



City of Tucson, Arizona
Fiscal Year 2014

ADOPTED BUDGET



CITY OF TUCSON, ARIZONA

Adopted Budget
Fiscal Year 2014
Effective July 1, 2013

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

KELLY GOTTSCHALK
Assistant City Manager/
Chief Financial Officer

ALBERT ELIAS
Assistant City Manager

MARTHA DURKIN
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, 2012

Christopher P. Merrill *Jeffrey P. 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, 2012.

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.

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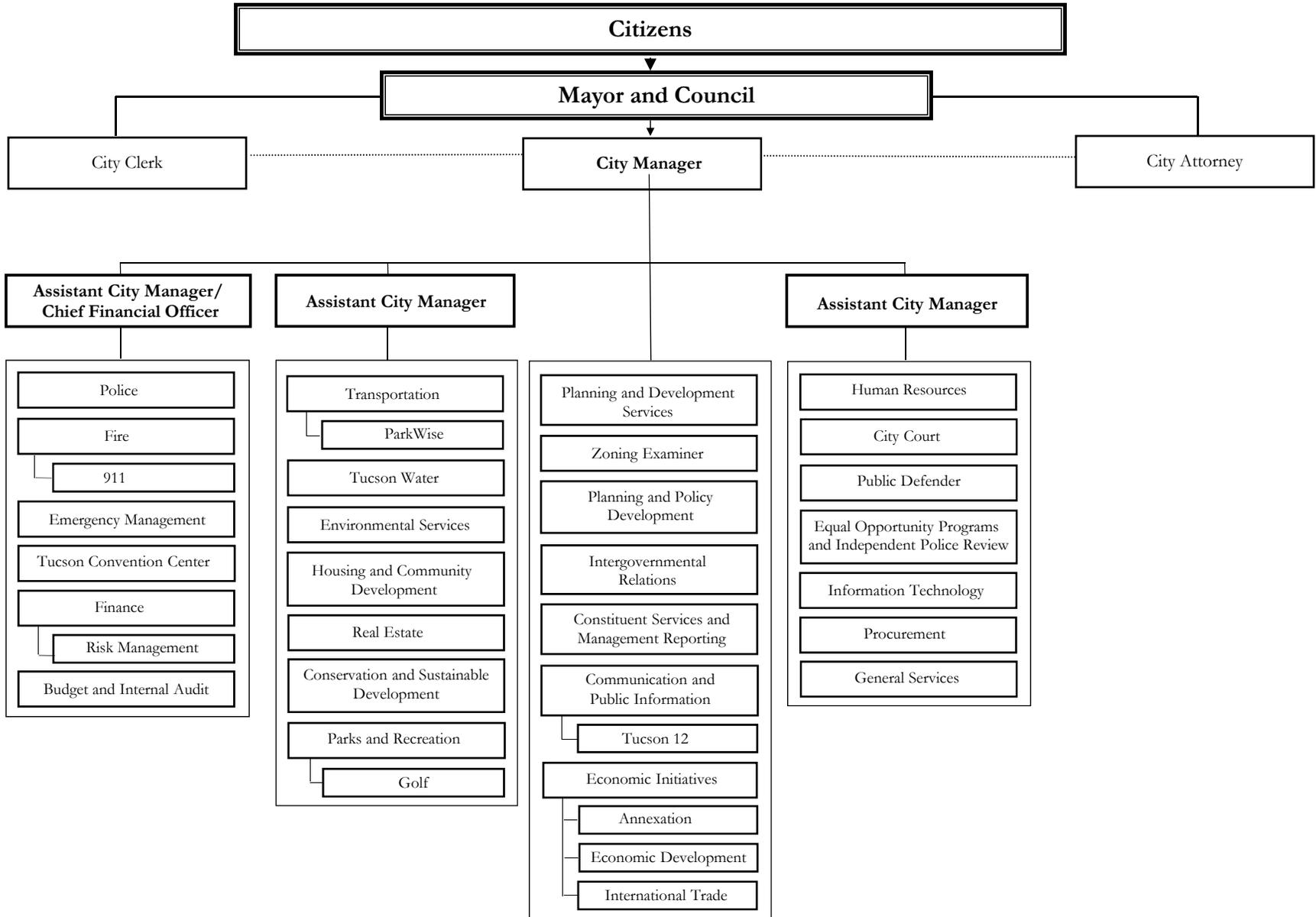
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**CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2014**



City of Tucson OFFICIALS and DIRECTORS

OFFICIALS

- City Manager, *Richard Miranda*
- Assistant City Manager/Chief Financial Officer, *Kelly Gottschalk* • Assistant City Manager, *Albert Elias*
- Assistant City Manager, *Martha Durkin*
- City Attorney, *Mike Rankin* • City Clerk, *Roger Randolph*

PUBLIC SAFETY and JUSTICE SERVICES

- City Court, *Antonio Riojas* • Equal Opportunity Programs and Independent Police Review, *Liana Perez*
- Public Defender, *Mary Trejo* • Tucson Fire, *James Critchley, Jr.* • Tucson Police, *Roberto Villaseñor*

COMMUNITY ENRICHMENT and DEVELOPMENT

- Housing and Community Development, *Andrea Ibanez, Interim* • Parks and Recreation, *Fred H. Gray, Jr.*
- Planning and Development Services, *Ernest A. Duarte* • Transportation, *Daryl Cole*
- Tucson City Golf, *Fred H. Gray, Jr.* • Tucson Convention Center, *Martin Carey, Interim*

PUBLIC UTILITIES

- Environmental Services, *Andrew H. Quigley* • Tucson Water, *Alan Forrest*

SUPPORT SERVICES

- Budget and Internal Audit, *Marie Nemerguth* • Finance, *Silvia Amparano, Interim*
- General Services, *Ronald Lewis* • Human Resources, *Lani Simmons*
- Information Technology, *Dave Scheuch* • Procurement, *Marcheta Gilliespie, Interim*

Special Thanks to the Budget Staff

- Marie Nemerguth, Program Director
- Joyce Garland, Budget Administrator
- Todd Bullington
- Ann Jones
- William Knowles
- Melisa Ley
- Diane Link
- Pamela Monka
- Vivian Newsheller
- Tony Wong

Acknowledgement

Katherine Roberts, Graphic Artist Extraordinaire, for Cover Design and Images

BUDGET CALENDAR

FISCAL YEAR 2014

November 20, 2012	Study Session presentation on revenues: Fiscal Year 2012 year-end preliminary financials and fund balance and Fiscal Year 2013 1 st quarter major tax revenue update.
December 7, 2012	Mayor and Council adoption of revised Comprehensive Financial Policies.
December 2012-February 2013	Budget Office development of citywide personnel budgets and allocation of non-personnel funding for departmental development of operating budgets as well as Capital Improvement Program requests.
February 26, 2013	Study Session presentation overview and discussion of pension systems and Mayor and Council consideration of employer/employee contribution rates.
March 5, 2013	Study Session to update Mayor and Council on a) General Fund revenue and expenditure estimates, balancing proposals and alternatives, and long-term strategies and receive additional direction, as necessary, b) five-year transit system financial forecast, and c) medical insurance contract.
March 19, 2013	Study Session discussion of a) financial planning efforts for funds other than the General Fund (i.e., HURF, ParkWise, Golf, self-insurance), b) compensation plan, and c) draft five-year strategic transit plan.
March 27, 2013	Study Session discussions of public safety and parks and recreation.
April 9, 2013	Study Session discussion on major capital improvement projects and deferred maintenance needs.
April 16, 2013	Study Session: Submission of the City Manager's Recommended Fiscal Year 2014 Budget, including the Five-Year Capital Improvement Program, and preliminary discussion.
April 23, 2013	Study Session discussion of Recommended Fiscal Year 2014 Budget. Public hearing on the Recommended Fiscal Year 2014 Budget.
May 7, 2013	Study Session discussion of Recommended Fiscal Year 2014 Budget. Regular Agenda: Adoption of a Tentative Budget for Fiscal Year 2014.
May 21, 2013	Public hearing (Truth in Taxation) on primary property tax rate. Public hearing on the Fiscal Year 2014 budget as tentatively adopted. Special Mayor and Council meeting for the purpose of final budget adoption.
June 11, 2013	Regular Agenda: Adoption of Fiscal Year 2014 property tax levies.

COMMUNITY PROFILE

A Fantastic Place to Live and Visit



With a culturally diverse population of 520,000, Tucson is Arizona's second largest city with a metropolitan area that exceeds one million people. Surrounded by four majestic mountain ranges and nestled in the heart of a lush Sonoran Desert valley, Tucson offers residents and tourists the climate, opportunities, amenities, and attractions that allow them to experience an unparalleled quality of life. Families and children of all ages, including the “young at heart”, enjoy the Reid Park Zoo with its new Expedition Tanzania elephant exhibit, the Tucson Children's Museum, the Tucson Botanical Gardens, and the Pima Air and Space Museum. Nationally known regional attractions are the Arizona Sonoran Desert Museum, Mt. Lemmon, Saguaro National Monument East and West, and the Kitt Peak National Observatory. With 350 days of sunshine, Tucson is a destination for outdoor enthusiasts.



The Atlantic Magazine recognized Tucson as a top-rated city in the country for bicycle-friendly neighborhoods and Outdoor Magazine ranked Tucson the Number One Bike Town in America. Additionally in 2013, *Travel Channel* ranked Tucson as the 6th best city nationwide for cycling, and *WalkScore.com* ranked Tucson 8th in the top 10 most bikeable large U.S. cities. Tucsonans enjoy over 620 miles of streets with bicycle lanes and the 55-mile dedicated Pima County Urban Loop, a paved, shared-use path, that form the most comprehensive network for active cyclists in the nation. Tucson is also home to the world-renowned Fantasy Island Mountain Biking Park.



Tucson's vibrant and growing downtown core, crowded with theaters, performance spaces, locally owned shops and restaurants, is the place to experience the many diverse cultural and outdoor festivals of the city. These include Tucson Meet Yourself, All Souls Procession, Dia de San Juan, the Fourth Avenue Street Fair, or the La Fiesta de los Vaqueros Rodeo Parade, and the Tucson Gem and Mineral Show. The Gem Show brings the gem, mineral, and fossil dealers of the world to Tucson every February to show and sell their precious wares to buyers, collectors, and the fascinated public at over 41 shows generating an estimated \$100 million in tax revenue for the region. Downtown is also a major place to experience our vibrant arts community that supports a symphony, an opera company, a ballet, over 215 arts groups and 35 art galleries. Tucson offers a jam-packed calendar of live music and performance events at historic venues like the Fox Theater, Rialto Theater, Hotel Congress, and the Temple of Music and Art, as well as numerous museums including the Tucson Museum of Art, Museum of Contemporary Art, and the Center for Creative Photography.



Downtown is where the Sun Link Modern Streetcar line will soon provide a new and exciting transit opportunity to connect the emerging Mercado District on the west side of downtown, the downtown core, the popular Fourth Avenue commercial district, the University of Arizona Main Campus, and the University Medical Center. The Streetcar will supercharge the downtown economic engine. Streetcar development has already brought in over \$200 million of private investment downtown, creating new urban spaces in the confluence where hip meets historic for citizens to live, work, experience, and play day and night.

COMMUNITY PROFILE



We Mean Business

Tucson is recognized as a Megatrend City for the 21st century with its emerging presence as a center for biotechnology, solar, optics, and logistics. Tucson has a strong and longstanding position as a center for defense, aerospace, astronomy, and medical-health services. More than 1,200 high-tech businesses including companies like Raytheon, BE Aerospace, Solon, and Universal Avionics employ over 50,000 citizens from our community and the region. Tucson is home to Davis Monthan Air Force Base which has a \$1.6 billion economic impact in our community. The Tucson International Airport is a cornerstone of our logistics and tourism industries and creates a \$3.2 billion economic impact while supporting 35,000 jobs.



Tucson has amazing workforce development assets in the University of Arizona (U of A) and Pima Community College. The U of A is the State's premier research university and is ranked among the top 20 of public research universities nationwide. It is ranked 3rd in the nation by the National Science Foundation for physical sciences research and is the recipient of more NASA grants for space exploration research than any other university. Its Eller College of Management has been ranked in the top ten of *Princeton Review's* list of best entrepreneurial graduate programs. U of A faculty, including five Nobel Prize winners, have a global reputation for innovative research and are helping create the next generation of knowledgeable workers.



Pima Community College (PCC), one of the foremost community colleges in the Southwest, offers 182 transfer and occupational programs across 6 campuses and 4 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.



The City of Tucson partners with innovators like Tech Launch Arizona, U of A Science and Technology Park, and the U of A Bio Sciences Park. Economic development is a top priority for Tucson's Mayor and Council. In an effort to support a business friendly environment, the Mayor and Council have put into place numerous Economic Development Incentives, streamlined departmental processes, and simplified City Code. Companies and entrepreneurs will find Tucson the place to start up or expand their business in a business environment that is dynamic, open, and innovative.

COMMUNITY PROFILE

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

Economy



Major Employers - Southern Arizona, 2013¹ (Based on number of full-time equivalent positions)

University of Arizona	12,053
Raytheon Missile Systems	11,500
Davis-Monthan Air Force Base	10,330
Walmart Stores, Inc.	7,629
Pima County	6,835
Tucson Unified School District	6,771
University of Arizona Health Network	6,462
U.S. Army Intelligence Center and Fort Huachuca	6,198
U.S. Border Patrol	6,000
City of Tucson	5,419
State of Arizona	5,089
Freeport-McMoran Copper & Gold, Inc.	5,068
Tohono O'odham Nation	4,350
Carondelet Health Network	3,648
Fry's Food and Drug Stores	2,933
Tucson Medical Center HealthCare	2,904

¹Source: "Book of Lists," *Inside Tucson Business*, January 2013.



Total Employment – Pima County		Unemployment Rates – Pima County	
2007	491,700	2007	3.6%
2008	449,699	2008	5.6%
2009	448,258	2009	8.8%
2010	450,641	2010	9.0%
2011	448,000	2011	9.1%
2012	430,100	2012	7.2%

Annual Rate of Earnings	
(Per worker in current dollars)	
2007	\$41,502
2008	\$40,322
2009	\$39,900
2010	\$44,048
2011	\$44,908
2012	\$45,808

Building Permits Issued		
	Residential	Commercial
2007	1,518	129
2008	701	208
2009	361	65
2010	376	47
2011	270	45
2012	336	104

COMMUNITY PROFILE

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	494,800
Tons of Waste Collected by City of Tucson Refuse Services	212,000
Tons of Material Recycled	42,000



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
Ball Fields/Multipurpose Fields	202

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

Public Safety



Number of Authorized Commissioned Police Personnel	998
Average Police Emergency Response Time (in minutes)	4.12
Average Police Response Time for All Emergency, Critical, Urgent, and General Response Calls (in minutes)	70.19
Number of Authorized Commissioned Fire Personnel (including Paramedics)	619
Number of Fire Stations	21
Number of Fire Emergency Calls	82,000
Number of Ambulance Transports (Advanced Life Support)	18,750
Total Fire Response Time (including travel time; 90% of the time)	8.0 min.

Transportation



Number of Street Miles Maintained	2,100
Miles of Bikeways	575
Miles of Drainageway	1,449
Number of Street Lights	19,701
Annual Miles of Fixed-Route Bus Service	9,639,000
Annual Miles of Paratransit Service	4,489,070
Number of Traffic Signals	586

Tucson Water

Miles of Water Lines	4,586
Miles of Reclaimed Water Lines	200
Number of Active Water Connections	225,000
Millions of Gallons of Potable Water Storage Capacity	306
Billions of Gallons of Potable Water Delivered Annually	36

COMMUNITY PROFILE

SELECTED ECONOMIC INDICATORS – TUCSON METRO AREA Calendar Year

Description	2011	Projected 2012	Projected 2013	Projected 2014
Personal Income (\$Millions)	\$ 34,596	\$ 35,800	\$ 37,031	\$ 38,908
Percentage Change from Prior Year	4.0	3.5	3.4	5.1
Retail Sales-Excluding Food ¹ (\$Millions)	\$ 6,923	\$ 7,337	\$ 7,652	\$ 7,910
Percentage Change from Prior Year	7.3	6.0	4.3	3.4
Residential Building Permits (Units)	2,242	2,828	3,432	4,448
Percentage Change from Prior Year	15.7	26.1	21.4	29.6
Gasoline Sales (Millions of Gallons)	383.0	379.0	382.0	384.0
Percentage Change from Prior Year	-0.3	-0.1	0.8	0.4
Population (000)	986.1	990.4	996.8	1,006.8
Percentage Change from Prior Year	0.5	0.4	0.7	1.0
Real Per Capita Disposable Income	\$ 31,152	\$ 31,367	\$ 31,731	\$32,365
Percentage Change from Prior Year	-0.5	0.7	1.2	2.0
Aggregate Earnings Rate	\$ 45,430	\$ 45,808	\$ 47,231	\$ 48,229
Percentage Change from Prior Year	2.4	0.8	3.1	2.1
Consumer Price Index (CPI) Western Region (Percent Change)	2.8	2.1	1.2	1.6
Personal Consumption Deflator (Percent Change)	2.4	1.8	1.0	1.3

Source: Economic Outlook, June 2013, 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 2014 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





OFFICE OF THE CITY MANAGER

July 1, 2013

Honorable Mayor and Council Members:

The Fiscal Year 2014 Adopted Budget is a financial plan that has as its foundation an organizational mission of providing optimum government services to those who live, work, recreate and do business in our great city. It is important to note that the strategies used to construct this budget were focused on maintaining service delivery according to the direction given by the Mayor and Council to formulate a plan of action that continues to demonstrate we are using valued resources in the most effective manner possible. There has been infusion of thought, discussion and critique from critical stakeholders, and I am confident that this budget strongly reflects the dialogue we heard and participated in over the months leading up to its adoption.

The budget was developed with an analysis of financial conditions both past and present. As a result of the Great Recession, the City has been forced to contend with living within our fiscal means and accepting that there are “new normals” that need to be taken into consideration during budget development. While the adopted budget is legally balanced as required and is sufficient to meet this year’s goals, we need to keep our focus on remedies to address the structural deficits we are experiencing in multiple funds, and we need to take into consideration other financial problems that are on the horizon.

The basis for this budget is to “hold the line” on service delivery levels for our community. After critical review of all departments and programs by the Office of the City Manager in conjunction with Department Heads we believe that efficiencies are being maximized. I must commend the employees of the City of Tucson for their efforts to achieve the common goal of providing quality services to our citizens. Their hard work is observable, and it is the greatest contributor to our success as an organization. However, maximizing efficiencies is not enough to balance the budget. We are forced to continue to include one-time funding sources, which ideally should not be used to pay for annual operating expenditures. This budgeting practice is not sustainable; and as a result of its continued usage, many fiscal challenges loom large for future year budgets. For example, the adopted General Fund budget has been balanced by a) delaying specific debt payments, b) suspending supplemental surcharges dedicated towards the self-insurance deficit, c) including one-time potential land sales revenue, and d) deferring funding for infrastructure needs; all while still not knowing the full impact of State legislative actions on future City sales tax revenue streams.

I want to emphasize that we must take the initiative now to move forward with prudent and conservative financial and operational decisions that ensure the City's fiscal solvency so that we will have the opportunity in coming years to eliminate our structural financial weaknesses. It is paramount that we adequately fund services that are a priority to our community and provide triage to other services based on available resources. Recent Mayor and Council planning and visioning sessions identified key initiatives, strategies, and investments that the City should undertake. The City's new General Plan, being presented to the voters in November 2013 as Plan Tucson, is intended to guide planning and allocation decisions affecting housing, jobs, land use, transportation, water, and energy resources.

Fiscal Year 2014 Objectives: Maintaining Services and Immediately Ensuring Sustainable Fiscal Solvency

The citywide Fiscal Year 2014 Adopted Budget which is comprised of both operating and capital components totals approximately \$1.3 billion. Citywide budget activities are funded from multiple sources that include restricted enterprise funds (Tucson Water, Environmental Services, Tucson Golf) and other restricted funds (e.g., public housing, regional transportation authority, bonds, federal/state funding.) These restricted funds total \$804 million, or 63% of the citywide adopted budget in comparison to the General Fund which only totals \$468 million, or 37%.

The City's overall financial situation for Fiscal Year 2014 includes deficit funds, deferred maintenance, unmet capital needs, and a structural deficit in its General Fund. Moderate revenue growth only provides for a "maintenance of service" effort on all fronts. Service delivery needs to immediately be re-examined, restructured, and potentially downsized citywide through efficiencies, reorganization, new funding solutions, and careful consideration of managed competition.

It has been an ongoing struggle during the economic downturn and its slow recovery to balance the General Fund revenues against increasing expenditures. For Fiscal Year 2014, we have projected that recurring General Fund revenues will increase approximately 4% while recurring expenditures will increase by 7%. This imbalance is primarily tied to increases in salaries, overtime, and public safety pension costs; technology needs; election costs; and mass transit system costs. There is a strong potential for this imbalance to continue well into the future unless we take decisive action. It also speaks to our immediate need to implement a sustainable blend of revenues and cost-decreasing measures in order to sustain our finances in balance without relying on "one-time" fixes.

Communication: A Key Approach to Balancing the Budget

In preparing this year's budget, communication platforms were established to provide the Mayor and Council with an accurate financial picture of Fiscal Years 2013 through 2015. Citywide budget elements and financial information were presented for consideration, discussion, and input. The intent was to allow the Council the opportunity for prudent decisions to be made in the context of the City's overall fiscal situation.

During multiple Council meetings, Mayor and Council were provided with budget estimates, balancing and financial planning efforts, and compensation information, as well as basic services issues and priorities (e.g., transit, public safety, and parks and recreation). The majority of this information has informed and/or been incorporated into the citywide Fiscal Year 2014 Adopted Budget following Council input and direction from these meetings.

Following is a list of the various topics and dates of Mayor and Council discussion sessions:

- Upcoming Vacancies in Public Safety (September 5, 2012)
- FY 2012 Preliminary Financials, Fund Balance, and 1st Quarter FY 2013 Major Tax Revenues (November 20, 2012)
- Comprehensive Financial Policies (November 7 and December 4, 2012)
- Transit Services Strategic Plan and Financial Forecasts (September 19, 2012; November 14, 2012; March 5; March 27; April 23; and April 30, 2013)
- Tucson Enterprise Golf Fund (September 11, 2012; October 23, 2012; January 8; January 15; February 5; February 20; and March 5, 2013)
- ParkWise Policies, Procedures, Financial Forecasts and Parking Rate Adjustments (January 15; April 9; May 7, 2013)
- FY 2012 Comprehensive Annual Financial Report (February 5, 2013)
- City Pension Plans (February 26; March 27; April 9, 2013)
- FY 2014 General Fund Budget Estimates Update and Recap Discussion (March 5 and 27, 2013)
- FY 2014 Medical Insurance Program (March 5, 2013)
- Tucson Water FYs 2013-2018 Financial Plan and Intent to Increase Fees (March 5; April 16; and May 21, 2013)
- Financial Planning for Funds Other Than General Fund: Self Insurance, ParkWise, HURF, Tucson Golf (March 19, 2013)
- Public Safety (police and fire) and Parks and Recreation Budget Highlights (March 27, 2013)
- Compensation Program (March 27; April 9; April 16; and May 14, 2013)
- Major FY 2014 Capital Improvement Projects and Deferred Maintenance Report (April 9, 2013)
- Environmental Services: Revisions to Certain Fees and Charges (June 4 and 18, 2013)

For preliminary General Fund budget estimates, a thorough analysis was conducted in detail of various projected revenue sources as well as a review of recent year actuals vs. projected expenditures. Preliminary expenditure projections were determined from personnel and benefit cost increases as well as such things as utility cost increases, technology needs, debt service payment schedules, and primary and general election cost needs. These projections were discussed with the Mayor and Council at the March 5th Study Session.

In addition to the agendaized public council meetings noted above, the Executive Leadership Team held brainstorming discussions on sound fiscal stewardship and budget issues. Then, prior to departmental budget submittals in February, I conducted individual meetings with each General Fund department/office director to discuss Fiscal Year 2014 budget issues. Internal budget-related meetings and discussions occurred with you and your staff individually twice during January and February as well as on several occasions with the labor council and council aides.

General Fund Resources

Revenues Are Not Keeping Up With Expenditures – The City of Tucson is heavily reliant on local sales tax and state-shared taxes to fund basic City services. While these revenues are moderately growing, they are not keeping up with the faster-paced cost growth in personnel benefits, specifically pension costs, and other ongoing needs.

The primary revenue streams, which comprise 66% of the Fiscal Year 2014 Adopted General Fund Budget, are as follows:

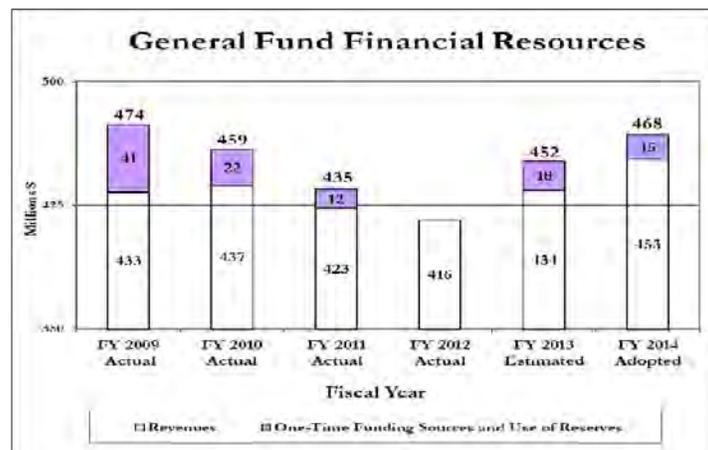
- City sales tax – The collections estimate of \$184.6 million for Fiscal Year 2013 is almost \$8 million more than in Fiscal Year 2012, an over 4% increase. Fiscal Year 2014 adopted revenues

indicate a moderate growth in collections which will be offset by a City sales tax partial year loss of potentially \$2.1 million due to recent State action that will prevent cities from collecting a portion of the current commercial lease sales tax. The \$189 million budget for Fiscal Year 2014 reflects a net additional \$4.4 million, 2.4%, over the Fiscal Year 2013 estimate. Sales tax revenue is increasing slowly with the adopted budget at 6% less (still \$13 million lower), than Fiscal Year 2007 levels.

- State-shared sales tax – The \$42.6 million estimate for Fiscal Year 2013 is \$1.8 million more than Fiscal Year 2012 actual collections, an over 4% increase. Fiscal Year 2014 adopted revenues of \$44.6 million reflect an additional \$2 million, 4.7%, over the Fiscal Year 2013 estimate. State-shared sales tax revenue is increasing slowly yet the adopted budget is 11% less (still \$6 million lower), than Fiscal Year 2007 levels.
- State-shared income tax – Income tax revenues are based on State collections for the 2011 tax year. Fiscal Year 2014 adopted revenues of \$57.8 million will be nearly a 9% increase, \$4.7 million, over Fiscal Year 2013. Revenues are 16% less (still \$3.7 million lower), than Fiscal Year 2007 levels.
- State-shared auto lieu (vehicle) tax – Adopted vehicle tax revenues of \$19.7 million are projected at near Fiscal Year 2012 levels, but are still almost \$4 million lower than Fiscal Year 2007.

One-Time Resources - The chart below illustrates the historic availability of General Fund financial resources and the use of one-time funding sources to pay for expenditures. In Fiscal Year 2009, the onset of the Great 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 have been consistently used to balance the budget in addition to further reducing expenditures and services.

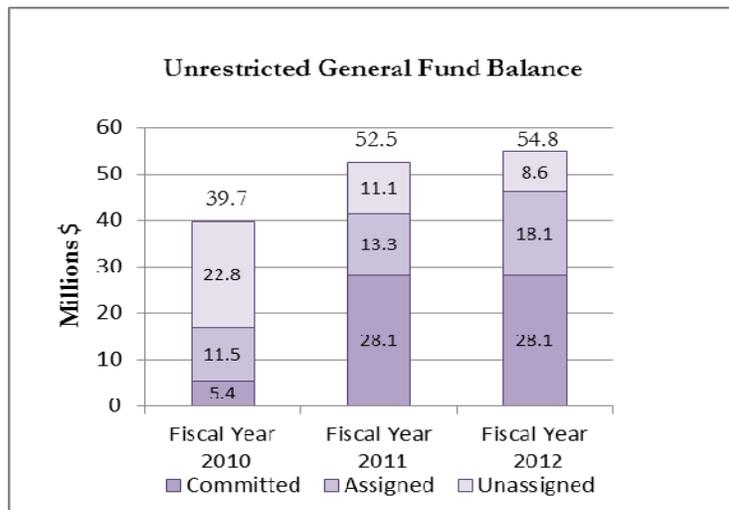
The Fiscal Year 2014 Adopted Budget does not include any service or expenditure cuts. However, projected recurring expenditures exceed projected recurring revenues, therefore, causing a use of one-time revenues to balance the budget. The Comprehensive Financial Policies adopted by Mayor and Council in December 2012 state “because these monies are not regular revenues that recur from year to year, good financial practices avoid uses that have ongoing costs because spending could increase to a level that would not be supported by future years’ revenues.” In the case of the General Fund, these “ongoing costs” are primarily personnel-related since employee salaries and benefits typically average 65% of the total annual budget.



Unrestricted Fund Balance - The status of the General Fund Unrestricted Fund Balance is critical to the financial health of the City, and it 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 Fiscal Year 2011, Mayor and Council established a stabilization fund within the Committed fund balance category with a minimum policy goal of 10% of prior year General Fund revenues. At the end of Fiscal Year 2012, the stabilization fund was at \$22.8 million, or only 5.5 % of operating revenues. The unassigned fund balance, or residual net resources, was at \$8.6 million, or 2.1% of revenues which is significantly less than the Mayor and Council’s policy target of 7% minimum.

Total unrestricted fund balance equaled \$54.8 million at Fiscal Year End 2012 and included \$18.1 million in assigned funds. During Fiscal Year 2013 with Mayor and Council approval, \$17.6 million of assigned funds was programmed to make debt service payments and essential technology and vehicle purchases. In upcoming fiscal years, it is absolutely critical that we continue to grow our unrestricted fund balance to ensure a sustainable organization for the future.



City of Tucson Financial Policies

The Financial Policy document adopted by Mayor and Council in December 2012 establishes 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 of Tucson as reflected in its financial goals.

- To deliver quality services in an affordable, efficient and cost-effective basis providing full value for each tax dollar.
- To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in the City of Tucson.
- To provide essential public facilities and prevent deterioration of the City’s public facilities and its capital assets.
- To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the City's residents.
- To protect and enhance the City’s credit rating in the financial community to assure the City's taxpayers that the city government is well managed and financially sound.
- To ensure the legal use of all City funds through adherence to the highest accounting and management practices as set by the Government Finance Officers Association (GFOA) standards for financial reporting and budgeting, by the Governmental Accounting Standards Board (GASB) and other professional standards, and by adherence to State Law.

Adherence to these adopted principles also serves to enhance the City's image and credibility with its citizens, bond rating agencies, and investors. It also protects the Council's policy-making status by ensuring that important fiscal decisions are guided by an adopted policy.

In order to provide the Mayor and Council with opportunities to make informed decisions and provide prudent financial direction, staff provided updates on various deficit funds as well as the extent of citywide deferred maintenance. The purpose of these communications was to make sure that the Chief Financial Officer, under the authority of the City Charter, recommended appropriate measures to ensure that the administration of the finances of the City follow the policies of the Mayor and Council. With that in mind, it was important to communicate to the Council the status of these funds as they related to balancing the Fiscal Year 2014 budget and how they contribute to the overall financial picture of the City and the challenges we face in upcoming fiscal years. Accordingly, this information was provided to the Mayor and Council during budget discussions.

Basic Services: Budget Impacts

A primary goal in the development of the Fiscal Year 2014 Adopted Budget was to maintain the current level of basic services provided by public safety, parks and recreation, and transportation/transit despite the imbalance between cost increases and recurring revenues. Budget highlights include:

- **Tucson Police** – Two federal COPS hiring grants provide funds for 75 authorized commissioned police officers. Commissioned staffing continues to hold at 998 personnel. Fifteen new vehicles were purchased in Fiscal Year 2013, but an aging vehicle fleet will continue to result in increasing maintenance costs. Overtime is being budgeted at levels associated with current trends that include the occurrence of unforeseen events. An alternative response call back unit of commissioned officers has been established to improve service to victims of lower level priority calls.
- **Tucson Fire** – Alternative service delivery using smaller trucks provides for more efficient call load distribution and improved response times and has decreased call loads for busy fire stations. The 911 Communications Center is piloting a shift schedule change in order to increase supervisory oversight, and a system administrator position has been re-allocated from existing resources to oversee the technical aspects of the Center. Authorized commissioned staffing remains at 619 personnel, and a recruit class graduated in February 2013 which will lessen the use of overtime.
- **Parks and Recreation** – The majority of programs are being maintained at existing service levels. Public/private partnerships provide new funding solutions which enhance specific programs; for example, Tucson Summer Splash donations to re-open swimming pools. Seven summer seasonal pools will be open in addition to the ten year-round pools. Federal Community Development Block Grant funds will be used for park improvements. The NC Dinos, a professional Korean baseball team, will be using the Reid Park Annex for spring training; and the Expedition Tanzania elephant habitat zoo expansion has resulted in increased zoo attendance and revenue.
- **Mass Transit System** – The City's public transportation system is experiencing more demand for its Sun Van paratransit service for persons with disabilities; as a result, operational costs are increasing. Specific service route expansions of the Sun Tran fixed-route bus service are being funded by the Regional Transportation Authority. In a recent peer comparison and best practices evaluation, Sun Tran was found to perform near the top in most key performance indicators. A plan and timeline for a comprehensive operational analysis of the system has been

developed which will be a key component in transit planning going forward. Mayor and Council directed that further discussions and options analysis be done in order to establish greater predictability in the level of the City's General Fund investment. The adopted budget for Sun Link, the modern streetcar, includes pre-revenue operational activities in anticipation of tentative revenue service beginning in July 2014.

Restricted Funds: Budget Impacts

Environmental Services, Tucson Water, and Tucson City Golf are set up to be funded by their fees for service; by definition, enterprise funds are entirely or predominately self-supporting. This means that their capital and operational needs are to be managed within the constraints of their revenue streams. In addition, their operations must be fiscally responsible regarding long-term sustainability. Over the past years, organizational structures have been adjusted, efficiencies implemented, and action plans reconfigured in all these areas to account for decreased revenues and increased costs.

- **Tucson Water** – The Financial Plan for Fiscal Years 2013-2018 was recommended by the Citizens' Water Advisory Committee (CWAC) and adopted by Mayor and Council on March 5, 2013. The Plan included an 8.3% overall increase in water sales revenues which is the same level assumed in the prior year's Plan for Fiscal Year 2014 needs. Mayor and Council approved the new water rates on May 21, 2013. Tucson Water is at its lowest employee-to-customer ratio in decades at 2.45 employees per 1,000 customers. The cost of Central Arizona Project (CAP) water has increased by 5.2% over the prior year. The cash reserve level (working capital) continues to increase and exceeds the Mayor and Council's target reserve level of 10% of annual water sales revenue, and it also meets/exceeds the minimum levels the City's bond advisors have suggested, meaning money can be borrowed at lower interest rates.
- **Environmental Services** – The operating budget for Environmental Services is being maintained at the prior year level and includes the elimination of 15 vacant positions, primarily in administration and collections. Fourteen new compressed natural gas garbage trucks will replace older vehicles. No residential fee increases were proposed with the last increases being in July 2011. New fees were adopted on June 18th for commercial recycling-only services and the household hazardous waste home pick-up program.
- **Tucson City Golf** – The golf courses will continue to operate within current parameters until direction is given by Mayor and Council on alternate operating structures and/or changes in use at one or more courses. Any revenue surpluses would reduce the amount due to the General Fund as the result of past years' operational deficits. Following Mayor and Council direction in May 2012 to rectify the structural operational deficit, Requests for Proposals (RFP) were solicited for lease/management, maintenance, and operation of all five City golf courses or individual courses. These RFP responses were reviewed to identify and ensure suitable bidder qualifications prior to a second phase request anticipated to be made in July for submissions of operational plans for consideration.

The adopted budget also includes other restricted funding besides the enterprise funds' fees for service. These are funds that are received from the federal and state governments as well as local sources and are limited in use to specific purposes. In some cases, these restricted funds can be used to supplement basic services (e.g., Community Development Block Grant funds are being used for park infrastructure improvements and Americans with Disabilities Act needs). Unfortunately, in most cases they cannot be used to replace the General Fund as the source for operational uses. Other examples of restricted funds include civic contributions (donations) that are made to the City by individuals or outside organizations to fund a designated purpose (e.g., swimming pool operations, fireworks display) and Arizona Supreme Court disbursements that are designated for

specific uses by City Court such as employee training, court automation, and to facilitate collections and improved case processing.

Capital Improvement Program: Community Infrastructure

The approved Five-Year Capital Improvement Program includes critical projects that will enhance or replace our community's core services infrastructure. The Tucson Modern Streetcar ("Sun Link") is the City's highest priority capital project and is creating significant economic development and infill opportunities in the downtown and University areas. This project is triggering major retail, office and residential growth, and redevelopment opportunities along its route, which will contribute to improving Tucson's economy. The Downtown Tucson Partnership has estimated that between 2008 and 2013 the combined public and private investment in downtown Tucson totaled approximately \$800 million with another \$90 million projected for 2014.



A major transportation infrastructure project has been initiated to restore, repair, and resurface streets inside Tucson City limits with funding supplied by a \$100 million bond program approved by voters in November 2012 and funded through secondary property taxes. Street resurfacing will take place over a five-year period, with approximately 85% of bond funds being allocated to major streets and 15% allocated to neighborhood streets. All work will be competitively bid out to private sector contractors with \$20 million available in Fiscal Year 2014. This project continues the Transportation Department's efforts to address our aging streets which dedicated almost \$20 million in Fiscal Year 2013 to a pavement preservation program for contracted maintenance and paving of residential, and arterial and collector streets.

On April 9th, the Mayor and Council were updated on the status of specific major capital improvement projects and the proposed Fiscal Years 2014-2018 capital improvement program. The adopted Fiscal Year 2014 capital budget is funded at \$226 million, a 23% reduction from Fiscal Year 2013 Adopted. This reduction is primarily due to major construction projects such as the streetcar nearing completion.

A list of the City's "unmet capital needs" approached an almost \$1.3 billion price tag when it was summarized and calculated by City staff over a year ago. Routine repair and renewal of City facilities, buildings, and parking lots, and vehicle and equipment purchases have not been adequately funded as the result of budget reductions in recent years. At this time, there is no financing method or specific implementation schedule for any of this needed work. However, the Mayor and Council recently formed a Bond Project Advisory Committee to determine if any of these deficiencies can and should be addressed in the future with a voter-approved bond issuance.

Economic Development Strategic Priorities

The Mayor and Council have made economic development a City of Tucson priority, directing staff to pursue efforts that will stabilize and improve the local economy in a diversified manner. The re-establishment of an economic development office, the adoption of economic development incentives and other strategies put forth by the Mayor and Council, and the streamlining of development services processes are examples of how our elected officials have taken action to improve Tucson's economic well-being.

In the summer of 2012 at your direction, I formed the Economic Initiatives Office, which currently consists of five staff members who have responsibility for both Economic Development and Annexation functions. The following Mayor and Council priorities have been identified for the City's economic development efforts: a) recruitment, retention, and expansion; b) international trade; c) entrepreneurship; d) investment in key commercial areas; and e) annexation. The Mayor's Office business liaison also works collaboratively with this Office to ensure a consistent approach to the City's economic development efforts and communication with our community stakeholders.

Attention continues to be paid to improving the effectiveness of the City's relationships with our community partners such as Visit Tucson (formerly the Metropolitan Tucson Convention and Visitors Bureau), the University of Arizona's Tech Launch Arizona, Tucson Regional Economic Opportunities, and the various chambers of commerce. In March, a Request for Proposals was issued for economic and workforce development programs, services, and events offered by non-profit organizations. Funding allocations totaling \$600,000 were awarded by the Mayor and Council on June 4th.

Investment in City Employees

The fundamental mission for all City of Tucson employees is to provide excellent service delivery to our community. Efficiency, effectiveness, quality, readiness, responsiveness and a positive, problem-solving focus: these are the expectations the community, the Mayor and Council, and I have established for our organization. In the past year, the City has made significant progress in meeting these expectations. For that reason, 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 persevering despite these challenges with an ethic of dedication and commitment to public service.

As with expenses in other areas, many employee benefit costs have been rising dramatically and adding stress to our financial resources. In the past months, the Mayor and Council has been updated and participated in multiple public discussions regarding the status of the City's medical insurance, pension systems, and compensation program. We anticipate that we can develop both short- and long-term plans that will provide additional investment in our employees so that their efforts and sacrifices can be addressed.

Medical Insurance Benefits - In March, the Mayor and Council was advised of successful contract negotiations for the implementation of new medical, pharmaceutical, and employee assistance programs for active employees and retirees effective July 1, 2013. The awarded contract resulted in no increase to premiums for either program participants or the City. This cost-effective, flexible, multi-year contract will provide high quality service to all members including retirees. A greater emphasis on wellness strategies is an important feature of the contract. Opt-out provisions would allow the City to restructure funding strategies in the future, including self-funding. In addition, the City's ability to issue a subsequent request for proposals at any time is guaranteed. This negotiated

medical insurance benefit for Fiscal Year 2014 has resulted in a good outcome for the City, our employees, and retiree participants.

Pension Systems – The City participates in three pension systems: Public Safety Personnel Retirement System of the State of Arizona (PSPRS) for police and fire commissioned staff, Tucson Supplemental Retirement System (TSRS) for civilian (non-public safety) staff, and the Elected and Officials Retirement Plan of Arizona. Pension contribution costs have risen nationwide due to lower investment results; retiree payout rates; and the trend toward there being more retiree than active employee participation, all of which in effect have lowered the pension systems' valuations. Rising annual system contribution costs are of great concern nationwide due to their significant impact on governmental budgets. The Mayor and Council have received information on pension issues for cities across the country in recent months, and have had the opportunity to discuss the current and future status of the City's pension systems.

On March 27th, Mayor and Council adopted the TSRS Board of Trustees recommendation to decrease our variable rate members' contribution requirements. The new contribution requirement, in conjunction with adjusting the amortization timeframe as also recommended by the Board, will not negatively impact the funding level of the System.

Compensation Program – Effective July 1, 2012, a 1% cost of living adjustment (COLA) was awarded to all City employees to be funded by vacancy management during Fiscal Year 2013. The Fiscal Year 2014 Adopted Budget includes funding to pay the actual ongoing costs of this COLA. In May 2012 during Fiscal Year 2013 budget discussions, Mayor and Council requested a review of the City's Compensation Program. Since the Fall of 2012, when a compensation program evaluation project was undertaken by the Human Resources Department, updates and communication regarding the project have been provided to the Mayor and Council as well as the labor council.

As a result of the evaluation project, a flat rate adjustment for all permanent City employees was presented as a potential first step to address numerous compensation-related issues with the recommendation to establish a functional and predictable compensation plan for all of our employees. Following several Council discussions on compensation, Mayor and Council approved specific City Manager recommendations for employee compensation increases for Fiscal Year 2014 on May 14th. However, certain stipulations were placed on the majority of the recommendations to include a disparate impact study and updated information on the availability of funds to cover the proposed compensation costs. The determination as to whether pay increases will go into effect during the pay period in which January 1, 2014 falls will be made by Mayor and Council prior to 2013 calendar year end.

Since pay adjustments are usually permanent in nature, the stress on the General Fund will require constant observability so as to make action plans for service delivery in concert with available funding.

Long-Range Financial Forecast and Managed Competition

In light of our ongoing structural deficits, we must have an organization that has the flexibility to make internal changes and realignments in order to make our organization as effective and efficient as possible. Early in Fiscal Year 2014, we will turn our concentrated focus on current operations and resources within the organization to determine how we can best do things differently and explicitly accept that we must live within our fiscal means and acknowledge the "new normal" condition of our revenues lagging behind our expenditure needs.

Alternatives such as “managed competition” need to be taken into consideration. The practice of implementing a competitive process to improve service quality and reduce costs was pioneered by the City of Phoenix in the late 1970s. Given our service expectations, we as an organization must be innovative, and we must have the flexibility to make changes when needed to improve efficiencies and use our valued resources as wisely as possible.

Strategically Addressing Future Challenges and Opportunities: Beyond Fiscal Year 2014

Challenges With Planning Efforts Underway - As we begin the new fiscal year, it is important that staff and Mayor and Council focus their planning efforts on fiscal challenges the City will most likely face in the coming years. We must continue our work on strategies, prioritization, and remedies for these challenges in order to mitigate their impact on the future of our city.

- Ongoing General Fund structural deficit as a result of recurring expenditures exceeding recurring revenues.
- Ongoing and potential future fund balance deficits in the Tucson City Golf enterprise, self-insurance fund, Highway User Revenue Fund, and ParkWise need to be remedied.
- Continued annual benefit cost increases for pension, workers’ compensation, and public liability insurance and compensation adjustments, which would impact annual personnel budgets including pension and overtime costs.
- Continued reliance on the State of Arizona’s provision of shared revenues (HURF; sales, income, and auto lieu tax) to cities and towns makes us susceptible to legislative actions, which may result in unforeseen impacts to City revenues or programs.
- Eventual expiration of federal hiring grants awarded for police officers that will leave the City General Fund to pick up these costs and increasing public safety Deferred Retirement Option Program (DROP) accrued vacation and sick leave payouts.
- Future investment in transit services, including the modern streetcar, must be based upon greater predictability and a framework for the future that blends fare structure changes, service reductions, comprehensive operational analysis changes, advertising revenues, and cost reduction measures. All must be balanced with our community needs and a sustainable transit program.
- Ongoing operations and maintenance costs associated with the modern streetcar and Pima County Wireless Integrated Network (PCWIN) projects.
- Regional economic impact of the ongoing federal budget sequestration (automatic spending cuts).
- Establishment and funding of a self-sustaining program to address aging facilities, replace old vehicles and equipment, and address other unmet capital needs.
- Potential capital costs to convert Tucson City Golf courses to alternative uses, as necessary (e.g., park facilities), as well as provide for operating and maintenance needs.
- Building and maintaining adequate financial reserve levels.

Opportunities - 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; and the creation of a strong incentive package which will help to grow the local economy and improve City revenues over time.
- Annexation continues to be a high priority in order to grow the City’s economic base and increase the amount of revenue available for public investment. It makes sense from an economic and municipal service perspective.

- Many of the City's major transportation corridors are being improved through Regional Transportation Authority funding. These transportation improvements, coupled with appropriate Plan Tucson policy efforts, should 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. A strategic approach to address long-term financial sustainability will facilitate responsible management and resource allocation.
- The priorities delineated by the Mayor and Council members as a group in their Spring 2013 visioning process as well as the elements of the Plan Tucson effort set a strong policy framework. They will also serve as a platform for elected officials to work together with staff in their respective roles and oversight responsibilities for the betterment of our city.

Conclusion

The efforts of City staff throughout the organization are greatly appreciated in the construction of this budget. Special thanks to the staff of the Budget and Internal Audit Office for their commitment and long hours dedicated to preparing this budget, as well as to the professional integrity and leadership demonstrated by Chief Financial Officer Kelly Gottschalk. A special note of thanks goes to our Budget and Internal Audit Program Director Marie Nemerguth who is retiring this fall. Her years with the City of Tucson are benchmarked with many achievements as demonstrated in the construction of this budget document. She surely will be missed.

The Mayor and Council have made many tough decisions related to the City budget in recent years which have worked toward improving our financial health. However, going forward we will continue to focus on making responsible decisions in order to ensure our fiscal solvency and the provision of valued community services.

Again, I want to recognize in appreciation all members of our organization who have committed and dedicated themselves to public service during these difficult economic times. Their efforts did not go unnoticed, and I am grateful for their dedication and endeavors.

I believe that the adopted budget is in clear alignment with the needs of the community and works towards fiscal health in accordance with sound policies and priorities that you have directed to maintain service delivery. I am proud to work in partnership with you, our employees, and the citizens of Tucson as we continue to keep Tucson a great community.

Respectfully submitted,

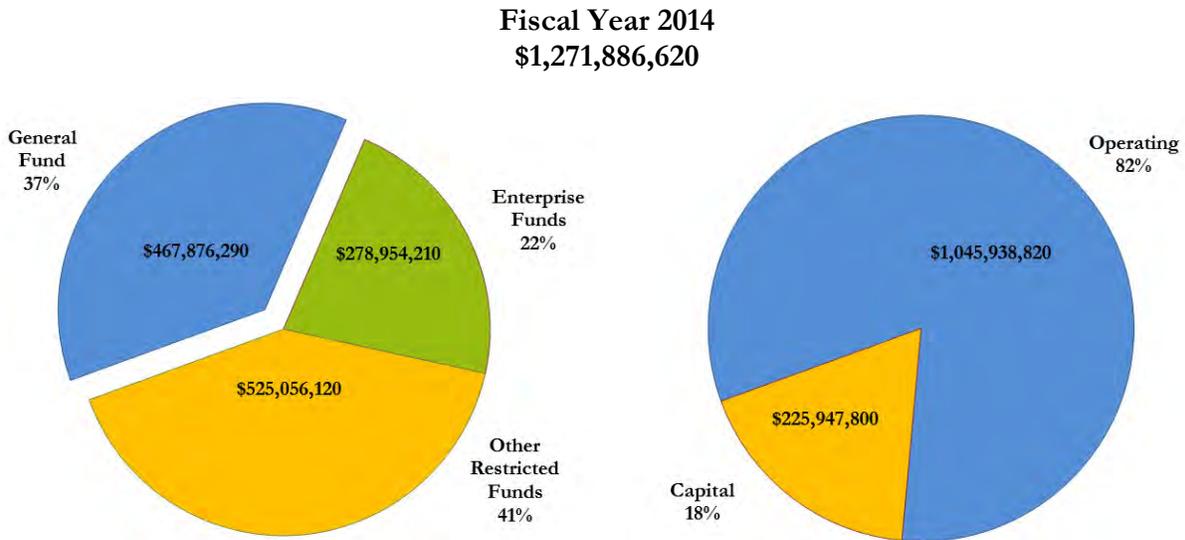


Richard Miranda
City Manager

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 2014, the recommended budget was submitted to the Mayor and Council on April 16, 2013. Mayor and Council adopted the budget on May 21, 2013.

The Fiscal Year 2014 Adopted Budget totals \$1.272 billion. Approximately 63% is from restricted funds that can only be used for specific purposes: 22% from Enterprise Funds of \$279 million and 41% from Other Restricted Funds of \$525 million. The remaining 37% or \$468 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 \$20.5 million, or over 4.4%, from Fiscal Year 2013.



The citywide budget decreased by \$42 million from the Adopted Fiscal Year 2013 Budget of \$1.314 billion. The capital budget decreased by over \$67 million, while the operating budget increased by \$25 million. The decrease in the capital budget is primarily due to the construction completion of the Modern Streetcar/SunLink and several other transportation projects. The increase in the operating budget primarily is attributed to the increase in personnel and benefit costs. See chart below.

Total Budget (\$ millions)					
	Adopted FY 2013 Budget	Adopted FY 2014 Budget	Change	Percentage Change	
General Fund	\$ 447.4	\$ 467.9	\$ 20.5	5%	
Enterprise Funds	304.7	278.9	(25.8)	(8%)	
Other Restricted Funds	562.2	525.0	(37.2)	(14%)	
Total	\$ 1,314.3	\$ 1,271.8	\$ (42.5)		
Operating	\$ 1,021.0	1,045.9	\$ 24.9	2%	
Capital	293.3	225.9	(67.4)	(23%)	
Total	\$ 1,314.3	\$ 1,271.8	\$ (42.5)		

This Budget Overview is organized into four sections which focus on the changes from the Adopted Fiscal Year 2013 Budget to the Adopted Fiscal Year 2014 Budget:

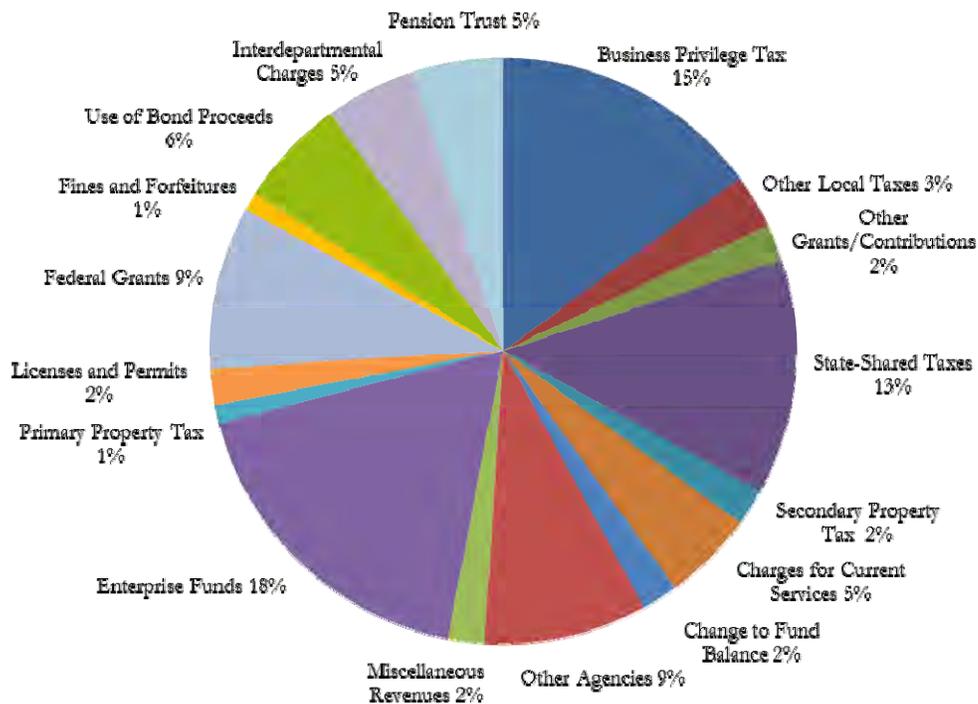
- Where the Money Comes From – Revenue Sources
- Where the Money Goes – Expenditures and Staffing
- Citizen Impacts
- Budget Development Process

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.

**Fiscal Year 2014
Citywide Revenues
\$1.272 billion**



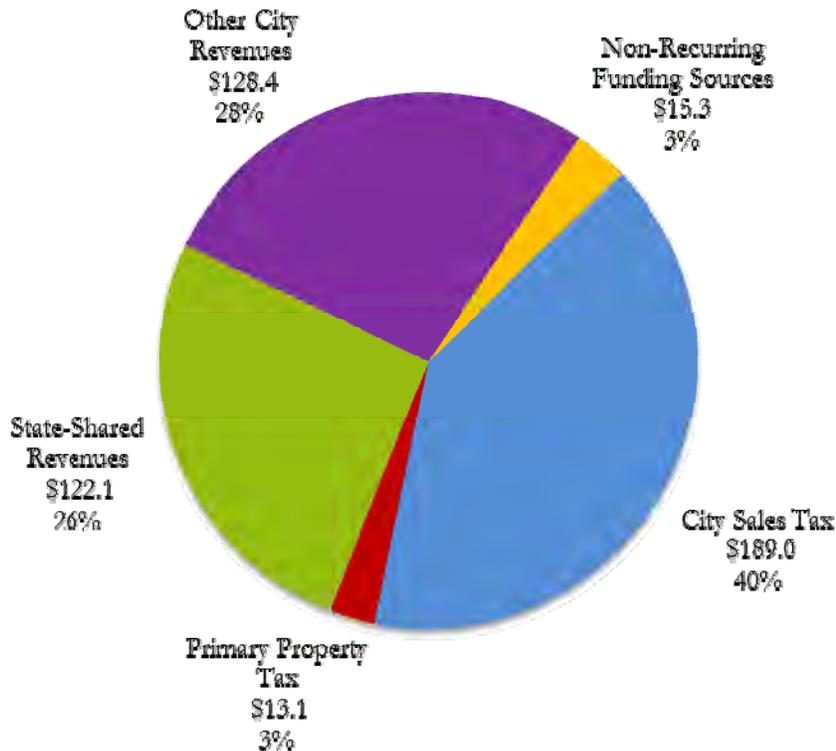
General Fund Revenues

Revenue for the Fiscal Year 2014 General Fund adopted budget comes from both city-generated and state-shared sources. Revenues totaling \$467.9 million are included: \$452.6 million of which is recurring; \$15.3 million is non-recurring. This is \$20.5 million more, or 4.5%, than the Fiscal Year 2013 Adopted Budget and \$16.4 million more than the projected Fiscal Year 2013 revenues. Local sales tax revenues of \$189.0 million, which comprise 40% of the General Fund revenues, have been estimated at a 2.3% growth over projected Fiscal Year 2013 collections. Recent State legislative actions will decrease commercial lease sales tax collections which impacts the growth in this revenue source. 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 26% of the adopted General Fund revenues. Increases in state income tax collections will result in Tucson's share being \$4.6 million higher than the estimated revenues for Fiscal Year 2013. The 28% in Other City Revenues shown in the chart below consists of other local taxes and fees, fines and forfeitures, charges for city services, and contributions.

Debt restructuring in the amount of \$13.2 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 2014 if other potential revenues (e.g., delinquent sales tax collections) or expenditure savings do not materialize during the fiscal year and close the gap.

**Fiscal Year 2014
General Fund Revenues
\$467.9 million**



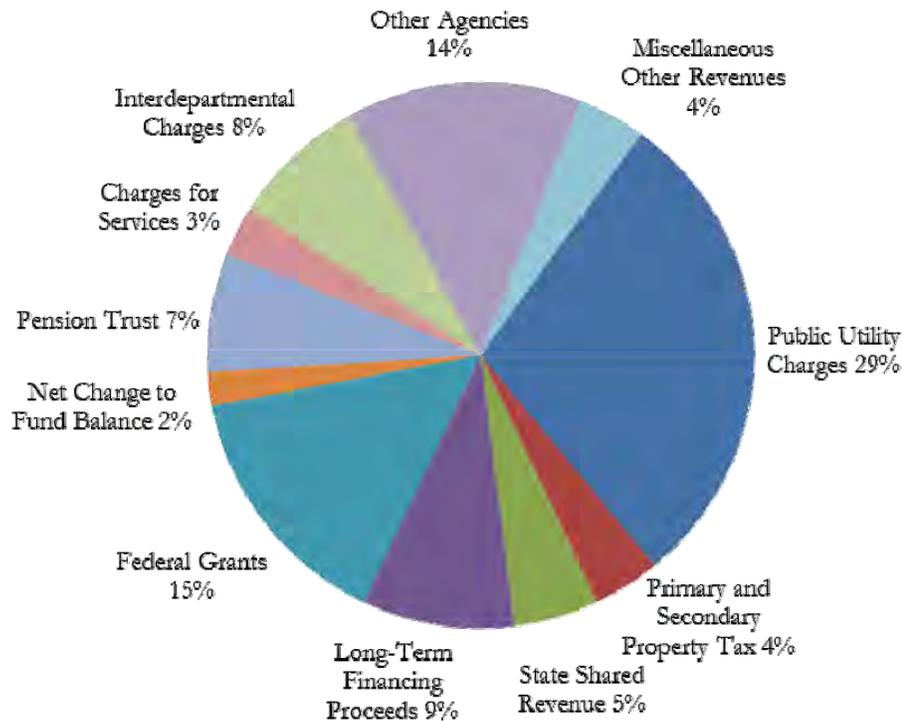
Restricted Funds – Revenues

Restricted funds account for 63% of the total Fiscal Year 2014 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 public utility charges for service while federal grants comprise the second largest component. See following chart and additional information which is available in Section C.

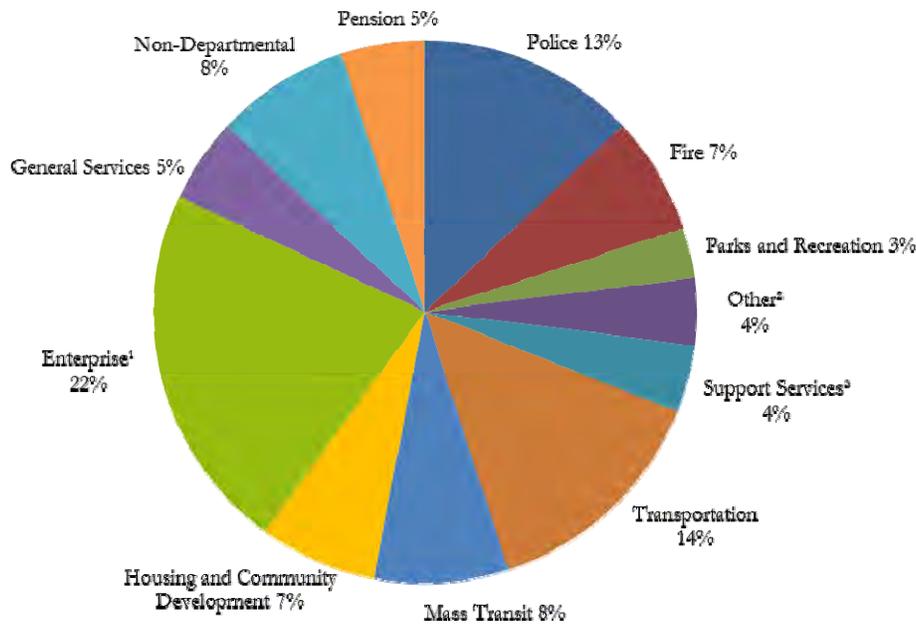
**Fiscal Year 2014
Restricted Funds – Revenues
\$803.9 million**



WHERE THE MONEY GOES

The City budget funds a broad range of services. Environmental Services, Tucson Water, and Tucson City Golf are predominately self-supporting through their fees for services and are included in the Enterprise group, which makes up 22% of the Fiscal Year 2014 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 2014 Expenditures \$1.272 billion

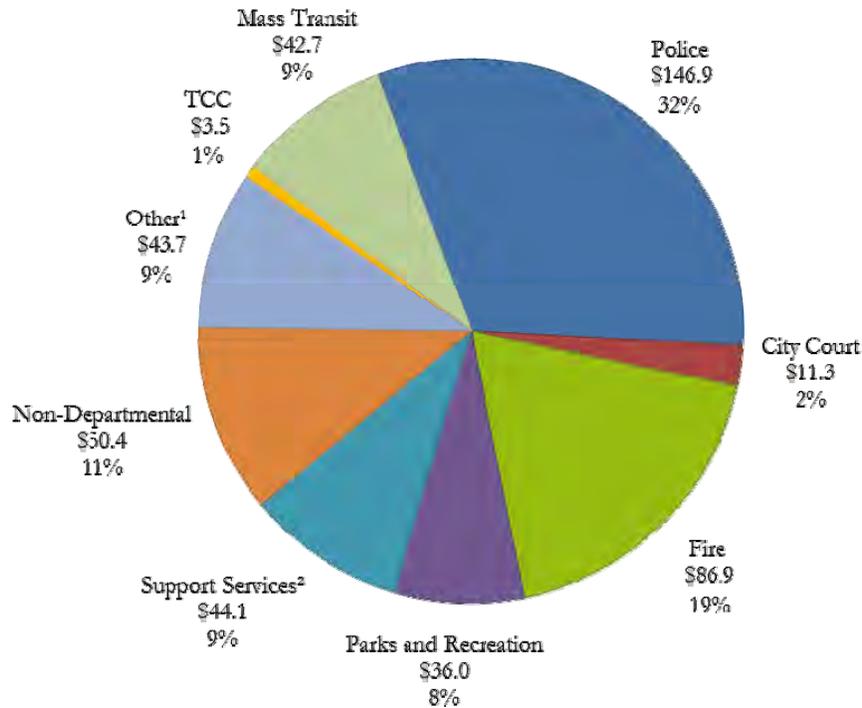


¹ Tucson Water, 17%, Environmental Services, 4%, and Tucson City Golf, 1%

² Mayor 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 2014
General Fund Expenditures
\$467.9 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.

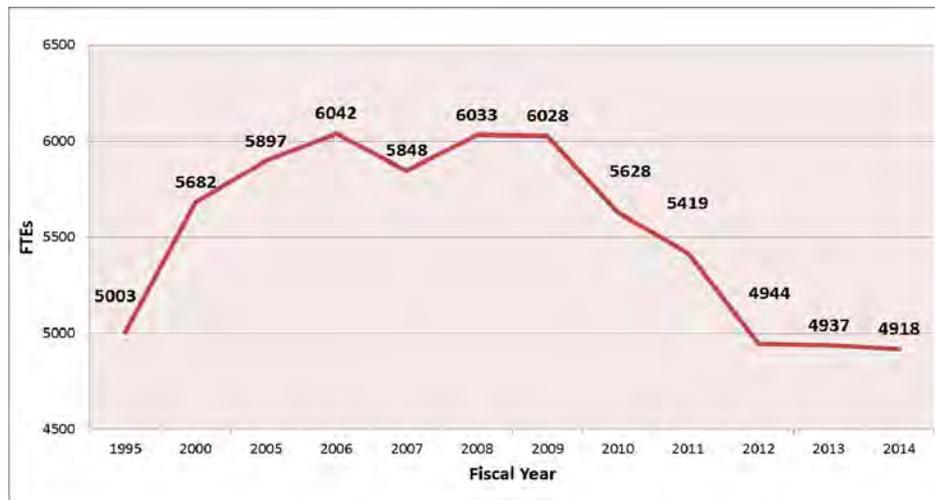
² Budget and Internal Audit, Finance, General Services, Human Resources, Information Technology, and Procurement.

Staffing

The number of City employees in the adopted budget for Fiscal Year 2014 totals 4,917.55; a decrease of 20.2 full-time equivalent (FTE) positions from Fiscal Year 2013. 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 decade peaked in Fiscal Year 2006 at 6,042. The adopted Fiscal Year 2014 staffing of 4,918 is even lower than the City's authorized staffing level back in Fiscal Year 1995, and is 1,110 less than it was as recently as Fiscal Year 2009. 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 2014. 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 through 2014.



CITIZEN IMPACTS

City Property Taxes. The City’s property tax rates will increase in Fiscal Year 2014. 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 2014 Adopted Budget is \$1.4304 per \$100 of assessed valuation, which is an increase of \$0.1665. 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 2012. The involuntary tort levy amount is \$3,213,750, which increases the estimated primary tax rate by \$0.1032 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 \$0.1665 increase in the combined rate would mean an increase of \$16.65 annually for an owner of a home with a \$100,000 actual valuation.

City of Tucson Property Tax Comparisons				
	Actual FY 2013	Adopted FY 2014	Change	
Rate Changes				
Primary	\$ 0.4125	\$ 0.5245	\$ 0.1120	
Secondary	0.8514	0.9059	0.0545	
Total	\$ 1.2639	\$ 1.4304	\$ 0.1665	

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 21, 2013, and specific refuse collection fees were approved on June 18, 2013.

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 goal is the maintenance 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 16, 2013 the city manager submitted the Fiscal Year 2014 Recommended Budget and the Proposed Five-Year Capital Improvement Program for Fiscal Years 2014-2018. 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 2014 Recommended Budget was held on May 7, 2013 to provide the public with an opportunity to comment. On May 7th, time was set aside at the Mayor and Council study session for review of the recommended budget; and the budget was tentatively adopted at the regular Mayor and Council meeting on May 7th. 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 May 21st, 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 11th in accordance with state law.

The budget calendar for Fiscal Year 2014 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 December 2012 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>

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 should 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.

FINANCIAL POLICIES and PRACTICES

- 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.
- 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 (CIP) 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 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 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. The stabilization fund will be funded from balances that have remained unspent in assigned fund balance after one fiscal year.
- In the event the stabilization fund must be used to provide for temporary funding, the City must restore it to the ten percent level 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 designation to "assigned" fund balance as deemed appropriate for potential future needs. Typically, the year-end assigned fund balance represents those fund balance monies budgeted for use in the following fiscal year or for known expenditures in the future.
- If fund balance is assigned, Mayor and Council will be informed within 180 days after the June 30th fiscal year-end.

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.

FINANCIAL POLICIES and PRACTICES

- Funds in excess of the seven percent target 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 shall be scheduled to enable the City to meet all operating requirements which might be reasonably anticipated. Surplus and idle money related to the day-to-day operation of the City may be invested in authorized investments with a final maturity not exceeding five years from the date of investment.

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 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 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 (CREBs)

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 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	\$ 209,071,010	18.92%
Highway Revenue Bonds	110,280,000	9.98%
Certificates of Participation	238,376,000	21.58%
Special Assessment Debt	2,469,000	0.22%
Clean Renewable Energy Bonds	16,458,000	1.49%
Capital Leases	1,660,877	0.15%
	578,314,887	52.34%
Business-type Activities:		
Water System Revenue Bonds	511,581,211	46.30%
Certificates of Participation	14,429,000	1.31%
Capital Leases	517,185	0.05%
	526,527,396	47.66%
Total Indebtedness	\$ 1,104,842,283	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, 2013, the City had sold the full \$142,000,000 of that authorization. A new water bond authorization sale is not planned for Fiscal Year 2014. The Tucson Water Utility will instead issue water system revenue obligation bonds in the amount of \$42,536,000 for the acquisition and construction of water system improvements.

2013 Bond Authorization Sales. In November, 2012, the voters approved \$100,000,000 of General Obligation bonds for a five-year program to improve the condition of City streets. Bond funds will be used to restore, repair, and resurface streets inside Tucson City limits. No change can be made to this purpose for the bond funds without going back to voters for approval.

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 2014, the required levy to cover outstanding bonds is estimated at \$28,547,940, a decrease of \$206,360 from the levy for Fiscal Year 2013. The Fiscal Year 2014 secondary property rate is estimated at \$0.9059 per \$100 of assessed valuation, an increase of \$0.0545 from the Fiscal Year 2013 actual rate of \$0.8514. The actual rate for Fiscal Year 2014 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 2014 will be \$17,588,650.

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.

**DEBT SERVICE BY SOURCE OF FUNDS
PRINCIPAL AND INTEREST**

	FY 2013	FY 2014
General Government Funds¹		
General Fund	\$ 22,037,050	\$ 24,360,720
ParkWise Fund	1,432,700	1,392,650
Highway User Revenue Fund	170,750	-0-
General Obligation Bond Debt Fund	28,056,290	28,272,500
Street and Highway Revenue Bond Debt Fund	17,486,050	17,588,650
Special Assessments Fund	578,550	521,610
Total General Government Funds	69,761,390	72,136,130
Internal Service Funds²		
Facilities Management Internal Service Fund	2,580	-0-
General Service Fund	1,890,320	1,860,700
Total Internal Service Funds	1,892,900	1,860,700
Enterprise Funds²		
Environmental Services Fund	1,247,670	617,410
Tucson Water Utility Fund	46,688,970	46,985,640
Total Enterprise Funds	47,936,640	47,603,050
Grand Total	\$ 119,590,930	\$ 121,599,880

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

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 2014 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

LEGAL REQUIREMENTS

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.

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 seven program categories:

- 1) Elected and Officials
- 2) Public Safety and Justice Services
- 3) Community Enrichment and Development
- 4) Public Utilities
- 5) Support Services
- 6) Non-Departmental
- 7) 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. Expenditures will be controlled by an annual budget at the purpose level. The City Council shall establish appropriations through the budget process. The Council or City Manager may transfer these appropriations as necessary through the budget amendment process. 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.

Department directors are required to control expenditures to prevent exceeding their departmental expenditure budget. If budget changes are needed within a department budget, 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.

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)

LEGAL REQUIREMENTS

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.

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 2013 AND 2014**

Property Tax	Adopted FY 2013 Levy	Actual FY 2013 Levy	FY 2014 Maximum Levy Amount	FY 2014 Involuntary Tort Levy Amount	FY 2014 Total Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$ 13,670,900	\$ 13,670,900	\$ 13,119,610 ¹	\$ 3,213,750 ²	\$ 16,333,360	\$ 2,662,460	19.5%
Secondary	28,754,300	28,754,300	28,547,940	-0-	28,547,940	(206,360)	(0.7%)
Total	\$ 42,425,200	\$ 42,425,200	\$ 41,667,550	\$ 3,213,750	\$ 44,881,300	\$ 2,456,100	5.8%

Property Tax	Actual FY 2013 Rate	Estimated FY 2014 Rate ³	Amount Rate Increase/ (Decrease)	Percentage Rate Increase/ (Decrease)
Primary	\$ 0.4125	\$ 0.5245	\$ 0.1120	(4.0%)
Secondary	0.8514	0.9059	0.0545	6%
Total	\$ 1.2639	\$ 1.4304	\$ 0.1665	13.2%

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 2012 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

May 21, 2013

RESOLUTION NO. 22033

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2013 AND ENDING JUNE 30, 2014, 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, 2013 and ending June 30, 2014, which was tentatively adopted on May 7, 2013 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, F, and G attached and incorporated herein by this reference, which will be required of the City of Tucson for the Fiscal Year beginning July 1, 2013 and ending June 30, 2014, 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 2014 Fiscal Year:

<u>Purpose of Expenditure</u>	<u>Final 2014 Budget</u>
Elected and Official	\$ 24,618,590
Public Safety and Justice Services	272,980,150
Community Enrichment and Development	418,397,300
Public Utilities	272,391,620
Support Services	109,367,170
Non-Departmental	104,176,640
Fiduciary Funds	<u>69,955,150</u>
 TOTAL	 <u>\$ 1,271,886,620</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 2014 Fiscal Year which is subject to the State Budget Law:

<u>Purpose of Expenditure</u>	<u>Final 2014 Budget Subject to State Budget Law</u>
Elected and Official	\$ 23,755,030
Public Safety and Justice Services	246,112,650
Community Enrichment and Development	135,816,110
Public Utilities	147,121,390
Support Services	43,402,340
Non-Departmental	26,535,160
Fiduciary Funds	<u>-0-</u>
 TOTAL	 <u>\$ 622,742,680</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.

