General Fund	\$ 899,942	\$ 953,910	\$ 937,550	\$ 955,670
Grant Capacity	-0-	10,000	-0-	-0-
Program Total	\$ 899,942	\$ 963,910	\$ 937,550	\$ 955,670
Character of Expenditures				
Salaries and Benefits	\$ 725,420	\$ 787,390	\$ 773,400	\$ 797,460
Services	148,005	141,750	142,640	139,150
Supplies	26,517	24,770	21,510	19,060
Grant Capacity	-0-	10,000	-0-	-0-
Program Total	\$ 899,942	\$ 963,910	\$ 937,550	\$ 955,670

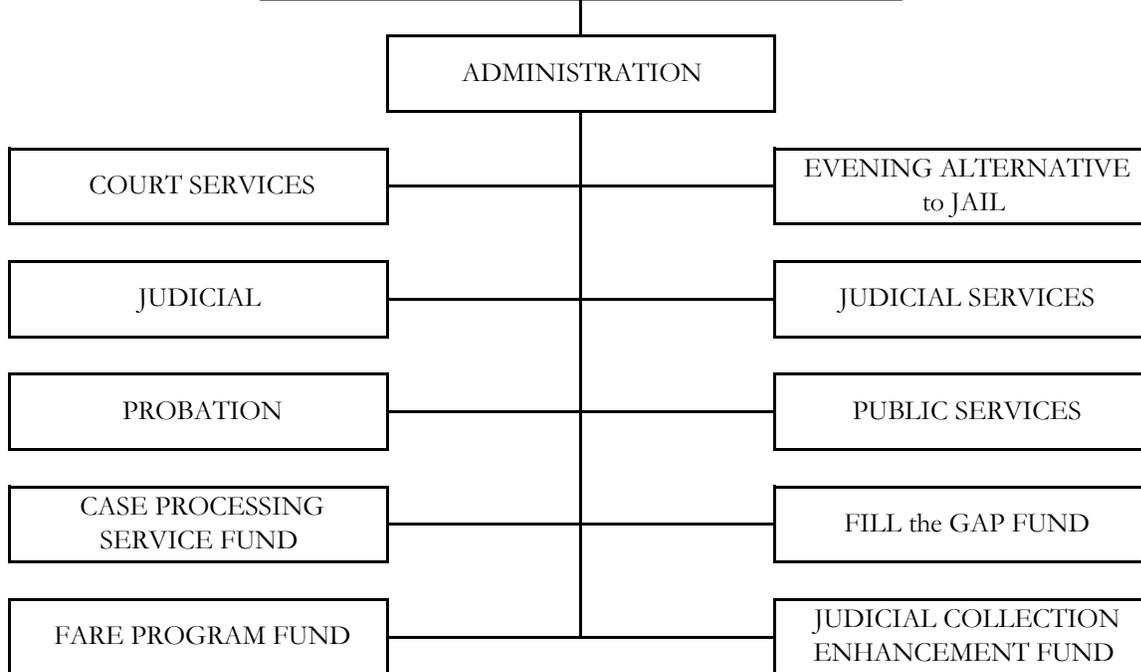
RECORDS MANAGEMENT: This program area acts as the official records keeper for the City; coordinates and implements citywide records policies and procedures; manages the City Records Center; prepares, stores, secures, and retrieves City documents in a systematic and accessible manner as requested by City staff and the public in accordance with legal requirements.

Projected Revenue Sources				
General Fund	\$ 370,137	\$ 442,850	\$ 625,020	\$ 720,950
Character of Expenditures				
Salaries and Benefits	\$ 297,631	\$ 359,870	\$ 515,600	\$ 601,600
Services	62,783	70,590	95,120	104,970
Supplies	9,723	12,390	14,300	14,380
Program Total	\$ 370,137	\$ 442,850	\$ 625,020	\$ 720,950

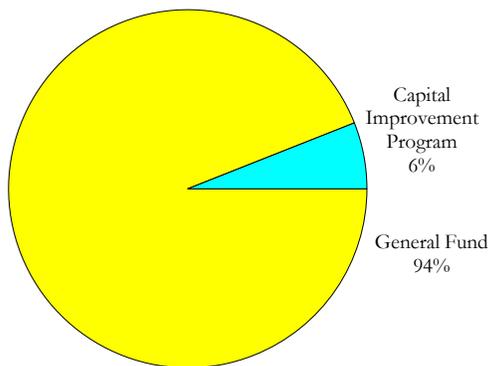
POSITION RESOURCES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Administration				
City Clerk	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Campaign Finance				
City Clerk Administrator	0.25	0.25	0.20	0.20
Management Assistant	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
Program Total	1.75	1.75	1.70	1.70
Election Management				
Deputy City Clerk	0.50	0.50	0.50	0.50
Information Technology Supervisor	0.60	0.60	-0-	-0-
Management Coordinator	0.50	0.50	0.50	0.50
Systems Analyst	-0-	-0-	0.40	0.40
Management Assistant	-0-	1.00	-0-	-0-
Office Supervisor	0.20	0.20	0.20	0.20
Secretary (Hourly)	1.00	1.00	1.00	1.00
Election Specialist (Hourly)	1.00	3.00	3.00	3.00
Senior Election Technician (Hourly)	0.50	2.50	2.50	2.50
Election Technician (Hourly)	1.00	4.00	4.00	4.00
Program Total	5.30	13.30	12.10	12.10
Financial Management				
Deputy City Clerk	0.20	0.20	0.20	0.20
Management Coordinator	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
Program Total	1.70	1.70	1.70	1.70
Legislative Management				
Deputy City Clerk	0.30	0.30	-0-	-0-
City Clerk Administrator	0.50	0.50	0.80	0.80
Information Technology Supervisor	0.40	0.40	-0-	-0-
Systems Analyst	-0-	-0-	0.60	0.60
Management Assistant	1.50	1.50	2.50	2.50
Office Supervisor	0.80	0.80	0.80	0.50
Agenda Office Coordinator	1.00	1.00	1.00	1.00
Secretary	8.00	8.00	6.00	6.00
Program Total	12.50	12.50	11.70	11.40
Records Management				
Deputy City Clerk	-0-	-0-	0.30	0.30
City Clerk Administrator	0.25	0.25	-0-	-0-
City Records Manager	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.30
Secretary	4.00	4.00	6.00	6.00
Program Total	6.25	6.25	8.30	8.60
Department Total	29.50	37.50	37.50	37.50

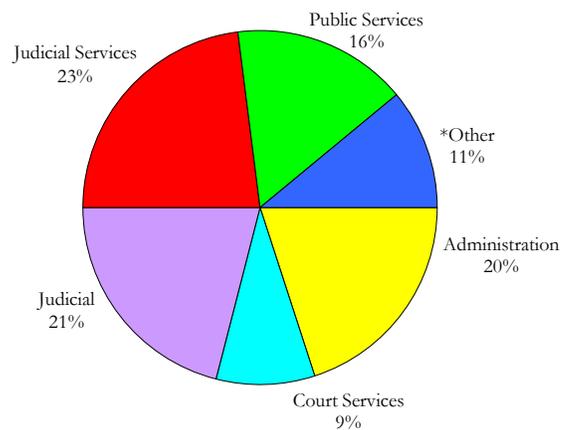
CITY COURT	
OPERATING:	\$ 11,306,630
CAPITAL:	715,400
TOTAL:	<u>\$ 12,022,030</u>
POSITION TOTAL:	<u>130.00</u>



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Probation (5%), Fines/Fees and Restitution Enforcement Program (FARE) (2%), Judicial Collection Enhancement Fund (2%), Evening Alternative to Jail (1%), Fill the Gap (1%), and Case Processing Services (<1%).

CITY COURT

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

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	16.00	16.00	17.00	17.00
Court Services	17.00	18.00	17.00	17.00
Judicial	15.00	15.00	12.00	12.00
Judicial Services	44.00	43.00	44.00	44.00
Probation	8.00	8.00	7.00	7.00
Public Services	34.00	34.00	33.00	33.00
Department Total	134.00	134.00	130.00	130.00
TOTAL BUDGET				
Operating	\$ 9,873,032	\$ 11,655,890	\$ 9,825,800	\$ 11,306,630
Capital	685,335	790,000	316,200	715,400
Department Total	\$ 10,558,367	\$ 12,445,890	\$ 10,142,000	\$ 12,022,030
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 8,107,277	\$ 8,694,380	\$ 8,089,790	\$ 9,121,040
Services	1,486,382	2,159,560	1,474,740	1,658,340
Supplies	271,804	651,950	261,270	417,250
Equipment	7,569	150,000	-0-	110,000
Operating Total	\$ 9,873,032	\$ 11,655,890	\$ 9,825,800	\$ 11,306,630
Capital Improvement	685,335	790,000	316,200	715,400
Department Total	\$ 10,558,367	\$ 12,445,890	\$ 10,142,000	\$ 12,022,030
FUNDING SOURCES				
General Fund	\$ 9,873,032	\$ 11,655,890	\$ 9,825,800	\$ 11,306,630
Department Total	\$ 9,873,032	\$ 11,655,890	\$ 9,825,800	\$ 11,306,630
Capital Improvement	685,335	790,000	316,200	715,400
Department Total	\$ 10,558,367	\$ 12,445,890	\$ 10,142,000	\$ 12,022,030

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$11,306,630 reflects a decrease of \$349,260 from the Fiscal Year 2012 Adopted Budget. Changes include:

Computer equipment and hardware	\$ 152,560
Increase in public liability	103,540
Increase in building maintenance	99,000
Personnel costs	78,870
Miscellaneous adjustments	3,990
Decrease in software maintenance	(140,000)
Case processing capacity	(647,220)
Total	\$ (349,260)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
<p>Clearance Rate: measures new filing of charges against charges disposed within a specific time period. Indicates whether caseload is expanding or contracting. Goal: 100% clearance rate.</p>				
• Criminal Charge Clearance Rate	237%	N/A	100%	100%
• Civil Charge Clearance Rate	113%	N/A	100%	100%
<p>Cost Per Charge: measures the cost of processing a single violation (charge) by charge type. The Court has a responsibility to use resources effectively to deliver desired outcomes such as access to the court, fairness, impartiality, and timeliness in case processing. This performance measure assists in gauging that effectiveness over time. Goal is to keep costs within 5% of prior year costs (dependent upon external factors).</p>				
• Cost Per Criminal Charge	\$ 48	N/A	\$ 51	\$ 53
• Cost Per Civil Charge	\$ 24	N/A	\$ 26	\$ 27
<p>Wait Times to Access Court Services</p>				
Customer Service Lobby: average wait time of no more than 15 minutes, dependent upon staff levels.	13:24	N/A	15:00	15:00
Customer Service Call Center: average wait time of no more than 10 minutes, dependent upon staff levels.	10:12	N/A	10:00	10:00

OPERATING PROGRAMS

ADMINISTRATION: This program area is responsible for personnel management, facilities management, budget management, case management, records retention and the enforcement of court-ordered sanctions for approximately 260,000 charges per year. Additionally, Administration is comprised of the following divisions: Administrative Services, Court Services, Judicial Services, Probation, and Public Services.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,223,071	\$ 2,187,890	\$ 2,135,730	\$ 2,207,270
Case Processing Service Fees	-0-	27,300	27,300	-0-
Program Total	\$ 2,223,071	\$ 2,215,190	\$ 2,163,030	\$ 2,207,270
Character of Expenditures				
Salaries and Benefits	\$ 1,094,255	\$ 1,158,560	\$ 1,041,690	\$ 1,242,490
Services	947,568	860,930	957,960	819,410
Supplies	181,248	195,700	163,380	145,370
Program Total	\$ 2,223,071	\$ 2,215,190	\$ 2,163,030	\$ 2,207,270

COURT SERVICES: This program area oversees the records management section of the court, with approximately 500,000 active records. It is responsible for records retention and the destruction of court files. Additionally, it is responsible for the processing of case file requests, motions, set-asides, records requests, and appeals. Court Services also monitors electronic functions such as document scanning, computerized case tracking, photo enforcement, and e-citations.

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 836,923	\$ 937,990	\$ 841,800	\$ 923,410
Case Processing Service Fees	-0-	22,890	22,890	44,610
Program Total	\$ 836,923	\$ 960,880	\$ 864,690	\$ 968,020
Character of Expenditures				
Salaries and Benefits	\$ 801,799	\$ 934,400	\$ 837,360	\$ 925,000
Services	14,272	12,130	12,540	22,020
Supplies	20,852	14,350	14,790	21,000
Program Total	\$ 836,923	\$ 960,880	\$ 864,690	\$ 968,020

EVENING ALTERNATIVE TO JAIL: This program area was implemented to reduce the number of defendants taken into custody for incarceration at the Pima County Jail during the hours of 5:00 PM to midnight. By reducing the number of defendants taken to the jail, the City does not incur costs associated with the first day of jail board, police officers do not spend several hours booking defendants into the jail, and defendants usually have their initial appearance within 20 minutes or less after arriving at the Court.

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 61,804	\$ 70,000	\$ 82,630	\$ 136,000
Character of Expenditures				
Salaries and Benefits	\$ 61,804	\$ 70,000	\$ 82,630	\$ 136,000

CITY COURT

JUDICIAL: This program area hears 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.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,486,231	\$ 2,395,770	\$ 2,322,270	\$ 2,418,120
Character of Expenditures				
Salaries and Benefits	\$ 2,027,448	\$ 1,919,740	\$ 1,862,690	\$ 1,959,850
Services	458,279	474,130	457,630	454,360
Supplies	504	1,900	1,950	3,910
Program Total	\$ 2,486,231	\$ 2,395,770	\$ 2,322,270	\$ 2,418,120

JUDICIAL SERVICES: This program area provides clerical support to the magistrates by assisting with courtroom proceedings, updating cases in the court's electronic case management system, and overseeing the management of the daily court calendar.

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,219,631	\$ 2,296,870	\$ 2,236,600	\$ 2,520,660
Case Processing Service Fees	-0-	69,140	69,140	100,910
Program Total	\$ 2,219,631	\$ 2,366,010	\$ 2,305,740	\$ 2,621,570
Character of Expenditures				
Salaries and Benefits	\$ 2,188,697	\$ 2,342,960	\$ 2,282,010	\$ 2,570,930
Services	30,934	23,050	23,480	50,640
Supplies	-0-	-0-	250	-0-
Program Total	\$ 2,219,631	\$ 2,366,010	\$ 2,305,740	\$ 2,621,570

PROBATION: This program area is responsible for monitoring high-risk offenders or those ordered by the court for the purpose of rehabilitating the offender and for the protection of the community. Probation oversees the Home Detention Program which offsets City jail costs. Additionally, Probation is responsible for collecting court ordered fines and fees, and coordination of treatment services including substance abuse, sex offenders, and domestic violence offenders. It also serves as a point of contact for victims and other criminal justice/social service agencies.

Projected Revenue Sources				
General Fund	\$ 303,260	\$ 6,980	\$ 6,980	\$ -0-
Probation Fees	260,670	-0-	-0-	-0-
Case Processing Service Fee	-0-	528,220	482,680	531,100
Program Total	\$ 563,930	\$ 535,200	\$ 489,660	\$ 531,100
Character of Expenditures				
Salaries and Benefits	\$ 555,189	\$ 527,800	\$ 483,300	\$ 521,000
Services	8,741	7,400	6,360	10,100
Program Total	\$ 563,930	\$ 535,200	\$ 489,660	\$ 531,100

PUBLIC SERVICES: This program area assists the public by giving out court information, setting civil and parking hearings, accepting and processing various court-ordered documents presented by citizens, and processing payments. It also provides customer service to individuals inquiring by telephone and citizens filing Orders of Protection and Injunctions Against Harassment.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 1,385,920	\$ 1,569,920	\$ 1,417,970	\$ 1,769,420
Case Processing Service Fees	-0-	67,920	67,920	44,600
Program Total	\$ 1,385,920	\$ 1,637,840	\$ 1,485,890	\$ 1,814,020
Character of Expenditures				
Salaries and Benefits	\$ 1,365,119	\$ 1,620,920	\$ 1,469,120	\$ 1,625,770
Services	20,801	16,920	16,770	188,250
Program Total	\$ 1,385,920	\$ 1,637,840	\$ 1,485,890	\$ 1,814,020

GENERAL RESTRICTED REVENUE FUNDS-PURPOSE AND USE

CASE PROCESSING SERVICE FUND: This fund was established to cover case processing costs incurred by the court, such as credit card processing fees; cost of a bond clerk at the Pima County Jail; postage costs for mailing parking notices to defendants per ordinance; bond card publication; and court security.

Projected Revenue Sources				
Case Processing Service Fees	\$ -0-	\$ 900,000	\$ -0-	\$ 80,000
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 120,000	\$ -0-	\$ 80,000
Services	-0-	680,000	-0-	-0-
Supplies	-0-	100,000	-0-	-0-
Program Total	\$ -0-	\$ 900,000	\$ -0-	\$ 80,000

FILL THE GAP FUND: This fund was established by the Arizona Supreme Court for courts to use to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts; improve court automation; and improve case processing or the administration of justice.

Projected Revenue Sources				
Fill the Gap Fees	\$ 1,665	\$ 150,000	\$ -0-	\$ 127,000
Character of Expenditures				
Salaries and Benefits	\$ 1,665	\$ -0-	\$ -0-	\$ -0-
Supplies	-0-	-0-	-0-	17,000
Equipment	-0-	150,000	-0-	110,000
Program Total	\$ 1,665	\$ 150,000	\$ -0-	\$ 127,000

CITY COURT

FINES/FEES AND RESTITUTION ENFORCEMENT PROGRAM (FARE) FUND: This program fund was established by the Arizona Supreme Court to assist courts in becoming more consistent and uniform with their collection practices. As a FARE participant, City Court receives limited reimbursement to help cover costs for data entry, computer programming, payment processing and other FARE-related duties that may increase workload.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
FARE Fees	\$ 43,761	\$ 175,000	\$ 80,900	\$ 178,530
Character of Expenditures				
Services	\$ 5,787	\$ 85,000	\$ -0-	\$ 113,560
Supplies	37,974	90,000	80,900	64,970
Program Total	\$ 43,761	\$ 175,000	\$ 80,900	\$ 178,530

JUDICIAL COLLECTION ENHANCEMENT FUND (JCEF): This fund is legislatively appropriated monies that, upon approval of the Arizona Supreme Court, is to be used to train court personnel, improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts including restitution, child support, fines and civil penalties; and to improve court automation projects likely to assist in case processing or the administration of justice.

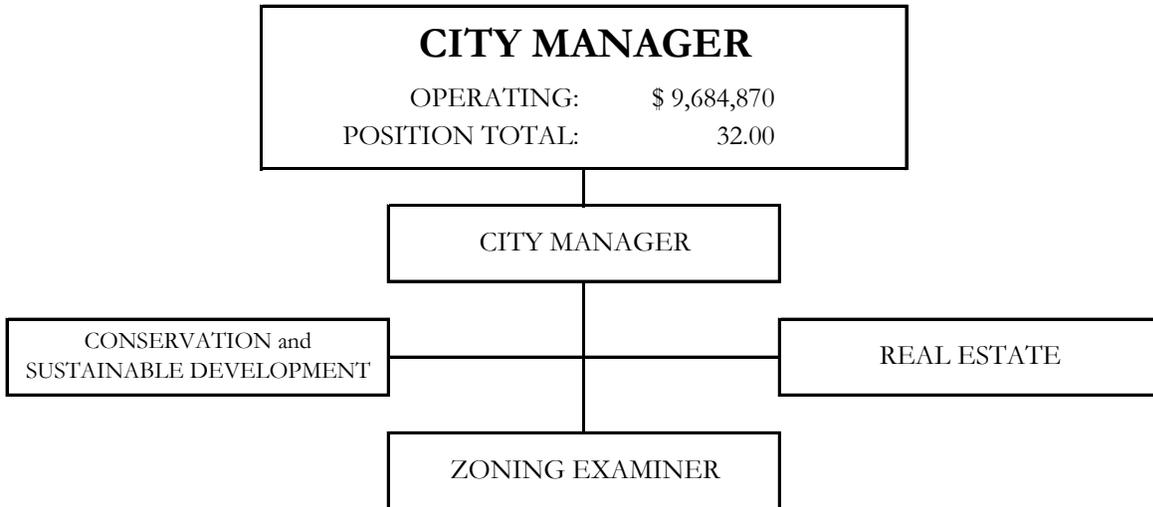
Projected Revenue Sources				
JCEF Fees	\$ 50,096	\$ 250,000	\$ 30,990	\$ 225,000
Character of Expenditures				
Personal Services	\$ 11,301	\$ -0-	\$ 30,990	\$ 60,000
Supplies	31,226	250,000	-0-	165,000
Equipment	7,569	-0-	-0-	-0-
Program Total	\$ 50,096	\$ 250,000	\$ 30,990	\$ 225,000

POSITION RESOURCES

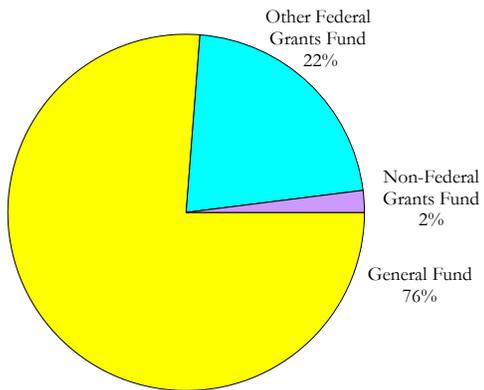
Administration				
Deputy Director of City Court	1.00	1.00	1.00	1.00
Court Administrator	2.00	2.00	2.00	2.00
Information Technology Manager	1.00	1.00	1.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Systems Analyst	3.00	3.00	3.00	3.00
Information Technology Specialist	-0-	-0-	2.00	2.00
Information Technology Analyst	1.00	1.00	-0-	-0-
Court Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Bookkeeper*	1.00	1.00	1.00	1.00
Senior Court Clerk	2.00	2.00	2.00	2.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Court Clerk	1.00	1.00	1.00	1.00
Program Total	16.00	16.00	17.00	17.00

*Reclassified in Fiscal Year 2012 from an accountant to a bookkeeper.

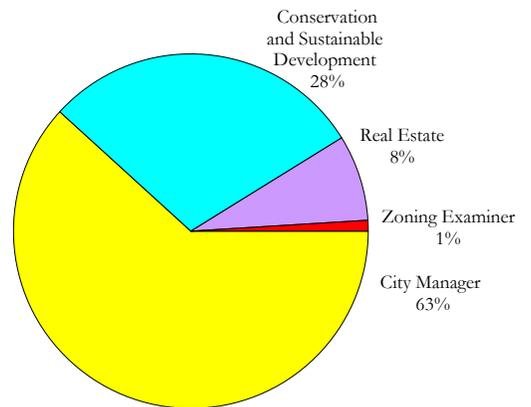
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Court Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	2.00	2.00
Senior Court Clerk	7.00	7.00	6.00	4.00
Court Clerk	6.00	7.00	8.00	10.00
Program Total	17.00	18.00	17.00	17.00
Judicial				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	11.00	11.00	9.00	9.00
Limited Special City Magistrate	3.00	3.00	2.00	2.00
Program Total	15.00	15.00	12.00	12.00
Judicial Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	1.00	1.00	1.00	1.00
Court Supervisor	3.00	2.00	3.00	3.00
Court Interpreter	2.00	2.00	2.00	2.00
Senior Court Clerk	37.00	37.00	37.00	37.00
Program Total	44.00	43.00	44.00	44.00
Probation				
Court Section Manager	1.00	1.00	1.00	1.00
Senior Probation Officer	4.00	4.00	3.00	3.00
Probation Officer	3.00	3.00	3.00	3.00
Program Total	8.00	8.00	7.00	7.00
Public Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	3.00	3.00
Senior Court Clerk	14.00	14.00	13.00	11.00
Court Clerk	16.00	16.00	16.00	18.00
Program Total	34.00	34.00	33.00	33.00
Department Total	134.00	134.00	130.00	130.00



FINANCING PLAN



PROGRAM ALLOCATION



CITY MANAGER

MISSION STATEMENT: To provide an environment that creates trust and confidence in the City of Tucson organization and management systems that facilitates the delivery of the highest quality municipal services to Tucson residents.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
City Manager	14.00	13.00	15.00	16.00
Office of Conservation and Sustainable Development	4.00	4.00	5.00	5.00
Real Estate	9.00	9.00	9.00	10.00
Zoning Examiner	2.00	2.00	1.00	1.00
Department Total	29.00	28.00	30.00	32.00
TOTAL BUDGET				
Operating	\$ 8,373,906	\$ 10,362,520	\$ 8,585,380	\$ 9,684,870
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,003,230	\$ 2,410,200	\$ 2,401,190	\$ 3,050,950
Services	4,539,923	4,304,330	4,360,970	4,333,460
Supplies	22,495	47,990	23,220	27,990
Grant Capacity	1,808,258	3,600,000	1,800,000	2,272,470
Department Total	\$ 8,373,906	\$ 10,362,520	\$ 8,585,380	\$ 9,684,870
FUNDING SOURCES				
General Fund	\$ 6,565,648	\$ 6,762,520	\$ 6,785,380	\$ 7,412,400
Other Federal Grants Fund	1,808,258	3,450,000	1,800,000	2,122,470
Non-Federal Grants Fund	-0-	150,000	-0-	150,000
Department Total	\$ 8,373,906	\$ 10,362,520	\$ 8,585,380	\$ 9,684,870

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$9,684,870 reflects a decrease of \$677,650 from the Fiscal Year 2012 Adopted Budget. Changes include:

Pension, medical, workers' compensation and public liability insurance increases	\$ 321,090
Personnel costs due to addition of four positions for economic development, intergovernmental relations, real estate, and conservation and sustainable development functions	319,660
Other miscellaneous items	9,130
Decrease in grant capacity	(1,327,530)
Total	\$ (677,650)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.				
• Number of acquisitions – rights-of-way	65	150	85	20
Hold public hearings, render decisions, and make recommendations to the Mayor and Council related to zoning and land use, stolen property disposition and liquor license extensions.				
• Number of rezoning cases	12	18	14	15
• Number of special exception land use cases	13	25	4	13
Assist in the creation/recruitment of new primary jobs to Tucson.	N/A	N/A	400	500
Certify businesses through the Green Business Certification program.				
• Number of businesses certified	6	40	25	50
Manage conservation and sustainability grants.				
• Number of grants	10.5	3	3	4
Ensure regular, timely and accurate information is provided to residents about the City of Tucson.				
• Number of media releases distributed	N/A	225	200	200
• Number of Tucson City News newsletter issues produced	N/A	N/A	10	10
Respond quickly and effectively to media requests and inquiries.				
• Number of media inquiries handled	N/A	550	600	600
Defeat legislation that is harmful to the City of Tucson and its residents.				
• Percent defeated	N/A	80%	100%	80%

OPERATING PROGRAMS

CITY MANAGER: This program area is responsible for carrying out the Mayor and Council's policy decisions, providing executive oversight to all City departments, planning and developing programs in response to community needs, and fostering and maintaining the City's relationships with other governmental entities on the local, state, and federal levels. It is responsible for the City's economic development efforts and managing contractual obligations for organizations that promote economic and workforce development. This program area is also responsible for communicating with employees and the public, communications with the media, and coordinating communication efforts across departments.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 5,803,492	\$ 5,627,160	\$ 5,835,100	\$ 6,137,000
Character of Expenditures				
Salaries and Benefits	\$ 1,316,227	\$ 1,398,570	\$ 1,530,610	\$ 1,924,640
Services	4,476,191	4,209,620	4,291,810	4,199,270
Supplies	11,074	18,970	12,680	13,090
Program Total	\$ 5,803,492	\$ 5,627,160	\$ 5,835,100	\$ 6,137,000

OFFICE of CONSERVATION and SUSTAINABLE DEVELOPMENT (OCSD): This program area promotes an environmental vision and provides leadership that emphasizes strong natural resources protection and sustainable community growth. OCSD collaborates with City departments, businesses, neighborhoods, and other organizations to protect and enhance the integrity of our unique Sonoran Desert ecosystem and improve quality and livability of the urban environment. OCSD administers the Energy Efficiency and Conservation Block Grant awarded by the United States Department of Energy.

Projected Revenue Sources				
General Fund	\$ 129,070	\$ 220,030	\$ 161,290	\$ 364,210
Economic Stimulus Fund	1,802,237	3,200,000	1,700,000	1,500,000
Other Federal Grants Fund	6,021	250,000	100,000	622,470
Non-Federal Grants Fund	-0-	150,000	-0-	150,000
Program Total	\$ 1,937,328	\$ 3,820,030	\$ 1,961,290	\$ 2,636,680
Character of Expenditures				
Salaries and Benefits	\$ 113,360	\$ 180,110	\$ 146,560	\$ 326,240
Services	12,560	32,140	12,030	29,960
Supplies	3,150	7,780	2,700	8,010
Grant Capacity	1,808,258	3,600,000	1,800,000	2,272,470
Program Total	\$ 1,937,328	\$ 3,820,030	\$ 1,961,290	\$ 2,636,680

CITY MANAGER

REAL ESTATE: This program area provides professional real property support for City departments, including appraisal, acquisition, management, special studies, cultural resource clearance, environmental investigation, leasing, and disposition.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 375,275	\$ 609,750	\$ 574,900	\$ 729,970
Real Estate Fees	57,742	60,000	38,000	40,000
Program Total	\$ 433,017	\$ 669,750	\$ 612,900	\$ 769,970
Character of Expenditures				
Salaries and Benefits	\$ 384,541	\$ 597,290	\$ 559,250	\$ 663,270
Services	42,293	52,640	47,200	99,810
Supplies	6,183	19,820	6,450	6,890
Program Total	\$ 433,017	\$ 669,750	\$ 612,900	\$ 769,970

ZONING EXAMINER: This program area provides independent and professional review and analysis of zoning and land use changes, stolen property dispositions, and liquor license extension-of-premises cases.

Projected Revenue Sources				
General Fund	\$ 200,069	\$ 245,580	\$ 176,090	\$ 141,220
Character of Expenditures				
Salaries and Benefits	\$ 189,102	\$ 234,230	\$ 164,770	\$ 136,800
Services	8,879	9,930	9,930	4,420
Supplies	2,088	1,420	1,390	-0-
Program Total	\$ 200,069	\$ 245,580	\$ 176,090	\$ 141,220

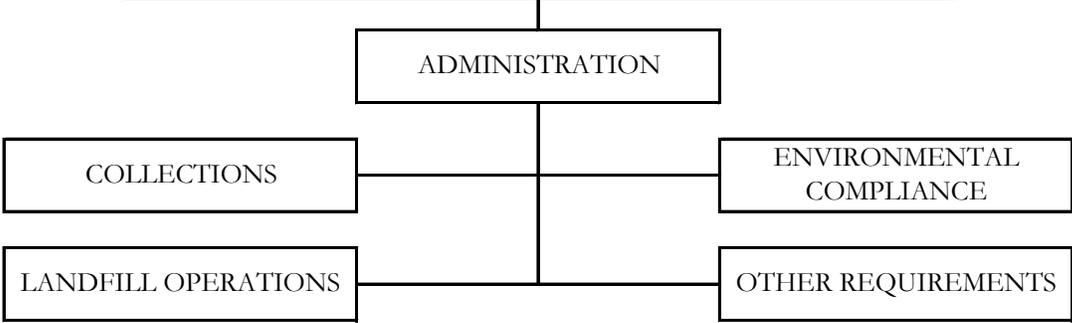
POSITION RESOURCES

City Manager				
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
Assistant to the City Manager	2.00	2.00	2.00	2.00
Economic Development Manager	-0-	-0-	1.00	1.00
Planning Administrator	1.00	-0-	-0-	-0-
Special Projects Manager	1.00	1.00	1.00	1.00
Intergovernmental Relations Program Manager	-0-	-0-	-0-	1.00
Pension Analyst	-0-	-0-	-0-	1.00
Management Assistant to the City Manager	1.00	2.00	2.00	2.00
Intergovernmental Relations Program Liaison	1.00	-0-	-0-	-0-

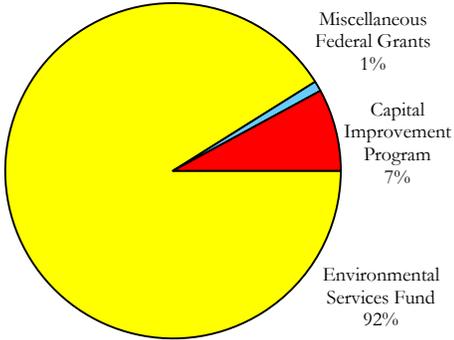
City Manager (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Executive Assistant/City Manager	3.00	3.00	4.00	4.00
Executive Assistant/Public Safety Retirement Support	1.00	1.00	1.00	-0-
Administrative Assistant	-0-	-0-	1.00	1.00
Secretary	1.00	1.00	-0-	-0-
Program Total	14.00	13.00	15.00	16.00
Office of Conservation and Sustainable Development				
Conservation and Sustainable Development Program Director	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Senior Engineering Associate	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	5.00	5.00
Real Estate				
Real Estate Program Director	1.00	1.00	1.00	1.00
Real Estate Program Coordinator	2.00	2.00	2.00	2.00
Review Appraiser	1.00	1.00	1.00	1.00
Real Estate Agent	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Property Manager	1.00	1.00	1.00	-0-
Property Agent	-0-	-0-	-0-	1.00
Geographic Information System Technician	-0-	-0-	-0-	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	9.00	9.00	9.00	10.00
Zoning Examiner				
Zoning Examiner	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	-0-	-0-
Program Total	2.00	2.00	1.00	1.00
Department Total	29.00	28.00	30.00	32.00

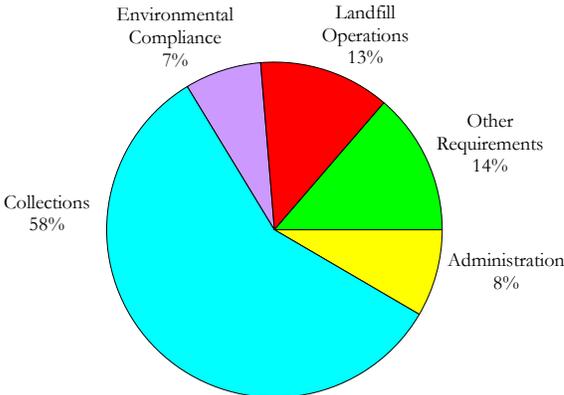
ENVIRONMENTAL SERVICES	
OPERATING:	\$ 46,922,160
CAPITAL:	3,830,000
TOTAL:	<u>\$ 50,752,160</u>
POSITION TOTAL:	<u>237.00</u>



FINANCING PLAN



PROGRAM ALLOCATION



ENVIRONMENTAL SERVICES

MISSION STATEMENT: To promote a healthy Tucson community by providing innovative and effective waste management and environmental protection services.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	40.00	40.00	37.00	37.00
Collections	155.00	155.00	156.00	156.00
Environmental Compliance	15.00	15.00	15.00	15.00
Landfill Operations	31.00	31.00	29.00	29.00
Department Total	241.00	241.00	237.00	237.00
 TOTAL BUDGET				
Operating	\$ 43,457,333	\$ 49,313,020	\$ 46,402,040	\$ 46,922,160
Capital	359,397	2,163,200	722,450	3,830,000
Department Total	\$ 43,816,730	\$ 51,476,220	\$ 47,124,490	\$ 50,752,160
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 15,279,649	\$ 16,915,330	\$ 15,558,590	\$ 16,739,410
Services	16,080,113	19,838,780	18,597,280	18,268,720
Supplies	4,933,861	5,633,680	5,322,880	5,309,360
Equipment	5,478,124	5,369,000	5,557,990	5,357,000
Debt Service	1,685,586	1,365,300	1,365,300	1,247,670
Grant Capacity	-0-	190,930	-0-	-0-
Operating Total	\$ 43,457,333	\$ 49,313,020	\$ 46,402,040	\$ 46,922,160
Capital Improvement Program	359,397	2,163,200	722,450	3,830,000
Department Total	\$ 43,816,730	\$ 51,476,220	\$ 47,124,490	\$ 50,752,160
 FUNDING SOURCES				
Environmental Services Fund	\$ 43,394,764	\$ 48,717,890	\$ 46,331,080	\$ 46,560,260
Miscellaneous Federal Grants	62,569	404,200	70,960	361,900
Miscellaneous Non-Federal Grants	-0-	190,930	-0-	-0-
Operating Total	\$ 43,457,333	\$ 49,313,020	\$ 46,402,040	\$ 46,922,160
Capital Improvement Program	359,397	2,163,200	722,450	3,830,000
Department Total	\$ 43,816,730	\$ 51,476,220	\$ 47,124,490	\$ 50,752,160

ENVIRONMENTAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$46,922,160 reflects a decrease of \$2,390,860 from the Fiscal Year 2012 Adopted Budget. Changes include:

Increase in pension and medical costs	\$ 516,200
Decrease in travel and training costs	(11,560)
Miscellaneous adjustments	(26,140)
Decrease in uniform costs	(30,900)
Decrease in office supplies, printing and postage costs	(33,490)
Decrease in retiree insurance	(36,070)
Decrease in licenses and permits costs	(41,070)
Decrease in repairs and maintenance of equipment costs	(76,050)
Decrease in lease purchases costs	(117,630)
Decrease in computer software purchases	(136,410)
Decrease in equipment purchases	(178,710)
Decrease in non-federal grant capacity	(190,930)
Personnel costs	(294,400)
Decrease in liability insurance costs	(560,980)
Decrease in professional services costs	(580,370)
Decrease in vehicle maintenance costs	(592,350)
Total	\$ (2,390,860)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Enhance customer accessibility to the department by monitoring the phone system to ensure quality customer service.				
• Percent of calls answered	95%	N/A	97%	97%
• Average time to answer calls (seconds)	19	20	15	20
Low Income Program participants (monthly average).	5,696	4,000	4,032	3,240
Collect solid waste materials.				
• Number of residential customers	132,251	138,800	132,400	132,600
• Number of residential refuse tons collected	153,914	156,200	147,000	148,000
• Number of commercial customers	3,548	3,450	3,250	3,090
• Number of commercial refuse tons collected	82,060	84,200	78,100	74,500
• Number of bins provided for community clean-ups	135	130	207	200

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Brownfields Assessments and Cleanups.				
• Phase I Environmental Site Assessments (Historic property use investigation)	119	155	69	80
• Phase II Environmental Site Assessments (Sampling or contaminant investigation)	51	19	37	20
Groundwater Protection - Provide groundwater remediation, sampling and assessment to protect the drinking water aquifer.				
• Number of landfill gas monitoring wells sampled by ES staff (quarterly)	256	256	297	297
• Number of sites under active groundwater remediation	5	6	5	6
Environmental Management Program (EMP): A committee of senior representatives from various departments, meets regularly to address City environmental issues, set priorities, manage current incidents, and follow up on previous incidents.				
• Number of significant environmental incidents handled	27	20	20	20
Recycling.				
• Tons recycled at a local facility	41,565	45,500	40,000	42,000
• Tons of electronic components recycled	46	65	65	70
• Reduction in greenhouse gas emissions (metric tons of carbon dioxide)	50,395	65,000	55,000	60,000
Household Hazardous Waste Program.				
• Number of residents served	37,086	33,620	34,292	34,978
• Number of businesses served	125	128	131	133
• Number of total tons collected	643	650	663	676
Provide safe and environmentally secure disposal of refuse at Los Reales Landfill.				
• Tons disposed by City and private haulers	450,506	450,000	452,700	443,000
• Number of loads	163,791	175,000	156,500	153,000
Provide green energy from renewable landfill gas resources and reduce greenhouse gas emissions.				
• Landfill gas diverted to Tucson Electric Power for generation (million cubic feet)	387	350	461	475

ENVIRONMENTAL SERVICES

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Public Information - ES is committed to providing Tucsonans with up-to-date information about its services and programs while recognizing that public education and outreach is an important function.				
• Number of student contacts in K-12 schools	26,400	17,500	26,400	26,400
• Number of participants on ES tours	470	1,000	470	820

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight 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 services. Administrative functions include the Director's Office, Customer Service and Billing, Recycling and Waste Reduction, Tucson Clean and Beautiful, Public Information, and Management Support Services (i.e., finance, human resources, procurement, and information technology).

Projected Revenue Sources

Environmental Services Fund	\$ 3,816,118	\$ 4,521,530	\$ 3,638,140	\$ 3,841,470
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Character of Expenditures

Salaries and Benefits	\$ 2,831,002	\$ 3,179,000	\$ 2,744,100	\$ 3,016,780
Services	892,185	975,760	798,290	648,430
Supplies	92,931	366,770	95,750	176,260
Program Total	\$ 3,816,118	\$ 4,521,530	\$ 3,638,140	\$ 3,841,470

COLLECTIONS: This program area provides the collection of refuse and recycling services to both residential and commercial customers at a minimum per-unit cost while preserving community health and welfare. These costs also include the residential brush and bulky items collections, container maintenance, and funding for the Household Hazardous Waste (HHW) program.

Projected Revenue Sources

Environmental Services Fund	\$ 26,462,974	\$ 27,192,600	\$ 26,091,710	\$ 27,039,750
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Character of Expenditures

Salaries and Benefits	\$ 9,485,060	\$ 10,256,940	\$ 9,653,480	\$ 10,398,720
Services	7,450,069	8,711,670	8,370,500	8,084,580
Supplies	4,057,898	4,334,990	4,389,740	4,239,450
Equipment	5,469,947	3,889,000	3,677,990	4,317,000
Program Total	\$ 26,462,974	\$ 27,192,600	\$ 26,091,710	\$ 27,039,750

ENVIRONMENTAL SERVICES

ENVIRONMENTAL COMPLIANCE: This program area provides a variety of regulatory and compliance activities to protect the citizens by providing a clean environment along with the development of renewable energy sources from landfill gas. The program area includes funding for Brownfields, grants, groundwater protection, and the remediation of the environment.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Environmental Services Fund	\$ 2,190,437	\$ 3,530,080	\$ 2,936,180	\$ 3,184,080
Miscellaneous Federal Grants	62,569	404,200	70,960	361,900
Miscellaneous Non-Federal Grants	-0-	190,930	-0-	-0-
Program Total	\$ 2,253,006	\$ 4,125,210	\$ 3,007,140	\$ 3,545,980
Character of Expenditures				
Salaries and Benefits	\$ 911,481	\$ 1,348,100	\$ 1,272,360	\$ 1,377,900
Services	1,283,312	2,286,200	1,681,580	1,890,480
Supplies	58,213	99,980	53,200	77,600
Equipment	-0-	200,000	-0-	200,000
Grant Capacity	-0-	190,930	-0-	-0-
Program Total	\$ 2,253,006	\$ 4,125,210	\$ 3,007,140	\$ 3,545,980

LANDFILL OPERATIONS: This program area provides for the safe disposal of refuse materials with on-site waste diversion and recycling opportunities while ensuring compliance with regulatory laws to help protect the citizens of our community and also provide a clean environment.

Projected Revenue Sources				
Environmental Services Fund	\$ 4,823,942	\$ 6,823,640	\$ 7,428,470	\$ 5,962,550
Character of Expenditures				
Salaries and Benefits	\$ 2,052,106	\$ 2,131,290	\$ 1,888,650	\$ 1,946,010
Services	2,038,840	2,580,410	2,875,630	2,360,490
Supplies	724,819	831,940	784,190	816,050
Equipment	8,177	1,280,000	1,880,000	840,000
Program Total	\$ 4,823,942	\$ 6,823,640	\$ 7,428,470	\$ 5,962,550

OTHER REQUIREMENTS: This program area funds ES Debt Service and administrative service charges which compensate Tucson Water and the general government for services received (e.g., procurement, financial, etc.).

Projected Revenue Sources				
Environmental Services Fund	\$ 6,101,293	\$ 6,650,040	\$ 6,236,580	\$ 6,532,410
Character of Expenditures				
Administrative Services	\$ 4,273,227	\$ 4,584,350	\$ 4,584,350	\$ 4,584,350
Services	142,480	700,390	286,930	700,390
Debt Service	1,685,586	1,365,300	1,365,300	1,247,670
Program Total	\$ 6,101,293	\$ 6,650,040	\$ 6,236,580	\$ 6,532,410

POSITION RESOURCES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Environmental Services Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Environmental Manager	1.00	1.00	1.00	1.00
Finance Manager	-0-	-0-	1.00	1.00
Management Coordinator	1.00	1.00	-0-	-0-
GIS Supervisor	1.00	1.00	1.00	1.00
Management Assistant	3.00	3.00	2.00	2.00
Public Information Officer	1.00	1.00	1.00	1.00
Recycling Coordinator	1.00	1.00	-0-	-0-
GIS Data Analyst	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	1.00	1.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	6.00	6.00	6.00	6.00
Customer Service Representative	13.00	13.00	13.00	13.00
Secretary	2.00	2.00	1.00	1.00
Program Total	40.00	40.00	37.00	37.00
Collections				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Services Superintendent	3.00	3.00	3.00	3.00
Welder Supervisor	1.00	1.00	1.00	1.00
Environmental Services Accounts Representative Supervisor	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Resources Supervisor	9.00	9.00	9.00	9.00
Welder	3.00	3.00	3.00	3.00
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Utility Service Representative	2.00	2.00	2.00	2.00
Environmental Services Equipment Operator	116.00	116.00	116.00	116.00
Senior Environmental Services Worker	6.00	6.00	6.00	6.00
Administrative Assistant	-0-	-0-	1.00	1.00
Senior Trades Helper	2.00	2.00	2.00	2.00
Environmental Services Worker	10.00	10.00	10.00	10.00
Program Total	155.00	155.00	156.00	156.00

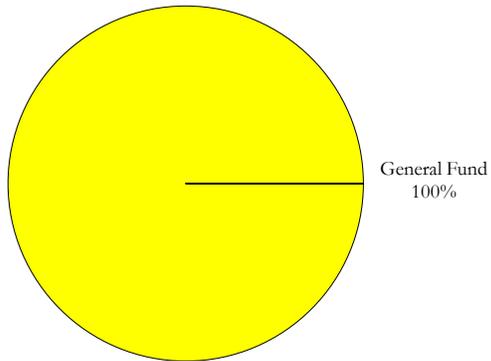
ENVIRONMENTAL SERVICES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Environmental Compliance				
Environmental Manager	2.00	2.00	2.00	2.00
Environmental Project Coordinator	3.00	3.00	3.00	3.00
Civil Engineer	1.00	1.00	1.00	1.00
Environmental Scientist	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Environmental Services Inspection Supervisor	1.00	1.00	1.00	1.00
Environmental Services Inspector	5.00	5.00	5.00	5.00
Program Total	15.00	15.00	15.00	15.00
Landfill Operations				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Scientist	1.00	1.00	-0-	-0-
Environmental Services Superintendent	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Services Supervisor	2.00	2.00	2.00	2.00
Equipment Operation Specialist	12.00	12.00	11.00	11.00
Office Supervisor	1.00	1.00	1.00	1.00
Customer Service Representative	4.00	4.00	4.00	4.00
Senior Environmental Services Worker	3.00	3.00	3.00	3.00
Environmental Services Worker	6.00	6.00	6.00	6.00
Program Total	31.00	31.00	29.00	29.00
Department Total	241.00	241.00	237.00	237.00

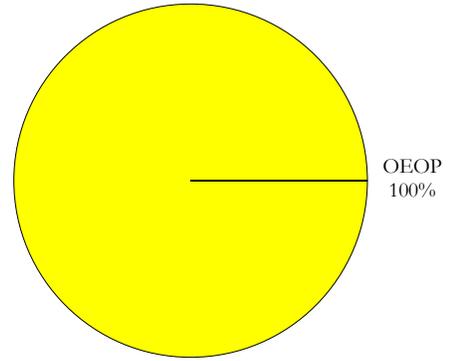
**OFFICE of EQUAL OPPORTUNITY
PROGRAMS and INDEPENDENT
POLICE REVIEW (OEOP)**

OPERATING: \$ 782,510
POSITION TOTAL: 8.00

FINANCING PLAN



PROGRAM ALLOCATION



OFFICE of EQUAL OPPORTUNITY PROGRAMS and INDEPENDENT POLICE REVIEW

MISSION STATEMENT: 1) To provide quality services through integrity, professionalism and excellence; 2) 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 or ancestry; 3) To ensure equal procurement opportunity to all businesses with which the city solicits and/or conducts contracted services; 4) To conduct a thorough, objective, and fair external review process of citizen inquiries and complaints regarding police misconduct; and 5) To our community, we will continue our long tradition of service and commitment.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Equal Opportunity/Independent Police Review	9.00	9.00	9.00	8.00
TOTAL BUDGET				
Operating	\$ 784,526	\$ 823,250	\$ 820,600	\$ 782,510
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 721,268	\$ 756,030	\$ 769,380	\$ 712,120
Services	60,354	59,720	47,630	66,480
Supplies	2,904	7,500	3,590	3,910
Department Total	\$ 784,526	\$ 823,250	\$ 820,600	\$ 782,510
FUNDING SOURCES				
General Fund	\$ 784,526	\$ 823,250	\$ 820,600	\$ 782,510

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$782,510 reflects a decrease of \$40,740 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel costs due to transfer of one position to General Services	\$ (40,740)
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DEPARTMENT MEASURES of PERFORMANCE

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

• Number of complaints processed	14	25	20	20
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Provide Minority and Women-Owned Business/Disadvantaged Business Enterprise certification and re-certification.

• Number of certifications processed	218	200	225	225
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EQUAL OPPORTUNITY/INDEPENDENT POLICE REVIEW

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
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	183	200	200	200

OPERATING PROGRAM

OFFICE of EQUAL OPPORTUNITY PROGRAMS and INDEPENDENT POLICE REVIEW: 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 office administers the Small Business Enterprise Program and the Disadvantaged Business Program which entails certification of participating businesses, establishing participation goals for eligible projects, and monitoring the program's effectiveness.

Projected Revenue Sources

General Fund	\$ 784,526	\$ 823,250	\$ 820,600	\$ 782,510
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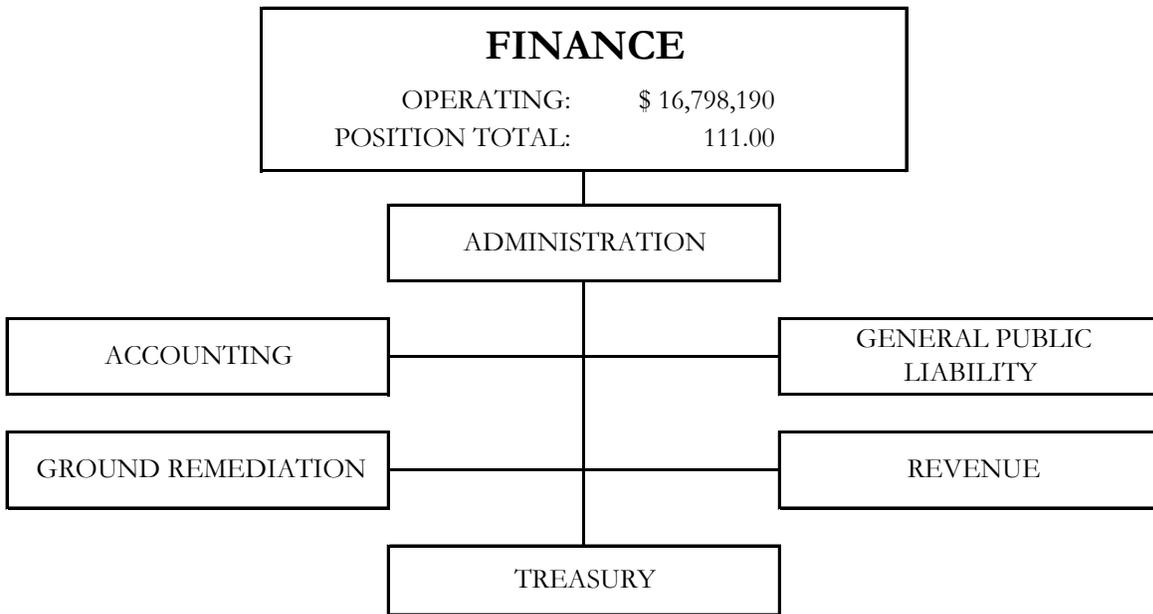
Character of Expenditures

Salaries and Benefits	\$ 721,268	\$ 756,030	\$ 769,380	\$ 712,120
Services	60,354	59,720	47,630	66,480
Supplies	2,904	7,500	3,590	3,910
Program Total	\$ 784,526	\$ 823,250	\$ 820,600	\$ 782,510

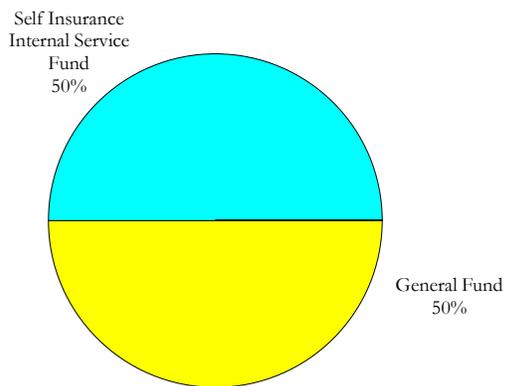
POSITION RESOURCES

Equal Opportunity/Independent Police Review

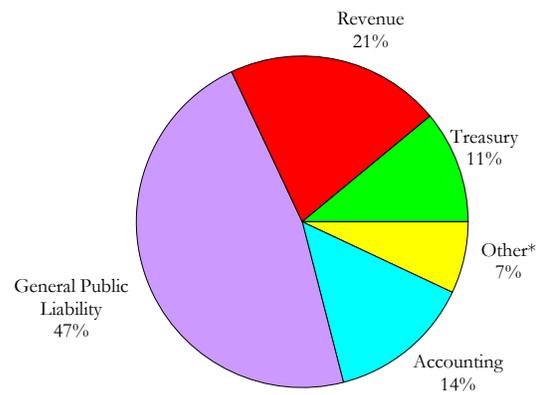
Equal Opportunity and Independent Police Review Program Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
ADA Compliance Specialist	1.00	1.00	1.00	-0-
Business Enterprise Compliance Specialist	1.00	1.00	1.00	1.00
Senior Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	9.00	9.00	9.00	8.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration (4%) and Ground Remediation (3%).