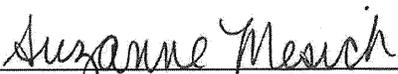
SECTION 5. That the 5 year Capital Improvement Program (CIP), as summarized in Section E of the Recommended Budget Fiscal Year 2014, is approved with the first year of the CIP being adopted as part of the aforementioned budget.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 21st day of May, 2013.



MAYOR

ATTEST:

for 

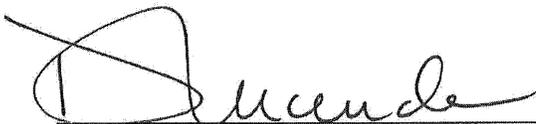
CITY CLERK

APPROVED AS TO FORM:



CITY ATTORNEY

REVIEWED BY:



CITY MANAGER

SS/tl 
5/13/13

Schedule A to Resolution 22033
CITY OF TUCSON
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2013	ACTUAL EXPENDITURES/EXPENSES** 2013	FUND BALANCE/NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 394,159,760	\$ 403,717,380	\$ 50,144,070	\$ 13,119,610	\$ 440,604,360	\$ 13,206,000	\$ (13,206,000)	\$	\$ (46,269,770)	\$ 576,549,810	\$ 408,400,520
2. Special Revenue Funds	298,838,310	285,652,290	22,828,300		198,916,750			46,269,770	(10,413,290)	278,428,110	247,837,950
3. Debt Service Funds Available	34,070,890	76,525,890	2,089,500	Secondary: 28,547,940	7,501,680			10,413,290		41,050,730	46,382,760
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	34,070,890	76,525,890	2,089,500	28,547,940				10,413,290		41,050,730	46,382,760
6. Capital Projects Funds	128,166,470	77,942,740	41,603,600		100,239,950	20,000,000				161,843,550	124,673,200
7. Permanent Funds											
8. Enterprise Funds Available	299,305,720	283,787,380	835,498,040		244,132,460	54,836,100				1,134,466,600	292,679,900
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	299,305,720	283,787,380	835,498,040		244,132,460	54,836,100				1,134,466,600	292,679,900
11. Internal Service Funds	69,860,510	64,352,190	(9,538,170)	Primary: 3,213,750	68,036,530					61,712,110	68,751,140
12. Fiduciary Funds	68,177,960	68,018,680	560,480,160		59,071,190					664,432,650	69,955,150
12. TOTAL ALL FUNDS	\$ 1,292,579,620	\$ 1,259,996,550	\$ 1,503,105,500	\$ 44,881,300	\$ 1,118,502,920	\$ 88,042,100	\$ (13,206,000)	\$ 56,683,060	\$ (56,683,060)	\$ 2,918,483,560	\$ 1,258,680,620

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

	2013	2014
	\$ 1,292,579,620	\$ 1,258,680,620
	1,292,579,620	1,258,680,620
	653,225,130	635,937,940
	\$ 639,354,490	\$ 622,742,680
	\$ 650,408,940	\$ 662,234,578

* 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 Position 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. 22033
CITY OF TUCSON
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 13,670,900	\$ 16,333,360
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)	\$ -0-	
3. Property tax levy amounts		
A. Primary property taxes	\$ 13,670,900	\$ 16,333,360
B. Secondary property taxes	28,754,300	28,547,940
C. Total property tax levy amounts	\$ 42,425,200	\$ 44,881,300
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 13,670,900	
(2) Prior years' levies	113,098	
(3) Total primary property taxes	\$ 13,783,998	
B. Secondary property taxes		
(1) Current year's levy	\$ 28,754,300	
(2) Prior years' levies	78,911	
(3) Total secondary property taxes	\$ 28,833,211	
C. Total property taxes collected	\$ 42,617,209	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4125	0.5245
(2) Secondary property tax rate	0.8514	0.9059
(3) Total city/town tax rate	1.2639	1.4304
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>no</u> 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. 22033
CITY OF TUCSON
 Summary by Fund Type of Revenues Other Than Property Taxes
 Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Local taxes			
Business Privilege Tax	\$ 178,400,000	\$ 184,637,290	\$ 188,988,400
Public Utility Tax	24,600,000	25,937,110	25,013,700
Use Tax	6,200,000	4,387,820	4,387,800
Transient Occupancy Tax	9,200,000	9,281,310	9,522,000
Room Tax	3,800,000	3,633,770	3,706,500
Liquor Taxes	800,000	800,000	800,000
Pawn Broker Second Hand Dealer	400,000	271,350	271,400
Occupational Taxes	40,000	85,000	85,000
Government Property Lease Excise Tax	3,500	5,200	5,200
Licenses and permits			
Utility Franchise Fees	13,356,100	13,681,350	13,955,000
Cable Television Licenses	3,634,000	3,870,050	3,470,670
License Application Fees	1,600,000	1,770,000	1,750,000
Alarm Permit Fee	1,000,000	51,000	100,000
Telecommunications Licenses and Franchise Fee	909,900	1,041,590	1,059,400
Sign Regulation Fee	354,600	360,000	372,300
Litter Assessment Fee	200,000	200,000	200,000
Miscellaneous Licenses and Permits	26,020	30,540	29,780
State Shared Revenues			
State Shared Income Tax	53,100,000	53,128,730	57,800,600
State Shared Sales Tax	42,200,000	42,641,790	44,563,600
State Shared Auto Lieu Tax	18,700,000	18,193,430	19,693,400
Charges for services			
Administration Charge to Enterprise Funds	10,123,390	10,123,390	11,123,390
City Attorney	5,000	8,000	8,000
General Government	173,600	154,150	159,900
Housing and Community Development	166,500	164,810	183,000
Information Technology	228,000	228,000	97,600
Parks and Recreation	5,885,540	5,886,290	5,793,390
Planning and Development Services	7,508,200	8,240,500	7,900,700
Public Defender	132,990	94,000	100,660
Tucson Fire	12,234,490	11,442,200	11,535,320
Tucson Police	4,774,320	4,388,780	4,979,000
Fines and forfeits			
City Attorney	512,890	239,080	304,000
City Court	2,169,410	10,999,180	10,734,100
Finance	8,000	7,800	6,500
General Government	2,000	4,100	3,000
Housing and Community Development	4,000	1,310	-
Planning and Development Services	1,000	2,580	1,000
Tucson Fire	6,000	3,500	7,180
Tucson Police	11,348,200	1,161,050	2,171,500

* 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. 22033
CITY OF TUCSON
 Summary by Fund Type of Revenues Other Than Property Taxes
 Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
Use of Money and Property			
Rentals and Leases	\$ 426,640	\$ 426,640	\$ 426,640
Interest Earnings	288,670	288,670	267,810
In-lieu property taxes			
Tucson Water Utility	1,600,000	1,600,000	1,600,000
Other Agencies			
Pima Animal Care Fees	1,100,000	1,050,000	1,050,000
University of Arizona Fire Service	134,420	134,420	134,420
Contributions			
Dispatch Services	969,540	961,540	969,540
Law Enforcement Training	247,300	198,640	244,000
State Telecommunications 911 Excise Tax	40,000	40,000	40,000
Non-Grant Contributions			
General Government	1,153,570	1,084,860	1,084,860
Housing and Community Development	70,000	94,580	69,300
Parks and Recreation	359,500	359,500	359,160
Tucson Police	740,000	-0-	-0-
Miscellaneous			
Sale of Property	118,070	234,600	2,318,000
Miscellaneous Revenues	636,000	1,095,880	1,150,500
Election Campaign Contributions	-0-	2,420	-0-
Recovered Expenditures	45,400	99,430	7,140
Total General Fund	\$ 421,736,760	\$ 424,827,230	\$ 440,604,360
SPECIAL REVENUE FUNDS			
Mass Transit Fund			
Fare Box Revenue	\$ 7,695,000	\$ 7,108,030	\$ 7,956,700
Pass Sale Revenue	6,825,800	6,720,570	6,974,600
Shuttle Service	-0-	89,920	-0-
Advertising Revenue	315,300	165,150	388,550
Regional Transportation Authority	6,556,000	6,549,500	12,328,640
County/Local Operating Assistance	4,303,400	4,464,150	4,967,340
Special Needs	714,100	740,140	777,160
Rents and Leases	120,000	154,000	250,000
Miscellaneous Revenue	338,000	677,360	480,050
Federal Transit Grants	81,039,200	78,968,350	19,325,820
Total Mass Transit Fund	\$ 107,906,800	\$ 105,637,170	\$ 53,448,860

* 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. 22033
CITY OF TUCSON
 Summary by Fund Type of Revenues Other Than Property Taxes
 Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,275,000	\$ 1,250,000	\$ 1,250,000
Box Office Fees	140,000	130,000	135,000
Parking	850,000	850,000	875,000
Catering and Concessions	340,000	345,000	350,000
Novelty Sales	27,000	27,000	30,000
Commission Revenue	140,000	145,000	140,000
Facility User Fees	240,000	230,000	240,000
Arena Facility User Fees	200,000	190,000	200,000
Event Ticket Rebates	140,000	120,000	140,000
Recovered Expenditures	55,000	60,000	65,000
Rents and Leases	50,000	76,590	66,080
Total Tucson Convention Center Fund	\$ 3,457,000	\$ 3,423,590	\$ 3,491,080
Highway User Revenue Fund			
State Shared HURF	\$ 33,696,950	\$ 33,843,000	\$ 34,042,290
Permits and Inspection Fees	278,000	278,000	340,000
Developer In Lieu	-0-	43,240	-0-
Final Fog Seal	-0-	2,000	-0-
Temporary Work Zone Traffic Control	200,000	200,000	202,000
Rents and Leases	291,280	291,380	295,000
Proceeds from Sale of Capital Assets	100,000	2,078,000	3,000,000
Interest Earnings	-0-	35,000	40,000
Recovered Expenditures	-0-	245,890	-0-
Miscellaneous Revenues	-0-	195,870	200,000
Total Highway User Revenue Fund	\$ 34,566,230	\$ 37,212,380	\$ 38,119,290
ParkWise Fund			
Parking Meter Collections	\$ 848,930	\$ 717,000	\$ 908,700
Parking Revenues	1,869,930	1,793,200	2,076,140
Hooded Meter Fees	25,000	19,200	15,000
Assessment Fee	60,000	36,000	44,000
Parking Violations	930,000	531,600	710,000
Rents and Leases	290,270	233,000	107,370
Interest Earnings	104,030	40,000	-0-
Miscellaneous Revenues	500	5,840	-0-
Total ParkWise Fund	\$ 4,128,660	\$ 3,375,840	\$ 3,861,210
Civic Contribution Fund			
Housing and Community Development	\$ -0-	\$ -0-	\$ 6,750
Parks and Recreation	251,210	391,200	251,200
Tucson Convention Center	5,000	30,000	30,000
Tucson Fire	20,000	11,600	20,000
Tucson Police	32,170	500	75,000
Open Space Contributions	-	7,640	8,000
Interest Earnings	8,000	8,170	8,000
Total Civic Contribution Fund	\$ 316,380	\$ 449,110	\$ 398,950

* 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. 22033
CITY OF TUCSON
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
Community Development Block Grant Fund			
Community Development Block Grant	\$ 10,073,510	\$ 9,963,230	\$ 9,812,200
Program Income	520,000	1,130,890	1,787,000
El Portal Income	-0-	138,830	220,250
Total Community Development Block Grant Fund	\$ 10,593,510	\$ 11,232,950	\$ 11,819,450
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 3,062,800	\$ 3,330,470	\$ 4,394,230
Lead Hazard Control Grants	826,670	-0-	819,940
Program Income	760,950	259,760	776,890
Total Miscellaneous Housing Grant Fund	\$ 4,650,420	\$ 3,590,230	\$ 5,991,060
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grant	\$ 38,068,200	\$ 40,404,720	\$ 40,362,420
Program Income	6,500	140,870	1,193,920
Interest Earnings	7,000	7,000	-0-
Total Public Housing Section 8 Fund	\$ 38,081,700	\$ 40,552,590	\$ 41,556,340
HOME Investment Partnerships Program Fund			
HOME Funds	\$ 6,137,460	\$ 4,279,990	\$ 5,584,570
Program Income	426,960	907,500	705,900
Total HOME Investment Partnerships Program Fund	\$ 6,564,420	\$ 5,187,490	\$ 6,290,470
Other Federal Grants Fund			
City Attorney	\$ 352,760	\$ 265,740	\$ 265,740
City Court	-0-	25,250	307,720
City Manager	2,122,470	2,313,180	420,000
General Government	900,000	1,942,110	947,370
Housing and Community Development	116,430	101,080	95,940
Parks and Recreation	672,580	415,840	572,550
Transportation	7,504,600	5,578,510	12,309,170
Tucson Fire	3,686,940	1,073,730	2,436,940
Tucson Police	13,148,930	11,223,000	13,866,500
Total Other Federal Grants Fund	\$ 28,504,710	\$ 22,938,440	\$ 31,221,930
Non-Federal Grants Fund			
City Attorney	\$ 141,200	\$ 81,920	\$ 81,920
City Manager	150,000	150,000	-0-
Housing and Community Development	333,610	335,490	569,860
Parks and Recreation	521,900	171,840	325,000
Transportation	-0-	40,000	-0-
Tucson Fire	164,000	122,730	164,000
Tucson Police	1,384,710	1,320,920	1,577,330
Total Non-Federal Grants Fund	\$ 2,695,420	\$ 2,222,900	\$ 2,718,110
Total Special Revenue Funds	\$ 241,465,250	\$ 235,822,690	\$ 198,916,750

* 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. 22033
CITY OF TUCSON
 Summary by Fund Type of Revenues Other Than Property Taxes
 Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared - HURF	\$ 7,361,140	\$ 6,957,000	\$ 7,165,710
Interest Earnings	-	9,650	9,650
Total Street and Highway Bond and Interest Fund	\$ 7,361,140	\$ 6,966,650	\$ 7,175,360
Special Assessment Bond and Interest Fund			
Special Assessment Collections	\$ 408,710	\$ 408,710	\$ 312,480
Interest Earnings	5,800	7,900	12,160
Miscellaneous Revenues	5,440	840	1,680
Total Special Assessment Bond and Interest Fund	\$ 419,950	\$ 417,450	\$ 326,320
Total Debt Service Funds	\$ 7,781,090	\$ 7,384,100	\$ 7,501,680
CAPITAL PROJECTS FUNDS			
2013 General Obligation Bond Fund			
Interest Earnings	-	-	125,000
Total 2013 General Obligation Fund	\$ -	\$ -	\$ 125,000
Capital Improvement Fund			
Intergovernmental Agreements	\$ 16,088,900	\$ 11,559,140	\$ 10,112,800
Total Capital Improvement Fund	\$ 16,088,900	\$ 11,559,140	\$ 10,112,800
Development Fee Fund			
Development Fees for Police	\$ 510,000	\$ 692,620	\$ 713,400
Development Fees for Fire	255,000	347,360	357,780
Development Fees for Transportation	2,594,500	4,031,090	4,152,030
Development Fees to Parks	612,000	1,081,380	1,113,840
Development Fees for Public Facilities	-	440	-
Interest Earnings	80,000	140,000	150,000
Total Development Fee Fund	\$ 4,051,500	\$ 6,292,890	\$ 6,487,050
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 86,721,950	\$ 89,301,640	\$ 83,407,850
Rentals and Leases	-	50,800	107,250
Total Regional Transportation Authority Fund	\$ 86,721,950	\$ 89,352,440	\$ 83,515,100
Total Capital Projects Funds	\$ 106,862,350	\$ 107,204,470	\$ 100,239,950

* 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.

ENTERPRISE FUNDS

Schedule C to Resolution No. 22033
CITY OF TUCSON
 Summary by Fund Type of Revenues Other Than Property Taxes
 Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
Tucson Water Utility			
Potable Water Sales	\$ 138,780,400	\$ 131,550,000	\$ 135,917,000
Reclaimed Water Sales	11,634,000	10,300,000	10,609,870
Central Arizona Project Surcharge	2,235,700	9,775,000	9,965,000
Water Conservation Fee	2,871,000	2,858,000	2,950,000
Fire Sprinkler Fee	1,345,900	1,050,000	1,050,400
Connection Fees	617,000	1,275,000	979,000
Service Charges	3,087,000	3,100,000	2,946,790
Development Plan Review/Inspection Fees	575,000	658,170	518,730
Billing Services	3,156,000	3,156,000	3,156,000
Miscellaneous Revenues	1,200,000	2,578,890	2,811,930
Tucson Airport Remediation Project	1,445,000	1,445,000	809,350
Water System Equity Fees	2,324,000	2,486,350	2,479,000
CAP Water Resource Fees	347,000	543,960	350,000
Miscellaneous Grants	865,000	700,290	865,000
Sale of Capital Assets	50,000	452,700	-0-
Interest Earnings	20,000	259,480	28,940
Total Tucson Water Utility	\$ 170,553,000	\$ 172,188,840	\$ 175,437,010
Environmental Services Fund			
Residential Refuse Services	\$ 28,207,480	\$ 28,207,480	\$ 28,437,480
Commercial Refuse Services	8,173,070	7,880,000	8,293,070
Landfill Services Charges	5,505,650	5,950,000	5,505,650
Remediation Ground Fee	3,400,000	3,500,000	3,500,000
Self Haul Fee	1,174,000	1,174,000	1,174,000
Refuse Penalties	211,180	181,860	211,180
Recycling	850,000	1,314,100	850,000
Household Hazardous Waste	140,000	140,000	140,000
State and Local Grants	402,000	594,850	469,330
Sale of Capital Assets	500,000	914,570	-0-
Interest Earnings	50	125,000	50
Recovered Expenses	17,000	9,020	10,000
Miscellaneous Revenues	350,000	360,000	-0-
Total Environmental Services Fund	\$ 48,930,430	\$ 50,350,880	\$ 48,590,760
Tucson Golf Course Fund			
El Rio	\$ 900,540	\$ 964,470	\$ 979,500
Randolph	3,149,920	3,294,360	3,342,950
Fred Enke	1,227,760	1,243,290	1,261,710
Silverbell	1,279,100	1,278,260	1,297,180
Other Revenues	28,000	53,000	53,000
Total Tucson Golf Course Fund	\$ 6,585,320	\$ 6,833,380	\$ 6,934,340
Public Housing Fund			
Federal Grants	\$ 6,870,940	\$ 6,470,940	\$ 6,266,980
Housing Administration Charges	2,660,350	2,472,380	2,075,630
Tenant Rent and Parking Fees	3,379,560	3,375,310	3,176,080
Charges for Other Services	548,340	259,820	175,440
Other Rental Income	856,280	650,790	3,520
Other Revenues	180,000	124,770	187,630
Total Public Housing Fund	\$ 14,495,470	\$ 13,354,010	\$ 11,885,280
* 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.			
Non-Public Housing Asset Management Fund			
Federal Grants	\$ 209,000	\$ 210,310	\$ 210,310
El Portal Income	842,760	566,470	554,450
Tenant Rent	485,000	528,930	492,510
Charges for Other Services	14,300	23,500	17,800
Interest Revenue	-0-	80	-0-
Miscellaneous Revenues	-0-	54,900	10,000
Total Non-Public Housing Asset Management Fund	\$ 1,551,060	\$ 1,384,190	\$ 1,285,070

Schedule C to Resolution No. 22033
CITY OF TUCSON
 Summary by Fund Type of Revenues Other Than Property Taxes
 Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
Total Enterprise Funds	\$ 242,115,280	\$ 244,111,300	\$ 244,132,460
INTERNAL SERVICE FUNDS			
Fleet Services Internal Service Fund			
Interdepartmental Charges	\$ 25,752,480	\$ 25,288,130	\$ 26,848,740
Interest Revenue	-	4,500	-
Proceeds from the Sale of Capital Assets	26,400	23,870	6,500
Miscellaneous Revenues	48,000	103,000	69,000
Total Fleet Services Internal Service Fund	\$ 25,826,880	\$ 25,419,500	\$ 26,924,240
General Services Internal Service Fund			
Interdepartmental Charges	\$ 18,536,260	\$ 18,953,020	\$ 20,696,450
Non-Grant Contributions	387,420	387,420	361,540
Miscellaneous Revenues	5,000	13,000	8,000
Total General Services Internal Service Fund	\$ 18,928,680	\$ 19,353,440	\$ 21,065,990
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 18,416,330	\$ 19,170,700	\$ 17,465,670
Interest Revenue	90,000	170,000	120,000
Miscellaneous Revenue	-	106,720	-
Proceeds from Lawsuit Settlement	2,460,630	-	2,460,630
Total Self Insurance Internal Service Fund	\$ 20,966,960	\$ 19,447,420	\$ 20,046,300
Total Internal Service Funds	\$ 65,722,520	\$ 64,220,360	\$ 68,036,530
FIDUCIARY FUNDS			
Tucson Supplemental Retirement System			
Employer Contributions	\$ 38,800,000	\$ 34,457,460	\$ 40,237,190
Employee Contributions	8,300,000	8,300,000	6,650,000
Portfolio Earnings	12,134,000	5,291,540	12,134,000
Transfers from Other Systems	50,000	15,000	-
Miscellaneous Revenues	-	51,500	50,000
Total Tucson Supplemental Retirement System	\$ 59,284,000	\$ 48,115,500	\$ 59,071,190
Total Fiduciary Funds	\$ 59,284,000	\$ 48,115,500	\$ 59,071,190
TOTAL ALL FUNDS	\$ 1,144,967,250	\$ 1,131,685,650	\$ 1,118,502,920

* 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. 22033
CITY OF TUCSON

Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Refunding of Certificates of Participation	\$ 13,206,000	\$ (13,206,000)	\$	\$
Transfer to Mass Transit Fund				(42,733,040)
Transfer to Tucson Convention Center				(3,536,730)
Total General Fund	\$ 13,206,000	\$ (13,206,000)	\$	\$ (46,269,770)
SPECIAL REVENUE FUNDS				
Transfer from General Fund	\$	\$	\$ 46,269,770	\$
Transfer to Street & Highway Bond and Interest Fund				(10,413,290)
Total Special Revenue Funds	\$	\$	\$ 46,269,770	\$ (10,413,290)
DEBT SERVICE FUNDS				
Transfer from HURF Fund	\$	\$	\$ 10,413,290	\$
Total Debt Service Funds	\$	\$	\$ 10,413,290	\$
CAPITAL PROJECTS FUNDS				
General Obligation Bond Proceeds	\$ 20,000,000	\$	\$	\$
Total Capital Projects Funds	\$ 20,000,000	\$	\$	\$
ENTERPRISE FUNDS				
Water System Obligation Bond Proceeds	\$ 54,836,100	\$	\$	\$
Total Enterprise Funds	\$ 54,836,100	\$	\$	\$
INTERNAL SERVICE FUNDS				
None	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 88,042,100	\$ (13,206,000)	\$ 56,683,060	\$ (56,683,060)

Schedule E to Resolution No. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses Within Each Fund Type
 Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
GENERAL FUND				
Mayor and Council	\$ 2,843,180	\$	\$ 2,671,050	\$ 2,736,430
Budget and Internal Audit	1,478,420		1,441,150	1,456,320
City Attorney	8,525,540		8,164,850	8,428,210
City Clerk	3,394,540		2,975,830	4,044,840
City Court	11,306,630		10,861,220	11,261,520
City Manager	7,412,400		6,802,720	8,641,450
Finance	8,361,130		10,459,770	10,425,470
General Services	2,931,220		2,948,390	9,339,400
Housing and Community Development	6,722,740		6,409,290	6,506,630
Human Resources	2,021,700		2,161,860	2,178,060
Information Technology	18,660,810		18,842,540	17,539,670
Office of Equal Opportunity	782,510		700,900	787,220
Parks and Recreation	39,931,460		38,033,770	35,980,610
Planning and Development Services	7,568,640		6,673,080	7,247,040
Procurement	3,357,450		3,117,900	3,124,200
Public Defender	3,086,390		2,994,650	3,157,720
Transportation	7,142,550		7,224,230	2,184,600
Tucson Fire	83,845,450		84,651,120	86,932,770
Tucson Police	140,536,270		143,540,150	146,864,750
Non-Departmental	34,250,730		43,042,910	39,563,610
Total General Fund	\$ 394,159,760	\$ -0-	\$ 403,717,380	\$ 408,400,520
SPECIAL REVENUE FUNDS				
Mass Transit Fund				
Transportation	\$ 148,337,590	\$	\$ 147,073,250	\$ 98,934,700
Total Fund	\$ 148,337,590	\$ -0-	\$ 147,073,250	\$ 98,934,700
Tucson Convention Center Fund				
Tucson Convention Center	\$ 5,552,760	\$	\$ 5,514,660	\$ 5,712,120
Non-Departmental	1,307,030		1,307,030	1,315,690
Total Fund	\$ 6,859,790	\$ -0-	\$ 6,821,690	\$ 7,027,810
Highway User Revenue Fund				
Transportation	\$ 46,655,470	\$	\$ 41,751,230	\$ 35,049,430
Housing and Community Development	275,000		275,000	217,700
Non-Departmental	271,330		271,330	100,580
Total Fund	\$ 47,201,800	\$ -0-	\$ 42,297,560	\$ 35,367,710
ParkWise Fund				
Transportation	\$ 4,024,810	\$	\$ 3,678,510	\$ 5,704,600
Total Fund	\$ 4,024,810	\$ -0-	\$ 3,678,510	\$ 5,704,600

* 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 E to Resolution No. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses Within Each Fund Type
 Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Civic Contribution Fund				
Housing and Community	\$ -0-	\$	\$ -0-	\$ 6,750
Development				
Parks and Recreation	1,266,970		386,780	1,014,900
Tucson Convention Center	5,000		439,090	30,000
Tucson Fire	20,000		20,000	20,000
Tucson Police	32,170		131,220	134,120
Total Fund	\$ 1,324,140	\$ -0-	\$ 977,090	\$ 1,205,770
Community Development Block Grant Fund				
Housing and Community	\$ 10,593,510	\$	\$ 13,533,240	\$ 11,819,450
Development				
Total Fund	\$ 10,593,510	\$ -0-	\$ 13,533,240	\$ 11,819,450
Miscellaneous Housing Grant Fund				
Housing and Community	\$ 4,650,420	\$	\$ 3,283,440	\$ 5,991,060
Development				
Total Fund	\$ 4,650,420	\$ -0-	\$ 3,283,440	\$ 5,991,060
Public Housing Section 8 Fund				
Housing and Community	\$ 38,081,700	\$	\$ 40,552,590	\$ 41,556,340
Development				
Total Fund	\$ 38,081,700	\$ -0-	\$ 40,552,590	\$ 41,556,340
HOME Investment Partnerships Program Fund				
Housing and Community	\$ 6,564,420	\$	\$ 5,177,510	\$ 6,290,470
Development				
Total Fund	\$ 6,564,420	\$ -0-	\$ 5,177,510	\$ 6,290,470
Other Federal Grants Fund				
City Attorney	\$ 352,760	\$	\$ 265,740	\$ 265,740
City Court	-0-		25,250	307,720
City Manager	2,122,470		1,720,830	420,000
Non-Departmental	900,000		947,370	947,370
Housing and Community	116,430		28,820	95,940
Development				
Parks and Recreation	672,580		415,840	572,550
Transportation	7,504,600		4,567,260	12,309,170
Tucson Fire	3,686,940		984,970	2,436,940
Tucson Police	13,148,930		11,223,000	13,866,500
Total Fund	\$ 28,504,710	\$ -0-	\$ 20,179,080	\$ 31,221,930
Non-Federal Grants Fund				
City Attorney	\$ 141,200	\$	\$ 81,920	\$ 81,920
City Manager	150,000		150,000	-0-
Housing and Community	333,610		331,920	569,860
Development				
Parks and Recreation	521,900		71,840	325,000
Tucson Fire	164,000		122,730	164,000
Tucson Police	1,384,710		1,319,920	1,577,330
Total Fund	\$ 2,695,420	\$ -0-	\$ 2,078,330	\$ 2,718,110
Total Special Revenue Funds	\$ 298,838,310	\$ -0-	\$ 285,652,290	\$ 247,837,950

* 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. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses Within Each Fund Type
 Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Capital Project Funds				
2000 General Obligation Fund				
Parks and Recreation	\$ 555,300	\$ -	\$ 620,090	\$ -0-
Transportation	600,000	-	600,000	-0-
Tucson Fire	30,000	-	57,850	-0-
Total Fund	\$ 1,185,300	\$ -0-	\$ 1,277,940	\$ -0-
2013 General Obligation Fund				
Transportation	\$ -0-	\$ -	\$ -0-	\$ 19,800,000
Non-Departmental	-0-	-	-0-	200,000
Total Fund	\$ -0-	\$ -0-	\$ -0-	\$ 20,000,000
Capital Improvement Fund				
City Court	\$ 715,400	\$ -	\$ 715,400	\$ 1,000,000
General Services	7,497,600	-	7,988,320	1,591,500
Non-Departmental	1,750,000	-	3,150,000	-0-
Parks and Recreation	7,972,300	-	1,418,460	1,006,100
Transportation	4,067,000	-	3,322,000	8,303,000
Tucson Convention Center	1,000,000	-	1,000,000	-0-
Tucson Fire	4,049,600	-	4,210,530	831,600
Total Fund	\$ 27,051,900	\$ -0-	\$ 21,804,710	\$ 12,732,200
Development Fee Fund				
Parks and Recreation	\$ 3,213,700	\$ -	\$ 2,127,680	\$ 1,544,800
Transportation	5,593,620	-	4,631,220	3,621,100
Tucson Fire	4,400,000	-	-0-	3,260,000
Tucson Police	-0-	-	1,390,970	-0-
Total Fund	\$ 13,207,320	\$ -0-	\$ 8,149,870	\$ 8,425,900
Regional Transportation Authority Fund				
Transportation	\$ 86,721,950	\$ -	\$ 46,710,220	\$ 83,515,100
Total Fund	\$ 86,721,950	\$ -0-	\$ 46,710,220	\$ 83,515,100
Total Capital Project Funds	\$ 128,166,470	\$ -0-	\$ 77,942,740	\$ 124,673,200
DEBT SERVICE FUNDS				
General Obligation Bond and Interest Fund				
Non-Departmental	\$ 28,056,290	\$ -	\$ 58,246,290	\$ 28,272,500
Total Fund	\$ 28,056,290	\$ -0-	\$ 58,246,290	\$ 28,272,500
Street and Highway Bond and Interest Fund				
Non-Departmental	\$ 5,436,050	\$ -	\$ 17,701,050	\$ 17,588,650
Total Fund	\$ 5,436,050	\$ -0-	\$ 17,701,050	\$ 17,588,650
Special Assessment Bond and Interest Fund				
Non-Departmental	\$ 578,550	\$ -	\$ 578,550	\$ 521,610
Total Fund	\$ 578,550	\$ -0-	\$ 578,550	\$ 521,610
Total Debt Service Funds	\$ 34,070,890	\$ -0-	\$ 76,525,890	\$ 46,382,760

* 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. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses Within Each Fund Type
 Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
ENTERPRISE FUNDS				
Tucson Water Utility Fund				
Tucson Water Utility	\$ 227,500,710	\$ -	\$ 214,799,920	\$ 218,667,510
Total Fund	\$ 227,500,710	\$ -0-	\$ 214,799,920	\$ 218,667,510
Environmental Services Fund				
Environmental Services	\$ 50,752,160	\$ -	\$ 49,762,630	\$ 53,724,110
Total Fund	\$ 50,752,160	\$ -0-	\$ 49,762,630	\$ 53,724,110
Tucson Golf Enterprise Fund				
Tucson City Golf	\$ 6,557,380	\$ -	\$ 6,338,350	\$ 6,562,590
Total Fund	\$ 6,557,380	\$ -0-	\$ 6,338,350	\$ 6,562,590
Public Housing AMP Fund				
Housing and Community Development	\$ 12,984,720	\$ -	\$ 11,648,890	\$ 12,460,240
Total Fund	\$ 12,984,720	\$ -	\$ 11,648,890	\$ 12,460,240
Non-Public Housing Asset Management Fund				
Housing and Community Development	\$ 1,510,750	\$ -	\$ 1,237,590	\$ 1,265,450
Total Fund	\$ 1,510,750	\$ -	\$ 1,237,590	\$ 1,265,450
Total Enterprise Funds	\$ 299,305,720	\$ -0-	\$ 283,787,380	\$ 292,679,900
INTERNAL SERVICE FUNDS				
Fleet Services Internal Service Fund				
General Services	\$ 28,224,300	\$ -	\$ 26,433,870	\$ 26,924,240
Non-Departmental	2,580	-	2,580	-0-
Total Fund	\$ 28,226,880	\$ -0-	\$ 26,436,450	\$ 26,924,240
General Services Internal Service Fund				
General Services	\$ 21,613,670	\$ -	\$ 19,970,180	\$ 21,065,990
Total Fund	\$ 21,613,670	\$ -0-	\$ 19,970,180	\$ 21,065,990
Self Insurance Internal Service Fund				
Finance	\$ 8,437,060	\$ -	\$ 8,432,320	\$ 8,142,670
Human Resources	7,923,950	-	7,815,270	7,579,650
Non-Departmental	2,460,630	-	-	2,460,630
Transportation	850,000	-	1,350,000	2,200,000
Tucson Fire	348,320	-	347,970	377,960
Total Fund	\$ 20,019,960	\$ -0-	\$ 17,945,560	\$ 20,760,910
Total Internal Service Funds	\$ 69,860,510	\$ -0-	\$ 64,352,190	\$ 68,751,140
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System	\$ 68,177,960	\$ -	\$ 68,018,680	\$ 69,955,150
Total Fund	\$ 68,177,960	\$ -	\$ 68,018,680	\$ 69,955,150
TOTAL ALL FUNDS	\$ 1,292,579,620	\$ -0-	\$ 1,259,996,550	\$ 1,258,680,620

* 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. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses
 Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Mayor and Council				
General Fund	\$ 2,843,180	\$ -	\$ 2,671,050	\$ 2,736,430
Department Total	\$ 2,843,180	\$ -0-	\$ 2,671,050	\$ 2,736,430
Budget and Internal Audit				
General Fund	\$ 1,478,420	\$ -	\$ 1,441,150	\$ 1,456,320
Department Total	\$ 1,478,420	\$ -0-	\$ 1,441,150	\$ 1,456,320
City Attorney				
General Fund	\$ 8,525,540	\$ -	\$ 8,164,850	\$ 8,428,210
Non-Federal Grants Fund	141,200	-	81,920	81,920
Other Federal Grants Fund	352,760	-	265,740	265,740
Department Total	\$ 9,019,500	\$ -0-	\$ 8,512,510	\$ 8,775,870
City Clerk				
General Fund	\$ 3,394,540	\$ -	\$ 2,975,830	\$ 4,044,840
Department Total	\$ 3,394,540	\$ -0-	\$ 2,975,830	\$ 4,044,840
City Court				
General Fund	\$ 11,306,630	\$ -	\$ 10,861,220	\$ 11,261,520
Capital Improvement Fund	715,400	-	715,400	1,000,000
Other Federal Grants Fund	-	-	25,250	307,720
Department Total	\$ 12,022,030	\$ -0-	\$ 11,601,870	\$ 12,569,240
City Manager				
General Fund	\$ 7,412,400	\$ -	\$ 6,802,720	\$ 8,641,450
Non-Federal Grants Fund	150,000	-	150,000	-
Other Federal Grants Fund	2,122,470	-	1,720,830	420,000
Department Total	\$ 9,684,870	\$ -0-	\$ 8,673,550	\$ 9,061,450
Environmental Services				
Environmental Services Fund	\$ 50,752,160	\$ -	\$ 49,762,630	\$ 53,724,110
Department Total	\$ 50,752,160	\$ -0-	\$ 49,762,630	\$ 53,724,110
Equal Opportunity Programs				
General Fund	\$ 782,510	\$ -	\$ 700,900	\$ 787,220
Department Total	\$ 782,510	\$ -0-	\$ 700,900	\$ 787,220
Finance Department				
General Fund	\$ 8,361,130	\$ -	\$ 10,459,770	\$ 10,425,470
Self Insurance Internal	8,437,060	-	8,432,320	8,142,670
Service Fund	-	-	-	-
Department Total	\$ 16,798,190	\$ -0-	\$ 18,892,090	\$ 18,568,140
General Services				
General Fund	\$ 2,931,220	\$ -	\$ 2,948,390	\$ 9,339,400
Capital Improvements Fund	7,497,600	-	7,988,320	1,591,500
Fleet Services Internal Service Fund	28,224,300	-	26,433,870	26,924,240
General Service Internal Service Fund	21,613,670	-	19,970,180	21,065,990
Department Total	\$ 60,266,790	\$ -0-	\$ 57,340,760	\$ 58,921,130

* 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. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses
 Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Housing and Community Development				
General Fund	\$ 6,722,740	\$	\$ 6,409,290	\$ 6,506,630
Civic Contributions Fund				6,750
Community Development Block Grant	10,593,510		13,533,240	11,819,450
Highway User Revenue Fund	275,000		275,000	217,700
HOME Investment Partnerships	6,564,420		5,177,510	6,290,470
Miscellaneous Housing Grants	4,650,420		3,283,440	5,991,060
Non-Federal Grants Fund	333,610		331,920	569,860
Non-Public Housing Assistance	-0-		1,237,590	1,265,450
Asset Management				
Other Federal Grants Fund	116,430		28,820	95,940
Public Housing AMP Fund	14,495,470		11,648,890	12,460,240
Public Housing Section 8 Fund	38,081,700		40,552,590	41,556,340
Department Total	\$ 81,833,300	\$ -0-	\$ 82,478,290	\$ 86,779,890
Human Resources				
General Fund	\$ 2,021,700	\$	\$ 2,161,860	\$ 2,178,060
Self Insurance Internal Service Fund	7,923,950		7,815,270	7,579,650
Department Total	\$ 9,945,650	\$ -0-	\$ 9,977,130	\$ 9,757,710
Information Technology				
General Fund	\$ 18,660,810	\$	\$ 18,842,540	\$ 17,539,670
Department Total	\$ 18,660,810	\$ -0-	\$ 18,842,540	\$ 17,539,670
Parks and Recreation				
General Fund	\$ 39,931,460	\$	\$ 38,033,770	\$ 35,980,610
2000 General Obligation Fund	555,300		620,090	-0-
Capital Improvements Fund	7,972,300		1,418,460	1,006,100
Civic Contribution Fund	1,266,970		386,780	1,014,900
Development Fee Fund	3,213,700		2,127,680	1,544,800
Non-Federal Grant Fund	521,900		71,840	325,000
Other Federal Grants Fund	672,580		415,840	572,550
Department Total	\$ 54,134,210	\$ -0-	\$ 43,074,460	\$ 40,443,960
Planning and Development Services				
General Fund	\$ 7,568,640	\$	\$ 6,673,080	\$ 7,247,040
Department Total	\$ 7,568,640	\$ -0-	\$ 6,673,080	\$ 7,247,040
Procurement				
General Fund	\$ 3,357,450	\$	\$ 3,117,900	\$ 3,124,200
Department Total	\$ 3,357,450	\$ -0-	\$ 3,117,900	\$ 3,124,200
Public Defender				
General Fund	\$ 3,086,390	\$	\$ 2,994,650	\$ 3,157,720
Department Total	\$ 3,086,390	\$ -0-	\$ 2,994,650	\$ 3,157,720

* 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. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses
 Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Transportation				
General Fund	\$ 7,142,550	\$	\$ 7,224,230	\$ 2,184,600
2000 General Obligation Fund	600,000		600,000	-0-
2013 General Obligation Fund	-0-		-0-	19,800,000
Highway User Revenue Fund	46,655,470		41,751,230	35,049,430
Capital Improvements Fund	4,067,000		3,322,000	8,303,000
Development Fee Fund	5,593,620		4,631,220	3,621,100
Other Federal Grants	7,504,600		4,567,260	12,309,170
Mass Transit Fund	148,337,590		147,073,250	98,934,700
ParkWise Fund	4,024,810		3,678,510	5,704,600
Regional Transportation Authority	86,721,950		46,710,220	83,515,100
Self Insurance Internal Service Fund	850,000		1,350,000	2,200,000
Department Total	\$ 311,497,590	\$ -0-	\$ 260,907,920	\$ 271,621,700
Tucson City Golf				
Golf Course Fund	\$ 6,557,380	\$	\$ 6,338,350	\$ 6,562,590
Department Total	\$ 6,557,380	\$ -0-	\$ 6,338,350	\$ 6,562,590
Tucson Convention Center				
Convention Center Fund	\$ 5,552,760	\$	\$ 5,514,660	\$ 5,712,120
Capital Improvements Fund	1,000,000		1,000,000	-0-
Civic Contributions	5,000		439,090	30,000
Department Total	\$ 6,557,760	\$ -0-	\$ 6,953,750	\$ 5,742,120
Tucson Fire				
General Fund	\$ 83,845,450	\$	\$ 84,651,120	\$ 86,932,770
2000 General Obligation Fund	30,000		57,850	-0-
Capital Improvements Fund	4,049,600		4,210,530	831,600
Civic Contribution Fund	20,000		20,000	20,000
Development Fee Fund	4,400,000		-0-	3,260,000
Non-Federal Grants Fund	164,000		122,730	164,000
Other Federal Grants Fund	3,686,940		984,970	2,436,940
Self Insurance Internal Service Fund	348,320		347,970	377,960
Department Total	\$ 96,544,310	\$ -0-	\$ 90,395,170	\$ 94,023,270
Tucson Police				
General Fund	\$ 140,536,270	\$	\$ 143,540,150	\$ 146,864,750
Civic Contribution Fund	32,170		131,220	134,120
Development Fee Fund	-0-		1,390,970	-0-
Non-Federal Grants Fund	1,384,710		1,319,920	1,577,330
Other Federal Grants	13,148,930		11,223,000	13,866,500
Department Total	\$ 155,102,080	\$ -0-	\$ 157,605,260	\$ 162,442,700
Tucson Water				
Tucson Water Utility Fund	\$ 227,500,710	\$	\$ 214,799,920	\$ 218,667,510
Department Total	\$ 227,500,710	\$ -0-	\$ 214,799,920	\$ 218,667,510

* 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. 22033
CITY OF TUCSON
 Summary by Department of Expenditures/Expenses
 Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Non-Departmental				
General Fund	\$ 34,250,730	\$	\$ 43,042,910	\$ 39,563,610
2013 General Obligation Bond Fund	-	-	-	200,000
Capital Improvements Fund	1,750,000	-	3,150,000	-
Fleet Services Internal Service Fund	2,580	-	2,580	-
General Obligation Bond Debt Service Fund	28,056,290	-	58,246,290	28,272,500
Highway User Revenue Fund	271,330	-	271,330	100,580
Other Federal Grants	900,000	-	947,370	947,370
Self Insurance Internal Service Fund	2,460,630	-	-	2,460,630
Special Assessments Fund	578,550	-	578,550	521,610
Street and Highway Bond Debt Service Fund	5,436,050	-	17,701,050	17,588,650
Tucson Convention Center Fund	1,307,030	-	1,307,030	1,315,690
Department Total	\$ 75,013,190	\$ -0-	\$ 125,247,110	\$ 90,970,640
Pension Services				
TSRS Pension Fund	\$ 68,177,960	\$	\$ 68,018,680	\$ 69,955,150
Department Total	\$ 68,177,960	\$ -0-	\$ 68,018,680	\$ 69,955,150
TOTAL ALL DEPARTMENTS	\$ 1,292,579,620	\$ -0-	\$ 1,259,996,550	\$ 1,258,680,620

* 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 G to Resolution No. 22033
CITY OF TUCSON
Summary of Full-Time Employees and Personnel Compensation
Fiscal Year 2014

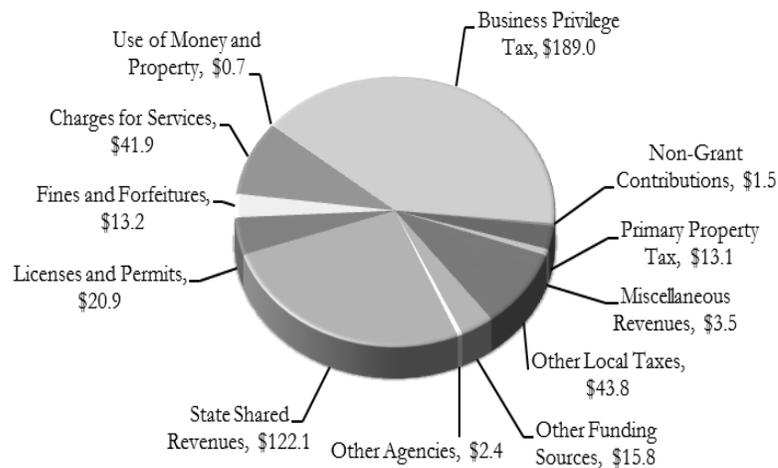
FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	\$ 3,260.40	\$ 187,769,140	\$ 63,279,630	\$ 28,163,840	\$ 18,924,220	\$ 298,136,830
SPECIAL REVENUE FUNDS						
Civic Contribution Fund	\$ -0-	\$ 68,660	\$ 6,080	\$ -0-	\$ 1,430	\$ 76,170
Community Block Grants Fund	14.00	851,950	235,670	134,280	88,590	1,310,490
Highway User Revenue Fund	251.06	12,132,970	3,283,020	2,293,620	1,287,500	18,997,110
HOME Investment Partnerships Program Fund	6.58	470,510	133,570	75,780	51,820	731,680
Mass Transit Fund	5.00	328,910	89,850	48,910	35,400	503,070
Miscellaneous Housing Grants Fund	4.47	275,710	78,020	47,500	30,940	432,170
Non-Federal Grants Fund	10.00	465,640	161,890	48,030	31,490	707,050
Other Federal Grants Fund	114.24	6,847,440	2,337,450	695,420	378,530	10,258,840
ParkWise Fund	14.00	507,740	136,230	104,950	60,920	809,840
Public Housing Section 8 Fund	41.70	1,653,130	453,340	294,530	178,480	2,579,480
Tucson Convention Center Fund	44.50	1,760,940	352,770	180,870	189,930	2,484,510
Total Special Revenue Funds	\$ 505.55	\$ 25,363,600	\$ 7,267,890	\$ 3,923,890	\$ 2,335,030	\$ 38,890,410
INTERNAL SERVICE FUNDS						
Fleet Services Fund	\$ 96.00	\$ 4,071,330	\$ 1,100,410	\$ 761,990	\$ 481,670	\$ 6,415,400
Self Insurance Fund	13.00	719,050	226,580	113,670	69,160	1,128,460
General Services Fund	132.00	6,258,200	1,708,250	1,132,670	762,720	9,861,840
Total Internal Service Funds	\$ 241.00	\$ 11,048,580	\$ 3,035,240	\$ 2,008,330	\$ 1,313,550	\$ 17,405,700
ENTERPRISE FUNDS						
Environmental Service Fund	\$ 222.00	\$ 9,652,140	\$ 2,633,730	\$ 2,110,500	\$ 1,151,710	\$ 15,548,080
Tucson Golf Enterprise Fund	68.00	2,123,040	300,880	207,210	241,390	2,872,520
Tucson Water Utility Fund	547.00	25,852,500	6,924,940	4,688,700	2,714,110	40,180,250
Public Housing AMP Fund	64.65	2,711,180	795,240	524,660	292,550	4,323,630
Non-Public Housing Asset Management Fund	4.95	183,370	41,610	45,350	18,810	289,140
Total Enterprise Funds	\$ 906.60	\$ 40,522,230	\$ 10,696,400	\$ 7,576,420	\$ 4,418,570	\$ 63,213,620
FIDUCIARY						
Tucson Supplemental Retirement System	\$ 4.00	\$ 202,630	\$ 54,190	\$ 26,320	\$ 21,810	\$ 304,950
Total Fiduciary Funds	\$ 4.00	\$ 202,630	\$ 54,190	\$ 26,320	\$ 21,810	\$ 304,950
TOTAL ALL FUNDS	\$ 4,917.55	\$ 264,906,180	\$ 84,333,350	\$ 41,698,800	\$ 27,013,180	\$ 417,951,510

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 2014 are \$467.9 million, an increase of \$20.5 million or 4.5% from the Fiscal Year 2013 adopted budget of \$447.4 million.

General Fund Revenues \$467.9 million



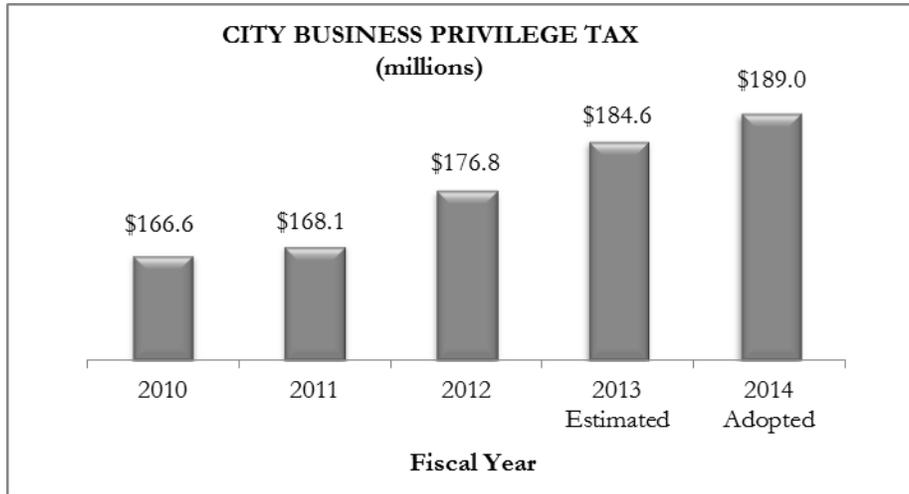
CITY BUSINESS PRIVILEGE (SALES) TAX

The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 40.4% 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 2010, the City has seen a gradual increase to local sales tax revenue. However, in early April the Arizona governor signed House Bill 2324 into law which prevents cities from collecting commercial lease sales tax on lease arrangements between businesses that are owned by at least 80% of the same shareholders. The impact to the City from the legislation is currently estimated at \$2.0 million. This decrease in revenue is included in the Fiscal Year 2014 projection. After allowing for the reduction in sales tax due to the legislation, the projected rate of growth from estimated Fiscal Year 2013 revenues to Fiscal Year 2014 is 2.4%, or \$4.5 million.

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

The following graph illustrates the increase in business privilege tax since Fiscal Year 2010:



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 2014 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 2012. The involuntary tort levy amount is \$3,213,750, which increases the estimated primary tax rate by \$0.1032 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 2014 is \$16,333,360 or \$2.7 million more than the actual levy of \$13,670,900 for Fiscal Year 2013. The tax rate for Fiscal Year 2014 will increase to \$0.5245 per \$100 of assessed valuation from \$0.4125 for Fiscal Year 2013. 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.

Primary Tax Rate and Levy					
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Adopted
Primary Tax Rate	\$ 0.3144	\$ 0.3289	\$ 0.4297	\$ 0.4125	\$ 0.5245
Primary Tax Levy ¹	\$ 11,404,150	\$ 12,063,167	\$ 14,707,820	\$ 13,670,900	\$ 16,333,360
Valuation	\$ 3,627,276,148	\$ 3,667,565,654	\$ 3,422,592,245	\$ 3,313,878,996	\$ 3,114,079,421

¹Except for Fiscal Year 2010, the primary tax levy includes the amount for involuntary tort claims.

GENERAL FUND

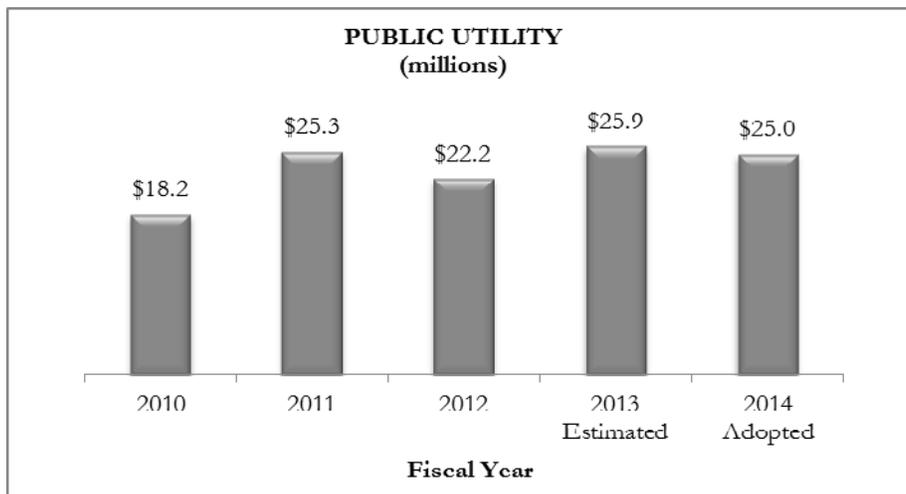
PUBLIC UTILITY TAX

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 reduces 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 2014 total \$25.0 million. The forecast assumes a 3.6% reduction from Fiscal Year 2013 estimated revenues of \$25.9 million. The estimate for Fiscal Year 2013 includes a one-time payment of \$2.1 million due to findings from a tax audit.



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.

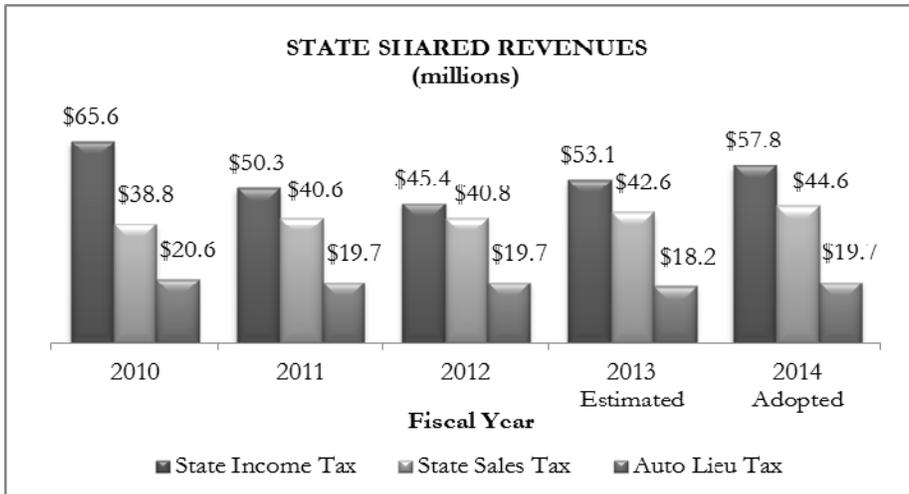
Estimated revenues from other local taxes not including public utility tax for Fiscal Year 2014 total \$18.8 million. The forecast assumes a 1.6% growth from Fiscal Year 2013 estimated revenues of \$18.5 million.

GENERAL FUND

STATE SHARED REVENUES

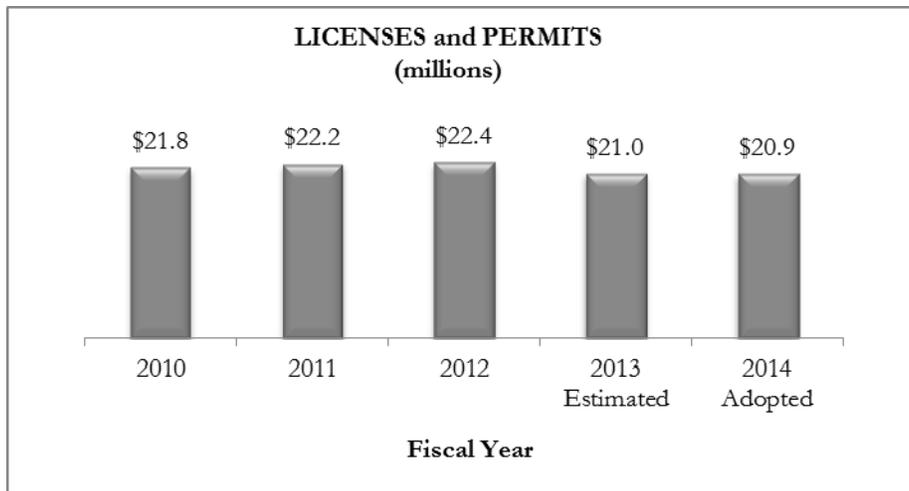
Cities and towns in Arizona receive a portion of revenues collected by the State of Arizona. The allocations for these revenues are primarily based on U.S. Census population figures. The three state-shared revenues represent 26.2% of the General Fund budget. Revenues from these sources can be used for any general government activity.

For Fiscal Year 2014, the projected state-shared revenues are \$122.1 million, representing a 7.1% increase from the \$114.0 million estimate for Fiscal Year 2013.



LICENSES and PERMITS

Licenses and Permits revenues include revenue from various business licenses and sign and miscellaneous permits. For Fiscal Year 2014, the projected licenses and permits revenues are \$20.9 million, representing a slight decrease from the \$21.0 million estimate for Fiscal Year 2013. The slight reduction is due to the implementation of new payment agreements for cable TV license fees.



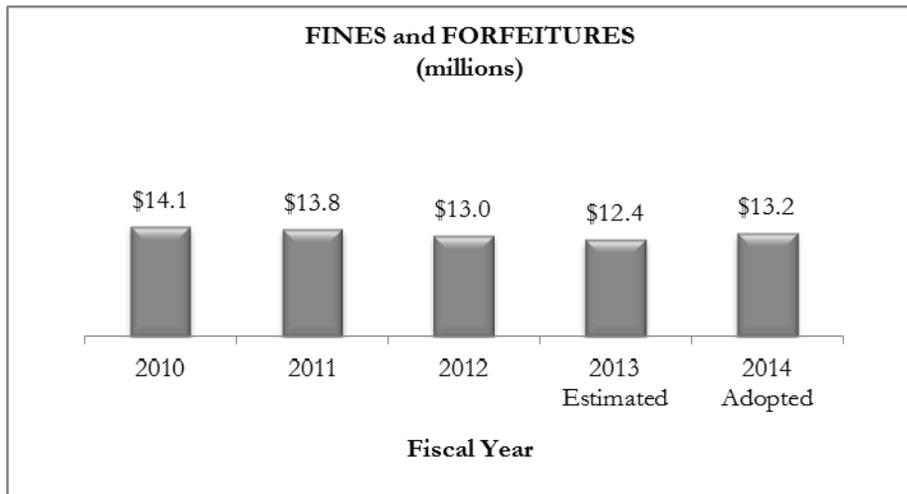
GENERAL FUND

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 2014 revenues of \$13.2 million are projected to increase \$0.8 million from Fiscal Year 2013 estimated revenues of \$12.4. The increase is mainly due to forfeiture and anti-racketeering reimbursements for public safety.



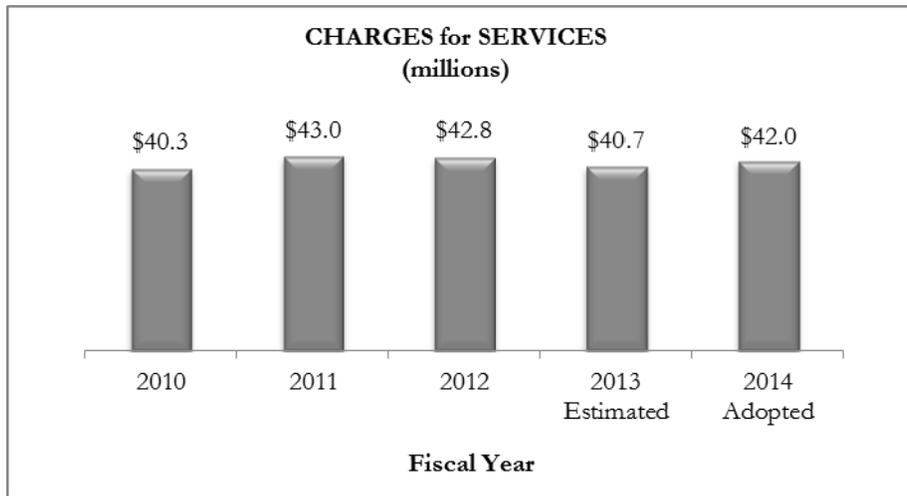
CHARGES for SERVICES

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 2014, charges for services are projected to increase approximately \$1.3 million from estimated Fiscal Year 2013 mainly due to an increase of \$1.0 million for the administrative charge to enterprise funds.

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. Fiscal Year 2014 interest earnings are anticipated to slightly decrease and rental revenues are projected to remain consistent with Fiscal Year 2013 projections.

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 (QECBs) and Build America Bonds (BABs). The City projects to receive \$1.1 million from the subsidy to offset the debt service interest payments.

The revenue from Arizona's Counter Narcotics Alliance (CNA), a multi-jurisdictional drug task force that consists of 18 participating agencies, was reported in the General Fund in prior years. For Fiscal Year 2014, the revenue has been transferred to the Non-Federal Grant Fund which is a Special Revenue Fund.

MISCELLANEOUS REVENUES

Revenues in this category include the sale of property, recovered expenditures and other miscellaneous funds. The revenues are projected to increase from Fiscal Year 2013 estimate of \$1.4 million to \$3.5 million due to the intention of the City to sell land parcels in order to legally balance the Fiscal Year 2014 budget. 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.

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 2014, 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 will bring \$1.6 million into the General Fund for Fiscal Year 2014.

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, 2014. These payments will be deferred to future years.

The City receives certain funds which are subject to constraints that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, special duty). If the City is unable to spend the restricted funds by fiscal year end, then the remaining funds increase the General Fund's restricted fund balance. A department may program to spend the restricted funds in the following fiscal year. The \$0.9 million previous year restricted surpluses will be used by various city departments in Fiscal Year 2014.

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Business Privilege Tax	\$ 176,758,407	\$ 178,400,000	\$ 184,637,290	\$ 188,988,400
Primary Property Tax	\$ 12,048,032	\$ 12,619,250	\$ 12,619,250	\$ 13,119,610
Other Local Taxes				
Public Utility Tax	\$ 22,175,162	\$ 24,600,000	\$ 25,937,110	\$ 25,013,700
Use Tax	5,229,898	6,200,000	4,387,820	4,387,800
Transient Occupancy Tax	8,881,638	9,200,000	9,281,310	9,522,000
Room Tax	3,529,609	3,800,000	3,633,770	3,706,500
Liquor Taxes	743,322	800,000	800,000	800,000
Pawn Broker Second Hand Dealer	346,856	400,000	271,350	271,400
Occupational Taxes	84,690	40,000	85,000	85,000
Governmental Property Lease Excise Tax	-0-	3,500	5,200	5,200
Subtotal	\$ 40,991,175	\$ 45,043,500	\$ 44,401,560	\$ 43,791,600
State Shared Taxes				
State Income Tax	\$ 45,438,112	\$ 53,100,000	\$ 53,128,730	\$ 57,800,600
State Sales Tax	40,807,325	42,200,000	42,641,790	44,563,600
Auto Lieu Tax	19,743,016	18,700,000	18,193,430	19,693,400
Subtotal	\$ 105,988,453	\$ 114,000,000	\$ 113,963,950	\$ 122,057,600
Licenses and Permits				
Utility Franchise Fees	\$ 13,179,998	\$ 13,356,100	\$ 13,681,350	\$ 13,955,000
Cable Television Licenses	5,380,203	3,634,000	3,870,050	3,470,670
License Application Fees	2,088,759	1,600,000	1,770,000	1,750,000
Alarm Permit Fee	96,640	1,000,000	51,000	100,000
Telecommunications Licenses and Franchise Fees	1,010,178	909,900	1,041,590	1,059,400
Sign Regulation	402,028	354,600	360,000	372,300
Litter Assessment Fees	271,708	200,000	200,000	200,000
Miscellaneous Licenses and Permits	9,940	26,020	30,540	29,780
Subtotal	\$ 22,439,454	\$ 21,080,620	\$ 21,004,530	\$ 20,937,150

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Fines and Forfeitures				
City Attorney	\$ 365,922	\$ 512,890	\$ 239,080	\$ 304,000
City Court	2,061,268	2,169,410	10,999,180	10,734,100
Finance	6,156	8,000	7,800	6,500
General Government	2,339	2,000	4,100	3,000
Housing and Community Development	4,604	4,000	1,310	-0-
Planning and Development Services	2,476	1,000	2,580	1,000
Tucson Fire	3,742	6,000	3,500	7,180
Tucson Police	10,504,634	11,348,200	1,161,050	2,171,500
Subtotal	\$ 12,951,141	\$ 14,051,500	\$ 12,418,600	\$ 13,227,280
Charges for Services				
Administrative Charges to Enterprise Funds	\$ 11,878,730	\$ 10,123,390	\$ 10,123,390	\$ 11,123,390
City Attorney	11,441	5,000	8,000	8,000
General Government	181,414	173,600	154,150	159,900
Housing and Community Development	128,355	166,500	164,810	183,000
Information Technology	276,000	228,000	228,000	97,600
Parks and Recreation	5,108,923	5,885,540	5,886,290	5,793,390
Planning and Development Services	8,193,928	7,508,200	8,240,500	7,900,700
Public Defender	108,358	132,990	94,000	100,660
Transportation	15,949	-0-	-0-	-0-
Tucson Fire	8,001,399	12,234,490	11,442,200	11,535,320
Tucson Police	4,498,465	4,774,320	4,388,780	4,979,000
Subtotal	\$ 38,402,962	\$ 41,232,030	\$ 40,730,120	\$ 41,880,960
Use of Money and Property				
Rentals and Leases	\$ 466,424	\$ 426,640	\$ 426,640	\$ 426,640
Interest Earnings	216,808	288,670	288,670	267,810
Subtotal	\$ 683,232	\$ 715,310	\$ 715,310	\$ 694,450
Other Agencies				
Dispatch Services	\$ 1,036,749	\$ 969,540	\$ 961,540	\$ 969,540
Pima Animal Care Fees	1,054,075	1,100,000	1,050,000	1,050,000
University of Arizona Fire Service	134,421	134,420	134,420	134,420
Law Enforcement Training	198,686	247,300	198,640	244,000
State Telecommunications 911 Excise Tax	52,739	40,000	40,000	40,000
Tri-Band Multi-Agency Agreements	22,000	-0-	-0-	-0-
Subtotal	\$ 2,498,670	\$ 2,491,260	\$ 2,384,600	\$ 2,437,960

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Non-Grant Contributions				
General Government	\$ 1,198,933	\$ 1,153,570	\$ 1,084,860	\$ 1,084,860
Housing and Community Development	48,123	70,000	94,580	69,300
Parks and Recreation	359,095	359,500	359,500	359,160
Tucson Fire	18,150	-0-	-0-	-0-
Tucson Police	732,313	740,000	-0-	-0-
Subtotal	\$ 2,356,614	\$ 2,323,070	\$ 1,538,940	\$ 1,513,320
Miscellaneous Revenues				
Sale of Property	\$ 186,230	\$ 118,070	\$ 234,600	\$ 2,318,000
Miscellaneous Revenues	611,679	636,000	1,095,880	1,150,500
Open Space Contributions	11,619	-0-	-0-	-0-
Election Campaign Contributions	-0-	-0-	2,420	-0-
Recovered Expenditures	8,811	45,400	99,430	7,140
Subtotal	\$ 818,339	\$ 799,470	\$ 1,432,330	\$ 3,475,640
Other Funding Sources				
In Lieu of Taxes	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Refunding Proceeds	26,673,977	9,416,000	-0-	13,206,000
Balances/Previous Year Surpluses	-0-	3,637,330	14,016,000	946,320
Subtotal	\$ 28,273,977	\$ 14,653,330	\$ 15,616,000	\$ 15,752,320
Total General Fund	\$ 444,210,456	\$ 447,409,340	\$ 451,462,480	\$ 467,876,290

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, Tucson Convention Center (TCC) Fund, Highway Revenue User Fund (HURF), ParkWise Fund, Civic Contribution Fund and Federal and State Grant Funds.

MASS TRANSIT FUND

The Mass Transit Fund records the revenues generated and expenditures made in order to run the public transportation system 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 2014 fare box and pass sale revenues of \$14.5 million are projected to increase \$0.7 million from the Fiscal Year 2013 estimated of \$13.8 million due to an assumed increase in ridership.

The City received a federal Transportation Investment Generating Economic Recovery (TIGER) grant to install a modern, high-capacity streetcar system. The federal funds will be spent by the end of Fiscal Year 2013. The Regional Transit Authority and the remaining proceeds from a Highway Extension and Expansion Loan Program will cover the remaining construction costs.

The General Fund transfer to the Mass Transit Fund is increasing by \$2.1 million from \$41.2 million estimated in Fiscal Year 2013 to the projected \$43.3 million in Fiscal Year 2014. The increase is primarily due to pre-revenue operations and maintenance costs for the modern streetcar.

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 \$7.0 million for Fiscal Year 2014 are anticipated to slightly increase from the estimated Fiscal Year 2013 revenues of \$6.8 million. The increase of the General Fund transfer is due to the increase of personnel costs.

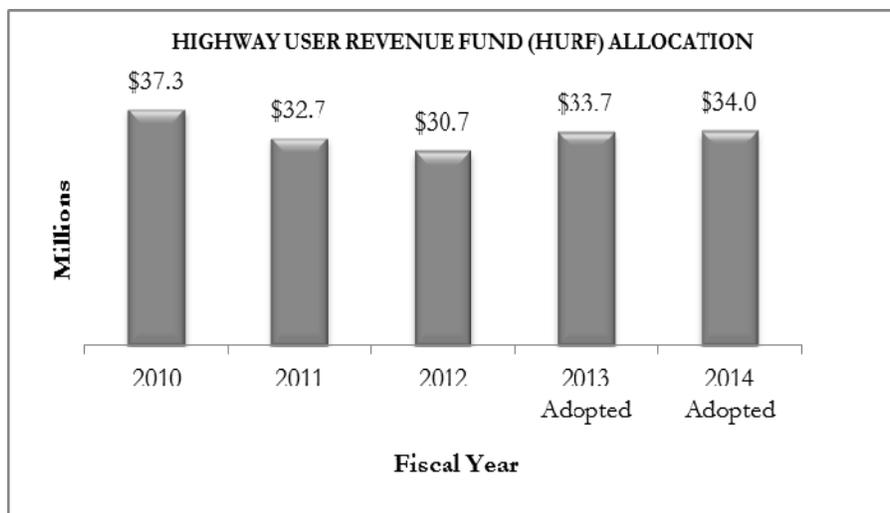
HIGHWAY USER REVENUE FUND

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 slightly increase from the Fiscal Year 2013 estimate of \$33.8 million to the Fiscal Year 2014 projected \$34.0 million.

SPECIAL REVENUE FUNDS

The following graph shows the amount of state-shared HURF revenues received and anticipated by the City. It reflects an approximate 9% reduction in revenues since Fiscal Year 2010.



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 \$2.1 million for Fiscal Year 2014 are anticipated to be an increase \$0.3 million from Fiscal Year 2013 estimated revenues of \$1.8 million. The fund balance will be used to purchase needed parking equipment.

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 2014 include those for the Housing and Community Development Department, 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). Grant funds are awarded 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 2014, the projected CDBG funding of 9.8 million is anticipated to remain relatively flat from the Fiscal Year 2013 estimate of \$9.9 million.

SPECIAL REVENUE FUNDS

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 increase \$1.9 million in Fiscal Year 2014 from the Fiscal Year 2013 estimated revenues of \$3.3 million. The City budgeted and competed for its second Lead Hazard Control Program grant for Fiscal Year 2013; however, the program is slow to start so the funds have been carried forward to Fiscal Year 2014.

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 2013 is \$40.6 million and Fiscal Year 2014 is anticipated to increase by \$1.0 million to \$41.6 million.

HOME INVESTMENT PARTNERSHIPS PROGRAM FUND

This 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 2014 are \$6.3 million, an increase of \$1.1 million from prior year estimate of \$5.2 million.

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.

In Fiscal Year 2014, anticipated miscellaneous federal grant revenue is increasing from an estimated \$22.9 million in Fiscal Year 2013 to \$31.2 million. The increase is mainly due to: funding 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; Tucson Fire Department federal grant funding capacity; and funding in the Transportation Department for Intermodal Surface Transportation Efficiencies funding that has been increased for streets, pedestrian, sidewalk, traffic signals and communication systems.

SPECIAL REVENUE FUNDS

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.

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.

In Fiscal Year 2014, anticipated non-federal grants revenue is increasing \$0.5 million from an estimated \$2.2 million in Fiscal Year 2013 to \$2.7 million.

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Mass Transit Fund				
Fare Box Revenue	\$ 6,941,110	\$ 7,655,000	\$ 7,055,690	\$ 7,956,700
Pass Sale Revenue	6,060,382	6,825,800	6,720,570	6,974,600
Shuttle Service	32,453	-0-	89,920	-0-
Advertising Revenue	174,775	315,300	165,150	388,550
Regional Transportation Authority	7,257,626	6,556,000	6,549,500	12,328,640
County/Local Operating Assistance	2,685,061	4,303,400	4,464,150	4,967,340
Special Needs	927,620	714,100	740,140	777,160
Rents and Leases	257,369	120,000	154,000	250,000
Proceeds from Sale of Capital Assets	15,813	-0-	-0-	-0-
Miscellaneous Revenues	527,719	338,000	677,360	480,050
Federal Transit Grants	52,076,945	81,039,200	78,968,350	19,325,820
Proceeds from HELP Loan	-0-	-0-	-0-	2,752,800
General Fund Transfer	37,827,498	40,430,790	41,168,500	42,733,040
Subtotal	\$ 114,784,371	\$ 148,297,590	\$ 146,753,330	\$ 98,934,700
Tucson Convention Center Fund				
Room and Space Rental	\$ 1,429,387	\$ 1,275,000	\$ 1,250,000	\$ 1,250,000
Box Office Fees	122,824	140,000	130,000	135,000
Parking	953,450	850,000	850,000	875,000
Catering and Concessions	344,803	340,000	345,000	350,000
Novelty Sales	38,190	27,000	27,000	30,000
Commission Revenue	129,691	140,000	145,000	140,000
Facility User Fees	160,755	240,000	230,000	240,000
Arena Facility User Fees	141,634	200,000	190,000	200,000
Event Ticket Rebates	115,888	140,000	120,000	140,000
Recovered Expenditures	58,583	55,000	60,000	65,000
Rents and Leases	60,829	50,000	76,590	66,080
Miscellaneous Revenues	3,767	40,000	52,340	49,300
General Fund Transfer	5,724,894	3,402,790	3,398,100	3,536,730
Subtotal	\$ 9,284,695	\$ 6,899,790	\$ 6,874,030	\$ 7,077,110

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Highway User Revenue Fund				
State Shared Tax - HURF	\$ 30,664,283	\$ 33,696,950	\$ 33,843,000	\$ 34,042,290
Permits and Inspection Fees	420,878	278,000	278,000	340,000
Developer In Lieu	127,214	-0-	43,240	-0-
Final Fog Seal	3,000	-0-	2,000	-0-
Temporary Work Zone Traffic Control	191,027	200,000	200,000	202,000
Intergovernmental Agreements	676	-0-	1,150	-0-
Rents and Leases	287,583	291,280	291,380	295,000
Proceeds from Sale of Capital Assets	685,588	100,000	2,078,000	3,000,000
Interest Earnings	79,157	-0-	35,000	40,000
Recovered Expenditures	50,367	-0-	245,890	-0-
Miscellaneous Revenues	244,679	-0-	195,870	200,000
Transfer from Street and Highway Bond and Interest Fund	-0-	1,832,900	1,530,600	-0-
Balances/Previous Year Surpluses	-0-	10,802,670	2,521,480	7,661,710
Subtotal	\$ 32,754,452	\$ 47,201,800	\$ 41,265,610	\$ 45,781,000
ParkWise Fund				
Parking Meter Collections	\$ 800,209	\$ 848,930	\$ 717,000	\$ 908,700
Parking Revenues	1,921,847	1,869,930	1,793,200	2,076,140
Hooded Meter Fees	30,643	25,000	19,200	15,000
Assessment Fee	48,524	60,000	36,000	44,000
Parking Violations	840,630	930,000	531,600	710,000
Rents and Leases	377,390	290,270	233,000	107,370
Interest Earnings	460,160	104,030	40,000	-0-
Miscellaneous Revenues	795	500	5,840	-0-
Balances/Previous Year Surpluses	-0-	-0-	-0-	1,843,390
Subtotal	\$ 4,480,198	\$ 4,128,660	\$ 3,375,840	\$ 5,704,600

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Civic Contribution Fund				
Contributions for Housing and Community Development	\$ 972	\$ -0-	\$ -0-	\$ 6,750
Contributions for Parks and Recreation	234,724	251,210	391,200	251,200
Contributions for Transportation	201	-0-	-0-	-0-
Contributions for Tucson Convention Center	67,500	5,000	30,000	30,000
Contributions for Tucson Fire	15,770	20,000	11,600	20,000
Contributions for Tucson Police	94,931	32,170	500	75,000
Open Space Contributions	11,619	-0-	7,640	8,000
Interest Earnings	8,757	8,000	8,170	8,000
Balances/Previous Year Surpluses	1,050,347	1,007,760	527,980	806,820
Subtotal	\$ 1,484,821	\$ 1,324,140	\$ 977,090	\$ 1,205,770
Community Development Block Grant Fund				
Community Development Block Grant Entitlement	\$ 11,827,437	\$ 10,073,510	\$ 9,963,230	\$ 9,812,200
Program Income	1,030,656	520,000	1,130,890	1,787,000
El Portal Income	234,095	-0-	138,830	220,250
Subtotal	\$ 13,092,188	\$ 10,593,510	\$ 11,232,950	\$ 11,819,450
Miscellaneous Housing Grant Fund				
Federal Miscellaneous Housing Grants	\$ 3,947,683	\$ 3,062,800	\$ 3,330,470	\$ 4,394,230
Lead Hazard Control Grants	1,188	826,670	-0-	819,940
Program Income	785,225	760,950	259,760	776,890
Subtotal	\$ 4,734,096	\$ 4,650,420	\$ 3,590,230	\$ 5,991,060
Public Housing Section 8 Fund				
Federal Public Housing Section 8 Grants	\$ 37,003,655	\$ 38,068,200	\$ 40,404,720	\$ 40,362,420
Program Income	383,177	6,500	140,870	1,193,920
Interest Earnings	18,970	7,000	7,000	-0-
Subtotal	\$ 37,405,802	\$ 38,081,700	\$ 40,552,590	\$ 41,556,340

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
HOME Investment Partnerships				
Program Fund				
HOME Funds	\$ 5,086,126	\$ 6,137,460	\$ 4,279,990	\$ 5,584,570
Program Income	569,511	426,960	907,500	705,900
Subtotal	\$ 5,655,637	\$ 6,564,420	\$ 5,187,490	\$ 6,290,470
Other Federal Grants Fund				
City Attorney	\$ 335,552	\$ 352,760	\$ 265,740	\$ 265,740
City Court	-0-	-0-	25,250	307,720
City Manager	1,588,414	2,122,470	2,313,180	420,000
General Government	-0-	900,000	1,942,110	947,370
General Services	621,133	-0-	-0-	-0-
Housing and Community Development	111,662	116,430	101,080	95,940
Parks and Recreation	397,889	672,580	415,840	572,550
Transportation	5,694,255	7,504,600	5,578,510	12,309,170
Tucson Fire	1,085,017	3,686,940	1,073,730	2,436,940
Tucson Police	8,536,609	13,148,930	11,223,000	13,866,500
Interest Earnings	6,211	-0-	-0-	-0-
Subtotal	\$ 18,376,742	\$ 28,504,710	\$ 22,938,440	\$ 31,221,930
Non-Federal Grants Fund				
City Attorney	\$ 130,862	\$ 141,200	\$ 81,920	\$ 81,920
City Clerk	2,113	-0-	-0-	-0-
City Manager	-0-	150,000	150,000	-0-
Housing and Community Development	3,858,797	333,610	335,490	569,860
Parks and Recreation	69,717	521,900	171,840	325,000
Transportation	4,011	-0-	40,000	-0-
Tucson Fire	11,900	164,000	122,730	164,000
Tucson Police	759,913	1,384,710	1,320,920	1,577,330
Subtotal	\$ 4,837,313	\$ 2,695,420	\$ 2,222,900	\$ 2,718,110
Total Special Revenue Funds	\$ 246,890,315	\$ 298,942,160	\$ 284,970,500	\$ 258,300,540

ENTERPRISE FUNDS

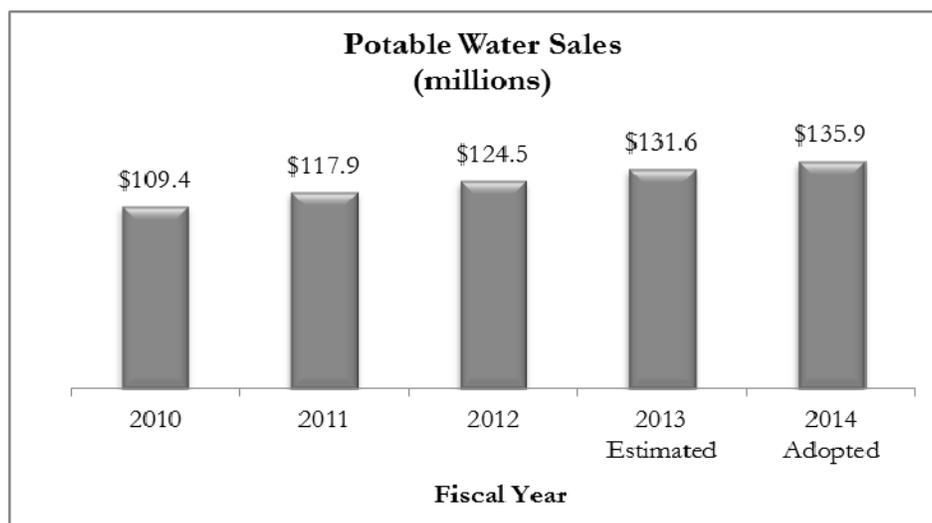
Enterprise Funds are used to account for certain operations that provide services to the general public for a fee. The City of Tucson's Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may also issue debt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

Rate increases for potable water were adopted by Mayor and Council on May 21, 2013, to become effective July 1, 2013. The potable monthly service charge will recover the cost of meter reading, meter maintenance and replacement, billing, a portion of distribution system (pipeline) maintenance, a portion of the capital costs associated with CAP water and public fire protection. The service charge increased \$1.41 per month for a 5/8" meter, which is the size serving most single family homes. Proportionately larger increases will apply for larger meters.

For Fiscal Year 2014 the potable water sales revenue is projected to increase by \$4.3 million (an additional 3.3%) over Fiscal Year 2013 estimated mainly due to the proposed rate increase. Reclaimed water sales are projected to increase by \$0.3 million.



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 \$5.4 million, and for multiple water system improvement projects.

Details on projects funded by the Tucson Water Department may be found in Section E, Capital Improvement Program.

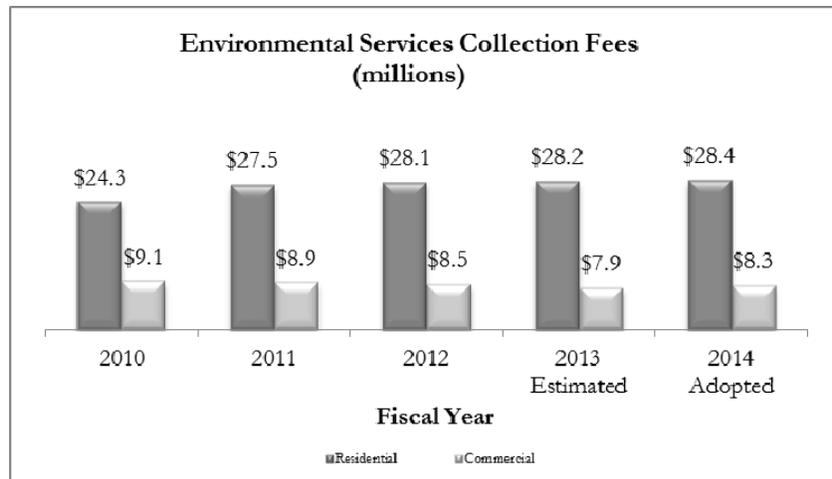
ENTERPRISE FUNDS

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.

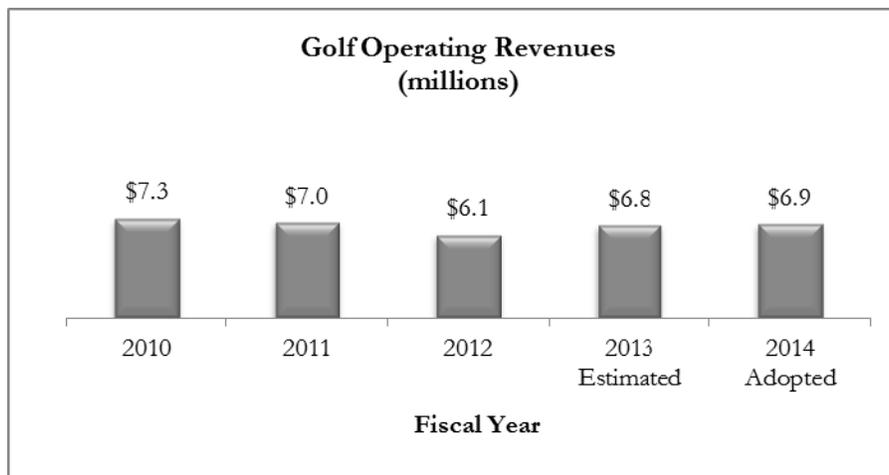
Environmental Services conducted a pilot of household hazardous waste home pickup that began in July 2012. The program proved to be successful with an estimate of 150 to 200 pickups expected annually. Beginning on July 1, 2013 a fee of \$25 per pickup was approved by Mayor and Council. Another new fee for Fiscal Year 2014 is a \$48 fee for special order residential containers with lid locks for customers who have problems with wildlife knocking over their containers. Environmental Services is also establishing additional levels of landfill disposal fees for guaranteed amounts of waste disposed at the landfills.

Overall revenues collected for Fiscal Year 2014 are projected to be slightly higher than Fiscal Year 2013 estimated.



TUCSON GOLF ENTERPRISE 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 2014, the projected revenues are anticipated to increase slightly from Fiscal Year 2013 estimated revenues 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 Public Housing AMP Fund is projecting federal grant funding to reduce from the estimated Fiscal Year 2013 of \$6.5 million to \$6.3 million for Fiscal Year 2014 due to prorating the federal operating subsidy for the public housing program. The Housing Administration Charge is decreasing from the Fiscal Year 2013 estimate of \$2.3 million to \$2.1 million for Fiscal Year 2014 due to the decentralization of administrative and maintenance staff, thereby charging the federal programs directly and reducing administrative fees charged.

NON-PHA ASSET MANAGEMENT FUND

This fund accounts for asset management activities by the Housing and Community Development Department, consisting of affordable multifamily housing rentals and department office buildings. Prior to Fiscal Year 2012, the activities of this fund were recorded in the Public Housing (AMP) Fund.

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Tucson Water Utility				
Operating Revenues:				
Potable Water Sales	\$ 124,469,988	\$ 138,780,400	\$ 131,550,000	\$ 135,917,000
Reclaimed Water Sales	9,330,020	11,634,000	10,300,000	10,609,870
Central Arizona Project Surcharge	2,293,132	2,235,700	9,775,000	9,965,000
Water Conservation Fees	2,816,241	2,871,000	2,858,000	2,950,000
Fire Sprinkler Fees	1,477,887	1,345,900	1,050,000	1,050,400
Connection Fees	1,610,790	617,000	1,275,000	979,000
Service Charges	3,251,118	3,087,000	3,100,000	2,946,790
Development Plan Review/ Inspection Fees	381,133	575,000	658,170	518,730
Billing Services	3,406,294	3,156,000	3,156,000	3,156,000
Miscellaneous Revenues	2,177,257	1,200,000	2,578,890	2,811,930
Subtotal	\$ 151,213,860	\$ 165,502,000	\$ 166,301,060	\$ 170,904,720
Non-Operating Revenues:				
Tucson Airport Remediation Project Reimbursement	\$ 878,517	\$ 1,445,000	\$ 1,445,000	\$ 809,350
Water System Equity Fees	2,398,455	2,324,000	2,486,350	2,479,000
CAP Water Resource Fees	303,843	347,000	543,960	350,000
Non-Grant Contribution	792,469	-0-	-0-	-0-
Miscellaneous Grants	27,399	865,000	700,290	865,000
Sale of Capital Assets	488,957	50,000	452,700	-0-
Investment Income	407,534	20,000	259,480	28,940
Subtotal	\$ 5,297,174	\$ 5,051,000	\$ 5,887,780	\$ 4,532,290
Long-term Obligation Proceeds:				
Water Utility Revenue Bond	\$ 7,938,596	\$ 8,614,000	\$ 10,679,200	\$ -0-
Water System Obligation Bonds	33,226,491	51,651,000	49,592,340	54,836,100
Subtotal	\$ 41,165,087	\$ 60,265,000	\$ 60,271,540	\$ 54,836,100
Total Revenues	\$ 197,676,121	\$ 230,818,000	\$ 232,460,380	\$ 230,273,110

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Environmental Services Fund				
Operating Revenues:				
Residential Refuse Services	\$ 28,138,142	\$ 28,207,480	\$ 28,207,480	\$ 28,437,480
Commercial Refuse Services	8,534,068	8,173,070	7,880,000	8,293,070
Landfill Services Charges	5,951,671	5,505,650	5,950,000	5,505,650
Remediation Ground Fees	3,467,307	3,400,000	3,500,000	3,500,000
Self Haul Fees	1,181,930	1,174,000	1,174,000	1,174,000
Refuse Penalties	181,415	211,180	181,860	211,180
Recycling	1,917,935	850,000	1,314,100	850,000
Subtotal	\$ 49,372,468	\$ 47,521,380	\$ 48,207,440	\$ 47,971,380
Non-Operating Revenues:				
Household Hazardous Waste	\$ 169,906	\$ 140,000	\$ 140,000	\$ 140,000
Federal Grants	205,262	-0-	-0-	-0-
State and Local Grants	427,941	402,000	594,850	469,330
Sale of Capital Assets	134,601	500,000	914,570	-0-
Interest Earnings	74,350	50	125,000	50
Recovered Expenses	211,977	17,000	9,020	10,000
Miscellaneous Revenues	145,708	350,000	360,000	-0-
Subtotal	\$ 1,369,745	\$ 1,409,050	\$ 2,143,440	\$ 619,380
Long-term Obligation Proceeds:				
General Obligation Bond Proceeds	\$ 79,769	\$ 630,000	\$ 630,000	\$ -0-
Certificates of Participation Proceeds		3,200,000	-0-	-0-
Subtotal	\$ 79,769	\$ 3,830,000	\$ 630,000	\$ -0-
Balances/Previous Year Surpluses	-0-	-0-	-0-	5,133,350
Total Revenues	\$ 50,821,982	\$ 52,760,430	\$ 50,980,880	\$ 53,724,110
Tucson Golf Enterprise Fund				
El Rio	\$ 859,415	\$ 900,540	\$ 964,470	\$ 979,500
Randolph	2,969,046	3,149,920	3,294,360	3,342,950
Fred Enke	1,031,317	1,227,760	1,243,290	1,261,710
Silverbell	1,163,210	1,279,100	1,278,260	1,297,180
Other Revenues	103,623	28,000	53,000	53,000
Total Revenues	\$ 6,126,611	\$ 6,585,320	\$ 6,833,380	\$ 6,934,340

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Public Housing Fund				
Federal Grants	\$ 6,663,829	\$ 6,870,940	\$ 6,470,940	\$ 6,266,980
Housing Administration Charges	2,843,054	2,660,350	2,472,380	2,075,630
Tenant Rent and Parking Fees	3,167,782	3,379,560	3,375,310	3,176,080
Charges for Other Services	821,010	548,340	259,820	175,440
Other Rental Income	56,288	856,280	650,790	3,520
Interest Revenue	39,425	-0-	-0-	-0-
Sale of Capital Assets	1,525	-0-	-0-	-0-
Miscellaneous Revenues	292,069	-0-	124,770	187,630
Subtotal	\$ 13,884,982	\$ 14,315,470	\$ 13,354,010	\$ 11,885,280
Balances/Previous Year Surpluses	-0-	180,000	-0-	574,960
Total Revenues	\$ 13,884,982	\$ 14,495,470	\$ 13,354,010	\$ 12,460,240
Non-PHA Asset Management Fund				
Federal Grants	\$ 212,175	\$ 209,000	\$ 210,310	\$ 210,310
El Portal Income	592,340	842,760	566,470	554,450
Tenant Rent	75,835	485,000	528,930	492,510
Charges for Other Services	429,375	14,300	23,500	17,800
Interest Revenue	356	-0-	80	-0-
Miscellaneous Revenues	223,710	-0-	54,900	10,000
Public Housing Fund Transfer	649,974	-0-	-0-	-0-
Total Revenues	\$ 2,183,765	\$ 1,551,060	\$ 1,384,190	\$ 1,285,070
Total Enterprise Funds	\$ 270,693,461	\$ 306,210,280	\$ 305,012,840	\$ 304,676,870

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 2014 is \$28,547,940, a decrease of \$206,360 from the Fiscal Year 2013 actual levy of \$28,754,300. The secondary property tax rate for Fiscal Year 2013 was \$0.8514 per \$100 valuation. For Fiscal Year 2014, the proposed secondary property tax rate is \$0.9059 per \$100 valuation.

There is a decrease to the secondary property tax due to the refunding of general obligation bonds during Fiscal Year 2013 saving approximately \$0.4 million in debt service payments for Fiscal Year 2014. However, this decrease is offset by the issuance of general obligation debt due to the City of Tucson voters' approval of a \$100 million General Obligation Bond program to improve the condition of City streets. Bond funds will be used to restore, repair, and resurface streets inside Tucson City limits.

	Secondary Tax Rate and Levy				
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Adopted
Secondary Tax Rate	\$ 0.6200	\$ 0.6261	\$ 0.7324	\$ 0.8514	\$ 0.9059
Secondary Tax Levy	\$ 24,987,501	\$ 24,506,213	\$ 25,545,816	\$ 28,754,300	\$ 28,547,940
Valuation	\$ 4,030,242,132	\$ 3,914,105,239	\$ 3,487,959,628	\$ 3,377,401,416	\$ 3,151,042,287

STREET and HIGHWAY BOND and INTEREST FUND

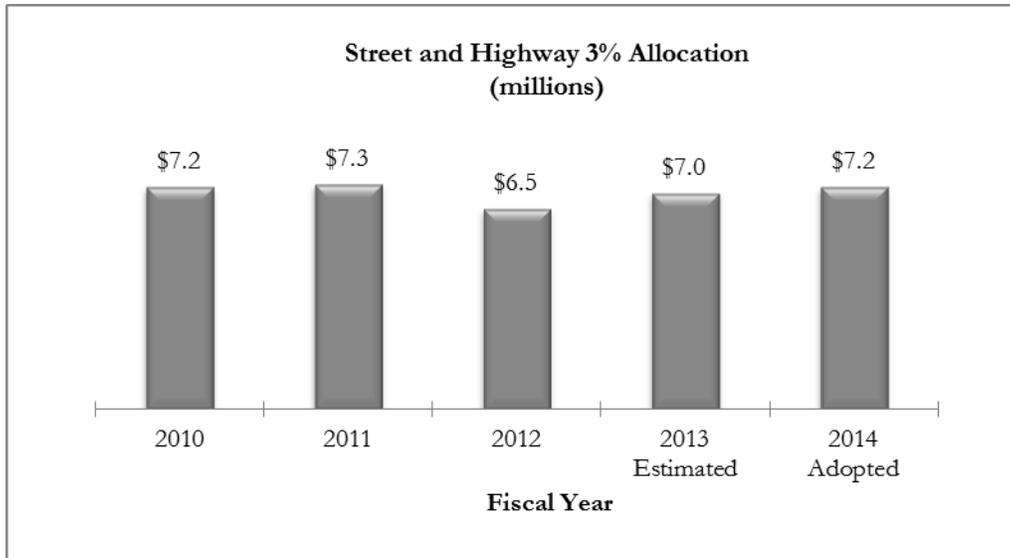
Street and Highway special revenue bonds are issued specifically for the purpose of constructing street and highway projects. These bonds require voter approval and are secured by gasoline tax revenues collected by the State of Arizona. The State's current distribution formula provides that 50.5% be 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.

The projected amount for Fiscal Year 2014 is \$7.2 million, or a 3.0% increase from the prior year estimate of \$7.0 million. In Fiscal Year 2013, the City refunded or refinanced 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. The City is not planning on refunding or refinancing the Street and Highway bonds in Fiscal Year 2014.

DEBT SERVICE FUNDS

The following graph shows the amount of state-shared 3% HURF Allocation revenues received and anticipated by the City.



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 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
General Obligation Bond and Interest Fund				
Secondary Property Taxes	\$ 25,471,731	\$ 28,754,300	\$ 28,754,300	\$ 28,547,940
Refunding Proceeds	24,290,241	-0-	-0-	-0-
Total Revenues	\$ 49,761,972	\$ 28,754,300	\$ 28,754,300	\$ 28,547,940
Street and Highway Bond and Interest Fund				
State Shared Tax - HURF	\$ 6,495,103	\$ 7,361,140	\$ 6,957,000	\$ 7,165,710
Interest Earnings	5,159	-0-	9,650	9,650
Refunding Proceeds	-0-	12,265,000	12,358,090	-0-
Transfer from Highway User Revenue Fund	10,578,682	-0-	-0-	10,413,290
Total Revenues	\$ 17,078,944	\$ 19,626,140	\$ 19,324,740	\$ 17,588,650
Special Assessment Bond and Interest Fund				
Special Assessment Collections	\$ 523,362	\$ 408,710	\$ 408,710	\$ 312,480
Interest Earnings	7,370	5,800	7,900	12,160
Miscellaneous Revenues	5,425	5,440	840	1,680
Balances/Previous Year Surpluses	-0-	158,600	161,100	195,290
Total Revenues	\$ 536,157	\$ 578,550	\$ 578,550	\$ 521,610
Total Debt Service Funds	\$ 67,377,073	\$ 48,958,990	\$ 48,657,590	\$ 46,658,200

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, certificates of participation proceeds, intergovernmental agreements and impact fees 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.

Capital projects overview may be found in Section E of this book and in-depth details may be found at <http://cms3.tucsonaz.gov/budget>.

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. All remaining proceeds from this authorization will be spent by the end of Fiscal Year 2013.

2013 GENERAL OBLIGATION FUND

The City of Tucson voters approved a \$100 million General Obligation Bond program to improve the condition of city streets in the election held on November 6, 2012. Bond funds will be used to restore, repair, and resurface streets inside Tucson City limits over a five-year timeframe. The bond sale date of the first bond issuance of the authorization was June 11, 2013. The Transportation Department will spend \$19.9 million for the repair and resurfacing of city streets during Fiscal Year 2014.

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. A vital project that will be completed by the end of Fiscal Year 2014 is the renovation and upgrade of the Tucson Police and Tucson Fire Departments' combined Emergency Communications Center located at the Thomas O. Price Service Center (TOPSC). The project is funded by public safety impact fees, Pima County bonds, and miscellaneous federal grants. In Fiscal Year 2014, the capital projects funded by COPs issued in prior years are replacement of escalators and elevators at various city buildings, and the remodeling of the City Court building.

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, and fire. The impact fees for water are accounted for in the Tucson Water Utility Fund. The major project to be funded with development fees (impact fees for police and fire) for Fiscal Year 2014 is the expansion of the 911 Communications Center for \$3.3 million.

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 decreasing \$5.9 million in Fiscal Year 2014 to \$83.4 million from the Fiscal Year 2013 estimate of \$89.3 million. The major construction of the Modern Streetcar project occurs during Fiscal Year 2013. The new transit system is projected to begin service July 2014. Other projects funded with RTA funds include 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.

CAPITAL PROJECTS FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
2000 General Obligation Fund				
General Obligation Bond Proceeds	\$ 1,116,625	\$ 1,176,600	\$ 1,658,450	\$ -0-
Interest Earnings	10,602	8,700	4,500	-0-
Total Revenues	\$ 1,127,227	\$ 1,185,300	\$ 1,662,950	\$ -0-
2013 General Obligation Fund				
General Obligation Bond Proceeds	\$ -0-	\$ -0-	\$ -0-	\$ 20,000,000
Interest Fund	-0-	-0-	-0-	125,000
Total Revenues	\$ -0-	\$ -0-	\$ -0-	\$ 20,125,000
Capital Improvement Fund				
Intergovernmental Agreements	\$ 9,180,213	\$ 16,088,900	\$ 11,559,140	\$ 10,112,800
Certificates of Participation	20,841,181	10,963,000	10,456,780	2,619,400
Interest Earnings	10,771	-0-	-0-	-0-
Total Revenues	\$ 30,032,165	\$ 27,051,900	\$ 22,015,920	\$ 12,732,200
Development Fee Fund				
Development Fees for Police	\$ 738,916	\$ 510,000	\$ 692,620	\$ 713,400
Development Fees for Fire	374,534	255,000	347,360	357,780
Development Fees for Transportation	4,278,477	2,594,500	4,031,090	4,152,030
Development Fees for Parks	787,354	612,000	1,081,380	1,113,840
Development Fees for Public Facilities	256,070	-0-	440	-0-
Interest Earnings	108,500	80,000	140,000	150,000
General Fund Transfer	105,695	-0-	34,950	-0-
Balances/Previous Year Surpluses	-0-	9,155,820	2,729,810	1,938,850
Total Revenues	\$ 6,649,546	\$ 13,207,320	\$ 9,057,650	\$ 8,425,900
Regional Transportation Authority Fund				
Regional Transportation Authority	\$ 33,751,650	\$ 86,721,950	\$ 89,301,640	\$ 83,407,850
Rentals and Leases	225,028	-0-	50,800	107,250
Total Revenues	\$ 33,976,678	\$ 86,721,950	\$ 89,352,440	\$ 83,515,100
Total Capital Projects Funds	\$ 71,785,616	\$ 128,166,470	\$ 122,088,960	\$ 124,798,200

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 2014, the anticipated interdepartmental charges of \$26.8 million are projected to increase by \$1.5 million from estimated Fiscal Year 2013 of \$25.3 million primarily due to the increased vehicle maintenance costs. 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 increase \$1.7 million from the Fiscal Year 2013 estimated to the projected Fiscal Year 2014 amount. The increase is primarily due to the rise in interdepartmental charges for facilities maintenance.

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 2014, 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 2012. The amount levied for the tort liability reimbursement will be \$3,213,750, a \$0.1032 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 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Fleet Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 25,240,542	\$ 25,752,480	\$ 25,288,130	\$ 26,848,740
Interest Revenue	9,252	-0-	4,500	-0-
Proceeds from the Sale of Capital Assets	69,454	26,400	23,870	6,500
Miscellaneous Revenues	172,224	48,000	103,000	69,000
Balances/Previous Year Surpluses	3,758,965	2,400,000	1,058,950	-0-
Total Revenues	\$ 29,250,437	\$ 28,226,880	\$ 26,478,450	\$ 26,924,240
General Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 17,373,681	\$ 18,536,260	\$ 18,953,020	\$ 20,696,450
Non-Grant Contributions	522,776	387,420	387,420	361,540
Interest Revenue	7,949	-0-	-0-	8,000
Miscellaneous Revenues	26,155	5,000	13,000	-0-
Balances/Previous Year Surpluses	414,933	2,684,990	1,705,710	-0-
Total Revenues	\$ 18,345,494	\$ 21,613,670	\$ 21,059,150	\$ 21,065,990
Self Insurance Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 20,133,827	\$ 18,416,330	\$ 19,170,700	\$ 17,465,670
Property Tax (Tort Claims)	2,350,117	1,051,650	1,051,650	3,213,750
Interest Revenue	38,846	90,000	170,000	120,000
Miscellaneous Revenues	311	-0-	106,720	-0-
General Fund Transfer	400,000	-0-	-0-	-0-
Subtotal	\$ 22,923,101	\$ 19,557,980	\$ 20,499,070	\$ 20,799,420
Proceeds from Lawsuit Settlement	-0-	2,460,630	-0-	2,460,630
Total Revenues	\$ 22,923,101	\$ 22,018,610	\$ 20,499,070	\$ 23,260,050
Total Internal Service Funds	\$ 70,519,032	\$ 71,859,160	\$ 68,036,670	\$ 71,250,280

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.

Upon recommendation by the Tucson Supplemental Retirement System Board, the Mayor and Council approved changes modifying the employer/employee contribution rates for members hired after July 1, 2006 that will take effect July 1, 2013. These changes, as well as an adjustment to the amortization timeframe of the plan's liability, reduces the annual contribution requirements for the TSRS pension plan while continuing to improve the plan's funded status.

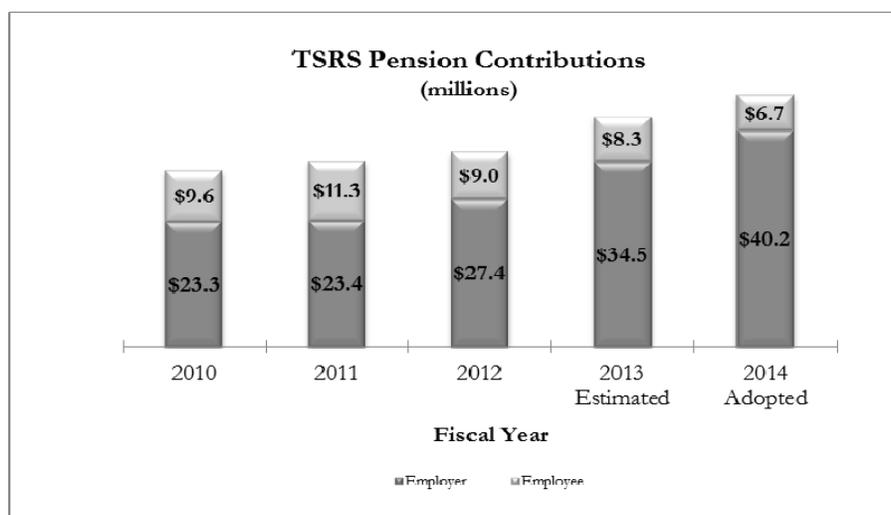
The following changes were approved to the current methodology:

1. Lengthen the plan's period of amortization of unfunded liabilities to match the City's retiring employee's historical average career duration of approximately 20 years.
2. Modify the current definition of the variable member contribution rate to all members hired after July 1, 2006 from 40% of the Plan's actuarially recommended contribution rate to a definition that sets the contribution rate on the basis of the normal cost determined for those members.

For Tucson Supplemental Retirement System employees hired prior to July 1, 2006, the employee contribution rate of 5% of their annual covered payroll through bi-weekly payroll deductions did not change.

The Fiscal Year 2014 employer contribution rate is projected to be 27.32% for the employees hired before June 30, 2006; 25.605% for the employees hired between July 1, 2006 and June 30, 2011; and 27.26% for those employees hired after July 1, 2011.

The following graph illustrates the amount of employee and employer contributions by fiscal year, as well as the significant rise in the employer contribution in recent years:



FIDUCIARY FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2012	ADOPTED FY 2013	ESTIMATED FY 2013	ADOPTED FY 2014
Tucson Supplemental Retirement System				
Employer Contributions	\$ 27,429,665	\$ 38,800,000	\$ 34,457,460	\$ 40,237,190
Employee Contributions	8,965,527	8,300,000	8,300,000	6,650,000
Portfolio Earnings	12,025,436	12,134,000	5,291,540	12,134,000
Transfers from Other Sources	254,404	50,000	15,000	-0-
Miscellaneous Revenue	16,833	-0-	51,500	50,000
Balances/Previous Year Surpluses	18,842,735	8,893,960	19,903,180	10,883,960
Total Fiduciary Funds	\$ 67,534,600	\$ 68,177,960	\$ 68,018,680	\$ 69,955,150

Section D
Department Budgets

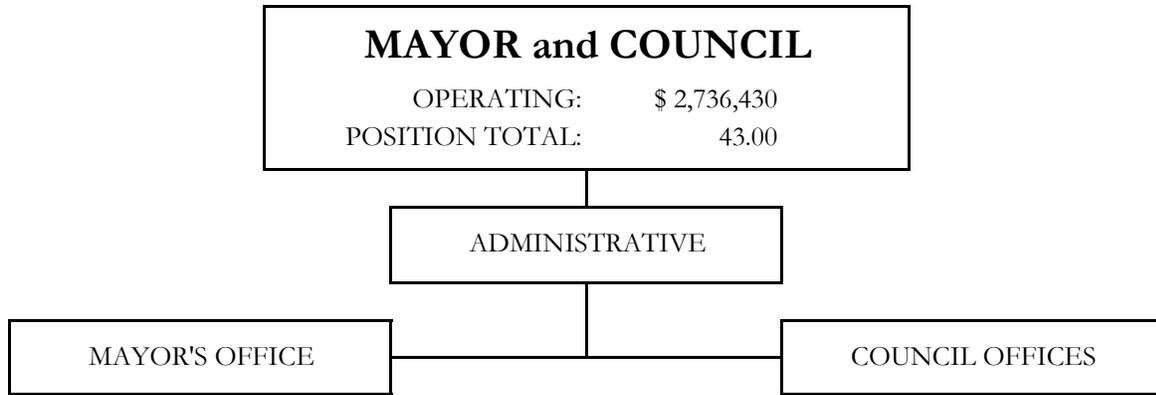


SUMMARY OF EXPENDITURES BY DEPARTMENT

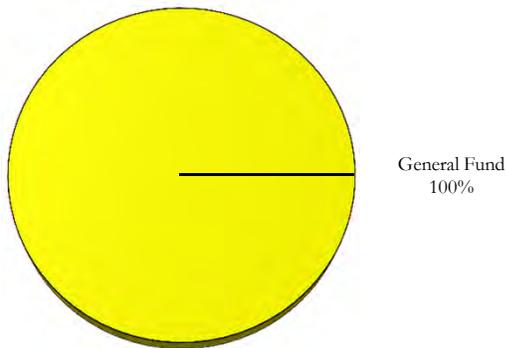
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Elected and Official				
Mayor and Council	\$ 2,633,679	\$ 2,843,180	\$ 2,671,050	\$ 2,736,430
City Manager	8,422,641	9,684,870	8,673,550	9,061,450
City Attorney	7,832,140	9,019,500	8,512,510	8,775,870
City Clerk	3,831,951	3,394,540	2,975,830	4,044,840
Subtotal	\$ 22,720,411	\$ 24,942,090	\$ 22,832,940	\$ 24,618,590
Public Safety and Justice Services				
City Court	\$ 10,383,130	\$ 12,022,030	\$ 11,601,870	\$ 12,569,240
Equal Opportunity Programs and Independent Police Review	794,492	782,510	700,900	787,220
Public Defender	2,725,022	3,086,390	2,994,650	3,157,720
Tucson Fire	79,505,081	96,544,310	90,395,170	94,023,270
Tucson Police	149,520,691	155,102,080	157,605,260	162,442,700
Subtotal	\$ 242,928,416	\$ 267,537,320	\$ 263,297,850	\$ 272,980,150
Community Enrichment and Development				
Housing and Community Development	\$ 86,501,642	\$ 81,833,300	\$ 82,478,290	\$ 86,779,890
Parks and Recreation	46,760,632	54,134,210	43,074,460	40,443,960
Planning and Development Services	6,752,861	7,568,640	6,673,080	7,247,040
Transportation	198,956,290	311,497,590	260,907,920	271,621,700
Tucson City Golf	6,984,693	6,557,380	6,338,350	6,562,590
Tucson Convention Center	5,523,058	6,557,760	6,953,750	5,742,120
Subtotal	\$ 351,479,176	\$ 468,148,880	\$ 406,425,850	\$ 418,397,300
Public Utilities				
Environmental Services	\$ 44,918,427	\$ 50,752,160	\$ 49,762,630	\$ 53,724,110
Tucson Water	192,510,362	227,500,710	214,799,920	218,667,510
Subtotal	\$ 237,428,789	\$ 278,252,870	\$ 264,562,550	\$ 272,391,620
Support Services				
Budget and Internal Audit	\$ 1,334,964	\$ 1,478,420	\$ 1,441,150	\$ 1,456,320
Finance	15,567,397	16,798,190	18,892,090	18,568,140
General Services	65,538,111	60,266,790	57,340,760	58,921,130
Human Resources	8,688,043	9,945,650	9,977,130	9,757,710
Information Technology	16,266,987	18,660,810	18,842,540	17,539,670
Procurement	3,149,579	3,357,450	3,117,900	3,124,200
Subtotal	\$ 110,545,081	\$ 110,507,310	\$ 109,611,570	\$ 109,367,170

SUMMARY OF EXPENDITURES BY DEPARTMENT

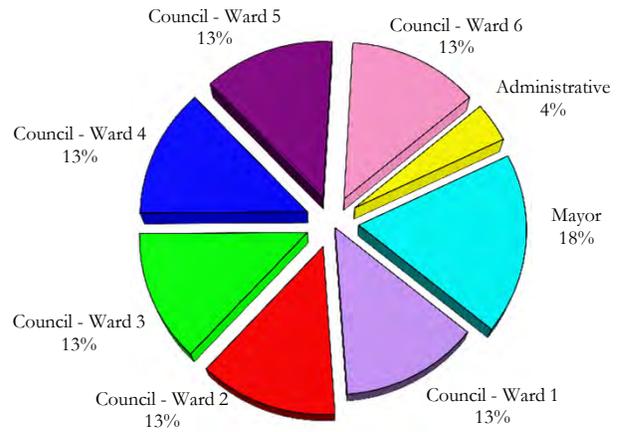
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Non-Departmental				
General Expense	\$ 23,534,223	\$ 24,101,690	\$ 22,044,580	\$ 28,631,480
Debt Refinancing/Repayments	121,324,039	68,339,550	98,529,550	70,943,480
Contracts for Services or Funding Support	4,413,812	4,252,950	4,672,980	4,601,680
Subtotal	\$ 149,272,074	\$ 96,694,190	\$ 125,247,110	\$ 104,176,640
Pension Services	\$ 67,534,604	\$ 68,177,960	\$ 68,018,680	\$ 69,955,150
Total All Departments	\$ 1,181,908,551	\$ 1,314,260,620	\$ 1,259,996,550	\$ 1,271,886,620



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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	\$ 281,915	\$ 300,250	\$ 306,950	\$ 140,050
Mayor	471,704	483,670	478,340	498,060
Ward 1	340,727	343,210	348,890	349,720
Ward 2	325,087	343,210	316,520	349,720
Ward 3	304,783	343,210	301,950	349,720
Ward 4	312,726	343,210	317,260	349,720
Ward 5	292,379	343,210	279,620	349,720
Ward 6	304,358	343,210	321,520	349,720
Department Total	\$ 2,633,679	\$ 2,843,180	\$ 2,671,050	\$ 2,736,430

CHARACTER OF EXPENDITURES

Salaries and Benefits	\$ 2,212,781	\$ 2,431,210	\$ 2,228,900	\$ 2,484,660
Services	321,390	383,760	394,370	223,560
Supplies	70,902	28,210	47,780	28,210
Equipment	28,606	-0-	-0-	-0-
Department Total	\$ 2,633,679	\$ 2,843,180	\$ 2,671,050	\$ 2,736,430

FUNDING SOURCES

General Fund	\$ 2,633,679	\$ 2,843,180	\$ 2,671,050	\$ 2,736,430
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SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$2,736,430 reflects a decrease of \$106,750 from the Fiscal Year 2013 Adopted Budget. Changes include:

Personnel costs	\$ 53,450
Miscellaneous adjustment	5,630
Decrease in public liability	(4,630)
Decrease due to transfer of building maintenance budget capacity to General Services Department	(161,200)
Total	\$ (106,750)

OPERATING PROGRAMS

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

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 281,915	\$ 300,250	\$ 306,950	\$ 140,050
Character of Expenditures				
Services	\$ 247,242	\$ 295,570	\$ 297,300	\$ 135,370
Supplies	6,067	4,680	9,650	4,680
Equipment	28,606	-0-	-0-	-0-
Program Total	\$ 281,915	\$ 300,250	\$ 306,950	\$ 140,050

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	\$ 471,704	\$ 483,670	\$ 478,340	\$ 498,060
Character of Expenditures				
Salaries and Benefits	\$ 439,033	\$ 453,550	\$ 432,930	\$ 467,940
Services	25,775	26,270	36,640	26,270
Supplies	6,896	3,850	8,770	3,850
Program Total	\$ 471,704	\$ 483,670	\$ 478,340	\$ 498,060

WARD 1

Projected Revenue Sources				
General Fund	\$ 340,727	\$ 343,210	\$ 348,890	\$ 349,720
Character of Expenditures				
Salaries and Benefits	\$ 329,898	\$ 329,610	\$ 333,960	\$ 336,120
Services	6,644	10,320	8,820	10,320
Supplies	4,185	3,280	6,110	3,280
Program Total	\$ 340,727	\$ 343,210	\$ 348,890	\$ 349,720

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
WARD 2				
Projected Revenue Sources				
General Fund	\$ 325,087	\$ 343,210	\$ 316,520	\$ 349,720
Character of Expenditures				
Salaries and Benefits	\$ 300,052	\$ 329,610	\$ 299,950	\$ 336,120
Services	13,521	10,320	13,570	10,320
Supplies	11,514	3,280	3,000	3,280
Program Total	\$ 325,087	\$ 343,210	\$ 316,520	\$ 349,720
WARD 3				
Projected Revenue Sources				
General Fund	\$ 304,783	\$ 343,210	\$ 301,950	\$ 349,720
Character of Expenditures				
Salaries and Benefits	\$ 287,544	\$ 329,610	\$ 290,760	\$ 336,120
Services	7,605	10,320	9,240	10,320
Supplies	9,634	3,280	1,950	3,280
Program Total	\$ 304,783	\$ 343,210	\$ 301,950	\$ 349,720
WARD 4				
Projected Revenue Sources				
General Fund	\$ 312,726	\$ 343,210	\$ 317,260	\$ 349,720
Character of Expenditures				
Salaries and Benefits	\$ 294,150	\$ 329,610	\$ 299,960	\$ 336,120
Services	8,883	10,320	10,870	10,320
Supplies	9,693	3,280	6,430	3,280
Program Total	\$ 312,726	\$ 343,210	\$ 317,260	\$ 349,720
WARD 5				
Projected Revenue Sources				
General Fund	\$ 292,379	\$ 343,210	\$ 279,620	\$ 349,720
Character of Expenditures				
Salaries and Benefits	\$ 272,976	\$ 329,610	\$ 260,270	\$ 336,120
Services	6,316	10,320	9,540	10,320
Supplies	13,087	3,280	9,810	3,280
Program Total	\$ 292,379	\$ 343,210	\$ 279,620	\$ 349,720

MAYOR and COUNCIL

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
WARD 6				
Projected Revenue Sources				
General Fund	\$ 304,358	\$ 343,210	\$ 321,520	\$ 349,720
Character of Expenditures				
Salaries and Benefits	\$ 289,128	\$ 329,610	\$ 311,070	\$ 336,120
Services	5,404	10,320	8,390	10,320
Supplies	9,826	3,280	2,060	3,280
Program Total	\$ 304,358	\$ 343,210	\$ 321,520	\$ 349,720

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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

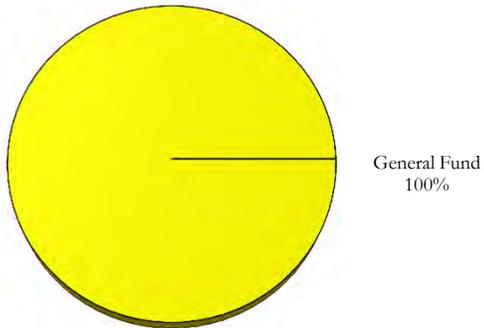
BUDGET and INTERNAL AUDIT

OPERATING: \$ 1,456,320
POSITION TOTAL: 14.00

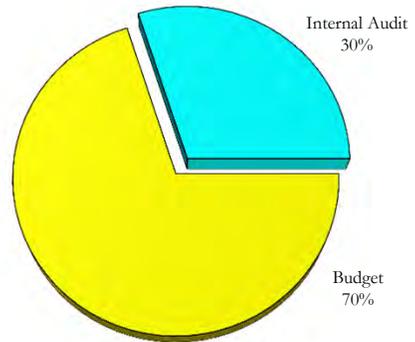
BUDGET

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	\$ 1,334,964	\$ 1,478,420	\$ 1,441,150	\$ 1,456,320
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,287,256	\$ 1,399,290	\$ 1,358,920	\$ 1,380,650
Services	32,789	70,170	73,290	66,710
Supplies	14,919	8,960	8,940	8,960
Department Total	\$ 1,334,964	\$ 1,478,420	\$ 1,441,150	\$ 1,456,320
FUNDING SOURCES				
General Fund	\$ 1,334,964	\$ 1,478,420	\$ 1,441,150	\$ 1,456,320

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$1,456,320 reflects a decrease of \$22,100 from the Fiscal Year 2013 Adopted Budget. Changes include:

Decrease in public liability	\$ (3,460)
Personnel costs and benefits	(18,640)
Total	\$ (22,100)

DEPARTMENT MEASURES of PERFORMANCE

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 fiscal decisions.	3	3	3	3

BUDGET and INTERNAL AUDIT

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Facilitate quarterly Financial Monitoring Team (FMT) meetings to provide control of the budget.	3	3	3	3
Provide administrative support and audit assistance to the Mayor and Council's Independent Audit and Performance Commission regular and subcommittee meetings.	15	15	15	15
Conduct internal audit and other projects as requested by management.	32	35	46	40

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	\$ 900,260	\$ 1,039,790	\$ 998,730	\$ 1,023,990
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Character of Expenditures

Salaries and Benefits	\$ 856,270	\$ 970,080	\$ 926,700	\$ 956,680
Services	29,071	60,750	63,090	58,350
Supplies	14,919	8,960	8,940	8,960
Program Total	\$ 900,260	\$ 1,039,790	\$ 998,730	\$ 1,023,990

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.

Projected Revenue Sources

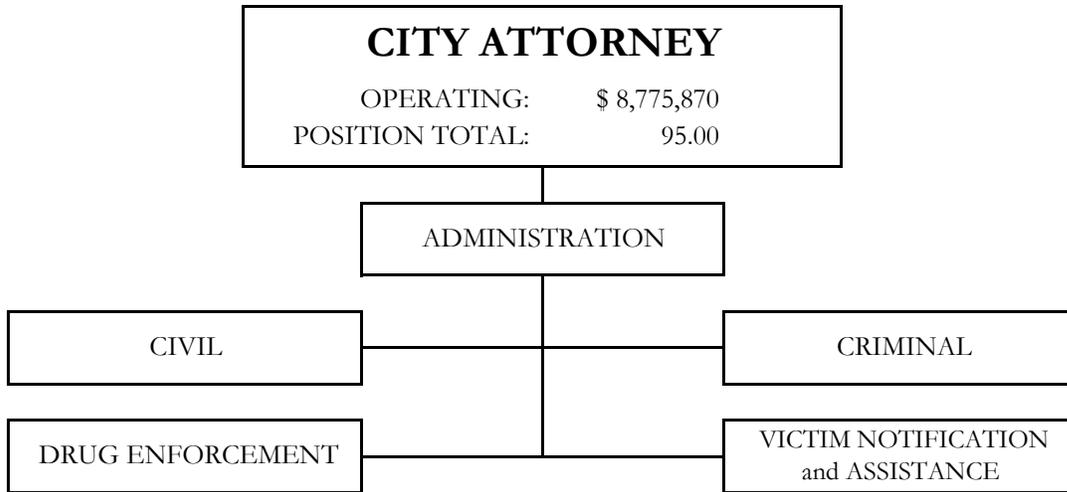
General Fund	\$ 434,704	\$ 438,630	\$ 442,420	\$ 432,330
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Character of Expenditures

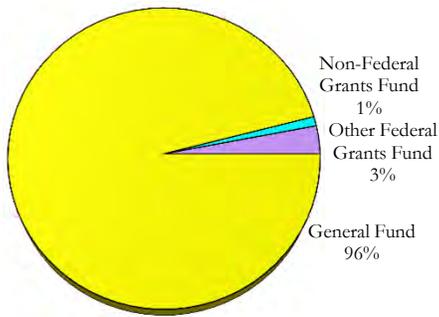
Salaries and Benefits	\$ 430,986	\$ 429,210	\$ 432,220	\$ 423,970
Services	3,718	9,420	10,200	8,360
Program Total	\$ 434,704	\$ 438,630	\$ 442,420	\$ 432,330

POSITION RESOURCES

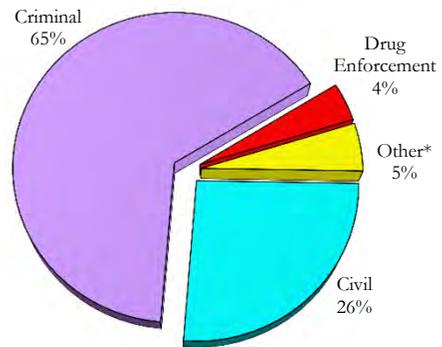
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Budget				
Budget and Internal Audit Program Director	1.00	1.00	1.00	1.00
Budget Administrator	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Budget Specialist	1.00	1.00	1.00	1.00
Lead Budget Analyst	4.00	4.00	5.00	5.00
Staff Assistant	1.00	1.00	-0-	-0-
Administrative Assistant	-0-	-0-	1.00	1.00
Secretary	1.00	1.00	-0-	-0-
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 (3%) 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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	3.00	3.00	3.00	3.00
Civil	24.00	24.00	24.00	24.00
Criminal	65.00	64.00	62.00	62.00
Drug Enforcement Unit	5.00	4.00	4.00	4.00
Victim Notification and Assistance Unit	2.00	2.00	2.00	2.00
Department Total	99.00	97.00	95.00	95.00

TOTAL BUDGET

Operating	\$ 7,832,140	\$ 9,019,500	\$ 8,512,510	\$ 8,775,870
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CHARACTER OF EXPENDITURES

Salaries and Benefits	\$ 7,294,836	\$ 8,279,650	\$ 7,790,060	\$ 8,048,610
Services	394,081	563,260	559,670	565,840
Supplies	143,223	176,590	162,780	161,420
Department Total	\$ 7,832,140	\$ 9,019,500	\$ 8,512,510	\$ 8,775,870

FUNDING SOURCES

General Fund	\$ 7,365,725	\$ 8,525,540	\$ 8,164,850	\$ 8,428,210
Non-Federal Grants Fund	130,767	141,200	81,920	81,920
Other Federal Grants Fund	335,648	352,760	265,740	265,740
Department Total	\$ 7,832,140	\$ 9,019,500	\$ 8,512,510	\$ 8,775,870

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$8,775,870 reflects a decrease of \$243,630 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in professional services	\$ 2,580
Decrease in the purchasing of law books and computer equipment	(15,170)
Decrease in personnel costs including the elimination of two positions	(231,040)
Total	\$ (243,630)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	245	75	210	175
• Number of responses to requests for legal advice on daily operational issues	13,950	14,514	14,080	14,220
• Legal review of contracts and inter-governmental agreements	503	705	475	525
Control litigation of all active civil cases involving the City during the year.				
• Actively defend litigation cases against the City	74	58	67	74
• Maximize amount of money saved through settlement or litigation (\$000s)	\$ 942	\$ 2,300	\$ 800	\$ 900
Produce favorable civil case outcomes for the City.				
• Number of civil cases with favorable outcomes (less than estimated exposure)	45	110	47	50
• Percent of cases with favorable outcomes	95%	95%	95%	95%
Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, staff professionalism, and efficiency of procedures.	14,074	15,000	14,000	18,000
Defer the prosecution of first-time, non-violent defendants by offering counseling/education opportunities to first-time offenders.	9,044	8,250	6,000	6,000
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.				
• Number of notifications	36,993	35,000	36,000	38,000
• Number of victims assisted in obtaining restitution	598	570	575	575
• Amount obtained in restitution awards for crime victims and City Court	\$ 144,000	\$ 215,000	\$ 130,000	\$ 150,000

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 219,159	\$ 258,910	\$ 249,190	\$ 283,270
Character of Expenditures				
Salaries and Benefits	\$ 203,450	\$ 235,410	\$ 229,920	\$ 248,350
Services	10,776	17,650	16,170	29,530
Supplies	4,933	5,850	3,100	5,390
Program Total	\$ 219,159	\$ 258,910	\$ 249,190	\$ 283,270

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	\$ 1,856,005	\$ 2,324,680	\$ 2,082,450	\$ 2,283,270
Character of Expenditures				
Salaries and Benefits	\$ 1,757,797	\$ 2,145,550	\$ 1,893,720	\$ 2,106,250
Services	66,613	130,050	152,230	143,190
Supplies	31,595	49,080	36,500	33,830
Program Total	\$ 1,856,005	\$ 2,324,680	\$ 2,082,450	\$ 2,283,270

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	\$ 5,184,171	\$ 5,918,010	\$ 5,528,030	\$ 5,719,100
General Fund: Restricted	80,000	-0-	80,000	-0-
Program Total	\$ 5,264,171	\$ 5,918,010	\$ 5,608,030	\$ 5,719,100
Character of Expenditures				
Salaries and Benefits	\$ 4,880,323	\$ 5,423,100	\$ 5,135,050	\$ 5,239,370
Services	301,630	393,970	368,750	375,630
Supplies	82,218	100,940	104,230	104,100
Program Total	\$ 5,264,171	\$ 5,918,010	\$ 5,608,030	\$ 5,719,100

CITY ATTORNEY

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

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 5,800	\$ 11,050	\$ 148,860	\$ 92,860
General Fund: Forfeiture Funds	20,590	12,890	15,250	14,000
Other Federal Grants Fund	335,648	352,760	265,740	265,740
Program Total	\$ 362,038	\$ 376,700	\$ 429,850	\$ 372,600
Character of Expenditures				
Salaries and Benefits	\$ 337,678	\$ 352,760	\$ 403,550	\$ 351,590
Services	13,852	18,620	19,550	15,310
Supplies	10,508	5,320	6,750	5,700
Program Total	\$ 362,038	\$ 376,700	\$ 429,850	\$ 372,600

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

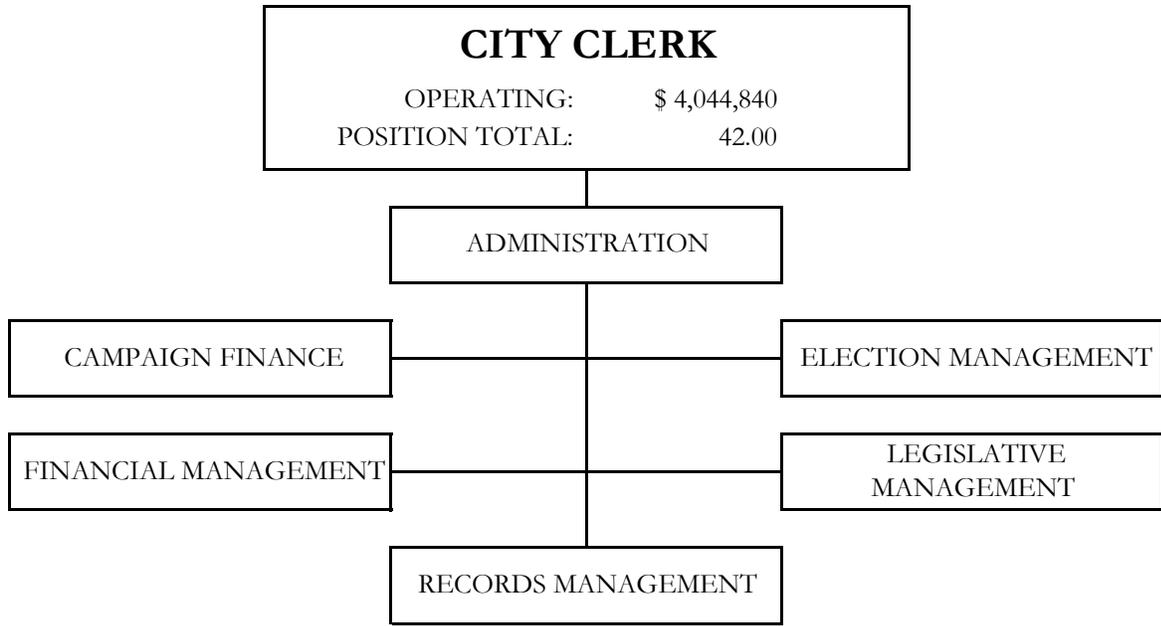
Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ 61,070	\$ 35,710
Non-Federal Grants Fund	130,767	141,200	81,920	81,920
Program Total	\$ 130,767	\$ 141,200	\$ 142,990	\$ 117,630
Character of Expenditures				
Salaries and Benefits	\$ 115,588	\$ 122,830	\$ 127,820	\$ 103,050
Services	1,210	2,970	2,970	2,180
Supplies	13,969	15,400	12,200	12,400
Program Total	\$ 130,767	\$ 141,200	\$ 142,990	\$ 117,630

POSITION RESOURCES

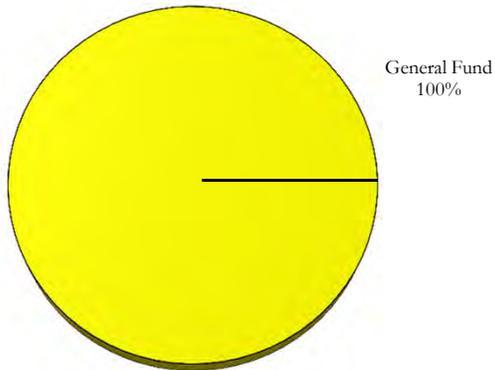
Administration				
City Attorney	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00

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

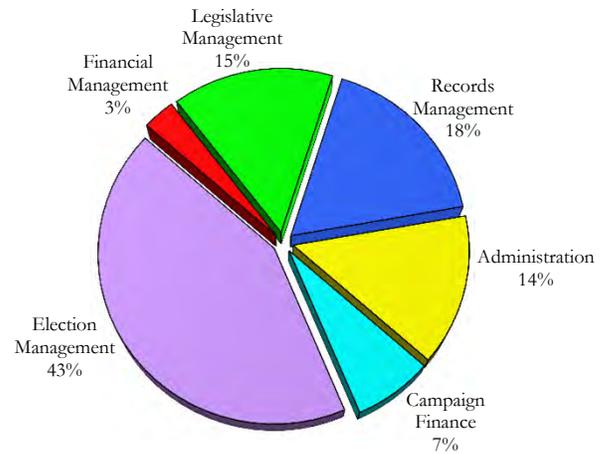
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Criminal				
Principal Assistant City Attorney (Deputy)	1.00	1.00	1.00	1.00
Principal Assistant Prosecuting City Attorney	2.00	2.00	2.00	2.00
Senior Assistant Prosecuting City Attorney	4.00	4.00	4.00	4.00
Associate Prosecuting City Attorney	23.00	22.00	20.00	20.00
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	64.00	62.00	62.00
Drug Enforcement Unit				
Senior Assistant Prosecuting City Attorney	1.00	1.00	1.00	1.00
Associate Prosecuting City Attorney	2.00	1.00	1.00	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	4.00	4.00	4.00
Victim Notification and Assistance Unit				
Litigation Support Clerk	2.00	2.00	2.00	2.00
Program Total	2.00	2.00	2.00	2.00
Department Total	99.00	97.00	95.00	95.00



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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	2.00	2.00	2.00	4.00
Campaign Finance	1.70	1.70	1.70	0.75
Election Management	12.10	12.10	12.10	16.40
Financial Management	1.70	1.70	1.70	1.50
Legislative Management	11.40	11.40	11.40	9.05
Records Management	8.60	8.60	8.60	10.30
Department Total	37.50	37.50	37.50	42.00
TOTAL BUDGET				
Operating	\$ 3,831,951	\$ 3,394,540	\$ 2,975,830	\$ 4,044,840
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,985,901	\$ 2,151,740	\$ 1,998,560	\$ 2,296,490
Services	1,176,265	450,920	689,880	702,820
Supplies	650,146	106,880	287,390	1,045,530
Equipment	19,639	685,000	-0-	-0-
Department Total	\$ 3,831,951	\$ 3,394,540	\$ 2,975,830	\$ 4,044,840
FUNDING SOURCES				
General Fund	\$ 3,831,951	\$ 3,394,540	\$ 2,975,830	\$ 4,044,840

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$4,044,840 reflects an increase of \$650,300 from the Fiscal Year 2013 Adopted Budget. Changes include:

Election operating expense	\$ 1,133,420
Personnel costs	144,750
Annual maintenance fee for Electronic Document Management System hosting	93,600
Miscellaneous adjustments	8,200
Decrease due to transfer of building maintenance budget capacity to General Services Department	(44,670)
Decrease in capacity for election equipment purchase	(685,000)
Total	\$ 650,300

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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 web site.				
• Number of meetings supported and attended	84	114	76	78
• Number of Mayor and Council Agenda items processed	971	1,050	968	975
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 web site. Maintains BCC appointments including the coordination of loyalty oaths.				
• Number of meetings notices and agendas posted	1,349	1,100	940	950
• Number of BCC members appointed and processed	372	225	190	200
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	125	110	132	130
• Number of special event applications processed	142	125	159	150
• Number of extension of premise applications processed	48	45	57	50
Processes and files official City documents such as ordinances, resolutions, contracts and Mayor and Council minutes received as public record in accordance with City and state law.	9,037	10,310	7,575	7,500

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Processes and stores records received from City departments at the City Records Center.	13,410	14,500	12,630	11,650
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	274,706	275,000	229,034	265,000
• Number of voter information pamphlets distributed to households	265,344	145,000	135,596	242,000
• Number of registered voters casting a ballot ¹	129,713	75,000	171,407	85,000
• Number of early ballots tabulated ²	129,713	52,500	113,017	85,000
• Number of ballots cast at the polling places ²	-0-	22,500	45,337	-0-
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	147	20	30	115
• Number of audits completed	16	4	5	10
• Amount of public matching funds disbursed	\$ 312,634	\$ 98,330	\$ 100,000	\$ 250,000

¹The 2012 Bond Election was consolidated with the 2012 Presidential Election conducted by Pima County.