FINANCE

MISSION STATEMENT: To safeguard the City's assets and 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 provide quality service in the areas of long-term financial planning, investments, debt management, revenue administration and projections, accounting, risk management, and tax audit.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	5.00	5.00	3.00	3.00
Accounting	33.00	33.00	34.00	34.00
General Public Liability	4.00	4.00	4.00	4.00
Revenue	48.00	48.00	46.00	46.00
Treasury	21.00	21.00	22.00	24.00
Department Total	111.00	111.00	109.00	111.00
TOTAL BUDGET				
Operating	\$ 9,620,508	\$ 17,313,170	\$ 15,002,390	\$ 16,798,190
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 6,368,299	\$ 7,204,970	\$ 7,302,420	\$ 7,593,120
Services	2,949,717	9,619,260	7,500,110	8,860,460
Supplies	302,492	488,940	199,860	344,610
Department Total	\$ 9,620,508	\$ 17,313,170	\$ 15,002,390	\$ 16,798,190
FUNDING SOURCES				
General Fund	\$ 7,054,933	\$ 7,778,620	\$ 7,786,900	\$ 8,361,130
Self Insurance Internal Service Fund	2,565,575	9,534,550	7,215,490	8,437,060
Department Total	\$ 9,620,508	\$ 17,313,170	\$ 15,002,390	\$ 16,798,190

SIGNIFICANT CHANGES: GENERAL FUND

The adopted General Fund operating budget for Fiscal Year 2013 of \$8,361,130 is an increase of \$582,510 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel costs increased due to the change in the City's pension contribution	\$ 389,640
Increased budget capacity for outsourcing investment activities	100,000
Increased budget capacity for public liability insurance	88,180
Miscellaneous adjustments	4,690
Total	\$ 582,510

FINANCE

SIGNIFICANT CHANGES: SELF INSURANCE FUND

The adopted Self-Insurance Fund operating budget for Fiscal Year 2013 of \$8,437,060 is a decrease of \$1,097,490 from the Fiscal Year 2012 Adopted Budget. Changes include:

Reduction in capacity for various operating purchases such as computer equipment and software, offset against increased costs for legal expenses	\$ (46,240)
Removal of capacity for Risk Management administrative services charge which was eliminated in a previous fiscal year	(274,000)
Reduction in capacity for outside professional services reflective of reduced need	(327,250)
Reduction in capacity for third party insurance premiums due to both favorable claims experience and market conditions	(450,000)
Total	\$ (1,097,490)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Plan, organize, and direct City debt offerings.				
• Number of debt offerings	5	6	8	5
Pay vendor invoices.				
• Vendor checks issued	58,024	75,000	48,000	48,000
• Accounts payable turnover ratio	14.8	13.0	14.8	14.8
Issue new licenses and bill accounts.				
• New licenses issued	4,790	5,000	4,900	5,000
• Accounts billed	27,373	15,000	56,000	56,000
Process and deposit utility, tax, and license payments and other City revenue.				
• Total number of payments processed (000s)	1,925	1,900	1,850	1,850
• Percent of utility payments processed the same day as received	60.8%	60.0%	72.8%	72.0%
• Percent of tax, license, and other payments processed the same day as received	80%	80%	90%	90%
• Collect business privilege tax and license fees (\$000s)	\$ 170,340	\$ 167,550	\$ 168,000	\$ 168,000
Recover unpaid taxes identified in audits and collect delinquent taxes (\$000s).	\$ 6,706	\$ 5,500	\$ 5,000	\$ 5,100

OPERATING PROGRAMS

ADMINISTRATION: This program area provides supervision to the department and financial direction to City management and other City departments; conducts financial analysis; prepares and monitors the department's budget; manages the City's debt obligations and requirements; prepares revenue projections; and carries out the administrative functions and requirements of the Public Safety Pension Retirement System.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 778,400	\$ 753,740	\$ 826,830	\$ 743,180
Character of Expenditures				
Salaries and Benefits	\$ 633,059	\$ 642,290	\$ 754,360	\$ 625,090
Services	136,590	93,660	65,790	109,330
Supplies	8,751	17,790	6,680	8,760
Program Total	\$ 778,400	\$ 753,740	\$ 826,830	\$ 743,180

ACCOUNTING: This program area ensures appropriate reporting of the City's funds and financial transactions, prepares the Comprehensive Annual Financial Report (CAFR), processes employee payroll, manages accounts receivables and accounts payables, and pursues the collection of past due accounts.

Projected Revenue Sources				
General Fund	\$ 1,869,817	\$ 2,084,970	\$ 2,230,560	\$ 2,275,760
Character of Expenditures				
Salaries and Benefits	\$ 1,714,989	\$ 1,951,200	\$ 2,113,180	\$ 2,107,350
Services	105,890	75,200	80,700	110,590
Supplies	48,938	58,570	36,680	57,820
Program Total	\$ 1,869,817	\$ 2,084,970	\$ 2,230,560	\$ 2,275,760

GENERAL PUBLIC LIABILITY: This program area reviews claims filed against the City and pays for public liability losses and property losses. It also reviews contracts for insurance and indemnification requirements.

Projected Revenue Sources				
Self Insurance Internal Service Fund	\$ 2,281,165	\$ 9,044,560	\$ 6,540,120	\$ 7,954,320
Character of Expenditures				
Salaries and Benefits	\$ 265,647	\$ 322,310	\$ 322,980	\$ 320,820
Services	1,996,202	8,541,820	6,203,410	7,582,000
Supplies	19,316	180,430	13,730	51,500
Program Total	\$ 2,281,165	\$ 9,044,560	\$ 6,540,120	\$ 7,954,320

FINANCE

GROUND REMEDIATION: This program ensures that leaking underground storage tanks are remediated as required for compliance with local, state, and federal laws.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Self Insurance Internal Service Fund	\$ 284,411	\$ 489,990	\$ 675,370	\$ 482,740
Character of Expenditures				
Services	\$ 284,158	\$ 489,990	\$ 675,370	\$ 482,740
Supplies	253	-0-	-0-	-0-
Program Total	\$ 284,411	\$ 489,990	\$ 675,370	\$ 482,740

REVENUE: This program area operates cashier stations throughout the community, processes business tax returns, manages all City business licenses, investigates unlicensed businesses, and provides staff support to the City of Tucson Small Business Commission. Revenue also administers the City's Tax Code to generate revenue for financing City services. It educates businesses about the code, and conducts regular tax audits of City businesses to ensure compliance with the tax code.

Projected Revenue Sources				
General Fund	\$ 3,201,362	\$ 3,596,930	\$ 3,330,320	\$ 3,529,030
Character of Expenditures				
Salaries and Benefits	\$ 2,825,450	\$ 3,231,740	\$ 3,053,750	\$ 3,123,810
Services	161,648	151,940	161,720	191,390
Supplies	214,264	213,250	114,850	213,830
Program Total	\$ 3,201,362	\$ 3,596,930	\$ 3,330,320	\$ 3,529,030

TREASURY: This program area is responsible for managing the City's cash and investments by projecting cash needs to maintain adequate liquidity, ensuring the timely transfer of funds to meet daily cash needs and investing the excess to provide maximum returns at acceptable levels of risk. This area is the main contact point for the City's banking services provider. This program area also provides administration and oversight in the management of investments for the Tucson Supplemental Retirement Systems (TSRS.)

Projected Revenue Sources				
General Fund	\$ 1,205,353	\$ 1,342,980	\$ 1,399,190	\$ 1,813,160
Character of Expenditures				
Salaries and Benefits	\$ 929,154	\$ 1,057,430	\$ 1,058,150	\$ 1,416,050
Services	265,230	266,650	313,120	384,410
Supplies	10,969	18,900	27,920	12,700
Program Total	\$ 1,205,353	\$ 1,342,980	\$ 1,399,190	\$ 1,813,160

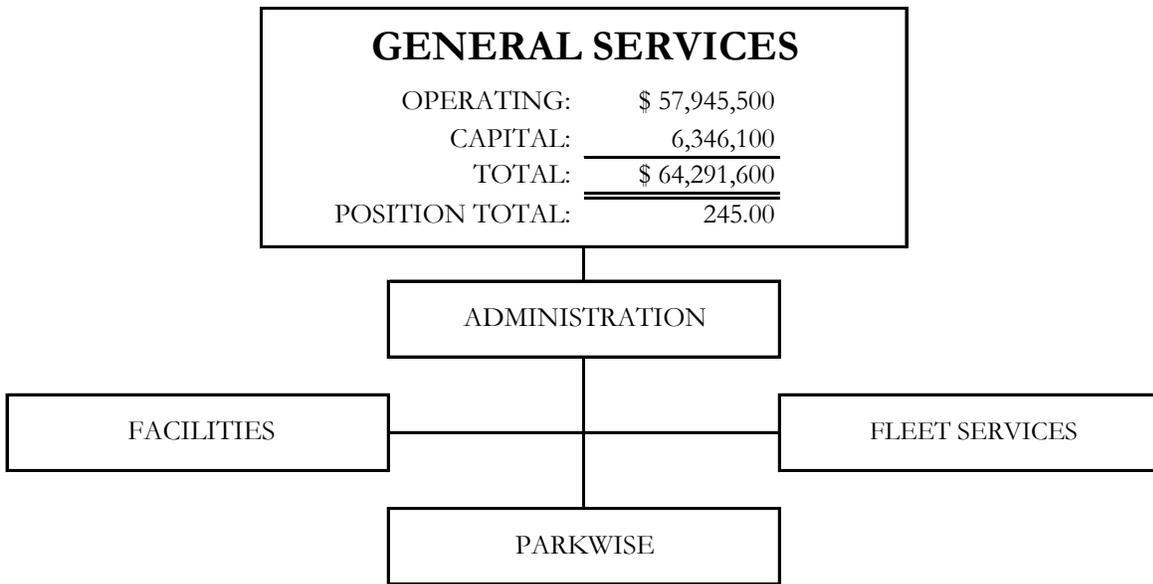
POSITION RESOURCES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Administration*				
Assistant City Manager/Chief Financial Officer	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Finance Manager	2.00	2.00	1.00	1.00
Executive Assistant	1.00	1.00	-0-	-0-
Program Total	5.00	5.00	3.00	3.00
Accounting				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	2.00	2.00	2.00	2.00
Finance Analyst	2.00	2.00	2.00	2.00
Principal Accountant	2.00	2.00	2.00	2.00
Senior Accountant	6.00	6.00	7.00	7.00
Financial Services Supervisor	3.00	3.00	3.00	3.00
Account Clerk Supervisor	3.00	3.00	3.00	3.00
Administrative Assistant	3.00	3.00	3.00	3.00
Senior Account Clerk	10.00	10.00	10.00	10.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	33.00	33.00	34.00	34.00
General Public Liability				
Risk Manager	1.00	1.00	1.00	1.00
Risk Management Claims Adjuster	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
Revenue				
Finance Administrator	2.00	2.00	2.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Finance Analyst	2.00	2.00	2.00	2.00
Principal Accountant/Auditor	2.00	2.00	-0-	-0-
Tax Audit Supervisor	-0-	-0-	2.00	2.00
Senior Accountant/Auditor	8.00	8.00	-0-	-0-
Tax Auditor	-0-	-0-	7.00	7.00
Financial Services Supervisor	3.00	3.00	3.00	3.00
Revenue Investigation Supervisor	1.00	1.00	1.00	2.00
Revenue Investigator	16.00	16.00	15.00	15.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	5.00
Senior Account Clerk	7.00	7.00	7.00	7.00
Program Total	48.00	48.00	46.00	46.00

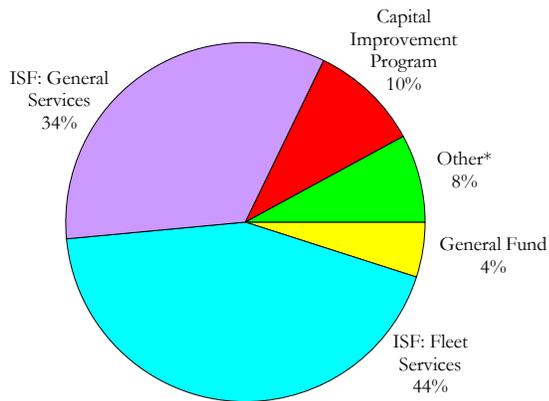
*One full-time equivalent position, Pension Analyst, is budgeted in the City Manager's Office which is responsible for the Public Safety Pension Retirement System administrative functions.

FINANCE

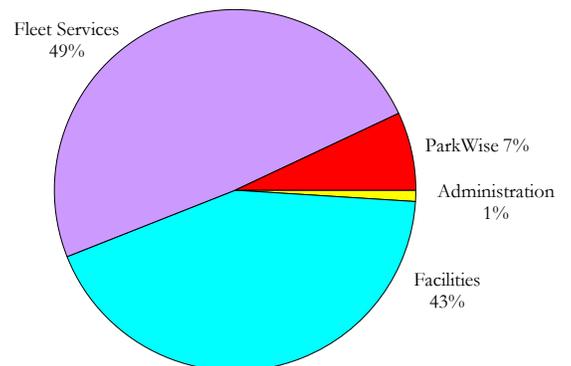
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Treasury				
Finance Administrator	-0-	-0-	-0-	1.00
Finance Manager	1.00	1.00	2.00	2.00
Finance Analyst	1.00	1.00	1.00	1.00
Financial Services Supervisor	1.00	1.00	1.00	1.00
Office Supervisor	2.00	2.00	2.00	2.00
Administrative Assistant	-0-	-0-	-0-	1.00
Senior Account Clerk	4.00	4.00	4.00	4.00
Senior Cashier	12.00	12.00	12.00	12.00
Program Total	21.00	21.00	22.00	24.00
Department Total	111.00	111.00	109.00	111.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Capital Improvement Fund (2%), ParkWise Fund (6%).

GENERAL SERVICES¹

MISSION STATEMENT: To provide citizens and visitors safe, accessible public parking and provide city departments and agencies the facilities, communications, energy, fuel, and vehicle assets they need to succeed.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	7.00	7.00	7.00	7.00
Communications ²	108.00	103.00	-0-	-0-
Facilities	105.00	105.00	127.00	127.00
Fleet Services	97.00	97.00	96.00	96.00
ParkWise	15.00	15.00	15.00	15.00
Department Total	332.00	327.00	245.00	245.00
 TOTAL BUDGET				
Operating	\$ 50,581,531	\$ 59,329,980	\$ 50,699,080	\$ 57,945,500
Capital	8,858,397	20,683,700	18,399,130	6,346,100
Department Total	\$ 59,439,928	\$ 80,013,680	\$ 69,098,210	\$ 64,291,600
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 19,420,187	\$ 22,408,910	\$ 15,461,010	\$ 17,450,500
Services	15,037,712	15,725,110	16,477,370	18,806,340
Supplies	15,193,233	17,751,460	15,976,150	17,293,020
Equipment	338,307	1,439,830	762,000	1,072,620
Debt Service	592,092	2,004,670	2,022,550	3,323,020
Operating Total	\$ 50,581,531	\$ 59,329,980	\$ 50,699,080	\$ 57,945,500
Capital Improvement Program	8,858,397	20,683,700	18,399,130	6,346,100
Department Total	\$ 59,439,928	\$ 80,013,680	\$ 69,098,210	\$ 64,291,600
 FUNDING SOURCES				
General Fund	\$ 7,896,392	\$ 7,962,650	\$ 2,853,440	\$ 2,931,220
Capital Improvement Fund	19,067	400,000	530,830	1,151,500
Internal Service Fund: Fleet Services	22,969,676	26,116,740	24,752,580	28,224,300
Internal Service Fund: General Services	17,446,984	21,217,190	19,727,500	21,613,670
Non-Federal Grants Fund	-0-	530,830	-0-	-0-
Other Federal Grants Fund	254,819	117,620	151,860	-0-
ParkWise Fund	1,994,593	2,984,950	2,682,870	4,024,810
Department Total	\$ 50,581,531	\$ 59,329,980	\$ 50,699,080	\$ 57,945,500
Capital Improvement Program	8,858,397	20,683,700	18,399,130	6,346,100
Department Total	\$ 59,439,928	\$ 80,013,680	\$ 69,098,210	\$ 64,291,600

¹All totals reflect the consolidation of ParkWise with General Services during Fiscal Year 2012; prior to Fiscal Year 2013, ParkWise was represented in the budget document as a separate entity.

²Transferred to Tucson Fire during Fiscal Year 2012.

GENERAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$57,945,500 reflects a decrease of \$1,384,480 from the Fiscal Year 2012 Adopted Budget. Changes include:

Replacement of the Fleet Services shops' heating, cooling and ventilation systems	\$ 2,400,000
Addition of ParkWise debt service for the Pennington Street and Centro garages which was previously in the citywide consolidated debt service budget	1,432,700
Increase in capacity to cover the second year of the Qualified Energy Conservation Bond funded replacement of the HVAC Controls at the Tucson Convention Center and Police headquarters	751,500
Additional capacity to cover the Internal Performance Contracting Program which funds the replacement of older/failing equipment citywide with more energy efficient equipment. The up-front investment is paid back by capturing the resulting energy savings over the estimated life of the equipment.	550,000
Other miscellaneous line item reductions	(20,910)
Reduction in the Clean Renewable Energy Bonds debt service payment based on annual payment schedule	(132,240)
Reduction in the General Services Internal Service Fund as a result of no planned replacement of Facilities Management vehicles	(300,000)
Elimination of capacity to cover end of service retirement payouts	(495,890)
Transfer of Emergency Communications Center to the Fire Department	<u>(5,569,640)</u>
Total	\$ (1,384,480)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Work toward a 100% on-time completion rate of Facilities Management work orders.				
• Percent of work orders completed within five days after receipt	79%	65%	75%	75%
• Percent of preventive maintenance work orders completed on set schedule	44%	75%	75%	75%
Reduce the costs associated with the permitting and inspecting of repair/replacement building component projects by utilizing the Registered Plant (annual permit) concept.				
• Targeted annual cost reduction (\$000)	N/A	\$ 2,000*	\$ 120	\$ 600

*Since this original estimate was made, Development Services has decided to not require permitting for several types of building or building component/equipment modifications. This has resulted in a significant decrease in the number of permit requests that were anticipated to be diverted through the Registered Plant Program thus reducing the projected cost savings. The program also did not start until mid-Fiscal Year 2012.

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Minimize internal Project Management (PM) costs for the design and construction of City facilities.				
• Percent of completed large (greater than \$500,000) projects where PM costs did not exceed 5%	100%	100%	100%	90%
• Percent of completed small (less than \$500,000) projects where PM costs did not exceed 10%	33%	100%	100%	80%
Provide the Environmental Services department with 100% of its daily collection equipment needs for side-loaders and front-end loaders.				
• 46 side loaders daily	98%	100%	99%	100%
• 13 front-end loaders daily	100%	100%	100%	100%
Maximize public safety communications equipment availability while minimizing operational costs by ensuring repeat repairs are kept to 5% or less.				
• Percent repeat repairs	4.6%	5.0%	4.5%	5.0%
Achieve 100% cost recovery in the residential parking program.				
• Percent cost recovery	32%	73%	38%	50%
Resolve 90% of parking garage maintenance issues within two days of request for service.				
• Percent resolved within two days	90%	90%	90%	90%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides overall leadership, management, budgeting, cost accounting, personnel management, environmental compliance, and safety support for the department.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Interdepartmental Charges	\$ 781,294	\$ 932,790	\$ 878,650	\$ 794,240
Character of Expenditures				
Salaries and Benefits	\$ 745,831	\$ 891,580	\$ 844,030	\$ 744,730
Services	29,377	30,310	30,240	41,200
Supplies	6,086	10,900	4,380	8,310
Program Total	\$ 781,294	\$ 932,790	\$ 878,650	\$ 794,240

FACILITIES: This program area ensures a healthy, functional, aesthetic, and sustainable building environment for all City employees and the public through development and oversight of long-term building plans and programs; detailed project scopes, cost estimates, design, construction documents; construction oversight for major new buildings; repairs, remodels, alteration and demolition projects; planning and scheduling ongoing and long-term facilities maintenance, repair, and custodial services; and planning and implementation for energy conservation and energy optimization efforts. At the beginning of Fiscal Year 2012, due to organizational changes, the Communications Maintenance function which maintains critical public safety and general services communications equipment was consolidated into the program area.

Projected Revenue Sources				
General Fund	\$ 1,625,425	\$ 1,288,600	\$ 2,831,410	\$ 2,931,220
Capital Improvement Fund	19,067	400,000	530,830	1,151,500
Communications TriBand IGA Revenue	-0-	-0-	22,030	-0-
Interdepartmental Charges	14,412,546	17,705,900	18,326,070	20,432,010
Solar America Cities Grant	129,809	117,620	151,860	-0-
US Treasury Subsidy for CREBs II	-0-	-0-	522,780	387,420
Program Total	\$ 16,186,847	\$ 19,512,120	\$ 22,384,980	\$ 24,902,150

Character of Expenditures				
Salaries and Benefits	\$ 6,570,169	\$ 7,726,110	\$ 8,392,100	\$ 9,350,880
Services	7,640,767	7,507,850	9,275,780	10,697,500
Supplies	1,383,819	1,593,160	1,994,550	2,042,500
Equipment	-0-	680,330	700,000	920,950
Debt Service	592,092	2,004,670	2,022,550	1,890,320
Program Total	\$ 16,186,847	\$ 19,512,120	\$ 22,384,980	\$ 24,902,150

FLEET SERVICES: This program area provides direct vehicle, fuel, and equipment support to all City operations. City vehicles and equipment are centrally specified and procured; preventive maintenance plans are scheduled and developed; vehicles maintained and repaired; vehicles and equipment disposed of; and all fuels purchased, stored, and dispensed.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Interdepartmental Charges	\$ 22,898,693	\$ 26,086,740	\$ 24,724,580	\$ 28,224,300
Vehicle Auction Revenue	70,983	30,000	28,000	-0-
Program Total	\$ 22,969,676	\$ 26,116,740	\$ 24,752,580	\$ 28,224,300
Character of Expenditures				
Salaries and Benefits	\$ 5,531,549	\$ 6,176,050	\$ 5,431,070	\$ 6,369,240
Services	4,222,211	4,495,180	5,547,870	6,638,950
Supplies	13,215,916	15,353,840	13,773,640	15,096,440
Equipment	-0-	91,670	-0-	119,670
Program Total	\$ 22,969,676	\$ 26,116,740	\$ 24,752,580	\$ 28,224,300

PARKWISE: ParkWise provides a parking management program that enhances quality of life, stimulates the economic development within the area defined by the City Center Strategic Vision Plan, and efficiently and creatively utilizes parking resources to improve overall accessibility and environment of the region. During the latter part of Fiscal Year 2011, the program was organizationally made part of the General Services Department.

Projected Revenue Sources				
Hooded Meter Fee	\$ 52,020	\$ 16,500	\$ 24,390	\$ 25,000
Miscellaneous Revenues	845	500	500	500
Parking Meter Collections	610,614	887,250	788,936	849,610
Parking Revenues	413,968	814,080	629,504	1,869,430
Parking Violations	796,811	873,430	958,724	990,000
Rents and Leases	120,335	393,190	280,816	290,270
Program Total	\$ 1,994,593	\$ 2,984,950	\$ 2,682,870	\$ 4,024,810
Character of Expenditures				
Salaries and Benefits	\$ 701,396	\$ 897,820	\$ 793,810	\$ 985,650
Services	1,191,185	1,655,900	1,623,480	1,428,690
Supplies	96,634	369,230	203,580	145,770
Equipment	5,378	62,000	62,000	32,000
Debt Service ¹	-0-	-0-	-0-	1,432,700
Program Total	\$ 1,994,593	\$ 2,984,950	\$ 2,682,870	\$ 4,024,810

¹Prior to Fiscal Year 2013, Debt Service for ParkWise was located in the Non-Departmental budget.

GENERAL SERVICES

COMMUNICATIONS: At the beginning of Fiscal Year 2012, the Emergency Communications Center was transferred to the Tucson Fire Department and the remaining Communication Maintenance function was consolidated with Facilities.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 6,159,257	\$ 6,616,040	\$ -0-	\$ -0-
Interdepartmental Charges	2,253,152	2,578,500	-0-	-0-
State 911 Revenue	90,309	40,000	-0-	-0-
TriBand IGA Revenue	21,393	18,010	-0-	-0-
Tucson Urban Area Security Initiative Grant Funds	125,010	-0-	-0-	-0-
Program Total	\$ 8,649,121	\$ 9,252,550	\$ -0-	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 5,871,242	\$ 6,717,350	\$ -0-	\$ -0-
Services	1,954,172	2,035,870	-0-	-0-
Supplies	490,778	424,330	-0-	-0-
Equipment	332,929	75,000	-0-	-0-
Program Total	\$ 8,649,121	\$ 9,252,550	\$ -0-	\$ -0-

GRANTS: This program area provides capacity for grant funding allocated to the General Services Department in order to enhance operational objectives outlined by the Mayor and Council.

Projected Revenue Sources				
Non-Federal Grants	\$ -0-	\$ 530,830	\$ -0-	\$ -0-
Character of Expenditures				
Equipment	\$ -0-	\$ 530,830	\$ -0-	\$ -0-

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Coordinator	2.00	2.00	2.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	-0-
Staff Assistant	-0-	-0-	-0-	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	7.00	7.00

GENERAL SERVICES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Facilities				
Architecture and Engineering Administrator	1.00	1.00	1.00	1.00
Facilities Management Administrator	1.00	1.00	1.00	1.00
Communication Maintenance Superintendent	-0-	-0-	1.00	1.00
Energy Manager	1.00	1.00	1.00	1.00
Facilities Management Superintendent	3.00	3.00	3.00	3.00
Architect	3.00	3.00	3.00	3.00
Mechanical Engineer	1.00	1.00	1.00	1.00
ADA Compliance Specialist	-0-	-0-	1.00	1.00
Management Assistant	1.00	1.00	2.00	2.00
Senior Engineering Associate	3.00	3.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Communications Maintenance Scheduler	-0-	-0-	1.00	1.00
Planner Scheduler	2.00	2.00	2.00	2.00
Carpentry Supervisor	1.00	1.00	1.00	1.00
Electrical Supervisor	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	-0-	-0-	2.00	2.00
HVAC-R Supervisor	1.00	1.00	1.00	1.00
Lock Shop Supervisor	1.00	1.00	1.00	1.00
Plumbing Supervisor	1.00	1.00	1.00	1.00
Electrician	9.00	9.00	8.00	7.00
Electronics Technician	-0-	-0-	8.00	7.00
Energy Management Control System Technician	2.00	2.00	2.00	2.00
Engineering Associate	1.00	1.00	1.00	1.00
Facilities Project Coordinator	4.00	4.00	4.00	5.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC-R Mechanic	8.00	8.00	8.00	8.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	2.00	2.00	2.00	2.00
Locksmith	3.00	3.00	3.00	3.00
Physical Plant Operator	4.00	4.00	4.00	4.00
Plumber	6.00	6.00	6.00	6.00
Electronics Bench Technician	-0-	-0-	4.00	5.00
Painter	3.00	3.00	3.00	3.00
Roofer	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	-0-	1.00	1.00
Building Maintenance Worker	4.00	4.00	3.00	3.00
Lead Custodian	3.00	3.00	3.00	1.00
Secretary	1.00	2.00	2.00	2.00
Senior Account Clerk	2.00	2.00	3.00	3.00
Senior Storekeeper	-0-	-0-	1.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Custodian	15.00	15.00	18.00	20.00
Customer Service Clerk	1.00	1.00	2.00	2.00
Technological Intern	1.00	1.00	1.00	1.00
Program Total	105.00	105.00	127.00	127.00

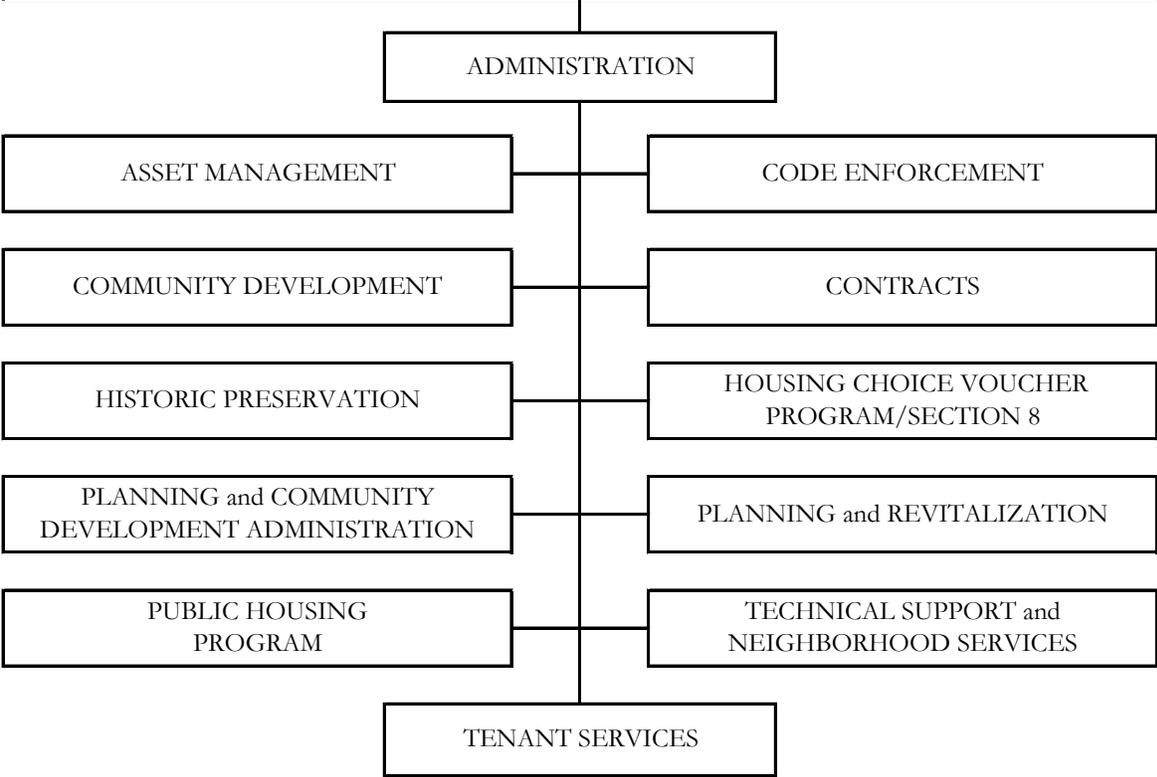
GENERAL SERVICES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Fleet Services				
Fleet Administrator	1.00	1.00	1.00	1.00
Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00
Fleet Services Superintendent	1.00	1.00	1.00	1.00
Certified Fleet Services Supervisor	1.00	1.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	3.00	3.00	3.00	3.00
Fleet Services Supervisor	5.00	5.00	4.00	4.00
Certified Lead Automotive Mechanic	1.00	1.00	1.00	2.00
Certified Senior Heavy Equipment Mechanic	-0-	1.00	3.00	3.00
Certified Automotive Mechanic	6.00	10.00	11.00	11.00
Lead Automotive Mechanic	2.00	2.00	2.00	1.00
Senior Heavy Equipment Mechanic	25.00	24.00	22.00	22.00
Automotive Mechanic	11.00	7.00	7.00	7.00
Certified Lead Fleet Services Technician	1.00	1.00	1.00	1.00
Welder	2.00	2.00	2.00	2.00
Automotive Body Technician	1.00	1.00	1.00	1.00
Automotive Parts Specialist	8.00	8.00	7.00	7.00
Certified Fleet Control Specialist	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	2.00	2.00
Certified Senior Fleet Services Technician	12.00	14.00	12.00	12.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Fleet Services Technician	3.00	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Automotive Service Writer	1.00	1.00	1.00	1.00
Fleet Services Attendant	3.00	3.00	3.00	3.00
Program Total	97.00	97.00	96.00	96.00
ParkWise				
ParkWise Program Administrator	-0-	-0-	1.00	1.00
ParkWise Operations Manager	-0-	-0-	1.00	1.00
Transportation Program Coordinator	1.00	1.00	-0-	-0-
Management Assistant	1.00	1.00	-0-	-0-
Staff Assistant	-0-	-0-	1.00	1.00
Plumbing Supervisor	1.00	1.00	-0-	-0-
Parking Services Supervisor	2.00	2.00	2.00	2.00
Customer Service Representative	2.00	2.00	2.00	2.00
Parking Services Agent	8.00	8.00	8.00	8.00
Program Total	15.00	15.00	15.00	15.00

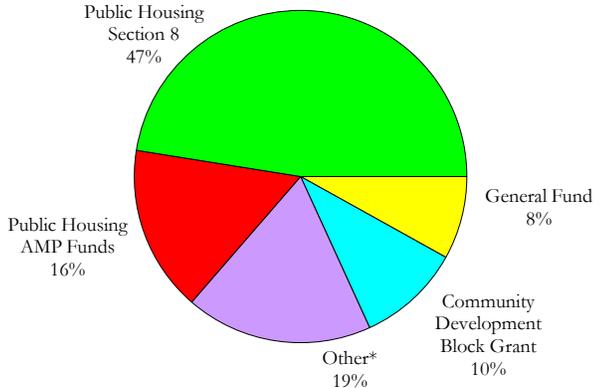
GENERAL SERVICES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Communications				
General Services Administrator	1.00	1.00	-0-	-0-
Communications Superintendent	1.00	1.00	-0-	-0-
Communications Maintenance Superintendent	1.00	1.00	-0-	-0-
Management Assistant	1.00	1.00	-0-	-0-
Communications Maintenance Scheduler	1.00	1.00	-0-	-0-
Electronics Technician Supervisor	2.00	2.00	-0-	-0-
Electronics Technician	8.00	8.00	-0-	-0-
Public Safety Communications Supervisor	6.00	8.00	-0-	-0-
Lead Public Safety Dispatcher	2.00	-0-	-0-	-0-
Electronics Bench Technician	4.00	4.00	-0-	-0-
Public Safety Dispatcher	56.00	51.00	-0-	-0-
Administrative Assistant	-0-	1.00	-0-	-0-
Master Street Address Guide Scheduler	1.00	1.00	-0-	-0-
Secretary	1.00	-0-	-0-	-0-
Senior Account Clerk	1.00	1.00	-0-	-0-
Senior Storekeeper	1.00	1.00	-0-	-0-
Emergency 911 Operator	20.00	20.00	-0-	-0-
Customer Service Clerk	1.00	1.00	-0-	-0-
Program Total	108.00	103.00	-0-	-0-
 Department Total	 332.00	 327.00	 245.00	 245.00

HOUSING and COMMUNITY DEVELOPMENT	
OPERATING:	\$ 79,146,900
CAPITAL:	2,686,400
TOTAL:	<u>\$ 81,833,300</u>
POSITION TOTAL:	<u>189.25</u>

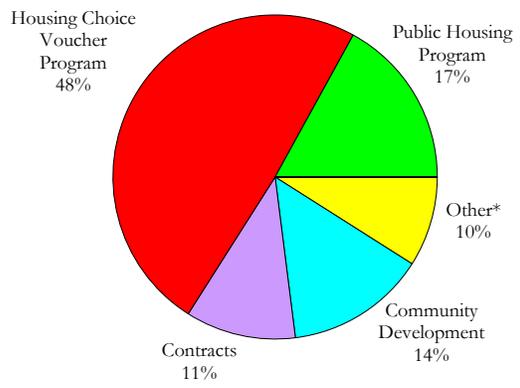


FINANCING PLAN



*Other includes HOME Investment Partnerships (8%), Miscellaneous Housing Grant Fund (6%), Capital Improvement Program (3%), Non-Public Housing Asset Management Funds (2%), Non-Federal Grants (<1%), and Other Federal Grants (<1%).

PROGRAM ALLOCATION



*Other includes Code Enforcement (3%), Administration (1%), Asset Management (1%), Historic Preservation (1%), Planning and Community Development (2%), Planning and Revitalization (1%), Tenant Services (1%), and Technical Support and Neighborhood Services (<1%).

HOUSING and COMMUNITY DEVELOPMENT

MISSION STATEMENT: To make Tucson “Home for Everyone” by engaging in direct services and partnerships that provide improved housing choices, stable neighborhoods, healthy residents and a culturally unique community featuring efficient and attractive places for present and future generations.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	12.00	12.00	11.00	11.00
Asset Management	0.50	0.50	0.50	0.50
Code Enforcement	32.00	31.00	32.00	32.00
Community Development	13.00	14.00	14.00	12.00
Contracts	10.00	10.00	10.00	6.00
Historic Preservation	4.00	4.00	4.00	4.00
HOPE VI and Depot Plaza/Martin Luther King Revitalization	1.00	-0-	1.00	-0-
Housing Choice Voucher/Section 8 Program	42.00	42.00	42.00	38.00
Planning and Community Development Administration	8.00	8.00	8.00	8.00
Planning and Revitalization	6.00	6.00	6.00	5.00
Public Housing Program	68.75	69.75	68.75	66.75
Technical Support and Neighborhood Services	-0-	-0-	-0-	2.00
Tenant Services	4.00	4.00	4.00	4.00
Department Total	201.25	201.25	201.25	189.25
TOTAL BUDGET				
Operating	\$ 72,347,560	\$ 82,107,850	\$ 80,123,150	\$ 79,146,900
Capital	4,340,139	2,899,300	3,111,300	2,686,400
Department Total	\$ 76,687,699	\$ 85,007,150	\$ 83,234,450	\$ 81,833,300
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 12,417,104	\$ 13,741,600	\$ 13,908,200	\$ 13,263,000
Services	58,439,145	67,368,720	64,998,430	64,533,550
Supplies	1,412,650	988,530	1,186,300	1,350,350
Equipment	78,661	9,000	30,220	-0-
Operating Total	\$ 72,347,560	\$ 82,107,850	\$ 80,123,150	\$ 79,146,900
Capital Improvement Program	4,340,139	2,899,300	3,111,300	2,686,400
Department Total	\$ 76,687,699	\$ 85,007,150	\$ 83,234,450	\$ 81,833,300

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
FUNDING SOURCES				
General Fund	\$ 6,514,520	\$ 6,403,960	\$ 6,286,880	\$ 6,722,740
Civic Contributions Fund	11,600	-0-	-0-	-0-
Community Development Block Grant	5,536,119	9,185,890	9,115,180	8,182,110
HOME Investment Partnerships	3,088,400	5,471,830	5,602,150	6,564,420
Miscellaneous Housing Grant Fund	5,557,240	5,418,140	4,329,420	4,650,420
Non-Federal Grants	2,710,267	3,878,280	3,828,340	333,610
Other Federal Grants	135,933	230,840	230,840	116,430
Public Housing (AMP) Funds	12,683,357	14,200,440	13,387,670	14,495,470
Public Housing Section 8 Fund	36,110,124	37,318,470	37,342,670	38,081,700
Operating Total	\$ 72,347,560	\$ 82,107,850	\$ 80,123,150	\$ 79,146,900
Capital Improvement Program	4,340,139	2,899,300	3,111,300	2,686,400
Department Total	\$ 76,687,699	\$ 85,007,150	\$ 83,234,450	\$ 81,833,300

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$79,146,900 reflects a decrease of \$2,960,950 from the Fiscal Year 2012 Adopted Budget. Changes include:

Capacity for Lead Hazard Control grant expenditures	\$ 826,670
Housing Choice Voucher Program non-salary increase	131,950
Other federal program adjustments	(160,010)
Personnel cost decreases due to position eliminations	(482,400)
First Things First grant discontinuation decrease	(3,277,160)
Total	\$ (2,960,950)

DEPARTMENT MEASURES of PERFORMANCE

Occupancy rate of the City's Public Housing Program.	95.8%	97.0%	97.0%	97.0%
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Rehabilitate homes for low income persons using federal funds. Rehabilitation can include heating and cooling upgrades, plumbing, electrical, and structural improvements, or other badly needed improvements.

• Number of units	1,265	170	165	365
• Dollar value (\$000s)	\$ 2,751	\$ 1,650	\$ 1,160	\$ 2,827

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provide housing units (single and multi-family homes) that are either newly built structures purchased by the City, where the cost to own or rent is set below market rates, or structures purchased by low income persons using down-payment assistance from the City using federal HOME and Community Development Block Grant dollars.				
• Single Family Units				
◇ Number of units	103	181	125	135
◇ Dollar Value (\$000s)	\$ 1,589	\$ 1,991	\$ 1,263	\$ 1,364
• Multi-family Homes				
◇ Number of units	20	125	115	150
◇ Dollar value (\$000s)	\$ 1,120	\$ 1,875	\$ 3,565	\$ 4,650
Human services contracts are agreements the City makes with community agencies to provide assistance in the following areas: employment, crime prevention, child care, health, drug abuse, education, energy conservation, welfare, and recreation needs.				
• General Fund (\$000)	\$ 1,448	\$ 1,465	\$ 1,465	\$ 1,465
• First Things First Economic Stabilization of Families Scholarship (\$000)	\$ 2,438	\$ 2,205	\$ 2,488	\$ -0-
• Community Development Block Grant (\$000)	\$ 986	\$ 1,007	\$ 1,049	\$ 800
• Federal Housing Opportunities for People with AIDS (\$000)	\$ 414	\$ 440	\$ 454	\$ 454
Provide market rental homes subsidized with federal funds by the City's Public Housing Authority.				
• Number of units leased	63,915	64,637	64,637	65,837
• Percentage of available units months leased	100%	98%	98%	98%
• Housing assistance payments (\$000)	\$ 33,354	\$ 32,419	\$ 32,419	\$ 35,027

HOUSING and COMMUNITY DEVELOPMENT

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Meet or exceed the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP) target rate of 90%. (Annual performance scores)				
• Tucson	96%	100%	100%	100%
• Pima County	93%	100%	100%	100%
Promote safe, clean environment, and healthy neighborhoods by resolving code violations.				
• Calls received	22,297	24,500	20,300	19,500
• Online inquiries received	1,073	N/A	1,100	1,100
• Cases created	10,874	8,300	10,500	9,800
• Actual violations found	11,150	5,600	13,300	11,300

OPERATING PROGRAMS

ADMINISTRATION: This program area assists in the efficient and effective delivery of services by providing overall program, financial, personnel, and information technology management, as well as grant identification and execution to maximize the department's resources.

Projected Revenue Sources

General Fund	\$ 415,479	\$ 500,530	\$ 464,280	\$ 532,410
Community Development Block Grant	412,991	384,750	367,250	320,600
HOME Investment Partnerships	25,672	23,580	23,580	21,690
Public Housing (AMP) Funds	99,942	100,000	100,000	100,000
Public Housing Section 8 Fund	201,234	220,000	196,200	196,200
Miscellaneous Housing Grant Fund	37,035	4,000	4,000	4,000
Non-Federal Grants	4,816	7,500	-0-	-0-
Program Total	\$ 1,197,169	\$ 1,240,360	\$ 1,155,310	\$ 1,174,900

Character of Expenditures

Salaries and Benefits	\$ 1,044,332	\$ 1,064,280	\$ 1,008,120	\$ 1,035,610
Services	130,587	139,130	106,660	117,810
Supplies	22,250	27,950	31,530	21,480
Equipment	-0-	9,000	9,000	-0-
Program Total	\$ 1,197,169	\$ 1,240,360	\$ 1,155,310	\$ 1,174,900

HOUSING and COMMUNITY DEVELOPMENT

ASSET MANAGEMENT: This program area manages the department's non-public housing assets, including the El Portal housing, which includes approximately 270 affordable rental units, and the Community Resource Center, which houses the department's administrative offices.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
HOME Investment Partnerships	\$ -0-	\$ -0-	\$ 150,000	\$ 200,000
Non-PHA Asset Management	-0-	-0-	805,000	842,760
Public Housing (AMP) Funds	664,355	745,000	-0-	-0-
Program Total	\$ 664,355	\$ 745,000	\$ 955,000	\$ 1,042,760
Character of Expenditures				
Salaries and Benefits	\$ 81,457	\$ 97,530	\$ 118,940	\$ 143,170
Services	576,400	638,970	828,420	891,560
Supplies	6,498	8,500	7,640	8,030
Program Total	\$ 664,355	\$ 745,000	\$ 955,000	\$ 1,042,760

CODE ENFORCEMENT: This program area provides education and enforcement of City codes relating to property maintenance and minimum housing standards as directed through the Neighborhood Preservation Ordinance, the Sign Code, portions of the Land Use Code, and the Peddler ordinance. The division also administers the Vacant and Neglected Structures program and works with other departments to educate the public about resolving code violations.

Projected Revenue Sources				
General Fund	\$ 2,503,534	\$ 2,557,040	\$ 2,550,580	\$ 2,719,720
Character of Expenditures				
Salaries and Benefits	\$ 2,082,567	\$ 2,149,410	\$ 2,121,200	\$ 2,287,470
Services	339,726	315,710	340,260	345,010
Supplies	81,241	91,920	89,120	87,240
Program Total	\$ 2,503,534	\$ 2,557,040	\$ 2,550,580	\$ 2,719,720

COMMUNITY DEVELOPMENT: This program area oversees initiatives that assist low-income homeowners to repair their homes. Each year approximately 200 families are provided assistance; the community at-large benefits from this reinvestment in neighborhoods.

Projected Revenue Sources				
General Fund	\$ 513,011	\$ 550,430	\$ 432,290	\$ 556,730
Community Development Block Grant	1,959,530	2,703,480	2,996,340	3,816,440
HOME Investment Partnerships	2,740,703	5,260,740	5,000,740	6,105,690
Miscellaneous Housing Grant Fund	48,444	1,098,600	7,800	826,670
Other Federal Grants	106,876	230,840	230,840	116,430
Program Total	\$ 5,368,564	\$ 9,844,090	\$ 8,668,010	\$ 11,421,960

HOUSING and COMMUNITY DEVELOPMENT

Community Development (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 1,202,612	\$ 1,134,870	\$ 1,199,220	\$ 960,610
Services	4,152,314	8,689,470	7,445,960	10,442,380
Supplies	13,638	19,750	21,640	18,970
Equipment	-0-	-0-	1,190	-0-
Program Total	\$ 5,368,564	\$ 9,844,090	\$ 8,668,010	\$ 11,421,960

CONTRACTS: This program area oversees contract awards and monitoring of agencies receiving funding, reporting outcomes and financial data to the funding sources, and reporting to the Mayor and Council and the public on the impact of funded programs.

Projected Revenue Sources				
General Fund	\$ 1,871,601	\$ 1,713,470	\$ 1,740,310	\$ 1,729,090
Community Development Block Grant	2,748,298	5,729,390	5,371,230	3,498,450
HOME Investment Partnerships	177,446	-0-	260,000	-0-
Miscellaneous Housing Grant Fund	4,400,222	3,741,180	3,821,560	3,231,800
Miscellaneous Non-Federal Grants	2,433,270	3,542,500	3,542,500	-0-
Program Total	\$ 11,630,837	\$ 14,726,540	\$ 14,735,600	\$ 8,459,340

Character of Expenditures				
Salaries and Benefits	\$ 784,850	\$ 798,040	\$ 826,020	\$ 553,020
Services	10,808,377	13,920,230	13,899,130	7,901,910
Supplies	37,610	8,270	10,450	4,410
Program Total	\$ 11,630,837	\$ 14,726,540	\$ 14,735,600	\$ 8,459,340

HISTORIC PRESERVATION: This program area documents and preserves significant archaeological sites and historic structures that are impacted by City construction projects. With the Tucson-Pima County Historical Commission, program staff reviews demolition requests and proposed alterations to historic buildings, and assists neighborhoods with National Register of Historic Places' nominations.

Projected Revenue Sources				
General Fund	\$ 362,630	\$ 302,030	\$ 327,240	\$ 309,860
Civic Contributions	11,600	-0-	-0-	-0-
Community Development Block Grant	50,430	59,770	59,770	284,450
HOME Investment Partnerships	423	19,920	240	-0-
Other Federal Grants	29,057	-0-	-0-	-0-
Program Total	\$ 454,140	\$ 381,720	\$ 387,250	\$ 594,310

HOUSING and COMMUNITY DEVELOPMENT

Historic Preservation (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 313,490	\$ 365,830	\$ 342,070	\$ 326,860
Services	132,681	12,390	41,680	263,950
Supplies	7,969	3,500	3,500	3,500
Program Total	\$ 454,140	\$ 381,720	\$ 387,250	\$ 594,310

HOPE VI and DEPOT PLAZA/MARTIN LUTHER KING REVITALIZATION: HOPE VI is a federally-funded program that redevelops facilities to improve the living conditions for public housing residents. The Depot Plaza/Martin Luther King Revitalization program has constructed a new 68 unit Martin Luther King Apartments for elderly and disabled residents downtown and 28 units of elderly and disabled residents housing on Silverbell Road. Public-private partnerships were established to build additional housing both at the Silverbell location and downtown.

Projected Revenue Sources				
Miscellaneous Housing Grant Fund	\$ 361,805	\$ -0-	\$ -0-	\$ -0-
Public Housing (AMP) Funds	197,425	-0-	93,870	80,000
Program Total	\$ 559,230	\$ -0-	\$ 93,870	\$ 80,000

Character of Expenditures				
Salaries and Benefits	\$ 24,852	\$ -0-	\$ 40,000	\$ -0-
Services	435,546	-0-	50,120	80,000
Supplies	98,832	-0-	3,750	-0-
Program Total	\$ 559,230	\$ -0-	\$ 93,870	\$ 80,000

HOUSING CHOICE VOUCHER PROGRAM (HCV)/SECTION 8: This program area provides rental assistance to eligible low-income individuals and families ensuring that they live in safe, sanitary, and affordable housing. The HCV program currently provides rental assistance to approximately 5,400 households and 32,000 individuals in the greater Pima County area. During the past year, the program distributed over \$34 million of federal housing assistance funding to more than 2,000 participating property owners.

Projected Revenue Sources				
Community Development Block Grant	\$ 1,365	\$ -0-	\$ 12,090	\$ 15,620
Miscellaneous Housing Grant Fund	456,928	497,480	360,210	420,720
Non-Federal Grants	272,181	328,280	285,840	333,610
Public Housing (AMP) Funds	131,442	69,000	69,000	63,120
Public Housing Section 8 Fund	35,995,447	36,988,910	36,988,910	37,747,500
Program Total	\$ 36,857,363	\$ 37,883,670	\$ 37,716,050	\$ 38,580,570

HOUSING and COMMUNITY DEVELOPMENT

Housing Choice Voucher Program (HCV)/Section 8 (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 2,525,670	\$ 2,849,200	\$ 2,858,770	\$ 2,403,400
Services	34,115,450	34,834,590	34,670,300	35,988,680
Supplies	195,138	199,880	186,980	188,490
Equipment	21,105	-0-	-0-	-0-
Program Total	\$ 36,857,363	\$ 37,883,670	\$ 37,716,050	\$ 38,580,570

PLANNING and COMMUNITY DEVELOPMENT ADMINISTRATION: This program area administers and provides financial support to the Community Development, Contracts, and Historic Preservation program areas.

Projected Revenue Sources				
General Fund	\$ 224,382	\$ 224,390	\$ 222,860	\$ 235,680
Community Development Block Grant	325,223	288,500	288,500	147,590
HOME Investment Partnerships	122,633	156,610	156,610	199,360
Miscellaneous Housing Grant Fund	4,212	8,880	8,880	-0-
Program Total	\$ 676,450	\$ 678,380	\$ 676,850	\$ 582,630

Character of Expenditures				
Salaries and Benefits	\$ 395,369	\$ 510,670	\$ 509,140	\$ 416,260
Services	169,806	129,110	129,110	129,270
Supplies	75,192	38,600	38,600	37,100
Equipment	36,083	-0-	-0-	-0-
Program Total	\$ 676,450	\$ 678,380	\$ 676,850	\$ 582,630

PLANNING and REVITALIZATION: This program area provides policy and implementation support for the longer range planning revitalization efforts in the community, including the General Plan, neighborhood and area planning, redevelopment planning, regional growth and planning affordable housing initiatives, and infill development.

Projected Revenue Sources				
General Fund	\$ 388,816	\$ 556,070	\$ 549,320	\$ 425,170
Community Development Block Grant	18,282	-0-	-0-	-0-
HOME Investment Partnerships	21,523	10,980	10,980	-0-
Program Total	\$ 428,621	\$ 567,050	\$ 560,300	\$ 425,170

Character of Expenditures				
Salaries and Benefits	\$ 376,430	\$ 490,650	\$ 483,910	\$ 400,300
Services	10,923	11,150	11,140	18,670
Supplies	41,268	65,250	65,250	6,200
Program Total	\$ 428,621	\$ 567,050	\$ 560,300	\$ 425,170

HOUSING and COMMUNITY DEVELOPMENT

PUBLIC HOUSING PROGRAM: This program area maintains a permanent stock of affordable housing. The department owns and operates 1,505 units of public housing that provide housing for the elderly and disabled persons, and for families. Four apartment complexes provide housing for the elderly and disabled persons: Tucson House, Craycroft Towers, Lander Garden Apartments, and the Martin Luther King Apartments. Family housing is scattered over 500 sites, from single-family homes to medium-sized apartment complexes.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 235,067	\$ -0-	\$ -0-	\$ -0-
Non-PHA Asset Management	-0-	-0-	-0-	667,990
Public Housing (AMP) Funds	11,507,671	13,194,470	12,227,830	12,637,580
Public Housing Section 8 Fund	17,304	15,040	-0-	-0-
Program Total	\$ 11,760,042	\$ 13,209,510	\$ 12,227,830	\$ 13,305,570
Character of Expenditures				
Salaries and Benefits	\$ 3,453,300	\$ 4,109,950	\$ 4,128,010	\$ 4,286,080
Services	7,456,655	8,579,250	7,358,330	8,110,660
Supplies	828,614	520,310	721,460	908,830
Equipment	21,473	-0-	20,030	-0-
Program Total	\$ 11,760,042	\$ 13,209,510	\$ 12,227,830	\$ 13,305,570

TECHNICAL SUPPORT and NEIGHBORHOOD SERVICES: This program area provides technical assistance to the department by conducting specialized research, Geographic Information System (GIS) and census analysis in support of program and planning initiatives. This area also provides services to neighborhood associations in the following: mailing assistance, guidance through workshops, and maintenance of a web page and provision of equipment for neighborhood clean-ups.