²The City of Tucson conducted the 2011 Primary and General Elections as Vote-By-Mail elections. The 2013 Primary and General Elections will also be conducted 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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 253,279	\$ 273,440	\$ 270,590	\$ 565,940
Character of Expenditures				
Salaries and Benefits	\$ 232,958	\$ 257,110	\$ 254,130	\$ 527,430
Services	17,129	14,360	14,060	33,670
Supplies	3,192	1,970	2,400	4,840
Program Total	\$ 253,279	\$ 273,440	\$ 270,590	\$ 565,940

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	\$ 438,367	\$ 222,100	\$ 222,570	\$ 291,810
Character of Expenditures				
Salaries and Benefits	\$ 115,392	\$ 107,440	\$ 109,680	\$ 38,310
Services	320,184	112,690	110,480	250,900
Supplies	2,791	1,970	2,410	2,600
Program Total	\$ 438,367	\$ 222,100	\$ 222,570	\$ 291,810

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	\$ 1,569,689	\$ 1,073,450	\$ 763,040	\$ 1,717,180
Character of Expenditures				
Salaries and Benefits	\$ 281,578	\$ 255,530	\$ 211,770	\$ 550,280
Services	656,941	65,390	311,940	171,160
Supplies	611,531	67,530	239,330	995,740
Equipment	19,639	685,000	-0-	-0-
Program Total	\$ 1,569,689	\$ 1,073,450	\$ 763,040	\$ 1,717,180

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 136,902	\$ 148,930	\$ 149,080	\$ 109,300
Character of Expenditures				
Salaries and Benefits	\$ 119,625	\$ 132,600	\$ 132,600	\$ 102,860
Services	14,563	14,360	14,070	4,350
Supplies	2,714	1,970	2,410	2,090
Program Total	\$ 136,902	\$ 148,930	\$ 149,080	\$ 109,300

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	\$ 958,111	\$ 955,670	\$ 895,210	\$ 626,100
Character of Expenditures				
Salaries and Benefits	\$ 824,232	\$ 797,460	\$ 735,520	\$ 499,680
Services	113,934	139,150	136,410	98,040
Supplies	19,945	19,060	23,280	28,380
Program Total	\$ 958,111	\$ 955,670	\$ 895,210	\$ 626,100

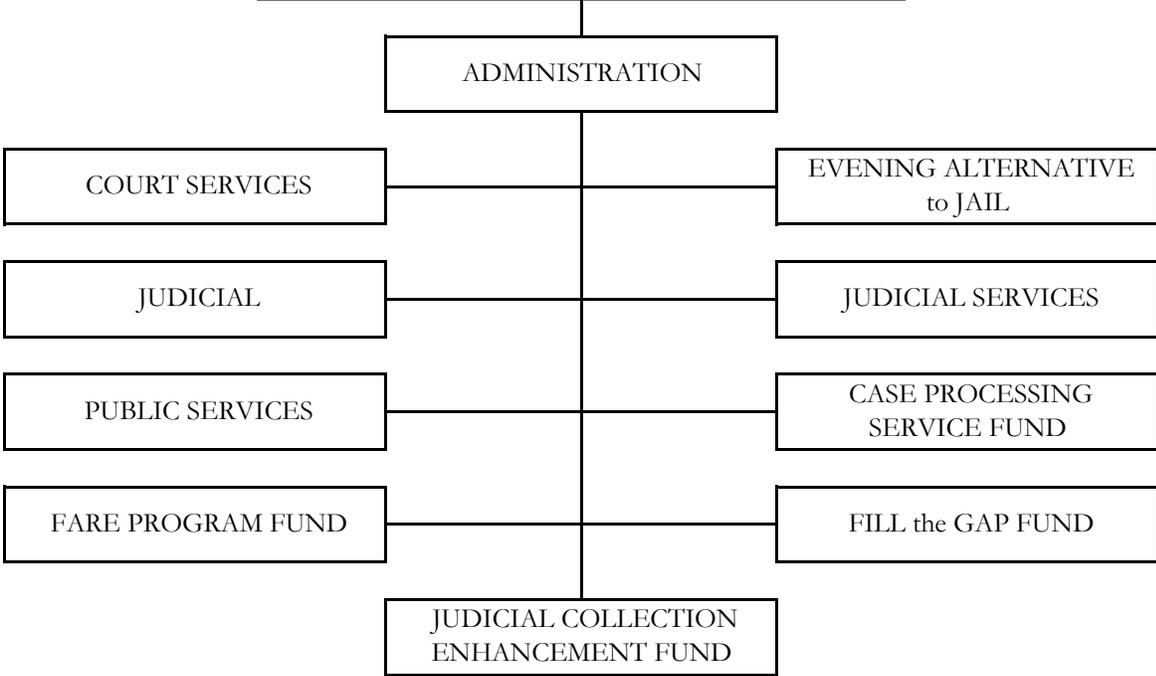
RECORDS MANAGEMENT: This program area acts as the official records keeper for the City; coordinates and implements citywide records policies and procedures; manages the City Records Center; prepares, stores, secures, and retrieves City documents in a systematic and accessible manner as requested by City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

Projected Revenue Sources				
General Fund	\$ 475,603	\$ 720,950	\$ 675,340	\$ 734,510
Character of Expenditures				
Salaries and Benefits	\$ 412,116	\$ 601,600	\$ 554,860	\$ 577,930
Services	53,514	104,970	102,920	144,700
Supplies	9,973	14,380	17,560	11,880
Program Total	\$ 475,603	\$ 720,950	\$ 675,340	\$ 734,510

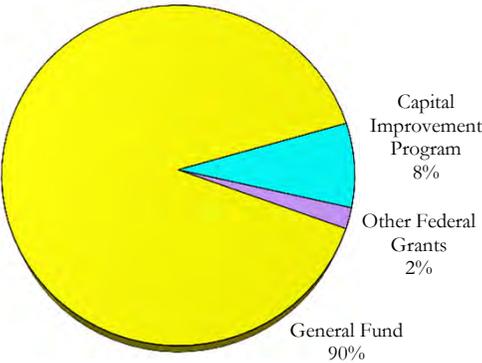
POSITION RESOURCES

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	-0-	-0-	-0-	1.00
City Clerk Administrator	-0-	-0-	-0-	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	4.00
Campaign Finance				
City Clerk Administrator	0.20	0.20	0.20	-0-
Management Assistant	0.50	0.50	0.50	0.25
Secretary	1.00	1.00	1.00	0.50
Program Total	1.70	1.70	1.70	0.75
Election Management				
Deputy City Clerk	0.50	0.50	0.50	-0-
Management Coordinator	0.50	0.50	0.50	0.50
Management Assistant	-0-	-0-	-0-	0.50
Systems Analyst	0.40	0.40	0.40	0.40
Office Supervisor	0.20	0.20	0.20	-0-
Secretary (Hourly)	1.00	1.00	1.00	1.00
Election Specialist (Hourly)	3.00	3.00	3.00	1.00
Senior Election Technician (Hourly)	2.50	2.50	2.50	2.00
Election Technician (Hourly)	4.00	4.00	4.00	11.00
Program Total	12.10	12.10	12.10	16.40
Financial Management				
Deputy City Clerk	0.20	0.20	0.20	-0-
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	1.50
Legislative Management				
City Clerk Administrator	0.80	0.80	0.80	-0-
Management Assistant	2.50	2.50	2.50	1.25
Systems Analyst	0.60	0.60	0.60	0.30
Office Supervisor	0.50	0.50	0.50	1.00
Agenda Office Coordinator	1.00	1.00	1.00	1.00
Secretary	6.00	6.00	6.00	5.50
Program Total	11.40	11.40	11.40	9.05
Records Management				
Deputy City Clerk	0.30	0.30	0.30	-0-
City Records Manager	1.00	1.00	1.00	1.00
Management Assistant	-0-	-0-	-0-	1.00
Systems Analyst	-0-	-0-	-0-	0.30
Office Supervisor	1.30	1.30	1.30	1.00
Secretary	6.00	6.00	6.00	7.00
Program Total	8.60	8.60	8.60	10.30
Department Total	37.50	37.50	37.50	42.00

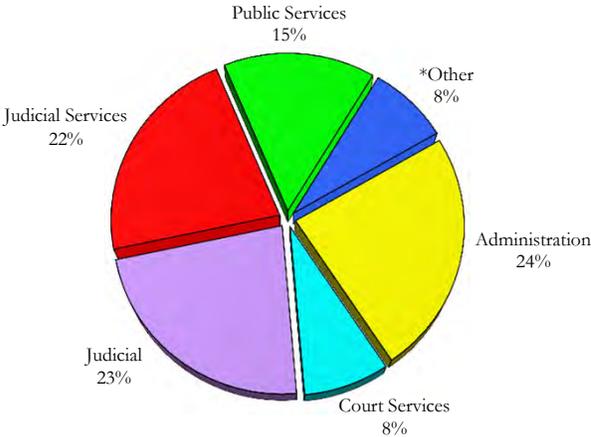
CITY COURT	
OPERATING:	\$ 11,569,240
CAPITAL:	1,000,000
TOTAL:	<u>\$ 12,569,240</u>
POSITION TOTAL:	130.80



FINANCING PLAN



PROGRAM ALLOCATION



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

CITY COURT

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

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	17.00	17.00	24.00	24.00
Court Services	17.00	17.00	17.00	17.00
Judicial	12.00	12.00	13.80	13.80
Judicial Services	44.00	44.00	43.00	43.00
Probation	8.00	7.00	-0-	-0-
Public Services	33.00	33.00	33.00	33.00
Department Total	131.00	130.00	130.80	130.80
 TOTAL BUDGET				
Operating	\$ 9,581,000	\$ 11,306,630	\$ 10,886,470	\$ 11,569,240
Capital	802,130	715,400	715,400	1,000,000
Department Total	\$ 10,383,130	\$ 12,022,030	\$ 11,601,870	\$ 12,569,240
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 8,060,019	\$ 9,121,040	\$ 8,611,330	\$ 8,902,640
Services	1,291,355	1,658,340	1,641,800	1,872,800
Supplies	229,626	417,250	370,500	574,800
Equipment	-0-	110,000	262,840	219,000
Operating Total	\$ 9,581,000	\$ 11,306,630	\$ 10,886,470	\$ 11,569,240
Capital Improvement	802,130	715,400	715,400	1,000,000
Department Total	\$ 10,383,130	\$ 12,022,030	\$ 11,601,870	\$ 12,569,240
 FUNDING SOURCES				
General Fund	\$ 9,581,000	\$ 11,306,630	\$ 10,861,220	\$ 11,261,520
Other Federal Grants Fund	-0-	-0-	25,250	307,720
Department Total	\$ 9,581,000	\$ 11,306,630	\$ 10,886,470	\$ 11,569,240
Capital Improvement	802,130	715,400	715,400	1,000,000
Department Total	\$ 10,383,130	\$ 12,022,030	\$ 11,601,870	\$ 12,569,240

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$11,569,240 reflects an increase of \$262,610 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in professional services for expert witnesses, mental evaluations and jurors	\$ 214,460
Increase in computer software for new case management system	157,550
Increase in computer equipment for new case management system	109,000
Decrease in personnel costs	<u>(218,400)</u>
Total	\$ 262,610

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
<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	257%	100%	233%	100%
• Civil Charge Clearance Rate	114%	100%	175%	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	\$ 50	\$ 53	\$ 53	\$ 54
• Cost Per Civil Charge	\$ 24	\$ 27	\$ 27	\$ 28
<p>Wait times to access court services.</p>				
• Customer Service Lobby: average wait time of no more than 15 minutes, dependent upon staff levels	15:30	15:00	15:00	15:00
• Customer Service Call Center: average wait time of no more than 10 minutes, dependent upon staff levels	12:45	10:00	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, and Public Services.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,030,848	\$ 2,207,270	\$ 2,229,870	\$ 2,823,400
Case Processing Service Fees ¹	27,300	-0-	472,700	-0-
Program Total	\$ 2,058,148	\$ 2,207,270	\$ 2,702,570	\$ 2,823,400
Character of Expenditures				
Salaries and Benefits	\$ 1,046,498	\$ 1,242,490	\$ 1,686,760	\$ 1,789,460
Services	831,902	819,410	873,720	877,380
Supplies	179,748	145,370	142,090	156,560
Program Total	\$ 2,058,148	\$ 2,207,270	\$ 2,702,570	\$ 2,823,400

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	\$ 899,497	\$ 923,410	\$ 935,310	\$ 949,080
Case Processing Service Fees	11,970	44,610	43,070	-0-
Program Total	\$ 911,467	\$ 968,020	\$ 978,380	\$ 949,080
Character of Expenditures				
Salaries and Benefits	\$ 894,991	\$ 925,000	\$ 937,240	\$ 910,350
Services	11,838	22,020	20,140	17,730
Supplies	4,638	21,000	21,000	21,000
Program Total	\$ 911,467	\$ 968,020	\$ 978,380	\$ 949,080

¹In Fiscal Year 2013, the Probation program which was funded by Case Processing Service Fees was merged into Administration.

CITY COURT

EVENING ALTERNATIVE to JAIL: Evening Alternative to Jail 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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 81,286	\$ 136,000	\$ 96,960	\$ 80,000
Character of Expenditures				
Salaries and Benefits	\$ 81,286	\$ 136,000	\$ 96,960	\$ 80,000

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.

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,279,376	\$ 2,418,120	\$ 2,345,990	\$ 2,375,800
Other Federal Grants Fund	-0-	-0-	25,250	307,720
Program Total	\$ 2,279,376	\$ 2,418,120	\$ 2,371,240	\$ 2,683,520
Character of Expenditures				
Salaries and Benefits	\$ 1,883,361	\$ 1,959,850	\$ 1,937,290	\$ 2,034,420
Services	391,351	454,360	429,510	636,480
Supplies	4,664	3,910	4,440	12,620
Program Total	\$ 2,279,376	\$ 2,418,120	\$ 2,371,240	\$ 2,683,520

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	\$ -0-	\$ 2,520,660	\$ 2,349,170	\$ 2,448,940
Case Processing Service Fees	11,723	100,910	38,420	-0-
Program Total	\$ 11,723	\$ 2,621,570	\$ 2,387,590	\$ 2,448,940
Character of Expenditures				
Salaries and Benefits	\$ 2,236,979	\$ 2,570,930	\$ 2,334,910	\$ 2,404,410
Services	22,456	50,640	52,680	44,530
Supplies	127	-0-	-0-	-0-
Program Total	\$ 2,259,562	\$ 2,621,570	\$ 2,387,590	\$ 2,448,940

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 1,385,010	\$ 1,769,420	\$ 1,528,750	\$ 1,759,300
Case Processing Service Fees	53,520	44,600	51,270	-0-
Program Total	\$ 1,438,530	\$ 1,814,020	\$ 1,580,020	\$ 1,759,300
Character of Expenditures				
Salaries and Benefits	\$ 1,421,404	\$ 1,625,770	\$ 1,418,170	\$ 1,600,180
Services	17,126	188,250	161,850	159,120
Program Total	\$ 1,438,530	\$ 1,814,020	\$ 1,580,020	\$ 1,759,300

CASE PROCESSING SERVICE FUND: The Case Processing Service 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-	\$ 80,000	\$ 80,000	\$ 150,000
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 80,000	\$ 80,000	\$ -0-
Supplies	-0-	-0-	-0-	115,000
Equipment	-0-	-0-	-0-	35,000
Program Total	\$ -0-	\$ 80,000	\$ 80,000	\$ 150,000

FILL the GAP FUND: The Fill the Gap 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	\$ -0-	\$ 127,000	\$ 180,370	\$ 175,000
Character of Expenditures				
Services	\$ -0-	\$ -0-	\$ -0-	\$ 24,000
Supplies	-0-	17,000	17,000	17,000
Equipment	-0-	110,000	163,370	134,000
Program Total	\$ -0-	\$ 127,000	\$ 180,370	\$ 175,000

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
FARE Fees	\$ 50,732	\$ 178,530	\$ 224,340	\$ 250,000
Character of Expenditures				
Services	\$ 10,283	\$ 113,560	\$ 103,900	\$ 113,560
Supplies	40,449	64,970	20,970	86,440
Equipment	-0-	-0-	99,470	50,000
Program Total	\$ 50,732	\$ 178,530	\$ 224,340	\$ 250,000

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	\$ 29,120	\$ 225,000	\$ 285,000	\$ 250,000
Character of Expenditures				
Salaries and Benefits	\$ 29,120	\$ 60,000	\$ 120,000	\$ 83,820
Supplies	-0-	165,000	165,000	166,180
Program Total	\$ 29,120	\$ 225,000	\$ 285,000	\$ 250,000

PROBATION: In Fiscal Year 2013, the Probation program was merged into Administration.

Projected Revenue Sources				
Case Processing Service Fee	\$ 472,779	\$ 531,100	\$ -0-	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 466,380	\$ 521,000	\$ -0-	\$ -0-
Services	6,399	10,100	-0-	-0-
Program Total	\$ 472,779	\$ 531,100	\$ -0-	\$ -0-

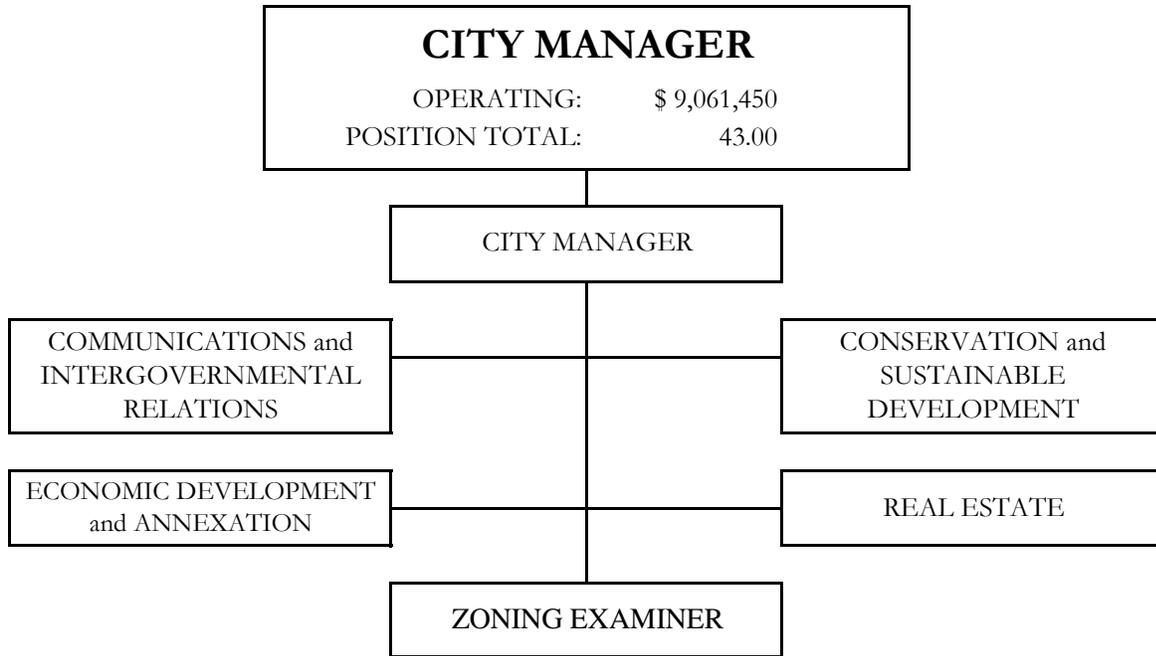
POSITION RESOURCES

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	2.00	2.00	2.00	2.00
Court Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00
Probation Monitor	-0-	-0-	6.00	6.00
Administrative Assistant	-0-	-0-	1.00	1.00
Senior Court Clerk	2.00	2.00	3.00	3.00
Senior Account Clerk	1.00	1.00	-0-	-0-
Court Clerk	1.00	1.00	1.00	1.00
Program Total	17.00	17.00	24.00	24.00
Court Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	2.00	2.00	2.00	2.00
Senior Court Clerk	4.00	4.00	4.00	4.00
Court Clerk	10.00	10.00	10.00	10.00
Program Total	17.00	17.00	17.00	17.00
Judicial				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	9.00	9.00	9.00	9.00
Limited Special City Magistrate	2.00	2.00	2.00	2.00
Executive Assistant	-0-	-0-	0.80	0.80
Administrative Assistant	-0-	-0-	1.00	1.00
Program Total	12.00	12.00	13.80	13.80
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	3.00	3.00	3.00
Court Interpreter	2.00	2.00	1.00	1.00
Senior Court Clerk	37.00	37.00	29.00	29.00
Court Clerk	-0-	-0-	8.00	8.00
Program Total	44.00	44.00	43.00	43.00
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	11.00	11.00	10.00	10.00
Court Clerk	18.00	18.00	19.00	19.00
Program Total	33.00	33.00	33.00	33.00

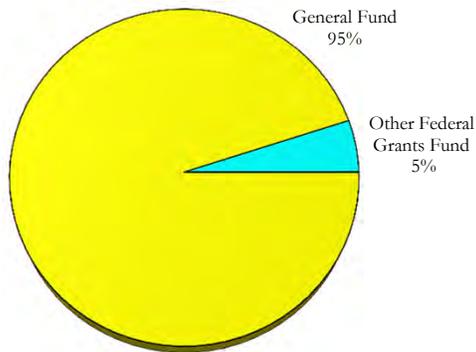
CITY COURT

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Probation¹				
Court Section Manager	1.00	1.00	-0-	-0-
Senior Probation Officer	4.00	3.00	-0-	-0-
Probation Officer	3.00	3.00	-0-	-0-
Program Total	8.00	7.00	-0-	-0-
Department Total	131.00	130.00	130.80	130.80

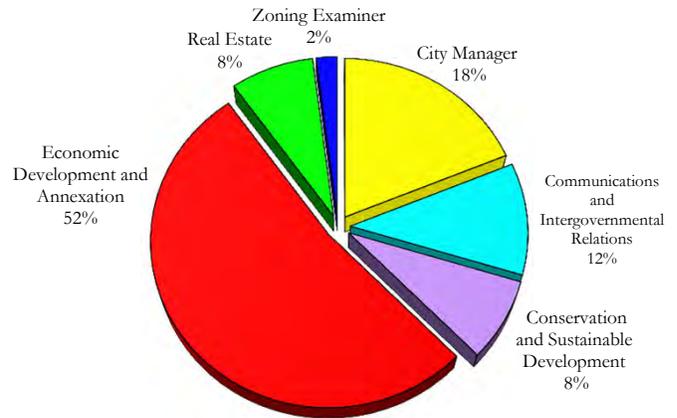
¹During Fiscal Year 2013, the Probation program was merged into Administration.



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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
City Manager	15.00	16.00	12.00	13.00
Communications and Intergovernmental Relations	-0-	-0-	4.00	11.00
Office of Conservation and Sustainable Development	5.00	5.00	4.00	4.00
Economic Development and Annexation	-0-	-0-	5.00	5.00
Real Estate	9.00	10.00	9.00	9.00
Zoning Examiner	1.00	1.00	1.00	1.00
Department Total	30.00	32.00	35.00	43.00
TOTAL BUDGET				
Operating	\$ 8,422,641	\$ 9,684,870	\$ 8,673,550	\$ 9,061,450
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,395,260	\$ 3,050,950	\$ 2,917,420	\$ 3,924,700
Services	4,439,248	4,333,460	3,817,500	4,661,490
Supplies	30,509	27,990	40,690	55,260
Equipment	-0-	-0-	27,110	-0-
Grant Capacity	1,557,624	2,272,470	1,870,830	420,000
Department Total	\$ 8,422,641	\$ 9,684,870	\$ 8,673,550	\$ 9,061,450
FUNDING SOURCES				
General Fund	\$ 6,865,017	\$ 7,412,400	\$ 6,802,720	\$ 8,641,450
Non-Federal Grants Fund	-0-	150,000	-0-	-0-
Other Federal Grants Fund	1,557,624	2,122,470	1,870,830	420,000
Department Total	\$ 8,422,641	\$ 9,684,870	\$ 8,673,550	\$ 9,061,450

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$9,061,450 reflects a decrease of \$623,420 from the Fiscal Year 2013 Adopted Budget. Changes include:

Personnel costs due to the addition of 11 positions for economic development and annexation, communications and intergovernmental relations, and administrative functions. This includes the transfer of 6.5 Tucson 12 television staff positions from Information Technology and the transfer of 1 executive management position from Finance.	\$ 871,760
Net increase to services from increased payments to Visit Tucson offset by decreased capacity for intergovernmental relations outside contracts	388,020
Equipment and supplies	27,270
Decrease due to transfer of building maintenance budget capacity to General Services Department	(58,000)
Reduction in grant capacity	(1,852,470)
Total	\$ (623,420)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.	23	20	30	40
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	11	15	15	15
• Number of special exception land use cases	9	13	12	12
Number of new jobs created through economic development efforts.	N/A	N/A	2,500	500
Number of new development economic incentives awarded.	N/A	N/A	3	3
Number of annexations completed.	1	N/A	5	3
Manage conservation and sustainability grants.	4	4	4	1
Number of media releases distributed to residents about the City of Tucson.	210	200	250	250

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Respond to media requests and inquiries.	550	600	500	500
Defeat legislation that is harmful or enact legislation that is helpful to the City of Tucson and its residents.	80%	80%	80%	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, and planning and developing programs in response to community needs.

Projected Revenue Sources

General Fund	\$ 1,469,386	\$ 1,704,660	\$ 1,425,130	\$ 1,688,560
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Character of Expenditures

Salaries and Benefits	\$ 1,374,955	\$ 1,601,040	\$ 1,286,440	\$ 1,581,070
Services	75,191	90,830	92,030	94,700
Supplies	19,240	12,790	19,550	12,790
Equipment	-0-	-0-	27,110	-0-
Program Total	\$ 1,469,386	\$ 1,704,660	\$ 1,425,130	\$ 1,688,560

COMMUNICATIONS and INTERGOVERNMENTAL RELATIONS: This program area provides management and oversight of the City Manager's Office communications both within City government, to the federal government and the State of Arizona, and to the Tucson community. Communications programs include media response and public information, Channel 12, the City of Tucson website, email and social media properties. Intergovernmental relations programs include strategic communications and direct lobbying with federal and state officials and agencies.

Projected Revenue Sources

General Fund	\$ 581,432	\$ 387,560	\$ 350,440	\$ 1,015,270
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Character of Expenditures

Salaries and Benefits	\$ 129,252	\$ 96,140	\$ 288,220	\$ 852,640
Services	452,155	291,120	62,220	127,630
Supplies	25	300	-0-	35,000
Program Total	\$ 581,432	\$ 387,560	\$ 350,440	\$ 1,015,270

CITY MANAGER

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 197,084	\$ 364,210	\$ 209,380	\$ 264,430
Economic Stimulus Fund	1,527,962	1,500,000	1,700,830	250,000
Non-Federal Grants Fund	-0-	150,000	-0-	-0-
Other Federal Grants Fund	29,662	622,470	170,000	170,000
Program Total	\$ 1,754,708	\$ 2,636,680	\$ 2,080,210	\$ 684,430
Character of Expenditures				
Salaries and Benefits	\$ 173,212	\$ 326,240	\$ 150,450	\$ 230,180
Services	19,756	29,960	49,760	31,680
Supplies	4,116	8,010	9,170	2,570
Grant Capacity	1,557,624	2,272,470	1,870,830	420,000
Program Total	\$ 1,754,708	\$ 2,636,680	\$ 2,080,210	\$ 684,430

ECONOMIC DEVELOPMENT and ANNEXATION: This program area ensures prosperity in the City of Tucson by strengthening our competitiveness, facilitating investment, stimulating business activity, promoting economic activities, securing revenues to improve service through annexation, and striving to raise the quality of life among our citizens. This area manages annual contracts with the Metropolitan Tucson Convention and Visitors Bureau (MTCVB), the Business Improvement District (BID), various economic and workforce development agencies, and also facilitates the Request for Proposal (RFP) process through the Economic and Workforce Development Selection Committee.

Projected Revenue Sources				
General Fund	\$ 3,829,385	\$ 4,044,780	\$ 3,973,940	\$ 4,790,700
Character of Expenditures				
Salaries and Benefits	\$ 17,183	\$ 227,460	\$ 438,570	\$ 487,670
Services	3,812,202	3,817,320	3,535,140	4,303,030
Supplies	-0-	-0-	230	-0-
Program Total	\$ 3,829,385	\$ 4,044,780	\$ 3,973,940	\$ 4,790,700

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.

Projected Revenue Sources				
General Fund	\$ 570,620	\$ 729,970	\$ 635,440	\$ 686,970
Real Estate Fees	37,250	40,000	63,000	50,000
Program Total	\$ 607,870	\$ 769,970	\$ 698,440	\$ 736,970

Real Estate (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 533,463	\$ 663,270	\$ 621,680	\$ 635,430
Services	69,801	99,810	67,460	96,640
Supplies	4,606	6,890	9,300	4,900
Program Total	\$ 607,870	\$ 769,970	\$ 698,440	\$ 736,970

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	\$ 179,860	\$ 141,220	\$ 145,390	\$ 145,520
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Character of Expenditures

Salaries and Benefits	\$ 167,195	\$ 136,800	\$ 132,060	\$ 137,710
Services	10,143	4,420	10,890	7,810
Supplies	2,522	-0-	2,440	-0-
Program Total	\$ 179,860	\$ 141,220	\$ 145,390	\$ 145,520

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 City Manager/Chief Financial Officer	-0-	-0-	-0-	1.00
Planning and Policy Program Director	-0-	-0-	1.00	1.00
Assistant to the City Manager	2.00	2.00	1.00	1.00
Economic Development Manager	1.00	1.00	-0-	-0-
Special Projects Manager	1.00	1.00	-0-	-0-
Pension Analyst	-0-	1.00	1.00	1.00
Intergovernmental Relations Program Manager	-0-	1.00	-0-	-0-
Management Assistant to the City Manager	2.00	2.00	1.00	1.00
Executive Assistant/City Manager	4.00	4.00	4.00	4.00
Executive Assistant/Public Safety Retirement Support	1.00	-0-	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	15.00	16.00	12.00	13.00

Communications and Intergovernmental Relations

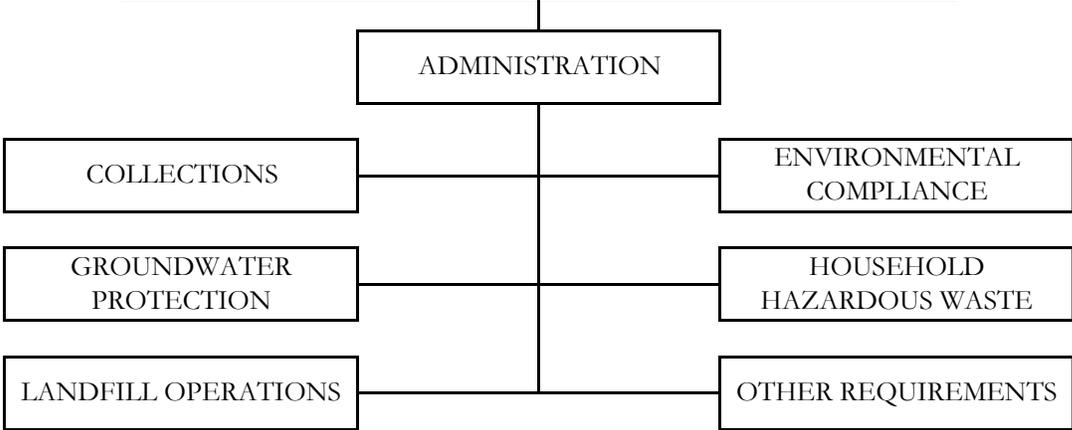
Intergovernmental Relations Program Manager	-0-	-0-	1.00	1.00
Television Production Manager	-0-	-0-	-0-	1.00
Executive Assistant/City Manager	-0-	-0-	1.00	1.00

CITY MANAGER

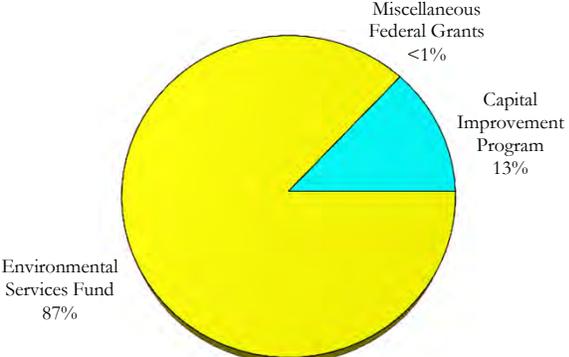
Communications and Intergovernmental Relations (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Public Information Specialist	-0-	-0-	2.00	2.00
Television Program Development Specialist	-0-	-0-	-0-	2.00
Television Production Specialist	-0-	-0-	-0-	3.00
Television Production Technician	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	4.00	11.00
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	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	-0-	-0-
Program Assistant	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	4.00	4.00
Economic Development and Annexation				
Economic Development Program Director	-0-	-0-	1.00	1.00
Economic Development Specialist	-0-	-0-	2.00	2.00
Project Manager	-0-	-0-	1.00	1.00
Management Assistant to the City Manager	-0-	-0-	1.00	1.00
Program Total	-0-	-0-	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	-0-	-0-
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	-0-	-0-	-0-
Property Agent	-0-	1.00	1.00	1.00
GIS Technician	-0-	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	9.00	10.00	9.00	9.00
Zoning Examiner				
Zoning Examiner	1.00	1.00	1.00	1.00
Program Total	1.00	1.00	1.00	1.00
Department Total	30.00	32.00	35.00	43.00

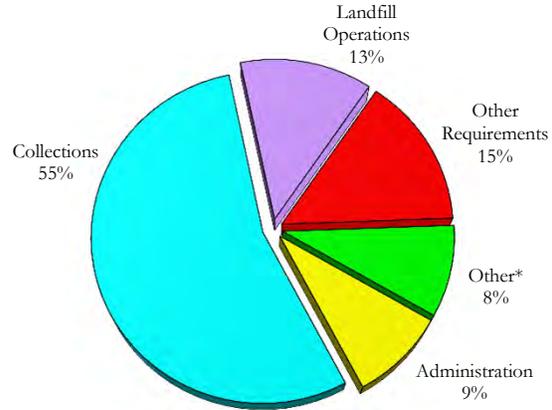
ENVIRONMENTAL SERVICES	
OPERATING:	\$ 46,871,110
CAPITAL:	6,853,000
TOTAL:	<u>\$ 53,724,110</u>
POSITION TOTAL:	<u>222.00</u>



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Groundwater Protection 5%, Household Hazardous Waste 2%, and Environmental Compliance 1%.

ENVIRONMENTAL SERVICES

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

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	49.00	49.00	38.00	38.00
Collections	148.00	148.00	135.00	135.00
Environmental Compliance	3.00	3.00	4.00	4.00
Groundwater Protection	-0-	-0-	9.00	9.00
Household Hazardous Waste	8.00	8.00	8.00	9.00
Landfill Operations	30.00	29.00	28.00	27.00
Department Total	238.00	237.00	222.00	222.00
 TOTAL BUDGET				
Operating	\$ 44,191,198	\$ 46,922,160	\$ 45,932,630	\$ 46,871,110
Capital	727,229	3,830,000	3,830,000	6,853,000
Department Total	\$ 44,918,427	\$ 50,752,160	\$ 49,762,630	\$ 53,724,110
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 15,556,823	\$ 16,739,410	\$ 15,298,720	\$ 15,882,190
Services	18,573,159	18,268,720	18,963,070	19,815,120
Supplies	5,475,111	5,309,360	5,299,560	5,363,840
Equipment	3,533,780	5,357,000	5,123,610	5,192,550
Debt Service	1,052,325	1,247,670	1,247,670	617,410
Operating Total	\$ 44,191,198	\$ 46,922,160	\$ 45,932,630	\$ 46,871,110
Capital Improvement Program	727,229	3,830,000	3,830,000	6,853,000
Department Total	\$ 44,918,427	\$ 50,752,160	\$ 49,762,630	\$ 53,724,110
 FUNDING SOURCES				
Environmental Services Fund	\$ 44,191,198	\$ 46,922,160	\$ 45,932,630	\$ 46,871,110
Operating Total	\$ 44,191,198	\$ 46,922,160	\$ 45,932,630	\$ 46,871,110
Capital Improvement Program	727,229	3,830,000	3,830,000	6,853,000
Department Total	\$ 44,918,427	\$ 50,752,160	\$ 49,762,630	\$ 53,724,110

ENVIRONMENTAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$46,871,110 reflects a decrease of \$51,050 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in professional services for the Silverbell Pump and Treat project	\$ 772,240
Increase in testing services, regulatory fees and chemicals	461,200
Increase in administrative charge	350,000
Increase in repairs and maintenance of buildings and grounds	164,300
Increase in funding for the purchase of security cameras and equipment	118,250
Miscellaneous adjustments	26,880
Net decrease in vehicle purchase and vehicle maintenance costs, including fuel	(109,460)
Decrease in computer software and small equipment	(122,890)
Decrease in public liability insurance costs and bad debt expense	(242,790)
Decrease in principal expense for leased vehicles	(611,560)
Decrease in personnel costs including the elimination of 15 positions	<u>(857,220)</u>
Total	\$ (51,050)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Enhance customer accessibility to the department by monitoring the phone system to ensure quality customer service.				
• Percent of calls answered	98%	97%	97%	97%
• Average time to answer calls (seconds)	12	20	20	20
Low Income Program participants (monthly average).	4,008	3,240	3,230	3,100
Collect solid waste materials.				
• Number of residential customers	132,400	132,600	132,800	132,800
• Number of residential refuse tons collected	145,560	148,000	145,700	146,000
• Number of commercial customers	3,296	3,090	3,040	3,000
• Number of commercial refuse tons collected	78,400	74,500	67,200	64,000
• Number of roll-offs provided for community cleanups	316	200	198	200

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Brownfields Assessments and Cleanups.				
• Phase I Environmental Site Assessments (Historic property use investigation)	83	80	61	72 ¹
• Phase II Environmental Site Assessments (Sampling or contaminant investigation)	30	20	17	35 ²
Groundwater Protection - Provide groundwater and soil vapor remediation, sampling and assessment to protect the drinking water aquifer and nearby residents.				
• Number of landfill gas monitoring wells sampled by Environmental Services (ES) staff (quarterly)	470	297	297	297
• Average number of groundwater wells sampled by ES staff (annually)	200	N/A	200	200
• Number of sites under active groundwater remediation	2	6	3	3
• Number of sites with active landfill gas extraction systems	5	N/A	5	5
Environmental Management Program (EMP): Committee representatives from various departments meet regularly to address City environmental issues, set priorities, manage current incidents, and follow up on previous incidents.	36	20	25	25
Recycling.				
• Tons recycled at a local facility	40,151	42,000	38,000	38,000
• Tons of metal scrapped	230	N/A	207	207
• Reduction in greenhouse gas emissions (metric tons of carbon dioxide)	104,744	60,000	101,460	101,460
Household Hazardous Waste Program.				
• Number of residents served	33,648	34,978	34,500	34,500
• Number of businesses served	122	133	130	130
• Number of total tons collected	515	676	600	600
Provide safe and environmentally secure disposal of refuse at Los Reales Landfill.				
• Tons disposed by City and private haulers	428,337	443,000	471,400	468,000
• Number of loads	155,513	153,000	155,000	155,000

¹35 Assessments are contingent upon award of 3-year \$600,000 EPA Brownfields Coalition Assessment Grant

²12 Assessments are contingent upon award of 3-year \$600,000 EPA Brownfields Coalition Assessment Grant

ENVIRONMENTAL SERVICES

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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)	216	475	206	200
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	19,500	26,400	7,500	10,000
• Number of participants on ES tours	172	820	200	250

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight by setting direction and policy, including rates, 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, citywide 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	\$ 4,614,598	\$ 5,254,330	\$ 3,899,940	\$ 4,043,340
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Character of Expenditures

Salaries and Benefits	\$ 3,659,426	\$ 4,073,380	\$ 2,981,020	\$ 3,128,490
Services	831,937	748,100	747,960	830,270
Supplies	123,235	232,850	164,660	84,580
Equipment	-0-	200,000	6,300	-0-
Program Total	\$ 4,614,598	\$ 5,254,330	\$ 3,899,940	\$ 4,043,340

ENVIRONMENTAL SERVICES

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. This program includes residential brush and bulky collections and container maintenance.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Environmental Services Fund	\$ 23,600,445	\$ 26,285,520	\$ 25,416,180	\$ 25,684,300
Character of Expenditures				
Salaries and Benefits	\$ 9,054,776	\$ 9,865,060	\$ 8,978,450	\$ 9,220,070
Services	7,849,847	7,931,460	7,781,050	7,796,380
Supplies	4,405,288	4,172,000	4,259,770	4,295,550
Equipment	2,290,534	4,317,000	4,396,910	4,372,300
Program Total	\$ 23,600,445	\$ 26,285,520	\$ 25,416,180	\$ 25,684,300

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 and Federal grants.

Projected Revenue Sources				
Environmental Services Fund	\$ 359,065	\$ 514,700	\$ 579,310	\$ 645,210
Other Federal Grants Fund	223,341	361,900	320,950	129,000
Program Total	\$ 582,406	\$ 876,600	\$ 900,260	\$ 774,210
Character of Expenditures				
Salaries and Benefits	\$ 310,017	\$ 321,300	\$ 389,850	\$ 413,120
Services	270,935	546,840	503,440	353,490
Supplies	1,454	8,460	6,970	7,600
Program Total	\$ 582,406	\$ 876,600	\$ 900,260	\$ 774,210

GROUNDWATER PROTECTION: This program area protects the community from environmental hazards and public health and safety issues that can arise from old, closed landfills in the City. The department is responsible for maintenance, monitoring, and remediation at closed landfills, addressing the groundwater, soil, stormwater and methane gas issues that may occur at these sites. The Groundwater Protection Fee directly funds these activities.

Projected Revenue Sources				
Environmental Services Fund	\$ 1,623,561	\$ 1,282,650	\$ 2,351,250	\$ 2,421,740
Character of Expenditures				
Salaries and Benefits	\$ 342	\$ -0-	\$ 735,290	\$ 729,150
Services	1,580,684	1,270,100	1,575,450	1,457,850
Supplies	42,535	12,550	40,510	34,740
Equipment	-0-	-0-	-0-	200,000
Program Total	\$ 1,623,561	\$ 1,282,650	\$ 2,351,250	\$ 2,421,740

ENVIRONMENTAL SERVICES

HOUSEHOLD HAZARDOUS WASTE: This program is a regional effort within Pima County to collect, recycle, and dispose of hazardous materials such as automotive fluids, batteries, paint products, cleaning products, flammable materials, reactive materials, corrosives and poisons.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Environmental Services Fund	\$ 731,927	\$ 738,300	\$ 738,300	\$ 826,890
Character of Expenditures				
Salaries and Benefits	\$ 507,572	\$ 533,660	\$ 461,170	\$ 498,850
Services	158,321	137,190	180,330	224,070
Supplies	66,034	67,450	53,300	88,720
Equipment	-0-	-0-	43,500	15,250
Program Total	\$ 731,927	\$ 738,300	\$ 738,300	\$ 826,890

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	\$ 7,256,384	\$ 5,962,550	\$ 6,253,970	\$ 6,045,300
Character of Expenditures				
Salaries and Benefits	\$ 2,024,690	\$ 1,946,010	\$ 1,752,940	\$ 1,892,510
Services	3,151,883	2,360,490	3,049,780	2,695,140
Supplies	836,565	816,050	774,350	852,650
Equipment	1,243,246	840,000	676,900	605,000
Program Total	\$ 7,256,384	\$ 5,962,550	\$ 6,253,970	\$ 6,045,300

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

Projected Revenue Sources				
Environmental Services Fund	\$ 5,781,877	\$ 6,532,410	\$ 6,372,730	\$ 7,075,330
Character of Expenditures				
Administrative Service Charge	\$ 4,584,350	\$ 4,584,350	\$ 4,584,350	\$ 4,934,350
Services	145,202	700,390	540,710	1,523,570
Debt Service	1,052,325	1,247,670	1,247,670	617,410
Program Total	\$ 5,781,877	\$ 6,532,410	\$ 6,372,730	\$ 7,075,330

POSITION RESOURCES

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	2.00	2.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
GIS Supervisor	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	-0-	-0-
Environmental Project Coordinator	2.00	2.00	1.00	1.00
Environmental Scientist	2.00	2.00	-0-	-0-
Management Assistant	2.00	2.00	2.00	2.00
Public Information Officer	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Environmental Services Inspection Supervisor	1.00	1.00	-0-	-0-
Safety Specialist	1.00	1.00	1.00	1.00
Environmental Services Inspector	5.00	5.00	-0-	-0-
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
Utility Service Representative	-0-	-0-	1.00	1.00
Administrative Assistant	6.00	6.00	6.00	6.00
Customer Service Representative	13.00	13.00	12.00	12.00
Secretary	1.00	1.00	1.00	1.00
Program Total	49.00	49.00	38.00	38.00
Collections				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Services Superintendent	2.00	2.00	2.00	2.00
Environmental Services Accounts Representative Supervisor	1.00	1.00	1.00	1.00
Welder Supervisor	1.00	1.00	1.00	1.00
Environmental Services Accounts Representative	-0-	-0-	2.00	2.00
Environmental Services/Neighborhood Resources Supervisor	8.00	8.00	8.00	8.00
Welder	3.00	3.00	1.00	1.00
Environmental Services Equipment Operator	114.00	114.00	103.00	103.00
Utility Service Representative	2.00	2.00	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Environmental Services Worker	4.00	4.00	4.00	4.00
Senior Trades Helper	2.00	2.00	2.00	2.00
Environmental Services Worker	9.00	9.00	9.00	9.00
Program Total	148.00	148.00	135.00	135.00

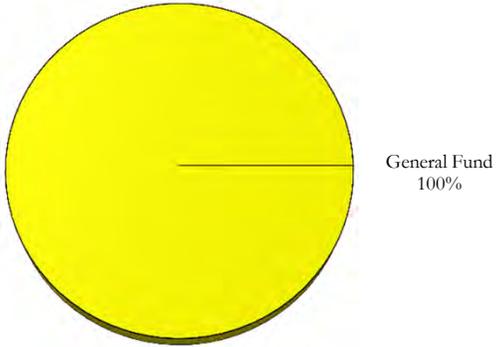
ENVIRONMENTAL SERVICES

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Environmental Compliance				
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Scientist	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	4.00	4.00
Groundwater Protection				
Environmental Manager	-0-	-0-	1.00	1.00
Environmental Project Coordinator	-0-	-0-	1.00	1.00
Environmental Scientist	-0-	-0-	1.00	1.00
Environmental Services Inspection Supervisor	-0-	-0-	1.00	1.00
Environmental Services Inspector	-0-	-0-	5.00	5.00
Program Total	-0-	-0-	9.00	9.00
Household Hazardous Waste				
Environmental Services Superintendent	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Services Supervisor	1.00	1.00	1.00	1.00
Equipment Operation Specialist	1.00	1.00	1.00	-0-
Environmental Services Equipment Operator	2.00	2.00	2.00	-0-
Lead Household Hazardous Waste Technician	-0-	-0-	-0-	2.00
Household Hazardous Waste Technician	-0-	-0-	-0-	5.00
Senior Environmental Services Worker	2.00	2.00	2.00	-0-
Environmental Services Worker	1.00	1.00	1.00	-0-
Program Total	8.00	8.00	8.00	9.00
Landfill Operations				
Environmental Services Administrator	1.00	1.00	-0-	-0-
Landfill Manager	-0-	-0-	1.00	1.00
Environmental Services Superintendent	-0-	1.00	1.00	-0-
Environmental Services/Neighborhood Services Supervisor	3.00	2.00	2.00	3.00
Equipment Operation Specialist	12.00	11.00	11.00	11.00
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	-0-	-0-	1.00
Customer Service Representative	3.00	4.00	4.00	3.00
Senior Environmental Services Worker	3.00	3.00	3.00	2.00
Environmental Services Worker	6.00	6.00	5.00	5.00
Program Total	30.00	29.00	28.00	27.00
Department Total	238.00	237.00	222.00	222.00

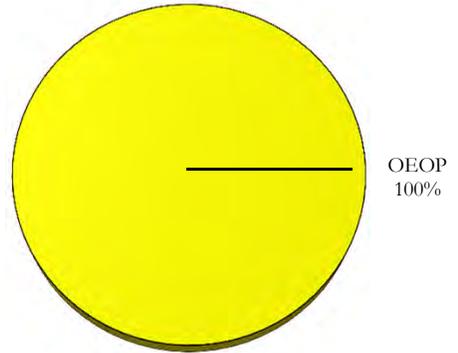
**OFFICE of EQUAL OPPORTUNITY
PROGRAMS and INDEPENDENT
POLICE REVIEW (OEOP)**

OPERATING: \$ 787,220
POSITION TOTAL: 9.00

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Equal Opportunity/Independent Police Review	8.00	8.00	9.00	9.00
TOTAL BUDGET				
Operating	\$ 794,492	\$ 782,510	\$ 700,900	\$ 787,220
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 739,430	\$ 712,120	\$ 628,280	\$ 722,840
Services	48,835	66,480	67,650	60,470
Supplies	6,227	3,910	4,970	3,910
Department Total	\$ 794,492	\$ 782,510	\$ 700,900	\$ 787,220
FUNDING SOURCES				
General Fund	\$ 794,492	\$ 782,510	\$ 700,900	\$ 787,220

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$787,220 reflects an increase of \$4,710 from the Fiscal Year 2013 Adopted Budget. Changes include:

Addition of one civilian investigator	\$ 34,920
Public liability decrease	(6,010)
Decrease in benefit costs	(24,200)
Total	\$ 4,710

DEPARTMENT MEASURES of PERFORMANCE

Process, investigate, and mediate complaints of discrimination filed by citizens and City employees.	18	20	20	20
Process, investigate, and mediate complaints of discrimination filed by citizens and City employees.	18	20	20	20
Process, investigate, and mediate complaints of wrongful conduct filed by citizens and City employees.	N/A	N/A	30	30

EQUAL OPPORTUNITY/INDEPENDENT POLICE REVIEW

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Provide Minority and Women-Owned Business/Disadvantaged Business Enterprise certification and re-certification.	212	225	225	225
Provide citizens with an external police review process to ensure a thorough, objective, and fair resolution of citizen inquiries and complaints regarding police misconduct.	180	200	200	200

OPERATING PROGRAMS

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	\$ 794,492	\$ 782,510	\$ 700,900	\$ 787,220
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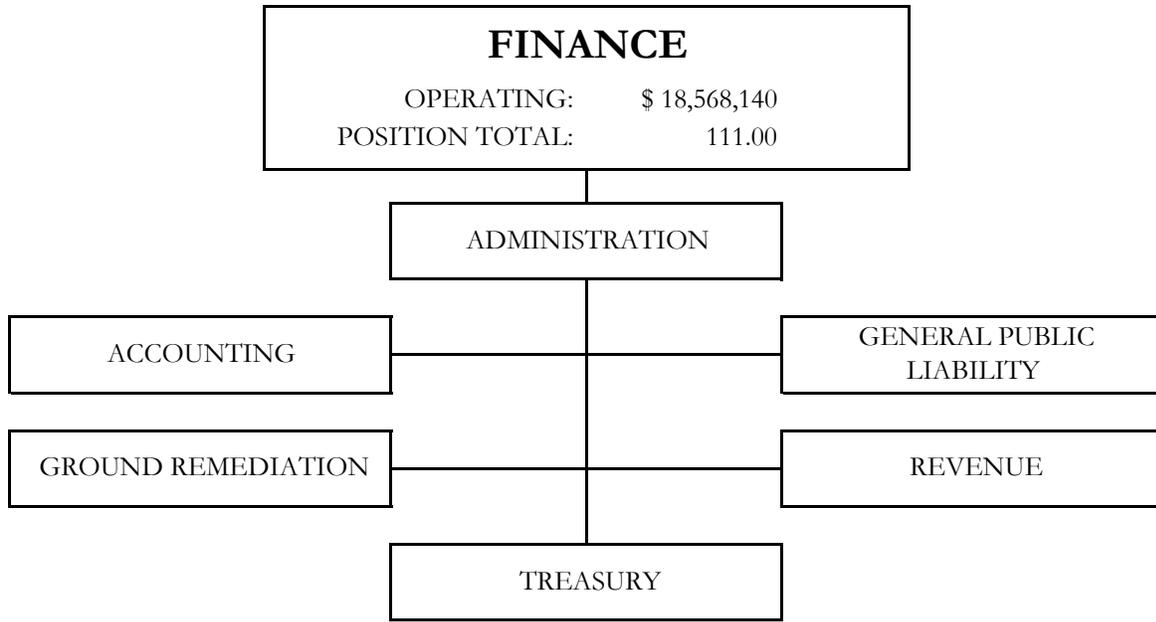
Character of Expenditures

Salaries and Benefits	\$ 739,430	\$ 712,120	\$ 628,280	\$ 722,840
Services	48,835	66,480	67,650	60,470
Supplies	6,227	3,910	4,970	3,910
Program Total	\$ 794,492	\$ 782,510	\$ 700,900	\$ 787,220

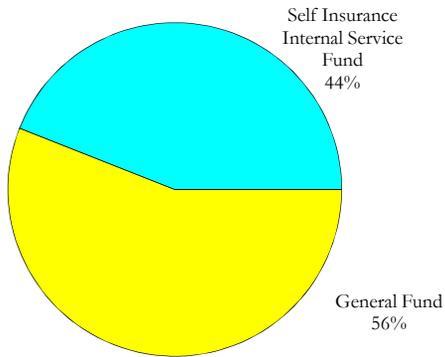
POSITION RESOURCES

Equal Opportunity/Independent Police Review

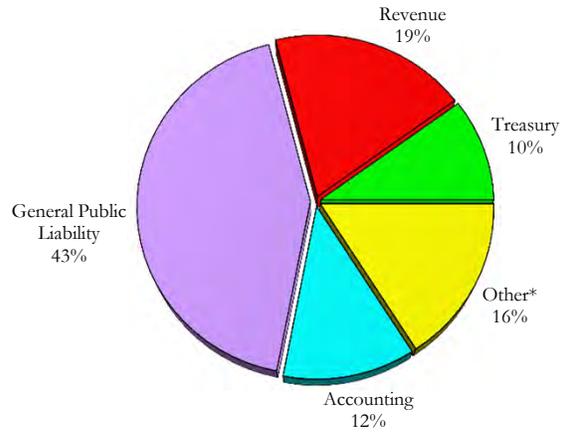
Equal Opportunity and Independent Police Review Program Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	-0-	-0-
Business Enterprise Compliance Specialist	1.00	1.00	1.00	1.00
Lead Civilian Investigator	-0-	-0-	1.00	1.00
Senior Equal Opportunity Specialist	1.00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



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration (15%) and Ground Remediation (1%).

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	5.00	3.00	3.00	3.00
Accounting	33.00	34.00	34.00	34.00
General Public Liability	4.00	4.00	4.00	4.00
Revenue	48.00	46.00	46.00	46.00
Treasury	21.00	24.00	24.00	24.00
Department Total	111.00	111.00	111.00	111.00

TOTAL BUDGET				
Operating	\$ 15,567,397	\$ 16,798,190	\$ 18,892,090	\$ 18,568,140

CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 6,824,171	\$ 7,593,120	\$ 7,482,100	\$ 7,354,100
Services	8,413,640	8,860,460	10,997,710	10,926,650
Supplies	329,586	344,610	412,280	287,390
Department Total	\$ 15,567,397	\$ 16,798,190	\$ 18,892,090	\$ 18,568,140

FUNDING SOURCES				
General Fund	\$ 7,626,227	\$ 8,361,130	\$ 10,459,770	\$ 10,425,470
Internal Service Fund: Self Insurance	7,941,170	8,437,060	8,432,320	8,142,670
Department Total	\$ 15,567,397	\$ 16,798,190	\$ 18,892,090	\$ 18,568,140

SIGNIFICANT CHANGES: GENERAL FUND

The adopted General Fund operating budget for Fiscal Year 2014 of \$10,425,470 is an increase of \$2,064,340 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increased contracted software maintenance costs	\$ 2,313,660
Decrease due to transfer of building maintenance budget capacity to General Services Department	(9,110)
Decrease in anticipated expenditures for supplies	(46,870)
Personnel costs	(193,340)
Total	\$ 2,064,340

FINANCE

SIGNIFICANT CHANGES: SELF INSURANCE FUND

The Self-Insurance Fund adopted operating budget for Fiscal Year 2014 of \$8,142,670 is a decrease of \$294,390 from the Fiscal Year 2013 Adopted Budget. Changes include:

Decrease in anticipated expenditures for supplies	\$ (10,350)
Decrease in personnel costs	(45,680)
Reduction of service costs for remediation	(238,360)
Total	\$ (294,390)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Plan, organize, and direct City debt offerings.	6	5	7	6
Pay vendor invoices.				
• By check	42,889	48,000	30,000	30,000
• By electronic funds transfer	29,239	N/A	40,000	30,000
• Accounts payable turnover ratio	20.2	14.8	25.0	25.0
Issue new licenses and bill accounts.				
• New licenses issued	5,700	5,000	6,000	6,200
• Accounts billed	40,300	56,000	39,700	41,000
Process and deposit utility, tax, and license payments and other City revenue.				
• Total number of payments processed (000s)	1,805	1,850	1,756	1,750
• Percent of utility payments processed the same day as received	72.0%	72.0%	77.0%	80.0%
• Percent of tax, license, and other payments processed the same day as received	90.0%	90.0%	90.0%	90.0%
• Collect business privilege tax and license fees (\$000s)	\$ 216,000	\$ 168,000	\$ 220,000	\$ 200,000
Recover unpaid taxes identified in audits and collect delinquent taxes (\$000s).	\$ 3,800	\$ 5,100	\$ 6,000	\$ 4,500

OPERATING PROGRAMS

ADMINISTRATION: This program area provides leadership to the department and financial direction to City management and other City departments, prepares and monitors the department's budget, and carries out the administrative functions and requirements of the Public Safety Pension Retirement System.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 957,643	\$ 743,180	\$ 2,894,570	\$ 2,745,340
Character of Expenditures				
Salaries and Benefits	\$ 695,003	\$ 625,090	\$ 652,950	\$ 395,990
Services	254,271	109,330	2,238,360	2,346,100
Supplies	8,369	8,760	3,260	3,250
Program Total	\$ 957,643	\$ 743,180	\$ 2,894,570	\$ 2,745,340

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	\$ 2,047,181	\$ 2,275,760	\$ 2,350,510	\$ 2,269,410
Character of Expenditures				
Salaries and Benefits	\$ 1,923,370	\$ 2,107,350	\$ 2,175,120	\$ 2,116,650
Services	73,474	110,590	132,950	105,260
Supplies	50,337	57,820	42,440	47,500
Program Total	\$ 2,047,181	\$ 2,275,760	\$ 2,350,510	\$ 2,269,410

GENERAL PUBLIC LIABILITY: This program area administers the Self Insurance Trust for the City, including external public liability claims, workers' compensation, employee safety (loss control), and subrogation programs. 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				
Internal Service Fund: Self Insurance	\$ 7,541,335	\$ 7,954,320	\$ 7,949,580	\$ 7,898,670
Character of Expenditures				
Salaries and Benefits	\$ 316,793	\$ 320,820	\$ 316,080	\$ 275,140
Services	7,210,818	7,582,000	7,582,000	7,582,380
Supplies	13,724	51,500	51,500	41,150
Program Total	\$ 7,541,335	\$ 7,954,320	\$ 7,949,580	\$ 7,898,670

FINANCE

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

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 399,835	\$ 482,740	\$ 482,740	\$ 244,000
Character of Expenditures				
Services	\$ 398,948	\$ 482,740	\$ 482,740	\$ 244,000
Supplies	887	-0-	-0-	-0-
Program Total	\$ 399,835	\$ 482,740	\$ 482,740	\$ 244,000

REVENUE: This program area processes business tax returns, manages all City business licenses, and investigates unlicensed businesses. 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	\$ 3,318,530	\$ 3,529,030	\$ 3,515,920	\$ 3,522,600
Character of Expenditures				
Salaries and Benefits	\$ 2,912,499	\$ 3,123,810	\$ 3,012,920	\$ 3,117,760
Services	172,516	191,390	234,090	227,860
Supplies	233,515	213,830	268,910	176,980
Program Total	\$ 3,318,530	\$ 3,529,030	\$ 3,515,920	\$ 3,522,600

TREASURY: This program area operates cashier stations throughout the community; manages 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. The Treasury division also manages the City's debt obligations and requirements, prepares revenue projections, and is the main contact point for the City's banking services provider. This area also provides administration and oversight in the management of investments for the Tucson Supplemental Retirement System (TSRS).

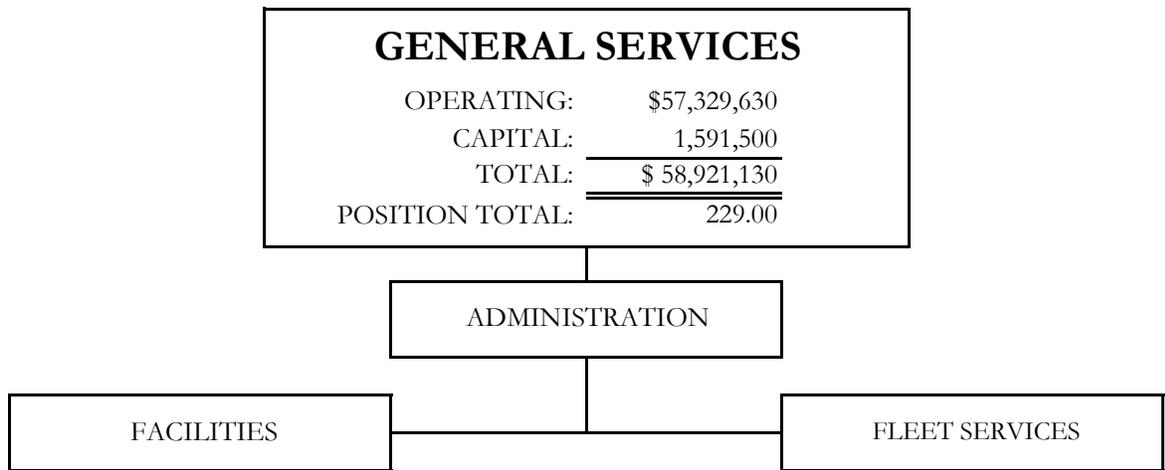
Projected Revenue Sources				
General Fund	\$ 1,302,873	\$ 1,813,160	\$ 1,698,770	\$ 1,888,120
Character of Expenditures				
Salaries and Benefits	\$ 976,506	\$ 1,416,050	\$ 1,325,030	\$ 1,448,560
Services	303,613	384,410	327,570	421,050
Supplies	22,754	12,700	46,170	18,510
Program Total	\$ 1,302,873	\$ 1,813,160	\$ 1,698,770	\$ 1,888,120

POSITION RESOURCES

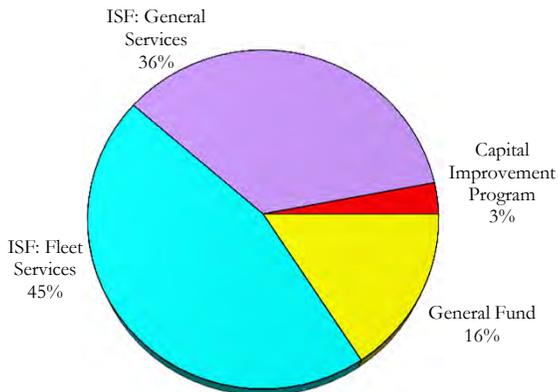
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration				
Assistant City Manager/Chief Financial Officer	1.00	1.00	1.00	-0-
Director	-0-	-0-	-0-	1.00
Deputy Director	1.00	1.00	1.00	1.00
Finance Manager	2.00	1.00	1.00	1.00
Executive Assistant	1.00	-0-	-0-	-0-
Program Total	5.00	3.00	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
Lead Finance Analyst	-0-	-0-	1.00	1.00
Principal Accountant	2.00	2.00	2.00	2.00
Finance Analyst	2.00	2.00	1.00	1.00
Senior Accountant	6.00	7.00	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	34.00	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	1.00	1.00	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	-0-	-0-	-0-
Tax Audit Supervisor	-0-	2.00	2.00	2.00
Senior Accountant/Auditor	8.00	-0-	-0-	-0-
Tax Auditor	-0-	7.00	7.00	7.00
Financial Services Supervisor	3.00	3.00	3.00	3.00
Revenue Investigation Supervisor	1.00	2.00	1.00	1.00
Revenue Investigator	16.00	15.00	16.00	16.00
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	46.00	46.00	46.00

FINANCE

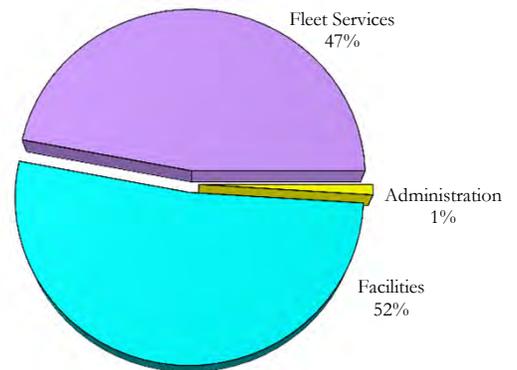
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Treasury				
Finance Administrator	-0-	1.00	1.00	1.00
Finance Manager	1.00	2.00	1.00	1.00
Financial Specialist	-0-	-0-	2.00	2.00
Finance Analyst	1.00	1.00	-0-	-0-
Financial Services Supervisor	1.00	1.00	1.00	1.00
Office Supervisor	2.00	2.00	2.00	2.00
Administrative Assistant	-0-	1.00	2.00	2.00
Senior Account Clerk	4.00	4.00	3.00	3.00
Senior Cashier	12.00	12.00	12.00	12.00
Program Total	21.00	24.00	24.00	24.00
Department Total	111.00	111.00	111.00	111.00



FINANCING PLAN



PROGRAM ALLOCATION



GENERAL SERVICES

MISSION STATEMENT: To provide City departments and agencies the facilities, communications, energy, fuel, and vehicle assets they need to succeed.

	Actual FY 2012	Adopted ¹ FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	7.00	7.00	7.00	7.00
Facilities	127.00	127.00	126.00	126.00
Fleet Services	96.00	96.00	96.00	96.00
Department Total	230.00	230.00	229.00	229.00
TOTAL BUDGET				
Operating	\$ 48,785,438	\$ 53,920,690	\$ 50,503,340	\$ 57,329,630
Capital	16,752,673	6,346,100	6,837,420	1,591,500
Department Total	\$ 65,538,111	\$ 60,266,790	\$ 57,340,760	\$ 58,921,130
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 14,227,129	\$ 16,464,850	\$ 15,158,360	\$ 16,423,620
Services	15,171,280	17,377,650	16,025,920	21,208,200
Supplies	16,880,033	17,147,250	16,358,000	17,730,110
Equipment	484,451	1,040,620	1,070,750	107,000
Debt Service	2,022,545	1,890,320	1,890,310	1,860,700
Operating Total	\$ 48,785,438	\$ 53,920,690	\$ 50,503,340	\$ 57,329,630
Capital Improvement Program	16,752,673	6,346,100	6,837,420	1,591,500
Department Total	\$ 65,538,111	\$ 60,266,790	\$ 57,340,760	\$ 58,921,130
FUNDING SOURCES				
General Fund	\$ 2,838,897	\$ 2,931,220	\$ 2,948,390	\$ 9,339,400
Capital Improvement Fund	245,941	1,151,500	1,150,900	-0-
Internal Service Fund: Fleet Services	25,756,135	28,224,300	26,433,870	26,924,240
Internal Service Fund: General Services	19,753,990	21,613,670	19,970,180	21,065,990
Other Federal Grants Fund	190,475	-0-	-0-	-0-
Department Total	\$ 48,785,438	\$ 53,920,690	\$ 50,503,340	\$ 57,329,630
Capital Improvement Program	16,752,673	6,346,100	6,837,420	1,591,500
Department Total	\$ 65,538,111	\$ 60,266,790	\$ 57,340,760	\$ 58,921,130

¹During Fiscal Year 2013, ParkWise was transferred to the Transportation Department where its information is shown for purposes of this budget document.

GENERAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$57,329,630 reflects an increase of \$3,408,940 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase due to transfer of building maintenance budget capacity from General Fund Departments	\$ 5,544,340
Projected increase in cost and quantity of repair parts in Fleet and Facilities and Communications Maintenance	1,366,060
Projected increase in cost of contracts needed to provide services to both Fleet Services and Facilities and Communications customer departments	882,840
Addition of funding to pay for a partial year of the annual recurring public safety radio communications subscriber fee to the County for access to the Pima County Wireless Integrated Network (PCWIN)	530,000
Addition of one-time funds to pay for the replacement of the communications network components	500,000
Architecture and Engineering project management support for the Rio Nuevo funded Tucson Convention Center improvements	150,000
Other miscellaneous cost increases	53,790
Decrease in personnel costs	(41,230)
Reduction in Fleet Services natural gas commodity costs primarily due to a projected decrease in price	(544,410)
Reduction in various project related capacity due to completing the installation of Fleet Services shops' heating, cooling and ventilation (HVAC) systems; completion of the Public Works radio communications narrow-banding; implementation of Facilities asset management system; discontinuation of the Internal Performance Contracting Program; and installation of the HVAC controls at the Tucson Convention Center and Police Headquarters	(5,032,450)
Total	\$ 3,408,940

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Work toward a 100% on-time completion rate of Facilities Management work orders.				
• Percent of customer requested work orders completed within five days after receipt	75%	75%	75%	75%
• Percent of preventive maintenance work orders completed on set schedule	75%	75%	76%	75%
Reduce the costs associated with the permitting and inspecting of repair/replacement building component projects by utilizing the Registered Plant Program (annual permit) concept.	\$ 130	\$ 600	\$ 155 ¹	\$ 145

¹A continued decline in the amount of project dollars available to undertake remodel or repair work that would require permitting has resulted in a continued decrease in the number of permit requests that were originally estimated to be diverted through the Registered Plant Program thus reducing the projected cost savings.

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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%	90%	75%	80%
• Percent of completed small (less than \$500,000) projects where PM costs did not exceed 10%	50%	80%	50%	75%
Provide the Environmental Services Department with 100% of its daily collection equipment needs for side-loaders and front-end loaders.				
• 46 side loaders daily	100%	100%	100%	100%
• 13 front-end loaders daily	99%	100%	99%	100%

OPERATING PROGRAMS

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

Projected Revenue Sources

Interdepartmental Charges	\$ 854,585	\$ 794,240	\$ 723,370	\$ 770,950
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Character of Expenditures

Salaries and Benefits	\$ 817,281	\$ 744,730	\$ 676,850	\$ 720,580
Services	32,482	41,200	39,950	43,290
Supplies	4,822	8,310	6,570	7,080
Program Total	\$ 854,585	\$ 794,240	\$ 723,370	\$ 770,950

GENERAL SERVICES

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. This program area also maintains critical public safety and public works communication equipment.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 2,816,874	\$ 2,931,220	\$ 2,948,390	\$ 9,339,400
Capital Improvement Fund	245,941	1,151,500	1,150,900	-0-
Communications TriBand IGA Revenue	22,024	-0-	-0-	-0-
Interdepartmental Charges	18,376,628	20,432,010	18,859,390	19,933,500
Solar America Cities Grant	190,475	-0-	-0-	-0-
US Treasury Subsidy for CREBs II	522,776	387,420	387,420	361,540
Program Total	\$ 22,174,718	\$ 24,902,150	\$ 23,346,100	\$ 29,634,440
Character of Expenditures				
Salaries and Benefits	\$ 7,965,638	\$ 9,350,880	\$ 8,687,510	\$ 9,287,340
Services	9,683,329	10,697,500	9,811,000	16,266,130
Supplies	2,018,755	2,042,500	1,960,830	2,183,270
Equipment	484,451	920,950	996,450	37,000
Debt Service	2,022,545	1,890,320	1,890,310	1,860,700
Program Total	\$ 22,174,718	\$ 24,902,150	\$ 23,346,100	\$ 29,634,440

FLEET SERVICES INTERNAL SERVICE FUND: 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.

Projected Revenue Sources				
Interdepartmental Charges	\$ 25,712,736	\$ 28,224,300	\$ 26,433,870	\$ 26,924,240
Vehicle Auction Revenue	43,399	-0-	-0-	-0-
Program Total	\$ 25,756,135	\$ 28,224,300	\$ 26,433,870	\$ 26,924,240
Character of Expenditures				
Salaries and Benefits	\$ 5,444,210	\$ 6,369,240	\$ 5,794,000	\$ 6,415,700
Services	5,455,469	6,638,950	6,174,970	4,898,780
Supplies	14,856,456	15,096,440	14,390,600	15,539,760
Equipment	-0-	119,670	74,300	70,000
Program Total	\$ 25,756,135	\$ 28,224,300	\$ 26,433,870	\$ 26,924,240

POSITION RESOURCES

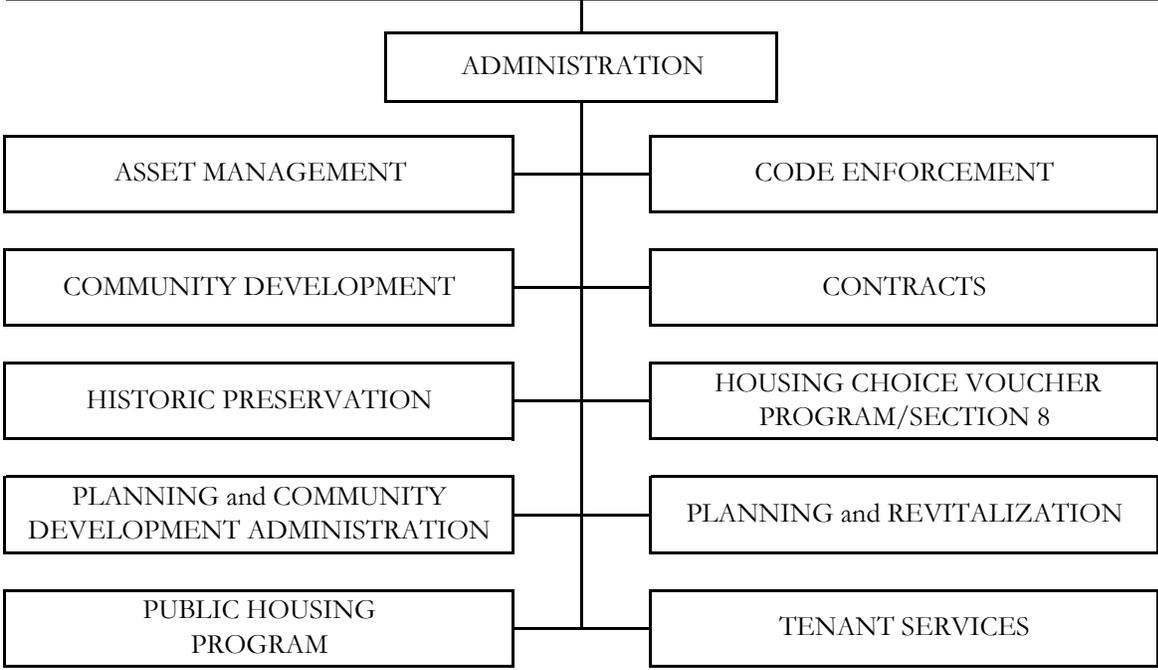
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Staff Assistant	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	7.00	7.00
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	1.00	1.00	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	2.00	2.00
Mechanical Engineer	1.00	1.00	1.00	1.00
ADA Compliance Specialist	1.00	1.00	1.00	1.00
Lead Planner	1.00	-0-	1.00	1.00
Management Assistant	2.00	2.00	1.00	1.00
Senior Engineering Associate	1.00	2.00	1.00	1.00
Staff Assistant	1.00	1.00	2.00	2.00
Communications Maintenance Scheduler	1.00	1.00	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	2.00	2.00	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	7.00	7.00	8.00	8.00
Electronics Technician	8.00	7.00	8.00	8.00
Energy Management Control System Technician	5.00	2.00	5.00	5.00
Engineering Associate	1.00	1.00	1.00	1.00
Facilities Project Coordinator	6.00	5.00	6.00	6.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
Generator Technician	1.00	-0-	-0-	-0-
HVAC-R Mechanic	8.00	8.00	8.00	8.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	1.00	2.00	1.00	1.00
Locksmith	3.00	3.00	3.00	3.00
Physical Plant Operator	-0-	4.00	-0-	-0-
Plumber	6.00	6.00	6.00	6.00
Electronics Bench Technician	4.00	5.00	4.00	4.00
Painter	3.00	3.00	3.00	3.00
Roofer	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	2.00	2.00

GENERAL SERVICES

Facilities (Continued)

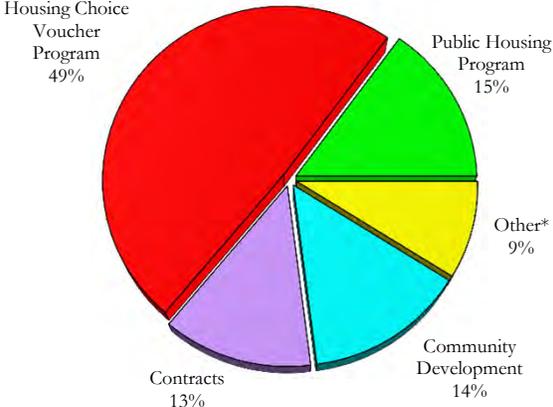
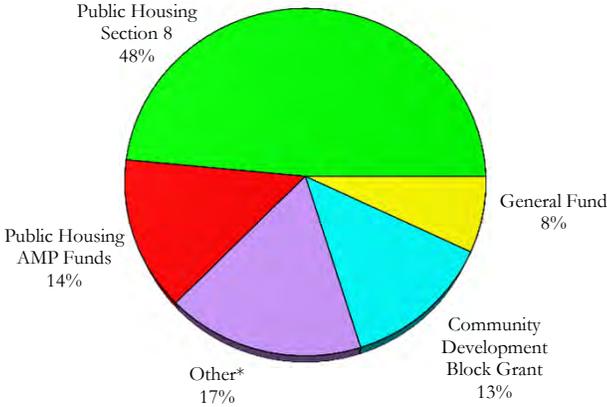
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Building Maintenance Worker	3.00	3.00	3.00	3.00
Lead Custodian	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Custodian	20.00	20.00	20.00	20.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Technological Intern	1.00	1.00	1.00	1.00
Program Total	127.00	127.00	126.00	126.00
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	2.00	2.00	4.00	4.00
Staff Assistant	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	3.00	3.00	3.00	3.00
Fleet Services Supervisor	4.00	4.00	2.00	2.00
Certified Lead Automotive Mechanic	1.00	2.00	1.00	1.00
Certified Senior Heavy Equipment Mechanic	12.00	3.00	13.00	13.00
Certified Auto Body Welder	-0-	-0-	1.00	1.00
Certified Automotive Mechanic	16.00	11.00	16.00	16.00
Lead Automotive Mechanic	1.00	1.00	1.00	1.00
Senior Heavy Equipment Mechanic	13.00	22.00	11.00	11.00
Automotive Mechanic	2.00	7.00	4.00	4.00
Certified Automotive Body Technician	1.00	-0-	-0-	-0-
Certified Automotive Parts Specialist	1.00	-0-	3.00	3.00
Certified Lead Fleet Services Technician	2.00	1.00	2.00	2.00
Welder	2.00	2.00	1.00	1.00
Automotive Body Technician	-0-	1.00	-0-	-0-
Automotive Parts Specialist	6.00	7.00	4.00	4.00
Certified Fleet Control Specialist	1.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Certified Senior Fleet Services Technician	12.00	12.00	12.00	12.00
Fleet Control Specialist	1.00	-0-	-0-	-0-
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Fleet Services Technician	-0-	1.00	-0-	-0-
Senior Storekeeper	1.00	1.00	1.00	1.00
Automotive Service Writer	1.00	1.00	1.00	1.00
Fleet Services Attendant	4.00	3.00	4.00	4.00
Program Total	96.00	96.00	96.00	96.00
Department Total	230.00	230.00	229.00	229.00

HOUSING and COMMUNITY DEVELOPMENT	
OPERATING:	\$ 85,879,690
CAPITAL:	900,200
TOTAL:	<u>\$ 86,779,890</u>
POSITION TOTAL:	<u>186.25</u>



FINANCING PLAN

PROGRAM ALLOCATION



*Other includes HOME Investment Partnerships (7%), Miscellaneous Housing Grant Fund (7%), Capital Improvement Program (1%), Non-Public Housing Asset Management Fund (1%), Non-Federal Grants Fund (<1%), Civic Contribution Fund (<1%), and Other Federal Grants Fund (<1%).

*Other includes Code Enforcement (3%), Administration (1%), Asset Management (1%), Historic Preservation (1%), Planning and Community Development (1%), Planning and Revitalization (1%), and Tenant 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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	11.00	11.00	11.00	11.00
Asset Management	0.50	0.50	0.50	0.50
Code Enforcement	32.00	32.00	32.00	32.00
Community Development	14.00	12.00	12.00	11.00
Contracts	10.00	6.00	7.00	7.00
Historic Preservation	4.00	4.00	4.00	4.00
HOPE VI Revitalization	1.00	-0-	-0-	-0-
Housing Choice Voucher/Section 8 Program	42.00	38.00	38.00	38.00
Planning and Community Development Administration	8.00	8.00	8.00	7.00
Planning and Revitalization	6.00	5.00	6.00	6.00
Public Housing Program	68.75	66.75	65.75	64.75
Technical Support and Neighborhood Services	-0-	2.00	-0-	-0-
Tenant Services	4.00	4.00	5.00	5.00
Department Total	201.25	189.25	189.25	186.25
TOTAL BUDGET				
Operating	\$ 80,453,560	\$ 79,146,900	\$ 80,121,590	\$ 85,879,690
Capital	6,048,082	2,686,400	2,356,700	900,200
Department Total	\$ 86,501,642	\$ 81,833,300	\$ 82,478,290	\$ 86,779,890
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 12,442,262	\$ 13,263,000	\$ 13,058,450	\$ 14,285,240
Services	65,650,541	64,533,550	65,618,440	70,439,380
Supplies	2,301,996	1,350,350	1,395,250	1,155,070
Equipment	58,761	-0-	49,450	-0-
Operating Total	\$ 80,453,560	\$ 79,146,900	\$ 80,121,590	\$ 85,879,690
Capital Improvement Program	6,048,082	2,686,400	2,356,700	900,200
Department Total	\$ 86,501,642	\$ 81,833,300	\$ 82,478,290	\$ 86,779,890

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
FUNDING SOURCES				
General Fund	\$ 6,177,466	\$ 6,722,740	\$ 6,409,290	\$ 6,506,630
Civic Contributions Fund	972	-0-	-0-	6,750
Community Development Block Grant	7,409,528	8,182,110	11,451,540	11,136,950
HOME Investment Partnerships	5,655,637	6,564,420	5,177,510	6,290,470
Miscellaneous Housing Grant Fund	4,734,096	4,650,420	3,283,440	5,991,060
Non-Federal Grants Fund	3,561,702	333,610	331,920	569,860
Non-Public Housing Assistance (PHA) Asset Management	1,120,664	1,510,750	1,237,590	1,265,450
Other Federal Grants Fund	111,662	116,430	28,820	95,940
Public Housing (AMP) Fund	12,936,437	12,984,720	11,648,890	12,460,240
Public Housing Section 8 Fund	38,745,396	38,081,700	40,552,590	41,556,340
Operating Total	\$ 80,453,560	\$ 79,146,900	\$ 80,121,590	\$ 85,879,690
Capital Improvement Program	6,048,082	2,686,400	2,356,700	900,200
Department Total	\$ 86,501,642	\$ 81,833,300	\$ 82,478,290	\$ 86,779,890

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$85,879,690 reflects an increase of \$6,732,790 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in capacity for rental housing assistance, acquisitions and building maintenance services	\$ 3,869,050
Increase in contract payments to the City's Human Services Agencies	3,194,480
Increase in labor charges paid to other departments for their services	1,154,700
Increase in miscellaneous professional service costs and other service expenditures	741,220
Increase in utility expense and subsidy utility allowance paid to tenants	249,740
Decrease in expenditures for supplies	(195,280)
Decrease in charges to the Public Housing Asset Management Projects (AMP) and rehabilitation services	(2,281,120)
Total	\$ 6,732,790

DEPARTMENT MEASURES of PERFORMANCE

Occupancy rate of the City's Public Housing Program.	96.8%	97.0%	95.0%	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	474	365	365	330
• Dollar value (\$000s)	\$ 3,279	\$ 2,827	\$ 2,827	\$ 2,544

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	209	135	135	122
◊ Dollar Value (\$000s)	\$ 2,299	\$ 1,364	\$ 1,364	\$ 1,228
• Multi-family Homes				
◊ Number of units	200	150	150	125
◊ Dollar value (\$000s)	\$ 6,200	\$ 4,650	\$ 4,650	\$ 4,100
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)	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465
• First Things First Economic Stabilization of Families Scholarship (\$000)	\$ 271	\$ -0-	\$ -0-	\$ -0-
• Community Development Block Grant (\$000)	\$ 840	\$ 800	\$ 800	\$ 732
• Federal Housing Opportunities for People with AIDS (\$000)	\$ 454	\$ 454	\$ 454	\$ 414
Provide market rental homes subsidized with federal funds by the City's Public Housing Authority.				
• Number of units leased	66,589	65,837	65,622	61,642
• Percentage of annual units months allocation	100%	98%	98%	95%
• Housing assistance payments (\$000)	\$ 36,199	\$ 35,027	\$ 36,518	\$ 34,040

HOUSING and COMMUNITY DEVELOPMENT

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Meet or exceed the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP) target rate of 90%. (Annual performance scores)				
• Tucson	78%	100%	100%	100%
• Pima County	86%	100%	100%	100%
Promote safe, clean environment, and healthy neighborhoods by resolving code violations.				
• Calls received	20,545	19,500	22,300	22,300
• Online inquiries received	1,788	1,100	1,800	1,800
• Cases created	10,772	9,800	10,900	10,900
• Actual violations found	13,002	11,300	13,000	13,000

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	\$ 481,743	\$ 532,410	\$ 479,040	\$ 429,170
Community Development Block Grant	358,432	320,600	330,290	325,130
HOME Investment Partnerships	23,580	21,690	21,510	14,070
Miscellaneous Housing Grant Fund	4,000	4,000	4,000	3,810
Public Housing (AMP) Funds	100,000	100,000	100,000	179,160
Public Housing Section 8 Fund	192,702	196,200	196,200	193,540
Program Total	\$ 1,160,457	\$ 1,174,900	\$ 1,131,040	\$ 1,144,880

Character of Expenditures

Salaries and Benefits	\$ 1,008,093	\$ 1,035,610	\$ 983,680	\$ 998,800
Services	122,974	117,810	117,820	116,620
Supplies	22,564	21,480	29,540	29,460
Equipment	6,826	-0-	-0-	-0-
Program Total	\$ 1,160,457	\$ 1,174,900	\$ 1,131,040	\$ 1,144,880

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Community Development Block Grant	\$ 8,350	\$ -0-	\$ 247,350	\$ 220,250
HOME Investment Partnerships	192,514	200,000	192,720	246,000
Non-PHA Asset Management	548,147	842,760	552,850	547,410
Program Total	\$ 749,011	\$ 1,042,760	\$ 992,920	\$ 1,013,660
Character of Expenditures				
Salaries and Benefits	\$ 94,384	\$ 143,170	\$ 147,030	\$ 168,410
Services	628,738	891,560	817,270	804,180
Supplies	25,889	8,030	28,620	41,070
Program Total	\$ 749,011	\$ 1,042,760	\$ 992,920	\$ 1,013,660

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	\$ 2,483,280	\$ 2,719,720	\$ 2,742,870	\$ 2,716,520
Character of Expenditures				
Salaries and Benefits	\$ 2,085,651	\$ 2,287,470	\$ 2,214,830	\$ 2,286,930
Services	299,560	345,010	392,570	344,280
Supplies	77,111	87,240	86,020	85,310
Equipment	20,958	-0-	49,450	-0-
Program Total	\$ 2,483,280	\$ 2,719,720	\$ 2,742,870	\$ 2,716,520

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	\$ 499,602	\$ 556,730	\$ 436,760	\$ 470,400
Community Development Block Grant	2,140,556	3,816,440	5,924,540	4,842,630
HOME Investment Partnerships	5,046,638	6,105,690	4,849,930	5,533,400
Miscellaneous Housing Grant Fund	1,188	826,670	56,300	819,940
Other Federal Grants Fund	106,662	116,430	28,820	75,940
Program Total	\$ 7,794,646	\$ 11,421,960	\$ 11,371,210	\$ 11,742,310

HOUSING and COMMUNITY DEVELOPMENT

Community Development (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 1,191,600	\$ 960,610	\$ 1,158,300	\$ 1,126,920
Services	6,570,218	10,442,380	10,193,950	10,597,990
Supplies	21,878	18,970	18,960	17,400
Equipment	10,950	-0-	-0-	-0-
Program Total	\$ 7,794,646	\$ 11,421,960	\$ 11,371,210	\$ 11,742,310

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	\$ 1,787,672	\$ 1,729,090	\$ 1,729,620	\$ 1,775,970
Community Development Block Grant	3,351,010	3,498,450	3,720,090	4,839,390
HOME Investment Partnerships	252,805	-0-	-0-	228,760
Miscellaneous Housing Grant Fund	4,135,700	3,231,800	2,664,650	4,282,400
Non-Federal Grants Fund	3,217,416	-0-	3,080	-0-
Program Total	\$ 12,744,603	\$ 8,459,340	\$ 8,117,440	\$ 11,126,520

Character of Expenditures

Salaries and Benefits	\$ 848,025	\$ 553,020	\$ 594,650	\$ 819,900
Services	11,886,998	7,901,910	7,518,340	10,303,120
Supplies	9,580	4,410	4,450	3,500
Program Total	\$ 12,744,603	\$ 8,459,340	\$ 8,117,440	\$ 11,126,520

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 assist neighborhoods with National Register of Historic Places' nominations.

Projected Revenue Sources

General Fund	\$ 250,587	\$ 309,860	\$ 254,560	\$ 308,530
Civic Contributions	625	-0-	-0-	6,750
Community Development Block Grant	1,354,598	284,450	786,330	720,520
HOME Investment Partnerships	180	-0-	-0-	18,020
Other Federal Grants Fund	5,000	-0-	-0-	20,000
Program Total	\$ 1,610,990	\$ 594,310	\$ 1,040,890	\$ 1,073,820

Character of Expenditures

Salaries and Benefits	\$ 240,614	\$ 326,860	\$ 388,570	\$ 378,970
Services	1,367,497	263,950	648,820	691,950
Supplies	2,879	3,500	3,500	2,900
Program Total	\$ 1,610,990	\$ 594,310	\$ 1,040,890	\$ 1,073,820

HOUSING and COMMUNITY DEVELOPMENT

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 \$40 million of federal housing assistance to more than 2,000 participating property owners.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Community Development Block Grant	\$ 12,085	\$ 15,620	\$ 10,570	\$ 15,660
Miscellaneous Housing Grant Fund	459,692	420,720	400,670	441,090
Non-Federal Grants Fund	344,633	333,610	328,840	569,860
Public Housing (AMP) Funds	69,352	63,120	73,810	-0-
Public Housing Section 8 Fund	38,407,071	37,747,500	40,218,390	41,223,490
Program Total	\$ 39,292,833	\$ 38,580,570	\$ 41,032,280	\$ 42,250,100
Character of Expenditures				
Salaries and Benefits	\$ 2,289,466	\$ 2,403,400	\$ 2,946,900	\$ 3,564,670
Services	36,862,887	35,988,680	37,857,550	38,542,700
Supplies	140,480	188,490	227,830	142,730
Program Total	\$ 39,292,833	\$ 38,580,570	\$ 41,032,280	\$ 42,250,100

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

Projected Revenue Sources				
General Fund	\$ 218,566	\$ 235,680	\$ 234,610	\$ 244,690
Community Development Block Grant	145,214	147,590	130,080	155,230
HOME Investment Partnerships	139,502	199,360	109,650	249,770
Miscellaneous Housing Grant Fund	14,766	-0-	6,580	1,640
Program Total	\$ 518,048	\$ 582,630	\$ 480,920	\$ 651,330
Character of Expenditures				
Salaries and Benefits	\$ 368,769	\$ 416,260	\$ 332,770	\$ 482,580
Services	125,570	129,270	125,290	130,450
Supplies	23,709	37,100	22,860	38,300
Program Total	\$ 518,048	\$ 582,630	\$ 480,920	\$ 651,330

HOUSING and COMMUNITY DEVELOPMENT

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. This program also conducts specialized research, Geographic Information System (GIS) and census analysis, and 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-up.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 456,016	\$ 425,170	\$ 352,260	\$ 561,350
Community Development Block Grant	16,829	-0-	270,220	140
HOME Investment Partnerships	418	-0-	-0-	450
Program Total	\$ 473,263	\$ 425,170	\$ 622,480	\$ 561,940
Character of Expenditures				
Salaries and Benefits	\$ 413,779	\$ 400,300	\$ 322,110	\$ 477,480
Services	16,410	18,670	294,170	18,260
Supplies	43,074	6,200	6,200	66,200
Program Total	\$ 473,263	\$ 425,170	\$ 622,480	\$ 561,940

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.

Projected Revenue Sources				
Non-PHA Asset Management	\$ 572,517	\$ 667,990	\$ 684,740	\$ 718,040
Public Housing (AMP) Funds	12,599,099	12,637,580	11,234,220	12,191,670
Miscellaneous Housing Grant Fund	-0-	-0-	-0-	250,000
Public Housing Section 8 Fund	-0-	-0-	-0-	1,310
Program Total	\$ 13,171,616	\$ 13,305,570	\$ 11,918,960	\$ 13,161,020
Character of Expenditures				
Salaries and Benefits	\$ 3,646,057	\$ 4,286,080	\$ 3,623,290	\$ 3,643,650
Services	7,583,980	8,110,660	7,366,050	8,795,670
Supplies	1,921,552	908,830	929,620	721,700
Equipment	20,027	-0-	-0-	-0-
Program Total	\$ 13,171,616	\$ 13,305,570	\$ 11,918,960	\$ 13,161,020

HOUSING and COMMUNITY DEVELOPMENT

TENANT SERVICES: This program area 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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Community Development Block Grant	\$ 22,454	\$ 11,400	\$ 18,000	\$ 18,000
Miscellaneous Housing Grant Fund	118,750	167,230	151,240	192,180
Public Housing (AMP) Funds	108,038	104,020	101,690	89,410
Public Housing Section 8 Fund	145,623	138,000	138,000	138,000
Program Total	\$ 394,865	\$ 420,650	\$ 408,930	\$ 437,590
Character of Expenditures				
Salaries and Benefits	\$ 232,940	\$ 251,060	\$ 292,770	\$ 336,070
Services	152,292	164,590	113,420	95,020
Supplies	9,633	5,000	2,740	6,500
Program Total	\$ 394,865	\$ 420,650	\$ 408,930	\$ 437,590

HOPE VI and DEPOT PLAZA/MARTIN LUTHER KING REVITALIZATION: Functions consolidated with the Public Housing Program in Fiscal Year 2014.

Projected Revenue Sources				
Public Housing (AMP) Funds	\$ 59,948	\$ 80,000	\$ 139,170	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 22,884	\$ -0-	\$ 6,440	\$ -0-
Services	33,417	80,000	132,730	-0-
Supplies	3,647	-0-	-0-	-0-
Program Total	\$ 59,948	\$ 80,000	\$ 139,170	\$ -0-

TECHNICAL SUPPORT and NEIGHBORHOOD SERVICES: Functions consolidated with Planning and Revitalization Program in Fiscal Year 2014.

Projected Revenue Sources				
General Fund	\$ -0-	\$ 214,080	\$ 104,710	\$ -0-
Community Development Block Grant	-0-	87,560	14,070	-0-
HOME Investment Partnerships	-0-	37,680	3,700	-0-
Program Total	\$ -0-	\$ 339,320	\$ 122,480	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 199,160	\$ 47,110	\$ -0-
Services	-0-	79,060	40,460	-0-
Supplies	-0-	61,100	34,910	-0-
Program Total	\$ -0-	\$ 339,320	\$ 122,480	\$ -0-

POSITION RESOURCES

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	1.00	2.00
Community Services Administrator	1.00	1.00	-0-	-0-
Community Services Manager	-0-	-0-	1.00	1.00
Staff Assistant	4.00	4.00	4.00	4.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	-0-	1.00	1.00	1.00
Administrative Assistant	1.00	-0-	-0-	-0-
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	11.00	11.00	10.00	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	3.00	3.00
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	19.00	19.00
Residential Rehabilitation Inspector Estimator	1.00	1.00	1.00	1.00
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	32.00	32.00	32.00
Community Development				
Community Services Manager	2.00	2.00	2.00	1.00
Community Services Project Supervisor	2.00	2.00	2.00	2.00
Rehabilitation Inspector/Estimator Supervisor	1.00	-0-	-0-	-0-
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	7.00	6.00	6.00	6.00
Facilities Project Coordinator	1.00	1.00	1.00	1.00
Program Total	14.00	12.00	12.00	11.00
Contracts				
Principal Planner	1.00	-0-	-0-	-0-
Community Services Project Supervisor	-0-	1.00	2.00	2.00
Community Services Project Coordinator	8.00	5.00	5.00	5.00
Administrative Assistant	1.00	-0-	-0-	-0-
Program Total	10.00	6.00	7.00	7.00

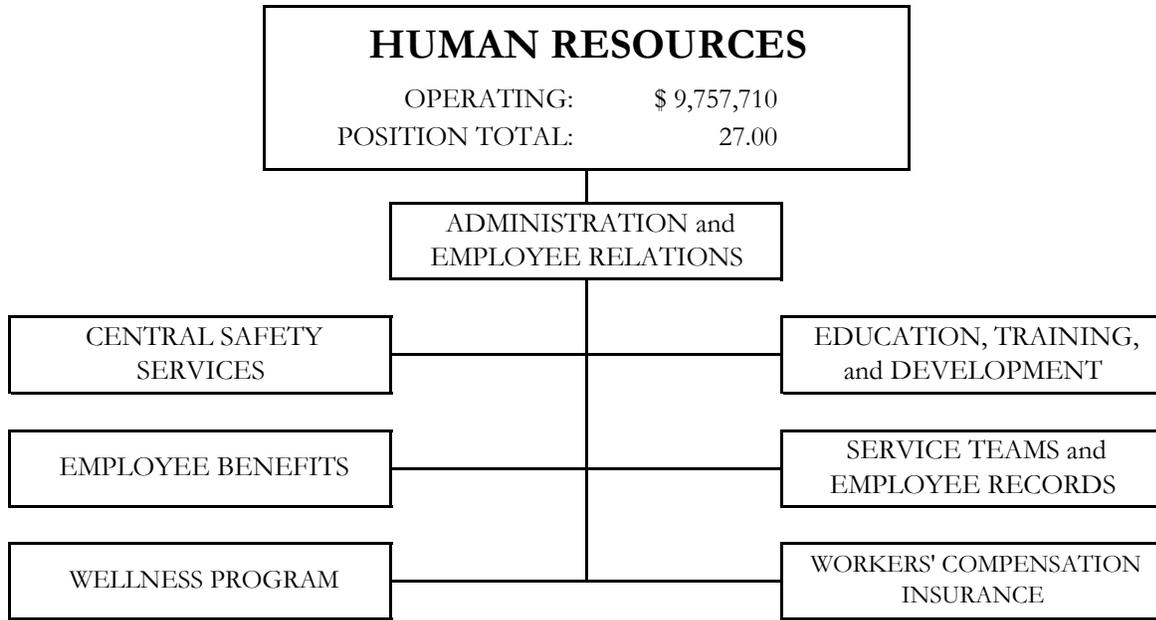
HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Historic Preservation				
Historic Preservation Planner	1.00	1.00	1.00	1.00
Lead Planner	1.00	1.00	2.00	2.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	-0-	-0-
Program Total	4.00	4.00	4.00	4.00
Housing Choice Voucher/Section 8 Program				
Community Services Administrator	1.00	1.00	-0-	-0-
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	-0-	-0-
Principal Accountant	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	1.00	1.00
Housing Assistance Supervisor	3.00	4.00	2.00	2.00
Housing Investigator	-0-	-0-	1.00	1.00
Housing Quality Standards Inspector	6.00	5.00	5.00	5.00
Administrative Assistant	3.00	3.00	4.00	4.00
Housing Services Agent	15.00	14.00	15.00	15.00
Customer Service Representative	2.00	1.00	-0-	-0-
Customer Service Clerk	3.00	3.00	6.00	6.00
Office Assistant	2.00	-0-	-0-	-0-
Program Total	42.00	38.00	38.00	38.00
Planning and Community Development Administration				
Community Services Administrator	1.00	1.00	1.00	1.00
Principal Accountant	1.00	1.00	1.00	1.00
Senior Accountant	3.00	3.00	3.00	2.00
Office Supervisor	1.00	1.00	1.00	1.00
Secretary	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	-0-	-0-
Program Total	8.00	8.00	8.00	7.00
Planning and Revitalization				
Principal Planner	1.00	1.00	2.00	1.00
Lead Planner	1.00	1.00	2.00	3.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	2.00	1.00	-0-	-0-
Housing Assistance/Outreach Coordinator	1.00	1.00	1.00	1.00
Program Total	6.00	5.00	6.00	6.00
Public Housing Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Housing Asset Manager	1.00	1.00	1.00	1.00
Principal Accountant	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	-0-	-0-
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Residential Property Manager	6.00	6.00	6.00	6.00

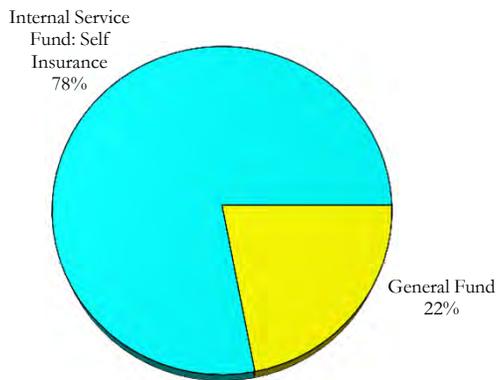
HOUSING and COMMUNITY DEVELOPMENT

Public Housing Program (Continued)

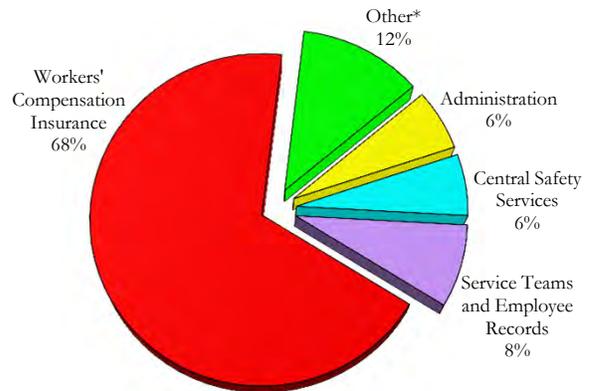
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Senior Accountant	2.00	2.00	2.00	2.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Housing Field Operations Coordinator	2.00	2.00	2.00	2.00
Lead Housing Technician	17.00	17.00	17.00	17.00
Locksmith	1.75	1.75	1.75	1.75
Physical Plant Operator	2.00	2.00	2.00	2.00
Accountant	1.00	-0-	1.00	1.00
Bookkeeper	-0-	1.00	-0-	-0-
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
Senior Storekeeper	1.00	1.00	1.00	-0-
Customer Service Representative	4.00	5.00	5.00	5.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Customer Service Clerk	2.00	1.00	1.00	1.00
Custodian	2.00	2.00	2.00	2.00
Office Assistant	4.00	2.00	2.00	2.00
Program Total	68.75	66.75	65.75	64.75
Tenant Services				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Coordinator	-0-	-0-	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	5.00	5.00
HOPE VI and Depot Plaza/Martin Luther King Revitalization				
Community Services Project Supervisor	1.00	-0-	-0-	-0-
Program Total	1.00	-0-	-0-	-0-
Technical Support and Neighborhood Services				
Principal Planner	-0-	1.00	-0-	-0-
Community Services Project Coordinator	-0-	1.00	-0-	-0-
Program Total	-0-	2.00	-0-	-0-
Department Total	201.25	189.25	188.25	186.25



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Education, Training and Development (5%), Employee Benefits (3%), Unemployment Insurance (3%), and Wellness Program (1%).

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration and Employee Relations	2.50	2.00	2.00	4.00
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	4.00	5.00	5.00	3.00
Department Total	26.50	27.00	27.00	27.00
TOTAL BUDGET				
Operating	\$ 8,688,043	\$ 9,945,650	\$ 9,977,130	\$ 9,757,710
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,117,549	\$ 2,355,590	\$ 2,436,300	\$ 2,246,890
Services	6,520,467	7,503,960	7,409,780	7,392,170
Supplies	50,027	86,100	131,050	118,650
Department Total	\$ 8,688,043	\$ 9,945,650	\$ 9,977,130	\$ 9,757,710
FUNDING SOURCES				
General Fund	\$ 1,792,117	\$ 2,021,700	\$ 2,161,860	\$ 2,178,060
Internal Service Fund: Self Insurance	6,895,926	7,923,950	7,815,270	7,579,650
Department Total	\$ 8,688,043	\$ 9,945,650	\$ 9,977,130	\$ 9,757,710

SIGNIFICANT CHANGES: GENERAL FUND

The General Fund adopted operating budget for Fiscal Year 2014 of \$2,178,060 reflects an increase of \$156,360 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in citywide training funding	\$ 181,500
Increase in software purchase and maintenance for training purposes	64,150
Miscellaneous adjustments	1,350
Decrease in personnel costs	(90,640)
Total	\$ 156,360

HUMAN RESOURCES

SIGNIFICANT CHANGES: RISK MANAGEMENT FUND

The Risk Management Fund adopted operating budget for Fiscal Year 2014 of \$7,579,650 reflects a decrease of \$344,300 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in travel and training expenses	\$ 10,450
Reduction in benefit costs	(17,410)
Reduction in software maintenance and miscellaneous service expenses	(27,760)
Reduction in projected insurance claims	(309,580)
Total	\$ (344,300)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Manage the employee selection process.				
• Process applications for City positions	16,899	15,000	13,590	15,000
• Vacancies posted	306	300	276	280
• Candidates hired	311	280	400	450
• Average days to fill	64	40	62	60
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	459	2,000	4,098	4,500
• Number of credits reimbursed through Tuition Reimbursement	1,038	1,100	1,000	2,172

OPERATING PROGRAMS

ADMINISTRATION and EMPLOYEE RELATIONS: This program area provides administrative support to all program areas in Human Resources, including budget, 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 separately under Pension Services.

Projected Revenue Sources

General Fund	\$ 523,295	\$ 421,260	\$ 516,800	\$ 583,270
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Administration and Employee Relations (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 408,459	\$ 325,820	\$ 396,090	\$ 439,400
Services	102,334	79,840	107,980	136,540
Supplies	12,502	15,600	12,730	7,330
Program Total	\$ 523,295	\$ 421,260	\$ 516,800	\$ 583,270

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	\$ 398,469	\$ 590,840	\$ 598,060	\$ 552,630
Character of Expenditures				
Salaries and Benefits	\$ 249,763	\$ 271,480	\$ 271,480	\$ 248,370
Services	129,011	277,160	277,600	262,160
Supplies	19,695	42,200	48,980	42,100
Program Total	\$ 398,469	\$ 590,840	\$ 598,060	\$ 552,630

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	\$ 298,552	\$ 291,930	\$ 318,830	\$ 528,180
Character of Expenditures				
Salaries and Benefits	\$ 168,764	\$ 175,690	\$ 175,690	\$ 213,460
Services	127,931	116,240	143,140	272,400
Supplies	1,857	-0-	-0-	42,320
Program Total	\$ 298,552	\$ 291,930	\$ 318,830	\$ 528,180

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	\$ 224,405	\$ 413,720	\$ 458,470	\$ 285,140
Character of Expenditures				
Salaries and Benefits	\$ 178,051	\$ 360,120	\$ 376,990	\$ 232,230
Services	38,714	47,100	74,080	46,810
Supplies	7,640	6,500	7,400	6,100
Program Total	\$ 224,405	\$ 413,720	\$ 458,470	\$ 285,140

HUMAN RESOURCES

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 745,864	\$ 894,790	\$ 867,760	\$ 781,470
Character of Expenditures				
Salaries and Benefits	\$ 737,388	\$ 879,370	\$ 852,340	\$ 765,270
Services	8,431	15,420	15,420	16,200
Supplies	45	-0-	-0-	-0-
Program Total	\$ 745,864	\$ 894,790	\$ 867,760	\$ 781,470

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	\$ 214,261	\$ 430,000	\$ 250,000	\$ 250,000
Character of Expenditures				
Services	\$ 214,261	\$ 430,000	\$ 250,000	\$ 250,000

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	\$ 85,463	\$ 132,540	\$ 174,690	\$ 133,860
Character of Expenditures				
Salaries and Benefits	\$ 78,707	\$ 78,340	\$ 78,340	\$ 82,460
Services	1,097	34,600	36,400	32,400
Supplies	5,659	19,600	59,950	19,000
Program Total	\$ 85,463	\$ 132,540	\$ 174,690	\$ 133,860

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

Projected Revenue Sources				
Interdepartmental Charges	\$ 6,197,734	\$ 6,770,570	\$ 6,792,530	\$ 6,643,160

Workers' Compensation Insurance (Continued)

Character of Expenditures	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Salaries and Benefits	\$ 296,418	\$ 264,770	\$ 285,370	\$ 265,700
Services	5,898,687	6,503,600	6,505,160	6,375,660
Supplies	2,629	2,200	2,000	1,800
Program Total	\$ 6,197,734	\$ 6,770,570	\$ 6,792,530	\$ 6,643,160

POSITION RESOURCES

Administration and Employee Relations

Director	1.00	1.00	1.00	1.00
Lead Human Resources Analyst	-0-	-0-	1.00	1.00
Management Analyst	-0-	-0-	1.00	1.00
Employee Relations Specialist	-0-	1.00	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Senior Account Clerk	0.50	-0-	-0-	-0-
Program Total	2.50	3.00	4.00	4.00

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

Human Resources Manager	-0-	-0-	1.00	1.00
Training Development and ADA Coordinator	1.00	1.00	-0-	-0-
Lead Human Resources Analyst	1.00	1.00	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

Service Teams and Employee Records

Human Resources Administrator	2.00	2.00	2.00	2.00
Lead Human Resources Analyst	5.00	4.00	5.00	5.00
Human Resources Analyst	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Human Resources Technician	3.00	4.00	2.00	2.00
Program Total	11.00	11.00	11.00	11.00

Wellness Program

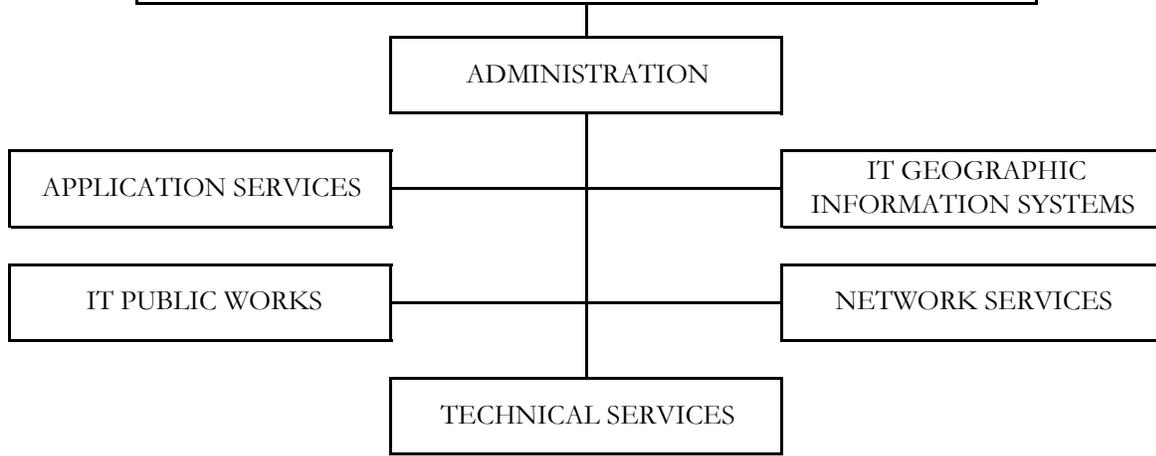
Risk Management Specialist	1.00	1.00	1.00	1.00
Program Total	1.00	1.00	1.00	1.00

HUMAN RESOURCES

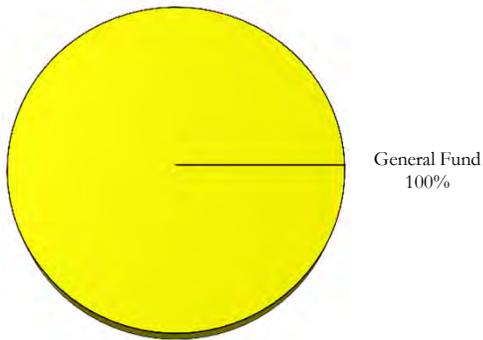
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Workers' Compensation Insurance				
Management Analyst	-0-	1.00	-0-	-0-
Information Technology Specialist	-0-	-0-	1.00	1.00
Lead Medical Leave Specialist	1.00	-0-	-0-	-0-
Employee Relations Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	1.00	1.00
Program Total	4.00	4.00	3.00	3.00
Department Total	26.50	27.00	27.00	27.00

INFORMATION TECHNOLOGY

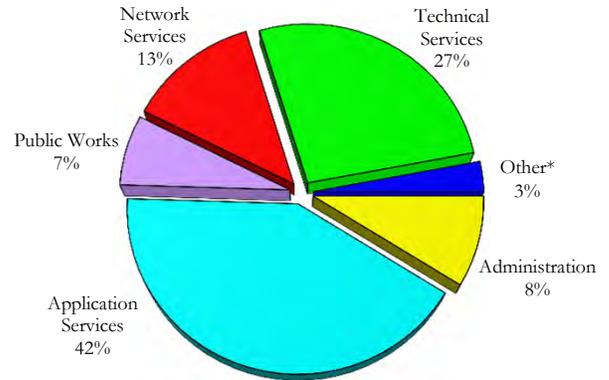
OPERATING: \$ 17,539,670
 POSITION TOTAL: 106.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Geographic Information Systems (3%).

INFORMATION TECHNOLOGY

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

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	9.00	10.00	9.00	9.00
Application Services	35.00	35.00	37.00	37.00
IT Geographic Information Systems (GIS) Services	4.00	4.00	4.00	4.00
IT Public Works	14.00	14.00	14.00	14.00
Network Services	14.00	14.00	14.00	14.00
Public Communications	6.50	6.50	6.50	-0-
Technical Services	29.00	29.00	28.00	28.00
Department Total	111.50	112.50	112.50	106.00
TOTAL BUDGET				
Operating	\$ 16,266,987	\$ 18,660,810	\$ 18,842,540	\$ 17,539,670
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 9,279,007	\$ 10,302,860	\$ 9,264,100	\$ 9,903,960
Services	5,505,592	6,073,080	7,192,410	6,253,810
Supplies	696,820	456,680	456,720	941,610
Equipment	785,568	1,828,190	1,929,310	440,290
Department Total	\$ 16,266,987	\$ 18,660,810	\$ 18,842,540	\$ 17,539,670
FUNDING SOURCES				
General Fund	\$ 16,266,987	\$ 18,660,810	\$ 18,842,540	\$ 17,539,670

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$17,539,670 reflects a decrease of \$1,121,140 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in contracted software maintenance and license costs	\$ 829,710
Decrease due to transfer of building maintenance budget capacity to General Services Department	(13,980)
Decrease in repair and maintenance for buildings, grounds, machinery and equipment	(77,790)
Reduction of services and supplies costs due to a contract cancellation	(130,400)
Decrease in benefit expenditures	(148,700)
Public Communications function, including 6.50 FTEs, transferred to City Manager's Office	(645,930)
Reduction in budget capacity for one-time equipment purchases allowance	(934,050)
Total	\$ (1,121,140)

INFORMATION TECHNOLOGY

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Ensure that supported applications are available to internal customers during scheduled business hours, and to the public on a highly available basis.				
• Number of service interruptions	462	350	541	500
• Percentage of production hardware on a maintenance contract	77%	70%	77%	70%
Protect and secure all City data and systems.				
• Number of incidents for computers infected with a virus	179	150	248	250
Increase the leverage of IT investments.				
• Percent of personal computers with supported operating systems and browsers	87%	90%	88%	90%
• Percent of web pages which can be maintained by the end users	83%	90%	97%	100%
• Percent of problems and requests resolved on the first call to the Service Desk	15%	50%	22%	25%

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.

Projected Revenue Sources

General Fund	\$ 1,240,017	\$ 1,533,000	\$ 1,854,220	\$ 1,499,820
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Character of Expenditures

Salaries and Benefits	\$ 641,371	\$ 938,810	\$ 755,520	\$ 898,810
Services	574,512	575,780	1,062,830	582,550
Supplies	24,134	18,410	18,470	18,460
Equipment	-0-	-0-	17,400	-0-
Program Total	\$ 1,240,017	\$ 1,533,000	\$ 1,854,220	\$ 1,499,820

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 5,321,989	\$ 6,783,780	\$ 6,467,500	\$ 7,320,570
Character of Expenditures				
Salaries and Benefits	\$ 3,150,025	\$ 3,481,970	\$ 3,137,990	\$ 3,458,840
Services	1,938,896	2,708,760	2,759,430	3,050,510
Supplies	79,330	151,220	128,250	676,220
Equipment	153,738	441,830	441,830	135,000
Program Total	\$ 5,321,989	\$ 6,783,780	\$ 6,467,500	\$ 7,320,570

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.

Projected Revenue Sources				
General Fund	\$ 449,452	\$ 571,200	\$ 561,200	\$ 573,810
Character of Expenditures				
Salaries and Benefits	\$ 321,142	\$ 413,400	\$ 413,400	\$ 416,700
Services	109,070	130,100	130,120	129,410
Supplies	19,240	21,200	11,180	21,200
Equipment	-0-	6,500	6,500	6,500
Program Total	\$ 449,452	\$ 571,200	\$ 561,200	\$ 573,810

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	\$ 1,082,038	\$ 1,174,650	\$ 1,259,700	\$ 1,282,860

INFORMATION TECHNOLOGY

IT Public Works (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 924,419	\$ 974,460	\$ 1,048,740	\$ 1,069,450
Services	154,897	180,890	189,510	188,110
Supplies	2,722	19,300	21,450	25,300
Program Total	\$ 1,082,038	\$ 1,174,650	\$ 1,259,700	\$ 1,282,860

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	\$ 2,470,259	\$ 2,834,980	\$ 3,164,720	\$ 2,249,760
General Fund: Restricted	-0-	228,000	-0-	-0-
Program Total	\$ 2,470,259	\$ 3,062,980	\$ 3,164,720	\$ 2,249,760

Character of Expenditures

Salaries and Benefits	\$ 1,382,980	\$ 1,428,360	\$ 1,197,170	\$ 1,324,540
Services	561,347	721,460	930,090	702,670
Supplies	166,021	46,200	58,540	36,830
Equipment	359,911	866,960	978,920	185,720
Program Total	\$ 2,470,259	\$ 3,062,980	\$ 3,164,720	\$ 2,249,760

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	\$ 5,058,858	\$ 4,889,270	\$ 4,900,130	\$ 4,612,850
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Character of Expenditures

Salaries and Benefits	\$ 2,389,654	\$ 2,590,420	\$ 2,250,230	\$ 2,735,620
Services	1,995,929	1,620,350	1,977,490	1,600,560
Supplies	401,355	165,600	187,750	163,600
Equipment	271,920	512,900	484,660	113,070
Program Total	\$ 5,058,858	\$ 4,889,270	\$ 4,900,130	\$ 4,612,850

PUBLIC COMMUNICATIONS: Function moved to the City Manager's Office in Fiscal Year 2014.
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	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 644,374	\$ 645,930	\$ 635,060	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 469,415	\$ 475,440	\$ 461,040	\$ -0-
Services	170,941	135,740	142,940	-0-
Supplies	4,018	34,750	31,080	-0-
Program Total	\$ 644,374	\$ 645,930	\$ 635,060	\$ -0-

POSITION RESOURCES

Administration				
Director	-0-	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Information Technology (IT) Administrator - Security Certified (SC)	1.00	1.00	-0-	-0-
Lead Data and Storage Backup Administrator	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	9.00	10.00	9.00	9.00
Application Services				
Information Technology Administrator - SC	-0-	-0-	2.00	2.00
Information Technology Administrator	1.00	1.00	-0-	-0-
Information Technology Manager	1.00	1.00	1.00	1.00
Lead Data Base Administrator - SC	1.00	1.00	1.00	1.00
IT Manager - SC	3.00	3.00	3.00	3.00
Data Base Administrator - SC	2.00	2.00	3.00	3.00
Data Base Administrator	1.00	1.00	-0-	-0-
Software Engineer - SC	1.00	1.00	2.00	2.00
Software Engineer	1.00	1.00	-0-	-0-
Systems Analyst - SC	14.00	14.00	16.00	16.00
Systems Analyst	7.00	7.00	7.00	7.00
Web Development Supervisor - SC	1.00	1.00	1.00	1.00
IT Analyst - SC	2.00	2.00	1.00	1.00
Program Total	35.00	35.00	37.00	37.00

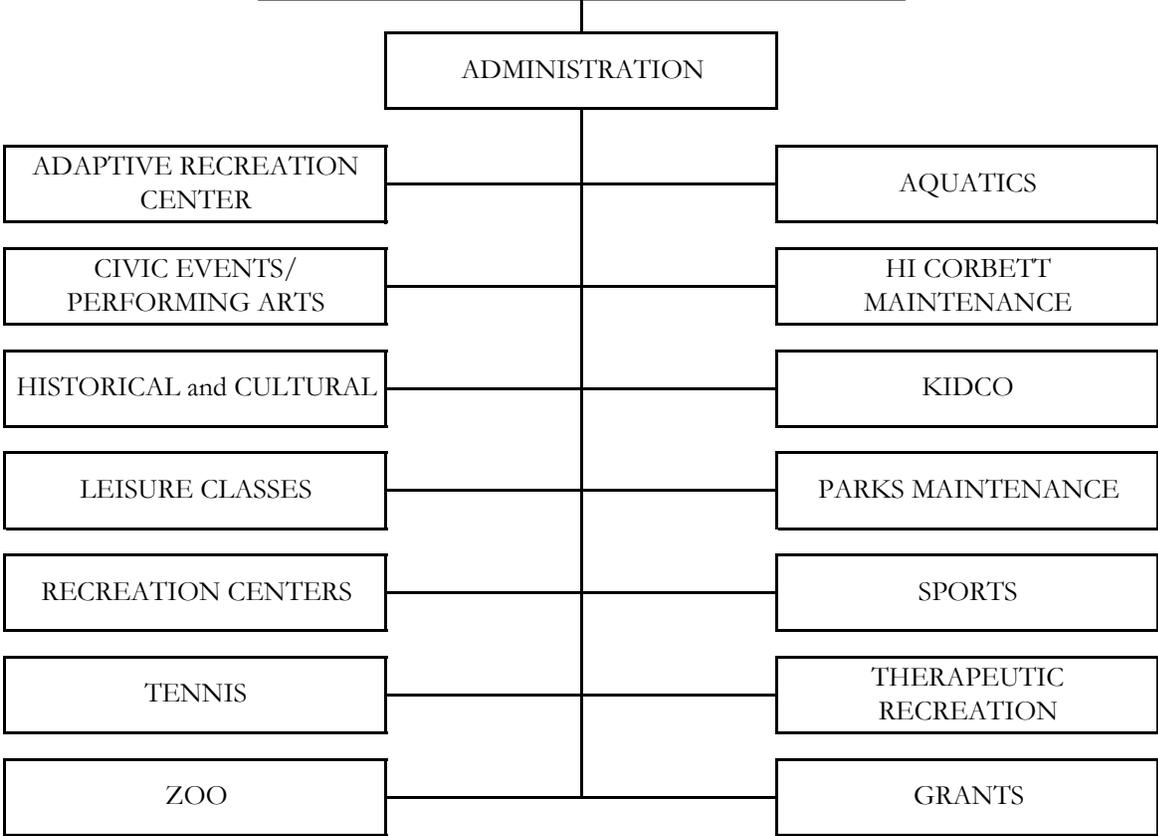
INFORMATION TECHNOLOGY

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
IT Geographic Information Systems (GIS)				
Services				
Information Technology Manager - SC	1.00	1.00	1.00	1.00
Data Base Administrator - SC	-0-	-0-	1.00	1.00
Data Base Administrator	1.00	1.00	-0-	-0-
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	1.00	1.00	1.00	1.00
Information Technology Supervisor - SC	1.00	1.00	1.00	1.00
Systems Analyst - SC	2.00	2.00	2.00	2.00
Systems Analyst	2.00	2.00	4.00	4.00
Information Technology Analyst - SC	1.00	1.00	-0-	-0-
Information Technology Analyst	1.00	1.00	-0-	-0-
Information Technology Specialist - SC	4.00	4.00	4.00	4.00
Information Technology Specialist	1.00	1.00	1.00	1.00
Program Total	14.00	14.00	14.00	14.00
Network Services				
Information Technology Administrator SC	1.00	1.00	-0-	-0-
Information Technology Manager - SC	1.00	1.00	2.00	2.00
Lead Communications Engineer - SC	1.00	1.00	-0-	-0-
Lead Security Administrator	1.00	1.00	1.00	1.00
Telephone Service Coordinator	1.00	1.00	1.00	1.00
Network Engineer - SC	4.00	4.00	4.00	4.00
Network Engineer	1.00	1.00	1.00	1.00
Communications Engineer - SC	1.00	1.00	3.00	3.00
Communications Engineer	1.00	1.00	-0-	-0-
Telephone System Technician	2.00	2.00	2.00	2.00
Program Total	14.00	14.00	14.00	14.00
Technical Services				
Information Technology Administrator - SC	1.00	1.00	1.00	1.00
Information Technology Manager - SC	1.00	1.00	2.00	2.00
Information Technology Manager	1.00	1.00	-0-	-0-
Lead Systems Analyst	1.00	1.00	1.00	1.00
Systems Administrator - SC	9.00	9.00	10.00	10.00
Systems Administrator	3.00	3.00	2.00	2.00
Information Technology Analyst - SC	1.00	1.00	-0-	-0-
Information Technology Specialist -SC	3.00	3.00	3.00	3.00
Information Technology Specialist	4.00	4.00	4.00	4.00
Computer Operator	5.00	5.00	5.00	5.00
Program Total	29.00	29.00	28.00	28.00

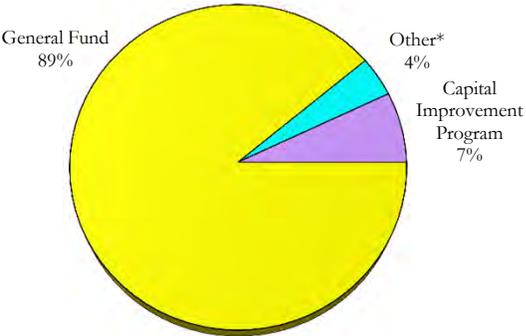
INFORMATION TECHNOLOGY

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Public Communications				
Television (TV) Production Manager	1.00	1.00	1.00	-0-
TV Production Specialist	3.00	3.00	3.00	-0-
TV Program Development Specialist	1.50	1.50	1.50	-0-
TV Production Technician	1.00	1.00	1.00	-0-
Program Total	6.50	6.50	6.50	-0-
Department Total	111.50	112.50	112.50	106.00

PARKS and RECREATION	
OPERATING:	\$ 37,540,560
CAPITAL:	2,903,400
TOTAL:	<u>\$ 40,443,960</u>
POSITION TOTAL:	497.50

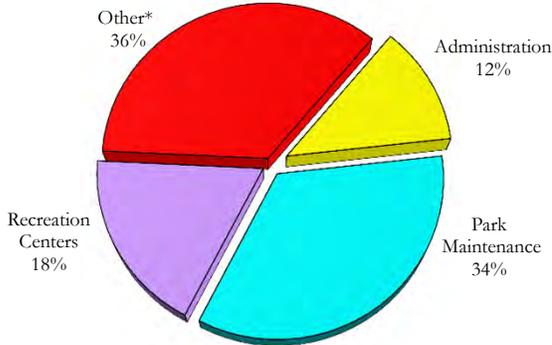


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Zoo (9%), Aquatics (7%), Grants (5%), KIDCO (5%), Adaptive Recreation Center (2%), Civic Events/Performing Arts (2%), Leisure Classes (2%), Therapeutic Recreation (2%), Hi Corbett Maintenance (1%), Sports (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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	43.00	40.00	40.00	40.00
Adaptive Recreation Center	18.00	18.00	18.00	18.00
Aquatics	42.50	45.00	45.00	45.00
Civic Events/Performing Arts	8.75	8.75	9.75	9.75
Hi Corbett Maintenance	5.00	8.00	8.00	8.00
Historical and Cultural	-0-	1.00	1.00	1.00
KIDCO	77.00	77.00	77.00	77.00
Leisure Classes	20.75	17.75	17.75	17.75
Parks Maintenance	116.00	116.00	115.00	115.00
Recreation Centers	93.75	91.25	91.00	91.00
Sports	6.00	6.00	6.75	6.75
Therapeutic Recreation	15.50	15.50	15.50	15.50
Zoo	43.00	44.00	41.50	41.50
Grants	10.75	11.75	11.25	11.25
Department Total	500.00	500.00	497.50	497.50
 TOTAL BUDGET				
Operating	\$ 38,090,679	\$ 41,881,010	\$ 38,908,230	\$ 37,540,560
Capital	8,669,953	12,253,200	4,166,230	2,903,400
Department Total	\$ 46,760,632	\$ 54,134,210	\$ 43,074,460	\$ 40,443,960
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 21,375,283	\$ 24,051,230	\$ 21,882,220	\$ 22,835,960
Services	13,060,360	12,416,510	12,830,890	9,968,560
Supplies	2,884,556	3,026,120	2,999,460	2,966,090
Equipment	25,848	-0-	96,200	10,000
Grant Capacity	744,632	2,387,150	1,099,460	1,759,950
Operating Total	\$ 38,090,679	\$ 41,881,010	\$ 38,908,230	\$ 37,540,560
Capital Improvement Program	8,669,953	12,253,200	4,166,230	2,903,400
Department Total	\$ 46,760,632	\$ 54,134,210	\$ 43,074,460	\$ 40,443,960
 FUNDING SOURCES				
General Fund	\$ 37,346,047	\$ 39,818,860	\$ 38,033,770	\$ 35,980,610
Civic Contributions Fund	277,951	967,670	386,780	712,400
Non-Federal Grants Fund	68,792	421,900	71,840	275,000
Other Federal Grants Fund	397,889	672,580	415,840	572,550
Operating Total	\$ 38,090,679	\$ 41,881,010	\$ 38,908,230	\$ 37,540,560
Capital Improvement Program	8,669,953	12,253,200	4,166,230	2,903,400
Department Total	\$ 46,760,632	\$ 54,134,210	\$ 43,074,460	\$ 40,443,960

PARKS and RECREATION

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$37,540,560 reflects a decrease of \$4,340,450 from the Fiscal Year 2013 Adopted Budget. Changes include:

Tucson Electric Power rate increase (8% projection)	\$ 174,930
Contract payments to Reid Park Zoological Society for zoo cashiers	102,940
Reduction of one-time safety (electrical)/security funding	(500,000)
Reduction in Grant and Civic Contribution capacity	(627,200)
Personnel costs including a reduction of 2.5 cashiers	(1,215,270)
Decrease due to transfer of building maintenance budget to General Services Department	(2,275,850)
Total	\$ (4,340,450)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Provide age-appropriate leisure activities to increase socialization, wellness, arts, aquatics, and environmental benefits.				
• Courses offered	2,248	2,390	2,416	2,410
• Courses completed	1,702	2,060	2,150	2,070
• Courses registration	21,736	21,300	24,409	24,360
• Courses revenues	\$ 1,413,696	\$ 1,632,370	\$ 1,535,000	\$ 1,474,700
Provide, operate, and maintain recreation center facilities for various programs and activities.				
• Pass holders	8,348	7,780	8,459	8,440
• Drop-ins	151,600	156,980	158,347	154,840
• Revenues (excludes rentals)	\$ 575,132	\$ 588,660	\$ 593,800	\$ 580,660
• Facilities rentals	1,350	1,290	1,318	1,057
• Facilities rentals revenue	\$ 128,805	\$ 92,900	\$ 125,200	\$ 100,400
Provide safe, clean, and well maintained parks, athletic fields, and special places.				
• Maintain the number of Park Facility Rentals				
◊ Facilities rentals	45,366	51,950	51,950	51,950
◊ Facilities rental revenues	\$ 618,049	\$ 622,900	\$ 622,900	\$ 622,900
Attract visitors to Reid Park Zoo promoting education and preservation programs and a safe fun experience.				
• Total number of admissions	585,583	631,540	739,633	744,550
• Total revenues collected	\$ 1,752,118	\$ 1,916,250	\$ 2,218,900	\$ 2,233,650

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 4,566,624	\$ 4,707,670	\$ 4,552,870	\$ 4,393,540
Miscellaneous Revenue	95,211	68,600	69,750	80,380
Program Total	\$ 4,661,835	\$ 4,776,270	\$ 4,622,620	\$ 4,473,920
Character of Expenditures				
Salaries and Benefits	\$ 3,389,916	\$ 3,516,080	\$ 3,379,070	\$ 3,449,600
Services	1,145,359	1,126,980	1,126,410	920,110
Supplies	120,631	133,210	104,220	94,210
Equipment	5,929	-0-	12,920	10,000
Program Total	\$ 4,661,835	\$ 4,776,270	\$ 4,622,620	\$ 4,473,920

ADAPTIVE RECREATION CENTER: This program area consists of a specialized recreation center with two heated pools which provides 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	\$ 662,292	\$ 585,900	\$ 557,290	\$ 528,530
Adaptive Recreation Center Fees	132,705	126,500	140,000	126,500
Program Total	\$ 794,997	\$ 712,400	\$ 697,290	\$ 655,030
Character of Expenditures				
Salaries and Benefits	\$ 462,531	\$ 453,340	\$ 471,040	\$ 451,160
Services	314,971	244,650	214,400	178,370
Supplies	17,495	14,410	11,850	25,500
Program Total	\$ 794,997	\$ 712,400	\$ 697,290	\$ 655,030

PARKS and RECREATION

AQUATICS: This program area serves to provide safe and 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. Seven of the seventeen seasonal pools will operate during the nine-week summer season as a result of additional City funding and private sector donations.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 2,688,522	\$ 2,623,960	\$ 2,498,350	\$ 2,398,440
Programs and Miscellaneous Revenue	57,889	97,290	116,060	22,750
Swimming Pool Admissions	121,050	134,000	124,000	124,000
Program Total	\$ 2,867,461	\$ 2,855,250	\$ 2,738,410	\$ 2,545,190
Character of Expenditures				
Salaries and Benefits	\$ 1,564,597	\$ 1,614,980	\$ 1,488,870	\$ 1,482,820
Services	637,188	576,380	575,420	398,250
Supplies	665,676	663,890	674,120	664,120
Program Total	\$ 2,867,461	\$ 2,855,250	\$ 2,738,410	\$ 2,545,190

CIVIC EVENTS/EVENT PROGRAMMING: 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	\$ 367,556	\$ 517,700	\$ 517,500	\$ 502,940
Civic Events/Performing Arts Fees	112,430	125,000	120,000	125,000
Program Total	\$ 479,986	\$ 642,700	\$ 637,500	\$ 627,940
Character of Expenditures				
Salaries and Benefits	\$ 337,468	\$ 519,460	\$ 476,630	\$ 520,140
Services	119,188	92,810	85,590	76,120
Supplies	23,330	30,430	30,280	31,680
Equipment	-0-	-0-	45,000	-0-
Program Total	\$ 479,986	\$ 642,700	\$ 637,500	\$ 627,940

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 and the contract with the North Korea Dinos, a Korean professional baseball team. The complex is also maintained for local youth and adult baseball leagues during the summer months.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 415,664	\$ 377,000	\$ 287,480	\$ 171,340
Baseball Fees	160,546	291,000	336,000	328,000
Program Total	\$ 576,210	\$ 668,000	\$ 623,480	\$ 499,340
Character of Expenditures				
Salaries and Benefits	\$ 184,624	\$ 281,370	\$ 240,610	\$ 263,820
Services	338,519	306,100	305,500	158,150
Supplies	53,067	80,530	77,370	77,370
Program Total	\$ 576,210	\$ 668,000	\$ 623,480	\$ 499,340

HISTORICAL and CULTURAL PROGRAMS: 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	\$ 3,024	\$ 50,360	\$ 50,790	\$ 51,360
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 45,260	\$ 43,290	\$ 43,130
Services	2,662	4,100	7,500	8,230
Supplies	362	1,000	-0-	-0-
Program Total	\$ 3,024	\$ 50,360	\$ 50,790	\$ 51,360

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	\$ 934,246	\$ 1,065,550	\$ 723,040	\$ 1,121,460
KIDCO Fees	550,681	853,130	831,000	785,450
Program Total	\$ 1,484,927	\$ 1,918,680	\$ 1,554,040	\$ 1,906,910
Character of Expenditures				
Salaries and Benefits	\$ 1,338,012	\$ 1,782,230	\$ 1,374,580	\$ 1,770,510
Services	48,798	48,570	91,400	51,340
Supplies	98,117	87,880	88,060	85,060
Program Total	\$ 1,484,927	\$ 1,918,680	\$ 1,554,040	\$ 1,906,910

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 27,378	\$ 208,380	\$ 132,840	\$ 173,210
Leisure Classes Fees	651,045	674,060	581,440	660,000
Program Total	\$ 678,423	\$ 882,440	\$ 714,280	\$ 833,210
Character of Expenditures				
Salaries and Benefits	\$ 595,533	\$ 769,570	\$ 627,310	\$ 755,360
Services	47,437	47,760	47,290	44,170
Supplies	35,453	65,110	39,680	33,680
Program Total	\$ 678,423	\$ 882,440	\$ 714,280	\$ 833,210

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

Projected Revenue Sources				
General Fund	\$ 13,193,546	\$ 13,060,380	\$ 12,878,290	\$ 12,530,940
Facility Reservations and Permit Fees	280,161	427,840	370,400	361,400
Program Total	\$ 13,473,707	\$ 13,488,220	\$ 13,248,690	\$ 12,892,340
Character of Expenditures				
Salaries and Benefits	\$ 6,126,522	\$ 6,371,310	\$ 6,045,670	\$ 6,168,270
Services	6,148,497	5,836,300	5,946,520	5,510,450
Supplies	1,192,263	1,280,610	1,218,220	1,213,620
Equipment	6,425	-0-	38,280	-0-
Program Total	\$ 13,473,707	\$ 13,488,220	\$ 13,248,690	\$ 12,892,340

RECREATION CENTERS: This program area provides recreation and neighborhood centers that are 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) are open on Saturdays. All centers are closed on Sundays.

Projected Revenue Sources				
General Fund	\$ 7,629,141	\$ 7,879,460	\$ 7,449,650	\$ 6,358,600
Recreation Center Fees	601,060	590,060	610,000	585,120
Program Total	\$ 8,230,201	\$ 8,469,520	\$ 8,059,650	\$ 6,943,720

Recreation Centers (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 4,895,214	\$ 5,548,000	\$ 5,010,170	\$ 5,055,630
Services	3,125,790	2,724,420	2,885,140	1,721,110
Supplies	195,703	197,100	164,340	166,980
Equipment	13,494	-0-	-0-	-0-
Program Total	\$ 8,230,201	\$ 8,469,520	\$ 8,059,650	\$ 6,943,720

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	\$ -0-	\$ 400,000	\$ 364,660	\$ -0-
Sports Leagues' Fees	361,381	387,760	397,500	389,510
Program Total	\$ 361,381	\$ 787,760	\$ 762,160	\$ 389,510

Character of Expenditures				
Salaries and Benefits	\$ 178,115	\$ 218,910	\$ 211,400	\$ 225,260
Services	168,683	557,370	541,740	157,230
Supplies	14,583	11,480	9,020	7,020
Program Total	\$ 361,381	\$ 787,760	\$ 762,160	\$ 389,510

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	\$ 76,230	\$ 90,460	\$ 87,820	\$ 61,370
Tennis Program Fees	15,735	12,000	13,500	12,000
Program Total	\$ 91,965	\$ 102,460	\$ 101,320	\$ 73,370

Character of Expenditures				
Services	\$ 87,815	\$ 92,730	\$ 96,440	\$ 68,490
Supplies	4,150	9,730	4,880	4,880
Program Total	\$ 91,965	\$ 102,460	\$ 101,320	\$ 73,370

PARKS and RECREATION

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 466,195	\$ 600,820	\$ 471,040	\$ 556,530
Therapeutics' Program Fees	18,127	7,500	7,500	7,500
Program Total	\$ 484,322	\$ 608,320	\$ 478,540	\$ 564,030
Character of Expenditures				
Salaries and Benefits	\$ 406,481	\$ 532,220	\$ 403,910	\$ 508,350
Services	72,914	64,040	64,500	45,550
Supplies	4,927	12,060	10,130	10,130
Program Total	\$ 484,322	\$ 608,320	\$ 478,540	\$ 564,030

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 each year and is open 364 days per year. Many special events are offered at the zoo throughout the year, including the ever-popular Howl-o-ween event during the fall and Zoo Lights during the winter holiday season. Train rides around the large Reid Park pond are offered daily.