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 214,080
Community Development Block Grant	-0-	-0-	-0-	87,560
HOME Investment Partnerships	-0-	-0-	-0-	37,680
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 339,320
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 199,160
Services	-0-	-0-	-0-	79,060
Supplies	-0-	-0-	-0-	61,100
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 339,320

HOUSING and COMMUNITY DEVELOPMENT

TENANT SERVICES: This program uses federal grants to help public housing tenants achieve greater financial independence. The Family Self-Sufficiency program combines housing assistance with counseling and education over a five-year period to help families reach economic independence. The Resident Opportunities for Self-Sufficiency program provides services to the elderly and families.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Community Development Block Grant	\$ 20,000	\$ 20,000	\$ 20,000	\$ 11,400
Miscellaneous Housing Grant Fund	47,360	68,000	126,970	167,230
Public Housing (AMP) Funds	82,522	91,970	91,970	104,020
Public Housing Section 8 Fund	97,373	94,520	157,560	138,000
Program Total	\$ 247,255	\$ 274,490	\$ 396,500	\$ 420,650
Character of Expenditures				
Salaries and Benefits	\$ 132,175	\$ 171,170	\$ 272,800	\$ 251,060
Services	110,680	98,720	117,320	164,590
Supplies	4,400	4,600	6,380	5,000
Program Total	\$ 247,255	\$ 274,490	\$ 396,500	\$ 420,650

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Community Services Administrator	1.00	1.00	1.00	1.00
Staff Assistant	4.00	4.00	4.00	4.00
Executive Assistant	-0-	-0-	1.00	1.00
Secretary	1.00	1.00	-0-	-0-
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	-0-	-0-
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	12.00	12.00	11.00	11.00
Asset Management				
Custodian	0.50	0.50	0.50	0.50
Program Total	0.50	0.50	0.50	0.50
Code Enforcement				
Community Services Administrator	1.00	1.00	1.00	1.00
Inspection Supervisor	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Code Inspector	20.00	20.00	20.00	20.00
Residential Rehabilitation Inspector Estimator	-0-	-0-	1.00	1.00
Environmental Services Supervisor	1.00	-0-	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	5.00
Program Total	32.00	31.00	32.00	32.00

HOUSING and COMMUNITY DEVELOPMENT

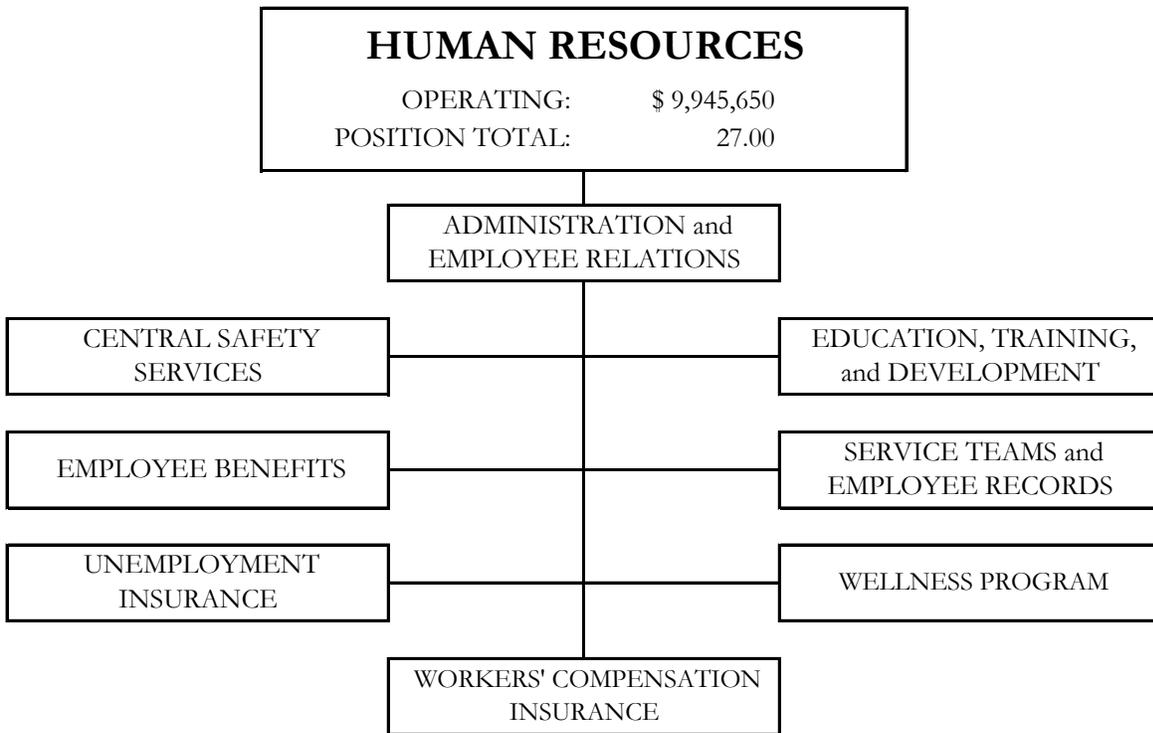
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Community Development				
Community Services Manager	2.00	2.00	2.00	2.00
Community Services Project Supervisor	2.00	2.00	2.00	2.00
Rehabilitation Inspector/Estimator Supervisor	-0-	1.00	1.00	-0-
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	7.00	7.00	7.00	6.00
Facilities Project Coordinator	1.00	1.00	1.00	1.00
Program Total	13.00	14.00	14.00	12.00
Contracts				
Principal Planner	1.00	1.00	1.00	-0-
Community Services Project Supervisor	-0-	-0-	-0-	1.00
Community Services Project Coordinator	8.00	8.00	8.00	5.00
Administrative Assistant	1.00	1.00	1.00	-0-
Program Total	10.00	10.00	10.00	6.00
Historic Preservation				
Historic Preservation Planner	1.00	1.00	1.00	1.00
Lead Planner	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
HOPE VI and Depot Plaza/Martin Luther King Revitalization				
Community Services Project Supervisor	1.00	-0-	1.00	-0-
Program Total	1.00	-0-	1.00	-0-
Housing Choice Voucher/Section 8 Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services Manager	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Housing Quality Standards Supervisor	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Principal Accountant	-0-	-0-	1.00	1.00
Principal Accountant/Auditor	1.00	1.00	-0-	-0-
Senior Accountant	-0-	-0-	2.00	2.00
Senior Accountant/Auditor	2.00	2.00	-0-	-0-
Housing Assistance Supervisor	3.00	3.00	3.00	4.00
Housing Quality Standards Inspector	6.00	6.00	6.00	5.00
Administrative Assistant	3.00	3.00	3.00	3.00
Housing Services Agent	15.00	15.00	15.00	14.00
Customer Service Representative	2.00	2.00	2.00	1.00
Customer Service Clerk	3.00	3.00	3.00	3.00
Office Assistant	2.00	2.00	2.00	-0-
Program Total	42.00	42.00	42.00	38.00

HOUSING and COMMUNITY DEVELOPMENT

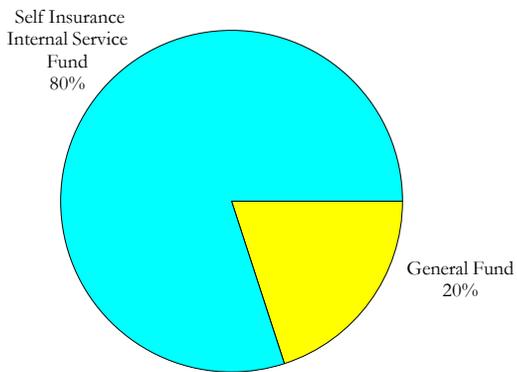
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Planning and Community Development				
Administration				
Community Services Administrator	1.00	1.00	1.00	1.00
Principal Accountant	-0-	-0-	1.00	1.00
Principal Accountant/Auditor	1.00	1.00	-0-	-0-
Senior Accountant	-0-	-0-	3.00	3.00
Senior Accountant/Auditor	3.00	3.00	-0-	-0-
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Program Total	8.00	8.00	8.00	8.00
Planning and Revitalization				
Principal Planner	1.00	1.00	1.00	1.00
Lead Planner	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	2.00	2.00	2.00	1.00
Housing Assistance/Outreach Coordinator	1.00	1.00	1.00	1.00
Program Total	6.00	6.00	6.00	5.00
Public Housing Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services Manager	1.00	1.00	-0-	-0-
Housing Asset Manager	-0-	-0-	1.00	1.00
Principal Accountant	-0-	-0-	1.00	1.00
Principal Accountant/Auditor	1.00	1.00	-0-	-0-
Community Services Project Supervisor	-0-	1.00	1.00	1.00
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Residential Property Manager	-0-	-0-	6.00	6.00
Senior Accountant	-0-	-0-	2.00	2.00
Senior Accountant/Auditor	2.00	2.00	-0-	-0-
Community Services Project Coordinator	9.00	9.00	1.00	1.00
Housing Field Operations Coordinator	-0-	-0-	2.00	2.00
Housing Field Operations Supervisor	2.00	2.00	-0-	-0-
Lead Housing Technician	17.00	17.00	17.00	17.00
Locksmith	1.75	1.75	1.75	1.75
Physical Plant Operator	2.00	2.00	2.00	2.00
Accountant	1.00	1.00	-0-	-0-
Bookkeeper	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Housing Services Agent	10.00	10.00	10.00	10.00
Housing Technician	5.00	5.00	5.00	5.00

Public Housing Program (Continued)

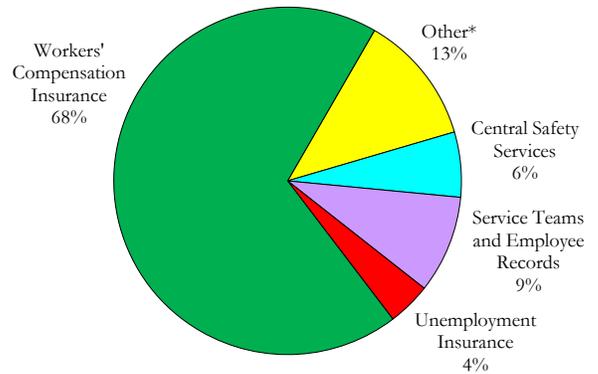
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Senior Storekeeper	1.00	1.00	1.00	1.00
Customer Service Representative	4.00	4.00	4.00	5.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Customer Service Clerk	2.00	2.00	2.00	1.00
Custodian	2.00	2.00	2.00	2.00
Office Assistant	4.00	4.00	4.00	2.00
Program Total	68.75	69.75	68.75	66.75
Technical Support and Neighborhood Services				
Principal Planner	-0-	-0-	-0-	1.00
Community Services Project Coordinator	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	2.00
Tenant Services				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Housing Services Agent	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
Department Total	201.25	201.25	201.25	189.25



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration and Employee Relations (4%), Employee Benefits (4%), Education, Training and Development (3%), and Wellness Program (2%).

HUMAN RESOURCES

MISSION STATEMENT: 1) To provide exceptional customer service; 2) To be innovative business partners, ensuring fair practices that promote the organization's goals; and 3) To support the City's most valuable resource; the competent employees who serve the community.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration and Employee Relations	4.00	4.00	2.50	2.00
Central Safety Services	3.00	3.00	3.00	3.00
Education, Training, and Development	2.00	2.00	2.00	2.00
Employee Benefits	3.00	3.00	3.00	3.00
Service Teams and Employee Records	11.00	11.00	11.00	11.00
Wellness Program	1.00	1.00	1.00	1.00
Workers' Compensation Insurance	3.00	3.00	4.00	5.00
Department Total	27.00	27.00	26.50	27.00
TOTAL BUDGET				
Operating	\$ 14,074,869	\$ 9,705,320	\$ 9,518,850	\$ 9,945,650
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,972,539	\$ 2,069,580	\$ 1,980,780	\$ 2,355,590
Services	12,022,963	7,481,940	7,457,880	7,503,960
Supplies	79,367	141,800	80,190	86,100
Equipment	-0-	12,000	-0-	-0-
Department Total	\$ 14,074,869	\$ 9,705,320	\$ 9,518,850	\$ 9,945,650
FUNDING SOURCES				
General Fund	\$ 1,706,502	\$ 1,766,520	\$ 1,754,760	\$ 2,021,700
Civic Contribution Fund	10,630	-0-	-0-	-0-
Self Insurance Internal Service Fund	12,357,737	7,938,800	7,764,090	7,923,950
Department Total	\$ 14,074,869	\$ 9,705,320	\$ 9,518,850	\$ 9,945,650

SIGNIFICANT CHANGES: GENERAL FUND

The General Fund adopted operating budget for Fiscal Year 2013 of \$2,021,700 reflects an increase of \$255,180 from the Fiscal Year 2012 Adopted Budget. Changes include:

Increase in pension costs, medical insurance, and employee benefits	\$ 268,270
Temporary staff and miscellaneous other adjustments	42,710
Reductions in office supplies, printing, postage, and software	(55,800)
Total	\$ 255,180

HUMAN RESOURCES

SIGNIFICANT CHANGES: RISK MANAGEMENT FUND

The Risk Management Fund adopted operating budget for Fiscal Year 2013 of \$7,923,950 reflects a decrease of \$14,850 from the Fiscal Year 2012 Adopted Budget. Changes include:

Miscellaneous adjustments \$ (14,850)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Manage the employee selection process.				
• Process applications for City positions	8,500	10,000	13,520	15,000
• Vacancies posted	150	150	270	300
• Candidates hired	390	390	290	280
• Average days to fill	65	65	68	40
Enhance employee skills through City supported training, education and development.				
• Number of formal learning event completions including participation in classroom courses, workshops, online courses, and webinars	2,000	3,500	1,300	2,000
• Number of professional development event completions including coaching sessions, performance management activities, focus groups, strategic projects and collaborative processes	400	500	820	1,000
• Number of credits reimbursed through Tuition Reimbursement	1,100	1,100	1,000	1,100

OPERATING PROGRAMS

ADMINISTRATION and EMPLOYEE RELATIONS: This program area provides administrative support to all program areas in Human Resources, including budgeting, compliance and process. Staff is responsible for support of the Civil Service Commission, grievance process, and labor agreements. Human Resources' Administration also has responsibility for oversight of the Tucson Supplemental Retirement System, whose staff and expenditures are budgeted and presented separately under Pension Services.

Projected Revenue Sources

General Fund	\$ 474,747	\$ 447,550	\$ 477,780	\$ 421,260
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Administration and Employee Relations (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 340,957	\$ 302,280	\$ 336,960	\$ 325,820
Services	81,318	76,470	83,860	79,840
Supplies	52,472	68,800	56,960	15,600
Program Total	\$ 474,747	\$ 447,550	\$ 477,780	\$ 421,260

CENTRAL SAFETY SERVICES: This program area is responsible for compliance and education of employees on the practices and procedures for a safe and healthful work environment. It provides training, monitoring, and updating of work practices.

Projected Revenue Sources

Interdepartmental Charges	\$ 415,411	\$ 590,000	\$ 430,000	\$ 590,840
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Character of Expenditures

Salaries and Benefits	\$ 285,275	\$ 258,640	\$ 218,590	\$ 271,480
Services	111,689	277,160	197,350	277,160
Supplies	18,447	42,200	14,060	42,200
Equipment	-0-	12,000	-0-	-0-
Program Total	\$ 415,411	\$ 590,000	\$ 430,000	\$ 590,840

EDUCATION, TRAINING, and DEVELOPMENT: This program area provides training and education to employees in both classroom and technology-based learning environments. Training is based upon learner needs and organizational goals to enhance employee on-the-job performance.

Projected Revenue Sources

General Fund	\$ 246,176	\$ 296,870	\$ 275,390	\$ 291,930
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Character of Expenditures

Salaries and Benefits	\$ 153,769	\$ 162,260	\$ 156,740	\$ 175,690
Services	92,407	130,610	114,650	116,240
Supplies	-0-	4,000	4,000	-0-
Program Total	\$ 246,176	\$ 296,870	\$ 275,390	\$ 291,930

EMPLOYEE BENEFITS: This program area provides all employees and retirees with information, services, and administration of the health, dental, disability, life, and voluntary insurance programs.

Projected Revenue Sources

General Fund	\$ 215,556	\$ 263,840	\$ 254,710	\$ 413,720
Civic Contribution Fund	10,630	-0-	-0-	-0-
Program Total	\$ 226,186	\$ 263,840	\$ 254,710	\$ 413,720

HUMAN RESOURCES

Employee Benefits (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 194,826	\$ 215,600	\$ 209,490	\$ 360,120
Services	24,723	43,240	42,900	47,100
Supplies	6,637	5,000	2,320	6,500
Program Total	\$ 226,186	\$ 263,840	\$ 254,710	\$ 413,720

SERVICE TEAMS and EMPLOYEE RECORDS: This program area is responsible for citywide employee recruitment and testing, workplace policy development and implementation, and the maintenance of employee records.

Projected Revenue Sources

General Fund	\$ 770,023	\$ 758,260	\$ 746,880	\$ 894,790
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Character of Expenditures

Salaries and Benefits	\$ 759,723	\$ 751,990	\$ 740,940	\$ 879,370
Services	10,300	6,270	5,940	15,420
Program Total	\$ 770,023	\$ 758,260	\$ 746,880	\$ 894,790

UNEMPLOYMENT INSURANCE: This program area manages, reviews, monitors and pays former City staff unemployment claims according to policies, statutes, and best practices.

Projected Revenue Sources

Interdepartmental Charges	\$ 353,661	\$ 430,000	\$ 430,000	\$ 430,000
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Character of Expenditures

Services	\$ 353,661	\$ 430,000	\$ 430,000	\$ 430,000
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WELLNESS PROGRAM: This program area develops and implements programming for City employees and retirees with the goal of reducing claims and positively impacting employee well-being.

Projected Revenue Sources

Interdepartmental Charges	\$ -0-	\$ 113,360	\$ 80,790	\$ 132,540
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Character of Expenditures

Salaries and Benefits	\$ -0-	\$ 79,160	\$ 69,190	\$ 78,340
Services	-0-	14,600	9,400	34,600
Supplies	-0-	19,600	2,200	19,600
Program Total	\$ -0-	\$ 113,360	\$ 80,790	\$ 132,540

WORKERS' COMPENSATION INSURANCE: This program area manages, reviews, monitors and pays City staff workers' compensation claims according to policies, statutes, and best practices.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Interdepartmental Charges	\$ 11,587,722	\$ 6,805,440	\$ 6,823,300	\$ 6,770,570
Character of Expenditures				
Salaries and Benefits	\$ 237,987	\$ 299,650	\$ 248,870	\$ 264,770
Services	11,347,923	6,503,590	6,573,780	6,503,600
Supplies	1,812	2,200	650	2,200
Program Total	\$ 11,587,722	\$ 6,805,440	\$ 6,823,300	\$ 6,770,570

SHORT-TERM DISABILITY: This benefit is no longer provided.

Projected Revenue Sources				
Interdepartmental Charges	\$ 943	\$ -0-	\$ -0-	\$ -0-
Character of Expenditures				
Services	\$ 943	\$ -0-	\$ -0-	\$ -0-

POSITION RESOURCES

Administration and Employee Relations

Director	1.00	1.00	1.00	1.00
Human Resources Administrator	1.00	0.50	-0-	-0-
Employee Relations Specialist	1.00	1.00	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Senior Account Clerk	-0-	0.50	0.50	-0-
Program Total	4.00	4.00	2.50	2.00

Central Safety Services

Human Resources Manager	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	2.00	2.00	2.00
Program Total	3.00	3.00	3.00	3.00

Education, Training, and Development

Training Development and ADA Coordinator	-0-	-0-	1.00	1.00
Lead Human Resources Analyst	2.00	2.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00

Employee Benefits

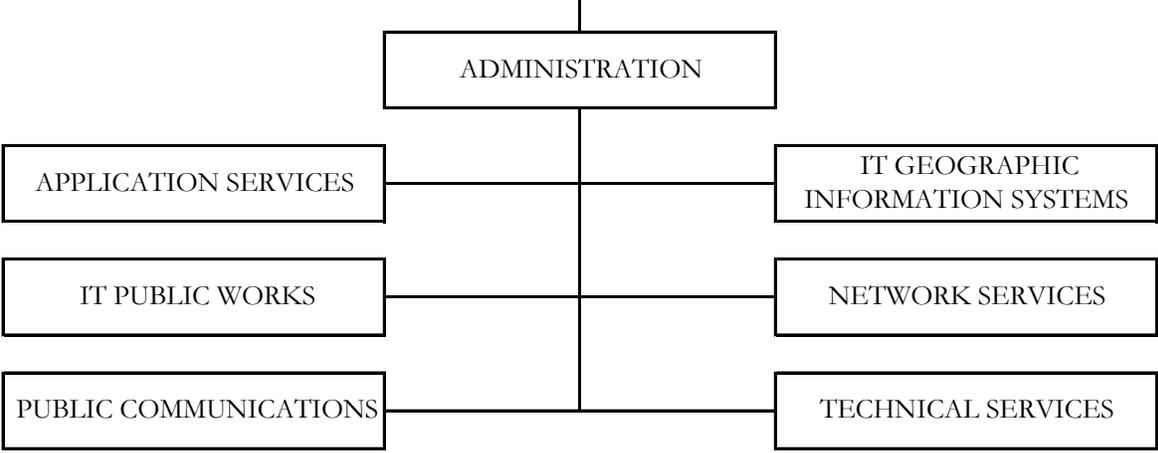
Benefits Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Insurance Clerk	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00

HUMAN RESOURCES

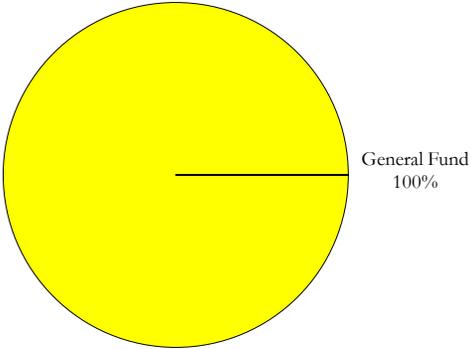
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Service Teams and Employee Records				
Human Resources Administrator	2.00	2.00	2.00	2.00
Lead Human Resources Analyst	5.00	5.00	5.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00
Human Resources Technician	3.00	3.00	3.00	4.00
Program Total	11.00	11.00	11.00	11.00
Wellness Program				
Risk Management Specialist	1.00	1.00	1.00	1.00
Program Total	1.00	1.00	1.00	1.00
Workers' Compensation Insurance				
Management Analyst	-0-	-0-	-0-	1.00
Lead Medical Leave Specialist	-0-	-0-	1.00	1.00
Employee Relations Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	3.00	3.00	4.00	5.00
Department Total	27.00	27.00	26.50	27.00

INFORMATION TECHNOLOGY

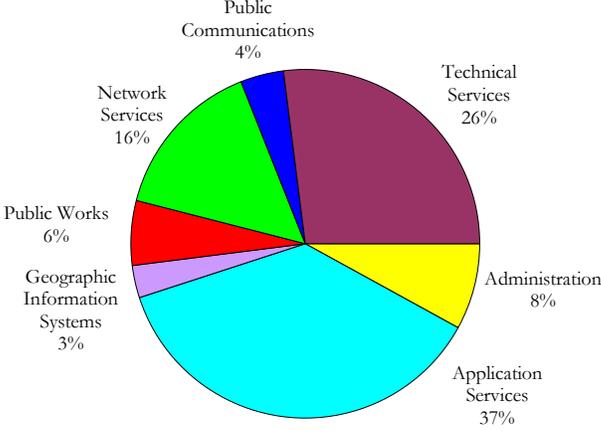
OPERATING: \$ 18,660,810
 POSITION TOTAL: 112.50



FINANCING PLAN



PROGRAM ALLOCATION



INFORMATION TECHNOLOGY

MISSION STATEMENT: To lead in the delivery of innovative technology for effective government services in collaboration with City departments.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	10.00	9.00	9.00	10.00
Application Services	34.00	34.00	35.00	35.00
IT Geographic Information Systems (GIS) Services	4.00	4.00	4.00	4.00
IT Public Works	15.00	15.00	14.00	14.00
Network Services	14.00	14.00	14.00	14.00
Public Communications	6.50	6.50	6.50	6.50
Technical Services	28.00	28.00	29.00	29.00
Department Total	111.50	110.50	111.50	112.50
 TOTAL BUDGET				
Operating	\$ 15,930,454	\$ 16,649,380	\$ 15,878,630	\$ 18,660,810
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 9,828,432	\$ 10,264,260	\$ 8,290,890	\$ 10,302,860
Services	5,236,644	4,968,830	5,819,180	6,073,080
Supplies	346,676	478,090	825,220	456,680
Equipment	518,702	543,330	943,340	1,828,190
Grant Capacity	-0-	394,870	-0-	-0-
Department Total	\$ 15,930,454	\$ 16,649,380	\$ 15,878,630	\$ 18,660,810
 FUNDING SOURCES				
General Fund	\$ 15,930,454	\$ 16,254,510	\$ 15,878,630	\$ 18,660,810
Non-Federal Grants Fund	-0-	94,870	-0-	-0-
Other Federal Grants Fund	-0-	300,000	-0-	-0-
Department Total	\$ 15,930,454	\$ 16,649,380	\$ 15,878,630	\$ 18,660,810

INFORMATION TECHNOLOGY

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$18,660,810 reflects an increase of \$2,011,430 from the Fiscal Year 2012 Adopted budget. Changes include:

Increase in network and data center equipment for upgrade or replacements to the enterprise systems	\$ 1,284,860
Increased contracted software maintenance costs and anticipated software upgrade purchases	1,104,250
Personnel costs	38,600
Decrease in anticipated expenditure for supplies	(21,410)
Elimination of grant capacity	(394,870)
Total	<u>\$ 2,011,430</u>

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Ensure that supported applications are available to internal customers during scheduled business hours, and to the public on a highly available basis.				
• Number of interruptions of service during which the user cannot access the service to perform their work	350	350	414	350
• Number of single points of failure which stop business functionality in the IT organization	20	22	58	40
• Percentage of production hardware on a maintenance contract	96%	96%	61%	70%
Protect and secure all City data and systems.				
• Number of computers infected with a virus which can cause a loss of 1.5-2.0 days of productivity	325	325	113	150
Increase the leverage of IT investments.				
• Percentages of personal computers with supported operating systems and browsers	50%	50%	70%	90%
• Percent of web pages which can be maintained by the end users	94%	99%	82%	90%
• Percent of problems and requests resolved on the first call to the Service Desk	20%	20%	15%	50%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides executive management, administrative support and facilities management to the entire department. Key responsibilities include grant pre-approval; technology investments; standards enforcement; and organizational design.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 1,399,452	\$ 1,441,130	\$ 1,328,560	\$ 1,533,000
Miscellaneous Federal Grants	-0-	300,000	-0-	-0-
Miscellaneous Non-Federal Grants	-0-	94,870	-0-	-0-
Program Total	\$ 1,399,452	\$ 1,836,000	\$ 1,328,560	\$ 1,533,000
Character of Expenditures				
Salaries and Benefits	\$ 836,011	\$ 814,110	\$ 673,040	\$ 938,810
Services	545,619	595,390	624,690	575,780
Supplies	17,822	31,630	30,830	18,410
Grant Capacity	-0-	394,870	-0-	-0-
Program Total	\$ 1,399,452	\$ 1,836,000	\$ 1,328,560	\$ 1,533,000

APPLICATION SERVICES: This program area provides the analysis, development, implementation and on-going support of specific and enterprise software applications that run City business processes, ensuring the performance, availability and stability of those systems. Application Services also provides analysis, development, implementation and on-going support of the applications supporting public safety including Fire and Police dispatch, records, and special functions. City data is designed, managed and controlled within this area which also provides consultation for software purchases and develops application and architectural standards and best practices. In addition, the Application Services area provides design, development, support and maintenance for the City's Internet web sites and promotes increased public information and access to City services.

Projected Revenue Sources				
General Fund	\$ 5,368,167	\$ 5,618,790	\$ 5,038,320	\$ 6,783,780
Character of Expenditures				
Salaries and Benefits	\$ 3,028,348	\$ 3,274,050	\$ 2,633,570	\$ 3,481,970
Services	1,890,687	2,161,920	2,154,790	2,708,760
Supplies	143,851	182,820	185,530	151,220
Equipment	305,281	-0-	64,430	441,830
Program Total	\$ 5,368,167	\$ 5,618,790	\$ 5,038,320	\$ 6,783,780

INFORMATION TECHNOLOGY

IT GEOGRAPHIC INFORMATION SYSTEMS (GIS) SERVICES: This program area helps departments analyze and display their business data in ways that make it easier to convey information and discover patterns that improve their business workflows. Data is made available to both City staff and the public as paper maps, web-based mapping applications, or GIS data files to be used with desktop software. GIS Services administers all GIS software for the City and provides first level support for GIS users within the City; and also coordinates the use and storage of GIS data for all City departments and promotes standards for data and metadata.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 514,553	\$ 516,840	\$ 508,090	\$ 571,200
Character of Expenditures				
Salaries and Benefits	\$ 359,821	\$ 388,100	\$ 376,180	\$ 413,400
Services	106,228	120,820	123,990	130,100
Supplies	48,504	7,920	7,920	21,200
Equipment	-0-	-0-	-0-	6,500
Program Total	\$ 514,553	\$ 516,840	\$ 508,090	\$ 571,200

IT PUBLIC WORKS: This program area provides the analysis, development, implementation and on-going support of the applications supporting the public works departments of Tucson Water, Environmental Services, Transportation, and Planning and Development Services. The Service Desk acts as the contact point for reporting all IT problems and requesting all IT services, and provides technical support via telephone and e-mail.

Projected Revenue Sources				
General Fund	\$ 1,120,191	\$ 1,370,540	\$ 976,810	\$ 1,174,650
Character of Expenditures				
Salaries and Benefits	\$ 937,820	\$ 1,176,740	\$ 784,410	\$ 974,460
Services	178,654	189,300	186,370	180,890
Supplies	3,717	4,500	6,030	19,300
Program Total	\$ 1,120,191	\$ 1,370,540	\$ 976,810	\$ 1,174,650

NETWORK SERVICES: This program area 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. Also, this area directs citywide information and access security practices.

Projected Revenue Sources				
General Fund	\$ 2,229,178	\$ 2,491,000	\$ 2,594,250	\$ 2,834,980
General Fund: Restricted	129,790	232,800	276,000	228,000
Program Total	\$ 2,358,968	\$ 2,723,800	\$ 2,870,250	\$ 3,062,980
Character of Expenditures				
Salaries and Benefits	\$ 1,403,173	\$ 1,567,140	\$ 1,282,310	\$ 1,428,360
Services	835,164	767,290	877,500	721,460
Supplies	46,160	117,710	270,980	46,200
Equipment	74,471	271,660	439,460	866,960
Program Total	\$ 2,358,968	\$ 2,723,800	\$ 2,870,250	\$ 3,062,980

INFORMATION TECHNOLOGY

PUBLIC COMMUNICATIONS: This program area supports the internal and external video communications of all City departments as well as Mayor and Council offices. Tucson's government access TV Channel 12 reaches out to the public with television programming that explains City services by coordinating media activities through the broadcasting of Mayor and Council meetings and the maintenance of a web site with streaming video content affording access to programming for those without cable service.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 1,048,195	\$ 661,410	\$ 653,290	\$ 645,930
Character of Expenditures				
Salaries and Benefits	\$ 750,405	\$ 496,220	\$ 475,910	\$ 475,440
Services	289,043	139,790	151,980	135,740
Supplies	8,747	25,400	25,400	34,750
Program Total	\$ 1,048,195	\$ 661,410	\$ 653,290	\$ 645,930

TECHNICAL SERVICES: This program area ensures a stable and secure computing environment by supporting data center operations and by monitoring and maintaining the servers and storage infrastructure needed to support City applications and services. This program also provides citywide e-mail and calendar support, as well as Customer Services field support which focuses on hardware and software for desktop and mobile computing units.

Projected Revenue Sources				
General Fund	\$ 4,120,928	\$ 3,922,000	\$ 4,503,310	\$ 4,889,270
Character of Expenditures				
Salaries and Benefits	\$ 2,512,854	\$ 2,547,900	\$ 2,065,470	\$ 2,590,420
Services	1,391,249	994,320	1,699,860	1,620,350
Supplies	77,875	108,110	298,530	165,600
Equipment	138,950	271,670	439,450	512,900
Program Total	\$ 4,120,928	\$ 3,922,000	\$ 4,503,310	\$ 4,889,270

POSITION RESOURCES

Administration				
Director	1.00	-0-	-0-	1.00
Deputy Director	1.00	1.00	1.00	1.00
Information Technology (IT) Administrator - Security Certified (SC)	1.00	1.00	1.00	1.00
Lead Storage Backup Administrator - SC	-0-	-0-	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	-0-	-0-
Administrative Assistant	3.00	3.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	10.00	9.00	9.00	10.00

INFORMATION TECHNOLOGY

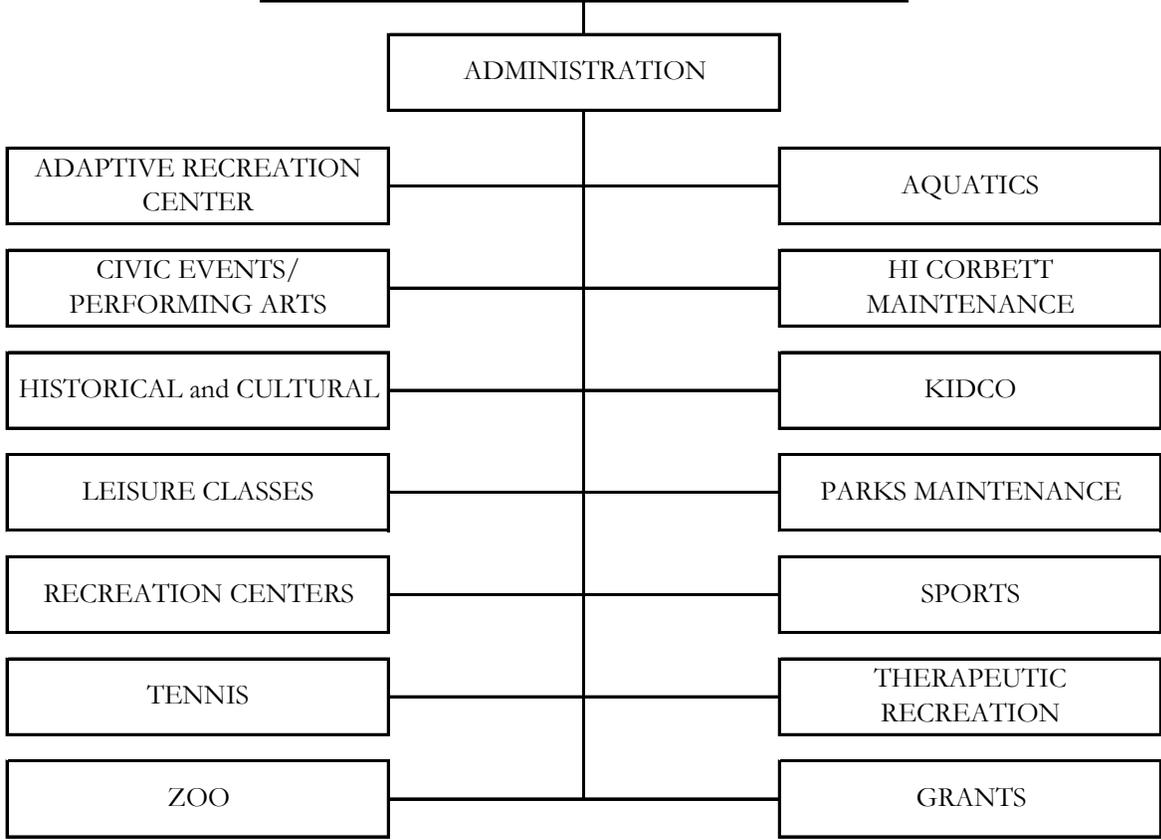
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Application Services				
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	2.00	2.00	1.00	1.00
Lead Data Base Administrator - SC	1.00	1.00	1.00	1.00
IT Manager - SC	2.00	2.00	3.00	3.00
Data Base Administrator - SC	2.00	2.00	2.00	2.00
Data Base Administrator	1.00	1.00	1.00	1.00
Software Engineer - SC	-0-	-0-	1.00	1.00
Software Engineer	1.00	1.00	1.00	1.00
Systems Analyst - SC	12.00	12.00	14.00	14.00
Systems Analyst	9.00	9.00	7.00	7.00
Web Administrator	1.00	1.00	-0-	-0-
Web Development Supervisor - SC	-0-	-0-	1.00	1.00
IT Analyst - SC	1.00	1.00	2.00	2.00
Graphic Arts Specialist	1.00	1.00	-0-	-0-
Program Total	34.00	34.00	35.00	35.00
IT Geographic Information Systems (GIS) Services				
Information Technology Manager - SC	1.00	1.00	1.00	1.00
Data Base Administrator	1.00	1.00	1.00	1.00
GIS Programmer - SC	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
IT Public Works				
Information Technology Administrator - SC	1.00	1.00	1.00	1.00
Information Technology Manager - SC	-0-	-0-	1.00	1.00
Systems Administrator - SC	2.00	2.00	-0-	-0-
Information Technology Supervisor - SC	1.00	1.00	1.00	1.00
Systems Analyst	4.00	4.00	2.00	2.00
Systems Analyst - SC	-0-	-0-	2.00	2.00
Information Technology Analyst - SC	1.00	1.00	1.00	1.00
Information Technology Analyst	1.00	1.00	1.00	1.00
Information Technology Specialist - SC	2.00	2.00	4.00	4.00
Information Technology Specialist	3.00	3.00	1.00	1.00
Program Total	15.00	15.00	14.00	14.00
Network Services				
Information Technology Administrator	1.00	1.00	-0-	-0-
IT Administrator - SC	-0-	-0-	1.00	1.00
Information Technology Manager - SC	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	-0-	-0-
Lead Communications Engineer - SC	-0-	-0-	1.00	1.00
Lead Security Administrator	1.00	1.00	1.00	1.00

Network Services (Continued)

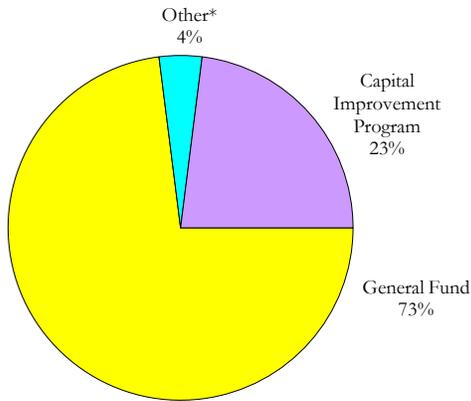
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Telephone Service Coordinator	1.00	1.00	1.00	1.00
Network Engineer - SC	2.00	2.00	4.00	4.00
Network Engineer	-0-	-0-	1.00	1.00
Wide Area Communications Network (WAN) Administrator	3.00	3.00	-0-	-0-
Communications Engineer - SC	1.00	1.00	1.00	1.00
Communications Engineer	1.00	1.00	1.00	1.00
Telephone System Technician	2.00	2.00	2.00	2.00
Program Total	14.00	14.00	14.00	14.00
Public Communications				
Television (TV) Production Manager	1.00	1.00	1.00	1.00
Lead TV Production Specialist	1.00	1.00	-0-	-0-
TV Production Specialist	3.00	3.00	3.00	3.00
TV Program Development Specialist	0.50	0.50	1.50	1.50
TV Production Technician	1.00	1.00	1.00	1.00
Program Total	6.50	6.50	6.50	6.50
Technical Services				
Information Technology Administrator	1.00	1.00	-0-	-0-
IT Administrator - SC	-0-	-0-	1.00	1.00
Information Technology Manager - SC	1.00	1.00	1.00	1.00
Information Technology Manager	2.00	2.00	1.00	1.00
Lead Systems Analyst	1.00	1.00	1.00	1.00
Systems Administrator - SC	5.00	5.00	9.00	9.00
Systems Administrator	5.00	5.00	3.00	3.00
Information Technology Analyst - SC	-0-	-0-	1.00	1.00
Information Technology Specialist - SC	3.00	3.00	3.00	3.00
Information Technology Specialist	5.00	5.00	4.00	4.00
Computer Operator	5.00	5.00	5.00	5.00
Program Total	28.00	28.00	29.00	29.00
Department Total	111.50	110.50	111.50	112.50

PARKS and RECREATION

OPERATING:	\$ 41,881,010
CAPITAL:	12,253,200
TOTAL:	<u>\$ 54,134,210</u>
POSITION TOTAL:	<u>500.00</u>

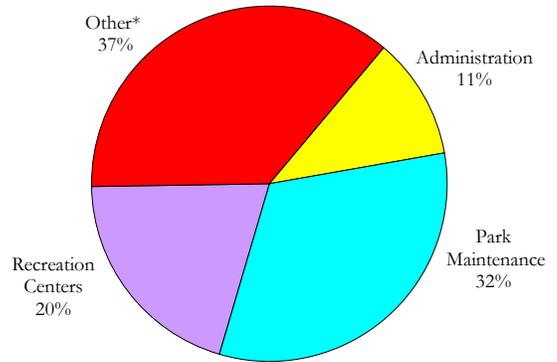


FINANCING PLAN



*Other includes Civic Contributions Fund (2%), Non-Federal Grants (1%), and Other Federal Grants (1%).

PROGRAM ALLOCATION



*Other includes Zoo (8%), Aquatics (7%), Grants (6%), KIDCO (5%), Adaptive Recreation Center (2%), Civic Events/Performing Arts (2%), Hi Corbett Maintenance (2%), Leisure Classes (2%), Sports (2%), Therapeutic Recreation (1%), Historical and Cultural (<1%), and Tennis (<1%).

PARKS and RECREATION

MISSION STATEMENT: To provide a park system offering high quality facilities, programs and services for Tucsonans of all ages and abilities.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	52.00	49.00	44.00	40.00
Adaptive Recreation Center	18.00	18.00	18.00	18.00
Aquatics	44.50	42.50	42.50	45.00
Civic Events/Performing Arts	9.25	6.75	8.75	8.75
Hi Corbett Maintenance	6.00	5.00	5.00	8.00
Historical and Cultural	-0-	-0-	-0-	1.00
KIDCO	127.75	78.00	77.00	77.00
Leisure Classes	17.25	17.25	20.75	17.75
Parks Maintenance	133.00	118.00	116.00	116.00
Recreation Centers	109.25	91.25	93.75	91.25
Sports	7.50	6.00	6.00	6.00
Therapeutic Recreation	15.50	15.50	15.50	15.50
Zoo	36.00	43.00	43.00	44.00
Grants	9.75	9.75	9.75	11.75
Department Total	585.75	500.00	500.00	500.00
 TOTAL BUDGET				
Operating	\$ 39,641,149	\$ 41,046,330	\$ 38,532,170	\$ 41,881,010
Capital	11,496,409	14,151,580	10,131,380	12,253,200
Department Total	\$ 51,137,558	\$ 55,197,910	\$ 48,663,550	\$ 54,134,210
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 21,636,127	\$ 22,735,020	\$ 21,963,450	\$ 24,051,230
Services	14,396,124	12,737,090	13,162,490	12,416,510
Supplies	2,826,868	3,189,520	2,754,260	3,026,120
Equipment	121,745	16,500	22,930	-0-
Grant Capacity	660,285	2,368,200	629,040	2,387,150
Operating Total	\$ 39,641,149	\$ 41,046,330	\$ 38,532,170	\$ 41,881,010
Capital Improvement Program	11,496,409	14,151,580	10,131,380	12,253,200
Department Total	\$ 51,137,558	\$ 55,197,910	\$ 48,663,550	\$ 54,134,210

PARKS and RECREATION

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
FUNDING SOURCES				
General Fund ¹	\$ 38,980,864	\$ 38,696,570	\$ 37,903,130	\$ 39,818,860
Civic Contributions Fund	109,132	687,200	89,190	967,670
Non-Federal Grants	91,693	964,350	60,810	421,900
Other Federal Grants	459,460	698,210	479,040	672,580
Operating Total	\$ 39,641,149	\$ 41,046,330	\$ 38,532,170	\$ 41,881,010
Capital Improvement Program ¹	11,496,409	14,151,580	10,131,380	12,253,200
Department Total	\$ 51,137,558	\$ 55,197,910	\$ 48,663,550	\$ 54,134,210

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$41,881,010 reflects an increase of \$834,680 from the Fiscal Year 2012 Adopted Budget. Changes include:

Safety (electrical)/security needs at Presidio Plaza and athletic fields	\$ 500,000
Operational capacity for personnel and non-personnel costs to reopen six pools	311,000
Operational capacity for the Zoo African Expansion offset by increased admission fees	231,160
Operational capacity for University of Arizona contract at Hi Corbett offset by revenues	30,000
Miscellaneous personnel cost savings including public liability insurance decrease	(225,300)
Total	\$ 834,680

DEPARTMENT MEASURES of PERFORMANCE

Provide age-appropriate leisure activities to increase socialization, wellness, arts, aquatics, and environmental benefits.

• Courses offered	2,261	2,520	2,400	2,390
• Courses completed	1,649	2,010	2,070	2,060
• Courses registration	21,808	24,110	21,340	21,300
• Courses revenues	\$ 1,439,025	\$ 1,755,000	\$ 1,634,310	\$ 1,632,370

Provide, operate, and maintain recreation center facilities for various programs and activities.

• Pass holders	8,583	10,870	8,640	7,780
• Drop-ins	161,375	162,730	164,010	156,980
• Revenues (excludes rentals)	\$ 639,018	\$ 655,070	\$ 657,740	\$ 588,660
• Facilities rentals	1,154	3,060	1,390	1,290
• Facilities rentals revenue	\$ 86,290	\$ 114,740	\$ 98,280	\$ 92,900

¹The total General Fund budgeted is \$39,931,460. There is \$39,818,860 in the operating budget and \$112,600 in the capital improvement program.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provide safe, clean, and well maintained parks, athletic fields, and special places.				
• Increase number of Park Facility Rentals				
◇ Facilities rentals	47,352	47,260	55,270	51,950
◇ Facilities rental revenues	\$ 617,230	\$ 572,220	\$ 662,880	\$ 622,900
Attract visitors to Reid Park Zoo promoting education and preservation programs and a safe fun experience.				
• Total number of admissions	468,870	488,030	553,980	631,540
• Total revenues collected	\$ 1,466,138	\$ 1,516,000	\$ 1,736,280	\$ 1,916,250

OPERATING PROGRAMS

ADMINISTRATION: This program area 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 services and facilities throughout the system. Administrative functions include the Director's Office, Capital Planning and Development, and Management Support Services (e.g., human resources, information technology, accounting, reservation/registration services, environmental management and safety). The administration program area also includes the oversight and supervision of the two outlying geographic districts and specialized services.

Projected Revenue Sources

General Fund	\$ 5,093,272	\$ 5,158,350	\$ 4,937,190	\$ 4,707,670
Miscellaneous Revenue	235,001	40,850	47,580	68,600
Program Total	\$ 5,328,273	\$ 5,199,200	\$ 4,984,770	\$ 4,776,270

Character of Expenditures

Salaries and Benefits	\$ 3,409,220	\$ 3,678,560	\$ 3,502,060	\$ 3,516,080
Services	1,732,859	1,366,150	1,333,220	1,126,980
Supplies	186,194	154,490	149,490	133,210
Program Total	\$ 5,328,273	\$ 5,199,200	\$ 4,984,770	\$ 4,776,270

ADAPTIVE RECREATION CENTER: This program area consists of a specialized recreation center with two heated pools which provide year-round service to both Tucsonans and visitors from surrounding areas. The outdoor pool offers lap swimming, recreational swimming and a walking track. The indoor therapeutic pool (heated to 92 degrees) offers structured programs for arthritis and recovering stroke patients and also serves the needs of others with all degrees of ability.

Projected Revenue Sources

General Fund	\$ 452,825	\$ 528,020	\$ 563,250	\$ 585,900
Adaptive Recreation Center Fees	140,155	165,400	140,180	126,500
Program Total	\$ 592,980	\$ 693,420	\$ 703,430	\$ 712,400

PARKS and RECREATION

Adaptive Recreation Center (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 363,361	\$ 459,850	\$ 445,860	\$ 453,340
Services	215,340	225,640	249,640	244,650
Supplies	14,279	7,930	7,930	14,410
Program Total	\$ 592,980	\$ 693,420	\$ 703,430	\$ 712,400

AQUATICS: This program area serves to provide safe, clean swimming facilities and opportunities for pool patrons. Leisure classes, swimming lessons for children and adults, synchronized and competitive swimming, fitness training and recreational and lap swimming are major components of this program. Lifeguarding and Water Safety Instruction (WSI) are offered leading to job opportunities for youth ages 15 and above. The Adaptive Recreation Center, Catalina, Sunnyside, and Clements Pools provide year-round swimming. Amphi, Archer, Fort Lowell, El Pueblo, Quincie Douglas and Udall Pools are open April through November 15. Six of the seventeen seasonal pools will operate during the nine-week summer season as a result of additional City funding and private sector donations.

Projected Revenue Sources

General Fund	\$ 2,565,919	\$ 2,562,160	\$ 2,572,330	\$ 2,623,960
Programs and Miscellaneous Revenue	90,757	78,530	104,620	97,290
Swimming Pool Admissions	117,247	198,000	134,060	134,000
Program Total	\$ 2,773,923	\$ 2,838,690	\$ 2,811,010	\$ 2,855,250

Character of Expenditures

Salaries and Benefits	\$ 1,570,011	\$ 1,466,310	\$ 1,559,350	\$ 1,614,980
Services	561,318	748,620	599,620	576,380
Supplies	642,594	623,760	652,040	663,890
Program Total	\$ 2,773,923	\$ 2,838,690	\$ 2,811,010	\$ 2,855,250

CIVIC EVENTS/PERFORMING ARTS: This program area provides equipment and technical support to special events throughout the City of Tucson. Event support is provided for both city-sponsored events as well as a variety of community events sponsored by other organizations.

Projected Revenue Sources

General Fund	\$ 431,321	\$ 426,990	\$ 369,650	\$ 517,700
Civic Events/Performing Arts Fees	101,456	92,720	124,290	125,000
Program Total	\$ 532,777	\$ 519,710	\$ 493,940	\$ 642,700

Character of Expenditures

Salaries and Benefits	\$ 401,667	\$ 330,470	\$ 319,700	\$ 519,460
Services	95,082	126,300	126,300	92,810
Supplies	36,028	62,940	47,940	30,430
Program Total	\$ 532,777	\$ 519,710	\$ 493,940	\$ 642,700

HI CORBETT MAINTENANCE: This program area is responsible for maintenance of Hi Corbett Field and the surrounding annex fields. This work is accomplished at a high level in order to meet the requirements per the University of Arizona contract. The complex is also maintained for local youth and adult baseball leagues during the summer months.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 191,844	\$ 539,820	\$ 419,010	\$ 377,000
Baseball Fees	340,897	30,000	183,870	291,000
Program Total	\$ 532,741	\$ 569,820	\$ 602,880	\$ 668,000
Character of Expenditures				
Salaries and Benefits	\$ 193,240	\$ 201,330	\$ 234,390	\$ 281,370
Services	292,835	314,000	314,000	306,100
Supplies	46,666	54,490	54,490	80,530
Program Total	\$ 532,741	\$ 569,820	\$ 602,880	\$ 668,000

HISTORICAL and CULTURAL: This program area consists of the Presidio San Agustin del Tucson, a portion of Tucson's Spanish walled *presidio* which is open to the public. This historical cultural center includes historic buildings used as a small museum and gift shop, while providing interpretation and educational programs regarding the many levels of Tucson's history.

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 50,360
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 45,260
Services	-0-	-0-	-0-	4,100
Supplies	-0-	-0-	-0-	1,000
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 50,360

KIDCO: This program area provides 24 after-school and 17 summer recreation programs in a safe, supervised environment for children ages 5-11, in kindergarten through fifth grade. It offers an opportunity for kids to express themselves creatively through various art forms, sports and special events during out-of-school time.

Projected Revenue Sources				
General Fund	\$ 1,008,910	\$ 1,088,580	\$ 875,410	\$ 1,065,550
KIDCO Fees	711,227	883,910	801,520	853,130
Program Total	\$ 1,720,137	\$ 1,972,490	\$ 1,676,930	\$ 1,918,680
Character of Expenditures				
Salaries and Benefits	\$ 1,602,867	\$ 1,805,450	\$ 1,544,890	\$ 1,782,230
Services	29,281	58,470	58,470	48,570
Supplies	87,989	108,570	73,570	87,880
Program Total	\$ 1,720,137	\$ 1,972,490	\$ 1,676,930	\$ 1,918,680

PARKS and RECREATION

LEISURE CLASSES: This program area offers approximately 1,700 instructional/special interest classes to youth and adults throughout the year. Class topics include fitness, arts and crafts, music, pottery, sports, dance, gymnastics and many others.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 18,660	\$ -0-	\$ 22,640	\$ 208,380
Leisure Classes Fees	645,191	815,230	642,640	674,060
Program Total	\$ 663,851	\$ 815,230	\$ 665,280	\$ 882,440
Character of Expenditures				
Salaries and Benefits	\$ 573,612	\$ 706,800	\$ 566,850	\$ 769,570
Services	24,205	38,000	38,000	47,760
Supplies	66,034	70,430	60,430	65,110
Program Total	\$ 663,851	\$ 815,230	\$ 665,280	\$ 882,440

PARKS MAINTENANCE: This program area provides resources for the routine, specialized and preventive maintenance of 128 parks and facilities throughout the City of Tucson. Daily maintenance occurs throughout the park system to ensure clean, safe and attractive facilities.

Projected Revenue Sources				
General Fund	\$ 14,096,550	\$ 12,842,640	\$ 13,156,570	\$ 13,060,380
Facility Reservations and Permit Fees	380,971	494,150	401,520	427,840
Program Total	\$ 14,477,521	\$ 13,336,790	\$ 13,558,090	\$ 13,488,220
Character of Expenditures				
Salaries and Benefits	\$ 6,391,745	\$ 6,301,330	\$ 6,226,080	\$ 6,371,310
Services	6,918,216	5,669,250	6,302,900	5,836,300
Supplies	1,154,290	1,366,210	1,022,680	1,280,610
Equipment	13,270	-0-	6,430	-0-
Program Total	\$ 14,477,521	\$ 13,336,790	\$ 13,558,090	\$ 13,488,220

RECREATION CENTERS: This program area provides recreation and neighborhood centers that will be open to the public five days per week for both structured and unstructured activities. Hours of operation will vary by center. Additionally, the four regional recreation centers (Udall, Clements, El Pueblo, and Randolph) will be open on Saturdays. All centers will be closed on Sundays.

Projected Revenue Sources				
General Fund	\$ 7,173,746	\$ 7,621,100	\$ 7,522,320	\$ 7,879,460
Recreation Center Fees	621,197	729,640	655,750	590,060
Program Total	\$ 7,794,943	\$ 8,350,740	\$ 8,178,070	\$ 8,469,520

Recreation Centers (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 4,798,813	\$ 4,930,920	\$ 4,853,580	\$ 5,548,000
Services	2,809,298	3,106,290	3,055,970	2,724,420
Supplies	186,832	313,530	268,520	197,100
Program Total	\$ 7,794,943	\$ 8,350,740	\$ 8,178,070	\$ 8,469,520

SPORTS: This program area offers organized league play for adult softball and summer track and field events. This program is also responsible for facilitating and scheduling 215 fields for 284 organizations representing a total of 4,342 teams.

Projected Revenue Sources

General Fund	\$ 550,214	\$ 109,690	\$ -0-	\$ 400,000
Sports Leagues' Fees	439,347	287,850	373,890	387,760
Program Total	\$ 989,561	\$ 397,540	\$ 373,890	\$ 787,760

Character of Expenditures

Salaries and Benefits	\$ 214,924	\$ 218,590	\$ 199,940	\$ 218,910
Services	763,573	151,720	151,720	557,370
Supplies	11,064	27,230	22,230	11,480
Program Total	\$ 989,561	\$ 397,540	\$ 373,890	\$ 787,760

TENNIS: This program area supports the operation of City-owned tennis facilities located at Randolph, Fort Lowell, and Himmel Tennis Centers.

Projected Revenue Sources

General Fund	\$ 100,822	\$ 89,160	\$ 87,480	\$ 90,460
Tennis Program Fees	11,641	10,000	11,680	12,000
Program Total	\$ 112,463	\$ 99,160	\$ 99,160	\$ 102,460

Character of Expenditures

Services	\$ 102,725	\$ 86,480	\$ 86,480	\$ 92,730
Supplies	9,738	12,680	12,680	9,730
Program Total	\$ 112,463	\$ 99,160	\$ 99,160	\$ 102,460

THERAPEUTIC RECREATION: This program area offers programs for children, teens and adults with various disabilities. It also trains developmentally disabled adults for Special Olympics programs and offers bowling and wheelchair basketball activities.

Projected Revenue Sources

General Fund	\$ 426,205	\$ 539,180	\$ 469,230	\$ 600,820
Therapeutics' Program Fees	15,844	46,300	19,360	7,500
Program Total	\$ 442,049	\$ 585,480	\$ 488,590	\$ 608,320

PARKS and RECREATION

Therapeutic Recreation (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 377,827	\$ 500,340	\$ 403,450	\$ 532,220
Services	54,953	78,930	78,930	64,040
Supplies	9,269	6,210	6,210	12,060
Program Total	\$ 442,049	\$ 585,480	\$ 488,590	\$ 608,320

ZOO: This program area is an Association of Zoos and Aquariums (AZA) accredited facility that offers an environmentally friendly, educational, and recreational experience to over 500,000 annual visitors and is open 364 days per year. Many special events are offered at the zoo throughout the year, including the ever-popular Howloween event during the fall and Zoo Lights during the winter holiday season. Train rides around the large Reid Park pond are offered daily. Full year funding for the Tanzania Expedition expansion has also been included with these expenditures being offset by increased admission fees.

Projected Revenue Sources

General Fund	\$ 1,552,172	\$ 1,553,540	\$ 1,530,810	\$ 1,362,580
Zoo Admissions and other revenue	1,467,473	1,746,320	1,736,280	2,168,900
Program Total	\$ 3,019,645	\$ 3,299,860	\$ 3,267,090	\$ 3,531,480

Character of Expenditures

Salaries and Benefits	\$ 1,738,840	\$ 2,135,070	\$ 2,107,300	\$ 2,398,500
Services	796,439	767,240	767,240	694,300
Supplies	375,891	381,050	376,050	438,680
Equipment	108,475	16,500	16,500	-0-
Program Total	\$ 3,019,645	\$ 3,299,860	\$ 3,267,090	\$ 3,531,480

GRANTS: This program area seeks federal, state, and local 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. Funding from the Department of Economic Security and the Pima Council on Aging will provide support for the developmentally disabled and for senior nutrition respectively.

Projected Revenue Sources

General Fund: Restricted Revenues	\$ -0-	\$ 18,440	\$ -0-	\$ 325,000
Civic Contributions Fund	109,132	687,200	89,190	967,670
Miscellaneous Non-Federal Grants	91,693	964,350	60,810	421,900
Miscellaneous Other Federal Grants	459,460	698,210	479,040	672,580
Program Total	\$ 660,285	\$ 2,368,200	\$ 629,040	\$ 2,387,150

Character of Expenditures

Grant Capacity	\$ 660,285	\$ 2,368,200	\$ 629,040	\$ 2,387,150
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POSITION RESOURCES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director of Parks and Recreation	1.00	1.00	1.00	1.00
Parks and Recreation Administrator	3.00	3.00	3.00	3.00
Architect Manager	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Parks and Recreation Superintendent	6.00	6.00	6.00	5.00
Community Promotions and Marketing Coordinator	-0-	-0-	1.00	1.00
Environmental Project Coordinator	1.00	1.00	-0-	-0-
Landscape Architect	5.00	5.00	5.00	5.00
Management Assistant	1.00	1.00	1.00	1.00
GIS Project Manager	-0-	-0-	1.00	1.00
Public Information Officer	1.00	1.00	-0-	-0-
Staff Assistant	1.00	1.00	1.00	1.00
Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Specialist	1.00	1.00	1.00	1.00
Executive Assistant	2.00	2.00	2.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Class Registration Coordinator	1.00	1.00	-0-	-0-
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	4.00	4.00
Secretary	3.00	3.00	3.00	3.00
Senior Account Clerk	5.00	3.00	3.00	2.00
Customer Services Representative	4.00	4.00	3.00	4.00
Recreation Assistant	2.00	1.00	1.00	-0-
Office Assistant	2.50	2.50	-0-	-0-
Senior Recreation Worker (Hourly)	2.00	2.00	1.00	-0-
Recreation Worker (Hourly)	0.50	0.50	-0-	-0-
Program Total	52.00	49.00	44.00	40.00
Adaptive Recreation Center				
Aquatics Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	1.50	1.50
Swimming Pool Supervisor (Hourly)	1.00	-0-	1.00	1.00
Water Safety Instructor/Senior Lifeguard (Hourly)	7.50	8.50	7.50	7.50
Lifeguard (Hourly)	5.00	5.00	5.00	5.00
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Program Total	18.00	18.00	18.00	18.00

PARKS and RECREATION

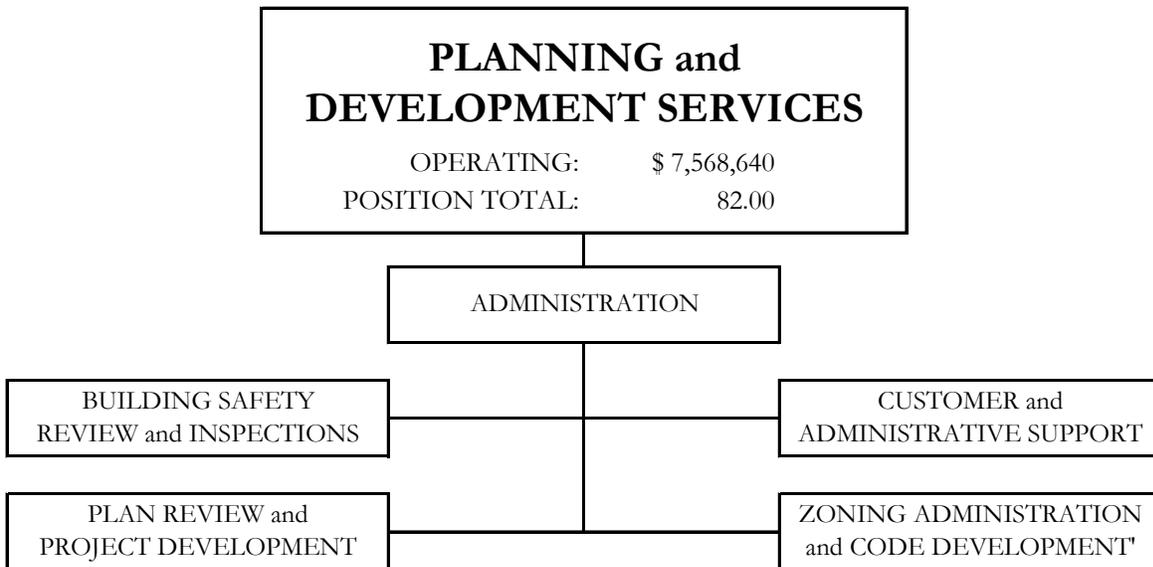
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Aquatics				
Aquatics Program Manager	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Trade Specialist	3.00	3.00	3.00	3.00
Swimming Pool Supervisor	6.50	4.50	4.50	4.50
Aquatics Program Supervisor (Hourly)	2.75	2.75	2.75	2.75
Swimming Pool Supervisor (Hourly)	5.00	5.00	5.00	5.00
Water Safety Instructor/Senior Lifeguard (Hourly)	21.50	21.50	21.50	21.50
Lifeguard (Hourly)	1.75	1.75	1.75	4.25
Program Total	44.50	42.50	42.50	45.00
Civic Events/Performing Arts				
Recreation Supervisor	1.00	-0-	-0-	-0-
Parks Events Coordinator	1.00	1.00	1.00	1.00
Lead Groundskeeper	-0-	-0-	-0-	1.00
Heavy Equipment Operator	-0-	-0-	1.00	-0-
Recreation Specialist	0.75	-0-	-0-	-0-
Trade Specialist	2.00	2.00	2.00	1.00
Equipment Operator	3.00	2.00	2.00	2.00
Parks Equipment Operator	-0-	-0-	1.00	1.00
Recreation Assistant	0.50	-0-	-0-	-0-
Groundskeeper	1.00	-0-	-0-	1.00
Convention Center Workers (Hourly)	-0-	1.75	1.75	-0-
Parks Events Worker (Hourly)	-0-	-0-	-0-	1.75
Program Total	9.25	6.75	8.75	8.75
Hi Corbett Maintenance				
Lead Groundskeeper	2.00	1.00	1.00	1.00
Groundskeeper	2.00	2.00	2.00	2.00
General Maintenance Trainee/Worker (Hourly)	2.00	2.00	2.00	5.00
Program Total	6.00	5.00	5.00	8.00
Historical and Cultural				
Recreation Assistant	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	1.00
KIDCO				
Recreation Supervisor	2.00	2.00	2.00	2.00
Recreation Program Coordinator	5.00	4.00	4.00	4.00
Recreation Assistant	3.50	2.00	1.00	1.00
Senior Recreation Worker (Hourly)	26.75	27.50	27.50	27.50
Class Instructor Fine Arts	1.00	1.00	1.00	1.00
Recreation Worker (Hourly)	89.50	41.50	41.50	41.50
Program Total	127.75	78.00	77.00	77.00

PARKS and RECREATION

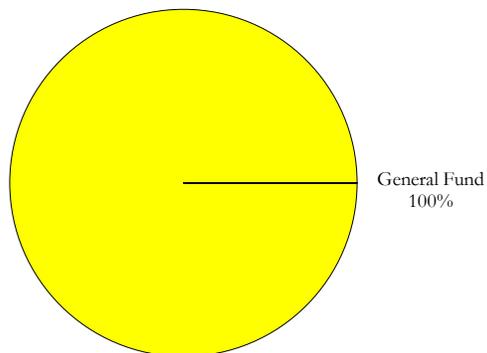
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Leisure Classes				
Recreation Supervisor	1.00	1.00	-0-	-0-
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Recreation Assistant	1.00	1.00	1.00	1.00
Class Registration Coordinator	-0-	-0-	1.00	1.00
Customer Services Representative	-0-	-0-	1.00	1.00
Office Assistant	-0-	-0-	2.50	2.50
Program Coordinator (Hourly)	0.25	0.25	0.25	0.25
Class Instructor Fine Arts (Hourly)	13.00	13.00	13.00	10.00
Program Total	17.25	17.25	20.75	17.75
Parks Maintenance				
Parks and Golf Area Supervisor	8.00	8.00	8.00	6.00
Electrician	1.00	1.00	1.00	1.00
Carpenter	1.00	1.00	1.00	1.00
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Lead Groundskeeper	7.00	8.00	8.00	10.00
Lead Maintenance Mechanic	1.00	1.00	-0-	-0-
Lead Parks Equipment Mechanic	-0-	-0-	1.00	1.00
Pest Control Specialist	3.00	3.00	3.00	3.00
Plumber	2.00	2.00	2.00	2.00
Welder	2.00	2.00	2.00	2.00
Heavy Equipment Operator	2.00	2.00	1.00	1.00
Parks Equipment Mechanic	5.00	5.00	5.00	5.00
Trade Specialist	24.00	21.00	21.00	19.00
Recreation Supervisor	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	-0-	-0-
Parks Equipment Operator	13.00	9.00	8.00	7.00
Groundskeeper	62.00	52.00	52.00	55.00
General Maintenance Trainee/Worker (Hourly)	-0-	1.00	1.00	1.00
Program Total	133.00	118.00	116.00	116.00
Recreation Centers				
Recreation Supervisor	12.00	11.00	11.00	10.00
Recreation Program Coordinator	17.00	17.00	17.00	17.00
Recreation Assistant	46.00	40.00	42.00	41.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Custodian	16.00	15.00	14.00	14.00
General Maintenance Trainee/Worker (Hourly)	-0-	-0-	-0-	1.50
Senior Recreation Worker (Hourly)	15.75	7.25	8.25	5.25
Recreation Worker (Hourly)	0.50	-0-	0.50	1.50
Center Attendant (Hourly)	1.00	-0-	-0-	-0-
Program Total	109.25	91.25	93.75	91.25

PARKS and RECREATION

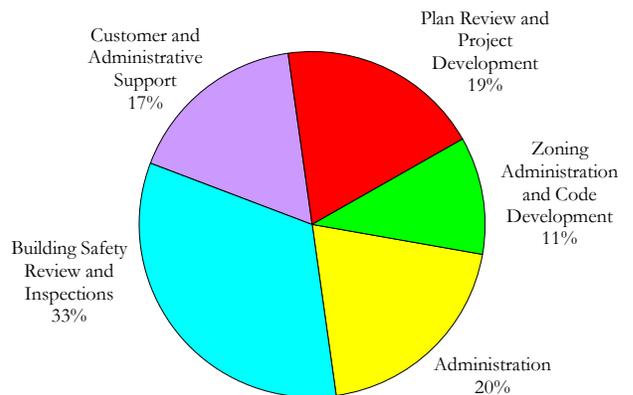
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Sports				
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	2.00	1.50	1.50	1.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	2.50	1.50	1.50	1.50
Program Total	7.50	6.00	6.00	6.00
Therapeutic Recreation				
Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	1.00	2.00	2.00
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	5.50	5.50	5.50	5.50
Recreation Worker (Hourly)	4.00	4.00	4.00	4.00
Program Total	15.50	15.50	15.50	15.50
Zoo				
Zoo Administrator	1.00	1.00	1.00	1.00
Zoo General Curator	1.00	1.00	1.00	1.00
Zoo Education Curator	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	1.00	1.00	1.00	1.00
Zoo Area Supervisor	3.00	3.00	3.00	3.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Trade Specialist	-0-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	-0-
Customer Services Representative	-0-	-0-	-0-	1.00
Zookeeper	14.00	17.00	17.00	17.00
Zoo Education Assistant	-0-	-0-	2.00	2.00
Recreation Assistant	1.00	2.00	-0-	-0-
Cashier	1.50	2.50	2.50	2.50
Groundskeeper	4.00	5.00	5.00	5.00
Zookeeper	1.00	1.00	1.00	-0-
Parks Maintenance Worker	2.50	2.50	2.50	4.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	1.00	1.00	1.00	1.00
Program Total	36.00	43.00	43.00	44.00
Grants				
Recreation Program Coordinator	0.75	0.75	0.75	0.50
Recreation Assistant	4.00	4.00	4.00	5.00
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	4.50
Short Order Cook	1.00	1.00	1.00	0.75
Concession Worker	1.00	1.00	1.00	-0-
Program Total	9.75	9.75	9.75	11.75
Department Total	585.75	500.00	500.00	500.00



FINANCING PLAN



PROGRAM ALLOCATION



PLANNING and DEVELOPMENT SERVICES

MISSION STATEMENT: To promote safety, livability and economic vitality via the application of land use, building and development codes and standards.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	12.00	12.00	12.00	12.00
Building Safety Review and Inspections	30.00	30.00	28.00	28.00
Customer and Administrative Support	18.00	17.00	17.00	17.00
Plan Review and Project Development	18.00	16.00	16.00	16.00
Zoning Administration and Code Development	10.00	9.00	9.00	9.00
Department Total	88.00	84.00	82.00	82.00
TOTAL BUDGET				
Operating	\$ 7,497,027	\$ 7,583,500	\$ 7,161,830	\$ 7,568,640
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 6,718,675	\$ 6,642,750	\$ 6,375,990	\$ 6,762,030
Services	645,962	730,180	649,900	669,010
Supplies	132,390	205,570	135,940	137,600
Equipment	-0-	5,000	-0-	-0-
Department Total	\$ 7,497,027	\$ 7,583,500	\$ 7,161,830	\$ 7,568,640
FUNDING SOURCES				
General Fund	\$ 7,497,027	\$ 7,583,500	\$ 7,161,830	\$ 7,568,640

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$7,568,640 reflects a decrease of \$14,860 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel costs	\$ 119,280
Equipment purchases	(5,000)
Decrease in services primarily due to delay in new permitting system purchase until Fiscal Year 2014	(61,170)
Reduction in miscellaneous supply purchases	(67,970)
Total	\$ (14,860)

PLANNING and DEVELOPMENT SERVICES

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provide timely and impartial plan reviews while protecting the public health and welfare.				
• Number of plans reviewed	12,763	11,000	17,231	24,881
• Percent of commercial plan reviews completed within four weeks	83%	95%	90%	95%
• Percent of residential plan reviews completed within four weeks	83%	95%	90%	95%
Prepare and issue commercial and residential building permits.				
• Total number of commercial permits	3,949	4,100	6,050	7,642
• Number of new commercial permits	84	110	152	192
• Total number of residential permits	6,694	6,500	10,280	12,985
• Number of new residential permits	252	320	461	582
Perform inspections of new construction, remodels, and additions.				
• Number of commercial inspections	44,709	43,000	72,293	91,317
• Number of residential inspections	40,601	44,000	66,251	83,685
• Number of sign inspections	2,927	3,000	4,513	5,701
Coordinate and review all submitted subdivision plats and development plans.				
• Number of plats and plans reviewed	74	40	62	116
Review all sign permit applications.				
• Number of applications reviewed	1,578	1,400	2,325	2,937
• Number of self-certified sign permits issued	-0-	N/A	75	100
Provide assistance to walk-in customers.				
• Number of permit counter customers	26,521	25,000	40,185	50,760
• Number of records customers	7,951	8,500	12,425	15,695
• Number of certificates of occupancy issued for existing buildings	56	N/A	14	20

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight for the department by setting direction and policy, developing and managing the department's operating and capital budgets, and maintaining clear communication with Mayor and Council.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ -0-	\$ 18,510	\$ -0-	\$ -0-
Impact Fee Administrative Charges	18,675	23,000	10,880	17,000
Permit and Inspection Fees	685,742	1,300,480	1,269,890	1,440,960
Plan Review Fees	682,000	23,420	24,000	25,000
Program Total	\$ 1,386,417	\$ 1,365,410	\$ 1,304,770	\$ 1,482,960
Character of Expenditures				
Salaries and Benefits	\$ 1,285,510	\$ 1,329,710	\$ 1,219,920	\$ 1,375,620
Services	83,856	32,700	69,500	90,290
Supplies	17,051	3,000	15,350	17,050
Program Total	\$ 1,386,417	\$ 1,365,410	\$ 1,304,770	\$ 1,482,960

BUILDING SAFETY REVIEW and INSPECTIONS: This program area provides building plan review and inspection services for commercial buildings, residential buildings, site engineering, infrastructure, and drainage. It contributes to a sustainable community by ensuring that all development is designed and built to adopted codes and standards, with a key focus of ensuring safety.

Projected Revenue Sources				
General Fund	\$ -0-	\$ 28,510	\$ -0-	\$ -0-
Permit and Inspection Fees	2,504,927	2,528,580	2,390,140	2,477,060
Program Total	\$ 2,504,927	\$ 2,557,090	\$ 2,390,140	\$ 2,477,060
Character of Expenditures				
Salaries and Benefits	\$ 2,286,781	\$ 2,277,240	\$ 2,160,590	\$ 2,255,940
Services	155,013	189,490	147,410	154,770
Supplies	63,133	90,360	82,140	66,350
Program Total	\$ 2,504,927	\$ 2,557,090	\$ 2,390,140	\$ 2,477,060

CUSTOMER and ADMINISTRATIVE SUPPORT: This program area provides administrative, clerical, and technical support to all divisions of the department, as well as stakeholders, with a focus on providing outstanding customer service.

Projected Revenue Sources				
General Fund	\$ -0-	\$ 11,400	\$ -0-	\$ -0-
Other Development Fees	-0-	27,000	35,000	40,000
Permit and Inspection Fees	1,214,598	257,810	157,630	241,660
Plan Review Fees	-0-	1,051,490	1,015,900	976,790
Planning Charges	-0-	15,680	-0-	-0-
Program Total	\$ 1,214,598	\$ 1,363,380	\$ 1,208,530	\$ 1,258,450

PLANNING and DEVELOPMENT SERVICES

Customer and Administrative Support (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 881,804	\$ 915,640	\$ 894,150	\$ 913,530
Services	288,432	364,120	292,650	301,370
Supplies	44,362	78,620	21,730	43,550
Equipment	-0-	5,000	-0-	-0-
Program Total	\$ 1,214,598	\$ 1,363,380	\$ 1,208,530	\$ 1,258,450

PLAN REVIEW and PROJECT DEVELOPMENT: This program area expedites the review of development proposals and ensures consistency with the Land Use Code; Development Standards; and the Development Compliance Code to protect and promote the public's general health, safety and welfare, and more specifically implement the *General Plan*, encourage efficient use of land, reduce potential hazards that result from incompatible land uses, protect and enhance the city's natural, cultural, historical, and scenic resources, as well as promote economic stability.

Projected Revenue Sources

General Fund	\$ -0-	\$ 18,740	\$ -0-	\$ -0-
Permit and Inspection Fees	-0-	113,130	6,140	-0-
Plan Review Fees	1,162,388	868,160	674,490	1,035,590
Planning Charges	-0-	99,900	235,000	77,570
Sign Regulation Fees	341,346	316,620	412,500	354,600
Program Total	\$ 1,503,734	\$ 1,416,550	\$ 1,328,130	\$ 1,467,760

Character of Expenditures

Salaries and Benefits	\$ 1,438,131	\$ 1,355,370	\$ 1,273,520	\$ 1,413,520
Services	57,969	39,890	41,950	46,540
Supplies	7,634	21,290	12,660	7,700
Program Total	\$ 1,503,734	\$ 1,416,550	\$ 1,328,130	\$ 1,467,760

ZONING ADMINISTRATION and CODE DEVELOPMENT: This program area provides zoning, development plan, and code revision services. It processes business and liquor license zoning reviews, zoning waivers, Board of Adjustment and Design Review Board and historic zone applications, and plan amendment applications. It updates maps and the text of land use plans, interprets the land use plans as they relate to re-zonings, planned area developments (PADs), and various other development documents, formats changes to the Land Use Code, creates new Neighborhood Preservation Zones, and administers existing Neighborhood Preservation Zones.

Projected Revenue Sources

General Fund	\$ -0-	\$ 856,650	\$ -0-	\$ -0-
Other Development Fees	352,999	-0-	-0-	193,550
Permit and Inspection Fees	-0-	-0-	-0-	289,020
Plan Review Fees	529,288	-0-	930,260	227,410
Planning Charges	-0-	24,420	-0-	172,430
Zoning Code Violations	5,064	-0-	-0-	-0-
Program Total	\$ 887,351	\$ 881,070	\$ 930,260	\$ 882,410

Zoning Administration and Code Development (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 826,449	\$ 764,790	\$ 827,810	\$ 803,420
Services	60,692	103,980	98,390	76,040
Supplies	210	12,300	4,060	2,950
Program Total	\$ 887,351	\$ 881,070	\$ 930,260	\$ 882,410

POSITION RESOURCES

Administration

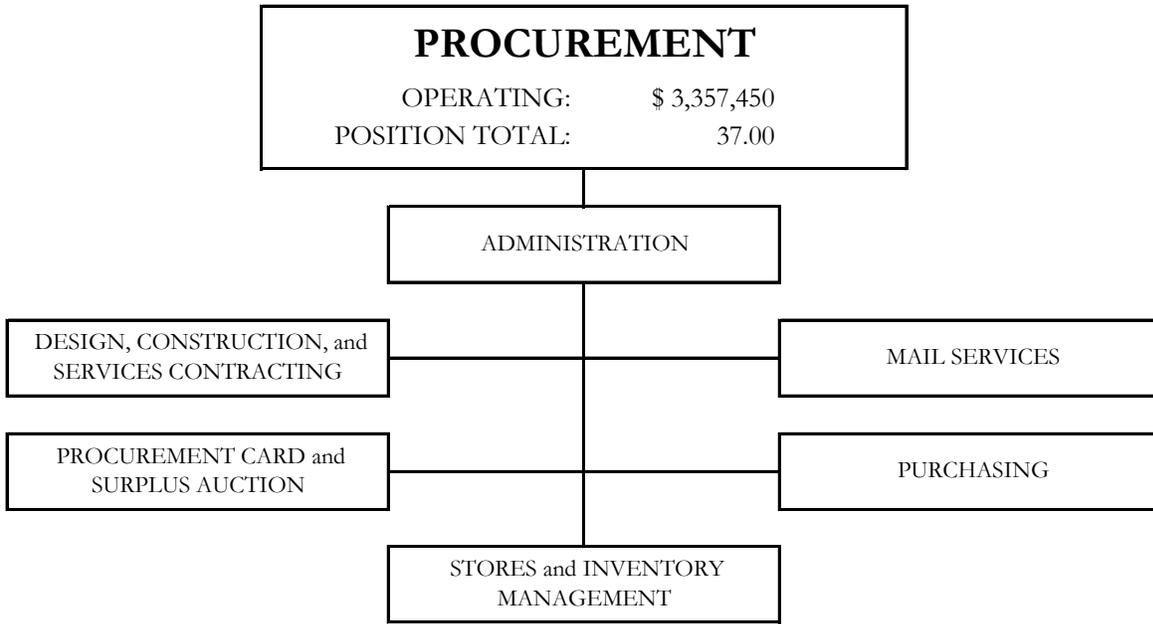
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00
Development Services Administrator	2.00	2.00	2.00	2.00
Planning Administrator	1.00	1.00	1.00	1.00
Development Services Manager	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	-0-
Project Manager	-0-	-0-	-0-	1.00
Management Assistant	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Program Total	12.00	12.00	12.00	12.00

Building Safety Review and Inspections

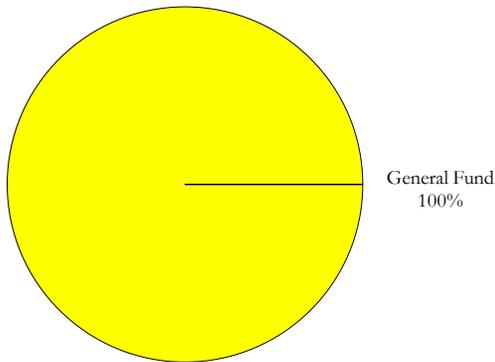
Electrical Plans Examiner	-0-	-0-	-0-	1.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Structural Plans Examiner	2.00	2.00	2.00	2.00
Mechanical Plans Examiner	1.00	1.00	1.00	1.00
Construction Inspection Supervisor	3.00	3.00	3.00	2.00
Building Permit Specialist	2.00	2.00	2.00	2.00
Lead Building Inspector	1.00	1.00	1.00	1.00
Lead Residential Inspector	1.00	1.00	1.00	1.00
Senior Mechanical Inspector	1.00	1.00	1.00	1.00
Senior Plumbing Inspector	1.00	1.00	1.00	1.00
Building Inspector	4.00	4.00	3.00	3.00
Electrical Inspector	4.00	4.00	4.00	4.00
Environmental Inspector	2.00	2.00	2.00	2.00
Mechanical Inspector	1.00	1.00	1.00	1.00
Plumbing Inspector	3.00	3.00	2.00	2.00
Residential Inspector	3.00	3.00	3.00	3.00
Program Total	30.00	30.00	28.00	28.00

PLANNING and DEVELOPMENT SERVICES

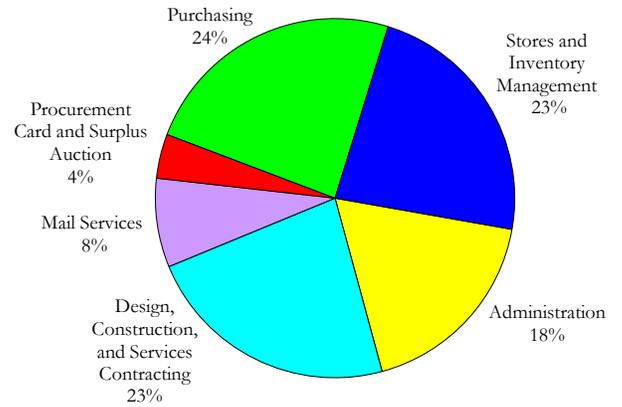
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Customer and Administrative Support				
Planning Technician	3.00	3.00	3.00	3.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	5.00	4.00	4.00	4.00
Secretary	2.00	2.00	2.00	2.00
Customer Service Clerk	3.00	3.00	3.00	3.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	18.00	17.00	17.00	17.00
Plan Review and Project Development				
Lead Planner	5.00	5.00	5.00	4.00
Principal Planner	3.00	3.00	3.00	3.00
Civil Engineer	3.00	2.00	2.00	2.00
Senior Engineering Associate	3.00	3.00	3.00	3.00
Engineering Associate	1.00	1.00	1.00	-0-
Sign Inspector	1.00	-0-	-0-	-0-
Landscape Field Representative	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	1.00
Customer Service Clerk	-0-	-0-	-0-	2.00
Program Total	18.00	16.00	16.00	16.00
Zoning Administration and Code Development				
Principal Planner	3.00	2.50	3.00	3.00
Lead Planner	4.00	4.00	4.00	4.00
Planner	3.00	2.50	2.00	2.00
Program Total	10.00	9.00	9.00	9.00
Department Total	88.00	84.00	82.00	82.00



FINANCING PLAN



PROGRAM ALLOCATION



PROCUREMENT

MISSION STATEMENT: To provide exemplary support to our City departments and the business community by offering strategic and innovative services and opportunities in the procurement of goods and services, through commitment to our values of accountability, ethics, impartiality, professionalism, service and transparency.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	5.00	3.50	4.00	4.00
Design, Construction, and Services Contracting	10.00	9.00	9.00	9.00
Mail Services	4.00	4.00	4.00	5.00
Printing Services	2.00	-0-	-0-	-0-
Procurement Card (pCard) and Surplus Auction	3.00	3.00	2.00	2.00
Purchasing	8.00	8.00	9.00	9.00
Stores and Inventory Management	8.00	9.00	9.00	8.00
Department Total	40.00	36.50	37.00	37.00
TOTAL BUDGET				
Operating	\$ 3,471,892	\$ 3,278,660	\$ 3,268,440	\$ 3,357,450
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 3,030,079	\$ 2,834,040	\$ 2,787,800	\$ 2,914,040
Services	454,300	367,520	359,740	382,360
Supplies	266,361	77,100	120,900	61,050
Interdepartmental Charges	(278,848)	-0-	-0-	-0-
Department Total	\$ 3,471,892	\$ 3,278,660	\$ 3,268,440	\$ 3,357,450
FUNDING SOURCES				
General Fund	\$ 3,471,892	\$ 3,278,660	\$ 3,268,440	\$ 3,357,450

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$3,357,450 reflects an increase of \$78,790 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel costs	\$ 80,000
Other miscellaneous changes	(1,210)
Total	\$ 78,790

PROCUREMENT

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Ensure professional best practices, to comply with all city, state and federal regulations, and to provide value-added procurement services.				
• Negotiate added value in at least 20% of the total number of eligible contracts over the City's formal bid threshold	20%	20%	20%	20%
• Ensure that a minimum of 25% commodity and services expenditures occur through annual requirements contracts to realize the most favorable price and terms	66%	40%	40%	40%
• Generate revenue by expanding the National Cooperative Procurement and pCard Programs	\$ 329,116	\$ 305,000	\$ 498,074	\$ 350,000
Ensure high standards of technical expertise and competency of staff.				
• Achieve a minimum level of 75% professional certification for staff	94%	94%	80%	75%
• Participate in a minimum of four outreach events for the local business and contracting communities	4	5	5	5

OPERATING PROGRAMS

ADMINISTRATION: This program area 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.

Projected Revenue Sources

General Fund	\$ 616,688	\$ 554,820	\$ 624,630	\$ 600,340
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Character of Expenditures

Salaries and Benefits	\$ 530,635	\$ 454,920	\$ 496,540	\$ 502,360
Services	77,845	86,100	109,850	87,180
Supplies	8,208	13,800	18,240	10,800
Program Total	\$ 616,688	\$ 554,820	\$ 624,630	\$ 600,340

DESIGN, CONSTRUCTION, and SERVICES CONTRACTING: This program area contracts for design, construction, 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.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 790,742	\$ 757,690	\$ 683,940	\$ 781,730
Character of Expenditures				
Salaries and Benefits	\$ 776,764	\$ 742,320	\$ 673,540	\$ 758,370
Services	12,073	10,970	7,850	18,960
Supplies	1,905	4,400	2,550	4,400
Program Total	\$ 790,742	\$ 757,690	\$ 683,940	\$ 781,730

MAIL SERVICES: This program area provides centralized pick up and delivery service for interdepartmental and postal mail to City departments. The area also provides for the insertion of business license statements and various other bills.

Projected Revenue Sources				
General Fund	\$ 226,579	\$ 273,440	\$ 298,500	\$ 264,010
Character of Expenditures				
Salaries and Benefits	\$ 194,083	\$ 205,350	\$ 206,100	\$ 198,750
Services	27,186	22,580	29,470	29,460
Supplies	5,310	45,510	62,930	35,800
Program Total	\$ 226,579	\$ 273,440	\$ 298,500	\$ 264,010

PROCUREMENT CARD (pCard) and SURPLUS AUCTION: This program area manages and administers the City's pCard (direct credit card purchase) program and the surplus auction program.

Projected Revenue Sources				
General Fund	\$ 12,462	\$ 59,440	\$ -0-	\$ -0-
pCard Program Rebate	214,116	190,000	178,460	145,360
Program Total	\$ 226,578	\$ 249,440	\$ 178,460	\$ 145,360
Character of Expenditures				
Salaries and Benefits	\$ 213,013	\$ 215,690	\$ 175,850	\$ 119,450
Services	13,443	33,450	2,560	25,810
Supplies	122	300	50	100
Program Total	\$ 226,578	\$ 249,440	\$ 178,460	\$ 145,360

PROCUREMENT

PURCHASING: This program area contracts for all supplies, materials, equipment, and related services to ensure that purchases are developed, solicited, evaluated, negotiated, awarded, and administered in accordance with applicable federal, state, and local laws.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 510,722	\$ 531,010	\$ 481,780	\$ 678,760
National Cooperative Purchasing Fees	133,664	115,000	163,840	125,000
Program Total	\$ 644,386	\$ 646,010	\$ 645,620	\$ 803,760
Character of Expenditures				
Salaries and Benefits	\$ 636,772	\$ 640,510	\$ 639,910	\$ 788,810
Services	7,614	5,500	5,710	14,950
Program Total	\$ 644,386	\$ 646,010	\$ 645,620	\$ 803,760

STORES and INVENTORY MANAGEMENT: This program area operates the central warehouse and manages an inventory needed for the daily operations. It also provides hazardous material safety information on inventory items; delivers goods on a timely basis; and disposes of City surplus material and equipment by public sale, online auction, donation, or redistribution to departments.

Projected Revenue Sources				
General Fund	\$ 925,435	\$ 797,260	\$ 837,290	\$ 762,250
Character of Expenditures				
Salaries and Benefits	\$ 569,861	\$ 575,250	\$ 595,860	\$ 546,300
Services	286,942	208,920	204,300	206,000
Supplies	68,632	13,090	37,130	9,950
Program Total	\$ 925,435	\$ 797,260	\$ 837,290	\$ 762,250

PRINTING SERVICES: This program was eliminated July 1, 2011.

Projected Revenue Sources				
General Fund	\$ 41,484	\$ -0-	\$ -0-	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 108,951	\$ -0-	\$ -0-	\$ -0-
Services	29,197	-0-	-0-	-0-
Supplies	182,184	-0-	-0-	-0-
Interdepartmental Charges	(278,848)	-0-	-0-	-0-
Program Total	\$ 41,484	\$ -0-	\$ -0-	\$ -0-

POSITION RESOURCES

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Information Technology Specialist	2.00	1.00	1.00	1.00
Executive Assistant	1.00	0.50	-0-	-0-
Administrative Assistant	-0-	-0-	1.00	1.00
Program Total	5.00	3.50	4.00	4.00
Design, Construction and Services				
Contracting				
Contract Administrator	1.00	1.00	1.00	1.00
Contract Compliance Officer	1.00	1.00	1.00	1.00
Principal Contract Officer	3.00	3.00	3.00	3.00
Senior Contract Officer	3.00	2.00	2.00	2.00
Administrative Assistant	-0-	-0-	2.00	2.00
Secretary	2.00	2.00	-0-	-0-
Program Total	10.00	9.00	9.00	9.00
Mail Services				
Office Supervisor	1.00	1.00	1.00	1.00
Mail Clerk	3.00	3.00	3.00	4.00
Program Total	4.00	4.00	4.00	5.00
Procurement Card (pCard) and Surplus Auction				
Contract Administrator	1.00	1.00	-0-	-0-
Management Assistant	1.00	1.00	1.00	1.00
pCard Coordinator	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	-0-	-0-
Program Total	3.00	3.00	2.00	2.00
Purchasing				
Contract Administrator	1.00	1.00	1.00	1.00
Principal Contract Officer	2.00	2.00	3.00	3.00
Senior Contract Officer	3.00	3.00	3.00	3.00
Administrative Assistant	-0-	-0-	2.00	2.00
Secretary	2.00	2.00	-0-	-0-
Program Total	8.00	8.00	9.00	9.00

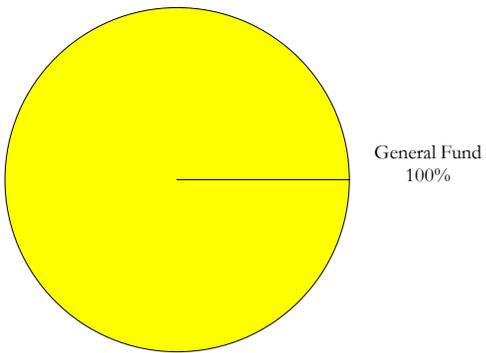
PROCUREMENT

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Stores and Inventory Management				
Stores Superintendent	1.00	1.00	1.00	1.00
Stores Supervisor	1.00	1.00	1.00	1.00
Lead Reprographics Technician	-0-	1.00	-0-	-0-
Surplus Specialist	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Copy Technician	-0-	1.00	-0-	-0-
Senior Storekeeper	5.00	4.00	5.00	4.00
Program Total	8.00	9.00	9.00	8.00
Printing Services				
Lead Reprographics Technician	1.00	-0-	-0-	-0-
Senior Copy Technician	1.00	-0-	-0-	-0-
Program Total	2.00	-0-	-0-	-0-
Department Total	40.00	36.50	37.00	37.00

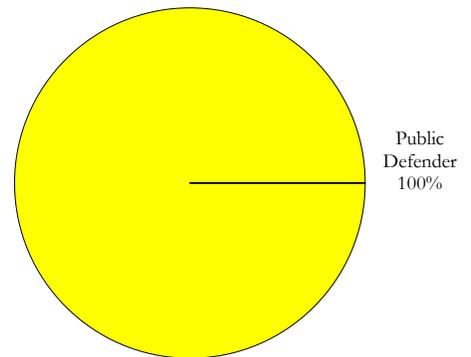
**OFFICE of the PUBLIC
DEFENDER**

OPERATING: \$ 3,086,390
POSITION TOTAL: 35.00

FINANCING PLAN



PROGRAM ALLOCATION



OFFICE of the PUBLIC DEFENDER

MISSION STATEMENT: To provide quality, diligent and ethical representation of indigent defendants entitled to appointed counsel in Tucson City Court and to protect and defend the rights guaranteed us by the United States and Arizona Constitutions.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Public Defender	36.00	35.00	35.00	35.00
TOTAL BUDGET				
Operating	\$ 2,667,596	\$ 2,797,640	\$ 2,725,850	\$ 3,086,390
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,419,980	\$ 2,551,960	\$ 2,491,150	\$ 2,825,030
Services	157,342	174,530	168,730	190,470
Supplies	90,274	71,150	65,970	70,890
Department Total	\$ 2,667,596	\$ 2,797,640	\$ 2,725,850	\$ 3,086,390
FUNDING SOURCES				
General Fund	\$ 2,667,596	\$ 2,797,640	\$ 2,725,850	\$ 3,086,390

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$3,086,390 reflects an increase of \$288,750 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel costs	\$ 273,070
Increase in public liability	30,460
Miscellaneous adjustments	(260)
Decrease in copier repairs due to a new copier lease	(14,520)
Total	\$ 288,750

DEPARTMENT MEASURES of PERFORMANCE

Provide representation in a cost-effective manner.

• Average cost per docket/case	\$ 238	\$ 228	\$ 263	\$ 276
• Number of defendants	5,596	5,700	5,168	5,596
• Approximate number of dockets/cases closed	11,192	N/A	10,336	11,192
• Number of defendants seen at Video Court that are represented by the Public Defender's Office	1,346	N/A	1,316	1,346

OPERATING PROGRAMS

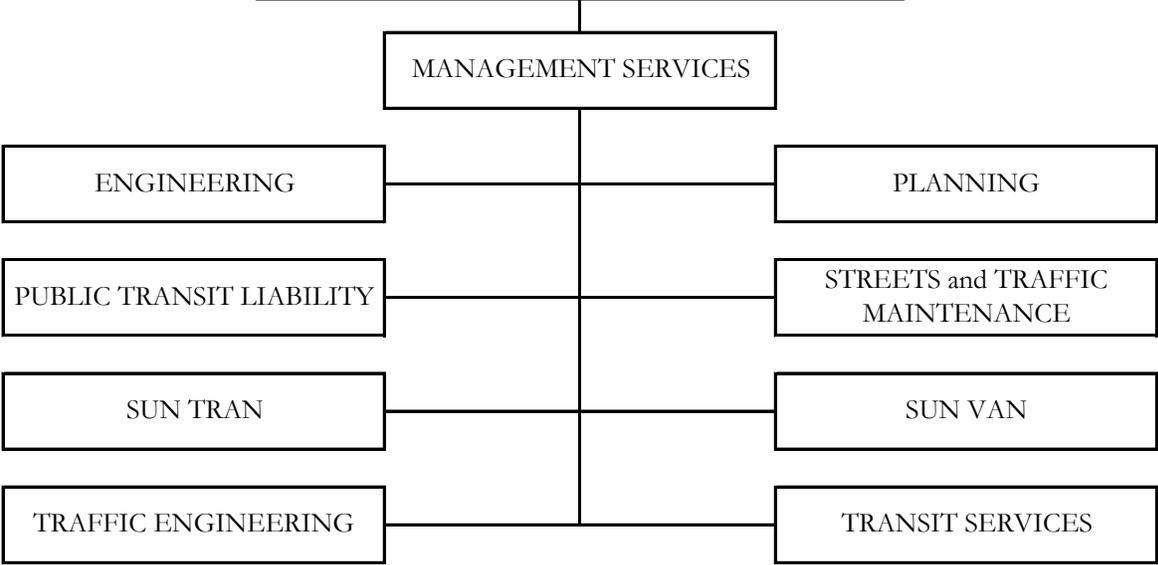
PUBLIC DEFENDER: This program area was established as a cost-effective alternative to the use of contract attorneys. The office provides legal representation independent from the Criminal Division of the City Attorney's Office. The Office of the Public Defender is staffed by 22 attorneys and 13 support positions.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 2,667,596	\$ 2,797,640	\$ 2,725,850	\$ 3,086,390
Character of Expenditures				
Salaries and Benefits	\$ 2,419,980	\$ 2,551,960	\$ 2,491,150	\$ 2,825,030
Services	157,342	174,530	168,730	190,470
Supplies	90,274	71,150	65,970	70,890
Program Total	\$ 2,667,596	\$ 2,797,640	\$ 2,725,850	\$ 3,086,390

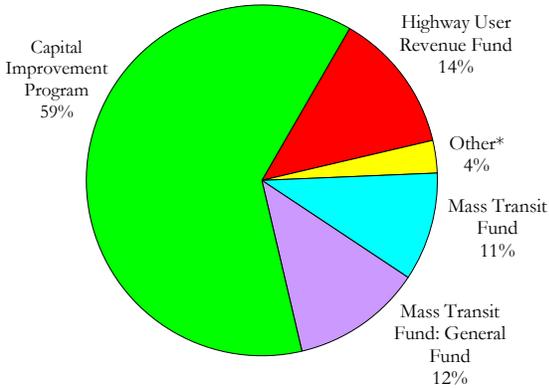
POSITION RESOURCES

Public Defender				
Chief Public Defender	1.00	1.00	1.00	1.00
Deputy Public Defender	1.00	1.00	1.00	1.00
Public Defender Supervisor	8.00	8.00	8.00	8.00
Public Defender	13.00	12.00	12.00	12.00
Law Clerk	3.00	3.00	3.00	3.00
Legal Secretary	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	2.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	36.00	35.00	35.00	35.00

TRANSPORTATION	
OPERATING:	\$ 126,704,520
CAPITAL:	180,768,260
TOTAL:	<u>\$ 307,472,780</u>
POSITION TOTAL:	<u>267.00</u>

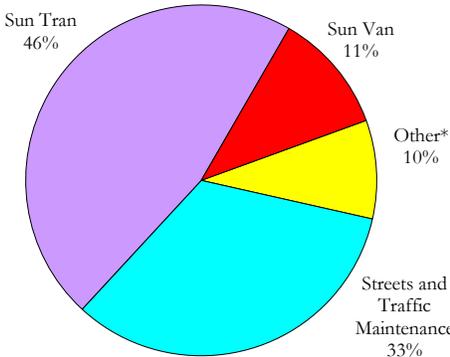


FINANCING PLAN



*Other includes General Fund (2%), Regional Transportation Authority Fund (1%), Other Federal Grants (1%), Capital Improvement Fund (<1%), and Self Insurance Internal Service Fund (<1%).

PROGRAM ALLOCATION



*Other includes: Engineering (2%), Traffic Engineering (3%), Management Services (2%), Planning (1%), Public Transit Liability (1%), and Transit Services (1%).

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.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Management Services	14.00	14.00	16.00	16.00
Engineering	70.00	68.50	68.50	68.00
Planning	14.00	13.50	13.50	13.00
Streets and Traffic Maintenance	169.00	153.75	153.75	150.00
Traffic Engineering	22.00	18.00	18.00	17.00
Transit Services	7.00	7.00	7.00	3.00
Department Total	296.00	274.75	276.75	267.00
TOTAL BUDGET				
Operating	\$ 97,806,947	\$ 104,494,500	\$ 104,787,280	\$ 126,704,520
Capital	84,087,440	223,210,100	77,402,940	180,768,260
Department Total	\$ 181,894,387	\$ 327,704,600	\$ 182,190,220	\$ 307,472,780
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 15,403,995	\$ 17,353,530	\$ 16,692,470	\$ 17,430,890
Services	22,904,007	24,891,930	24,093,440	40,359,470
Supplies	17,441,514	17,486,550	19,172,970	21,681,610
Equipment	243,187	697,500	763,410	49,500
Contracted Labor	41,814,244	44,064,990	44,064,990	47,183,050
Operating Total	\$ 97,806,947	\$ 104,494,500	\$ 104,787,280	\$ 126,704,520
Capital Improvement Program	84,087,440	223,210,100	77,402,940	180,768,260
Department Total	\$ 181,894,387	\$ 327,704,600	\$ 182,190,220	\$ 307,472,780
FUNDING SOURCES				
General Fund	\$ 1,069,554	\$ 1,174,780	\$ 1,170,160	\$ 7,142,550
Highway User Revenue Fund	26,681,881	29,598,000	29,265,400	42,310,630
Capital Improvements Fund	257,848	25,000	25,000	50,000
Other Federal Grants	737,682	1,174,350	1,174,350	1,378,400
Non-Federal Grants	436,438	-0-	-0-	-0-
Mass Transit Fund	27,991,753	31,923,370	31,923,370	34,825,600
Mass Transit Fund: General Fund ¹	38,277,926	38,711,000	38,711,000	38,383,190
Regional Transportation Authority	339,600	1,218,000	1,218,000	1,764,150
Self Insurance Internal Service Fund	2,014,265	670,000	1,300,000	850,000
Operating Total	\$ 97,806,947	\$ 104,494,500	\$ 104,787,280	\$ 126,704,520
Capital Improvement Program ¹	84,087,440	223,210,100	77,402,940	180,768,260
Department Total	\$ 181,894,387	\$ 327,704,600	\$ 182,190,220	\$ 307,472,780

¹The total Fiscal Year 2013 General Fund budgeted for the mass transit system is \$40,430,790. There is \$38,383,190 in the operating budget and \$2,047,600 in the capital improvement program.

TRANSPORTATION

SIGNIFICANT CHANGES

The Fiscal Year 2013 adopted operating budget of \$126,704,520 reflects an increase of \$22,210,020 from Fiscal Year 2012 Adopted Budget. Changes include:

Increased costs for the pavement management program, fuel, and other street maintenance supplies	\$ 22,195,060
Increased personnel and benefit costs in the Mass Transit Fund, primarily due to expanded service and negotiated settlements with the bargaining units	3,118,060
Increased costs for public transit liability insurance and maintenance services	752,820
Personnel costs	77,360
Reductions in federally-funded equipment purchases	(648,000)
Reduction in the Highway User Revenue Fund public liability insurance	(1,529,940)
Suspension of the Highway User Revenue Fund administrative service charge	(1,755,340)
Total	\$ 22,210,020

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provide regional fixed-route bus service.				
• Number of buses	240	240	240	252
• Number of annual passenger trips (000s)	19,746	17,206	20,067	20,240
• Annual passenger revenue (\$000s)	\$ 10,535	\$ 11,806	\$ 13,197	\$ 13,296
• Total miles (000s)	9,060	9,292	9,303	9,685
• Cost per mile	\$ 5.78	\$ 5.83	\$ 5.84	\$ 5.97
• Revenue per mile	\$ 1.16	\$ 1.27	\$ 1.27	\$ 1.37
Maintain a farebox recovery ratio that is above the national average of 18% for cities with a population of 200,000 – 1 million and strive for a target ratio of 25%.				
• Farebox recovery ratio	20.1%	21.3%	23.6%	24.7%
Provide paratransit services to persons with disabilities who cannot use Sun Tran.				
• Number of vans	125	125	125	125
• Number of scheduled passenger trips (000s)	484	490	506	522
• Miles of service provided (000s)	4,003	4,065	4,146	4,229
Design and construct capital improvement projects and oversee the resurfacing of major streets.				
• Number of capital projects	14	25	32	26
• Number of streets lane miles resurfaced	60	15	16	32

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Maintain collector and arterial streets, traffic signals, and street lights. Roadway conditions are based on the Pavement Condition Index (PCI) set by the Army Corps of Engineers or the Pavement Surface Evaluation and Rating (PASER) system developed at the University of Wisconsin.				
• Percent of major city streets meeting a good or better condition rating	48%	45%	48%	48%
• Number of traffic signal trouble calls	1,566	850	1,600	1,350
• Number of streetlight trouble calls	1,734	1,500	1,650	1,625

OPERATING PROGRAMS

MANAGEMENT SERVICES: This program area coordinates, supervises, and performs administrative functions to ensure the efficient and successful operation of the department.

Projected Revenue Sources

General Fund	\$ 401,045	\$ 654,770	\$ 650,150	\$ 806,500
General Fund: Use of Property	41,856	90,000	90,000	90,000
Highway User Revenue Fund	2,876,855	3,185,210	3,166,730	1,384,080
Highway User Revenue Fund: Use of Property	56,589	-0-	-0-	-0-
Program Total	\$ 3,376,345	\$ 3,929,980	\$ 3,906,880	\$ 2,280,580

Character of Expenditures

Salaries and Benefits	\$ 1,057,584	\$ 1,444,090	\$ 1,420,990	\$ 1,637,760
Services	2,277,347	2,439,360	2,439,360	615,120
Supplies	41,414	46,530	46,530	27,700
Program Total	\$ 3,376,345	\$ 3,929,980	\$ 3,906,880	\$ 2,280,580

ENGINEERING: This program area designs and constructs improvements to the city's roadways and flood control system, manages the use of and access to public rights-of-way, and protects life and property from flood hazards.

Projected Revenue Sources

General Fund	\$ 196,168	\$ 228,290	\$ 228,290	\$ 249,400
Capital Agreement Fund	257,734	-0-	-0-	-0-
Highway User Revenue Fund	2,140,523	3,097,060	2,830,440	2,736,820
Highway User Revenue Fund: Developer Contributions	41,468	40,000	40,000	40,000
Program Total	\$ 2,635,893	\$ 3,365,350	\$ 3,098,730	\$ 3,026,220

TRANSPORTATION

Engineering (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 1,932,612	\$ 2,406,670	\$ 2,282,380	\$ 2,400,350
Services	580,313	869,200	726,870	516,380
Supplies	100,052	85,480	85,480	104,990
Equipment	22,916	4,000	4,000	4,500
Program Total	\$ 2,635,893	\$ 3,365,350	\$ 3,098,730	\$ 3,026,220

PLANNING: This program area manages the design of major transportation corridor projects. It coordinates, supervises, and implements projects that integrate transportation and land-use planning for community enhancement, transportation efficiencies, and multi-modal connectivity.

Projected Revenue Sources

General Fund	\$ 41,527	\$ 47,460	\$ 47,460	\$ 46,650
Federal Highway Administration Grants	195,052	200,000	200,000	178,400
Highway User Revenue Fund	878,465	989,240	977,590	1,012,090
Program Total	\$ 1,115,044	\$ 1,236,700	\$ 1,225,050	\$ 1,237,140

Character of Expenditures

Salaries and Benefits	\$ 809,030	\$ 793,710	\$ 833,700	\$ 949,100
Services	227,735	394,260	342,620	248,720
Supplies	78,279	48,730	48,730	39,320
Program Total	\$ 1,115,044	\$ 1,236,700	\$ 1,225,050	\$ 1,237,140

PUBLIC TRANSIT LIABILITY: This program area pays the liability and property losses incurred by Sun Tran and Sun Van that are not covered by purchased insurance policies.