Projected Revenue Sources				
General Fund	\$ 1,405,490	\$ 1,362,580	\$ 1,301,090	\$ 1,091,090
Zoo Admissions and other revenue	1,752,118	2,168,900	2,218,910	2,233,650
Program Total	\$ 3,157,608	\$ 3,531,480	\$ 3,520,000	\$ 3,324,740
Character of Expenditures				
Salaries and Benefits	\$ 1,896,270	\$ 2,398,500	\$ 2,109,670	\$ 2,141,910
Services	802,539	694,300	843,040	630,990
Supplies	458,799	438,680	567,290	551,840
Program Total	\$ 3,157,608	\$ 3,531,480	\$ 3,520,000	\$ 3,324,740

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-	\$ 325,000	\$ 225,000	\$ 200,000
Civic Contributions Fund	277,951	967,670	386,780	712,400
Non-Federal Grants Fund	68,792	421,900	71,840	275,000
Other Federal Grants Fund	397,889	672,580	415,840	572,550
Program Total	\$ 744,632	\$ 2,387,150	\$ 1,099,460	\$ 1,759,950

Grants (Continued)

Character of Expenditures	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Grant Capacity	\$ 744,632	\$ 2,387,150	\$ 1,099,460	\$ 1,759,950

POSITION RESOURCES

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
Landscape Architect	5.00	5.00	5.00	5.00
Parks and Recreation Superintendent	6.00	5.00	5.00	5.00
GIS Project Manager	1.00	1.00	1.00	1.00
Community Promotions and Marketing Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	2.00	2.00
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	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
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	4.00	4.00	5.00	5.00
Customer Services Representative	3.00	4.00	4.00	4.00
Secretary	3.00	3.00	1.00	1.00
Senior Account Clerk	3.00	2.00	2.00	2.00
Recreation Assistant	1.00	-0-	-0-	-0-
Senior Recreation Worker (Hourly)	1.00	-0-	-0-	-0-
Program Total	43.00	40.00	40.00	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	1.00	1.00	1.00
Water Safety Instructor/Senior Lifeguard (Hourly)	7.50	7.50	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

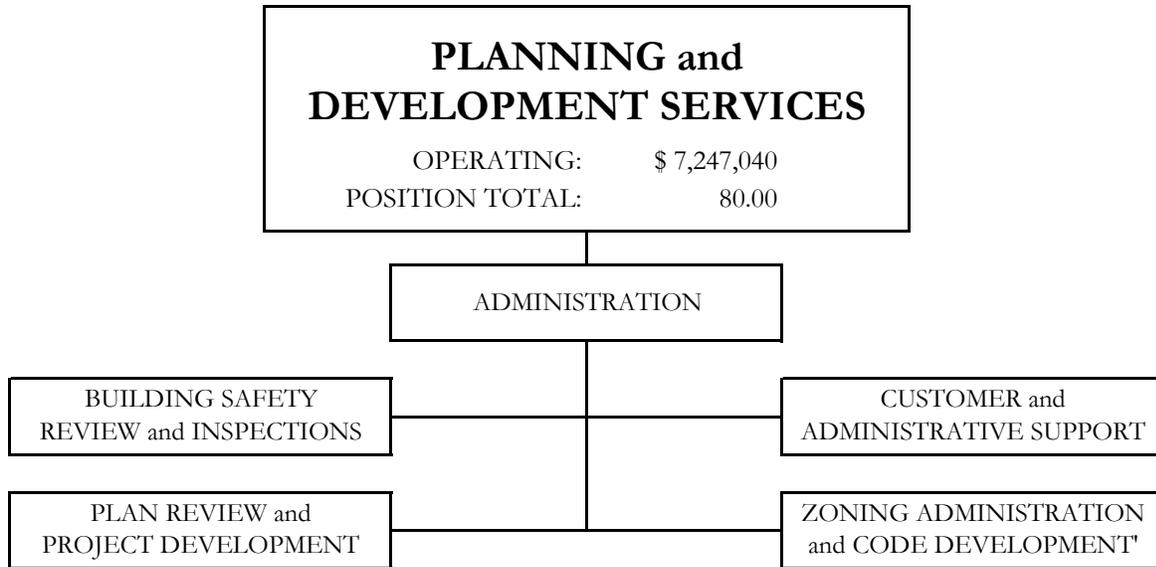
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Aquatics				
Aquatics Program Manager	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Trade Specialist	3.00	3.00	3.00	3.00
Swimming Pool Supervisor	4.50	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	4.25	4.25	4.25
Program Total	42.50	45.00	45.00	45.00
Civic Events/Performing Arts				
Parks Events Coordinator	1.00	1.00	1.00	1.00
Lead Groundskeeper	-0-	1.00	1.00	1.00
Heavy Equipment Operator	1.00	-0-	-0-	-0-
Trade Specialist	2.00	1.00	2.00	2.00
Equipment Operator	2.00	2.00	2.00	2.00
Parks Equipment Operator	1.00	1.00	1.00	1.00
Groundskeeper	-0-	1.00	1.00	1.00
Parks Events Worker (Hourly)	1.75	1.75	1.75	1.75
Program Total	8.75	8.75	9.75	9.75
Hi Corbett Maintenance				
Lead Groundskeeper	1.00	1.00	2.00	2.00
Groundskeeper	2.00	2.00	1.00	1.00
General Maintenance Trainee/Worker (Hourly)	2.00	5.00	5.00	5.00
Program Total	5.00	8.00	8.00	8.00
Historical and Cultural				
Recreation Assistant	-0-	1.00	1.00	1.00
Program Total	0.00	1.00	1.00	1.00
KIDCO				
Recreation Supervisor	2.00	2.00	1.00	1.00
Recreation Program Coordinator	4.00	4.00	4.00	4.00
Recreation Assistant	1.00	1.00	2.00	2.00
Senior Recreation Worker (Hourly)	27.50	27.50	27.50	27.50
Class Instructor Fine Arts	1.00	1.00	1.00	1.00
Recreation Worker (Hourly)	41.50	41.50	41.50	41.50
Program Total	77.00	77.00	77.00	77.00

PARKS and RECREATION

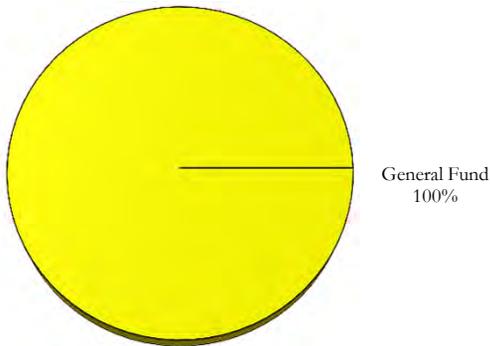
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Leisure Classes				
Class Registration Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Customer Services Representative	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	1.00	1.00	1.00
Office Assistant	2.50	2.50	2.50	2.50
Program Coordinator (Hourly)	0.25	0.25	0.25	0.25
Class Instructor Fine Arts (Hourly)	13.00	10.00	10.00	10.00
Program Total	20.75	17.75	17.75	17.75
Parks Maintenance				
Parks and Golf Area Supervisor	8.00	6.00	6.00	6.00
Recreation Supervisor	1.00	1.00	1.00	1.00
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	8.00	10.00	10.00	10.00
Lead Parks Equipment Mechanic	1.00	1.00	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	1.00	1.00	1.00	1.00
Parks Equipment Mechanic	5.00	5.00	5.00	5.00
Trade Specialist	21.00	19.00	17.00	17.00
Parks Equipment Operator	8.00	7.00	8.00	8.00
Groundskeeper	52.00	55.00	55.00	55.00
General Maintenance Trainee/Worker (Hourly)	1.00	1.00	1.00	1.00
Program Total	116.00	116.00	115.00	115.00
Recreation Centers				
Recreation Supervisor	11.00	10.00	10.00	10.00
Recreation Program Coordinator	17.00	17.00	17.00	17.00
Recreation Assistant	42.00	41.00	41.00	41.00
Custodian	14.00	14.00	14.00	14.00
Customer Service Clerk	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker (Hourly)	-0-	1.50	0.75	0.75
Senior Recreation Worker (Hourly)	8.25	5.25	6.75	6.75
Recreation Worker (Hourly)	0.50	1.50	0.50	0.50
Program Total	93.75	91.25	91.00	91.00
Sports				
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	1.50	1.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	1.50	1.50	2.25	2.25
Program Total	6.00	6.00	6.75	6.75

PARKS and RECREATION

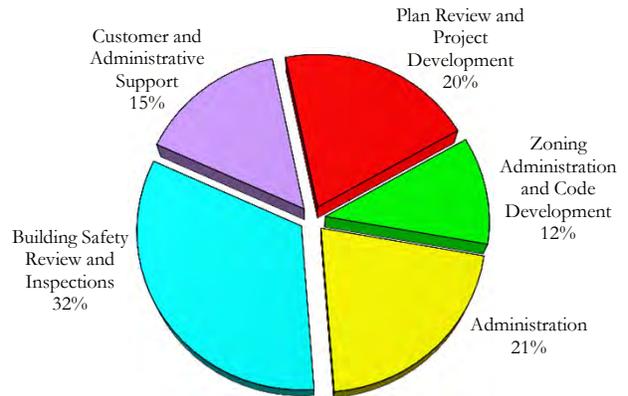
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Therapeutic Recreation				
Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Assistant	2.00	2.00	2.00	2.00
Program Coordinator (Hourly)	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	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	-0-	-0-	-0-
Zookeeper	17.00	17.00	17.00	17.00
Customer Services Representative	-0-	1.00	1.00	1.00
Zoo Education Assistant	2.00	2.00	2.00	2.00
Cashier	2.50	2.50	-0-	-0-
Groundskeeper	5.00	5.00	5.00	5.00
Zookeeper (Hourly)	1.00	-0-	-0-	-0-
Parks Maintenance Worker	2.50	4.50	4.50	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	43.00	44.00	41.50	41.50
Grants				
Recreation Program Coordinator	0.75	0.50	-0-	-0-
Recreation Assistant	5.00	5.00	5.00	5.00
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	2.00	4.50	4.50	4.50
Short Order Cook	1.00	0.75	0.75	0.75
Concession Worker	1.00	-0-	-0-	-0-
Program Total	10.75	11.75	11.25	11.25
Department Total	500.00	500.00	497.50	497.50



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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	12.00	12.00	12.00	12.00
Building Safety Review and Inspections	28.00	28.00	28.00	28.00
Customer and Administrative Support	17.00	17.00	15.00	15.00
Plan Review and Project Development	15.00	16.00	16.00	16.00
Zoning Administration and Code Development	9.00	9.00	9.00	9.00
Department Total	81.00	82.00	80.00	80.00
TOTAL BUDGET				
Operating	\$ 6,752,861	\$ 7,568,640	\$ 6,673,080	\$ 7,247,040
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 6,141,394	\$ 6,762,030	\$ 5,866,570	\$ 6,466,840
Services	470,951	669,010	681,840	644,270
Supplies	140,516	137,600	124,670	135,930
Department Total	\$ 6,752,861	\$ 7,568,640	\$ 6,673,080	\$ 7,247,040
FUNDING SOURCES				
General Fund	\$ 6,752,861	\$ 7,568,640	\$ 6,673,080	\$ 7,247,040

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$7,247,040 reflects a decrease of \$321,600 from the Fiscal Year 2013 Adopted Budget. Changes include:

Reduction in miscellaneous supply purchases	\$ (1,670)
Decrease in the public liability rate	(24,740)
Elimination of two permanent positions	(295,190)
Total	\$ (321,600)

PLANNING and DEVELOPMENT SERVICES

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Provide timely and impartial plans reviews while protecting the public health and welfare.				
• Number of plans reviewed	8,487	24,881	7,979	8,500
• Percent of commercial plan reviews completed within four weeks	72%	95%	80%	80%
• Percent of residential plan reviews completed within four weeks	85%	95%	90%	90%
Issue commercial and residential building permits.				
• Total number of commercial permits	3,427	7,642	3,008	3,400
• Number of new commercial permits	105	192	153	150
• Total number of residential permits	6,278	12,985	6,140	6,000
• Number of new residential permits	336	582	543	550
Perform inspections of new construction, remodels, and additions.				
• Number of commercial inspections	40,839	91,317	34,952	40,050
• Number of residential inspections	39,524	83,685	38,945	38,500
• Number of sign inspections	2,464	5,701	2,072	2,200
Coordinate and review all submitted sub-division plats and development packages.	154	116	280	260
Issue all sign permits.				
• Number of sign permits issued	1,220	2,937	923	950
• Number of self-certified sign permits issued	123	100	86	100
Provide assistance to walk-in customers.				
• Number of records and permit counter customers	16,621 ¹	66,455	29,738	30,000
• Number of certificates of occupancy issued for existing buildings	319	20	149	150

¹Only data available was for 2nd half of Fiscal Year 2012

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Impact Fee Administrative Charges	\$ 14,809	\$ 17,000	\$ 17,000	\$ 22,000
Permit and Inspection Fees	1,268,356	1,440,960	1,291,250	1,488,010
Plan Review Fees	24,818	25,000	25,000	23,900
Program Total	\$ 1,307,983	\$ 1,482,960	\$ 1,333,250	\$ 1,533,910
Character of Expenditures				
Salaries and Benefits	\$ 1,217,759	\$ 1,375,620	\$ 1,229,310	\$ 1,431,410
Services	73,443	90,290	91,940	87,950
Supplies	16,781	17,050	12,000	14,550
Program Total	\$ 1,307,983	\$ 1,482,960	\$ 1,333,250	\$ 1,533,910

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				
Permit and Inspection Fees	\$ 2,193,579	\$ 2,477,060	\$ 2,106,270	\$ 2,335,080
Character of Expenditures				
Salaries and Benefits	\$ 1,996,874	\$ 2,255,940	\$ 1,892,230	\$ 2,122,060
Services	118,701	154,770	146,140	144,870
Supplies	78,004	66,350	67,900	68,150
Program Total	\$ 2,193,579	\$ 2,477,060	\$ 2,106,270	\$ 2,335,080

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				
Other Development Fees	\$ 44,603	\$ 40,000	\$ 40,800	\$ 42,840
Permit and Inspection Fees	259,406	241,660	265,950	253,740
Plan Review Fees	804,010	976,790	710,220	824,090
Program Total	\$ 1,108,019	\$ 1,258,450	\$ 1,016,970	\$ 1,120,670

PLANNING and DEVELOPMENT SERVICES

Customer and Administrative Support (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 877,947	\$ 913,530	\$ 682,940	\$ 781,070
Services	195,797	301,370	300,410	300,020
Supplies	34,275	43,550	33,620	39,580
Program Total	\$ 1,108,019	\$ 1,258,450	\$ 1,016,970	\$ 1,120,670

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

Plan Review Fees	\$ 798,733	\$ 1,035,590	\$ 988,060	\$ 958,370
Planning Charges	106,750	77,570	85,250	85,250
Sign Regulation Fees	402,028	354,600	360,000	372,300
Program Total	\$ 1,307,511	\$ 1,467,760	\$ 1,433,310	\$ 1,415,920

Character of Expenditures

Salaries and Benefits	\$ 1,267,782	\$ 1,413,520	\$ 1,379,800	\$ 1,366,650
Services	31,788	46,540	47,310	40,570
Supplies	7,941	7,700	6,200	8,700
Program Total	\$ 1,307,511	\$ 1,467,760	\$ 1,433,310	\$ 1,415,920

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

Other Development Fees	\$ 40,302	\$ 193,550	\$ 26,650	\$ 111,630
Permit and Inspection Fees	310,244	289,020	318,080	303,470
Plan Review Fees	245,695	227,410	247,500	236,610
Planning Charges	237,605	172,430	189,750	189,750
Zoning Code Violations	1,923	-0-	1,300	-0-
Program Total	\$ 835,769	\$ 882,410	\$ 783,280	\$ 841,460

Zoning Administration and Code Development (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 781,032	\$ 803,420	\$ 682,290	\$ 765,650
Services	51,222	76,040	96,040	70,860
Supplies	3,515	2,950	4,950	4,950
Program Total	\$ 835,769	\$ 882,410	\$ 783,280	\$ 841,460

POSITION RESOURCES

Administration

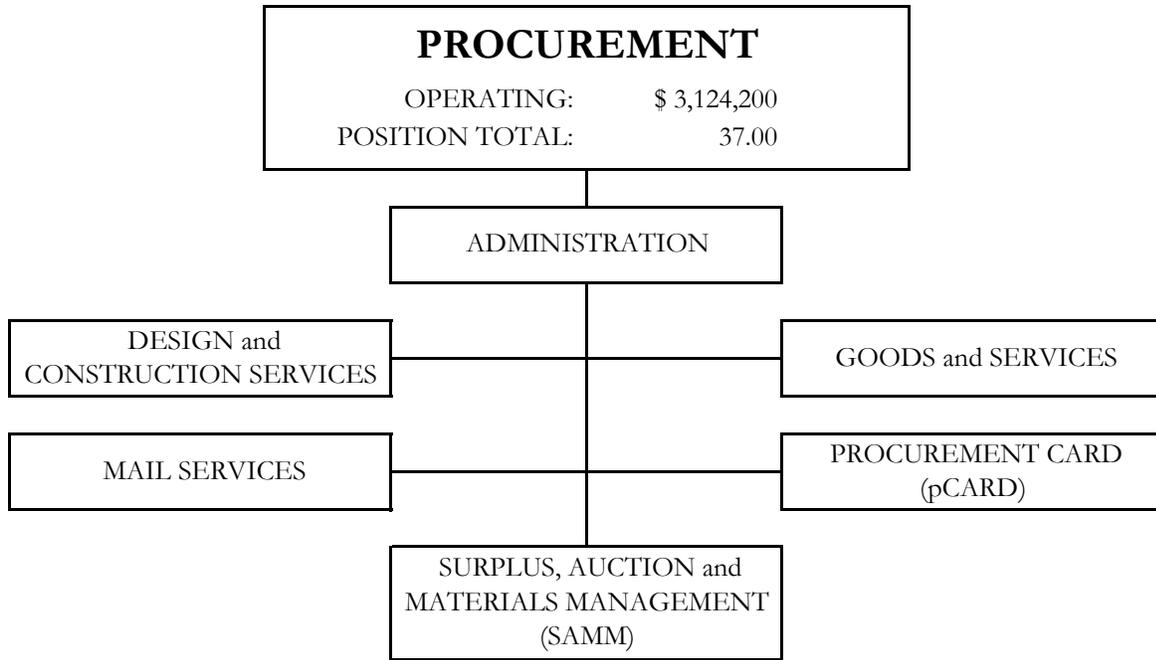
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00
Development Services Administrator	2.00	2.00	2.00	2.00
Planning Administrator	1.00	1.00	1.00	1.00
Development Services Manager	1.00	1.00	2.00	2.00
Engineering Manager	1.00	-0-	-0-	-0-
Management Coordinator	-0-	-0-	1.00	1.00
Project Manager	-0-	1.00	-0-	-0-
Management Assistant	1.00	1.00	-0-	-0-
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

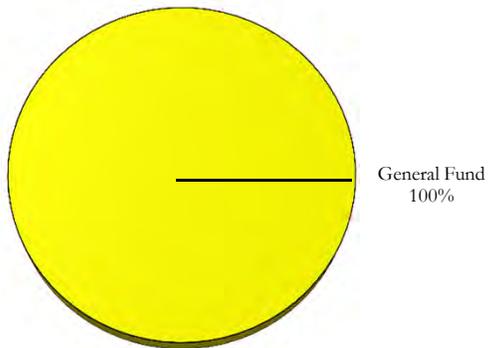
Building Inspector Manager	-0-	-0-	1.00	1.00
Electrical Plans Examiner	-0-	1.00	1.00	1.00
Inspection Supervisor	1.00	1.00	-0-	-0-
Structural Plans Examiner	2.00	2.00	2.00	2.00
Mechanical Plans Examiner	1.00	1.00	1.00	1.00
Construction Inspection Supervisor	3.00	2.00	2.00	2.00
Building Permit Specialist	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	3.00	3.00	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	2.00	2.00	2.00	2.00
Residential Inspector	3.00	3.00	3.00	3.00
Program Total	28.00	28.00	28.00	28.00

PLANNING and DEVELOPMENT SERVICES

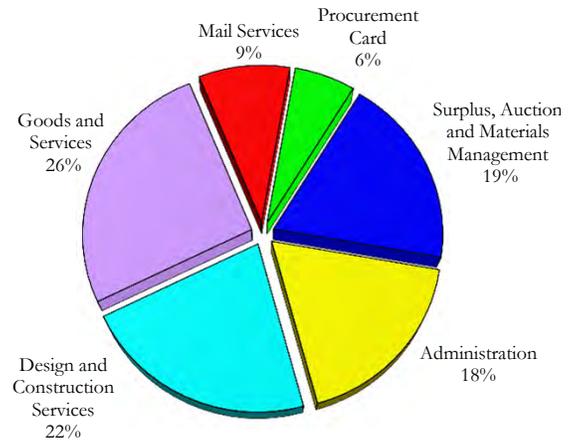
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Customer and Administrative Support				
Planning Technician	3.00	3.00	2.00	2.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	4.00	4.00	4.00	4.00
Secretary	2.00	2.00	2.00	2.00
Customer Service Clerk	3.00	3.00	3.00	3.00
Office Assistant	1.00	1.00	-0-	-0-
Program Total	17.00	17.00	15.00	15.00
Plan Review and Project Development				
Civil Engineer	2.00	2.00	2.00	2.00
Principal Planner	3.00	3.00	3.00	3.00
Lead Planner	4.00	4.00	4.00	4.00
Senior Engineering Associate	3.00	3.00	3.00	3.00
Engineering Associate	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-	2.00	2.00	2.00
Program Total	15.00	16.00	16.00	16.00
Zoning Administration and Code Development				
Principal Planner	3.00	3.00	3.00	3.00
Lead Planner	4.00	4.00	4.00	4.00
Planner	2.00	2.00	2.00	2.00
Program Total	9.00	9.00	9.00	9.00
Department Total	81.00	82.00	80.00	80.00



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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
Design and Construction Services	9.00	9.00	9.00	8.00
Goods and Services	9.00	9.00	9.00	10.00
Mail Services	4.00	5.00	4.00	4.00
Procurement Card (pCard)	2.00	2.00	3.00	3.00
Surplus, Auction and Materials Management (SAMM)	9.00	8.00	8.00	8.00
Department Total	37.00	37.00	37.00	37.00
TOTAL BUDGET				
Operating	\$ 3,149,579	\$ 3,357,450	\$ 3,117,900	\$ 3,124,200
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,658,642	\$ 2,914,040	\$ 2,607,880	\$ 2,803,330
Services	366,150	382,360	413,780	263,190
Supplies	99,148	61,050	78,840	57,680
Equipment	25,639	-0-	17,400	-0-
Department Total	\$ 3,149,579	\$ 3,357,450	\$ 3,117,900	\$ 3,124,200
FUNDING SOURCES				
General Fund	\$ 3,149,579	\$ 3,357,450	\$ 3,117,900	\$ 3,124,200

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$3,124,200 reflects a decrease of \$233,250 from the Fiscal Year 2013 Adopted Budget. Changes include:

Miscellaneous adjustments	\$ (3,570)
Decrease in personnel costs	(110,710)
Decrease due to transfer of building maintenance budget to General Services Department	(118,970)
Total	\$ (233,250)

PROCUREMENT

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	25%	20%	20%	20%
• Ensure that a minimum of 25% of commodity and services expenditures through annual requirements contracts to realize the most favorable price and terms	74%	40%	40%	40%
• Generate revenue by expanding the National Cooperative Procurement and pCard Programs	\$ 506,496	\$ 350,000	\$ 682,942	\$ 550,000
Ensure high standards of technical expertise and competency of staff.				
• Achieve a minimum level of 70% professional certification for staff	81%	75%	73%	70%
• Participate in a minimum of four outreach events for the local business and contracting communities	5	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	\$ 605,424	\$ 600,340	\$ 483,040	\$ 559,470
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Character of Expenditures

Salaries and Benefits	\$ 479,843	\$ 502,360	\$ 387,570	\$ 464,220
Services	111,357	87,180	89,460	87,810
Supplies	14,224	10,800	6,010	7,440
Program Total	\$ 605,424	\$ 600,340	\$ 483,040	\$ 559,470

DESIGN and CONSTRUCTION SERVICES: This program area contracts for design and construction 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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 716,236	\$ 781,730	\$ 686,780	\$ 682,970
Character of Expenditures				
Salaries and Benefits	\$ 704,947	\$ 758,370	\$ 639,420	\$ 662,300
Services	8,485	18,960	46,560	16,270
Supplies	2,804	4,400	800	4,400
Program Total	\$ 716,236	\$ 781,730	\$ 686,780	\$ 682,970

GOODS and SERVICES: 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.

Projected Revenue Sources				
General Fund	\$ 480,993	\$ 678,760	\$ 673,780	\$ 660,190
National Cooperative Purchasing Fees	172,173	125,000	125,000	150,000
Program Total	\$ 653,166	\$ 803,760	\$ 798,780	\$ 810,190
Character of Expenditures				
Salaries and Benefits	\$ 647,560	\$ 788,810	\$ 784,230	\$ 794,610
Services	5,606	14,950	14,550	15,580
Program Total	\$ 653,166	\$ 803,760	\$ 798,780	\$ 810,190

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	\$ 283,114	\$ 264,010	\$ 300,060	\$ 280,260
Character of Expenditures				
Salaries and Benefits	\$ 207,670	\$ 198,750	\$ 217,200	\$ 216,330
Services	21,534	29,460	31,720	29,110
Supplies	53,910	35,800	51,140	34,820
Equipment	-0-	-0-	17,400	-0-
Program Total	\$ 283,114	\$ 264,010	\$ 317,460	\$ 280,260

PROCUREMENT

PROCUREMENT CARD (pCard): This program area manages and administers the City’s pCard (direct credit card purchase) program.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
pCard Program Rebate	\$ 142,876	\$ 125,360	\$ 125,650	\$ 178,010
Character of Expenditures				
Salaries and Benefits	\$ 141,156	\$ 119,450	\$ 119,940	\$ 174,570
Services	1,720	5,810	5,710	3,440
Supplies	-0-	100	-0-	-0-
Program Total	\$ 142,876	\$ 125,360	\$ 125,650	\$ 178,010

SURPLUS, AUCTION and MATERIALS MANAGEMENT (SAMM): 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. SAMM also centrally manages City-wide lost and found.

Projected Revenue Sources				
General Fund	\$ 748,763	\$ 782,250	\$ 706,190	\$ 613,300
Character of Expenditures				
Salaries and Benefits	\$ 477,467	\$ 546,300	\$ 459,520	\$ 491,300
Services	217,448	226,000	225,780	110,980
Supplies	28,209	9,950	20,890	11,020
Equipment	25,639	-0-	-0-	-0-
Program Total	\$ 748,763	\$ 782,250	\$ 706,190	\$ 613,300

POSITION RESOURCES

Administration

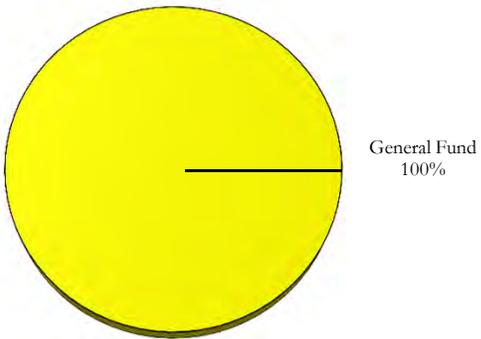
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Assistant	-0-	-0-	1.00	1.00
Information Technology Specialist	1.00	1.00	-0-	-0-
Executive Assistant	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	-0-	-0-
Program Total	4.00	4.00	4.00	4.00

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Design and Construction Services				
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	2.00	2.00	2.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	9.00	9.00	9.00	8.00
Mail Services				
Office Supervisor	1.00	1.00	1.00	1.00
Mail Clerk	3.00	4.00	3.00	3.00
Program Total	4.00	5.00	4.00	4.00
Procurement Card (pCard)				
pCard Manager	-0-	-0-	1.00	1.00
pCard Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	-0-	-0-
Administrative Assistant	-0-	-0-	1.00	1.00
Program Total	2.00	2.00	3.00	3.00
Goods and Services				
Contract Administrator	1.00	1.00	1.00	1.00
Principal Contract Officer	3.00	3.00	3.00	3.00
Senior Contract Officer	3.00	3.00	3.00	4.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	9.00	9.00	9.00	10.00
Surplus, Auction and Materials Management (SAMM)				
SAMM Superintendent	-0-	-0-	1.00	1.00
Stores Superintendent	1.00	1.00	-0-	-0-
SAMM Supervisor	-0-	-0-	2.00	2.00
Stores Supervisor	1.00	1.00	-0-	-0-
SAMM Specialists	-0-	-0-	4.00	4.00
Surplus Specialist	1.00	1.00	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Storekeeper	5.00	4.00	-0-	-0-
Program Total	9.00	8.00	8.00	8.00
Department Total	37.00	37.00	37.00	37.00

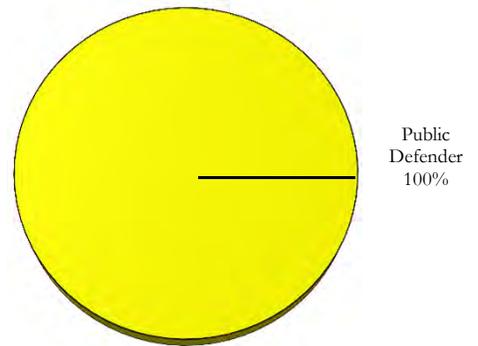
**OFFICE of the PUBLIC
DEFENDER**

OPERATING: \$ 3,157,720
POSITION TOTAL: 34.00

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Public Defender	35.00	35.00	34.00	34.00
TOTAL BUDGET				
Operating	\$ 2,725,022	\$ 3,086,390	\$ 2,994,650	\$ 3,157,720
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,498,000	\$ 2,825,030	\$ 2,733,290	\$ 2,904,370
Services	155,888	190,470	200,570	189,630
Supplies	71,134	70,890	60,790	63,720
Department Total	\$ 2,725,022	\$ 3,086,390	\$ 2,994,650	\$ 3,157,720
FUNDING SOURCES				
General Fund	\$ 2,725,022	\$ 3,086,390	\$ 2,994,650	\$ 3,157,720

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$3,157,720 reflects an increase of \$71,330 from the Fiscal Year 2013 Adopted Budget. Changes include:

Personnel costs	\$ 79,340
Decrease in public liability	(840)
Decrease in printing requirements	(7,170)
Total	\$ 71,330

DEPARTMENT MEASURES of PERFORMANCE

Provide representation in a cost-effective manner.

• Average cost per docket/case	\$ 210	\$ 276	\$ 276	\$ 267
• Number of defendants	5,874	5,596	5,596	5,600
• Approximate number of dockets/cases closed	12,176	11,192	11,192	12,000
• Approximate number of defendants seen at Video Court that are represented by the Public Defender's Office	1,500	1,346	1,346	1,400

OPERATING PROGRAMS

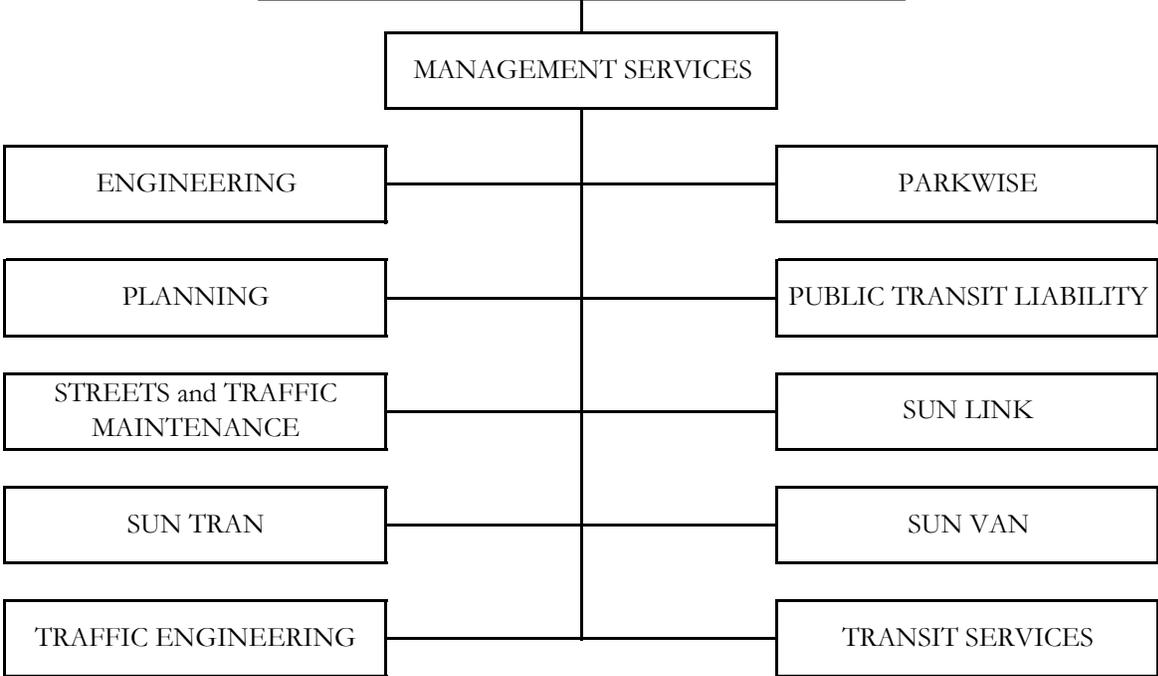
Public Defender: This program area was established as a cost-effective alternative to the use of contract attorneys. The office provides legal representation independent from the Criminal Division of the City Attorney's Office. The Office of the Public Defender is staffed by 21 attorneys and 13 support positions.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 2,725,022	\$ 3,086,390	\$ 2,994,650	\$ 3,157,720
Character of Expenditures				
Salaries and Benefits	\$ 2,498,000	\$ 2,825,030	\$ 2,733,290	\$ 2,904,370
Services	155,888	190,470	200,570	189,630
Supplies	71,134	70,890	60,790	63,720
Program Total	\$ 2,725,022	\$ 3,086,390	\$ 2,994,650	\$ 3,157,720

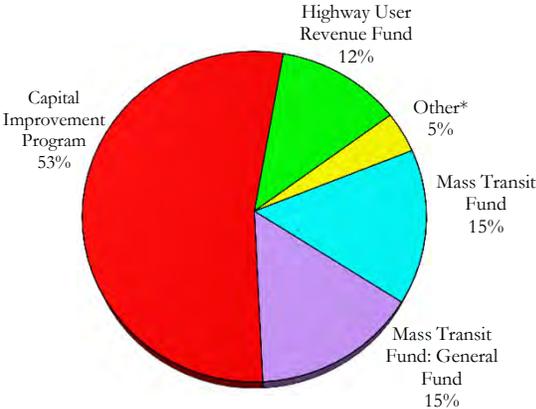
POSITION RESOURCES

Public Defender				
Chief Public Defender	1.00	1.00	1.00	1.00
Deputy Public Defender	1.00	1.00	-0-	-0-
Public Defender Supervisor	8.00	8.00	8.00	8.00
Public Defender	12.00	12.00	12.00	12.00
Management Assistant	-0-	-0-	1.00	1.00
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
Litigation Support Clerk	-0-	-0-	1.00	1.00
Customer Service Representative	2.00	2.00	-0-	-0-
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	35.00	35.00	34.00	34.00
Department Total	35.00	35.00	34.00	34.00

TRANSPORTATION	
OPERATING:	\$ 128,395,600
CAPITAL:	143,226,100
TOTAL:	<u>\$ 271,621,700</u>
POSITION TOTAL:	<u>282.00</u>

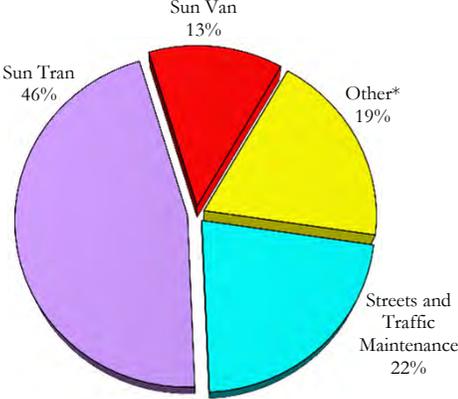


FINANCING PLAN



*Other includes: ParkWise Fund (2%), General Fund (1%), Other Federal Grants (1%), Self Insurance Internal Service Fund (1%), Capital Improvement Fund (<1%), and Regional Transportation Authority Fund (<1%).

PROGRAM ALLOCATION



*Other includes: ParkWise (4%), Sun Link (4%), Engineering (2%), Management Services (2%), Public Transit Liability (2%), Traffic Engineering (2%), Transit Services (2%), and Planning (1%).

TRANSPORTATION¹

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Management Services	16.00	16.00	14.00	17.00
Engineering	68.50	68.00	67.00	67.00
ParkWise	15.00	15.00	14.00	14.00
Planning	13.50	13.00	13.00	13.00
Streets and Traffic Maintenance	153.75	150.00	151.00	149.00
Traffic Engineering	18.00	17.00	17.00	17.00
Transit Services	7.00	3.00	5.00	5.00
Department Total	291.75	282.00	281.00	282.00
TOTAL BUDGET				
Operating	\$ 107,510,494	\$ 130,729,330	\$ 127,720,360	\$ 128,395,600
Capital	91,445,796	180,768,260	133,187,560	143,226,100
Total Department	\$ 198,956,290	\$ 311,497,590	\$ 260,907,920	\$ 271,621,700
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 16,994,805	\$ 18,416,540	\$ 18,094,840	\$ 18,326,400
Services	27,025,294	41,788,160	40,783,380	34,520,260
Supplies	19,043,685	21,827,380	21,191,120	22,636,600
Equipment	1,234,825	81,500	956,500	2,723,900
Debt Service	-0-	1,432,700	1,432,700	1,392,650
Contracted Labor	43,211,885	47,183,050	45,261,820	48,795,790
Total Operating Budget	\$ 107,510,494	\$ 130,729,330	\$ 127,720,360	\$ 128,395,600
Capital Improvement Program	91,445,796	180,768,260	133,187,560	143,226,100
Total Department	\$ 198,956,290	\$ 311,497,590	\$ 260,907,920	\$ 271,621,700
FUNDING SOURCES				
General Fund	\$ 1,097,741	\$ 7,142,550	\$ 7,224,230	\$ 2,184,600
Capital Improvements Fund	50,000	50,000	50,000	50,000
Highway User Revenue Fund	29,633,684	42,310,630	39,173,990	33,145,430
Internal Service Fund: Self Insurance	2,251,116	850,000	1,350,000	2,200,000
Mass Transit Fund	32,349,384	34,825,600	34,216,320	41,912,760
Mass Transit Fund: General Fund Transfer ²	37,491,523	38,383,190	39,613,730	41,353,440
Other Federal Grants Fund	1,917,479	1,378,400	717,160	1,409,770
ParkWise Fund ¹	2,427,021	4,024,810	3,678,510	5,704,600
Regional Transportation Authority	292,546	1,764,150	1,696,420	435,000
Total Operating Revenues	\$ 107,510,494	\$ 130,729,330	\$ 127,720,360	\$ 128,395,600
Capital Improvement Program ³	91,445,796	180,768,260	133,187,560	143,226,100
Total Department	\$ 198,956,290	\$ 311,497,590	\$ 260,907,920	\$ 271,621,700

¹All totals reflect the consolidation of ParkWise with Transportation during Fiscal Year 2013.

²The total Fiscal Year 2014 General Fund budgeted for the mass transit system is \$42,733,040. There is \$41,353,440 in the operating budget and \$1,379,600 in the capital improvement program.

³The capital improvement program includes General Fund invested in the mass transit system: Fiscal Year 2012 actual: \$325,975, Fiscal Year 2013 adopted budget: \$2,047,600 and Fiscal Year 2013 estimated: \$1,554,770.

TRANSPORTATION

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$128,395,600 reflects a decrease of \$2,333,730 from the Fiscal Year 2013 adopted budget. Changes includes:

Increase in Mass Transit fund to accommodate Sun Van paratransit service demand combined with federal funding to grant sub-recipients	\$ 4,816,440
Increased costs due to the addition of the Sun Link system, primarily due to management contract services and public liability reserve contribution	4,516,690
Increased costs for ParkWise, primarily due to meter and garage equipment	1,895,650
Increased costs for public liability insurance, primarily due to the Sun Link system	1,350,000
Increased costs for federally funded sign panel upgrades	658,700
Increased costs for streets and traffic maintenance vehicles	500,000
Increased costs for engineering equipment and vehicles	76,500
Reduced ParkWise debt service	(40,050)
Personnel costs	(90,140)
Reduction in Regional Transportation Authority funding for the bicycle lane restriping program	(1,117,520)
Reduced operating costs for the pavement preservation program. The 2014 Proposition 409 Streets Program budget is in the capital improvement program.	(14,900,000)
Total	\$ (2,333,730)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Provide regional fixed-route bus service.				
• Number of buses	240	252	253	253
• Number of annual passenger trips (000s)	19,971	20,240	21,165	22,656
• Annual passenger revenue (\$000s)	\$ 13,000	\$ 13,296	\$ 13,774	\$ 14,500
• Total miles (000s)	9,060	9,685	9,450	9,639
• Cost per mile	\$ 6.08	\$ 5.97	\$ 6.07	\$ 6.18
• Revenue per mile	\$ 1.43	\$ 1.37	\$ 1.46	\$ 1.50
Maintain a SunTran 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%.	24%	25%	24%	24%
Provide paratransit services to persons with disabilities who cannot use Sun Tran.				
• Number of vans	125	125	127	129
• Number of scheduled passenger trips (000s)	506	522	560	588
• Miles of service provided (000s)	4,146	4,229	4,374	4,489
Design and construct capital improvement projects and oversee the resurfacing of major streets.				
• Number of capital projects	32	26	65	55
• Number of streets lane miles resurfaced	16	32	42	38

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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%	48%	35%	41%
• Number of traffic signal trouble calls	1456	1,350	1,563	1,455
• Number of streetlight trouble calls	1,361	1,625	1,435	1,530
Strive to achieve optimum cost recovery in the residential parking program.	44%	50%	47%	50%
Resolve 90% of parking garage maintenance issues within two days of request for service.	90%	90%	90%	90%

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	\$ 542,627	\$ 806,500	\$ 748,560	\$ 780,900
General Fund: Use of Property	26,121	90,000	90,000	90,000
Highway User Revenue Fund	3,094,020	1,384,080	1,326,750	1,406,060
Program Total	\$ 3,662,768	\$ 2,280,580	\$ 2,165,310	\$ 2,276,960

Character of Expenditures

Salaries and Benefits	\$ 1,230,406	\$ 1,637,760	\$ 1,528,990	\$ 1,641,860
Services	2,399,044	615,120	615,010	607,080
Supplies	33,318	27,700	21,310	28,020
Program Total	\$ 3,662,768	\$ 2,280,580	\$ 2,165,310	\$ 2,276,960

TRANSPORTATION

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 211,464	\$ 249,400	\$ 385,100	\$ 248,210
Highway User Revenue Fund	2,369,116	2,736,820	3,297,590	2,857,290
Highway User Revenue Fund: Developer Contributions	43,354	40,000	40,160	40,000
Program Total	\$ 2,623,934	\$ 3,026,220	\$ 3,722,850	\$ 3,145,500
Character of Expenditures				
Salaries and Benefits	\$ 1,971,521	\$ 2,400,350	\$ 2,959,310	\$ 2,454,970
Services	534,266	516,380	653,890	486,140
Supplies	118,147	104,990	105,150	123,390
Equipment	-0-	4,500	4,500	81,000
Program Total	\$ 2,623,934	\$ 3,026,220	\$ 3,722,850	\$ 3,145,500

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 beginning of Fiscal Year 2013, the program was organizationally made part of the Transportation Department upon transfer of oversight from the General Services Department.

Projected Revenue Sources				
Hooded Meter Fee	\$ 15,024	\$ 25,000	\$ 19,200	\$ 15,000
Miscellaneous Revenues	625	500	6,000	-0-
Parking Meter Collections	445,587	849,610	717,000	908,700
Parking Revenues	1,278,122	1,869,430	1,793,200	1,931,630
Parking Violations	436,002	990,000	804,790	754,000
ParkWise Fund	-0-	-0-	105,320	1,887,900
Rents and Leases	251,661	290,270	233,000	207,370
Program Total	\$ 2,427,021	\$ 4,024,810	\$ 3,678,510	\$ 5,704,600
Character of Expenditures				
Salaries and Benefits	\$ 744,534	\$ 985,650	\$ 799,130	\$ 809,840
Services	1,612,866	1,428,690	1,362,730	1,534,860
Supplies	69,621	145,770	51,950	79,350
Equipment	-0-	32,000	32,000	1,887,900
Debt Service ¹	-0-	1,432,700	1,432,700	1,392,650
Program Total	\$ 2,427,021	\$ 4,024,810	\$ 3,678,510	\$ 5,704,600

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

TRANSPORTATION

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 47,565	\$ 46,650	\$ 46,390	\$ 45,710
Federal Highway Administration Grants	142,396	178,400	69,340	150,000
Highway User Revenue Fund	887,903	1,012,090	1,090,230	1,038,470
Program Total	\$ 1,077,864	\$ 1,237,140	\$ 1,205,960	\$ 1,234,180
Character of Expenditures				
Salaries and Benefits	\$ 824,169	\$ 949,100	\$ 941,880	\$ 986,270
Services	211,438	248,720	226,260	208,090
Supplies	42,257	39,320	37,820	39,820
Program Total	\$ 1,077,864	\$ 1,237,140	\$ 1,205,960	\$ 1,234,180

PUBLIC TRANSIT LIABILITY: This program area pays the liability and property losses incurred by Sun Tran, Sun Van and Sun Link that are not covered by purchased insurance policies.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 2,251,116	\$ 850,000	\$ 1,350,000	\$ 2,200,000
Character of Expenditures				
Services	\$ 2,251,116	\$ 850,000	\$ 1,350,000	\$ 2,200,000

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	\$ 168,041	\$ 5,849,300	\$ 5,853,480	\$ 919,080
General Fund: Restricted	101,923	100,700	100,700	100,700
Federal Highway Administration Grants	1,505,034	450,000	391,240	509,770
Highway User Revenue Fund	21,573,048	35,524,730	31,809,550	26,137,460
Highway User Revenue Fund: In-Lieu Fees	118,025	60,000	60,000	80,000
Program Total	\$ 23,466,071	\$ 41,984,730	\$ 38,214,970	\$ 27,747,010
Character of Expenditures				
Salaries and Benefits	\$ 10,379,089	\$ 10,682,670	\$ 10,253,590	\$ 10,678,940
Services	8,428,607	26,278,340	23,331,520	13,703,550
Supplies	3,423,550	4,978,720	4,479,860	2,819,520
Equipment	1,234,825	45,000	150,000	545,000
Program Total	\$ 23,466,071	\$ 41,984,730	\$ 38,214,970	\$ 27,747,010

TRANSPORTATION

SUN LINK: Sun Link provides a four-mile streetcar system with a route that serves the University of Arizona and the Downtown business district. The service will operate seven days a week starting in Fiscal Year 2015.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Mass Transit Fund: Regional Transportation Authority	\$ -0-	\$ -0-	\$ 976,030	\$ 4,516,690
Character of Expenditures				
Services	\$ -0-	\$ -0-	\$ 729,660	\$ 2,546,540
Supplies	-0-	-0-	63,380	260,000
Contracted Labor	-0-	-0-	182,990	1,710,150
Program Total	\$ -0-	\$ -0-	\$ 976,030	\$ 4,516,690

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	\$ 26,047,566	\$ 26,399,400	\$ 27,725,540	\$ 28,090,010
Mass Transit Fund: Federal Grants	5,713,617	6,874,000	6,337,580	5,464,040
Mass Transit Fund: Regional Transportation Authority	6,313,332	9,409,300	8,325,630	10,503,150
Mass Transit Fund: User Fees	16,722,871	15,286,100	14,761,150	15,532,600
Other Federal Grants Fund	269,492	700,000	200,000	-0-
Program Total	\$ 55,066,878	\$ 58,668,800	\$ 57,349,900	\$ 59,589,800
Character of Expenditures				
Services	\$ 7,475,692	\$ 6,334,500	\$ 6,812,540	\$ 7,328,440
Supplies	13,284,853	14,259,710	14,194,150	15,377,680
Equipment	-0-	-0-	770,000	210,000
Contracted Labor	34,306,333	38,074,590	35,573,210	36,673,680
Program Total	\$ 55,066,878	\$ 58,668,800	\$ 57,349,900	\$ 59,589,800

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	\$ 10,686,782	\$ 11,397,410	\$ 11,391,810	\$ 12,651,650
Mass Transit Fund: Federal Grants	1,217,010	700,000	1,100,000	1,097,000
Mass Transit Fund: Regional Transportation Authority	1,050,375	1,300,100	1,493,790	2,033,440
Mass Transit Fund: User Fees	652,063	752,100	778,140	1,197,160
Program Total	\$ 13,606,230	\$ 14,149,610	\$ 14,763,740	\$ 16,979,250

Sun Van (Continued)

Character of Expenditures	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Services	\$ 2,786,714	\$ 2,969,260	\$ 3,213,650	\$ 3,591,450
Supplies	1,913,964	2,071,890	2,044,470	2,975,840
Contracted Labor	8,905,552	9,108,460	9,505,620	10,411,960
Program Total	\$ 13,606,230	\$ 14,149,610	\$ 14,763,740	\$ 16,979,250

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.

Projected Revenue Sources

Capital Agreements Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Federal Highway Administration Grants	557	50,000	56,580	750,000
Highway User Revenue Fund	1,548,218	1,538,060	1,531,170	1,586,150
Highway User Revenue Fund: Developer Contributions	-0-	14,850	18,540	-0-
Regional Transportation Authority Fund	292,546	1,764,150	1,696,420	435,000
Program Total	\$ 1,891,321	\$ 3,417,060	\$ 3,352,710	\$ 2,821,150

Character of Expenditures

Salaries and Benefits	\$ 1,302,292	\$ 1,330,170	\$ 1,249,830	\$ 1,247,620
Services	456,416	1,905,400	1,927,640	733,340
Supplies	132,613	181,490	175,240	840,190
Program Total	\$ 1,891,321	\$ 3,417,060	\$ 3,352,710	\$ 2,821,150

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

Mass Transit Fund: General Fund	\$ 757,175	\$ 586,380	\$ 496,380	\$ 611,780
Mass Transit Fund: Federal Grants	421,747	384,000	234,000	1,228,680
Mass Transit Fund: Regional Transportation Authority	-0-	-0-	90,000	90,000
Mass Transit Fund: Use of Property	258,369	-0-	-0-	250,000
Mass Transit Fund: User Fees	-0-	120,000	120,000	-0-
Program Total	\$ 1,437,291	\$ 1,090,380	\$ 940,380	\$ 2,180,460

Character of Expenditures

Salaries and Benefits	\$ 542,794	\$ 430,840	\$ 362,110	\$ 506,900
Services	869,135	641,750	560,480	1,580,770
Supplies	25,362	17,790	17,790	92,790
Program Total	\$ 1,437,291	\$ 1,090,380	\$ 940,380	\$ 2,180,460

POSITION RESOURCES

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Management Services				
Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	1.00	1.00	1.00	2.00
Research Assistant Special Projects	1.00	1.00	1.00	1.00
Transportation Administrator	2.00	2.00	1.00	1.00
Human Resources Manager	-0-	-0-	-0-	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Transit Services Coordinator	1.00	1.00	-0-	-0-
Transportation Program Coordinator	2.00	2.00	2.00	2.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Staff Assistant	2.00	2.00	2.00	3.00
Management Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	-0-	-0-
Secretary	1.00	1.00	2.00	2.00
Program Total	16.00	16.00	14.00	17.00
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	1.00	1.00	1.00	1.00
Engineering Project Manager	4.50	4.00	4.00	4.00
Engineering Support Section Supervisor	-0-	-0-	1.00	1.00
Environmental Project Coordinator	1.00	1.00	-0-	-0-
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	4.00	4.00	3.00	3.00
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	3.00	3.00	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	3.00	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

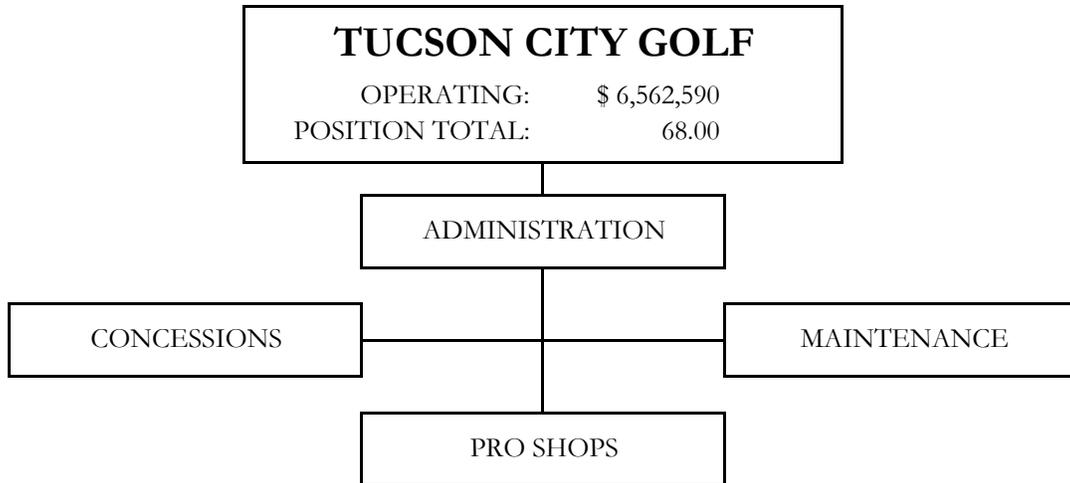
Engineering (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	68.50	68.00	67.00	67.00
ParkWise				
ParkWise Program Administrator	1.00	1.00	1.00	1.00
ParkWise Operations Manager	1.00	1.00	-0-	-0-
Staff Assistant	1.00	1.00	1.00	1.00
Lead Parking Service Agent	-0-	-0-	1.00	1.00
Parking Services Supervisor	2.00	2.00	1.00	1.00
Administrative Assistant	-0-	-0-	1.00	1.00
Parking Services Agent	8.00	8.00	7.00	7.00
Customer Service Representative	2.00	2.00	1.00	1.00
Senior Account Clerk	-0-	-0-	1.00	1.00
Program Total	15.00	15.00	14.00	14.00
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	3.00	3.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Lead Planner	1.00	-0-	2.00	2.00
Senior Engineering Technician	3.50	3.00	3.00	3.00
Planner	-0-	1.00	-0-	-0-
Executive Assistant	-0-	-0-	1.00	1.00
Geographic Information System Technician	-0-	-0-	1.00	1.00
Administrative Assistant	1.00	1.00	-0-	-0-
Program Total	13.50	13.00	13.00	13.00
Streets and Traffic Maintenance				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	2.50	2.00	2.00	3.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Street Maintenance Supervisor	10.50	10.00	10.00	9.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
High Voltage Electrician Supervisor	2.00	2.00	2.00	2.00
Electronic Technician	6.00	6.00	6.00	6.00
Engineering Associate	2.00	2.00	2.00	2.00
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	9.50	8.00	8.00	7.00

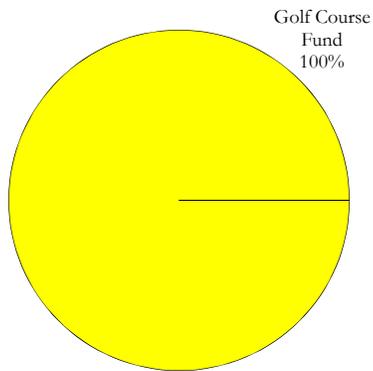
TRANSPORTATION

Streets and Traffic Maintenance (Continued)

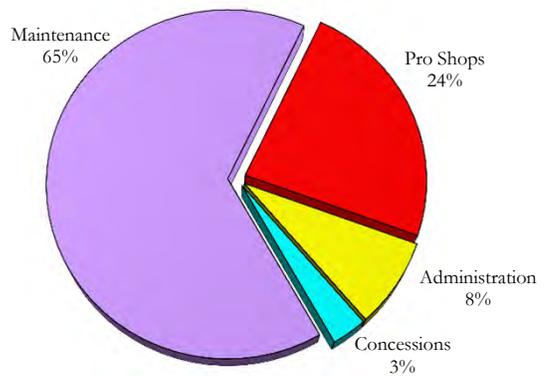
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
High Voltage Electrician	1.00	1.00	1.00	1.00
Lead Traffic Control Technician	10.00	10.00	10.00	10.00
Senior Engineering Technician	0.50	-0-	-0-	-0-
Street Maintenance Crew Leader	15.00	15.00	13.00	13.00
Streets Inspector and Compliance Specialist	6.00	6.00	6.00	6.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	5.00	5.00	5.00	5.00
Heavy Equipment Operator	39.25	40.00	39.00	38.00
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	4.00	4.00
Secretary	0.50	-0-	-0-	-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	10.00	9.00	11.00	11.00
Senior Trades Helper	2.00	2.00	3.00	3.00
Program Total	153.75	150.00	151.00	149.00
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	0.50	-0-	-0-	-0-
Senior Engineering Associate	1.00	1.00	1.00	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Electronics Technician	1.50	1.00	1.00	1.00
Traffic Engineering Technician Supervisor	2.00	2.00	1.00	1.00
Traffic Engineering Technician	6.00	6.00	7.00	7.00
Administrative Assistant	1.50	1.50	1.50	1.50
Customer Service Representative	1.00	1.00	1.00	1.00
Customer Service Clerk	0.50	0.50	0.50	0.50
Program Total	18.00	17.00	17.00	17.00
Transit Services				
Transportation Administrator	-0-	-0-	1.00	1.00
Transit Services Coordinator	-0-	-0-	1.00	1.00
Transportation Eligibility Specialist	2.00	2.00	2.00	2.00
Customer Service Representative	3.00	-0-	-0-	-0-
Secretary	2.00	1.00	1.00	1.00
Program Total	7.00	3.00	5.00	5.00
Department Total	291.75	282.00	281.00	282.00



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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	5.00	4.00	4.00	4.00
Maintenance	31.50	38.75	38.75	32.00
Pro Shops	27.25	25.25	25.25	32.00
Department Total	63.75	68.00	68.00	68.00

TOTAL BUDGET

Operating	\$ 6,984,693	\$ 6,557,380	\$ 6,338,350	\$ 6,562,590
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CHARACTER OF EXPENDITURES

Salaries and Benefits	\$ 3,300,107	\$ 2,929,610	\$ 2,993,450	\$ 2,955,500
Services	2,017,748	1,828,100	1,901,560	1,927,850
Supplies	1,485,719	1,448,090	1,317,870	1,445,240
Equipment	15,540	144,860	122,000	234,000
Debt Service	165,579	206,720	3,470	-0-
Department Total	\$ 6,984,693	\$ 6,557,380	\$ 6,338,350	\$ 6,562,590

FUNDING SOURCES

Tucson Golf Enterprise Fund	\$ 6,984,693	\$ 6,557,380	\$ 6,338,350	\$ 6,562,590
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SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$6,562,590 reflects an increase of \$5,210 from the Fiscal Year 2013 Adopted Budget. Changes include:

Anticipated increase in the cost of utilities	\$ 99,750
Purchase of replacement golf carts	89,140
Personnel costs	25,890
Reduction in miscellaneous supply purchases	(2,850)
Debt service decrease due to the transfer of debt to the General Fund	(206,720)
Total	\$ 5,210

DEPARTMENT MEASURES of PERFORMANCE

Provide five municipal golf courses and four driving ranges for the enjoyment and recreation of the public. Total rounds of golf (18-hole equivalent).	180,674	197,320	185,910	190,840
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TUCSON CITY GOLF

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Provide operations support, customer service, golf lessons, and merchandise sales at the four golf course pro shops.				
• Hours of golf lessons	700	790	740	760
• Revenue from driving ranges	\$ 554,412	\$ 701,160	\$ 597,920	\$ 621,840
• Revenue from pro shops	\$ 795,635	\$ 572,410	\$ 835,040	\$ 843,540
Provide opportunities for junior golf play.				
• Number of junior card holders	1,030	1,100	990	940
• Total rounds of junior golf	5,558	5,630	3,870	3,480

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

Tucson Golf Enterprise Fund	\$ 742,618	\$ 668,800	\$ 550,070	\$ 552,760
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Character of Expenditures

Salaries and Benefits	\$ 504,470	\$ 385,580	\$ 467,790	\$ 464,590
Services	53,527	58,300	60,610	69,970
Supplies	19,042	18,200	18,200	18,200
Debt Service	165,579	206,720	3,470	-0-
Program Total	\$ 742,618	\$ 668,800	\$ 550,070	\$ 552,760

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. Currently, 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

Tucson Golf Enterprise Fund	\$ 227,483	\$ 204,090	\$ 204,760	\$ 223,440
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Character of Expenditures

Salaries and Benefits	\$ 52,742	\$ -0-	\$ -0-	\$ -0-
Services	174,741	194,090	194,760	213,440
Supplies	-0-	10,000	10,000	10,000
Program Total	\$ 227,483	\$ 204,090	\$ 204,760	\$ 223,440

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Tucson Golf Enterprise Fund	\$ 4,572,658	\$ 4,264,140	\$ 4,197,440	\$ 4,241,210
Character of Expenditures				
Salaries and Benefits	\$ 1,740,432	\$ 1,614,970	\$ 1,560,090	\$ 1,428,260
Services	1,609,446	1,347,570	1,430,580	1,411,520
Supplies	1,207,240	1,156,740	1,084,770	1,167,430
Equipment	15,540	144,860	122,000	234,000
Program Total	\$ 4,572,658	\$ 4,264,140	\$ 4,197,440	\$ 4,241,210

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, mens' and ladies' golf wear and other golf merchandise. Golf lessons and custom club-fitting are also provided by this program through a contractor.

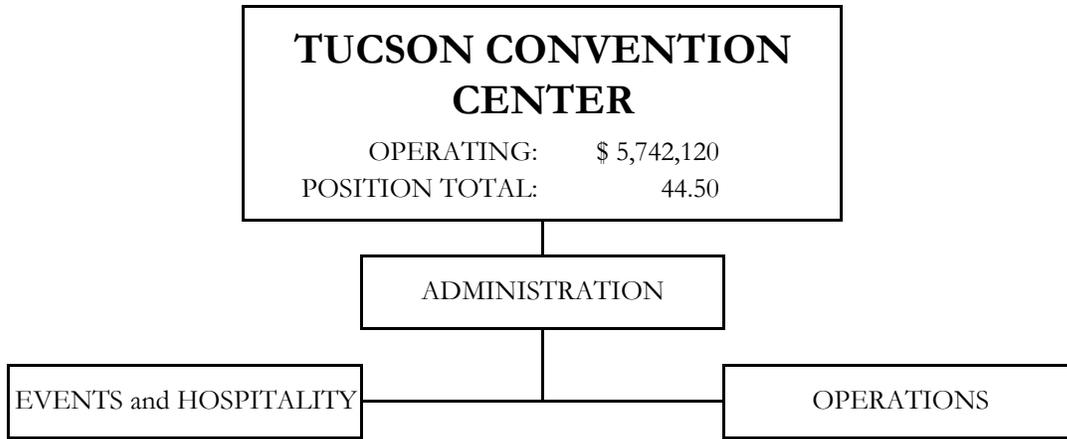
Projected Revenue Sources				
Tucson Golf Enterprise Fund	\$ 1,441,934	\$ 1,420,350	\$ 1,386,080	\$ 1,545,180
Character of Expenditures				
Salaries and Benefits	\$ 1,002,463	\$ 929,060	\$ 965,570	\$ 1,062,650
Services	180,034	228,140	215,610	232,920
Supplies	259,437	263,150	204,900	249,610
Program Total	\$ 1,441,934	\$ 1,420,350	\$ 1,386,080	\$ 1,545,180

POSITION RESOURCES

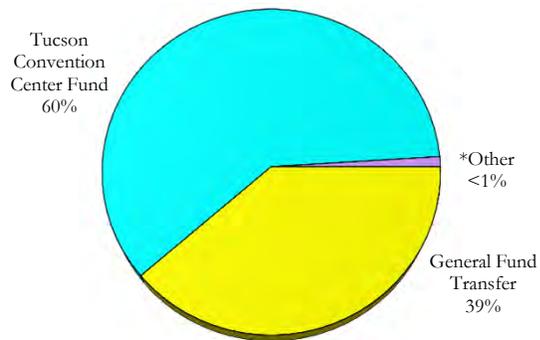
Administration				
Deputy Director of Parks and Recreation	1.00	1.00	1.00	1.00
Golf Administrator	1.00	-0-	-0-	-0-
Golf Course Operations Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	5.00	4.00	4.00	4.00

TUCSON CITY GOLF

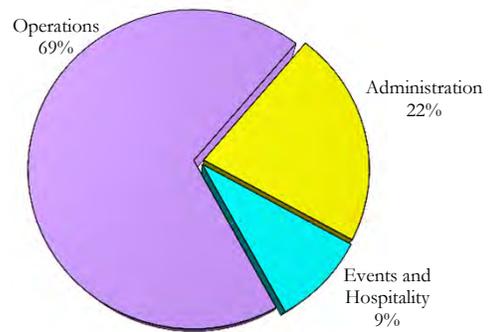
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Maintenance				
Parks and Golf Area Supervisor	8.00	4.00	4.00	4.00
Parks Equipment Mechanic	7.00	5.00	5.00	5.00
Trade Specialist	7.00	5.00	5.00	5.00
Parks Equipment Mechanic (Hourly)	-0-	-0-	2.00	2.00
Trade Specialist (Hourly)	-0-	-0-	0.75	0.75
Fleet Service Technician (Hourly)	-0-	-0-	0.50	0.50
Parks Maintenance Worker	9.50	24.75	3.00	3.00
General Maintenance Trainee/Worker (Hourly)	-0-	-0-	11.75	11.75
Program Total	31.50	38.75	32.00	32.00
Pro Shop				
Golf Professional Supervisor	1.00	2.00	2.00	2.00
Golf Professional	2.00	1.00	1.00	1.00
Senior Assistant Golf Professional	3.00	1.00	-0-	-0-
Assistant Golf Professional	2.00	1.00	2.00	2.00
Senior Cashier	-0-	2.25	1.50	1.50
Cashier	2.50	3.00	5.50	5.50
Custodian	2.00	2.00	3.75	3.75
Golf Host (Hourly)	11.25	11.00	13.25	13.25
General Maintenance Trainee/Worker (Hourly)	3.50	2.00	3.00	3.00
Program Total	27.25	25.25	32.00	32.00
Department Total	63.75	68.00	68.00	68.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Civic Contributions (<1%).

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Events and Hospitality	3.50	3.50	3.50	5.50
Finance	19.00	18.50	18.50	20.50
Operations	24.50	21.50	21.50	18.50
Department Total	47.00	43.50	43.50	44.50

TOTAL BUDGET				
Operating	\$ 5,509,157	\$ 5,557,760	\$ 5,953,750	\$ 5,742,120
Capital	13,901	1,000,000	1,000,000	-0-
Department Total	\$ 5,523,058	\$ 6,557,760	\$ 6,953,750	\$ 5,742,120

CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,953,907	\$ 2,340,580	\$ 2,172,270	\$ 2,484,510
Services	3,411,580	3,100,210	3,425,410	3,109,750
Supplies	143,670	116,970	159,990	147,860
Equipment	-0-	-0-	196,080	-0-
Operating Total	\$ 5,509,157	\$ 5,557,760	\$ 5,953,750	\$ 5,742,120
Capital Improvement Program	13,901	1,000,000	1,000,000	-0-
Department Total	\$ 5,523,058	\$ 6,557,760	\$ 6,953,750	\$ 5,742,120

FUNDING SOURCES				
General Fund Transfer	\$ 1,917,247	\$ 2,095,760	\$ 2,091,070	\$ 2,221,040
Tucson Convention Center Fund	3,559,801	3,457,000	3,423,590	3,491,080
Civic Contribution Fund	32,109	5,000	439,090	30,000
Operating Total	\$ 5,509,157	\$ 5,557,760	\$ 5,953,750	\$ 5,742,120
Capital Improvement Program	13,901	1,000,000	1,000,000	-0-
Department Total	\$ 5,523,058	\$ 6,557,760	\$ 6,953,750	\$ 5,742,120

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$5,742,120 reflects an increase of \$184,360 from the Fiscal Year 2013 Adopted Budget. Changes include:

Personnel costs and benefits	\$ 143,930
Equipment, printing, and advertising	45,170
Increased capacity for fireworks donations	25,000
Miscellaneous professional services	25,000
Increase in public liability	10,230
Decrease in maintenance costs	(64,970)
Total	\$ 184,360

TUCSON CONVENTION CENTER

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	578,670	653,000	653,000	600,000
• Types of events booked in the arena				
◇ Concerts	8	12	8	10
◇ Family events	28	30	30	30
◇ Sporting events	209	120	200	210
◇ Other - graduations, trade shows, religious	16	80	16	20
• Types of events booked in the music hall				
◇ Concerts	11	12	12	12
◇ Graduations/meetings	26	25	25	30
◇ Performing arts	42	195	40	30
• Types of events booked in the Leo Rich Theatre				
◇ Concerts/theater	29	65	25	40
◇ Meetings	49	35	50	55
• Types of events booked in the exhibition halls, meeting and ballroom space				
◇ Convention/Trade	109	150	120	120
◇ Meeting/Ballroom/Education	64	150	60	70
Create economic catalyst for downtown Tucson through sales and rental tax collected from events as well as sales tax for food and beverage from the attraction of convention visitors and local community members.	\$ 656,800	\$ 635,000	\$ 635,000	\$ 675,000

OPERATING PROGRAMS

ADMINISTRATION: This program area plans, coordinates and provides analytical fiscal support; maintains accurate accounting systems; and financially administers event support services. Manages all parking functions for multiple events and venues and is responsible for cash handling of all parking fee collections. Provides quality promoter and guest experiences by managing all ticketing functions including responsibility of the ticketing fund handling.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund Transfer	\$ 550,005	\$ 555,690	\$ 647,450	\$ 609,690
Box Office Fees	122,824	140,000	130,000	135,000
Event Ticket Rebates	115,887	140,000	120,000	140,000
Facility Fees	99,788	146,360	138,600	145,200
Outside Contracts	25,728	50,000	50,000	38,180
Parking Fees	238,363	212,500	212,500	218,750
Program Total	\$ 1,152,595	\$ 1,244,550	\$ 1,298,550	\$ 1,286,820
Character of Expenditures				
Salaries and Benefits	\$ 971,703	\$ 1,092,330	\$ 1,109,410	\$ 1,120,860
Services	165,954	138,820	169,110	146,730
Supplies	14,938	13,400	20,030	19,230
Program Total	\$ 1,152,595	\$ 1,244,550	\$ 1,298,550	\$ 1,286,820

EVENTS and HOSPITALITY: This program area provides event management and coordinates all events to include service provider contracts and ensure a quality guest experience. Staff conducts site visits, tours and works collaboratively with the Metropolitan Tucson Convention and Visitors Bureau to attract a wide variety of local and national revenue-generating events.

Projected Revenue Sources				
General Fund Transfer	\$ 54,468	\$ 140,720	\$ 122,250	\$ 358,440
Catering and Concessions	131,025	128,060	131,100	133,000
Novelty Sales	38,190	27,000	27,000	30,000
Program Total	\$ 223,683	\$ 295,780	\$ 280,350	\$ 521,440
Character of Expenditures				
Salaries and Benefits	\$ 157,414	\$ 260,540	\$ 262,200	\$ 456,130
Services	65,711	34,740	17,730	55,090
Supplies	558	500	420	10,220
Program Total	\$ 223,683	\$ 295,780	\$ 280,350	\$ 521,440

TUCSON CONVENTION CENTER

OPERATIONS: This program area provides event set-up and maintenance for all events, including responsibility for ice set-ups and all buildings. The area also supports events requiring staging and theatrical services and oversees all arena and music hall rigging, concert set-ups and telephone and internet services for all events.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund Transfer	\$ 1,312,774	\$ 1,399,350	\$ 1,321,370	\$ 1,252,910
Catering and Concessions	213,778	211,940	213,900	217,000
Civic Contribution Fund	32,109	5,000	439,090	30,000
Commission Revenue	129,691	140,000	145,000	140,000
Facility Fees	202,601	293,640	281,400	294,800
Parking Fees	715,088	637,500	637,500	656,250
Recovered Expenditure Revenue	58,583	55,000	60,000	65,000
Room and Space Rental	1,468,255	1,275,000	1,276,590	1,277,900
Program Total	\$ 4,132,879	\$ 4,017,430	\$ 4,374,850	\$ 3,933,860
Character of Expenditures				
Salaries and Benefits	\$ 824,790	\$ 987,710	\$ 800,660	\$ 907,520
Services	3,179,915	2,926,650	3,238,570	2,907,930
Supplies	128,174	103,070	139,540	118,410
Equipment	-0-	-0-	196,080	-0-
Program Total	\$ 4,132,879	\$ 4,017,430	\$ 4,374,850	\$ 3,933,860

POSITION RESOURCES

Administration

Director of Convention Center	-0-	-0-	-0-	1.00
Deputy Director of Convention Center	1.00	1.00	-0-	-0-
Convention Center Administrator	1.00	1.00	1.00	1.00
Convention Center Box Office Supervisor	1.00	1.00	1.00	1.00
Staff Assistant	-0-	-0-	-0-	1.00
Convention Center Parking Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	-0-	1.00	1.00
Administrative Assistant	-0-	-0-	-0-	1.00
Secretary	2.00	2.00	2.00	1.00
Senior Cashier	2.00	2.00	2.00	2.50
Convention Center Cashier	1.50	1.50	1.50	1.50
Cashier	7.50	8.00	8.00	7.00
Office Assistant	1.00	1.00	1.00	1.50
Program Total	19.00	18.50	18.50	20.50

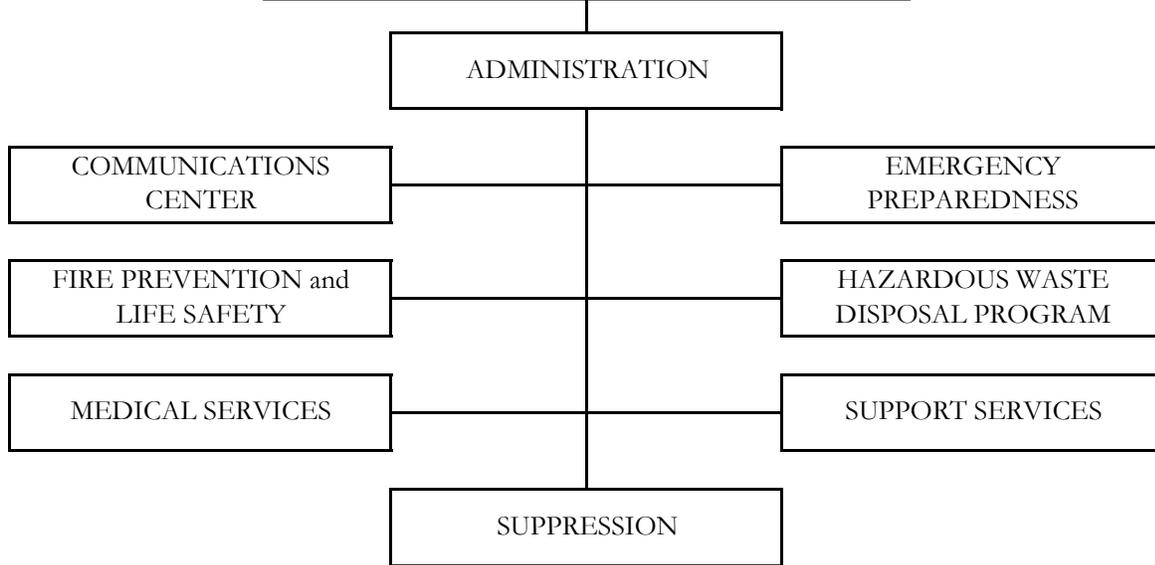
Event and Hospitality

Convention Center Administrator	-0-	-0-	-0-	1.00
Convention Center Event Services Manager	2.00	2.00	2.00	1.00
Convention Center Events Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	-0-	-0-	-0-	1.00
Convention Center Events Sales Manager	-0-	-0-	-0-	1.00
Center Services Assistant	0.50	0.50	0.50	0.50
Program Total	3.50	3.50	3.50	5.50

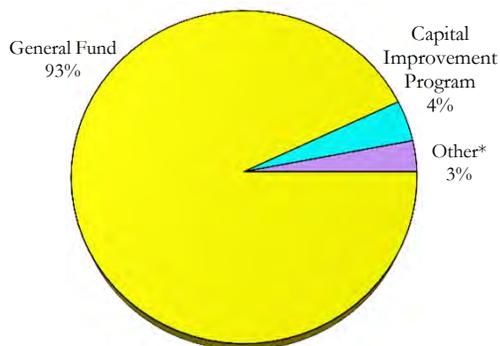
TUCSON CONVENTION CENTER

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Operations				
Convention Center Administrator	-0-	-0-	-0-	1.00
Convention Center Event Services Manager	1.00	1.00	1.00	-0-
Convention Center Operations Manager	1.00	1.00	1.00	1.00
Convention Center Stagehand Supervisor	2.50	2.50	2.50	2.50
Building Maintenance Worker	1.00	-0-	-0-	-0-
Lead Convention Center Worker	-0-	-0-	-0-	1.00
Lead Custodian	1.00	1.00	1.00	1.00
Convention Center Worker	18.00	16.00	16.00	11.00
Custodian	-0-	-0-	-0-	1.00
Program Total	24.50	21.50	21.50	18.50
Department Total	47.00	43.50	43.50	44.50

TUCSON FIRE	
OPERATING:	\$ 89,931,670
CAPITAL:	4,091,600
TOTAL:	<u>\$ 94,023,270</u>
POSITION TOTAL:	<u>753.00</u>

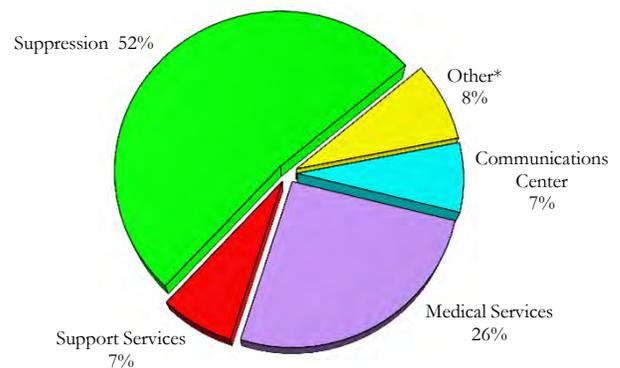


FINANCING PLAN



*Other includes Other Federal Grants (3%), Civic Contributions Fund (<1%), Non-Federal Grants Fund (<1%), and Internal Service Fund: Self Insurance (<1%).

PROGRAM ALLOCATION



*Other includes Fire Prevention and Life Safety (5%), 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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	9.00	9.00	10.00	10.00
Communications Center	82.00	82.00	82.00	84.00
Emergency Preparedness	5.00	4.00	4.00	4.00
Fire Prevention and Life Safety	36.00	36.00	36.00	36.00
Hazardous Waste Disposal Program	2.00	2.00	2.00	2.00
Medical Services	192.00	193.00	192.00	185.00
Support Services	31.00	30.00	30.00	30.00
Suppression	396.00	397.00	397.00	402.00
Department Total	753.00	753.00	753.00	753.00
 TOTAL BUDGET				
Operating	\$ 78,628,538	\$ 87,814,710	\$ 86,126,790	\$ 89,931,670
Capital	876,543	8,729,600	4,268,380	4,091,600
Department Total	\$ 79,505,081	\$ 96,544,310	\$ 90,395,170	\$ 94,023,270
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 69,574,103	\$ 78,033,390	\$ 76,373,330	\$ 81,086,510
Services	4,519,177	4,796,840	5,057,870	3,847,470
Supplies	4,395,406	3,844,710	3,660,650	3,658,200
Equipment	139,852	1,139,770	1,034,940	1,339,490
Operating Total	\$ 78,628,538	\$ 87,814,710	\$ 86,126,790	\$ 89,931,670
Capital Improvement Program	876,543	8,729,600	4,268,380	4,091,600
Department Total	\$ 79,505,081	\$ 96,544,310	\$ 90,395,170	\$ 94,023,270
 FUNDING SOURCES				
General Fund	\$ 77,246,234	\$ 83,845,450	\$ 84,651,120	\$ 86,932,770
Capital Improvement Fund	429,499	-0-	-0-	-0-
Civic Contributions Fund	4,967	20,000	20,000	20,000
Internal Service Fund: Self Insurance	263,166	348,320	347,970	377,960
Non-Federal Grants Fund	11,900	164,000	122,730	164,000
Other Federal Grants Fund	672,772	3,436,940	984,970	2,436,940
Operating Total	\$ 78,628,538	\$ 87,814,710	\$ 86,126,790	\$ 89,931,670
Capital Improvement Program	876,543	8,729,600	4,268,380	4,091,600
Department Total	\$ 79,505,081	\$ 96,544,310	\$ 90,395,170	\$ 94,023,270

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$89,931,670 reflects an increase of \$2,116,960 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in personnel costs	\$ 2,438,620
Increase in overtime budget capacity	1,100,000
Increase in pension costs	514,500
Increase in equipment purchases	199,720
Increase in the cost of utilities	111,080
Increase in services	78,240
Decrease in supplies	(186,510)
Decrease in federal grant capacity	(1,000,000)
Decrease due to transfer of building maintenance budget capacity to General Services Department	(1,138,690)
Total	\$ 2,116,960

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	19,111	18,820	18,750	18,750
• Cost recovery	37%	53%	49%	48%
Respond to fire and medical emergency calls.				
• Number of emergency calls	80,241	84,000	82,000	82,000
• Number of unit responses to structure fires (house, apartment, building)	6,793	6,000	7,600	7,600
• Number of calls concerning people experiencing cardiac arrests	819	550	830	830
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.	61%	65%	63%	65%
Arrive at scene within nine minutes of dispatch for advanced life support response per Arizona Department of Health Services' requirements.	91%	93%	92%	92%

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Conduct fire code inspections.				
• Number of commercial buildings inspected	6,061	5,000	4,170	4,500
• Number of schools inspected	21	34	21	21
• Number of specialty inspections	2,237	2,000	1,682	1,800
Investigate fires to determine cause and origin.	269	400	280	300
Promote public safety through public education.				
• Number of community contacts through educational programs	24,219	25,000	18,700	20,000
• Number of Juvenile Fire Stopper (JFS) classes conducted	41	20	35	35

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	\$ 922,518	\$ 1,014,190	\$ 1,117,290	\$ 1,149,680
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Character of Expenditures

Salaries and Benefits	\$ 744,733	\$ 841,160	\$ 923,130	\$ 947,250
Services	146,801	145,500	166,760	174,900
Supplies	30,984	27,530	27,400	27,530
Program Total	\$ 922,518	\$ 1,014,190	\$ 1,117,290	\$ 1,149,680

TUCSON FIRE

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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 4,265,328	\$ 4,733,740	\$ 4,532,290	\$ 5,033,950
Dispatch IGA	936,753	869,540	869,540	869,540
State Telecomm Excise Tax	52,739	40,000	40,000	40,000
Program Total	\$ 5,254,820	\$ 5,643,280	\$ 5,441,830	\$ 5,943,490
Character of Expenditures				
Salaries and Benefits	\$ 4,784,653	\$ 5,330,640	\$ 5,050,600	\$ 5,736,630
Services	325,638	263,840	340,100	158,060
Supplies	125,648	18,800	21,130	18,800
Equipment	18,881	30,000	30,000	30,000
Program Total	\$ 5,254,820	\$ 5,643,280	\$ 5,441,830	\$ 5,943,490

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	\$ 429,047	\$ 466,700	\$ 477,220	\$ 542,770
Non-Federal Grants Fund	4,911	164,000	122,730	164,000
Other Federal Grants Fund	672,772	936,940	984,970	1,186,940
Program Total	\$ 1,106,730	\$ 1,567,640	\$ 1,584,920	\$ 1,893,710
Character of Expenditures				
Salaries and Benefits	\$ 622,380	\$ 540,220	\$ 581,880	\$ 641,920
Services	161,225	10,800	13,260	10,880
Supplies	264,652	74,950	99,630	99,520
Equipment	58,473	941,670	890,150	1,141,390
Program Total	\$ 1,106,730	\$ 1,567,640	\$ 1,584,920	\$ 1,893,710

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 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.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 3,411,326	\$ 3,796,080	\$ 3,736,670	\$ 4,117,890
Civic Contribution Fund	1,831	19,000	19,000	19,000
Non-Federal Grants Fund	6,989	-0-	-0-	-0-
Program Total	\$ 3,420,146	\$ 3,815,080	\$ 3,755,670	\$ 4,136,890
Character of Expenditures				
Salaries and Benefits	\$ 3,242,038	\$ 3,587,670	\$ 3,537,690	\$ 3,890,470
Services	100,514	131,800	135,220	150,810
Supplies	77,594	95,610	82,760	95,610
Program Total	\$ 3,420,146	\$ 3,815,080	\$ 3,755,670	\$ 4,136,890

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.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 263,166	\$ 348,320	\$ 347,970	\$ 377,960
Character of Expenditures				
Salaries and Benefits	\$ 213,555	\$ 231,210	\$ 230,860	\$ 256,790
Services	33,646	71,610	71,610	75,670
Supplies	15,965	45,500	45,500	45,500
Program Total	\$ 263,166	\$ 348,320	\$ 347,970	\$ 377,960

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 includes 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 an in-house billing cost recovery for ALS ambulance services.