Projected Revenue Sources

Internal Service Fund: Self Insurance	\$ 2,014,265	\$ 670,000	\$ 1,300,000	\$ 850,000
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Character of Expenditures

Services	\$ 2,014,265	\$ 670,000	\$ 1,300,000	\$ 850,000
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STREETS and TRAFFIC MAINTENANCE: This program area maintains the streets, median island landscaping, alleyways, and drainage ways to ensure safe driving surfaces, decrease the potential for flooding, and control dust. The program also manages the maintenance and inspection of street lights, traffic signs, traffic signals, and roadway markings to ensure the safe and efficient movement of people, traffic, and goods.

Projected Revenue Sources

General Fund	\$ 335,619	\$ 53,560	\$ 53,560	\$ 5,849,300
General Fund: Restricted	53,339	100,700	100,700	100,700
Federal Highway Administration Grants	317,308	424,350	424,350	450,000
Highway User Revenue Fund	19,174,620	20,541,340	20,711,590	35,524,730
Highway User Revenue Fund: In-Lieu Fees	68,743	119,410	119,410	60,000
Program Total	\$ 19,949,629	\$ 21,239,360	\$ 21,409,610	\$ 41,984,730

Streets and Traffic Maintenance (Continued)

Character of Expenditures	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Salaries and Benefits	\$ 9,735,909	\$ 11,018,970	\$ 10,479,210	\$ 10,682,670
Services	7,118,274	7,957,910	6,915,590	26,278,340
Supplies	3,084,651	2,218,980	3,905,400	4,978,720
Equipment	10,795	43,500	109,410	45,000
Program Total	\$ 19,949,629	\$ 21,239,360	\$ 21,409,610	\$ 41,984,730

SUN TRAN: Sun Tran provides a fixed-route bus service for the Tucson metropolitan region. The system operates seven days per week.

Projected Revenue Sources

Mass Transit Fund: General Fund	\$ 26,691,138	\$ 27,379,700	\$ 27,379,700	\$ 26,399,400
Mass Transit Fund: Federal Grants	5,888,081	6,144,000	6,144,000	6,874,000
Mass Transit Fund: Regional Transportation Authority	4,475,101	5,570,000	5,570,000	9,409,300
Mass Transit Fund: State Funds	436,438	-0-	-0-	-0-
Mass Transit Fund: User Fees	14,632,292	15,956,300	15,956,300	15,286,100
Miscellaneous Federal Grants	225,322	500,000	500,000	700,000
Program Total	\$ 52,348,372	\$ 55,550,000	\$ 55,550,000	\$ 58,668,800

Character of Expenditures

Services	\$ 6,518,806	\$ 7,091,870	\$ 7,091,870	\$ 6,334,500
Supplies	12,366,842	13,212,550	13,212,550	14,259,710
Equipment	209,476	-0-	-0-	-0-
Contracted Labor	33,253,248	35,245,580	35,245,580	38,074,590
Program Total	\$ 52,348,372	\$ 55,550,000	\$ 55,550,000	\$ 58,668,800

SUN VAN : Sun Van provides paratransit services by appointment that are comparable to Sun Tran's fixed-route bus service and are in accordance with the Americans with Disabilities Act (ADA). The program gives persons with disabilities access to employment, shopping, services, community agencies, and events.

Projected Revenue Sources

Mass Transit Fund: General Fund	\$ 10,934,778	\$ 10,374,600	\$ 10,374,600	\$ 11,397,410
Mass Transit Fund: Federal Grants	1,132,840	1,320,000	1,320,000	700,000
Mass Transit Fund: Regional Transportation Authority	272,364	300,000	300,000	1,300,100
Mass Transit Fund: User Fees	595,762	1,555,400	1,555,400	752,100
Program Total	\$ 12,935,744	\$ 13,550,000	\$ 13,550,000	\$ 14,149,610

Character of Expenditures

Services	\$ 2,737,772	\$ 3,070,700	\$ 3,070,700	\$ 2,969,260
Supplies	1,636,976	1,659,890	1,659,890	2,071,890
Contracted Labor	8,560,996	8,819,410	8,819,410	9,108,460
Program Total	\$ 12,935,744	\$ 13,550,000	\$ 13,550,000	\$ 14,149,610

TRANSPORTATION

TRAFFIC ENGINEERING: This program area designs, constructs, and monitors transportation, traffic and transit systems, and implements neighborhood traffic calming features, such as speed humps, that promote safer neighborhoods.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Capital Agreements Fund	\$ 114	\$ 25,000	\$ 25,000	\$ 50,000
Federal Highway Administration Grants	-0-	50,000	50,000	50,000
Highway User Revenue Fund	1,444,618	1,625,740	1,419,640	1,538,060
Highway User Revenue Fund: Developer Contributions	-0-	-0-	-0-	14,850
Regional Transportation Authority Fund	339,600	1,218,000	1,218,000	1,764,150
Program Total	\$ 1,784,332	\$ 2,918,740	\$ 2,712,640	\$ 3,417,060
Character of Expenditures				
Salaries and Benefits	\$ 1,196,475	\$ 1,274,830	\$ 1,260,930	\$ 1,330,170
Services	493,943	1,469,380	1,277,180	1,905,400
Supplies	93,914	174,530	174,530	181,490
Program Total	\$ 1,784,332	\$ 2,918,740	\$ 2,712,640	\$ 3,417,060

TRANSIT SERVICES: This program area administers and coordinates the activities of the public transportation system, which includes Sun Tran, a fixed-route bus service, and Van Tran, a paratransit service for persons with disabilities.

Projected Revenue Sources				
Capital Agreements Fund	\$ 19,260	\$ -0-	\$ -0-	\$ -0-
Mass Transit Fund: General Fund	652,010	956,700	956,700	586,380
Mass Transit Fund: Federal Grants	429,512	795,000	795,000	384,000
Mass Transit Fund: Use of Property	456,269	160,000	160,000	-0-
Mass Transit Fund: User Fees	90,272	122,670	122,670	120,000
Program Total	\$ 1,647,323	\$ 2,034,370	\$ 2,034,370	\$ 1,090,380
Character of Expenditures				
Salaries and Benefits	\$ 672,385	\$ 415,260	\$ 415,260	\$ 430,840
Services	935,552	929,250	929,250	641,750
Supplies	39,386	39,860	39,860	17,790
Equipment	-0-	650,000	650,000	-0-
Program Total	\$ 1,647,323	\$ 2,034,370	\$ 2,034,370	\$ 1,090,380

POSITION RESOURCES

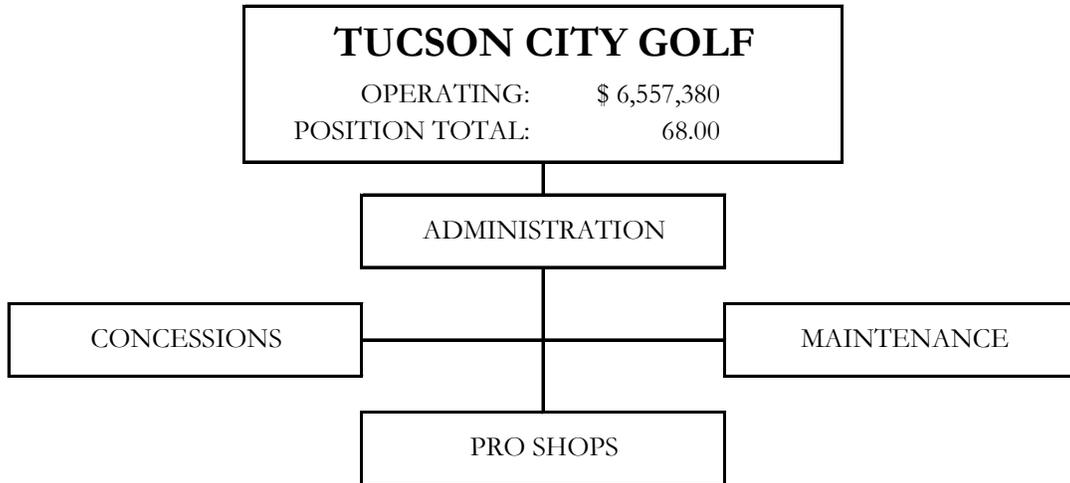
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Management Services				
Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	1.00	1.00	1.00	1.00
Research Assistant Special Projects	1.00	1.00	1.00	1.00
Transportation Administrator	2.00	2.00	2.00	2.00
Transit Services Coordinator	1.00	1.00	1.00	1.00
Transportation Program Coordinator	1.00	1.00	2.00	2.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Staff Assistant	2.00	2.00	2.00	2.00
Management Analyst	1.00	1.00	1.00	1.00
Management Coordinator	-0-	-0-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	14.00	14.00	16.00	16.00
Engineering				
Transportation Administrator	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Engineering Manager	2.00	2.00	2.00	2.00
Civil Engineer	-0-	1.00	1.00	1.00
Engineering Project Manager	5.00	4.50	4.50	4.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00	1.00
Transportation Program Coordinator	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	6.00	5.00	4.00	4.00
Community Services/Neighborhood Resource Project Coordinator	1.00	1.00	1.00	1.00
Construction Inspection Supervisor	1.00	1.00	1.00	1.00
Engineering Associate	2.00	2.00	2.00	2.00
Lead Construction Inspector	2.00	2.00	3.00	3.00
Lead Construction Materials Inspector	1.00	1.00	1.00	1.00
Construction Inspector	10.00	10.00	10.00	10.00
Construction Materials Inspector	2.00	2.00	2.00	2.00
Environmental Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	1.00	1.00	1.00	1.00
Survey Crew Chief	6.00	6.00	6.00	6.00
Engineering Permit and Code Inspector	4.00	3.00	3.00	3.00
Survey Instrument Technician	6.00	6.00	6.00	6.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Survey Technician	5.00	5.00	5.00	5.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	70.00	68.50	68.50	68.00

TRANSPORTATION

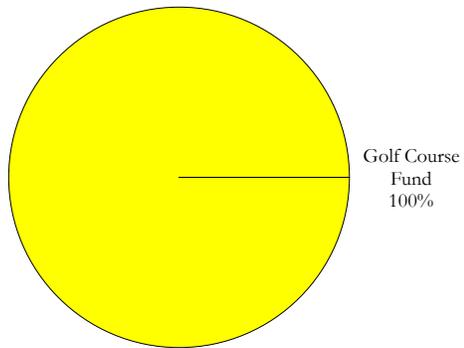
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Planning				
Transportation Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Project Manager	5.00	5.00	5.00	5.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Planner	1.00	1.00	-0-	1.00
Lead Planner	-0-	-0-	1.00	-0-
Senior Engineering Technician	4.00	3.50	3.50	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	14.00	13.50	13.50	13.00
Streets and Traffic Maintenance				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	3.00	2.50	2.50	2.00
Transportation Program Coordinator	-0-	-0-	1.00	1.00
Engineering Project Manager	1.00	-0-	-0-	-0-
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Street Maintenance Supervisor	13.00	11.50	10.50	10.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
High Voltage Electrician Supervisor	2.00	2.00	2.00	2.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
Lead High Voltage Electrician	8.00	8.00	8.00	8.00
Cement Mason	4.00	4.00	4.00	4.00
Equipment Operation Specialist	12.00	10.50	9.50	8.00
Engineering Associate	2.00	2.00	2.00	2.00
High Voltage Electrician	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	0.50	0.50	-0-
Lead Traffic Control Technician	10.00	10.00	10.00	10.00
Street Maintenance Crew Leader	14.00	13.00	15.00	15.00
Streets Inspector and Compliance Specialist	6.00	6.00	6.00	6.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	6.00	5.00	5.00	5.00
Heavy Equipment Operator	44.00	40.25	39.25	40.00
Sign Painter	1.00	1.00	1.00	1.00
Traffic Control Technician	2.00	2.00	2.00	2.00
Account Clerk Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	3.00	3.00
Electronic Technician	6.00	6.00	6.00	6.00
Secretary	1.00	0.50	0.50	-0-
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Senior Street Maintenance Worker	14.00	10.00	10.00	9.00
Senior Trades Helper	2.00	2.00	2.00	2.00
Program Total	169.00	153.75	153.75	150.00

TRANSPORTATION

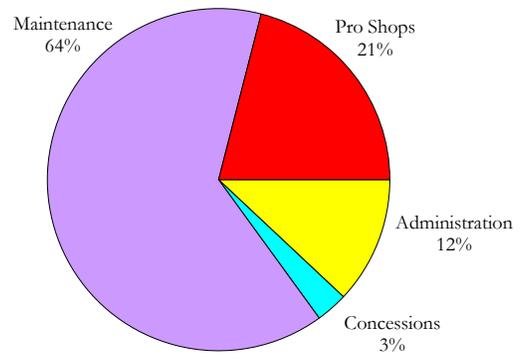
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Traffic Engineering				
Engineering Project Manager	2.00	2.00	2.00	2.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	0.50	0.50	-0-
Senior Engineering Associate	1.00	1.00	1.00	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Electronics Technician	2.00	1.50	1.50	1.00
Traffic Engineering Technician Supervisor	2.00	2.00	2.00	2.00
Traffic Engineering Technician	7.00	6.00	6.00	6.00
Administrative Assistant	1.50	1.50	1.50	1.50
Customer Service Representative	2.00	1.00	1.00	1.00
Customer Service Clerk	0.50	0.50	0.50	0.50
Technological Intern	1.00	-0-	-0-	-0-
Program Total	22.00	18.00	18.00	17.00
Transit Services				
Transportation Eligibility Specialist	2.00	2.00	2.00	2.00
Customer Service Representative	3.00	3.00	3.00	-0-
Secretary	2.00	2.00	2.00	1.00
Program Total	7.00	7.00	7.00	3.00
Department Total	296.00	274.75	276.75	267.00



FINANCING PLAN



PROGRAM ALLOCATION



TUCSON CITY GOLF

MISSION STATEMENT: To strive to provide municipal golfers with the best possible golfing experience through the provision of well-maintained golf courses and outstanding customer service.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	5.00	5.00	5.00	4.00
Concessions	19.50	-0-	-0-	-0-
Maintenance	70.00	31.50	31.50	38.75
Pro Shops	50.75	27.25	27.25	25.25
Department Total	145.25	63.75	63.75	68.00
TOTAL BUDGET				
Operating	\$ 7,577,759	\$ 7,136,750	\$ 7,467,790	\$ 6,557,380
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 3,797,291	\$ 3,709,320	\$ 3,594,000	\$ 2,929,610
Services	1,699,715	1,808,360	1,862,790	1,828,100
Supplies	1,895,243	1,436,570	1,815,200	1,448,090
Equipment	-0-	-0-	31,080	144,860
Debt Services	185,510	182,500	164,720	206,720
Department Total	\$ 7,577,759	\$ 7,136,750	\$ 7,467,790	\$ 6,557,380
FUNDING SOURCES				
Golf Course Fund	\$ 7,577,759	\$ 7,136,750	\$ 7,467,790	\$ 6,557,380

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$6,557,380 reflects a decrease of \$579,370 from the Fiscal Year 2012 Adopted Budget. Changes include:

Purchase of golf carts	\$ 144,860
Miscellaneous operating costs	31,260
Debt service	24,220
Elimination of two permanent positions	(216,500)
Personnel costs due to staffing shifts from permanent to non-permanent	(563,210)
Total	\$ (579,370)

TUCSON CITY GOLF

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provide five municipal golf courses and four driving ranges for the enjoyment and recreation of the public.				
• Total rounds of golf (18-hole equivalent)	193,166	197,320	194,370	197,320
Provide operations support, customer service, golf lessons, and merchandise sales at the four golf course pro shops.				
• Hours of golf lessons	680	720	700	790
• Revenue from driving ranges	\$ 596,460	\$ 707,090	\$ 649,870	\$ 701,160
• Revenue from pro shops	\$ 574,970	\$ 559,540	\$ 541,860	\$ 572,410
Provide opportunities for junior golf play.				
• Number of junior card holders	950	1,070	1,040	1,100
• Total rounds of junior golf	5,970	3,900	5,278	5,630

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight for Tucson City Golf by ensuring that direction and policies of the City, as well as of the Parks and Recreation Department, are followed. This area forecasts future golf play and revenues in order to develop and manage its budget and provides administrative and clerical support. Other administrative functions include payroll, accounts payable, records maintenance, and contract management.

Projected Revenue Sources

Golf Course Fund	\$ 787,695	\$ 849,700	\$ 751,930	\$ 668,800
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Character of Expenditures

Salaries and Benefits	\$ 517,318	\$ 584,150	\$ 520,870	\$ 385,580
Services	66,035	60,730	51,900	58,300
Supplies	18,832	22,320	14,440	18,200
Debt Service	185,510	182,500	164,720	206,720
Program Total	\$ 787,695	\$ 849,700	\$ 751,930	\$ 668,800

CONCESSIONS: This program area provides high quality food and beverage service at a value to golfers and guests, both on-course and in each golf facility's clubhouse. These services are contracted to an outside vendor. This program area also hosts seminars, luncheons, dinners, banquets and parties for both golf and non-golf events and groups.

Projected Revenue Sources

Golf Course Fund	\$ 980,711	\$ 274,330	\$ 317,900	\$ 204,090
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Concessions (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 447,435	\$ 102,610	\$ 117,390	\$ -0-
Services	182,239	165,060	200,510	194,090
Supplies	351,037	6,660	-0-	10,000
Program Total	\$ 980,711	\$ 274,330	\$ 317,900	\$ 204,090

MAINTENANCE: This program area ensures that golfers are provided the best possible turf and golf course conditions with the resources available. This is accomplished by appropriate training and oversight of staff; responsible upkeep and repairs of turf maintenance equipment; adhering to proven methods of horticulture; and management of the golf cart fleet.

Projected Revenue Sources

Golf Course Fund	\$ 4,350,177	\$ 4,484,590	\$ 5,040,500	\$ 4,264,140
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Character of Expenditures

Salaries and Benefits	\$ 1,817,897	\$ 1,905,710	\$ 1,959,420	\$ 1,614,970
Services	1,293,310	1,387,900	1,476,890	1,347,570
Supplies	1,238,970	1,190,980	1,573,110	1,156,740
Equipment	-0-	-0-	31,080	144,860
Program Total	\$ 4,350,177	\$ 4,484,590	\$ 5,040,500	\$ 4,264,140

PRO SHOPS: This program area manages public, club and tournament golf play at the four golf facilities. Its functions include booking tee times, selling tickets, renting golf carts, monitoring play and overseeing driving range use. The program also operates a retail outlet at each golf facility stocking a variety of golf balls, shoes, hats, men and ladies' golf wear and other golf merchandise. Golf lessons and custom club-fitting are also provided by this program through a contractor.

Projected Revenue Sources

Golf Course Fund	\$ 1,459,176	\$ 1,528,130	\$ 1,357,460	\$ 1,420,350
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Character of Expenditures

Salaries and Benefits	\$ 1,014,641	\$ 1,116,850	\$ 996,320	\$ 929,060
Services	158,131	194,670	133,490	228,140
Supplies	286,404	216,610	227,650	263,150
Program Total	\$ 1,459,176	\$ 1,528,130	\$ 1,357,460	\$ 1,420,350

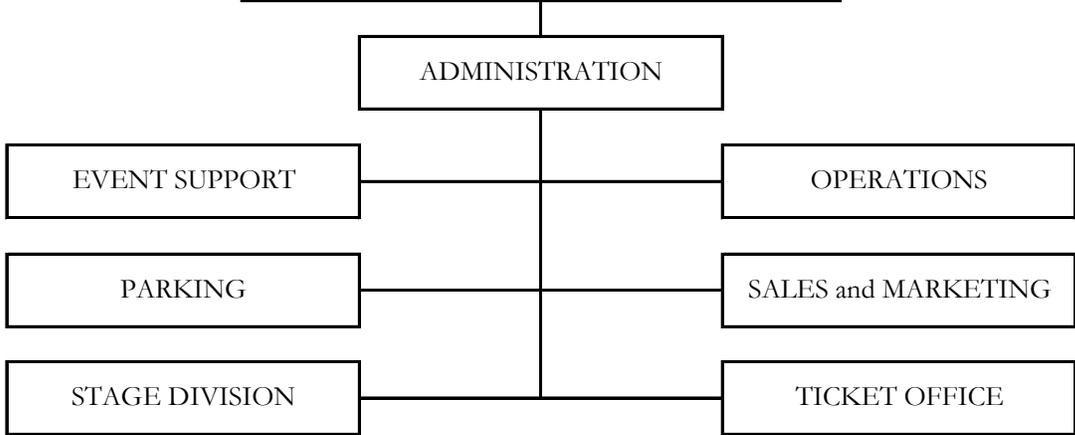
POSITION RESOURCES**Administration**

Deputy Director of Parks and Recreation	1.00	1.00	1.00	1.00
Golf Administrator	1.00	1.00	1.00	-0-
Golf Course Operations Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	4.00

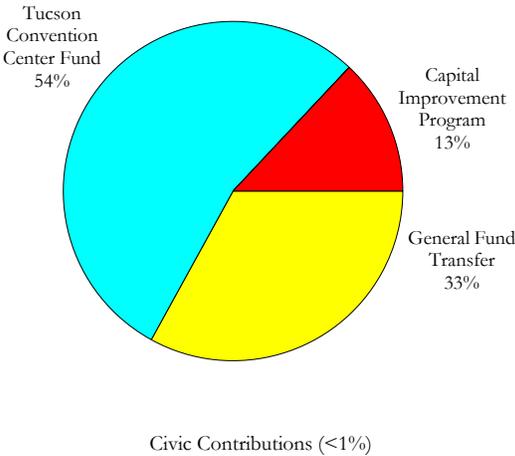
TUCSON CITY GOLF

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Concessions				
Concession Manager	1.00	-0-	-0-	-0-
Food and Beverage Supervisor	2.00	-0-	-0-	-0-
Assistant Food and Beverage Supervisor	1.00	-0-	-0-	-0-
Short Order Cook (Hourly)	2.50	-0-	-0-	-0-
Concessions Worker (Hourly)	13.00	-0-	-0-	-0-
Program Total	19.50	-0-	-0-	-0-
Maintenance				
Parks and Golf Area Supervisor	8.00	8.00	8.00	4.00
Parks Equipment Mechanic	8.00	7.00	7.00	5.00
Trade Specialist	7.00	7.00	7.00	5.00
Parks Maintenance Worker	47.00	9.50	9.50	24.75
Program Total	70.00	31.50	31.50	38.75
Pro Shop				
Golf Professional Supervisor	1.00	1.00	1.00	2.00
Golf Professional	3.00	2.00	2.00	1.00
Senior Assistant Golf Professional	3.00	3.00	3.00	1.00
Assistant Golf Professional	2.00	2.00	2.00	1.00
Senior Cashier	-0-	-0-	-0-	2.25
Cashier	7.50	2.50	2.50	3.00
Custodian	3.00	2.00	2.00	2.00
Golf Host (Hourly)	25.25	11.25	11.25	11.00
General Maintenance Trainee/Worker (Hourly)	6.00	3.50	3.50	2.00
Program Total	50.75	27.25	27.25	25.25
Department Total	145.25	63.75	63.75	68.00

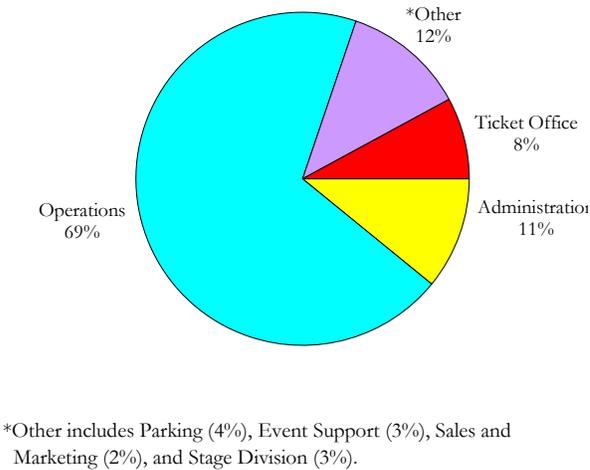
TUCSON CONVENTION CENTER	
OPERATING:	\$ 5,557,760
CAPITAL:	1,000,000
TOTAL:	<u>\$ 6,557,760</u>
POSITION TOTAL:	<u>43.50</u>



FINANCING PLAN



PROGRAM ALLOCATION



TUCSON CONVENTION CENTER

MISSION STATEMENT: To embody the hospitality of Tucson and to contribute to its economic vitality via a strong commitment to customer service and an appreciation for the community's cultural diversity, thereby providing quality convention, meeting, and entertainment facilities and services to both local residents and out of town guests.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	7.00	6.00	6.00	5.00
Event Support	2.50	2.50	2.50	2.50
Operations	23.00	22.00	22.00	19.00
Parking	5.50	5.50	5.50	5.50
Sales and Marketing	1.00	1.00	1.00	1.00
Stage Division	3.50	2.50	2.50	2.50
Ticket Office	7.50	7.50	7.50	8.00
Department Total	50.00	47.00	47.00	43.50
 TOTAL BUDGET				
Operating	\$ 5,437,191	\$ 5,719,060	\$ 5,373,910	\$ 5,557,760
Capital	-0-	1,100,000	-0-	1,000,000
Department Total	\$ 5,437,191	\$ 6,819,060	\$ 5,373,910	\$ 6,557,760
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,342,372	\$ 2,446,940	\$ 1,887,270	\$ 2,340,580
Services	2,993,049	3,095,620	3,369,360	3,100,210
Supplies	101,770	176,500	117,280	116,970
Operating Total	\$ 5,437,191	\$ 5,719,060	\$ 5,373,910	\$ 5,557,760
Capital Improvement Program	-0-	1,100,000	-0-	1,000,000
Department Total	\$ 5,437,191	\$ 6,819,060	\$ 5,373,910	\$ 6,557,760
 FUNDING SOURCES				
General Fund Transfer	\$ 2,036,184	\$ 2,248,660	\$ 2,001,910	\$ 2,095,760
Tucson Convention Center Fund	3,396,007	3,455,000	3,334,500	3,457,000
Civic Contributions	5,000	15,400	37,500	5,000
Operating Total	\$ 5,437,191	\$ 5,719,060	\$ 5,373,910	\$ 5,557,760
Capital Improvement Program	-0-	1,100,000	-0-	1,000,000
Department Total	\$ 5,437,191	\$ 6,819,060	\$ 5,373,910	\$ 6,557,760

TUCSON CONVENTION CENTER

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$5,557,760 reflects a decrease of \$161,300 from the Fiscal Year 2012 Adopted Budget. Changes include:

Miscellaneous adjustments	\$ (10,210)
Reduction of utility expenses	(44,730)
Personnel costs due to decrease in staffing	(106,360)
Total	<u>\$ (161,300)</u>

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provide quality space and event services for use of the arena, music hall, Leo Rich Theatre, exhibition, meeting and ballroom space.				
• Number of attendees at events	659,580	650,000	651,150	653,000
• Total days used in the arena	238	230	240	240
◇ Concerts	12	10	11	12
◇ Family events	24	23	25	30
◇ Sporting events	126	122	115	120
◇ Other - graduations, trade shows, religious	76	75	80	80
• Total days used in the music hall	236	221	235	245
◇ Concerts	16	15	12	12
◇ Graduations/meetings	20	25	25	25
◇ Performing arts	199	181	185	195
• Total days used in the Leo Rich Theatre	101	91	90	90
◇ Concerts/theater	70	60	60	65
◇ Meetings	28	31	30	35
• Total days used in the exhibition halls, meeting and ballroom space	331	355	360	360
◇ Convention/Trade	150	153	150	150
◇ Sporting	45	56	55	60
◇ Meeting/Ballroom/Education	145	146	150	150
Create economic catalyst for downtown Tucson through the attraction of convention visitors and local community members.				
• Amount of transient occupancy tax generated downtown	N/A	\$ 725,000	\$ 725,000	\$ 730,000
• Sales and rental tax collected from events as well as sales tax for food and beverage	\$ 579,801	\$ 622,000	\$ 631,000	\$ 635,000

OPERATING PROGRAMS

ADMINISTRATION: This program area plans, coordinates and provides analytical fiscal support; maintains accurate accounting systems; and administers event support services for the organization.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund Transfer	\$ 687,691	\$ 542,220	\$ 436,310	\$ 557,330
Outside Contracts	48,832	50,000	50,000	50,000
Program Total	\$ 736,523	\$ 592,220	\$ 486,310	\$ 607,330
Character of Expenditures				
Salaries and Benefits	\$ 649,139	\$ 457,220	\$ 365,010	\$ 522,990
Services	79,049	105,170	107,120	75,540
Supplies	8,335	29,830	14,180	8,800
Program Total	\$ 736,523	\$ 592,220	\$ 486,310	\$ 607,330

EVENT SUPPORT: This program area provides event management and coordinates all events to include service provider contracts and ensure a quality guest experience.

Projected Revenue Sources				
General Fund Transfer	\$ -0-	\$ 1,810	\$ -0-	\$ -0-
Catering and Concessions	38,454	131,090	40,030	128,060
Novelty Sales	21,625	30,000	20,000	27,000
Program Total	\$ 60,079	\$ 162,900	\$ 60,030	\$ 155,060
Character of Expenditures				
Salaries and Benefits	\$ 52,634	\$ 150,950	\$ 49,020	\$ 150,040
Services	7,290	11,590	10,050	4,860
Supplies	155	360	960	160
Program Total	\$ 60,079	\$ 162,900	\$ 60,030	\$ 155,060

OPERATIONS: This program area provides event set-up and maintenance for all events. Staff is responsible for ice set-ups and the building venues.

Projected Revenue Sources				
General Fund Transfer	\$ 1,226,110	\$ 1,545,320	\$ 1,471,170	\$ 1,397,710
Catering and Concessions	324,985	218,910	284,970	211,940
Commission Revenue	70,439	-0-	27,430	47,260
Facility Fees	368,292	318,460	317,070	293,640
Parking Fees	620,306	651,750	634,020	639,140
Room and Space Rental	1,214,279	1,250,000	1,225,000	1,275,000
Program Total	\$ 3,824,411	\$ 3,984,440	\$ 3,959,660	\$ 3,864,690

TUCSON CONVENTION CENTER

Operations (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 909,538	\$ 1,022,850	\$ 729,470	\$ 859,810
Services	2,826,645	2,835,180	3,135,810	2,908,910
Supplies	88,228	126,410	94,380	95,970
Program Total	\$ 3,824,411	\$ 3,984,440	\$ 3,959,660	\$ 3,864,690

PARKING: This program area manages all parking functions for multiple events and venues. Staff is responsible for cash handling of all parking fee collections.

Projected Revenue Sources				
General Fund Transfer	\$ -0-	\$ 1,070	\$ -0-	\$ -0-
Parking Fees	211,482	223,250	215,980	210,860
Program Total	\$ 211,482	\$ 224,320	\$ 215,980	\$ 210,860

Character of Expenditures				
Salaries and Benefits	\$ 206,453	\$ 213,990	\$ 206,430	\$ 200,040
Services	3,420	5,920	5,180	6,620
Supplies	1,609	4,410	4,370	4,200
Program Total	\$ 211,482	\$ 224,320	\$ 215,980	\$ 210,860

SALES and MARKETING: This program area attracts a wide variety of local and national revenue-generating events. Staff conducts site visits, tours and works collaboratively with the Metropolitan Tucson Convention and Visitors Bureau.

Projected Revenue Sources				
General Fund Transfer	\$ 122,383	\$ 154,720	\$ 94,430	\$ 140,720
Civic Contributions	5,000	15,400	37,500	5,000
Program Total	\$ 127,383	\$ 170,120	\$ 131,930	\$ 145,720

Character of Expenditures				
Salaries and Benefits	\$ 98,910	\$ 104,090	\$ 97,290	\$ 110,500
Services	28,057	65,030	34,640	34,880
Supplies	416	1,000	-0-	340
Program Total	\$ 127,383	\$ 170,120	\$ 131,930	\$ 145,720

TUCSON CONVENTION CENTER

STAGE DIVISION: This program area supports events requiring staging and theatrical services. Staff oversees all arena and music hall rigging and concert set-ups as well as provides telephone and internet services to events.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund Transfer	\$ -0-	\$ 460	\$ -0-	\$ -0-
Commission Revenue	74,145	125,000	102,570	92,740
Facility Fees	-0-	44,360	-0-	-0-
Recovered Expenditure Revenue	63,655	40,000	43,500	55,000
Program Total	\$ 137,800	\$ 209,820	\$ 146,070	\$ 147,740
 Character of Expenditures				
Salaries and Benefits	\$ 120,924	\$ 173,540	\$ 130,300	\$ 127,900
Services	14,121	23,260	14,160	12,740
Supplies	2,755	13,020	1,610	7,100
Program Total	\$ 137,800	\$ 209,820	\$ 146,070	\$ 147,740

TICKET OFFICE: This program area provides quality promoter and guest experiences by managing all ticketing functions. Staff is responsible for all ticketing fund handling.

Projected Revenue Sources				
General Fund Transfer	\$ -0-	\$ 3,060	\$ -0-	\$ -0-
Box Office Fees	145,338	140,000	130,000	140,000
Event Ticket Rebates	135,913	135,000	136,000	140,000
Facility Fees	58,262	97,180	107,930	146,360
Program Total	\$ 339,513	\$ 375,240	\$ 373,930	\$ 426,360
 Character of Expenditures				
Salaries and Benefits	\$ 304,774	\$ 324,300	\$ 309,750	\$ 369,300
Services	34,467	49,470	62,400	56,660
Supplies	272	1,470	1,780	400
Program Total	\$ 339,513	\$ 375,240	\$ 373,930	\$ 426,360

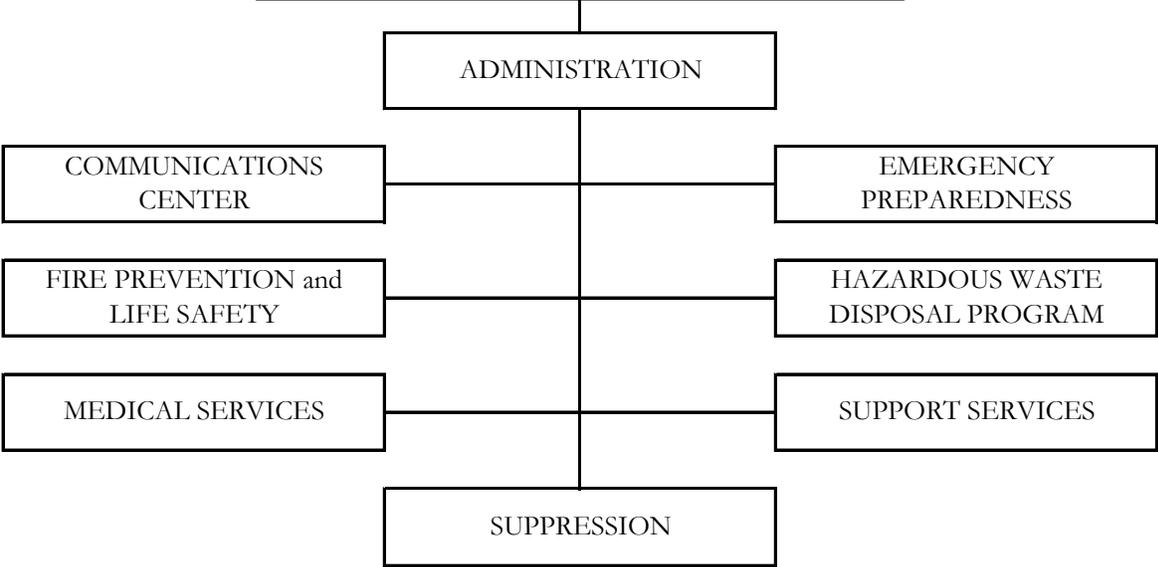
POSITION RESOURCES

Administration				
Director of Convention Center	1.00	-0-	-0-	-0-
Deputy Director of Convention Center	1.00	1.00	1.00	1.00
Convention Center Administrator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	-0-
Secretary	2.00	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	6.00	6.00	5.00

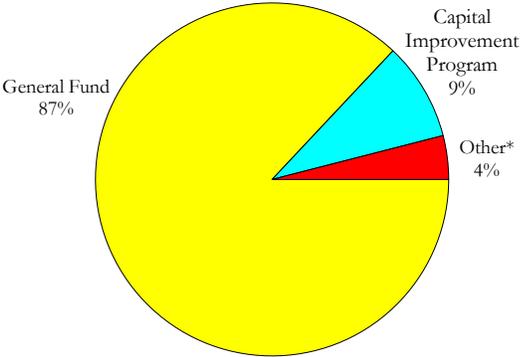
TUCSON CONVENTION CENTER

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Event Support				
Convention Center Event Services Manager	1.00	1.00	1.00	1.00
Convention Center Events Coordinator	1.00	1.00	1.00	1.00
Center Services Assistant	0.50	0.50	0.50	0.50
Program Total	2.50	2.50	2.50	2.50
Operations				
Convention Center Event Services Manager	1.00	1.00	1.00	1.00
Convention Center Operation Manager	1.00	1.00	1.00	1.00
Convention Center Worker Supervisor	1.00	-0-	-0-	-0-
Building Maintenance Worker	1.00	1.00	1.00	-0-
Lead Custodian	1.00	1.00	1.00	1.00
Convention Center Worker	18.00	18.00	18.00	16.00
Program Total	23.00	22.00	22.00	19.00
Parking				
Convention Center Parking Supervisor	1.00	1.00	1.00	1.00
Cashier	4.50	4.50	4.50	4.50
Program Total	5.50	5.50	5.50	5.50
Sales and Marketing				
Convention Center Event Services Manager	1.00	1.00	1.00	1.00
Program Total	1.00	1.00	1.00	1.00
Stage Division				
Convention Center Technical Manager	1.00	-0-	-0-	-0-
Convention Center Stagehand Supervisor	2.50	2.50	2.50	2.50
Program Total	3.50	2.50	2.50	2.50
Ticket Office				
Convention Center Box Office Supervisor	1.00	1.00	1.00	1.00
Convention Center Cashier	1.50	1.50	1.50	1.50
Senior Cashier	2.00	2.00	2.00	2.00
Cashier	3.00	3.00	3.00	3.50
Program Total	7.50	7.50	7.50	8.00
Department Total	50.00	47.00	47.00	43.50

TUCSON FIRE	
OPERATING:	\$ 87,814,710
CAPITAL:	8,729,600
TOTAL:	<u>\$ 96,544,310</u>
POSITION TOTAL:	<u>753.00</u>

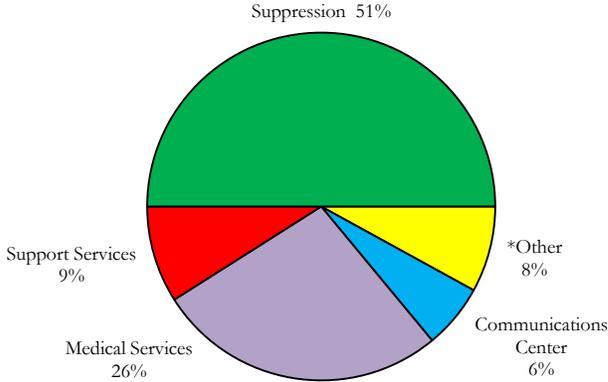


FINANCING PLAN



*Other includes Miscellaneous Federal Grants (4%), Civic Contributions Fund (<1%), Self Insurance Internal Service Fund (<1%), and Miscellaneous Non-Federal Grants Fund (<1%).

PROGRAM ALLOCATION



*Other includes Fire Prevention and Life Safety (4%), Emergency Preparedness (2%), Administration (1%), and Hazardous Waste Disposal Program (<1%).

TUCSON FIRE

MISSION STATEMENT: To protect the lives and property of the citizens of Tucson from natural and manmade hazards and acute medical emergencies through prevention, education and active intervention.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	11.00	11.00	9.00	9.00
Communications Center ¹	-0-	-0-	82.00	82.00
Emergency Preparedness	6.00	6.00	5.00	4.00
Fire Prevention and Life Safety	43.00	36.00	36.00	36.00
Hazardous Waste Disposal Program	2.00	2.00	2.00	2.00
Medical Services	187.00	191.00	192.00	193.00
Support Services	31.00	30.00	31.00	30.00
Suppression	445.00	395.00	396.00	397.00
Department Total	725.00	671.00	753.00	753.00
TOTAL BUDGET				
Operating	\$ 76,871,829	\$ 75,545,650	\$ 78,776,480	\$ 87,814,710
Capital	1,149,649	200,000	134,320	8,729,600
Department Total	\$ 78,021,478	\$ 75,745,650	\$ 78,910,800	\$ 96,544,310
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 65,819,815	\$ 64,902,190	\$ 69,945,210	\$ 78,033,390
Services	4,713,864	4,584,060	4,579,200	4,796,840
Supplies	4,264,706	4,044,070	4,149,720	3,844,710
Equipment	2,073,444	2,015,330	102,350	1,139,770
Operating Total	\$ 76,871,829	\$ 75,545,650	\$ 78,776,480	\$ 87,814,710
Capital Improvement Program	1,149,649	200,000	134,320	8,729,600
Department Total	\$ 78,021,478	\$ 75,745,650	\$ 78,910,800	\$ 96,544,310
FUNDING SOURCES				
General Fund	\$ 73,299,891	\$ 72,193,670	\$ 77,619,600	\$ 83,845,450
Capital Improvement Fund	2,000,000	-0-	-0-	-0-
Civic Contributions Fund	9,502	50,000	6,270	20,000
Self Insurance Internal Service Fund	254,170	451,040	251,740	348,320
Miscellaneous Federal Grants	1,232,418	1,800,940	898,870	3,436,940
Miscellaneous Non-Federal Grants	75,848	1,050,000	-0-	164,000
Operating Total	\$ 76,871,829	\$ 75,545,650	\$ 78,776,480	\$ 87,814,710
Capital Improvement Program	1,149,649	200,000	134,320	8,729,600
Department Total	\$ 78,021,478	\$ 75,745,650	\$ 78,910,800	\$ 96,544,310

¹Transferred from General Services during Fiscal Year 2012.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$87,814,710 reflects an increase of \$12,269,060 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel and benefit costs due to elimination of furloughs and increased pension and medical costs	\$ 5,782,510
Transfer of Communications Center personnel and operating costs from General Services Department	5,643,280
Net increase in grant capacity, including additional \$2,500,000 for Staffing for Adequate Fire and Emergency Response (SAFER) Grant	750,000
Increase in building and equipment maintenance	116,610
Increase in aircard charges to support Computer Aided Dispatch (CAD) and Electronic Patient Care Reporting (EPCR)	73,290
Decrease in supplies and printing	<u>(96,630)</u>
Total	\$ 12,269,060

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Recover costs for advanced life support/ambulance service from either the patients' insurance carriers or the patients themselves.				
• Number of billed advanced life support ambulance transports	19,316	19,390	18,824	18,820
• Net collection rate	84%	80%	72%	72%
• Cost recovery	61%	63%	59%	53%
Respond to fire and medical emergency calls.				
• Number of emergency calls	82,089	79,400	83,000	84,000
• Number of unit responses to structure fires (house, apartment, building)	6,232	170*	6,000	6,000
• Number of requests for paramedic services	24,848	21,000	25,000	26,000
• Number of calls concerning people experiencing cardiac arrests	476	500	500	550
Respond to emergency calls by arriving at scene within a four minute travel time 90% of the time per National Fire Protection Association (NFPA) recommendations.				
• Percent of timely response	60%	N/A	60%	65%
Arrive at scene within nine minutes of dispatch for advanced life support response per Arizona Department of Health Services' requirements.				
• Percent of timely response	94%	95%	93%	93%

*The number of responses of 170 was adopted in Fiscal Year 2012 in error. The correct number should have been 6,000.

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Conduct fire code inspections.				
• Number of commercial buildings inspected	6,462	4,840	5,798	5,000
• Number of schools inspected	33	35	34	34
• Number of specialty inspections	2,290	1,300	2,178	2,000
Investigate fires to determine cause and origin.				
• Number of fires investigated	344	400	234	400
Promote public safety through public education.				
• Number of community contacts through educational programs	22,665	25,000	25,000	25,000
• Number of Juvenile Fire Stopper (JFS) classes conducted	18	10	20	20
Train new recruits to be qualified fire fighters.				
• Number of recruits	N/A	N/A	N/A	33
• Percent of qualified recruits graduating	N/A	N/A	N/A	77%

OPERATING PROGRAMS

ADMINISTRATION: This program area 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.

Projected Revenue Sources

General Fund	\$ 1,071,280	\$ 1,188,440	\$ 1,002,800	\$ 1,014,190
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Character of Expenditures

Salaries and Benefits	\$ 900,846	\$ 998,900	\$ 812,820	\$ 841,160
Services	144,291	164,090	168,230	145,500
Supplies	26,143	25,450	21,750	27,530
Program Total	\$ 1,071,280	\$ 1,188,440	\$ 1,002,800	\$ 1,014,190

COMMUNICATIONS CENTER: This program area coordinates regional 911 systems and operations on behalf of the State of Arizona and provides continuous 911 call taking and emergency fire-medical dispatching services for Tucson and surrounding jurisdictions.

Projected Revenue Sources

General Fund	\$ -0-	\$ -0-	\$ 5,164,110	\$ 5,603,280
State Telcommunications Excise Tax	-0-	-0-	-0-	40,000
Program Total	\$ -0-	\$ -0-	\$ 5,164,110	\$ 5,643,280

TUCSON FIRE

Communications Center (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ 4,841,670	\$ 5,330,640
Services	-0-	-0-	244,510	263,840
Supplies	-0-	-0-	77,930	18,800
Equipment	-0-	-0-	-0-	30,000
Program Total	\$ -0-	\$ -0-	\$ 5,164,110	\$ 5,643,280

EMERGENCY PREPAREDNESS: This program area provides 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.

Projected Revenue Sources				
General Fund	\$ 423,212	\$ 418,940	\$ 414,370	\$ 466,700
Miscellaneous Federal Grants	1,232,418	1,725,940	898,870	936,940
Miscellaneous Non-Federal Grants	60,764	1,050,000	-0-	164,000
Program Total	\$ 1,716,394	\$ 3,194,880	\$ 1,313,240	\$ 1,567,640

Character of Expenditures				
Salaries and Benefits	\$ 787,151	\$ 716,040	\$ 652,910	\$ 540,220
Services	603,871	327,570	224,630	10,800
Supplies	297,872	299,060	435,700	74,950
Equipment	27,500	1,852,210	-0-	941,670
Program Total	\$ 1,716,394	\$ 3,194,880	\$ 1,313,240	\$ 1,567,640

FIRE PREVENTION and LIFE SAFETY: This program area promotes public safety by administering fire codes and standards, conducting regular building and facility inspections of commercial buildings, schools, vacant and neglected structures, group homes, and landfills; and enforcing compliance of code violations. They also respond to citizen complaints and conduct specialty inspections of tents, fireworks displays, open burn permits, and the self-inspection program. In accordance with International Fire Code, this program investigates the cause and origin of all fires reported within City jurisdiction. This program area proactively engages in fire prevention and life safety by educating fire fighters and the community with instructional support, materials, and education programs focused on reducing the incidence of injury and death; and provides accurate and timely information to the news media and the community on events and services provided.

Projected Revenue Sources				
General Fund	\$ 3,717,297	\$ 3,593,890	\$ 3,333,840	\$ 3,796,080
Civic Contributions Fund	8,020	25,000	-0-	19,000
Miscellaneous Non-Federal Grants	15,084	-0-	-0-	-0-
Program Total	\$ 3,740,401	\$ 3,618,890	\$ 3,333,840	\$ 3,815,080

Character of Expenditures				
Salaries and Benefits	\$ 3,507,758	\$ 3,377,940	\$ 3,154,180	\$ 3,587,670
Services	133,919	117,410	109,720	131,800
Supplies	98,724	123,540	69,940	95,610
Program Total	\$ 3,740,401	\$ 3,618,890	\$ 3,333,840	\$ 3,815,080

HAZARDOUS WASTE DISPOSAL PROGRAM: This program area ensures that City generated hazardous waste is properly collected, packaged and disposed of per local, state and federal laws.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Self Insurance Internal Service Fund	\$ 254,170	\$ 451,040	\$ 251,740	\$ 348,320
Character of Expenditures				
Salaries and Benefits	\$ 202,670	\$ 211,090	\$ 205,100	\$ 231,210
Services	29,766	179,540	32,300	71,610
Supplies	21,734	60,410	14,340	45,500
Program Total	\$ 254,170	\$ 451,040	\$ 251,740	\$ 348,320

MEDICAL SERVICES: This program area is responsible for the department's Advanced Life Recovery (ALS) ambulance services and emergency medical service (EMS) administration. EMS administration functions include the creation and monitoring of service contracts; the development 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. This program is partially funded through in-house billing cost recovery for ALS ambulance services.

Projected Revenue Sources				
General Fund	\$ 7,682,036	\$ 8,469,380	\$ 8,822,680	\$ 10,757,790
General Fund - ALS Cost Recovery Fees	12,117,391	12,041,350	12,100,000	12,100,000
Program Total	\$ 19,799,427	\$ 20,510,730	\$ 20,922,680	\$ 22,857,790
Character of Expenditures				
Salaries and Benefits	\$ 18,025,014	\$ 18,592,770	\$ 18,924,960	\$ 20,884,970
Services	696,998	782,890	869,210	888,130
Supplies	1,077,415	1,135,070	1,128,510	1,084,690
Program Total	\$ 19,799,427	\$ 20,510,730	\$ 20,922,680	\$ 22,857,790

SUPPORT SERVICES: This program area provides internal support for the entire department. It administers all procurement functions, distributes supplies and equipment to all stations and facilities, and maintains all front-line vehicles and safety equipment. In addition, this program ensures 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 and works to ensure that all Tucson Fire Department members are provided with the safest and healthiest possible work environment.

Projected Revenue Sources				
General Fund	\$ 7,610,589	\$ 6,871,500	\$ 6,993,160	\$ 7,299,010
General Fund: Restricted Revenues	90,193	144,000	184,000	144,000
Program Total	\$ 7,700,782	\$ 7,015,500	\$ 7,177,160	\$ 7,443,010

TUCSON FIRE

Support Services (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 3,004,240	\$ 2,593,180	\$ 2,893,600	\$ 2,795,770
Services	2,355,795	2,403,240	2,263,940	2,511,610
Supplies	2,294,803	1,855,960	1,917,270	1,967,530
Equipment	45,944	163,120	102,350	168,100
Program Total	\$ 7,700,782	\$ 7,015,500	\$ 7,177,160	\$ 7,443,010

SUPPRESSION: This program area provides all-hazard risk protection and timely response to the Tucson community using contemporary, efficient, and compliant emergency response service through a highly-trained force of professional and dedicated emergency fire and rescue personnel. It focuses on continuously improving customer service, internal processes, and technologies.

Projected Revenue Sources

General Fund	\$ 40,587,893	\$ 39,466,170	\$ 39,604,640	\$ 42,624,400
Capital Improvement Fund	2,000,000	-0-	-0-	-0-
Civic Contribution Fund	1,482	25,000	6,270	1,000
Miscellaneous Federal Grants	-0-	75,000	-0-	2,500,000
Program Total	\$ 42,589,375	\$ 39,566,170	\$ 39,610,910	\$ 45,125,400

Character of Expenditures

Salaries and Benefits	\$ 39,392,136	\$ 38,412,270	\$ 38,459,970	\$ 43,821,750
Services	749,224	609,320	666,660	773,550
Supplies	448,015	544,580	484,280	530,100
Equipment	2,000,000	-0-	-0-	-0-
Program Total	\$ 42,589,375	\$ 39,566,170	\$ 39,610,910	\$ 45,125,400

POSITION RESOURCES

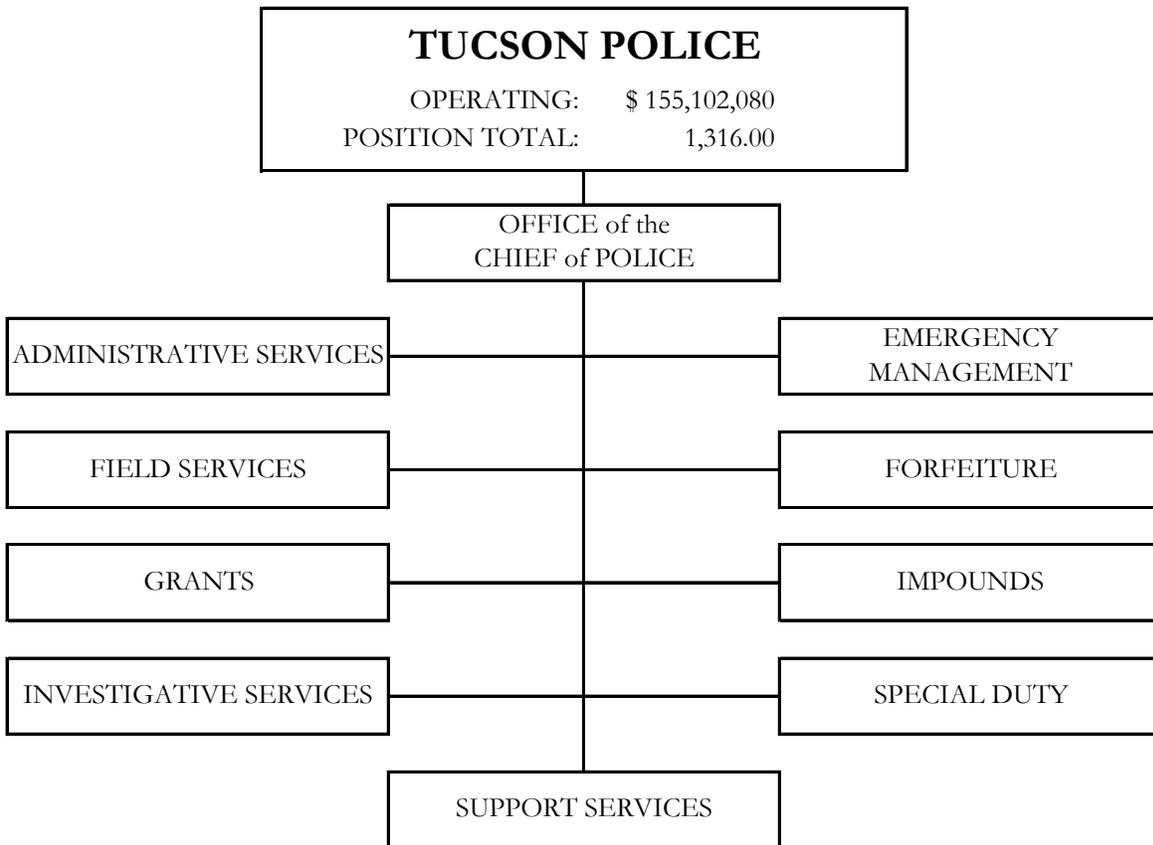
Administration

Fire Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	-0-	-0-
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Senior Accountant/Auditor	1.00	1.00	-0-	-0-
Senior Accountant	-0-	-0-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	-0-	-0-
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	11.00	11.00	9.00	9.00

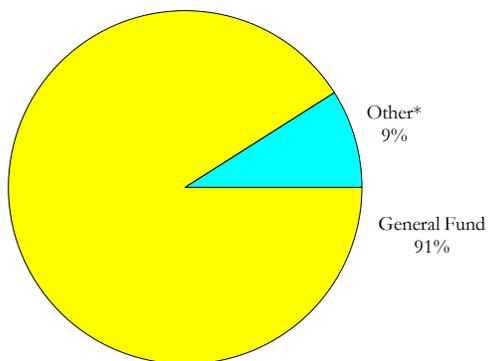
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Communications Center				
Communications Superintendent	-0-	-0-	1.00	1.00
Public Safety Communications Supervisor	-0-	-0-	7.00	7.00
Lead Public Safety Dispatcher	-0-	-0-	5.00	5.00
Public Safety Dispatcher	-0-	-0-	48.00	48.00
Master Street Address Guide Scheduler	-0-	-0-	1.00	1.00
Emergency 911 Operator	-0-	-0-	20.00	20.00
Program Total	-0-	-0-	82.00	82.00
Emergency Preparedness				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Captain	1.00	1.00	1.00	1.00
Risk Management Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	1.00	-0-
Program Total	6.00	6.00	5.00	4.00
Fire Prevention and Life Safety				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	2.00	1.00	1.00	1.00
Fire Captain: Eight Hour	3.00	3.00	4.00	4.00
Fire Prevention Inspector	28.00	22.00	22.00	22.00
Fire Code Administrator	1.00	1.00	1.00	1.00
Fire Protection Plans Examiner	1.00	1.00	1.00	1.00
Public Safety Education Specialist	4.00	4.00	3.00	3.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	43.00	36.00	36.00	36.00
Hazardous Waste Disposal Program				
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Prevention Inspector: Haz Mat	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Medical Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Fire Captain	11.00	11.00	11.00	11.00
Paramedic: Haz Mat/Technical Rescue Team	30.00	30.00	30.00	30.00
Paramedic	134.00	138.00	138.00	138.00
GIS Data Analyst	-0-	-0-	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	-0-	-0-
Administrative Assistant	-0-	-0-	1.00	2.00
Cost Recovery Clerk	6.00	6.00	6.00	6.00
Program Total	187.00	191.00	192.00	193.00

TUCSON FIRE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Support Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	-0-
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	2.00
Fire Captain Assignment: Training Officer	5.00	4.00	4.00	4.00
Equipment Maintenance Superintendent	1.00	1.00	1.00	1.00
Certified Emergency Vehicle Technician Supervisor	2.00	2.00	2.00	2.00
Fire Training Coordinator	1.00	1.00	1.00	1.00
Certified Emergency Vehicle Technician	8.00	8.00	9.00	9.00
Certified Automotive Parts Specialist	2.00	2.00	2.00	2.00
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Lead Housing Technician	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Certified Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Program Total	31.00	30.00	31.00	30.00
Suppression				
Fire Battalion Chief: Assistant Fire Chief	1.00	-0-	-0-	1.00
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	2.00
Fire Battalion Chief	12.00	12.00	12.00	12.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Captain: Haz Mat/Technical Rescue Team	27.00	26.00	26.00	26.00
Fire Captain	79.00	81.00	81.00	81.00
Fire Engineer: Haz Mat/Technical Rescue Team	30.00	30.00	30.00	30.00
Fire Engineer	81.00	82.00	82.00	82.00
Fire Fighter: Haz Mat/Technical Rescue Team	54.00	53.00	53.00	53.00
Fire Fighter	158.00	108.00	108.00	108.00
Administrative Assistant	-0-	-0-	1.00	1.00
Program Total	445.00	395.00	396.00	397.00
Department Total	725.00	671.00	753.00	753.00

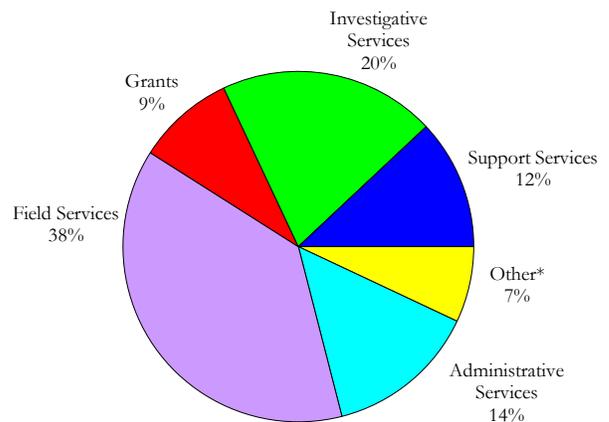


FINANCING PLAN



*Other includes Federal Grants Fund (8%), Non-Federal Grants Fund (1%), and Civic Contribution Fund (<1%).

PROGRAM ALLOCATION



*Other includes Office of the Chief of Police (3%), Special Duty (2%), Emergency Management (1%), Forfeiture (1%), Impounds (<1%).

TUCSON POLICE

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

	Actual FY 2011 ¹	Adopted FY 2012 ²	Estimated FY 2012	Adopted FY 2013 ³
POSITION RESOURCES				
Office of the Chief of Police	35.00	35.00	33.00	33.00
Administrative Services	123.50	123.50	122.50	110.50
Emergency Management	-0-	-0-	8.00	8.00
Field Services	567.00	567.00	572.00	589.00
Forfeiture	4.00	4.00	4.00	5.00
Grants	24.00	78.00	75.00	95.00
Impounds	7.00	7.00	8.00	8.00
Investigative Services	287.50	287.50	282.50	283.50
Special Duty	4.00	4.00	4.00	4.00
Support Services	184.00	184.00	181.00	180.00
Department Total	1,236.00	1,290.00	1,290.00	1,316.00
TOTAL BUDGET				
Operating	\$ 141,174,229	\$ 150,038,490	\$ 143,814,820	\$ 155,102,080
Capital	21,658,530	13,288,000	4,778,440	-0-
Department Total	\$ 162,832,759	\$ 163,326,490	\$ 148,593,260	\$ 155,102,080
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 115,883,627	\$ 122,884,190	\$ 115,531,200	\$ 130,990,630
Services	17,345,968	19,511,390	18,945,240	17,675,720
Supplies	6,472,421	6,058,590	7,278,290	5,389,280
Equipment	1,472,213	1,584,320	2,060,090	1,046,450
Operating Total	\$ 141,174,229	\$ 150,038,490	\$ 143,814,820	\$ 155,102,080
Capital Improvement Program	21,658,530	13,288,000	4,778,440	-0-
Department Total	\$ 162,832,759	\$ 163,326,490	\$ 148,593,260	\$ 155,102,080
FUNDING SOURCES				
General Fund	\$ 132,980,607	\$ 135,105,880	\$ 133,125,420	\$ 140,536,270
Civic Contribution Fund	31,880	-0-	-0-	32,170
Miscellaneous Federal Grants	6,850,377	13,340,490	9,761,140	13,148,930
Miscellaneous Non-Federal Grants	1,311,365	1,592,120	928,260	1,384,710
Operating Total	\$ 141,174,229	\$ 150,038,490	\$ 143,814,820	\$ 155,102,080
Capital Improvement Program	21,658,530	13,288,000	4,778,440	-0-
Department Total	\$ 162,832,759	\$ 163,326,490	\$ 148,593,260	\$ 155,102,080

¹Fiscal Year 2011 total includes 72 commissioned and 10 civilian vacant positions that were not funded.

²Fiscal Year 2012 includes 917 commissioned that were previously funded; 50 newly authorized commissioned funded by the Community Oriented Policing Services (COPs) grant; new funding for 4 full-time equivalent positions awarded by the Governor's Office Public Safety Sustainability Program and 2 new sworn positions funded by the COPs Office Child Sexual Predator Program. It also includes 317 civilians.

³Fiscal Year 2013 includes 973 commissioned that were previously funded; 25 newly authorized commissioned funded by the second COPs grant. It also includes 318 civilians.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$155,102,080 reflects an increase of \$5,063,590 from the Fiscal Year 2012 Adopted Budget. Changes include:

Personnel costs	\$ 8,106,440
Increase in utilities and miscellaneous services	826,510
Reduction in capital expenditures: computer software, furnishings, equipment, tools, and vehicles	(537,870)
Reduction in operating supplies, fuel, furnishings, equipment, and tools	(669,310)
Reduction in professional and maintenance services	(2,662,180)
Total	\$ 5,063,590

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Respond to calls for service.				
• Number of emergency responses	885	1,090	754	959
• Number of critical responses	40,020	46,880	38,400	45,260
• Number of urgent responses	79,705	69,530	116,851	127,026
• Number of general responses	64,050	70,120	60,569	66,639
Respond to emergency response calls.				
• Percent within five minutes	80%	83%	78%	80%
Respond to critical response calls.				
• Percent within ten minutes	71%	70%	62%	65%
Respond to urgent response calls.				
• Percent within 30 minutes	81%	84%	73%	75%
Respond to general response calls.				
• Percent within 60 minutes	58%	61%	41%	50%
Answer emergency 9-1-1 calls routed to the Tucson Police Department. ¹				
• Inbound service calls	299,191	533,880	308,167	317,143
• Outbound service calls	246,700	297,855	258,542	270,384
Requests received for evidence comparison and analysis sent to the crime laboratory.	3,011	3,700	3,700	3,700
Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	2,904	3,850	3,850	3,850
Process incoming items of evidence and property.	75,889	82,000	79,000	80,000

¹The Fiscal Year 2012 adopted service call measures were subsequently revised mid fiscal year based on decreasing call level trends.

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Process outgoing items of evidence and property.	69,081	73,000	64,000	69,000
Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	91%	89%	81%	86%
Optimize clearance rates (for assigned cases). ²				
• Homicide	64%	66%	57%	57%
• Sexual Assault	10%	32%	15%	15%
• Robbery	25%	48%	24%	24%
• Aggravated Assault	37%	73%	35%	35%
• Burglary	6%	43%	5%	5%
• Larceny	21%	72%	15%	15%
• Auto Theft	4%	53%	6%	5%

OPERATING PROGRAMS

OFFICE of the CHIEF of POLICE: This program area directs policy, oversees the professionalism of department members and coordinates the efforts of the department.

Projected Revenue Sources

General Fund	\$ 4,443,480	\$ 5,031,970	\$ 5,030,810	\$ 4,431,990
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Character of Expenditures

Salaries and Benefits	\$ 4,279,609	\$ 4,829,060	\$ 4,829,060	\$ 4,289,050
Services	144,484	138,630	129,190	123,550
Supplies	19,387	64,280	72,560	19,390
Program Total	\$ 4,443,480	\$ 5,031,970	\$ 5,030,810	\$ 4,431,990

ADMINISTRATIVE SERVICES: This program area provides services necessary to ensure sustainable and proactive operations as directed by the Chief of Police. This support includes Finance, Capital Projects, Logistics, Human Resources, and Training.

Projected Revenue Sources

General Fund	\$ 22,499,502	\$ 22,904,550	\$ 22,863,360	\$ 21,121,600
General Fund: Restricted	92,081	730,000	375,000	229,420
Miscellaneous Federal Grants	-0-	58,610	58,610	59,930
Program Total	\$ 22,591,583	\$ 23,693,160	\$ 23,296,970	\$ 21,410,950

²The Fiscal Year 2012 adopted clearance rate measures were subsequently significantly revised to reflect actual base performance levels achieved in Fiscal Year 2011, actual staffing levels and workload, and the national average as reported by the Federal Bureau of Investigation’s Uniform Crime Reporting System.

TUCSON POLICE

Administrative Services (Continued)

Character of Expenditures	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Salaries and Benefits	\$ 9,394,325	\$ 9,951,610	\$ 9,910,420	\$ 9,059,080
Services	8,677,717	9,384,370	9,384,370	9,084,150
Supplies	4,241,999	3,962,180	3,962,180	3,267,720
Equipment	277,542	395,000	40,000	-0-
Program Total	\$ 22,591,583	\$ 23,693,160	\$ 23,296,970	\$ 21,410,950

EMERGENCY MANAGEMENT: This program area plans, coordinates, and integrates activities necessary to build, sustain, and improve the City's capability to mitigate against, prepare for, respond to, and recover from threats, natural or man-made disasters, and acts of terrorism, to promote a safer, less vulnerable community with the capacity to cope with all hazards. The Homeland Security Section protects communities by identifying, preparing for, and mitigating potential threats to critical infrastructure within the city, and by coordinating with regional partners to reduce vulnerability.

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ 429,040	\$ 859,140
Miscellaneous Federal Grants	-0-	-0-	51,000	-0-
Program Total	\$ -0-	\$ -0-	\$ 480,040	\$ 859,140

Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ 473,300	\$ 851,280
Services	-0-	-0-	6,740	7,860
Program Total	\$ -0-	\$ -0-	\$ 480,040	\$ 859,140

FIELD SERVICES: This program area responds to calls for service, investigates crimes and provides for the safe flow of traffic. This includes maintaining strong relationships with neighborhood and business associations, as well as furthering partnerships in an effort to protect life, property, prevent crime and resolve problems.

Projected Revenue Sources				
General Fund	\$ 55,991,500	\$ 52,428,270	\$ 50,953,380	\$ 58,882,730
General Fund: Restricted	28,563	-0-	-0-	-0-
Miscellaneous Federal Grants	-0-	-0-	-0-	78,160
Program Total	\$ 56,020,063	\$ 52,428,270	\$ 50,953,380	\$ 58,960,890

Character of Expenditures				
Salaries and Benefits	\$ 54,459,360	\$ 51,212,990	\$ 49,738,950	\$ 57,597,930
Services	1,541,940	1,200,870	1,209,740	1,345,200
Supplies	18,763	14,410	4,690	17,760
Program Total	\$ 56,020,063	\$ 52,428,270	\$ 50,953,380	\$ 58,960,890

FORFEITURE: This program area effectively applies funding associated with the Racketeer Influenced and Corrupt Organizations (RICO) Act and Arizona forfeiture laws, enhancing operational objectives as determined by the Chief of Police.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ -0-	\$ 358,540	\$ 358,540	\$ -0-
General Fund: Restricted	-0-	275,000	275,000	2,024,880
Forfeitures	1,408,363	1,701,310	1,701,310	-0-
Miscellaneous Federal Grants	8,556	200,000	200,000	200,000
Program Total	\$ 1,416,919	\$ 2,534,850	\$ 2,534,850	\$ 2,224,880
Character of Expenditures				
Salaries and Benefits	\$ 806,852	\$ 350,270	\$ 350,270	\$ 1,077,720
Services	382,839	1,502,290	1,502,290	640,180
Supplies	227,228	226,860	226,860	313,910
Equipment	-0-	455,430	455,430	193,070
Program Total	\$ 1,416,919	\$ 2,534,850	\$ 2,534,850	\$ 2,224,880

GRANTS: This program area provides administrative and financial oversight and capacity for grant funding allocated to the Tucson Police Department in order to enhance operational objectives outlined by the Chief of Police. The department was awarded a second federal grant from the Office of Community Oriented Policing Services (COPS) which will be used to fund police officers in Fiscal Year 2013. Capacity is included for this funding.

Projected Revenue Sources				
General Fund	\$ 429,543	\$ 1,194,040	\$ 846,380	\$ 313,080
Civic Contribution Fund	31,880	-0-	-0-	32,170
Forfeitures	-0-	75,110	-0-	-0-
Miscellaneous Federal Grants	6,841,821	12,956,620	9,377,270	12,672,910
Miscellaneous Non-Federal Grants	1,311,365	1,592,120	928,260	1,384,710
Program Total	\$ 8,614,609	\$ 15,817,890	\$ 11,151,910	\$ 14,402,870
Character of Expenditures				
Salaries and Benefits	\$ 3,055,433	\$ 10,645,960	\$ 5,024,030	\$ 8,993,350
Services	3,558,310	3,928,980	3,928,980	3,790,800
Supplies	806,195	609,210	722,240	765,340
Equipment	1,194,671	633,740	1,476,660	853,380
Program Total	\$ 8,614,609	\$ 15,817,890	\$ 11,151,910	\$ 14,402,870

TUCSON POLICE

IMPOUNDS: Established based on enforcement of Arizona Statute 28-3511, for the removal and immobilization or impoundment of vehicles. This program area provides tracking of operational requirements and funding based partially on associated restricted revenues generated from impound fee receipts.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
Vehicle Impoundment	\$ 671,512	\$ 877,080	\$ 1,686,410	\$ 797,650
Character of Expenditures				
Salaries and Benefits	\$ 544,048	\$ 459,160	\$ 420,730	\$ 586,920
Services	99,697	313,030	64,830	63,010
Supplies	27,767	14,740	1,122,850	147,720
Equipment	-0-	90,150	78,000	-0-
Program Total	\$ 671,512	\$ 877,080	\$ 1,686,410	\$ 797,650

INVESTIGATIVE SERVICES: This program area conducts professional and exemplary criminal investigations by striving to set the highest standards in investigative, forensic, and evidentiary procedures.

Projected Revenue Sources				
General Fund	\$ 27,367,595	\$ 28,516,990	\$ 28,445,610	\$ 30,101,590
Miscellaneous Federal Grants	-0-	74,260	74,260	137,930
Program Total	\$ 27,367,595	\$ 28,591,250	\$ 28,519,870	\$ 30,239,520
Character of Expenditures				
Salaries and Benefits	\$ 25,981,835	\$ 26,962,950	\$ 26,891,570	\$ 28,829,690
Services	903,647	1,191,770	1,191,770	1,026,280
Supplies	482,113	436,530	436,530	383,550
Program Total	\$ 27,367,595	\$ 28,591,250	\$ 28,519,870	\$ 30,239,520

SPECIAL DUTY: This program area provides police-related services to an employer, other than the City of Tucson, by departmental personnel during off-duty hours (i.e., point control, security or any time required to work in a police capacity) in order to enhance existing public safety and community policing efforts.

Projected Revenue Sources				
General Fund	\$ -0-	\$ 291,810	\$ 291,810	\$ -0-
Special Duty	3,222,923	3,040,120	3,040,120	3,374,320
Program Total	\$ 3,222,923	\$ 3,331,930	\$ 3,331,930	\$ 3,374,320
Character of Expenditures				
Salaries and Benefits	\$ 3,099,217	\$ 3,285,050	\$ 3,285,050	\$ 3,252,720
Services	123,706	46,770	46,770	121,600
Supplies	-0-	110	110	-0-
Program Total	\$ 3,222,923	\$ 3,331,930	\$ 3,331,930	\$ 3,374,320

SUPPORT SERVICES: This program area consists of staff and equipment to provide specialized assistance to the department including training and homeland security support, enabling the department to respond to unusual events, disasters, or human-caused crises.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 16,825,545	\$ 17,681,090	\$ 16,828,650	\$ 18,399,870
Miscellaneous Federal Grants	-0-	51,000	-0-	-0-
Program Total	\$ 16,825,545	\$ 17,732,090	\$ 16,828,650	\$ 18,399,870
Character of Expenditures				
Salaries and Benefits	\$ 14,262,948	\$ 15,187,140	\$ 14,607,820	\$ 16,452,890
Services	1,913,628	1,804,680	1,480,560	1,473,090
Supplies	648,969	730,270	730,270	473,890
Equipment	-0-	10,000	10,000	-0-
Program Total	\$ 16,825,545	\$ 17,732,090	\$ 16,828,650	\$ 18,399,870

POSITION RESOURCES

Office of the Chief of Police

Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Deputy Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Assistant Police Chief	4.00	4.00	4.00	4.00
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	4.00	4.00	4.00	4.00
Police Sergeant: Assignments	5.00	5.00	5.00	4.00
Police Sergeant	5.00	5.00	5.00	5.00
Lead Management Analyst	2.00	2.00	2.00	2.00
Community Services Project Supervisor	1.00	1.00	-0-	-0-
Staff Assistant	1.00	1.00	1.00	1.00
Detective	1.00	1.00	1.00	1.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resources Project Coordinator	1.00	1.00	-0-	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Program Total	35.00	35.00	33.00	33.00

TUCSON POLICE

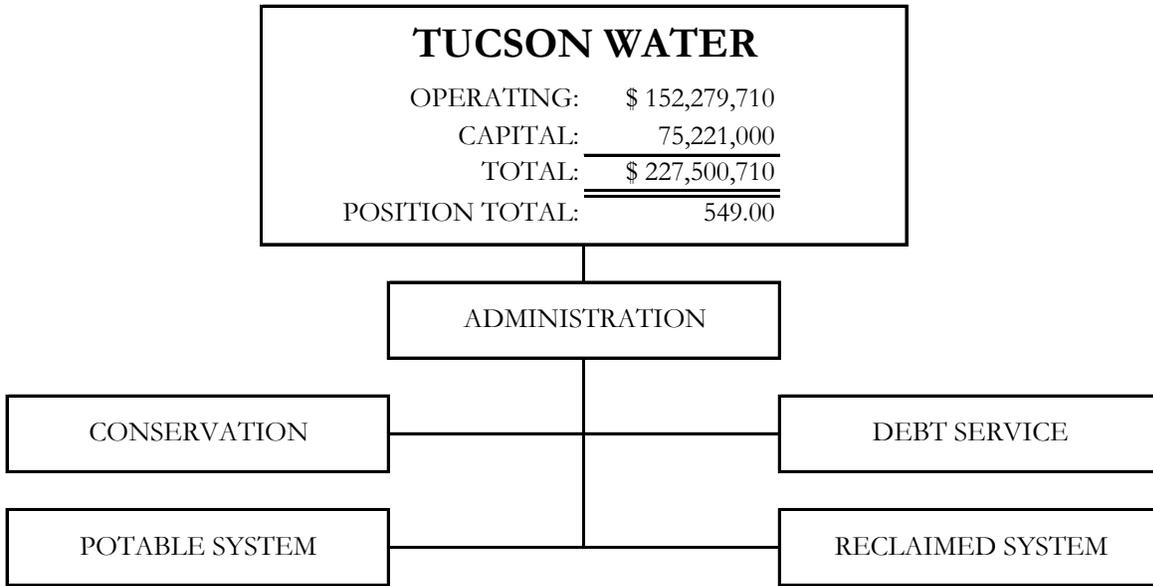
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Administrative Services				
Police Lieutenant: Police Captain	3.00	3.00	3.00	3.00
Police Lieutenant	4.00	4.00	4.00	3.00
Police Sergeant: Assignments	9.00	9.00	8.00	9.00
Police Sergeant	2.00	2.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Police Psychologist	1.00	1.00	1.00	1.00
Police Records Superintendent	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	6.00	6.00	5.00	4.00
Police Officer: Assignments	17.50	17.50	17.50	14.00
Police Officer	14.50	14.50	14.50	6.00
Management Analyst	1.00	1.00	2.00	3.00
Police Records Supervisor	8.00	8.00	8.00	8.00
Administrative Assistant	2.00	2.00	2.00	2.00
Police Records Specialist	35.00	35.00	35.00	35.00
Secretary	3.00	3.00	3.00	3.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Senior Fleet Services Technician	5.00	5.00	5.00	5.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Data Control Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.50	1.50	1.50	1.50
Program Total	123.50	123.50	122.50	110.50
Emergency Management				
Police Lieutenant: Police Captain	-0-	-0-	1.00	1.00
Police Lieutenant	-0-	-0-	1.00	1.00
Police Sergeant: Assignments	-0-	-0-	3.00	3.00
Police Sergeant	-0-	-0-	1.00	1.00
Police Officer: Assignments	-0-	-0-	1.00	1.00
Regional Intelligence Analyst	-0-	-0-	1.00	1.00
Program Total	-0-	-0-	8.00	8.00
Field Services				
Police Lieutenant: Police Captain	5.00	5.00	5.00	5.00
Police Lieutenant	12.00	12.00	11.00	11.00
Police Sergeant: Assignments	10.00	10.00	13.00	13.00
Police Sergeant	61.00	61.00	61.00	61.00
Detective	17.00	17.00	20.00	20.00
Police Officer: Assignments	91.00	91.00	93.00	93.00
Police Officer	342.00	342.00	340.00	357.00
Marshall	1.00	1.00	1.00	1.00
Community Service Officer	23.00	23.00	23.00	23.00
Secretary	5.00	5.00	5.00	5.00
Program Total	567.00	567.00	572.00	589.00

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Forfeiture				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Financial Specialist	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
Administrative Assistant	-0-	-0-	-0-	1.00
Program Total	4.00	4.00	4.00	5.00
Grants - Federal Grants				
Police Sergeant: Assignments	3.00	3.00	1.00	1.00
Detective	3.00	3.00	2.00	2.00
Finance Analyst	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Police Officer: Assignments	2.00	2.50	2.50	3.00
Police Officer	-0-	53.50	53.50	75.00
Criminalist	1.00	1.00	-0-	-0-
Senior Criminalist	-0-	-0-	2.00	1.00
Electronics Technician	1.00	1.00	1.00	1.00
Financial Investigator	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Crime Scene Specialist	1.00	1.00	1.00	1.00
Police Crime Analyst	2.00	2.00	2.00	2.00
Regional Emergency Response Planner	1.00	1.00	1.00	-0-
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	19.00	73.00	71.00	91.00
Grants - Non-Federal Grants				
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Senior Criminalist	1.00	1.00	1.00	1.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Criminalist	1.00	1.00	-0-	-0-
Program Total	5.00	5.00	4.00	4.00
Impounds				
Police Sergeant	1.00	1.00	1.00	1.00
Police Records Specialist	2.00	2.00	2.00	2.00
Customer Service Representative	4.00	4.00	5.00	5.00
Program Total	7.00	7.00	8.00	8.00
Investigative Services				
Police Lieutenant: Police Captain	3.00	3.00	3.00	3.00
Police Lieutenant	6.00	6.00	6.00	6.00
Forensics Administrator	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	21.00	21.00	19.00	19.00
Police Sergeant	4.00	4.00	4.00	4.00
Crime Laboratory Superintendent	1.00	1.00	1.00	1.00
Police Identification Superintendent	1.00	1.00	1.00	1.00
Crime Laboratory Coordinator	4.50	4.50	4.50	4.50
DNA Technical Leader	1.00	1.00	1.00	1.00
Police Evidence Superintendent	1.00	1.00	1.00	1.00

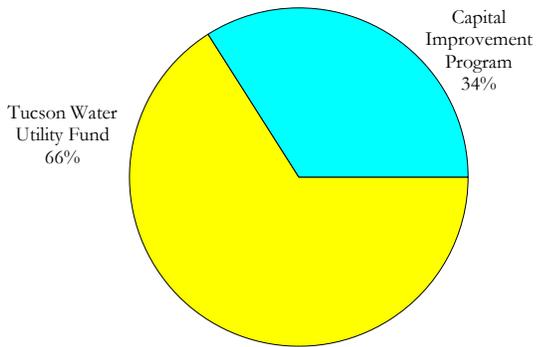
TUCSON POLICE

Investigative Services (Continued)

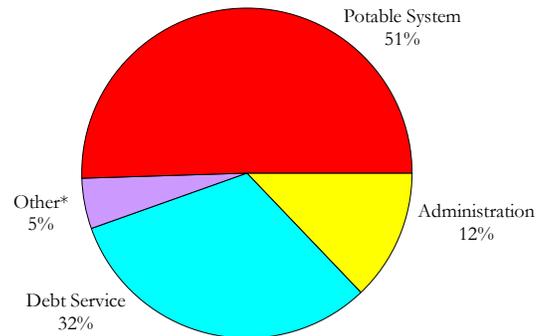
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Senior Criminalist	15.00	15.00	17.00	17.00
Staff Assistant	1.00	1.00	1.00	1.00
Detective: Assignments	4.00	4.00	4.00	4.00
Detective	121.00	121.00	119.00	119.00
Police Officer: Assignments	29.00	29.00	28.00	28.00
Police Officer	11.00	11.00	11.00	11.00
Criminalist	2.00	2.00	-0-	-0-
Crime Scene Specialist Supervisor	4.00	4.00	4.00	4.00
Police Evidence Supervisor	2.00	2.00	2.00	2.00
Crime Scene Specialist	18.00	18.00	18.00	19.00
Police Crime Analyst	8.00	8.00	8.00	8.00
Police Evidence Technician	12.00	12.00	12.00	12.00
Automated Fingerprint Identification System Technician	7.00	7.00	7.00	7.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	3.00	3.00	3.00	3.00
Clerk Transcriptionist	4.00	4.00	4.00	4.00
Office Assistant	2.00	2.00	2.00	2.00
Program Total	287.50	287.50	282.50	283.50
Special Duty				
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
Support Services				
Police Lieutenant: Police Captain	2.00	2.00	1.00	1.00
Police Lieutenant	6.00	6.00	6.00	6.00
Police Sergeant: Assignments	13.00	13.00	11.00	11.00
Public Safety Communications Administrator	1.00	1.00	1.00	1.00
Communications Superintendent	1.00	1.00	1.00	1.00
Police Hazardous Devices Technician	3.00	3.00	3.00	3.00
Detective	5.00	5.00	5.00	4.00
Police Officer: Assignments	61.00	61.00	61.00	61.00
Police Officer	3.00	3.00	4.00	4.00
Aircraft Mechanic	2.00	2.00	2.00	2.00
Public Safety Communications Supervisor	10.00	10.00	10.00	10.00
Regional Intelligence Analyst	1.00	1.00	-0-	-0-
Public Safety Dispatcher	33.00	33.00	33.00	33.00
Police Service Operator	41.00	41.00	41.00	41.00
Secretary	1.00	1.00	1.00	1.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Program Total	184.00	184.00	181.00	180.00
Department Total	1,236.00	1,290.00	1,290.00	1,316.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Reclaimed System (3%) and Conservation (2%).

TUCSON WATER

MISSION STATEMENT: To ensure that our customers receive high quality water and excellent service in a safe, reliable, efficient, and environmentally responsible manner.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	155.50	155.50	156.50	156.50
Conservation	5.00	5.00	5.00	5.00
Potable System	378.00	378.00	371.00	371.00
Reclaimed System	17.50	17.50	16.50	16.50
Department Total	556.00	556.00	549.00	549.00
TOTAL BUDGET				
Operating	\$ 123,720,673	\$ 143,121,200	\$ 138,087,010	\$ 152,279,710
Capital	46,358,281	71,938,000	63,618,000	75,221,000
Department Total	\$ 170,078,954	\$ 215,059,200	\$ 201,705,010	\$ 227,500,710
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 25,712,300	\$ 26,055,670	\$ 26,382,620	\$ 30,212,560
Services	51,052,075	63,308,840	60,268,310	64,308,500
Supplies	6,441,945	9,840,470	8,017,010	9,029,430
Equipment	678,213	1,109,660	750,000	1,290,250
Debt Service	39,836,140	41,881,130	42,544,070	46,688,970
Grant Capacity	-0-	925,430	125,000	750,000
Operating Total	\$ 123,720,673	\$ 143,121,200	\$ 138,087,010	\$ 152,279,710
Capital Improvement Program	46,358,281	71,938,000	63,618,000	75,221,000
Department Total	\$ 170,078,954	\$ 215,059,200	\$ 201,705,010	\$ 227,500,710
FUNDING SOURCES				
Tucson Water Utility Fund	\$ 123,720,673	\$ 143,121,200	\$ 138,087,010	\$ 152,279,710
Operating Total	\$ 123,720,673	\$ 143,121,200	\$ 138,087,010	\$ 152,279,710
Capital Improvement Program	46,358,281	71,938,000	63,618,000	75,221,000
Department Total	\$ 170,078,954	\$ 215,059,200	\$ 201,705,010	\$ 227,500,710

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$152,279,710 reflects an increase of \$9,158,510 from the Fiscal Year 2012 Adopted Budget. Changes include:

Increases in debt service costs associated with elimination of interest only payments and return to principal and interest payments and alignment to debt service schedules on all outstanding debt	\$ 4,807,840
Personnel cost increases due to: pension costs, medical insurance premiums, re-allocation of costs from the capital program to costs associated with operations and maintenance	4,156,890
Increase in miscellaneous professional services including fees associated with Arizona Department of Environmental Quality, Arizona Department of Water Resources and Conservation Outreach Programs	999,660
Increase in equipment and vehicle purchases to replace outdated equipment and vehicles	180,590
Reduction in grant capacity	(175,430)
Decrease in commodity costs associated with chemicals, postage, printing, uniforms, computer equipment, books, furnishings, and small equipment	(811,040)
Total	\$ 9,158,510

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Provide timely responses to customer telephone calls regarding utility accounts.				
• Number of incoming calls	367,407	350,000	370,000	373,000
• Average number of minutes customers wait to speak to a service representative	14.3	5.8	3.5	2.0
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.				
• Number of errors per 10,000 reads	3.2	4.0	4.0	4.0
Read water meters for billing purposes.				
• Number of water meters read annually (000s)	2,833	2,825	2,825	2,834
Provide water customers with reliable, high quality water.				
• Number of operational wells	214	216	216	220
• Number of new meter and full-service requests completed annually	825	800	850	900
• Number of emergency water outages repaired	2,250	2,500	2,500	2,500
• Percent of emergency water outages restored within four to eight hours	95%	95%	96%	96%

Department Measures of Performance (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
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	13	26	15	16
• Number of requests for new water services (meters, hydrants, etc.) processed	5,014	1,000	3,600	5,000
Ensure system modification projects submitted for review are processed within established timelines.				
• Number of system modification plans reviewed	78	110	85	100
• Percentage of system modification plans reviewed within 15 working days	95%	100%	95%	100%
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	600	600	650	650
• Number of samples analyzed in-house	8,000	8,000	8,000	8,000
• Number of compliance samples collected	3,500	3,500	3,500	3,500
• Number of discretionary samples collected	4,500	4,500	4,500	4,500
• Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight for the department by ensuring compliance with Mayor and Council water policies, developing and managing the department’s operating and capital budgets, and ensuring that customers are provided excellent services. Administrative functions include the Director’s Office, Financial Services, Customer Services, Public Information Office, and Employee Services.

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 15,482,387	\$ 17,547,850	\$ 17,664,340	\$ 19,017,990
Miscellaneous Non-Federal Grants	-0-	925,430	-0-	849,000
Program Total	\$ 15,482,387	\$ 18,473,280	\$ 17,664,340	\$ 19,866,990

TUCSON WATER

Administration (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 4,806,000	\$ 4,866,600	\$ 4,928,720	\$ 5,667,080
Services	9,497,090	10,847,010	11,111,750	11,815,950
Supplies	1,179,297	1,834,240	1,498,870	1,633,960
Grant Capacity	-0-	925,430	125,000	750,000
Program Total	\$ 15,482,387	\$ 18,473,280	\$ 17,664,340	\$ 19,866,990

CONSERVATION: This program area includes Tucson Water's base conservation programming, which includes Beat the Peak, as well as the programs recommended by the Community Conservation Task Force (CCTF). The CCTF program focuses on rebates for replacement of high water use fixtures in older housing and irrigation system upgrades. The program is designed to affect the water use of residential and multi-family customers of the utility and is expected to reduce water usage of those customer groups by around 4,000 acre-feet by Fiscal Year 2015. The Conservation Program is administered by the Public Information Office.

Projected Revenue Sources

Tucson Water Conservation Fund	\$ 1,720,075	\$ 2,902,630	\$ 1,822,750	\$ 3,356,820
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Character of Expenditures

Salaries and Benefits	\$ 417,563	\$ 442,000	\$ 442,000	\$ 385,820
Services	1,067,393	2,274,060	1,252,500	2,541,340
Supplies	235,119	186,570	128,250	429,660
Program Total	\$ 1,720,075	\$ 2,902,630	\$ 1,822,750	\$ 3,356,820

DEBT SERVICE: This program area includes the principal, interest, and fiscal agent fees on the utility's debt.

Projected Revenue Sources

Tucson Water Utility Fund	\$ 39,836,140	\$ 41,881,130	\$ 42,544,070	\$ 46,688,970
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Character of Expenditures

Debt Service	\$ 39,836,140	\$ 41,881,130	\$ 42,544,070	\$ 46,688,970
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POTABLE SYSTEM: This program area is responsible for the municipal potable water (water meeting or exceeding all federal, state, and local drinking standards) obtained from groundwater well fields and facilities where Central Arizona Project (CAP) water is recharged and recovered. The Planning and Engineering Division plans, designs, and constructs the water production and distribution systems; the Maintenance Division maintains all of the water facilities; and the Water Quality and Operations Division provides water sampling, analyses, and treatment to provide the highest quality water to customers and ensures a continuous supply of water to our customers.

Projected Revenue Sources

Tucson Water Utility Fund	\$ 62,607,759	\$ 75,002,770	\$ 71,407,340	\$ 77,362,200
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Potable System (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Character of Expenditures				
Salaries and Benefits	\$ 19,224,000	\$ 19,466,390	\$ 19,714,870	\$ 22,668,320
Services	37,988,358	47,089,760	44,947,020	46,867,800
Supplies	4,717,188	7,336,960	5,995,450	6,535,830
Equipment	678,213	1,109,660	750,000	1,290,250
Program Total	\$ 62,607,759	\$ 75,002,770	\$ 71,407,340	\$ 77,362,200

RECLAIMED SYSTEM: This program area provides for an important component of Tucson’s water supply, in that reclaimed water usage for turf irrigation reduces total demand for potable water. The program includes operation and maintenance of the department’s Roger Road Reclaimed Water Plant and Sweetwater Wetlands, as well as separate reclaimed water infrastructure. This system is overseen by the Water Quality and Operations Division, which ensures regulatory compliance with all federal, state, and local agencies.

Projected Revenue Sources

Tucson Water Utility Fund	\$ 4,074,312	\$ 4,861,390	\$ 4,648,510	\$ 5,004,730
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Character of Expenditures

Salaries and Benefits	\$ 1,264,737	\$ 1,280,680	\$ 1,297,030	\$ 1,491,340
Services	2,499,234	3,098,010	2,957,040	3,083,410
Supplies	310,341	482,700	394,440	429,980
Program Total	\$ 4,074,312	\$ 4,861,390	\$ 4,648,510	\$ 5,004,730

POSITION RESOURCES

Administrative

Director of Water	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Water Administrator	2.00	2.00	2.00	2.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Management Coordinator	6.00	6.00	5.00	5.00
Water Operations Superintendent	2.00	2.00	2.00	2.00
Water Program Supervisor	0.50	0.50	0.50	0.50
Lead Management Analyst	3.00	3.00	3.00	3.00
Principal Planner	1.00	1.00	-0-	-0-
Lead Planner	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	2.00	2.00	2.00
Staff Assistant	8.00	8.00	8.00	8.00
Engineering Associate	1.00	1.00	1.00	1.00
Public Information Specialist	2.00	2.00	2.00	2.00
Water Services Supervisor	9.00	9.00	9.00	9.00
Management Analyst	2.00	2.00	2.00	2.00

TUCSON WATER

Administrative (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Executive Assistant	1.00	1.00	1.00	1.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Lead Water Meter Repairer	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Meter Service Representative	11.00	11.00	11.00	11.00
Utility Service Representative	8.00	8.00	6.00	6.00
Water Meter Repairer	2.00	2.00	2.00	2.00
Administrative Assistant	3.00	3.00	2.00	2.00
Utility Service Worker	37.00	37.00	37.00	37.00
Customer Service Representative	34.00	34.00	40.00	40.00
Secretary	2.00	2.00	2.00	2.00
Senior Account Clerk	6.00	6.00	6.00	6.00
Program Total	155.50	155.50	156.50	156.50

Conservation

Water Program Supervisor	0.50	0.50	0.50	0.50
Water Conservation/Information Supervisor	1.00	1.00	1.00	1.00
Public Information Specialist	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	0.50	0.50	0.50	0.50
Program Total	5.00	5.00	5.00	5.00

Potable System

Water Administrator	5.00	5.00	5.00	5.00
Engineering Manager	7.50	7.50	6.50	6.50
Water Control Systems Manager	1.00	1.00	1.00	1.00
Water Program Supervisor	1.00	1.00	1.00	1.00
Water Operations Superintendent	8.00	8.00	8.00	8.00
Water Quality Laboratory Supervisor	1.00	1.00	1.00	1.00
Geographic Information Systems (GIS) Supervisor	1.00	1.00	1.00	1.00
Civil Engineer	12.00	12.00	12.00	12.00
Electrical Engineer	2.00	2.00	2.00	2.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	2.00	2.00	2.00	2.00
Lead Hydrologist	3.00	3.00	3.00	3.00
Project Manager	1.00	1.00	1.00	1.00
Water Control Systems Engineer	2.50	2.50	2.50	2.50
Chemist Supervisor	5.00	5.00	5.00	5.00
Environmental Scientist	4.00	4.00	4.00	4.00
Hydrologist	10.00	10.00	9.00	9.00
Management Assistant	4.00	4.00	3.00	3.00
Senior Engineering Associate	13.00	13.00	12.00	12.00
GIS Data Analyst	2.00	2.00	2.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Facility and Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00

Potable System (Continued)

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Chemist	7.00	7.00	7.00	7.00
Utility Technician	60.50	60.50	60.50	60.50
Planner Scheduler	4.00	4.00	4.00	4.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
Information Technology Specialist	2.00	2.00	2.00	2.00
Water Plant Supervisor	2.00	2.00	2.00	2.00
Electrician	5.50	5.50	5.50	5.50
Electronics Technician	3.50	3.50	3.50	3.50
Engineering Associate	8.00	8.00	8.00	8.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Senior Heavy Equipment Mechanic	9.00	9.00	9.00	9.00
Water Operations Supervisor	12.00	12.00	12.00	12.00
Management Analyst	1.00	1.00	1.00	1.00
Cable Tool Driller	2.00	2.00	2.00	2.00
Construction Inspector	16.00	16.00	16.00	16.00
Corrosion Control Technician	2.00	2.00	2.00	2.00
Disinfection Technician	4.50	4.50	4.50	4.50
Environmental Inspector	2.00	2.00	2.00	2.00
Equipment Operation Specialist	17.00	17.00	17.00	17.00
GIS Technician	4.00	4.00	4.00	4.00
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Pest Control Specialist	2.00	2.00	2.00	2.00
Senior Engineering Technician	14.00	14.00	14.00	14.00
Stores Supervisor	1.00	1.00	1.00	1.00
Survey Crew Chief	4.00	4.00	3.00	3.00
Water Quality Analyst	6.00	6.00	6.00	6.00
Water System Operator	12.00	12.00	12.00	12.00
Welder	2.00	2.00	2.00	2.00
Engineering Technician	5.00	5.00	5.00	5.00
Lead Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Maintenance Mechanic	2.00	2.00	2.00	2.00
Senior Utility Service Worker	5.00	5.00	5.00	5.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Water Service Locator	11.00	11.00	11.00	11.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00
Well Maintenance Mechanic	4.00	4.00	4.00	4.00
Account Clerk Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	7.00	7.00	7.00	7.00
Senior Reprographics Technician	1.00	1.00	-0-	-0-
Utility Service Worker	3.00	3.00	3.00	3.00
Customer Service Representative	7.00	7.00	7.00	7.00
Secretary	5.00	5.00	4.00	4.00

TUCSON WATER

Potable System (Continued)

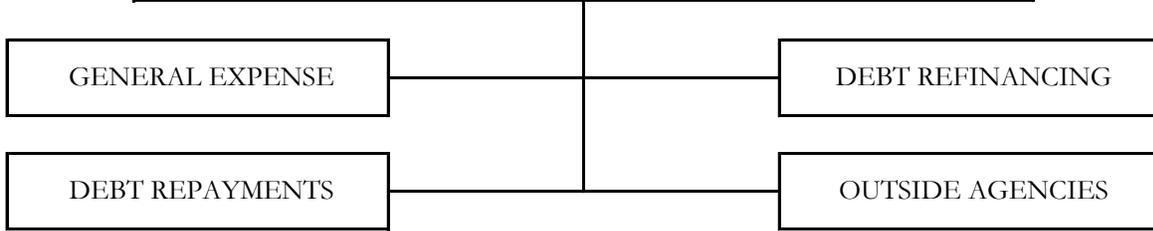
	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	4.00	4.00	4.00	4.00
Water Communications Operator	4.00	4.00	4.00	4.00
Survey Technician	2.00	2.00	2.00	2.00
Technological Intern	2.00	2.00	2.00	2.00
Program Total	378.00	378.00	371.00	371.00
Reclaimed System				
Engineering Manager	0.50	0.50	0.50	0.50
Water Program Supervisor	1.00	1.00	-0-	-0-
Inspection Supervisor	1.00	1.00	1.00	1.00
Electronics Technician	0.50	0.50	0.50	0.50
Water Plant Supervisor	1.00	1.00	1.00	1.00
Electrician	0.50	0.50	0.50	0.50
Cross Connection Control Specialist	5.00	5.00	5.00	5.00
Disinfection Technician	0.50	0.50	0.50	0.50
Water System Operator	5.00	5.00	5.00	5.00
Administrative Assistant	2.00	2.00	2.00	2.00
Utility Technician	0.50	0.50	0.50	0.50
Program Total	17.50	17.50	16.50	16.50
Department Total	556.00	556.00	549.00	549.00

NON-DEPARTMENTAL

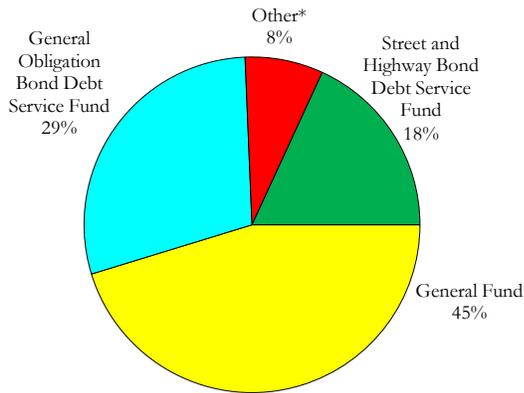
OPERATING: \$ 94,944,190

CAPITAL: 1,750,000

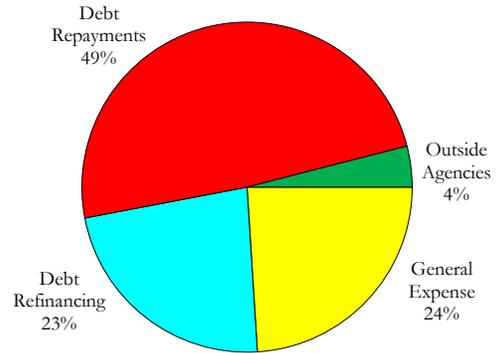
TOTAL: \$ 96,694,190



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Self Insurance Internal Service Fund (3%), Capital Improvement Program (2%), Miscellaneous Federal Grants (1%), Tucson Convention Center Fund (1%), Fleet Services Internal Service Fund (<1%), Highway User Revenue Fund (<1%), and Special Assessment Fund (<1%).

NON-DEPARTMENTAL

The Non-Departmental category contains program budgets that are not associated with any specific department. Its programs are General Expense, Debt Repayments, Debt Refinancing, and Outside Agencies.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
TOTAL BUDGET				
Operating	\$ 94,866,389	\$ 97,487,250	\$ 93,740,890	\$ 94,944,190
Capital	381,989	2,500,000	750,000	1,750,000
Department Total	\$ 95,248,378	\$ 99,987,250	\$ 94,490,890	\$ 96,694,190
CHARACTER OF EXPENDITURES				
Retiree Benefits	\$ 6,537,861	\$ 7,199,490	\$ 6,699,490	\$ 7,300,000
Salary and Benefits	280,112	-0-	-0-	-0-
Services	15,336,458	21,029,740	17,783,380	18,492,990
Supplies	10,538	11,650	11,650	811,650
Debt Service	72,701,420	59,784,370	59,784,370	46,658,550
Refunding	-0-	9,462,000	9,462,000	21,681,000
Operating Total	\$ 94,866,389	\$ 97,487,250	\$ 93,740,890	\$ 94,944,190
Capital Improvement Program	381,989	2,500,000	750,000	1,750,000
Department Total	\$ 95,248,378	\$ 99,987,250	\$ 94,490,890	\$ 96,694,190
FUNDING SOURCES				
General Fund	\$ 42,928,339	\$ 43,711,810	\$ 42,426,080	\$ 43,666,730
Capital Improvement Fund	92,034	-0-	-0-	-0-
Tucson Convention Center Fund	3,789,139	3,793,780	3,793,780	1,307,030
Internal Service Fund: Fleet Services	318	5,140	5,140	2,580
General Obligation Bond Debt Service Fund	27,409,029	27,021,550	27,021,550	28,056,290
Highway User Revenue Fund	1,128,226	428,300	428,300	271,330
Miscellaneous Federal Grants	83,390	83,390	83,390	900,000
ParkWise Fund	468,789	1,379,550	1,379,550	-0-
Self Insurance Internal Service Fund	-0-	2,460,630	-0-	2,460,630
Special Assessments Fund	749,419	725,020	725,020	578,550
Street and Highway Bond Debt Service Fund	18,217,706	17,878,080	17,878,080	17,701,050
Department Total	\$ 94,866,389	\$ 97,487,250	\$ 93,740,890	\$ 94,944,190
Capital Improvement Program	381,989	2,500,000	750,000	1,750,000
Department Total	\$ 95,248,378	\$ 99,987,250	\$ 94,490,890	\$ 96,694,190

NON-DEPARTMENTAL

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$94,944,190 reflects a decrease of \$2,543,060 from the Fiscal Year 2012 Adopted Budget. Changes include:

Capacity for fuel contingency	\$ 800,000
Increase in capacity to cover refunding issuance costs	215,000
Increase in capacity to cover medical insurance costs of retirees	100,510
Increase in capacity for Pima Animal Care Center services	100,000
Capacity for benefits and insurance consultants, and outside auditors	100,000
Reduction in capacity for Jail Board charges	(250,000)
Reduction to debt service principal and interest payments	(1,121,820)
Reduction in Tucson Convention Center rent payment to Rio Nuevo	(2,486,750)
Total	\$ (2,543,060)

OPERATING PROGRAMS

GENERAL EXPENSE: This program area provides centralized budget capacity and accounting and management control for expenditures that are not directly associated with City department programs.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund	\$ 15,292,706	\$ 17,984,790	\$ 16,413,790	\$ 17,684,030
Tucson Convention Center Fund	3,789,139	3,793,780	3,793,780	1,307,030
Miscellaneous Federal Grants	-0-	-0-	-0-	900,000
Self Insurance Internal Service Fund	-0-	2,460,630	-0-	2,460,630
Program Total	\$ 19,081,845	\$ 24,239,200	\$ 20,207,570	\$ 22,351,690
Character of Expenditures				
Retiree Benefits	\$ 6,537,861	\$ 7,199,490	\$ 6,699,490	\$ 7,300,000
Salaries and Benefits	280,112	-0-	-0-	-0-
Services	12,253,334	17,028,060	13,496,430	14,240,040
Supplies	10,538	11,650	11,650	811,650
Program Total	\$ 19,081,845	\$ 24,239,200	\$ 20,207,570	\$ 22,351,690

DEBT REFINANCING: This program area carries the capacity for the potential refinancing (refunding) of existing debt to lower interest payments and extension of the repayment period. Accounting principles and state budget law require that the City record the principal amount of the refinancing as an expenditure. For Fiscal Year 2013, the City anticipates refinancing certificates of participation and Street and Highway bonds.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
Projected Revenue Sources				
General Fund: Restricted	\$ 10,178,438	\$ 9,462,000	\$ 9,462,000	\$ 9,416,000
Street and Highway Bond Debt Service Fund	12,276,407	-0-	-0-	12,265,000
Program Total	\$ 22,454,845	\$ 9,462,000	\$ 9,462,000	\$ 21,681,000
Character of Expenditures				
Refunding	\$ 22,454,845	\$ 9,462,000	\$ 9,462,000	\$ 21,681,000

DEBT REPAYMENTS: This program area (also referred to as Debt Service) contains debt issuance and repayment expenditures for equipment, vehicle, and facility financing needs of general government City departments. The Enterprise Fund departments (Environmental Services, Tucson City Golf, and Tucson Water) budget for their own debt service needs. The financing methods used are general obligation bonds, state's Highway Expansion Loan Program (HELP), lease/purchases, and certificates of participation.

Projected Revenue Sources				
General Fund	\$ 14,474,651	\$ 11,801,170	\$ 11,801,170	\$ 11,597,260
General Fund: Restricted	-0-	562,750	562,750	817,070
Capital Improvement Fund	92,034	-0-	-0-	-0-
Internal Service Fund: Fleet Services	318	5,140	5,140	2,580
General Obligation Bond Debt Service Fund	27,409,029	27,021,550	27,021,550	28,056,290
Highway User Revenue Fund	1,027,646	327,720	327,720	170,750
Miscellaneous Federal Grants	83,390	83,390	83,390	-0-
ParkWise Fund	468,789	1,379,550	1,379,550	-0-
Special Assessments Fund	749,419	725,020	725,020	578,550
Street and Highway Bond Debt Service Fund	5,941,299	17,878,080	17,878,080	5,436,050
Program Total	\$ 50,246,575	\$ 59,784,370	\$ 59,784,370	\$ 46,658,550
Character of Expenditures				
Debt Service	\$ 50,246,575	\$ 59,784,370	\$ 59,784,370	\$ 46,658,550

OUTSIDE AGENCIES: This program area provides funding for organizations that support the Mayor and Council's priorities. Specific organizations and their annual allocations are listed on the following page.