Projected Revenue Sources				
General Fund	\$ 13,129,985	\$ 10,757,790	\$ 11,649,710	\$ 12,306,790
General Fund - ALS Cost Recovery Fees	7,856,194	12,100,000	11,300,000	11,400,000
Program Total	\$ 20,986,179	\$ 22,857,790	\$ 22,949,710	\$ 23,706,790

TUCSON FIRE

Medical Services (Continued)

Character of Expenditures	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Salaries and Benefits	\$ 18,892,363	\$ 20,884,970	\$ 20,833,680	\$ 21,562,120
Services	663,531	888,130	904,910	939,980
Supplies	1,421,696	1,084,690	1,185,330	1,204,690
Equipment	8,589	-0-	25,790	-0-
Program Total	\$ 20,986,179	\$ 22,857,790	\$ 22,949,710	\$ 23,706,790

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	\$ 6,879,435	\$ 7,299,010	\$ 8,746,340	\$ 6,187,560
General Fund: Restricted Revenues	93,709	144,000	54,000	54,000
Program Total	\$ 6,973,144	\$ 7,443,010	\$ 8,800,340	\$ 6,241,560

Character of Expenditures				
Salaries and Benefits	\$ 2,945,368	\$ 2,795,770	\$ 4,382,610	\$ 2,839,190
Services	2,466,024	2,511,610	2,600,850	1,592,820
Supplies	1,499,426	1,967,530	1,727,880	1,641,450
Equipment	62,326	168,100	89,000	168,100
Program Total	\$ 6,973,144	\$ 7,443,010	\$ 8,800,340	\$ 6,241,560

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	\$ 39,269,200	\$ 42,624,400	\$ 42,128,060	\$ 45,230,590
Capital Improvement Fund	429,499	-0-	-0-	-0-
Civic Contribution Fund	3,136	1,000	1,000	1,000
Other Federal Grants Fund	-0-	2,500,000	-0-	1,250,000
Program Total	\$ 39,701,835	\$ 45,125,400	\$ 42,129,060	\$ 46,481,590

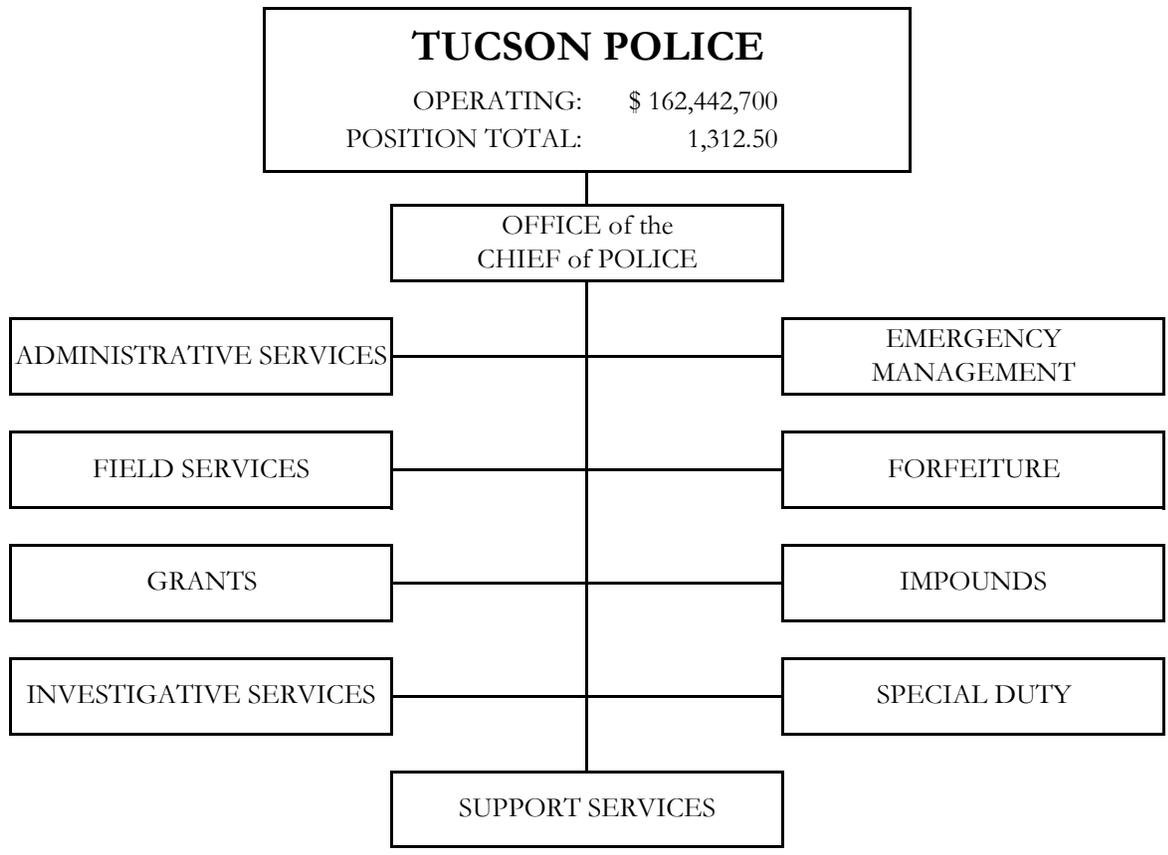
Character of Expenditures				
Salaries and Benefits	\$ 38,129,013	\$ 43,821,750	\$ 40,832,880	\$ 45,212,140
Services	621,798	773,550	825,160	744,350
Supplies	951,024	530,100	471,020	525,100
Program Total	\$ 39,701,835	\$ 45,125,400	\$ 42,129,060	\$ 46,481,590

POSITION RESOURCES

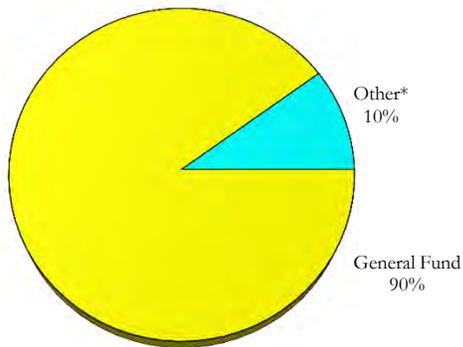
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration				
Fire Chief	1.00	1.00	1.00	1.00
Fire Administrator	-0-	-0-	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	9.00	9.00	10.00	10.00
Communications Center				
Fire Captain	-0-	-0-	-0-	2.00
Communications Superintendent	1.00	1.00	1.00	1.00
Public Safety Communications Supervisor	7.00	7.00	7.00	7.00
Lead Public Safety Dispatcher	5.00	5.00	5.00	6.00
Public Safety Dispatcher	48.00	48.00	48.00	47.00
Master Street Address Guide Scheduler	1.00	1.00	1.00	1.00
Emergency 911 Operator	20.00	20.00	20.00	20.00
Program Total	82.00	82.00	82.00	84.00
Emergency Preparedness				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	2.00	2.00
Fire Captain	1.00	1.00	-0-	-0-
Emergency Management Coordinator	-0-	-0-	1.00	1.00
Risk Management Supervisor	1.00	1.00	-0-	-0-
Administrative Assistant	1.00	-0-	-0-	-0-
Program Total	5.00	4.00	4.00	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	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	4.00	4.00	4.00	4.00
Fire Prevention Inspector	22.00	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	3.00	3.00	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	36.00	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

TUCSON FIRE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	29.00
Paramedic	138.00	138.00	138.00	132.00
Communications System Administrator	-0-	-0-	-0-	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	2.00	1.00	1.00
Cost Recovery Clerk	6.00	6.00	6.00	5.00
Program Total	192.00	193.00	192.00	185.00
Support Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	-0-	-0-	-0-
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	2.00
Fire Captain Assignment: Training Officer	4.00	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	9.00	9.00	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	3.00
Certified Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	-0-
Senior Storekeeper	2.00	2.00	2.00	2.00
Program Total	31.00	30.00	30.00	30.00
Suppression				
Fire Battalion Chief: Assistant Fire Chief	-0-	1.00	1.00	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	26.00	26.00	26.00	24.00
Fire Captain	81.00	81.00	81.00	78.00
Fire Engineer: Haz Mat/Technical Rescue Team	30.00	30.00	30.00	26.00
Fire Engineer	82.00	82.00	82.00	82.00
Fire Fighter: Haz Mat/Technical Rescue Team	53.00	53.00	53.00	39.00
Fire Fighter	108.00	108.00	108.00	136.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	396.00	397.00	397.00	402.00
Department Total	753.00	753.00	753.00	753.00

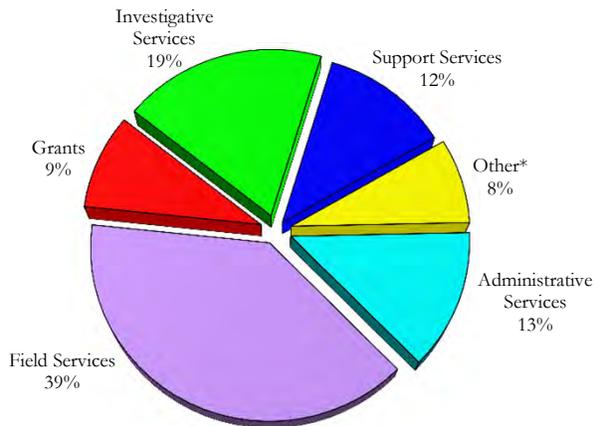


FINANCING PLAN



*Other includes Other Federal Grants Fund (9%), 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%), and 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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014 ¹
POSITION RESOURCES				
Office of the Chief of Police	33.00	33.00	33.00	33.00
Administrative Services	110.50	110.50	109.00	111.00
Emergency Management	8.00	8.00	8.00	8.00
Field Services	572.00	589.00	573.00	589.00
Forfeiture	4.00	5.00	4.00	4.00
Grants	88.00	95.00	112.00	93.00
Impounds	8.00	8.00	8.00	8.00
Investigative Services	283.50	283.50	282.50	283.50
Special Duty	4.00	4.00	4.00	4.00
Support Services	179.00	180.00	179.00	179.00
Department Total	1,290.00	1,316.00	1,312.50	1,312.50
TOTAL BUDGET				
Operating	\$ 145,244,055	\$ 155,102,080	\$ 156,214,290	\$ 162,442,700
Capital	4,276,636	-0-	1,390,970	-0-
Department Total	\$ 149,520,691	\$ 155,102,080	\$ 157,605,260	\$ 162,442,700
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 118,292,239	\$ 130,990,630	\$ 128,117,200	\$ 138,588,820
Services	18,374,220	17,675,720	19,527,170	16,146,740
Supplies	7,450,054	5,389,280	6,422,210	6,067,840
Equipment	1,113,642	1,046,450	2,147,710	1,639,300
Other	13,900	-0-	-0-	-0-
Operating Total	\$ 145,244,055	\$ 155,102,080	\$ 156,214,290	\$ 162,442,700
Capital Improvement Program	4,276,636	-0-	1,390,970	-0-
Department Total	\$ 149,520,691	\$ 155,102,080	\$ 157,605,260	\$ 162,442,700
FUNDING SOURCES				
General Fund	\$ 135,607,490	\$ 140,536,270	\$ 143,540,150	\$ 146,864,750
Civic Contribution Fund	70,943	32,170	131,220	134,120
Non-Federal Grants Fund	1,035,462	1,384,710	1,319,920	1,577,330
Other Federal Grants Fund	8,530,160	13,148,930	11,223,000	13,866,500
Operating Total	\$ 145,244,055	\$ 155,102,080	\$ 156,214,290	\$ 162,442,700
Capital Improvement Program	4,276,636	-0-	1,390,970	-0-
Department Total	\$ 149,520,691	\$ 155,102,080	\$ 157,605,260	\$ 162,442,700

¹ Fiscal Year 2014 position resources include 998 commissioned and 314.50 civilian staffing.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$162,442,700 reflects an increase of \$7,340,620 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in personnel costs	\$ 4,391,690
Increase in overtime budget capacity	2,200,000
Increase in pension costs	1,006,500
Addition of federal grant capacity for supplies and equipment	473,120
Increase in public liability insurance	412,550
Addition of State Homeland Security grant capacity for supplies and equipment	404,460
Increase in electricity costs	71,000
Decrease due to transfer of building maintenance budget capacity to General Services Department	(1,618,700)
Total	\$ 7,340,620

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Respond to calls for service. ¹				
• Number of emergency responses	895	959	1,074	1,074
• Number of critical responses	45,005	45,260	40,378	40,378
• Number of urgent responses	103,734	127,026	92,935	92,935
• Number of general responses	71,223	66,639	137,126	137,126
 Respond to emergency response calls within five minutes.	 75%	 80%	 85%	 85%
 Respond to critical response calls within ten minutes.	 67%	 65%	 70%	 70%
 Respond to urgent response calls within 30 minutes.	 79%	 75%	 80%	 80%
 Respond to general response calls within 120 minutes. ¹	 51%	 50%	 70%	 70%
 Answer emergency 9-1-1 calls routed to the Tucson Police Department. ²				
• Inbound service calls	305,662	317,143	321,312	321,312
• Outbound service calls	260,243	270,384	225,084	225,084
 Requests received for evidence comparison and analysis sent to the crime laboratory.	 3,405	 3,700	 3,700	 3,700
 Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	 3,014	 3,850	 3,250	 3,250
 Process incoming items of evidence and property.	 79,829	 80,000	 80,000	 80,000

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Process outgoing items of evidence and property.	65,656	69,000	69,000	71,000
Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	82%	86%	86%	89%
Optimize clearance rates (for assigned cases).				
• Homicide	70%	57%	65%	65%
• Sexual Assault	10%	15%	15%	15%
• Robbery	24%	24%	24%	24%
• Aggravated Assault	34%	35%	35%	35%
• Burglary	5%	5%	5%	5%
• Larceny	13%	15%	15%	15%
• Auto Theft	5%	5%	5%	5%

¹Changes from Fiscal Year 2013 adopted to Fiscal Year 2014 in the number of calls for service responses is due to the department’s transition to a completely new computer-aided dispatch agency-wide system which began on July 31, 2012. The new system has increased our ability to extract more accurate data.

²During Fiscal Year 2013, the response time goal to Level 4 priority calls was increased from 60 minutes to 120 minutes.

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	\$ 4,137,586	\$ 4,431,990	\$ 4,651,490	\$ 4,779,330
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Character of Expenditures

Salaries and Benefits	\$ 3,945,708	\$ 4,289,050	\$ 4,503,160	\$ 4,650,490
Services	168,716	123,550	119,550	109,450
Supplies	23,162	19,390	28,780	19,390
Program Total	\$ 4,137,586	\$ 4,431,990	\$ 4,651,490	\$ 4,779,330

TUCSON POLICE

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, Records, Human Resources, and Training.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 24,542,554	\$ 21,121,600	\$ 27,932,760	\$ 20,588,550
General Fund: Restricted	616,465	229,420	229,420	-0-
Other Federal Grants Fund	-0-	59,930	1,430	76,000
Program Total	\$ 25,159,019	\$ 21,410,950	\$ 28,163,610	\$ 20,664,550
Character of Expenditures				
Salaries and Benefits	\$ 12,042,213	\$ 9,059,080	\$ 13,603,480	\$ 9,754,940
Services	9,660,444	9,084,150	10,274,320	7,669,050
Supplies	3,442,462	3,267,720	3,678,670	3,240,560
Equipment	-0-	-0-	607,140	-0-
Other	13,900	-0-	-0-	-0-
Program Total	\$ 25,159,019	\$ 21,410,950	\$ 28,163,610	\$ 20,664,550

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. 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	\$ 412,011	\$ 859,140	\$ 666,540	\$ 984,200
Character of Expenditures				
Salaries and Benefits	\$ 402,177	\$ 851,280	\$ 658,680	\$ 964,900
Services	9,098	7,860	7,860	19,300
Supplies	736	-0-	-0-	-0-
Program Total	\$ 412,011	\$ 859,140	\$ 666,540	\$ 984,200

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	\$ 53,700,043	\$ 58,882,730	\$ 59,248,990	\$ 63,229,470
Other Federal Grants Fund	-0-	78,160	1,740	84,930
Program Total	\$ 53,700,043	\$ 58,960,890	\$ 59,250,730	\$ 63,314,400

Field Services (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 52,437,273	\$ 57,597,930	\$ 57,904,100	\$ 62,154,560
Services	1,255,650	1,345,200	1,331,640	1,142,580
Supplies	7,120	17,760	14,990	17,260
Program Total	\$ 53,700,043	\$ 58,960,890	\$ 59,250,730	\$ 63,314,400

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.

Projected Revenue Sources

General Fund	\$ 34,592	\$ -0-	\$ 11,420	\$ -0-
General Fund: Restricted	1,425,884	2,024,880	1,451,580	2,166,900
Other Federal Grants Fund	5,545	200,000	200,000	200,010
Program Total	\$ 1,466,021	\$ 2,224,880	\$ 1,663,000	\$ 2,366,910

Character of Expenditures

Salaries and Benefits	\$ 827,549	\$ 1,077,720	\$ 504,420	\$ 1,052,270
Services	431,323	640,180	651,600	860,240
Supplies	169,274	313,910	313,910	454,400
Equipment	37,875	193,070	193,070	-0-
Program Total	\$ 1,466,021	\$ 2,224,880	\$ 1,663,000	\$ 2,366,910

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.

Projected Revenue Sources

General Fund	\$ 1,250,207	\$ 313,080	\$ 315,960	\$ 246,480
Civic Contribution Fund	70,943	32,170	131,220	134,120
Non-Federal Grants Fund	1,035,462	1,384,710	1,319,920	1,577,330
Other Federal Grants Fund	8,524,615	12,672,910	11,019,830	13,445,290
Program Total	\$ 10,881,227	\$ 14,402,870	\$ 12,786,930	\$ 15,403,220

Character of Expenditures

Salaries and Benefits	\$ 5,610,607	\$ 8,993,350	\$ 5,838,620	\$ 8,583,320
Services	3,102,872	3,790,800	4,122,220	3,851,090
Supplies	1,150,327	765,340	1,519,040	1,342,730
Equipment	1,017,421	853,380	1,307,050	1,626,080
Program Total	\$ 10,881,227	\$ 14,402,870	\$ 12,786,930	\$ 15,403,220

TUCSON POLICE

IMPOUNDS: This program is established based on enforcement of Arizona Revised Statute §28-3511, for the removal and immobilization or impoundment of vehicles. It provides procedures for tracking operational requirements and funding based partially on associated restricted revenues generated from impound fee receipts.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Vehicle Impoundment	\$ 2,274,450	\$ 797,650	\$ 709,780	\$ 899,240
Character of Expenditures				
Salaries and Benefits	\$ 467,640	\$ 586,920	\$ 558,600	\$ 669,230
Services	240,153	63,010	63,010	78,460
Supplies	1,542,248	147,720	47,720	151,550
Equipment	24,409	-0-	40,450	-0-
Program Total	\$ 2,274,450	\$ 797,650	\$ 709,780	\$ 899,240

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	\$ 27,616,238	\$ 30,001,590	\$ 29,286,900	\$ 31,301,810
Crime Lab Assessment Fee	94,458	100,000	80,000	120,000
Other Federal Grants Fund	-0-	137,930	-0-	60,270
Program Total	\$ 27,710,696	\$ 30,239,520	\$ 29,366,900	\$ 31,482,080
Character of Expenditures				
Salaries and Benefits	\$ 26,331,989	\$ 28,829,690	\$ 28,040,690	\$ 30,252,020
Services	1,050,145	1,026,280	858,320	847,670
Supplies	328,562	383,550	467,890	369,170
Equipment	-0-	-0-	-0-	13,220
Program Total	\$ 27,710,696	\$ 30,239,520	\$ 29,366,900	\$ 31,482,080

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-	\$ -0-	\$ 100	\$ 57,490
Special Duty	3,048,532	3,374,320	3,222,720	3,400,000
Program Total	\$ 3,048,532	\$ 3,374,320	\$ 3,222,820	\$ 3,457,490
Character of Expenditures				
Salaries and Benefits	\$ 2,942,032	\$ 3,252,720	\$ 3,101,220	\$ 3,337,090
Services	103,653	121,600	121,600	120,400
Supplies	2,847	-0-	-0-	-0-
Program Total	\$ 3,048,532	\$ 3,374,320	\$ 3,222,820	\$ 3,457,490

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 16,454,470	\$ 18,399,870	\$ 15,732,490	\$ 19,091,280
Character of Expenditures				
Salaries and Benefits	\$ 13,285,051	\$ 16,452,890	\$ 13,404,230	\$ 17,170,000
Services	2,352,166	1,473,090	1,977,050	1,448,500
Supplies	783,316	473,890	351,210	472,780
Equipment	33,937	-0-	-0-	-0-
Program Total	\$ 16,454,470	\$ 18,399,870	\$ 15,732,490	\$ 19,091,280

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	4.00	4.00	4.00	4.00
Police Sergeant	5.00	5.00	5.00	5.00
Lead Management Analyst	2.00	2.00	2.00	2.00
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	1.00	-0-
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	3.00
Program Total	33.00	33.00	33.00	33.00

Administrative Services

Police Lieutenant: Police Captain	3.00	3.00	3.00	3.00
Police Lieutenant	3.00	3.00	3.00	3.00
Police Sergeant: Assignments	9.00	9.00	9.00	10.00
Police Sergeant	1.00	1.00	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	1.00	1.00	1.00	1.00
Staff Assistant	4.00	4.00	5.00	4.00
Police Officer: Assignments	14.00	14.00	14.00	14.00
Police Officer	6.00	6.00	6.00	6.00

TUCSON POLICE

Administrative Services (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Management Analyst	3.00	3.00	1.00	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	1.00	1.00
Program Total	110.50	110.50	109.00	111.00
Emergency Management				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	3.00	3.00	3.00	3.00
Police Sergeant	1.00	1.00	1.00	1.00
Police Officer: Assignments	1.00	1.00	1.00	1.00
Regional Intelligence Analyst	1.00	1.00	1.00	1.00
Program Total	8.00	8.00	8.00	8.00
Field Services				
Police Lieutenant: Police Captain	5.00	5.00	5.00	5.00
Police Lieutenant	11.00	11.00	12.00	11.00
Police Sergeant: Assignments	13.00	13.00	13.00	13.00
Police Sergeant	61.00	61.00	61.00	61.00
Detective	20.00	20.00	20.00	20.00
Police Officer: Assignments	93.00	93.00	94.00	93.00
Police Officer	340.00	357.00	339.00	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	572.00	589.00	573.00	589.00
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-	1.00	-0-	-0-
Program Total	4.00	5.00	4.00	4.00
Grants				
Police Sergeant: Assignments	3.00	2.00	2.00	2.00
Detective	2.00	2.00	2.00	1.00
Finance Analyst	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Police Officer: Assignments	6.00	5.00	7.00	5.00

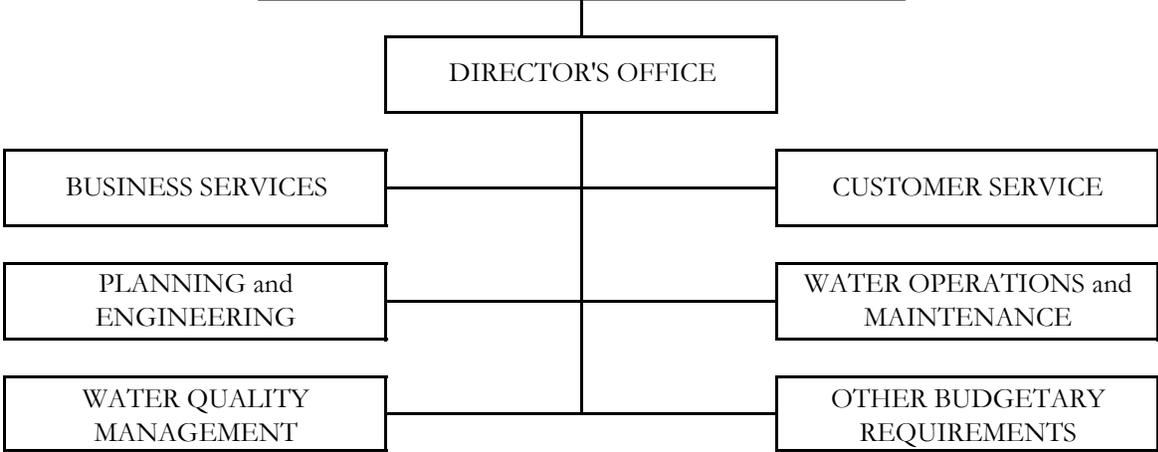
Grants (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Police Officer	64.00	75.00	89.00	75.00
Criminalist	-0-	-0-	2.00	1.00
Criminalist II	3.00	2.00	1.00	2.00
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	-0-
Crime Scene Specialist	1.00	1.00	1.00	-0-
Police Crime Analyst	2.00	2.00	2.00	2.00
Regional Emergency Response Planner	1.00	-0-	-0-	-0-
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	88.00	95.00	112.00	93.00
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	5.00	5.00	5.00	5.00
Program Total	8.00	8.00	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	19.00	19.00	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
Criminalist II	17.00	17.00	15.00	19.00
Staff Assistant	1.00	1.00	1.00	1.00
Detective: Assignments	4.00	4.00	4.00	4.00
Detective	120.00	119.00	120.00	120.00
Police Officer: Assignments	28.00	28.00	27.00	27.00
Police Officer	11.00	11.00	11.00	11.00
Criminalist	-0-	-0-	2.00	-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	19.00	18.00	17.00
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	283.50	283.50	282.50	283.50

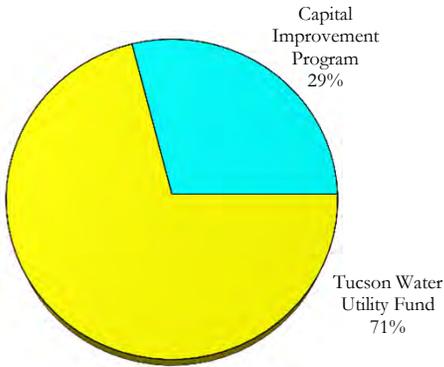
TUCSON POLICE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	1.00	2.00	1.00
Police Lieutenant	4.00	6.00	5.00	6.00
Police Sergeant: Assignments	11.00	11.00	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	4.00	4.00	4.00	4.00
Police Officer: Assignments	61.00	61.00	61.00	61.00
Police Officer	4.00	4.00	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
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	-0-	-0-
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Program Total	179.00	180.00	179.00	179.00
Department Total	1,290.00	1,316.00	1,312.50	1,312.50

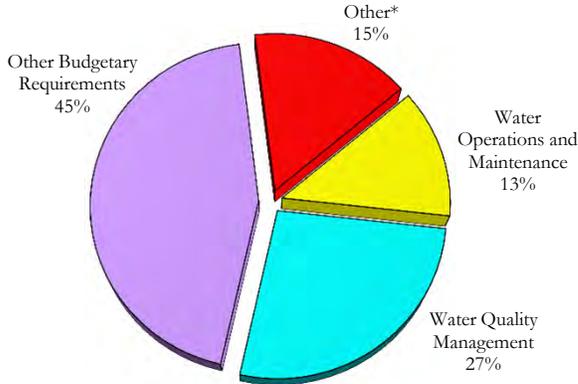
TUCSON WATER	
OPERATING:	\$ 154,285,510
CAPITAL:	64,382,000
TOTAL:	<u>\$ 218,667,510</u>
POSITION TOTAL:	547.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Customer Service (5%), Director's Office (4%), Planning and Engineering (3%), and Business Services (3%).

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Director's Office	28.50	26.50	26.50	26.50
Business Services	15.00	15.00	15.00	15.00
Customer Service	119.00	116.00	116.00	116.00
Planning and Engineering	129.00	126.00	126.00	126.00
Water Operations and Maintenance	190.00	189.00	187.00	187.00
Water Quality Management	74.50	76.50	76.50	76.50
Department Total	556.00	549.00	547.00	547.00
 TOTAL BUDGET				
Operating	\$ 139,504,910	\$ 152,279,710	\$ 145,988,920	\$ 154,285,510
Capital	53,005,452	75,221,000	68,811,000	64,382,000
Department Total	\$ 192,510,362	\$ 227,500,710	\$ 214,799,920	\$ 218,667,510
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 31,244,340	\$ 30,212,560	\$ 32,593,800	\$ 32,470,830
Services	56,471,369	64,308,500	55,608,980	63,896,560
Supplies	7,629,240	9,029,430	7,706,310	9,222,660
Equipment	505,930	1,290,250	1,144,250	1,709,820
Debt Service	43,654,031	46,688,970	48,185,580	46,985,640
Grant Capacity	-0-	750,000	750,000	-0-
Operating Total	\$ 139,504,910	\$ 152,279,710	\$ 145,988,920	\$ 154,285,510
Capital Improvement Program	53,005,452	75,221,000	68,811,000	64,382,000
Department Total	\$ 192,510,362	\$ 227,500,710	\$ 214,799,920	\$ 218,667,510
 FUNDING SOURCES				
Tucson Water Utility Fund	\$ 139,504,910	\$ 152,279,710	\$ 145,988,920	\$ 154,285,510
Operating Total	\$ 139,504,910	\$ 152,279,710	\$ 145,988,920	\$ 154,285,510
Capital Improvement Program	53,005,452	75,221,000	68,811,000	64,382,000
Department Total	\$ 192,510,362	\$ 227,500,710	\$ 214,799,920	\$ 218,667,510

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$154,285,510 reflects an increase of \$2,005,800 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in service fees for audit/bank fees; property tax; repair and maintenance of building, machinery, and streets; utilities, and indirect cost allocation	\$ 1,467,280
Increase in Capital Arizona Project water charge and infrastructure costs	1,367,320
Increase in expenditures for equipment	419,570
Anticipated increase in bond principal and interest payments	296,670
Decrease in legal, outside consultant and other professional service expenses	<u>(1,545,040)</u>
Total	\$ 2,005,800

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Provide timely responses to customer telephone calls regarding utility accounts.				
• Number of incoming calls	388,651	373,000	402,253	402,000
• Average number of minutes customers wait to speak to a service representative	2.0	2.0	2.0	2.0
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.	2.9	4.0	4.0	4.0
Read water meters for billing purposes.	2,848	2,834	2,859	2,860
Provide water customers with reliable, high quality water.				
• Number of operational wells	221	220	222	223
• Number of new meter and full-service requests completed annually	986	900	1,200	1,300
• Number of emergency water outages repaired	1,600	2,500	2,000	2,000
• Percent of emergency water outages restored within four to eight hours	19%	96%	40%	50%

Department Measures of Performance (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
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	1	16	5	5
• Number of requests for new water services (meters, hydrants, etc.) processed	3,162	5,000	4,000	4,000
Ensure system modification projects submitted for review are processed within established timelines.				
• Number of system modification plans reviewed	92	100	100	100
• Percentage of system modification plans reviewed within 15 working days	95%	100%	95%	95%
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	649	650	700	700
• Number of samples analyzed in-house	7,304	8,000	8,000	8,000
• Number of compliance samples collected	4,574	3,500	4,500	3,500
• Number of discretionary samples collected	2,730	4,500	3,000	3,000
• Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%

OPERATING PROGRAMS

DIRECTOR'S OFFICE: This office provides vision for the future and leadership for Tucson Water; oversees the utility's programs, activities, and strategic planning process to ensure proactive compliance with Mayor and Council water policies, City Manager direction, regulatory requirements, and community expectations; coordinates and facilitates communication with customers, Mayor and Council, outside agencies, other city departments, and the media; provides personnel; training and safety programs; develops efficiency improvements; promotes water conservation through educational information; and training. The Director's Office supports all of the Utility's commitments and strategic initiatives.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Tucson Water Utility Fund	\$ 3,100,389	\$ 4,261,320	\$ 2,381,480	\$ 4,269,210
Tucson Water Conservation Fund	1,077,699	3,195,180	1,945,930	2,950,000
Program Total	\$ 4,178,088	\$ 7,456,500	\$ 4,327,410	\$ 7,219,210
Character of Expenditures				
Salaries and Benefits	\$ 1,892,061	\$ 1,858,050	\$ 1,660,870	\$ 2,220,290
Services	2,103,838	4,887,790	2,302,070	4,331,980
Supplies	182,189	710,660	364,470	666,940
Program Total	\$ 4,178,088	\$ 7,456,500	\$ 4,327,410	\$ 7,219,210

BUSINESS SERVICES: This program promotes service excellence by providing centralized administrative support to the department, the City Manager, the Mayor and Council, and the Citizens' Water Advisory Committee (CWAC). The division provides financial services and analysis related to water rates and revenues, budget development and coordination (operating and capital), fixed asset management, and system administration for the Utility Billing System.

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 3,449,369	\$ 4,115,990	\$ 3,786,720	\$ 4,177,680
Character of Expenditures				
Salaries and Benefits	\$ 755,728	\$ 813,890	\$ 859,960	\$ 1,057,860
Services	1,534,100	1,991,770	1,676,670	1,831,290
Supplies	1,159,541	1,310,330	1,250,090	1,288,530
Program Total	\$ 3,449,369	\$ 4,115,990	\$ 3,786,720	\$ 4,177,680

CUSTOMER SERVICE: This program area is responsible for water service-related activities including meter reading, service turn-on and turn-off, and issuing monthly water, sewer, and refuse bills. The call center and customer service representatives serve as the primary customer contact for most Tucson Water customers. In addition, the office conducts high bill investigations, investigates water waste complaints, and provides other customer assistance services. Specialized staff in this section responds to water complaint issues and provides water audit services to customers with high bills and high water use landscaping.

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 7,189,273	\$ 7,511,410	\$ 7,866,660	\$ 7,450,570

Customer Service (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Character of Expenditures				
Salaries and Benefits	\$ 6,316,461	\$ 6,223,930	\$ 6,795,840	\$ 6,290,890
Services	391,165	693,470	629,540	468,830
Supplies	481,647	594,010	441,280	690,850
Program Total	\$ 7,189,273	\$ 7,511,410	\$ 7,866,660	\$ 7,450,570

PLANNING and ENGINEERING: This program area ensures that water production and distribution systems are planned, designed, constructed, and protected in a manner that meets customer needs, and complies with city, state, and federal consumer regulations. The division also provides comprehensive planning to determine future water system needs, to preserve groundwater, efficiently utilize CAP water and to enhance use of alternative water resources such as reclaimed.

Projected Revenue Sources

Tucson Water Utility Fund	\$ 4,661,236	\$ 4,968,280	\$ 5,795,320	\$ 5,405,700
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Character of Expenditures

Salaries and Benefits	\$ 3,865,363	\$ 3,777,670	\$ 5,092,130	\$ 4,555,640
Services	589,551	784,170	511,180	581,580
Supplies	206,322	406,440	192,010	268,480
Program Total	\$ 4,661,236	\$ 4,968,280	\$ 5,795,320	\$ 5,405,700

WATER OPERATIONS and MAINTENANCE: This program area ensures a continuous supply of water acceptable to customers in terms of cleanliness, clarity, flow, and pressure through the maintenance of all water production, disinfection, and distribution facilities, as well as the installation and maintenance of new water services and meters.

Projected Revenue Sources

Tucson Water Utility Fund	\$ 18,823,423	\$ 18,945,310	\$ 19,028,940	\$ 19,654,980
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Character of Expenditures

Salaries and Benefits	\$ 10,381,016	\$ 10,334,510	\$ 10,142,030	\$ 11,443,710
Services	4,703,486	5,357,680	5,237,060	4,926,160
Supplies	3,738,921	3,253,120	3,637,850	3,285,110
Equipment	-0-	-0-	12,000	-0-
Program Total	\$ 18,823,423	\$ 18,945,310	\$ 19,028,940	\$ 19,654,980

TUCSON WATER

WATER QUALITY MANAGEMENT: This program area provides water quality sampling, analyses, and treatment to ensure that the highest quality water is available to our customers. Water Quality Management oversees all functions of water quality including operation of all water delivery facilities. In addition, the division maintains regulatory compliance with all state, county, and federal agencies as well as provides analytical support to the City of Tucson through its state-of-the-art laboratory facilities.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
Tucson Water Utility Fund	\$ 38,883,588	\$ 41,588,680	\$ 36,947,550	\$ 41,388,680
Character of Expenditures				
Salaries and Benefits	\$ 6,854,306	\$ 6,295,470	\$ 7,060,450	\$ 6,644,070
Services	30,319,587	33,013,340	28,105,920	31,861,540
Supplies	1,709,695	2,279,870	1,781,180	2,883,070
Program Total	\$ 38,883,588	\$ 41,588,680	\$ 36,947,550	\$ 41,388,680

OTHER BUDGETARY REQUIREMENTS: This program area provides budget capacity for various expenses not associated with specific programs within Tucson Water, including general expense, administrative service charges, and debt service.

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 62,319,933	\$ 67,693,540	\$ 68,236,320	\$ 68,988,690
Character of Expenditures				
Salaries and Benefits	\$ 1,179,405	\$ 909,040	\$ 982,520	\$ 258,370
Services	16,829,642	17,580,180	17,146,540	19,895,180
Supplies	150,925	475,000	39,430	139,680
Equipment	505,930	1,290,350	1,132,250	1,709,820
Debt Service	43,654,031	46,688,970	48,185,580	46,985,640
Grant Capacity	-0-	750,000	750,000	-0-
Program Total	\$ 62,319,933	\$ 67,693,540	\$ 68,236,320	\$ 68,988,690

POSITION RESOURCES

Director's Office

Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Water Program Supervisor	1.00	1.00	1.00	1.00
Water Conservation/Information Supervisor	1.00	1.00	1.00	1.00
Lead Management Analyst	2.00	2.00	2.00	2.00
Principal Planner	1.00	-0-	-0-	-0-
Lead Planner	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	2.00	2.00	2.00

Director's Office (Continued)

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Public Information Specialist	4.00	4.00	4.00	4.00
Management Analyst	2.00	2.00	2.00	2.00
Executive Assistant	1.00	-0-	-0-	-0-
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Utility Service Representative	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	2.50	2.50	2.50	2.50
Program Total	28.50	26.50	26.50	26.50
Business Services				
Water Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Management Coordinator	4.00	4.00	4.00	4.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Staff Assistant	7.00	7.00	7.00	7.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	15.00	15.00	15.00	15.00
Customer Service				
Water Administrator	1.00	1.00	1.00	1.00
Engineering Associate	1.00	1.00	1.00	1.00
Water Operations Supervisor	2.00	2.00	2.00	2.00
Water Services Supervisor	8.00	8.00	8.00	8.00
Staff Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Meter Service Representative	11.00	11.00	11.00	11.00
Utility Service Representative	6.00	4.00	4.00	4.00
Administrative Assistant	2.00	2.00	2.00	2.00
Utility Service Worker	37.00	37.00	37.00	37.00
Customer Service Representative	40.00	39.00	39.00	39.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Program Total	119.00	116.00	116.00	116.00
Planning and Engineering				
Water Administrator	3.00	3.00	3.00	3.00
Engineering Manager	7.00	6.00	6.00	6.00
Geographic Information Systems (GIS) Supervisor	1.00	1.00	1.00	1.00
Chief Hydrologist	1.00	-0-	-0-	-0-
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	1.00	2.00	2.00	2.00
Lead Hydrologist	2.00	3.00	3.00	3.00

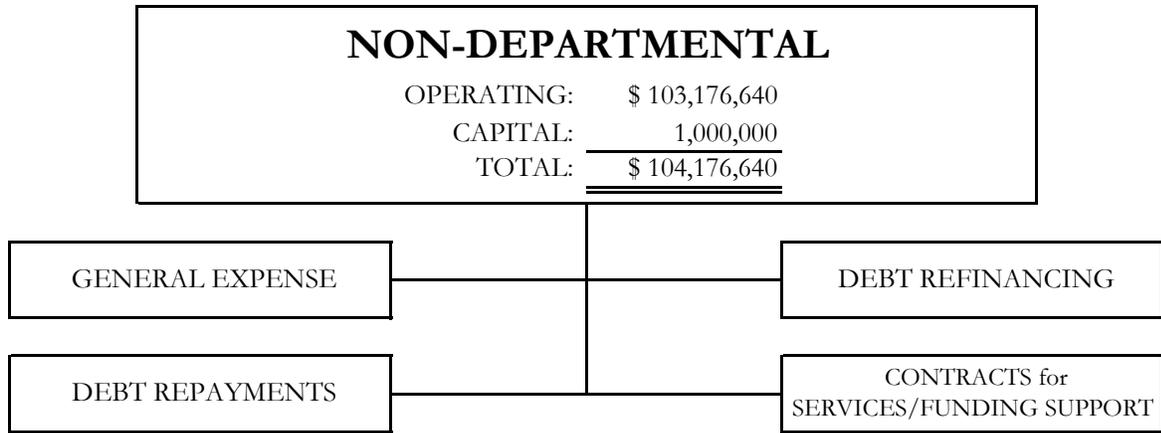
TUCSON WATER

Planning and Engineering (Continued)

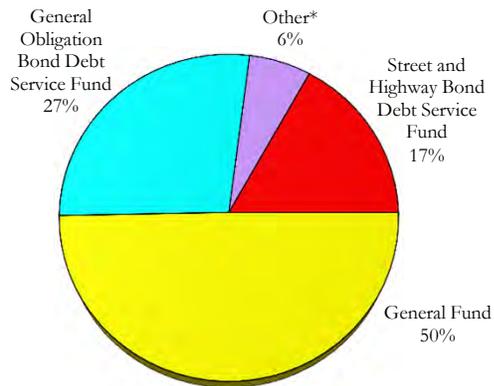
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Hydrologist	10.00	9.00	9.00	9.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	11.00	11.00	11.00	11.00
Geographic Information Systems Data Analyst	2.00	2.00	2.00	2.00
Engineering Associate	8.00	8.00	8.00	8.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Construction Inspector	16.00	16.00	16.00	16.00
Geographic Information System Technician	4.00	4.00	4.00	4.00
Senior Engineering Technician	13.00	14.00	14.00	14.00
Survey Crew Chief	4.00	3.00	3.00	3.00
Engineering Technician	5.00	5.00	5.00	5.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Administrative Assistant	3.00	3.00	3.00	3.00
Senior Reprographics Technician	1.00	-0-	-0-	-0-
Customer Service Representative	6.00	6.00	6.00	6.00
Secretary	3.00	3.00	3.00	3.00
Survey Technician	3.00	2.00	2.00	2.00
Technological Intern	2.00	2.00	2.00	2.00
Program Total	129.00	126.00	126.00	126.00
Water Operations and Maintenance				
Water Administrator	1.00	1.00	1.00	1.00
Water Control Systems Manager	1.00	1.00	1.00	1.00
Water Operations Superintendent	6.00	6.00	6.00	6.00
Water Control Systems Engineer	2.00	1.50	1.50	1.50
Management Assistant	2.00	1.00	1.00	1.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Facility and Equipment Maintenance Specialist	1.00	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Utility Technician	64.00	61.00	61.00	61.00
Planner Scheduler	3.00	-0-	-0-	-0-
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
Electrician	6.00	6.00	6.00	6.00
Electronics Technician	4.00	4.00	4.00	4.00
Senior Heavy Equipment Mechanic	9.00	9.00	9.00	9.00
Water Operations Supervisor	12.00	12.00	12.00	12.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Management Analyst	-0-	1.00	1.00	1.00
Cable Tool Driller	2.00	2.00	1.00	1.00
Corrosion Control Technician	2.00	2.00	2.00	2.00
Disinfection Technician	-0-	4.50	4.50	4.50
Environmental Inspector	1.00	1.00	-0-	-0-
Equipment Operation Specialist	17.00	17.00	17.00	17.00
Lead Maintenance Mechanic	1.00	-0-	-0-	-0-
Office Supervisor	1.00	1.00	1.00	1.00
Pest Control Specialist	2.00	2.00	2.00	2.00

Water Operations and Maintenance (Continued)

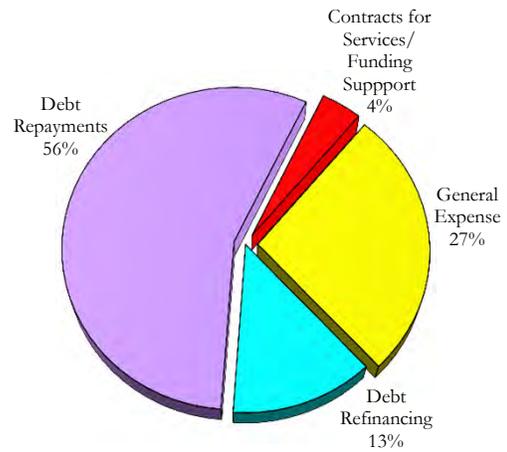
	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Senior Utility Service Worker	4.00	4.00	4.00	4.00
Stores Supervisor	1.00	1.00	1.00	1.00
Lead Water Meter Repairer	1.00	1.00	1.00	1.00
Welder	2.00	2.00	2.00	2.00
Lead Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Maintenance Mechanic	2.00	2.00	2.00	2.00
Water Meter Repairer	2.00	2.00	2.00	2.00
Water Service Locator	11.00	11.00	11.00	11.00
Well Maintenance Mechanic	4.00	4.00	4.00	4.00
Account Clerk Supervisor	-0-	1.00	1.00	1.00
Administrative Assistant	3.00	2.00	2.00	2.00
Utility Service Worker	1.00	3.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Senior Storekeeper	4.00	4.00	4.00	4.00
Water Communications Operator	4.00	4.00	4.00	4.00
Program Total	190.00	189.00	187.00	187.00
Water Quality Management				
Water Administrator	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	1.00
Water Program Supervisor	2.00	-0-	-0-	-0-
Water Operations Superintendent	2.00	2.00	2.00	2.00
Water Quality Laboratory Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Water Control Systems Engineer	0.50	1.00	1.00	1.00
Chemist Supervisor	4.00	5.00	5.00	5.00
Environmental Scientist	3.00	4.00	4.00	4.00
Management Assistant	1.00	1.00	1.00	1.00
Information Technology Analyst	2.00	2.00	2.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Chemist	8.00	7.00	7.00	7.00
Planner Scheduler	1.00	4.00	4.00	4.00
Water Plant Supervisor	3.00	3.00	3.00	3.00
Disinfection Technician	-0-	0.50	0.50	0.50
Environmental Inspector	1.00	1.00	1.00	1.00
Lead Maintenance Mechanic	5.00	4.00	4.00	4.00
Cross Connection Control Specialist	5.00	5.00	5.00	5.00
Water Quality Analyst	6.00	6.00	6.00	6.00
Water System Operator	17.00	17.00	17.00	17.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00
Administrative Assistant	3.00	3.00	3.00	3.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	74.50	76.50	76.50	76.50
Department Total	556.00	549.00	547.00	547.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Internal Service Fund: Self Insurance (2%), Capital Improvement Program (1%), Other Federal Grants Fund (1%), Special Assessment Fund (1%), Tucson Convention Center Fund (1%), and Highway User Revenue 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 Refinancing, Debt Repayments, and Contracts for Services or Funding Support.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
TOTAL BUDGET				
Operating	\$ 146,738,328	\$ 94,944,190	\$ 122,097,110	\$ 103,176,640
Capital	2,533,746	1,750,000	3,150,000	1,000,000
Department Total	\$ 149,272,074	\$ 96,694,190	\$ 125,247,110	\$ 104,176,640
CHARACTER OF EXPENDITURES				
Retiree Benefits	\$ 8,551,470	\$ 7,300,000	\$ 9,428,570	\$ 8,452,370
Services	16,860,011	18,492,990	14,076,910	23,769,140
Supplies	2,808	811,650	16,360	11,650
Equipment	-0-	-0-	45,720	-0-
Debt Service	70,353,872	46,658,550	56,074,550	57,737,480
Refunding	50,970,167	21,681,000	42,455,000	13,206,000
Operating Total	\$ 146,738,328	\$ 94,944,190	\$ 122,097,110	\$ 103,176,640
Capital Improvement Program	2,533,746	1,750,000	3,150,000	1,000,000
Department Total	\$ 149,272,074	\$ 96,694,190	\$ 125,247,110	\$ 104,176,640
FUNDING SOURCES				
General Fund	\$ 66,575,466	\$ 43,666,730	\$ 43,042,910	\$ 51,769,610
Capital Improvement Fund	3,942,696	-0-	-0-	-0-
General Obligation Bond Debt Service Fund	51,281,638	28,056,290	58,246,290	28,472,500
Highway User Revenue Fund	593,153	271,330	271,330	100,580
Internal Service Fund: Fleet Services	92	2,580	2,580	-0-
Internal Service Fund: Self Insurance	-0-	2,460,630	-0-	2,460,630
Other Federal Grants Fund	84,440	900,000	947,370	947,370
ParkWise Fund	1,314,973	-0-	-0-	-0-
Special Assessments Fund	728,900	578,550	578,550	521,610
Street and Highway Bond Debt Service Fund	18,423,189	17,701,050	17,701,050	17,588,650
Tucson Convention Center Fund	3,793,781	1,307,030	1,307,030	1,315,690
Department Total	\$ 146,738,328	\$ 94,944,190	\$ 122,097,110	\$ 103,176,640
Capital Improvement Program	2,533,746	1,750,000	3,150,000	1,000,000
Department Total	\$ 149,272,074	\$ 96,694,190	\$ 125,247,110	\$ 104,176,640

NON-DEPARTMENTAL

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$103,176,640 reflects an increase of \$8,232,450 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase to debt service principal and interest payments including refunding transactions	\$ 2,603,930
General fund capacity for adjustments to the compensation plan	4,738,490
Increase in capacity to cover medical insurance costs of retirees	1,152,370
Increase in capacity to animal care services contract costs	500,000
Increase to contingency capacity	250,000
Capacity for archeological services	215,000
Capacity for Business Development Finance Corporation loan payments	200,000
Miscellaneous adjustments	(5,700)
Reduction in capacity for Starr Pass environmental enhancement costs	(140,000)
Reduction in building maintenance	(145,170)
Reduction in capacity for jailboard charges	(336,470)
Elimination of fuel contingency capacity	(800,000)
Total	\$ 8,232,450

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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 17,206,696	\$ 17,684,030	\$ 16,640,180	\$ 22,707,790
General Fund: Restricted	-0-	-0-	-0-	200,000
Internal Service Fund: Self Insurance	-0-	2,460,630	-0-	2,460,630
Other Federal Grants Fund	-0-	900,000	947,370	947,370
Tucson Convention Center Fund	3,793,781	1,307,030	1,307,030	1,315,690
Program Total	\$ 21,000,477	\$ 22,351,690	\$ 18,894,580	\$ 27,631,480
Character of Expenditures				
Budget Capacity - Salaries	\$ -0-	\$ -0-	\$ -0-	\$ 4,738,490
Retiree Benefits	8,551,470	7,300,000	9,428,570	8,452,370
Services	12,446,199	14,240,040	9,403,930	14,428,970
Supplies	2,808	811,650	16,360	11,650
Equipment	-0-	-0-	45,720	-0-
Program Total	\$ 21,000,477	\$ 22,351,690	\$ 18,894,580	\$ 27,631,480

DEBT REFINANCING: This program area carries the capacity for the potential refinancing (refunding) of existing debt to lower interest payments and extend 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 2014, the City anticipates refinancing certificates of participation.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund: Restricted	\$ 26,675,751	\$ 9,416,000	\$ -0-	\$ 13,206,000
General Obligation Bond Debt Service Fund	24,294,416	-0-	30,190,000	-0-
Street and Highway Bond Debt Service Fund	-0-	12,265,000	12,265,000	-0-
Program Total	\$ 50,970,167	\$ 21,681,000	\$ 42,455,000	\$ 13,206,000
Character of Expenditures				
Refunding	\$ 50,970,167	\$ 21,681,000	\$ 42,455,000	\$ 13,206,000

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 Environmental Services and Tucson Water Departments budget for their own debt service needs. The financing methods used are general obligation bonds, the street and highway user revenue bonds, lease/purchases, and certificates of participation.

Projected Revenue Sources				
General Fund	\$ 18,379,787	\$ 11,597,260	\$ 21,013,260	\$ 10,114,730
General Fund: Restricted	-0-	817,070	817,070	1,039,990
Capital Improvement Fund	3,942,696	-0-	-0-	-0-
General Obligation Bond Debt Service Fund	26,987,222	28,056,290	28,056,290	28,272,500
2013 General Obligation Fund	-0-	-0-	-0-	200,000
Highway User Revenue Fund	492,573	170,750	170,750	-0-
Internal Service Fund: Fleet Services	92	2,580	2,580	-0-
Other Federal Grants Fund	84,440	-0-	-0-	-0-
ParkWise Fund	1,314,973	-0-	-0-	-0-
Special Assessments Fund	728,900	578,550	578,550	521,610
Street and Highway Bond Debt Service Fund	18,423,189	5,436,050	5,436,050	17,588,650
Program Total	\$ 70,353,872	\$ 46,658,550	\$ 56,074,550	\$ 57,737,480
Character of Expenditures				
Debt Service	\$ 70,353,872	\$ 46,658,550	\$ 56,074,550	\$ 57,537,480
Bond Issue Costs	-0-	-0-	-0-	200,000
Program Total	\$ 70,353,872	\$ 46,658,550	\$ 56,074,550	\$ 57,737,480

NON-DEPARTMENTAL

CONTRACTS for SERVICES or FUNDING SUPPORT: 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. Some of the funding is included in the City Manager’s Office and the Housing and Community Development Department.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
General Fund	\$ 4,313,232	\$ 4,152,370	\$ 4,572,400	\$ 4,501,100
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Program Total	\$ 4,413,812	\$ 4,252,950	\$ 4,672,980	\$ 4,601,680
 Character of Expenditures				
Services	\$ 4,413,812	\$ 4,252,950	\$ 4,672,980	\$ 4,601,680

CONTRACTS for SERVICES or FUNDING SUPPORT (General Fund)

	Adopted FY 2013	Adopted FY 2014
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
YMCA (Jacobs, Lighthouse, and Mulcahy)	88,410	88,410
Program Total	\$ 391,910	\$ 391,910
Payments to Other Governments¹		
Pima Animal Care Center ²	\$ 3,420,030	\$ 3,500,000
Pima Association of Governments ³	98,420	98,420
Pima County Victim Services	24,900	24,900
Program Total	\$ 3,543,350	\$ 3,623,320
Human Services RFPs Allocation⁴	\$ 1,464,910	\$ 1,464,910
Economic and Workforce Development⁵		
Downtown Tucson Partnership Business Improvement District ⁶	\$ 330,000	\$ 365,000
Metropolitan Education Commission	19,570	19,570
Visit Tucson ⁷	2,472,540	3,062,830
Requests for Proposals	500,000	500,000
Program Total	\$ 3,322,110	\$ 3,947,400
Total Contractual/Support Allocations	\$ 9,208,150	\$ 9,913,410

¹Funding is in the Non-Departmental budget.

²Funding is paid out for actual services rendered; revenues received for fees and licensing offset the expenditures. These amounts reflect an estimate of the full year payments.

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.

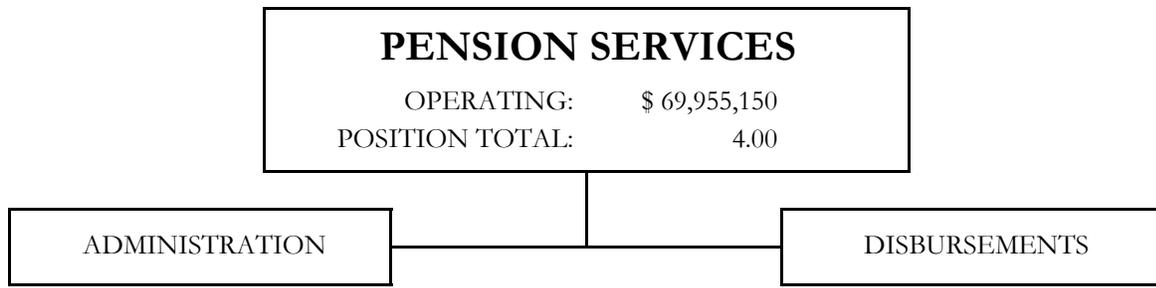
⁴Funding is in the Housing and Community Development Department budget.

⁵Funding is in the City Manager's Office budget.

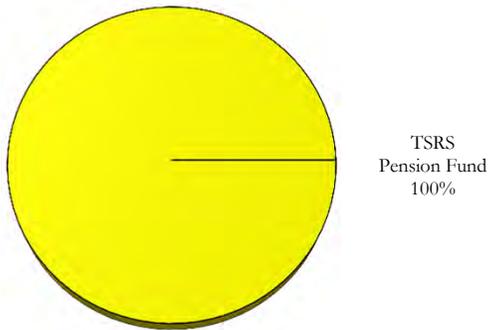
⁶Fiscal Year 2014 amount allocated by Mayor and Council on June 4, 2013..

⁷Fiscal Year 2013 funding reflects the actual contract allocation made to Visit Tucson based on Fiscal Year 2012 transient occupancy tax (t.o.t.) collections. Fiscal Year 2014 reflects an estimate of the allocation to Visit Tucson based on a projection of Fiscal Year 2013 t.o.t collections; the final amount will be 33% of the Fiscal Year 2013 t.o.t revenue.

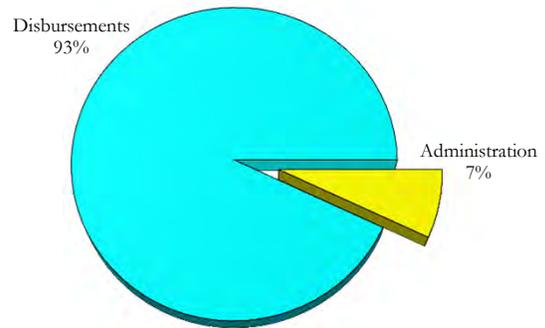
Visit Tucson was formerly known as the Metropolitan Tucson Convention and Visitors Bureau (MTCVB).



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 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
POSITION RESOURCES				
Administration	3.00	4.00	4.00	4.00
TOTAL BUDGET				
Operating	\$ 67,534,604	\$ 68,177,960	\$ 68,018,680	\$ 69,955,150
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 394,933	\$ 475,490	\$ 439,490	\$ 480,330
• End of Service Program	3,263,502	-0-	-0-	-0-
• TSRS Refunds	2,492,950	2,350,000	2,350,000	2,550,000
Retiree and Beneficiary Payments	58,184,178	61,000,000	61,000,000	62,500,000
Services	3,165,953	4,325,220	4,202,440	4,397,570
Supplies	33,088	27,250	26,750	27,250
Department Total	\$ 67,534,604	\$ 68,177,960	\$ 68,018,680	\$ 69,955,150
FUNDING SOURCES				
TSRS Pension Fund	\$ 67,534,604	\$ 68,177,960	\$ 68,018,680	\$ 69,955,150

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2014 of \$69,955,150 reflects an increase of \$1,777,190 from the Fiscal Year 2013 Adopted Budget. Changes include:

Increase in anticipated retiree and beneficiary payments	\$ 1,500,000
Increase in anticipated Tucson Supplemental Retirement System refunds	200,000
Increase in outside professional services	85,000
Miscellaneous adjustments	(7,810)
Total	\$ 1,777,190

OPERATING PROGRAMS

ADMINISTRATION: This program area administers the pension benefits for non-public safety City employees and retirees.

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
Projected Revenue Sources				
TSRS Pension Fund	\$ 3,593,970	\$ 4,827,960	\$ 4,668,680	\$ 4,905,150
Character of Expenditures				
Salaries and Benefits	\$ 394,930	\$ 475,490	\$ 439,490	\$ 480,330
Services	3,165,950	4,325,220	4,202,440	4,397,570
Supplies	33,090	27,250	26,750	27,250
Program Total	\$ 3,593,970	\$ 4,827,960	\$ 4,668,680	\$ 4,905,150

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.

Projected Revenue Sources				
TSRS Pension Fund	\$ 63,940,630	\$ 63,350,000	\$ 63,350,000	\$ 65,050,000
Character of Expenditures				
Retiree and Beneficiary Payments	\$ 58,184,178	\$ 61,000,000	\$ 61,000,000	\$ 62,500,000
End of Service Program	3,263,502	-0-	-0-	-0-
TSRS Refunds	2,492,950	2,350,000	2,350,000	2,550,000
Program Total	\$ 63,940,630	\$ 63,350,000	\$ 63,350,000	\$ 65,050,000

POSITION RESOURCES

Administration				
Human Resources Administrator	1.00	1.00	-0-	-0-
Human Resources Manager	-0-	-0-	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Analyst	-0-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	4.00	4.00	4.00

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 2014-2018) 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

BUDGET HIGHLIGHTS

This approved CIP totals \$808.8 million; \$225.9 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2014 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 \$18.6 million with \$5.4 million budgeted in Fiscal Year 2014. The project is funded by Water Revenue System Obligation Funds and the Water Infrastructure Reserve Fund.

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 \$4.1 million budgeted in Fiscal Year 2014. 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 \$166.5 million with \$33.6 million budgeted in Fiscal Year 2014. 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.

Street Improvements: Proposition 409. Restore, repair, and resurface streets inside Tucson City limits with the \$100 million bond program approved by voters in November 2012. Street resurfacing will be over a five-year period and approximately 85% of bond funds will be allocated to major streets and 15% will be allocated to neighborhood streets. All work will be competitively bid out to private sector contractors. Total projects costs are estimated to be \$99.0 million with \$19.8 million budgeted in Fiscal Year 2014 (\$1.0 million is for the cost of issuance).

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 November 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 six 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 revenue 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 16, 2013 along with the Recommended Fiscal Year 2014 budget. The first year of the CIP was included as part of the City's recommended budget which was reviewed and discussed by the Mayor and Council at Study Sessions in April and May. Two public hearings were held prior to the adoption of the Fiscal Year 2014 budget on May 21st.

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 2014 through 2018 totals \$808.8 million. The majority of the projects are in the Public Utilities category, which includes Environmental Services and Tucson Water.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

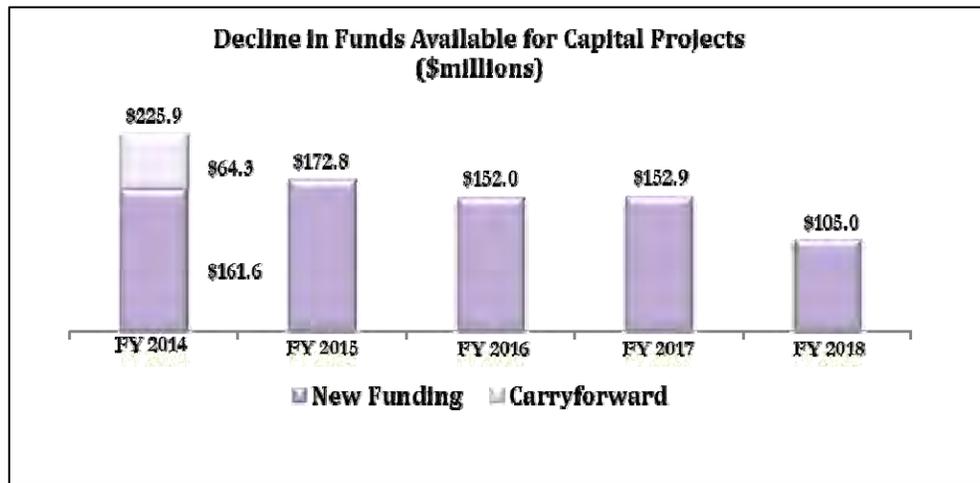
Five-Year CIP Summary of Expenditures

(in \$000s)	Adopted Year 1 FY 2014	Approved Five- Year Program
Community Enrichment and Development	\$ 147,029.7	\$ 457,877.7
Public Safety and Justice Services	5,091.6	7,891.6
Public Utilities	71,235.0	340,391.0
Support Services	1,591.5	1,591.5
Non-Departmental: General Expense	1,000.0	1,000.0
Total	\$ 225,947.8	\$ 808,751.8

This five-year CIP is \$17.5 million less than the \$826.3 million approved five-year CIP for Fiscal Years 2013 through 2017. The decrease is primarily due to the completion of projects funded by the RTA and Mass Transit Federal Grants.

Fiscal Year 2014 includes \$64.3 million carried forward for project expenditures not made as planned during Fiscal Year 2013. On top of that is \$161.6 million in new funding. The CIP presumes that all of the Fiscal Year 2014 budget will be spent in that year.

CIP expenditures decline significantly after Fiscal Year 2014 from \$172.8 million in Fiscal Year 2015 to \$105.0 million by Fiscal Year 2018. 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 CIP Summary by Department on page E-8.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Funding Sources

This five-year program of \$808.8 million is funded primarily from Capital Projects Funds.

Five-Year CIP Summary of Funding Sources

(in \$000s)	Adopted Year 1 FY 2014	Approved Five- Year Program
Capital Projects Funds	\$ 123,988.2	\$ 356,918.4
Enterprise Funds	71,235.0	340,391.0
General Fund	1,000.0	1,000.0
Special Revenue Funds	29,724.6	110,442.4
Total	\$ 225,947.8	\$ 808,751.8

Capital Projects Funds. This category, which includes the City bond funds, is 44% of the five-year CIP. These funds will provide \$356.9 million over the next five years. RTA funds of \$163.7 million account for the largest portion of this category. Next are 2013 General Obligation Street Bonds of \$99.0 million. Pima County bonds will provide \$54.6 million. Capacity of \$22.9 million was added for road and regional park improvements along with \$8.1 million from regional Highway User Revenue Funds (HURF) distributed by the Pima Association of Governments (PAG). Certificates of Participation (COPs) account for \$5.4 million and also included is \$3.2 million in Public Safety impact fees.

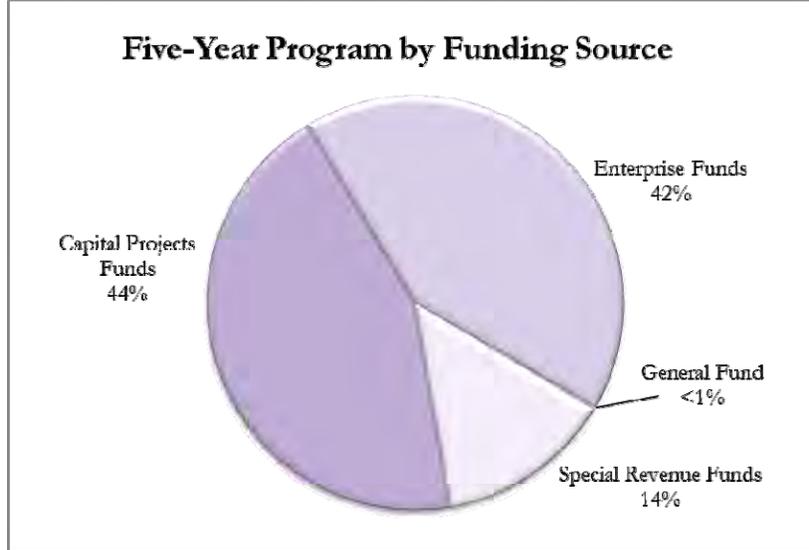
Enterprise Funds. Enterprise Funds total \$340.4 million or 42% of the five-year CIP. Environmental Services totals \$16.5 million. Tucson Water accounts for the remaining \$323.9 million: \$71.3 million from user revenues, \$55.0 million from Water's Obligation funds, and \$197.6 from future water revenue bonds.

General Fund. This category totals \$1.0 million or less than 1% of the five-year CIP and is funding citywide technology improvements.

Special Revenue Funds. This category totals \$110.4 million or 14% of the five-year CIP. Included in this category are Federal grants of \$98.1 million. The General Fund provides \$8.5 million for Mass Transit. The remaining \$3.8 million comes from a variety of sources including developers, civic contributions, and the City's HURF allocation.

For more detail on funding sources, see Table II, Five-Year CIP 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: Community Enrichment and Development, Public Safety and Justice Services, Public Utilities, Support Services, and Non-Departmental. For a further listing of the projects by departments see pages E-13 through E-28.

Community Enrichment and Development

The Community Enrichment and Development category, which accounts for 56% of the total five-year CIP, contains projects managed by Housing and Community Development, Parks and Recreation, and Transportation.

Housing and Community Development. This department's five-year program of \$2.3 million consists of seven projects. Funding is provided by the City's Highway User Revenue Fund and the Community Development Block Grant Fund.

Parks and Recreation. Parks' five-year CIP of \$11.0 million contains 22 projects. These projects are funded primarily from Pima County bonds of \$6.1 million. Revenue from impact fees, civic contributions, certificates of participation, and miscellaneous non-federal grants provide for the remaining \$4.9 million. These funds provide for a wide range of projects: improvements at regional parks, expansion of recreation centers, and amenities at neighborhood parks.

Transportation. The five-year Transportation program of \$444.5 million includes four program areas: Public Transit for \$106.5 million, Street Lighting for \$0.2 million, Streets for \$333.2 million, and Traffic Signals for \$4.6 million. Because there are insufficient funds to meet all of Transportation's needs, this CIP allocates available funding to the highest priority projects.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

The largest funding source for Transportation's projects is the funding from the RTA plan which totals \$163.7 million. General Obligation Street Bonds total \$99.0 million. Federal funding provides another significant portion totaling \$96.8 million: \$53.3 million for transit projects and \$43.5 million for street projects. Other funding sources are Pima County bond funds of \$47.6 million, regional HURF from PAG of \$8.1 million, city HURF of \$2.1 million, and impact fee revenues of \$18.7 million. The remaining \$8.5 million is from the General Fund for Mass Transit, which is used as the local match for federal transit grants.

Public Safety and Justice Services

The Public Safety and Justice Services category, which accounts for 1% of the total five-year CIP, contains projects managed by City Court and Tucson Fire.