Projected Revenue Sources				
General Fund	\$ 2,982,544	\$ 3,901,100	\$ 4,186,370	\$ 4,152,370
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Program Total	\$ 3,083,124	\$ 4,001,680	\$ 4,286,950	\$ 4,252,950
Character of Expenditures				
Services	\$ 3,083,124	\$ 4,001,680	\$ 4,286,950	\$ 4,252,950

OUTSIDE AGENCY ALLOCATIONS (General Fund)

	Adopted FY 2012	Adopted FY 2013
Arts and Cultural Enrichment¹		
Tucson-Pima Arts Council (TPAC)	\$ 401,660	\$ 401,660
Program Total	\$ 401,660	\$ 401,660
Civic/Special Community Events¹		
Fort Lowell Soccer Shootout	\$ 10,410	\$ 10,410
Southern Arizona Regional Science and Engineering Fair	3,800	3,800
Tucson Rodeo Parade	70,000	70,000
Program Total	\$ 84,210	\$ 84,210
Other¹		
Access Tucson	\$ 303,500	\$ 303,500
Children's Museum Operating and Maintenance	44,030	44,030
Temple of Music and Art Operating and Maintenance	107,240	107,240
YMCA (Jacobs, Lighthouse, and Mulcahy)	88,410	88,410
Program Total	\$ 543,180	\$ 543,180
Payments to Other Governments¹		
Pima Animal Care Center ²	\$ 2,900,000	\$ 3,000,000
Pima Association of Governments ³	98,420	98,420
Victim Witness	24,900	24,900
Program Total	\$ 3,023,320	\$ 3,123,320
Human Services RFPs Allocation⁴	\$ 1,464,910	\$ 1,464,910
Economic and Workforce Development⁵		
Downtown Tucson Partnership Business Improvement District	\$ 330,000	\$ 330,000
Metropolitan Education Commission	19,570	19,570
Metropolitan Tucson Convention and Visitors Bureau (MTCVB) ⁶	2,465,670	2,496,180
Requests for Proposals	499,290	500,000
Tucson Regional Economic Opportunities (TREO) ⁷	520,000	400,000
Program Total	\$ 3,834,530	\$ 3,745,750
Total Outside Agency Allocations	\$ 9,351,810	\$ 9,363,030

¹Funding is in the Non-Departmental budget.

²Funding is paid out for actual services rendered; revenues received for fees and licensing offset the expenditures.

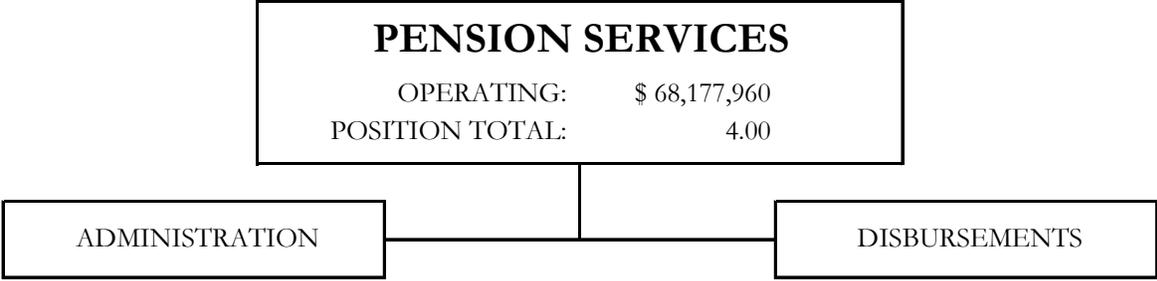
³Additional funding is also in the Tucson Water Department's budget (\$99,000) and in the Highway User Revenue Fund (\$100,580) which is budgeted in Non-Departmental for this purpose.

⁴Funding is in the Housing and Community Development Department budget.

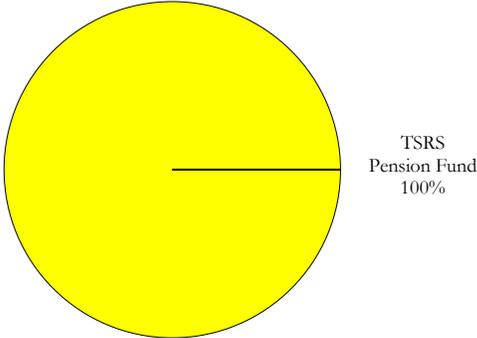
⁵Funding is in the City Manager's Office budget.

⁶Fiscal Year 2012 funding reflects the actual contract allocation made to MTCVB based on prior year's transient occupancy tax (t.o.t.) collections. Fiscal Year 2013 reflects an estimate of the net allocation to the MTCVB based on a projection of Fiscal Year 2012 t.o.t. collections. The Tucson Convention Center budget also includes \$460,000 of t.o.t. allocated for the promotion of tourism per Mayor and Council direction starting in Fiscal Year 2012. In addition, the City Manager's Office budget includes \$28,000 for staff work on Tucson-Mexico tourism promotion.

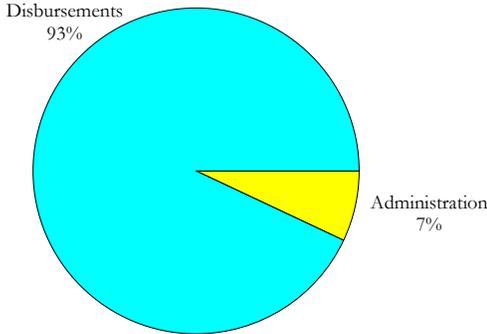
⁷For Fiscal Year 2013, \$120,000 has been budgeted in the City Manager's Office for economic development functions.



FINANCING PLAN



PROGRAM ALLOCATION



PENSION SERVICES

MISSION STATEMENT: To assist Tucson Supplemental Retirement System (TSRS) members with planning for a secure retirement; and provide monthly retirement benefits that supplement social security benefits and personal investment savings of our members and their beneficiaries.

	Actual FY 2011	Adopted FY 2012	Estimated FY 2012	Adopted FY 2013
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
TOTAL BUDGET				
Operating	\$ 68,135,877	\$ 73,572,600	\$ 71,400,370	\$ 68,177,960
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 466,309	\$ 501,700	\$ 308,240	\$ 475,490
• End of Service Program	5,367,037	8,200,000	7,300,000	-0-
• TSRS Refunds	5,279,233	2,800,000	2,360,000	2,350,000
Retiree and Beneficiary Payments	52,880,845	57,900,000	58,182,650	61,000,000
Services	4,124,855	4,142,650	3,222,480	4,325,220
Supplies	17,598	28,250	27,000	27,250
Department Total	\$ 68,135,877	\$ 73,572,600	\$ 71,400,370	\$ 68,177,960
FUNDING SOURCES				
TSRS Pension Fund	\$ 68,135,877	\$ 73,572,600	\$ 71,400,370	\$ 68,177,960

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2013 of \$68,177,960 reflects a decrease of \$5,394,640 from the Fiscal Year 2012 Adopted Budget. Changes include:

Increased benefit costs for normal retiree/beneficiary and disability retiree/beneficiary	\$ 3,100,000
Increased cost in Investment Manager Fee	150,000
Increased computer software maintenance costs	17,400
Increased insurance costs for Fiduciary Liability Coverage	14,170
Staff and interdepartmental labor charges reduced	(26,210)
Decrease in TSRS refund anticipated due to changes in State law	(450,000)
Elimination of the End of Service Program pension benefits (program ended 12/31/11)	(8,200,000)
Total	\$ (5,394,640)

PENSION SERVICES

OPERATING PROGRAMS

ADMINISTRATION: This program area administers the pension benefits for non-public safety City employees and retirees.

Table with 5 columns: Category, Actual FY 2011, Adopted FY 2012, Estimated FY 2012, Adopted FY 2013. Rows include Projected Revenue Sources (TSRS Pension Fund) and Character of Expenditures (Salaries and Benefits, Services, Supplies, Program Total).

DISBURSEMENTS: This program area provides for the distribution of pension benefits to non-public safety City retirees and their beneficiaries, including transfers to and from other pension systems.

Table with 5 columns: Category, Actual FY 2011, Adopted FY 2012, Estimated FY 2012, Adopted FY 2013. Rows include Projected Revenue Sources (TSRS Pension Fund) and Character of Expenditures (Retiree and Beneficiary Payments, End of Service Program, TSRS Refunds, Program Total).

POSITION RESOURCES

Table with 5 columns: Position Title, Actual FY 2011, Adopted FY 2012, Estimated FY 2012, Adopted FY 2013. Rows include Administration (Human Resources Administrator, Lead Management Analyst, Management Analyst, Administrative Assistant, Program Total) and Department Total.

Section E Capital Improvement Program



OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

It is the practice of the City of Tucson to develop, maintain, and revise when necessary a continuing Capital Improvement Program (CIP). The CIP covers a five-year planning horizon (Fiscal Years 2013-2017) and identifies infrastructure and facility projects that the city will undertake during this timeframe as well as the funding sources available for projected expenditures.

The objective of this overview is to give the reader a brief look into the CIP and contains the following financial and narrative information:

- Budget Highlights
- Capital Improvement Program Process
- Summary of Expenditures and Funding Sources
- Department Programs
- Impact on the Operating Budget
- Capital Unmet Needs

BUDGET HIGHLIGHTS

This adopted CIP totals \$826.3 million; \$293.3 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2013 Adopted Budget. Notable projects include the following:

Advanced Oxidation Process Treatment Plant. Plan, design, and construct an Advanced Oxidation Process Treatment Plant to treat Tucson Airport Remediation Project (TARP) water for 1,4-dioxane removal. The plant will be located at the TARP Facility near I-19 and Irvington and will be completed in Fiscal Year 2014. Construction of a treatment plant is needed to ensure compliance as the Environmental Protection Agency is expected to establish health based limits for 1,4-dioxane. Total project costs are estimated to be \$14.6 million with \$10.4 million budgeted in Fiscal Year 2013. The project is funded by Water Revenue System Obligation Funds, the Water Infrastructure Reserve Fund, and Future Water Revenue Bonds.

Communications Center Expansion. Renovate and upgrade the Tucson Police and Tucson Fire Departments' combined Emergency Communications Center located at the Thomas O. Price Service Center (TOPSC). Improvements include expanding the dispatch operations facility to allow for 20-year growth, replacing console and telephone switching, and upgrading the radio communications infrastructure used in public safety and medical dispatch operations. Total project costs are estimated to be \$9.4 million with \$8.7 million budgeted in Fiscal Year 2013. The project is funded by public safety impact fees, Pima County bonds, and miscellaneous federal grants.

Modern Streetcar/SunLink. Plan, design, and construct a four-mile fixed rail transit system that will connect the University of Arizona Campus and the downtown redevelopment area on the west side of Interstate 10. Total project costs are estimated to be \$144.0 million with \$87.6 million budgeted in Fiscal Year 2013. The project includes \$63 million in Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Funding administered by the U.S. Department of Transportation. The project also includes \$75 million in Regional Transportation Authority (RTA) funding.

Southeast Community Park. Acquire land, plan, and design the first phase of a regional park anticipated to be located in the vicinity of the Esmond Station and adjacent to a new Vail School District high school in southeast Tucson. This project will serve the rapidly growing Houghton Corridor Area. It is a collaborative partnership between the City, Pima County, and Vail School District to maximize resources to the benefit of the community served. Total project costs are estimated to be \$5.8 million with \$4.0 million budgeted in Fiscal Year 2013. The project is funded by Pima County bonds.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM PROCESS

Defining a Capital Improvement

To be included in the CIP, projects need to meet one of the following criteria:

- Construction of a new City asset or expansion of an existing city-owned facility, including preliminary planning and surveys, cost of land, staff and contractual services for design and construction, and related furnishings and equipment.
- Initial acquisition of a major equipment system, which will become a City asset at a cost of \$100,000 or more and a useful life of at least six years.
- Major renovation or rehabilitation of an existing City-owned facility that requires an expenditure of \$100,000 or more and will extend the life of the original City asset.

Exceptions have been made for inclusion of a few projects that do not meet the above criteria (SunTran buses and SunVan paratransit vans) to make the planning, funding, and acquisition of these purchases more visible to the public and the governing body.

Steps from Submittal to Approval

In January 2012, the CIP process began with the Office of Budget and Internal Audit providing direction and guidelines to CIP department liaisons for the upcoming CIP. Departments were given approximately four weeks to develop their CIP requests based on their assessment of needs, citizen committee input, and existing bond authorizations and grant awards. Departments were directed to include only projects with secured funding. Exceptions were made for annual federal grant appropriations from the Federal Transit Administration, other pending awards that would require budget capacity be available (e.g., any non-federal grant or contribution), and future enterprise revenues bonds. Department requests were reviewed by the Office of Budget and Internal Audit and applicable revisions were made.

The proposed CIP was presented to the Mayor and Council on April 24, 2012 along with the Recommended Fiscal Year 2013 budget. The first year of the CIP was included as part of the city's recommended budget which was reviewed and discussed by the Council at Study Sessions in May. Two public hearings were held prior to the adoption of the Fiscal Year 2013 budget on June 5th.

SUMMARY of EXPENDITURES and FUNDING SOURCES

Only funded projects, except as noted earlier, are presented in this five-year CIP. The objective is to clarify for the community what the City can do to meet its needs with the limited funds available.

Expenditures

The Approved Five-Year CIP for Fiscal Years 2013 through 2017 totals \$826.3 million. The majority of the projects are in the Operations and Development category, which includes Environmental Services, General Services, Transportation, and Tucson Water.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

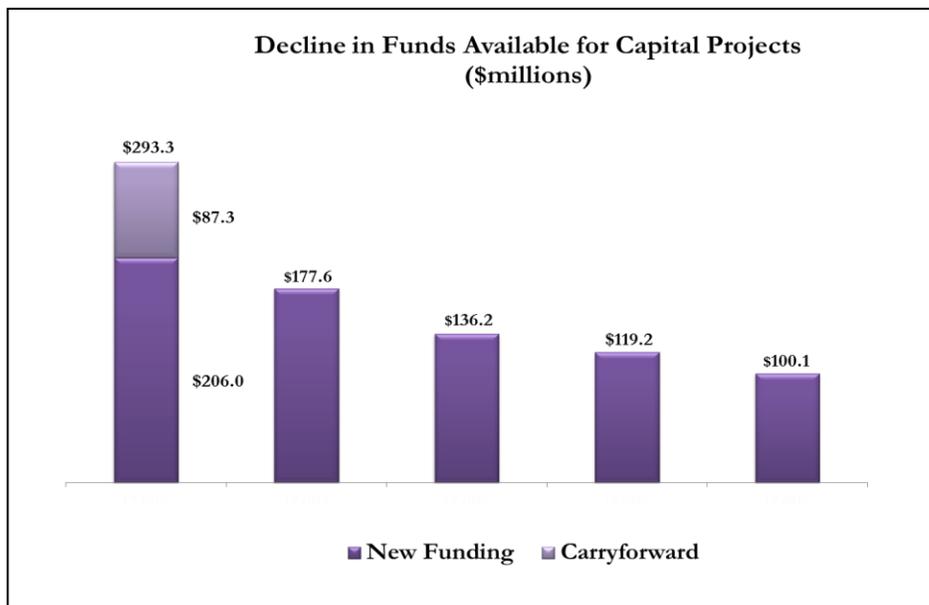
Five-Year CIP Summary of Expenditures

(in \$000s)	Adopted Year 1 FY 2013	Approved Five- Year Program
Public Safety/Neighborhood Services	\$ 25,384.6	\$ 32,438.9
Operations and Development	266,165.4	792,124.1
Non-Departmental: General Expense	1,750.0	1,750.0
Total	\$ 293,300.0	\$ 826,313.0

This five-year CIP is \$200.4 million less than the \$1.03 billion approved five-year CIP for Fiscal Years 2012 through 2016. The decrease is primarily due to the completion of projects funded by the Regional Transportation Authority (RTA) and Mass Transit Federal Grants.

Fiscal Year 2013 includes \$87.3 million carried forward for project expenditures not made as planned during Fiscal Year 2012. On top of that is \$206.0 million in new funding. The CIP presumes that all of the Fiscal Year 2013 budget will be spent in that year.

CIP expenditures decline significantly after Fiscal Year 2013 from \$177.6 million in Fiscal Year 2014 to \$100.1 million by Fiscal Year 2017. The decline in new funding over the following three years is primarily due to the spending down of RTA funding and Mass Transit Federal Grants.



For a summary of expenditures by department and fiscal year, see Table I. Five Year Capital Improvement Program Summary by Department on page E-8.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Funding Sources

This five-year program of \$826.3 million is funded primarily from Special Revenue Funds, which are predominately Transportation's Regional Transportation Authority Funds.

Five-Year CIP Summary of Funding Sources

(in \$000)	Adopted Year 1 FY 2013	Projected Five-Year Program
Capital Projects Funds	\$ 10,429.3	\$ 157,255.3
Enterprise Funds	69,807.0	173,171.0
General Fund	112.6	112.6
Special Revenue Funds	212,951.1	495,774.1
Total	\$ 293,300.0	\$ 826,313.0

Capital Projects Funds. This category, which includes the City bond funds, is 19% of the five-year CIP. These funds will provide \$157.2 million over the next five years: \$630,000 from the 2000 Environmental Service General Obligation Bonds, \$1.2 million from authorized General Obligation Bonds, and \$8.6 million in 2005 Water Infrastructure Financing Authority Bonds, and \$146.8 million from future water revenue bond authorizations.

Enterprise Funds. Enterprise Funds total \$173.2 million or 21% of the five-year CIP. Environmental Services totals \$3.2 million. Tucson Water accounts for the remaining \$170.0 million: \$118.3 million from user revenues and \$51.7 million from Water's Obligation funds.

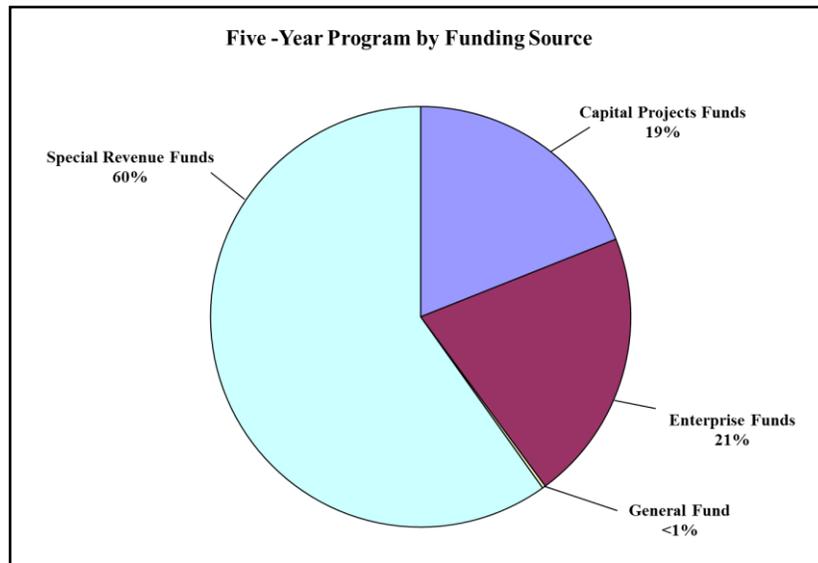
General Fund. This category totals \$0.11 million or less than 1% of the five-year CIP and these restricted revenues are in the Parks and Recreation Department, budget for the A Mountain Improvement Project.

Special Revenue Funds. This category totals \$495.8 million or 60% of the five-year CIP. Included in this category are federal grants, funding for the Regional Transportation Authority (RTA) plan, the city's Highway User Revenue Funds (HURF), regional HURF distributed by the Pima Association of Governments (PAG), and other agency and private sector contributions.

RTA funds of \$235.5 million account for the largest portion of this category. Next are federal grants of \$147.2 million. Pima County bonds will provide \$33.7 million. Capacity of \$17.0 million was added for road and regional park improvements. State-shared HURF provides another \$12.1 million: \$3.4 million from the City's HURF allocation and \$8.7 million from regional HURF distributed by PAG. Certificates of participation within the Capital Improvement Fund account for \$10.4 million. Mass Transit Funds total \$7.9 million provided from the General Fund. The remaining \$32.0 million comes from a variety of sources including developers and capital agreements with other jurisdictions.

For more detail on funding sources, see Table II. Five-Year Capital Improvement Program Summary by Funding Source beginning on page E-9.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM



DEPARTMENT PROGRAMS

Programs are briefly presented in this section by departments which are listed alphabetically within their budget reporting categories, also known as service areas: Public Safety/Neighborhood Services, Operations and Development, and Non-Departmental. For a further listing of the projects by department see pages E-13 through E-30.

Public Safety/Neighborhood Services

The Public Safety/Neighborhood Services category, which accounts for 4% of the total five-year CIP, contains projects managed by City Court, Housing and Community Development, Parks and Recreation, Tucson Convention Center, and Tucson Fire.

City Court. City Court's five-year program of \$0.7 million consists of one project, Elevator Upgrades. This project is funded with certificates of participation in the Capital Improvement Fund.

Housing and Community Development. This department's five-year program of \$2.8 million consists of three projects: Neighborhood Stabilization Acquisition I, Neighborhood Stabilization Acquisition III, and the Back to Basics program. Funding is provided by the City's Highway User Revenue Fund and the Community Development Block Grant Fund.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Parks and Recreation. Parks' five-year CIP of \$18.9 million contains 34 projects. These projects are funded primarily from Pima County bonds of \$14.5 million. Revenue from impact fees, restricted General Fund revenues, and 2000 General Obligation bonds provide for the remaining \$4.4 million. These funds provide for a wide range of projects: improvements at regional parks, expansion of recreation centers, amenities at neighborhood parks, and zoo improvements.

Tucson Convention Center. The five-year program of \$1.0 million consists of one project, the Tucson Convention Center Bleachers. Which is funded by certificates of participation in the Capital Improvement Fund.

Tucson Fire. Tucson Fire's five-year program of \$9.0 million consists of two projects: Communications Center Expansion and Fire Facility Improvements. These projects are funded with revenue from public safety impact fees in the amount of \$4.7 million, Pima County bonds of \$4.0 million, and \$0.3 from miscellaneous federal grants and general obligation bonds.

Operations and Development

The Operations and Development category, which accounts for 96% of the total five-year CIP, contains projects managed by Environmental Services, General Services, Transportation, and Tucson Water.

Environmental Services. The department's five-year program of two projects totals \$3.8 million. Environmental Services' CIP is funded from Environmental Service General Obligation bonds of \$0.6 million and \$3.2 million from Environmental Service revenues.

General Services. The five-year General Services program of \$7.0 million consists of two projects: Elevator and Escalator Code Compliance and Energy Plant Repairs and Capacity Expansion. General Services' CIP is funded with certificates of participation in the Capital Improvement Fund.

Transportation. The five-year Transportation program of \$455.9 million includes five program areas: Drainage for \$0.6 million, Public Transit for \$183.7 million, Street Lighting for \$0.05 million, Streets for \$267.8 million, and Traffic Signals for \$3.8 million. Because there are insufficient funds to meet all of Transportation's needs, this CIP allocates available funding to the highest priority projects.

The largest funding source for Transportation's projects is the funding from the RTA plan which totals \$235.5 million. Federal funding provides another significant portion totaling \$144.3 million: \$110.3 million for transit projects and \$34.0 million for street projects. Other funding sources are capital agreement funds of \$25.0 million, Pima County bond funds of \$15.1 million, city bond funds of \$0.6 million, regional HURF from Pima Association of Governments of \$8.7 million, city HURF of \$5.1 million, and impact fee revenues of \$13.8 million. The remaining \$7.9 million is from the General Fund for Mass Transit, which is used as the local match for federal transit grants.

Tucson Water. The five-year Tucson Water CIP of \$325.4 million includes \$286.2 million of improvements to the potable water system and \$39.2 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with future water revenue bond authorization of \$146.8 million, operation funds of \$118.3 million, 2005 Water Infrastructure Financing Authority bonds of \$8.6 million, 2010 Revenue Obligation funds of \$0.5 million, 2011 Revenue Obligation funds of \$4.7 million, and 2012 Revenue Obligation funds of \$46.5 million.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Non-Departmental

The Non-Departmental category, which accounts for less than 1% of the total five-year CIP, contains one project that is budgeted here because it is beyond the oversight scope of a single department. The Technology Improvements Project will convert the City's multiple enterprise-related computer systems into a single Enterprise Resource Planning (ERP) system. This project is funded with certificates of participation in the Capital Improvement Fund.

IMPACT on the OPERATING BUDGET

The completion of many capital projects is the beginning of recurring costs for the operating budget. Operating and Maintenance (O&M) impacts from projects in this five-year CIP total \$20.2 million for Fiscal Year 2013, increasing to \$21.6 million for Fiscal Year 2014, and to \$23.7 million by Fiscal Year 2017. The General Fund O&M impacts in Fiscal Year 2013 are for the opening of new or expanded facilities.

For a summary of O&M impacts by department and funding source over the next five years, see Table III, Summary of CIP Impact on the Operating Budget.

CAPITAL UNMET NEEDS

Finance Department staff has been working with other City departments to identify the City's unmet capital needs which are potential projects with no currently identified funding source. The City's unmet needs total approximately \$1.3 billion. The large amount of unmet capital needs has resulted from not having bond authorization funding available to meet the needs of the City and from the deferral of ongoing infrastructure maintenance. Due to the extent of the City's unmet capital needs specifically related to streets maintenance and new construction, Mayor and Council voted on June 26th to refer the placement of a question on the November 2012 ballot seeking voter authorization to issue \$100 million in General Obligation bonds to repair and resurface arterial and residential streets within the City of Tucson.

A listing of capital unmet needs by department is included on page E-36.

SUMMARY TABLES

Table I, Summary by Department (page E-8).

Table II, Summary by Funding Source (page E-9).

Table III, Summary of CIP Impact on the Operating Budget (page E-11).

Table IV, Projects with Pima County Bond Funding (page E-12).

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department
(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Public Safety/Neighborhood Services						
City Court	\$ 715.4	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 715.4
Housing and Community Development	2,686.4	150.0	-0-	-0-	-0-	2,836.4
Parks and Recreation	12,253.2	4,125.0	2,492.3	-0-	-0-	18,870.5
Tucson Convention Center	1,000.0	-0-	-0-	-0-	-0-	1,000.0
Tucson Fire	8,729.6	287.0	-0-	-0-	-0-	9,016.6
Subtotal	\$ 25,384.6	\$ 4,562.0	\$ 2,492.3	\$ -0-	\$ -0-	\$ 32,438.9
Operations and Development						
Environmental Services	\$ 3,830.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 3,830.0
General Services	6,346.1	623.6	-0-	-0-	-0-	6,969.7
Transportation	180,768.3	115,430.5	74,738.6	49,197.0	35,779.0	455,913.4
Tucson Water	75,221.0	56,997.0	58,929.0	69,988.0	64,276.0	325,411.0
Subtotal	\$266,165.4	\$173,051.1	\$133,667.6	\$119,185.0	\$100,055.0	\$792,124.1
Non-Departmental						
General Expense	\$ 1,750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,750.0
Subtotal	\$ 1,750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,750.0
Total	\$293,300.0	\$177,613.1	\$136,159.9	\$119,185.0	\$100,055.0	\$826,313.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Source
((\$000))

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Capital Project Funds						
2000 Environmental Services Bonds	\$ 630.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 630.0
2000 General Obligation Bond Fund	1,146.6	-0-	-0-	-0-	-0-	1,146.6
2000 General Obligation Bond Funds: Interest	38.7	-0-	-0-	-0-	-0-	38.7
2005 WIFA Bonds: Series H	6,105.0	-0-	-0-	-0-	-0-	6,105.0
2005 WIFA Bonds: Series I	2,509.0	-0-	-0-	-0-	-0-	2,509.0
Future Water Revenue Bonds	-0-	39,898.0	34,003.0	41,293.0	31,632.0	146,826.0
Subtotal	\$ 10,429.3	\$ 39,898.0	\$ 34,003.0	\$ 41,293.0	\$ 31,632.0	\$157,255.3
Enterprise Funds						
2010 Water Revenue System Obligation Fund	\$ 1,550.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,550.0
2011 Water Revenue System Obligation Fund	3,656.0	-0-	-0-	-0-	-0-	3,656.0
2012 Water Revenue System Obligation Fund	46,445.0	-0-	-0-	-0-	-0-	46,445.0
Environmental Services Fund	3,200.0	-0-	-0-	-0-	-0-	3,200.0
Tucson Water Revenue and Operations Fund	14,956.0	17,099.0	24,926.0	28,695.0	32,644.0	118,320.0
Subtotal	\$ 69,807.0	\$ 17,099.0	\$ 24,926.0	\$ 28,695.0	\$ 32,644.0	\$173,171.0
General Fund						
General Fund: Restricted Revenues	\$ 112.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 112.6
Subtotal	\$ 112.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 112.6

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Source
(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Special Revenue Funds						
Capital Agreement Fund	\$ 85.0	\$ -0-	\$ -0-	\$ 12,000.0	\$ 13,000.0	\$ 25,085.0
Capital Agreement Fund: PAG	609.0	2,728.0	5,000.0	350.0	-0-	8,687.0
Capital Agreement Fund: Pima County Bonds	15,344.9	11,210.0	7,122.3	-0-	-0-	33,677.2
Capital Improvement Fund	9,811.5	623.6	-0-	-0-	-0-	10,435.1
Civic Contributions Fund	299.3	-0-	-0-	-0-	-0-	299.3
Community Development Block Grant Fund	2,411.4	150.0	-0-	-0-	-0-	2,561.4
Federal Highway Administration Grants	6,126.2	9,493.0	11,814.0	6,550.0	-0-	33,983.2
Highway User Revenue Fund	2,999.2	221.6	54.6	53.0	50.0	3,378.4
Highway User Revenue Fund: Contribution	50.0	50.0	50.0	50.0	50.0	250.0
Highway User Revenue Fund: In-Lieu Fees	1,570.7	50.0	50.0	50.0	50.0	1,770.7
Mass Transit Fund: Federal Grants	73,081.2	18,130.4	12,802.4	2,565.0	3,717.0	110,296.0
Mass Transit Fund	2,047.6	2,769.1	2,191.6	505.0	362.0	7,875.3
Miscellaneous Federal Grants	250.0	-0-	-0-	-0-	-0-	250.0
Miscellaneous Non-Federal Grants	100.0	-0-	-0-	-0-	-0-	100.0
Public Safety Impact Fee Fund:	4,400.0	287.0	-0-	-0-	-0-	4,687.0
Regional Transportation Authority Fund	84,957.8	73,744.7	38,146.0	24,324.0	14,300.0	235,472.5
Road and Park Impact Fee Fund: Central District	1,181.0	300.0	-0-	-0-	1,500.0	2,981.0
Road and Park Impact Fee Fund: Central Pending	-0-	-0-	-0-	1,500.0	1,500.0	3,000.0
Road and Park Impact Fee Fund: East District	4,141.2	858.7	-0-	1,250.0	1,250.0	7,499.9
Road and Park Impact Fee Fund: Southeast District	1,801.5	-0-	-0-	-0-	-0-	1,801.5
Road and Park Impact Fee Fund: Southlands District	1,465.9	-0-	-0-	-0-	-0-	1,465.9
Road and Park Impact Fee Fund: West District	217.7	-0-	-0-	-0-	-0-	217.7
Subtotal	\$ 212,951.1	\$ 120,616.1	\$ 77,230.9	\$ 49,197.0	\$ 35,779.0	\$ 495,774.1
Total	\$293,300.0	\$ 177,613.1	\$ 136,159.9	\$ 119,185.0	\$ 100,055.0	\$ 826,313.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table III. Summary of CIP Impact on the Operating Budget (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
SERVICE AREA/IMPACT						
Public Safety/Neighborhood Services						
Parks and Recreation	\$ 22.5	\$ 98.1	\$ 244.8	\$ 446.2	\$ 1,204.2	\$ 2,015.8
Subtotal	\$ 22.5	\$ 98.1	\$ 244.8	\$ 446.2	\$ 1,204.2	\$ 2,015.8
Operations and Development						
Transportation	\$ 19,231.6	\$ 20,563.4	\$ 21,535.0	\$ 21,535.0	\$ 21,535.0	\$104,400.0
Tucson Water	950.0	950.0	950.0	950.0	950.0	4,750.0
Subtotal	\$ 20,181.6	\$ 21,513.4	\$ 22,485.0	\$ 22,485.0	\$ 22,485.0	\$109,150.0
Total	\$ 20,204.1	\$ 21,611.5	\$ 22,729.8	\$ 22,931.2	\$ 23,689.2	\$ 111,165.8
SOURCE OF FUNDS SUMMARY						
Enterprise Funds						
Tucson Water Revenue and Operations Fund	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 4,750.0
Subtotal	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 4,750.0
General Fund						
General Fund	\$ 22.5	\$ 98.1	\$ 244.8	\$ 446.2	\$ 1,204.2	\$ 2,015.8
Subtotal	\$ 22.5	\$ 98.1	\$ 244.8	\$ 446.2	\$ 1,204.2	\$ 2,015.8
Special Revenue Funds						
Highway User Revenue Fund	\$ 347.0	\$ 605.0	\$ 605.0	\$ 605.0	\$ 605.0	\$ 2,767.0
Mass Transit Fund	16,054.6	17,028.4	18,000.0	18,000.0	18,000.0	87,083.0
RTA Fund	2,830.0	2,930.0	2,930.0	2,930.0	2,930.0	14,550.0
Subtotal	\$ 19,231.6	\$ 20,563.4	\$ 21,535.0	\$ 21,535.0	\$ 21,535.0	\$104,400.0
Total	\$ 20,204.1	\$ 21,611.5	\$ 22,729.8	\$ 22,931.2	\$ 23,689.2	\$111,165.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table IV. Projects with Pima County Bond Funding
(\$000)**

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Parks and Recreation						
Arroyo Chico Urban Path: Campbell/Parkway	\$ 435.7	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 435.7
Atterbury Wash Sanctuary Expansion	847.2	-0-	-0-	-0-	-0-	847.2
Catalina Park Integrated Play Area	73.8	-0-	-0-	-0-	-0-	73.8
Freedom Park Improvements/ 29th Street Coalition	500.0	-0-	-0-	-0-	-0-	500.0
Julian Wash Linear Park	250.0	-0-	-0-	-0-	-0-	250.0
Lincoln Park Sport Fields	100.0	-0-	-0-	-0-	-0-	100.0
Northside Recreation Center	515.4	3,775.0	1,000.0	-0-	-0-	5,290.4
Southeast Community Park	4,000.0	350.0	1,492.3	-0-	-0-	5,842.3
Toumey Park	180.0	-0-	-0-	-0-	-0-	180.0
Udall Park Sports Fields	510.2	-0-	-0-	-0-	-0-	510.2
Wakefield/St. John's Skate Facility	475.0	-0-	-0-	-0-	-0-	475.0
Transportation						
Dunbar Spring Neighborhood Improvements	20.0	-0-	-0-	-0-	-0-	20.0
Five Points Transportation Enhancement	50.0	450.0	-0-	-0-	-0-	500.0
Houghton Road: Bridge Replacement	-0-	3,405.0	3,380.0	-0-	-0-	6,785.0
Houghton Road: Irvington to Valencia	3,235.0	3,230.0	-0-	-0-	-0-	6,465.0
Houghton Road: Upper to I-10 Valencia	-0-	-0-	1,250.0	-0-	-0-	1,250.0
Toumey Park Improvements	103.0	-0-	-0-	-0-	-0-	103.0
Tucson Fire						
Communications Center Expansion	4,049.6	-0-	-0-	-0-	-0-	4,049.6
Total	\$ 15,344.9	\$ 11,210.0	\$ 7,122.3	\$ -0-	\$ -0-	\$ 33,677.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
CITY COURT
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
Elevator Upgrades	\$ 715.4	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 715.4
Total	\$ 715.4	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 715.4
Source of Funds Summary						
Capital Improvement Fund	\$ 715.4	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 715.4
Total	\$ 715.4	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 715.4

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
ENVIRONMENTAL SERVICES
(\$000)

Project Name	Adopted	Projected Requirements					Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total	
Los Reales Infrastructure Plan	\$ 3,200.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 3,200.0	
Tumamoc Landfill Closure	630.0	-0-	-0-	-0-	-0-	630.0	
Total	\$ 3,830.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 3,830.0	
Source of Funds Summary							
2000 Environmental Service Bonds	\$ 630.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 630.0	
Environmental Services Fund	3,200.0	-0-	-0-	-0-	-0-	3,200.0	
Total	\$ 3,830.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 3,830.0	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

GENERAL SERVICES

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
Elevator and Escalator Code Compliance	\$ 5,846.1	\$ 623.6	\$ -0-	\$ -0-	\$ -0-	\$ 6,469.7
Energy Plant Repairs and Capacity Expansion	500.0	-0-	-0-	-0-	-0-	500.0
Total	\$ 6,346.1	\$ 623.6	\$ -0-	\$ -0-	\$ -0-	\$ 6,969.7
Source of Funds Summary						
Capital Improvement Fund	\$ 6,346.1	\$ 623.6	\$ -0-	\$ -0-	\$ -0-	\$ 6,969.7
Total	\$ 6,346.1	\$ 623.6	\$ -0-	\$ -0-	\$ -0-	\$ 6,969.7

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
HOUSING and COMMUNITY DEVELOPMENT
(\$000)

Project Name	Adopted	Projected Requirements				Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Back to Basics	\$ 661.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 661.0
Neighborhood Stabilization: Acquisitions I	150.0	-0-	-0-	-0-	-0-	150.0
Neighborhood Stabilization: Acquisitions III	1,875.4	150.0	-0-	-0-	-0-	2,025.4
Total	\$ 2,686.4	\$ 150.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,836.4
Source of Funds Summary						
Community Development Block Grant Fund	\$ 2,411.4	\$ 150.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,561.4
Highway User Revenue Fund	275.0	-0-	-0-	-0-	-0-	275.0
Total	\$ 2,686.4	\$ 150.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,836.4

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKS and RECREATION

(\$000)

Project Name	Adopted	Projected Requirements					Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total	
A Mountain Improvement	\$ 184.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 184.5	
Arcadia Park, Phase I	222.1	-0-	-0-	-0-	-0-	222.1	
Arroyo Chico Urban Path: Campbell/Parkway	444.5	-0-	-0-	-0-	-0-	444.5	
Atterbury Wash Sanctuary Expansion	847.2	-0-	-0-	-0-	-0-	847.2	
Catalina Park Integrated Play Area	74.4	-0-	-0-	-0-	-0-	74.4	
Cherry Avenue Center Expansion, Phase I	12.2	-0-	-0-	-0-	-0-	12.2	
Clements Senior Center Recreation Facility	7.6	-0-	-0-	-0-	-0-	7.6	
Christopher Columbus Park Expansion	117.4	-0-	-0-	-0-	-0-	117.4	
El Pueblo Center Expansion	45.2	-0-	-0-	-0-	-0-	45.2	
Freedom Park Improvements/ 29th Street Coalition	500.0	-0-	-0-	-0-	-0-	500.0	
Grijalva School Park	323.6	-0-	-0-	-0-	-0-	323.6	
Juhan Park Expansion	46.8	-0-	-0-	-0-	-0-	46.8	
Julian Wash Linear Park	250.0	-0-	-0-	-0-	-0-	250.0	
Lincoln Park Area Maintenance Compound	170.8	-0-	-0-	-0-	-0-	170.8	
Lincoln Park Sport Fields	203.5	-0-	-0-	-0-	-0-	203.5	
Mendoza Memorial Park	99.6	-0-	-0-	-0-	-0-	99.6	
Northside Recreation Center	515.4	3,775.0	1,000.0	-0-	-0-	5,290.4	
Parks Strategic Plan	250.0	-0-	-0-	-0-	-0-	250.0	
Purple Heart Park Expansion	54.0	-0-	-0-	-0-	-0-	54.0	
Reid Park Expansion	272.2	-0-	-0-	-0-	-0-	272.2	
Reid Park Zoo Africa Expansion- Elephant Exhibit	170.0	-0-	-0-	-0-	-0-	170.0	
Reuse of Landfill Areas	20.0	-0-	-0-	-0-	-0-	20.0	
Robb Wash Trail	2.7	-0-	-0-	-0-	-0-	2.7	
Rodeo Grounds Improvements	8.7	-0-	-0-	-0-	-0-	8.7	
Shade Structure Projects	150.0	-0-	-0-	-0-	-0-	150.0	
Silverlake Park Expansion	10.2	-0-	-0-	-0-	-0-	10.2	
South Central Community Park, Phase I	619.5	-0-	-0-	-0-	-0-	619.5	
Southeast Community Park	4,000.0	350.0	1,492.3	-0-	-0-	5,842.3	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKS and RECREATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
Toumey Park	\$ 180.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 180.0
Udall Park Sports Fields	510.2	-0-	-0-	-0-	-0-	510.2
Valencia and Alvernon Community Park, Phase I	453.3	-0-	-0-	-0-	-0-	453.3
Valencia Corridor Facilities Plan	148.1	-0-	-0-	-0-	-0-	148.1
Valencia Corridor Land Acquisition, Phase I	864.5	-0-	-0-	-0-	-0-	864.5
Wakefield/St. John's Skate Facility	475.0	-0-	-0-	-0-	-0-	475.0
Total	\$ 12,253.2	\$ 4,125.0	\$ 2,492.3	\$ -0-	\$ -0-	\$ 18,870.5
Source of Funds Summary						
2000 General Obligation Bond Funds	\$ 555.3	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 555.3
Capital Agreement Fund	85.0	-0-	-0-	-0-	-0-	85.0
Capital Agreement Fund: Pima County Bonds	7,887.3	4,125.0	2,492.3	-0-	-0-	14,504.6
Civic Contributions Fund	299.3	-0-	-0-	-0-	-0-	299.3
General Fund: Restricted Revenues	112.6	-0-	-0-	-0-	-0-	112.6
Impact Fee Fund: Central Benefit District	281.0	-0-	-0-	-0-	-0-	281.0
Impact Fee Fund: East Benefit District	843.2	-0-	-0-	-0-	-0-	843.2
Impact Fee Fund: Southeast Benefit District	405.9	-0-	-0-	-0-	-0-	405.9
Impact Fee Fund: Southlands Benefit District	1,465.9	-0-	-0-	-0-	-0-	1,465.9
Impact Fee Fund: West Benefit District	217.7	-0-	-0-	-0-	-0-	217.7
Miscellaneous Non-Federal Grants	100.0	-0-	-0-	-0-	-0-	100.0
Total	\$ 12,253.2	\$ 4,125.0	\$ 2,492.3	\$ -0-	\$ -0-	\$ 18,870.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
22nd Street: I-10 to Tucson Boulevard	\$ 14,300.0	\$ 12,305.0	\$ 2,000.0	\$ 3,000.0	\$ 2,300.0	\$ 33,905.0
ADA Transit Enhancements	156.0	156.0	156.0	156.0	156.0	780.0
ADA Transition Plan	53.0	53.0	53.0	53.0	-0-	212.0
Administration Building Upgrades	-0-	517.5	-0-	-0-	-0-	517.5
Alamo Wash Drainage Improvements	400.0	-0-	-0-	-0-	-0-	400.0
Barraza-Aviation Parkway: 4th Avenue	50.0	-0-	-0-	-0-	-0-	50.0
Barrio Viejo Drainage	200.0	-0-	-0-	-0-	-0-	200.0
Broadway and Old Spanish Trail Pelican Crossing	100.0	-0-	-0-	-0-	-0-	100.0
Broadway Boulevard: Euclid to Country Club	1,005.0	5,798.0	10,000.0	22,500.0	22,000.0	61,303.0
Camino Seco: Speedway to Wrightstown	521.0	-0-	-0-	-0-	-0-	521.0
Campbell Avenue Revitalization	53.0	487.0	-0-	-0-	-0-	540.0
CNG Fueling Upgrade	2,400.0	-0-	-0-	-0-	-0-	2,400.0
Columbus Corridor Pedestrian Path	28.0	175.0	-0-	-0-	-0-	203.0
Communication System Improvements	133.0	530.0	-0-	-0-	-0-	663.0
Downtown Links	6,000.0	12,680.0	3,210.0	180.0	-0-	22,070.0
Dunbar Spring Neighborhood Improvements	20.0	-0-	-0-	-0-	-0-	20.0
El Paso and Southwestern Greenway	150.0	908.0	-0-	-0-	-0-	1,058.0
Expansion Buses for Sun Tran	5,100.0	-0-	10,625.0	-0-	6,800.0	22,525.0
Expansion Vans for Sun Van	186.0	186.0	186.0	186.0	-0-	744.0
Five Points Transportation Enhancement	169.0	1,225.0	-0-	-0-	-0-	1,394.0
Ft. Lowell Road: Oracle to Country Club	50.0	-0-	-0-	-0-	-0-	50.0
Gila Panther Tracks Safe Routes to School	20.0	332.0	-0-	-0-	-0-	352.0
Glenn Street Transportation Enhancement	15.0	579.0	-0-	-0-	-0-	594.0
Grant Road Corridor Improvements	6,005.0	16,648.0	17,967.0	10,800.0	1,200.0	52,620.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
Houghton Road: Bridge Replacement	\$ 1,195.0	\$ 5,425.0	\$ 3,380.0	\$ 2,500.0	\$ -0-	\$ 12,500.0
Houghton Road: Irvington to Valencia	14,377.9	8,440.0	-0-	-0-	-0-	22,817.9
Houghton Road: Upper to I-10	-0-	-0-	2,562.0	5,312.0	-0-	7,874.0
Houghton Road: Broadway Intersection Improvements	1,800.0	6,672.7	-0-	-0-	-0-	8,472.7
Intermodal Center Projects	2,129.6	-0-	-0-	-0-	-0-	2,129.6
Intersection Improvements	350.0	-0-	-0-	-0-	-0-	350.0
Kolb Road Connection to Sabino Canyon	3,032.7	-0-	11,750.0	350.0	-0-	15,132.7
La Paloma Academy Pedestrian Traffic Signal	201.0	-0-	-0-	-0-	-0-	201.0
Liberty Avenue Bicycle Boulevard	52.0	1,158.0	-0-	-0-	-0-	1,210.0
Local Match Budget Capacity	50.0	50.0	50.0	50.0	50.0	250.0
Miscellaneous Developer-Funded Improvements	100.0	100.0	100.0	100.0	100.0	500.0
Modern Streetcar/SunLink	87,597.6	10,753.0	-0-	-0-	-0-	98,350.6
Park Avenue Transportation Enhancement	52.0	519.0	-0-	-0-	-0-	571.0
Park-and-Ride Lot: Houghton	1,000.0	-0-	-0-	-0-	-0-	1,000.0
Park-and-Ride Lot: Rita Ranch	-0-	1,759.7	-0-	-0-	-0-	1,759.7
Pedestrian Signal Improvements: RTA Funded	450.0	-0-	-0-	-0-	-0-	450.0
Pima Street Pedestrian Pathway Enhancements	75.0	400.0	-0-	-0-	-0-	475.0
Regional Transportation Data Network	2,187.2	-0-	-0-	-0-	-0-	2,187.2
Replacement Buses for Sun Tran	16,497.7	13,635.0	9,180.0	-0-	-0-	39,312.7
Replacement Vans for Sun Van	135.0	3,906.0	3,348.0	2,604.0	1,767.0	11,760.0
Rio Vista Safe Routes to School	50.0	350.0	-0-	-0-	-0-	400.0
Rita Road Enhancements	1,070.0	800.0	-0-	-0-	-0-	1,870.0
Road Resurfacing, Restoration, and Rehabilitation	1,909.0	2,121.0	-0-	-0-	-0-	4,030.0
Ronstadt Transit Center	1,600.0	-0-	-0-	-0-	-0-	1,600.0
Silverbell: Ina to Grant Road	1,500.0	3,483.0	-0-	1,250.0	1,250.0	7,483.0
Security for Transit Future	156.0	156.0	156.0	156.0	156.0	780.0
Speedway and Sixth Avenue Signal Upgrades	180.0	-0-	-0-	-0-	-0-	180.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted Year 1 FY 2013	Year 2 FY 2014	Projected Requirements			Year 5 FY 2017	Five Year Total
			Year 3 FY 2015	Year 4 FY 2016			
Speedway Boulevard at Union Pacific Underpass	\$ 150.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 150.0
Speedway: Camino Seco to Houghton	4,598.0	-0-	-0-	-0-	-0-	-0-	4,598.0
Starr Pass and Mission Intersection Improvements	10.0	-0-	-0-	-0-	-0-	-0-	10.0
Stone Ave: Drachman and Speedway Improvements	500.0	3,107.0	-0-	-0-	-0-	-0-	3,607.0
Third Street and University Bicycle Boulevard	65.0	-0-	-0-	-0-	-0-	-0-	65.0
Toumey Park Improvements	118.0	-0-	-0-	-0-	-0-	-0-	118.0
Transit Bus Restoration	15.6	15.6	15.6	-0-	-0-	-0-	46.8
Tucson Blvd Multi-use Path	400.0	-0-	-0-	-0-	-0-	-0-	400.0
Union Pacific Railroad: Nogales Branch Safety	50.0	-0-	-0-	-0-	-0-	-0-	50.0
Total	\$ 180,768.3	\$ 115,430.5	\$ 74,738.6	\$ 49,197.0	\$ 35,779.0	\$ 455,913.4	

Source of Funds Summary

2000 General Obligation Bond Funds	\$ 600.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 600.0
Capital Agreement Fund	-0-	-0-	-0-	12,000.0	13,000.0	-0-	25,000.0
Capital Agreement Fund: PAG	609.0	2,728.0	5,000.0	350.0	-0-	-0-	8,687.0
Capital Agreement Fund: Pima County Bonds	3,408.0	7,085.0	4,630.0	-0-	-0-	-0-	15,123.0
Federal Highway Administration Grants	6,126.2	9,493.0	11,814.0	6,550.0	-0-	-0-	33,983.2
Highway User Revenue Fund	2,724.2	221.6	54.6	53.0	50.0	50.0	3,103.4
Highway User Revenue Fund: Contributions	50.0	50.0	50.0	50.0	50.0	50.0	250.0
Highway User Revenue Fund: In-Lieu Fees	1,570.7	50.0	50.0	50.0	50.0	50.0	1,770.7
Mass Transit Fund	2,047.6	2,769.1	2,191.6	505.0	362.0	-0-	7,875.3
Mass Transit Fund: Federal Grants	73,081.2	18,130.4	12,802.4	2,565.0	3,717.0	-0-	110,296.0
Regional Transportation Authority Fund	84,957.8	73,744.7	38,146.0	24,324.0	14,300.0	-0-	235,472.5
Road and Park Impact Fee Fund: Central District	900.0	300.0	-0-	-0-	1,500.0	-0-	2,700.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
Road and Park Impact Fee Fund: Central Pending	\$ -0-	\$ -0-	\$ -0-	\$ 1,500.0	\$ 1,500.0	\$ 3,000.0
Road and Park Impact Fee Fund: East District	3,298.0	858.7	-0-	1,250.0	1,250.0	6,656.7
Road and Park Impact Fee Fund: Southeast District	1,395.6	-0-	-0-	-0-	-0-	1,395.6
Road and Park Impact Fee Fund: West District	-0-	-0-	-0-	-0-	-0-	-0-
Total	\$ 180,768.3	\$ 115,430.5	\$ 74,738.6	\$ 49,197.0	\$ 35,779.0	\$ 455,913.4

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON CONVENTION CENTER
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
Tucson Convention Center Bleachers	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Total	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Source of Funds Summary						
Capital Improvement Fund	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Total	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON FIRE (\$000)

Project Name	Adopted	Projected Requirements				Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Communications Center Expansion	\$ 8,699.6	\$ 287.0	\$ -0-	\$ -0-	\$ -0-	\$ 8,986.6
Fire Facility Improvements Phase II	30.0	-0-	-0-	-0-	-0-	30.0
Total	\$ 8,729.6	\$ 287.0	\$ -0-	\$ -0-	\$ -0-	\$ 9,016.6
Source of Funds Summary						
Capital Agreement Fund: Pima County Bonds	\$ 4,049.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 4,049.6
Fire and Police Impact Fee Fund	4,400.0	287.0	-0-	-0-	-0-	4,687.0
2000 General Obligation Bond Funds: Interest	30.0	-0-	-0-	-0-	-0-	30.0
Miscellaneous Federal Grants	250.0	-0-	-0-	-0-	-0-	250.0
Total	\$ 8,729.6	\$ 287.0	\$ -0-	\$ -0-	\$ -0-	\$ 9,016.6

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name	Adopted	Projected Requirements					Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017		
Advanced Metering Infrastructure	\$ 394.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 394.0	
Advanced Oxidation Process Treatment	10,400.0	500.0	-0-	-0-	-0-	10,900.0	
Arc Flash Service Upgrades	500.0	500.0	510.0	520.0	530.0	2,560.0	
Avra Valley D-Zone Pressure Regulating Valves	200.0	200.0	102.0	688.0	212.0	1,402.0	
Avra Valley Transmission Main Augmentation, Phase I	208.0	2,120.0	6,416.0	17,992.0	2,650.0	29,386.0	
Avra Valley Transmission Main Augmentation, Phase II	-0-	-0-	-0-	510.0	2,427.0	2,937.0	
Bilby B-Zone Reservoir and Booster Pump	-0-	-0-	255.0	260.0	265.0	780.0	
Capitalized Expense	6,500.0	6,500.0	6,630.0	6,760.0	6,890.0	33,280.0	
Cathodic Protection for Critical Pipelines	600.0	600.0	612.0	624.0	636.0	3,072.0	
CAVSARP Central Disinfection Facility	275.0	-0-	-0-	-0-	-0-	275.0	
CAVSARP Well Pump Improvements	600.0	600.0	612.0	624.0	636.0	3,072.0	
CAVSARP/SAVSARP Interconnect Phase I	1,255.0	-0-	-0-	-0-	-0-	1,255.0	
Chlorine System Improvements	50.0	50.0	51.0	52.0	53.0	256.0	
Clearwater Chemical Feed System Upgrades	-0-	-0-	-0-	-0-	2,120.0	2,120.0	
Control Panel Replacements: Potable	120.0	120.0	102.0	104.0	106.0	552.0	
Control Panels: Reclaimed System	150.0	250.0	255.0	260.0	265.0	1,180.0	
Craycroft Addition Subdivision, Phase I	-0-	-0-	1,000.0	-0-	-0-	1,000.0	
Debt Funded Capitalized Interest	3,655.0	3,335.0	3,124.0	3,799.0	3,872.0	17,785.0	
Developer-Financed Reclaimed Systems	20.0	60.0	61.0	62.0	64.0	267.0	
Disinfection Equipment Upgrades	250.0	120.0	122.0	125.0	127.0	744.0	
Dove Mountain 30-inch Reclaimed Main	1,925.0	-0-	-0-	-0-	-0-	1,925.0	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name	Adopted	Projected Requirements				Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Drexel Road to Nebraska Road A-Zone Transmission Main	\$ -0-	\$ -0-	\$ 15.0	\$ 36.0	\$ 318.0	\$ 369.0
Drill Production Wells Plant	250.0	1,887.0	1,155.0	832.0	1,060.0	5,184.0
Emergency Main Replacement	200.0	200.0	204.0	208.0	212.0	1,024.0
Equip Reclaimed Well EW-009	50.0	450.0	-0-	-0-	-0-	500.0
EW-009A Reclaimed Extraction Well Drilling	240.0	-0-	-0-	-0-	-0-	240.0
Extensions for New Services	100.0	100.0	102.0	104.0	106.0	512.0
Facility Safety and Security	1,000.0	1,000.0	1,020.0	1,040.0	1,060.0	5,120.0
Filtration Modifications at Reclaimed Plant	-0-	-0-	-0-	312.0	1,299.0	1,611.0
Fire Services	1,900.0	1,900.0	1,938.0	1,976.0	2,014.0	9,728.0
Golf Links Main Replacement Phase I	501.0	-0-	-0-	-0-	-0-	501.0
Golf Links Main Replacement Phase II	-0-	-0-	31.0	490.0	-0-	521.0
Hayden-Udall Prime Reservoir and Booster Upgrade	150.0	900.0	255.0	8,528.0	5,152.0	14,985.0
Ina to Reclaimed Plant Transmission Main	-0-	-0-	-0-	832.0	6,042.0	6,874.0
Laboratory Information Management System	417.0	100.0	-0-	-0-	-0-	517.0
La Entrada Structural Modinerzation	550.0	250.0	255.0	312.0	246.0	1,613.0
La Paloma Property Acquisition	25.0	-0-	-0-	-0-	-0-	25.0
La Paloma Reservoir Electrical System Upgrade	25.0	275.0	-0-	-0-	-0-	300.0
Line Replacement - 3/4"	300.0	300.0	306.0	312.0	318.0	1,536.0
Maryvale Manor Subdivision, Phase I	50.0	860.0	-0-	-0-	-0-	910.0
Maryvale Manor Subdivision, Phase II	-0-	50.0	1,204.0	-0-	-0-	1,254.0
Maryvale Manor Subdivision, Phase III	571.0	-0-	-0-	-0-	-0-	571.0
Meter Upgrade and Replacement Program	1,500.0	1,250.0	1,020.0	1,040.0	1,060.0	5,870.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name	Adopted	Projected Requirements				Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Miscellaneous Land and Right-of-Way Acquisitions	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	\$ 11.0	\$ 51.0
Monitor Wells	309.0	-0-	-0-	-0-	-0-	309.0
New Metered Services	50.0	50.0	51.0	52.0	53.0	256.0
New Well Equipping	3,300.0	3,000.0	949.0	967.0	986.0	9,202.0
Northgate Subdivision, Phase I	1,005.0	-0-	-0-	-0-	-0-	1,005.0
Northgate Subdivision, Phase II	-0-	1,190.0	-0-	-0-	-0-	1,190.0
On-Call Valve Replacement Program	400.0	400.0	408.0	416.0	424.0	2,048.0
Payments to Developers for Oversized Systems	100.0	100.0	102.0	104.0	106.0	512.0
Pipeline Protection: Acoustic Monitoring	200.0	200.0	204.0	208.0	212.0	1,024.0
Pressure Tank Replacement	250.0	450.0	459.0	468.0	477.0	2,104.0
Production Well Sites	75.0	75.0	77.0	78.0	80.0	385.0
Pumping Facility Modifications	310.0	310.0	316.0	322.0	329.0	1,587.0
Reclaimed Emergency Main Enhancements	100.0	100.0	102.0	104.0	106.0	512.0
Reclaimed Extraction Well Drilling	240.0	-0-	-0-	-0-	-0-	240.0
Reclaimed Pumping Facility Modifications	50.0	50.0	51.0	52.0	53.0	256.0
Reclaimed PRVs, Control Valves	50.0	50.0	51.0	52.0	53.0	256.0
Reclaimed Reservoir and Tank Rehabilitation	300.0	500.0	306.0	416.0	318.0	1,840.0
Reclaimed Storage and Recovery	3,100.0	3,510.0	-0-	-0-	-0-	6,610.0
Regional Reclaimed Facility: Effluent Pumping	700.0	1,000.0	-0-	-0-	-0-	1,700.0
Regional Reclaimed Facility: Ina Road Booster	-0-	-0-	-0-	208.0	1,378.0	1,586.0
Regional Reclaimed Facility: Ina Road Pumping	250.0	-0-	-0-	-0-	-0-	250.0
Rehabilitation of Critical Transmission Mains	320.0	320.0	326.0	333.0	339.0	1,638.0
Reservoir and Tank Rehabilitation	2,310.0	2,156.0	2,448.0	2,392.0	2,438.0	11,744.0
Responsive Meter Replacement	500.0	500.0	510.0	520.0	530.0	2,560.0
Review Developer-Financed Potable Projects	950.0	950.0	969.0	988.0	1,007.0	4,864.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	Year Total
Rincon Ranch Operational Improvements	\$ 250.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 250.0
Road Improvement Main Replacements	11,800.0	6,000.0	5,100.0	4,160.0	4,240.0	31,300.0
Routine Main Replacements	300.0	300.0	255.0	260.0	265.0	1,380.0
Sahuarita Supply Line Slipliner	-0-	245.0	6,120.0	-0-	-0-	6,365.0
San Paulo Village Main Replacement Phase I	-0-	-0-	-0-	31.0	499.0	530.0
Santa Cruz Wellfield Chemical Feed/Monitoring Facility	1,150.0	-0-	-0-	-0-	-0-	1,150.0
Santa Rita Ranch/Houghton Road 12" Main	480.0	-0-	-0-	-0-	-0-	480.0
SAVSARP Collector Lines, Phase II	1,084.0	-0-	-0-	-0-	-0-	1,084.0
SCADA Potable Upgrades	180.0	5,285.0	7,367.0	3,263.0	2,694.0	18,789.0
SCADA Reclaimed	293.0	752.0	1,061.0	270.0	257.0	2,633.0
Source Meter Replacement	325.0	325.0	332.0	338.0	345.0	1,665.0
South Avra Valley Recovered Transmission Main	-0-	-0-	-0-	-0-	117.0	117.0
South Avra Valley Recovered Water Collector Lines Phase I	1,475.0	-0-	-0-	-0-	-0-	1,475.0
South Avra Valley Recovered Water Collector Lines Phase III	29.0	1,497.0	-0-	-0-	-0-	1,526.0
Southeast Houghton Area Recharge Project (SHARP)	325.0	250.0	765.0	2,652.0	4,240.0	8,232.0
Southern Avra Valley Reservoir and Booster Station	4,850.0	-0-	-0-	-0-	-0-	4,850.0
System Enhancements: Reclaimed Upgrade Corrosion Test Stations	250.0	250.0	255.0	260.0	265.0	1,280.0
Water Services	50.0	50.0	51.0	52.0	53.0	256.0
Water System Acquisitions	1,510.0	1,510.0	1,540.0	1,570.0	1,601.0	7,731.0
Wellfield Upgrades	60.0	60.0	61.0	-0-	-0-	181.0
Wetlands Outflow Modifications	1,000.0	1,000.0	1,020.0	1,040.0	1,060.0	5,120.0
	-0-	75.0	306.0	-0-	-0-	381.0
Total	\$ 75,221.0	\$ 56,997.0	\$ 58,929.0	\$ 69,988.0	\$ 64,276.0	\$ 325,411.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

	Adopted Year 1 FY 2013	Year 2 FY 2014	Projected Requirements			Year 5 FY 2017	Five Year Total
			Year 3 FY 2015	Year 4 FY 2016			
Source of Funds Summary							
2005 WIFA Bonds: Series H	\$ 6,105.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 6,105.0
2005 WIFA Bonds: Series I	2,509.0	-0-	-0-	-0-	-0-	-0-	2,509.0
2010 Water Revenue System Obligation Fund	500.0	-0-	-0-	-0-	-0-	-0-	500.0
2011 Water Revenue System Obligation Fund	4,706.0	-0-	-0-	-0-	-0-	-0-	4,706.0
2012 Water Revenue System Obligation Fund	46,445.0	-0-	-0-	-0-	-0-	-0-	46,445.0
Future Water Revenue Bonds	-0-	39,898.0	34,003.0	41,293.0	31,632.0		146,826.0
Tucson Water Revenue and Operations Fund	14,956.0	17,099.0	24,926.0	28,695.0	32,644.0		118,320.0
Total	\$ 75,221.0	\$ 56,997.0	\$ 58,929.0	\$ 69,988.0	\$ 64,276.0		\$ 325,411.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
NON-DEPARTMENTAL
(\$000)

Project Name	Adopted	Projected Requirements				Five Year Total
	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	
Technology Improvements	\$ 1,750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,750.0
Total	\$ 1,750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,750.0
Source of Funds Summary						
Capital Improvement Fund	\$ 1,750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,750.0
Total	\$ 1,750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,750.0

IMPACT FEE PROJECTS PLAN

The 2007 impact fee ordinances adopted by Mayor and Council require an Impact Fee Projects Plan (IFPP) that lists the projects that are eligible for the use of impact fees. As required, the city's IFPP was established following a public hearing in March 2007. The ordinance further requires that the IFPP be included in the city's capital improvement program (CIP) and reviewed annually. This section of the CIP is presented to comply with that requirement.

Available Revenue for Projects

In most cases, it is the city's budgeting practice to budget in Year 1 of the CIP only the impact fee revenue collected through December of the previous fiscal year, and only for those projects with potential funding in the following years to complete construction. Potential funding in the following years may come from impact fees, grants, bonds, or other revenues that are reasonably assured to be available.

Eligible Projects

In March 2007, following a public hearing, the Mayor and Council approved the arterial roadway and regional park projects listed on the following pages. These project listings are the ordinance-required Impact Fee Projects Plan. Projects programmed in this CIP are noted.

In August 2007, Mayor and Council adopted the ordinance for impact fees for Tucson Fire, Tucson Police, and Public Facilities. Capacity of \$4.4 million for expenditures of Tucson Fire and Tucson Police impact fee revenues is included in Fiscal Year 2013 for the Communications Center Expansion project as part of the Pima County Wireless Integrated Network (PCWIN) project budgeted under Tucson Fire. The revenues reflected are those that have been projected to be available by the end of the fiscal year. Adoption of the Fiscal Year 2013 budget by Mayor and Council following the budget public hearings has made this project eligible for inclusion in the IFPP.

The collection of impact fees for residential development started on January 16, 2008. Collection of impact fees for non-residential development started on January 16, 2009; capacity for these revenues are not yet included in this approved CIP or the IFPP.

The IFPP does not include projects funded with Tucson Water's impact fee because they are governed by separate ordinances.

IMPACT FEE PROJECTS PLAN

New and Deleted Projects in the FY 2013-2017 CIP (\$000)

The impact fee ordinance requires that the IFPP be included in the city's CIP and be reviewed annually. The original roads and parks projects in the IFPP were established by public hearing in March 2007.

The following table lists five projects in this adopted CIP that are being added to the IFPP. Programming and spending against the allocation is contingent upon the availability of impact fee revenue.

Project allocations being added		Year to be programmed
Communications Center Expansion	\$ 4,687.0	FY 2013
Houghton: Broadway Intersection Improvements	1,258.7	FY 2013
Houghton: Irvington to Valencia	1,395.6	FY 2013
Menlo Park	500.0	TBD
Parks Strategic Plan	250.0	FY 2013
Total	\$ 8,091.3	

ROADS IMPACT FEE PROJECTS PLAN

District/Project	Projected Allocations (\$000s)	CIP Budgeted Allocations (\$000s)	Status
West:			
Goret/Silverbell	800.0	700.0	Completed
Anklam: Player's Club to Greasewood	500.0	600.0	Completed
Irvington and Campbell Intersection	800.0	800.0	Completed
Irvington and Park Intersection	1,600.0	-0-	
Ajo and Park Intersection	775.0	-0-	
Irvington and 12th Intersection	1,600.0	-0-	
El Camino del Cerro Reconstruction	2,500.0	2,500.0	Completed
Speedway: Silverbell to Greasewood	2,500.0	-0-	
Silverbell: Ina to Grant Road	3,000.0	2,500.0	Programmed
Irvington and I-19 East Interchange	1,500.0	-0-	
Drexel: I-19 to Midvale (design)	800.0	-0-	
	16,375.0	7,100.0	
East:			
Camino Seco: Speedway to Wrightstown	1,196.7	-0-	
Speedway: Camino Seco to Houghton	3,000.0	2,898.0	Programmed
Tanque Verde/Dos Hombres	250.0	250.0	Completed
Speedway and Swan Intersection	1,500.0	-0-	
Pantano: Golf Links to Research Park	2,000.0	-0-	
Broadway and Wilmot Intersection (design)	1,100.0	-0-	
Grant and Wilmot Intersection	800.0	-0-	
Ft. Lowell: Alvernon to Swan (design)	1,100.0	-0-	
Houghton Road: Broadway Intersection	1,258.7	1,258.7	Programmed
Harrison/Wrightstown Curve	500.0	500.0	Completed
	12,705.4	4,906.7	
Central:			
Broadway: Euclid to Country Club	3,000.0	3,000.0	Programmed
22nd Street: I-10 to Tucson Boulevard	3,000.0	900.0	Programmed
Ft. Lowell and Campbell Intersection	150.0	-0-	
Grant Road Corridor	6,000.0	1,800.0	Programmed
	12,150.0	5,700.0	
Southeast:			
Mary Ann Cleveland Way	3,500.0	3,500.0	Completed
Golf Links and Kolb Intersection	2,000.0	-0-	
Harrison Bridget at Pantano Wash	2,000.0	-0-	
Irvington: Kolb to Houghton	13,000.0	-0-	
Valencia: Kolb to Houghton	1,000.0	-0-	
Houghton Road: Irvington to Valencia	1,395.6	1,395.6	Programmed
Houghton: Valencia to Old Spanish Trail	1,000.0	-0-	
	23,895.6	4,895.6	
Southlands:			
Wilmot Extension	6,000.0	-0-	
Total	71,126.0	22,602.3	

PARKS IMPACT FEE PROJECTS PLAN

District/Project	Projected Allocations (\$000s)	CIP Budgeted Allocations (\$000s)	Status
West:			
Christopher Columbus Park Expansion	663.5	113.5	Programmed
Cherry Avenue Center Expansion	1,000.0	12.2	Programmed
Desert Vista School Park Expansion	500.0	-0-	
El Pueblo Center Expansion	1,300.0	45.2	Programmed
Juhan Park Expansion	646.5	46.8	Programmed
Menlo Park	500.0	-0-	
Rodeo Grounds Sports Field (design)	200.0	-0-	
Sentinel Peak Park	200.0	-0-	
Sunnyside School District Partnerships	378.0	-0-	
	5,388.0	217.7	
East:			
Arcadia Park	853.7	221.1	Programmed
Jesse Owens Park Expansion	300.0	-0-	
Pantano River Park Expansion	300.0	-0-	
Parks Strategic Plan	250.0	250.0	Programmed
South Central Community Park	1,000.0	371.1	Programmed
Udall Park Expansion	2,078.0	-0-	
	4,781.7	842.2	
Central:			
Arroyo Chico Urban Pathway	558.5	8.8	Programmed
Jacobs Park and Center Expansion	200.0	-0-	
Mansfield Park and Center Expansion	150.0	-0-	
Northside Community Park	350.0	-0-	
Ormsby Park Expansion	100.0	100.0	Completed
Quincie Douglas and Silverlake Park Expansion	150.0	-0-	
Reid Park and Centers Expansions	738.3	272.2	Programmed
Silverlake Park Soccer Field Lighting	100.0	100.0	Completed
Sonoran Desert Natural Resources Park	100.0	-0-	
	2,446.8	481.0	
Southeast:			
Clements Senior Center Completion	2,500.0	-0-	
Lincoln Park Expansion	1,056.0	103.5	Programmed
Purple Heart Park Expansion	894.0	54.0	Programmed
Southeast Regional Park Expansion	3,000.0	-0-	
South Central Community Park	1,000.0	248.4	Programmed
	8,450.0	405.9	
Southlands:			
Southlands Master Plan	250.0	-0-	
Valencia and Alvernon Community Park	453.3	453.3	Programmed
Valencia Corridor Facilities Plan	349.6	148.1	Programmed
Valencia Corridor Land Acquisition	1,289.0	864.5	Programmed
	2,341.9	1,465.9	
Total	23,408.4	3,412.7	

PUBLIC SAFETY IMPACT FEE PROJECTS PLAN

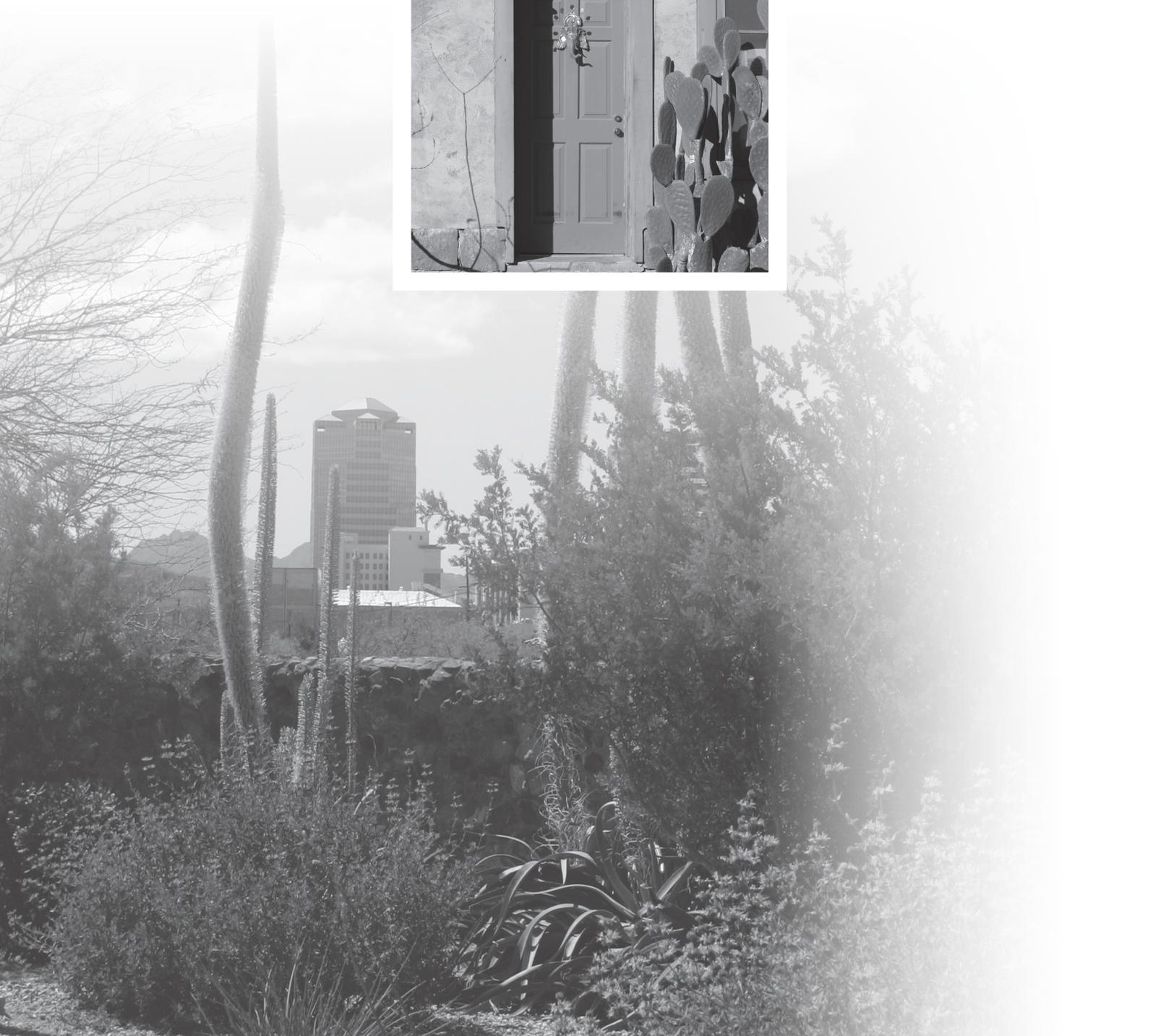
Project	Projected Allocations (\$000s)	CIP Budgeted Allocations (\$000s)	Status
Communications Center Expansion	4,687.0	4,687.0	Programmed
Total	4,687.0	4,687.0	

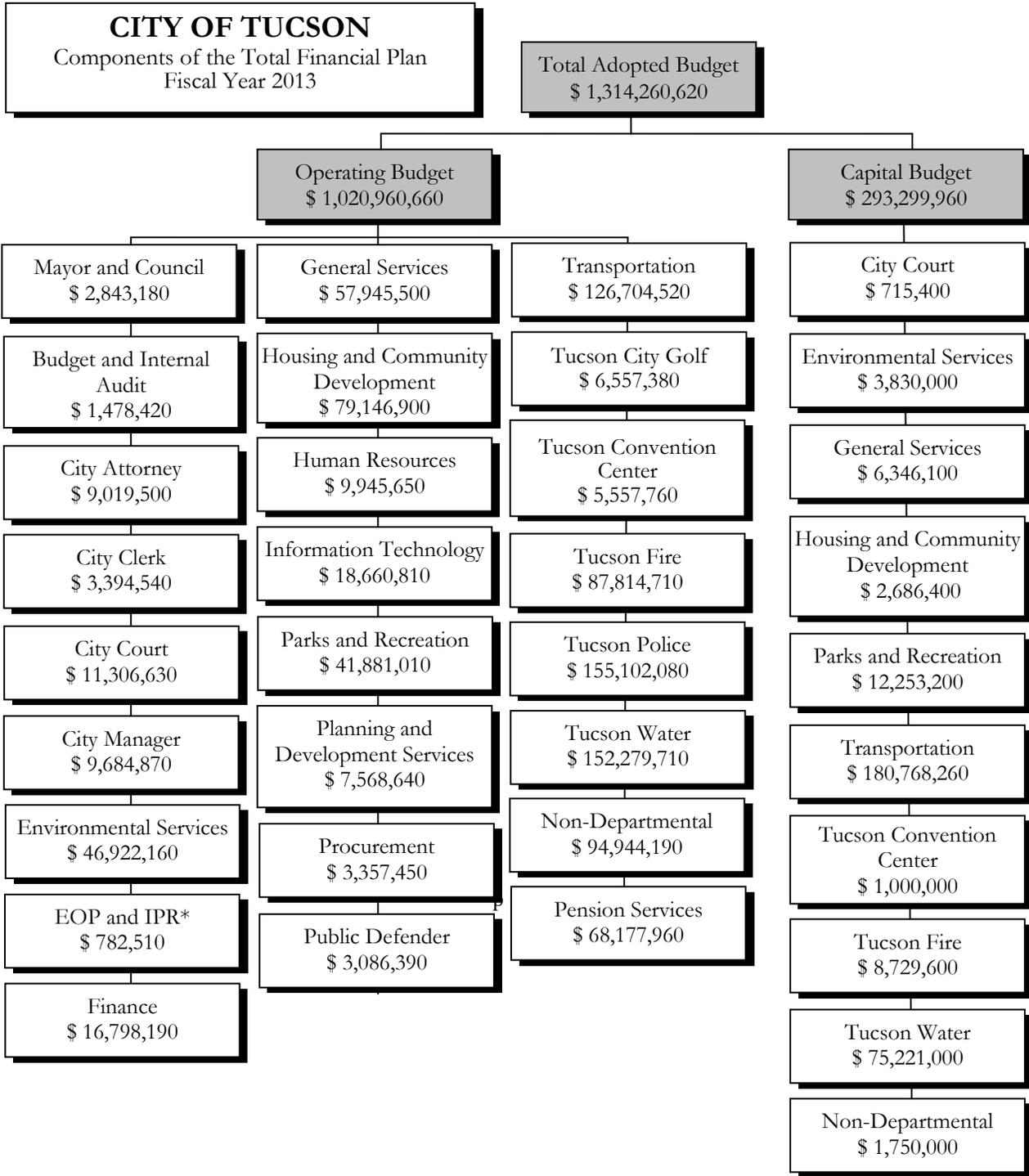
CAPITAL UNMET NEEDS

Summary Estimates for 10 Year Planning (in 000s)

	ESTIMATED COST
<u>Elected and Official</u>	
Mayor and Council	\$ 114.0
City Clerk	300.0
Total	\$ 414.0
<u>Public Safety/Neighborhood Services</u>	
Housing and Community Development	\$ 13,716.6
Parks and Recreation	85,705.4
Public Safety - Joint Projects	41,220.5
Tucson Convention Center	9,050.0
Tucson Fire	82,973.8
Tucson Police	133,875.0
Total	\$ 366,541.3
<u>Operations and Development</u>	
General Services	\$ 7,845.0
Planning and Development Services	1,000.0
Transportation	837,892.0
Total	\$ 846,737.0
<u>Support Services</u>	
Finance	\$ 500.0
Information Technology	21,375.0
Total	\$ 21,875.0
<u>Non-Departmental</u>	
City Department's Americans with Disabilities Act (ADA) Self Audit Costs Estimates	\$ 16,919.2
Total	\$ 16,919.2
Capital Unmet Needs Total	\$ 1,252,486.5

Section F Summary

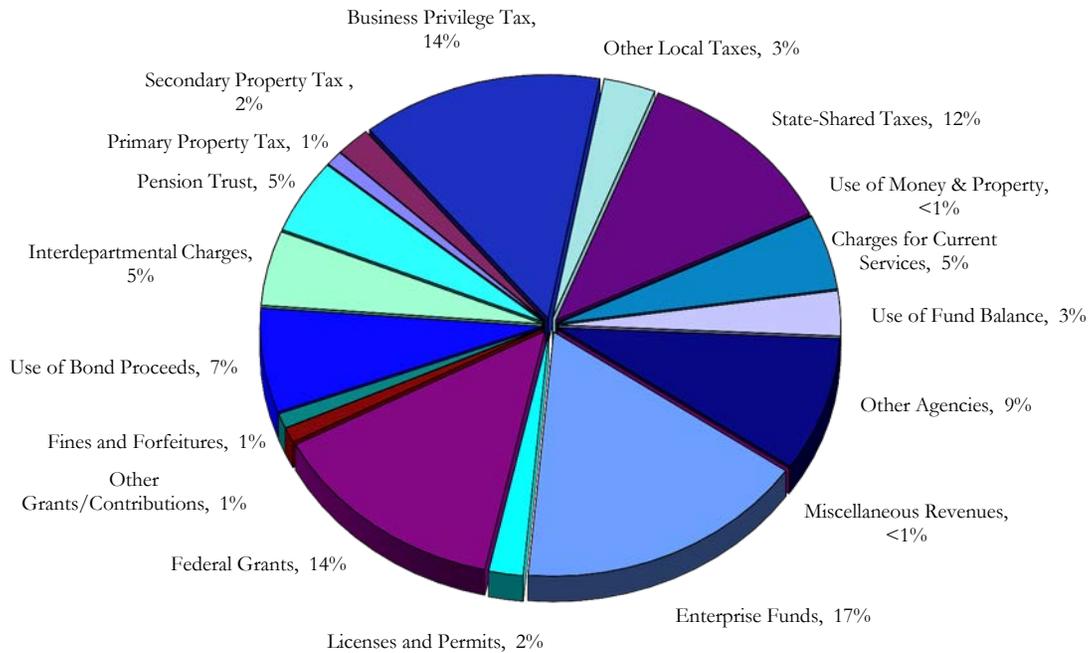




*Equal Opportunity Programs and Independent Police Review

REVENUES

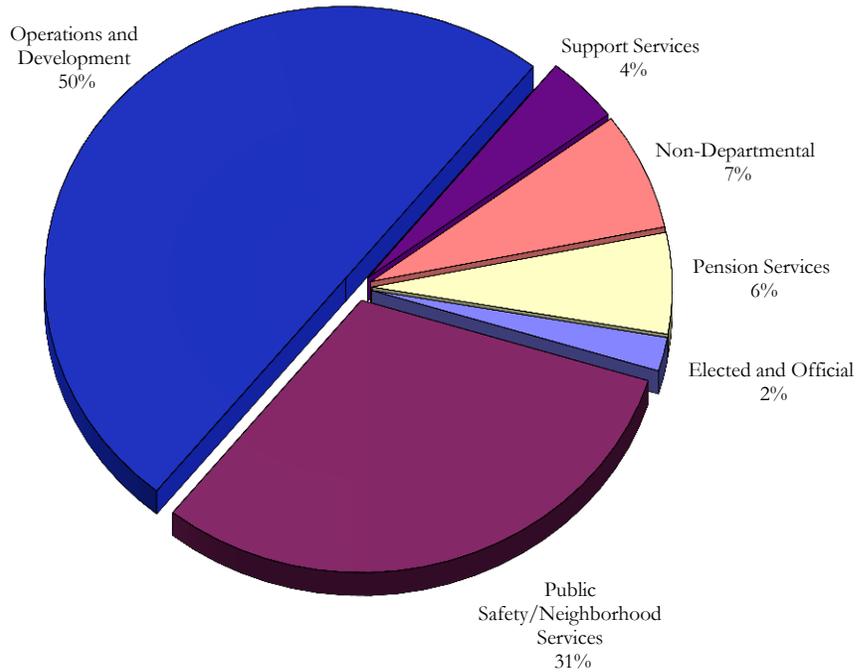
FISCAL YEAR 2013 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	\$ 13,670,900	1%
Secondary Property Tax	28,754,300	2%
Business Privilege Tax	178,400,000	14%
Other Local Taxes	45,043,500	3%
State-Shared Taxes	155,058,090	12%
Use of Money & Property	2,738,120	< 1%
Charges for Current Services	63,776,800	5%
Use of Fund Balance	32,858,450	3%
Other Agencies	114,197,360	9%
Miscellaneous Revenues	5,976,340	< 1%
Enterprise Funds	229,618,210	17%
Licenses and Permits	21,080,620	2%
Federal Grants	178,986,830	14%
Other Grants/Contributions	9,949,490	1%
Fines and Forfeitures	15,046,940	1%
Use of Bond Proceeds	97,115,600	7%
Interdepartmental Charges	62,705,070	5%
Pension Trust	59,284,000	5%
Total Funds Available	\$ 1,314,260,620	100%

EXPENDITURES

FISCAL YEAR 2013 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	\$ 24,942,090	2%
Public Safety/Neighborhood Services	416,619,970	31%
Operations and Development	657,585,890	50%
Support Services	50,240,520	4%
Non-Departmental	96,694,190	7%
Pension Services	68,177,960	6%
Total Funds Available	\$ 1,314,260,620	100%

SUMMARY of PROJECTED FUND BALANCE as of JUNE 30, 2013

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	DEBT SERVICE FUNDS
Projected Fund Balance, June 30, 2012	\$ 66,146,810	\$ 96,229,100	\$ 768,429,460	\$ 2,001,980
Restricted, Committed and Assigned Fund Balance	49,629,330	96,229,100	780,324,620	2,001,980
Projected Unassigned Fund Balance, June 30, 2012	16,517,480	-0-	(11,895,160)	-0-
Revenues:				
Taxes	236,062,750	-0-	-0-	28,754,300
State-Shared Taxes	114,000,000	33,696,950	-0-	7,361,140
Licenses and Permits	21,080,620	-0-	-0-	-0-
Fines and Forfeitures	14,051,500	990,000	-0-	5,440
Charges for Services	41,232,030	22,136,060	229,618,210	408,710
Other Agencies	2,491,260	111,706,100	-0-	-0-
Federal Grants and Contributions	-0-	172,115,890	6,870,940	-0-
Miscellaneous State and Local Grants	-0-	-0-	945,000	-0-
Non-Grant Contributions	2,323,070	6,294,000	-0-	-0-
Use of Money and Property	715,310	950,580	941,330	5,800
Use of Long-Term Financing Proceeds	9,416,000	10,163,000	64,095,000	12,265,000
Interdepartmental Charges	-0-	-0-	-0-	-0-
Additions to Pension Trust Fund	-0-	-0-	-0-	-0-
Miscellaneous Revenues	799,470	438,000	2,225,240	-0-
Total Revenues	442,172,010	358,490,580	304,695,720	48,800,390
Operating Transfers In	1,600,000	45,666,480	-0-	-0-
Expenditures/Expenses:				
Personnel Costs	291,200,690	37,970,670	59,966,750	-0-
Services	70,843,840	107,903,820	86,005,490	-0-
Supplies	16,223,940	21,878,610	16,709,110	-0-
Capital Equipment	3,364,360	24,091,680	6,792,210	-0-
Capital Projects	112,600	185,038,200	78,421,000	-0-
Debt Service	21,830,330	1,603,450	51,411,160	46,335,890
Contracted Labor	-0-	47,333,050	-0-	-0-
Retiree Pension Payments	-0-	-0-	-0-	-0-
Total Expenditures/Expenses:	403,575,760	425,819,480	299,305,720	46,335,890
Operating Transfers Out	43,833,580	-0-	1,600,000	1,832,900
Excess of Revenues and Other Financing Sources over (under) Expenditures	(3,637,330)	(21,662,420)	3,790,000	631,600
Projected Fund Balance, June 30, 2013	62,509,480	74,566,680	772,219,460	2,633,580
Restricted, Committed and Assigned Fund Balance	45,992,000	74,566,680	616,748,138	2,633,580
Projected Unassigned Fund Balance, June 30, 2013	\$ 16,517,480	\$ -0-	\$ 155,471,322	\$ -0-

SUMMARY of PROJECTED FUND BALANCE as of JUNE 30, 2013

	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	FIDUCIARY FUND	TOTAL
Projected Fund Balance, June 30, 2012	\$ (10,585,910)	\$ -0-	\$ 575,846,440	\$ 1,498,067,880
Restricted, Committed and Assigned Fund Balance	25,450,700	-0-	575,846,440	1,529,482,170
Projected Unassigned Fund Balance, June 30, 2012	(36,036,610)	-0-	-0-	(31,414,290)
Revenues:				
Taxes	1,051,650	-0-	-0-	265,868,700
State-Shared Taxes	-0-	-0-	-0-	155,058,090
Licenses and Permits	-0-	-0-	-0-	21,080,620
Fines and Forfeitures	-0-	-0-	-0-	15,046,940
Charges for Services	-0-	-0-	-0-	293,395,010
Other Agencies	-0-	-0-	-0-	114,197,360
Federal Grants and Contributions	-0-	-0-	-0-	178,986,830
Miscellaneous State and Local Grants	-0-	-0-	-0-	945,000
Non-Grant Contributions	387,420	-0-	-0-	9,004,490
Use of Money and Property	116,400	8,700	-0-	2,738,120
Use of Long-Term Financing Proceeds	-0-	1,176,600	-0-	97,115,600
Interdepartmental Charges	62,705,070	-0-	-0-	62,705,070
Additions to Pension Trust Fund	-0-	-0-	59,284,000	59,284,000
Miscellaneous Revenues	2,513,630	-0-	-0-	5,976,340
Total Revenues	66,774,170	1,185,300	59,284,000	1,281,402,170
Operating Transfers In	-0-	-0-	-0-	47,266,480
Expenditures/Expenses:				
Personnel Costs	17,539,680	-0-	475,490	407,153,280
Services	32,436,060	-0-	6,675,220	303,864,430
Supplies	17,301,250	-0-	27,250	72,140,160
Capital Equipment	690,620	-0-	-0-	34,938,870
Capital Projects	-0-	1,185,300	-0-	264,757,100
Debt Service	1,892,900	-0-	-0-	123,073,730
Contracted Labor	-0-	-0-	-0-	47,333,050
Retiree Pension Payments	-0-	-0-	61,000,000	61,000,000
Total Expenditures/Expenses:	69,860,510	1,185,300	68,177,960	1,314,260,620
Operating Transfers Out	-0-	-0-	-0-	47,266,480
Excess of Revenues and Other Financing Sources over (under) Expenditures	(3,086,340)	-0-	(8,893,960)	(32,858,450)
Projected Fund Balance, June 30, 2013	(13,672,250)	-0-	566,952,480	1,465,209,430
Restricted, Committed and Assigned Fund Balance	41,497,000	-0-	566,952,480	1,348,389,880
Projected Unassigned Fund Balance, June 30, 2013	\$ (55,169,250)	\$ -0-	\$ -0-	\$ 116,819,550

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2010	Adopted FY 2011	Adopted FY 2012	Adopted FY 2013
Elected and Official				
Mayor and Council	51.50	51.50	43.00	43.00
City Manager	44.00	31.00	28.00	32.00
City Attorney	106.00	101.50	99.00	97.00
City Clerk	46.00	30.50	37.50	37.50
Sub-Total	247.50	214.50	207.50	209.50
Public Safety/Neighborhood Services				
City Court	142.80	138.80	134.00	130.00
Equal Opportunity Programs and Independent Police Review	11.00	10.00	9.00	8.00
Housing and Community Development	207.75	202.25	201.25	189.25
Parks and Recreation	648.50	585.75	500.00	500.00
Public Defender	36.00	36.00	35.00	35.00
Tucson City Golf	154.75	145.25	63.75	68.00
Tucson Convention Center	51.00	50.00	47.00	43.50
Tucson Fire ¹	736.00	724.50	671.00	753.00
Tucson Police	1,495.50	1,470.50	1,290.00	1,316.00
Sub-Total	3,483.30	3,363.05	2,951.00	3,042.75
Operations and Development				
Environmental Services	248.00	241.00	241.00	237.00
General Services ^{1,2}	342.00	339.00	327.00	245.00
Planning and Development Services	88.00	88.00	84.00	82.00
Transportation	305.00	297.00	274.75	267.00
Tucson Water	568.00	556.00	556.00	549.00
Sub-Total	1,551.00	1,521.00	1,482.75	1,380.00
Support Services				
Budget and Internal Audit	16.00	14.00	14.00	14.00
Finance	114.00	107.00	111.00	111.00
Human Resources	31.00	29.00	27.00	27.00
Information Technology	130.66	122.50	110.50	112.50
Procurement	51.00	44.00	36.50	37.00
Sub-Total	342.66	316.50	299.00	301.50

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2010	Adopted FY 2011	Adopted FY 2012	Adopted FY 2013
Pension Services	4.00	4.00	4.00	4.00
Total	5,628.46	5,419.05	4,944.25	4,937.75

¹ Communications Center 911 staff was transferred from General Services to Tucson Fire during Fiscal Year 2012.

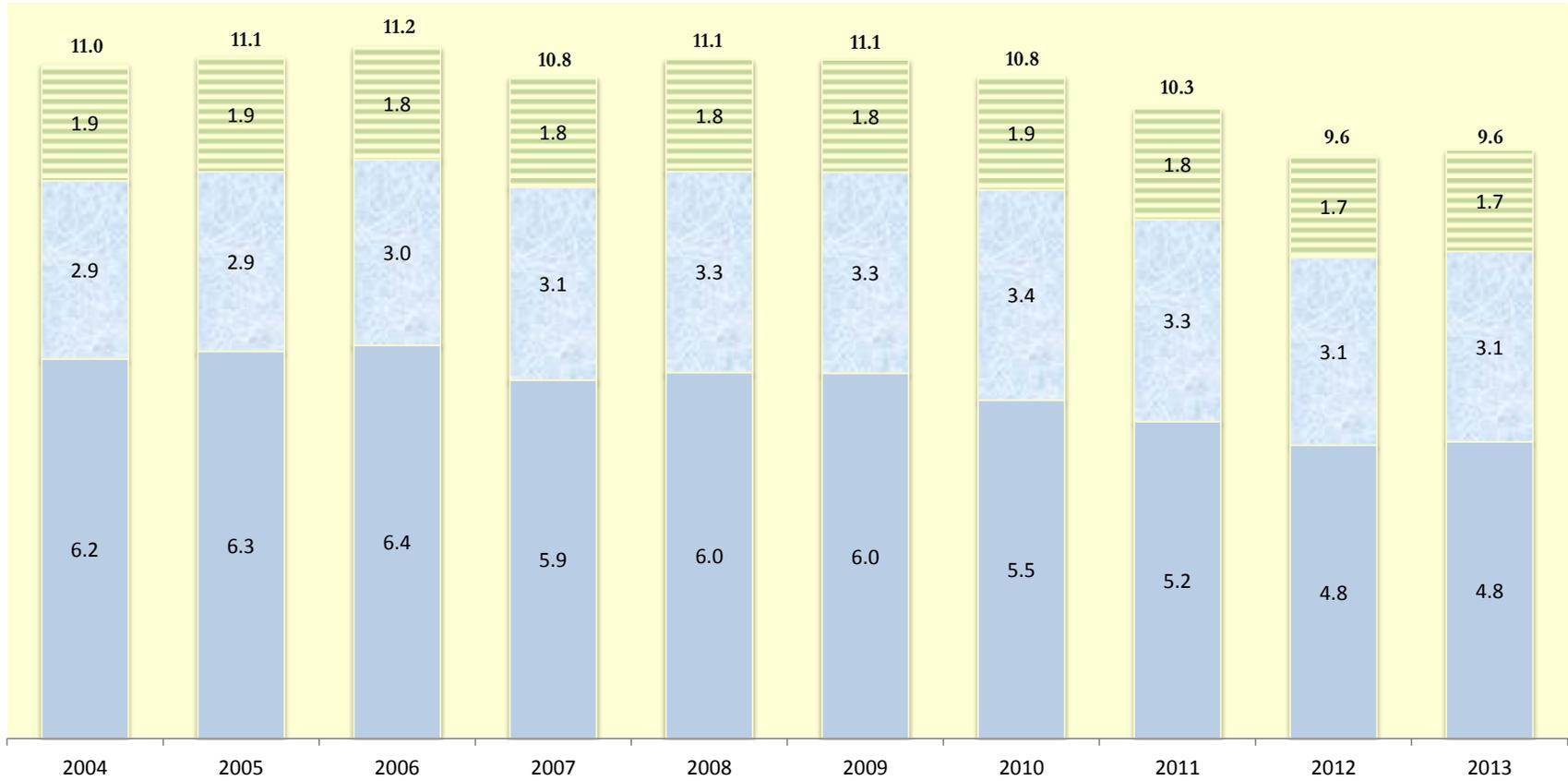
² ParkWise staff was transferred to General Services during Fiscal Year 2011 and is reflected there in all four years.

**FULL-TIME EQUIVALENT POSITIONS
PERMANENT and NON-PERMANENT
FISCAL YEAR 2013**

Department	Permanent	Non-Permanent	Total
Elected and Official			
Mayor and Council	43.00	-0-	43.00
City Manager	32.00	-0-	32.00
City Attorney	97.00	-0-	97.00
City Clerk	27.00	10.50	37.50
Program Total	199.00	10.50	209.50
Public Safety/Neighborhood Services			
City Court	130.00	-0-	130.00
Equal Opportunity Programs and Independent Police Review	8.00	-0-	8.00
Housing and Community Development	189.25	-0-	189.25
Parks and Recreation	324.50	175.50	500.00
Public Defender	35.00	-0-	35.00
Tucson City Golf	25.25	42.75	68.00
Tucson Convention Center	24.00	19.50	43.50
Tucson Fire	753.00	-0-	753.00
Tucson Police	1,316.00	-0-	1,316.00
Program Total	2,805.00	237.75	3,042.75
Operations and Development			
Environmental Services	237.00	-0-	237.00
General Services	244.00	1.00	245.00
Planning and Development Services	82.00	-0-	82.00
Transportation	267.00	-0-	267.00
Tucson Water	547.00	2.00	549.00
Program Total	1,377.00	3.00	1,380.00
Support Services			
Budget and Internal Audit	14.00	-0-	14.00
Finance	111.00	-0-	111.00
Human Resources	27.00	-0-	27.00
Information Technology	112.50	-0-	112.50
Procurement	37.00	-0-	37.00
Program Total	301.50	-0-	301.50
Pension Services			
	4.00	-0-	4.00
Total	4,686.50	251.25	4,937.75

NUMBER OF CITY EMPLOYEES PER 1,000 POPULATION

■ Other* ■ Commissioned Public Safety Personnel** ■ Enterprise Positions***



* In Fiscal Year 2007, Library staff was transferred to Pima County.

** Fire and Police personnel.

*** Includes Environmental Services, Tucson City Golf, and Tucson Water.

Section G Glossary



GLOSSARY of TERMS

Term	Definition
ACCOUNTABILITY	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
ACTIVITY	A group of related functions performed by one or more organizational units for the purpose of satisfying a need for which the city is responsible.
ALLOCATION	Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.
ANALYSIS	A process that separates the whole into its parts to determine their nature, proportion, function, and relationship.
ANNUALIZED COSTS	Operating costs incurred at annual rates for a portion of the prior fiscal year that must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.
APPROPRIATION	An authorization granted by the Mayor and Council to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
ASSESSED VALUATION	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes.
BOND	A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specific rate.
BOND FUNDS	Funds used for the purchase or construction of major capital facilities, which are not financed by other funds. The use of bond funds is limited to ensure that bond proceeds are spent only in the amounts and for the purposes authorized.
BOND PROCEEDS	Funds derived from the sale of bonds for the purpose of constructing major capital facilities.
BONDS - GENERAL OBLIGATION	Limited tax bonds that are secured by the city's secondary property tax.
BUDGET	A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

GLOSSARY of TERMS

Term	Definition
CAPITAL BUDGET	A financial plan of proposed capital expenditures and the means of financing them.
CAPITAL CARRYFORWARD	Capital funds unspent and brought forward from prior years.
CAPITAL IMPROVEMENT FUND	The Capital Improvement Fund accounts for capital projects that are financed by Certificate of Participation (COPs) or are reimbursed by governmental agencies such as Pima County and Pima Association of Governments (PAG).
CAPITAL IMPROVEMENT PROGRAM (CIP)	A plan separate from the annual budget that identifies: (1) all capital improvements which are proposed to be undertaken during a five fiscal year period, (2) the cost estimate for each improvement, (3) the method of financing each improvement, and (4) the planned implementation schedule for each project.
CAPITAL PROJECT	Any project having assets of significant value and a useful life of six years or more. Capital projects include the purchase of land, design, engineering, and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital improvements are permanent attachments intended to remain on the land. Capital projects may include the acquisition of heavy equipment and machinery or specialized vehicles using capital funding sources.
CARRYFORWARD CAPITAL IMPROVEMENT PROJECT	Any capital project that has been previously approved by the Mayor and Council, but for various reasons has not been implemented on schedule. Under state law and Generally Accepted Accounting Principles, only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, violate state budget law, such a project and the associated projected costs are included in the subsequent fiscal year's budget.
CERTIFICATES of PARTICIPATION (COPs)	A debt financing tool which is used to enable the city to purchase large equipment and improve or construct city facilities. Interest is paid and principal repaid through annual payments made from funds appropriated each fiscal year by the Mayor and Council.

Term	Definition
COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)	Financial report that contains, at a minimum, three sections: (1) introductory, (2) financial, and (3) statistical, and whose financial section provides information on each individual fund and component unit.
CUSTOMER	The recipient of a product or service provided by the city. Internal customers are city departments, employees, or officials who receive products or services provided by other city departments. External customers are citizens, neighborhoods, community organizations, businesses, or other public entities who receive products or services provided by a city department.
DEBT SERVICE	The amount required to retire the principal and pay the interest on outstanding debt.
ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
ENTERPRISE FUND	An accounting entity established to account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting.
EQUIPMENT	An item of machinery or furniture having a unit cost of more than \$5,000 and an estimated useful life of more than one year. Heavy equipment and machinery that are capital improvements are included in the capital budget and are not considered equipment items in the operating budget.
EXPENDITURE	Any authorization made for the payment or disbursing of funds during the fiscal year.
FEDERAL ECONOMIC STIMULUS	Federal grant funding provided through the 2009 American Recovery and Reinvestment Act in order to create jobs and stimulate the local economy.
FIDUCIARY FUNDS	Funds used to report assets held in a trustee capacity and therefore cannot be used to support the city's programs. The Tucson Supplemental Retirement System fund is a fiduciary fund.
FISCAL YEAR (FY)	A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. Fiscal Year 2013 refers to the period July 1, 2012 through June 30, 2013.

GLOSSARY of TERMS

Term	Definition
FULL-TIME EQUIVALENT POSITION (FTE)	A full-time position, or part-time position converted to a decimal equivalent of a full-time position, based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to .33 of a full-time position.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund.
GENERAL FUND	A fund used to account for all general transactions of the city that do not require a special type of fund.
HOME RULE	Home Rule is an alternative to the State set expenditure limitation. A home rule prescribes the method the city will use to calculate its own expenditure limitation each year. Voter approval of a home rule must occur prior to the first fiscal year in which it applies. Home rules apply for four succeeding fiscal years, after which the constitutional expenditure limitation becomes effective, unless a new home rule is adopted.
IN LIEU of TAXES	Enterprise funds most often are not subject to property taxes because of their governmental character. In lieu of tax payments compensate the general government for public services received. In some cases, these payments are calculated to be reasonably equivalent in value to the services provided. In other cases, there is no clear link between the amounts paid and the value of services received.
INTER ACTIVITY TRANSFERS	Transactions between city organizations or funds that would be treated as revenues or expenditures if they involved parties external to the city. Transactions may be charged against other organizations or funds.
INTERNAL SERVICE FUNDS	Funds used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges. The Risk Management Fund is such a fund; departments are assessed charges to fund the city's self-insurance expenses.

Term	Definition
NON-RECURRING REVENUE	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.
OPERATING BUDGET	A financial plan which applies to all proposed expenditures other than for capital improvements.
OPERATING FUNDS	Resources derived from recurring revenue sources used to finance operating expenditures and pay-as-you-go capital expenditures.
ORGANIZATION	The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the city is responsible.
OTHER COSTS	This classification of costs includes Sun Tran expenditures, contributions to outside agencies, specific federal fund expenditures, and miscellaneous expenditures.
OUTSIDE AGENCIES	Non-profit organizations whose activities support the Mayor and Council's priorities.
pCARD	A charge card that allows goods and services to be procured without using a traditional procurement process. A pCard is also known as a procurement card.
PRIMARY PROPERTY TAXES	All ad valorem taxes, except the secondary property taxes, which can be used for any lawful purpose.
PROGRAMS	Desired output-oriented accomplishments which can be measured and achieved within a given timeframe. Achievement of the programs advance the activity and organization toward fulfillment of a corresponding need.
PROJECTS	Unique assignments having a finite time span and a deliverable; normally associated with capital improvements such as roadways, neighborhood facilities, etc.
RECURRING REVENUES	Revenue sources available on a continuing basis to support operating and capital budgetary needs.
RESTRICTED REVENUES	Revenues which are legally restricted for a specific purpose by the federal, state, or local governments.
REVENUES	Income from taxes and other sources during the fiscal year.
SALARIES and BENEFITS	The costs of compensating employees of the City of Tucson, including salaries and employee benefit costs, such as health, dental, and life insurance, city contributions for retirement, social security, and workers' compensation insurance.

GLOSSARY of TERMS

Term	Definition
SECONDARY PROPERTY TAXES	Ad valorem taxes or special property assessments used to pay the principal, interest, and redemption charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality, county, or taxing district; and assessments levied by or for assessment districts and for limited purpose districts other than school districts and community colleges pursuant to an election to temporarily exceed (up to one year) budget, expenditure, or tax limitations.
SECONDARY TAX RATE	The rate per one hundred dollars of assessed value employed in the levy of secondary property taxes. The assessed value derived from the current full cash value (market value) is the basis for computing taxes for budget overrides, bonds, and for sanitary, fire, and other special districts.
SERVICES	Costs which involve the performance of a specific service by an outside organization or other city organization. Examples of services include consultants, utilities, and vehicle maintenance.
SPECIAL ASSESSMENTS	Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
STREET and HIGHWAY BONDS	Revenue bonds which are secured by the city's Highway User Revenues and used for the construction of street, highway, and related capital projects.
SUPPLIES	Expendable items used by operating departments. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.
TAX LEVY	The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed valuation.

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Project
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
ATJ	Alternative to Jail
AZA	Association of Zoos and Aquariums
BABs	Build America Bonds
BCC	Boards, Committees and Commissions
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CAVSARP	Central Avra Valley Storage and Recovery Project
CCTF	Community Conservation Task Force
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CNA	Counter Narcotics Alliance
COLA	Cost of Living Adjustment
COPs	Certificates of Participation
COPS	Community Oriented Policing Services
CREBs	Clean Renewable Energy Bonds
CWAC	Citizens' Water Advisory Committee
DATJ	Day Alternative to Jail
DNA	Deoxyribonucleic acid
DUI	Driving Under the Influence
EATJ	Evening Alternative to Jail
EEC	Economic Estimates Commission
EMP	Environmental Management Program
EMS	Emergency Medical Service
EPCR	Electronic Patient Care Reporting
ES	Environmental Services
FARE	Fines/Fees and Restitution Enforcement Program
FMT	Financial Monitoring Team
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
HCD	Housing and Community Development
HCV	Housing Choice Voucher
HELP	Highway Expansion Loan Program
HHW	Household Hazardous Waste
HOPE VI	Housing Opportunities for People Everywhere
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
IFPP	Impact Fee Projects Plan
IGA	Intergovernmental Agreement
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
JFS	Juvenile Fire Stopper
LTAF	Local Transportation Assistance Fund
MTCVB	Metropolitan Tucson Convention and Visitors Bureau
NFPA	National Fire Protection Association
OCS	Office of Conservation and Sustainable Development
OEOP	Office of Equal Opportunity Programs
O&M	Operating and Maintenance
PADs	Planned Area Developments
PASER	Pavement Surface Evaluation and Rating System
PAG	Pima Association of Governments
PCI	Pavement Condition Index
PCWIN	Pima County Wireless Integrated Network
PHA	Public Housing Asset
PM	Project Management
PSPRS	Public Safety Personnel Retirement System
QECS	Qualified Energy Conservation Bonds
RICO	Racketeer Influenced and Corrupt Organizations Act
RTA	Regional Transportation Authority
SAFER	Staffing for Adequate Fire and Emergency Response
SAVSARP	Southern Avra Valley Storage and Recovery Project
SCADA	Supervisory Control and Data Acquisition
SC	Security Certified
SEMAP	Section 8 Management Assessment Program
SHARP	Southeast Houghton Area Recharge Project

Acronym/Initialisms	Definitions
TARP	Tucson Airport Remediation Project
TCC	Tucson Convention Center
TCG	Tucson City Golf
TIGER	Transportation Investment Generating Economic Recovery
TOPSC	Thomas O. Price Service Center
TREO	Tucson Regional Economic Opportunities
TSRS	Tucson Supplemental Retirement System
VATJ	Video Alternative to Jail
VOIP	Voice Over Internet Protocol
WAN	Wide Area Communications Network
WIFA	Water Infrastructure Finance Authority
WSI	Water Safety Instruction



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