City Court. City Court's five-year program of \$3.8 million consists of one project, Court Building Remodel. This project is funded with certificates of participation in the Capital Improvement Fund.

Tucson Fire. Tucson Fire's five-year program of \$4.1 million consists of one project, the Communications Center Expansion. This project is funded with revenue from public safety impact fees in the amount of \$3.3 million and Pima County bonds of \$0.8 million.

Public Utilities

The Public Utilities category, which accounts for 42% of the total five-year CIP, contains projects managed by Environmental Services and Tucson Water.

Environmental Services. The department's five-year program of seven projects totals \$16.5 million. Environmental Services' CIP is funded from Environmental Service revenues.

Tucson Water. The five-year Tucson Water CIP of \$323.9 million includes \$291.7 million of improvements to the potable water system and \$32.2 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with future water revenue bond authorization of \$197.6 million, operation funds of \$71.3 million, 2012 Revenue Obligation funds of \$7.0 million, and 2014 Revenue Obligation funds of \$48.0 million.

Support Services

The Support Services category, which accounts for less than 1% of the total five-year CIP, contains one project managed by General Services.

General Services. The five-year General Services program of \$1.6 million consists of one project, Elevator and Escalator Code Compliance. General Services' CIP is funded with certificates of participation in the Capital Improvement Fund.

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 by the General Fund.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

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 \$4.1 million for Fiscal Year 2014, increasing to \$4.3 million for Fiscal Year 2015, and to \$31.8 million by Fiscal Year 2018. The General Fund O&M impacts in Fiscal Year 2014 are for the opening of new or expanded facilities.

For summaries and project detail 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 on page E-11.

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 (E-12).

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department (\$000)

	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Community Enrichment and Development						
Housing and Community Development	\$ 900.2	\$ 513.0	\$ 513.0	\$ 200.0	\$ 200.0	\$ 2,326.2
Parks and Recreation	2,903.4	5,306.0	2,589.4	100.0	100.0	10,998.8
Transportation	143,226.1	96,602.9	92,148.0	72,913.1	39,662.6	444,552.7
Subtotal	\$147,029.7	\$102,421.9	\$ 95,250.4	\$ 73,213.1	\$ 39,962.6	\$457,877.7
Public Safety and Justice Services						
City Court	\$ 1,000.0	\$ 2,400.0	\$ 400.0	\$ -0-	\$ -0-	\$ 3,800.0
Tucson Fire	4,091.6	-0-	-0-	-0-	-0-	4,091.6
Subtotal	\$ 5,091.6	\$ 2,400.0	\$ 400.0	\$ -0-	\$ -0-	\$ 7,891.6
Public Utilities						
Environmental Services	\$ 6,853.0	\$ 2,280.0	\$ 2,900.0	\$ 4,500.0	\$ -0-	\$ 16,533.0
Tucson Water	64,382.0	65,664.0	53,499.0	75,232.0	65,081.0	323,858.0
Subtotal	\$ 71,235.0	\$ 67,944.0	\$ 56,399.0	\$ 79,732.0	\$ 65,081.0	\$340,391.0
Support Services						
General Services	\$ 1,591.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,591.5
Subtotal	\$ 1,591.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,591.5
Non-Departmental						
General Expense	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Subtotal	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Total	\$225,947.8	\$172,765.9	\$152,049.4	\$152,945.1	\$105,043.6	\$808,751.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Source (\$000)

	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Capital Projects Funds						
2013 General Obligation Street Bonds	\$ 19,800.0	\$ 19,800.0	\$ 19,800.0	\$ 19,800.0	\$ 19,800.0	\$ 99,000.0
Capital Agreement Fund: PAG	2,728.0	5,000.0	350.0	-0-	-0-	8,078.0
Capital Agreement Fund: Pima County Bonds	7,334.8	6,115.6	19,144.4	22,000.0	-0-	54,594.8
Capital Improvement Fund	2,619.4	2,400.0	400.0	-0-	-0-	5,419.4
Impact Fee Fund: Central District	811.9	1,614.5	-0-	1,500.0	-0-	3,926.4
Impact Fee Fund: Central Pending	-0-	-0-	1,500.0	1,500.0	-0-	3,000.0
Impact Fee Fund: East District	1,781.8	412.1	-0-	1,500.0	1,500.0	5,193.9
Impact Fee Fund: Southeast District	2,388.6	149.1	1,500.0	-0-	-0-	4,037.7
Impact Fee Fund: Southlands District	-0-	1,571.3	-0-	-0-	-0-	1,571.3
Impact Fee Fund: West District	183.6	-0-	2,500.0	2,500.0	-0-	5,183.6
Public Safety Impact Fee Fund	3,260.0	-0-	-0-	-0-	-0-	3,260.0
Regional Transportation Authority Fund	83,080.1	23,344.9	29,666.3	17,581.0	9,981.0	163,653.3
Subtotal	\$123,988.2	\$ 60,407.5	\$ 74,860.7	\$ 66,381.0	\$ 31,281.0	\$356,918.4
Enterprise Funds						
2012 Water Revenue System Obligation Fund	\$ 7,001.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 7,001.9
2014 Water Revenue System Obligation Fund	47,834.2	\$ 29.0	\$ 39.3	\$ 26.8	\$ 33.1	47,962.4
Environmental Services Fund	6,853.0	2,280.0	2,900.0	4,500.0	-0-	16,533.0
Future Water Revenue Bonds	-0-	54,188.4	39,420.8	57,564.4	46,413.1	197,586.7
Tucson Water Revenue and Operations Fund	9,545.9	11,446.6	14,038.9	17,640.8	18,634.8	71,307.0
Subtotal	\$ 71,235.0	\$ 67,944.0	\$ 56,399.0	\$ 79,732.0	\$ 65,081.0	\$340,391.0
General Fund	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Subtotal	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table II. Summary by Funding Source
(\$000)**

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	
Special Revenue Funds						
Civic Contributions Fund	\$ 302.5	\$ 50.0	\$ 50.0	\$ 50.0	\$ 50.0	\$ 502.5
Community Development Block Grant Fund	682.5	513.0	513.0	200.0	200.0	2,108.5
Federal Highway Administration Grants	10,899.4	24,816.0	7,790.0	-0-	-0-	43,505.4
Highway User Revenue Fund	1,508.3	154.7	53.0	35.0	35.0	1,786.0
Highway User Revenue Fund: In-Lieu Fees	613.4	-0-	-0-	-0-	-0-	613.4
Mass Transit Fund: General Fund	1,379.6	2,670.0	1,749.4	1,244.0	1,423.4	8,466.4
Mass Transit Fund: Federal Grants	11,536.1	16,160.7	10,584.3	5,253.1	6,923.2	50,457.4
Mass Transit: Surplus HELP Funds	2,752.8	-0-	-0-	-0-	-0-	2,752.8
Non-Federal Grants Fund	50.0	50.0	50.0	50.0	50.0	250.0
Subtotal	\$ 29,724.6	\$ 44,414.4	\$ 20,789.7	\$ 6,832.1	\$ 8,681.6	\$110,442.4
Total	\$225,947.8	\$172,765.9	\$152,049.4	\$152,945.1	\$105,043.6	\$808,751.8

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 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	
SERVICE AREA/IMPACT						
Community Enrichment and Development						
Parks and Recreation	\$ 64.7	\$ 50.1	\$ 62.8	\$ 935.3	\$ 888.8	\$ 2,001.7
Transportation	3,119.8	3,275.7	3,427.5	5,289.8	29,979.0	45,091.8
Subtotal	\$ 3,184.5	\$ 3,325.8	\$ 3,490.3	\$ 6,225.1	\$ 30,867.8	\$ 47,093.5
Public Utilities						
Tucson Water	\$ 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
Total	\$ 4,134.5	\$ 4,275.8	\$ 4,440.3	\$ 7,175.1	\$ 31,817.8	\$ 51,843.5
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	\$ 64.7	\$ 50.1	\$ 62.8	\$ 935.3	\$ 888.8	\$ 2,001.7
Subtotal	\$ 64.7	\$ 50.1	\$ 62.8	\$ 935.3	\$ 888.8	\$ 2,001.7
Special Revenue Funds						
Highway User Revenue Fund	\$ 171.5	\$ 187.5	\$ 248.0	\$ 258.0	\$ 264.5	\$ 1,129.5
Mass Transit Fund	18.3	158.2	249.5	2,101.8	26,784.5	29,312.3
RTA Fund	2,930.0	2,930.0	2,930.0	2,930.0	2,930.0	14,650.0
Subtotal	\$ 3,119.8	\$ 3,275.7	\$ 3,427.5	\$ 5,289.8	\$ 29,979.0	\$ 45,091.8
Total	\$ 4,134.5	\$ 4,275.8	\$ 4,440.3	\$ 7,175.1	\$ 31,817.8	\$ 51,843.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table III. Parks and Recreation: CIP Impact on the Operating Budget
(\$000)**

The impact of this five-year CIP on future operating budgets is estimated to be \$64,700 in Fiscal Year 2014, increasing to \$888,800 by Fiscal Year 2018 for a five-year total of \$2,001,700. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Five Year Total
A Mountain Improvement	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3
Arroyo Chico Urban Path: Campbell/Parkway	33.6	22.5	22.9	23.4	23.9	126.3
Atturbury Wash Sanctuary Expansion	26.2	12.1	12.3	12.6	12.9	76.1
Freedom Park Improvements/29th Street Coalition	-0-	6.4	6.4	6.6	6.8	26.2
Northside Recreation Center	-0-	-0-	-0-	871.0	822.9	1,693.9
South Central Community Park, Phase I	-0-	-0-	12.1	12.3	12.6	37.0
Toumey Park	4.6	6.4	6.4	6.6	6.8	30.8
Wakefield/St. John's Skate Facility	-0-	1.6	1.6	1.6	1.7	6.5
Total	\$ 64.7	\$ 49.3	\$ 62.0	\$ 934.4	\$ 887.9	\$ 1,997.1

Source of Funds Summary

General Fund	\$ 64.7	\$ 50.1	\$ 62.8	\$ 935.3	\$ 888.8	\$ 2,001.7
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FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table III. Transportation: CIP Impact on the Operating Budget
(\$000)

The impact of this five-year CIP on future operating budgets (O&M) is estimated to be \$45.1 million over the five year period, with the majority of costs attributed to the Mass Transit Fund. Accordingly, Federal Transit Administration grants are expected to provide the majority of funding. RTA and state-shared HURF revenues are also expected to fund non-transit related O&M costs. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Five Year Total
22nd Street: I-10 to Tucson Boulevard	\$ -0-	\$ -0-	\$ 10.0	\$ 10.0	\$ 10.0	\$ 30.0
Alvernon Heights Pima County Neighborhood Reinvestment	-0-	1.0	-0-	1.0	-0-	2.0
Barraza-Aviation Downtown Links, Phase I	-0-	-0-	10.0	10.0	10.0	30.0
Camino Seco: Speedway to Wrightstown	2.0	2.0	2.0	2.0	2.0	10.0
Campbell Avenue Revitalization	-0-	-0-	5.0	5.0	5.0	15.0
CNG Fueling System	-0-	-0-	-0-	-0-	20.0	20.0
Columbus Corridor Pedestrian Path	-0-	-0-	0.5	0.5	0.5	1.5
Communication System Improvements	60.0	60.0	60.0	60.0	60.0	300.0
Copper Street Bike Boulevard	-0-	-0-	-0-	0.5	-0-	0.5
Expansion Buses - Future	-0-	-0-	-0-	1,840.5	26,490.1	28,330.6
Expansion Vans - Future	18.3	158.2	249.5	261.3	274.4	961.7
Fifth Street Bike Boulevard	-0-	-0-	-0-	0.5	-0-	0.5
Five Points Transportation Enhancement	-0-	-0-	-0-	5.0	5.0	10.0
Gila Panther Tracks Safe Routes to School	-0-	-0-	-0-	0.5	0.5	1.0
Glenn Street Transportation Enhancement	-0-	-0-	1.0	1.0	1.0	3.0
Grant: Oracle to Stone	-0-	10.0	10.0	10.0	10.0	40.0
Houghton Road: Broadway Intersection Improvements	-0-	-0-	5.0	5.0	5.0	15.0
Houghton Road: Irvington to Valencia	-0-	-0-	20.0	20.0	20.0	60.0
Kolb Road Connection to Sabino Canyon	2.0	2.0	2.0	2.0	2.0	10.0
Kolb/University of Arizona Science and Tech Park Signal	-0-	1.0	1.0	1.0	1.0	4.0
La Paloma Academy Pedestrian Traffic Signal	-0-	1.0	1.0	1.0	1.0	4.0
Liberty Avenue Bicycle Boulevard	-0-	-0-	-0-	0.5	0.5	1.0
Modern Street System	2,900.0	2,900.0	2,900.0	2,900.0	2,900.0	14,500.0
Park and Ride Lot - Houghton	30.0	30.0	30.0	30.0	30.0	150.0
Park Avenue Transportation Enhancement	-0-	-0-	0.5	0.5	0.5	1.5
Pima Street Pedestrian Pathway Enhancements	-0-	-0-	1.0	1.0	1.0	3.0
Regional Transportation Authority Hawks	-0-	-0-	4.0	4.0	4.0	12.0
Regional Transportation Data Network	100.0	100.0	100.0	100.0	100.0	500.0
Rio Vista Safe Routes to School	-0-	-0-	-0-	0.5	0.5	1.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table III. Transportation: CIP Impact on the Operating Budget
(\$000)**

Project Name	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Five Year Total
Rita Road Enhancements	\$ -0-	\$ 1.0	\$ 1.0	\$ 1.0	\$ 1.0	\$ 4.0
Robison Safe Routes to School	-0-	-0-	-0-	0.5	0.5	1.0
Speedway and Sixth Avenue Signal Upgrades	-0-	1.0	1.0	1.0	1.0	4.0
Speedway: Camino Seco to Houghton	7.5	7.5	7.5	7.5	7.5	37.5
Stone Ave: Drachman and Speedway Improvements	-0-	-0-	5.0	5.0	5.0	15.0
Third Street and University Bicycle Boulevard	-0-	0.5	-0-	0.5	-0-	1.0
Treat Avenue Bike Boulevard	-0-	-0-	-0-	0.5	-0-	0.5
Tucson Boulevard Multi-use Path	-0-	0.5	0.5	0.5	10.0	11.5

Total \$ 3,119.8 \$ 3,275.7 \$ 3,427.5 \$ 5,289.8 \$ 29,979.0 \$ 45,091.8

Source of Funds Summary

Highway User Revenue Fund	\$ 171.5	\$ 187.5	\$ 248.0	\$ 258.0	\$ 264.5	\$ 1,129.5
Mass Transit Fund	18.3	158.2	249.5	2,101.8	26,784.5	29,312.3
Regional Transportation Authority Fund	2,930.0	2,930.0	2,930.0	2,930.0	2,930.0	14,650.0

Total \$ 3,119.8 \$ 3,275.7 \$ 3,427.5 \$ 5,289.8 \$ 29,979.0 \$ 45,091.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table III. Tucson Water: CIP Impact on the Operating Budget (\$000)

When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Five Year Total
Advanced Oxidation Process Treatment	\$ 830.0	\$ 830.0	\$ 830.0	\$ 830.0	\$ 830.0	\$ 4,150.0
Eastside Maintenance Facility	120.0	120.0	120.0	120.0	120.0	600.0
Total	\$ 950.0	\$ 4,750.0				

Source of Funds Summary

Tucson Water Revenue and Operations Fund	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 4,750.0
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FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table IV. Projects with Pima County Bond Funding (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	
Parks and Recreation						
Arroyo Chico Urban Path: Campbell/Parkway	\$ 50.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 50.0
Atterbury Wash Sanctuary Expansion	50.0	-0-	-0-	-0-	-0-	50.0
Freedom Park Improvements/ 29th Street Coalition	463.2	-0-	-0-	-0-	-0-	463.2
Menlo Park Elementary Soccer Improvements	10.0	-0-	-0-	-0-	-0-	10.0
Northside Recreation Center	200.0	2,600.0	2,489.4	-0-	-0-	5,289.4
Toumey Park	5.0	-0-	-0-	-0-	-0-	5.0
Wakefield/St. John's Skate Facility	200.0	-0-	-0-	-0-	-0-	200.0
Transportation						
22nd Street: I-10 to Tucson Boulevard	-0-	-0-	-0-	9,000.0	-0-	9,000.0
Alvernon Heights Pima County Neighborhood Reinvestment	65.0	135.6	-0-	-0-	-0-	200.6
Broadway Boulevard: Euclid to Country Club	-0-	-0-	12,000.0	13,000.0	-0-	25,000.0
Five Points Transportation Enhancement	460.0	-0-	-0-	-0-	-0-	460.0
Houghton Road: Bridge Replacement	-0-	3,380.0	3,405.0	-0-	-0-	6,785.0
Houghton Road: Irvington to Valencia	5,000.0	-0-	-0-	-0-	-0-	5,000.0
Houghton Road: Upper to I-10	-0-	-0-	1,250.0	-0-	-0-	1,250.0
Tucson Fire						
Communications Center Expansion	831.6	-0-	-0-	-0-	-0-	831.6
Total	\$ 7,334.8	\$ 6,115.6	\$ 19,144.4	\$ 22,000.0	\$ -0-	\$ 54,594.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

CITY COURT

(\$000)

	Adopted Year 1 FY 2014	Year 2 FY 2015	Projected Requirements			Five Year Total
			Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	
Project Name						
Court Building Remodel	\$ 1,000.0	\$ 2,400.0	\$ 400.0	\$ -0-	\$ -0-	\$ 3,800.0
Total	\$ 1,000.0	\$ 2,400.0	\$ 400.0	\$ -0-	\$ -0-	\$ 3,800.0
Source of Funds Summary						
Capital Improvement Fund	\$ 1,000.0	\$ 2,400.0	\$ 400.0	\$ -0-	\$ -0-	\$ 3,800.0
Total	\$ 1,000.0	\$ 2,400.0	\$ 400.0	\$ -0-	\$ -0-	\$ 3,800.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
ENVIRONMENTAL SERVICES
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Los Reales Landfill Administration Building	\$ 595.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 595.0
Los Reales Landfill East Property Acquisition	1,500.0	1,500.0	-0-	-0-	-0-	3,000.0
Los Reales Landfill Entrance Facilities	3,375.0	-0-	-0-	-0-	-0-	3,375.0
Los Reales Landfill Infrastructure Plan	150.0	-0-	-0-	-0-	-0-	150.0
Los Reales Landfill Self Hauler Facility	-0-	-0-	300.0	4,500.0	-0-	4,800.0
Los Reales Landfill Truck Wash and Scale Facility	845.0	-0-	-0-	-0-	-0-	845.0
Tenth Avenue Maintenance Facility	388.0	780.0	2,600.0	-0-	-0-	3,768.0
Total	\$ 6,853.0	\$ 2,280.0	\$ 2,900.0	\$ 4,500.0	\$ -0-	\$ 16,533.0
Source of Funds Summary						
Environmental Services Fund	\$ 6,853.0	\$ 2,280.0	\$ 2,900.0	\$ 4,500.0	\$ -0-	\$ 16,533.0
Total	\$ 6,853.0	\$ 2,280.0	\$ 2,900.0	\$ 4,500.0	\$ -0-	\$ 16,533.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

GENERAL SERVICES

(\$000)

	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Project Name						
Elevator and Escalator Code Compliance	\$ 1,591.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,591.5
Total	\$ 1,591.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,591.5
Source of Funds Summary						
Capital Improvement Fund	\$ 1,591.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,591.5
Total	\$ 1,591.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,591.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
HOUSING and COMMUNITY DEVELOPMENT
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Back to Basics	\$ 257.7	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 257.7
Community Development Block Grant Master CIP	200.0	200.0	200.0	200.0	200.0	1,000.0
Jacobs Park Playground: Parks and Recreation	50.0	-0-	-0-	-0-	-0-	50.0
Mirasol Park New Lighting	10.0	-0-	-0-	-0-	-0-	10.0
Neighborhood Stabilization: Acquisitions III	195.0	195.0	195.0	-0-	-0-	585.0
Neighborhood Stabilization Program I	175.5	118.0	118.0	-0-	-0-	411.5
Reid Park Americans with Disabilities Act (ADA) Upgrades	12.0	-0-	-0-	-0-	-0-	12.0
Total	\$ 900.2	\$ 513.0	\$ 513.0	\$ 200.0	\$ 200.0	\$ 2,326.2
Source of Funds Summary						
Community Development Block Grant Fund	\$ 682.5	\$ 513.0	\$ 513.0	\$ 200.0	\$ 200.0	\$ 2,108.5
Highway User Revenue Fund	217.7	-0-	-0-	-0-	-0-	217.7
Total	\$ 900.2	\$ 513.0	\$ 513.0	\$ 200.0	\$ 200.0	\$ 2,326.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
PARKS and RECREATION
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
A Mountain Improvement	\$ 50.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 50.0
Arcadia Park, Phase I	249.4	41.0	-0-	-0-	-0-	290.4
Arroyo Chico Urban Path: Campbell/Parkway	50.0	-0-	-0-	-0-	-0-	50.0
Arroyo Chico Urban Path: Country Club to Treat	-0-	200.0	-0-	-0-	-0-	200.0
Atterbury Wash Sanctuary Expansion	50.0	-0-	-0-	-0-	-0-	50.0
Ball Field Lighting Upgrade	27.9	-0-	-0-	-0-	-0-	27.9
Cherry Avenue Center Expansion, Phase I	10.8	-0-	-0-	-0-	-0-	10.8
Christopher Columbus Park Expansion	122.8	-0-	-0-	-0-	-0-	122.8
Freedom Park Improvements/ 29th Street Coalition	463.2	-0-	-0-	-0-	-0-	463.2
Menlo Park Elementary Soccer Improvements	10.0	-0-	-0-	-0-	-0-	10.0
Northside Recreation Center	200.0	2,600.0	2,489.4	-0-	-0-	5,289.4
Parks Strategic Plan	273.7	148.1	-0-	-0-	-0-	421.8
Purple Heart Park Expansion	226.9	-0-	-0-	-0-	-0-	226.9
Quincie Douglas and Silverlake Park Expansion	100.0	-0-	-0-	-0-	-0-	100.0
Reid Park Expansion, Phase 1	411.9	273.5	-0-	-0-	-0-	685.4
Shade Structure Projects	100.0	100.0	100.0	100.0	100.0	500.0
South Central Community Park, Phase I	99.3	520.2	-0-	-0-	-0-	619.5
Toumey Park	5.0	-0-	-0-	-0-	-0-	5.0
Valencia and Alvernon Community Park, Phase I	-0-	453.3	-0-	-0-	-0-	453.3
Valencia Corridor Land Acquisition, Phase I	-0-	969.9	-0-	-0-	-0-	969.9
Wakefield/St. John's Skate Facility	249.6	-0-	-0-	-0-	-0-	249.6
World War II Memorial Project	202.9	-0-	-0-	-0-	-0-	202.9
Total	\$ 2,903.4	\$ 5,306.0	\$ 2,589.4	\$ 100.0	\$ 100.0	\$ 10,998.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
PARKS and RECREATION
(\$000)

	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Source of Funds Summary						
Capital Improvement Fund	\$ 27.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 27.9
Capital Agreement Fund: Pima County Bonds	978.2	2,600.0	2,489.4	-0-	-0-	6,067.6
Civic Contributions Fund	302.5	50.0	50.0	50.0	50.0	502.5
Impact Fee Fund: Central Benefit District	511.9	473.5	-0-	-0-	-0-	985.4
Impact Fee Fund: East Benefit District	523.1	412.1	-0-	-0-	-0-	935.2
Impact Fee Fund: Southeast Benefit District	326.2	149.1	-0-	-0-	-0-	475.3
Impact Fee Fund: Southlands Benefit District	-0-	1,571.3	-0-	-0-	-0-	1,571.3
Impact Fee Fund: West Benefit District	183.6	-0-	-0-	-0-	-0-	183.6
Non-Federal Grants Fund	50.0	50.0	50.0	50.0	50.0	250.0
Total	\$ 2,903.4	\$ 5,306.0	\$ 2,589.4	\$ 100.0	\$ 100.0	\$ 10,998.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION (\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
22nd Street: I-10 to Tucson Boulevard	\$ 16,930.9	\$ 2,005.0	\$ 4,005.0	\$ 11,305.0	\$ 5.0	\$ 34,250.9
4th/Congress/Toole Bike Pedestrian Improvement	48.0	318.0	-0-	-0-	-0-	366.0
ADA Transit Enhancement	294.0	156.0	-0-	-0-	-0-	450.0
ADA Transition Plan	79.5	53.0	53.0	-0-	-0-	185.5
Administration Building Upgrades	517.5	-0-	-0-	-0-	-0-	517.5
Alvernon Heights Pima County Neighborhood Reinvestment	70.0	140.6	-0-	-0-	-0-	210.6
Arroyo Chico Greenway	300.0	300.0	-0-	-0-	-0-	600.0
Barraza-Aviation Downtown Links, Phase I	5,700.0	2,005.0	5.0	5.0	5.0	7,720.0
Broadway Boulevard: Camino Seco to Houghton	-0-	322.0	322.0	4,605.0	4,342.0	9,591.0
Broadway Boulevard: Euclid to Country Club	2,505.0	10,005.0	22,505.0	22,005.0	5,168.0	62,188.0
Camino Seco: Speedway to Wrightstown	10.0	-0-	-0-	-0-	-0-	10.0
Campbell Avenue Revitalization	654.0	-0-	-0-	-0-	-0-	654.0
CNG Fueling System	-0-	-0-	500.0	4,500.0	-0-	5,000.0
CNG Fueling Upgrade	2,400.0	-0-	-0-	-0-	-0-	2,400.0
Columbus Corridor Pedestrian Path	42.4	132.6	-0-	-0-	-0-	175.0
Communication System Improvements	566.0	66.0	-0-	-0-	-0-	632.0
Copper Street Bike Boulevard	400.0	100.0	-0-	-0-	-0-	500.0
El Paso and Southwestern Greenway	50.0	858.0	200.0	-0-	-0-	1,108.0
Expansion Buses for Sun Tran	-0-	-0-	10,625.0	-0-	-0-	10,625.0
Expansion Vans for Sun Van	436.9	190.0	190.0	-0-	-0-	816.9
Fifth Street Bike Boulevard	150.0	225.0	-0-	-0-	-0-	375.0
First Avenue: River to Grant	-0-	-0-	986.0	986.0	986.0	2,958.0
Five Points Transportation Enhancement	1,354.0	-0-	-0-	-0-	-0-	1,354.0
Gila Panther Tracks Safe Routes to School	10.0	300.0	-0-	-0-	-0-	310.0
Glenn Street Transportation Enhancement	75.0	528.5	-0-	-0-	-0-	603.5
Grant: Oracle to Swan	2,280.0	6,446.0	1,005.0	1,205.0	5.0	10,941.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Houghton Road: Bridge Replacement	\$ 1,036.0	\$ 5,380.0	\$ 5,905.0	\$ -0-	\$ -0-	\$ 12,321.0
Houghton Road: Broadway Intersection Improvements	8,327.7	5.0	5.0	-0-	-0-	8,337.7
Houghton Road: Irvington to Valencia	11,774.9	-0-	-0-	-0-	-0-	11,774.9
Houghton Road: Union Pacific Railroad to I-10	625.0	1,312.0	6,562.0	-0-	-0-	8,499.0
Intermodal Center Projects	3,282.8	-0-	-0-	-0-	-0-	3,282.8
Intersection Improvements	574.0	-0-	-0-	-0-	-0-	574.0
Kolb Road Connection to Sabino Canyon	1,005.0	12,601.1	355.0	-0-	-0-	13,961.1
Kolb/University of Arizona Science and Tech Park Signal	250.0	-0-	-0-	-0-	-0-	250.0
La Paloma Academy Pedestrian Traffic Signal	201.0	-0-	-0-	-0-	-0-	201.0
Liberty Avenue Bicycle Boulevard	53.0	1,105.0	-0-	-0-	-0-	1,158.0
Modern Streetcar System/SunLink	33,566.6	-0-	-0-	-0-	-0-	33,566.6
Pantano Repaving: Escalante to Irvington	2,239.4	-0-	-0-	-0-	-0-	2,239.4
Park-and-Ride Lot: Houghton	1,168.0	-0-	-0-	-0-	-0-	1,168.0
Park-and-Ride Lot: Rita Ranch	1,955.8	-0-	-0-	-0-	-0-	1,955.8
Park Avenue Transportation Enhancement	127.0	495.0	-0-	-0-	-0-	622.0
Pima Street Pedestrian Pathway Enhancements	353.0	370.0	-0-	-0-	-0-	723.0
Regional Seamless Fare System	1,790.0	-0-	-0-	-0-	-0-	1,790.0
Regional Transportation Data Network	2,844.7	-0-	-0-	-0-	-0-	2,844.7
Replacement Buses for Sun Tran	-0-	15,428.1	6,860.0	-0-	7,996.8	30,284.9
Replacement Vans for Sun Van	4,748.9	3,325.0	2,660.0	1,841.1	193.8	12,768.8
Rio Vista Safe Routes to School	350.0	350.0	-0-	-0-	-0-	700.0
Rita Road Enhancements	800.0	-0-	-0-	-0-	-0-	800.0
Robison Safe Routes to School	60.0	100.0	240.0	-0-	-0-	400.0
Ronstadt Transit Center	861.0	-0-	-0-	-0-	-0-	861.0
RTA Hawks	300.0	300.0	-0-	-0-	-0-	600.0
Security for Transit	156.0	156.0	156.0	156.0	156.0	780.0
Silverbell: Ina to Grant Road	2,289.6	3,203.4	4,005.0	4,005.0	1,005.0	14,508.0
Speedway and Sixth Avenue Signal Upgrades	100.0	-0-	-0-	-0-	-0-	100.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Speedway Boulevard at Union Pacific Underpass	\$ 1,025.0	\$ 7,000	\$ -0-	\$ -0-	\$ -0-	\$ 8,025.0
Speedway: Camino Seco to Houghton	8.0	2.0	-0-	-0-	-0-	10.0
Stone Ave: Drachman and Speedway Improvements	3,107.0	-0-	-0-	-0-	-0-	3,107.0
Street Improvements: Proposition 409	19,800.0	19,800.0	19,800.0	19,800.0	19,800.0	99,000.0
Sunset: Silverbell to I-10 to River	-0-	-0-	2,500.0	2,500.0	-0-	5,000.0
Transit Bus Restoration	15.6	15.6	-0-	-0-	-0-	31.2
Transit Centers Improvements	278.9	-0-	-0-	-0-	-0-	278.9
Treat Avenue Bike Boulevard	200.0	300.0	-0-	-0-	-0-	500.0
Tucson Blvd Multi-use Path	350.0	-0-	-0-	-0-	-0-	350.0
Union Pacific Railroad: Nogales Branch Safety	25.0	-0-	-0-	-0-	-0-	25.0
Valencia: Alvernon to Kolb	1,500.0	-0-	1,500.0	-0-	-0-	3,000.0
Valencia: Kolb to Houghton	1,204.0	1,204.0	1,204.0	-0-	-0-	3,612.0
Total	\$ 143,226.1	\$ 96,602.9	\$ 92,148.0	\$ 72,913.1	\$ 39,662.6	\$ 444,552.7

Source of Funds Summary

2013 General Obligation Street Bonds	19,800.0	19,800.0	19,800.0	19,800.0	19,800.0	99,000.0
Capital Agreement Fund: PAG	2,728.0	5,000.0	350.0	-0-	-0-	8,078.0
Capital Agreement Fund: Pima County Bonds	5,525.0	3,515.6	16,655.0	22,000.0	-0-	47,695.6
Federal Highway Administration Grants	10,899.4	24,816.0	7,790.0	-0-	-0-	43,505.4
Highway User Revenue Fund	1,290.6	154.7	53.0	35.0	35.0	1,568.3
Highway User Revenue Fund: In-Lieu Fees	613.4	-0-	-0-	-0-	-0-	613.4
Mass Transit Fund: Federal Grants	11,536.1	16,160.7	10,584.3	5,253.1	6,923.2	50,457.4
Mass Transit Fund: General Fund	1,379.6	2,670.0	1,749.4	1,244.0	1,423.4	8,466.4
Mass Transit Fund: Surplus HELP Funds	2,752.8	-0-	-0-	-0-	-0-	2,752.8
Regional Transportation Authority Fund	83,080.1	23,344.9	29,666.3	17,581.0	9,981.0	163,653.3
Impact Fee Fund: Central District	300.0	1,141.0	-0-	1,500.0	-0-	2,941.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

	Adopted Year 1 FY 2014	Year 2 FY 2015	Projected Requirements			Year 5 FY 2018	Five Year Total
			Year 3 FY 2016	Year 4 FY 2017			
Source of Funds Summary (Continued)							
Impact Fee Fund: Central Pending	\$ -0-	\$ -0-	\$ 1,500.0	\$ 1,500.0	\$ -0-	\$ 3,000.0	
Impact Fee Fund: East District	1,258.7	-0-	-0-	1,500.0	1,500.0	4,258.7	
Impact Fee Fund: Southeast District	2,062.4	-0-	1,500.0	-0-	-0-	3,562.4	
Impact Fee Fund: West District	-0-	-0-	2,500.0	2,500.0	-0-	5,000.0	
Total	\$ 143,226.1	\$ 96,602.9	\$ 92,148.0	\$ 72,913.1	\$ 39,662.6	\$ 444,552.7	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON FIRE

(\$000)

Project Name	Adopted	Projected Requirements					Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total	
Communications Center Expansion	\$ 4,091.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 4,091.6	
Total	\$ 4,091.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 4,091.6	
Source of Funds Summary							
Capital Agreement Fund: Pima	\$ 831.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 831.6	
County Bonds							
Public Safety Impact Fee Funds	3,260.0	-0-	-0-	-0-	-0-	3,260.0	
Total	\$ 4,091.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 4,091.6	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	
Advanced Oxidation Process Treatment	\$ 5,352.6	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 5,352.6
Arc Flash Service Upgrades	569.5	559.7	590.3	575.2	598.7	2,893.4
Avra Valley D-Zone Pressure Regulating Valves	225.4	112.0	781.2	230.2	359.3	1,708.1
Avra Valley Transmission Main Augmentation, Phase I	789.4	887.7	579.8	15,759.7	16,256.4	34,273.0
Avra Valley Transmission Main Augmentation, Phase II	-0-	-0-	-0-	575.3	2,741.8	3,317.1
Bailey Sleeve Valve Replacement	1,183.8	1,119.4	708.4	-0-	-0-	3,011.6
Bilby/Country Club Reservoir	-0-	-0-	295.2	287.6	299.4	882.2
Camino de Oeste Pressure Reducing Valve at Thornydale	78.9	223.9	-0-	-0-	-0-	302.8
Cathodic Protection for Critical Pipelines	665.2	671.6	708.3	690.3	718.5	3,453.9
Cavalier Estates Phase I	-0-	-0-	-0-	57.4	834.7	892.1
CAVSARP Well Pump Improvements	683.4	671.6	708.3	690.3	718.5	3,472.1
Chlorine System Improvements	57.0	56.0	59.0	57.5	59.9	289.4
Clearwell Outlet Valve	-0-	56.0	531.2	-0-	-0-	587.2
Control Panel Replacements: Potable	136.7	111.9	118.1	115.1	119.8	601.6
Control Panels: Reclaimed System	284.8	279.8	295.2	287.6	299.4	1,446.8
Craycroft Addition Subdivision, Phase I	-0-	1,093.5	-0-	-0-	-0-	1,093.5
Developer-Financed Reclaimed Systems	67.1	66.1	69.2	67.6	71.1	341.1
Disinfection Equipment Upgrades	136.0	134.4	141.4	138.4	143.3	693.5
Dove Mountain 30-inch Reclaimed Main	1,018.2	-0-	-0-	-0-	-0-	1,018.2
Drexel Road to Nebraska Road A-Zone Transmission Main	-0-	16.8	41.7	345.2	-0-	403.7
Drill Production Wells	2,149.4	1,267.2	944.4	1,150.5	1,197.4	6,708.9
Effluent Master Plan	335.8	-0-	-0-	-0-	-0-	335.8
Emergency Main Replacement	224.6	223.2	235.5	229.4	238.5	1,151.2
Equip Reclaimed Well EW-009	503.7	-0-	-0-	-0-	-0-	503.7
Extensions for New Services	112.3	111.6	117.7	114.7	119.2	575.5
Facility Safety and Security Infrastructure	1,136.5	1,119.5	1,180.6	1,150.4	1,197.5	5,784.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	
Filtration Modifications at Reclaimed Plant	\$ -0-	\$ -0-	\$ 354.2	\$ 1,409.4	\$ 1,467.4	\$ 3,231.0
Fire Services	1,900.0	1,900.0	1,938.0	1,976.0	2,120.0	9,834.0
Golf Links Main Replacement Phase I	168.5	-0-	-0-	-0-	-0-	168.5
Golf Links Main Replacement Phase II	-0-	33.5	554.0	-0-	-0-	587.5
Golf Links Phase V	-0-	-0-	58.9	1,089.8	-0-	1,148.7
Hayden-Udall Prime Reservoir and Booster Upgrade	169.1	951.5	578.7	9,434.1	5,821.9	16,955.3
Ina to Reclaimed Plant Transmission Main	152.7	1,679.1	-0-	-0-	-0-	1,831.8
La Entrada Electrical Service Modernization	454.6	279.9	354.2	266.6	-0-	1,355.3
La Paloma Reservoir Electrical System Upgrade	313.3	-0-	-0-	-0-	-0-	313.3
Line Replacement - 3/4"	681.8	671.6	708.4	690.3	718.5	3,470.6
Maryvale Manor Subdivision, Phase I	965.9	-0-	-0-	-0-	-0-	965.9
Maryvale Manor Subdivision, Phase II	56.2	1,316.7	-0-	-0-	-0-	1,372.9
Maryvale Manor Subdivision, Phase III	280.8	-0-	-0-	-0-	-0-	280.8
Maryvale Manor Subdivision, Phase IV	-0-	55.8	849.5	-0-	-0-	905.3
Meter Upgrade and Replacement Program	5,777.4	5,698.9	8,278.1	5,895.3	8,394.6	34,044.3
Miscellaneous Land and Right-of-Way Acquisitions	11.4	11.2	11.6	11.1	12.4	57.7
New Metered Services	50.0	50.0	51.0	52.0	53.0	256.0
New Well Equipping	779.2	2,394.4	405.1	1,936.0	395.4	5,910.1
Northgate Subdivision, Phase I	561.6	-0-	-0-	-0-	-0-	561.6
Northgate Subdivision, Phase II	1,336.6	-0-	-0-	-0-	-0-	1,336.6
On-Call Valve Replacement Program	449.3	446.3	470.9	458.9	477.0	2,302.4
Paseo Tamayo Reservoir	113.5	-0-	-0-	-0-	-0-	113.5
Payments to Developers for Oversized Systems	112.3	111.5	117.8	114.6	119.2	575.4
Pipeline Protection: Acoustic Monitoring	221.7	223.9	236.1	230.1	239.5	1,151.3
Pressure Tank Replacement	512.6	503.7	531.3	517.7	538.8	2,604.1

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	
Production Well Sites	\$ 85.4	\$ 84.0	\$ 89.1	\$ 86.3	\$ 90.4	\$ 435.2
Pumping Facility Modifications	349.5	347.0	365.8	356.2	371.6	1,790.1
Reclaimed Emergency Main Enhancements	111.9	110.2	115.7	113.5	117.7	569.0
Reclaimed Pressure Reducing Valves	54.7	56.0	59.0	57.5	59.8	287.0
Reclaimed Pumping Facility Modifications	120.4	56.0	59.1	57.6	59.9	353.0
Reclaimed Reservoir and Tank Rehabilitation	569.5	335.8	472.2	345.2	359.2	2,081.9
Reclaimed Storage and Recovery	4,767.9	-0-	-0-	-0-	-0-	4,767.9
Regional Reclaimed Facility: Effluent Pumping	1,313.4	-0-	-0-	-0-	-0-	1,313.4
Rehabilitation of Critical Transmission Mains	354.8	358.2	377.3	368.4	359.2	1,817.9
Reservoir and Tank Rehabilitation	3,581.9	3,806.0	7,437.8	7,248.2	6,251.6	28,325.5
Responsive Meter Replacement	568.2	559.7	590.3	575.3	598.7	2,892.2
Review Developer-Financed Potable Projects	950.0	950.0	969.0	988.0	1,007.0	4,864.0
Road Improvement Main Replacements	6,739.1	5,579.1	4,709.1	4,588.5	4,173.5	25,789.3
Routine Main Replacements	337.0	279.0	294.3	286.8	298.1	1,495.2
Sahuarita Supply Line Slip Liner	188.5	7,779.8	-0-	-0-	-0-	7,968.3
San Paulo Village Main Replacement Phase I	-0-	-0-	35.8	540.5	-0-	576.3
San Paulo Village Main Replacement Phase II	-0-	290.1	3,000.9	-0-	-0-	3,291.0
Santa Cruz SC-008 Well Collector Line	22.2	307.8	-0-	-0-	-0-	330.0
Santa Cruz Wellfield Chemical Feed/Monitoring Facility	2,294.0	3,358.2	-0-	-0-	-0-	5,652.2
Santa Cruz Wells Re-Equipping	85.4	1,343.3	-0-	-0-	-0-	1,428.7
Santa Rita Ranch/Houghton Road 12" Main	498.9	-0-	-0-	-0-	-0-	498.9
SAVSARP Collector Lines, Phase II	-0-	1,213.4	-0-	-0-	-0-	1,213.4
SAVSARP Collector Lines, Phase III	-0-	-0-	35.0	1,722.4	-0-	1,757.4
SCADA Potable Upgrades	6,042.7	8,107.9	3,727.0	2,947.1	-0-	20,824.7
SCADA Reclaimed	856.5	1,164.2	306.7	278.8	-0-	2,606.2
Source Meter Replacement	297.7	209.3	288.2	251.1	-0-	1,046.3
South Avra Valley Recovered Transmission Main	-0-	-0-	-0-	126.1	1,598.5	1,724.6

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON WATER
(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Southeast Houghton Area Recharge Project (SHARP)	\$ 279.8	\$ 839.6	\$ 3,010.6	\$ 4,602.1	\$ -0-	\$ 8,732.1
System Enhancements: Reclaimed Tanque Verde to Wentworth 8 Inch Main	279.7	275.5	289.3	283.6	294.3	1,422.4
Upgrade Corrosion Test Stations	-0-	-0-	-0-	26.5	252.0	278.5
Water Services	55.5	56.1	58.8	57.5	60.0	287.9
Water System Acquisitions	1,510.0	1,510.0	1,540.0	1,570.0	1,601.0	7,731.0
Wellfield Upgrades	67.4	66.9	-0-	-0-	-0-	134.3
Wetlands Outflow Modifications	1,139.1	1,119.4	1,180.6	1,150.5	1,197.4	5,787.0
Wilmot Main Replacement	82.1	335.8	-0-	-0-	-0-	417.9
	-0-	55.8	884.1	-0-	-0-	939.9
Total	\$ 64,382.0	\$ 65,664.0	\$ 53,499.0	\$ 75,232.0	\$ 65,081.0	\$323,858.0
Source of Funds Summary						
2012 Water Revenue System Obligation	\$ 7,001.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 7,001.9
2014 Water Revenue System Obligation	47,834.2	29.0	39.3	26.8	33.1	47,962.4
Future Water Revenue Bonds	-0-	54,188.4	39,420.8	57,564.4	46,413.1	197,586.7
Tucson Water Revenue and Operations Fund	9,545.9	11,446.6	14,038.9	17,640.8	18,634.8	71,307.0
Total	\$ 64,382.0	\$ 65,664.0	\$ 53,499.0	\$ 75,232.0	\$ 65,081.0	\$323,858.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

NON-DEPARTMENTAL

(\$000)

	Adopted	Projected Requirements				Five
	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	Year Total
Project Name						
Technology Improvements	\$ 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						
General Fund	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Total	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0

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 \$4.1 million for expenditures of Tucson Fire and Tucson Police impact fee revenues is included in Fiscal Year 2014 for the Communications Center Expansion project as part of the Pima County Wireless Integrated Network (PCWIN) project budgeted under Tucson Fire.

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 2014-2018 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 three projects in this recommended 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
Broadway: Camino Seco to Houghton	\$ 3,000.0	FY 2018
Sunset: Silverbell to I-10 to River	5,000.0	FY 2016
Valencia: Alvernon to Kolb	3,000.0	FY 2014
Total	\$ 11,000.0	

ROADS IMPACT FEE PROJECTS PLAN

(\$000)

District/Project	Forecasted Allocations	CIP Budgeted Allocations	Completed Actuals
West:			
Goret/Silverbell	\$ 800.0	\$ -0-	\$ 700.0
Anklam: Player's Club to Greasewood	600.0	-0-	600.0
Irvington and Campbell Intersection	800.0	-0-	358.9
Irvington and Park Intersection	1,600.0	-0-	-0-
Ajo and Park Intersection	775.0	-0-	-0-
Irvington and 12th Intersection	1,600.0	-0-	-0-
El Camino del Cerro Reconstruction	2,500.0	-0-	1,496.1
Speedway: Silverbell to Greasewood	2,500.0	-0-	-0-
Silverbell: Ina to Grant Road	3,000.0	-0-	-0-
Sunset: Silverbell to I-10 to River	5,000.0	5,000.0	-0-
Irvington and I-19 East Interchange	1,500.0	-0-	-0-
Drexel: I-19 to Midvale (design)	800.0	-0-	-0-
	\$ 21,475.0	\$ 5,000.0	\$ 3,155.0
East:			
Camino Seco: Speedway to Wrightstown	\$ 1,196.7	\$ -0-	\$ -0-
Speedway: Camino Seco to Houghton	3,000.0	-0-	2,524.4
Tanque Verde/Dos Hombres	250.0	-0-	234.7
Speedway and Swan Intersection	1,500.0	-0-	-0-
Pantano: Golf Links to Research Park	2,000.0	-0-	-0-
Valencia: Alvernon to Kolb	3,000.0	3,000.0	-0-
Broadway and Wilmot Intersection (design)	1,100.0	-0-	-0-
Broadway: Camino Seco to Houghton	3,000.0	3,000.0	-0-
Grant and Wilmot Intersection	800.0	-0-	-0-
Ft. Lowell: Alvernon to Swan (design)	1,100.0	-0-	-0-
Houghton Road: Broadway Intersection	1,258.7	1,258.7	-0-
Harrison/Wrightstown Curve	500.0	-0-	498.9
	\$ 18,705.4	\$ 7,258.7	\$ 3,258.0
Central:			
Broadway: Euclid to Country Club	\$ 3,000.0	\$ -0-	\$ -0-
22nd Street: I-10 to Tucson Boulevard	3,000.0	600.0	-0-
Ft. Lowell and Campbell Intersection	150.0	-0-	-0-
Grant Road Corridor	6,000.0	2,341.0	-0-
	\$ 12,150.0	\$ 2,941.0	\$ -0-
Southeast:			
Mary Ann Cleveland Way	\$ 3,500.0	\$ -0-	\$ 3,500.0
Golf Links and Kolb Intersection	2,000.0	-0-	-0-
Harrison Bridget at Pantano Wash	2,000.0	-0-	-0-
Irvington: Kolb to Houghton	13,000.0	-0-	-0-
Valencia: Kolb to Houghton	1,000.0	-0-	-0-
Houghton Road: Irvington to Valencia	1,395.6	1,395.6	-0-
Houghton: Valencia to Old Spanish Trail	1,000.0	-0-	-0-
	\$ 23,895.6	\$ 1,395.6	\$ 3,500.0
Southlands:			
Wilmot Extension	\$ 6,000.0	\$ -0-	\$ -0-
Total	\$ 82,226.0	\$ 16,595.3	\$ 9,913.0

PARKS IMPACT FEE PROJECTS PLAN
(\$000)

District/Project	Forecasted Allocations	CIP Budgeted Allocations	Completed Actuals
West:			
Christopher Columbus Park Expansion	\$ 663.5	\$ 112.8	\$ -0-
Cherry Avenue Center Expansion	1,000.0	10.8	-0-
Desert Vista School Park Expansion	500.0	-0-	-0-
El Pueblo Center Expansion	1,300.0	-0-	154.7
Juhan Park Expansion	646.5	-0-	599.7
Menlo Park	500.0	-0-	-0-
Rodeo Grounds Sports Field (design)	200.0	-0-	-0-
Sentinel Peak Park	200.0	50.0	-0-
Sunnyside School District Partnerships	378.0	-0-	-0-
	\$ 5,388.0	\$ 173.6	\$ 754.4
East:			
Arcadia Park	\$ 853.7	\$ 290.4	\$ -0-
Jesse Owens Park Expansion	300.0	-0-	-0-
Pantano River Park Expansion	300.0	-0-	-0-
Parks Strategic Plan	421.8	421.8	-0-
South Central Community Park	1,000.0	371.1	-0-
Udall Park Expansion	2,078.0	-0-	-0-
	\$ 4,953.5	\$ 1,083.3	\$ -0-
Central:			
Arroyo Chico Urban Pathway	\$ 558.5	\$ 200.0	\$ -0-
Jacobs Park and Center Expansion	200.0	-0-	-0-
Mansfield Park and Center Expansion	150.0	-0-	-0-
Northside Community Park	350.0	-0-	-0-
Ormsby Park Expansion	100.0	-0-	92.2
Quincie Douglas and Silverlake Park Expansion	150.0	100.0	-0-
Reid Park and Centers Expansions	738.3	685.4	-0-
Silverlake Park Soccer Field Lighting	111.4	-0-	111.4
Sonoran Desert Natural Resources Park	100.0	-0-	-0-
	\$ 2,458.2	\$ 985.4	\$ 203.6
Southeast:			
Clements Senior Center Completion	\$ 2,500.0	\$ -0-	\$ -0-
Lincoln Park Expansion	1,056.0	-0-	265.5
Purple Heart Park Expansion	894.0	226.9	-0-
Southeast Regional Park Expansion	3,000.0	-0-	-0-
South Central Community Park	1,000.0	619.5	-0-
	\$ 8,450.0	\$ 846.4	\$ 265.5
Southlands:			
Southlands Master Plan	\$ 250.0	\$ -0-	\$ -0-
Valencia and Alvernon Community Park	453.3	453.3	-0-
Valencia Corridor Facilities Plan	349.6	-0-	210.5
Valencia Corridor Land Acquisition	1,289.0	969.9	-0-
	\$ 2,341.9	\$ 1,423.2	\$ 210.5
Total	\$ 23,591.6	\$ 4,511.9	\$ 1,434.0

PUBLIC SAFETY IMPACT FEE PROJECTS PLAN
 (\$000)

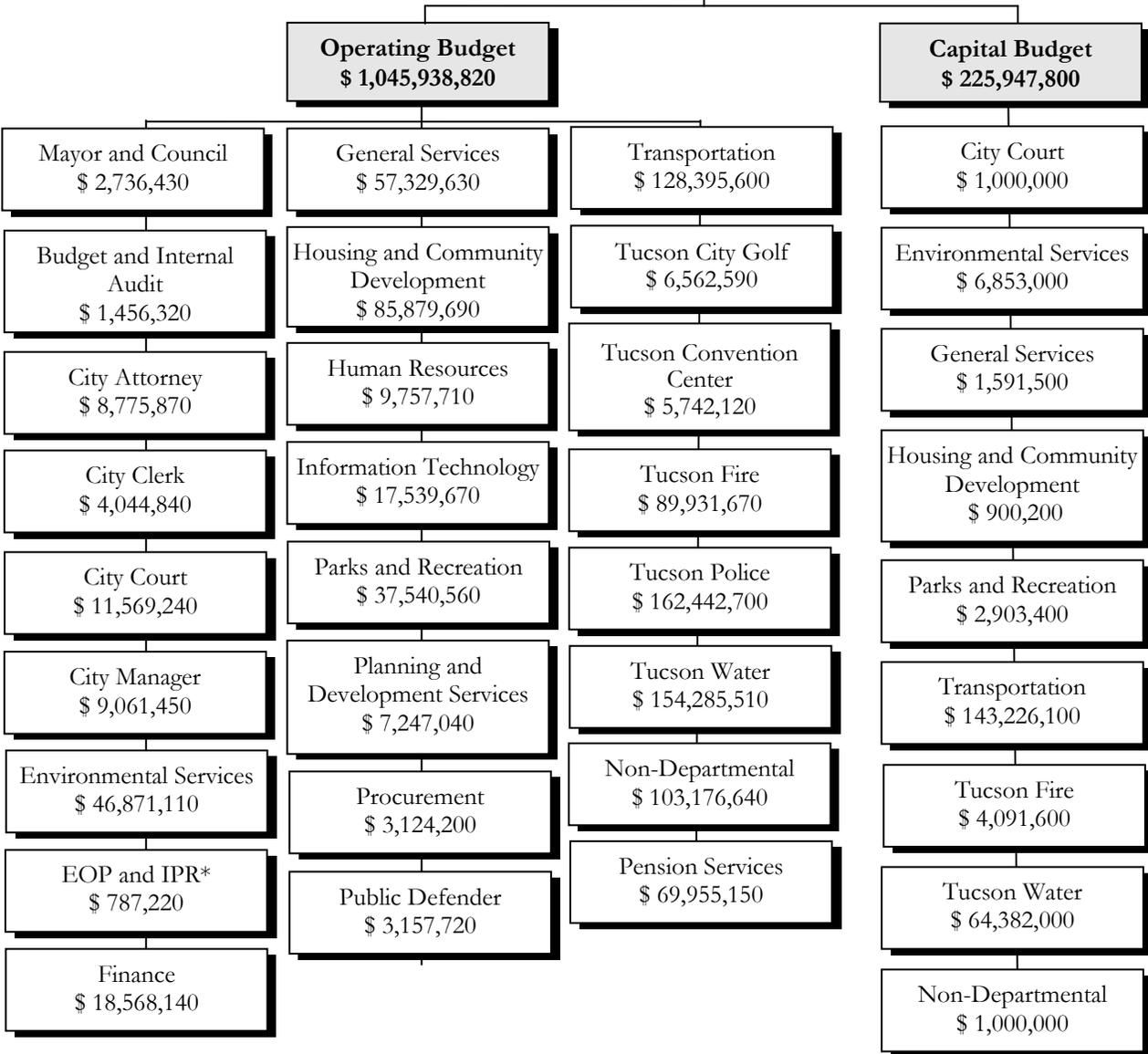
Project	Forecasted Allocations	CIP Budgeted Allocations	Completed Actuals
Communications Center Expansion	\$ 4,687.0	\$ 4,091.6	\$ -0-
Total	\$ 4,687.0	\$ 4,091.6	\$ -0-

Section F Summary



CITY OF TUCSON
 Components of the Total Financial Plan
 Fiscal Year 2014

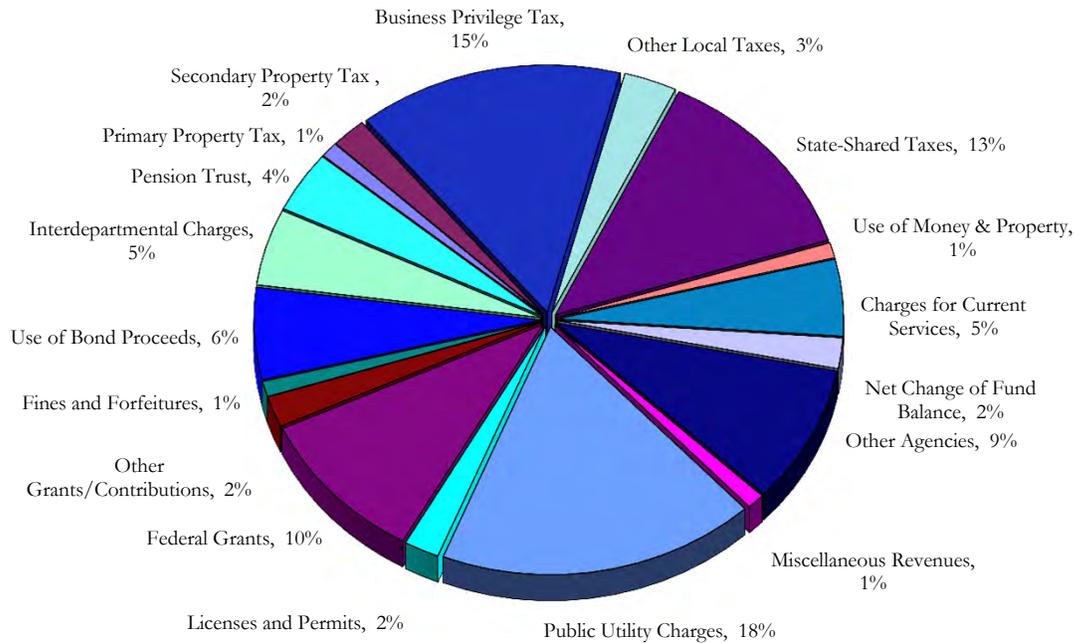
Total Budget
\$ 1,271,886,620



*Equal Opportunity Programs and Independent Police Review

REVENUES

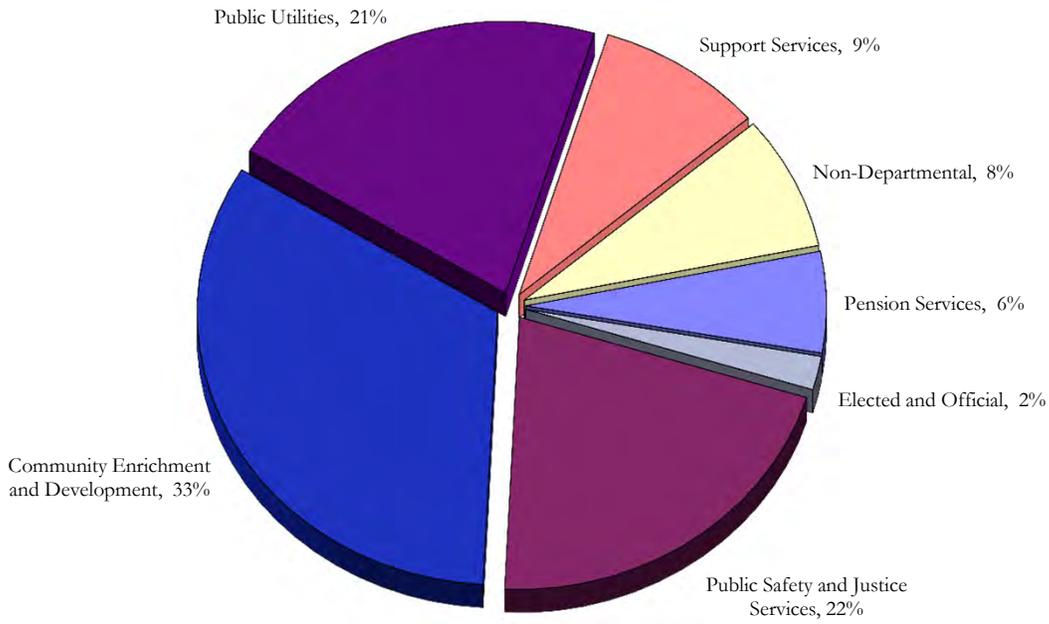
FISCAL YEAR 2014 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	\$ 16,333,360	1%
Secondary Property Tax	28,547,940	2%
Business Privilege Tax	188,988,400	15%
Other Local Taxes	43,791,600	3%
State-Shared Taxes	163,265,600	13%
Use of Money & Property	15,316,580	1%
Charges for Current Services	66,214,430	5%
Net Change of Fund Balance	20,460,300	2%
Other Agencies	112,180,890	9%
Miscellaneous Revenues	12,427,090	1%
Public Utility Charges	229,348,660	18%
Licenses and Permits	21,139,150	2%
Federal Grants	120,908,980	10%
Other Grants/Contributions	20,061,530	2%
Fines and Forfeitures	13,983,960	1%
Use of Bond Proceeds	74,836,100	6%
Interdepartmental Charges	65,010,860	5%
Pension Trust	59,071,190	4%
Total Funds Available	\$ 1,271,886,620	100%

EXPENDITURES

FISCAL YEAR 2014 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	\$ 24,618,590	2%
Public Safety and Justice Services	272,980,150	21%
Community Enrichment and Development	418,397,300	33%
Public Utilities	272,391,620	21%
Support Services	109,367,170	9%
Non-Departmental	104,176,640	8%
Pension Services	69,955,150	6%
Total Funds Available	\$ 1,271,886,620	100%

SUMMARY of PROJECTED FUND BALANCE
as of June 30, 2014

FINANCIAL RESOURCES	Estimated Beginning Funds Available¹	Projected Revenue	Projected Expenditures	Net Transfers In/(Out)	Available Funds
General Fund	50,144,070	466,929,970	421,606,520	(46,851,770)	48,615,750
Special Revenue Funds					
Mass Transit Fund	4,106,540	53,448,860	98,934,700	43,315,040	1,935,740
Tucson Convention Center Fund	29,370	3,491,080	7,027,810	3,536,730	29,370
Highway User Revenue Fund	9,817,883	38,119,290	35,367,710	(10,413,290)	2,156,173
ParkWise Fund	1,958,150	3,861,210	5,704,600		114,760
Civic Contribution Fund	1,278,260	398,950	1,205,770		471,440
Community Development Block Grant Fund	3,857,460	11,819,450	11,819,450		3,857,460
Miscellaneous Housing Grant Fund	401,610	5,991,060	5,991,060		401,610
Public Housing Section 8 Fund	3,923,760	41,556,340	41,556,340		3,923,760
HOME Investment Partnerships Program Fund	9,980	6,290,470	6,290,470		9,980
Other Federal Grants Fund	-0-	31,221,930	31,221,930		-0-
Non-Federal Grants Fund	-0-	2,718,110	2,718,110		-0-
Total Special Revenue Funds	22,828,300	198,916,750	247,837,950	36,438,480	12,900,293
Enterprise Funds					
Tucson Water Utility	784,136,370	230,273,110	218,667,510		795,741,970
Environmental Services Fund	(2,261,010)	48,590,760	53,724,110		(7,394,360)
Tucson Golf Course Fund	6,854,680	6,934,340	6,562,590		7,226,430
Public Housing Fund	34,702,080	11,885,280	12,460,240		34,127,120
Non-PHA Asset Management Fund	12,065,920	1,285,070	1,265,450		12,085,540
Total Enterprise Funds	835,498,040	298,968,560	292,679,900	-0-	841,786,700
Debt Service Fund					
General Obligation Bond and Interest Fund	280,260	28,547,940	28,272,500		555,700
Street and Highway Bond and Interest Fund	-0-	7,175,360	17,588,650	10,413,290	-0-
Special Assessment Bond and Interest Fund	1,809,240	326,320	521,610		1,613,950
Total Debt Service Funds	2,089,500	36,049,620	46,382,760	10,413,290	2,169,650
Capital Projects Funds					
2013 General Obligation Fund	-0-	20,125,000	20,000,000		125,000
Capital Improvement Fund	15,569,720	10,112,800	12,732,200		12,950,320
Development Fee Fund	26,033,880	6,487,050	8,425,900		24,095,030
Regional Transportation Authority Fund	-0-	83,515,100	83,515,100		-0-
Total Capital Projects Funds	41,603,600	120,239,950	124,673,200	-0-	37,170,350
Internal Service Funds					
Fleet Services Internal Service Fund	12,095,710	26,924,240	26,924,240		12,095,710
General Services Internal Service	(3,232,030)	21,065,990	21,065,990		(3,232,030)
Self Insurance Internal Service Fund	(18,401,850)	23,260,050	20,760,910		(15,902,710)
Total Internal Service Funds	(9,538,170)	71,250,280	68,751,140	-0-	(7,039,030)
Fiduciary Funds					
Tucson Supplemental Retirement System	560,480,160	59,071,190	69,955,150		549,596,200
Total Fiduciary Funds	560,480,160	59,071,190	69,955,150	-0-	549,596,200
Total All Budgeted Funds	1,503,105,500	1,251,426,320	1,271,886,620	-0-	1,485,199,913

¹ Estimated Beginning Funds Available does not include Nonspendable fund balance.

**FULL-TIME EQUIVALENT POSITIONS
PERMANENT and NON-PERMANENT
FISCAL YEAR 2014**

Department	Permanent	Non-Permanent	Total
Elected and Official			
Mayor and Council	43.00	-0-	43.00
City Manager	43.00	-0-	43.00
City Attorney	95.00	-0-	95.00
City Clerk	27.00	15.00	42.00
Program Total	208.00	15.00	223.00
Public Safety and Justice Services			
City Court	130.80	-0-	130.80
Equal Opportunity Programs and Independent Police Review	9.00	-0-	9.00
Public Defender	34.00	-0-	34.00
Tucson Fire	753.00	-0-	753.00
Tucson Police	1,312.50	-0-	1,312.50
Program Total	2,239.30	-0-	2,239.30
Community Enrichment and Development			
Housing and Community Development	186.25	-0-	186.25
Parks and Recreation	321.50	176.00	497.50
Planning and Development Services	80.00	-0-	80.00
Transportation	282.00	-0-	282.00
Tucson City Golf	23.00	45.00	68.00
Tucson Convention Center	26.50	18.00	44.50
Program Total	919.25	239.00	1,158.25
Public Utilities			
Environmental Services	222.00	-0-	222.00
Tucson Water	547.00	-0-	547.00
Program Total	769.00	-0-	769.00
Support Services			
Budget and Internal Audit	14.00	-0-	14.00
Finance	111.00	-0-	111.00
General Services	228.00	1.00	229.00
Human Resources	27.00	-0-	27.00
Information Technology	106.00	-0-	106.00
Procurement	37.00	-0-	37.00
Program Total	522.00	1.00	524.00
Pension Services			
	4.00	-0-	4.00
Total	4,661.55	255.00	4,917.55

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2011	Adopted FY 2012	Adopted FY 2013	Adopted FY 2014
Elected and Official				
Mayor and Council	51.50	43.00	43.00	43.00
City Manager	31.00	28.00	32.00	43.00
City Attorney	101.50	99.00	97.00	95.00
City Clerk	30.50	37.50	37.50	42.00
Sub-Total	214.50	207.50	209.50	223.00
Public Safety and Justice Services				
City Court	138.80	134.00	130.00	130.80
Equal Opportunity Programs and Independent Police Review	10.00	9.00	8.00	9.00
Public Defender	36.00	35.00	35.00	34.00
Tucson Fire ¹	724.50	671.00	753.00	753.00
Tucson Police	1,470.50	1,290.00	1,316.00	1,312.50
Sub-Total	2,379.80	2,139.00	2,242.00	2,239.30
Community Enrichment and Development				
Housing and Community Development	202.25	201.25	189.25	186.25
Parks and Recreation	585.75	500.00	500.00	497.50
ParkWise	15.00	15.00	-0-	-0-
Planning and Development Services	88.00	84.00	82.00	80.00
Transportation ²	297.00	274.75	282.00	282.00
Tucson City Golf	145.25	63.75	68.00	68.00
Tucson Convention Center	50.00	47.00	43.50	44.50
Sub-Total	1,383.25	1,185.75	1,164.75	1,158.25
Public Utilities				
Environmental Services	241.00	241.00	237.00	222.00
Tucson Water	556.00	556.00	549.00	547.00
Sub-Total	797.00	797.00	786.00	769.00
Support Services				
Budget and Internal Audit	14.00	14.00	14.00	14.00
Finance	107.00	111.00	111.00	111.00
General Services ¹	324.00	312.00	230.00	229.00
Human Resources	29.00	27.00	27.00	27.00
Information Technology	122.50	110.50	112.50	106.00
Procurement	44.00	36.50	37.00	37.00
Sub-Total	640.50	611.00	531.50	524.00

FOUR-YEAR CITY STAFFING COMPARISON

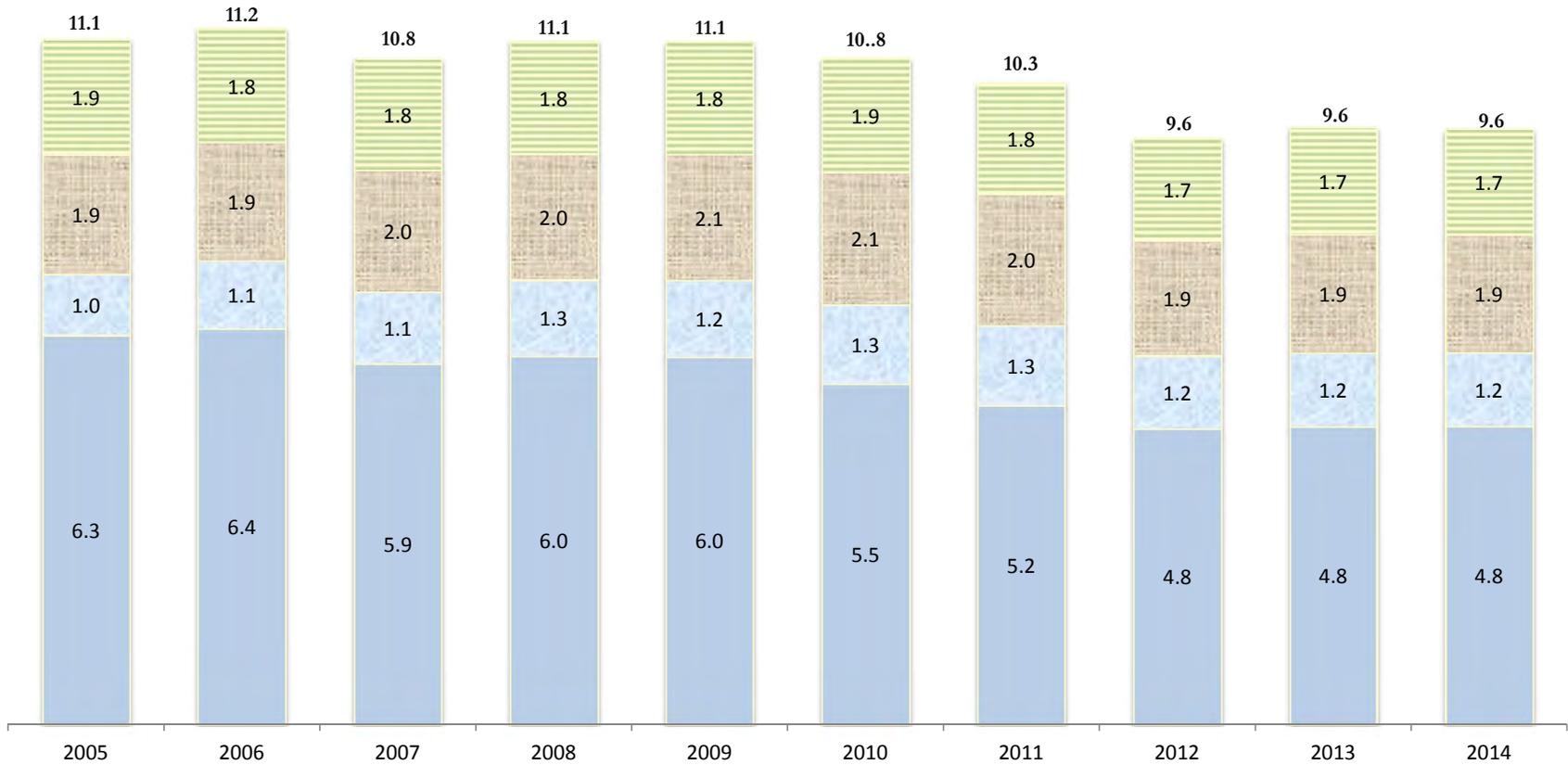
DEPARTMENTS	Adopted FY 2011	Adopted FY 2012	Adopted FY 2013	Adopted FY 2014
Pension Services	4.00	4.00	4.00	4.00
Total	5,419.05	4,944.25	4,937.75	4,917.55

¹ Communications Center 911 staff was transferred from General Services to Tucson Fire during Fiscal Year 2012.

² ParkWise staff was transferred to Transportation from General Services during Fiscal Year 2013. It is reflected as stand alone for Fiscal Years 2011 and 2012 and is included in Transportation for Fiscal Years 2013 and 2014.

NUMBER OF CITY EMPLOYEES PER 1,000 POPULATION

Other* Fire Commissioned Police Commissioned Enterprise Positions**



* In Fiscal Year 2007, Library staff was transferred to Pima County.

** 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 2014 refers to the period July 1, 2013 through June 30, 2014.

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
BID	Business Improvement District
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
CNG	Compressed Natural Gas
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
OCSD	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
QECCBs	Qualified Energy Conservation Bonds
RICO	Racketeer Influenced and Corrupt Organizations Act
RTA	Regional Transportation Authority
SAFER	Staffing for Adequate Fire and Emergency Response
SAMM	Surplus, Auction and Materials Management
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
TOT	Transient Occupancy Tax
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
WWII	World War II



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